

Plymouth

Britain's Ocean City

Destination Plymouth
Moving forwards to 2030
City marketing and brand

A positive year for PR

Audience reach of over 2,377,081,275

Advertising value equivalent £58,478,859

Some great articles including:

Time Out Magazine world's 14 most underrated destination, ranked 7th

Total Quality Jobs index, England's number 1 place to live for quality of life, 2023

PWC Good Growth index ranked number 5 overall 2023

Best place in England to invest in a hotel 'Colliers International' ranked 2nd in 2023

Best place to invest in a restaurant in the UK in the ABF rankings.

New mission and strategy

**Promote nationally and internationally
Plymouth's position and reputation as 'Britain's
Ocean City' working with key partners and
organisations in support of sustainable
economic growth for the city and its travel to
work area.**

BRAND

Custodian of the brand and place based narrative improving perceptions and reputation, nationally and globally

VISITOR ECONOMY

Deliver the 2030 Visitor Plan
Attract leisure, business and student visitors, meetings and events
Develop destination product

GROWTH SECTORS

Delivering broader city marketing and positive positioning in key vertical sectors:

Advanced manufacturing, energy and defence

Marine and Autonomy

Creative and digital

Medical, health and life sciences

PARTNERSHIPS

Growing and creating partnerships to leverage maximum impact for the city and return on investment

Moving the brand forwards...

Britain's Ocean City brand perception research



One-to-one
interviews
33 stakeholders



Email surveys
897 responses

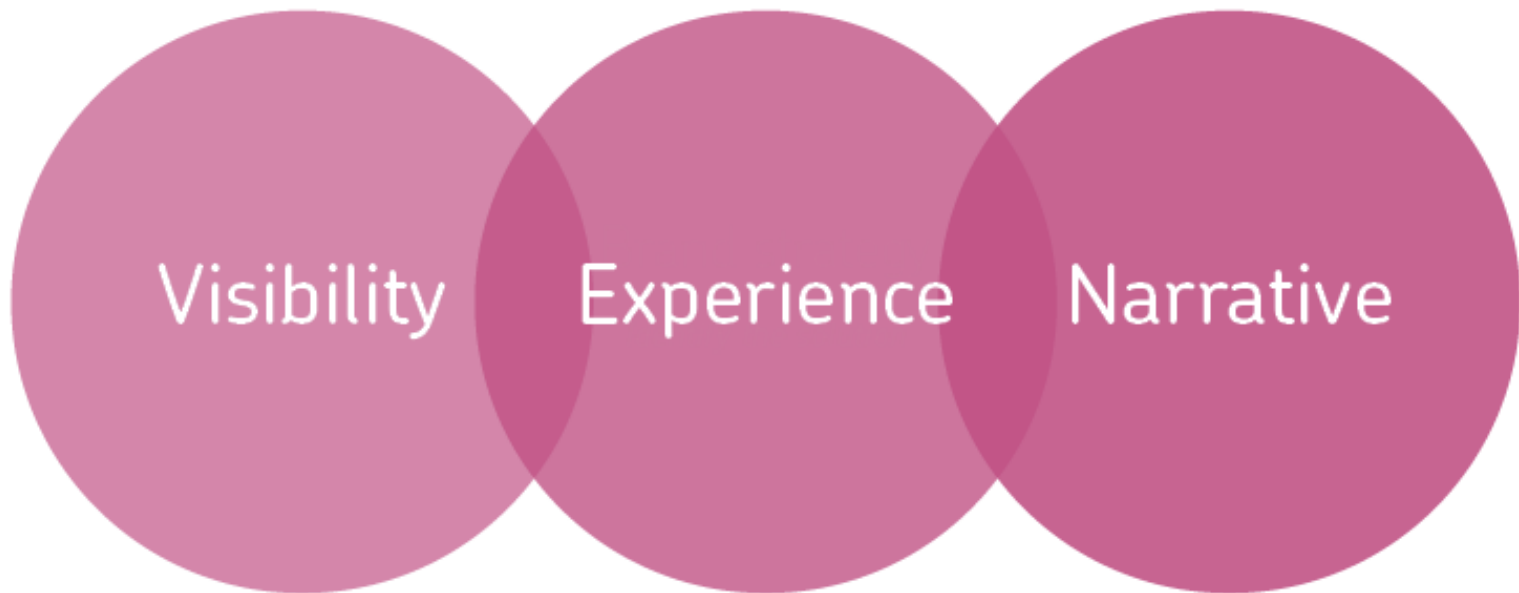


Focus groups
4 groups
Residents and students

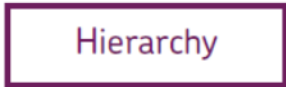
Three themes

Three themes

Our research has identified three significant themes, which are influencing perceptions of the BOC brand.



Visibility, experience and narrative



“We wouldn't use somebody else's brand”

“We have our own brand, our own brand identity - with distinct values”



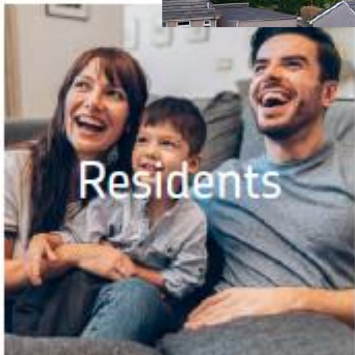
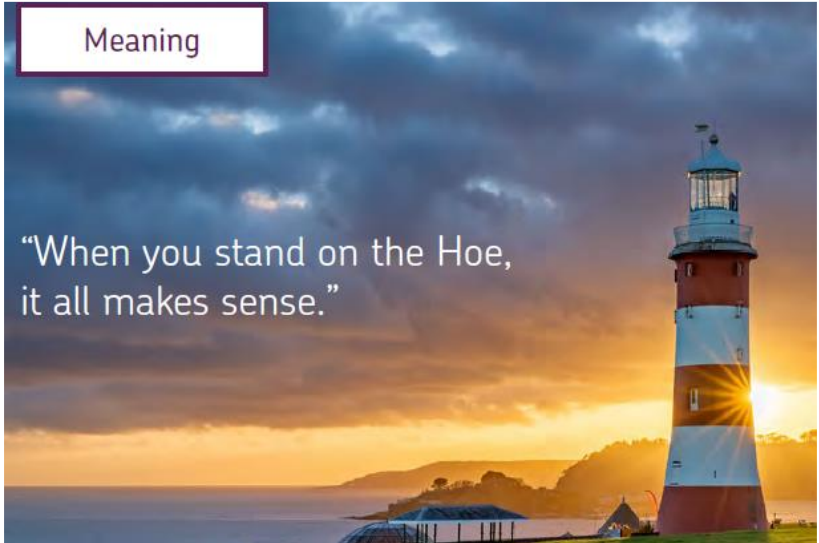
Experience



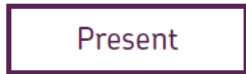
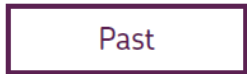
Impact

Meaning

Physical



Narrative: past, present, future...



“World class”

Why is Plymouth THE ocean city?

All these cities have a maritime heritage.

What does Plymouth have, that none of these other cities have?



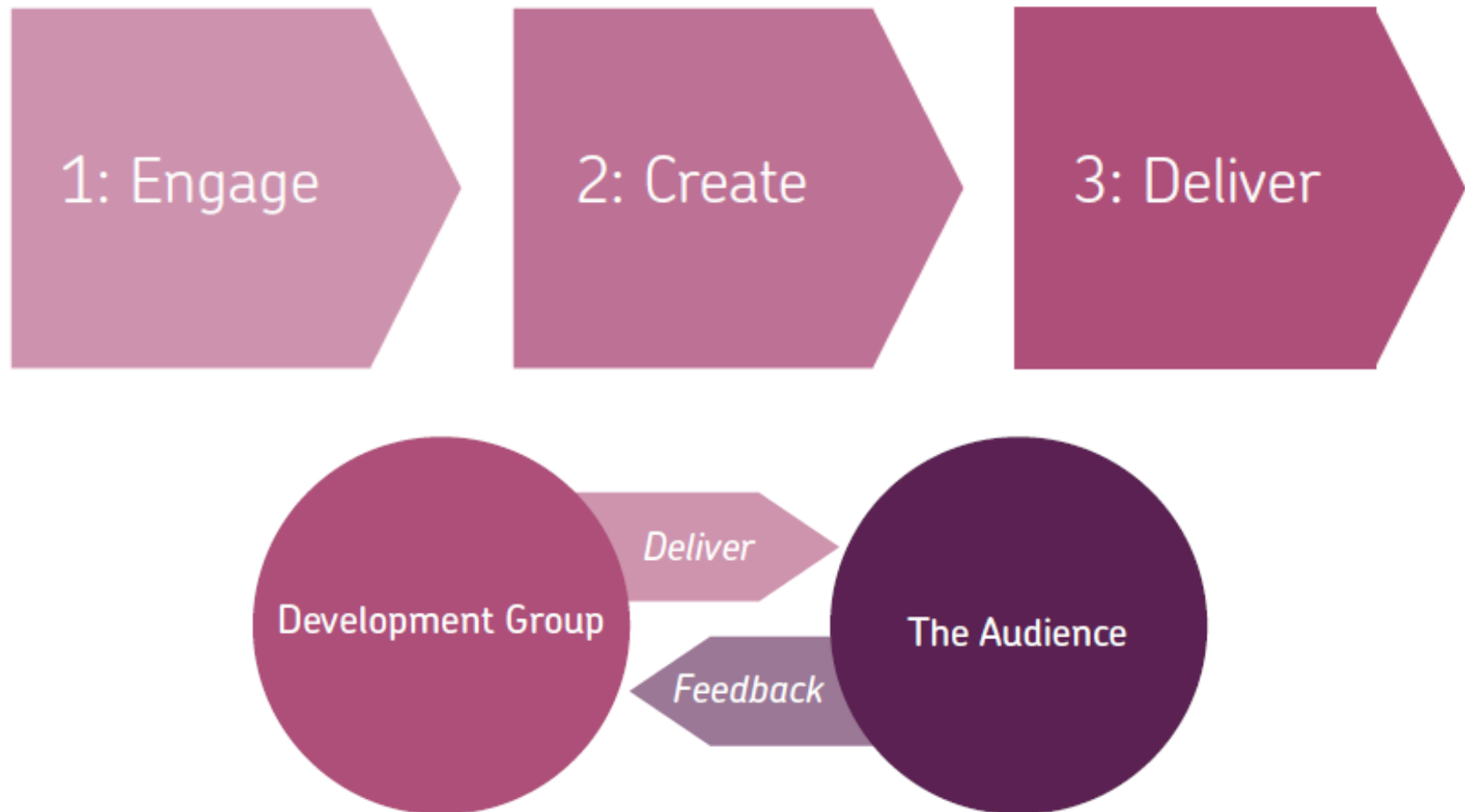
Evolving the brand strategy...

What is next: *Brand strategy*

When the brand research is complete, it will be possible to begin to develop the brand strategy.



The process..



ENGAGE

APPROX 3 MONTHS

- FEEDBACK TO CONSULTEES (INTERNAL AND EXTERNAL) VIA WORKSHOPS
- GATHER FURTHER INSIGHTS AND TEST THINKING
- ENGAGE IN DISCUSSIONS - WHAT DOES THE BRAND DELIVER? HOW COULD THAT CHANGE? HOW CAN PARTNERS AND LOCAL COMMUNITIES HELP?
- SET UP BRAND DEVELOPMENT GROUP - max 15 people
- OWNERSHIP - EVOLVE DP BOARD/ SET UP ADVISORY BOARD

CREATE

approx 3 to 6 months

- VISIBILITY - COMMUNICATE PAST SUCCESSES AND NEW FUTURE DIRECTION - COMMS PLAN
- START TO DEVELOP BRAND NARRATIVE WITH DEVELOPMENT GROUP
- IDENTIFY TARGET AUDIENCES AND VALUE TO THEM
- EXPERIENCE - UNDERSTAND ROLE AND IMPACT OF BRAND
- CREATE NARRATIVE PYRAMID
- AGREE OBJECTIVES AND KPI'S
- START TO IMPLEMENT 'SMALL CHANGES' E.G. SECTOR PR AND DIGITAL REVIEW, RECRUITMENT TOOLKIT

September

DELIVER

approx 3 months

- FIRST DRAFT OF STRATEGY DEVELOPED BY BRAND DEVELOPMENT GROUP
- DP BOARD PRESENTED WITH REFRESHED DRAFT STRATEGY INCLUDING RESOURCE IMPLICATIONS
- AGREE RESOURCES FOR DELIVERY
- AGREE KEY PERFORMANCE INDICATORS
- SIGN OFF STRATEGY
- COMMUNICATE BACK TO PARTNERS AND WIDER CITY STAKEHOLDERS
- IMPLEMENT GOING FORWARDS AND REVIEW ANNUALLY

January 24

Process and timescale

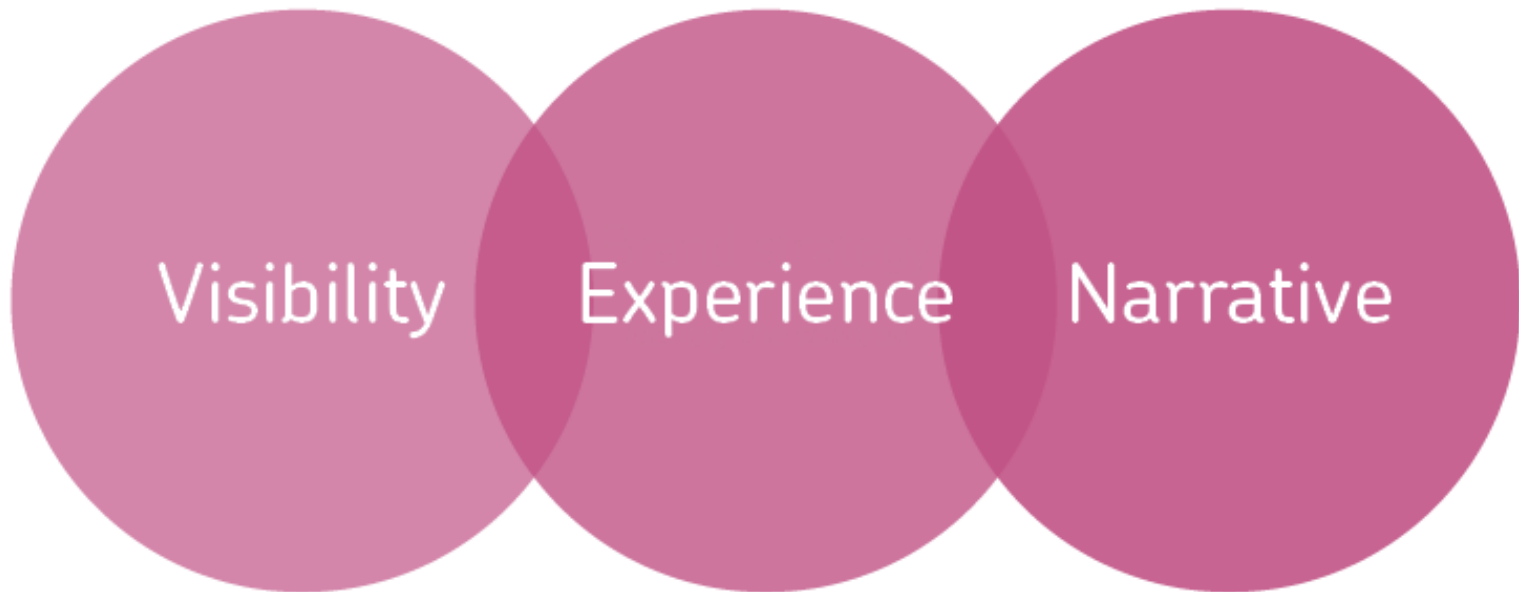
Brand development group

Organisation	Representative
Destination Plymouth	Amanda Lumley (Tourism, visitor leisure, retail)
Plymouth Culture	Hannah Harris (Culture and creative)
The Box	Victoria Pomery (Culture and creative)
Theatre Royal Plymouth	James Mackenzie Blackman (Culture and attractions)
Plymouth University	Chris Bennewith (Education, culture, creative)
National Marine Park	Elaine Hayes (Marine/Environment)
Devon and Plymouth Chamber	Simon Elford (Business)
Princess Yachts	Simon Clare (Manufacturing/Marine)
Arts University Plymouth	Paul Fieldsend Danks (Education/creative)
Plymouth NHS Trust	Amanda Nash (Healthcare/wellbeing)
Plymouth City Council	Elinor Firth (community)
Plymouth City Council	Nina Sarlaka / Dave Lea (Economic Development)
Nash and Co (legal/professional)	Dave Briggs (legal/professional)
Plymouth Science Park	Ian McFadzen (Health and life sciences)
Four PR	Pamela Badham
Plymouth City Council	Sarah Lloyd
Diversity Business Incubator	Jabo Butera (community)
Plymouth Community Homes	John Clarke (community/city centre)

Three themes

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Our research has identified three significant themes, which are influencing perceptions of the BOC brand.



What have we learnt so far?

Brand Development Group
Session 1: Launch **1**

Capitalise on existing equity in Plymouth.

City is good at hiding success



Britain

Use of this word is significant. We should make more of it. The BOC brand is connecting the city to the national brand.

Success is people using this phrase

What makes us distinct?



Civic pride. Residents may be negative about the city. But they will defend it from criticism.

More than developing the brand - develop knowledge of the city (and what's happening)

Everyone should be able to tell the story of the city.

Britain's Ocean City

WE LOVE PLYMOUTH BECAUSE...

BIG ORGANISATIONS NEED TO USE IT

The language we use is important

JANNER AMBASSADORS



It's only a brand when other people tell us what we are.

How is the phrase embodied in the experience?



How can all the good stuff be shared?



OCEAN
Word reflects risk-taking attitude of the city. Looking beyond the horizon.



PIONEERING ADVENTURE CHALLENGE
Reclaim this language

Session 2

Brand Development Group
Session 2: Visibility

2

1. CLEAR VISION

2. STRONG VALUES

3. AMBITION. AUTHENTIC.

4. BOLDNESS. ENGAGEMENT.

5. COURAGE. TRANSPARENT.

6. QUALITY. INNOVATION. SOCIAL IMPACT. DRIVE CHANGE. GENEROSITY. PRIDE.

HIERARCHY

Which characteristics are most important for an organisation to demonstrate leadership?



Seafood platter

City is mixture and always has been (part). Lots of places and spaces to explore.



Stir fry

Can be unexpected. Seems simple. Add your own flavour. Find surprises.

BRAND IDENTITY

Which food item does BOC need to be, to change perceptions of city?



Cup of coffee

Uses all the senses. An experience



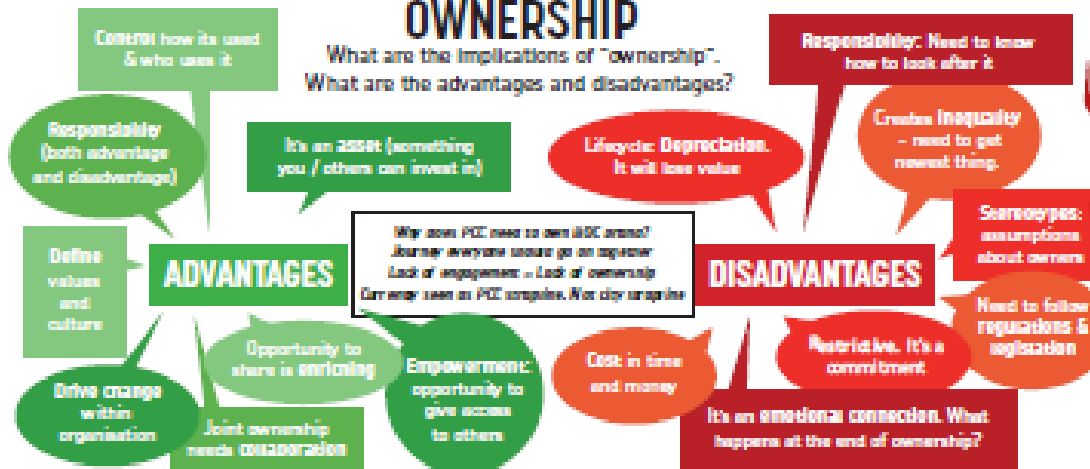
Potato

Humble. But has potential to be fantastic.

aldera

OWNERSHIP

What are the implications of "ownership".
What are the advantages and disadvantages?



Session 3a

Brand Development Group
Session 3: Experience

3a

The BOC brand can make an Impact on the city by...



Nurturing

CIVIC PRIDE

amongst city residents

ATTRACTING STAFF

to live and work in the city



Securing

INFRASTRUCTURE INVESTMENT

e.g. transport and hotels

Establishing the city as

CREATIVE INDUSTRIES HUB



Driving

PRIVATE SECTOR SUPPORT



Position Plymouth as an

INTERNATIONAL CITY

*for businesses, visitors
and students*



Session 3b

Brand Development Group
Session 3: Experience

3b

What are the big, external Issues Impacting the city?

Westminster

Central government attitude to:

- City (see below & opposite)
- Funding inc. "levelling up"
- Transport infrastructure
- International students
- Creative industries



Perception

City is seen as

- Seaside town
- Portsmouth?
- Naval city
- Gray and grim
- The past, not the future



Geography

City is considered a long way away by:

- Staff
- Students
- Press
- VIPs



Transport links

City has

- No airport
- Poor rail connection
- No motorway

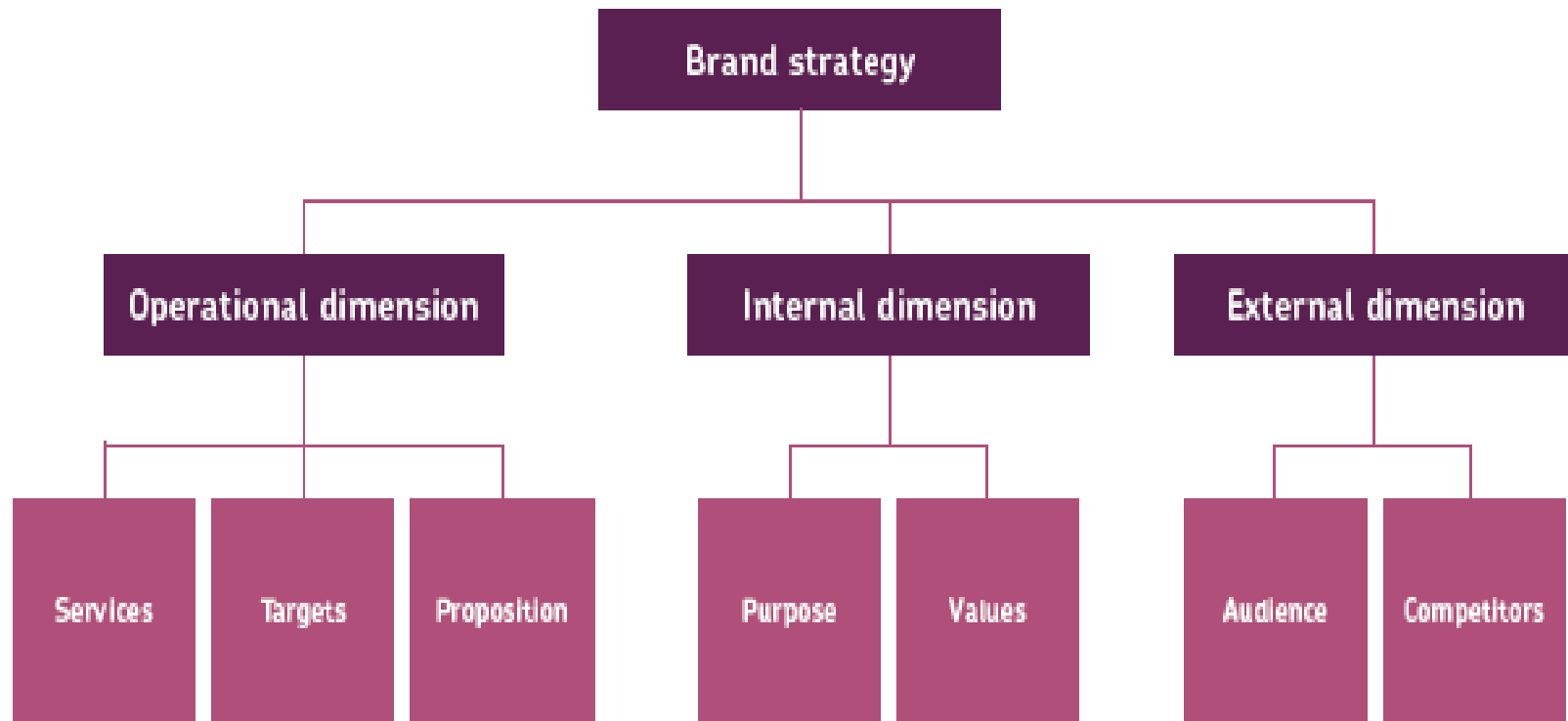
Session 4

Brand Development Group
Session 4: Narrative

4



Brand strategy structure



Operational dimension

Services



Residential



Education



Visitor



Business

Brand proposition

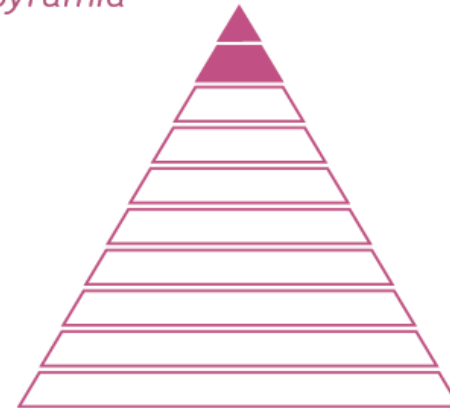
“The benefit Plymouth delivers to you is...”

aldernd

Targets



Brand proposition: *Narrative pyramid*



Internal dimension

Purpose



Purpose



“World class”

Values

Boldness	Quality	Innovation
Social impact	Generosity	Courage
Drive change	Pride	Engagement
Authentic	Ambition	Transparent

External dimension

Audience



Residents



Students



Visitors



Businesses

Competition



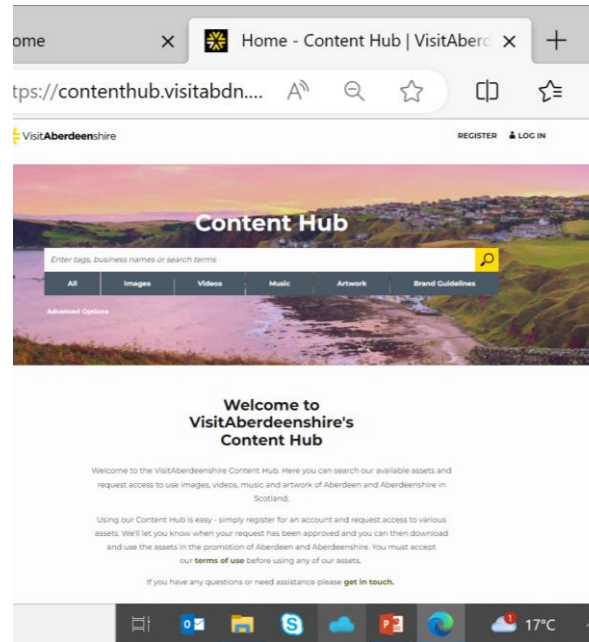
Market position *Example*



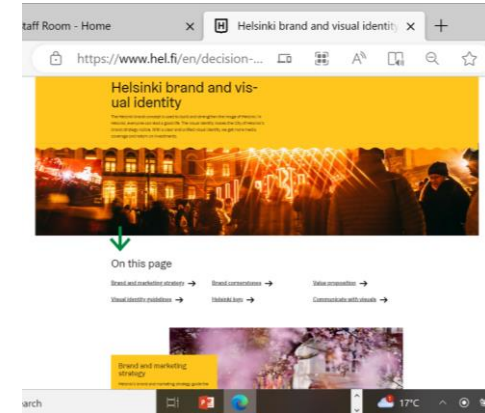
Emerging projects – Brand toolkit



[Auckland's brand | Auckland NZ](#)

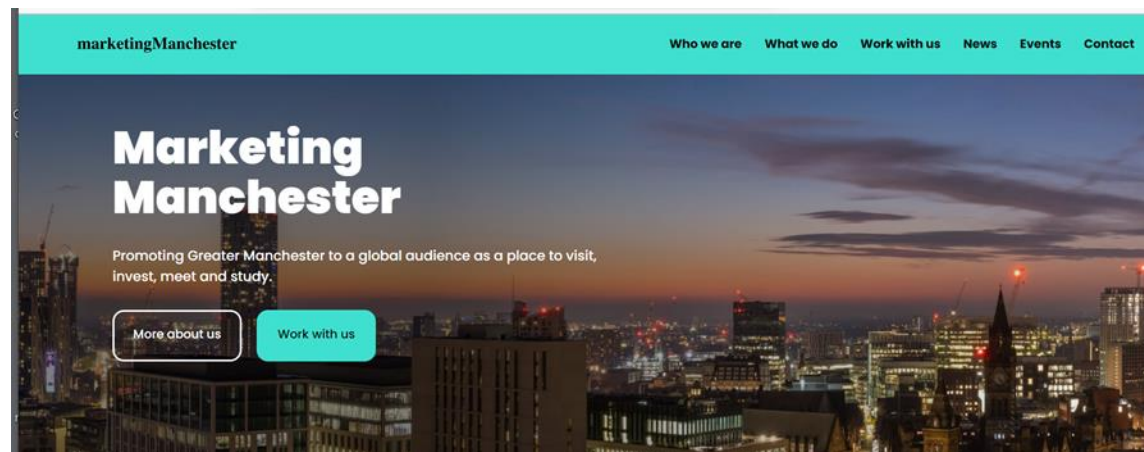
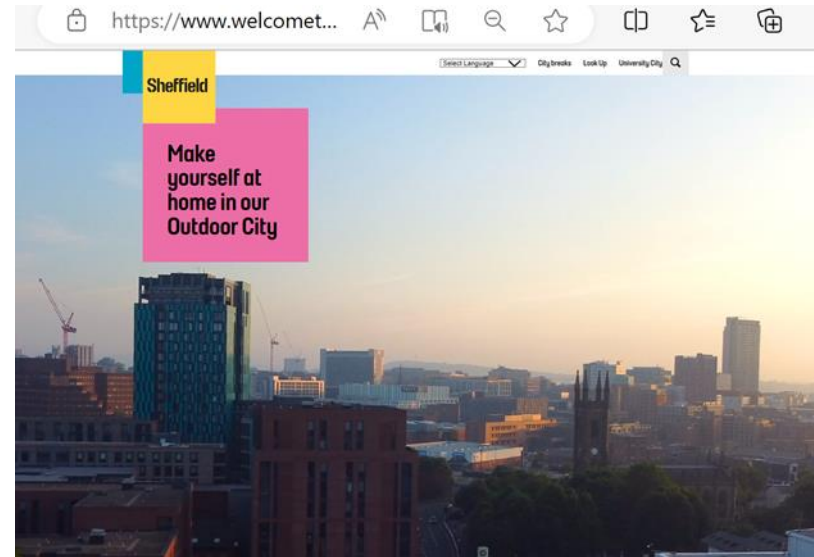
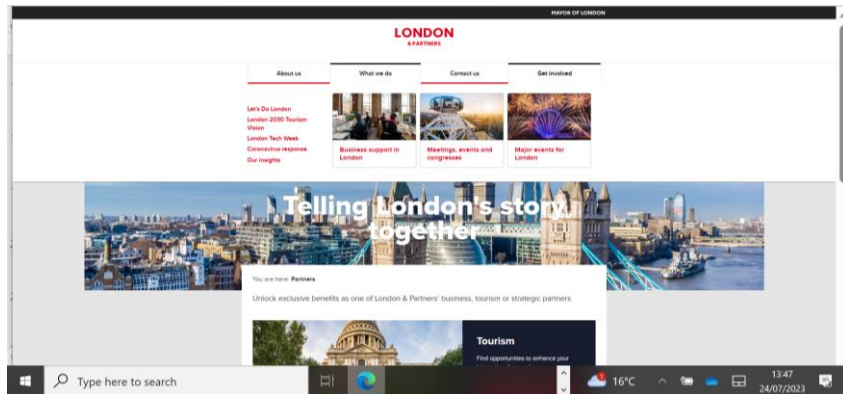


[Home - Content Hub | VisitAberdeenshire \(visitabdn.com\)](#)



[Helsinki brand and visual identity | City of Helsinki](#)

Emerging projects – web



Emerging projects – ‘Ambassadors’

Who are the city’s national or global ‘Ambassadors’? How do we harness their influence?



PR OBJECTIVES:

- To start to position Plymouth more broadly as Britain's Ocean City as a developing new brand narrative emerges
- To position Plymouth as 'world-class' in key 'sector areas'
- To build on the good work to date with ongoing destination activity nationally/internationally
- To help develop a new brand narrative built on our authentic past, our current dynamism and activity and our innovative future as a world-leading marine city

BRAND PILLARS:



Next steps...

- Test and refine various elements over the summer
- Create an evidence base for audiences and explore target data working with sector leads
- Develop 'our story' narrative and pyramid framework working with sectors
- Create a high level plan for end of the year
- Continue to test sector specific PR
- Start to define projects and scope for delivery plan