

Branding and Marketing the City

the City of Edinburgh Council

18 March 2004

1 Purpose of report

- 1.1 The purpose of this report is to provide an update on the project to develop a brand for the city region. The report also explains how the project will be implemented in terms of methodology, management structures and timetable.
- 1.2 In addition, the report responds to the Council decision of 12 February 2004, which asked me to report, within one month, on the future funding of Eventful Edinburgh and the opportunities for City Branding and other marketing initiatives.

2 Main Report

Background

- 2.1 The Council will recall that the Scottish Executive launched its review of Scotland's cities early in 2003. Following a consultation period, the Council adopted a City Vision, which emphasised an ambition to be the most successful and sustainable city region in northern Europe by 2015. The Council's bid to the Cities Growth Fund was successful and resulted in an award amounting, in total, to £24.2 million over three years.
- 2.2 Competition amongst cities is intense and successful cities recognise the value of "branding" as a promotional and marketing tool. Cities such as Hong Kong, Barcelona and Copenhagen are examples of what has been achieved in recent years.
- 2.3 As part of its allocation from the Cities Growth Fund, the Council was awarded £950,000 for the development of a brand for the Edinburgh City Region. The Council's application for funding summarised the project, as follows:

"The City of Edinburgh Council and a number of adjoining authorities have identified the need to develop a family of brands which would represent a single marketing image for the city region. A key aim of the proposal would be to deliver a brand that develops and enhances Edinburgh's reputation as a successful and dynamic world class city."
- 2.4 Of the £950,000 (spread over the financial years 2003/04, 2004/05 and 2005/06) allocated by the Scottish Executive to develop and implement a brand

for the city region, £150,000 was allocated, as part of this project, specifically for “the enhancement of the city through street dressing for major events”.

- 2.5 The development of a city region brand and the successful communication and marketing of it will deliver increased visitor numbers, tourism market share and visibility and recognition for the city and its educational, heritage, business and cultural assets. The brand will be associated with a quality image of the city - a city whose social, cultural and environmental qualities are nourished and protected. Labour supply initiatives will also benefit. In addition, the brand will develop and enhance the sense of pride and of place, which are associated with the city as a desirable place in which to live, work or visit, thereby improving the economic and social prosperity of the city.

Developing the Brand

- 2.6 In response to a request from the Edinburgh Partnership Group, consultants undertook preliminary research into developing an Edinburgh Brand.
- 2.7 Their report outlined the case for an Edinburgh Brand and included research and close examination of marketing case histories of several cities across the world. The report also outlined a methodology for the development of an Edinburgh Brand.
- 2.8 The brand will play a wide ranging role in promoting the city, for example, as:
- a place for companies to locate and grow their businesses;
 - a place which attracts talent to meet the skills needs of key sectors and organisations (such as financial services, electronics and biotechnology, higher education, and research institutes);
 - a magnet for world class research and education and a region of innovation;
 - a region with a high quality of life for its inhabitants;
 - a high quality tourist destination; and
 - a confident and contemporary city with a remarkable history and built heritage.
- 2.9 Following the allocation of project funding by the Scottish Executive, the Council Leader chaired a meeting of city stakeholders on 25 August 2003, providing an overview/update on the branding project. The meeting was attended by representatives of both private and public sector organisations, as well as by representatives from neighbouring local authorities.
- 2.10 There have subsequently been indications of positive support from a number of sectors. This support will be harnessed in a number of ways, with stakeholder organisations being asked to provide individuals to act as “brand ambassadors”, as members of a Brand Steering Group and to provide financial support.
- 2.11 Financial support from stakeholders will be particularly important during the implementation phase of the branding project.

The way ahead

- 2.12 A Brand Strategy Group is being formed with overall responsibility for the strategic direction of the project. The Group will be chaired jointly by the Leader of the Council and Geoff Ball, Chairman of Cala Homes. Membership of the Steering Group will include me and other senior representatives of the major sectors of the Edinburgh economy.
- 2.13 A Brand Working Group will have management responsibility for delivering the project on time and on budget. Membership of the Group will be drawn from the partner organisations and marketing professionals from representatives of the various sectors of the Edinburgh economy, as well as the Brand Project Manager. The public sector partners are the Council, Scottish Enterprise Edinburgh and Lothian and Edinburgh and Lothians Tourist Board (ELTB). Officers from the three organisations have formed a core working group, jointly chaired by the Council's Head of Corporate Communications, as budget holder, and ELTB's Director of Customer Development.
- 2.14 A full time Project Manager has been appointed to manage the project on a day to day basis. The purpose of this post is to develop and manage the city branding project from inception to delivery stage within the timescale agreed. The Project Manager, reporting to the Head of Corporate Communications, will also oversee the adoption and communication of the branding guidelines, when these have been developed.
- 2.15 A crucial area of involvement from the private sector will be the appointment of "brand ambassadors". The plan is to appoint volunteers at a senior level within each industry sector to promote the branding project to the businesses within those sectors.
- 2.16 The size of the project requires that the consultants appointed for the next phase of the work should be identified as a result of advertising in the Official Journal of the European Union. A brief for the consultants is attached as Appendix 1, detailing the objectives and methodology to be employed, the key development phases and outputs required.
- 2.17 The initial advertisement generated 77 expressions of interest from consultants, of whom 26 have now completed detailed questionnaires. The next stage is to shortlist the 26 consultants to six or seven organisations, who will be invited to submit a full proposal by April 2004.
- 2.18 It is planned that the brand values and implementation guidelines will be available by Autumn 2004.

Eventful Edinburgh

- 2.19 Eventful Edinburgh is the web marketing project developed jointly by the Council and ELTB. In 2003/04, £77,000 was allocated from the City Branding project to develop this initiative, due to its potential to become an important mechanism for marketing the new city brand. This was in addition to earlier project funding of £100,000, provided by the Council in 2003/04.

2.20 In the long term, Eventful Edinburgh is expected to be self-sustaining, with diminishing public sector support. The initiative is, however, still in its infancy and continued public sector support is required to ensure its survival. In order to recommend an appropriate way forward, I have asked ELTB to provide additional information on:

- targets, outputs and evaluation measures for 2004/05;
- project developments and expenditures for 2004/05;
- other funding sources for 2004/05;
- outputs achieved in 2003/04;
- feedback from the Edinburgh Tourism Action Group and tourism community/site users; and
- anticipated relationship with the City Branding project.

2.21 The outcome of the Scottish Executive's long awaited review of Area Tourist Boards is likely to have implications for the funding position of ELTB and Eventful Edinburgh. I am currently reviewing all aspects of the financial position of ELTB and I shall report as soon as possible to the Executive of the Council.

Experience Edinburgh

2.22 I have also recently received an initial location marketing proposal from the Edinburgh City Centre Management Company (ECCMCo). This initiative, developed in consultation with key representatives from the retail sector in Edinburgh, is an event based marketing initiative. The proposal includes a range of events for the city centre, such as fashion shows, the creation of a shopping guide, interactive web-site and a quality advertising campaign.

2.23 Costs for the initiative have yet to be finally determined but could be in excess of £1 million and I have, therefore, asked for the following information from ECCMCo:

- whether the project could be implemented on a phased basis;
- outputs and evaluation measures;
- level of financial support anticipated from the private sector;
- level of consultation and buy in from city centre retailers;
- level of financial support anticipated from the private sector and other funding sources;
- how this location marketing initiative would sit alongside the City Brand.

3 Financial Implications

3.1 The budget for the City Branding project is £800,000, when allowance is made for the allocation for city dressing, over three years. This was initially allocated as £200,000 in year one and £300,000 in each of years two and three.

3.2 This has been amended and the revised programme of expenditure for branding is now £150,000 in 2003/04 (including £77,000 to support the continued development of the Eventful Edinburgh marketing campaign for 2003/04) and £325,000 in 2004/05 and 2005/06 respectively.

3.3 If the City Branding project is to be successfully developed, care must be taken to ensure that the budget provision is maintained and not diverted to other projects. Also, the overall integrity of the design work associated with the branding project should not be compromised. The Experience Edinburgh proposal needs to be seen in this context, while recognising that there is a strong case for an appropriate marketing initiative in the city centre. More information and analysis is needed before a specific recommendation can be made.

4 Recommendations

4.1 It is recommended that the Council notes:

- progress to date on the development of an Edinburgh City Region Brand;
- that I shall submit progress reports on the project; and
- that I shall submit recommendations in respect of Eventful Edinburgh and Experience Edinburgh, as soon as possible following receipt of the additional information requested.



Tom Aitchison
Chief Executive

11/03/04.

Appendices	Appendix 1– Brief for Consultants
Contact/Tel	Isabell Reid, Head of Corporate Communications, tel 529 4020
Wards affected	All
Background Papers	

DRAFT CONSULTANTS BRIEF

DEVELOPMENT OF A CITY REGION BRAND

Introduction

The Brand Working Group wishes to appoint consultants to assist in the development of a City Brand Strategy for Edinburgh. This brief sets out the background and objectives of the project, outlines the key outputs required from consultants, project management arrangements and timescales.

Background

The development of city region brand values and the successful marketing and communication of an Edinburgh brand will deliver increased visitor numbers, increased market share and increased visibility for the city and its cultural assets, as well as increased investment in the city. The brand will be associated with a quality image of the city. A city where the social, cultural and environmental interests of its citizens are nourished and protected.

Labour supply initiatives will also benefit creating new recruits and new skills for industry within the city region.

The brand will also develop and enhance a sense of pride and a sense of place, associated with the city's evolution as a more desirable environment in which to live, work or visit. Thus it will help improve the economic and social prosperity of the city.

Objectives of project

To develop a family of brands that will represent a single marketing image for the city region. The key aim is to deliver a family of brands that will develop and enhance Edinburgh's reputation as a successful and dynamic world class city.

Role of the Brand

The brand will play a wide role in promoting the city as:

- a place for companies to locate and to grow their business
- a place which attracts talent to meet the skill needs of our key sectors and organisations e.g. key industrial sectors such as financial services, electronics and biotechnology, higher education, research institutes
- a magnet for world class research and education and a region of innovation
- a location with a high quality of life for its inhabitants
- a high quality tourism destination
- a confident and contemporary city with a remarkable history and built heritage

The family of brands needs to reflect these aims. Overall it will provide a shared, clear, vision for the city, ensure a "joined up", more effective approach in promoting the city and better leverage of resources.

Role of Consultants

- To provide specific expertise in brand development and implementation to the project manager and Brand Steering Group
- Refine and clarify the key stakeholder groups that need to be involved in identification and development of brand values
- Develop and deliver a programme of research amongst wide range of stakeholders to inform the development of the brand strategy
- Analyse research outputs and develop set of brand values for Edinburgh which reflect the diverse stakeholder groups
- Prepare brand strategy and action plan
- Provide recommendations on implementation of branding strategy in the form of a set of branding guidelines
- Develop a monitoring and evaluation framework

Methodology

Consultants' proposals should include details of proposed methodology but it is expected that this will include:

- Phase One – Research

Consultants should note that this element of the project can be subcontracted, if this is appropriate.

In developing proposals for the research to be undertaken, consultants should be aware of the wide role the brand needs to play in promoting the city as outlined above.

Primary Research

The methodology needs to include details of how the consultants will undertake research within key groups, (both to identify key brand values and to test that the draft values are appropriate) eg face to face, telephone or electronic, group interviews; key areas to be explored in interviews; number of interviews and how this is broken down by sector; and a breakdown of the number of interviews within the city region, within Scotland/UK and overseas.

Secondary Research

Considerable research already exists and will be provided by the Working Group e.g. visitor and non-visitor survey data. Consultants should outline the existing research/data that they would use to supplement the primary research you will undertake.

- Phase 2 - Identification and development of brand values

Consultants should provide a detailed proposal outlining the process and methodology they will use to develop draft brand values and test these with key audiences.

- Phase 3 – Development of brand strategy

Consultants should provide detailed proposal as to how they will develop a brand strategy for Edinburgh and a supporting action plan.

- Phase 4 – Development of brand guidelines

Consultants should provide detailed proposals outlining the process and methodology they will use for the development of brand guidelines and recommendations for implementation of these.

- Phase 5 – Development of monitoring and evaluation framework

Consultants should include proposals as to how they will develop a framework to monitor and evaluate the implementation and impact of the branding strategy.

Outputs

Key outputs from this project will be:

- Delivery of a programme of research
- A set of brand values reflecting different aspects of the brand
- A brand strategy and action plan
- Set of brand implementation guidelines
- Monitoring and evaluation framework

Timescales

Consultants' views are required on appropriate timescales for the various stages of the project. However, brand values and implementation guidelines must be available by autumn 2004.

Project Management Arrangements

The project is being overseen by a Brand Strategy Group, which is being jointly chaired by Councillor Donald Anderson, Leader of the City of Edinburgh Council and city industrialist, Geoff Ball, Chief Executive, Cala Homes. The role of the Brand Working Group is to oversee and manage the development, introduction and marketing of the brand through the work of the Brand Manger and the Project Consultants . The consultants will report to the full time Project Manager.

Tenders

Six copies of proposals should be submitted by ,,,

Proposals should include:

- Summary of proposed approach and methodology
- Study outputs, reports and formats
- Critical workplan with detailed phasing of project and key milestones
- Clear specifications of roles and responsibilities of individual members of the teams including daily rates
- Costs including fees, expenses & VAT
- Evidence of relevant experience
- Details of the professional code of conduct to which the consultants adhere and equal opportunities policies.