

## Summary

A clear picture emerged from the workshop across the exercises and discussions, which related to agreement that there is fascinating, diverse and rich heritage in Yarmouth, but that awareness of this is low – both among the local community and potential tourists.

The participants in the workshop support the aims in the Cultural Heritage Strategy of partnership-working, a strong brand for Yarmouth's heritage, a more engaged local community and increase in visitors to Yarmouth's heritage. It is encouraging to see such unity and clarity around the ambitions stated for the future: a shared and clearly defined purpose is an excellent basis for partnership-working. However, since the attendance at the workshop was limited, and some key stakeholders were unable to attend, it is crucial that further opportunities are provided for a wider group to contribute, to ensure this unity and clarity around the ambitions is shared more widely.

When it comes to themes – a compelling and distinctive narrative can be told through the themes which relate to Yarmouth's particular history as a town by the sea. However the town's heritage is diverse, and should also be celebrated as such.

The overriding message which stakeholders were keen to convey to potential visitors – there's more to Yarmouth than the beach / than the seaside / than people realise – is a strong one. This could be developed into the basis for a marketing campaign, appropriate to a variety of audiences – both local community and tourist – and demographic groups, across different channels.

The low awareness of Yarmouth's heritage and poor perceptions of Yarmouth for both the local community and visitors from further afield was repeatedly highlighted. This is something that Yarmouth can change with the help of a sustained, consistent and distinctive marketing and PR campaign, based on a credible and compelling proposition.

Promoting the town's heritage cannot, and should not, be done in isolation, but needs to involve non-heritage organisations (e.g. accommodation providers, shops, cafes and restaurants, tourism organisations, community groups and so on). Key to driving this forward will be strong leadership and a clear purpose.

## Recommendations and next steps

Below are some recommendations and suggested next steps, which it is advised are begun as soon as possible to harness positive momentum.

### 1. Decide on partnership model

Before further work is undertaken to develop Yarmouth's heritage brand, it is recommended that a model for taking the partnership-working forward is first agreed. The steering group's composition and structure, and its remit, will have a crucial impact on the direction of the brand.

### 2. Create a marketing group

Create a smaller working group (e.g. 4-6 people) that will champion and take forward the brand development, and potentially later on, the marketing of Yarmouth's heritage. It will be empowered by the wider heritage group and ideally consist of representatives of different elements of Yarmouth's heritage, preferably with some marketing knowledge and experience. The group will advise and report to the main group but be a more efficient way of moving forward, avoiding design by committee. Ideally the responsibility for driving this working group forward should reside with one person who has been empowered with this – whether this is an appointed member of the group who can act as chair, or whether this falls to the heritage officer, a post recommended to be created in the Cultural Heritage Strategy.

### 3. Collate research and studies and identify gaps

Several pieces of research have been undertaken over recent years, both internally and by external providers. This includes perceptions research, competitor analysis, the Brand Strategy Guru's work and the Cultural Heritage Strategy. It is important that these are collated and any gaps to information that would be useful are identified and plugged.

### 4. Provide opportunities for further input

Since the attendance at the brand workshop on 24<sup>th</sup> April 2014 was limited, and some key stakeholders were unable to attend, opportunities for a wider group of stakeholders to contribute ideas and input into the brand development should be provided to ensure broad buy-in into the project and its credibility in the long-term.

### 5. Key decisions

Two key decisions will need to be made:

- a. Will the heritage brand reflect all of Yarmouth's heritage as a whole (e.g. Margate<sup>1</sup>, Historic Glasgow<sup>2</sup>, York<sup>3</sup>) or will it specifically cover a number of named assets (e.g. Norwich 12, Hartlepool's Maritime Experience<sup>4</sup>)? The former is comprehensive, broad and inclusive but could be vague and hard to define succinctly and distinctively; the latter more tangible but less inclusive.
- b. What sort of brand mechanism does the group want: a consumer/visitor-facing brand (e.g. Norwich 12 and Blackpool Heritage), or more of a behind-the-scenes partnership (eg NewcastleGateshead Cultural Venues)? This will lead to a different

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<sup>1</sup> Two brand developments in the last few years under the campaigns: 'This is Margate' and 'Margate: The Original Seaside'

<sup>2</sup> [www.historicglasgow.com](http://www.historicglasgow.com)

<sup>3</sup> York's slogan in a campaign a few years ago was 'Live the history'

<sup>4</sup> Hartlepool's Maritime Experience has rebranded, integrated and enhanced a cluster of attractions comprising the Historic Quayside, the Museum of Hartlepool and HMS Trincomalee - [www.hartlepoolsmaritimeexperience.com](http://www.hartlepoolsmaritimeexperience.com).

focus on resources and activities (e.g. a visual identity and strapline for the former; data-sharing and evaluation for the latter).

## **6. Agree purpose and set objectives**

Once these decisions have been made and agreed by the steering group, the purpose of the brand and clear objectives can be set out. It is imperative that the purpose of the brand and objectives receive buy-in and support from the key partners and stakeholders and that they fit in with other related projects, campaigns and initiatives.

## **7. Ascertain budget and funding implications**

Once the purpose and scope of the brand project has been established, some work to determine budgetary and funding needs and implications should be carried out. Can existing funding be used? Can external funding be sought? Could / should partners be asked to contribute? If there is a 'yes' decision on the BID, this could provide a source of funding, providing the project meets the BID's objectives.

## **8. Develop brand work**

With a more defined purpose and clear objectives for the heritage brand, work from this workshop can be further developed to create a more comprehensive brand articulation. This could include: brand positioning, the vision, proof points and how the brand can be rolled out among stakeholders, identifying all the key touch points that audiences will come into contact with.

## **9. Option: Commission identity and creative work**

If the group wants to go down the route of having a visual identity and representation of the brand, this should be commissioned and developed in partnership with the marketing group, using this report and further brand work as a basis for the creative brief.

## **10. Implementation and embedding**

Once the brand and any potential visual identity have been developed, clear guidelines should be put together and distributed among all partners. This may include a logo and how to use it but could also include a shared image library of strong photos which depict Yarmouth's heritage in a strong and engaging way, and guidance on use of language and key messages to include in each partner's own marketing material. Training all staff and ensuring consistent application across the partnership would be crucial. The group would also need to decide whether any joint marketing and events should be developed.

## **11. Evaluation**

Using the objectives identified earlier on, a clear process of evaluation should be carried out, to judge success and feed into future improvements.