

PLACEMATTERS

Capability Statement

Place Matters Ltd (trading as Placematters) was established in 2012. The company's services are focussed on place-making and place and destination brand strategy as a major contributor to successful place-making.

Successful place-making involves thinking through the offer that the place will provide to the market – investors, developers, occupiers and consumers - and the type of experience that they will have there.

Place brand strategy helps developers, towns and cities create places that work – places that become destinations in their own right, places that people want to spend time and money in, places that attract occupiers, with development that is right for the location, that enhances and adds value to the place; and which is profitable.

We are a niche consultancy that works globally for developers, property managers, local authorities, central government agencies and a variety of place development partnerships. We have worked on the development of new settlements, complex mixed-use developments in towns and cities, “experience retail” developments, town centre and high street regeneration, tourism and cultural developments. We are collegiate in our way of working, often involving other professionals in our projects such as architects, landscape architects, master-planners, development consultants, market researchers, marketers, PR agencies and designers, depending on the needs of our clients and the requirements of their projects.

Our Managing Director (Malcolm Allan) and Associates have experience of developing brand strategies for individual developments, waterfront developments, mixed-use developments, green districts, shopping centres, high streets, city centres, sports and leisure facilities, eco-tourism resorts, hotel resorts, education and learning facilities, entire cities and countries.

Principal Services

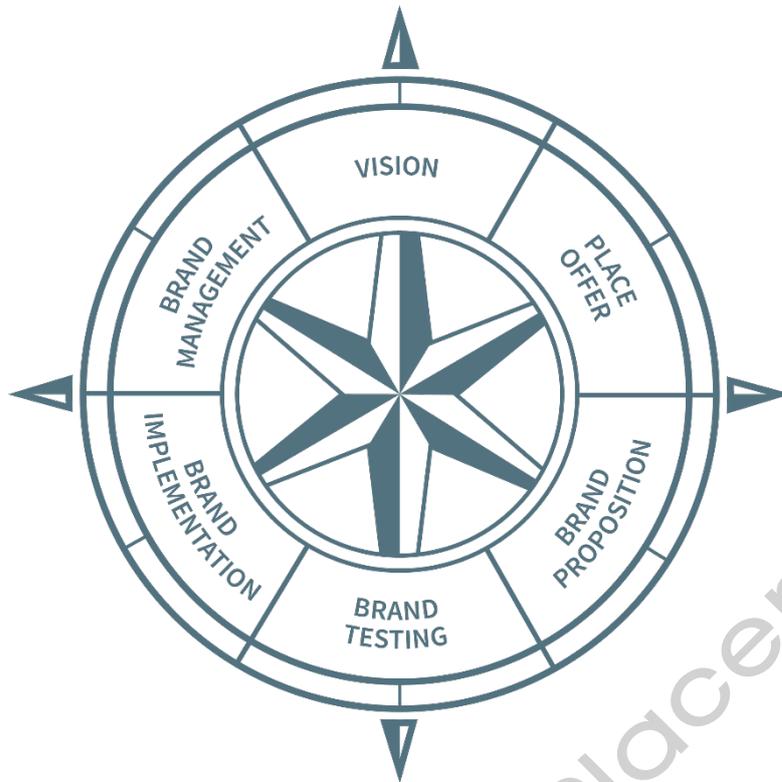
Place branding as we practice it is not about the design of a logo or the words of a tag line. It is about being strategic and having clarity on the purpose of the place, the functions it performs, the services it offers to occupiers – businesses and organisations, consumers – workers, learners, residents and visitors, and the experience they will have when they are there. We enable places to create a distinctive identity and to build their reputation. We enable them to attract people, business and investment.

Strategic Consultancy

Place and Destination Brand strategy

Using our proprietary tools - The Place Matters Destination Audit and the Place Brand Compass (illustrated below) - we enable our clients to envision and plan the kind of place that they want to create, to specify in detail the offer it will have, to describe clearly the experience people will have there, to test the brand in the market

with target audiences and to be clear on the key messages about the place that will inform their marketing strategy and communications.



The core outputs from this process are:

- The formation of a **Place Brand Partnership** of key stakeholders, or a **Professional Team**, who will create and realise the vision and strategy.
- An agreed **Vision Statement** on what kind of place you want to create.
- A **Place Brand Strategy that will realise the vision**.
- An **Experience Masterplan** to implement the agreed strategy.
- A **Marketing Strategy** to communicate the vision, strategy and plan to target audiences.
- A **Place Brand Map** of your place – a graphic/spatial representation of the offer and experience that your place is planning.
- **Your Story** – the story you will tell about the offer and experience of your place over time as its offer and experience improves, develops and evolves.

Experience Masterplanning

One of the major elements of our brand strategy development process is what we call an “Experience Masterplan”. This is a comprehensive explanation of the proposal for the future development of the place which acts as a detailed brief for spatial masterplanners and architects to develop more detailed proposals for the layout and buildings of the desired place. Our experience masterplans detail the major attractors in the offer of the place, their support services, their market audiences, how they will be funded, developed and managed, and how they will be marketed.

Spatial masterplanners and architects we have worked with in this way have stated that these plans enable them to design places that work which truly reflect the brand strategy.

Place Marketing Strategy and Communications Plans

As with product brand strategies, place and destination brand strategies need to be communicated to target market audiences through clear, inspiring and memorable messages (your stories) that describe the offer and, more importantly, the experience of being there. Marketers call this “experiential marketing”. As part of a comprehensive brand implementation plan we can devise a comprehensive experiential marketing strategy to promote and communicate the planned experience of the place.

Brand Strategy Monitoring and Evaluation

Place brand strategies, like all good strategy, need to be kept under continuous review and require careful, regular and comprehensive monitoring and evaluation to ensure that they are being implemented effectively or to determine where they need adjustment as a result of changing conditions. We can assist our clients to devise and implement cost effective monitoring and evaluation programmes.

With colleagues at Trajectory in Toronto we are currently devising a “**Place Dashboard**” designed to track the performance and progress of destinations and developments that have created and are implementing brand strategies.

Development Brand Strategy

A variant on our destination brand strategy approach, we provide advice to developers in the early stages of their thinking about what type of development might be most successful on any given site. This involves assessing the offer from surrounding and competing developments, assessing the type and level of demand for different forms of floorspace, the mix of services to meet occupier and consumer demand, and effective ways to market the agreed form of development mix.

Interactive Seminars

We are very aware that a lot of organisations in the place development field are coming new to the subject of place branding and want to understand what is involved before undertaking any extensive work. For them we offer a number of half day interactive seminars and workshops on place and destination branding and the management of place. These currently are:

- An introduction to place and destination brand strategy.
- Place branding for built development.
- The concept of Experience Masterplanning.
- Creating and managing effective place brand partnerships.
- The art and practice of inspiring and effective place brand leadership
- Marketing your place effectively in memorable ways
- The art and craft of telling effective stories about your place.

Focussed Workshops

An Introduction to Place and Destination Brand Strategy

A half day seminar covering the development and practice of place and destination branding over the last twenty years, with reference to a number of relevant case studies which illustrate both pitfalls and effective practice, and covers emerging principles for effective place brand strategy.

Creating Effective Place Brand Partnerships

Places are complex and are populated and influenced by many different kinds of people and organisations. So, putting together a place brand strategy that is truly reflective of the aspirations of local key stakeholders can be challenging. Without the active engagement of the right mix of stakeholders place brand strategies are unlikely to work and be badly managed. What's required is a partnership of the key stakeholders to create, implement and manage the strategy.

Based on our experience we have designed a workshop for stakeholders who wish to come together to form a partnership to create a place brand strategy. This can take between one and two days depending on the scale of the project and the number of stakeholders. It covers what's involved in preparing a place brand strategy, how to implement the strategy and the role and responsibilities of a brand partnership.

The Importance of Effective Place Brand Leadership

In our experience the most effective place brand strategies and partnerships are well-led. And the most effective form of leadership here is what is now being termed "shared leadership", where no one party is dominant and cracking the whip. They are partnerships of equals where the contributions of different stakeholders is equally valued and utilised. Based on our experience of working with place brand partnerships we have designed a one day workshop for place brand stakeholders and their partnerships on how to become effective leaders who create a strategy and to lead on its implementation.

Effective Place Marketing and Communications

As with product brand strategies, place and destination brand strategies need to be communicated to carefully chosen market audiences through clear, inspiring and memorable messages that describe the offer and, more importantly, the experience of being there. Marketers call this "experiential marketing". Based on our experience of promoting new destinations we have designed a one day workshop for mature place brand partnerships to understand how to cost effectively promote their place, destination or development.

Support for Development Partnerships

Development partnerships come in a variety of forms and the more complex a development is the more likely it is that there will be a variety of different organisations involved. In our experience they are a mix of developers, project managers, construction companies and a variety of professional disciplines. And it's that very mix that often creates problems in the development of proposals and their implementation, where different approaches and methodologies clash and create discord or misunderstandings, which can increase costs and time. To address this challenge we have designed a two day workshop for development project partners to explore and find ways of working together in a more effective way to achieve the objectives of the project and create the place desired.

Courses

Post Graduate/Continuing Professional Development

In partnership with Toronto brand agency Trajectory we have devised a certified three day course on "Creating Place Advantage" which is designed for middle and senior managers in public services, development agencies, tourism and destination management organisations, which is certified for their continuing professional development.

2. Current & Recent Clients and Projects

UK Regeneration (2012)

In 2012 we provided product branding advice to this new and innovative private housing to rent developer on company brand strategy and place-making and advice on its application to a housing development in Sandfields in Nottingham.

Assel Architects (2013)

Provision of advice (2013) for Assel client developer on a site in Kingston Town Centre for a mixed use (retail/commercial and residential) scheme. Scheme not proceeding as landowner took site off the market.

City of Mississauga, Ontario, Canada (2013/14)

With trajectory co. of Toronto, we created a city brand strategy for this city, formerly a suburb of Toronto of which a key component is a place-making destination brand strategy for the area designated as its new town centre which will be planned as a major regional retail, leisure, entertainment and sports destination. A key component of this work was a sub-brand strategy for the downtown area of the city which was being rebuilt around a new multi-modal transport interchange.

City of Cork (2012/13)

With Colliers International Ireland we recently completed a development and place brand strategy for Cork City Harbour - the redevelopment of the city's former docklands area and another for Cork City Centre – a development and brand strategy for the city centre area – concentrating on the development of its retail, leisure and entertainment offer.

Cork City Region (2013/15)

With Colliers International Ireland and Fuzion PR we have recently completed a destination brand and marketing strategy for the Cork City region designed to attract FDI and Tourism, retail and leisure development and to promote the export of the regions products and services. We are currently developing a Brand Book for the region and a briefing programme for its stakeholders. The brand strategy was launched on 1 October at the Cork Global Forum in Cork. The final phase of our work on this project involves briefing local stakeholders on how to make best use of the Brand Book and designing an organisation, Cork INC, to take responsibility for the development and marketing of the brand proposition – the offer and experience of the Cork Region.

London Bridge (2014/15)

We have recently completed the development of a destination brand strategy for the London Bridge area (for an arc of the river Thames stretching from Tate Modern to Shad Thames on the Bermondsey riverside) for Team London Bridge (the BID for the area) and its strategic partners including Sellar Design and Development, Network Rail and the major landowners in the area. This has included proposals for the creation of a new retail destination at London bridge station and an evening economy strategy to capture the time and spend of commuters in the area.

Fáilte Ireland (2012/13)

In 2012/13, with Colliers international Ireland, Brady Shipman Martin (landscape architects) and Red and Grey Design (graphic designers) we completed the development of a brand proposition, identity and implementation plan for the “Wild Atlantic Way” – a new 2,500km tourism driving route along the west coast of the island, which will be the world's longest tourist driving route.

In December 2013 we advised Fáilte Ireland on the concept of “experience tourism” as an input to the organisation’s new strategy and programmes.

East Renfrewshire Council (2012/13)

In 2012/13, with place marketers Chartlane, we completed a Destination Audit and prepared a destination brand strategy and Experience Masterplan for this local authority’s overall policy strategy - “A Place to Grow”. This involved the development of integrated proposals for five town centres and their retail offer, key policies such as site development and the development of the town centres through Business Improvement Districts for each one.

African University of Creative Arts, Lagos, Nigeria (2013/Ongoing)

With architects Stallon Brand, and development advisers Development Solutions, we are currently developing a place-making brand concept and strategy for the African University of the Creative Arts in Lagos, the first higher education institution in the world to offer a comprehensive mix of courses in African creative arts.

Irish International Tourism Observatory (2015)

In March 2015 Placematters was commissioned by Fáilte Ireland (Ireland’s national tourism development agency) to develop a brief for it to create an Observatory to collect and analyse developments in tourism provision around the world of relevance to Ireland’s tourism offer.

Grimsby and Cleethorpes Town centre Masterplans (2014/15)

For landscape architects and masterplanners, LDA design, we provided place-making and destination brand advice to North East Lincolnshire Council on the identification of key sites to rejuvenate Grimsby and Cleethorpes town centres and development strategies for them.

Galleria Shopping Centre Bratislava (2015)

In February Placematters, with Weatheralls (Property advisers) were appointed by the Hamilton Group to create a brand-led development strategy to refresh the offer of its galleria shopping centre on the outskirts of Bratislava in Slovakia.

London Art Hub (2015)

In May 2015, with Fourth Street, Placematters was appointed by Russian developer Sferiq to undertake a comprehensive study into the possibility of it creating a multi-arts gallery in London. Placematters led on the development of a destination brand strategy for this project and on its proposed marketing strategy.

Glasgow Airport Development Zone (2015)

In September 2015, with Colliers International Edinburgh, Placematters was appointed to provide destination brand strategy advice to a partnership of Renfrewshire Council and private sector landlords and occupiers around Glasgow Airport to agree a brand-led development strategy for the Zone.

The Contribution of Coastal Tourism to Regeneration of seaside Towns (2015/Ongoing)

In October 2016 Placematters was appointed by the British Hospitality Association to assess the current and potential contribution of coastal tourism and the hospitality sector to the regeneration of seaside towns. A key element of this work was to draw up proposals for the BHA to put to central government in England and the devolved administrations of the UK. The plan and the study are due for publication in July 2016

Barratt London (2015/Ongoing)

In December 2015 Placematters was asked by Barratt London [Housebuilders] to join its team to develop proposals for a mixed use development at Meridian water in Enfield, leading on the development of a destination brand and marketing strategy.

City of St Petersburg, Florida, USA (2016/Ongoing)

In April 2016, with Colliers International in Tampa FLA, Placematters was appointed to develop a destination brand strategy for the new pier in the pier district of the waterfront of the City of St Petersburg.

3. Recent Workshops, Conferences and Seminars

Royal Borough of Kensington and Chelsea (2013)

In 2013 we ran a workshop for the key stakeholders of the Golborne Road and Portobello Road markets in this inner London Borough on how to develop the offer and experience of their street markets.

European Airport Regions Conference Madrid (2014)

In February 2014 Malcolm Allan made a keynote address at the annual conference of this organisation which exists to support the development of regional airports throughout Europe. His subject was regional brand strategy and the key role of airports in its development and implementation. We subsequently provided advice on airport development brand strategy to a number of regions.

Oslo City Region Brand Strategy (2014)

In June 2014 Malcolm Allan gave a keynote address at the annual meeting of the local authorities of the Oslo City region in Norway on the subject of city region brand strategy and the key role of the regional airport, at Gardermoen, in its development.

Commonwealth Forum on Cultural Diplomacy (2014)

In November 2014 we made a keynote address at this conference which was focussed on the role of culture in international relations and its role in nation branding. Malcolm Allan spoke on City Branding and Culture and its lessons for nation branding.

Bi-Annual International Conference on Destination Branding and Marketing (2014)

In December 2014 Malcolm Allan spoke at the bi-annual international conference on Destination Branding and marketing being held in Macau. Malcolm gave two papers – the first on the development of the brand proposition for the Wild Atlantic way, a 2,500 km tourist driving route along the Atlantic coast of the west of Ireland. The second was on the development of the brand and marketing strategy for the Cork City region in Ireland.

Academy of Urbanism (2015)

In March 2015 Malcolm Allan, an Academician of the AoU, organised a workshop for its members to explore what is involved in place and development brand strategy. This consisted of presentations by colleagues that Malcolm had worked with on brand strategy projects, namely Phil Harcourt of development Solutions, Ross Sturley of Chartlane, Ashley Dunseath of LDA Design and Roger Hobkinson of Colliers International.

Annual Australian International City and Town Centre Conference [ICTC] (2015)

In July 2015 Malcolm Allan gave a keynote address and a workshop at this conference held in Woolongong NSW. The subject of the keynote address was the relevance of place branding to town centre development. The subject of the workshop was the process Placematters use to create place brand strategy. In April 2016 Malcolm was appointed to the Advisory Committee of ICTC

First Annual City Nation Place Conference [CNP] (2015)

In April 2015 Malcolm Allan was appointed to the Advisory Board of CNP to assist with the creation of its first annual conference, held in London in November 2015 where he chaired the final discussion session of the conference.

Adcamp, Zlin, Czech Republic (2016)

In April 2016 Malcolm Allan gave a keynote paper and ran a workshop at this annual Czech conference for the country's Advertising and Marketing sectors in the city of Zlin in Moravia. The subject of the keynote and workshop was good and effective practice in developing place brand strategies.

4. Other Appointments

Active Living International (2015)

In March 2015 Malcolm Allan was appointed as a director of San Diego (California) based Active living International to provide its clients with advice on destination branding for active living complexes in the US and Europe.