



# City / Nation / Place UK

The Forum For Strategic Place Branding and Marketing

IN PARTNERSHIP WITH



Department for  
International Trade



VisitBritain®



Delegate  
Guide

Thank you to our partners



**GREAT Clinic**

During refreshment and lunch breaks, meet members of the **GREAT** and **VisitBritain** teams to discuss ways to collaborate across brand and content.



Speak to the GREAT team about the top areas of focus for your city and discuss opportunities to use the GREAT brand refresh to promote tourism, business and investment for your city. Express your interest in taking part in a city pilot as part of a new approach to maximising the nation brand.



Learn more about VisitBritain's key domestic audiences and identify opportunities to work together on specific branded "microgapping" content across owned, earned and paid media channels to encourage the UK market to take more holidays at home across the cities, nations and regions of Great Britain.

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Dear Delegate

We are delighted to welcome you to the first City Nation Place UK conference. Our agenda today will focus on how to develop and implement place branding and marketing strategies to drive more successful tourism and economic development to the cities, regions and nations of the UK. We would like to thank the teams at GREAT Britain campaign, Visit Britain and the Department for International Trade for their support for this event, which we feel offers a very timely opportunity to explore new ways of working together for the benefit of places across our nation.

Today's mix of speakers, panels, and discussion sessions have been designed to provide a melting pot of ideas, with the ambition of providing you with actionable take-aways. To make the most of the opportunity, we do recommend that you "lean in" and get involved!

Join the conversation on twitter to reflect on what you've heard, using **#CNPUKForum19**

Log in to [www.sli.do](http://www.sli.do) to ask questions during panel discussions – use the event code **#CNPUK**. You will also then be able to vote on our occasional poll and "favourite" other delegate questions that you would really like to see answered!

Take the time to visit the GREAT Britain clinic to meet with the representatives from the GREAT Britain campaign, Visit Britain and the Department for International Trade.

Take the time too to meet with our event partners – Four Communications and Jaywing – who can offer a full range of expertise and advice on place branding strategy.

The City Nation Place team brings together places from around the world to our Global, Americas, Asia, LatAm & Caribbean events, and we collect case studies of excellence in place branding and marketing through the City Nation Place Awards. We're looking forward to hearing from everyone here today how place branding, economic development, and tourism development, are working in the UK – do please also give us your feedback on the day so that we can ensure that future events are even more relevant and useful for you.

We look forward to hearing from you,  
Kind regards

**Clare Dewhirst**  
Director  
City Nation Place



MEDIA PARTNERS







# City Nation Place Global

The Forum For Strategic Place Branding and Marketing

6–7 November 2019  
LONDON

## Collaboration & community for tourism & economic development

Join country branding directors, city marketing boards, destination marketing organisations, investment promotion agencies, and economic development leaders working for cities, regions and nations from all around the world.



  
Register before  
**28 June**  
for our super  
early bird rate

[citynationplace.com/global](http://citynationplace.com/global)

08.00 Registration

09.00 Welcome

● Clare Dewhirst, Director, City Nation Place

09.05 Welcome address

● Councillor Ian Ward, Leader, Birmingham City Council

09.20 Brand Britain on the world stage

- How are perceptions of the UK created and how are they changing?
  - Understanding how decision-making processes work for international investors and the global tourism market
  - How can the brand architecture of Great Britain, our nations, our cities, our regions, and places work best for all stakeholders?
- Conrad Bird, Director, GREAT Britain Campaign

09.45 Collaboration or competition: when and how should cities and places across the UK work together to attract international attention?

- Concrete examples illustrating how cities are working together to reap shared rewards
  - Taking into account the unique trade, investment and export role of cities, is there a case for competition?
- Chair:** ● David Adam, Founder & Principal, Future Cities  
**Panellists:** ● Chris Brown, Director, Marketing Liverpool, Liverpool City Council  
● Fiona Mulliner, Director of Commercial Ventures & Domestic Tourism, London & Partners  
● Lucy von Weber, Head of Marketing, Visit Wales

10.30 Refreshments / meetings / GREAT clinic

Running throughout the day: your opportunity to meet with senior representatives of the GREAT Britain campaign, Visit Britain and the Department for International Trade, to ask questions, to propose ideas and to ensure that your place benefits from the support of these core central teams

11.10 Harnessing the power of a unified, umbrella brand strategy for your nation, region, city or place

- Fostering stakeholder collaboration to create a unified vision for the development of your place's tourism and economic development
  - Understanding the challenges created by collaboration and identifying the opportunities
- Chair:** ● John Till, Director and Founder, thinkingplace  
**Panellists:** ● Brendan Moffett, Director of the Centre for Contemporary Hospitality and Tourism, University of Derby  
● Cat Leaver, Director, Brand Scotland  
● Martin Reeves, CEO, Coventry City Council

11.55

FRY

Place branding - from theory to practice

- How do you go about analysing your assets and creating a strategic vision for your place?
  - And once you have your vision, what tools and skills do you need to implement it?
- Chair: Clare Dewhirst, Director, City Nation Place  
● Glenn Stewart, Managing Director, McCadden

ELGAR

The opportunity for British tourism

- The latest insights on British tourism and the brand health of the country
  - An overview of the Britain brand story, including perceptions of Britain from overseas visitors and which audiences represent the best opportunity for Britain
  - An overview of how towns, cities and regions can work with VisitBritain
- Clare Mullin, Marketing Director, Visit Britain

BANTOCK

Engaging the private sector in your place brand strategy

- Putting strategic place promotion at the heart of the economic development agenda
  - The benefits of Engaging Business Ambassadors
- Chair: Claire Farrow, Content Developer, City Nation Place  
● Rachel McQueen, CEO, Marketing Lancashire  
● Tony Attard OBE, Chairman, Marketing Lancashire

12.30

**FRY**

**Engaging your citizens in your place brand vision**

- Why it's important that your citizens feel involved from the start
- Strategies and tactics for researching and communicating with citizen stakeholders in place branding strategy, and specific place branding projects
- **Chair: Claire Farrow**, Content Developer, City Nation Place
- **Charlie Seward**, Deputy Chief Executive (Place), Cheshire West and Chester Council
- **Sharon Summerfield**, Place Brand Manager, Discover Harlow
- **Graham Lister**, Independent Arts and Cultural Advisor, Cheshire West and Chester Council

**ELGAR**

**How can collaboration help to identify data sharing opportunities and grow the tourism sector to deliver maximum benefit?**

- Join your peers in round-table discussions led by VisitBritain designed to identify opportunities to better share data and insights about British tourism and customer groups held by different organisations
- Discussion on the best opportunity customer segments and how we can work together to present a cohesive Britain brand story and ensure data is being used to inform marketing decisions
- What towns, cities and regions can do to better share their own data and make use of VisitBritain held data to inform their own strategies
- **Clare Mullin**, Marketing Director, Visit Britain

**BANTOCK**

**Driving investment to the UK with digital and smart marketing**

- Insights into how DIT is deploying targeted digital marketing, including social media, to maximise impact and resources
- What towns, cities and regions can take from this approach to strengthen their own strategies
- **Chair: Clare Dewhirst**, Director, City Nation Place
- **Emily Fitzgibbons**, Deputy Head of Investment Marketing, Department for International Trade

13.10 Lunch / meetings / GREAT clinic

14.10

**FRY**

**Place shaping and development: working with the property sector to deliver your place vision**

- Joining the dots between place vision and place realisation: the strategy and the product
- How to drive development projects to deliver for the local community as well as to meet developer needs
- How to motivate developers to build in social responsibility: understanding the synergy between place investment and profit
- **David Twohig**, Founding Partner, Wordsearch Place
- **William Murray**, Founding Partner, Wordsearch Place
- **Jude Kelly**, Culture Director, Wordsearch Place

**ELGAR**

**Digital skills to drive tourism**

- Maximising the potential for digital and social strategy to engage and market to your key audiences
- Organising the team and strategy for greatest impact with minimum investment of time and resources
- **Chair: Clare Dewhirst**, Director, City Nation Place
- **Jim Dawson**, Head of Creative Digital & Marketing, Visit Kent

**BANTOCK**

**The Great West Way: collaboration without frontiers**

- Where the concept came from
- Taking the ambition forward
- Innovative approaches to funding
- Challenges and key learnings
- **Chair: Claire Farrow**, Content Developer, City Nation Place
- **David Andrews**, Director, Great West Way

14.50

**FRY**

**Evolving your place's proposition**

- **Chair: Clare Dewhirst**, Director, City Nation Place

Case study: the *People Make Glasgow* brand – moving the place brand beyond tourism

- **Susan Deighan**, COO, Glasgow Life

Case study: developing Bristol as an urban food destination

- **Kathryn Davis**, Head of Tourism, Destination Bristol

**ELGAR**

**Implementing place brand strategy at neighbourhood level: the opportunity for BID teams**

- Where BIDs fit with the evolving nature of collaboration between cities and towns
- The Altrincham BID story: where they started and how they have managed to turn the town centre's fortunes around
- Back to the future: it's not all about digital
- Learning experiences
- **Catherine Mitton**, Executive Director, BID Foundation
- **Elizabeth Faulkner**, BID Manager, Altrincham Unlimited

**BANTOCK**

**Shaping a world-class innovation district**

- The importance of leadership and governance.
- Evidence led strategic development.
- Creating that right eco-system to foster innovation.
- Putting culture at the heart of place.
- **Chair: Claire Farrow**, Content Developer, City Nation Place
- **Steven Cochrane**, Partnership Director, Oxford Road Corridor, Manchester's Innovation District

15.30 Refreshments

15.50 International case study: How Eindhoven turned its fortunes around with a clear vision and cohesive place brand strategy

- Understanding how Eindhoven has transformed itself in to an international city of design
- How a stakeholder-led place brand strategy has delivered economic development benefits across the city – attracting tourism, events, talent and investment
- **Peter Kentie**, Managing Director, Eindhoven365

*Winner of City Nation Place Awards 2019 for Place Brand Strategy of the Year*

16.15 Understanding and leveraging the potential of culture to engage citizens, attract tourism and drive economic development

- Learn from the experience of Hull, European City of Culture for 2017 and hear how Waltham Forest, London Borough of Culture for 2019 plans to create benefits from its status
- How do you ensure a year-long programme delivers longer-term benefits?
- What lessons are there for other places in terms of leveraging your cultural assets?
- **Phil Batty**, Director of Public Engagement & Strategy, Hull UK City of Culture
- **Sam Hunt**, Creative Director Waltham Forest, London Borough of Culture 2019

16.50 Summing up

17.00 Closing drinks







# Speaker Profiles

## David Adam

Founder & Principal  
Global Cities



David is an economic development, soft power and international relations specialist with experience in strategy development and implementation for global cities including London, Moscow, Beijing, Shanghai, Nanjing, Chengdu and Mumbai. Regular clients include cultural organisations and governments such as the Greater London Authority, Corporation of London, Salford Council, Manchester Council, Climate-KIC, OECD, British Council, Transport for London, and Crossrail. He has particular expertise in soft power, tourism and brand positioning. He lectures at the University of Southern California on the topic of The Rhetoric of London, is an associate with the British Foreign Policy Group, and associate with BOP consultancy where his focus is on the development of the World Cities Cultural Forum. He is co-author of a British Council Report on the Soft Power of Cities, BPGF report 'Manchester: Soft Power Entrepreneur' and WCCF report on soft power in Chinese cities.

## David Andrews

Director  
Great West Way



David Andrews is Director of the Great West Way, a Discover England Funded project to create one of the world's premier touring routes between London & Bristol. This project has been led by VisitWiltshire where David is also Chief Executive. Previous tourism management and marketing roles include working at The Mersey Partnership and the Abu Dhabi Tourism Authority. Before that David worked in VisitBritain / VisitEngland roles based in London, Singapore, Chicago and Amsterdam.

## Tony Attard

Chairman  
Marketing Lancashire



Tony is the founder and Group Chief Executive of Lancashire-based Panaz Limited, where he has spearheaded the design and technical advancement of flame retardant fabrics for the worldwide hospitality, leisure, cruise ship and healthcare sectors. Formed in 1986, the company today exports to 46 countries, operating worldwide through subsidiary companies in Europe and the USA and a global network of agents. A Freeman of the City of London, Tony Attard sits on the Board of Creative Lancashire, NWTExnet, the British Contract Furnishings Association and the General Assembly of Manchester University. Tony is a past IoD Lancashire Director of the Year and former Chair for IoD North West region. Tony was made an OBE by Her Majesty the Queen in the 2010 New Year's honours. Tony was appointed to the role of Chair of the Board of Marketing Lancashire at the end of November 2015.

## Phil Batty

Director of Public Engagement & Legacy  
Hull UK City of Culture



Phil was Director of Public Engagement for the £32m UK City of Culture project in Hull. In this role he was responsible for capitalising on the city's year in the spotlight by devising a place-based campaign to transform perceptions through culture and the arts. Working across a 365-day artistic programme of more than 2800 cultural activities, Phil played a pivotal role in ensuring 9 out of 10 residents of Hull took part in the year's programme; whilst attracting millions of visitors from across the UK to experience the City of Culture celebrations. Currently Phil is working with towns and cities throughout the UK and Ireland on cultural regeneration projects and has most recently overseen the marketing to launch Waltham Forest as the first-ever London Borough of Culture. Born and educated in the UK, Phil is also an associate of the Culture, Policy and Place Institute at the University of Hull



## Conrad Bird

Campaign Director  
GREAT Britain Campaign



Conrad is Director of the GREAT Britain campaign, based in the Department for International Trade and formerly at 10 Downing Street. While at No10 Conrad's role was extended to include responsibility for delivering major cross-government campaigns, as well as ensuring Government spending on communications was efficient and cost-effective. Previously Conrad worked at the Foreign & Commonwealth Office as Head of Public Diplomacy and Strategic Campaigns. He was responsible for a wide range of policies and campaigns, including soft power, the 2012 Olympics and Paralympics, and campaigns in the Middle East, Libya, Afghanistan and Pakistan. Conrad joined the Government in 2002, initially working with the Central Office of Information on issues that included teenage drugs, consumer rights and international export. He moved to the Cabinet Office to work with the first Permanent Secretary of Government Communication as Director of Strategic Communications. Here he launched 'Engage', a new approach to Government Communication, and was responsible for campaigns to counter terrorism and animal rights extremism.

## Chris Brown

Director, Marketing Liverpool  
Liverpool City Council



Chris is a graduate of the University of Strathclyde, Glasgow, and having worked in a number of Hotels as a General Manager he changed course to work in destination management in 1999 – Initially he worked for five years at The Mersey Partnership as Director of Tourism, Director of Operations and interim Chief Executive before taking the role of Chief Executive at Marketing Cheshire, formerly Visit Chester and Cheshire, in 2004. He returned back to Liverpool in 2013 to establish Marketing Liverpool and to promote the city as a first class destination for leisure, business and students. Chris is also responsible with its key partners in promoting the Liverpool brand nationally and internationally. Chris also works to deliver the Liverpool Plan, a series of transformational events designed to bring key organisations of the city together helping to raise its profile at an international level. He is a keen follower of all things Scotland and continues a long held ambition to finally see the country win something.

## Steven Cochrane

Partnership Director  
Oxford Road Corridor  
Manchester's Innovation District



Steven was appointed Partnership Director at the Oxford Road Corridor, Manchester's Innovation District in 2018. This unique partnership comprises the University of Manchester, Manchester Metropolitan University, Manchester City Council, Manchester University NHS Foundation Trust, Bruntwood, and cultural partners. Prior to this he was Director of Growth Lancashire, the County's economic

development and business support company, which under his leadership helped to create over 4,000 jobs in Lancashire and attracted over £50m private investment. Previously Steven was Director of Regenerate Pennine Lancashire leading the development and delivery of a wide range of economic, skills and regeneration strategies for the Pennine Lancashire local authorities. He started his career on a graduate programme, spent 5 years working in industry and holds an MA in Local and Regional Regeneration. Steven has sat on Government commissions and expert panels relating to economic growth and regeneration.

## Kathryn Davis

Head of Tourism  
Destination Bristol



Kathryn Davis has spent almost all of her professional life working in tourism, hospitality and leisure, the last 18 years of which have been with Destination Bristol. This has taken her from a Marketing Executive developing early versions of VisitBristol and digital communication to Head of Tourism, working on regional, national and international programmes across all areas of the visitor economy including overseeing both the visitor marketing and convention bureau delivery, along with the development of local industry engagement, research, product and partnership development. Kathryn is a member of the Tourism Management Institute and a regular speaker at industry events. In 2018, she was awarded the Outstanding Contribution to Tourism at the Bristol, Bath and Somerset Tourism awards

## Jim Dawson

Head of Creative and Digital Marketing  
Visit Kent



Jim Dawson is the Head of Creative Digital and Marketing at Go To Places, the company delivering destination management in the shape of Visit Kent and Visit Herts. He has been involved in digital marketing for over 20 years, and in that time he has worked with organisations including the Natural History Museum, Which?, The Law Society, Nottingham Trent University and Rentokill Initial to name just a few. Jim joined Go To Places in 2016 and is now in charge of pushing through ambitious changes to the content strategy and digital campaign delivery.

## Susan Deighan

Director of City Marketing and External Relations  
Glasgow Life



Susan leads Glasgow Life's delivery of the city's Tourism and Visitor Plan to 2023 and is responsible for promoting the work that Glasgow Life does, including strategic partnerships, destination marketing, fundraising, communications and major events. This includes promoting Glasgow internationally as an exciting destination to live, work, study and do business as well as a vibrant tourist and visitor destination while ensuring that the people of Glasgow are engaged with all

of the benefits that Glasgow Life offers. Susan works with city partners to ensure that they maximise the benefits of everything that is on offer across Glasgow's cultural, creative and sport offers. Susan is also the strategic lead for all external relations activity, including fundraising, public relations and communications with the media at local, national and international levels. Susan's background is in the performing arts, and she contributed to the 1990 City of Culture programmes producing street performance and outdoor interventions from 1988 to 1991. She was the senior producer at Tramway for five years, before moving into senior management roles.

## Clare Dewhirst

Director  
City Nation Place



Clare's interest in the complex area of place branding was sparked whilst working on a series of nation branding masterclass events led by Simon Anholt, one of the first thought-leaders to speak about and promote the concept of place branding and place reputation management. As global conference director for the International Herald Tribune, now the International New York Times, Clare also saw the growth in advertising and storytelling around tourism and investment promotion. Clare launched the first City Nation Place Global conference and awards in 2015 and since then, citynationplace.com and its events have steadily been building followers. In 2018, over 100 case studies of destination marketing and place branding from around the world were entered in to the City Nation Place Awards. As well as the Global event in November and this first City Nation Place UK event, 2019 will also see the third City Nation Place Americas conference take place in West Hollywood, and the first City Nation Place LatAm & Caribbean take place in Costa Rica.

## Claire Farrow

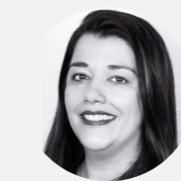
Content Developer  
City Nation Place



Claire Farrow is the content developer for City Nation Place UK and City Nation Place Global. She has a passion for bringing together diverse audiences for real-time knowledge-exchange. Claire has been researching and developing content for the City Nation Place portfolio of events since their launch 5 years ago. She has extensive experience of curating business to business content, having worked for a range of publishers, including The New York Times.

## Elizabeth Faulkner

BID Manager  
Altrincham Unlimited



Elizabeth Faulkner is the BID Manager for Altrincham, England's winner of the Great British High Street Award. In her previous role, Elizabeth was Assistant CEO of Manchester Central, Manchester's International Convention Centre and prior to that Elizabeth gained extensive place marketing and project management experience as Business Development Director at Visit Manchester.

## Emily Fitzgibbons

Deputy Head of Investment Marketing  
Department for International Trade



Emily Fitzgibbons joined the Department for International Trade in 2015 as marketing manager for the Automotive and Advanced Manufacturing sectors. In 2016 Emily became one of the founding members of Invest in GREAT Britain & Northern Ireland which has evolved to become the UK government's flagship international marketing campaign for attracting foreign direct investment. Emily has a BA degree Economics, and minor in Politics and Government from Ohio Wesleyan University. Prior to joining DIT, she worked in the US at a marketing agency working with major brands including Harley Davidson, Michelin and Subaru.

## Sam Hunt

Creative Director, London Borough of Culture 2019  
Waltham Forest



Sam Hunt has been working throughout the UK, across arts and culture for 15 years. In that time he has worked in multiple art forms, produced festivals, set up venues, worked as a creative producer and been instrumental in the creation and delivery of nationally significant cultural programmes, recently as Executive Producer of Hull 2017 UK City of Culture and currently Creative Director of London's first 'Borough of Culture' Waltham Forest 2019. Sam is interested in the way arts and culture can respond to and alter a sense of place, shifting perceptions for the people who live there whilst defining the ambition of an area for those outside and a firm believer that great art can change lives for the better being a passionate advocate for central role of arts and culture should play within society.

## Jude Kelly

Culture Director  
Wordsearch Place



Jude Kelly is a creative director and a foremost commentator on gender, inclusion and the arts. She was Artistic Director of the Southbank Centre from 2006-2018, where she created Festivals including: Being A Man, Unlimited, The Rest is Noise, Changing Britain, the Festival of Death, (B)old, as well as WOW- Women of the World. WOW is a global festival movement and has held 65 festivals in 5 continents over 30 locations in over 15 countries from Baltimore to Brazil, Cardiff to Karachi, and further across the UK, Australia and the USA, reaching over 2 million girls and women, and men and boys too. Jude has directed over 100 productions including at the Royal Shakespeare Company, English National Opera, National Theatre, and the Châtelet in Paris. She has advised governments, business, media and educational institutions and is one of the world's foremost commentators on gender and inclusion in the arts. She led the cultural team for the successful London 2012 Olympic and Paralympic bid. In 2015 she was made a CBE for services to the Arts. She was a judge for the Stirling Prize for Architecture 2018. ▶



### Peter Kentie

Managing Director  
Eindhoven365



In his daytime job Peter is managing director of Eindhoven Marketing, the organisation responsible for the place branding and marketing of Eindhoven region, named Eindhoven365. He also has a big passion for Estonia and decided as an early e-Resident to create value to support the country in marketing and promoting their ambitions to a greater and relevant global audience. He became an overnight a superstar in Estonia thanks to his ESTonishing pro bono and open-source marketing concept which received strong public support and became formally accepted by the authorities.

### Cat Leaver

Director  
Brand Scotland



With a remit to establish a team and infrastructure of cross-agency talent, Cat heads up Brand Scotland and leads the #ScotlandIsNow campaign, looking to deliver a strong nation brand that positions Scotland for sustainable growth, resilience and future prosperity. With talent from across VisitScotland, Scottish Government and Scottish Enterprise, Brand Scotland aims to activate partnerships across the public and private sectors to drive reputational value and awareness of our progressive nation. Formerly, Cat ran the strategy and marketing teams for a multi award-winning digital agency, After Digital, for seven years and outside of her day job she is one of five who lead on TEDxGlasgow, one of the world's most established TEDx organisations.

### Graham Lister

Independent Arts and Cultural Advisor  
Cheshire West and Chester Council



Graham is an independent arts and cultural advisor and is based in Manchester. Currently working with Cheshire West and Chester Council on a number of cultural projects. Has worked in the performing arts industry for over three decades and brings a wealth of experience and skill informed by his work across the sector. Much of his career has been focused on working with a diverse range of artists and organizations. In the last decade he has been Capital Director for a number of new theatre buildings: Curve in Leicester, CAST Doncaster and more recently Storyhouse in Chester. All significant and distinctive projects that challenge ideas about how artists and communities might engage with cultural organizations.

### Rachel McQueen

Chief Executive  
Marketing Lancashire



Rachel was appointed to the role of Chief Executive in April 2018, having previously held the roles of Director of Tourism at Marketing Cheshire and Director of Marketing and Deputy CEO at Marketing Manchester. During her career at Marketing Manchester she led a team of 26 responsible for the promotion of Manchester as a leading business, leisure and learning destination; focused on attracting visitors and investors, growing a highly skilled workforce and driving sustainable economic growth. The team's transformational 'I love MCR' campaign, projects with Manchester Airports Group, Manchester United and Manchester City, as well as stakeholder initiatives across the city, greatly increased profile and helped boost investment and trade links as well as increase international visitors. Following delegations to China, meetings with potential investors, key airlines and presentations in partnership with Visit Britain, the team successfully secured direct flights from Manchester to Beijing in 2015. Born in Northern Ireland Rachel grew up in London and moved to Manchester for university. She has made her home in the North West, where she lives with her Bolton-born husband and young daughter.

### Catherine Mitton

Executive Director  
The BID Foundation



Catherine Mitton joined the Institute of Place Management (IPM) and The BID Foundation in June 2018, following seven years as a BID practitioner in Winchester. Catherine has 15 years' experience leading teams in the place management industry, with expertise in creating strong partnerships between the public and private sectors, having delivered intricate projects for local government. Last year Catherine graduated from a top 20 Russell Group university with a MBA, which included completing a research piece on effective corporate governance practices within English BIDs.

### Brendan Moffett

Director of the Centre for Contemporary Hospitality and Tourism  
University of Derby



Brendan Moffett is Director for the Centre for Contemporary Hospitality and Tourism at the University of Derby and a board member of Marketing Peak District and Derbyshire. Brendan was formerly Chief Executive of Marketing NG, a 'place marketing organisation' which attracted record levels of investment, visitors and talent to Nottingham. In this role, Brendan also worked at a regional level as part of the 'Midlands Engine' – the region promotes the Midlands UK as part of the GREAT brand in international trade and investment markets. Brendan was previously Director of Strategic Marketing at Creative Sheffield, the UK's first city development company. Brendan led on brand identity, marketing strategy and business engagement and was a pivotal player in the economic resurgence of the Sheffield City Region. Brendan has a

strong track record in branding and communications starting out at Ogilvy, he was also part of the team at Jaywing Plc who developed the Hull UK City of Culture 2017 brand and content strategy. Brendan is a Fellow of the Institute of Place Management at Manchester Metropolitan University.

### Clare Mullin

Marketing Director  
Visit Britain/Visit England



Clare Mullin is Global Marketing Director for Visit Britain, she joined in 2017 and has previously held senior marketing positions at the National Trust and Dyson. She is responsible for the global marketing and brand strategy for Visit Britain which is responsible for inbound and domestic tourism volume and value. She works closely with overseas markets to market Britain to potential tourists. As Brand and Marketing Director for the National Trust, she led the marketing and commercial functions, working on brand, communications, technology and organisational development. As well as developing their new marketing strategy she led the redevelopment of their digital platform and implemented a new approach to digital to improve customer engagement. As Group Marketing Director at Dyson, she defined their marketing strategy and drove its implementation to build the global Dyson brand in 20+ markets.

### Fiona Mulliner

Director of Commercial Ventures & Domestic Tourism  
London & Partners



Fiona has lived and worked in five continents in a variety of marketing roles with global media brands. These include News Corporation, where she was VP Marketing for STAR TV in Asia, and BBC Worldwide where she was VP and General Manager, Joint Ventures. In this role she successfully led and managed global media partnerships with major networks Discovery Communications Inc and Scripps Network, working with inhouse teams and agencies to develop and promote co-branded content and channels. She joined London & Partners, the Mayor of London's official promotional agency, three years ago. She now leads its Campaigns team to promote London as a leading destination for leisure and business visitors, international students and talent, and entrepreneurs and investors.

### William Murray

Founding Partner  
Wordsearch Place



William has worked at Wordsearch for 20 years and during that time has worked on some of the world's most prestigious buildings and developments. Before that he trained as a Project Manager for Construction at the Bartlett School of Architecture. He was responsible for all marketing and communications for the Shard in London, for the development of the communications strategy and brand for One World Trade Center in New York, and has been the main director in charge of the development of the branding and placemaking strategy, and communications materials for

Battersea Power Station since 2008. He was instrumental in setting up the Wordsearch offices in Beijing, Abu Dhabi, Sydney, New York and San Francisco – and has worked on Barangaroo in Sydney, Hudson Yards and Central Park Tower in New York, The 78 in Chicago and Shipyard Communities and The Concord Naval Weapons Station in San Francisco.

### Martin Reeves

Chief Executive  
Coventry City Council



Martin has been Chief Executive of Coventry City Council since April 2009. He was the Chief Executive and the Head of Paid Service of the West Midlands Combined Authority from March 2016 to September 2017. He had previously been with Bedfordshire County Council for three and a half years as Assistant Chief Executive and Chief Executive. Martin spent much of his early career as a lecturer and researcher, and has a PhD in applied economics. In 2018 Martin was once again included in the top 50 of the Local Government Chronicle's list of most influential people in local government.

### Charlie Seward

Deputy Chief Executive (Place)  
Cheshire West and Chester Council



Charlie has almost 30 years public, private and community sector experience of planning and regeneration across the North West of England, North Wales and the South East. He joined Cheshire West and Chester Council as a member of its senior management team on its launch in April 2009. Over the past eight years the Council has developed a reputation as a fresh, dynamic and innovative unitary authority at the fore-front of public sector reform. Charlie's current priorities include driving forward an ambitious programme for economic growth, social and environmental improvement and service transformation across a diverse mixture of urban and rural areas. He works strategically to develop relationships and take forward programmes nationally and regionally as well as locally to ensure that neighbourhoods, communities and individual citizens can benefit from greater prosperity. Having graduated in Government from the London School of Economics he went to secure a professional post graduate qualification from Manchester University.

### Glenn Stewart

Managing Director  
McCadden



Now in his 30th year within the branding sector, Glenn has been MD of McCadden since 2006, leading projects for a wide range of private, public and non-profit clients. Growing over the past 36 years from a pure graphic design studio into an integrated brand strategy & design consultancy, McCadden leads the sector in Northern Ireland, with a uniquely rich experience of place branding, from the Giant's Causeway and Mourne Mountains to Armagh, Enniskillen and Belfast.

### Sharon Summerfield

Place Brand Manager  
Discover Harlow



A Geography graduate from University College London, Sharon started her career in the Civil Service whilst studying Public Service Leadership at Birmingham University. Her diverse Central Government career, spanning twenty one years, saw her working in; leadership, communication, project

management, and management consultancy roles. Always a proud supporter of her home town of Harlow in Essex, Sharon moved on to work for Business in the Community, a Prince of Wales charity, as Business Connector for Harlow, connecting the private, public and voluntary sector in mutually beneficial relationships. Now working with Harlow District Council, Sharon has launched Discover Harlow, a successful new place brand initiative which engages communities to build a strong Harlow Ambassador network which takes responsibility for owning and selling the Harlow story. Discover Harlow was proud to be shortlisted for the 2018 CNP Place Brand of the Year Award.

### John Till

Founding Director  
thinkingplace



As founding Director of thinkingplace John has directed the creation of over 60 place narratives and stakeholder led marketing approaches over the last 12 years including for all 3 UK Cities of Culture including the most recent addition of Coventry and for places as diverse as Nottingham, Cornwall,

Carlisle, Doncaster, Medway, Harlow, Knowsley, Medway, Rochdale and Lancashire. John has a vast experience of marketing and branding gained at organisations including Kingfisher plc, Next and Hull Cityimage.

### David Twohig

Founding Partner  
Wordsearch Place



David is a property developer who has championed the synergy of creating great places while maximizing value. From 2008 to 2017 David worked on the largest planning application ever secured in London at the iconic Battersea Power Station. Working as both the Chief Development

Officer and Head of Design and Placemaking, David was instrumental in developing the placemaking strategy, the masterplan, mix and architecture opening strategy activation and curation at the Power Station – running all aspects of design and placemaking. Previously David helped establish the largest western-owned development company in China and continues to work on his own developments in Ireland. He is the author of Living in Wonderland – Urban Design and Placemaking. In 2017, David became one of the founding partners at Wordsearch Place to spread the benefit of his experience on significant projects around the world.

### Lucy von Weber

Head of Marketing  
Visit Wales



With over 20 years of practical experience in industry (attractions, academic research, private sector tourism consultancy and senior roles for destination organisations) Lucy joined Visit Wales as Head of Marketing in November 2018 after running her own company. Having delivered projects

embracing all aspects of integrated marketing; regularly presenting at events and delivering digital master classes, Lucy's remit at Visit Wales includes B2B as well as B2C activity, delivered in partnership with product development and comprehensive industry engagement foundation work.

### Ian Ward

Leader  
Birmingham City Council



Birmingham City Council Leader, Councillor Ian Ward, has been a Councillor since 1995. He served as Deputy Leader of the Labour Group from 2005-2017 and was Deputy Leader of the Council from 2012 until 2017 when he was elected Leader. In this time he has had political responsibility for many

areas including budgets and finance, land and property, arts and culture and development. Keen to promote Birmingham's sporting profile, he spearheaded the successful 2022 Commonwealth Games bid, having already helped bring a number of high profile international sporting events to the city. Ian has participated in many partnerships and boards during his varied political career ranging from Birmingham Royal Ballet and West Midlands Arts Council to the West Midland Combined Authority and the Greater Birmingham and Solihull Local Enterprise Partnership. He is currently Chair of the Eurocities Culture Forum, taking a keen interest in promoting and strengthening Birmingham's European and international ties.



David Curtis-Brignell  
Deputy CEO, Go To Places

## FUNDING CUTS DON'T NECESSARILY MEAN THE DEATH OF DMOs

We are all only too aware of the difficulties facing local authorities - with more demand on social services, mental health and education etc. Tourism is non-statutory activity and it's pretty clear from the 53% cut in tourism funding that we've seen in England over a period of 9 years, this is likely only to get worse. This decrease, combined with a £15.7m cut in Government funding to councils in the decade 2010-2020, will mean that budgets for tourism promotion and management will very soon be significantly reduced. As a result, DMOs can no longer rely on traditional sources of long-term funding or traditional models of operation and local authorities will have to look at new operating and funding models going forwards.

We believe that DMOs can have a bright future but only if they are prepared to look at what they do and how they do it.

Go To Places is the only official Destination Management Organisation delivering effective services across multiple counties using an innovative DMO funding model based on a mix of partnerships, outsourcing, smarter working, and collaboration to deliver which much needed economies of scale.

We have developed a unique DMO model which can offer bespoke services (developing products and business partnerships, research, funding bids, marketing) or completely managing your outsourced DMO.

The Go To Places' DMO model has been borne out of the highly successful Visit Kent, which started in 2002 and which, since 2015, has also delivered a portfolio of services from major national projects,

destination management planning to full DMO delivery, such as Visit Herts. Hertfordshire operates with on-territory Destination Managers but without office overheads. Back-office and specialist support is provided from the Go To Places head office. In this way we can spend our partners' contributions on activity rather than rent and photocopiers! Our destinations (and other DMOs) also benefit from off-the-shelf products such as our hugely popular "Big Weekend" campaign (now running across 4 destinations) and our in-depth research programmes.

We are able to take on outsourcing from other county, district, borough or city authorities whether that is operating the whole, or part, of the DMO activity. In fact, the more DMOs we can help, the more everyone will gain from the economies of scale.

Very much a part of the 'Smarter working' strategy we implement for DMOs at Go To Places, is our focus on inspirational content creation. Since the beginning of 2018 Go Places have implemented a brand-new content strategy for the Visit Kent and Visit Herts core digital channels. This hugely successful strategy has seen a more focused approach to content creation, which has included more advanced planning and a regularly updated stream of thematic content to help drive more engagement with our brands. This strategy has included the creation of a new in-house author's group, responsible for core content creation across our digital channels, including social media and the websites and the creation of a detailed digital content calendar, with content planned up to three

months in advance. Along with these in-house actions, we have also increased the volume of newsletters sent to our DMO databases and specifically focussed on the creation of regular 'features' – thematic, blog-style features posted and promoted across the digital channels every month with correlating thematic social media posts. To date the new strategy has been extremely successful in building upon our range of digital channels and has helped to drive significant growth across all of our channels.

Visitors are now looking to experience destinations like a local with experiential activities and attractions and the discovery of local hidden gems. The content strategy gives us the flexibility and the infrastructure to deliver a huge range of inspirational placemaking content - content that can really share the story of a destination and give a sense of place and experience. Our head of Digital Marketing, Jim Dawson will share more details in his 'Placemaking' conference presentation.

We'd be pleased to talk to you about how we could help you.

[david.curtis-brignell@gotoplaces.co.uk](mailto:david.curtis-brignell@gotoplaces.co.uk)



**GO TO PLACES**

Bringing people together, helping places thrive





**John Till**  
Founding Director, thinkingplace

## CREATING PURPOSEFUL PLACES: IS BRAND, HELP OR HINDRANCE?

*"You don't change perceptions of a place with advertising. You change people's perceptions by finding the truth, finding an idea(s) that embraces the truth and putting it through everything."*

**Wally Olins**

The guru of branding held a strong belief, certainly not shared by all, that nation or place branding was the key to economic growth and creating prosperity; it is a philosophy we at thinkingplace strongly agree with.

Part of the reason this concept is not widely accepted is the 'b' word, yes, another one! In many ways brand is a very relevant word to use for a country or place; it allows it to project its values, determine its identity, highlight its assets and demonstrates something people belong to.

However, the problem is that when talking with most stakeholders in a country, city or town, brand often conjures up profit not place, commerce not community, logo not legacy, veneer not values and corporate not collaborative. Whilst many of the principles are great for place it just doesn't sit comfortably with the way many understand and interpret brand.

This challenge is exaggerated by the fact that, for lots of places, brand has meant a route of logo, advertising and collateral which often hasn't delivered them the results they hoped for - be that greater awareness, engaged stakeholders or more investment enquiries. This can then breed cynicism about, and a disconnect with, anything associated with place and branding.

To go back to Wally Olins, where is the truth? What are the forward-looking ideas that will define what a place can become?

When it comes to place various of the rules are different which is why there is sometimes a brand backlash. A product brand can be developed top down and rolled out; in a place there is a requirement for ownership, 'buy in', understanding and simplicity.

This is why from our perspective developing a story sits at the heart of creating a purposeful place. The very act of engaging a broad group of stakeholders in discussing what their place can become



is a success in itself; they are being reconnected to their place and beginning the journey of being an advocate for it. A story is the simplest, most accessible way of articulating the distinctiveness of a place, celebrating its assets and highlighting its ambition. Most people are desperate to shout about their place and want it to do well; the story gives them the words to shout about and something to get behind.

In many ways a place can be the ultimate 'b' word in that it encompasses communication, product/service, environment and behaviour. The story can influence what the place says, what facilities it develops, its public realm and signage, how it acts and so much more. This place story is the truth and can be played out in myriad scenarios influencing the whole place experience.

The most amazing thing about what is ultimately a combination of place making and place marketing is it energises and excites stakeholders about their place; it gives them the opportunity to come together with others to celebrate success, to explore the art of the possible and share and deliver an ambition.

We see many purposeful places who are changing perceptions and reality. Success to them is a widening of place leadership, organisations and individuals acting as ambassadors for the place, people using their networks and influence to promote

the place, being place not organisation led, collaborating across sectors and geographies and being unified in their approach.

Did Coventry win City of Culture 2021 because of advertising; did North Notts create the first place-based Business Improvement District on the back of a logo; did Burnley become Most Enterprising Area in Britain via a slogan? No!

They used their story to give them confidence, clarity, coherence, collaboration, consistency and celebration. Individuals were inspired, organisations became optimistic and aspirations were achieved. These places and many others have created a movement, momentum and buzz and that can move mountains. Perhaps we just need to redefine the 'b' word as a means of creating a purposeful place?



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### Shaking up great placemaking campaigns

Beautiful things happen when you put the right ingredients together. So as one of the leading integrated communications agencies we combine advertising geniuses, PR gurus, data crunchers and content creators to find the right combination for any brief. We call it the *power of together*.

Our new specialist practice, **Four Place**, offers a potent mix for placemaking campaigns. We bring together experts in property, destinations, retail, culture and sport to support developments, cities, regions and countries worldwide.

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The power of together



# Powerful perspectives on place



**Special offer to conference delegates:  
Free 7 day trial subscription.**

A place brand can be worth billions. It can bring focus and discipline to everything a local, regional or national government does, from economic development and tourism to urban design and alleviating poverty.

Places, however, are complex, disparate, and often contradictory, which makes place branding enormously challenging. When it works, we reinforce our best selves in everything we say and do. When it doesn't work, we suffer through random ideas, borrowed strategies, and bad guesses.

Place branding affects us all, as residents and as visitors, investors and business owners. Yet for too long, agencies earned massive fees for branding cities, regions, and nations as though they were toothpaste.

Florian Kaefer launched The Place Brand Observer in 2014 to encourage a different approach to place branding, and to facilitate access to latest research insights and expert knowledge.

Join the TPBO community now and benefit from:

- Knowledge hub: expert interviews, case studies, research insights
- Profiles of speakers and businesses (directory)
- City, country and destination profiles (observatory)

For details, visit [www.placebrandobserver.com](http://www.placebrandobserver.com) or contact Florian directly via [editor@placebrandobserver.com](mailto:editor@placebrandobserver.com)

**We invite you to visit and explore.**

# Open For Entries

**ENTRY DEADLINE:**  
12 September 2019



Celebrating and benchmarking place brand and marketing strategy for cities, regions, and nations around the world

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