



## FIELD GUIDE 4

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# Promotion

Engaging residents and visitors in the unique living heritage of each community. Supporting local economies.

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**Saskatchewan Economic Development Alliance(SEDA)**



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## ThriveSask Partners



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## The ThriveSask Program

***"When a community takes the time to get to know itself, it gains a sense of identity and purpose that informs decisions about its future."***

*Lyman Orton, founder and chairman, Orton Family Foundation*

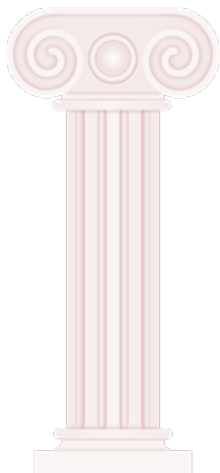
ThriveSask is a program convened and facilitated by the Saskatchewan Economic Development Alliance (SEDA). ThriveSask uses a heritage based action planning framework to guide community development efforts. It aims to harness the social, economic, physical, and cultural assets that set a place apart, and ultimately leads to tangible outcomes that benefit the entire community.

In developing this program, we were inspired by the commitment of many people and organizations. They include the Main Street Program in its various iterations in the United States, Canada and Saskatchewan, as well as the Heart & Soul Initiative offered by the Orton Family Foundation. Our four

Field Guides draw from these and other resources which are annotated throughout the publications.

ThriveSask encourages communities to take steps to enact long term change, while also implementing short term, inexpensive and placed-based activities that support the local business sector and create a sense of enthusiasm and momentum in the community. There is something special about every community. This unique sense of place – where people came from and who they are today – is the living heritage we draw from in the ThriveSask action planning process. Our values, beliefs and way of living we have inherited from past generations inform the present and our choices for the future.

The strength of any community lies in the hands of its residents. These Field Guides align with the program pillars and will support your efforts.



**LEADERSHIP** - Formal and informal leaders must be future focused to chart the course and engage citizens in the process. Leaders are action oriented, accountable and partnership driven.

**ECONOMIC VITALITY** - A multi-dimensional approach that recognizes economic, environmental and social well-being are interdependent. Asset based with a lens on local and regional market dynamics. Investment ready and entrepreneur friendly.

**PLACEMAKING** - Leveraging the natural and built environment to positively impact individual and community health. Capitalizing on the foundation of tangible and intangible heritage.

**PROMOTION** - Engaging residents as well as non-residents in celebrating the unique cultural heritage of each community. Supporting local economies.

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## **Saskatchewan Accredited Economic Development Organization (SAEDO)**

SAEDO is an optional program which recognizes professional excellence in municipalities and economic development organizations. Earning the stamp of approval increases the visibility of your economic development efforts with businesses, political leaders, funders and local residents.

The ThriveSask Program is aligned with SAEDO. Benchmarks outlined in each of the four Field Guides are those which require to be met in the accreditation process.

The accreditation process consists of two phases:

1. Documentation Review. Applicants submit documents supporting achievement of benchmarks in each of four areas: Leadership; Economic Vitality; Placemaking and Promotion.
2. Review Team Visit. Certified Saskatchewan Economic Developers will conduct an onsite assessment.

Successful applicants will receive:

- Exclusive use of the SAEDO logo.
- A plaque to proudly display your achievement.
- Recognition on SEDA's online assets and Annual Report.

A one-time accreditation fee applies which includes cost of travel for a review team visit. Successful applicants are expected to participate in a documentation review every three years.

## **Field Guide 4: Promotion**

Promotion in the context of ThriveSask takes many forms, but the overall goal is to create a positive image that will maintain community pride and improve consumer and investor confidence in your community and/or downtown.

This guide touches on the following promotional elements:

- ∞ Branding
- ∞ Marketing
- ∞ Retail promotion
- ∞ Special events

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# 1

## SECTION

### Branding

Branding involves identifying the strongest and most exclusive community (or downtown) attributes and then uses this knowledge to create a unique image and position in the market. A solid place brand identity is authentic, realistic and resonates for the citizens of your community as well as the external target audiences. It will help guide the development of your community's marketing strategy by providing consistency in your messaging, visual tools, business promotions and special events.

From a business/investor point of view, this creates a special picture of the community at every level of interaction. Brands are built on the strengths of the location and are a promise of value. The most successfully branded communities work from the ground up relying on local input, and buy-in, in order to yield an inclusive brand that will appeal to local residents/businesses as well as attract new businesses, residents and visitors to the community.

#### TYPES OF BRANDING

A community or place brand is somewhat different from a product brand by virtue of the process that is undertaken to define them. The community branding process is often more complex, because of the nature and extent of stakeholder involvement. Product brands are viewed generally as falling into one or more of the following three categories. A product or service may often fall on a continuum between function and experience. *Community branding often embraces all three categories.*

##### *Function*

*The brand is based on the functional use of the product or economic development service and is often linked to a "product or service category" occupied by other brands. Functional branding usually employs economy (price point) or performance as the key means of differentiation.*

##### *Image*

*Building a brand on image can take considerable time and resources as an emotional connection with customers must be created. The marketing focus is on what the product or service represents to the potential user. Endorsements of celebrities are often utilized to illicit a desired image of a product or the enhanced esteem of owning a premium product.*

##### *Experience*

*Experiential branding is co-created by the products/service and the consumer at the time of use. To be successful, the brand experience must be consistent. Tourism branding is reliant on the experience factor and successful service delivery.*

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## **BENEFITS OF BRANDING**

- It holds potential to create a unifying focus to aid all public, private, and non-profit organizations that rely on the reputation and image of the community for all or part of their livelihood.
- Increased respect and recognition from being associated with the place as a citizen or business owner.
- It may function to correct out of date, inaccurate or unbalanced perceptions of the community.
- Potential to have a positive indirect impact on the income, profit margins, and tax revenues of local residents and businesses.
- It increases the ability to attract, recruit, and retain talented people.
- Overall, it can enhance community pride and cohesiveness.

An effective place brand is also frequently supported by a compelling message that conveys clearly your brand promise and your community's competitive advantages. Once a niche is defined for your community, an attractive logo or visual identifier can also be developed along with other supportive messaging. You may choose to have a 'family of visuals' that reflect different elements of the community and are designed to appeal to different target markets.

## **BENCHMARKS**

- A branding strategy including visual identity and messaging is in place.

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# 2

SECTION

## Marketing

Marketing is an important development tool in the effort to transform the image of a community and increase awareness, interest and commitment from new businesses and investors as well as existing entrepreneurs and citizens. A marketing action plan will be required to ensure your efforts are focused on achieving specific goals such as:

- Attracting local residents and/or people from outside the community to special events
- Promoting local businesses to ensure they remain healthy and vibrant
- Attract new businesses and residents to the community

***Your Marketing Action Plan should include the following elements:***

- a. Local/regional strengths weaknesses, opportunities and threats (SWOT). They will be linked to your marketing objectives.
- b. Objectives. What do you hope to achieve? These should be linked to your SWOT Analysis.
  - Attract and retain business?
  - Attract and retain residents?
  - Improve community image?
- c. Identify, describe and prioritize your target markets in relation to your objectives:
  - Local residents?
  - Businesses in specific industries?
  - Immigrants?
  - Retirees?
  - Tourists or tourism operators?

The characteristics of the target audience must be detailed so a marketing strategy can be effectively developed:

- How do corporations or individuals (e.g., tourists) make choices?
  - What benefits are they looking for?
  - What problems are they avoiding?
  - What key factors influence their decisions?
- d. Strategies. What advertising channels or other activities will best reach your target markets? Who will implement the activities, how and by when?
  - e. Monitoring and Evaluation. As illustrated in Field Guide 1, all your community development efforts should be evaluated. Monitoring the response to marketing efforts will assist you in fine-tuning your distribution channels and determine whether you are reaching the right markets.

### **BENCHMARKS**

- A marketing action plan is in place.

# 3 SECTION

## Special Events

Special events are a tool to help create a positive image of the community in the mind of the public – both local residents and potential visitors. The intent is to ‘create a buzz’ as well as a favorable impression for the area by engaging people from within and outside the community.

These events do not necessarily translate into immediate retail sales, although hospitality businesses would almost certainly benefit from any increase in traffic. The goal is to introduce new groups of customers to the area and provide added excitement and entertainment for existing residents. Exposing consumers to the community during a festival for example, entices them to return at a later date to undertake further exploration.

Special events provide an ideal opportunity to embody the attributes and character of the community and region. Look for opportunities to celebrate things that represent the values of your community or downtown.

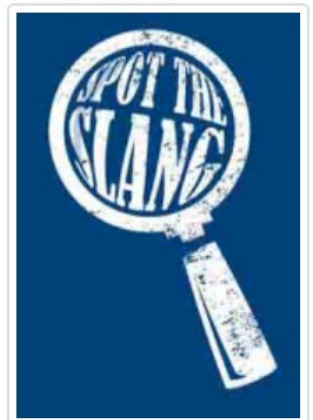
- ***Does your community or region have unique oral traditions?***

The Town of Shrewsbury hosts an annual *Spot the Slang Trail*, an interactive exhibition based on World War II oral traditions.

- ***Is there an opportunity to merge culture with industry?***

The annual *Art & Ag Project* in Yolo County USA invites farmers to open their land to local artists, providing unique opportunities to capture private landscapes that would otherwise remain inaccessible and unseen.

Each month, artists visit a different farm where they can meet the farm owners, paint, or take photographs. Artists are invited each fall to exhibit their agriculturally inspired artwork at YoloArts annual Art Farm Gala which also functions as a fundraising event.



### COMMUNITY HERITAGE EVENTS

These events enhance the unique culture of the community, such as music, foods, dance, art, indigenous animals, etc. They extend the community vision and brand.

### SPECIAL HOLIDAY EVENTS

The most common is Christmas or a Winter holiday promotion. Most communities, at a minimum, are engaged in this type of a special event. Holiday celebrations could be a national, provincial, or local celebration - traditional or non-traditional. They may take the form of parades Open House events, festivals, music and food celebrations.

### SOCIAL EVENTS

Social events create reasons for the community or the region to gather. Here is a short list of potential events:



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- Crafts on the Square
  - Festival of local produce
  - Candlelight tour of historic buildings
  - Ugliest pick-up truck contest or parade
  - Halloween pumpkin carving contest
  - Dickens of a Christmas event
  - Friday at 5 after work street party
  - Lunch on Main
  - Just Desserts Gala concert and dinner
  - Saturday Health Fair

## **BENCHMARKS**

- The community has a special event strategy in place.

# 4

## **SECTION**

## **Business Promotions**

These are business generating activities designed to result in increased income for local businesses. Effective retail or business promotions attract people to shop and spend in the community. There are basically three types of business promotions:

### **COOPERATIVE PROMOTIONS**

They cluster and promote businesses in the same category to attract customers as well as promote the community/downtown as a destination. Examples of cooperative promotion:

- Spring Fashion Show
- Taste of -----
- Restaurant Guide
- Wedding Season
- Coop Ads

### **CROSS-BUSINESS PROMOTIONS**

These group businesses with complementary goods into one retail event or into coordinated displays. Examples of cross promotion:

- A coffee shop sells select baked goods from the downtown bakery and vice versa.
- An upholsterer who displays a bolt of fabric in his store window promoting a local fabric store.
- A downtown business hosts a photographer or artist's show by providing "gallery space" for displaying the art work on the business' walls
- Ball game tickets have a discount coupon on the ticket from a local sports retailer or pub.

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### **NICHE PROMOTIONS**

These focus on the specific consumer group targeted through specially distributed flyers, coupons, posters, and/or media ads. Examples of niche promotion include:

- Appreciation Days for seniors
- Employee coupons for major industries in the region
- Sports event attendees
- Teacher Appreciation Event
- Youth Days

### **BENCHMARKS**

- The community has supports the business sector in implementing targeted promotion campaigns.

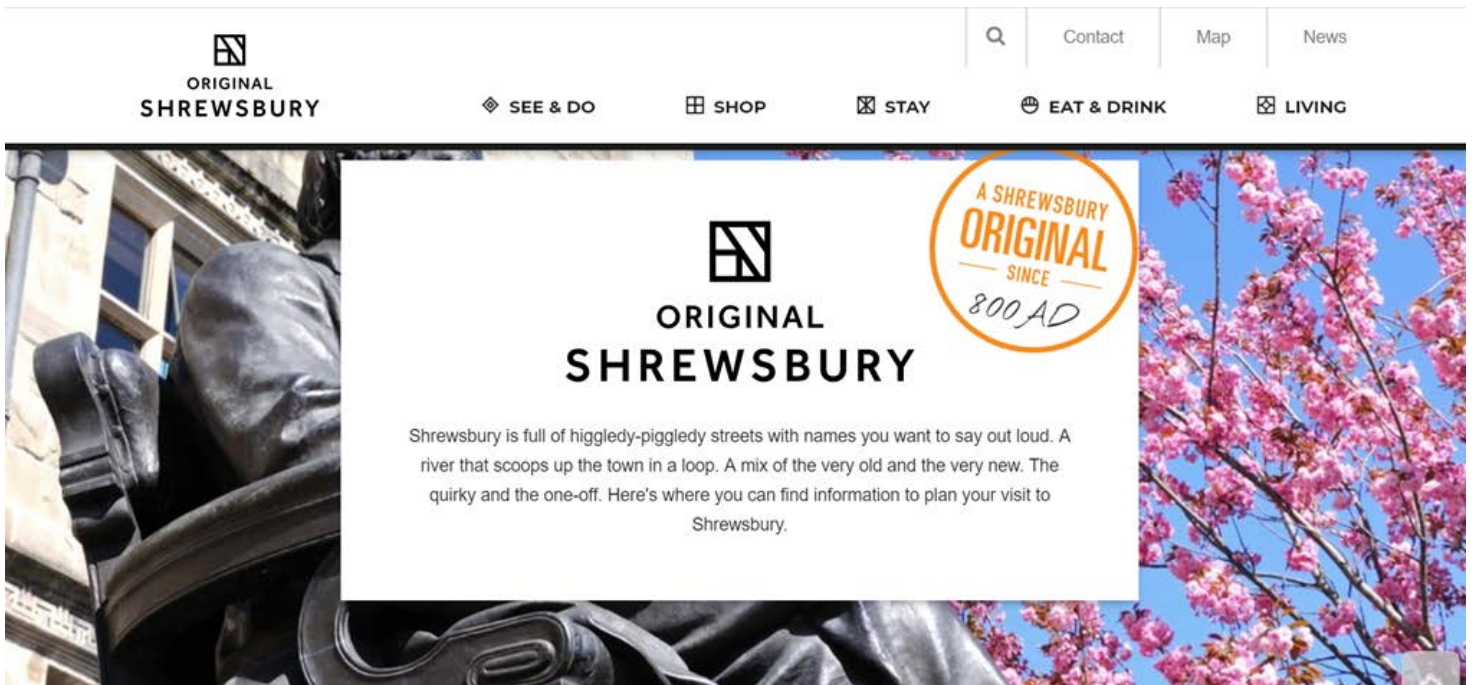
## Food for Thought: The ‘Original Shrewsbury’ Brand

The Town of Shrewsbury in the United Kingdom did not have one single, overriding thing it was known for – like a music festival, or a monthly market, for example. They determined that to attract new residents and businesses, a branding and marketing strategy that embraced practical things that everyone in the town could use was required.

A key aspect of their new “Original Shrewsbury” brand was the concept of a customizable logo that every local business, from bike mechanics to bread bakers, could use. After slinging around ideas, they chose a slogan (“A Shrewsbury One-Off Since \_\_\_\_\_”) that focuses on authenticity – something Shrewsbury has in excess.

The logo, printed on rubber stamps and stickers, gives shop owners the latitude to personalize the slogan to fit their wares. “A Shrewsbury One-Off Since 5:15 am” for a pastry chef,” or “Since 1552,” for the town’s castle visitor center.

A key objective of their campaign is to illustrate that the community is perfect for ‘one of a kind’ residents and entrepreneurs. They did not want to be perceived as competing with the larger cities.





**SHREWSBURY**  
THE ORIGINAL ONE-OFF

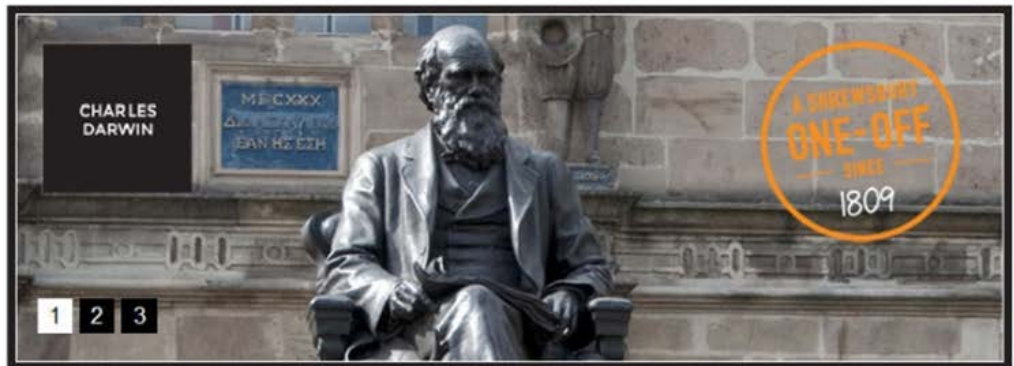
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EVENTS

**DARWIN'S SHREWSBURY**  
COURS  
February 2013 - 13th February 2013

HOME SHOP DO ENJOY EAT STAY FIND



## YOU CAN'T COPY SHREWSBURY.

Higgledy-piggledy streets with names you want to say out loud - Bear Steps, Wyle Cop and Grope Lane. A river that scoops up the town in a loop. Burger and fries in a medieval cellar. Two bridges, each with a different nationality. Wonky buildings left, right and centre. A cappuccino and a bike to go. Bread, still warm, made with flour from a water mill a few miles away. Mick Jagger and Margaret Thatcher watching from a 1500's building. A blockbuster in a Tudor cinema. The world's tallest town crier. 921 years of wine buffs. Three million blooms in a quarry.

The welcoming attributes of Shrewsbury

