

# Location Communication in Leipzig and Thoughts About Destination Management

**Christian Albert Jacke**

Dedicated to my “master of ceremonies” of many years—the distinguished Dr. jur. Hinrich Lehmann-Grube, Mayor of Leipzig (1990–1998) and honorary citizen of the city

## **Abstract**

The first-hand report of the former Mayor for Economic Affairs, Real-Estates and Tourism of the City of Leipzig and present-day consultant and economic mediator covers the entire range from the beginnings of the reconstruction of the City of Leipzig via its successful repositioning in the 25 years after the German wall came down up to the establishment of a management and marketing concept for the development and institutionalization of rules in the corporate governance principles of the city as an enterprise.

The “LEIPZIG KOMMT!” location campaign and its successor “Leipziger Freiheit” represent measures which in every aspect were successfully developed and implemented. This article portrays the development of the campaign, outlines the project structure and describes the principle of the marketing management process which has had the effect of creating consensus among the decision-makers of the region.

## **Keywords**

Leipzig, Leipzig Kommt!, City marketing, Sustainability, Corporate governance, Moderation, Location marketing

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## **Mood in Leipzig in 1989/1990**

Decision-makers and shapers (referred to hereafter as decision-makers) in the federal states and cities have been dealing with the challenges of location communication in the broadest sense for almost half a century now, for a variety of reasons, more or less systematically and with varying degrees of success. Especially since the 1980s, a large number of standard reference works in the field of location communication by, amongst others, Meffert, Kotler and Kirchgeorg have become available and demonstrate methods for the development and implementation of strategies in the fields of location communication and location marketing (Kotler et al. 1994; Meffert et al. 2015). The situation in East Germany and specifically in Leipzig, forced decision-makers to face challenges which had not previously existed. This is not surprising. The fall of the Berlin Wall, German reunification with its subsequent system transformation and the reconstruction of the new federal states represented a historically unique process.

This article seeks to span the period from the early beginnings of location communication in Leipzig to thoughts on a modern city and destination management.

### **Can Leipzig Still Be Saved?**

Despite the risk of the methodical approach of this account on the beginnings of location communication in Leipzig not being scientific enough, it is essential for there to be a proper description of the challenge of presenting the conditions and also the

emotions of the people of Leipzig at the time after the wall came down in an authentic manner, also for the younger generation.

Shortly after the wall came down, a documentary entitled “Ist Leipzig noch zu retten?” (“Can Leipzig Still Be Saved?”) was shot in the city, which was then broadcast on GDR television (Marquardt and Geist-Reithmeier 2010).

In referring to urban planning for the City of Leipzig, the film provides some key data (year 1989) on the housing situation in the city and the possible consequences of a lack of housing on the work force in the City of Leipzig in the foreseeable future. According to the data, about 104,000 apartments in the city dated back to before 1918. This was equal to 41 percent of all apartments. Approximately 70,000 apartments were so run-down that they could not have been saved. The plan was to build 3,000 to 4,000 new apartments and to demolish 1,000 old apartments per year. Since 1987, however, more apartments were demolished than new ones built. Due to the lack of appropriate housing, a decrease in Leipzig inhabitants of 100,000 by the year 2000 was to be expected. Consequently, 70,000 fewer people would be available on the labor market.

The film is, in itself, a remarkable testament. Moreover, for the first time, GDR television showed an unembellished image of the economic disaster after 60 years of command economy (including the period of national socialism).

The film features the then Head of the Urban Planning Department of the City of Leipzig. The question regarding possible solutions to the housing problems was answered with the postulation that the state-operated building conglomerate in Leipzig should no longer be aligned with internal efficiency criteria but with the needs of the city. From a methodological point of view, this statement is of particular value. The officials were still caught up in the planned economy and wanted to optimize the process of state planning. They were still in the “glasnost” mindset, having not yet arrived at the transformation of the system.

When the film producers asked if Leipzig could still be saved, one woman replied, *“I hope so.”*

It was hope which kept many Leipzigers from leaving their city and starting a new life somewhere else. The statement reflects the general mood of the early 1990s in East Germany. This aspect will be revisited when addressing the briefing for location communication.

### **Situation of the Economy in East Germany and Leipzig**

Following the introduction of the D-Mark in East Germany, the exchange of goods and services with countries of the Council for Mutual Economic Assistance (COMECON) had to be conducted in a convertible currency. The national currencies of these states did not meet this requirement, which led to the exchange of goods and services being secured through counter purchases and/or government guaranties. At the same time, the Soviet Union fell apart as a sovereign nation. The successor states and the other Central and Eastern European countries fell into a severe recession which would last a long time. The markets for the East German economy basically crashed overnight. The author is hesitant to speak of “markets” in this context as the use of the term “market” would presuppose the existence of market mechanisms and free pricing (Piekenbrock 2017). The indicated changes strongly affected the field of mechanical engineering but also the chemical industry and plant engineering, and in particular the Leipzig state conglomerates severely. At the same time, the East German companies—operated as state companies by the Treuhandanstalt trust agency—had to compete in West Germany and the western markets against extremely successful West German companies. The West German economy held the title of Export World Champion; it was not a competition among equals. Over 100,000 industrial workers lost their jobs after 1990 in Leipzig alone. The development affected almost every family in Leipzig, covering the entire city and region in a negative mood like a dark cloud.

The economic situation in Leipzig in the early 1990s can be specified using the following key data (Stadt Leipzig 1995):

- Real unemployment was 35 to 50 percent (nominal unemployment adjusted for job creation schemes and qualification measures).
- Migration away from the City of Leipzig, which had already started before the wall came down, continued in a massive way, causing the number of inhabitants to fall significantly below 500,000 in 1991 (720,000 inhabitants in 1930).
- Private property owners had been expropriated in the territory of the German Democratic Republic from 1945 onwards, following the establishment of the Soviet command economy with central leadership and all production means owned by the government. The process had been handled particularly thoroughly in the former District of Leipzig. The City of Leipzig received 39,936 applications for the reconveyance of property, which was equal to 76 percent of all real estate in the City of Leipzig. The legal principle of “restitution before compensation” stipulated in the German Reunification Treaty deprived this real estate of its marketability. Due to the unresolved ownership of the property, no investments could be made there. Also, it could not be mortgaged to collateralize investments. Economic activity in Leipzig almost came to a complete standstill, with only very few exceptions, for a period of almost two years between January 1991 and January 1993.
- The stipulations of the German Unification Treaty (Unification Treaty 1990) delivered almost 32,000 employees to the City of Leipzig in 1990. The city repeatedly found itself on the verge of insolvency.
- Despite the well-attended trade fair in spring, there were only 400,000 overnight stays in 6,000 uncategorized hotel beds in Leipzig in 1991.
- A total of just 275,000 flight passengers and 366 tons of air cargo were registered at Leipzig/Halle Airport in 1990.

## **Glimmers of Hope**

The situation of businesses could be described as concerning to hopeless; people were in low spirits. At the same time, important decisions made in mid-1991 brought some certainty to the city's future:

The Quelle Group would move to Leipzig and build the most modern dispatch center in the world, with an investment volume of over DM 1.0 billion. The factory was going to provide employment for over 4,000 people. The construction of the new trade fair center and the creation of one of the most modern trading locations in Europe, directly next to the Quelle premises, for over DM 1.3 billion was also agreed upon (Marg 1997). The federal government and the Free State of Saxony pledged investments in the infrastructure in the upper nine-figure range for the northern areas of Leipzig alone. Major investments by Siemens, Mannesmann and Telekom were being prepared. Central German Broadcasting (MDR), Germany's second largest regional public broadcaster, was to come to Leipzig and bundle its television production at the Leipzig site (moving from Berlin and Dresden). The volume of these investments reached a scale far beyond DM 10 billion over a period of five to six years.

The decision-makers in the city administration, in the council and the trade associations recognized the challenge of having to reassure people in the city and offering orientation to the stakeholders. At the same time, the decision-makers in the urban administration were aware of the special importance of reliability and authenticity after decades of disappointment and deceit. They had to complete an unusual communicative task.

## **Project Organization, Quantitative Surveys and Agency Briefing**

The Mayor enlisted a communications expert from Munich, who was quite experienced in the field of location communication, to accompany the project. Several discussion groups; both within

the city administration and with the council, the decision-makers from the trade associations, the district administration, the universities and cultural institutions, were established. In addition to generating broad acceptance for the project, the focus was on sparking ideas and taking in suggestions. Exclusive meetings were organized to win over sponsors and the partner companies were included in the "Initiative Leipzig e.V." circle. An internal committee working in the area of operations for the mayor and the deputy mayors prepared trendsetting decisions.

This internal committee was responsible for preparing and evaluating representative surveys, developing a task breakdown for an agency competition ("briefing"), completing competitions, financing, and later campaign management, transmitting projects into the administration and monitoring the project. The project structure was consciously chosen as to have an effect on all project stakeholders so that it would create consensus.

Representative surveys were conducted in Leipzig/East Germany and West Germany seeking to obtain a reliable assessment of public awareness of Leipzig, the reasons for the awareness and possible strengths and weaknesses of the city.

Although no detailed representation or evaluation of the results can be offered within the framework of this article, the most important findings of the surveys can be summarized as follows:

Leipzig was extraordinarily well-known in Germany's new federal states. The Leipzig Trade Fair was of outstanding importance for the popularity of Leipzig. Karl Marx University and major sporting events ("Spartakiads") ensured a high level of awareness. Leipzig was also described as very appealing by the people surveyed in East Germany. The persona of Walter Ulbricht and the topic of air pollution and stench were given as negative aspects.

The respondents from West Germany attested to a rather average level of awareness of Leipzig, which was almost exclusively

based on the Leipzig trade fairs. The appeal of Leipzig was rather low. Many respondents had bad memories of their visit to the Leipzig Trade Fair, if for no other reason than the harassment when entering the former GDR. People also associated Leipzig with a run-down city, extreme air pollution and a foul odor. At least there was an indication of openness towards information on Leipzig.

Besides the findings from the survey among people from East Germany and Leipzig ("self-perception") and West Germany ("external perception"), many older people in West Germany remembered Leipzig pre-1945 (and also pre-1933, of course) as well as its outstanding position among the most important cities in Germany and Europe. The history of the city had to be respected in an attempt at perspective positioning of the City of Leipzig. History greatly influences the self-perception of people from a certain city. The following list includes the institutions and historical qualities of the city (marketing strategists like to talk about "big points" of a destination) at the beginning of the 1990s which were mentioned in the surveys:

- Oldest trade fair in the world
- Fourth largest city in Germany
- Second oldest university in Germany (1409) which produced 30 Nobel laureates
- Site of the Battle of the Nations
- World city of books and home to the German National Library
- Seat of the German Publishers and Booksellers Association and Deutsche Welle, Germany's public international broadcaster
- Seat of the highest German Imperial Court of Justice
- Birth place and home to outstanding composers and writers
- Founding city of the German Football Association (DFB)
- Home to over 140 Olympic and Paralympic medalists
- Seat of the trade and stock exchange
- Founding city of the Schreber garden movement

Comparing the qualities of the City of Leipzig before 1933 and those in 1991 was rather concerning. When looking for a perspective positioning for Leipzig, many questions had to remain



unanswered initially (Price Waterhouse GmbH, Institut für Marktforschung GmbH 1993).

What would Leipzig like to stand for?

Which companies will survive the system transformation?

Which clusters can develop in the future?

What role will the former Karl Marx University play?

How many people will live in Leipzig by 2030?

Would it rather be 700,000 people like at the beginning of the 20th century?

Or rather 330,000 people—like in Bielefeld?

So many questions and no answers.

Under these circumstances, a location marketing concept was out of the question. However, it was still possible to prepare a clear briefing for the development of a communication campaign:

Leipzig would experience a dynamic process with extraordinary major public and private investments for many years. These projects could serve as beacons shining their light far beyond the new federal states. The willingness to act and the speed of action demonstrated by the city administration and politics could be evident from the approval procedures for projects; there were references (exactly six months passed from initial contact with the executive board of Quelle AG to the decision of the city council on the contract about the opening of the site). Soon, the city would have the most modern communication and transportation infrastructure in the country. The statements of the campaign would have to be immediately verifiable; they would have to be authentic.

### **LEIPZIG KOMMT! Location Campaign**

In the agency competition, Serviceplan from Munich was chosen. Serviceplan had completed the task as follows:

“LEIPZIG KOMMT!” (“LEIPZIG UP-AND-COMING!”) was at the core of the word and figurative signature. The lettering was underlain with a picture of the project that was up- and-coming —

for instance, the building crane on the construction site of the Quelle dispatch center or a specific investment project by Siemens AG in Leipzig. The campaign conveyed the message of a vibrant, growing Leipzig and the underlaying of the capital letters with images showed what the specific project was. The authenticity of the statement was increased even more by a testimonial and photo of the person responsible for the respective project. The implementation of the ideas behind the campaign can be shown using Siemens AG and Stadtwerke Leipzig GmbH as an example. Further examples cannot be provided, as, apparently, the records were never digitalized and entered into the archives.

**Fig. 1** LEIPZIG KOMMT! Insert and poster campaign, example of Siemens AG (LTM 1999)



**Fig. 2** LEIPZIG KOMMT! Insert and poster campaign, example of Stadtwerke Leipzig GmbH (LTM 1999)



The campaign was launched in 1993 and continued to 2000 with large-scale posters in the public sphere in the Leipzig region as well as select locations all over Germany. Thanks to full-page inserts in daily newspapers and business journals, the campaign reached a wide audience and was further supported through editorial contributions. As the campaign progressed and the offered content increased, image brochures to advertise Leipzig as a business location, a destination for tourism and congresses as well as a city of music, were produced.

### **Exchanging Experiences as a Discovery Procedure**

The discussion groups with the involvement of the departments of the city administration, the council, trade associations, universities and cultural institutions developed into a discovery process for the shaping of challenges and the recognition of opportunities in the best possible sense, according to Hayek (Freitum 2010). Many ideas went into a pool and were subjected to an analysis of their urgency, estimated effort and expected benefit. This procedure will be addressed again in the context of the thoughts regarding systematic destination management. Here, two projects will be used to demonstrate the principle of successful location development:

Very soon after the German Unification Treaty came into effect, the extent of the desolation marking Leipzig's inner city became increasingly concerning. Stores, cafés and restaurants closed down for various reasons. Even on the weekends, there were hardly any people in the city center, which appeared very lively whenever a trade fair took place. An abundance of administrative obstacles, which constrained the development of entrepreneurial activities, became apparent in the dialogue between trade associations, the special departments of the city administration and property owners (if known). With the subject heading of "Deregulation of Local Law", the city parliament adopted an administrative draft to eliminate these obstacles, set deadlines and legitimize temporary solutions. In a very short amount of time, new bars, restaurants and stores were opened,

creative artists and musicians played on the market square and Leipzig's city center soon became a magnet in the wider region for people of all ages. The appeal of the inner city also positively affected the business of trade fairs and congresses in Leipzig.

The city administration and its companies, even more so the businesses from West Germany, found it overly difficult to find both qualified and young people to work for them. For a certain amount of time, mainly people who had obtained their professional qualification and experience in the West were considered for some tasks. The potential employers were turned down repeatedly by suitable applicants who themselves, or whose partners, could not imagine a life in Leipzig. The acceptance of the decision to move to Leipzig improved following a small separate campaign, a communication mix targeting female decision-makers and with the help of an image brochure focusing on the aforementioned target group of decision-makers.

### **Real Estate Ownership—The Knots Unravel**

The "LEIPZIG KOMMT!" campaign with its beacon projects was initially designed to mark the beginning of a new era and therefore to spread hope. As described previously, numerous smaller projects, which were tangible for the people in the city, were to be developed very soon.

At the same time, the blockage of real estate for commercial and residential purposes as outlined above also prevented a broadening of the basis for investment. Only tedious renegotiations by the mayor and those in authority with the federal ministries responsible for justice, urban development and housing, finance and economic affairs made it possible to transfer a larger number of lots back into private ownership, following the adoption of the Investment Priority, the Real Property Validation and the Registration Procedure Acceleration Act (note the exceptionally wordy terms). Additionally, an agreement was concluded with the Conference on Jewish Material Claims Against Germany

(Claims Conference) which allowed for a mobilization of such real estate which had previously been owned by Jewish citizens. There used to be an abundance of Jewish stores, workshops and companies, especially in the city center, up to the thirties.

In the first seven years after the German reunification more than 2,500 investment priority transactions for investments of any type and scale were legally concluded and more than 5,000 properties were returned to the market through various distribution channels in Leipzig. For institutional investors with a long-term investment horizon, this was an opportunity to invest in commercial and office real estate in a prime inner-city location after reunification. The Treuhandliegenschaftsgesellschaft mbH (TLG) commercial real estate company, the Free State of Saxony, the Federal Property Office and the City of Leipzig offered property in exclusive locations within the framework of public notices, adopting the highest bidder procedure. By and by, it was not just large-scale investors but also private ones who participated in the reconstruction of the city, attracted by the favorable tax conditions for investments in real estate in the new federal states. For investments in commercial property, the City of Leipzig developed approximately 500 hectares of new industrial estates for its own purposes or the purposes of municipal project development companies and initiated a large part of the infrastructure investments made in modern operating sites, workshops and factories. Moreover, the City of Leipzig offered (and offers to this day) mainly residential real estate in the city's Wilhelminian-era neighborhoods through a public property exchange, after predetermining the market value of the property. This opened up concrete investment opportunities for private investors and investors from the city itself in their own home town. Also, with the goal of capital accumulation in East Germany, owners of single-family homes in Leipzig were able to purchase a corresponding plot with a size of up to 500 square meters based on the so-called "Modrow Act" (decision of the People's Chamber of the GDR, dated March 7, 1990), at the land prices charged in the GDR, which would have been DM 5 to 7 per square meter, depending on location.

With these measures, the economic upturn and reconstruction in Leipzig were established on a broad footing. The announcement “LEIPZIG KOMMT!” started to develop into a self-fulfilling prophecy. The upturn spread out into the entire urban region.

Dr. Jürgen Schneider, a project developer from Frankfurt, who had a strong media presence in the early 1990s and who was later sentenced to several years in prison for fraud had four projects under construction in Leipzig during the time of his arrest. This remark classifies Dr. Schneider’s contribution to the reconstruction of Leipzig.

**Fig. 3** Property issues resolved, Wilhelminian-era neighborhood Waldstraßenviertel Leipzig (Andreas Schmidt 2017)



### **Efficiency of the Campaign**

The images of the desolation of East German cities, the extent of the destruction of the natural livelihoods and the horrible news about the downfall of the industry had been crammed into the heads of people from West Germany and the western world. Therefore, the “LEIPZIG KOMMT!” slogan made waves and at-

tracted attention. The attention garnered as part of the communication mix of the campaign was multiplied by (free of charge) media reports, going far beyond the original effect. The impact of the campaign in West Germany and other western countries, all the way to North America, was exceptional (Randal et al 1995; Schwelz and Kull 1995).

The citizens of Leipzig themselves were glad to see the increasingly favorable reports in the media about their home town. The campaign started to produce the desired effect of raising spirits and excitement about the future.

The business journals reported about the “Boomtown Leipzig” and more than 250 building cranes were counted at one time in the mid-1990s above the rooftops of the city (Heinker 2004). While a more in-depth examination would seem worthwhile, a report on the multiplying and accelerating effect of the campaign would go beyond the scope of this article.

The fact that the discussion rounds with the stakeholders from the city sparked consensus has already been mentioned. The activities of Initiative Leipzig e.V., which organized the campaign, were also an immense success from a financial perspective. The committee of sponsors included about 20 companies, contributing a minimum of DM 250,000 each. Campaigns are generally deemed successful if they can achieve a 2:1 ratio between private and public funding. Campaigns with a 3:1 ratio are considered to be highly successful. “LEIPZIG KOMMT!” was able to achieve a ratio of 3:1; and at times, even 4:1. Therefore, it can be considered a particularly successful contribution from the field of destination communication from a commercial point of view as well.

### **The Bridge From “LEIPZIG KOMMT!” to “Leipziger Freiheit”**

At the end of the 1990s, the “LEIPZIG KOMMT!” campaign had served its purpose. It was foreseeable that Leipzig would con-

tinue to undergo positive development. After a lean period of five years (the German industrial companies were facing the challenge of globalization), industrial investments gained momentum as well. Leipzig experienced dynamic development with employment increasing significantly. Leipzig had made great progress and it was time for a new communication campaign designed to find a modified approach to support the positive development.

Many Leipzigers had mustered all the courage they had in the fall of 1989 and took massive risks to overthrow an outdated system. These people had directly fought for their own freedom (and indirectly for the freedom of the people in the neighboring countries of Central and Eastern Europe) and learned to use this personal freedom they had gained after the wall came down. Continuing to tell Leipzig's story of success, offering a platform for the depiction of the living freedom and inviting others to use the freedom that Leipzig has to offer, this was and is the prime concern behind the approach for the "Leipziger Freiheit" ("Leipzig Freedom") campaign. Just like its predecessor, the "Leipziger Freiheit" campaign also uses the opportunity to provide an announcement and the evidence in one image. Testimonials combined with pictures of the active people continue to be used as well. This campaign is also based on credibility and verifiability.

Personalities such as Kurt Masur, Music Director of the Gewandhaus Orchestra at that time and honorary citizen of the City of Leipzig, or Professor Emmerich, the founding father of biomedicine in Leipzig and his team talk about how they have used "Leipziger Freiheit" for their purposes, for the unfolding of their life and goals as part of this campaign. Students from all over Germany learn about how living in Leipzig can be beautiful and, at the same time, reasonably priced if they furnish their rooms in a shared apartment.



**Fig. 4** Leipziger Freiheit insert and poster campaign, example of Kurt Masur (LTM 2017)



**Fig. 5** Leipziger Freiheit insert and poster campaign, example of the clinicians team of Prof. Mohr (LTM 2017)



#### Der Weg zur Besserung führt nach Leipzig

Bach, BMW, Messe, Gewandhaus, Porsche, Seenlandschaft... - Leipzig steht für viele kulturelle und wirtschaftliche Highlights. Dass sich in Leipzig parallel dazu ein hochmodernes Gesundheitszentrum entwickelt hat, verbindet man noch nicht ganz so selbstverständlich mit der Universitätsstadt. Doch geforscht, geheilt und entdeckt wird in der Medizin in Leipzig schon lange.

Diese Tradition findet sich heute in modernsten Kliniken und Forschungseinrichtungen mit hochqualifizierten Mitarbeitern wieder. Mehr als eine Milliarde Euro wurde in den vergangenen fünf Jahren in computergesteuerte Medizintechnik, Operationssäle, Fachlabore, Therapiezentren und Patientenzimmer investiert. Damit stehen die

klinischen Institutionen und Forschungsstätten schon heute auf einer Stufe mit dem Standard internationaler Spitzeneinrichtungen. Dies garantiert eine überdurchschnittliche Versorgung insbesondere in den Bereichen Herzchirurgie, Chirurgie, Notfallmedizin, Kardiologie und Sportmedizin. Von der OP bis zur abschließenden Rehabilitation erfährt der Patient eine Komplett-Versorgung auf höchstem Niveau. Das in Leipzig konsequent umgesetzte Konzept der Symbiose von kompetenten Spezialisten, neuester Technik und interdisziplinärer Kommunikation wissen bereits heute Patienten aus aller Welt zu schätzen.

Mehr Informationen unter:  
[www.med-in-leipzig.de](http://www.med-in-leipzig.de)



Marketing Leipzig GmbH

**Fig. 6** Leipziger Freiheit insert and poster campaign, example of the reasonably-priced Wilhelminian-era flats (LTM 2017)



**3 Zimmer, City, 120 m<sup>2</sup>, Stuck, Balkon, sonnig, 600 Euro.**

Bitte reagieren Sie jetzt nicht so wie ein normaler Großstädter, wenn er eine solche Wohnung unbedingt haben will: Terrorisieren Sie also nicht den Vermieter mit Anrufen. Heiraten Sie nicht überstürzt. Und erfinden Sie keine Beamtenlaufbahn. Bleiben Sie ganz gelassen. Denn in Leipzig gibt

es fast 100.000 frisch renovierte Gründerzeitwohnungen. Und bis jetzt hat dort noch jeder seine Traumwohnung gefunden. Ansonsten können Sie sich in Leipzig aber gern wie ein normaler Großstädter verhalten: Gehen Sie in malerischen Parks spazieren, besuchen Sie beliebte Straßencafés und bummeln Sie in unseren eindrucksvollen Einkaufspassagen. Das ist Leipziger Freiheit.



## **Sustainability in City and Destination Management**

Using Leipzig as an example, the establishment of various dialogue platforms for the inclusion of the stakeholders of a city or region during the development of location communication was demonstrated. The connecting element for those involved in the project was the goal of achieving a turnaround for the city and the region. Many concerns and forms of egoism were subordinated to this objective. This explains how the administration, politics and the regional administrative authorities worked together, showing great determination and pace in their decision-making. Word of the quality of this location had quickly spread among the leaders of industry and the economy, promoting some investment decisions for the city.

His own experience connected with reconstruction and repositioning of an important major city and the present-day challenges as a consultant and motivator for decision-makers in the public sector and the industry have led the author to the question: How does one lead a group of municipal companies in cooperation with the stakeholders from the region? Which preconditions and rules produce a value and management concept that is as consistent as possible?

The mission statements of many cities and companies include the guiding principle of actions and work which are geared towards sustainability. Scientific literature, particularly in the field of municipal housing, indeed includes initial approaches for a theoretical foundation of the benefits that refer to the achievement of sustainable goals (Spars and Heinze 2008). Beyond its original goal (in this particular case: appealing residences that are worth the money), municipal housing further contributes to the city's return on investment. These contributions are then described in qualitative terms and found to be 'good' based on an understanding of value-based welfare economics. Qualitative, non-material objectives alone are not sufficient for the development of management systems and processes.

Operationalized criteria to measure the city's return on investment can be found in the scientific literature, e.g., by Professor Ulf Papenfuß (Papenfuß 2013). In practice, the value creation chains surrounding an economic or organizational unit or interacting with other units, will be mapped and accompanied by quantifying objectives. A management culture arises which is geared towards a measurable contribution to the city's return on investment through a general governance code which applies to all members of a group of municipal companies. A monitoring process then secures the constant review of objectives and control of the target-oriented processes. Ideally, the organization evolves into a "learning organization", whose individual bodies anticipate the principle of action. As an example from practice, the City of Mannheim chose a corporate governance-based set of rules by adopting the Mannheim Code (Stadt Mannheim 2009).

Leipziger Messegesellschaft, the local trade fair company, represents a practical example for the establishment of destination management which is geared towards the city's return on investment. Through a survey entitled "Der ewige Wirtschaftsmotor" ("The Constant Engine of the Economy") which was conducted by the ifo Institute in Munich, the company shows how it influences purchasing power, jobs and tax revenue in the city and the region (Leipziger Messe GmbH 2017). In addition to the original commercial goals of the Leipziger Messe GmbH, the report also provides notes on how to lead cultural institutions, museums and theaters, based on the analysis of associated value creation chains. The author wants to demonstrate how a conscious process can shape the actions of the stakeholders of a destination.

Each destination and region is called upon to find its own path within this context. When choosing a way, decision-makers can secure themselves support, for instance, that of the author.

## Conclusion

The example of the City of Leipzig demonstrated successful turnaround management with the help of location communication. The distinguished Ursula Lehmann-Grube, wife of the former Mayor of Leipzig and honorary citizen Dr. Hinrich Lehmann-Grube, preserved her diaries from the years 1990 and 1991 as valuable documents from a time of radical change and new beginnings and published them in 2009. She has never been accused of always wanting to have the last word. However, she will have the last word here, concluding the article, with a quote from her book “Als ich von Deutschland nach Deutschland kam” (“When I Came From Germany to Germany”) (Lehmann-Grube 2009):

Jacke und Weber [former Director of the Mayor’s Office—author’s note] talked one and a half hours about the closed brainstorming session (closed session of Leipziger Messe in Kipsdorf/Erzgebirge) regarding the trade fair. Trade fair grounds are now supposed to be moved! Everyone agreed that the current area (Technical Trade Fair Grounds) is no good: maybe the aboveground structures, but not the things underground and the transport connection. They have already chosen a new area; in the northeast. A massive tour de force, both financially and politically. Jacke had the idea that maybe Kohl [former German Chancellor—author’s note] might like the thought of announcing the commitment of the government to the idea during a Leipzig visit—he’ll have to make one soon.

q.e.d.

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24

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