

CITY IMAGE MARKETING STRATEGY

January 2010 – June 2011



CONTENTS

1	Introduction	<i>page 3</i>
2	Review of City Image Marketing Strategy	<i>page 5</i>
3	Current situation analysis	<i>page 7</i>
4	Key markets	<i>page 9</i>
5	City Marketing Strategy	<i>page 10</i>
6	City Image Marketing Plan	<i>page 11</i>
7	City Image 18-month action plan	<i>appendix A</i>

1

Introduction

The City Image Marketing Strategy is a key component of the City Image Marketing Program. The Program was established to promote a positive image of the City and deliver marketing initiatives and support that encourage growth across a variety of target markets.

The City Image Marketing Program provides a five-year strategic vision and identifies Council’s commitment to generic and targeted city promotion activities. The City Image Marketing Strategy is a component of Council’s broader corporate planning structure (see over).



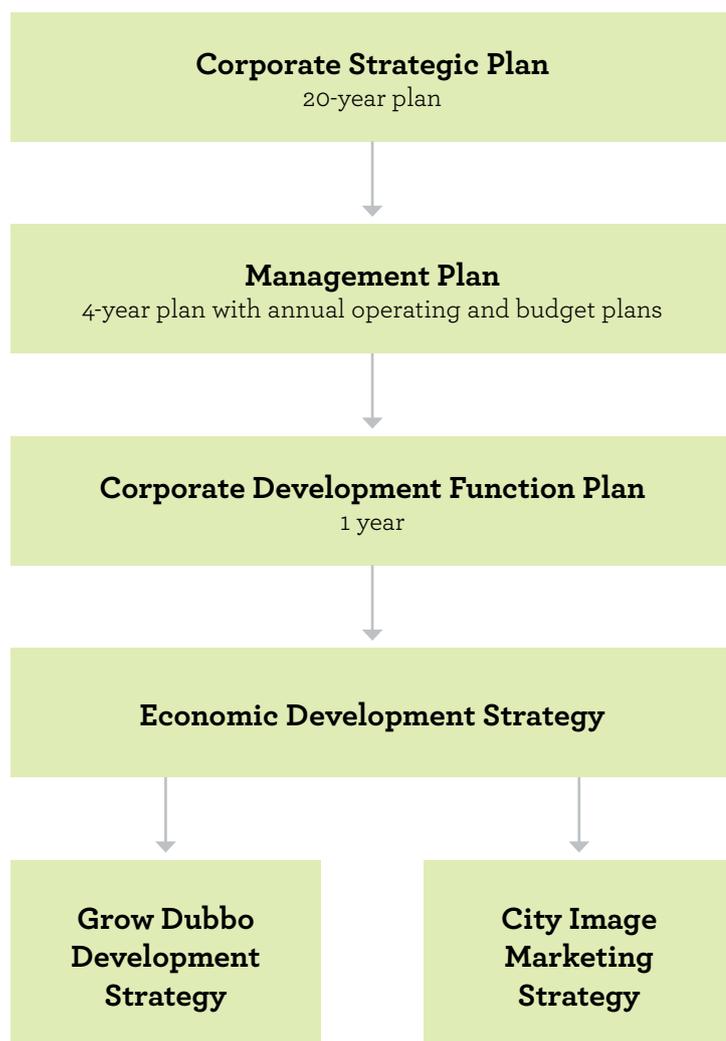


Diagram 1: the City Image Marketing Strategy in context of Dubbo City Council's Corporate Planning.

The Economic Development Strategy identifies a Key Result Area that 'Dubbo is recognised as the leading regional centre in Australia', with the actions:

- 1.1 To develop a City Image Marketing Strategy (completed August 2008)
- 1.2 Implement the City Image Marketing Plan (plan reviewed every 18 months).

The 18-month Action Plan aims to support the strategic five year vision of the City image Marketing Strategy, whilst providing details on specific actions via the Marketing Plan. Commitment to the Marketing Plan allows the City Image Branch to commit required resourcing (staff time and \$115,000 program budget) and optimise cooperative funding opportunities.

2

Review of City Image Marketing Strategy

June 2008 – December 2009

A report on the first 12 months of the City Image Program (July 08 - June 09) was adopted by Council at its July 2009 meeting. A supplementary six-month report (July 09 - Dec 09) is to be submitted to the December 2009 meeting. These reports document outcomes to date from the City Image Strategy.

Following is a brief overview of the Program's first 18 months:

Industry participation

- In addition to City Image marketing activities as listed in the City Image Action Plan, the Branch conducted 13 cooperative campaigns with local industry partners. Industry contributed \$60,444 towards the campaigns, exceeding Council's contribution to cooperative campaigns by 21%.
- The program needs to facilitate more 'face to face' time with industry partners to communicate opportunities. This is especially important when presenting the annual marketing plan – so businesses can plan their participation in activities and their contribution to cooperative campaigns.

Industry engagement

- 100% of stakeholders surveyed believed that overall the efforts of the Program were very supportive or supportive to their individual pursuits.
- 100% of stakeholders surveyed believed that Council's efforts to promote Dubbo have improved greatly or improved over the past 12 months.
- Stakeholder satisfaction with key areas of the Program:
 - Visitor/Tourism:** 100%
 - Investment:** 80%
 - New residents:** 100%
 - Event support:** 90%
 - Industry collaboration:** 91%

Source: City Image Industry Survey July 2009.



- Whilst stakeholders are very supportive of the Program and acknowledge outcomes that have been achieved, there is still some confusion among stakeholders in regards to the accountabilities of the Program, especially in relation to event support, event attraction and business attraction.

Future challenges

- There is opportunity for the Program to increase focus on gaining positive national media placements. Such a strategic external media management program does require a reasonable allocation of resources. This allocation has not occurred in the past 12 months due to juggling demands of other City Image initiatives and Council's corporate communication requirements.
- It is important to remain committed to the intention of the Program, its breadth of responsibilities, its resourcing and capabilities. There have been examples over the past 12 months where the Program has been called on to assist with product development (within the City and region), specific business attraction, event delivery and event sponsorship. By and large, the Program is not resourced to meet the majority of these requests but aims to provide information, collateral and support to assist individuals and businesses with these types of requests.
- The Program needs to improve reporting on the economic value and impact of initiatives such as events and campaigns. We also need to commit and direct resources into major projects and limit reactionary responses to opportunities or stakeholder requests (although sometimes there are unforeseen, unplanned opportunities that need to be capitalised on).
- The City's client/and prospect management processes need to be enhanced. Transparency on correspondence and follow up to enquires needs to be improved. This transparency would further support the aim of a more collaborative approach. It would also improve the Program's ability to best support enquires and, in partnership with key stakeholders, review the effectiveness of processes and materials that are provided to various target markets.
- Budget allocation to marketing activities needs to be considered and timed inline with staff resourcing. With the majority of activities being delivered or closely managed by the same staff, time allocation for projects is a critical planning factor. This will ensure that we are not expending a lot of resources into low yielding activities. It needs to be recognised that the Program can only undertake new initiatives at the expense of other campaigns in the agreed 18-month Marketing Plan.



3

Current situation analysis

The first 18 months of the City Image Program delivered many foundation marketing initiatives such as the new city brand, website, collateral and new information kits. This work has put the City Image Marketing Program in a strong position to now capitalise on external, targeted campaigns.

The Program will need to support the Evocities campaign - ensuring that Dubbo is equipped to benefit from this \$1.48M (Yr 1) cooperative campaign.

The Program needs to continually engage with stakeholders and the 'on-the ground' experts in various fields to ensure that its activities remain strategic, relevant and supportive.

To ensure the Program's ongoing success, stakeholder input needs to be provided on an industry or target market 'expertise' basis.

Whilst the consultation process undertaken when developing the strategy aims to engage stakeholders, there needs to be an increased level of active participation in the process. Provided with well-founded input and expert insights, the Program will be best positioned to resource/action identified opportunities.

Input, on the Program or any actions, needs to be provided constructively and in a timely manner, not just through adhoc requests or demands on the Program. Reactionary responses to excessive adhoc opportunities and requests results in un-strategic allocation of limited resources.

The first 12 months of the City Image Program was very successful in attracting cooperative industry and government funding ((\$145,824). The Program will need to be considerate of economic/market conditions when determining campaign timing and seeking funding for future cooperative campaigns.

Event marketing

The Program has seen the development of a more extensive event support program, including advice, information and promotional support. Generic event marketing collateral has also been developed, aimed at helping the City and stakeholders attract new events to Dubbo, including web: eventsindubbo.com.au, factsheets and an events DVD. However the Program has not played a role in delivering targeted



event marketing initiatives – seeking opportunities, delivering bids, facilitating prospective clients.

The way the Program supports existing events needs to be constantly reviewed and improved to ensure their growth and repetition. The City Information Centre is looking at introducing services such as central ticketing and accommodation bookings.

The Program's actions in the area of event marketing, attraction of new events will be subject to a Council decision regarding engagement of Grow Dubbo.

Investment marketing

The Program also needs to work with local industry to deliver more targeted investment attraction campaigns i.e. commercial and industrial property.

Communicating the process of managing enquires (and transparency of this process) remains a high priority, as does the continual need to engage major stakeholders, such as Grow Dubbo, Chamber of Commerce and the Real Estate Institute, to participate and support this process.

The Program will benefit from working with regional stakeholders such as the NSW Department of Industry and Investment and Regional Development Australia, to support or deliver cooperative initiatives regarding business support and attraction. Aligning or developing existing activities will result in a more effective spend in investment marketing. With any cooperative campaigns, interregional campaign, the City will need to market its competitive advantages based on expert knowledge and insights provided by stakeholders.

Following a review of the Economic Development Strategy the Program must remain flexible to adapt to any changes made to the Strategy and the way the Program supports City Development initiatives.

Tourism/visitor marketing

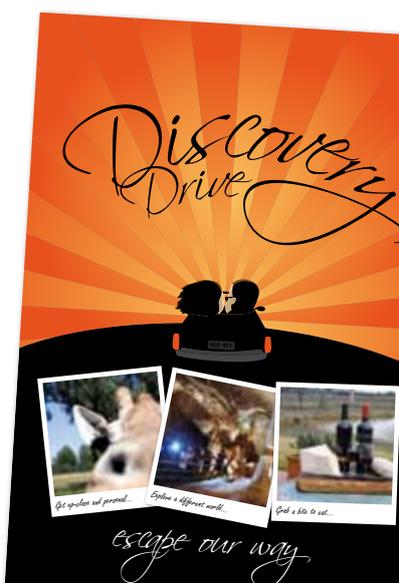
The Program has continued to deliver a range of tourism marketing campaigns – and comparably the City has fared quite well in a period of general low visitation. By aligning the Program's activities with activities of some of the major attractions, we can ensure a more cost/resource effective approach to tourism marketing; this includes joint approaches to state and federal funding.

The Program must continue to be involved in regional initiatives with cooperative regional campaigns aligned to the City's key target markets.

The Program must continue to push for more strategic planning and communication on regional (CNSWT) and state (TNSW) cooperative opportunities to ensure that the City and industry partners are provided with timely information to maximise involvement.

Retail campaigns

Promotion of services, especially retail, has been increased through the Program including online and information kits. However there is opportunity to deliver specific campaigns that create an air of excitement in the shopping precincts sectors as well as rewards for local shopper loyalty. These initiatives would target locals and visitors, however any campaigning to the catchment area needs to be done respectfully, mindful of other towns' retail services.



4

Key markets

The five-year City Image Marketing Strategy defined key markets as:

- 1) **Visitation:** business, visiting friends and relatives (VFR) and group tourism
- 2) **Events:** attraction and capitalisation
- 3) **New residents:** specifically skilled professionals
- 4) **Investments:** major developments and catchment area spend.

Whilst the 18-month Marketing Action Plan will continue targeting the above specific markets for growth, further development of any generic City marketing initiatives (such as research, online marketing or database management) will continue to support the wide range of individual industry, business or community interests that exist across the city.

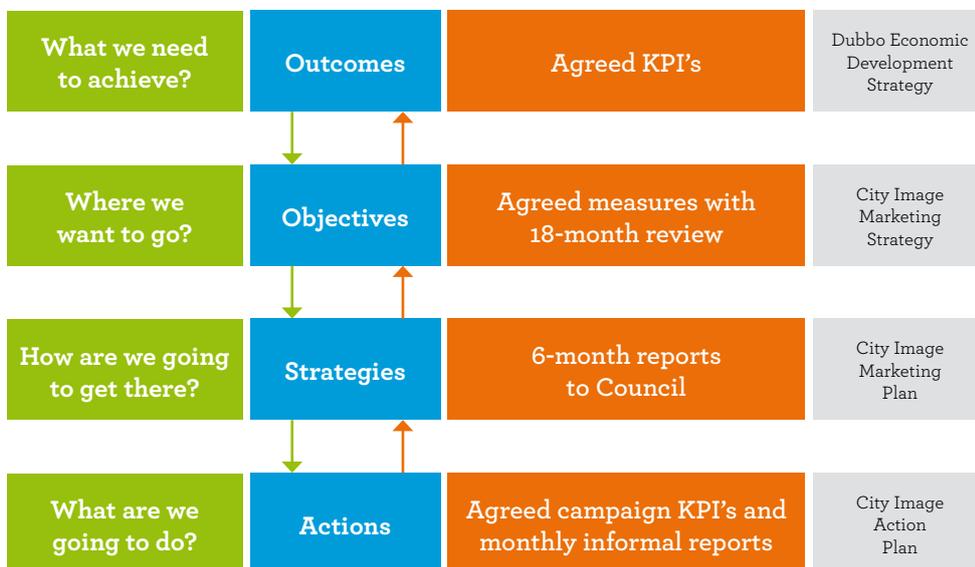


5

City Marketing Strategy

Guided by the priorities outlined in the Economic Development Strategy there are five critical outcome areas identified in the City Image Marketing Strategy.

The following diagram demonstrates how the objectives, strategies and actions in the Program are measured and reported against to achieve our major outcomes:



To achieve in these five critical outcome areas we have identified 15 objectives and 50 strategies with supportive actions. Objectives and strategies are outlined in the following strategy map and marketing plan. Supportive actions, timings and budget allocations are listed in the following 18-month Action Plan.



6

City Image Marketing Plan

Unless stated, budget for marketing actions has been based on 85% of 18 month City Image Program budget (currently \$115,000 a year) = \$146,625. n/a = no cost borne on program budget just CIB resources.

KPIs are identified for major outcome areas, however all major campaigns will be supported by separate campaign targets that will measure activity success.

Timing

1 = January 2010 - June 2010

2 = July 2010 - December 2010

3 = January 2011 - June 2011

1 Promote a positive image

KPI: 80% stakeholders indicate City Image Program is supportive or very supportive to individual pursuits.

KPI: 90% customer satisfaction with quality of information and quality of service through City Information Centre.

1.1 Ensure City brand is consistent across all City touchpoints.

Strategy	Action/measure:	Timing	Budget
1.1.1 Update City signage to be consistent and inline with City brand.	Phase 1 Signage Strategy implemented.	1	\$30,000 (separate from Program budget)
	Phase 2 Signage Strategy implemented.	3	\$15,000
	Generic and seasonal street banner campaign implemented.	2 - then ongoing	n/a (industry buy-in \$13,580)
1.1.2 Extend line of branded merchandise to connect with local business and community groups.	Merchandise line extended and purchased by businesses and groups.	2	n/a - cost recovered
	Merchandise provided for special events i.e. Lovin Dubbo, Chamber of Commerce awards		\$4,500
1.1.3 Produce dual branded material cooperatively with sporting/school clubs.	Cooperative material produced with 10 sporting/community groups.	2 - then ongoing	CIB resources for design/ product purchase
1.1.4 Support Council, local and external business and community events/ presentations with City information and brand promotion	10 events supported with City brand collateral/information.	1 - then ongoing	n/a
	City Image library extended.	1	\$2,000
	Support DRTCC launch/initial marketing campaigns.	1	\$5,000
1.1.5 Develop community database to communicate City Image activities, key messages and events information to.	Deliver Lovin Dubbo Festival	2	\$5,000 (industry buy-in \$15,000)
	Database developed with 300 people subscribed.	1	n/a
1.1.6 Transport/ suppliers advertising: promotion on local transport vehicles travelling outside region.	Transport/ suppliers cooperatively branded.	2	\$5,000

1.1.7	Online marketing/search engine marketing program.	Increase in site traffic: campaign KPI's on click throughs.	1 - then ongoing	\$5,000 (some offset by advertising on site)
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1.2 Increase education of local audiences about what is great about living in Dubbo

Strategy	Action/measure:	Timing	Budget
1.2.1	Local advertising campaign promoting dubbo.com.au	1	\$2,000
1.2.2	Famil program/initiatives with local transport suppliers to educate them on City attractions / benefits i.e. radio cabs.	1	\$3,000
1.2.3	Utilise council and City Image communications i.e. City Connection, Communique, E-blasts, weekly radio segments and newspaper column, to promote Program activities and outcomes.	2	\$2,000
1.2.4	Story bank and information sources continually updated to be better positioned to be proactive to media opportunities and respond to negative media.	1 - then ongoing	n/a
1.3.1	Create database speciality media and contacts.	1 - then ongoing	n/a
1.3.2	Identify opportunities to place stories in targeted media, and coordinate targeted famil program.	1 - then ongoing	\$5,000 (plus \$3,000 industry buy-in)
1.3.3	Partner with key stakeholders to support targeted initiatives with content/information/design.	1 - then ongoing	n/a

1.3 Proactive positive exposure in external media

Strategy	Action/measure:	Timing	Budget
1.3.1	Create database speciality media and contacts.	1 - then ongoing	n/a
1.3.2	Identify opportunities to place stories in targeted media, and coordinate targeted famil program.	1 - then ongoing	\$5,000 (plus \$3,000 industry buy-in)
1.3.3	Partner with key stakeholders to support targeted initiatives with content/information/design.	1 - then ongoing	n/a

1.4 Ensure that EvoCities efforts are fully exploited for the City				
Strategy	Action/measure:	Timing	Budget	
1.4.1 Maintain and update fulfilment packs/materials to ensure they connect with campaign target markets/key messages.	Visitor pack maintained/updated.	1 - then ongoing	n/a	
	Investment pack maintained/updated.			
	Prospective resident pack maintained/updated.			
1.4.2 EvoCities campaign messages are supported and integrated into City marketing initiatives i.e. online	New resident pack. maintained/updated	1 - then ongoing	n/a	
	Campaign message integrated and supported			

2 Promote city as preferred service centre and assist in attracting major investments

KPI: Deliver two campaigns targeting catchment area campaigns (meet agreed campaign KPIs)

KPI: Support two targeted industry investment/initiatives

2.1 Increase spend rate and capitalise on multi-purpose trips				
Strategy	Action/measure:	Timing	Budget	
2.1.1 Local retail promotional program provided to major events that attract overnight visitation.	3 events supported with reward/retail program for delegates/visitors. - Beef Spectacular: 2010 - Jazz festival: 2010 - TBC event: 2011	1 - then ongoing	\$1,500	
2.1.2 Promote City's retail diversity and encourage local and catchment area spend.	Deliver major retail service campaign that promotes products and rewards customers who spend locally.	1	\$10,000	
2.1.3 Formulate, articulate and communicate the supply chain of businesses and manufacturing that exists in Dubbo.	Case studies produced and pitched to targeted media or used in cross-promotion activities with partners.	2	n/a	

2.2 Support major investment attraction with relevant information and material provision.

Strategy	Action/measure:	Timing	Budget
2.2.1 Ensure all leads and referrals are managed effectively and reported against.	Effective database management system adopted. System would be used by all key stakeholder groups so leads could be easily tracked and reported against.	1	\$15,000 (shared with City Development)
2.2.2 Utilise, promote and expand City statistics and research.	Relevant information made available through online Local Business Resource Centre and availability communicated to industry.	1 - then ongoing	n/a
2.2.3 Communicate/review all touchpoints for investors to ensure strong referral channels.	All touchpoints identified, referral process/map communicated and supported - i.e. real estate agencies refer new residents to pick up new resident pack, community groups refer all event/conference leads.	2 - then ongoing	n/a
2.2.4 Support 3 best practice initiatives.	Initiatives supported: Chamber of Commerce (business awards) Real Estate Institute (customer service) Third initiative tbc		\$6,000

2.3 Deliver marketing campaigns that highlight City as sound investment centre.

Strategy	Action/measure:	Timing	Budget
2.3.1 Work with NSW Department of Industry and Investment regarding industry focused co-op campaigns.	Co-op campaign with industrial land partners coinciding with Manufacturing Week.	1	\$2,000
	Local City promotion supporting Small Business Month September.	2	\$2,000
	Support ICN program.	tbc	tbc
2.3.2 Support activities of Evocities campaign - through information development, delivery and tracking.	All EvoCities campaign initiatives are supported and reported against.	1 - then ongoing	n/a

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 (and meet agreed campaign KPIs)

3.1 Maximise opportunities by providing access to relevant and timely information and materials.

Strategy	Action/measure:	Timing	Budget
3.1.1 City Information bays/stands developed in key city attractions/businesses.	Key area identified, presence negotiated and stand developed.	1	\$2,000
3.1.2 Famil program/initiatives with local transport suppliers to educate them on visitor attractions/activities i.e. radio cabs (compliments action 1.2.2).	Campaign implemented.	2	n/a integrates with 1.2.2
3.1.3 Produce cooperative Dubbo City Guide that meets needs of key target markets.	Dubbo City Guide produced on cost recovery basis.	1	n/a
	Dubbo City Guide launched at an event with partners.		
3.1.4 Conduct regular visitor satisfaction research.	10 surveys conducted monthly. Satisfaction with City Information Services remains above 90%.	1 - then ongoing	n/a
	All customer feedback communicated back to relevant operators.		

3.2 Deliver external marketing efforts that target higher yielding key markets.

Strategy	Action/measure:	Timing	Budget
3.2.1 Direct marketing activities for business events. (Subject to a Council decision regarding engagement of Grow Dubbo)	Activities undertaken: - Test an event promotional trade show Purchase prospective database Advertising in target market materials (Measure leads/contacts generated / converted).	2 - then ongoing	\$tbc

3-2.2	Investigate PCO opportunities.	Following development of event strategy, paper produced that examines feasibility of internal/contract PCO.	2	n/a
3-2.3	Continue to deliver follow-up mechanisms to event enquiries.	Maintain events database and what's on communication channels.	1 - then ongoing	n/a
3-2.4	Support identified tourism campaigns in cooperation with tourism industry.	2010 March holiday campaign and Sydney Taronga cross promotion with TWPZ.	1 - then ongoing	\$15,000
		Discover magazine advertising.		\$1,600
		Winter tourism promotion targeting Newcastle market.		\$1,000 (\$2,000 industry buy-in)
		Improve online booking capability/access through dubbo.com.au		n/a
3-2.5	Direct marketing and advertising activities targeting school/educational tour market.	Activities undertaken: - Cooperative DM campaign - Advertising in speciality media (Measure leads/contacts generated / converted).	2 - then ongoing	\$5,000
3-2.6	Promote and enhance Branch event support capability.	20 events supported with advice, information and promotion. Event calendar maintained.	1 - then ongoing	n/a

3-3 Maintain, grow and capitalise on state and regional marketing efforts

Strategy	Action/measure:	Timing	Budget
3-3.1	Maintain memberships and strong working relationships with regional groups. <ul style="list-style-type: none"> Central NSW Tourism FilmCentral Newell Highway 	1 - then ongoing	\$13,200

3.3.2 Support identified regional and cooperative marketing initiatives.	Newell Highway	1 – then ongoing	\$8,000 (industry buy-in \$6,000)	
	Central NSW Tourism initiatives			\$3000
	Country lifestyle event (RDA)			

4 Attract and retain skilled professionals

KPI: deliver and support two skill attraction initiatives.

KPI: deliver and support three retention/engagement initiatives.

4.1 Support local industry to attract skilled professionals through provision of materials and information.

Strategy	Action/measure:	Timing	Budget
4.1.1 Investigate current relocation information and support.	Options investigated and report produced with recommendations – considering feasibility of Relocation Specialist.	3	n/a
4.1.2 Investigate and promote short-term accommodation house sitting options.	Options investigated and promoted to target markets.	3	n/a

4.2 Introduce ‘connect and retain’ initiatives.

Strategy	Action/measure:	Timing	Budget	
4.2.1 Welcome new residents to City and encourage connection with community.	Three New Resident Nights held (event every six months)	1 – then ongoing	\$4,500 (industry buy-in \$4,500)	
	City tours conducted with prospective and new residents.			\$2,000
	Support real estate industry customer service program (see 2.2.4).			n/a see 2.2.4
4.2.2 Support individual industry/business with external skill attraction initiatives/marketing campaigns.	Support health-focused event to welcome international health recruits.	1	\$1,000	
	Support recruitment advertising with targeted collateral and relevant editorial and online support.			1 – then ongoing

4.2.3	Investigate new resident's relocation experiences and make improvements where appropriate.	Three survey groups conducted. Research outcomes reported and acted on.	1 - then ongoing	n/a
	4.2.4	Support Evocities new resident enquires.	All campaign leads are actioned, and measured.	1 - then ongoing n/a

5 Industry collaboration and engagement

*KPI: 80% stakeholder satisfaction with program initiatives.
KPI: \$40,000 buy-in to program initiatives.*

5.1 Build support through proactive communications program.

Strategy	Action/measure:	Timing	Budget
5.1.1	Ensure industry is aware about City Image Program and cooperatives opportunities.	1 - then ongoing	n/a
	Coordinate and participate in annual City Development Forum.		
	90% awareness for Program among stakeholders. 500+ on City Image database.		
5.1.2	High level of industry participation in program.	1 - then ongoing	n/a
5.1.3	Report to Council and industry biannually on progress of program.	1 - then ongoing	n/a

5.2 Promote City Image services to industry.

Strategy	Action/measure:	Timing	Budget
5.2.1	Increase face to face communication with industry.	1 - then ongoing	n/a
	Attend networking opportunities through stakeholder groups - i.e. Chamber of Commerce.		

<p>5.2.2 Maintain engagement from stakeholders with Program initiatives.</p>	<p>90% believe Program is very supportive or supportive to individual pursuits. 90% satisfaction with key areas of Program activities.</p>	<p>1 - then ongoing</p>	<p>n/a</p>
<p>5.3 Through the redevelopment of the Economic Development Strategy identify and support industry specific initiatives.</p>			
<p>Strategy</p>	<p>Action/measure:</p>	<p>Timing</p>	<p>Budget</p>
<p>5.3.1 Develop initiatives aligned to the key industries agreed in the Strategy.</p>	<p>50 hours face to face communication. Attend networking opportunities through stakeholder groups - i.e. Chamber of Commerce.</p>	<p>1 - then ongoing</p>	<p>n/a</p>
<p>5.3.2 Support business learning and development opportunities.</p>	<p>All known local and regional learning and development programs are communicated via City Image communications channels (online resource centre, business events listings, e-blasts, weekly radio segments and weekly newspaper column).</p>	<p>1 - then ongoing</p>	<p>n/a</p>