

## The importance of Latvia's cities in tourism

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### Abstract

In this paper the authors discuss the importance of cities in tourism, analysing the tourism-related products that have been developed by cities, and evaluating the importance of a city's image in its own development. Seven of Latvia's cities were studied so as to consider the way in which their images have been developed. The results of the research demonstrated that in Latvia, where the most often visited cities have always been the capital city of Riga and the resort town of Jurmala, tourists now are also found in Soviet-era industrial cities such as Ventspils and Liepaja on the country's western coast. Both cities have been active in developing tourism products and in presenting these on the market. This can serve as an example to other Latvian towns and cities, which are seeking to plan and implement tourism development projects.

**Keywords:** Urban tourism, city image, urban marketing

### Introduction

In Latvia, as in other Eastern European countries, the transition from a centralised economy to a market economy has involved various transformations. These have affected the country's economic, political, and social structures. The Soviet economy was dominated by industry, while today the lion's share of national income comes from branches of the tertiary sector. The structure of the service sector has also changed. Along with transport and retailing, other types of services are coming to the fore – financial services, information services, as well as social services, including entertainment and tourism services.

Tourism is a sector that has faced great changes indeed. The state monopoly on international tourism that existed in Soviet times is long gone, and private companies now offer most services. Each year new enterprises become involved; each year there are new places where tourism services are on offer.

Tourism agencies in Latvia have to operate not just in the domestic, but also in the international market. To compete successfully, they must constantly be developing new tourism products and presenting them in the market through contemporary marketing resources.

In today's global economy the fight for market survival involves not just businesses but also cities. Cities compete amongst themselves not only to attract investments and a qualified labour force but also to attract tourists. Cities in Eastern Europe began to pursue their marketing activities only in the 1990s. Specialists have said that Eastern European cities, as compared to urban areas in Western Europe, are hindered by three major factors in terms of developing their image: insufficient financing for marketing campaigns, the need to demonstrate the results of marketing projects very quickly, as well as the preservation in some locations of centralised and authoritarian traditions which affect the way in which the overall image of a city is established [Hall 2002]. The purpose of this study is to describe the way in which urban tourism is developing and to discuss those cities in Latvia, which are establishing their own image. The authors have sought to propose solutions in terms of further developments in this area.

### Data and methods

The authors selected seven Latvian cities for study (their population is given in thousands in year 2003): Riga (739), Daugavpils (113), Liepaja (87), Jelgava (66), Jurmala (55), Ventspils (44) and Rezekne (38). All of these are relatively large cities, and only such urban areas have the financial, institutional and administrative resources that are needed to handle a city's marketing functions. The study is based on data, which came from the relevant local governments, and on information that was provided by their experts.

The authors developed a matrix through which the various marketing activities of these seven cities could be compared in an objective way. All seven cities were compared on the basis of eight marketing-related indicators:

- the institution which administers marketing procedures for the town and the things that this institution does;
- the marketing strategy that exists and the documents that regulate it;
- the city's logo;
- the city's slogan;
- the city's image and the extent to which it is concrete;
- the city's infrastructure and its presentation as a unified "project";
- tourism resources and tourist attractions;
- major events in 2003.

In each category cities were assigned a grade from 0 to 3 and each marketing activity was evaluated along this scale. The scores from all eight categories were then counted up. The matrix helped the authors to decide which cities had done the best in terms of marketing themselves, and this was an objective process of analysis. The larger the score, the more successful the city; the lower the sum, the less active the city has been (Table 1).

The selected criteria, of course, do not cover all aspects of a city's marketing programme (the extent to which budget resources are spent on marketing, the volume of advertising in the mass media, the print run of advertising materials, etc.), but they do focus on the more important components in this matter, making clear the trends that are developing in a city's marketing activities.

#### **Tourism trends in Latvia and the development of city tourism**

When discussing trends in international tourism, we must note that over the last few years there has been an increase in international travel to Latvia. After the Iron Curtain collapsed in the early 1990s, there was much interest in Latvia among Western European tourists. Then the level of incoming tourism diminished, because tourism services here could not compete with those that were being offered in other Eastern European countries – the Czech Republic and Estonia, for instance. This was true both in terms of quality and in terms of prices. It was in 1996 that the number of foreign travellers began to increase once again. This was the result of tourism policies that were implemented and marketing programmes that were produced. In 2003 Latvia hosted 2.5 million guests from abroad, among whom overnight travellers accounted for 970,000 visitors (Table 1).

Table 1

#### **International tourist flows\***

	1993	1994	1995	2000	2001	2002	2003
Departures of Latvian residents (thsds)	2269	1794	1812	2596	2697	2306	2286
Arrivals of foreign visitors (thsds)	2446	1944	1633	1882	2061	2297	2524
Total international tourist flow (thsds)	4715	3738	3445	4478	4758	4603	4810

\* LR CSP/CSBL 2000; LR CSP/CSBL 2003

Among the factors that are the most important in terms of promoting tourism in Latvia is the tourism policy that the state has implemented. Latvia's government approved a long-term economic strategy in 2001 and a set of basic positions vis-à-vis the country's sustainable development in 2002. These documents declare that "tourism is to be seen as one of the strategic opportunities and priorities for Latvia's development, a sector which ensures that the economy is focused on services with significant added value [Department of Tourism, 2004]. The strategic goals for developing the tourism sector are set out in a special national programme to promote Latvian tourism between 2001 and 2010. It was adopted in 2001 and has been implemented over the last three years. Tourism specialists think that the establishment of a

Department of Tourism under the auspices of the country's Economics Ministry was an important step forward. In 2004 the government awarded 2.5 times more money from the national budget to the tourism sector than had been the case in the previous year – LVL 1.04 million (about 1.6 million euros) in all. Of this sum, 63% of the money is to be used for marketing activities.

In 2003 foreign travellers in Latvia spent a total of LVL 124.4 million (about 190 million euros). The average Latvian traveller spends 3.6 24-hour periods when travelling to another country, while the foreign travellers who come to Latvia spend only an average of 1.9 24-hour periods here – nearly two times less. The international balance in this area, therefore, is negative by LVL 58 million in 2003.

As far as in-country tourism is concerned, 52% of Latvia's residents have said that they take at least one trip within Latvia each year. Latvia is a small country and 82% of the trips have been day trips without overnight accommodations [LR CSP/CSBL 2003].

Until the end of the 20<sup>th</sup> century most of Latvia's tourism offers involved cultural and historical resources found in the cities of Riga, Cēsis, Sigulda, and Kuldīga, as well as the resort town of Jurmala. Over the last few years tourism has developed in other cities as well. Cities have also become centres for business-related travel. Congress and conference centres, amusement parks, festivals, exhibitions, annual fairs, and other events attract people. Statistics show that Jurmala and Riga continue to be the primary destinations for in-country tourism (attracting 23% and 22% of all trips respectively) [LR CSP/CSBL 2003]. As far as business travel is concerned, Riga attracts 35% of the trips, but other destinations include Ventspils (8%) and Liepaja (5%).

#### **Development of marketing images for cities**

People in any city, any location have images of these places. The image represents the impression, which people have gained about the specific geographic location through the process of perception and cognition. It is made up of the sum of beliefs, views, and impressions [Gartner 2000]. We can separate out the organic image – the one that is the result of one's experience of things that one has read or heard about the place or gained from a visit to the location. Marketers of cities, however, talk about the induced image – the one that is purposefully created and aimed at a specific target audience through marketing resources and activities. In an urban development process, this image can change radically, but the city's original image can still remain in the public mind for a long time to come. In terms of human perceptions, the image is much more important than the reality. A city's image can be purposefully put together and nurtured as a marketing instrument, attracting financial interest and then be further developed. An image that is negative or that has been developed without skill can create obstacles and hindrances to a city's development. When a city is faced with an incorrect, false or undesirable image, it needs to renew and reposition that image. Major events or the creation of a new and attractive environment within the city can facilitate this process [Tyler, Guerrier 1998].

The brand of a city is one of the elements in creating its image. According to specialists this is one of the most important marketing resources for positioning a city in the tourism market, because there are a great many locations with similar product and service offerings. The battle takes place not only in the marketplace, but also in the minds and hearts of travellers [Morgan, Pritchard 2002]. The way in which a city's brand is developed is no different than the way in which brands are developed for consumer goods. First of all, the values of the city must be studied. These must be long-term, sustainable, permanent and attractive. They must be managed in order to determine the uniqueness of the brand. Once the values have been defined, the purpose of marketing is to confirm and supplement them, particularly in written text and images. The brand values must be characteristic, all encompassing, easily perceived, understood, and remembered. They must be presented through a logo or slogan, there must be a certain style to the message so as to ensure that the information is presented in a way that can be easily received. Brands which aim to conjure up emotions must be believable, easily perceived, focused on the most typical elements of the city (product), presented through powerful ideas, exciting for business partners, and in line with consumer desires [Morgan, Pritchard 2000].

Various instruments are used to establish a successful image for a city. Usually these involve slogans, the values of the city, visual symbols, events, and diverse activities. Slogans help to create an all-encompassing idea about the specific city. It is a phrase, which projects the desired image of the city. During the 800<sup>th</sup> anniversary celebrations of the city of Riga, for instance, the slogan was, “Riga: A City of Inspiration”.

Visual symbols include those aspects of the urban landscape that typify its unique personality. The aim is to create a long-lasting image in the minds of tourists or other target audience members. Images can be developed not just through slogans and advertising alone, they can emerge through various events and constructions. These are used to produce a long-term effect amongst the potential audience.

People who advertise cities make use of a wide spectrum of resources, which help in promoting the city’s image in the marketplace. The main resources in implementing a city’s marketing strategy and in reaching the target audience include advertising, direct marketing, sales promotions, public relations, and individual contacts. Cities and countries use both printed ads (in newspapers, magazines, brochures, posters, etc.) and broadcast airtime on radio and television.

### **A city’s marketing activities and image development in Latvia**

The marketing of cities as a managed and purposeful process began in Latvia only in the late 20<sup>th</sup> century, after the restoration of Latvia’s independence in 1991. The process was facilitated by changes in the administrative structure of cities. Under the newly emerged market economy, cities had new functions. National laws required the elaboration of urban development programmes and general plans, and this involved processes that had much to do with marketing. The marketing of a city depends on the city’s budget, the qualifications of those officials who are responsible for the process, and a great deal of initiative. In 2003 there was an international forum in Riga, “Establishing and marketing the image of a country and a city”, with delegates coming together to share in their experiences. The emphasis was on major areas of operations, and specialists stressed the fact that the development of an image for cities and regions is closely linked to the image of the whole country. Due to Soviet occupation and its distortions Latvia is not well recognised in the rest of the world, and its image is rather indistinct. Thus attempts to position specific cities in terms of images abroad, the country has to be positioned first. That, however, is not within the scope of this paper.

The main goal for the research was to evaluate the marketing activities of several cities in Latvia. As said before, eight parameters were identified and then each city was evaluated on the basis of those parameters.

### **The marketing structure and the effectiveness of its operations**

The administrative structure of local governments is of key importance here, because when marketing issues are entrusted to a single organisation, there is a higher level of responsibility and better control over the implementation of marketing plans. Several structures can work together effectively too, but one of them must be responsible for the overall long-term marketing strategy. Work among the institutions must be co-ordinated very carefully.

Both Ventspils and Liepaja have structures that are responsible for the marketing of the city. Since 1998, the Ventspils Development Agency has been implementing marketing strategies. The agency has also sought to publicise the city, its businesses, as well as the interests of its social and economic partners at the national and the international level [Ventspils Development Agency 2003].

There are several local government structures in Riga and Jurmala, which deal with marketing, but their operations are not sufficiently effective or co-ordinated. The Riga City Council, for instance, has a Department of Information and Public Services, but several of the council’s other departments have their own PR units. Among those helping in shape the country’s image are the Economics Board, the Urban Planning Board, the Riga Bureau, the Riga Tourism Co-ordination and Information Centre, and a business organisation called “Inspiration Riga” [Hasana 2003].

Daugavpils, Rezekne and Jelgava also have several structures, which deal with marketing, but there is very little in the way of co-ordination of their various activities. Lacking is an agency that would be responsible for the entire process.

### **The marketing strategy and documents which regulate it**

In this context a long-term marketing strategy is one of the most important criteria here, because it covers future visions and goals, as well as providing a long-term, concrete plan of action. A strategy helps the relevant institutions to systematise and plan their operations, to determine the necessary financial resources, and to decide on how the money is to be spent. Long-term activities are divided up into shorter periods of time (years or months). That makes it easier to monitor developments. If there is no long-term strategy, if there are no clearly defined goals, then the process of marketing activities lacks control over results, and decisions on new projects are taken in an arbitrary way.

Ventspils is the only city, which has a long-term marketing strategy. It was drafted in the spring of 2003 and has been implemented since then. Riga, Jurmala, Liepaja and Jelgava are working on long-term marketing strategies or operating on the basis of short-term and temporary plans. In Daugavpils and Rezekne people are still thinking about working on a long-term marketing strategy.

### **The logo, the slogan**

A logo and a slogan work together to shape a city's brand, promoting its recognition among other cities. The brand emphasises the specifics of the city and makes it more competitive. Logos must be easy to perceive and each city should have no more than one. Slogans also describe cities. When a brand is being developed, it is easier to disseminate a single slogan, preferably one that is appropriate for as broad a target audience as possible.

Ventspils is the only city that has a logo and slogan for advertising and promotion purposes. The logo includes three things: history (a castle, meaning endurance), the sea (dynamism and worldliness), and the word "Ventspils", painted by brush. The colours are reminiscent of the sun and a city by the sea. "Ventspils – a City With a Tomorrow!" is the slogan.

As mentioned above, Riga received a slogan and logo for its 800<sup>th</sup> anniversary, but it is to be replaced with another graphic design in the future. Jurmala calls itself the "City on a Wave" and has a new logo and slogan. Rezekne and Jelgava have not developed any logo, while Daugavpils uses one that is not very well known. Liepaja has several slogans, but none is official. Daugavpils has two slogans, one of which has not been approved officially.

### **The image of a city and its specifics**

The image of a city has much to do with stereotypes, which people hold about it. The image is solid if the dominant stereotypes are positive ones. If the image is less than solid then there are many different stereotypes and none is really dominant. If a negative stereotype dominates, then the image of the city must be repositioned.

Riga, Ventspils, Liepaja, and Jurmala all enjoy a positive image. Riga is a highly varied city and its image needs to become more solidified. Riga is still using the logo that was developed for its 800<sup>th</sup> anniversary, but the Riga City Council wants to change it, thus a new one is under development [Ruskuls 2003]. The slogans are "Riga: A City of Inspiration" and "Riga – the Hottest City in the North". The stereotype of Riga as "little Paris" has been around for a while.

Daugavpils and Rezekne also have mostly positive images, but insufficiently concrete ones. Daugavpils began to think about its image as it prepared for its 725<sup>th</sup> anniversary in 2000. The Daugavpils fortress was chosen as the symbol of the city, but it's not used very often. The city's official seal, which includes a depiction of the fortress, is used more frequently [Smagars 2003]. The city has two slogans to popularise itself – "Daugavpils: A City on the Daugava" is not a very inspiring slogan, because Daugavpils, of course, is not the only city on the river. The Daugavpils Regional Tourism Information Centre is trying to bring in a new slogan: "Welcome to the Heart of Europe". That's not a very successful slogan either, because the centre of

Europe, depending on whom you ask, is in the Czech Republic or in Lithuania. Daugavpils also needs to reposition its image as an industrial city, instead emphasising new technologies that are environmentally friendly.

The image of Jelgava is still based on an image which emerged during the Soviet occupation – that of an uninteresting industrial town. The fact that the city is home to a prison and a psycho-neurological hospital doesn't help much. Jelgava is very close to the capital city and nearly one-sixth of its residents work in Riga. This promotes the image of Jelgava as a bedroom community for Riga. A positive aspect of Jelgava's image is based on the presence of the Latvian Agricultural University. The image needs to be changed, however. People do not have any positive stereotypes about Jelgava. Indeed, they are more likely to focus on the negative aspects of the town's image. The residents of Jelgava are most likely to say that positive elements in the city's image include the presence of what was once the *Academia Petrina* institution of higher education and of the Jelgava castle [Šurma, 2003].

### **The infrastructure and the presentation of a city as a “unified” product**

A city's infrastructure is enormously important in the emergence of the city's image and in ensuring that basic functions are provided for local residents, visitors, and potential investors and businesspeople. The elaboration of unified city infrastructure elements (e.g. street signs, signs which point toward tourist facilities and points of interest, decorations during holidays, etc.) attaches a visual image to a city that unifies it. Then the city becomes better perceived and “sellable” as a unified product. Riga (meaning the city centre) and Ventspils are cities, which can most easily be promoted in this case, because both have unified elements, which shape the image of the city, and both have made major investments in infrastructure development. Liepaja and Jurmala have a well-developed visual image, but they must devote more money to infrastructure development. Rezekne and Jelgava must work harder both in improving infrastructure and in shaping the visual image of the city.

### **Tourism resources and points of interest for visitors**

Tourism resources and points of interest for tourists are important for any city, because they bring in more visitors, create better living conditions for locals, and make the city more interesting. Existing objects must be in good shape and there have to be people who know how to run them. Those who manage a tourist facility must be prepared for the fact that they will receive visitors from abroad, which means that information must be available in languages other than Latvian. Recently, new resources have been emerging in nearly all cities. The greatest volume of tourism resources and tourist attractions exists in Riga, Jurmala and Ventspils. Liepaja has invested money in the construction of an indoor ice rink and developed a former military port as an object of interest for tourists. Daugavpils faces a similar situation – an indoor ice rink has been built, one of the most interesting points of interest is the Daugavpils fortress, there are lots of local places to entertain oneself, and one of the city's hotels is being rebuilt. Jelgava also has an indoor ice rink and new closed tennis courts, but the management of existing tourism resources (the Jelgava castle in particular) is insufficient, and not enough resources are devoted towards tourist development. The same is true for Rezekne, where investments in the creation of new tourism facilities and points of interest for visitors have been even scantier.

### **Major events in 2003**

Major events serve as tourist attractions. They attract visitors and create as much interest as possible about the city. In other words, various international and national events are just as important as investments in new tourism objects. Events help to shape the city's image, they make public life more active, and they indirectly enhance the standard of living of local residents. By skilfully arranging various events, a city can avoid the traditionally seasonal nature of tourism, where visitor numbers change depending on the season. The highest ranking of three points was awarded to those cities which had at least three events of this type during the course of the year: Riga, Ventspils, Liepaja, Jurmala, and Daugavpils. In 2003 Ventspils was the site for the concluding concert of a popular Latvian radio show, for the national finals of the Eurovision Song Contest, for the world championship in ice hockey for women and juniors, the

Latvian championship in skateboarding, an Easter celebration at a coastal museum, a Sea Festival, and a City Festival. Jelgava in 2003 hosted just one major event – an ice sculpture festival, while Rezekne was the site of only national or local cultural events.

In the matrix that has been developed, the maximum number of available points (Table 1) is 24. On the basis of these criteria the seven major cities in Latvia can be divided up into four groups.

Ventspils is the absolute leader and its marketing activities set an example for every other city in Latvia. That doesn't mean that everything has been perfect with the Ventspils marketing plan; there are certain shortcomings, but against the background of other cities, these are minimal indeed. Ventspils and its various attractions ranked second only behind the Roman Catholic basilica at Aglona as a destination for visitors, according to the Tourism Information Centre [Mackevičs 2002, 2003].

The second group in terms of city marketing is made up of Riga, Jurmala and Liepaja, which gained 21, 19 and 18 points respectively and are, therefore, in similar positions. These are cities where active work is taking place in the area of marketing; these are the ones who have the best chance to join Ventspils at the top of the list. The fact that tourist attractions and recreational facilities are enormously important, and that it is certainly worth investing money in high-quality infrastructure, is clearly evidenced by the "Nemo" water park that was opened in Jurmala. It is popular enough to have become the 8<sup>th</sup> most popular tourism destination in Latvia in 2002 [Mackevičs 2002].

The third group is made up of cities with lots of tourist attractions and events, with good infrastructures, but with inadequate activities in the shaping of their own image. Daugavpils is in this category. The fourth group is made up of cities with relatively few tourist attractions and events, a less developed infrastructure, and even weaker attempts at establishing a city image. Jelgava and Rezekne are in this group. The matrix that has been prepared can be used as a model with which any other Latvian city or town can be compared objectively to the others [Rozīte, Prēdāja-Klepere 2003].

Table 2

**An assessment of city marketing activities in Latvia\***

The city	The department that is responsible for city marketing and its activities	The marketing strategy, documents which regulate it	The city's logo	The city's slogan	The city's image and its characteristics	The infrastructure in the city as a complex product	Tourism resources and tourist attractions	Major events in 2003	Total
Ventspils	3	3	3	3	3	3	3	3	<b>24</b>
Riga	2	2	2	3	3	3	3	3	<b>21</b>
Jurmala	2	2	2	2	3	2	3	3	<b>19</b>
Liepaja	3	2	1	2	3	2	2	3	<b>18</b>
Daugavpils	1	1	1	2	2	2	2	3	<b>14</b>
Jelgava	1	2	0	1	1	1	1	2	<b>9</b>
Rezekne	1	1	0	1	2	1	1	1	<b>8</b>

\*[Rozīte, Prēdāja-Klepere 2003]

**The criteria for scoring**

(1) Responsible marketing department and its effectiveness:

- 3 – The city has a separate administrative department (or several departments that co-ordinate their operations) to take care of the city’s marketing in an effective way;
- 2 – There are one or more administrative departments to take care of the city’s marketing, but the operations are not sufficiently effective;
- 1 – There are several administrative departments to consider city marketing, but their mutual work is poorly co-ordinated;
- 0 – There are no departments in the city to handle city marketing issues.

(2) The marketing strategy and documents that regulate it:

- 3 – There is a long-term marketing strategy;
- 2 – A long-term marketing strategy is being elaborated;
- 1 – Marketing processes are organised without short-term plans of action;
- 0 – There is no marketing strategy, events are planned at random.

(3) The logo:

- 3 – The logo typifies the city, it is successful, the target audience recognises it;
- 2 – The logo typifies the city, but it has only just been introduced or is temporary;
- 1 – The logo is little known and has not been advertised much, or a competition has been announced to find a designer for a logo;
- 0 – The city has no logo.

(4) The slogan:

- 3 – The slogan typifies the city, it is successful, and the target audience recognises it;
- 2 – There are several descriptive slogans, one for each target audience, or more than one slogan for a single target audience;
- 1 – There is a slogan that few people know about, or a competition has been organised to find a slogan;
- 0 – There is no permanent slogan.

(5) The city’s image and the extent to which it is concrete:

- 3 – The city has a positive, concrete and perceivable image;
- 2 – The city has a positive image, but it is not concrete;
- 1 – An image for the city is being sought, but the descriptive identities have not really been defined;
- 0 – The city has a negative image or one that must be changed (repositioned).

(6) The infrastructure and the presentation of the city as a “unified” product:

- 3 – The infrastructure is in good shape, there is a unified design for signs that point to tourist attractions;
- 2 – The infrastructure receives investments each year, a unified design for signs that point to tourist attractions exists or is being designed;
- 1 – Insignificant money is invested in infrastructure, the design for signs that point to tourist attractions is weak, or there is no unified design;
- 0 – The infrastructure is in poor shape, there is no unified design for signs that point to tourist attractions.

(7) Tourism resources and tourist attractions:

- 3 – There are many tourism resources, new tourist attractions have been or are being created;
- 2 – There are a limited number of tourism resources, but new tourist attractions are being created;
- 1 – There are a few tourism resources, but their number is insufficient;
- 0 – There are no meaningful tourism resources and tourist attractions.

(8) Major events in 2003

3 – There were more than three international events;

2 – There was at least one major international event;

1 – There were no international events, but there were several important events of other kinds;

0 – There were no international or national events of significance.

**Conclusions**

- (1) Along with tourism to historical locations, Latvia is seeing a development of city tourism. The most important destinations are Riga, Ventspils, and Liepaja.
- (2) When leaders and organizations design their development directions and strategies for Latvian cities, they must take into account the primary directions of marketing strategies – studying the city’s products, creating an attractive environment for those who use those products, placing the products on the market, creating and popularising a city image that depicts its uniqueness, its values and its advantages vis-à-vis other cities.
- (3) The most effective administrative structure for city marketing has been set up in Ventspils and Liepaja. Riga and Jurmala have begun to establish similar structures.
- (4) Ventspils is the only city among those that were studied, which has a long-term marketing strategy.
- (5) A logo and a slogan are among the most visible indicators of marketing activities. A logo and slogan have helped Ventspils and Riga to make their city “brands” more highly recognised.
- (6) If a city’s image is concrete, that helps to define its movement and position in the market. There are positive and concrete images about Riga, Ventspils, Liepaja and Jurmala. Jelgava has to change its image because public thinking about the city does not involve positive stereotypes. Daugavpils and Rezekne need a more concrete image.
- (7) Although Riga and Jurmala have the greatest wealth of tourism resources, the fact is that Ventspils and Liepaja have created new tourist attractions and organised a variety of events, and that has led to the most rapid increase in the number of visitors to these cities over the last couple of years.
- (8) A ranking matrix, marketing activity criteria and scales for evaluation have been created. These can be used in evaluating the marketing efforts of other cities. Local governments can use the matrix to identify the strengths and weaknesses of their own marketing strategies.

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