INCLUSIVE CITIES. DIVERSITY AND INCLUSION IN CITY MARKETING

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Purpose: The article aims to examine how cities incorporate diversity and inclusion into their policies and marketing practices.

Design/methodology/approach: The research was carried out using a case study with an exploratory qualitative approach. The case study was conducted involving two European cities, Barcelona and Wroclaw. The content analysis of official documents and publicised materials was the basis for describing each city's inclusive strategic policies and marketing initiatives. Considerations based on the literature review and case study led to the conclusions about the strategic role of diversity and inclusion context in city marketing and the use of inclusive marketing in cities' practices.

Findings: By supporting diversity and inclusion, inclusive marketing contributes to developing inclusive cities by creating a climate of equal opportunity and stimulating stakeholder engagement. Marketing cities through diversity and inclusion also strengthens internal and external city image.

Practical implications: The article's considerations highlight the essential role of diversity and inclusivity in marketing cities. Demonstrating the value, possibilities, and ways to implement inclusive marketing can contribute to its broader and more strategic use in the practice of cities.

Originality/value: Despite growing challenges, inclusive marketing in a territorial context has so far been an understudied area. The article launches the scientific discussion on diversity and inclusion in city marketing, forming the basis for further exploration and developing model solutions.

Keywords: inclusive city, diversity, inclusion, inclusive marketing, D&I.

Category of the paper: case study, viewpoint.

1. Introduction

Urbanisation is one of the most critical drivers of world development, creating opportunities for a better life for many people and acting as an engine of economic growth. More than half of the world's population now lives in cities. Due to advancing urbanisation, this percentage

will continue to rise, reaching 70% by 2050 (The World Bank, n.d.). People stand to benefit from urbanisation and city development, but this requires embracing diversity, supporting inclusion and responding to problems of social inequity and exclusion.

International institutions, such as the United Nations, the World Bank and European Commission, foster cities adopting and implementing integrated policies and plans towards inclusion. Inclusive processes require leadership, partnership and marketing support at the local level. The city authorities' proactive role is crucial in policy development, bringing together horizontal networks of local communities, non-governmental organisations and other entities and creating new narratives for change (Broadhead, 2020).

Inclusive cities are places where everyone, regardless of personal characteristics and background, shares rights, responsibilities and opportunities. Inclusive cities create conditions where various stakeholders feel accepted, respected, valued and supported. Their marketing practices are intended to influence the sense of belonging and motivate participation in city decision-making and development processes. As the population diversifies by race, ethnicity, gender identity, sexual orientation, abilities etc., it's imperative and a challenge for cities to authentically reflect a range of backgrounds and experiences within their marketing efforts.

The article aims to examine how cities incorporate diversity and inclusion into their policies and marketing practices. Based on a literature review and case studies, the author makes considerations to answer the following questions: What is diversity and inclusion's role in marketing? What challenges arise from the complexity of inclusive cities? How do cities implement diversity and inclusion in their city policies and marketing?

The case study involved two cities addressing diversity and inclusion challenges and leading active marketing efforts in this area: Barcelona and Wroclaw. The content analysis of official documents and publicised materials was the basis for describing each city's inclusive strategic policies, organisational alignment, and inclusive marketing programs developed or supported by cities' authorities.

The research contributes to the discussion on diversity and inclusion in city marketing. Recognition and description of inclusive cities and their marketing policies and initiatives can contribute to developing model solutions that will facilitate the conduct and evaluation of activities in this area.

2. Theoretical background

2.1. Diversity and inclusion concepts

Diversity and inclusion are becoming increasingly popular concepts in management sciences. Diversity includes "the ways in which people differ, encompassing the different characteristics that make one individual or group different from another" (Indiana Arts Commission, 2021). This encompasses an extensive range of attributes. Diversity can be

considered in the following categories: race/ethnicity, nationality, age, gender and sexual identity, physical appearance, socioeconomic status, abilities, health status, religious affiliation, ethical values, etc. Some researchers relate diversity to the extent to which members of an entity differ from one another (Gonzalez, Zamanian, 2015). This approach addresses evaluation, not just the condition associated with the occurrence of differences.

Inclusion is "creating environments in which any individual or group can be and feel welcomed, respected, represented, supported, and valued to fully participate" (Indiana Arts Commission, 2021). It means providing diverse people equal capabilities, opportunities and resources to increase their motivation, satisfaction and commitment (April, Blass, 2010; Merrilees et al., 2014).

Licsandru and Cui (2018) treat the objective dimensions of social inclusion (proper living standards, access to education, work opportunities etc.) as essential conditions for an individual's sense of inclusion. They argue, however, that these dimensions do not account for a consistent subjective sense of inclusion. Therefore, the authors propose the concept of subjective social inclusion and provide a definition exclusively focused on individuals' feelings of being included in society. According to Licsandru & Cui (2018) subjective social inclusion is a multi-dimensional construct comprising acceptance, belongingness, empowerment, equality and respect. The distinction of these dimensions goes beyond inclusion in the ethnic sense, so it can also be applied to other differentiating characteristics.

The concepts of diversity and inclusion are interrelated but not interchangeable. Diversity refers to the differences and inclusion to synergise those differences to bring more meaning and collaboration (Kaur, Arora, 2020). Diversity refers to the state, and inclusion refers to diversity-related activities. This view is advocated by Jordan (2011), according to whom inclusion implements the concept of diversity by creating an environment of involvement, respect and connectivity. Diversity brings a richness of ideas, backgrounds, and perspectives (Jordan, 2011). Inclusion by embracing, providing significance and effectively using diversity creates organisational value.

2.2. Diversity and inclusion in marketing

Leveraging diversity and achieving inclusion for all individuals has recently become a focal topic among researchers, educators, and practitioners (Kipnis et al., 2021). A great deal of recent studies has focused on organisational and workforce diversity, diversity management and inclusive leadership (Ferdman, 2020; Gotsis, Kortezi, 2015; Kaur, Arora, 2020; Leslie, Flynn, 2022; Omotayo et al., 2020; Rice, Young, Sheridan, 2021; Shortland, Perkins, 2022). There is a rich body of research in the area of diversity and its related outcomes (Garg, Sangwan, 2021), including financial and innovation performance (Lorenzo, Reeves, 2018).

Diversity and inclusion are also increasingly reflected in the marketing practices of commercial and public entities. Marketers face challenges in executing marketing efforts aimed at diverse consumers, who are increasingly multicultural through the intersectionality of race,

ethnicity, gender identity, sexual orientation, abilities and other features (Shelley, 2019). The Inclusive Marketing Study by Google and Ipsos in 2019 found that diverse consumers expect brands to be inclusive and reflect the reality of their lives in marketing practices (Google & Ipsos, 2019).

The literature review of publications from the Scopus database from 2000-2022 indicated that authors link diversity and inclusion (D&I) in marketing to the concepts of inclusive marketing, multi-ethnic marketing, multi-cultural marketing and diversity and inclusion engaged marketing.

Licsandru and Cui (2018) identify inclusive marketing with multi-ethnic marketing communications defined as "using multi-ethnic primes as cultural representations from more than one ethnic background to simultaneously reach ethnically diverse target audiences" (Licsandru, Cui, 2018, p. 333). They state that inclusive marketing contributes to preventing consumer alienation and improving the social inclusion and welfare of vulnerable individuals in society.

According to James (2022), embracing diversity in multicultural marketing involves using integrated marketing strategies and tactics for products and services that are race- and ethnicity-neutral and unrelated to sexual orientation. However, this neutrality is debatable in the context of the problems of total or partial exclusion and stereotypical treatment of representatives of certain groups, which raises the necessity of conducting inclusive practices.

Kipnis et al. (2021) propose the concept of diversity-and-inclusion-engaged marketing conceived as "actions in marketing research, education, and practice that proactively and consistently promote the advancement of D&I for all marketplace participants" (Kipnis et al., 2021, p. 144). The proposed definition refers to supporting the implementation of D&I through marketing activities and does not limit them to specific features or dimensions.

Due to the importance, growing practical appeal and social challenges of diversity, inclusive marketing is expected to receive more attention from researchers. The concept needs to address various aspects of diversity, expanding beyond its single dimensions. The scientific approach to inclusive marketing also requires consideration of the objectives, scopes and outcomes resulting from the potential impact on stakeholders.

Following the considerations above, inclusive marketing fosters positive social change, influencing attitudes and behaviour toward diversity. Inclusive entities use marketing to support their diverse stakeholders' feelings of value and belonging, create conditions, and motivate participation in organisational and development processes. By recognising and embracing diversity, marketing professionals shape brand image, deepen relationships with stakeholders and foster a sense of brand loyalty.

2.3. The complexity and importance of inclusive cities

According to Elias (2020), an inclusive city is one that, regardless of economic status, gender, race, ethnicity or religion, provides equal access to social, economic and political opportunities for a wide range of city residents. It is also a city where residents have the opportunity and are empowered to participate in its growth and prosperity. Anttiroiko & de Jong (2020) define inclusive cities as healthy and thriving cities that have removed all unnecessary obstacles to dignity, freedom, self-expression, and value creation.

Inclusive cities are places where diverse individuals feel accepted, respected, valued and supported. They support the feelings of belonging of their various stakeholders, create conditions, and motivate participation in decision-making and development processes. Broadly speaking, inclusive cities are places where everyone, regardless of personal characteristics and background, shares rights, responsibilities and opportunities.

Multidimensionality of the concept of an inclusive city and its challenges derive from differentiating features of the city's community and characteristics of individuals and groups experiencing exclusion and stereotyping (Figure 1). Strategies and initiatives related to developing inclusive cities can be connected to problems arising from various types of exclusions. No recognition of multidimensionality and various factors' importance, coexistence and interpenetration exacerbate problems of exclusion, inequality and marginalisation. The list of differentiating features constitutes the basis of which individuals and groups can be excluded but also included in something (Anttiroiko, de Jong, 2020). In the context of cities, this involves access to different types of capital (human & cultural, social capital, financial, physical and natural) and participation in city life.
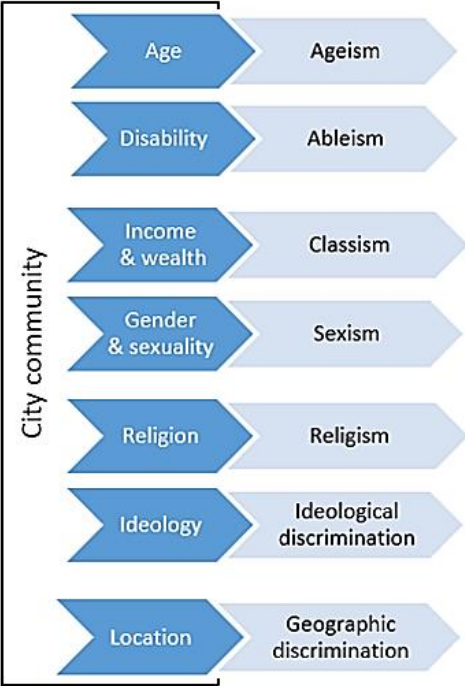

Figure 1. Differentiating features and exclusion types.

Source: based on (Alsayel, de Jong, Fransen, 2022).

The complexity of the inclusive city concept is also related to different dimensions, each raising challenges for cities (Table 1). The social, spatial and economic dimensions of integration are closely linked and tend to reinforce each other. It is also necessary to build bridges between different aspects of diversity and make city policies and activities more intersectional (European Commission, 2022b). Although the multidimensional and integrated approach is recommended, inclusive city efforts may require sequencing, prioritisation and scaling based on context, priorities and needs (The World Bank, n.d.).

Table 1.
The social, spatial, and economic dimensions of inclusive cities

Dimension	Challenge areas
Social inclusion	Guaranteed equal rights, opportunities and participation of all, including the most marginalised. Local communities can be treated as drivers of inclusion by planning and prioritising their needs.
Spatial inclusion	Providing access to essential infrastructure, public spaces and services. Making public spaces more welcoming to people with different characteristics. Using elements of the environment (signals, indicators) to make diverse people feel welcome in everyday city places (Hillier, 2018).
Economic inclusion	Creating jobs, education and skill-building, organisational and financial support and allowing city stakeholders to enjoy the benefits of economic growth.

Source: based on (The World Bank, 2015).

The international community recognises the importance of inclusive cities that provide opportunities and better living conditions for all. Making cities "inclusive, safe, resilient and sustainable" is prioritised in Sustainable Development Goals (The United Nations, 2016). The United Nations fosters cities adopting and implementing integrated policies and plans towards inclusion. The World Bank also supports urban inclusion, conducting research on inclusive cities to create a knowledge base on the issue. The institution encourages local governments to dialogue with urban stakeholders and mainstream inclusion in their cities (The World Bank, n.d.).

Diversity and inclusion are values that constitute a top priority for the European Commission, which supports the efforts of cities and local authorities to help build equal and inclusive environments for the benefit of all (EU cohesion policy priorities for 2021-2027, 2021; European Commission. Diversity and inclusion initiatives, 2022). It is about the representation and visibility of different groups, where diverse perspectives are valued and integrated into the environment. This also means giving equal opportunities to all to enjoy their rights and participate in community and social life, regardless of background. EU Action plan on Integration and Inclusion 2021-2027 (2020) gives guidance, proposes concrete actions, and delineates funding for initiatives meant to bring inclusion for all.

The European Commission (EC) launched incentives such as the European Capitals of Inclusion and Diversity Award to foster more inclusive and fair societies. In this way, cities are appreciated for promoting diversity and inclusion in terms of sex, racial or ethnic origin, religion or belief, disability, age and LGBTIQ identity and for building an environment that allows everyone to feel safe and fulfil their potential (European Commission, 2022a).

The EC also encourages the development of partnerships of NGOs, governmental institutions, companies or civil society representatives to work together to promote diversity (European Commission, 2022b).

The international institutions raise awareness of the importance and knowledge of urban diversity and inclusion. Their advocacy for inclusive cities is essential for knowledge exchange and establishing directions for good practices. Inclusive processes require, of course, leadership, partnership and marketing support at the local level. The city authorities' proactive role is crucial in policy development, bringing together horizontal networks of local communities, non-governmental organisations and other entities and creating new narratives for change (Broadhead, 2020).

3. Diversity and inclusion in marketing practices of cities

3.1. Research methodology

The research was carried out using a case study with an exploratory qualitative approach. Despite the ongoing discussion about methodological limitations, the case study method is progressively popular among researchers (Gustafsson, 2017). Case research is one of the valuable methods in marketing that allow understanding of the phenomena, thanks to their presentation within a particular and real-life context (Alsayel et al., 2022; Bonoma, 1985). When a study includes more than one single case, the researcher can analyse the data within each situation and across situations (Gustafsson, 2017; Yin, 2014).

The case study was conducted involving two European cities, Barcelona and Wroclaw. Selected cities are addressing diversity and inclusion challenges and leading active marketing efforts in this area. These are cities of different international positions, populations and challenges. Barcelona's inclusive practices are widely presented and appreciated internationally. Barcelona is among the highest-rated cities in the European Capitals of Inclusion and Diversity Awards 2022. Wroclaw is a Polish city whose policies and marketing activities have been in line with the idea of inclusiveness for years. It is a city known for its diversity support in a national context and is a member of the International Intercultural City Network.

Since the research aimed to examine how cities incorporate diversity and inclusivity into their policies and marketing practices, a content analysis of public sources was used to determine the strategic approach to inclusivity and marketing initiatives of two selected cities. The content of official documents, publicised materials and inclusive marketing programs and campaigns were analysed. The content analysis was the basis for describing each city's activities, presented in the context of its characteristics and challenges. The case study for each

city identified: inclusive strategic policies, organisational alignment, inclusive marketing programs developed or supported by cities' authorities, and examples of grassroots initiatives. The synthesis of information led to conclusions about the strategic role of diversity and inclusion context in city marketing and the use of inclusive marketing in cities' practices.

3.2. Inclusive cities – case studies

3.3. Barcelona

Barcelona is a well-known Spanish city with a population of 1.6 million residents within the administrative limits. However, Barcelona has a much larger urban area with a population of more than 4.6 million, making it the 6th most populous metropolitan area in the European Union (World Population Review, 2022a). The city represents great diversity, especially from the origins' perspective. There are currently people from 183 different countries living in the city, and the relative proportion of members of the population born abroad is 27.8%. The city is also linguistically and religiously diverse, with approximately 300 languages spoken and 974 religious communities of up to 25 different faiths (City Council of Barcelona, 2021).

The inclusive activities of this city are widely presented as benchmarks of good practice and are appreciated by international institutions (Council of Europe, 2021b; European Commission, 2022c). Barcelona is a member of the Spanish Network of Intercultural Cities that facilitate the exchange of experiences between member cities to encourage further development of intercultural policies and practices (RECI Ciudades Interculturales, n.d.).

Barcelona City Council represents a long-term commitment and a strategic approach to diversity and inclusion. The city's inclusive policies found reflection in documents of a strategic nature. The Programme Citizen's Agreement for an Inclusive Barcelona established a strong foundation for diverse citizens' participation in policy-making and city initiatives. The programme outcome is creating a joint city strategy and several action networks (Montagut, Vilà, Riutort, 2016). The Strategy for Social Inclusion and Reduction of Social Inequalities 2021-2027 reaffirms the shared commitment to ensure the city's rights and opportunities for everyone. As stated in the document, Barcelona would be a benchmark city "that safeguards the social rights of all its citizens, with public responsibility through collaboration and a commitment from social and citizen initiative" (Barcelona City Council, 2017, p. 6).

The Barcelona City Council consulted the city stakeholders and, in a participatory process involving many areas of civil society, agreed to the Barcelona Interculturality Plan (Barcelona City Council, 2012). In 2021, Barcelona launched a new Interculturality Plan 2021-2030 to move towards a more inclusive city and fight against discrimination (Council of Europe, 2021a). To ensure the City Council's commitment to proper adherence to the Plan, the document "Moving Towards Interculturality. Governance Tools and Mechanisms." was introduced. It describes in detail the governance tools used to monitor strategy implementation (Barcelona City Council, 2022).

Inclusive activities require organisational alignment and dedicated municipal structures. In Barcelona, the vital role has the Citizen Rights and Diversity Department, which works for "a diverse and intercultural city model where everyone has real and effective access, under equal conditions, to all human rights recognised and guaranteed in the city" (Barcelona The Citizen Rights and Diversity Department, n.d.-b).

Barcelona fosters networks, partnerships and the involvement of local municipalities, providing opportunities for various communities to co-create policies and initiatives. The Women's Council, LGTBI Council, Older People's Advisory Council, Municipal Immigration Council and Roma People's Council evidence commitment to grassroots participation (European Commission, 2022c).

Efforts to reduce the exclusion problems arising from differentiating groups and individuals' characteristics take organised forms. The Office fulfils important awareness-building tasks for Non-Discrimination. Barcelona is known for its involvement in supporting the LGBTI community. The LGTBI Centre, in cooperation with LGBTI organisations, offers guidance, cultural programmes and community action (European Commission, 2022c).

Internal integration, incorporating diverse residents' participation, is considered one of the essential aspects of place marketing (Romanowski, 2019). Barcelona has many structures and programs encouraging participation, including participatory processes and citizens' initiatives. Barcelona's online engagement platform has over 26,000 participants and 12 participatory processes (Barcelona Digital City, 2022). The valuable municipal initiative is the Neighborhood Plan (Pla de Barris) which implements actions to improve the neighborhoods that need it most in collaboration with residents (Intercultural Cities Programme, 2022).

Introducing intercultural awareness, thinking and action into various professional and social areas in the cities are facilitated through Intercultural Training. The program aims to provide tools to gradually introduce the intercultural perspective in different organisations, facilities, associations, groups, media, etc. Free training courses are organised to suit the specific needs of each area or sector.

Barcelona fosters the development of projects of the City Council, the city districts, organisations, associations and facilities. The city provides financial and technical support for intercultural projects and promotes intercultural activities with organisations and community centres. Selected examples of such initiatives are included in Table 2

The Barcelona City Council runs marketing campaigns to support diversity and inclusivity. Among the important initiatives is the "Barcelona Anti-rumours Campaign", which raises awareness to combat certain prejudices and stereotypes about cultural diversity (Barcelona The Citizen Rights and Diversity Department, n.d.-a). The project has been widely recognised as a good practice for building a more cohesive society between the local population and immigrants. Barcelona is conducting various communications campaigns to improve the image and visibility of migrants or minorities in the media (Intercultural Cities Programme, 2022).

Table 2.

Examples of intercultural projects promoted by the Barcelona City Council

Project name	Brief description
Sounds of Intercultural Barcelona	Workshops organised with community centres to jointly create a sound map of Barcelona's cultural diversity.
Imagine Barcelona. Intercultural Collection	Activities are undertaken to raise awareness and reflect on high school cultural diversity.
Rossinyol Project	The project of social mentoring brings students from different cultural backgrounds to meet and work together.
Barcelona Asia Choir and Forum Theatre Workshop	Cultural creation initiatives are based on the cultural diversity of participants working together for positive results through common objectives.

Source: (Barcelona City Council, 2012).

In the context of marketing activities related to diversity and inclusivity, it is worth highlighting grassroots initiatives led by city-related entities. Worth mentioning is the example of FC Barcelona's Diversity Program. The FC Barcelona Foundation uses sport as a fundamental tool for helping to create equal opportunities and break down prejudices against physical activity and functional diversity. The inclusive program "Diversity: We are all equal through sport" encourages all groups to include children and young people with and without functional diversity (Barca Foundation, n.d.).

Another good example of a program supporting diversity is the TODOS campaign by Barcelona SAE (Study Abroad Experience). TODOS focuses on promoting diversity and inclusion initiatives to remove barriers that keep students and educational institutions from different economic, educational, ethnic and social backgrounds from studying in Barcelona (Barcelona SAE, 2020). The examples described were selected from several city entities conducting marketing activities that support diversity and inclusion. What's worth highlighting is that Barcelona has built a dynamic map of all the local initiatives encouraging the construction of a more inclusive city (Unesco, n.d.).

Despite the many projects and efforts implemented, Barcelona still faces many challenges in developing an inclusive city. The diagnosis made for the strategic plans pointed to the need to recognise diversity as a structural element of the city's identity. There is also a recognition of the need for greater reflection of diversity in institutions or the various spaces and actors of civil society. Another challenge is that a greater adaptation of municipal services and facilities to diversity may guarantee the acknowledgement of diversity and create confidence in the system. It is necessary to create more space and opportunities for positive interactions between different stakeholders and generate ties and relationships on an equal basis. The city is working on a monitoring tool to monitor participation, which should bring more learning and is a key to designing better strategies to overcome barriers to participation. Barcelona also requires more marketing efforts and promoting opportunities for positive interactions based on inclusive initiatives (City Council of Barcelona, 2021; Intercultural Cities Programme, 2022).

3.4. Wroclaw

Wroclaw is one of the largest Polish cities, with an official population of 672,929 (World Population Review, 2022b), with a total of 1.25 million residing in the metropolitan area. Due to the outbreak of war in Ukraine, the incoming migrants and the population of Wroclaw increased significantly. According to a report by the Union of Polish Metropolises, Wroclaw became home to 892,000 people (as of May 2022), of which 28% were of Ukrainian origin (Unia Metropolii Polskich, 2022).

The city is a member of the International Intercultural Cities Network (Council of Europe, 2021c). Today's Wroclaw is undoubtedly an increasingly intercultural city. People originating from more than 120 countries live, work and study here (Wielokultury Wrocław, 2021). The multiculturalism of Wroclaw is also related to its history, which intertwines the fates of several nations, faiths and religious groups.

The basic document setting the directions of development of Wroclaw is the Strategy of Wroclaw 2030. It is consistent with two other documents Strategy of Cultural Development in the 2020+ perspective and the Strategy of Intercultural Dialogue. In the Strategy Wroclaw 2030 and its mission, Wroclaw is described as "the city that unites and inspires" (Wydział Partycypacji Społecznej, 2021). The city continues to follow the idea of "Wroclaw the meeting place", which has been its central marketing theme for many years.

In the strategy document, Wrocław is described as a city of solidarity, which forms a multifaceted and diverse community. It emphasises the value of diversity, which creates substantial social capital and can create shared value for city stakeholders through participation. In its goals, Wroclaw underlines concern for intercultural and intergenerational ties. Wroclaw strives to be a welcoming and inclusive city for diverse groups, among them seniors, people with disabilities and children (Wydział Partycypacji Społecznej, 2021). The challenge is translating generally formulated goals into projects and specific tasks and presenting concrete measures for implementation and evaluation.

When it comes to organisational alignment, an important role is also played by the Department of Social Participation responsible for organising and supporting public consultations, coordinating cooperation of city units with NGOs, and initiating and co-organizing training on building a civil society (Urząd Miejski Wrocławia, n.d.). The Department of Social Participation runs the platform Wroclaw Talks for public consultation, participation, and cooperation with NGOs. Inclusive projects are implemented, among others, by the Wroclaw Center for Social Development (a unit of the Municipal Office of Wroclaw) and the Team of Intercultural Dialogue that functions within it (Wrocław Center for Social Development, n.d.).

The Wrocław Center for Social Development implements the city project "Multicultural Wroclaw" (Wielokulturowy Wrocław), which strives to achieve a vision of the community of various residents who live in mutual respect. It incorporates multicultural projects, including

training, workshops, educational fairs, debates, exhibitions, and multicultural and integration events. The Wrocław Center for Social Development supports the activities of national and ethnic minorities and cooperate with various institutions: universities, schools, public services, non-governmental organisations and business. Promotion and communication of the project are done through the platform "Wielokultury Wroclaw" (Wrocław Center for Social Development, n.d.).

As part of the inclusive activities area, the city implemented a program of animation and cultural activities, "Multicultural Street", which assumes the participation of Poles and foreigners in events taking place in the space of Wroclaw. The project supports various multicultural events to create conditions and opportunities for residents, regardless of their country of origin, to get to know each other, integrate and explore the diversity of the urban cultural landscape during joint meetings (Wrocław Center for Social Development, n.d.).

One of Wroclaw's most important projects and most significant multicultural events is the "Kaleidoscope of Cultures" Festival. As part of the festival, concerts of bands representing national and ethnic minorities each year, workshops, culinary tastings etc. The festival involves not only professional artists but also amateurs fascinated by the culture of their ancestors and cultivating their traditions. Thanks to its open formula, it is a significant element of the activation and integration of minority communities (Kalejdoskop Kultur, n.d.).

The festival is one of the projects of the Kaleidoscope of Cultures Foundation, operating for the social and civic activation of immigrants, foreigners and national and ethnic minorities. The foundation Kaleidoscope of Cultures develops cooperation and dialogue initiated by a declaration signed by representatives of national and ethnic minorities. Agreement of representatives of national and ethnic minorities „Kaleidoscope of Cultures" (Kalejdoskop Kultur, n.d.).

Creating platforms and occasions for meetings and relational integration of people with different characteristics and backgrounds is essential to Wroclaw's inclusive practices. As part of the project "Year of Good Relations Wroclaw 2022", the campaign "Wroclaw free from loneliness" is being conducted. The initiative aimed at counteracting various types of social exclusion and related loneliness. Dozens of events of both citywide and neighbourhood character have also been planned and introduced (Waplak, 2022).

Among the Year of Good Relations events is the Wroclaw Dancing, as part of which one of the city's larger squares becomes a dance floor. The idea behind the event stems from the fact that coming together and dancing builds relationships between people. The first edition of the Great Wroclaw Dancing on Liberty Square w held in 2021 and was very popular with the people of Wroclaw, so s made a regular event (Wroclife, 2022). The initiative has an integrative role, bringing together people from different backgrounds. It should be noted that it also has marketing potential due to official and unofficial event coverage in traditional and social media.

Responding to the needs of Wroclaw residents who want to get to know and understand their neighbours from different countries, as well as to the needs of foreigners who wish to understand Poles and get to know their culture, the "Wroclaw on the Languages of the World" project is implemented by the Wroclaw Integration Center. The program initiates meetings in pairs and groups based on "language tandem". People who meet within the framework of the project talk about everyday life, what makes them different, what unites them, and their views and interests. The initiative is intended to increase the involvement of Wroclaw residents in the process of social integration of foreigners living in the city (Wrocławskie Centrum Integracji, n.d.).

In Wroclaw, civil society and grassroots activism are being reborn. The city supports the participation of residents through three programs: Wroclaw Civic Budget, Neighborhood Fund and Microgrants (Wrocław Rozmawia, 2021). Particularly popular is the Microgrants program that supports residents of Wroclaw to implement their projects in cooperation with the Wroclaw Institute of Culture and the Umbrella Foundation (Wrocławski Instytut Kultury, n.d.). An example of a grassroots initiative of an inclusive nature is intergenerational workshops. Both the participation programs themselves and the particular initiatives have marketing appeal.

One of the city associations is Culture of Equality, which supports LGBT+ people to bring about social change towards a society that is open, welcoming, respectful of each person and celebrates diversity. Its initiatives include the organisation of the Equal Place (LGBT+ Center in Wroclaw), Marches for Equality in Wroclaw, Equal Rights Festivals, debates, happenings, workshops and meetings (Kultura Równości, n.d.). The important marketing initiative is the "Just Know" campaign, through which Equality Culture shares knowledge about the LGBT+ community. The campaign ambassadors are Wroclaw men and women who have faced stereotypes and myths about themselves (Kultura równości, 2021).

The partnership initiative is the "Wroclaw - a city of dialogue and diversity" project implemented by the Regional Center for Supporting Non-Governmental Initiatives and the UP-DATE Social Diversity Association. The project aims to develop residents integrated community by forming social attitudes based on strengthening cultural identity, education for dialogue, respect, openness and social solidarity. The project includes the organisation of open anti-discrimination training and workshops on intercultural competence. During the "Streets of Dialogue" events, representatives of national, ethnic, religious and cultural minorities living in Wroclaw invite Wroclaw residents to a personal conversation in the city's public space (Regionalne Centrum Wspierania Inicjatyw Pozarządowych, 2021).

Wroclaw also undertakes partnership marketing activities with other cities to promote the value of interculturality for diverse societies. Such an initiative is the "Together Against Hate Speech" campaign. With two Polish cities, Lublin and Krakow, Wroclaw has joined forces to create a common communication platform to support the co-creation process that builds openness, understanding and unity, thus counter hate speech. The campaign was made to be replicated in other cities across the country (The Intercultural Cities Programme, 2021).

Because of the dangers posed by conflicts (political, ethnic, value-based, ideological, etc.), the city that unites is to seek opportunities for cooperation. This means forming partnerships for the benefit of Wroclaw, developing integrated projects and supporting initiatives based on sharing (Wydział Partycypacji Społecznej, 2021).

Wroclaw faces several challenges arising from increasing multiculturalism and inclusive trends that require action under certain conditions related to the political and social climate. The challenges also necessitate a better diagnosis and introduction of solutions to respond flexibly to environmental changes. It also seems advisable to adopt a more detailed planning perspective based on implementing specific tasks and outcome measures.

4. Discussion and conclusions

In response to growing social expectations and challenges, cities are increasingly fostering diversity and inclusivity in their marketing efforts. Using an inclusive approach, they are trying to achieve social responsibility and sustainability-related goals, as well as marketing goals related to strengthening the place brand and deepening stakeholder relationships and their city attachment.

The analysis resulting from the case studies of Barcelona and Wroclaw indicates the strategic importance of city-inclusive activities, which requires marketing support. Cities take various actions based on the directions in their strategic documents. Barcelona's experience in this area can be a benchmark for other cities. This includes planning that identifies specific tasks and measures of success, organisational alignments, and platforms for collaboration and participation. Inclusiveness requires cities to stimulate, support and create a good climate for grassroots initiatives, which seems to be very well understood by the authorities of both cities.

Barcelona and Wroclaw link inclusive marketing mainly to culture and interculturality. This approach stems from the challenges cities face, the potential for city branding, and the possibilities associated with creating marketing initiatives. Culture and interculturality provide opportunities to build marketing communications based on positive messages and associations. They also offer a reasonable basis for creating platforms for integration and cooperation for people from different backgrounds.

Cities should create opportunities and places where diverse people can meet, discuss, get to know each other and work on a joint project for the city. Inclusive marketing involves promoting networking based on identified interests, needs, areas and opportunities for interaction. It also includes creating events that bring together people of different ages, backgrounds, religions, orientations, etc. Such events have marketing potential to influence the city's brand. They can strengthen residents' identification and bond with the city and its diverse stakeholders. And significantly, inclusive events are promoted through the city's official channels and independent and grassroots communication on social media.

Cities face many challenges due to local social conditions and trends, which require appropriate diagnosis and the development of monitoring mechanisms. It is, therefore, crucial to establish permanent channels of contact with as many social partners as possible to identify areas of need or concern. This is because cities must respond to problems of exclusion and stereotypical treatment related to the characteristics or origin of individuals and groups. Inclusive initiatives and projects should be accompanied by marketing activities that promote understanding and respect for diversity and build awareness of the importance of inclusion.

Summarising, inclusive marketing supports accessibility to the city's facilities and offerings for diverse stakeholders. It creates a positive climate around diversity influencing attitudes and behaviours toward various groups and supports integration and involvement in city initiatives. By employing the ideas of diversity and inclusion, marketing professionals shape a city image and deepen relationships with city stakeholders. City inclusive marketing can thus be understood as marketing that supports diversity and inclusion and marketing cities through diversity and inclusion.

Demonstrating the value, possibilities, and ways to implement inclusive marketing can contribute to its broader and more strategic use in the practice of cities. However, city inclusive marketing is still an area with the potential for further exploration. Future research on inclusive marketing of cities should move in the direction of developing model solutions, incorporating antecedents, implementation and effects.

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