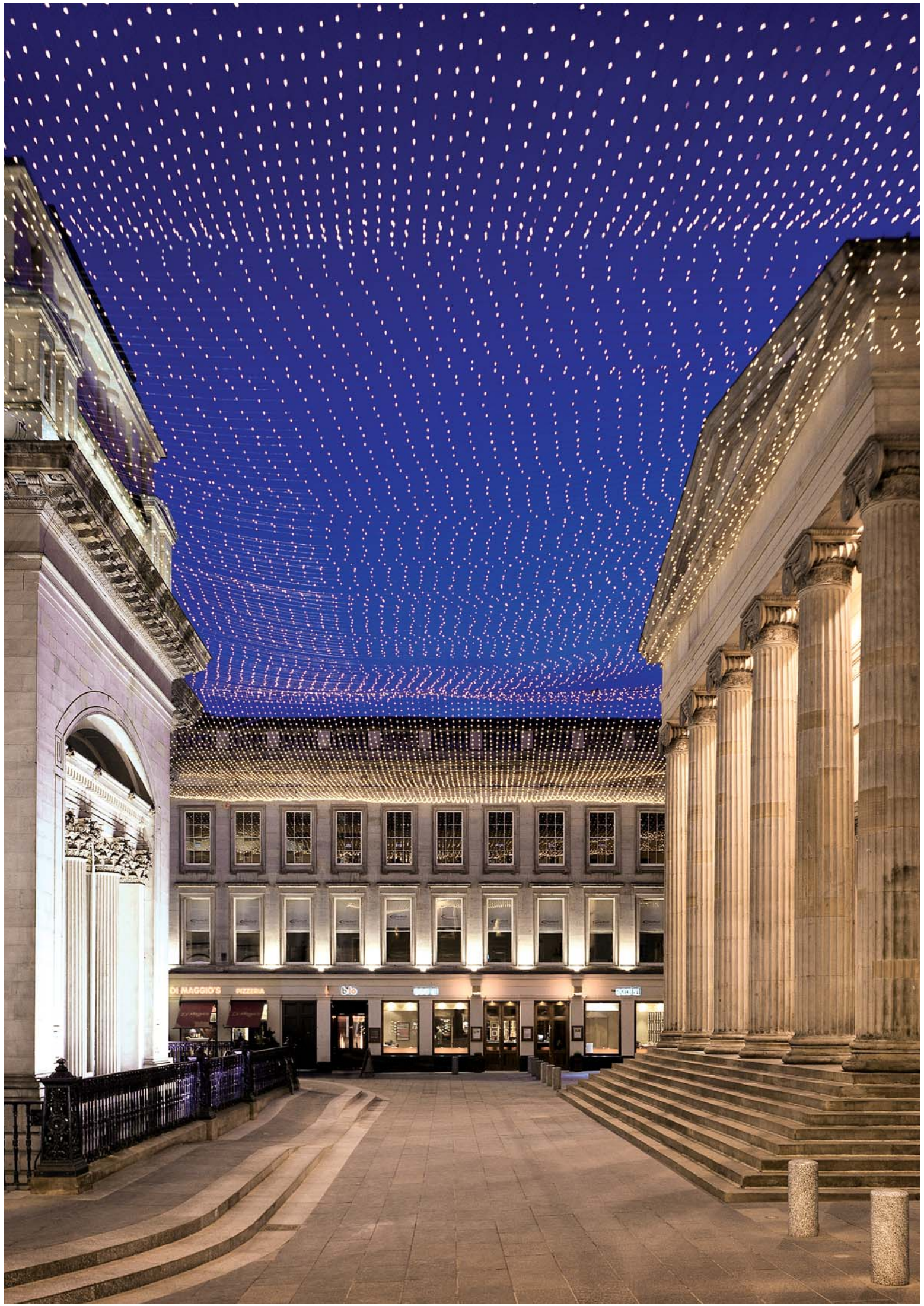


Glasgow:
Scotland with style[®]

THE CITY BRAND



■ COUNCILLOR STEVEN PURCELL
■ CHAIR



FIRST ESTABLISHED IN APRIL 2005, GLASGOW CITY MARKETING BUREAU HAS BECOME A VITAL TOOL IN POSITIONING GLASGOW AS ONE OF EUROPE'S MOST DYNAMIC AND DIVERSE CITIES.

The city brand **Glasgow: Scotland with style** is central to the Bureau's activities, but equally important is a structure to deliver on the city's aspirations.

The Bureau has a team of 43 people engaged in branding and public relations; conference, meetings and incentive sales; event creation, management and marketing; conference and event accommodation bookings; ICT and finance and administration.

With all these functions working closely under one roof, there has been considerable additional benefit from coordinated city marketing.

This was particularly evident with the UEFA Cup Final. Glasgow City Marketing Bureau was part of the Local Organising Committee, and charged with managing a £500,000 budget to help deliver the city's ambitions for this prestigious event. The result was £11 million in local economic benefit, as well as media coverage seen by more than 45 million people.

This sort of success has been replicated across each of the events that Glasgow City Marketing Bureau has managed and coordinated in the past 18 months.

These are incredibly exciting times in Glasgow's long and varied history, and we look forward to working with our partners locally, nationally and internationally to help generate economic benefit that will ultimately make Glasgow a better place to live, work, invest, study and visit.



Glasgow ■
Scotland with style®

■ SCOTT TAYLOR
■ CHIEF EXECUTIVE



FOLLOWING ITS INCEPTION IN APRIL 2005, GLASGOW CITY MARKETING BUREAU (GCMB) HAS PROVED ITS WORTH AS THE OFFICIAL PLACE MARKETING AGENCY FOR THE CITY REGION AND CUSTODIAN OF THE GLASGOW: SCOTLAND WITH STYLE BRAND.

The company has put tremendous effort into forming strategic alliances with key stakeholders in the private and public sectors under the over arching banner of **Glasgow: Scotland with style.**

Such is the brand's resonance that as well as being implemented by Glasgow City Council, its currency as the metropolitan area's holistic brand has also been recognised - and embraced - by contiguous local authorities, enterprise companies and the Scottish Government.

Local businesses including transport authorities and providers; hotels and tour operators; retailers and restaurateurs and the city's universities and creative industries have equally grasped the scale of opportunity afforded through working with GCMB and being aligned with the **Glasgow: Scotland with style** campaign.

Since the launch of the brand, in excess of 535,000 additional tourists have visited the city generating £62 million in local economic benefit and delivering a 2% year-on-year increase in hotel occupancy.

GCMB has also been the recipient of a number of industry awards, which demonstrate the quality of work being produced across all its strategic business units.

Glasgow: Scotland with style is now woven into Glasgow's new economic strategy for the next ten years and the city's new tourism strategy for 2007 – 2016. This demonstrates a clear vote of confidence both in the brand and in GCMB's ability to help deliver economic benefit for the city region.

■ RESULTS

- INCREASE IN ANNUAL HOTEL OCCUPANCY LEVEL FROM 68.8% to 75.3% SINCE BRAND LAUNCH IN 2004.
- INCREASE IN ADDITIONAL TOURIST EXPENDITURE OF £62 MILLION SINCE BRAND LAUNCH.
- VISITORS TO WWW.SEEGLASGOW.COM HAVE INCREASED BY 190%, WITH 1.3 MILLION USERS GENERATING AN AVERAGE OF 11 MILLION PAGE VIEWS PER YEAR.
- CONVENTION BOOKINGS INCREASED IN 2006-2007 BY 8% TO £148 MILLION.
- DELEGATE DAYS INCREASED IN 2006-2007 BY 14.5% TO 490,000.
- CONFERENCE HOTEL BOOKING SERVICE GROSS SALES UP IN 2006-2007 BY 25% TO £3 MILLION.
- 2% SHIFT IN TARGET AUDIENCE'S "LIKELIHOOD OF VISITING GLASGOW IN NEXT THREE MONTHS".
- THIS REPRESENTS 1.1 MILLION BED NIGHTS AND EXPENDITURE OF £129 MILLION.
- 31% OF UK TARGET AUDIENCE OF 10 MILLION MORE LIKELY TO VISIT GLASGOW AS A RESULT OF BRAND ADVERTISING.

"Glasgow is the most fantastic world-class city. It has so much energy and style and its people are some of the friendliest you'll find anywhere. Glasgow has worked really hard at transforming what people might once have perceived as a dour place into one of the most vibrant cultural scenes anywhere in Europe."

Sarah Miller
Editor of Conde Nast Traveller

"If you have Franz Ferdinand on your ipod, clothes designed by Jonathan Saunders in your wardrobe and Gordon Ramsay's cookbook in your kitchen, then Glasgow's creative streak will not be news."

New York Times

"Forget Paris – this year we'll be looking north of the border for the chicest city in the world."

Vogue.com

"There's no denying the city's style credentials but it's the pride in homegrown talent which is most attractive about Glasgow, where local success stories are embraced and encouraged to flourish within the city limits."

Guardian Unlimited

■ BRAND POSITIONING

The Glasgow: Scotland with style brand is a holistic communications tool, driving forward a range of different partner activities on the national and international stage. From education to tourism, retail to transport, and events to investment, the brand is delivering a consistent and coherent message.

The brand works on both the rational and emotional level, conveying a unique sense of place. On a rational level, the brand encapsulates the many physical attributes of the city, including the legacy of Charles Rennie Mackintosh and the Glasgow Style; its strength in its cultural credentials; the history and heritage of the River Clyde, and the visual wealth of the best preserved Victorian city in the UK. This is combined with the creative vibe that has produced a world-renowned capital of contemporary music, a city with an unbridled passion for sport, and an intense drive for urban regeneration.

To this, add the emotional characteristics of its citizens with their own distinctive self-deprecating humour, genuine friendliness, a cosmopolitan attitude and a firm belief in fair play.

To stay in Glasgow, to work in Glasgow, is to experience a connection to a city with a unique sense of style.

“Locum Consulting advises many city destinations and particularly welcomes the way in which Glasgow has developed its brand identity within the national branding context. **Glasgow: Scotland with style** leaps forward from the transformational and dramatic changes of Glasgow whilst celebrating the contemporary edge that both differentiates this city in Europe and extends the brand attributes of Scotland.”

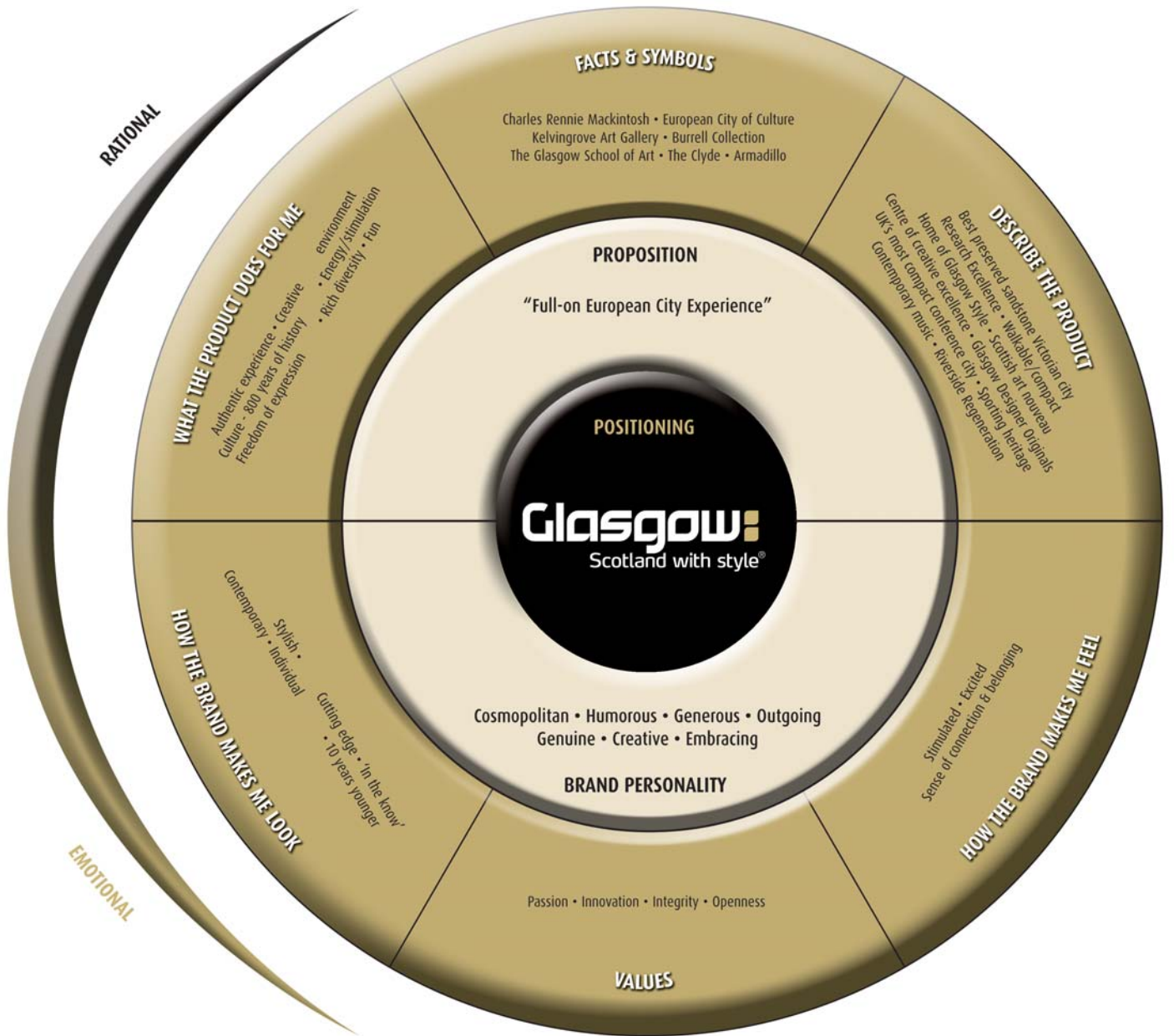
Richard Tibbott
Locum Consulting

“Three of the most successful approaches to destination branding, are the linking of a city’s proposition to a real personality, capitalising on a city’s architecture both past and present and focusing on a high profile event. To combine all three as the **Glasgow: Scotland with style** campaign does is, to my knowledge, unique.”

Dr Graham Hankinson
International Institute for Tourism,
Culture and Development
London Metropolitan University

“Glasgow is consistently ahead of the game on city branding and is always held up in the urban tourism literature as a city that has used branding to create a major destination status.”

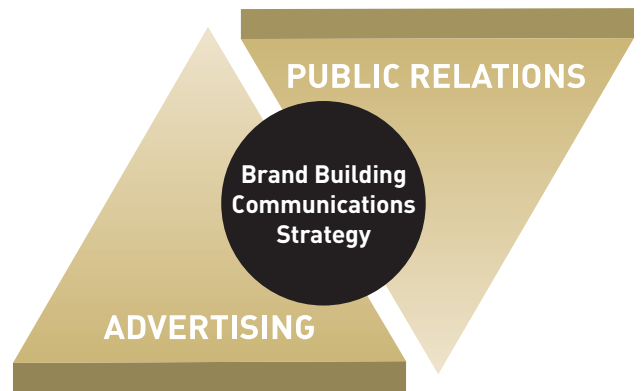
Stephen Page
Professor of Tourism
Stirling University



■ BRAND MANAGEMENT

The brand strategy includes a combination of advertising and public relations, sponsorship and brand installations, to produce a powerful momentum. This is further reinforced by a focus on attracting specific events that reflect the brand positioning.

Glasgow: Scotland with style advertising appears in a suite of consumer publications that are read by key influencers in the fields of music, fashion, design, art, architecture and investment.



Meanwhile the **Glasgow: Scotland with style** Design Collective has had three outings at London Fashion Week to universal acclaim, and the continued sponsorship of the Scottish Style Awards affords numerous opportunities to generate editorial that puts the words Glasgow and style side by side.

In the autumn of 2007, the production of a Glasgow dedicated issue of the glossy photography magazine, Next Level, will likewise highlight the strength of Glasgow's creative industries, as well as promoting the Glasgow International Festival of Visual Art nationally and internationally.

Effective management of the brand ensures that all aspects of the marketing mix combine to achieve maximum impact.

For example, advertising and public relations work in tandem to target Style Setters at the top of the **Style Pyramid** who persuade Style Followers below, thus creating an enduring style brand.



Events add further leverage to the process. Securing and developing events that have strategic brand fit not only results in increased attendance and greater return on investment, but also a strengthening of the brand's integrity.

The Glasgow brand captures in a single word the aspirations of the city for its citizens and visitors alike. And these aspirations are now being portrayed in the media.

Since the brand was launched in March 2004, GCMB's award-winning public relations team have brought 525 print, broadcast and online media to Glasgow securing coverage that has been seen by an audience of 1.2 billion people worldwide.

It's clear that perceptions of Glasgow are moving precisely in the right direction, and that **Glasgow: Scotland with style** is proving to be a powerful force for change.



Design by Christopher Kane,
part of the Glasgow: Scotland with style Design Collective

TEAM GLASGOW

THE CORNERSTONE TO SUCCESS.

“The brand **Glasgow: Scotland with style** is a fundamental element of the city’s economic strategy. It differentiates Glasgow from its competitors across much of its economic activity, and has delivered tangible results. Our investment continues to provide a city wide platform to compete internationally, and in doing so, effectively challenges outdated perceptions of the city.”

Steve Inch
Executive Director
Development and Regeneration Services
Glasgow City Council



“The growth of the service economy including retail, leisure and tourism has been a significant factor in Glasgow’s renaissance. Through the successful efforts of a multi agency partnership approach, our tourist and leisure market goes from strength to strength driven by our iconic **Glasgow: Scotland with style** brand.”

Dr Lesley Sawers
Chief Executive
Glasgow Chamber of Commerce



“We are definitely seeing a difference. The **Glasgow: Scotland with style** campaign is fantastic. I didn’t think we could ever beat Glasgow’s Miles Better, but it has really caught the public’s imagination. The exposure the city has had as a result of both the campaign and our bid for the Commonwealth Games has been tremendous. The value of all the great coverage we have had in tourism magazines is immeasurable.”

Willie Haughey OBE
Chairman
Scottish Enterprise Glasgow



“All of us in Glasgow’s tourism industry are in the business of selling the city to the world, and the brand makes that job an easy one. **Glasgow: Scotland with style** is the vital, forward-looking face of modern Scotland, and the strategic focus it provides for our industry partners is invaluable.”

Tom McWilliam
Area Director – Glasgow
VisitScotland



“We are proud to showcase branding that captures the essence of Glasgow, which is undoubtedly one of the most dynamic and stylish cities in the world. The new visual for the brand covers the entire wall of our foyer, carrying the strap line ‘you’ve arrived’- now what better way to welcome our visitors from home and abroad? It’s world-class branding for a world-class venue and it sends out the right message.”

“As the city’s airport, we’re proud to support the **Glasgow: Scotland with style** campaign. Since its launch, it has undoubtedly helped raise the profile of Glasgow, not just in the UK, but across the world in many of Scotland’s key tourism markets. It’s a theme that really captures the spirit of a revitalised, and confident Glasgow.

We’ve worked closely with Glasgow City Marketing Bureau to produce a joint marketing pack designed to promote Glasgow and attract new international airlines to the city. It has made a real difference to our efforts to promote Glasgow and its airport. Airlines have been impressed by the close working relationship between the City Marketing Bureau and BAA, and we look forward to continuing that partnership approach.”

Stephen Baxter
Divisional Managing
Director of BAA Scotland





Mike Closier
 Group Chief Executive
 Scottish Exhibition + Conference Centre



"Glasgow: Scotland with style is a powerful message that is making a tangible difference both in the way that people perceive Glasgow and in the considerable business that it has generated for the city."

Dominic McVey General Manager
 Crowne Plaza Hotel
 Co-Chair Greater Glasgow
 Hotels Association



THISTLE HOTELS





“The whole tenor of the campaign fits very well with what we are offering and I think it speaks volumes for the quality of the retail on offer here and elsewhere in the city centre. What is very important is that it is sending out the right coordinated, stylish message that Glasgow is a retail centre in a way that hasn't happened before.”

Hamish Millar
General Manager
Buchanan Galleries



'The quality and style of this campaign complements the significant investment that has been made in the retail offer in Glasgow city centre' **Jane Cowan Centre Manager Princes Square**

“The City Marketing Bureau and Scotland with style brand is a unique and powerful combination which I believe will play a significant part in Glasgow's long term success. The creative use of the brand gives businesses the confidence to engage their staff with the emotion that lies behind it and I encourage my staff to feel we are John Lewis with Style in a city with style. That pride has been reflected in posters of our staff supporting the brand in our windows.”

Barry Matheson
Managing Director John Lewis Direct





Te QUIERO
GLASGOW



- £11.5 MILLION IN LOCAL NET ECONOMIC BENEFIT REPRESENTING AN ROI OF 1:23 ON THE CITY'S CONTRIBUTION OF £500,000.
- THE AVERAGE SPEND PER FINALIST SUPPORTER WAS £411 - WELL ABOVE AVERAGE TOURISM EXPENDITURE LEVELS.
- 58 PER CENT OF SUPPORTERS SHOPPED DURING THEIR TRIP, AND 16 PER CENT VISITED A GALLERY, MUSEUM, EXHIBITION OR SHOW.
- IT IS ESTIMATED THAT 20,000 FANS WILL REVISIT GLASGOW IN THE NEXT THREE YEARS.





“Of course, we all knew about Glasgow’s hugely successful transition from manufacturing and trading success to become one of the world’s top destinations for leisure visits, conventions and business relocation, we just hadn’t told everyone else. The launch of **Glasgow: Scotland with style** sorted that omission out and gave us an umbrella to brag about the city alongside marketing our individual businesses – we’re all part of the city’s great living heritage and proud enough to feature the brand wherever we can. In the Radisson, three 12-foot banners adorn the main atrium wall; its message is so strong, we see it as part of the art installation of the hotel.”

Radisson SAS





“The Glasgow: Scotland with style campaign has made the city a more attractive proposition to all sorts of new business, which benefits city transport providers. In particular, SPT works closely with Glasgow City Marketing Bureau to secure major conventions and the brand is being used in this arena to great effect.”

Ron Culley
Chief Executive
Strathclyde Partnership for Transport



“We are using the brand prominently in our reception and in fliers we are producing about the history of the iconic buildings in Glasgow. It is an integral part of our customers’ journey of experience because they see this when they check in, and it helps us portray ourselves as Glasgow’s international hotel and associate ourselves with these iconic buildings. The brand also enables us to give information about the city to our business and leisure guests and it allows us to position the hotel as being in a city that is vibrant, contemporary and stylish. Hilton’s brand focuses on quality that leads to trust among our customers, and that is why we want to be associated with this stylish, quality brand.”

Craig Gardner
General Manager
Hilton Glasgow



“The brand is in direct synergy with our business and supports our view that Glasgow is a very dynamic, diverse and cosmopolitan city that offers a restaurant, club and retail scene that is hard to match outside of London. Without a doubt, the brand is being well-received and the perception of Glasgow is one of a friendly and dynamic city with a dynamic, dining, club and retail experience. That perception, in a very real sense, is good for business.”

Ian Fleming
Chair of the Glasgow Restaurateurs Association,
owner of The Buttery restaurant and a
director of the Scottish Tourism Forum.



“The prime aim of the project was for us to become more integrated with the successful marketing of the city and this falls right in place.”

Chris Paton
Senior Store Manager
Debenhams Glasgow

DEBENHAMS



The repositioning of this great international city continues and the teamwork that exists across Glasgow is the cornerstone of this success. From the outset of the brand, it was recognised that the key to its success would be adoption by key stakeholders, and priority has been given to working with public and private sector partners to great effect.

“We are using the brand in a range of our activities, from student recruitment to keeping in touch with our graduates, here and overseas. Glasgow is a dynamic and cosmopolitan city and our students know that, when choosing Glasgow, they’re choosing an exciting place to live as well as a first-class education.”

Sir Muir Russell
Principal
University of Glasgow



UNIVERSITY
of
GLASGOW

“We use the brand on our website, prospectus and other publicity material. We think Glasgow the city is something that very much attracts people to The Glasgow School of Art. Glasgow is becoming really well known for being very youthful, friendly, stylish and culturally connected to Europe so **Glasgow: Scotland with style** being the official brand for the city helps enormously to confirm what we have been saying about the city for some time.”

Professor Seona Reid
Director
The Glasgow School of Art

**THE GLASGOW
SCHOOL OF ART**

“**Glasgow: Scotland with style** positions our city as one of the most exciting, dynamic, cultural, creative, friendly and diverse places to live and work in Europe. The programme captures the energy of the city in a way that reflects the values, goals, activities and modern physical environment at Glasgow Caledonian University. It, therefore, enhances the University’s profile and allows us to reach out to new audiences around the world.”

Professor Pamela Gillies
Principal
Glasgow Caledonian University



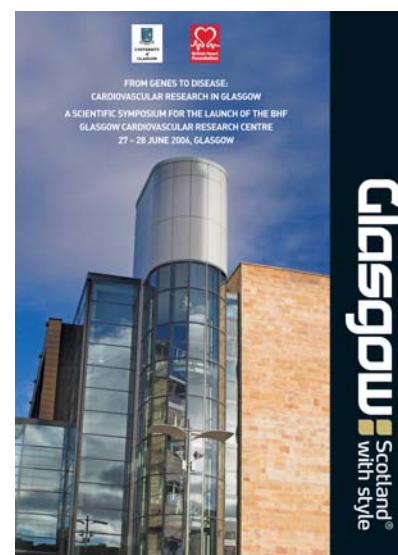
“The Royal Scottish Academy of Music and Drama is proud to be part of **Glasgow: Scotland with style**. As a performing arts Higher Education Institution in the heart of Scotland’s largest city we are promoting the RSAMD as the destination of choice not just for the best UK students, but for supremely talented students from all over the world.”

John Wallace
Principal
Royal Scottish Academy of Music
and Drama



“Located in the heart of the city the University is proud of the ‘Strathclyde experience’ it offers its students, staff and visitors. Key to this is the exciting and stylish city that Glasgow has become. The University utilises the brand on the outer cover of its magazine distributed to 100,000 contacts worldwide and iconic city images within its prospectuses of which 120,000 copies are distributed worldwide each year.”

Professor Andrew Hamnett
Principal
University of Strathclyde





Glasgow has sponsored the Clipper Round the World Yacht Race the past three consecutive race years, and has signed up again for 2007-08.

The 07-08 race takes the **Glasgow: Scotland with style** clipper on an epic nine-month journey, visiting ports in France, South America, South Africa, Australia, Singapore, China, North America, the Caribbean and Canada along the way.

Previous races have been used to create opportunities for the city to do business at several key ports of call, and the 07-08 race is no different. Tourism, trade and education 'missions' are planned to assist the city's drive for conference business and to help attract foreign students to Glasgow's colleges and universities.

During the 05-06 race, strategic marketing and PR helped generate £3.7 million worth of media coverage for Glasgow.

In 2007-8 there is potential to raise the city's profile still further in key international markets.

"Glasgow has successfully used the **Glasgow: Scotland with style** yacht as a powerful marketing tool to raise the profile of the city internationally."

William Ward
Chief Executive, Clipper Ventures

■ BUSINESS TOURISM

Glasgow has enjoyed remarkable growth in business tourism, and the clear and consistent message of the brand is playing a vital role in cementing the city's reputation as a premier conference destination.

When Glasgow faces tough international competition bidding for conferences, the message the brand conveys of a stylish, easily accessible and vibrant destination gives the city its competitive edge.

The improving infrastructure of metropolitan Glasgow has also developed from the growth in demand. The number of hotel bedrooms in Glasgow has grown by 40% in the past six years, confirming the city as one of the most competitive and best-equipped conference destinations in the UK.

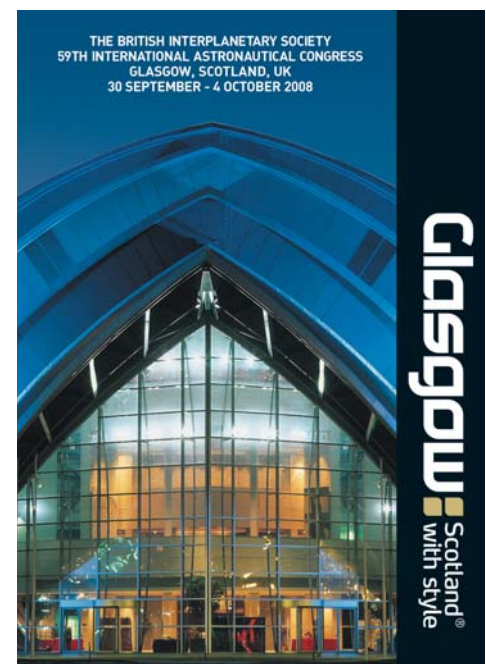
A range of new facilities boosting the city's corporate product is creating a buzz in the conference world. The City Halls and Old Fruitmarket were back in business in 2007, followed by the grand re-opening of Kelvingrove Art Gallery and Museum after a £29 million restoration. The Glasgow Science Centre has a new 400 seater atrium with project lighting, plasma screens and video projection. In addition the Scottish Exhibition + Conference Centre, Britain's biggest integrated exhibition and conference centre, is building a 12,500 seater National Arena at an estimated cost of £62 million.

Meanwhile the Glasgow Conference Ambassador Programme – a one-stop shop giving help and support to academics, scientists, business people and medics thinking about hosting a conference – has helped drive major conventions to the city. In 2006-07, local Ambassadors secured 99 conferences for the city worth £41 million of local economic benefit.

“Glasgow has a world-wide reputation as a leading international destination for conferences and events.

“The city has a year-round infrastructure and has been host to some of the world's most challenging conferences. Glasgow has led the way with its revolutionary branding campaign that changed the way that cities market themselves. Indeed, the city and its branding were used as a 'best practice' case study in order to educate and inform other members.”

Tony Rogers
Chief Executive British Association of Conference Destinations and Executive Director Association of British Professional Conference Organisers





EVENTS

Targeting events that reinforce the brand proposition is central to strategically positioning Glasgow on the national and international stage as a stylish, dynamic and cosmopolitan city.

Glasgow City Marketing Bureau is responsible for developing, creating and bidding for major events in support of the city's economic strategy.

Events are targeted in specific clusters to reinforce Glasgow's unique image: music - for example, Celtic Connections, arts & culture - Glasgow International Festival of Contemporary Visual Art, retail - Scottish Style Awards, sports - 2007 UEFA Cup Final, restaurants & nightlife - Gourmet Glasgow, and the built environment - Glasgow River Festival and the Merchant City Festival.

Events-led strategies are nothing new, but Glasgow has implemented the most up to date thinking on brand-led events. The wide range of events on offer are designed to add value to the **Glasgow: Scotland with style** brand.

At the same time, consistent messages of quality are being communicated about the city to reinforce brand preference and loyalty.

GCMB leads the strategic major events forum, which includes Glasgow Chamber of Commerce, Scottish Enterprise Glasgow, Glasgow City Council and Culture and Sport Glasgow.

It ensures the city is focused on its strategic aims in relation to major events and festivals.

GCMB's role also examines the business case of each event and provides the strategic link to EventScotland and the newly established eventBritain.

When selecting which events to bid for, support or create, the criteria for evaluation includes the media exposure they will generate, alignment with the brand, and the economic benefits to the city.

GCMB provides a single point of contact and a first stop shop for event owners and producers.

Following a robust appraisal process, GCMB co-ordinates the input from the national and citywide agencies. It delivers a swift response to balanced priorities.

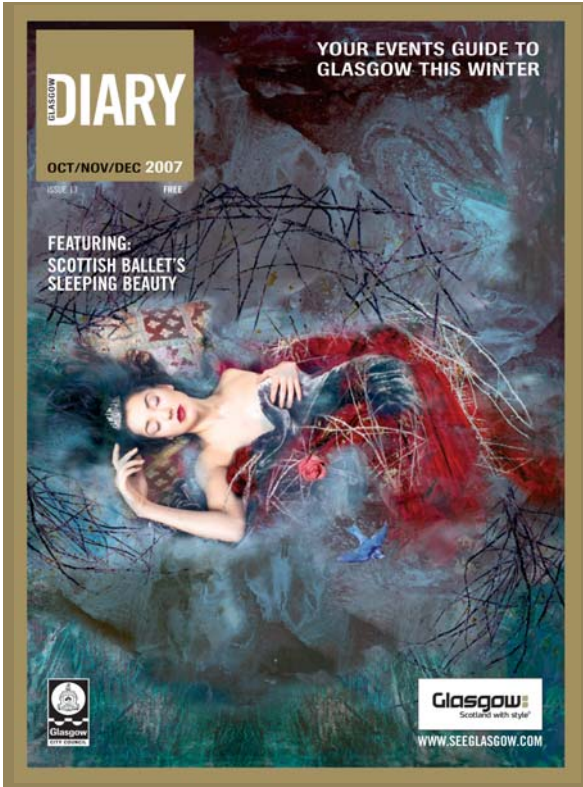


EVENT CLUSTER WHEEL

"**Glasgow: Scotland with style** provides a clear statement about Glasgow's desire to generate customers to sustain the city region's visitor and business infrastructure, as well as demonstrating intent in growing the number of new customers to the region."

Paul Bush
Chief Operating Officer
EventScotland





Finlay MacDonald at Piping Live! Glasgow International Piping Festival. Photograph by Derek Maxwell



AND THE WINNER IS...



BEST MARKETING AWARD 2006



WINNER
PUBLIC RELATIONS
2007 EXCELLENCE



BEST BRAND MARKETING



BEST UK
CONVENTION
BUREAU 2007

Meetings &
Incentive Travel



2007 GOLD WINNER

DADI AWARD 2007
see glasgow.com



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