

DUBBO CITY IMAGE MARKETING PROJECT

Qualitative Research Report



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BACKGROUND

- This research was conducted by Dubbo City Council City Image Branch and Elmwood Design.
- Consultation period was from February 2008 – June 2008
- Dubbo City Council's City Image Branch conducted a range of stakeholder consultations to assist with identifying the industry's needs and insights to inform the development of a City Image Program (Stage 1).
- Elmwood Design was also employed by Dubbo City Council to conduct qualitative research across a variety of target markets to also inform the Program. The City Image Program aims to encourage and support growth across many sectors of the local economy including destination marketing for leisure and business tourism, as well as investment, event and skill attraction (Stage 2).
- As well as driving economic growth the program also aims to respond to negative publicity that Dubbo has received in the past couple of years, which named Dubbo, 'The crime capital of NSW'.
- This research report will also inform the new brand design for the City.

METHODOLOGY

Stage one:

- 22 formal consultations with Council, industry and board representatives.
- Over 30 informal consultations with individual business owners and community stakeholders.

Stage two:

- 3 x interviews with 2 recent Dubbo visitors (6 in total)
- 3 x interviews with 2 long-term Dubbo residents (6 in total)
- 3 x interviews with 2 new Dubbo residents (6 in total)
- 2 x workshops with City Marketing Reference Group (7 in each workshop)
- 10 x 10 minute telephone interviews Sydney professionals (randomly selected using enquiry database)
- 10 x 10 minute telephone interviews business investors

Secondary data:

- This qualitative research is supported by research already conducted, provided background information and an understanding of what has already been discussed on this topic.

RESEARCH OBJECTIVES

Stage One – Strategy development

1. Gain a greater understanding around industry expectations on the City Image Program.
2. Gain direct feedback around improving the City Image Branch service capabilities.

Stage Two – Brand development

Primary:

To articulate Dubbo's ideal brand essence.

Secondary:

1. Connect with different target markets.
2. Find out how Dubbo should be positioned to attract more people.
3. Engage influential Dubbo residents.
4. Gain insight into the motivations of the different target segments.

Stage one and two have informed the development of the City Image Marketing Strategy.

STAGE ONE: STRATEGY DEVELOPMENT

The City Image Development Plan identified three major components of planning required to ensure success of the City Image Branch (CIB) including:

1. Creating a City Image Branch structure that meets the demands of both Council corporate communications and Dubbo city marketing.
 2. Developing an agreed, sound City Image Marketing Strategy on which to promote the city and support many sectors of the local economy.
- Stage one included interviewing a range of industry stakeholders to gain a greater understanding around expectations of the City Image Program and identify possible opportunities. Consultations also provided insights into developing the City Image Branch service capabilities.
 - In addition to the 22 formal industry consultations, there has also been feedback received from over 30 business owners and community representatives informally. These types of informal conversations often provide a good insight into peoples 'real' feelings as they often feel more comfortable providing feedback through a more informal one-on-one conversation.
 - A summary of findings can be found attached as: **Stage one qualitative research**. The recommendations in this report have informed the development of the City Image Marketing Strategy.

STAGE ONE QUALITATIVE RESEARCH

Summary

All stakeholders were engaged with the prospect of having a plan to tackle Dubbo's image problem. Whilst respondents provided thoughts about what messages needed to be communicated to the outside world, they were equally forthcoming with ideas regarding how this could be achieved.

Telling Dubbo's story through a variety of case studies and personal experiences was mentioned by many, as was the need to introduce improvements to the way we share information within the city and to the outside world. Communication channels between Council and Industry and within the local industry need to be strengthened.

The need to get local residents and industry to love Dubbo and understand the great opportunities this city affords them was raised by almost all of the participants. Identifying resident and business champions was recognised as a way to personalise the positives of living or investing in Dubbo.

Many of the stakeholders recognised that successes of the program would be hard to quantify and difficult to measure. They also concluded that reporting on successes and progress would be vital to ongoing support and engagement.

Whilst some stakeholders felt that Council needs to be seen as playing a more supportive role (not be so directive to business owners and be more supportive). Others felt that it was time for industry to take more interest in their businesses and wanted Council to provide a stronger strategic direction with underlying support like research so businesses could help themselves more.

From many individual businesses there is a feeling of lack of networking opportunity, and a lack of channels for them to express their concerns or raise new ideas. The lack of an active 'tourism' association was raised, however many of those businesses recognised that 'tourism businesses' do not need to operate in isolation from the wider Dubbo business community.

1) Provision of information

The way information is gained, managed and maintained was mentioned by many stakeholders, particularly those involved in business. Industry requires a reliable and consistent way of accessing information to use in their individual pursuits.

They recognise that each business seeking out the same information individually is a waste of time. They are looking for information to be generalised in regards to promoting the city – yet be flexible enough to include in tailored pitches.

Information needs to be promoted as available and kept up to date. There is a need for Council to improve the way it communicates with the industry. There was also recognition amongst some stakeholder that industry needs to be more proactive in seeking out this information:

‘Businesses help themselves and not expect Council to just give them everything’.

‘Businesses need to be given information and statistics so we can use them to help sell the Dubbo story. Personalised information that suits that particular request – i.e. if they are moving here, looking for a job, looking to set up a business.’

Information needs to be very accessible: *‘If they (Council) haven’t been provided the information - they will seek it out and get it to you pretty quickly.’ ‘Improve information on the website so other groups can have a link to it.’ ‘Cluster groups need to be more prepared to work together.’ ‘As an industry, we don’t disseminate information well.’*

Recommendations:

- Investigate opportunity of centralised information portal for industry to access
- Review communication channels with industry, introduce more effective mediums
- Promote the available information to broader industry i.e. expand current ‘tourism operators’ communication program
- Provide opportunities for industry to meet and discuss progress of City Image program
- Provide and annual plan of collaborative campaigns so operators can plan budgets
- Web development project to be introduced
- Provide list of ‘services’ that the City Image Brand can provide to industry.

2) Dealing with enquiries

It was admitted that some industry groups aren't clear on where enquires should go, where they should refer people or where they can go for help themselves. This lack of knowledge can sometimes leave a bad impression with the person that has made an enquiry. And if the information or referral is not there, the City runs the risk of the prospect going elsewhere.

It was recognised that as a need policies and procedures agreed to across all of the cluster groups on how various enquires should be managed

'Need efficient database management.'

'Need to track where enquiries came from.'

Recommendations:

- Design enquiry and referral process map that is agreed to be all stakeholders
- Develop stronger database management practices.

3) Events

Events were raised as an untapped market by majority of the stakeholders. The Elvis festival in Parkes was raised by many as an example; *'If they can do it why can't we?'*

Stakeholders believed there needs to be more information sharing on events i.e. when they are in town, how people can participate. Also business should be feeding back how their trade changed during the event, so events are recognised for their value in social and economic terms.

There is confusion about who take responsibility for getting events to the City, supporting events and nurturing events. Whilst industry is keen to see that more information is shared, in regards to events it is unclear who is ultimately promote the event throughout the city, gain partnerships, promote the successes of an event.

Whilst from the outset, many these responsibilities might be clear in being those of the event manager – the expectation to promote all events and ensure that the community is aware of their value is the Council. Some stakeholders felt that Council needs to provide more support to existing events and put resources behind attracting new ones. We need to improve the approach to promoting the event capability of the City.

‘Need to define who takes over from where.’

‘Opportunity to have five or major events every year.’

‘Need to grow products like the showground.’

‘\$1 for \$ support for event.’

‘We need a signature event – grow an existing one... be known as the dancing city’

Recommendations:

- A specific Event Strategy should be developed
- Grow Dubbo role in event attraction needs to be communicated to industry and community
- City Image Branch’s role in event support needs to be communicated to industry and community
- Develop process map for hand over of events between Grow Dubbo and City Image Branch
- Targeted collateral focusing on event capability to be produced
- Grow Dubbo produce proactive plan of targeting events and conferences
- City Image Branch to encourage feedback and reports from events managers by using review templates.
- Database of events and outcomes to be managed by City Image Branch
- City Image to explore opportunities for state government support to help develop existing events or establish a new signature event.

4) Getting Dubbo’s story out there

Across all industries stakeholders believe case studies and personal stories about people would be an effective way of getting the story of Dubbo out there. Personal stories about people that have left and come back are great. Businesses seem to love Dubbo – need to get the whole community to love Dubbo.

Participants also believed introducing City tours would be a good way to promote the city to investors and potential residents. *‘Should do City Tours for people considering moving here or investing.’*

Whilst the Zoo was recognised as great drawcard for visitors, it is time that the city becomes known as more than – *‘the place with the Zoo.’* And *Dubbo needs to promote experiences – other than the zoo.*

Need to promote lifestyle to attract professionals by promoting; *‘fresh food markets, Café culture and trendy stores’.*

Need to show that Dubbo is vibrant and full of Life and Need to emphasise the cultural life in Dubbo to dispel the ‘hick’ reputation. ‘Need to stop flogging that we have no services – it detrimental to our image.’

‘Need to promote that Dubbo was one of only 3 cities/towns in the Orana region that has experienced growth’

Nearly all participants appreciated the need for a new city brand. They believe the project should be managed in a way so it is not imposing so the community takes ownership.

All stakeholders agreed that a more collaborative approach was needed to promoting the city – to get a stronger message out there. But beyond promotion came the need for the industry groups to have means of working more closely together, or being more aligned to ensure more positive outputs for the city.

‘Dubbo is an hour for everywhere and an hour from no-where’

Recommendations:

- Consider feedback in development of City Image Marketing Strategy and action plan
- Introduce more experience based information in destinational marketing materials.

5) Attracting major investors

It was felt there is a *‘perception that Dubbo is a town not a city. We do not push the positives enough. Need to tell investors why we are better than Orange or Bathurst.’*

Need to promote the infrastructure that Dubbo offers. Respondents felt that Dubbo’s infrastructure would help people recognise that our City is great place to live or invest in.

Many raised the need for serious opportunities to be managed by an account manager, ensuring that the same person that takes them through the whole process and assist them with connecting into other groups and Council.

'If we can get the right business here it will support growth in other areas.'

Some stakeholders felt that we are unprepared for investors and that we need to work harder to *'make the impression that we want them to come to Dubbo and we want them to succeed.'*

A few mentioned opportunity to provide *'case studies of who is good in business'* to encourage other investors, and the connection between someone looking to build a business here will most likely be considering moving here so they will be needed to be marketed to on the liveability of the City.

Recommendations:

- Need to work with Grow Dubbo to understand the triggers for investors and ensure we have materials and information that is relevant to their decision making process
- Communicate that Grow Dubbo has the role of 'account managing' major investment enquires
- Develop materials that focus of lifestyle and liveability of the City that can support economic and infrastructure based reports.

6) Regional service centre

Dubbo is a town of spender...whilst traffic may go down spending is still up. So they come in less often but spend up when they get here.

Some respondents felt we have become complacent – expect things will just com *'growth is almost happening by default'*. *'Businesses need to act now - look at why they are doing and how they are doing it and how they can do it better'*.

Some respondents in the retail game didn't believe that the drought or 'image problems' was having much of an effect of spend in the city.

'Dubbo needs to be promoted as the Mecca of NSW – the place to do business'.

'Treatment of new business' was an area for improvement raised by a few participants –and the need for new business to be allocated an 'account manager' to assist them to connect in with Council and other industry bodies, so the know who to go to for assistance/networks.

Establish ambassador businesses, and provide case studies to potential operators.

'Need to have strong visitation 52 weeks a year and introduce a 2830 campaign.'

'We need to get to the point with our product that people can enjoy a café late on the side walk.'

Recommendations:

- Consider feedback in development of City Image Marketing Strategy and action plan
- Need to establish a database of businesses -share on fee for service
- Need to agree benchmarks on spend and how we could measure any potential campaigns success
- Perform gap analysis against competing cities in relation to services and business.

7) Attracting professionals and students

Seen as a breeding ground for development, some professionals see themselves as "Doing time in Dubbo". *'If we can get two years out of a medical professional that is seen as good, although ultimately we are looking to retain those professionals'*. If medical students do make it out to Dubbo, family connections in Sydney prevent many students from staying on.

Perception of crime and social disorder, and professional isolation were noted as things that tend to put most professionals off coming to Dubbo. Professionals are more likely to select Bathurst or Orange due to proximity to Sydney, and the perceived culture and lifestyle these cities offer. There is also growing concern of the reliability of air services.

Important part of integrating professionals into our community and therefore increasing the chance of them staying, is how they are treated from the moment they make their first visit, are looking for a rental property, finding out information about the city or plugging in to community groups. We need to make this process as easy as possible

'Need to be seen as an alternative to the City – not a second class option'

'Need to enable professional to plug into the community to increase chance of them staying here'

'Professionals often bring more professionals' if a prospects partner can also find a good opportunity in the city they are more likely to move.'

'Encourage professionals that grew up in the area to move back to the City.'

'We compete against Orange –they are perceived to have a much more vibrant scene.'

Promote the tangible benefits: Cost of homes and opportunity for partners and isolation is major drawback for students considering studying in Dubbo.

Promote the city as a university town. The opportunity was recognised to promote education – even leverage off boarding schools in nearby cities. There is an opportunity for university to work closer with the City to integrate the students more into City life.

Recommendations:

- Need to work with cluster groups to understand the needs of these markets and provide relevant information and promote services they are interested in i.e. migrant support
- Supported targeted initiatives by having a stronger online presence with up-to-date accessible information
- Investigate possibility of establishing a network group of businesses looking to attract professionals
- Investigate possibility of establishing a 'Welcome to Dubbo' for new residents to assist ensuring they connect in with the community.
- Investigate possibility of providing 'Discover Dubbo' tours for prospective new residents
- Investigate opportunities to stay connected with past residents of Dubbo to keep them informed of changes and opportunities in our City
- Develop case studies of professionals who have move to Dubbo and stay in our City
- Promote the transport links to Sydney, whilst also relaying great benefits of Dubbo so there is no need to be 2.5 hours from Sydney.
- investigate use of technology to lessen the 'professional isolation'

8) Need to love ourselves more

Stakeholders believe that there almost needs to be an internal education and engagement program with locals. They believed that, *'Local's don't love Dubbo enough – they don't know how good they have things here'*.

Whilst all of the stakeholders interviewed made reference to the negative media coverage of Dubbo, many commented that it was time to move on but they *'are still to busy dwelling on the 'dangerous city' media coverage', 'Need to educate locals that what Dubbo has is above average', 'Continue I love Dubbo weekend' and 'Dubbo is what it is – let's not pretend to be something else'*

Recommendations:

- Continue with the 'I love Dubbo' concept, whilst introducing more facts and figures about why Dubbo is a great community to live in.
- Introduce campaign to encourage residents to become Ambassadors for our City.
- Review opportunities to 'reward' the community for supporting local businesses.

9) Engagement with Council

Council is seen by some stakeholders as unapproachable or unsupportive to development of the City. The community needs to understand more about what Councillors do. The community and industry need to feel that their Councillors are accessible. Some stakeholders believed there was a need to distinguish the difference between with Councillors and the Council organisation.

'Council is too process driven – opportunities to promote the positive story slips by.'

'Council needs to be more seen as the community representatives.'

Recommendations:

- Stakeholders are often confused decisions made by Council and Councillors. However Council (the Organisation) should continue to pursue more positive PR in relation to support of individual developments and when we are not, be clear in the reasoning
- Through Council's Corporate Communications Strategy communicate more effectively with stakeholders in an ongoing basis regarding issues and outcomes.

STAGE TWO: BRAND RESEARCH

It was important to keep the process as simple but as inclusive as possible.

We covered two stages: who is Dubbo now? And who do we want it to be?



Who is Dubbo now?

- This part of the project concentrated on identifying Dubbo's current image. The ultimate goal was to understand how the target audiences perceive Dubbo today so the gap between the current state and the desired state can be assessed.
- In this process we asked:
- What associations are linked with Dubbo?
- How has Dubbo's image changed over time?
- What is Dubbo's current personality?
- What visual imagery does Dubbo evoke? What does Dubbo offer that other cities don't?

Who do we want it to be?

The next step was to identify the desired identity and associations for the Dubbo brand. It was all about how you want people to view the city.

Within this stage we asked:

- What do you want Dubbo to stand for?
- How can Dubbo stand out from other cities?
- What does Dubbo have to offer that is unique?
- What associations do you want people to have when they think of the city?
- What is the ideal personality for Dubbo?
- What type of experience do people want to have here?

COMPETITORS

- 1) Mudgee
- 2) Albury
- 3) Tamworth
- 4) Wagga Wagga
- 5) Bathurst
- 6) Orange

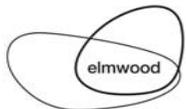
MUDGEE



Mudgee positions itself as 'sensory perfection' and is a popular tourist destination. People consider Mudgee to be cultured, cosmopolitan and decedent.

The Mudgee region is famous for its wineries and its council is regarded to be supportive and forward thinking.

Mudgee has a population of approximately 8500, much smaller than Dubbo.



ALBURY



Albury positions itself as being the home of heritage and culture, nature and environment, food and wine, golf and sport.

In the research Albury was seen as a 'central' location. This position was seen as one of its key selling messages since it is close to both Melbourne and Sydney.

The research also showed that the way in which Albury is portrayed in its communication is in keeping with people's perceptions:

The contrasts and contradictions of time and place, history and progress, river and mountain, culture and cultivation have melded themselves into an unlikely harmony of differences not experienced anywhere else in the country.

TAMWORTH



Tamworth is nationally famous as the "Country Music Capital of Australia", annually hosting the Tamworth Music Festival in late January. The city is also recognised as the "National Equine Capital of Australia" because of the high volume of equine events held in the city and the construction of the World Class National Equine and Livestock Events Centre. The city additionally is known as the "City of Lights", being the first place in the Southern Hemisphere to utilise electric street lights.

Tamworth has become synonymous with country music. This provides the City with a very clear differentiating factor. During the research the City was always associated with the idea of country music.

WAGGA WAGGA



Wagga Wagga is the largest inland city in the State of New South Wales with a population of about 58,000 people on an area of about 480,000 hectares. It is the "capital" of the Riverina Region and the major support city for some 200,000 people who live and work in the rich southern agricultural area of the State. Wagga Wagga, a "Garden City" with its excellent facilities, provides an ideal base from which to tour and inspect the technical and general features of the area.

Wagga Wagga was not mentioned in the research but is seen as a general competitor of Dubbo.

BATHURST



Bathurst is positioned as the 'home of the Mount Panorama racing circuit' and the oldest inland settlement in Australia.

Bathurst activities include: horse riding, fishing, adventure activities, hot air ballooning, scenic sights, historic buildings, The Fossil & Mineral Museum, local historic villages, towns, caves, wineries, Motor Racing at Mount Panorama, galleries, music events, relaxation activities.

During research it was found that people thought Bathurst had similar attractions 'without the crime'.

ORANGE



Orange City Council

Orange is positioned as 'Australia's colour city'. Orange is a modern city that has grown from its rich mining past, in fact Orange was the home to Australia's first payable gold discovery at Ophir in 1851.

Orange has a population of 38,000 people and with surrounding towns and villages, supports a population of 100,000 through its industrial, commercial and service resources.

Located just 3.5 hours west of Sydney and 3 hours north west of Canberra in Central NSW, Orange is a cultural city, blending historic buildings and streetscapes with cosmopolitan cafes, restaurants, theatres and galleries.

Orange's strong diverse economy, excellent education and health facilities and broad range of community services provide an excellent base for residents and visitors alike.

During research, Orange was seen as being 'more cosmopolitan' and as 'having excellent medical facilities'.

TARGET MARKETS

- 1) Visitors
- 2) Residents
- 3) Businesses
- 4) Developers

SHOULD I VISIT DUBBO?

Barriers

Unsafe
Nothing to do
Takes too long to get there
Isolated
Low socioeconomic area
Don't know where it is

Attractions

Romanticism of the bush
Zoo
Shopping
Great weather
Open spaces for kids
Friendly people
Edge of the outback
Dubbo Gaol
Escape city

SHOULD I MOVE TO DUBBO?

Barriers

- Miss family
- No jobs
- Poor healthcare
- Lack of options
- Second-rate education
- Unsafe/crime
- Don't want to be perceived as a country hick
- No culture
- Nothing to do

Attractions

- Better lifestyle
- More time
- No traffic
- Best of both worlds
- Fast track career
- More community
- Affordable housing
- Can have backyard
- Country feel with city services
- 5 minutes from everything
- Sporting facilities
- Green

SHOULD START A BUSINESS IN DUBBO?

Barriers

- Restrictive council
- Lack of quality staff
- Lack of quality suppliers
- Small population
- Lack of opportunity for growth
- Crime
- Limited technology
- Zoo's monopoly on tourist dollar
- Inadequate premises
- Too far from Sydney

Attractions

- Affordable rent
- Low overheads
- Willing workers
- Big fish, small pond
- Limited competition
- Lifestyle
- Close to home
- Tourist dollar
- Lots of foot traffic
- Willingness of other businesses to recommend you

SHOULD INVEST IN DUBBO?

Barriers

- Restrictive council
- Low rent
- Low house prices
- Increasing development
- Lack of quality labour
- Lack of quality suppliers
- Small population
- Crime
- Low socioeconomic area
- Limited technology
- Distance from Sydney

Attractions

- Affordable land
- Low overheads
- Access to land
- Land's proximity to everything
- Green
- Increasing house prices
- Increasing population
- Cheaper supplies
- Worksite close to homes
- Increasing variety of businesses

POSITIVE INSIGHTS

'Large enough to matter, small enough to care'

Long-term resident

'When the chips are down people rally together'

Long-term resident

Supplies everyone with everything they need to live an ideal lifestyle

Long-term resident

'Last frontier of this type of lifestyle'

Recent business owner

'Not a sea change, a tree change'

Recent resident

'Far enough to get away, but close enough to connect'

Visitor

'Very best of both worlds - country home, thriving business'

Long-term business owner

'Only place families can really achieve the Australian dream'

Recent resident

PERCEPTION IS REALITY

- Perception is the way in which an individual interprets their experience. This opinion is based on senses, emotions, what someone has been told about a product/company/place and all of the marketing material.
- Since we as individuals interpret things differently, perceptions of something can vary and are not necessarily representation of fact.
- For example, some people questioned during the research did not perceive Dubbo as having a 'cultural centre' because they did not perceive Dubbo as 'being cultural'. Yet Dubbo does in fact have a cultural centre.
- It was also found that some of the perceptions about Dubbo were not location specific, but were rather formed by the notion of 'rurality' in general. That is, the connotations people have with the 'country'.
- Rurality, in the research, was linked with isolation, racism and a lack of culture, yet it was also linked with honesty, nostalgia and 'the decent, caring Aussie battler'.
- There was therefore entangled cultural politics of place in which the sense of inclusiveness engendered by the 'friendly, down-to-earth atmosphere' of the country were offset by people's perceptions of a 'rural' city.

CURRENT PERCEPTIONS

The research found the current perception of Dubbo is:

**Who is
Dubbo now?**

Taronga Western Plains Zoo

Unsafe

Service centre

Closed

Inclusive but exclusive

Remote and dry

Restrictive

Who is Dubbo now?

- **Taronga Western Plains Zoo**
Dubbo is seen as the home of Taronga Western Plains Zoo. Unfortunately, whilst this perception drives tourism, it means that all other attractions have been overshadowed. This has in turn limited the associations external consumers have with the brand.
- **Unsafe**
Whilst the recent 'A Current Affair' negative publicity could be seen as the main source for people linking Dubbo with crime, it was found that this was only the case for people who had never been to Dubbo. For other markets - residents, businesses and developers - the perception of Dubbo being unsafe was mainly obtained from local media and the word-of-mouth of businesses and caravan parks that had been repeatedly broken into.
- **Service centre**
Dubbo is seen as a service centre, not only for consumers within Dubbo, but also for the surrounding areas.
- **Closed**
There was a lot of comment on the fact that cafes and restaurants are often 'closed'. This means that late at night and on the weekends there is a lack of things to do.
- **Inclusive but exclusive**
Dubbo was perceived as being welcoming and friendly and 'all about the people', yet it was also seen as a place for working class culture, for white, heterosexual, 'honest' rural Australians, rugged men and 'down to earth folk'. This meant that people often said that the indigenous people are seen as a bad rather than good part of the community.
- **Remote and dry**
Dubbo is seen as being 'too far from Sydney'. It is also perceived as being dry.
- **Restrictive**
The Council in Dubbo is seen as restrictive. The perception is that the Council hinders rather than helps Dubbo be seen as cosmopolitan. It is also believed that Dubbo has developed quite organically, rather than pushing and driving forward.

DESIRED PERCEPTION

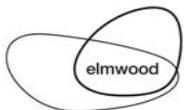
The research found the desired perception of Dubbo is:

**Who do
we want it
to be?**

Macquarie River
Safe
The ideal life
Entertainment (not culture)
Inclusive
Abundance
Cosmopolitan

Who do we want it to be?

- **Macquarie River**
Although the Zoo is an important part of Dubbo's tourism, it was felt quite strongly that there should be a focus on the Macquarie River. This also responds to a common belief that Dubbo is dry and there are no main bodies of water.
- **Safe**
People want Dubbo to be seen as 'family friendly' and safe.
- **The ideal life**
Even though it has been important that Dubbo is seen as a 'service centre', it was found that this didn't mean very much to people. Dubbo has many elements that provide a rich life. People want it to symbolise the resilience and vitality of the bush and opportunity, diversity and progress of the city of Dubbo. It is important for people that they can live close to work and spend more time on themselves and with their family.
- **Entertainment (not culture)**
It was very important to people that the city be described as having lots of 'entertainment' not 'culture'. It is believed that the word 'culture' is not an adequate representation and would also 'turn people off'.
- **Inclusive**
The research showed that the Indigenous community needs to be highlighted as something Dubbo should be proud of...not embarrassed. It was also noted that the 'feminine' and multi-cultural sides to Dubbo need to be highlighted.
- **Abundance**
It is important for people that the fact Dubbo is very 'green' is highlighted. People would also like for Dubbo to be seen as abundant in produce.
- **Cosmopolitan**
It is believed that Dubbo should be seen a cosmopolitan. The cafes, wineries, restaurants, and trendy shopping is seen as very important to the younger community.



BRIDGING THE GAP

It is important to be able to bridge the gap between the current perceptions and the desired perceptions.

Current perceptions

Taronga Western Plains Zoo
Unsafe
Service centre
Closed
Inclusive but exclusive
Remote and dry
Restrictive

How do
we bridge
the gap?

Desired perceptions

Macquarie River
Safe
The ideal life
Entertainment (not culture)
Inclusive
Abundance
Cosmopolitan

Bridging the gap between	How to do it
The Zoo and the Macquarie River	Create a brand mark that is not focused on the zoo. Inform people that the Macquarie River flows through Dubbo. There is also a walking track along the river.
Unsafe and safe	Provide the local media with good news stories so that it is easier for them to focus on the positive.
Service centre and the ideal life	With increased fuel prices, interest rates and housing prices, Dubbo is one of the last places you can still have everything. It provides everything you need to balance a successful and fulfilling career, and a rewarding and rich family/social life.
Closed and entertainment	The City has a vast array of entertainment, including WPC; TWPZ and sporting arenas.
Exclusive and inclusive	Dubbo boasts a multicultural community that includes a vast Indigenous community which enriches the Australian history of the area.
Remote and dry, and abundance	Dubbo has no water restrictions and is proud of its amazingly green parks, sporting fields and lawns. This also means that the soil is very fertile and people have the opportunity to make the most out of their gardens.
Restrictive and cosmopolitan	Educate the community about the Council's perspective and encourage cafes and restaurants to increase their opening hours.

BRAND ESSENCE

Brand essence is the way in which we distill all this information. The concept of a brand can be thought of as a pyramid consisting of different layers of meaning and involvement.

First, the attributes of the brand are the tangible aspects of the brand you can see and touch.

Second, the rewards are the consequences of the attributes.

Third, feelings are the emotional responses brought about by the rewards.

Fourth, the brand values are principles and standards the brand encourages.

Fifth, the personality is the last step in the pyramid before we develop the single-minded proposition. This personality should capture the heart of the brand and appeal to a wide range of audiences.

DUBBO'S BRAND ESSENCE

