

Improving Evening Culture Scrutiny Review

Information on Proposals for a New Marketing Organisation

The aim and outcomes

The aim of pursuing this new approach is to build on the city's strong quality of life, culture and people assets to attract more investment and visitors to the city – creating a more professional and dynamic approach to promoting and securing interest in doing business in, visiting and living in the city of York.

The proposed outcomes are:

- To deliver greater inward investment, and thus market share, for York in its key growth sectors, including those sub-sectors in which the city has a strength of assets, particularly life science – related industries, high-tech industries and business services
- To increase the value of the visitor economy through promoting innovation and higher quality in the existing offer and encouraging high value visitor economy investment
- To achieve a stronger coordination and promotion of the city's profile and cultural offering underpinning that profile

The principles

A new way forward is sought on the basis of the following principles:

- **A joined up approach to “Brand York”** – Although there is a need for different marketing strategies to different audiences, the new model will seek to coordinate those various “sub-brands” and strategies to align and work together to the overall “Brand York”
- **A joined up offer for business and visitors** – The new model will provide a truly joined up, professional and supportive front door for the city for visitors and business looking to explore what the city has to offer them. However, there are a multitude of agencies and organisations working in markets beyond the city every day, and it is recognised that a business or visitor should feel as welcome and get the right message at whatever point of contact they make.

- **Coordination not duplication** – the new model will establish a framework within which partners can come together to promote the city as a destination for living, working and visiting, and creating a coordinated offer.
- **The culture of the place is fundamental** – Culture, including the full spectrum of creative and cultural industries, including the heritage of the city, the arts, and innovation which is quickly developing in the city, is the city’s distinguishing asset and the golden thread that links both the visitor and business economy.
- **Commercial viability** – Whilst the Council and other public sector bodies may currently be able to support the activities envisioned in the new model, there is a growing recognition that the public purse is facing further constraints in future, such that any new model will need to develop commercial viability, partially in the short term but much more so in the future. This commercial basis can be derived from a number of income streams, several of which are explored later in this report and will be explored fully in the development of a new model.

From the outset the new model will deliver against the following remits:

Branding

- Develop and manage a **strong, clearly identifiable destination brand** that will help us to attract investment, talent, students and tourists. Engage all businesses and organisations as brand ambassadors along similar lines to what has been achieved with I Amsterdam
- Lead on a **proactive marketing strategy for the city** that will increase York’s share of domestic and international markets – both in terms of the visitor and wider economies

Culture

- **Attract / facilitate high impact, strategic cultural events commensurate with developing York as a world-class destination** - pulling in the cultural events function currently provided within the Council
- Coordinate and champion the development and delivery of a **city cultural strategy and ambition**, for the benefit of residents, businesses and visitors alike, including the development of a framework for monitoring performance and progress

- **Take a proactive role in “curating” a cultural programme that will deliver against the city’s cultural strategy**, directing strategic programmes and identifying key projects and partners to deliver them

Business and Leisure Visitor Economy

- Deliver an exceptional world-class service for leisure and business visitors using digital, telephone and face-to-face **communication**,
- Establish a joined-up approach to **product development** involving tourism, cultural and leisure businesses to generate investment in the city
- Deliver a city-wide approach to **lead generation for conference activity** –creating a “York sales team” to win convention and meetings business and resourcing a full conference desk support service
- Provide a **city-centre management function** to ensure the best quality environment for visitors, residents and businesses

Business development

- Where appropriate, coordinate **support to and encourage innovation with businesses** through local, regional and national partners
- Provide **proactive lead generation in inward investment** for the city, acting as a first point of contact for interested businesses, investors and developers looking to invest in or locate in the city.
- Scope and engage with **potential new domestic and international markets** for the city of York to target for business opportunities and connections – whether inward investment, joint venture or other such opportunities.
- **Provide sector intelligence** to the Council and other partners shaping public and other services for business.

This will be a **highly proactive, private-public sector led approach** fitting with the York Economic Partnership’s aim to create the environment for business growth. It will sit alongside the proposed joint venture for development, which will target the establishment of the hard infrastructure – sites and physical infrastructure, including roads, rail, digital and energy provision.