



A Collaborative Brand Strategy for Perth

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For the purpose of today's presentation, let's define Perth



Perth's x-factor is a strong connection between the city and its surrounds with a sublime coast, vineyards, national parks and adventure only 30 minutes away

Who are we and what do we do:

Experience Perth is the peak destination marketing organisation for Perth and surrounds and is one of WA's five regional tourism organisations that works with TWA to increase visitation from leisure tourism markets.

Our organisation works closely with the region's tourism industry to encourage collaboration and coordination through partnerships. In addition, we facilitate a range of cost-effective co-operative marketing opportunities for members.

Primary role:

- Destination marketing - We market the natural beauty and diversity of Perth and surrounds to increase visitation, spend and dispersal.
- We undertake a variety of trade and consumer activities to promote Perth and its surrounds. These initiatives provide opportunities for the Perth tourism industry to work together and access marketing activities and advertising campaigns - many of which would otherwise be cost prohibitive for a number of our tourism operators.

Today I'm going to talk about city branding and the need for a collaborative city brand strategy for Perth?

- City branding is the summary of all activities designed with an aim of turning a city from being a LOCATION on a map into being a DESTINATION where people want to live and visit.
- However, branding is not a magic wand to mask a city's marketing problems. A city's brand has to be based on what is actually there in a city or else it's just like giving someone a nice haircut — it might look good for a while, but it doesn't give you a new personality.



The Urban Tourist

- Today, and tomorrow, is the age of the urban tourist. Over 70% of tourism spend occurs in urban areas and for most people, to escape means to explore different and new cultures and for them cities are the epicentres of modern, living culture. Using a city as the campaign hook or "honeypot to bait and tempt people" – makes a lot of marketing sense.
- All is not well though in destination marketing. There are thousands of cities all promoting pretty much the same thing, looking identical and representing themselves in similar ways – through pictures of people playing golf, sunning themselves on golden beaches, people in trendy cafes, airplanes taking off and nice hotels. These places have become commodities, indistinguishable from one another and offering little or no added value.

What makes successful cities

- Successful cities are standout urban centres delivering benefits to residents and visitors alike. They are defined by their ability to capture the imagination and define themselves as having a unique sense of place; not perfect, but livable, interesting and real places.

AND

- Successful cities proactively market their people, location, history, quality of place, lifestyle, culture and more. They have a brand positioning that meets the experience on offer.....a brand strategy in other words.



So why develop a brand strategy for a city?

- According to the US-based advocacy group 'CEO for Cities', a brand - clear, compelling and unique – is the foundation that helps make a place desirable as a business location, visitor destination or a place to call home
- The development of a brand strategy for a city leverages the features of that place to provide a relevant and compelling promise to a target audience. It is not an ad campaign or a tagline. Rather the branding strategy is a deeper, more emotionally-shared vision that influences action.



For a city a place brand creates

- The promise of the kind of experience on offer
- It's the story of who you are, where you are going and why it matters
- It's a differentiator – in other words “why choose here”
- It's an identifier that makes you easy to recognise

For Perth a strong city brand would enable us to

- Build and improve on our reputation
- Nurture civic pride and engagement
- Enhance our ability to catch the attention of local, national and international audiences
- And overall promote Perth as a dynamic place to visit, live, learn, work and play

Perth has a story to tell the world

- We are a successful city with a lot going for it. People from around the world are attracted to Perth for its high quality and balanced lifestyle, excellent education programs, services and leisure options and its welcoming atmosphere. It's also a key economic centre attracting international talent and investment and allowing businesses to thrive. We have a beautiful location with magnificent beaches, national parks, a thriving arts and culture scene and bountiful fresh produce and local wine. Perth has grown into a city that is envied by many around the world.
- **All of this and yet.....we are a city without a defined brand position or brand story to tell!**
- We need to tell the world who we are, where we are going and why it matters and we need to tell the world why Perth is a great place to live, work, study and visit!

A city brand strategy

- Having a city brand strategy will turn Perth from being just a location on the Australian map into a destination where people will want to live and visit. In other words a brand strategy will enable our enviable lifestyle along with our gorgeous natural assets and incredible new developments, become a sought after destination where people and businesses will want to spend time and money.
- But to do this we need to understand key national and international city competitiveness factors and how a city brand strategy for Perth can compete.

What is involved in a city brand strategy?

- One thing – it's not about logos and tag lines
- It's being strategic about being competitive
- It's about identifying your distinctive offer and experiences
- It's about identifying and leveraging your distinctive attributes, assets and attractions
- It's being clear on your target audiences



Why does Perth need a place brand strategy now?

- Perth is a vastly different place to what it was even just 10 years ago.
- New infrastructure, planned and under development (including 1,900 additional new hotel rooms) will greatly enhance the attraction and the visitor proposition. The task now is to significantly grow demand for Perth as a destination. But we have a few challenges.



What are some of those challenges as they relate to brand

- Our region has a good story to tell, but our story lacks focus and consistency
- We have many assets, attributes and attractions, but we have no coordinated messaging and marketing
- We have no current agreement on our core offer nor any collaborative consistency in the way we go about destination marketing
- We have multiple organisations undertaking destination marketing, but we have no brand strategy that underpins our messaging

No wonder outsiders are confused about what's on offer in Perth!

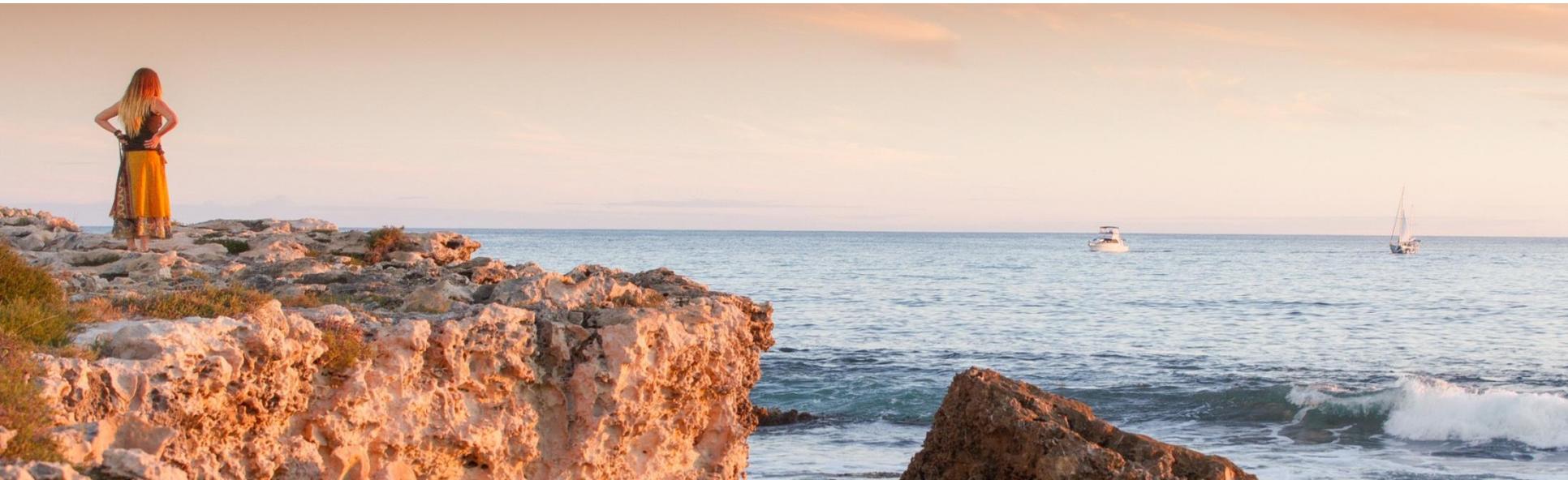
- In addition, We are vastly out-gunned when it comes to a budget for marketing (but that's a whole other subject)

How do we create a city brand strategy for Perth?

- We need to be clear and agree upon our competitive advantages and what we should say about them
- We need to specify our assets and attributes for target market audiences
- We need to tell the story of who is part of our brand community and why
- We need to be clear and agree upon our brand's value proposition
- We need to be clear and consistent on our brand proposition messaging
- And we need to select the relevant channels to target market audiences with our brand messages

We need to look at our Brand ingredients

- Brand ingredients are the attributes of a place that are the most important to the intended audience, be that visitors, residents, businesses, investors, students or a combination of them all. It's the foundation of a clear and compelling message that a place wants to communicate as part of its brand story.
- To be effective, a brand story should have at least 2 to 3 brand ingredients to ensure a focused message. Communication can and should be targeted and positioned to address various audiences, but the core elements of the brand story will remain the same.



We need to collaboratively look at our brand ingredients

- Most cities have a number of positive attributes but not all of them can be included in the brand ingredients. Excluding a particular element does not mean that it is not valuable. However it is not possible to communicate all things to all people all of the time. Instead it is a conscious decision to focus on those attributes that differentiate and resonate most with our key audiences. This decision will have more chance of being sustainable if it is made collaboratively.



For example let's look at Tourism Australia

- TA's Managing Director John O'Sullivan at the recent Tourism Council WA conference in Perth shared TA's brand positioning and stated in order for Australia's to remain competitive in an increasingly competitive marketplace, Australia must play to her key strengths.

Tourism Australia's brand positioning statement for Australia is:

- *The people of Australia are friendly, straight talking and open. Their sense of mateship and their no worries attitude make all visitors feel welcome. They make it easy to enjoy adventures beyond imagination. Whether it's in Australia's wide-open landscapes, pristine oceans or vibrant cities, a holiday in Australia is an opportunity to experience a vast yet accessible adventure playground. You don't just visit Australia, you live it.*

Perth's brand ingredients/key strengths

We need to collaboratively develop and agree upon our brand ingredients and brand strengths! It's about getting visitors to the destination of Perth.

- Ditch those boundaries, I know everyone clings onto to these with passion, but believe me visitors couldn't care less
- Getting more people to Perth is good for everyone.....believe it, work collaboratively and everyone can reap the rewards

What are our strengths

- We are a growing and economically prosperous city
- We are an effective city that is forward thinking and moving in the right direction
- We are a safe, family-focused community with a strong sense of connections
- We have culturally diverse, vibrant and welcoming people
- We have a balanced lifestyle with a wide variety of leisure and recreation options

Taking those strengths into consideration, what could be a potential brand proposition for Perth?

It's like a "Perth Collection" as follows:	
Sector Theme	The driving ideas
Quality of Life	A very liveable cosmopolitan place with a great quality of life
Economic	An energetic place of global and local business networks
Education	Innovation and applied learning, research and development capability
Visitor Attractions	A lively place to visit with welcoming people, multiple leisure and recreation experiences in one of Australia's most beautiful natural settings

Creating a destination brand strategy for Perth

- The interesting thing about creating a destination brand for Perth, it will have to withstand a level of public debate that consumer brands rarely endure. A city brand must stand up to the test of time, public debate, political scrutiny and media questions.
- The best way for us to insulate the potential brand from this scrutiny is to generate buy-in and involvement through collaborative and consultative processes.
- In order to get ourselves on a right track, we need to set up a Marketing Alliance to build financial resources with a Brand Advisory Panel to explore prevailing thoughts, opinions and perceptions of Perth today and its aspirations for the future. This will help uncover our core brand ingredients, attributes and points of differentiation that make Perth unique.

To recap, a city brand strategy...

- Helps realise the vision for the place
- Describes and plans the offer
- Helps organise the delivery of the offer and desired experience
- Communicates the offer and experience to consumers

To create a city brand strategy we need to ...

- Form a strong Perth Marketing Alliance and collective brand partnership
- Agree on a vision for the destination
- Identify and leverage the key attributes/strengths
- Define the experience being offered
- Determine the market/audience for the offer
- Deliver the offer to the target markets/audiences
- Market and communicate the offer
- Manage and refresh the offer

A dirt path winds through a lush green vineyard. In the distance, two people are walking along the path. The background features rolling hills under a clear blue sky.

**Destination PERTH – are we an urban oasis
where big city sophistication goes hand-in-hand
with an outstanding natural playground?**

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