

Starting with a Place Brand

Step 1



Overview

Why effective implementation is vital to ensure the success of your Place Brand

And how to do it...

Overview

By the end of the course you will understand:

- How to plan and deliver implementation
- How to ensure you do this In a way that is effective.
- And how to manage your key stakeholders

Key Concepts

1

Understand
pitfalls and plan
for success

2

Organise
Implementation

3

Create an
Implementation
Action Plan

4

Manage
Leadership and
Resource
Planning

Context

Developing a country or city brand should improve the city or country's image.

The process has four stages:

- **Start-up & Organisation**
- **Research**
- **Forming brand identity**
- **Implementing the strategy**

This takes time

5 years should be reserved to embed the brand into city/country processes

Establishing the brand can take a further 10 to 20 years



Why Place Branding Might Fail

1. Poor or inadequate management of brand implementation
2. Inadequate understanding of what is required
3. Inadequate management of the process
4. Inadequate funding (often related to inadequate understanding of requirements)
5. Not having the right people or skills to deliver





Help your Place Branding to Succeed

Create and agree:

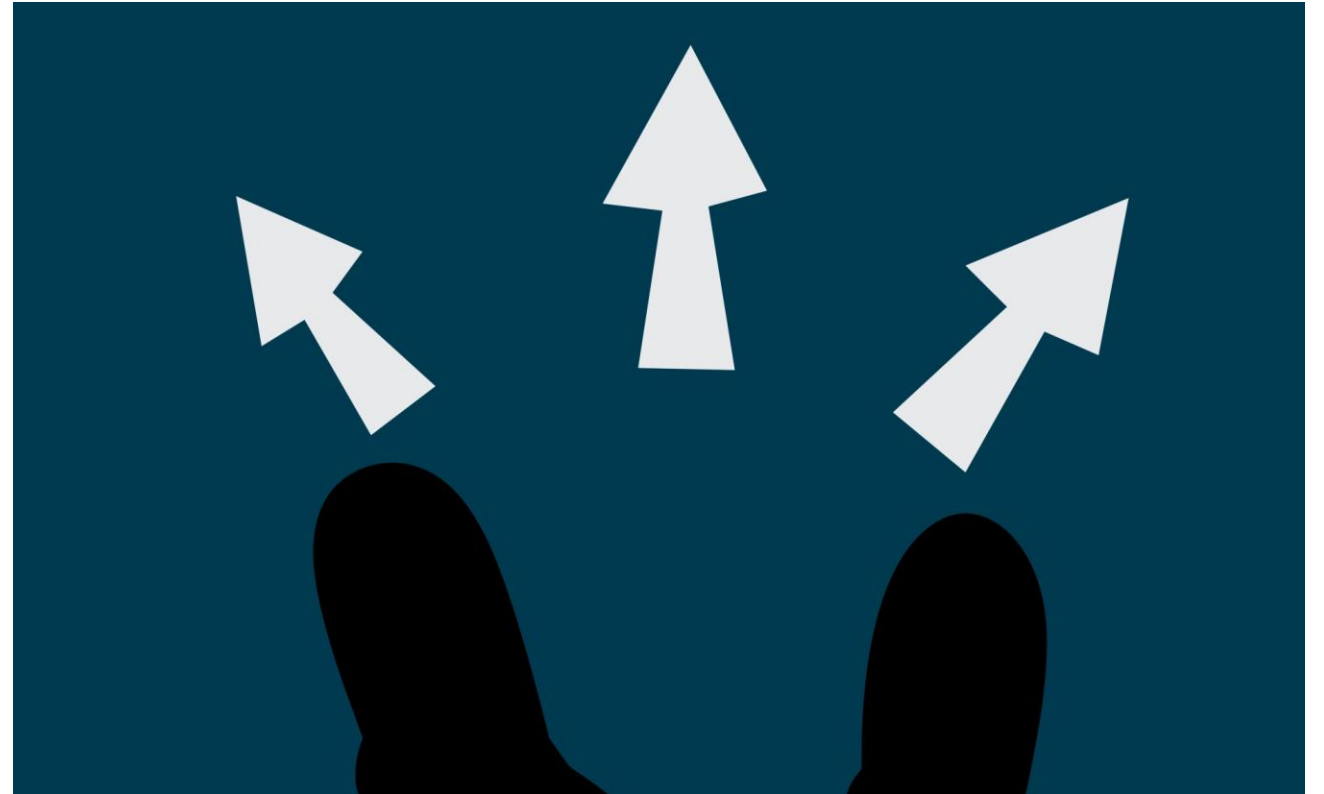
- A shared development methodology
- A common approach to identifying and monitoring and evaluating the KPIs
- A common approach to value for money analysis

Allocate responsibility:

- for every single project
- to specific people, specific organisations, specific budget holders and/or specific stakeholders

Get the right people on board

- Align the stakeholder ecosystem with your Place Brand Strategy and objectives
- Get the top-level private and public sector decision-makers to publicly commit to the project



Start-Up and Organisation

- Create broad communications for the project in advance
- Use public relations
- Get public commitment of all parties to the process
- Include all key stakeholders
- Include senior management
- Create a steering group

Commitment
Commitment is
act or service
sometimes a letter
commitments
ending

Achieving Buy-In

- Politicians
- Business Leaders
- The tourism industry
- Opinion formers
- The highest management of 'all' the other parties with international visibility



The Brand Identity or 'Central Idea'

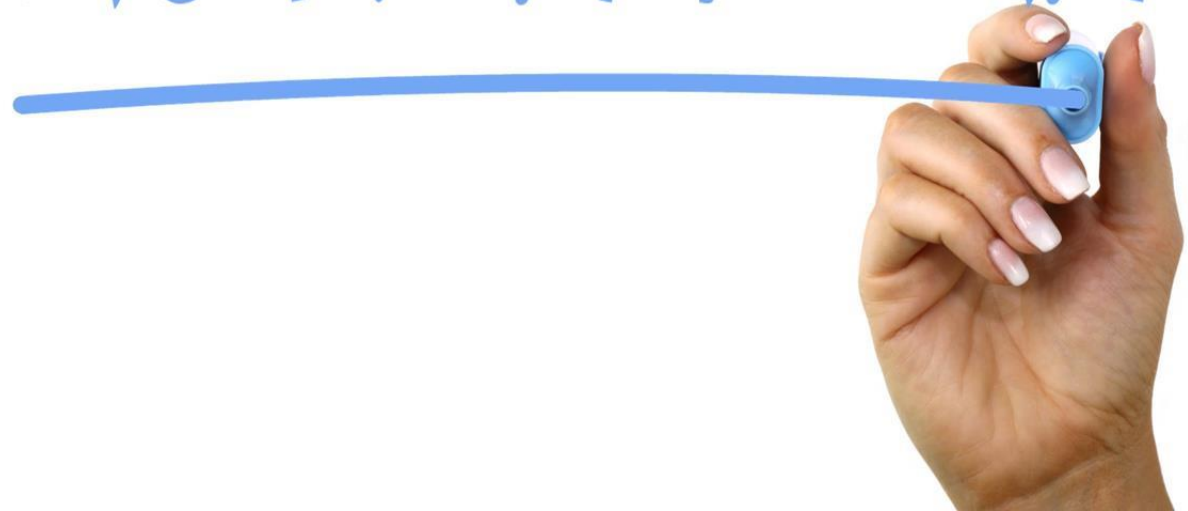
- **The Central Idea** is the main idea of the place brand
- It must be truthful so citizens accept it and want to talk about it
- It must appeal to different interest groups, such as export industries, tourism, and immigration
- The Central Idea must be motivating, credible, acceptable, and relevant for foreigners
- It must also be inspiring for local citizens
- It must have lasting interest



An Implementation Action Plan

- Work out policies, projects, events and campaigns that best project the Central Idea
- Schedule the development of these elements to reflect the priorities of the brand plan
- Make sure the plan is costed and has proper timings
- Identify a sponsor and/or a key stakeholder responsible
- Have a set of KPI's agreed for evaluation

ACTION PLAN





Include all elements in the Implementation Action Plan

- If stakeholders plan projects these need to be part of the plan
- To make sure it fits with the overall timetable
- To make sure it fits with the Central Idea

Preparing for Launch

1

Ensure everyone involved understands the Place Brand Strategy and rationale

2

Ensure all stakeholders and constituents feel their views have been heard

3

Acknowledge input and give credit for contributions



Leadership and Resource Planning

- Two essentials:
 - Ability to lead the brand management organization
 - Ability to keep the brand management process alive
- The right leader can also:
 - inspire and encourage common goals
 - create a successful network
 - and maintain consistent long-term work towards the same goal



Funding the Action Plan

Funding is required for:

- The Place Brand Management Team
- Key Projects
- Communications with Key Stakeholders
- Communications with the public and the media to share progress on the implementation of the strategy
- Ongoing monitoring and evaluation of projects

Key Takeaways



Poor management of brand implementation is the main reason why brand strategies fail to have the desired impact and benefits



Adequate funding and having the right people with the necessary skills on the team responsible for implementation are an absolute necessity, but are difficult to achieve




Making top-level private and public sector decision-makers committed to the project is critically important for its success



Effective communication is crucial for success, and the strategy must be presented in a compelling way to ensure functionality and buy-in from stakeholders



Implications for Practice

- Success requires a great deal of planning and strong leadership.
 - It also needs a broad set of key skills and attributes
 - Both need to be aligned to the projects needed to deliver the strategy
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Next Steps

Assignment

Think about your current place brand.

- Is there an action plan in place to support it?
 - Do you have the right set of skills in place?
 - List some of the current obstacles standing in the way of your team developing and implementing an effective place brand strategy, along with some potential solutions to overcome them.
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