

TIME TO UNDERSTAND HOW

Once we understand the city's marketing environment, we need to be clear on what we want to achieve. When we know what we want to achieve, we agree the most effective way to get there. The following 'plan of attack' maps out our:

OUTCOMES: what we want to achieve at a high level,

OBJECTIVES: where we want to go, and

STRATEGIES: how we are going to get there.

To ensure we are being effective in our delivery we needed to include performance measures against each outcome and strategy.

TIME TO SMILE

7. CITY MARKETING STRATEGY

MEETING OUR ECONOMIC GOALS THROUGH OUTCOMES, OBJECTIVES, STRATEGIES AND ACTIONS



7.1 MARKET SUMMARY

City marketing efforts need to support the identified economic development priorities.

Dubbo is in an ideal position to continue to develop as one of Australia's a leading regional centres and increase the local catchment spend in the city. The facilities and geographical location of Dubbo enable it to service major events and facilitate a high level of business tourism and conferences.

Leads on major investment attraction (major events and developments) need to be supported through end to end account management and information provision that ensures relevant and timely information is provided.

Whilst Dubbo needs to promote its service capability and increase major investments, there is still some opportunity to increase the value of the leisure tourism market through targeted activity to higher yielding niche markets. The location, accommodation and product availability (TWPZ, ODG and WPCC) see the city in a position to grow group tourism.

By placing pro-Dubbo articles in targeted media and strengthening our promotion channels (i.e. having an appealing and functional website) we can influence prospective residents' perceptions of the city. This influence will put Dubbo in a greater position to attract much needed skilled professionals.

With limited resources, the above needs to be delivered in cooperation with industry and requires community engagement and support to be successful.

7.2 OUTCOMES

WHAT WE NEED TO ACHIEVE

Guided by the priorities outlined in the Economic Development Strategy, the five critical areas that will influence the city's growth are:

1. To promotion of a positive image of Dubbo
2. An increase use of Dubbo as a preferred service centre and major investment attraction
3. An increase targeted investment including major events, conferences and key tourism markets
4. Attraction and retention skilled professionals
5. Improved collaboration and engagement with all stakeholders.

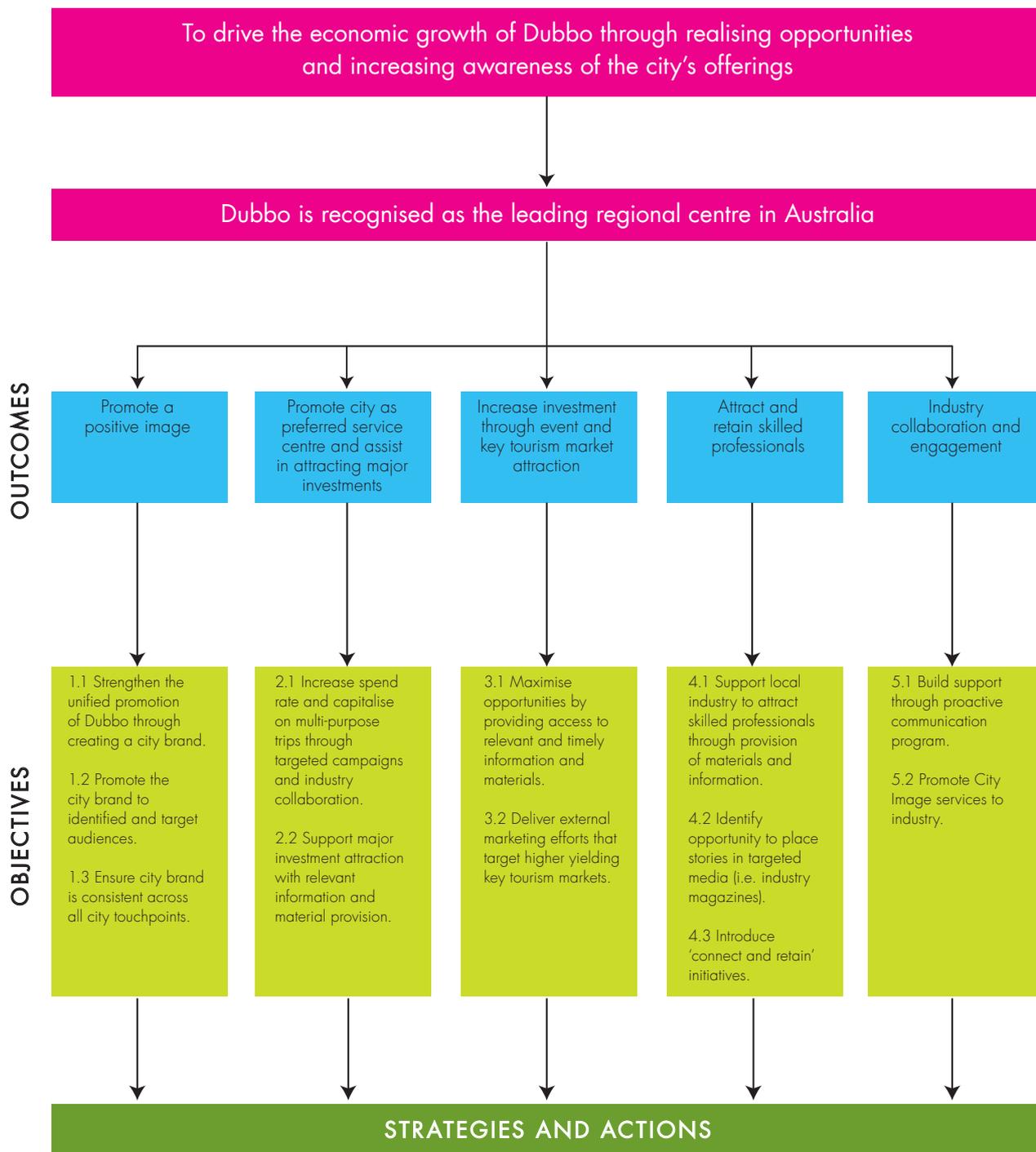
The City Image Program will support these areas to achieve high level outcomes:

<i>Critical Success Factor</i>	<i>Short term 12 month</i>	<i>Medium term 2-4 years</i>	<i>Long term 5 years</i>
Promoting a positive city image	Key selling messages and city brand defined Strategic placement of positive city image communications	City is sought out for success stories Visitor/ prospects expectations align with brand/key selling messages	City is regarded as key regional provider of opportunity, lifestyle and sense of community
Preferred service centre and major investment attraction	Catchment area program introduced Case studies developed	Regarded as leading NSW regional centre	Recognised as Australia's leading regional centre
Attracting major events, conferences and key tourism markets	All major events supported with community communications and retail campaign Event strategy developed	Event strategy implemented One major annual signature event defined/secured Group tour strategy developed and implemented	Recognised among event organisers as top three NSW regional destination for events Major event management capability City recognised as educational tourism hub
Attracting and retaining skilled professionals	All major communications include cities selling points on 'liveability' Case studies developed	Informal industry networking program established Retention and acquisition benchmarking introduced	City is sought out as top three NSW regional destination for relocating professionals
Improved Industry collaboration	Annual cooperative campaign plan provided to industry	Tiered membership program introduced	Strong industry ownership in ongoing program development and supportive buy-in

To achieve in these five critical outcome areas we have identified 12 objectives and 48 strategies. Supportive actions will be listed in the City Image Marketing Plan.

7.3 CITY IMAGE MARKETING STRATEGY MAP

WHERE WE WANT TO GO AND HOW WE ARE GOING TO GET THERE



Key Performance Indicators have been set for all outcomes. Measures have been set for all objectives. Detailed supportive actions will be listed in the City Image Marketing Plan. Key Performance Indicators will be set on a campaign by campaign basis.

7.4 OBJECTIVES AND STRATEGIES

The following strategies will be implemented between June 2008 to December 2009.

1. TO PROMOTE POSITIVE IMAGE OF DUBBO

KPI: Annual positive media placements in national media increased by 50% on previous year.

KPI: Biannual stakeholder survey: 80% indicate that City Image Program is supportive or very supportive to their individual pursuits, and 90% satisfaction with services provided as identified in Council's Management Plan.

1.1 STRENGTHEN THE UNIFIED PROMOTION OF DUBBO THROUGH THE CREATION OF A CITY BRAND

<i>Strategies</i>	<i>Measure</i>
1. Develop a brand that engages stakeholders and identify key marketing messages.	Key stakeholder engagement with brand: 80% rate as good or very good. Brand and key messages are defined and shared.
2. Develop city brand guidelines to maintain brand integrity and maximise brand use.	Guidelines are developed. Policy for use is developed and communicated with industry.
3. Work with industry to deliver cooperative city branded initiatives; i.e. signage, collateral.	20% industry buy-in to city brand initiatives.
4. Conduct pre and post brand perception research to measure program impact.	Brand perception benchmark program introduced. Target market expectations align with key brand messages.

1.2 PROMOTE THE CITY BRAND TO IDENTIFIED AND TARGET AUDIENCES

<i>Strategies</i>	<i>Measure</i>
1. Develop a local and state strategic media placement program including developing a story bank and media database.	<p>Program is developed, implemented and reported on.</p> <p>Minimum of five positive city image stories (i.e. who Dubbo is today) are placed locally and in state media annually.</p> <p>Minimum of five media famils are coordinated annually.</p>
2. Encourage resident engagement through local campaigns.	<p>Breadth of Ambassador Program grows beyond assisting at the information centre.</p> <p>20 participants in Ambassador Program.</p> <p>One campaign delivered that encourages locals to experience their city.</p>
3. Capitalise on city PR opportunities by remaining abreast of major findings in relations to city 'liveability'.	<p>Information bank established with personal stories, case studies, story leads and image library.</p> <p>Five articles about living in Dubbo are placed in key media annually.</p>
4. Minimise poor publicity by managing enquires.	<p>No evidence of negative media.</p> <p>Any major negative media is responded to with strategic response utilising positive media, locally or nationally.</p>

1.3 ENSURE CITY BRAND IS CONSISTENT ACROSS ALL MAJOR CITY TOUCHPOINTS

<i>Strategies</i>	<i>Measure</i>
1. Update all major city touchpoints to represent new city brand.	<p>Priority listing is agreed for update.</p> <p>City brand is evident and consistent across identified touchpoints.</p>
2. Implement City Online Project.	New website is developed.
3. Develop an information hub of research, images and editorial.	Information hub developed and utilised by industry and prospects.
4. City brand provide a framework that to individual pursuits.	10 examples of brand used to support in industry pursuits.

2. PROMOTE CITY AS PREFERRED SERVICE CENTRE AND ASSIST IN ATTRACTING MAJOR INVESTMENTS

KPI: Deliver two campaigns targeting catchment area that increases spend in the city (average 15% increase among participants)

KPI: Provide two major materials to support investment attraction (prospectus pack and online information services)

2.1 INCREASE SPEND RATE AND CAPITALISE ON MULTI-PURPOSE TRIPS THROUGH TARGETED CAMPAIGNS AND INDUSTRY COLLABORATION

Strategies	Measure
1. Introduce collaborative campaigns that encourage local catchments' spend.	Two major initiatives are developed and implemented. Participating industry report on average 15% increase in spend in store.
2. Introduce collaborative campaigns that target key NSW regional markets to increase visitation/spend.	Targeted media plan created. 50% buy-in from industry into advertorial placements. Response targets set on campaign basis.
3. Ensure all major events are supported by a relevant retail promotion.	No major event is without a supportive retail marketing campaign.
4. Support delivery of industry initiatives that deliver best practice i.e. industry awards.	Minimum of three 'best practice' initiatives are supported.
5. Ensure city services are promoted effectively in all relevant communications including online	No example of relevant communications produced without inclusion of city services.

2.2 SUPPORT MAJOR INVESTMENT ATTRACTION THROUGH PROVISION OF INFORMATION AND MATERIALS

Strategies	Measure
1. Work with Grow Dubbo to develop insight into target markets' needs.	Investment/prospectus pack is created. Annual economic profile is published. New business welcome kit is developed.
2. Provide materials that are relevant accurate.	Grow Dubbo confirms materials as suitable. Target market reviews (via Grow Dubbo) 90% indicate materials are useful or very useful.
3. Ensure uptake of materials by target market.	All investment leads are supported by materials. Measured increase visitation online, increase in download or ordering of materials.
4. Lead and referral map across key industry groups developed.	Process is agreed and adhered to.

3. INCREASE INVESTMENT THROUGH EVENT AND KEY TOURISM MARKET ATTRACTION

KPI: Support attraction of three major events

KPI: Deliver two campaigns targeting key tourism markets

3.1 MAXIMISE OPPORTUNITIES BY PROVIDING ACCESS TO RELEVANT AND TIMELY INFORMATION

Strategies	Measure
1. Provide Grow Dubbo with potential leads for events and conferences.	All potential leads are provided.
2. Support Grow Dubbo to attract events and conferences with improved, relevant marketing materials.	Event Planner materials are produced that target conference and event managers. 50% buy-in from industry to support production of materials. Grow Dubbo feedback confirms materials as suitable. Target market reviews (via Grow Dubbo) 90% indicate materials are useful.
3. Ensure all major events and conferences are provided with option of event support package (i.e. central reservation service, city experience tourism and retail promotions).	All event managers provided option to utilise event support program.
4. Develop a City Event Strategy.	Strategy is developed.
5. Deliver quality information service to visitors.	Improve on very satisfied and fairly satisfied rating for: Quality of Information: 67% Quality of Service: 61% (Tourism Research Australia 2008)

3.2 TARGET EXTERNAL MARKETING EFFORTS HIGHER YIELDING KEY TOURISM MARKETS

<i>Strategies</i>	<i>Measure</i>
1. Undertake targeted campaigns to support growth in key markets.	Direct marketing campaign to tour operators is delivered. Plan to target educational tourism is created. Support delivery of local visitation campaign.
2. Increase visitation of visiting friends and relatives (VFR) market through local education and engagement campaigns.	Campaign conversion results measured on campaign by campaign basis.
3. Identify ways to extend visitation including itinerary production and promotion of regional attractions.	Itineraries are produced for key tourism markets. 'Within an hour' hub and spoke initiatives delivered.
4. Establish strong communication channels with industry to provide guidance on appropriate external/collaborative marketing opportunities.	Annual Media plan with buy-in opportunities distributed to Industry. No operators buying into a marketing opportunity that was incorrectly sold as 'DCC endorsed'.
5. Ensure city experiences are promoted effectively in all relevant communications.	City experiences included in all major materials including Dubbo City Guide and online.
6. Continue to monitor position in relation to competitors.	Dubbo maintains number one destination in Central NSW. Increase % visitors on par or above regional competitors.

3.3 MAINTAIN, GROW AND CAPITALISE ON STATE AND REGIONAL MARKETING EFFORTS

<i>Strategies</i>	<i>Measure</i>
1. Provide input into regional and state marketing strategy and outputs to ensure efforts and priorities that are inline with the City's marketing needs.	Input provided into Central NSW Tourism strategy and Newell Highway Committee promotions plan. No examples of corporative campaigns implemented without Dubbo City Image input/review.
2. Maintain and develop effective relationships with key organisations.	Participate in Central NSW Tourism marketing taskforce, Newell Highway Promotions Committee and FilmCentral NSW.
3. Ensure performance of collaborative campaigns is measured and reported.	All are measured and performance reported to Council and Industry.
4. Capitalise on regional and Sydney centric events.	Initiatives introduced as events roll out i.e. Country Week, World Youth Day.

4. NEED TO RETAIN EXISTING AND ATTRACT NEW SKILLED PROFESSIONALS

KPI: Support 3 business investment projects facilitated with firm outcomes (50 new jobs)

KPI: deliver 2 major projects that support population growth of increase in population 1% p.a. (based on 39,500 June 2006 ABS)

4.1 SUPPORT LOCAL INDUSTRY TO ATTRACT YOUNG PROFESSIONALS

<i>Strategies</i>	<i>Measure</i>
1. Provide input into collaborative marketing campaign to promote opportunities of regional living.	Participate in Evocities Campaign. No examples of campaigns implemented without Dubbo City Image input/review.
2. Introduce informal network of people placing professionals to assist with placing partners.	Informal network developed.
3. Support initiatives that provide networking opportunities for new residents and industry collaboration.	New Resident Kit includes special offers for residents to experience the city.

4.2 IDENTIFY OPPORTUNITIES TO PLACE STORIES IN TARGETED MEDIA

<i>Strategies</i>	<i>Measure</i>
1. Ensure city's 'liveability' is promoted effectively all relevant communications including media, online and advertising.	Relevant communications include promotion of city's 'liveability'. Five examples of placements / editorial in key industry magazines. (refer to strategy 1.2.3).

4.3 INTRODUCE AND SUPPORT NEW INITIATIVES THAT CONNECT AND RETAIN SKILLED PROFESSIONALS

<i>Strategies</i>	<i>Measure</i>
1. Ensure new professionals are aware of networks available to them.	Update new resident kit to highlight professional network opportunities. Two 'Welcome to Dubbo' nights for professionals held annually.
2. Work with industry to support targeted initiatives i.e. provide material for tradeshows, information for company magazines or endorse initiatives by use of city brand.	Relevant and timely information is provided. Stakeholder reviews indicates that support is well received.

5. IMPROVED COLLABORATION AND ENGAGEMENT WITH ALL STAKEHOLDERS

KPI: Average 20% industry buy-in to program campaigns

KPI: Annual community research indicates high awareness and engagement with City Image Program (benchmark to be established and measured against)

5.1 BUILD SUPPORT THROUGH PROACTIVE COMMUNICATION PROGRAM

<i>Strategies</i>	<i>Measure</i>
1. Keep residents informed of progress of program through effective use of all available communication channels.	Four media releases annually regarding progress of Program. High level of engagement maintained among stakeholders.
2. Keep Industry informed of progress of program and be aware of Industry concerns and developments.	One annual economic development/city image briefing. Quarterly e-newsletter distributed. High level of engagement maintained among stakeholders. Engagement survey 80% stakeholder satisfied or very satisfied with progress reports.
3. Keep Council informed of progress of program through effective use of all available communication channels.	Monthly informal report delivered. Six-monthly progress report delivered. High level of engagement maintained among stakeholders.
4. Provide industry with lead-up time to buy-in opportunities.	Cooperative annual media plan provided to industry.
5. Ongoing and consistent evaluation of campaigns.	All campaigns are evaluated and reported to Council and industry.

5.2 PROMOTE CITY IMAGE SERVICES TO INDUSTRY

<i>Strategies</i>	<i>Measure</i>
1. Communicate with industry the resources and services available through the City Image Branch.	Who we are/what we do brochure produced. Utilisation of branch resources and services. \$20,000 industry buy-in as identified in Council's Management Plan.