



Overview of Marketing Birmingham



A report from Overview & Scrutiny





Overview of Marketing Birmingham

Foreword

By Councillor Timothy Huxtable

Chairman, Regeneration Overview and Scrutiny Committee

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Birmingham is the second most visited city in Britain and has an excellent track record for attracting inward investment: the city has much to be proud of.

However, we are in competition with other national and international cities for business investment and tourism. The Regeneration O&S Committee had already identified the need for improved marketing of the business and cultural offer in the previous 'Overview of Regional Airports – Maximising the Benefits for Birmingham' (2009) and we therefore wanted to focus our attention on Marketing Birmingham, our key marketing agency for the city responsible for promoting the visitor economy and events.

It was important to gather the views and opinions from key organisations and event organisers, both large and small, as to how the city's 'image' and 'offer' could be improved upon and I would like to personally thank all those who contributed; their input was invaluable.

Birmingham, in order to attract further substantive inward investment, needs to provide and promote excellent transport and economic infrastructure, quality (affordable) housing of all types and tenures, high levels of educational and skills provision and training, good leisure and sport facilities and a wide range of cultural events/activities. Companies seeking to (re)locate in Birmingham will look not only at the cost per square foot of premises they wish to buy/rent but at what Birmingham has to offer.

We found that with Birmingham having so much to offer to visitors and businesses it appeared that the 'offer' or the 'brand' was diluted. Therefore agreement by both private and public sector leads in the city on some core messages would mean not only promotional resources could be focused accordingly but other investment too.

The City Council must also play its role in aligning (and pooling where appropriate) resources and priorities to support those agreed across the city. Firstly, a new Service Level Agreement (SLA) with Marketing Birmingham should be a corporate one, not aligned to only one directorate as it is currently. Furthermore, there are structural changes that need to be considered for the full scope of greater organisational efficiency and improved service delivery to be realised.

Our suggested actions within this report will assist the city to benefit from the forecasted return to growth for British tourism and be ready for when economic conditions improve. I look forward to receiving regular updates on this.



Finally I would also like to thank personally Members of the Regeneration O&S Committee, Marketing Birmingham and officers for all their support, hard work and commitment without whom this Overview could not have taken place.

Justin Huxford .



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Further information regarding this report can be obtained from:

Lead Review Officer: Emma Williamson

tel: 0121 464 6870

e-mail: emma_williamson@birmingham.gov.uk

Reports that have been submitted to Council can be downloaded from www.birmingham.gov.uk/scrutiny.



Overview of Marketing Birmingham

1 Introduction

Purpose of the Overview

- 1.1 Birmingham's attractions and strengths are promoted by a range of private and public sector organisations. Marketing Birmingham, as the Destination Management Partnership (DMP) for the city, has responsibility for two key areas:
- Promoting the visitor economy – attracting more business and leisure visitors to Birmingham by improving the perception and profile of Birmingham as a visitor destination;
 - Promoting events – attracting more major events (sporting, cultural, retail etc) to the city and improving the way that they are marketed (supported by the City Council's Environment and Culture Directorate).
- 1.2 The Regeneration O&S Committee agreed in June 2009 to undertake an Overview of Marketing Birmingham, to see how the City Council could improve the impact and effectiveness of that organisation. The aim was to build on the earlier 'Overview of Regional Airports – Maximising the Benefits for Birmingham', which recognised the need for improved marketing of the business and cultural offer, and to feed into the refresh of Marketing Birmingham's Service Level Agreement with the City Council in 2011.
- 1.3 The Committee was chaired by Cllr Timothy Huxtable and membership comprised Cllrs Jerry Evans, Tahir Ali, Randal Brew, Mick Finnegan, Roger Harmer, Colin Hughes, Mahmood Hussain, Ziaul Islam, Philip Parkin and Robert Wright. We set out with the following key lines of enquiry:
1. What is the role and function of Marketing Birmingham, including:
 - Strategy and objectives;
 - Key performance indicators.
 2. What progress has Marketing Birmingham made in meeting the above?
 3. What impact has Marketing Birmingham had on how Birmingham is perceived?
 4. How is Marketing Birmingham structured and funded to deliver the objectives?
 5. How does Marketing Birmingham contribute to Birmingham City Council objectives? How do the City Council and Marketing Birmingham work together to achieve these?
 6. What are the key areas of focus (e.g. visitor economy, culture, sport etc)?
 7. What partnership working is Marketing Birmingham engaged in at:
 - City level?
 - Regional level?
 - National level?



- 1.4 In the course of our inquiry it became clear that to evaluate fully the impact and effectiveness of Marketing Birmingham we would also need to consider the role of other organisations with responsibility for promoting the city, particularly within the City Council.
- 1.5 Attracting inward investment and increasing the level of job creation by improving the positioning of Birmingham as a business location is the responsibility of Locate in Birmingham, part of the Planning and Regeneration team in the Development Directorate of the City Council (see Appendix 3 for more details).
- 1.6 The Public Affairs and Communications (PAC) team in the City Council are responsible for promoting the work of the City Council and for increasing the perception and profile of Birmingham as a 'Global City with a Local Heart' in national and international public affairs (see Appendix 4 for more details).
- 1.7 Alongside these are a number of other public and private sector bodies which promote the city as part of their daily work. Advantage West Midlands (AWM), the Regional Development Agency, leads on the sustainable development of the West Midlands' economy and consequently has strategic responsibility for tourism in the region. Birmingham International Airport (BIA) and the NEC Group market the city as they promote their services, as do the universities, venues such as the Hippodrome, and festival organisers. Birmingham Chamber of Commerce and Industry (BCCI) work alongside the City Council in supporting international trade missions.
- 1.8 Our Overview therefore involved understanding the role Marketing Birmingham does and should play in this context and how the City Council should facilitate that.
- 1.9 The evidence gathering was conducted in two stages: firstly by requesting written evidence from a range of public and private sector organisations, and then inviting key witnesses to evidence gathering sessions with Members (details in Appendix 1).

Context: Value to Birmingham's Economy

- 1.10 This is a key area for Birmingham: both the visitor economy and inward investment are crucial for the future economic success of the city and indeed the region. Tourism is the fourth largest contributor to the economy of the West Midlands (branded as 'Heart of England' for tourism purposes). Each year more than 140 million visits are made to the region, generating over £5 billion and supporting more than 130,000 jobs. Additionally, business tourism is now worth over £6.6 billion and offers employment to more than 100,000 people.¹
- 1.11 Birmingham is the second most visited city in Britain enjoying over 32 million visitors generating £4.6 billion worth of economic benefit in 2008.²

¹ www.advantagewm.co.uk/what-we-do/improving-places/tourism.aspx

² Evidence from Marketing Birmingham – STEAM (Scarborough Tourism Economic Activity Monitor) Report 2008



2 Marketing Birmingham

Strategy and Objectives

- 2.1 Marketing Birmingham is one of seven Destination Management Partnerships (DMPs) in the region.³ It is a private-public partnership supported by the City Council, with member companies, champions and private investors from all over the West Midlands.
- 2.2 Marketing Birmingham's vision for 2012 is that:
- Birmingham will be a leading global event city, knowledge capital and an international city of choice that delivers a world-class visitor experience.
- 2.3 Their aims and objectives are set by a Service Level Agreement (SLA) with the Development Directorate of the City Council and are detailed in the Business Plan:
- To improve national and international perceptions of the city;
 - To deliver quantifiable economic returns on an annual basis;
 - To position Birmingham as a world class city for hosting national and international events;
 - To ensure visitors experience welcoming and quality services and facilities.
- 2.4 Their activities and services are described in Appendix 2B. In summary however, their role is to lead on the provision of all business and leisure tourism services and destination marketing activities in Birmingham, specialising in the following areas:
- Place marketing campaigns;
 - Visitor services;
 - Major events;
 - Place development;
 - Local industry support (membership programmes).
- 2.5 The strategic context is set within Birmingham City Council's Corporate Plan and Advantage West Midlands' (AWM) Regional Economic Strategy and Visitor Economy Strategy.
- 2.6 Marketing Birmingham has a board of 16 non-executive directors drawn from the public and private sectors. This currently includes Cllr Mike Whitby⁴ (President of Marketing Birmingham) and Cllr Sir Albert Bore.⁵

³ Public/private partnerships focused on developing a high quality tourism offer at a destination level; www.advantagewm.co.uk/working-with-us/business-clusters/tourism-and-leisure.aspx

⁴ Leader, Birmingham City Council

⁵ Opposition Leader, Birmingham City Council



Performance

- 2.7 The Service Level Agreement sets out a number of key performance indicators for Marketing Birmingham (see Appendix 2C for full details).
- 2.8 Evidence we received from the City Council reported that Marketing Birmingham has met the terms of the SLA in overall terms over the past four years. Most of the performance indicators were also met in 2008/09. Perceptions of Birmingham as a visitor destination have increased from 41% of respondents agreeing that Birmingham is a great place to visit in 2006, to 46% in 2009.⁶ Over the same period perceptions of Birmingham as a great place to do business increased from 47% (of sample agreeing) to 53%. Perceptions have increased since 2005, with the city's growth in perception exceeding some other core cities including Manchester, Newcastle and Leeds (see Appendix 5 for further details).
- 2.9 The target set for Marketing Birmingham was to improve the relative placing of Birmingham in relation to other UK cities. In 2007/08, Birmingham came sixth against a target of second. In 2008/09 the target was adjusted to sixth, which was met.
- 2.10 The number of visitors to Birmingham has increased: from 29 million in 2006 to 32.2 million in 2009, and the impact of tourism from £3.7 billion in 2006 to £4.6 billion in 2009, meeting the target of a 3% increase. A further target to increase the value of the events and conference sector by £25 million per annum was exceeded by £5 million in 2008.
- 2.11 Two indicators were not met in 2008/09: the target to maintain commercial income at £2 million each year (although a clause was added to the SLA reducing this target in line with GDP reductions⁷ and improvement was made on the previous year's commercial income indicator) and the level of return on investment (ROI) in the marketing campaigns. Marketing Birmingham originally had an annual target of 10:1 until 2007/08 when it increased to 15:1. These targets were consistently exceeded until 2008/09 when a ROI of 3:1 was achieved. Over the four years the average ROI achieved equalled 13.5:1.
- 2.12 As well as looking at the statistics, we spoke to a range of witnesses about their views (see Appendix 1). These were largely positive. Most agreed that Marketing Birmingham had been successful in improving perceptions of the city and attracting high profile events and positive media coverage. Marketing Birmingham was described by witnesses as a valued partner, proactive, influential and a well-run organisation. One much repeated example of their successful approach was the Rotary International Conference held in 2009 (see box on page 12 for details).

⁶ Marketing Birmingham conducts an annual perception survey in which 1,000 UK based consumers are given a number of statements about Birmingham and asked whether they agree or disagree - (Taylor Nelson Sofres (TNS) Perception Survey)

⁷ Schedule 3 of the SLA details the revised commercial income targets based on reduced UK GDP. In the 4th quarter of 2008 UK GDP had dropped to 1.9%, representing a commercial income target of £1,379,710 - £2,000,000. Marketing Birmingham achieved a commercial income of £1,845,976 so was well within the reduced GDP range. The target was therefore approved as having been achieved.



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- 2.13 Some criticisms were levelled at Marketing Birmingham for not giving appropriate attention to smaller attractions – both in terms of events and areas outside the city centre. There were some mixed views on some campaigns, for example 'Built for Business' (see Appendix 2B). For some, this was a great success and they were surprised when it ended, whilst others thought the campaign was insufficient and should have been better supported and sustained to ensure the message took hold.
- 2.14 Anecdotal evidence from our witnesses supports the view that perceptions of Birmingham have improved, but that there is still some way to go. A recurring message was that once people came to Birmingham they were very positive about the city, but less so in advance of visiting. This was supported by feedback from the political conferences held in Birmingham. Perceptions of the city are also still a concern for businesses – generally not one of the top three concerns (those remain skills shortages, transport inadequacies and red tape) but concerns about promotion of the city generally came in the top five.
- 2.15 Whilst our witnesses had some ideas about how the promotion of Birmingham could be improved (as we will explore in the next chapter), there was a widespread appreciation that that was not the responsibility of Marketing Birmingham alone.

Value for Money

- 2.16 The City Council provided over £4 million in 2008/09 for Marketing Birmingham to meet the SLA, (plus £0.5m for the partnership agreement with the two football clubs (Aston Villa and Birmingham City) with Marketing Birmingham matching that investment with other public sector and private finance. Details are contained in Appendix 2D.
- 2.17 Marketing Birmingham reported that they had achieved many efficiencies in recent years, and from the figures provided by Marketing Birmingham it can be seen that overheads and salaries have remained steady as expenditure on marketing activity has increased.
- 2.18 Comparisons with other core cities is difficult, as other Destination Management Partnerships cover differently sized areas and/or include more local authority areas. Not all would share funding data with us, however we did collect information on organisational structures and overall spend (Appendix 5). Budget data for 2008/09 shows Birmingham with the largest annual budget as one might expect for the largest city, although it should be noted that other DMPs cover larger areas than just the city named (for example, Manchester's DMP covers the ten Greater Manchester local authority areas⁸) and some DMPs have a wider remit than tourism (for example The Mersey Partnership (TMP) for Liverpool's city region also includes economic development and inward investment). Spend per visitor in Birmingham is lower than that of Liverpool, Manchester and Newcastle.

⁸ Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan



Partnership Working

- 2.19 Marketing Birmingham work with a number of national, regional and local bodies to support Birmingham's tourism sector and wider economy. A full list is contained in Appendix 2E.
- 2.20 At a national level, the focus is on influencing national policy, supporting national bids (such as the World Cup bid for 2018) and taking the opportunity to showcase Birmingham. Working closely with AWM, Marketing Birmingham is the principal sub-regional delivery agent for regional tourism investment programme and the Visitor Economy Strategy.
- 2.21 Marketing Birmingham is involved in a number of partnerships in Birmingham, and work closely with three key areas of the City Council: Locate in Birmingham, Public Affairs and Communications (the City Council Press Office) and Leisure, Sport and Culture. There are also close working relationships with key private sector bodies: Birmingham International Airport (BIA), the NEC Group and Birmingham Chamber of Commerce and Industry (BCCI).

Summary

- 2.22 Evidence we received showed that Marketing Birmingham was, on the whole, meeting the terms of the SLA and targets set by the City Council. However, there was also agreement that there is still work to be done to improve the perception of Birmingham nationally and internationally.
- 2.23 Witnesses were generally positive about the work Marketing Birmingham did, recognising that they have a constrained mandate and limited resources. Many saw their mandate as unusually restricted, particularly in terms of not having responsibility for attracting inward investment. There were also comments about overlaps with other City Council communications teams.
- 2.24 Few witnesses made a plea for more resources, rather than existing resources – those of Marketing Birmingham, City Council and beyond – could be better aligned and therefore more effectively spent. This led to a wider discussion on what Birmingham's strengths are and what all public and private sector bodies should focus on, both in terms of investment and promotion.
- 2.25 The next chapter will explore these arguments in more detail, alongside some other key issues raised during our investigation.



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100th Rotary International Convention

The 100th Rotary International Convention took place in Birmingham from the 21st to 24th June 2009. This was one of the largest conventions to come to the UK for twenty years, with around 20,000 people from 156 nation states attending, and a total event impact in excess of £25 million generated (£2 million going directly into local businesses).⁹

Usually there is a seven year lead time to bid for the convention however Birmingham was asked to step in with less than two years to go, having originally bid for the 2013 event and narrowly missed out to Lisbon. Team Birmingham was able to turn around a new bid quickly and won the race to host the Convention.

Team Birmingham encompassed the Rotary Host Organising Committee, the City Council, Marketing Birmingham, Advantage West Midlands, VisitBritain, The NEC Group, West Midlands Police, Birmingham International Airport, transport operators, hoteliers and restaurateurs. The Event Review concluded that all played their part in making the Rotary International Convention such a resounding success.¹⁰

In 2008 representatives for the city travelled to the 99th Rotary International Convention in Los Angeles to raise awareness and pre-register Rotarians for the 2009 convention in Birmingham. Birmingham had a multi functional stand, promoting Birmingham, the Heart of England region and Britain, securing pre-registrations and promoting pre- and post-convention tours.

Team Birmingham worked closely with the Rotary Host Organising Committee to create *Birmingham Greets Rotary*, which became an official part of the convention programme. An invitation was distributed in all the delegate packs to encourage Rotarians into the city centre on Tuesday, 23rd June 2009, where special performances were staged at city centre venues, the city's first International Food Fair was launched (showcasing food and drink from across the globe with over sixty stalls) and opening hours were extended by shops and the Birmingham Museum and Art Gallery.

The Convention also had the largest welcome dressing campaign in the city in recent years. Media was secured at all the city's major gateways i.e. Birmingham International Airport and train stations as well as all major arterial routes into the city. Also, a dedicated page on www.visitbirmingham.com was created to promote *Birmingham Greets Rotary*.

All the agencies involved came together to maximise the media opportunities arising from the convention including media briefings, newspaper supplements and trade media visits. Coverage was achieved across a range of print and broadcast media to the value of £710,988.37.

The role Marketing Birmingham played in the Rotary Convention has been praised throughout. Brian Fuller, Chairman, Rotary Host Organising Committee stated "Marketing Birmingham and AWM had been very successful in marketing Birmingham's Rotary event in Los Angeles" and that "the relationship between Marketing Birmingham and Rotary International had been excellent".

⁹ Calculated using Visit Britain's delegate expenditure research which estimates the direct expenditure benefits that a convention can bring to an area

¹⁰ Event Review 100th Rotary International Convention, evidence submitted by Marketing Birmingham



3 Key Issues

Marketing Birmingham: Current Remit

- 3.1 Marketing Birmingham is an arms length organisation driven by a business-led board and accountable to the City Council via the Service Level Agreement. Witnesses who commented on this supported this arrangement, and indeed noted that this is the norm for the majority of city marketing/management organisations (also supported by the information we gathered on other core cities).
- 3.2 However, its responsibilities are focused on the visitor economy with no remit for inward investment. This, as outlined in Chapter 1 of this report, is the role of Locate in Birmingham. Some witnesses felt that this was at best unclear and at worst artificial and uneconomic. There was a clear view that the city would benefit from Marketing Birmingham having closer engagement with the strategic regeneration agenda, making the necessary links with the needs of the visitor economy.

Inward Investment

- 3.3 Locate in Birmingham focuses on the development of specific investment propositions aimed at specific key sectors and business groups. Full details of their remit and activity are contained in Appendix 3.
- 3.4 It soon became clear that Locate in Birmingham's remit was also quite tight and witnesses agreed that the division of responsibility between it and Marketing Birmingham meant that Birmingham was not attaining the necessary profile needed to attract job creation at an international level. Sometimes it was unclear as to who had responsibility for what, and sometimes it seemed that there were areas which did not clearly fall under either organisations remit.
- 3.5 This was one area we noted for early action and the Chairman sent a letter to the City Council's Chief Executive in October 2009 suggesting that bringing the two services together in one location could be a start to rationalising the services. The co-location of Locate in Birmingham and Marketing Birmingham was subsequently announced.¹¹ However, there was widespread belief that further steps should be taken and that alignment with Locate in Birmingham would close the artificial gap between the visitor economy and inward investment and engender greater efficiencies in how the City Council works with others in attracting investment in job creation.

Communications in the City Council

- 3.6 Most of the City Council's communication activities are managed and delivered within individual directorate or service areas, with Public Affairs and Communications (PAC) providing support and advice on an ad-hoc or reactive basis (for full details see Appendix 4). Public Affairs and Communications are also responsible for the Regional, European and International Division (REID),

¹¹ Birmingham Post, 12th November 2009



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which are involved with increasing Birmingham's reputation, profile and influence regionally, nationally and internationally.

- 3.7 Witnesses noted a lack of clarity over responsibility for promotion and communications in the city. We were told that there was a lack of clarity between the City Council's corporate and events sections as well as confusion over the division of responsibility between Marketing Birmingham and marketing staff directly employed by the City Council. It was also noted that Be Birmingham, the local strategic partnership, manages its own communications.
- 3.8 One arena where this was particularly noticeable is in relation to the promotion of events. The Leisure, Sport and Culture department has its own marketing and communications department responsible for promoting events put on by the City Council. They work with Marketing Birmingham in promoting these, with Marketing Birmingham sometimes providing financial support towards events after assessing them on tourism/economic impact criteria. Evidence from both Marketing Birmingham and Leisure, Sport and Culture showed that they often worked on the same events, for example the Half Marathon.
- 3.9 It is recognised that different departments of the City Council may need to be involved in the planning and operation of events (for example, Leisure, Sport and Culture if council owned facilities are involved, and Transportation for transport and road closure issues). The City Council has a clear interest in the calibre of visitor campaigns, and how galleries, visitor attractions and major events are previewed and promoted, as that has an impact on increasing revenue or visitor numbers. However, it was not clear why this necessitated two communications teams.
- 3.10 Currently, these relationships are governed by informal arrangements, and we were assured that whilst officers from both Marketing Birmingham and the City Council "sat around the table", each brought something different to that table and tasks were allocated clearly. However, there was a view from some witnesses that more synergy could be achieved between what Marketing Birmingham and internal City Council communications do. Many put forward the view that Marketing Birmingham should have much greater responsibility for promotion of the city, which would mirror the situation in some other UK cities (see Appendix 5).
- 3.11 Similarly with PAC, it was suggested that there was some overlap with Marketing Birmingham, particularly with regard to European and International affairs. However, we were told that there were clear differences in the work undertaken, for example in the work REID does to develop international links including civic and diplomatic relationships, and marketing efforts were not duplicated.
- 3.12 Work is at an advanced stage with regard to rationalising and better coordinating marketing and communications resources across the whole of the City Council (including Leisure, Sport and Culture) which is expected to deliver significant efficiency savings and a different way of working.



Are we making the most of Birmingham's strengths?

- 3.13 Inevitably, some of the discussions we had with witnesses focused on the content of any marketing messages and in particular: are we currently making the most of Birmingham's strengths?
- 3.14 Marketing Birmingham's current focus on conferences, events and food and drink was welcomed and recognised as having brought many benefits to the city. Positive developments cited included the Taste of Birmingham event and the recent announcement that Birmingham has been selected as the Delice network of Good Food Cities' 'City under the Microscope' for July 2010, as well as the political conferences and the Rotary International Convention (see page 12).
- 3.15 However, there was a definite feeling that it was time to move beyond that focus. As you might expect, the witnesses we spoke to, and received written evidence from, focused on their area of expertise and the result was a series of forceful arguments for the promotion of a range of attractions Birmingham can offer visitors and which witnesses felt were not getting due attention.
- 3.16 Birmingham's rich cultural offer was emphasised by a number of witnesses. With the City of Birmingham Symphony Orchestra (CBSO), the new LG Arena and Birmingham Hippodrome for example, Birmingham's arts offer is second only to London in terms of the range of venues and companies in the city. Some felt more could be done to promote this offer and stronger links made to other city attractions such as the strong retail offer.
- 3.17 However, this cultural offer is not just about the larger venues: Birmingham has a huge range of events, including international festivals such as the Birmingham International Jazz Festival (an established international brand after 25 years in the city); nationally renowned festivals such as the Supersonic festival and local festivals such as the Moseley Folk Festival and Birmingham Comedy Festival. These events take place with some help from either Marketing Birmingham or the City Council, but achieving the next level of publicity requires further investment.
- 3.18 These are important because not everyone who might want to visit Birmingham would be looking for the 'corporate' sponsored approach but would want to know about the smaller events, the unusual and the quirky. A couple of witnesses maintained that it is these things that give a city its identity.
- 3.19 The smaller, unique, side of Birmingham extends beyond culture and was seen by a number of witnesses as the 'poor relation', yet its value to the city was perceived as enormous. Areas such as the Jewellery Quarter, Digbeth and the Balti Triangle were proposed as just as important as city centre areas in attracting visitors, yet do not receive the same level of promotion. It was also felt that Birmingham's heritage could be better promoted, particularly outside the city centre.
- 3.20 Marketing the city as part of the region is important for both leisure and business visitors and proximity to world famous attractions in the region is a selling point. Visitors need to know about the associated wider leisure offer before they visit Birmingham so they can plan their visit accordingly. Anecdotal evidence suggests many people from other countries visit Stratford upon



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Avon from London and could perhaps be persuaded to use Birmingham as a base. Therefore the 'regional offer' is important to the city's success and could receive more emphasis.

- 3.21 In terms of attracting inward investment, there is a burgeoning new industries/technologies sector, particularly along the A38 Central Technology Belt. However, we should not forget the old and established in pursuit of the new: manufacturing has a long history in Birmingham and the city retains many of the skills. Indeed, we were told that Birmingham's manufacturing history was one of the few things delegates to the Rotary International conference knew about Birmingham.
- 3.22 Combining these gives Birmingham a solid platform from which to attract inward investment. The city has strengths in automotive research and design, advanced materials, nano technology and medical stem cell research. There are opportunities to engage more with the technology sectors (medical and green) through links with University Hospital Birmingham (UHB) and others.
- 3.23 This section is not intended to be a 'shopping list' of demands, rather an iteration of a debate which served to emphasise the diversity of Birmingham's attractions. These represent a huge strength for Birmingham but also a challenge in getting marketing messages across.

Is there a 'Birmingham brand'?

- 3.24 The idea of a Birmingham brand came up many times in our discussions. Most witnesses professed to be unclear about "what Birmingham stands for" and that a clear brand was needed. This was not about logos or straplines, rather the key strengths and attractions that make Birmingham instantly recognisable to the world.
- 3.25 Some witnesses suggested that an iconic building, along the lines of Sydney's Harbour Bridge or Bilbao's Guggenheim Museum, would gain Birmingham global recognition, although ideally this should be part of a sustained programme of landmark twenty-first century architecture.
- 3.26 However, others expressed caution: because Birmingham has so much to offer, we should be careful not to be too restrictive or exclusive in how we sell Birmingham. It should also be recognised that any brand needs to be authentic and cannot be imposed.

Strategic Co-ordination

- 3.27 One of the drivers behind this demand for a brand was a more effective deployment of resources. Marketing Birmingham has a relatively small budget, but the total spend on promoting Birmingham by organisations across the city is likely to be huge. If deployed in concert, the overwhelming view was that a far greater impact could be achieved. Many witnesses believed Marketing Birmingham could play this coordinating role with greater robustness, given the freedom and responsibility to do that by the City Council.
- 3.28 This is not about these organisations doing something else, something additional to their current activity, rather ensuring that each organisation plays its role according to its strengths – the NEC Group to provide venues, the City Council and Centro to ensure good transport links, Marketing Birmingham to ensure information about shopping and restaurants is easily available. It is also



about those who go out, nationally and internationally, repeating these messages, selling Birmingham in every conversation they have.

- 3.29 One way in which this approach could be tested is with regard to events. Currently, budgets for campaigns and international programmes are fragmented across the City Council, universities and the private sector. Whether these resources are actually brought together or aligned for specific programmes, there is more opportunity for consolidated campaigns to target agreed audiences with appropriate levels of funding for the research and analysis, creative and message development, campaign delivery and evaluation of measurable outcomes.
- 3.30 Just as our witnesses had many ideas about what Marketing Birmingham should be promoting, they had many ideas about how to do that promotion. One example cited was the ambassador programme, currently being run by Marketing Birmingham, relying upon individuals in universities and academies selling the city. The programme has had some successes but could become more of a focus. Locate in Birmingham has also been developing a business ambassador service for Birmingham, and has been working with Marketing Birmingham to pool resources and expertise.
- 3.31 Another suggestion was that Marketing Birmingham could sponsor a worldwide exclusive residency at one of our theatres, arenas or convention centre. Around this time a programme of events would be built with Birmingham's many attractions showcased.
- 3.32 Other witnesses suggested that "Birmingham should 'be' Christmas". Alongside the Frankfurt Market, the shopping, the Christmas Concerts at Symphony Hall, Birmingham Royal Ballet's *Nutcracker* and Birmingham Hippodrome's *Pantomime*, many bases are already covered. Other partners could inject new ideas. Birmingham could be promoted at Christmas to encourage visitors to sample a wide range of festive experiences. The point is to market different things in a targeted way, recognising different communities of interest.
- 3.33 It was noted by a number of witnesses, including Marketing Birmingham, that one of Birmingham's assets was the influence of those who live or work in the city who bring visiting family and friends and former students which could be used to greater effect.
- 3.34 In terms of getting information out in the right format, some comment was made about the website and the lack of seamless links through Marketing Birmingham's websites and through the City Council's own website, and the need to direct visitors in the most apposite way to achieve their requirements.

Visitors Centre

- 3.35 Our discussions also recognised the need for a Visitors Centre at New Street Station and Birmingham International Airport. The latter was a suggested action in the 'Overview of Regional Airports – Maximising the Benefits for Birmingham' and we were pleased to hear that progress is being made with regards to a visitor centre in the Airport's main terminal to be run by Marketing Birmingham. This centre will provide visitor information, accommodation, tickets to cultural attractions and for onward travel, providing visitors to the region with up to date information



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about the city, and improving the Airport's sense of welcome in order to add value to the visitor experience.

- 3.36 A similar centre should be included within the planning for the New Street Gateway. Marketing Birmingham emphasised the importance of location and design of the outlet, and that it should not be an afterthought. Marketing Birmingham "want to talk to the architect not the estate agents".

Supporting facilities

- 3.37 Alongside the promotion of Birmingham, it is worth noting the improvements we need to make to some of our facilities to ensure we can meet the expectations of visitors and investors looking to come to a world class city.
- 3.38 Of course many things are already in place. Transport links were praised by Rotary International. However, there are still some things Birmingham needs to improve on in order to attract company relocations. The business offer is about more than office space, but "all the things that make up life" as one witness put it. This includes good schools (including an international school if we are to attract international firms), appropriate housing, good infrastructure, an attractive night time economy and culture.
- 3.39 In terms of attracting visitors, the hotel offer was raised as a concern, particularly as Birmingham currently lacks a five star hotel. Marketing Birmingham supported the concept of a hotel strategy and drew attention to the need for the provision of an appropriate balance of hotels providing different accommodation standards. Basic facilities are still lacking in some areas, for example one festival organiser noted the lack of cash points around Digbeth.
- 3.40 Investment in these areas is also critical if we are to develop the events market. Organisers will want to know what will be on offer in Birmingham in five years time in order to plan their event.

Regional Marketing

- 3.41 Part of Birmingham's offer is the region in which it sits. Marketing Birmingham delivers the regional marketing strategy in Birmingham and AWM contributes to Marketing Birmingham (£2.3 million in 2009).
- 3.42 Birmingham is a lead destination and attractor for business and leisure visitors and makes a significant contribution to the region's offer. There was some debate about how this should be covered when marketing Birmingham. In other words, how do we promote proximity to Stratford upon Avon, the Cathedral cities of Lichfield and Worcester, the World Heritage Site at Ironbridge, the countryside of the surrounding shires, all of which are within easy reach. In turn, Birmingham should use this to its advantage and take a lead for the region.
- 3.43 The other side of the coin is the contribution Birmingham makes in ensuring the region is an attractive one to visit, and how that contribution is recognised.



National Influence

- 3.44 Wider discussion took place around the influence the city has and how Birmingham is brought to the attention of the country's decision makers. Suggestions included commissioning journalists from the Financial Times and Wall Street Journal for example, to profile the developments taking place in Birmingham, to put the region and its assets into places where decision makers are looking for their news and stimulus.
- 3.45 The status and usage of Birmingham's office in London, 'W1', was also discussed. Some viewed this as useful, whereas other witnesses felt better use could be made of this and its function should be reviewed.



4 Summary and Suggested Actions

- 4.1 In order to improve the impact and effectiveness of Marketing Birmingham, we considered not only their role and performance but how that integrated with activity across the city. Overall, we found that Marketing Birmingham was meeting the terms of the SLA and meeting most of their targets. However, there is some way to go in really improving the perceptions of Birmingham nationally and internationally.
- 4.2 It was also clear that, whilst some witnesses felt Marketing Birmingham could do better in terms of some of the campaigns, the deeper problem lay with their mandate and the allocation of resources.
- 4.3 There was agreement amongst the majority of our witnesses that Marketing Birmingham's key role and strength was in facilitating and coordinating activity to attract more visitors and inward investment to Birmingham. However, there was little consensus as to what the focus of that coordination should be. The city has many strengths and much to offer, but greater clarity is needed. In other words, what are Birmingham's main attractions? What is the 'Birmingham brand'? Who do we want to attract to Birmingham and how will we do that? For what do we want Birmingham to be famous?
- 4.4 In fact, whilst our witnesses had ideas about how elements of Birmingham's offer could be improved, there was much praise for Birmingham and all it has to offer. The issue seems to be that Birmingham has so much to offer to visitors and businesses, the 'offer' or the 'brand' is diluted. It was therefore suggested by many witnesses that we need to clarify the message and build a 'Birmingham brand'.
- 4.5 In essence, there were two drivers behind this debate: firstly, a perceived need for some agreement on what Birmingham's main strengths and attractions are. Secondly, agreement by both private and public sector leaders in the city would mean not only promotional resources can be focused accordingly but other investment too, for example making sure we have the right transport and economic infrastructure and good quality facilities.
- 4.6 This agreement and co-ordination of message is a critical long-term decision, but one that needs to be taken soon. The messages must be sustained and given time to take hold. What those messages should be is beyond the remit of this Committee and indeed beyond the remit of the City Council alone. If we want other organisations to align their resources to achieve certain goals, then they must be party to the agreement of those goals. Also, such an approach could bring better support from surrounding Local Authorities.
- 4.7 It would be appropriate for Marketing Birmingham to lead on this work. They already have the contacts and relationships, and in many ways this process has already been started by the Leader's Birmingham Prospectus Steering Group which identified promoting the Birmingham brand



internationally as one of its priorities and convened a sub-group to look further into possible actions.

- 4.8 There are a number of ways in which this could be achieved: it could take the form of a 'Prospectus Phase 2', or a 'Birmingham Board' could be formed, as one witness suggested. The key is to have a formal structure to give guidance on the broad principles. However it is done, it should not be a long bureaucratic process and should take into account any potential conflicts of interest. We would also like to see this work go beyond the larger organisations to see what role the smaller organisations of Birmingham can contribute.
- 4.9 The result would be concerted investment across Birmingham's private and public sectors to meet the agreed priorities. This formal structure would also work to ensure activity does not happen in silos and that we have the whole package to promote: good housing and schools, sport and leisure attractions and regeneration opportunities.
- 4.10 The Service Level Agreement refresh for Marketing Birmingham in 2011 should be shaped by these agreed priorities. It should also ensure that Marketing Birmingham has the capacity, capability and resources to deliver.
- 4.11 The City Council must also play its role in aligning (and pooling where appropriate) resources and priorities to support those agreed across the city. We would expect to see relevant departments responding to this agenda quickly. Firstly, the new SLA with Marketing Birmingham should be a corporate one, not aligned to only one directorate as it is currently. Furthermore, there are structural changes that need to be considered for the full scope of greater organisational efficiency and improved service delivery to be realised. To achieve the potential for budget savings and the attraction of private sector sponsorship, we must move beyond co-location of Marketing Birmingham and Locate in Birmingham to an alignment of the two organisations to create a closer synergy for investment, business and leisure marketing. This would involve a re-balancing of Marketing Birmingham's spend, which is currently focused on the visitor economy. Greater emphasis would need to be given to the investment side, and this should be reflected in the SLA and the City Council's allocation of funding to Marketing Birmingham.
- 4.12 This alignment should be extended to all areas of the City Council charged with the promotion of the city. Greater efficiency can be achieved if City Council communications work more closely with Marketing Birmingham to implement the agreed priorities. There are two ways in which greater clarity could be achieved:
- A more formal governance framework for partnership communications and marketing activities, bringing Marketing Birmingham, Leisure, Sport and Culture and PAC closer together, to work on specific campaigns and to agree an events strategy for the whole city not just City Council events; or
 - Increasing Marketing Birmingham's remit in this area by allocating more functions through the SLA, such as event promotion, including European and International events.



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- 4.13 Our preference is for the former option, with this formal partnership to build on the current informal partnerships, recognising the value of the different contributions. The key is to have clarity as to the respective roles to avoid duplication. There would need to be some detailed consideration here – a degree of control would need to be retained by the City Council, for example in terms of the requirement to increase visitor numbers to Council facilities. Equally, Marketing Birmingham’s focus should not be diluted.
- 4.14 There is important promotional work that the City Council undertakes that may not be identified as a priority by the mechanism described above, such as promoting local attractions (such as Sarehole Mill, Aston Hall etc). This should continue within that framework, and we would encourage the involvement of local community groups in that work.
- 4.15 Finally, the City Council must respond to this work by shaping its services to implement the agreed priorities. The priorities should be recognised in the Council Plan, ensuring that improvements are made in order to convince companies and public sector organisations to re-locate to Birmingham. These range from ensuring we have the right housing and educational opportunities to transport links and leisure and cultural attractions. Birmingham must have the ‘whole package’ if the city is to compete on a global scale.

Suggested Actions

1. That the Executive gives Marketing Birmingham the responsibility and freedom to create a consensus of approach as to what Birmingham’s strengths are and where investment should be focused to improve the profile of Birmingham. This should result in the agreement of high level principles to be used to develop a valued brand and set of marketing messages that can be used to promote the city. This should include key organisations such as the City Council, BIA and NEC Group, but also smaller bodies involved in regeneration, tourism and culture in the city and surrounding Local Authorities.
2. That the Executive gives Marketing Birmingham the responsibility and freedom to create a formal partnership to give guidance on the broad principles agreed in Suggested Action 1 to all organisations that contribute to improving the profile of Birmingham, and encourage all parties to align resources accordingly.



3. That the Executive report back to the Regeneration O&S Committee within the next service planning cycle on how City Council services are shaping their service objectives to implement the priorities agreed in Suggested Action 1 above. This should include (though not be restricted to) responses from Planning and Regeneration, Transportation Strategy, Housing, Education, Leisure, Sport and Culture and Public Affairs and Communications.
4. That the Cabinet Member for Regeneration undertakes a review of the roles and responsibilities of Marketing Birmingham and Locate in Birmingham with a view to aligning the two organisations and that the outcomes of this review are reported back to the Regeneration O&S Committee. As part of this, a re-balancing of Marketing Birmingham's spend should be considered to give greater emphasis to the inward investment side. This should be reflected in the SLA and the City Council's allocation of funding to Marketing Birmingham.
5. The Deputy Leader and Cabinet Member for Leisure, Sport and Culture ensures that there are clear and distinct lines of responsibility for PAC and Leisure, Sport and Culture marketing and communications with a view to forming a formal partnership with Marketing Birmingham to deliver marketing campaigns for City Council events and facilities, and international and national promotion of the city.
6. That Marketing Birmingham clearly sets out how they will accommodate these changes, and demonstrate that they have the capacity, capability and resources to meet the challenges.
7. That the Cabinet Member for Regeneration continues to work with Marketing Birmingham to ensure a world class visitors centre is opened at New Street Gateway and at Birmingham International Airport.
8. That the Cabinet Member for Leisure, Sport and Culture ensures promotional work undertaken by the City Council includes engagement with local groups as far as is appropriate.
9. That progress towards achievements of these Suggested Actions should be reported to the Regeneration O&S Committee in July 2010. The Committee will schedule subsequent progress reports thereafter.



Overview of Marketing Birmingham

Appendix 1: Evidence Received

Organisation	Names	Written	Verbal
AWM	Mick Laverty, Chief Executive [^]	√	
Tourism West Midlands	Brian Summers, Chairman		√
BIA	Paul Kehoe, Chief Executive [^]	√	
BCCI	Jerry Blackett, Chief Executive	√	√
Birmingham City Council	Clive Dutton, Acting Strategic Director – Development	√	
	Jack Glonek, Assistant Director, Investment, Enterprise and Employment, Development		√
	Mike Loftus, Locate in Birmingham Manager, Development		√
	Debra Davis, Director of Public Affairs and Communications	√	√
	Sharon Lea, Strategic Director of Environment and Culture Dawn Wise, Head of Commercial Operations, Environment and Culture	√	√
MARCHE	Hilary Hall, Chief Executive, MARCHE (Midland Association of Restaurants, Caterers, Hotels & Entertainment)	√	
Jewellery Quarter Regeneration Partnership	Andy Munro, Operations Director	√	
The NEC Group*	Paul Thandi, Chief Executive [^]	√	√
	Kathryn James, Managing Director, the NEC		√
	Phil Mead, Managing Director, Arenas		√
	Geoff Fenlon, General Manager, ICC		√
Visit England	James Berresford, Chief Executive	√	
Birmingham Science City	Dr Pam Waddell, Director	√	
Events Marketing Birmingham involved in	Brian Fuller, Chair – Host Organising Committee, Rotary International		√
	Judy Page, Hils court Education Officer, NASUWT	√	
Festivals	Lisa Meyer, Capsule: Supersonic Festival	√	
	Jim Simpson, Festival Director, Birmingham Int'l Jazz Festival	√	
	Dave Freak, Founder, Birmingham Comedy Festival	√	
	Katherine Flynn, Marketing & Press Manager, DanceXchange: International Dance Festival B'ham 2010	√	
Venues / Companies	Stuart Griffiths, Chief Executive, Hippodrome*	√	
	Dorothy Wilson, Chief Executive, MAC (Midlands Art Centre)	√	
	Jean Nicholson, General Manager, Birmingham Opera Co	√	
Business / Investment / Manufacturing	Ellen Spencer, Client Services Director, Wilson Advertising Associates (WAA)*	√	
	Stewart Gregory, Schneider Electric, Europe Operating Division, Divisional Director – Buildings*	√	
Universities / Further Education	Tracey Lancaster, Director of Corporate Relations, University of Birmingham*	√	
	Stewart Comfort, Director of Marketing, Aston University	√	

*Member of Marketing Birmingham Champions Programme

[^] Member of Marketing Birmingham Board



Appendix 2: Marketing Birmingham

A. Background

Marketing Birmingham's predecessor, Birmingham Marketing Partnership incorporating Birmingham Convention Bureau, was set up in 1982. Financed by both the public and private sector the partnership began promoting Birmingham and the region on the national and international stage.

In 2002 Marketing Birmingham was launched and continued to run the Birmingham Convention Bureau and deliver visitor services at a number of visitor centres around the city.

The City Council entered into a three year partnership agreement with Marketing Birmingham for the period 2005/06 – 2007/08 for the delivery of all business and leisure tourism services and destination marketing for the City Council, with an annual budget of £2 million. At the same time a Service Level Agreement (SLA) was drawn up with Marketing Birmingham which included a number of specific performance measures.

In January 2007 the City Council agreed to provide, in addition to the partnership agreement, an additional £2 million to Marketing Birmingham to attract major events to the City, thereby confirming a total grant of £4 million to Marketing Birmingham up to March 2008.

From April 2008 the City Council agreed to enter into a new three year partnership agreement with Marketing Birmingham incorporating the £2 million grant to attract major events within a total annual grant of £4 million up to March 2011 with a new SLA and new performance measures.

Marketing Birmingham's activity under the SLA is:

- Visitor Services – the Visitor Centre at the Rotunda, the Welcome Centre on New Street, the call centre and www.visitbirmingham.com;
- Birmingham Convention Bureau – event support and bookings etc;
- Membership – Champions programme and commercial membership;
- Quality in Birmingham;
- Marketing Campaigns;
- Media office;
- Research;
- Destination Management Partnership.

B. Campaigns and Projects

Visitor Economy

Marketing Birmingham aims to be the driving force behind the development and growth of the visitor economy and a key contributor to the enhancement of perceptions of the city.



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Between 2005 and 2008 Marketing Birmingham undertook a series of lifestyle marketing campaigns: **Visit UK 2008** (£386,000 from Advantage West Midlands (AWM), Centro and Cross Country), and **Visit International** (£200,000 from AWM). These focused on the city's varied leisure offering to develop the city's position/image and improve perceptions, thereby attracting more tourists (business and leisure).

Alongside this the local and regional business tourism marketplace was marketed in a separate campaign, with support from the NEC Group etc.

In 2008, as perceptions improved, these were combined into one leisure tourism campaign, named **Visit Birmingham**. The key objectives of this campaign are to increase the number of the visitors in the city, gain positive media coverage and drive traffic to www.visitbirmingham.com to enable potential visitors to discover more about the city.

As well as www.visitbirmingham.com Marketing Birmingham provides a range of services to visitors via the Visitor Centre at the Rotunda, the Welcome Centre on New Street and the call centre, to improve the city's sense of welcome, adding value to the visitors experience providing:

- Comprehensive visitor information including business directories, interactive maps and guides;
- Events calendar;
- Walking tours;
- Tickets for a wide range of theatre and concert venues;
- Free accommodation booking service (special rates available);
- Discounted tickets for attractions in and around Birmingham;
- National Express and Eurolines tickets, coach day trips;
- Quality gifts and souvenirs.

To further develop world-class visitor information systems and services Marketing Birmingham works with a number of partners across the city. Recent examples include 'Birmingham Know How', a training course aimed at developing the product knowledge and customer service skills of front line staff and Interconnect a cross cutting design framework to improve the quality of the city's streetscape and the user experience of Birmingham.

Events

The Birmingham Convention Bureau assists in bringing events to Birmingham or the region. Services include finding and booking the right venue and accommodation booking service and planning and organising social events. Their award-winning Event Support Package gives organisers full access to essential services including marketing and public relations support.

Meet 2008 campaign was launched to secure new major events and retain existing events. The campaign ran from February 2008 – April 2009, with a £322,000 budget funded by AWM.



As well as the campaign the creation of the major events subvention fund has enabled Marketing Birmingham to attract a number of major events, such as the party political conference and Rotary International, that deliver significant economic and media impact.

Marketing Birmingham has also contracted with Brand Events to run 'Taste of Birmingham' a food and drink festival that brings together the best restaurants in the city, for a period of three years. One witness told the Committee:

The 'Taste of Birmingham' event, managed by Marketing Birmingham, also proved to be very popular with our members. The 'Taste of Business' event provided major networking opportunities and enabled members to mix with businesses from all sectors in Birmingham.

Inward Investment

Marketing Birmingham in conjunction with the City Council undertook the Built for Business campaign. This was designed to coincide with the 2008 Conservative conference in October, and had a £400,000 budget, (funded by £200,000 European Regional Development Fund and matched with £200,000 from the City Council). The aim was to promote the city in London as a business location to key opinion formers, improve perceptions of the city as a business location, increase the propensity to invest and support wider investment targeting efforts.

Marketing Birmingham has been successful in obtaining AWM funding to deliver a region wide Birmingham Science City communication project. The project will communicate Birmingham Science City successes widely, creating and delivering a consistent message that demonstrates the contribution of science and technology to improve prosperity and quality of life in the city region, the West Midlands and the UK.

Marketing Birmingham is part of the central government relocation project team (working alongside City Council officers) to deliver a new marketing campaign aimed at positioning Birmingham as the natural choice for central government relocations.

Knowledge Economy

Marketing Birmingham launched the 'live and learn' campaign in partnership with the city's universities to optimise the promotion of the city's offering to students and prospective students, and establish the city as a magnet for youth. Running from September 2008 – March 2009 it had a budget of £427,000 funded by AWM, National Express, University of Birmingham, Aston University and Birmingham City University. One witness stated:

Although this campaign has not achieved as much as we had hoped in some respects, it has produced some good press, useful marketing collateral and a real partnership approach to promoting the city as a student destination. There have also been some unanticipated benefits relating to graduate retention initiatives, and we are working together on a Lonely Planet guide to Birmingham as a student city.



Overview of Marketing Birmingham

Table 1: KPI Results and Targets for 2007/08, 2008/09 and targets for 2009/10

Indicator	Measures	07/08 targets	07/08 results	08/09 targets	08/09 results	09/10 targets
Improve perceptions of Birmingham as a visitor destination	Annual perceptions survey by MRS recognised agency TNS	2 nd or 3 rd place	6 th	6 th	6 th	5 th
Improve business perceptions as a place to do business	Annual perceptions survey by MRS recognised agency TNS	2 nd or 3 rd place	2 nd	2 nd	2 nd	2 nd
Increase the number of visitors to Birmingham by 3% p.a.	Annual Economic Impact Survey by STEAM ¹²	31.0m	32.0m	32.0m	32.2m	33.0m
Increase the impact of leisure tourism to Birmingham by 3% p.a.	Annual Economic Impact Survey by STEAM	n/a	£4.4bn	£4.5bn	£4.6bn	£4.6bn
Increase the value of the events and conference sector by £25m per annum (Return of Investment (ROI) 12.5:1)	Calculated using the Visit Britain formula from their Delegate Expenditure Survey	n/a	n/a	£25m	£30.5m	£25m
Increase monitorable media coverage p.a.	Media coverage is monitored as part of each campaign. Calculated using PR industry accepted formula that calculates the PR value from the equivalent advertising value	£1m	£4.2m	£10m	£18.7m	£10.25m
Maintain commercial income at £2m p.a.	Marketing Birmingham accounting records and other like documents produced by Marketing Birmingham	£2m	£1.6m	£2m	£1.8m	£2m
The level of ROI in the marketing campaigns to be 15:1	Industry standard formula, principally determined by the annual change in visitor numbers	10:1	18:1	15:1	3:1	15:1
Increase the number of visitors to Birmingham visiting the Rotunda, Welcome Centre and Call Centre	Marketing Birmingham records, magic eye counters at 2 centres, call logs to call centre and brochure requests from website	286,000	605,814	644,385	666,987	708,824

¹² STEAM – Scarborough Tourism Economic Activity Model



Membership Programmes

Marketing Birmingham offers two types of membership: the Champions programme and Commercial membership. The Champions programme for major businesses and organisations works to create strategic platforms that can deliver the marketing objectives of the city and those of individual organisations via a dedicated accounts manager. Marketing Birmingham currently has forty six champions. Commercial membership is open to any business with an interest in tourism with members benefits including: exposure on visitbirmingham.com, access to primary research data and regular networking opportunities at workshops and briefings. Marketing Birmingham currently has 300 commercial members.

Other Projects

Marketing Birmingham was also appointed by the Department for Business, Innovation and Skills to lead on a pilot project aimed at providing support and advice to vulnerable workers working within the city's hospitality sector and encouraging employers within this sector to raise its standards to meet employment law regulations.

C. Key Performance Indicators

Marketing Birmingham has a set of key performance indicators (KPI) against which the City Council measures its performance. Table 1 provides details of the key performance indicators and results and targets for 2007/08, 2008/09 and targets for 2009/10.

Marketing Birmingham reported key successes between 2005 and 2009:

- 32.2 million visitors to Birmingham in 2008, generating £4.6 billion of economic impact;
- £37 million of media coverage;
- £5.5 million commercial income;
- Over 2.1 million visitors to the Visitors Centres;
- Successfully bid for Labour Party Conference, Conservative Party Conference & Rotary International Convention 2009;
- £74 million economic impact from major events;
- 12% improvement in city perceptions.

D: Funding

Marketing Birmingham has three significant sources of funding:

- Birmingham City Council: £4,746,000 (£4m Service Level Agreement, £0.5m Football partnership, £0.1m Interconnect and £0.146m Ministry of Justice (MOJ) Project);
- AWM: £2,244,000 (£1.077 Business Tourism, £0.6m Visit UK & overseas, £0.2m Live & Learn, £0.11m DMP infrastructure projects, £0.1m Taste sponsorship and £0.157m Science City (£0.75 over three years);



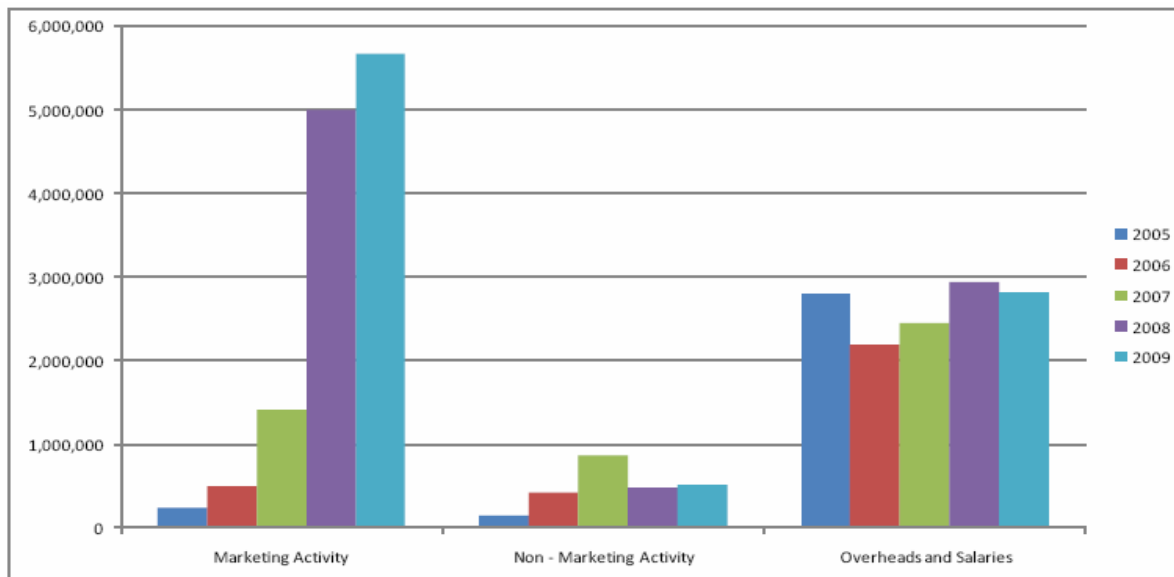
Overview of Marketing Birmingham

- The target for commercial income is £2m.¹³

Since the financial year 2005/06 Marketing Birmingham's annual budget has increased by £5.8 million to £8.9 million, with a 247% increase in public sector funding.

Figure 1 provides a breakdown of the marketing activity, non marketing activity and overheads and salaries from 2005 to 2009. As can be seen, the significant increase in funding has been channelled into increased marketing activities, with salary and overhead costs remaining at the same level. The increase in non marketing activities can be in part attributed to a number of research, infrastructure and place development projects. The slight increase in expenditure in 2007 can be accredited to the delivery of the e-commerce transformation strategy and subsequent upgrade of hardware.

Figure 1: A breakdown of the marketing activity, non marketing activity and overheads and salaries from 2005 to 2009



In the last three years, Marketing Birmingham matched the City Council funding pound for pound with private sector and other public sector funding. Table 2 details the breakdown of funding from the City Council, other public organisations and commercial income 2006 to 2009.

E: Partnership Working

Marketing Birmingham works with a number of national, regional and local bodies to support Birmingham's tourism sector and wider economy (Table 3).

¹³ Figures provided by Marketing Birmingham on 6th October 2009



Table 2: Breakdown of Funding from the City Council, other Public Organisations and Commercial Income from 2006 - 2009

	2009	2008	2007	2006	Total
	£	£	£	£	£
Birmingham City Council	4.1	2.5	2	2.5	11.1
Other Public	3	2.4	1	0	5.5
Commercial Income	1.4	1.8	1.4	1.1	5.7

Resourcing the Business Plan, Marketing Birmingham 2009

Table 3: Partnership Working

National Level

Department for Culture Media and Sport (DCMS)	DCMS aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence, and to champion the tourism, creative and leisure industries. Marketing Birmingham, in partnership with Visit Britain, shapes and influences policy at national level for the Visitor Economy.
Department for Business Innovation and Skills (BIS) (formerly BERR)	BIS' central purpose is to help ensure business success in this increasingly competitive world and at a time when British business is facing tough challenges. The department's focus is on raising and sustaining the UK's economic performance, nationally and in the regions, to create the jobs, wealth and ideas which support a healthy economy and social wellbeing. Marketing Birmingham managed a project, funded by BIS, to raise employment standards in the hospitality industry. Furthermore, the organisation provides data and intelligence from a local and regional perspective on economic and cultural trends and activity.
Visit Britain	Britain's national tourism agency, responsible for marketing Britain worldwide and developing its visitor economy. Marketing Birmingham works alongside Visit Britain to influence Government policy and decision making affecting the visitor economy.
Visit England	England's national tourism agency, responsible for marketing England in Europe, for both leisure and business tourism purposes, and developing the quality of the visitor offer. Marketing Birmingham works alongside Visit England on joint marketing projects and assists with the development of bids for international events where national agency endorsement is required.
UK Tourism Information Centres Forum	A nationwide forum of Tourist Information Centres (TIC) designed to improve TIC activities and share best practice. The group contributes to national policy setting and consequently provides another channel for Marketing Birmingham to influence national level decision making.
Tourism Management Institute	A professional association for the development of destination management activities in the UK. Membership of TMI provides Marketing Birmingham with the opportunity to showcase the innovative practices taking place in Birmingham.



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Regional Level	
Advantage West Midlands (AWM) / Tourism West Midlands (TWM)	AWM's role is to lead on the sustainable development of the West Midlands' economy and consequently has strategic responsibility for tourism in the region. The role of tourism partners is outlined in the Visitor Economy Strategy and the TWM board has been established to guide the delivery of the strategy. The Chief Executive of Marketing Birmingham has a seat on this board and plays an influential role in the strategic direction of the region's visitor economy.
Regional research group	Coordinated by AWM, the regional research group provides data and intelligence on the performance of the visitor economy. Marketing Birmingham is an active member of this group and has been closely involved with the appointment of a variety of consultants to monitor the sector's performance.
Regional marketing group	Fully funded by AWM, its role is to lead on the development and implementation of the Regional Marketing Strategic Framework. The overall objective is to align all regional marketing activity behind a single powerful voice for the region. Marketing Birmingham plays an active role as a member of this group, advising on the strategic direction of the marketing of the visitor economy.
West Midlands Conferences & Exhibitions Steering Group	Fully funded by AWM, the group's role is to manage a coordinated development and marketing programme aimed at increasing the economic impact of business tourism in Birmingham and the West Midlands. Marketing Birmingham chairs the steering group and oversees the management and delivery of the overall programme.
Local Level	
Birmingham City Centre Partnership (BCCP)	The Partnership Board is an independent strategic body whose role is to create a world class city centre for Birmingham. Marketing Birmingham works closely with BCCP on a range of projects aimed at promoting the city's retail offer and annual events, such as the Frankfurt Christmas Market. Future projects will include the development of a city information system.
Birmingham Heritage Forum	A voluntary association whose objective it is to promote the heritage of Birmingham. Marketing Birmingham attends meetings of the forum and provides support by linking the activities of the forum into the wider Birmingham place marketing activities.
Birmingham Science City Communication Steering Group	Birmingham Science City is a national designation, by Central Government, to enhance the prosperity and quality of life of people across the region, and offers the challenge to further develop and amplify these strengths through the exploitation of science and technology. The steering group manages the communications work for Science City, reporting to the Science City Partnership Board. This group has overseen the submission of a funding bid to AWM which Marketing Birmingham will manage, if successful.
British Association Festival of Science	One of Europe's largest science festivals, the event will be held in Birmingham every four years starting in 2010. Marketing Birmingham is a member of the steering group responsible for coordinating the event and ensuring it is linked into the city's other science agendas, as dictated by Science City. The organisation will also assist with developing the overall look and feel of the festival and delivering its marketing and communications plan.



Graduates into Employment Committee	A committee of individuals from local private and public sector organisations that aims to encourage the retention of Birmingham graduates in the local job market. Marketing Birmingham is an active member of the committee and provides further support through the delivery of the 'Live and Learn' campaign which optimises the promotion of Birmingham's offering to prospective students and acts to retain graduates in the city.
Executive board of Digital Birmingham	A city-wide partnership designed to encourage people, business and communities to gain the benefits of digital technologies. Initially set up by the City Council and BT, it now has many leading national and regional partners on board including the BBC, Birmingham Post & Mail and Birmingham Chamber of Commerce and Industry. Marketing Birmingham's digital strategy is being delivered in direct support of the board's objectives.
Retail Birmingham	A partnership of retailers, residents and public sector agencies in Birmingham city centre whose remit is to increase the economic impact of Birmingham's retail sector. Marketing Birmingham has supported the partnership with the delivery of its marketing strategy and specific campaigns aimed at promoting the city's retail offer.
2012 Committee	Set up to champion Birmingham's involvement in the delivery of the 2012 Olympic and Paralympic Games. Marketing Birmingham provides PR and Marketing support.
Broad Street Business Improvement District (BID)	A partnership of businesses in Broad Street whose remit is to provide a safer and more customer friendly environment with cleaner and better maintained streets. The BID is a member of the 'Team Birmingham' approach to the delivery of major events in the city centre and worked closely with Marketing Birmingham on the coordination of the Conservative Party Conference.
Colmore Business Improvement District (BID)	A partnership of businesses centred around Colmore Row. The BID is focused on creating a clear identity for the area and improving the environment for everyone who lives and works in the business district. Marketing Birmingham is assisting in the delivery of two objectives: Accessible and Connected (e.g. signage, maps and digital guiding) and Branded and Promoted (e.g. securing investment and recruitment).
Birmingham Economic Development Partnership (BEDP)	BEDP is responsible for leading the economic regeneration of Birmingham. The Chief Executive of Marketing Birmingham is a member of this partnership and provides input into the development of its strategy. The Director of Policy is a member of the sub group Business Enterprise, Investment and Innovation
Birmingham Cultural Partnership	Taking its direction from the Birmingham Cultural Strategy, the Partnership is responsible for promoting and championing culture within the city. Marketing Birmingham is the lead partner overseeing the development and management of an action plan to 'improve perceptions of Birmingham as a cultural capital'.
Major Events Forum	Coordinated by Birmingham City Council, the forum submits bids to host events in the city, including the 2018 World Cup, and coordinates its delivery. Marketing Birmingham is a member of the forum and provides financial support through its major events fund.
Local Centres Partnership Group – previously known as the Town Centres Strategic Group	Consisting of representatives from each local centre this group's remit is to develop the economic wellbeing of the local centres and maximise the opportunities generated by the development of the city centre. Marketing Birmingham has developed a marketing plan for the local centres and will be working with the strategic group, and Councillor Summerfield, to consider options for how this plan can be delivered.



Appendix 3: Locate in Birmingham

Locate in Birmingham is the City Council's inward investment service. It is part of the Investment, Enterprise and Employment Division situated within the Development Directorate within the City Council, and is under the remit of the Cabinet Member for Regeneration.

Locate in Birmingham assist companies looking to relocate to the city, or those already based here who have expansion plans. They provide a single point of contact giving direct access to an extensive network of skills, knowledge and assistance – one call to Locate in Birmingham will secure a streamlined, co-ordinated response to enquiries. Services are driven entirely by client requirements and are independent and free of charge¹⁴. This work has led to, on average, the creation of 750 jobs in the city per year.

Each investor is allocated a dedicated project officer who acts as a guide to locating in the city, providing a tailored package of information on property, human resource solutions and financial assistance for investment projects.

Also, if appropriate, introductions can be made to relevant organisations and government bodies such as the Government Office for the West Midlands (GOWM) and Advantage West Midlands (AWM).

Locate in Birmingham also support inward investors once they are based in the city by providing an aftercare service, the Business Relationship Programme, aimed at supporting continued development of significant inward investing companies in the city.

Funding for Locate in Birmingham is just under £1 million, including £570,000 for payroll and organisation costs from the City Council's Regeneration Portfolio budget.

Locate in Birmingham work closely with a range of partners on a range of programmes to attract investment to the city. Work includes sponsorship or attendance at national and international networking events and conferences. This contributed towards the success of attracting Deutsche Bank to locate in the city, with the creation of 600 new jobs and, before the economic downturn, to attract two other major investment banks to place Birmingham on their shortlist and to visit the city on a major inspection visit.

Also, Locate in Birmingham are stepping up the campaign to ensure that the city remains a preferred destination for the relocation of government departments and agencies, working with Capita Symonds and Marketing Birmingham and leading developers in the city with the Ministry of Justice enquiry.

¹⁴ <http://www.locatebirmingham.com/>



Appendix 4: Public Affairs and Communications (PAC)

Most of the City Council's communication activities are managed and delivered within individual directorate or service areas, with a small corporate team providing support and advice on an ad-hoc or reactive basis.

The corporate communications service includes:

- News management;
- Marketing / PR;
- Communications / Publications;
- Design.

All communications officers market and promote the city in a variety of ways – through their respective web pages, traditional print and online publications, events and campaigns.

The City Council's Public Affairs and Communications Division has a net expenditure of £2,794 million¹⁵:

- Communications: £2.5 million expenditure and £526,000 revenue;
- Regional, European and International Division (REID): £966,000 and £110,000 revenue.

PAC is made up of five teams reporting to the corporate Director of Public Affairs and Communications in the Chief Executive's Directorate:

- Corporate Media Team;
- Corporate Graphic Design Team;
- Corporate Marketing & Promotions Team;
- Corporate Publications Team;
- Regional, European and International Division (REID).

There are a total of 29 roles in corporate communications with 8 vacancies. REID is within the Leader's portfolio, with the rest being within the Deputy Leader's portfolio.

Of the £2,794 million net expenditure for Public Affairs and Communications:

- Communications: £2.5million expenditure / £0.562k revenue;
- REID: £966k expenditure / £110k revenue.

Corporate Media Team

The Corporate Media team is responsible for managing the news for the City Council and works closely with all departments within the City Council to ensure the council message is effectively communicated.

¹⁵ This does not include the budget held in the Directorates for Directorate Communications



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- The team is currently made up of a Head of News plus six press officers, two vacancies and one press assistant.
- The Media Team (Press Office) is responsible for managing the authority's relationship with the media, providing news and information on the City Council's services and offering professional advice and support on all media issues.
- Respond quickly to local and national events and ensure a round-the-clock, efficient, accurate, responsive service to journalists and broadcasters.

The Corporate Design Team

The Corporate Design team offers a full graphic design service as requested. They handle any project, and offer creative and design advice on how to effectively, and efficiently, promote services within the City Council. The team is made up of a design manager, senior designer and designer.

Services include:

- Corporate identity management and brand control;
- City dressing (roadside posters, planter boards, street dressing);
- Graphic and exhibition design;
- Event design and promotion;
- Campaign concept and promotion;
- Web design and support;
- Film creation/animation/art direction/film direction;
- Photography/picture sourcing and photo library management;
- Interior design and signage.

The Corporate Publications Team

The Corporate Publications Team is responsible for the writing, design and production of a wide range of publications. Offering a copywriting and design service and oversee work through all stages of production and working with colleagues on large-scale citywide campaigns.

The team is made up of 1.5 copywriters, one production coordinator and one part-time designer, with 1.5 vacancies at the time of writing.

The Corporate Marketing and Promotions Team

The Corporate Marketing and Promotions team is responsible for promoting citywide campaigns, events and council services and are also responsible for promoting the City Council brand across the city. The team provides a complete in-house PR service, including marketing, corporate event and campaign promotion, project management, co-ordinating corporate sponsorship opportunities and managing city dressing. They provide assistance in carrying out promotional campaigns as required.



City Dressing: the team generates income and co-ordinates the 'dressing' of the city, from the 'festival feel' of street bunting to main arterial route bridge banners. They also control 420 city information sites throughout the city.

Sponsorship: They are responsible for co-ordinating and assisting in the completion of sponsorship bids, and for making presentations to external agencies for events and activities that would benefit from sponsorship income. They work with the NEC Group and Marketing Birmingham, ensuring that the City Council's image is promoted at these events and, where possible, that a dressing package is negotiated.

The team is made up of a Marketing and Communications manager, two marketing and promotions officers and one social media officer. There are two vacancies.

Regional, European and International Division (REID)

The Regional, European and International Division leads for the City Council on:

- City Region and Core Cities policy and implementation;
- European funding and policy;
- International affairs.

Regional: the regional team leads on the City Council's strategic relations with regional bodies. This includes working with the City Region of Birmingham, Coventry and Black Country partnership. REID is home to the City Region's secretariat. The regional team also works closely with the Core Cities group.¹⁶

REID is also responsible for the City Council's engagement in the city's London office, Birmingham W1. The office represents Birmingham's political and business interests to Government, think tanks and the business sector based in the capital.

European: REID's European team provides advice and guidance to City Council departments and external partners on all matters relating to EU funding and policy. The European team has expertise in European Regional Development Fund (ERDF), European Social Fund (ESF), and EU transnational funding programmes.

The team also leads the City Council's engagement in European networks such as Eurocities to influence EU policy development as well as learn from cities across Europe.

REID is also home to the Innovation, Transnationality and Mainstreaming (ITM) Unit of the European Social Fund. This national function is contracted to REID from the Department for Work and Pensions (DWP). The dedicated unit supports projects across England to share knowledge and experience in tackling common employment and skills problems.

International: REID's international work increasingly focuses on key geographical areas and is moving away from solely working with established partner cities. These newer areas are China, South East Asia,

¹⁶ A network of England's major regional cities made up of Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield



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North America and, most recently, the Middle East. The focus of work with these regions is on forging closer business and educational links. Supporting flagship partner city projects such as the Frankfurt Christmas Market are also part of the team's role.

The international team also works closely with other departments within the City Council and external partners to contribute to the ongoing internationalisation of Birmingham as a 'Global City with a Local Heart'.

The team is made up of an Acting Head of REID, 11 full time equivalent posts (FTE) in international (with four vacancies), 8.5 FTE National and Regional (with two vacant posts) and the ITM team of 3 FTE.

In addition to the PAC team, there are five other communications teams in directorates plus Design and Print. All five teams plus Design and Print have graphic designers.

The PAC Review

The objective of the Public Affairs & Communications review is to challenge the current operations of communication and communications structure and to introduce a radically different way in which the City Council delivers its public affairs, communications and creative services. It is important to shift away from reactive communications to build a strong coordinated internal and external campaign approach based on research, what our communities tell us and objectives that achieve a measurable impact (outcomes) on residents, and to influence or change their perception, attitudes or behaviors that supports key City Council objectives.

The new challenge for local authorities is place shaping which requires the local authority, various agencies, partners and groups to work together to address local problems and challenges in a co-ordinated way. This challenge needs to be supported by strong City Council communicators who can make a difference and be able to support Local Area Agreements (LAA) working more closely with partners – Be Birmingham, Marketing Birmingham and a range of others in the business and academic sectors.

The proposed new organisation for Public Affairs and Communications will:

- Introduce a campaign planning, delivery and reporting cycle that seeks approval from the City Council leadership as part of the annual business and financial planning process;
- Introduce a strategic communications and campaign planning model that will deliver a more effective and planned communications function within Birmingham City Council;
- Place a greater emphasis on social marketing based on research, clear objectives, clear target audiences, greater coordination, control and execution of campaigns (including media) and feedback;
- Integrate communications across the organisation to make them more effective and accessible to all business areas within the City Council;
- Deliver a comprehensive and integrated approach to media management that uses all available channels: news management, social media, print and broadcast;



- Contribute to the City Council's efficiency agenda by generating income through creative services and managing advertising assets and by streamlining structures, reducing duplication and leveraging communications opportunities more corporately and with partners.

Proposal and Efficiency Targets

A reorganised Public Affairs and Strategic Communications directorate will deliver a comprehensive and integrated approach to news management, strategic communications and campaign planning that includes directorates' campaign teams, one-stop-shop for creative services and brand management and a commercial stream to generate revenue from creative services and advertising assets.

The PAC Review has identified £650k efficiencies in the restructure itself and estimates £2m revenue by managing advertising assets corporately.

This reorganisation aims to strengthen the City Council communications capacity to work more cost-effectively with partners.



Appendix 5: Core Cities

Marketing Birmingham provided the committee with information on six core cities they benchmark against. These differ from the core cities the City Council usually benchmark against – Bristol, Nottingham and Sheffield have been omitted and Cardiff has been included. Tables 4 and 5 contain budget and visitor data for the cities.

Table 4 details comparison information regarding visitor numbers and expenditure for six cities:

Table 4: Comparison of Visitor Numbers and Expenditure

City	Number of Visitors 2007	Visitor Expenditure 2007 £
Birmingham	32 million	4.5 billion
Leeds	12.3 million	793 million
Liverpool	20.6 million	770 million
Manchester	23.7 million	1.8 billion
Cardiff	12.1 million	563.6 million
Newcastle	19.5 million	1.2 billion

Table 5 details budget comparisons, spend per visitor and spend per resident for the six cities for 2008/09.

Table 5: Comparison of Core Cities Budgets for 2008/09

City	Annual budget £	Spend per visitor £	Spend per resident ¹⁷ £
Birmingham	8.46 million	0.26	8.66
Leeds	4.80 million	0.39	6.71
Liverpool	7.18 million ¹⁸	0.35	16.34
Manchester	6.00 million	0.25	15.27
Cardiff	0.92 million	0.08	3.01
Newcastle	3.47 million	0.18	13.37

As part of Marketing Birmingham's annual perception survey 1,000 UK based consumers are given statements about Birmingham and asked whether they agree or disagree. During this consumers also benchmark Birmingham against six other core cities as a 'place to visit; and a 'place to do business'. The majority of these cities saw their perception scores for these two measures drop in 2009.

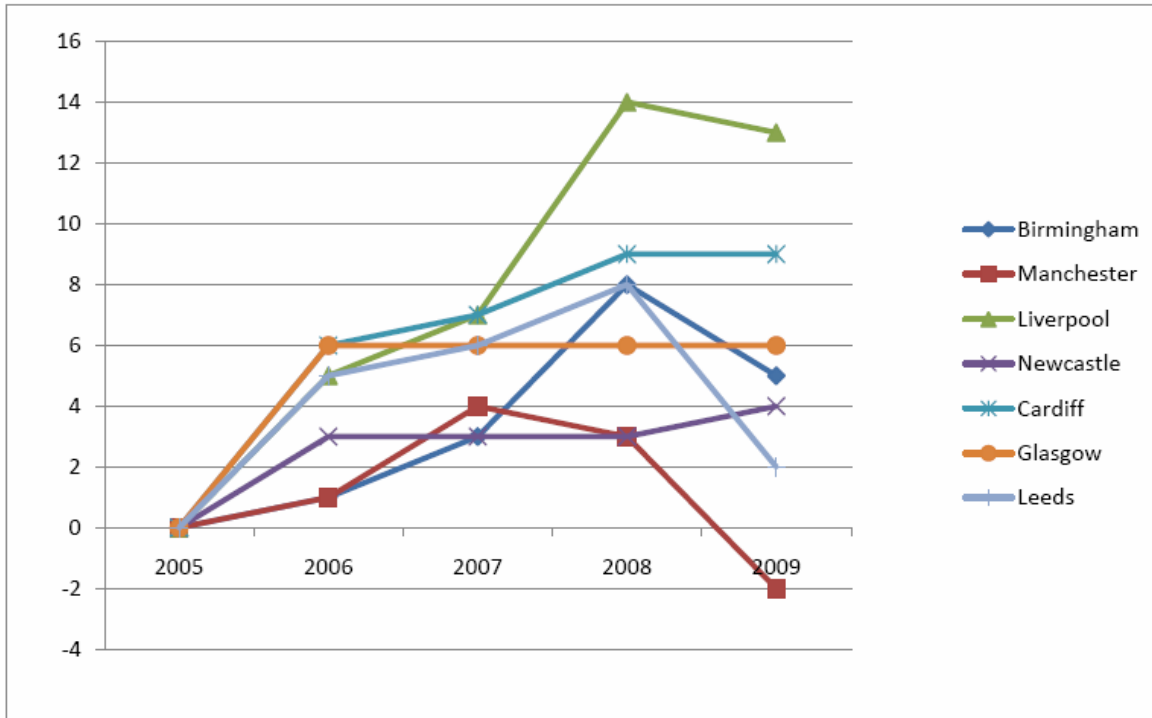
The 2005 results for 'place to visit' were benchmarked at zero and subsequent annual percentage change mapped over the following four years. The results show that Liverpool's perception change was the greatest, a result of the extensive media coverage the city received as Capital of Culture in 2008. Glasgow's growth was consistent with Birmingham's whilst Newcastle and Leeds experienced slower growth. Conversely, Manchester saw a decrease between 2007 and 2009.

¹⁷ Using 2001 Population Census information

¹⁸ Includes Tourism, Inward Investment and Economic Development Activity

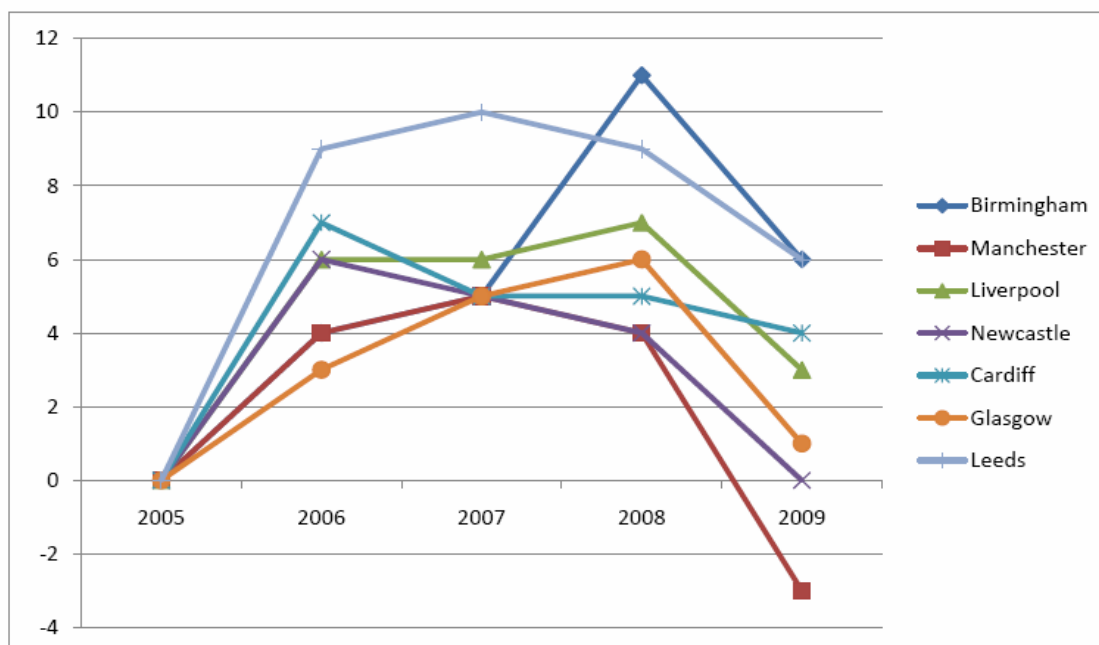


Figure 2: Comparison of Core Cities as a 'Place to Visit'



In addition, the 2005 results for 'place to do business' were benchmarked at zero, and subsequent annual percentage change mapped over the following four years. The results show that Birmingham and Leeds perception change was the greatest. Cardiff, Liverpool and Glasgow experienced slower growth, whilst Newcastle's results showed zero growth. Manchester experienced a decrease between 2007 and 2009.

Figure 3: Comparison of Core Cities as a 'Place to do Business'





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Table 6: Summary of Comparisons of Core Cities

Place to visit	Birmingham	Manchester	Liverpool	Newcastle	Cardiff	Glasgow	Leeds
2005	41	59	46	51	46	49	41
2006	42	60	51	54	52	55	46
2007	44	63	53	54	53	55	47
2008	49	62	60	54	55	55	49
2009	46	57	59	55	55	55	43
% Shift	+12	-3	+28	+8	+19	+12	+5

Place to do business	Birmingham	Manchester	Liverpool	Newcastle	Cardiff	Glasgow	Leeds
2005	47	60	46	45	40	46	41
2006	51	64	52	51	47	49	50
2007	52	65	52	50	45	51	51
2008	58	64	53	49	45	52	50
2009	53	57	49	45	44	47	47
% Shift	+13	-5	+6	0	+10	+2	+15

*Respondents were asked whether the cities were a 'good place to visit; and a 'good place to do business'.

To build on the comparison information provided by Marketing Birmingham further information on how the core cities¹⁹ manage their tourism, marketing and inward investment services was also sought (Table 7).

¹⁹ Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield



Table 7: Core City Comparisons for Tourism, Marketing and Inward Investment Services

Core City	Destination Management Partnerships / City Development Companies / Inward Investment Services	Core Activities
Birmingham (Tourism)	Marketing Birmingham is the Destination Management Partnership (DMP) providing services on behalf of Birmingham City Council and Advantage West Midlands, the Regional Development Agency (RDA). This is a public private sector partnership. Marketing Birmingham has sixty full time employees (FTE) across three directorates and is a company limited by guarantee.	<ul style="list-style-type: none"> • Place marketing campaigns; • Visitor services; • Major events; • Place development; • Local industry support (membership programmes).
Birmingham (Inward Investment)	Locate in Birmingham is within the Development Directorate, Birmingham City Council employing seventeen FTE.	<ul style="list-style-type: none"> • Inward investment services.
Bristol (Tourism)	<p>Destination Bristol is a public private sector partnership providing services on behalf of 2 Local Authorities (LA's) (Bristol City Council and South Gloucestershire) and the South West RDA.</p> <p>Staff team currently numbers about thirty although this varies according to the time of year.</p>	<ul style="list-style-type: none"> • The Destination Management Organisation (DMO) for Bristol & South Gloucestershire - delivers tourism development and marketing programmes; • City Centre Management & Business Improvement Districts (BIDs); • Workforce development and business excellence contracts on behalf of the RDA across the whole south west region.
Bristol (Inward Investment)	<p>West of England Partnership is the city region partnership for Bristol. It consists of four unitary authorities (Bath and North East Somerset, Bristol, North Somerset, and South Gloucestershire) and a range of social, economic and environmental partners. Employs nineteen FTE which includes three staff for inward investment for the city region.</p> <p>Invest in Bristol is a service provided by Bristol City Council's Economic Development Team.</p>	<ul style="list-style-type: none"> • Transport, planning, waste, appropriate housing supply, economic competitiveness and inclusion, and culture. • Invest West which offers relocation and investor services in the Bath, Bristol and West of England area.
Leeds (Tourism)	Visit Leeds and Conference Leeds are both services provided by Leeds City Council.	<ul style="list-style-type: none"> • Responsible for the main tourism promotion and conference bureau service respectively.



Core City	Destination Management Partnerships / City Development Companies / Inward Investment Services	Core Activities
Leeds (Inward Investment & Tourism)	<p>Marketing Leeds – a public private partnership and destination marketing agency focusing on students, residents, business and inward investment. It is a company limited by guarantee with two shareholders Leeds City Council and Leeds Chamber of Commerce representing the broader business community.</p> <p>Marketing Leeds is funded from three main sources, the Champions Initiative, Yorkshire Forward (RDA) and Leeds City Council and employs eight FTE.</p>	<ul style="list-style-type: none"> • Provide a leadership role for the city's destination marketing; • Co-ordinate an integrated communications strategy, promoting Leeds as a first-choice destination; • Marketing and promotional campaigns to attract visitors, encourage creativity, engage local communities and deliver real economic impact; • Secure and co-ordinate commitment, support and creative collaboration from key business sectors in the city.
Inward Investment	<p>Locate in Leeds is the City Council's inward investment service for the city of Leeds. The core inward investment team has five staff and receives some support from three administration staff.</p>	<ul style="list-style-type: none"> • Inward investment services.
Liverpool (Tourism)	<p>The Mersey Partnership (TMP) is the city region partnership, and marketing agency and official tourist board for Liverpool's city region (comprising six LA's: Liverpool, Halton, Knowsley, Sefton, St Helens and Wirral).</p>	<ul style="list-style-type: none"> • Tourism; • Economic development; • Inward investment.
Liverpool (Inward Investment)	<p>Liverpool Vision is the Economic Development Company for Liverpool charged with the city's physical and economic regeneration. It has a lead role in working with public and private sector partners to accelerate inward investment to the city. It is a company limited by guarantee and has three members: Liverpool City Council, the Northwest Regional Development Agency (NWDA) and the Housing and Communities Agency (HCA).</p>	<ul style="list-style-type: none"> • Development and infrastructure – including city centre • Investment and enterprise - providing direct involvement in projects either by providing a service directly or providing grant support to business; <p>Inward Investment Support: Working primarily with TMP (and NWDA) to provide support to the inward investment marketing programme.</p>
Manchester (Tourism)	<p>Marketing Manchester is the agency responsible for promoting Manchester. Visit Manchester is a division of Marketing Manchester and houses all of the tourist board functions: tourism development; business tourism; leisure tourism and visitor services on behalf of the ten LA's (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan).</p>	<ul style="list-style-type: none"> • Provide strategic leadership to the tourism industry within the city-region; • Promote Manchester; • Provide visitor services.
Manchester (Inward Investment)	<p>Manchester Investment Development Agency Services (MIDAS) is Manchester's inward investment agency, with a strategic aim to secure significant levels of new investment and employment for the city region.</p> <p>MIDAS is a company limited by guarantee with the ten Greater Manchester LA's being members.</p>	<ul style="list-style-type: none"> • Inward investment services.



Core City	Destination Management Partnerships / City Development Companies / Inward Investment Services	Core Activities
	<p>The Business Investment and Development Team, part of the Economic and Urban Policy Group, within Manchester City Council helps co-ordinate services across the city of Manchester to help meet needs of businesses and organisations wishing to locate/invest in Manchester. Currently has 4 staff in service development and delivery for inward investment and business support /start-up enquiries. The Regeneration Division is undergoing re-organisation.</p>	<ul style="list-style-type: none"> • Developing and co-ordinating enterprise support; • Helps create the conditions to ensure Manchester continues to be a prime business and investment location; • Undertakes commercial property searches; • Develops and promotes local business friendly practices across the Council and public sector agencies.
<p>Newcastle (Tourism)</p>	<p>Newcastle Gateshead Initiative (NGI) is the destination marketing agency for two LA's (Newcastle and Gateshead).</p>	<ul style="list-style-type: none"> • Destination Management - visitor services; • Marketing Campaigns; • Devise, develop & deliver programme of festivals/events.
<p>Newcastle (Inward Investment)</p>	<p>The Tyne and Wear Development Company is the business development agency, which acts on behalf of the five local authorities of Tyne and Wear (Gateshead, Newcastle, North Tyneside, South Tyneside and Sunderland).</p>	<ul style="list-style-type: none"> • To attract businesses to locate in Tyne and Wear; • To provide experienced support to existing local investors; • To work with partner organisations in activities which offer sub-regional benefits.
	<p>Invest in Newcastle is Newcastle City Councils inward investment function within the Regeneration Directorate.</p>	<ul style="list-style-type: none"> • Inward investment services.
<p>Nottingham (Tourism)</p>	<p>Experience Nottinghamshire is the county's official DMP funded by: East Midlands Tourism, constituent LA's of Nottinghamshire (9 LA's), Greater Nottingham Partnership (Sub-regional Strategic Partnership), East Midlands Development Agency and the Government Office for the East Midlands.</p>	<p>The core purpose of Experience Nottinghamshire is place marketing. There are two operating programmes for:</p> <ul style="list-style-type: none"> • Tourism; • Image and branding.
<p>Nottingham (Inward Investment)</p>	<p>Invest in Nottingham is Nottingham City Council's inward investment agency for Nottingham situated within the Economic Development Team. Employs seven staff (full time equivalent).</p>	<ul style="list-style-type: none"> • Inward investment services.
<p>Sheffield (Tourism)</p>	<p>Yorkshire South Tourism (YST) is the DMP for South Yorkshire (Barnsley, Doncaster, Rotherham and Sheffield). Employs approximately eight staff.</p>	<ul style="list-style-type: none"> • Business tourism and domestic leisure tourism; • Engagement and skills; • Event support.
<p>Sheffield (Inward Investment)</p>	<p>Creative Sheffield is the City Development Company and leads on the strategic marketing function for the city image and brand Sheffield.</p> <p>It is a company limited by guarantee and employs approximately forty two staff.</p>	<ul style="list-style-type: none"> • To be the lead marketing agency for Sheffield; • Investment in attracting quality inward investment to city; • To developing the city's physical infrastructure; • To develop initiatives that will promote the growth of the city's scientific, creative and cultural knowledge base.