

Branding Camden

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Branding Camden

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Abstract

The Camden London Borough Council has experienced significant budget reductions following a substantial decrease in funding from central government. The goal of this project was to investigate how the Council might capitalize on the unique location and assets of the borough through place branding to generate revenue and reduce the budget gap. Through desk-based research and stakeholder interviews, we found that the best approach would be to highlight the distinct characteristics of each neighborhood in Camden, rather than rebranding the entire borough under a common theme. Based on our findings, we formulated seven succinct recommendations regarding potential future initiatives and proposed a branding strategy for the Council, accordingly.

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Executive Summary

The London Borough of Camden is considered to be a cultural and intellectual hub with a highly diverse population and globally recognized, iconic establishments, such as the British Museum. Nevertheless, Camden is facing financial struggles due to budgetary cuts made by the central government as a result of the recent economic recession. Since approximately 62 percent of the borough's funding stems from the central government, the Camden Council is searching for alternative methods to increase revenue. To help address this financial situation, the Camden Council is developing a multi-pronged strategy to create a Camden Brand which will capitalize on the unique assets of the borough.

Project Goal and Objectives

The goal of this project was to undertake an explorative study of the ways in which the Camden Council can develop the brand of Camden, the place, in order to generate revenue from its unique location and assets in both the digital and physical realm. To achieve this goal, we:

- Identified, through research and interviews, how branding of places has been used to generate revenue for local government in the US, UK, and elsewhere;
- Identified what revenue-generating opportunities would be best applied to Camden based on stakeholder feedback; and
- Developed and proposed a plan for creating the Camden Brand.

To accomplish the project goal, we first sought to better understand what the practice of place-based branding entailed. To do this, we determined what strategies and methods had been applied to brand cities and districts in the past. We found this information during preliminary research in Worcester, Massachusetts through close examination of past case studies as well as through comprehensive interviews with relevant members in both Worcester Polytechnic Institute's Foisie School of Business and Worcester City's branding department.

Once in the London Borough of Camden, we began to identify both members of the Council and external stakeholders who would be useful to interview to gain a different perspective on what the Camden Brand should be. The external stakeholders we wished to interview included business districts, local businesses and corporations, and higher education and iconic institutions. Once all important members were identified, we started sending out emails to establish contact and set up a time for an interview.

While conducting interviews, the Camden Council also wished for us to review and assess the structure and usability of the LoveCamden website, which is an informational website showcasing events and attractions in the borough. We made use of an online tool known as WebCHECK to evaluate the website in comparison with similar sites from other London boroughs.

Findings and Conclusions

The team pursued information on a variety of subjects relating to possible courses of action for the Council.

- Several stakeholders suggested that Camden should try to develop a unified brand emphasizing the diversity of Camden.
- The consensus among the majority of stakeholders was that the brand should build on and emphasize the distinct and unique qualities of discrete neighborhoods such as Camden Town, Bloomsbury, and Fitzrovia, because areas' finer details could become lost in too broad a brand.
- We conducted a systematic assessment of the LoveCamden website using WebCHECK, which revealed the site's primary weakness to be organization. Poor organization and navigation severely impacted LoveCamden's standing relative to similar sites, despite relatively high ratings for content.

- Several stakeholders reinforced the LoveCamden assessment, by emphasizing that while the website serves a valuable purpose and contains useful content, it is poorly organized and difficult to use.
- The team gave serious consideration to the concept of a Camden-based loyalty/discount card, which was concluded to be promising, but risky. Analysis of similar pre-existing systems provided insight about such a project’s scope and caveats, and the team agreed that more research would be required before making a final decision.
- We investigated ongoing projects related to the installation of digital advertising screens around the borough, including on waste management vehicles, as well as the borough’s online/social media presence and the promotion of Council-owned facilities. The team found these ventures worthwhile, and researched potential future directions and improvements.
- Explorations of the concept of “twinning” with another area revealed the topic to be controversial, but potentially lucrative. Many respondents and academic sources agreed that, while previously popular, twinning was often unnecessary in modern times, but could still be effective in certain circumstances.
- Lastly, we explored potential commercial uses of Council-owned data. The area was found to extremely sensitive and outside the team’s expertise, so it was decided that the subject should be revisited via consultation with an expert. An alternative idea, involving the commercialization of data analysis rather than raw data, gained some support during our interviews.

Recommendations

Based on the findings above and in consort with other local stakeholders, we recommend that the Council:

- Focus its branding efforts on smaller areas, rather than at the borough-level. Borough-level branding may become possible later if these smaller projects are successful, but at this stage it is likely to be unstable.

- Continue the development and improvement of the LoveCamden website, possibly through collaboration with students at Central Saint Martins. We believe that the website, while content-rich, is poorly organized and presented, and could be a powerful tool if properly improved.
- Explore the usage of digital advertising screens throughout the borough, including on waste management vehicles, and the pursuit of an increased presence online and in social media.
- Better promote Council-owned public spaces, including the Camden Centre, as well as improvement of the accessibility of those facilities to businesses.
- Continue research on the possibility of a Camden-based loyalty/discount card or app, perhaps as an extension of an existing service.
- Explore for potentially lucrative opportunities to “twin” with another borough or similarly-sized area, but encourage the Council to carefully consider with which areas it would wish to connect.
- Consult with an expert to explore the possibility of commercializing its data. In the event that direct selling of data is ruled out, we recommend considering the commercialization of data *analysis*, also under the supervision of an expert.

Authorship

The following report was written in a collaborative manner by all four group members: William Frick (WF), Jared Kepron (JK), Caroline Mazzola (CM), and Alexander Sylvia (AS).

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Place Branding	WF	CM	All
Place Branding in US Cities	CM	--	All
Place Branding in UK Cities	AS	WF	All
Place Promotion through Digital Advertising and Social Media	CM, AS	--	All
Corporate Social Responsibility and Sponsorship	JK	--	All
Summary	All	--	All
Methods			
Interview Protocols	CM	WF, JK, AS	All
Identifying Potential Interviewees	CM	WF, JK, AS	All
Developing the Interview Script	CM	WF, JK, AS	All
Conducting the Interviews	CM	WF, JK, AS	All
Objective 1	JK, CM	--	All
Objective 2	WF, AS	--	All
Objective 3	All	--	All

Findings			
Camden's Current Branding Efforts	AS	--	All
The LoveCamden Website	CM	--	All
Digital Advertising	AS	--	All
Council-Owned Facilities	AS	--	All
Perspectives on the Nature of the Camden Brand Initiative	WF	AS	All
Opportunities for Future Strategy	AS	--	All
Brand Identity	WF	--	All
Brand Association	WF	--	All
The Camden Card	WF	--	All
Twinning	WF	--	All
Commercialization of Council-Owned Data	WF	--	All
Conclusion	WF	AS	All
Conclusions and Recommendations			
Brand Identity	WF	AS	All
The LoveCamden Website	JK, CM	--	All
Digital Advertising	WF	AS	All
Council-Owned Facilities	AS	WF	All
The Camden Card	WF	AS	All
Twinning	WF	AS	All
Commercialization of Council-Owned Data	WF	AS	All

Appendices			
Appendix A	All	--	All
Appendix B	All	--	All
Appendix C	All	--	All
Appendix D	All	--	All
Appendix E	CM, JK	--	CM, JK

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Table of Contents

Abstract.....	i
Acknowledgements.....	ii
Executive Summary.....	iii
Authorship.....	vii
Table of Contents.....	x
List of Figures.....	xiii
List of Tables.....	xiv
1. Introduction.....	1
2. Background.....	3
2.1 Overview of Camden.....	3
2.2 Place Branding.....	8
2.3 Place Branding in US Cities.....	12
2.4 Place Branding in UK Cities.....	15
2.5 Place Promotion through Digital Advertising and Social Media.....	18
2.6 Corporate Social Responsibility and Sponsorship.....	21
2.7 Summary.....	22
3. Methods.....	24
3.1 Interview Protocols.....	27
3.2 Identifying Potential Interviewees.....	27
3.3 Developing the Interview Script.....	27
3.4 Conducting the Interviews.....	27
3.5 Objective 1: Identify how branding of places has been used to generate revenue.....	28

3.6	Objective 2: Identify revenue-generating opportunities.....	33
3.7	Objective 3: Develop and propose a plan for improving the Camden Brand	37
4.	Findings.....	39
4.1	Camden’s Current Branding Efforts	39
4.1.1	The LoveCamden Website.....	39
4.1.2	Digital Advertising.....	47
4.1.3	Council-Owned Facilities	48
4.2	Perspectives on the Nature of the Camden Brand Initiative	48
4.3	Opportunities for Future Strategy	50
4.3.1	Brand Identity	50
4.3.2	Brand Association.....	52
4.3.3	The Camden Card	53
4.3.4	Twinning	54
4.3.5	Commercialization of Council-Owned Data	55
4.4	Conclusion.....	56
5.	Conclusions & Recommendations	57
5.1	Brand Identity.....	57
5.2	The LoveCamden Website.....	58
5.3	Digital Advertising.....	58
5.4	Council-Owned Facilities.....	59
5.5	The Camden Card.....	60
5.6	Twinning	60
5.7	Commercialization of Council-Owned Data.....	61
	References.....	62

Appendix A: Sponsor Description	68
Appendix B: Preliminary Interview Email Version 1.....	72
Appendix C: Preliminary Interview Email Version 2.....	73
Appendix D: Semi-structured Interview Script	75
Appendix E: WebCHECK Scorecard	81

List of Figures

Figure 1: Camden’s Cultural Attractions 5

Figure 2: Camden Ward Map 6

Figure 3: Montage of Camden Cultural Attractions 7

Figure 4: Company Brands as Expressions of New Orleans’ Culture 14

Figure 5: Objective Tree Chart 25

Figure 6: Project Schedule 26

Figure 7: LoveCamden Home Page 41

Figure 8: Example of Poor Navigation on the Site 42

Figure 9: Example of Poor Organization (Alphabetization) of the Site 43

Figure 10: Example of Text Heaviness of Site 44

Figure 11: WebCHECK Evaluation of LoveCamden and Similar Web Domains 46

Figure 12: LoveCamden WebCHECK Plot of Value and Expectation of Success Parameters ... 47

Figure 13: Cropped Map of Camden Highlighting Key Areas 49

Figure 14: Camden London Location Map 69

Figure 15: Camden Council Top Level Structure Chart 70

Figure 16: Camden Council Income for the 2014/15 Fiscal Year 71

List of Tables

Table 1: Informal Interviews 30

Table 2: Formal Interviews 35

Table 3: Target Stakeholders 37

1. Introduction

Many cities around the world use mottos or catch phrases to cultivate a desirable image, such as Paris is for Lovers and New Orleans – the Big Easy. Cities and towns in the United States in particular have promoted themselves as a way to attract people and business, but such place branding is now being actively pursued by other cities around the world. In the United Kingdom, London used the Olympics to promote an image of itself and the nation around the world. Glasgow and Manchester have been trying to rebrand themselves, as a way to shed less desirable identities as old industrial cities (Bradley, Hall, & Harrison, 2002).

A successfully branded place is recognizable and evokes positive associations among residents and visitors. Towns and cities can use place branding to increase their local, national, and global visibility and to generate revenue by attracting tourists, shoppers, students and even new businesses and other organizations, such as museums and colleges.

The borough of Camden lies at the very heart of London. Camden is considered to be a cultural and intellectual hub with a highly diverse population and globally recognized, iconic establishments, such as the British Museum. Nevertheless, Camden is facing financial struggles due to budgetary cuts made by the central government as a result of the recent economic recession. Since approximately 62 percent of the borough's funding stems from the central government, the Camden Council is searching for alternative methods to increase revenue. To help address this financial situation, the Camden Council is developing a multi-pronged strategy to create a Camden brand that will capitalize on the unique assets of the borough. This consists of a mix of approaches that take advantage of Camden's resources such as advertising in the public realm, commercial use of Council-owned facilities, and promoting better business relations. The Camden Council would also like to present the profile of Camden in the digital realm through websites and social media. In addition, Camden plans to work alongside the Knowledge Quarter to achieve the mutual goal of highlighting Camden as an intellectual center and, as the Knowledge Quarter phrases it, a place where 'thinking joins up' (Knowledge Quarter, 2015).

The team conducted an extensive review of place branding case studies in the United States to offer an external perspective from which the Camden Council can draw inspiration. Information obtained through interviews provided a greater understanding of the brand's potential as well as possible ways to foster partnerships and attract sponsorship activity. Using a combination of both desk-based and field research, we adapted innovative and relevant branding exercises to create a Camden-specific branding strategy. At the conclusion of the project, we communicated to the Camden Council a detailed outline of our research findings as well as recommendations for implementation. With a branding strategy outlined, we obtained the information necessary for the Camden Council to create a long-standing and influential brand. Ideally, the development of the Camden brand will be a source of revenue for the Camden Council and aid in closing the budgetary gap. Ultimately, the brand will provide a distinct image of the borough that encompasses its authenticity and individuality.

2. Background

This background section highlights the major themes within the scope of this project. More particularly, the borough of Camden is described as a cultural hub of London, and a series of demographics and statistics is emphasized in order to give the reader a better sense of what makes Camden unique. Following this overview, we introduce the concept of place branding and explore case studies pertaining to cities in both the United States and the United Kingdom. We detail various branding styles and techniques, especially the topic of promotion through digital advertising and social media, as well as corporate sponsorship and corporate social responsibility.

2.1 Overview of Camden

Camden is the 23rd largest borough in Greater London, with a total population of 229,700 (Camden Council, 2015). The borough is one of 12 inner London boroughs and was created in 1965 by the consolidation of the metropolitan boroughs of Hampstead, Holborn, and St. Pancras. Camden is ethnically diverse; 34% of its residents are from black or minority ethnic groups and twenty-two percent are non-British white residents, mainly from Eastern Europe and the United States (Camden Council, 2015). According to the 2011 census, Bangladeshis form the largest minority group in the seven Camden wards, and in all wards at least 20% of the population is from black or minority ethnic groups (Camden Council, 2015). Camden's economy is vibrant and generates over £20 billion in Gross Value Added annually. Its 24,400 businesses provide around 275,000 jobs (or almost two job opportunities for every resident of working age), and many people flood into the borough each day for work (Camden Council, 2015). The borough is quite affluent. Camden has the fourth highest average income of all the boroughs after Kensington and Chelsea, Westminster, and the City of London (London Datastore, 2015).

Camden is considered to be a cultural hub of London, with multiple cultural attractions (Figure 1) and 3,700 firms in the cultural and creative industries (Camden Council, 2015). Camden Town is the borough's central neighborhood (Figure 2). It is known for its eclectic atmosphere

and unorthodox charm (TimeOut, 2015). Tourists and locals gather to experience Camden's famous street markets, each with their own particular specialty and flavor. The borough has 39 conservation areas, such as Regent's Park and Regent's Canal, and 5,600 buildings and structures that hold special architectural or historic interest (Goldy & Harlow, 2010), including such iconic institutions as the British Museum (Figure 3, top left), the British Library (Figure 3, top right), and King's Cross Station (Figure 3, bottom right).

Camden considers itself to be a major center of learning. It is home to 11 higher education institutions and has a student population of 24,000, which is larger than any other borough. According to the most recent Annual Population Survey, 70% of the working-age population of Camden is qualified to degree level, far higher than for London as a whole (56%), or England and Wales (40%) (Camden Council, 2015). It is also home of the recently launched Knowledge Quarter, a collaborative venture including more than 30 academic, cultural, research, scientific, and media organizations large and small. The Knowledge Quarter is working towards facilitating intellectual exchange and supporting innovation. This partnership specifically aims to raise awareness of the value of the Knowledge Quarter and its resources, identify and aid local environment and infrastructure projects, and also support the local community (Knowledge Quarter, 2015). Mike Cooke, Chief Executive of the Camden Council voices that "People and ideas are the beating heart of this dynamic part of London. The Knowledge Quarter will enable us to build on thriving connections between our world-class institutions, local businesses, and communities" (Knowledge Quarter, 2015). Recently, the Knowledge Quarter hosted a networking event where attendees were encouraged to collaborate with partner organizations and share recent discoveries and information. They have also worked alongside the Camden Council to address the air pollution situation in the Euston Road and have criticized the Mayor for neglecting this area (Knowledge Quarter, 2015). These examples are just a few of the many areas in which the Knowledge Quarter plans to utilize its resources, connections, and innovative vision to positively impact the community.

- Museums & Libraries**
 - The British Museum
 - Freud Museum
 - Museum of London
 - The Jewish Museum
 - Keats House
 - London Transport Museum
 - London Canal Museum
 - The British Library
 - Charles Dickens Museum
 - Sir John Soane's Museum
- Historical Places**
 - St Pancras Old Church
 - Fenton House
- Universities**
 - University College London
 - The Royal Veterinary College
 - Central Saint Martins
 - UCL Institute of Education
 - King's College London
- Parks**
 - Camley Street Natural Park
 - Judd Street Park
 - Handside Gardens
 - The Regent's Park
 - Hampstead Heath
- Markets**
 - Camden Market
 - Camden Lock Market
- Theatres**
 - Roundhouse

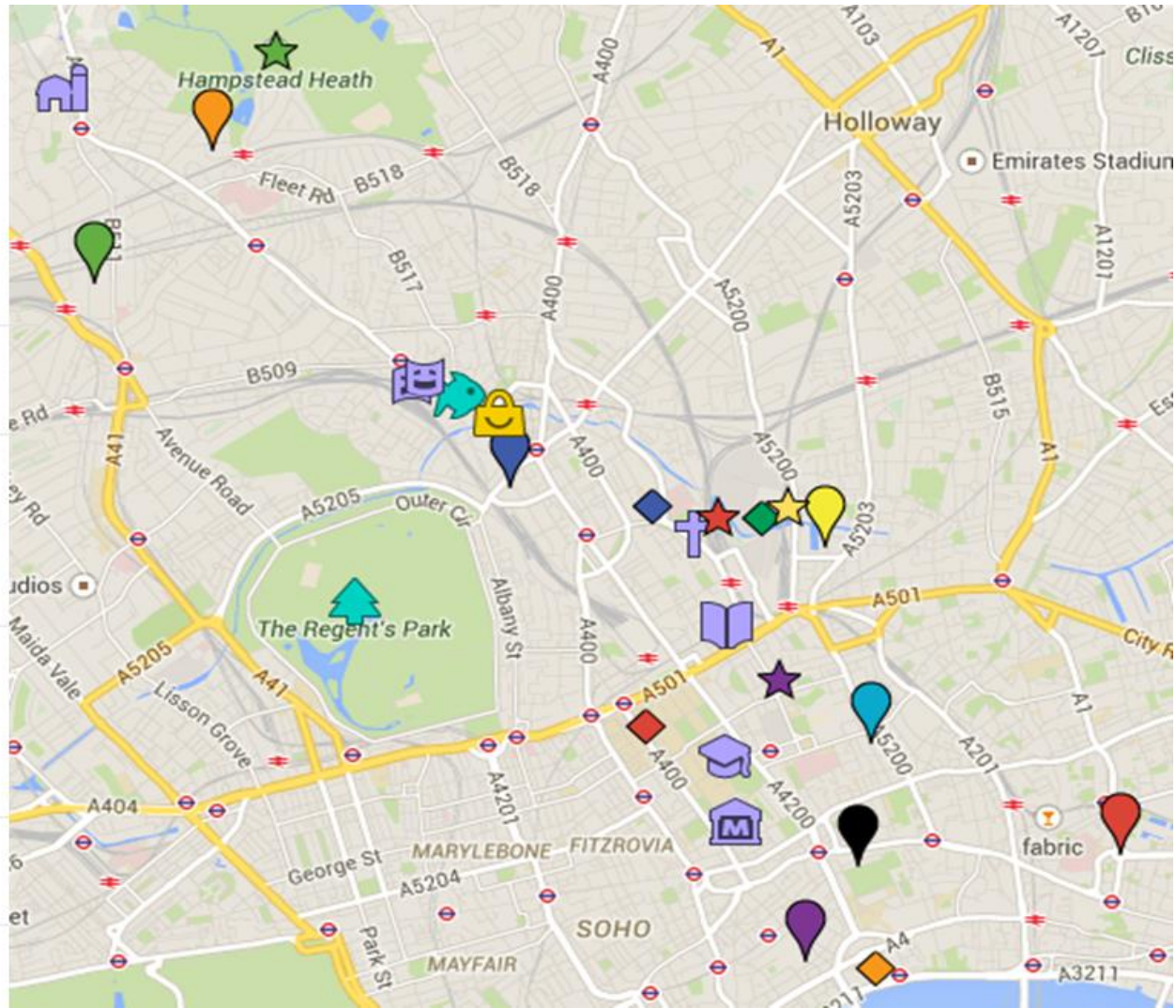


Figure 1: Camden's Cultural Attractions



Figure 2: Camden Ward Map (Camden Council, 2008)



Figure 3: Montage of Camden Cultural Attractions (London & Partners, 2015; URBAN75, 2008; TripAdvisor, 2011; NetworkRail, 2015; Eurotunnel, 2015)

Following the recent economic recession, the UK government has been pursuing a policy of austerity, and funding for local government has been cut substantially. Since 62% of the borough's income stems from central government, the Camden Council must look for supplemental sources of revenue (London Borough of Camden, 2015). One way in which the Council hopes to maximize its income is by developing a Camden Brand and capitalizing on the borough's unique assets. The Camden Plan describes the Council's strategy as follows:

Camden sits at the heart of the world's most vibrant city. This gives us a rare advantage in challenging economic times and we need to capitalise on that by creating the conditions for and harnessing the benefits of economic growth (Camden Council, 2012).

The economic challenges are only a part of the Council's collective vision to improve the community. By addressing the fiscal challenges ahead, the Council hopes also to reduce inequality, ensure neighborhood sustainability through community investment, increase quality and value of money services, and provide adaptable modernized democratic and strategic leadership (Camden Council, 2012).

2.2 Place Branding

Branding is widely recognized as an essential part of marketing. Product branding is particularly well-established, having been researched and practiced for many years. Place branding, however, has only come to wider attention and analysis fairly recently (Braun, 2010; Hildreth, 2010; Freire, 2009).

Braun describes place marketing as “the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering, and exchanging urban offerings that have value for the city’s customers and the city’s community at large” (Braun, 2008, p. 43). The recent increase in attention to place branding has led to the appearance of several publications dealing with this marketing strategy, including rankings of different city brands (Braun, 2010).

Place branding became popular in North America around the turn of the twentieth century. As development spread throughout Canada and the United States, fierce competition emerged among smaller settlements who wanted to attract “new residents, businesses, and especially investors in land and property” (Anholt, 2010). These early attempts to distinguish locations bore little resemblance to modern place branding, and were sometimes referred to as “boosterism.” It was not until after World War II that such practices matured into a professional discipline that resembled its modern incarnation (Anholt, 2010).

Over the course of its development, place branding has been noted for drawing from a wide range of disciplines, often far wider than other types of branding. Practitioners in place branding

have to consider the history and politics of the area, its preexisting identity, as well as the field of sociology, among many other things. This can make place branding a much more complicated practice than the branding of a more tangible product (Dinnie, 2004).

Place branding ranges from countries trying to attract tourists to cities trying to attract businesses. In most cases, places aim to create a brand that resonates in the public mind and reveals its authenticity. Common approaches for place branding include enhancing city distinctiveness and differentiating itself from other destinations around the world. This entails identifying the unique and distinguishable features of a place and using them as marketplace leverage (Renn, 2014). Utilizing catchy slogans and mottos is often considered to be a key component of place branding, however the underlying goal of these practices is to project a broad image of the community that embodies its uniqueness and specialties (Holeywell, 2012).

Typically, cities brand themselves to generate national and global visibility. They compete with places around to world to target businesses, tourists, residents, and other key stakeholders (Braun, 2012). This type of rivalry between cities is pertinent in the competition to host ‘mega-events’, such as the Olympics and the World Cup. Winning the bid to host these large-scale, historic events results in countless benefits, one of which being national recognition. Host cities often experience a boost in their urban economy, an increase in tourism, and the establishment of high-grade facilities (Gold & Gold, 2008). John and Margaret Gold state, “...the prestige of the Olympics and the sustained attention that they attract provides unparalleled opportunities to make a statement on the world stage” (Gold & Gold, 2008). Others are less sanguine about the benefits of hosting such major events and point to economic and other costs (Whitson & Horne, 2006).

Today, place-branding is sufficiently well-researched for noted trends to emerge. Aitken and Campelo note an unfortunate trend of “top-down” place branding, however, wherein the needs of corporations and the government are prioritized over those of local people. While this may have some advantages, they lament the fact that it fails to engage and connect to the community. This

reduces the authenticity of the brand, and a lack of acceptance by community members can result in instability (Aitken & Campelo, 2011).

Different authors have identified several recurring ethical concerns in place branding. For example, Sevin notes the issue of “changing the landscape.” Even if not as a result of deliberate branding, most places already have some sort of image; in some cases, these images can be unjustified, but usually they are the result of the place’s actual traits. For example, a hypothetical town might have a poor, but well-justified, reputation for the confusing layout of its roads. If one wishes to change a place’s image, then the place itself must often be changed as well. This can be difficult, and in some cases, one should be careful that the end result will be a positive change. A positive public image may come as the result of some internally damaging alterations, and care must be taken to ensure the end result is worthwhile (Sevin, 2011). Continuing the example above, while a town’s unintuitive roads could cause a poor image, reworking the entire street network could be extremely expensive. Moreover, drastic changes in infrastructure might be jarring to locals who have become accustomed to the area and result in even more confusion. Ideally, the goal of place branding should be to improve the area for its residents, although, as mentioned above, corporate benefit is often the true motivation (Hildreth, 2010).

Product brands usually aim for simplicity; a simple brand creates a precise and easily understandable image of a product. However, Anholt suggests that place brands function in reverse, and that places are well-branded when depicted as rich and complex. Again, the above issue of “changing the landscape” is important, as a place with an undesirable simplistic image may in fact be a simplistic place, and changing that trait could be more harmful to the area than accepting the old image. Nevertheless, it is generally agreed upon that, when possible, places should have complex branding that promotes a rich diversity of traits, rather than a single concept or catchphrase (Anholt, 2009).

Place brands can often work in tandem with local product brands. Products that associate themselves with their respective origins are said to be using “provenance branding” (Iversen &

Hem, 2008; Maguire, 2010) or, more rarely, “provenience branding” (Franzen & Moriarty, 2008). The terms “provenance” and “provenience” both roughly mean “origin”; the former refers to an object’s entire history while the latter refers only to its immediate origin, or place of discovery. Product associations can be explicit, such as the brand “ZESPRI – New Zealand kiwi brand” and its slogan “Our kiwifruit has a unique difference. It’s called New Zealand” (Iversen & Hem, 2008). Associations can also be implicit; without mentioning their country by name, Volkswagen and BMW play into a concept of high-quality German engineering (Franzen & Moriarty, 2008). When executed correctly, these associations can be symbiotic, with places gaining a positive reputation for their products that in turn also gain a positive reputation because of their geographic origin.

Most examples of places and products associating with each other involve large amounts of products working together. A wide range of associations helps create a complex image and has greater stability. As an example, Colombia branded all of its coffee exports under “Café de Colombia” (Iversen & Hem, 2008). However, some places choose to associate strongly with one local business instead of branding all similar products. This is sometimes referred to as a “flagship project,” although this term can also refer to associations with projects produced internally, rather than partnerships with external businesses. Such projects are often extremely expensive and prone to unpredictable results, but can be highly effective when successful. This instability makes flagship products relatively rare in place brands (Zenker & Beckmann, 2013).

Aside from products, places have sometimes associated themselves with other places in a bidirectional relationship known as “twinning.” Twinning originated as a form of reconciliation after World War II and has been described as an important vehicle for increased cooperation between towns and cities (Jayne, Hubbard, & Bell, 2011). Successful attempts at twinning are often described as having been critical in the formation of an area’s public profile, and are noted for promoting not only cooperation, but a sense of shared community between towns (Joenniemi & Sergunin, 2011). However, twinning has begun to fall out of favor in recent years. Stevens notes several English councils have withdrawn from twinning arrangements, and describes the practice’s reputation today as “tainted,” “costly,” and “irrelevan[t]” (Stevens, 2012). Although he

concedes that some recent pairings have been successful due to a focus on direct benefit to the areas' efficiency and education, he describes the more socially-oriented cases of twinning as redundant and poorly received by the public (Stevens, 2012).

Although many areas of place branding are well-researched, there is still no standard method of measuring its effectiveness. Cities are investing taxpayers' money into marketing strategies with no indication of success, raising the question of whether their money is being used efficiently and effectively (Zenker & Martin, 2011). Current practices of measuring brand performance include gathering city visitation data and press clippings. This method is limited because data are not being collected on a routine basis and fails to embody the full target audience. It is difficult to determine success metrics for place branding due to the complexity of the so-called "product." The target audience consists of citizens, visitors, and businesses, each of whom has various needs and demands for a place. Studies on this subject suggest that a customer-centric approach must be developed that measures citizen equity and satisfaction (Zenker & Martin, 2011), echoing Aitken and Campelo's sentiments above.

2.3 Place Branding in US Cities

City branding is an American phenomenon, although certainly not exclusively, as it is being increasingly adopted across the world as part of various marketing endeavors. According to a case study analyzing place marketing throughout Europe and the United States, Seppo Rainisto claims, "... U.S. cities, [have] been quicker than European places to recognize the importance of image as a tool to communicate a marketing message" (Rainisto, 2004). America is often associated with its successful branding of urban cities with instantly recognizable nicknames, such as Chicago as "The Windy City," New York as the "Big Apple," and New Orleans as the "Big Easy" (Holeywell, 2012). These cities take advantage of their originality, deeming themselves different from any other place in the world. Successful branding strategies have reshaped and solidified the image of these cities resulting in increased global attention and becoming a popular visitor destination (Holeywell, 2012).

Chicago is often praised for its economic prosperity and its creation of a powerful brand (City of Chicago Municipal Marketing Advisory Council, 2012). The city was suffering economically and was seen solely as an industrial region before transforming into an international business leader. Its nickname, “The Windy City,” dates back to the 1800s, signifying the strong gust of wind off Lake Michigan while metaphorically representing the city’s boastfulness and “hot air politicians” (Dugan, 2013). More recently, however, it has presented itself as “Our Great American Country”, with three key distinguishing attributes of “Access, Advantage, and Achievement” (Rainisto, 2004). Chicago supports its motto by marketing its numerous employment opportunities, advanced transportation system, and even its lakefront housing. Another element of Chicago’s place branding strategy is its ability to form public-private partnerships. Chicago is home to several higher-education institutions including University of Chicago, University of Illinois, and Northwestern University. These universities exhibit public-private cooperation and are considered major research hubs. By collaborating with these institutions, industrialists have founded several successful companies, such as Nanophase Technology Corporation (Rainisto, 2004).

New York City, most commonly referred to as the “Big Apple,” has no shortage of mottos and is considered by some to be the cultural and financial capital of the world. In the midst of the 1960s financial crisis, New York City aimed to construct a new, more marketable image of the city as part of its recovery plan. To create its brand, New York City took advantage of its dominance in the television, film, and magazine industry, broadcasting itself as a corporate-sponsored global city (Greenberg, 2008). In order to appeal to younger generations, *New York Magazine* described the city as a hip place to live, work, and shop, and an ideal location for the socially-climbing urban inhabitant (Greenberg, 2008). The image of New York aligns with the American Dream, encompassing the idea that anyone who works hard has the potential to prosper and succeed. Even today, people continue to flood into the city believing it is a place of opportunity where anyone and everyone can make a name for himself or herself.

New Orleans is a major tourist destination with a distinct flavor unlike any other city. New Orleans created a branding initiative in order to reinvent itself and remedy the state’s lagging

economic growth. City officials looked to tourism to increase capital investment and change the city's global perceptions (Gotham, 2007). Since the 1970s, New Orleans has engaged in strategic branding campaigns to project a favorable image and attract visitors. The New Orleans brand recognizes the city as a cultural hub that is vibrant, energetic, and highly diverse. This image has resonated well with tourists and locals, and New Orleans has been dubbed an entertainment capital with historical richness and southern charm. New Orleans' brand is so persuasive that major companies brand their products and services as expressions of the city's culture, as shown in Figure 4. Hotels, restaurants, and shops claim that buying their product or service is, in essence, receiving the New Orleans experience (Gotham, 2007).

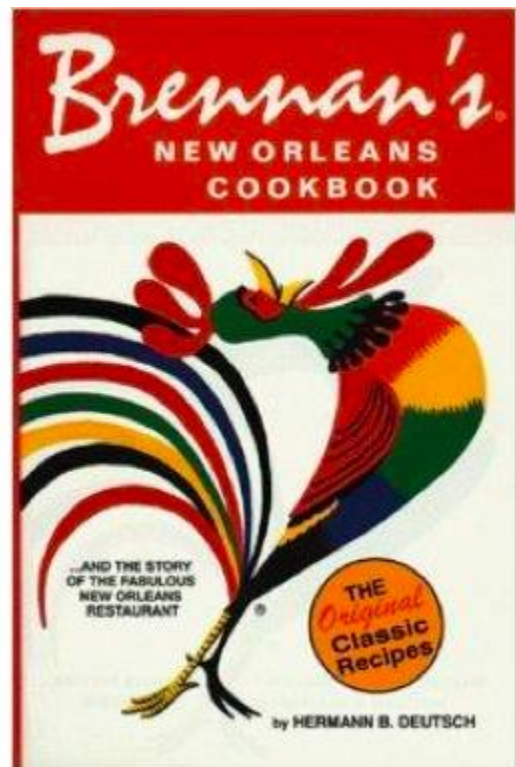


Figure 4: Company Brands as Expressions of New Orleans' Culture (neworleanslocal.com, 2015; amazon.com, 2015)

There are several recurring themes and commonalities in the branding of American cities. The research findings indicate that in many cases, branding initiatives stem from crisis and economic turmoil. It is these unfortunate situations that force cities to identify and capitalize on their

unique location and cultural aspects in order to generate new sources of revenue. In addition, American cities recognize the importance of creating an image that evokes positive associations in the public mind. Instead of simply forming relevant logos and mottos, these cities encompass the city's overall essence by constructing an authentic brand. Chicago, New York, and New Orleans are able to distinguish themselves from other places because they accentuate their distinct features and originality. It is these cities' ability to capitalize on such attributes that lead to corporate investment, an increase in tourism, and greater global visibility. Through their branding efforts, Chicago, New York, and New Orleans are able to maximize the efficient social and economic functions of the area and develop a network of positive associations in people's minds.

2.4 Place Branding in UK Cities

Place branding has already been used in parts of the United Kingdom to promote a city or town. In 2002, a study in the UK was conducted that looked at the importance of urban image when promoting a city. The study looked at six British towns and cities: Belfast, Birmingham, Cardiff, Doncaster, Glasgow, and Manchester. These cities were studied because they originally had weak city images and were developing or redeveloping facilities to promote tourism and corporate and manufacturer movement into their cities to enhance revenues (Bradley, Hall, & Harrison, 2002). A postal questionnaire survey of 62 company meeting organizers found that towns that had a strong historical, geographical, or cultural image were more attractive to tourists. The towns that had many different industries or business facilities were found useful to corporations and manufacturers. However, survey respondents did not attribute a positive city image to just particular industries or facilities (Bradley, Hall, & Harrison, 2002). Thus, it is important to be aware of who the target audience is when promoting an image. When promoting a city image to a tourist, advertisements should be used to predominantly display the cultural background of the city. However, when advertising to a corporation, the main focus should be industries, traveling routes, and trading routes.

Manchester, England is one of the studied cities by Bradley, Hall, and Harrison, and it was able to escape the negative image of a run-down industrial town by promoting itself with the positive image of a thriving, job-filled city. This was done by turning the city Manchester into a brand. Aditya Chakraborty, a writer for the Guardian, said about Manchester:

Strolling around the city now, it's clear what the local answer [to fixing a collapse in manufacturing, a surge of unemployment and social deprivation] has been: smarten up the centre, specialize in service sectors – everything from accountancy to restaurants, drive money into housing, and have a good story to tell about where you've been and where you're going (Chakraborty, 2011).

Chakraborty makes it clear that Manchester was successfully able to rebrand and improve itself. When residents of Manchester once wished to leave the city, people are now coming back due to the increase in jobs available. Manchester promoted itself as an area that has great commercial success and a majority of jobs for white-collar citizens. Although Manchester was able to promote itself with a much stronger image, Chakraborty points out that Manchester still has its faults even after its restructuring efforts. Manchester has now become a post-industrial city, but it does not know how to replace the old industry (Chakraborty, 2011). Chakraborty believes that Manchester should have focused more on improving the old industries rather than creating whole new ones. Not every brand will be perfect, but a branding committee should be aware of any areas that have faults that can be improved.

Manchester was able to promote itself through different forms of advertising; advertising to people or corporations can take many forms. Pamphlets, billboards, newspapers, or even surveys and questionnaires can be used as means to advertise. Pamphlets are useful in giving tourists key information about a city and its attractions. Billboards can be used to promote a new image to community members and to make them aware of the changes that will be made in their city or town. Billboards can also be used to attract corporations to a building or facility. As can be seen from the study conducted by Bradley, Hall, and Harrison, surveys and questionnaires can be used

as a way to inform companies and citizens about the branding process. Newspapers and the press are effective ways to advertise as well. The press will let citizens know when and how the branding process will take place. In turn, the branding committee can learn through the press how citizens feel about the changes being made.

The City of London recently underwent a similar transformation to that of Manchester. Concerned that the public image of its financial district was suffering, the Corporation of London – the governing body of the City of London – reworked the city’s skyline with a trio of eye-catching new buildings, commonly known as the “Gherkin,” “Cheese Grater,” and “Walkie-Talkie.” The drastic changes these buildings brought to the City of London’s skyline have been regarded as “symptoms of mutations in the institutions and élites that promote the city’s new urbanity” (Kaika, 2010, p.454). Kaika argues that iconic architecture is often produced during, and as a reaction to, times of crisis.

Even with its structural improvements and transformations, London is sometimes considered the Great Wen, or a scar on the landscape, because of how large and out of proportion it has become compared to the rest of England. Chakraborty believed that “Britain has a London Crisis” (Let the Great Wen get greater still: Growing London, 2014), meaning that the city is expanding fast, while the rest of the country is not growing enough. Chakraborty would rather Britain focus on growing the country as a whole, rather than expanding London. However, *The Economist* disagrees, stating that London is becoming larger because of the businesses and investors that choose to locate themselves there. Thus, expanding an area where there is a lot of money would encourage progress and improvement, which would in turn benefit all of Britain. *The Economist* continues to state that although London is indeed growing faster than the rest of the country, it is “a brilliant, dynamic, exciting city which covers what would otherwise mostly be bland fields and marshes. The variety of life in this city ... is what makes it excellent” (Let the Great Wen get greater still: Growing London, 2014). *The Economist* implies that London can effectively remove the negative brand of the Great Wen if it embraces the fact that it is growing bigger while still being able to make Britain better as a whole.

2.5 Place Promotion through Digital Advertising and Social Media

In both the US and UK, digital advertising and social media have been used in conjunction with physical advertisements in the past decade to promote a product or brand on the Internet. Product or place-based smartphone applications, Facebook, and Twitter have all been used to promote or advertise. These resources have been shown to effectively increase the appeal of a product or place for the public.

If used correctly, Internet advertisements can be more effective than physical advertisements as they are shown to a larger and more diverse group of people. They must also be relevant to what the web user is currently doing online. Users tend to respond more positively to smaller-sized, non-intrusive advertisements, whereas they will respond negatively and try to avoid forced advertisements (Truong & Simmons, 2010). Included with online advertising, search engine optimization (SEO) is also a key resource to use. This type of digital advertising is an approach to use searched buzzwords to effectively show more links about the searched subject (Truong & Simmons, 2010). As Harold Davis describes it, “SEO is the art, craft, and science of driving web traffic to web sites” (Davis, 2006). SEO will bring more traffic to a website and, if used correctly, only the targeted audience for the site will be led to it (Davis, 2006). For example, if someone who was interested in the UK were to search London on the Internet, a Camden-related website would be on the first page of website links if Camden were effectively advertised on the Internet.

Social media, or “consumer-generated media”, by definition is an Internet-based tool in which there are a wide range of word-of-mouth forums, including blogs, discussion boards and chat rooms, email, service ratings, and social networking websites. With all of these resources, users can educate each other about products, brands, services, issues, and events (Mangold and Faulds, 2009). Users can also share, discuss, or modify their own or other’s created content on a social media website (Kietzmann, Hermkens, McCarthy, and Silvestre, 2011). Because users are able to create and share whatever they want, it is desirable for a company or a government to seek positive engagement with their target audience through social media websites. If these

corporations are able to engage their target audience online effectively, then they will also be able to better represent their product or brand through user-generated content. Thus, information about their product or brand will spread to those who do not already know about it.

A website created for social media and advertising needs to be able to adequately grab a user's attention, as websites are one of the most important assets of business (Garzon, 2015). There are ten major items to consider when building an attractive website: organization and structure, simple navigation, readability, original content, outstanding design, speed, clean and validated code, SEO, tracking, and link building (Garzon, 2015). In terms of organization and structure, simple navigation, and readability, a social media website needs to be clean and professional so that users can easily read and navigate the website and find other users and their content. As a social media website, original content should be plentiful. However, a company or government would have to frequently post new content to keep its audience engaged. Clean and validated code for the website will vastly increase its user-end performance and compatibility (Garzon, 2015). SEO, tracking, and link building all play their own part in making it easier for a website to be found online. Users need to be able to easily search for a site on a search engine. The website's creator can also keep track of the metrics and site analysis data to see how many people visit a website and to produce relevant advertisements for them. Placing links to one website on another will also help in increasing the visibility of the target site (Garzon, 2015). Once each of these items is complete, a well-structured and attractive website will have been created.

In addition to the use of websites, the invention of the smartphone has revolutionized access to information and provides considerable opportunities in the marketing realm (Bellman, Potter, Treleaven-Hassard, Robinson, & Varan, 2011). For some consumers, the mobile device is not only intended for communication, but can also be seen as an extension of that person's personality and individuality, making it an intimate platform for brand promotion (Bellman et al., 2011). The major means in which marketers reach and serve consumers is now through mobile phone applications. These applications are defined as software that are downloadable to a mobile device and that prominently displays a brand identity through a logo, icon, or the overall user

experience (Bellman et al., 2011). The use of mobile phone applications for marketing purposes has a compelling edge over other media channels due to the high level of user engagement and ability to reach an audience anytime and anywhere (Calder, Malthouse, & Schaedel, 2009).

In terms of tourism, mobile phone apps can provide visitors with user-friendly and easily transportable guides to an area. The advanced functionalities of smartphones allow for creative and interactive ways to advertise local attractions, while also highlighting the cultural and historical aspects of a place (Kelly, 2014). Several organizations across the world have developed mobile phone apps as a platform for place promotion. In Temiskiming, Ontario, “Le Centre Culturel ARTEM” developed an app that guides visitors through a series of digital tours, identifying key points of interest along the way (Kelly, 2014). Each tour also includes an audio file that tells the story and significance surrounding each location. Nicole Guertin, the driving force behind the application, explains that she is a “strong advocate for telling the area’s stories. Rather than focus on developing huge, unsustainable tourism projects, she favors capitalizing on the community’s existing assets” (Kelly, 2014). Despite being a tourist-based app, Guertin and her team engaged local residents by seeking their opinion on what stories they wanted to be told about the area. In regards to place branding, apps are a highly captivating way through which places and their unique features can be publicized to visitors.

Place promotion through digital advertising and social media is a powerful tool that can be used to reach a broad audience at a convenient time for the consumer. With Internet traffic continuously on the rise, social media websites as well as advertisements are being used effectively as platforms to promote products and services. In addition, recent trends have shown that people are increasingly using their mobile phones to access information, providing an advantageous opportunity for marketing. Both online and mobile marketing allow for creativity and a chance for companies to distinguish themselves.

2.6 Corporate Social Responsibility and Sponsorship

Traditional branding and advertising efforts can be enhanced by corporate sponsorship and investment through corporate social responsibility, both of which are rather recent developments in the area of revenue-generating branding strategy. These endeavors can potentially serve as opportunities to match the interests of both municipalities and corporations. While corporate social responsibility (CSR) is a term known to be ill-defined, or rather poorly constructed, socially, in a specific context (Dahlsrud, 2008), one could state that CSR is a business strategy by which a corporation positively influences the public image of the organization by upholding responsible practices and/or supporting reputable acts and causes. While one return of CSR is simple moral awareness, since a company doing good will, in essence, be good, there are greater benefits to CSR than the notion of a good conscience. In a recent survey, it was found that “...only 58% of more than 31000 respondents in 26 countries articulated trust in business...” (Fifka & Berg, 2014). Mistrust due to “... corporate greed... Wrong incentives for managers, corruption and bribery, incompetence, and a lack of transparency...”, among other things, results in a general perception of irresponsibility, which can very possibly lead to dramatic consequences such as increased unemployment, bankruptcy, and significant government debt (Fifka & Berg, 2014). Conversely, by pursuing acts of CSR, corporations have the opportunity to better their public image and to integrate with society.

Some particular examples of CSR include sponsorship, cause-related marketing, and philanthropy (Lii, Wu, & Ding, 2013). By sponsoring an event, making changes to its practices to support a greater cause, and/or donating to philanthropic efforts, a corporation is able to publicize its socially responsible methods and reap both the moral and physical benefits of such ethical undertakings. One physical reward brought about by CSR is increased investment in the participating corporation. By making it known that a corporation follows certain practices or supports certain efforts, the business begins to appeal to a greater population than it would have before involving itself with the particular method(s) of CSR (Ioannou & Serafeim, 2014). Essentially, maintaining moral routines and developing societal relationships lead to trust, and trust leads to investment.

The most notable method by which practices of CSR align with both city and corporate interests, and offer mutual benefit, is corporate sponsorship. Opportunities for corporate sponsorship can be broken down into the categories of event sponsorship, program sponsorship, asset maintenance, sponsorship of material assets, promotional items, and in-kind donations (Cross, Guthman, Loewenstein, & Sheller, 2004). Event sponsorship, program sponsorship, sponsorship of material assets, and promotional items are of greatest interest for the purposes of place branding, since each of these techniques provides tangible proof of the sponsor's activity which can be easily related back to the sponsor and the supporting municipality.

One such example of this branding tactic is the common sponsorship of recycling programs, typically evidenced by advertisements on city recycling bins, and occasionally by endorsements on the sides of garbage disposal vehicles. While this specific approach further establishes a corporation's CSR policy and its positive public image by showing that it has an interest in environmentally-friendly practices, it also provides revenue for the city through advertising. Another example is the recent sponsorship of the London Eye by The Coca-Cola Company. Despite being met with some initial controversy, this sponsorship has evolved to show that The Coca-Cola Company has an interest in increasing the quality of life of the local and tourist populations (Coca-Cola Company, 2015). While Coca-Cola is able to reap the benefits, both in monetary gain and in strengthening their CSR, the local government also benefits, both directly and indirectly as a result of the corporation's investment. While only illustrating two aspects of corporate sponsorship, the impact of this phenomenon and corporate social responsibility as a whole is apparent.

2.7 Summary

Many cities and towns are looking to promote themselves through branding, as a way to generate tourism, attract businesses, and enhance revenue. Through partnership with key stakeholders, including the Knowledge Quarter, and through application of additional marketing strategies, the Camden Council intends to build a brand for the borough, to both distinguish it among the other

London boroughs and generate revenue to assist in closing a budget gap. This project provides strategic recommendations for the Council regarding the branding initiative.

3. Methods

The goal of this project was to undertake an explorative study of the ways in which the Camden Council can develop the brand of Camden, the place, in order to generate revenue from its unique location and assets in both the digital and physical realm. This goal was split into three objectives. The team:

- Identified, through research and interviews, how branding of places has been used to generate revenue for local government in the US, UK, and elsewhere;
- Identified what revenue-generating opportunities would be best applied to Camden based on stakeholder feedback; and
- Developed and proposed a plan for creating the Camden Brand.

This project took place from March 16, 2015 to May 2, 2015 in the London Borough of Camden, United Kingdom. The Branding Camden project team worked closely with sponsor liaison, Suzanne Griffiths, and other members of the Camden Council involved with the branding initiative. Our main focus while in London was to conduct interviews with key stakeholders to supplement and build upon our desk-based, background research conducted in the United States. The tasks associated with each objective are summarized in Figure 5, while Figure 6 presents the schedule of their completion.

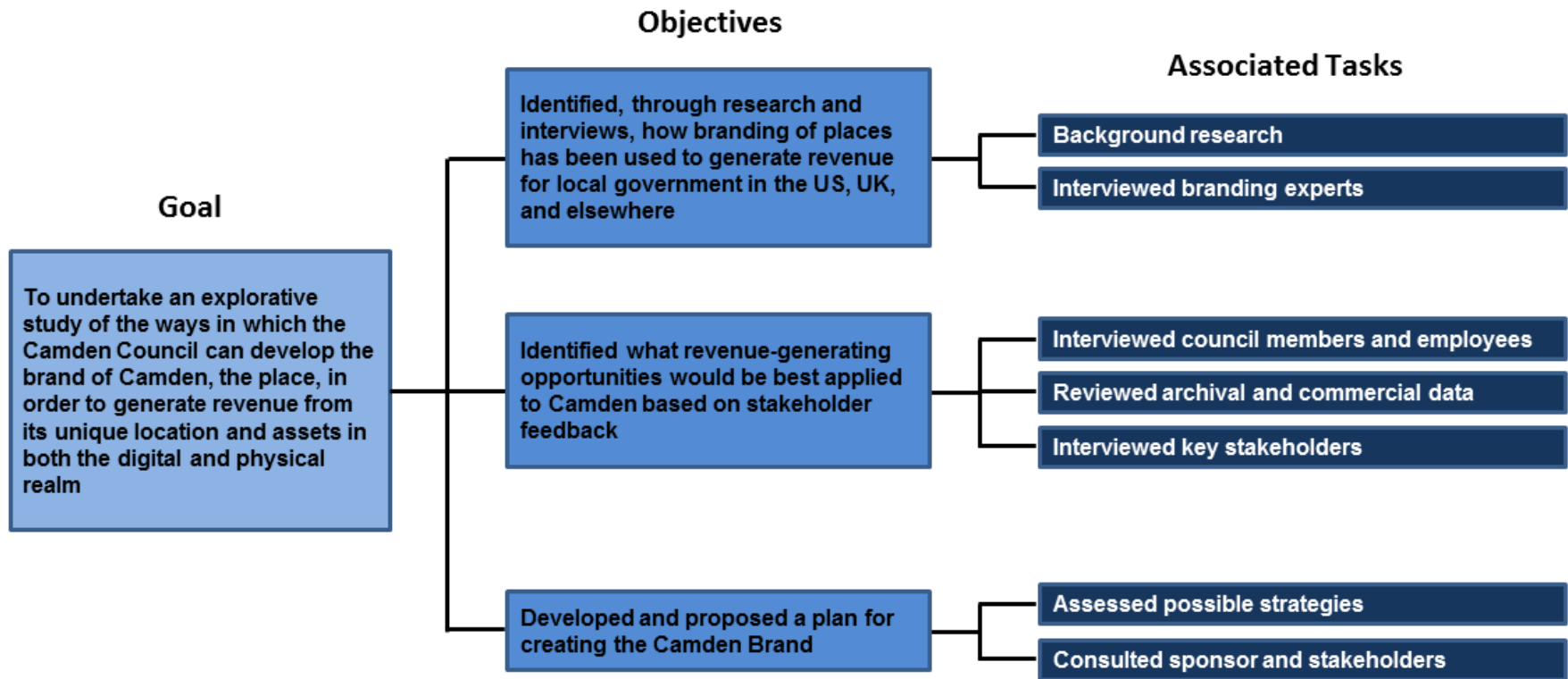


Figure 5: Objective Tree Chart

Task	Week 1					Week 2					Week 3					Week 4					Week 5					Week 6					Week 7				
	03-16/03-20					03-23/03-27					03-30/04-03					04-06/04-10					04-13/04-17					04-20/04-24					04-27/05-01				
	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F	M	T	W	R	F
Introductory meetings																																			
Desk-based research																																			
Set up interviews																																			
Conducted interviews																																			
Assessed possible strategies																																			
Consulted stakeholders																																			
Consulted sponsor																																			
Developed plan																																			
Wrote report																																			
Final presentation																																			

Figure 6: Project Schedule

3.1 Interview Protocols

Interviews with key stakeholders provided the team with the feedback necessary to devise a branding strategy and provide recommendations to the Camden Council. Since the majority of our data gathering entailed in-depth, semi-structured interviews, the general protocols are described below. The steps can be summarized as: identified potential interviewees, developed the interview script, made initial contacts, conducted interviews, and analyzed transcripts.

3.2 Identifying Potential Interviewees

We identified interviewees using multiple methods. The team identified a number of possible informants in both the United States and United Kingdom based on our background research and initial conversations with our sponsor. These included representatives from educational and other iconic institutions in Camden, various Council departments, and members of the Camden Council. Once we arrived in London, we consulted with Ms. Griffiths to review and supplement our initial list of contacts. To increase our interviewee pool, we utilized the snowball sampling method and requested that interviewees suggest additional contacts.

3.3 Developing the Interview Script

Based on our review of the literature and advice from our advisors and sponsor liaison, we developed a ‘generic’ interview script, shown in Appendix D that outlines most of the major topics addressed. We modified this script to match the expertise of our particular interviewees and the types of information we wished to solicit, as indicated under the separate objectives below. After careful review of our interview questions with our advisors and sponsor liaison, we pilot-tested the set with an internal Council employee in order to ensure all pertinent topics were incorporated.

3.4 Conducting the Interviews

We conducted semi-structured interviews to allow team members to deviate from the script to clarify points and pursue unanticipated topics, when necessary. Wherever possible, we conducted the interviews in-person, although in some cases we used phone or email interviews if an in-

person interview was not practical, given the available time and resources. We also requested that the interviewee allot a 30-45 minute time frame for the interview itself. Prior to the interview, the team prepared by extensively researching the background of the interviewee and the organization s/he represents. This research included, but was not be limited to, the informant's job description, experience with branding, and any opinions s/he had previously expressed on the matter. As indicated in Appendix D, the interview script included a preamble explaining the nature and purpose of the interview. We asked the interviewee for permission to quote her/him – personally or via pseudonym – and explained that s/he would have the right to review our final report before publication. In some cases, we chose to record the interview with the interviewee's consent. Regardless of whether or not the interviewee consented to be audiorecorded, we kept written notes that documented the conversation. At least two members of the team attended each interview. One member asked questions, while the other served as the scribe. We sought implicit consent rather than formal, written consent, since written consent was likely to inhibit interviewee response rates and candor.

3.5 Objective 1: Identify how branding of places has been used to generate revenue

To better understand the practice of place branding, the team first determined which strategies and methods have been applied to successfully brand cities and districts in both the United States and the United Kingdom. This entailed an examination of case studies, an overview of which is provided in the background section. To complement this general research, a series of comprehensive interviews was conducted with a number of experts in the field of branding and related topics.

Prior to arriving in Camden, the team met with the Chief Marketing Officer of Worcester Polytechnic Institute, Amy Morton. Having personally laid the groundwork for the extensive rebranding of the university in 2012 through 2013, Ms. Morton was a valuable local source for consultation regarding the fundamentals of branding and marketing. As a resident expert from a

university, Ms. Morton gave the team valuable insight regarding how to incorporate and appeal to the student population.

Additionally, the team explored branding strategies used in Worcester, Massachusetts through a conversation with Erin Williams, the city's Cultural Development Officer. In speaking with Ms. Williams, the team gained a better understanding of how city branding is used to generate revenue. We learned of the approach taken to create an image for Worcester and of the methods that have been used to promote Worcester as "The Creative City." The team also learned how Worcester was able to take advantage of its central location and large student population in its branding initiative.

Lastly, to further our knowledge on place branding, the team met with two faculty members of Worcester Polytechnic Institute's Foisie School of Business, Purvi Shah and William Troy. Through speaking with these marketing experts, well-versed in the art of branding, the team learned the steps to devise a branding strategy. These professors stressed the importance of understanding the target audience and creating an authentic brand. The information gathered from these interviews, and from all other interviews conducted prior to departure will be incorporated into the background section.

Upon our arrival in Camden, we met with a number of Council employees in an informal setting to better familiarize ourselves with the general thoughts surrounding the idea of a Camden borough brand. These meetings also provided the team with a basic understanding of the Council structure, as well as the roles of various sub-divisions. Specifically, we spoke to employees who could provide us with useful information relating to the profile of Camden, such as tourism and business trends. In each of these meetings, we requested supplementary data and/or reports pertaining to the borough as well as suggestions for further employees to meet with. Table 1 displays the interview details and items discussed.

Interviewee	Date Interviewed	Job Position	Topics Discussed
Jeremy Shapiro	20 Mar 2015	Economic Development	<ul style="list-style-type: none"> • Business/economic profile • Business relations • Knowledge Quarter
Mike Webb	24 Mar 2015	Data Manager	<ul style="list-style-type: none"> • Commercial use of data
Nick Wilson-Young	24 Mar 2015	Strategy and Insight Manager for the Third Sector	<ul style="list-style-type: none"> • Third Sector • CSR Opportunities
Keynes Emeruwa	26 Mar 2015	Web Manager	<ul style="list-style-type: none"> • Digital Strategy • LoveCamden
Fiona Matthews and Kevin Churchill	26 Mar 2015	Culture and Environment Procurement Team	<ul style="list-style-type: none"> • Digital advertising Screens • Advertising on waste trucks
Nicky Ezer	27 Mar 2015	Events Manager at Camden Centre	<ul style="list-style-type: none"> • Use of Council-owned facilities
Sarah O'Donnell	30 Mar 2015	Arts and Tourism Team	<ul style="list-style-type: none"> • Visitor economy & profile • Twinning
Chris Widgery	2 Apr 2015	Head of Strategy in C&E	<ul style="list-style-type: none"> • Camden Brand • Digital Strategy
Oliver Myers and Shirley Blake	7 Apr 2015	Head of Parks and Sustainability Manager of Bloomsbury Squad	<ul style="list-style-type: none"> • Council use of green spaces
Arturo Dell	9 Apr 2015	ICT Partner for HASC	<ul style="list-style-type: none"> • Commercial use of data
Sam Eastop	14 Apr 2015	Head of Library Services	<ul style="list-style-type: none"> • Libraries • Camden Card
Steve Morgan, Suzanne Griffiths, Jaclyn Bello, Michael Anderson, Mike Walsh, Trevor Rosenberg, Aysha Ali	14 Apr 2015	The Culture and Environment Strategy and Improvement Team	<ul style="list-style-type: none"> • Thoughts about Camden • Twinning • Camden Card • Difference between Camden and East London
Sam Monck	15 Apr 2015	Assistant Director Environment and Transport	<ul style="list-style-type: none"> • Digital advertising screens • Camden Card • LoveCamden • Use of Council-owned facilities
Fiona McKeith	15 Apr 2015	Head of Communities and Third Sector Team	<ul style="list-style-type: none"> • Negative opinion on Branding Strategy

Table 1: Informal Interviews

Following these preliminary internal meetings, the team identified a variety of professionals with experience in branding. With these professionals, we were particularly interested in discussing topics that the Camden Council proposed as part of its branding efforts. These included corporate social responsibility, advertising, and use of commercial spaces to generate income. More specifically, a few Council members suggested using advertising banners on lamp posts, digital advertising on street furniture and waste collection vehicles, and increasing the number of commercial events in both parks and indoor public spaces. In addition, the team was curious to see if surrounding boroughs had hired outside companies and organizations to aid in the branding process and, if so, which companies were hired and what were the lessons learned. The team interviewed representatives of these companies to solicit their perspective on the branding efforts as a counterpoint to the perspective of Council staff. Two such companies, VisitBritain and CorporateEdge, were involved in forming “Britain’s Brand”. We reached out to these two companies multiple times, but were unable to establish contact with them. For the organizations with whom we were able to successfully establish contact, we conducted interviews following the protocols described above.

In addition to interviews, we employed various efforts to judge the current effectiveness of multiple aspects of Camden’s current strategy. Google Trends was used to compare search interest between Camden and other boroughs, as well as between different terms within Camden (e.g. “Camden Town” versus “Love Camden”). We also investigated online interest by assessing and comparing traffic on social media sites, such as Facebook and Twitter. We consulted Council members working on digital advertising projects to gain insight on current branding efforts in the digital realm. The team also toured the Camden Centre to evaluate how Camden uses its facilities effectively, and how the use of those facilities might be expanded with a more aggressive branding strategy.

To further assess the Council’s branding efforts in the digital realm, the team employed a tool called WebCHECK to evaluate and compare LoveCamden to surrounding borough websites. Working with Ms. Griffiths, we identified four surrounding boroughs that had Council-run, promotional web sites similar to LoveCamden. These included Brighton, Enfield, Hackney, and

Richmond. WebCHECK offers a tool for diagnosing the motivational quality of a website (Loh & Williams, 2003, p. 352). The WebCHECK tool works by evaluating a website on the basis of two dimensions: value and expectation for success (Small & Arnone, 2013). The value component recognizes the site's ability to be both stimulating and meaningful. The expectation for success assesses the structure, organization, and usability. These features determine whether a person can expect to be successful using a given site (Small & Arnone, 2013).

The team utilized the WebCHECK professional tool and scored each borough website on several accounts. The team rated a series of items pertaining to the two dimensions explained above on a four-point Likert scale (where 0 = strongly disagree, 1 = disagree, etc.).

Two members of our team filled out the WebCHECK Professional for each of the five websites chosen. Prior to scoring each item, the two team members thoroughly explored each website in order to become familiar with the organization and informational content. Both team members fully discussed each checklist item before allocating an agreed upon score. After submitting the scorecard, the WebCHECK software generated four scores for each website under the categories of Stimulating, Meaningful, Organized, and Easy-to-Use. These scores, along with the total score were used to evaluate and assess the LoveCamden website compared to neighboring boroughs. The scorecard items, which can be found in full detail in Appendix E, included:

- The visual layout of this website attracts attention;
- The purpose of this website is clear;
- There is nothing on this website that distracts attention from the content;
- This website provides links to other related or useful websites;
- This website provides an easy-to-use help function;
- This website is optimized for mobile access (i.e. smartphones, tablets, etc.); and
- This website provides accessible opportunities for all (including those with visual, hearing and mobility impairments) to actively participate and contribute content

3.6 Objective 2: Identify revenue-generating opportunities

Building on our background research and the information gained under Objective #1, the team identified and explored the value of a variety of potential revenue-generating opportunities with various stakeholders in Camden.

First, we interviewed key staff in Camden to see what they had done in the past and would like to do in the future. Then, we interviewed other stakeholders regarding these different potential revenue generating schemes, including how to capitalize on the Knowledge Quarter endeavor. Table 2 displays the interview details and topics discussed.

Interviewee	Date Interviewed	Internal (Council) or External	Job Position	Topics Discussed
Camden Tour Guides	23 Mar 2015	External	Tour Guides	<ul style="list-style-type: none"> • Knowledge Quarter • Historical roots • Visitor profile
Mathew Upton	30 Mar 2015	Internal	Strategic Lead for consultation and engagement	<ul style="list-style-type: none"> • Interview script
Erin Williams	2 Apr 2015	External	Worcester Cultural Development Officer	<ul style="list-style-type: none"> • Camden Card • Advertising on Waste Trucks
Phil Newby	8 Apr 2015	External	Head of Marketing at Roundhouse	<ul style="list-style-type: none"> • Interview script
Fiona Dean	8 Apr 2015	Internal	Assistant Director of Culture and Customers	<ul style="list-style-type: none"> • Interview script
Shannon Hermes	9 Apr 2015	External	Museum Manager at Charles Dickens Museum	<ul style="list-style-type: none"> • Interview script
Suzanne Noble	10 Apr 2015	External	Founder of Frugl	<ul style="list-style-type: none"> • Interview script
Nigel Robinson and Justin Hill	13 Apr 2015	Internal	Head of Sports and Physical Activity (SPA) & SPA Strategy Manager	<ul style="list-style-type: none"> • Interview script
Jodie Eastwood	15 Apr 2015	External	Project Manager for Knowledge Quarter	<ul style="list-style-type: none"> • Interview script
Simon Pitkeathley	16 Apr 2015	External	CEO of Camden Town Unlimited	<ul style="list-style-type: none"> • Interview script
Karen Galey	16 Apr 2015	Internal	Head of Economic Development	<ul style="list-style-type: none"> • Interview script

Interviewee	Date Interviewed	Internal (Council) or External	Job Position	Topics Discussed
Jo Ortmans and Monica Hundal	20 Apr 2015	External	Head of Media Relations & Associate Director of Innovation	<ul style="list-style-type: none"> • Student and College Relations to the Council • Partial Interview Script
Hannah Talbot	21 Apr 2015	External	Head of Marketing, Communications, and PR of the Jewish Museum	<ul style="list-style-type: none"> • Interview Script
Gioele Camarlinghi	24 Apr 2015	External	General Manager & UK Area Director for Meliá Hotels International	<ul style="list-style-type: none"> • Interview Script • Thoughts on Data
Bertie Miller and Dave Waters	24 Apr 2015	External	Founders of Watermill London	<ul style="list-style-type: none"> • Interview Script
Joe Edwards	28 Apr 2015	External	Public Affairs Manager for British Museum	<ul style="list-style-type: none"> • Interview Script

Table 2: Formal Interviews

The team contacted both Council members and relevant Council employees involved in marketing and the development of the Camden Plan, as mentioned in the background section. Alongside the questions posed to other interviewees, we asked subjects within the Council about various, potentially useful pieces of information specific to Camden. Topic areas specific to Council employees can be found in Table 1. This information includes archival data detailing the past uses of various Council buildings, as well as a large amount of commercial data relating to customer habits and trends. The team sought to gain a stronger understanding of the nature of

this data and, through comparisons with other regions, determine if commercialization of such data may be useful for the project.

Outside the Council, the team also sought interviews with current and potential corporate partners and stakeholders. These interviews primarily focused on how the corporations believe Camden's assets can be used in branding, in order for the team to gain more external opinions on Camden's potential. A list of potential target groups and relevant topic areas can be found in Table 3. The team determined the specific departments within these target groups through speaking with Ms. Griffiths and drawing parallels from case studies in the background section.

The team interviewed local business districts in order to examine how business partnerships can result in mutual benefits. We identified key members of Camden Town Unlimited, Inmidtown, and the Knowledge Quarter for interviewing, as these organizations participated in cooperative community efforts in the past. We were interested in learning how these partnerships promote the community, improve the local environment, and develop the area as a business location, among other desirable outcomes.

When interviewing local businesses and corporations, we addressed several key topics, including how these corporations wish to be branded in Camden. The Camden Council was especially interested in exploring how CSR might be used to leverage corporate interest in advertising and supporting community events. We also explored branding associations between companies and their locations, addressing the possibility of companies directly referencing Camden in their marketing. Before ideas were presented to local stakeholders and the Camden Council, the team first attempted to investigate how other boroughs have used these strategies.

Interviewing iconic and higher education institutions proved beneficial in obtaining information about the Camden Brand as well. Considering that Camden wishes to brand itself as the knowledge center of London, interviewing faculty at local universities was useful in obtaining insight on how the Brand will make this goal happen. The team also interviewed representatives

at local museums and libraries to gain insight on the cultural aspects of Camden. Interviewing the marketing and public relations workers in these institutions was most helpful, as they knew more information about what is being done with the Camden brand.

In order to ensure nuanced, high-quality information, the team utilized one-on-one interviews. All of these interviews followed the semi-structured script found in Appendix D, with case-by-case deviations.

Stakeholder Target Groups	Topic Areas
Internal Council Teams	<ul style="list-style-type: none"> • Stage of branding process • Archival data • Commercial data • Council-owned facilities
Business Districts	<ul style="list-style-type: none"> • Investigate how business partnerships can result in mutual benefit
Local Businesses and Corporations	<ul style="list-style-type: none"> • Corporate Social Responsibility • Corporate Sponsorship • Council-owned facilities
Higher Education	<ul style="list-style-type: none"> • Camden as a “Knowledge Center” • Incorporating student population
Iconic Institutions	<ul style="list-style-type: none"> • Camden as a “Knowledge Center” • Cultural assets

Table 3: Target Stakeholders

3.7 Objective 3: Develop and propose a plan for improving the Camden Brand

We used the data obtained from Objective 1 and Objective 2 to provide a set of recommendations to the Council in order to move forward with the branding strategy. The research on branding case studies in the United States and United Kingdom provided the team with general insight on key place branding techniques. Through speaking with marketing experts in Worcester and London, the team gained knowledge on which approaches have proven

successful and which approaches have proven unsuccessful. Additionally, when interviewing surrounding boroughs, the team determined whether specific strategies can be applied to Camden. Lastly, the team identified what key stakeholders were looking to gain from the Camden brand. Through thorough analysis and discussions with our sponsor, our team determined the branding strategies that align best with Camden.

Upon completion of Objective 2, the team worked to devise a branding plan for the Council. The team disseminated the branding strategy and utilized a focus group to solicit feedback. This focus group was comprised of the Council's Strategy and Improvement team. The selection of participants was made in consultation with Ms. Griffiths.

The focus group gathered at a convenient time and place for all participants. The team contacted all attendees in advance, via email, and explained the nature and purpose of the focus group. Prior to the meeting, the team spoke with Ms. Griffiths and developed a list of topics to address. During the discussion, one team member was delegated to asking the focus questions, while the remaining team members took detailed notes and asked additional questions to clarify points made and further steer the conversation. In this meeting, the team was prepared to support their recommended strategies based on field research. The media utilized for communicating our results included formal presentation and informal verbal discourse. For both media, we encouraged questions and constructive criticism regarding our choices. In the case that the team decided to quote a focus group participant, we requested permission using the same protocol as detailed in the above "Conducting Interviews" section. After reviewing feedback with Ms. Griffiths, the team was able to modify the plan and made revisions accordingly. At the conclusion of this project, the team formally presented a detailed report, highlighting the relevant findings of our research and providing recommendations and strategies for implementation to the Camden Council.

4. Findings

This section contains the findings from the interviews we conducted to determine what Camden can do to create a place-based brand. Our findings include information on what the Council is already implementing as part of an overall brand, the different perspectives on what the Camden brand can or should become, and what the Council currently has in terms of opportunities for a future branding strategy. All of this information was used in generating our recommendations to the Camden Council.

4.1 Camden's Current Branding Efforts

The Camden Council has recognized the need to employ innovative strategies in order to create a higher profile for Camden, the borough. In attempt to understand the Council's future plans, the team met with several Council employees to discuss such endeavors.

4.1.1 The LoveCamden Website

One topic that was discussed in numerous internal meetings was the LoveCamden website (<http://www.lovecamden.org>). Currently, the site serves as a promotional website for all things Camden, ranging from community events to restaurants and nightlife. The website also allows businesses and other organizations to upload and advertise their upcoming events and special occasions. In our internal meetings, most Council employees indicated that LoveCamden is the Council's preliminary attempt to promote Camden, the place. It was expressed that the site is trying to avoid being associated with the Council in the public's mind. Keynes Emeruwa, web manager for the Camden Council, stated that the LoveCamden website has a greater number of followings than the similar websites of surrounding boroughs. However, most Council employees noted that there is still great room for improvement especially in terms of the site's layout and organization.

The majority of external stakeholders we interviewed indicated that they were familiar with the LoveCamden website, shown in Figure 7. They described the site as a suitable venue for

discovering local events and attractions with potential to grow into a higher profile media outlet. They acknowledged that the site receives ample traffic, but indicated that its online presence could be augmented. For example, one interviewee from a small museum voiced that LoveCamden is not the “go-to” website for tourists and that they are usually unaware of the website prior to their arrival in Camden. She said that ideally, LoveCamden would be visited during the planning stages of a trip to identify the multitude of attractions the borough has to offer, thus encouraging tourists to stay longer.

The ultimate guide to events, shopping, culture and going out in Camden



latest news



Camden 50, Discover and Celebrate 50 years of Camden
In 2015 the London Boroughs celebrate their 50th Anniversary! Join Camden for a range of

Magical London at Swiss Cottage Gallery
A new exhibition inspired by Ben Aaronovitch's 'Rivers of London'

Tweets

[Follow](#)

 **LoveCamden** @LoveCamden 4h
Music journalism workshop at @CamdenArtsCtr with NME and Pitchfork Editor @laurasnapes. Book now for this saturday: ow.ly/LTV41.
[Expand](#)

 **Richard Cotton** @RichardCotton10 4h
Took this photo on way home from Camden's new civic offices. Hard 2 believe only 3 mins walk away. @LoveCamden pic.twitter.com/Dd0O9WTfxd
Retweeted by LoveCamden



[Expand](#)

 **VolCentreCamden** @VCCamden 4h

Figure 7: LoveCamden Home Page

The majority of interviewees noted that the website was slightly flawed in terms of its usability and navigation (see Figures 8-10). Most believe that the content of the site is of high quality, but the presentation – including graphics and organization – needs improvement. Several interviewees said that the site is chaotic and slightly overwhelming, especially for those who are unfamiliar with the borough and its variety of events and opportunities. One interviewee stated that certain information is not easily accessible, which will cause visitors to quickly lose interest. A few also suggested that the Council could improve its layout by including more attractive

images and reducing the amount of text on each page. It was also noted that the color scheme may not attract a wide range of audiences, and a simpler, more clear-cut design was advised.

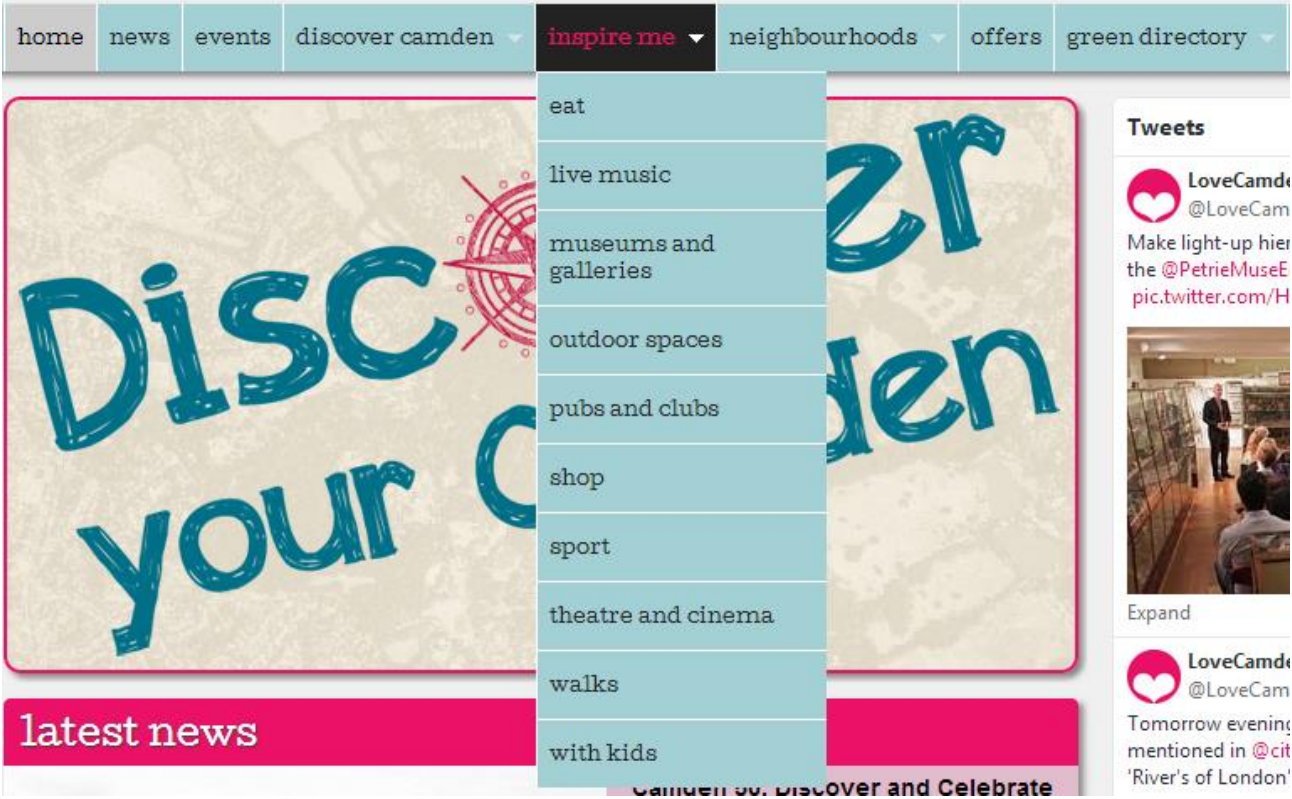


Figure 8: Example of Poor Navigation on the Site

[Alchemy the Centre](#)



In the busy rush of Camden London, there is a place of stillness and peace. The Centre called Alchemy. Like the medieval science for which it's named, it is defined by discovery and transformation...



No votes yet

[find out more »](#)

[Bake-a-Boo](#)



Average: 3 (1 vote)

A unique hideaway in West Hampstead, described as 'magical' and 'simply darling'. Open every afternoon for a wide variety of hand-baked seasonal cakes, treats and cupcakes galore!...

[find out more »](#)

[Bake-a-Boo](#)



Average: 4 (10 votes)

A unique hideaway in West Hampstead, described as 'magical' and 'simply darling'. Open every afternoon for a wide variety of hand-baked seasonal cakes, treats and cupcakes galore!...

[find out more »](#)

Figure 9: Example of Poor Organization (Alphabetization) of the Site



[Belsize Park & Hampstead](#)

Belsize Park, Hampstead and nearby South End Green offer endless things to do. Wander the luscious heath, take in a spot of shopping or treat yourself to a taste sensation at one of the many bustling cafés and restaurants.



[Bloomsbury](#)

At the cultural heart of London lies Bloomsbury with Marchmont Street; a much loved thoroughfare that runs through its centre. The area is rich in history and famously known as the stomping ground of the Bloomsbury set; a group of influential writers, intellectuals and artists from the 1930s.



[Camden Town & Chalk Farm](#)

Once synonymous with the Doc Marten clad, mohawked tribe of punk, in recent years Camden Town has successfully broadened its appeal to become one of the most visited destinations in London.



[Finchley Road & Swiss Cottage](#)

Finchley Road is more than a giant thoroughfare in and out of London. Scrape below the surface and you'll discover a community with excellent shops, entertainment, restaurants and a few cultural surprises. Swiss Cottage boasts what Time Out rates as London's best leisure centre, which is a gem in both sporting and architectural terms.

Figure 10: Example of Text Heaviness of Site

Through our evaluation of several borough and town websites using WebCHECK professional, we were able to quantitatively assess the LoveCamden website. The WebCHECK Professional tool produced four scores for each website in the categories titled Stimulating, Meaningful, Organized, and Easy-to-Use. The sum of these four category scores generated a total score for

each website. Appendix E displays a table containing the full set of scores for each of the five websites evaluated. The final category scores and the total scores can be found at the bottom of this table.

According to our evaluation, the LoveCamden website received the second lowest score out of the five borough websites with an overall score of 83. We Love Brighton, Destination Hackney, and Visit Richmond received similar scores ranging from 111 to 115. We Love Enfield received the lowest score of 71. In terms of the individual categories, LoveCamden received marginally lower scores than the top three websites for the Meaningful and Stimulating categories. However, in the Easy-to-Use and Organized category, LoveCamden scored significantly lower than the Brighton, Hackney, and Richmond websites. The total scores along with the individual category scores are displayed in Figure 11, below.

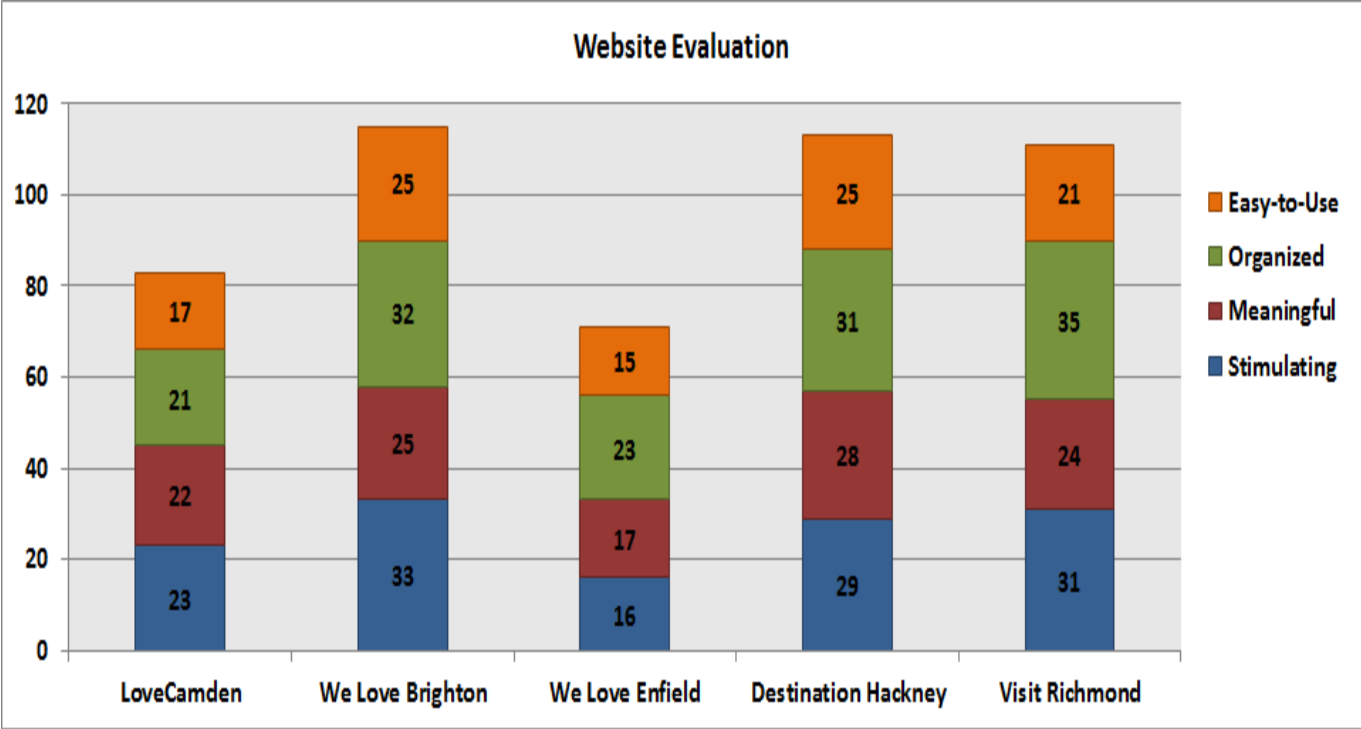


Figure 11: WebCHECK Evaluation of LoveCamden and Similar Web Domains

After evaluating the LoveCamden website both numerically and through interviews, the team observed that the quantitative assessment and opinions of stakeholders aligned. Our results from the WebCHECK analysis indicated that, compared with other borough websites, the LoveCamden website needs improvements in terms of organization and usability. Similarly, most interviewees noted that the website was “crowded” and text heavy. Also, in both the numerical evaluation and interviews, LoveCamden’s potential for success was indicated. Despite these criticisms, WebCHECK rated the LoveCamden website as above average in terms of value and expectations of success (Figure 12). As previously stated in the methodology, the value component is made up from the Stimulating and Meaningful scores, whereas the expectation for success component represents the Organization and Easy-to-Use scores.

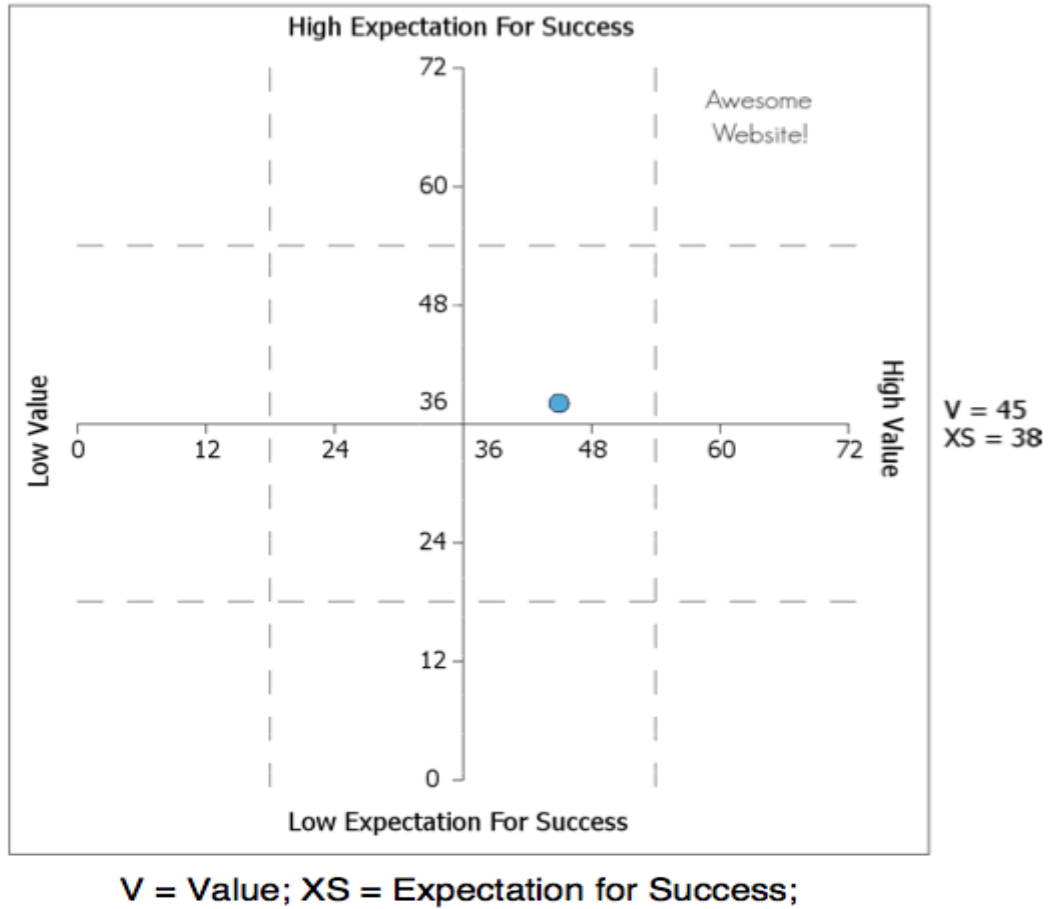


Figure 12: LoveCamden WebCHECK Plot of Value and Expectation of Success Parameters

4.1.2 Digital Advertising

As part of the Council’s efforts to maximize revenues, the Culture and Environment Procurement team is exploring the costs and benefits of installing digital advertising screens in key locations across the borough that receive a great deal of foot traffic. One idea is to flash a “Welcome to Camden” sign that will appear between advertisements, as well as including way finding such as directions to the public toilets. Another idea is to place digital advertising screens on waste management trucks. Despite this being a somewhat unconventional venue for advertisements, the Council believes that it is possible to place a creative spin on the concept, making the advertisements original and eye-catching. Additionally, the Council hopes that such venues may provide opportunities for local businesses and corporations to promote their corporate social

responsibility. Due to limitations of time, however, we did not pursue the topics of digital advertising and CSR as assiduously in our interviewing and other data collection activities, but focused more broadly on the general branding efforts.

4.1.3 Council-Owned Facilities

The team also examined how the Council uses their current facilities as a source of revenue. Currently, the Council owns 69 parks, as well as a venue called the Camden Centre that can be rented out to businesses or to private parties. Each of these areas is hired frequently, but the Council wishes to obtain additional venues that can be used to generate revenue. Thus, a project is being set forth to evaluate the use of library spaces as venues in Camden. These places could be renovated to become better venues for a variety of people and events.

When asking businesses and institutions their thoughts about the Council-owned facilities or if they have used them in the past, we received a wide variety of answers with no common theme. A few interviewees stated that although they knew of the Council-owned venues, they had never used them in the past. One interviewee stated that he used a few of the venues in the past, but had difficulty communicating with the Council's commercial estate agents about exactly what he wanted.

4.2 Perspectives on the Nature of the Camden Brand Initiative

After introductions, we began most of our interviews by asking interviewees to describe what Camden meant to them personally and what they thought was the public image of the borough.

The majority of interviewees immediately described Camden as diverse, noting its variety of cultural, academic, and creative institutions and businesses. Camden incorporates partly or entirely a wide range of neighborhoods, including Bloomsbury, Camden Town, Covent Garden, Euston Station, Fitzrovia, King's Cross, and Regent's Park (Figure 13). These areas have dramatically different features and identities. For instance, while Bloomsbury is known for its gardens and academic attractions, Camden Town is associated with its rebellious punk

subculture and chaotic marketplace. Bloomsbury is seen to be ‘high class,’ while Fitzrovia is perceived to be more socioeconomically diverse. Covent Garden and Camden Town both contain crowded markets, yet the borough also boasts the open space of Regent’s Park. King’s Cross, once a dilapidated and near-abandoned area, is currently being revitalized and serves as the center of London’s Knowledge Quarter.

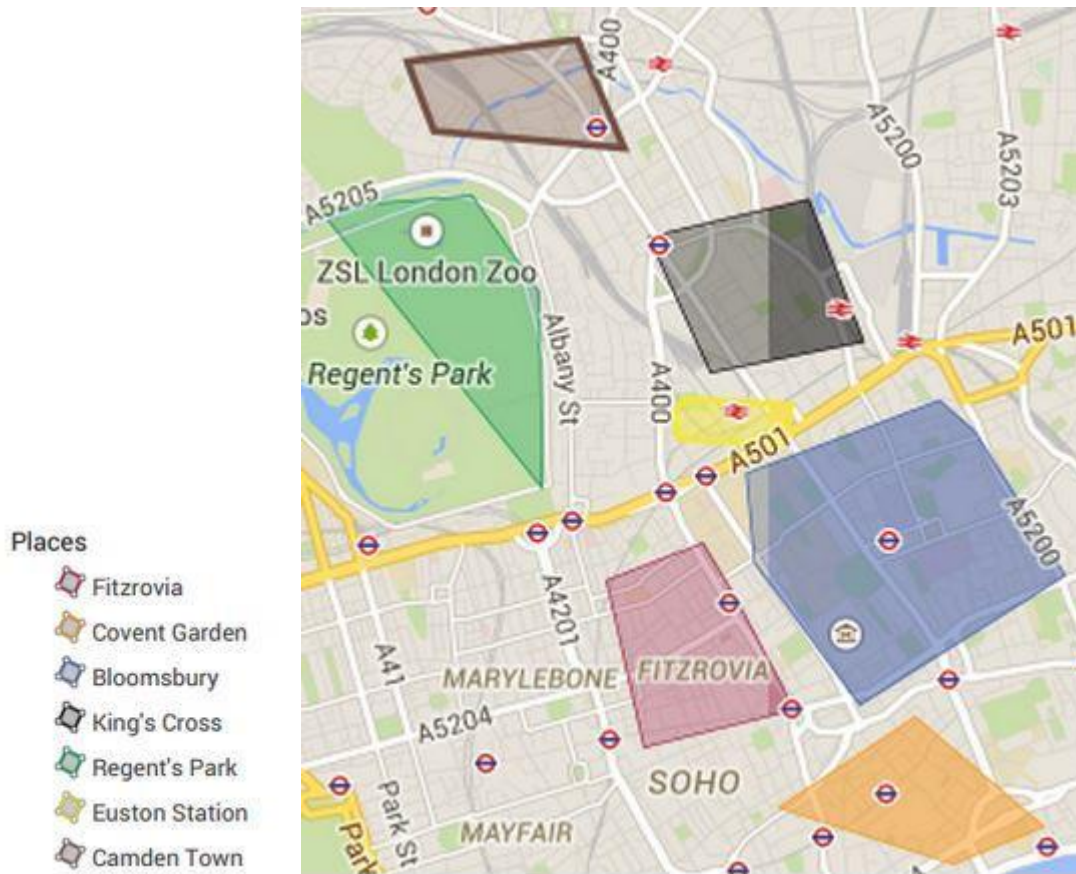


Figure 13: Cropped Map of Camden Highlighting Key Areas

Several interviewees noted that these areas’ demographics exhibit little overlap. One participant, for example, explained that while Camden Town has strong appeal toward a young demographic, it has little draw with older audiences. They went on to explain that, inversely, older consumers are attracted to Camden’s wealth of museums, which hold less appeal for Camden Town’s

demographic. These non-overlapping demographics are common between different areas of Camden.

Amidst this diversity, most interviewees conceded that the single most definitive aspect of the borough is Camden Town. The area was repeatedly mentioned for its strong tourist appeal, and was noted for often being the only part of Camden that most people associate with the borough. This strong association was described both locally and around the world.

Several other interviewees voiced minority opinions on the borough's meaning. One group mentioned Camden's rich history as a major draw; another focused on a sense of community and the borough's charitable and environmental pursuits. One respondent singled out music as the most important aspect of Camden's cultural image, referring to both its musical history as well as its contemporary music community. While knowledge was a common theme in discussions, interviewees were varied in the forms of knowledge to which they were referring. In some cases, older, more traditional educational and academic institutions were used to illustrate Camden's knowledge, such as the British Museum, the British Library, or universities such as Central Saint Martins. Other descriptions of Camden's knowledge focused solely on technology, highlighting the appearance of several companies such as Google and Facebook in the borough.

4.3 Opportunities for Future Strategy

Through interviews with both internal and external stakeholders, the team was able to gauge the potential opportunities surrounding a place-based brand. Despite some contradicting opinions, we identified several common themes on what the Camden brand could be. In regards to attracting investors and building partnerships through the creation of the Camden brand, stakeholders presented the team with useful input as well as some unexpected, unique ideas.

4.3.1 Brand Identity

When asking about what the Camden brand could be, interviewees were divided on whether the borough's diversity would be beneficial to the brand. Optimistically, some respondents saw

Camden's diversity as highly impressive and believed that it could successfully be conveyed to draw attention to the borough. Yet, one interviewee cautioned that diversity does not necessarily imply quality, and the brand would need to be careful to emphasize that Camden offers a *strong* variety of attractions. Several interviewees mentioned specific attributes on which to focus. Music was a common topic, as was the related theme of alternative and punk subculture in the borough. Camden Town's existing reputation was described by one interviewee as almost being a brand already, which could potentially be built upon.

Other interviewees were substantially more pessimistic. Many respondents felt that, while Camden's diversity is impressive, it is too broad to successfully convey in a single brand. Some pointed to a lack of examples of successful borough brands, compared to plentiful examples of successes on both larger and smaller scales. While some of the aforementioned interviewees saw Camden Town's strong reputation as a promising starting point for the brand, others saw it as a limitation that the public's perceptions of the borough could not expand to a larger area than the town. Camden Town was also sometimes described as being "past its prime," with a weaker image than in previous decades, and which would need substantial work to revitalize. Exacerbating this problem, East London was often described as having recently taken on a similarly edgy image, creating a competitor to Camden Town.

The team interviewed an advertising agency to discuss these difficulties. The firm's representatives believed that an exceedingly aggressive campaign would be required to brand the entire borough. Examples of approaches proposed included repainting the borough's roads and flying massive hot air balloons over Camden's less-recognized attractions. While the agency expressed optimism that such methods would be successful, they cautioned that the costs would be prohibitively high. Due to the branding initiative's purpose of closing a budget gap, the team saw this as an indication that a borough-wide brand would not be feasible at this time.

While there was significant skepticism towards branding the entire borough of Camden under a unifying theme, many negative respondents expressed hope that Camden could potentially focus

on an array of smaller-scale brands highlighting the unique qualities and attractions of particular neighborhoods for different types of audiences. As outlined above, Camden's areas appeal to many non-intersecting demographics, and any attempt at branding the entire borough is likely to lose the ability to target these individual groups. A unifying brand, in their opinion, would lose the ability to focus on the finer details of each neighborhood. Expanding the promotion of each individual area was a commonly suggested alternative to a borough-wide brand, as it would allow for Camden's diversity to be capitalized upon without wasting effort on uninterested audiences or sacrificing each area's nuances. Precedent for this approach came from one interviewee, representing a hotel chain, who explained that the chain similarly avoids an overarching brand, preferring to focus on specialized marketing towards individual areas.

After interviewing a variety of stakeholders and establishing common themes, the team disseminated our findings in a focus group with key, internal Council employees. Within this focus group, participants voiced that they were also concerned with the overall effectiveness of an "umbrella" or all-encompassing brand. This discussion solidified the idea that focusing on enhancing the already existing, smaller-scaled brands is the most feasible option for promoting Camden's unique assets.

4.3.2 Brand Association

Most interviewees believed that if Camden could create a strong brand, it would have the potential to attract investors or businesses that had a similar mindset. Some respondents brought up the example of Shoreditch to show how a new brand or identity could attract business. Shoreditch is now branded as a 'tech center' for London, which attracted multiple businesses to the area. As a result, we then began to talk to businesses in Camden to ask them about their opinions on how a place-based brand could affect their business.

A majority of respondents stated that their business or institution could benefit from a place-based Camden brand. One group of interviewees working with a tour guide business believed that a better brand for Camden could make the borough better known, which may lead to people

wanting to know more about the history and culture of the area. Another interviewee, working with a performance venue in Camden, believed that a stronger Camden brand would let people know there is more to Camden than just the Camden Town Market. This would then lead to an increase in foot traffic near the venue, which is located just outside the market.

One interviewee, representing a small museum in Camden, did not believe that an association with the borough would be beneficial to her institution. She believed that, due to the museum's size, association on a larger scale than its immediate neighborhood would only result in the museum being overshadowed by the borough's larger attractions. This skeptical response is reminiscent of the scale-related concerns mentioned above, regarding a lack of successful brands at the borough-level. It was not, however, echoed by the similarly-sized Jewish Museum. A representative there expressed optimism that a Camden brand could increase interest in the museum, which she felt was currently relatively unknown in the borough. By increasing nearby foot traffic and treating Camden as a destination, she hoped the brand would help increase public awareness of the museum.

Another negative response came from the British Library. A Knowledge Quarter representative associated with the library stated that, as it is considered the flagship library of the United Kingdom as a whole, it would be not only be unwilling but also *unable* to associate closely with Camden or any other smaller area.

4.3.3 The Camden Card

The concept of a Camden-based loyalty or discount card was a popular subject in interviews. The Richmond Card, Westminster Card, and WOO Card were all explored as precedent for the project. Many interviewees believed that a Camden-based card could help associate businesses with the borough and increase visitor traffic. Many interviews addressed the fact that the public is generally unaware of Camden's expansiveness, and the card was often seen as a way to reinforce what lies in the borough. Many external interviewees, including representatives of the

Knowledge Quarter and Central Saint Martins, expressed interest in becoming involved with the project.

The Camden Card also received a substantial amount of skepticism. Many were quick to note an abundance of similar cards already in use, and were doubtful that Camden's card would be able to find a following. The use of a physical card was also criticized as old-fashioned; an app was often suggested as a more prudent alternative. Some interviewees believed that the Camden Card's functionality would be better introduced as an addition to an existing service of some kind. Many interviewees, including some who generally supported the card idea, saw the initiative as prohibitively expensive and complicated.

One interviewee, representing a large business in Camden, cautioned that, while a card might be successful, he felt it would detract from the value and uniqueness of each attraction. He expressed concern that the card would place an overemphasis on price rather than on the experience, resulting in consumers overlooking worthwhile attractions for the sake of receiving discounts.

4.3.4 Twinning

The concept of "twinning" with another borough or similarly-sized area was found to be divisive amongst our interviewees. Some respondents were enthusiastic about the idea, and often referred to past and present examples of successful city twinning projects. Many others, however, were strongly negative towards twinning. Although popular and successful in the past, many interviewees described it as dated, redundant, and useless today, echoing professional sentiments found in our background research. Opponents of twinning often bemoaned cities' tendencies to engage in twinning simply for the personal enjoyment of their officials, with no real economic or societal benefit.

Several respondents who generally opposed twinning conceded that it can still be effective when formed out of a genuine connection between two cities, but were doubtful that Camden could

form such a bond. When asked with which boroughs or other areas Camden could twin, most respondents, even those who supported twinning, found the question difficult to answer. In the event that such an opportunity were to arise, twinning could be a promising option for Camden, but this currently seems unlikely. However, a representative from the British Museum suggested that twinning could be potentially rewarding endeavor and suggested that Camden rotate twinning through several cities or places. He also voiced the idea of twinning with outer London boroughs in order to reduce the disconnect present between outer and central boroughs. Given the common stance against “forced” twinning, it is likely inadvisable for Camden to aggressively pursue the idea. This notion was supported in our focus group meeting.

4.3.5 Commercialization of Council-Owned Data

The team found commercial usage of Council-owned data to be a polarizing topic. Selling of personal data, even anonymously, is an extremely sensitive subject and prone to public controversy and backlash. Some interviewees believed these issues could be worked around, and that selling data would be a worthwhile venture. Many others were strongly negative about the idea; the Council’s data was repeatedly described as either too sensitive or not valuable enough to sell. Many were quick to note that much of the Council’s data is already freely available and thus impossible to sell.

One potential solution to these issues gained some traction during our interviews. While it may not be advisable for the Council to sell its private data, it may still be able to capitalize on its open data by offering additional analysis for a cost. The accessibility of public and private data would not change, but the Council would profit by selling various analytics based on its open data that customers would otherwise have to derive themselves. The value and recommended pricing of this hypothetical service was not established.

4.4 Conclusion

After assembling and analyzing the above findings, the team developed a set of conclusions and recommendations. These are elaborated upon in the following section, divided into seven distinct categories based on recurring themes from our interviews.

5. Conclusions & Recommendations

By analyzing numerous case studies, working closely with the Camden Council, and interviewing both internal and external stakeholders, we have gained an understanding of what a place-based brand is and how it can be applied to the London Borough of Camden. We observed a variety of responses from interviewees, but common themes were formulated over all the interviews we conducted. From these themes, we were able to further outline the conclusions that we have made and provide recommendations that the Council can use to develop their branding strategy.

5.1 Brand Identity

Most stakeholders within and outside the Council that we interviewed agreed that Camden is recognized as an attractive destination for shoppers, tourists, and businesses, but the borough does not have a single, easily identifiable image or brand. Rather, it presents a series of neighborhoods with distinct identities and iconic institutions. For example, Camden Town is known for its alternative, edgy culture and marketplace, while Bloomsbury identifies with institutions such as the British Museum and the Charles Dickens Museum. The King's Cross area has recently rebranded itself as a vibrant transportation hub, and is working with the Knowledge Quarter to encourage cooperation between academic institutions. At this time, creating a stable, unified brand for the entire borough would be extremely difficult and expensive, and is likely infeasible when meant to close a budget gap.

Recommendations:

- We recommend that, at this time, the Council *not* pursue a borough-wide brand, logo, or any other unifying identity.
- Rather, we recommend that the Council undertake multiple similar, but smaller-scale endeavors to develop brands for the borough's smaller areas, highlighting each neighborhood's individual strengths and specifically targeting its unique demographic. It may then be possible to group these individual brands under an umbrella brand that

would emphasize Camden's diversity. We believe that this would only be effective if the smaller brands are already established and successful, thus the Council should focus on those efforts first and only work on a borough-level brand, if possible, later on.

5.2 The LoveCamden Website

Another common theme amongst internal and external stakeholders is the belief that the LoveCamden website holds significant potential, but requires considerable development from its current state in order to become an effective resource for tourists, residents, and local businesses. The team shares this belief, and also regards the LoveCamden website as a very promising vehicle for the Camden Brand. Restructuring and redesigning the website, and increasing publicity and representation of the domain would result in the website offering a far more substantial platform for the development and promotion of the brand.

Recommendations:

- We recommend that the Council continue to invest in and develop the LoveCamden website, improving its imagery, organization, and level of social engagement.
- We recommend that the Council explore working with students from Central Saint Martins College of Arts and Design to assess and improve the website in terms of graphical layout, usability, and functionality.
- We recommend that the Council increase the interactive features of the LoveCamden website and use it as a platform for creative community outreach schemes.
- We recommend that, after improving the website's usability and profile, the Council pursue advertising opportunities on the website to generate additional revenue.

5.3 Digital Advertising

The team believes that the initiative to install digital advertising screens throughout the borough and on waste management trucks is an innovative and unconventional use of Council-owned locations and facilities. These screens could be used to remind visitors, workers, and residents

that they are in Camden, which will aid the borough in being recognized for its variety of attractions. Additionally, the team sees value in a heightened online and social media presence, which could similarly help to reinforce Camden's image.

Recommendations:

- We recommend that the Council continue their initiative to install digital advertising screens throughout the borough and on waste management trucks.
- We recommend that the Council pursue an increased presence online and on social media websites.

5.4 Council-Owned Facilities

The team believes that Council-owned facilities are an effective source of revenue. They are used by a variety of people for multiple kinds of events. However, most businesses and institutions would rather use their own venues for their events rather than the venues the Council owns. For those businesses that have used Camden's facilities, they found them difficult to work with.

Recommendations:

- We recommend that the Council continue to evaluate library spaces as future spaces to rent out so that they can build upon the venues that they own.
- We recommend that the Council make the Camden Centre a more prominent venue, by increasing the amount of signage around the venue and by advertising it on a Council website.
- We recommend that the Council reach out to businesses and let them know that its facilities would be a great place to host large events.
- We recommend that the Council make it easier for businesses to schedule events on Council-owned properties.

5.5 The Camden Card

A Camden-based loyalty/discount card would help associate Camden's attractions with the borough. However, it will be difficult to secure support from enough businesses to ensure a long-lived service. Additionally, physical cards may soon become an obsolete medium; the service may be better provided via an app or other electronic means. The Council will need to be careful about competition from various similar services already in place. However, it may be possible to successfully combine the Camden Card's functionality with one such pre-existing system.

Recommendations:

- We do not recommend that the Council begin development on the Camden Card at this time, but strongly encourage continued research in the area. We recommend researching the Richmond Card and Westminster Card as precedents.
- We recommend that the Council avoid focusing strictly on a physical card, and that it consider other possible mediums, such as an app.
- Due to growing competition, we recommend that the Council explore the possibility of introducing the Camden Card's functionality as an addition to an existing service.

5.6 Twinning

Interviews and research have indicated a consensus that twinning is a somewhat dated concept, and that it is often of little benefit for cities today. However, numerous sources have pointed to successful examples of modern twinning. These examples tend to be driven by strong, genuine ties between cities, which represent truly similar or complementary aspects of the involved parties.

Recommendations:

- We recommend that the Council avoid twinning without a well-established purpose.

- In the event that Camden finds a borough, city, or other area with which it feels it could create a truly strong, symbiotic relationship, we recommend considering the opportunity of twinning with it. This possibility should only be pursued if a clear, meaningful connection between the two areas can be established.

5.7 Commercialization of Council-Owned Data

While there are widely varied opinions on the value and usability of data, nearly all interviewees agreed that it is an extremely sensitive area, prone to public backlash. Several interviewees also expressed doubt that the Council's data could be sold at all. It may be possible to circumvent these issues, and it may be profitable to sell analyses of open data, but this is beyond the scope of our project and expertise.

Recommendations:

- We recommend that the Council consult with an expert to reevaluate whether the commercialization of its data is a worthwhile venture.
- In the event that the Council decides to continue pursuing the commercialization of its data, we recommend the close supervision of an expert in data.
- In the event that the Council decides against the commercialization of its data, we recommend that it instead consider producing and selling analyses of its open data, also under the supervision of an expert.

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Appendix A: Sponsor Description

Camden is the 23rd largest borough in Greater London, with a total population of 229,700 (Camden Council, 2015). The borough is one of 12 inner London boroughs and was created in 1965 by the consolidation of the metropolitan boroughs of Hampstead, Holborn, and St. Pancras (Camden Council, 2015). Camden is ethnically diverse. Thirty-four percent of its residents are from black or minority ethnic groups and twenty-two percent are non-British white residents, mainly from Eastern Europe and the United States (Camden Council, 2015). According to the 2011 census, Bangladeshis form the largest minority group in the seven Camden wards and in all wards at least 20% of the population is from black or minority ethnic groups (Camden Council, 2015). Camden's economy vibrant and generates over £20 billion in Gross Value Added annually. Its 24,400 businesses provide around 275,000 jobs (or almost two job opportunities for every resident of working age) and many people flood into the borough each day for work (Camden Council, 2015). The borough is quite affluent. Camden has the fourth highest average income off all the boroughs after Kensington and Chelsea, Westminster, and the City of London (London Datastore, 2015).

Camden is considered to be a cultural hub of London with 3,700 firms in the cultural and creative industries (Camden Council, 2015). Camden Town, the borough's central neighborhood is known for its eclectic atmosphere and unorthodox charm (TimeOut, 2015). Tourists and locals gather to experience Camden several famous street markets, each with their own particular specialty and flavor. The borough itself contains 39 conservation areas, such as Regent's Park and Regent's Canal and 5,600 buildings and structures that hold special architectural or historic interest (Goldy & Harlow, 2010), including such iconic institutions as the British Museum, the British Library, and St. Pancras International Station. Camden considers itself to be a major center of learning. It is home to 11 higher education institutions and has a student population of 24,000, which is larger than any other borough. According to the most recent Annual Population Survey, 70% of the working-age population of Camden is qualified to degree level, far higher than for London (56%) or England & Wales (40%) (Camden Council, 2015). It is also home of

the recently launched Knowledge Quarter, a conglomerate of businesses working toward facilitating intellectual exchange and raising awareness of the value of such efforts.



Figure 14: Camden London Location Map (Ordnance Survey, 2014)

The Camden London Borough Council is responsible for decisions within the borough. As in other London boroughs, the Council is composed of elected officials, known as councilors, as well as various employees. The councilors are responsible for the development of policies and conducting oversight, accomplished via various committees. Council employees are responsible for carrying out policies and delivering services to residents, businesses, and visitors of the borough.

The Council is composed of 54 elected councilors; of these, 40 belong to the Labour Party, 12 belong to the Conservative Party, and one each belong to the Green and Liberal Democrat parties. The main duty of the Council employees is to serve its constituents and to provide a wide range of basic services, such as maintenance of parks and roads, trash collection, and dispensing of marital and birth certificates. However, their commitment to the community extends beyond this and the Council aims to represent its citizens by encouraging constant communication and feedback in their decision-making.

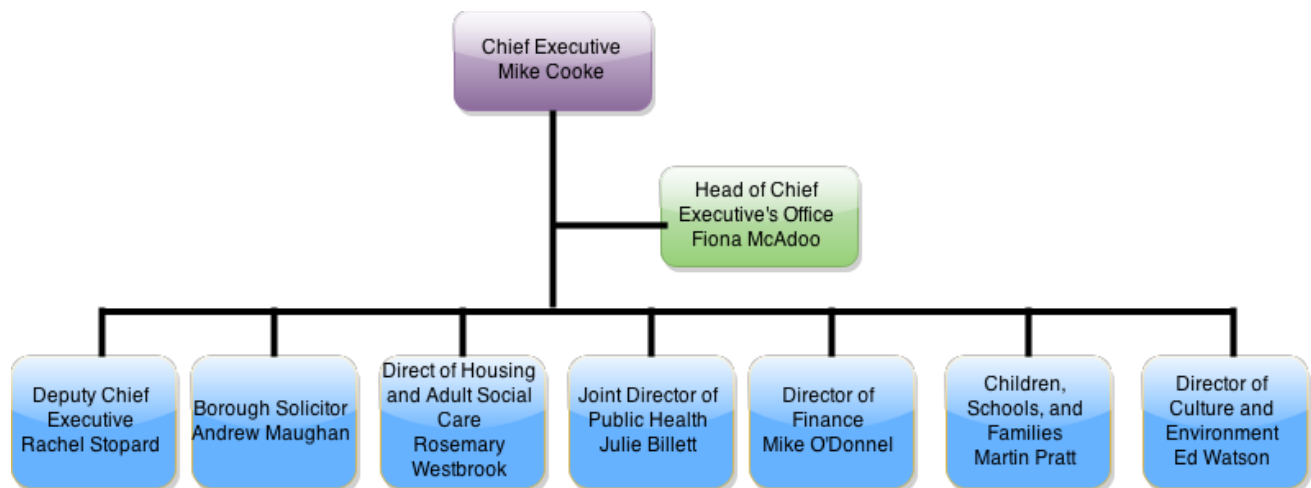


Figure 15: Camden Council Top Level Structure Chart

The Council’s 2014/2015 budget book indicates a “challenging financial outlook” (Camden Council, 2015). By 2017/2018, funding from central government will have been cut in half compared to 2010/2011, resulting in a large budget gap. The Council estimates that it will need to cut approximately £80 million from its budget over the next four years; this is about equal to the current combined costs of Camden’s libraries, waste/street cleaning, and early years support services. Figure 16 shows that 62.1% of the borough’s 2014/2015 budget comes from central government.

Camden London Borough Council Income 2014/15 (Total: £857.9 million)

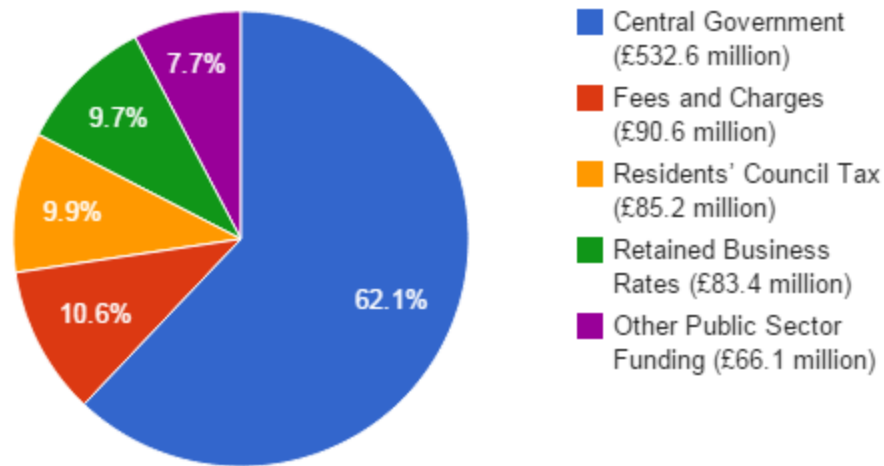


Figure 16: Camden Council Income for the 2014/15 Fiscal Year

Due to these financial pressures, the Council must devise a strategy to create an effective and balanced budget. One way in which the Council hopes to maximize income is by further building and promoting the Camden Brand. Proposals to increase revenue through the Camden Brand include the installation of digital advertising screens at key locations across the borough as well as utilizing commercial spaces for promotional events.

Despite the impending cuts to their budget, the Camden Council is committed to achieving the larger strategic goals outlined in the Camden plan. The Camden plan was instituted in 2012, and lays out the Council's collective vision for the community through 2017. Specifically, the plan pledges to promote economic growth, develop solutions to reduce inequality, ensure neighborhood sustainability through community investment, increase quality and value of money services, and provide adaptable, modernized democratic and strategic leadership. In order for the Council to uphold the commitments outlined by the plan, it will be imperative that the financial challenges they face are addressed. The creation and implementation of the Camden Brand, as part of a larger strategy to balance the budget, will aid in the achievement of the Camden Plan. This project sought to provide input on this process.

Appendix B: Preliminary Interview Email Version 1

Greetings, [insert potential interviewee],

My name is [insert team member] and I am part of a student project group from Worcester Polytechnic Institute in Worcester, Massachusetts. My team is conducting research with the Camden Council to help develop a strategy to develop the Camden Brand. My team is very interested in interviewing you and learning about various methods used in your company/council to generate income by developing a place brand. We have chosen to interview you specifically based on [insert key fact about potential interviewee involving branding]. We are also keen on receiving feedback regarding the Camden Brand and how it can be improved. We would greatly appreciate the chance to speak with you regarding these topics. Please let us know at your earliest convenience if you are willing to meet with us. We look forward to hearing from you!

Thank you,

[insert team member]

If the contact responded with “no,” we asked him/her to refer us to a more relevant contact. If the contact responded with “yes,” we scheduled an interview time and place and indicated that we would prefer a face-to-face conversation.

Appendix C: Preliminary Interview Email Version 2

Good afternoon, [insert interviewee name].

Branding Camden project – seeking participants to explore what is unique and special about Camden, the borough

My name is [insert team member], and I am a student researcher from Worcester Polytechnic Institute, in Worcester, Massachusetts, USA, assisting multiple groups at the Camden Council. I am emailing you regarding participation in a research study **to investigate the development of a place-based brand for the borough of Camden**, to distinguish the borough from other parts of London in relation to the physical space and the online/digital realm. The aim of developing a brand is to support tourism, economic growth and inward investment into the borough.

I was referred to your organisation by [insert name of reference and position in Council] since [insert organisation name] is a key organisation in Camden with a unique insight into [tourism/business/culture] in the borough, and we are interested in capturing your views about how a Camden borough brand could be beneficial to you, your customers, and the local community. As part of the research, we would like to discuss the brand and marketing activities of Camden-based companies and institutions to better understand how a Camden borough brand could align to these, and to have a general conversation about the key attractions and unique features of the borough of Camden.

We would greatly appreciate it if you would be willing to spare the time to have a **short interview (30-45 minutes)** with some research students who are working with Camden Council on this proposal over the next month.

Branding Camden – Background

Similarly to other local authorities across the UK, Camden is facing significant financial pressures as a result of spending cuts from central government funding, and with a budget gap of

£70 million to close by 2018. Camden Council is looking at new opportunities to generate revenue to help plug the deficit and is exploring the possibility of generating and leveraging revenue for the Council through the use of our unique location and facilities, including advertising and sponsorship opportunities.

The Council is working with a team of research students (myself included) from Worcester Polytechnic Institute, Massachusetts, USA, in order to understand how place-based branding works in the US and UK and to explore how this could be applied successfully in the Camden context. The team is working on the field-research phase of the project over the next 4 weeks and will be speaking to representatives from different organisations across Camden to complete the study by Friday 1st May.

Your help

If you would be willing to participate in the research, can you please reply to this email by Tuesday 7th April. A member of the project team will then be in touch with you to arrange to meet with you, either at your organisation or another convenient location. The timeframe for the interviews is **Tuesday 7th - Tuesday 21st April 2015**, although we will endeavour to be flexible.

We have prepared some set questions, which can be sent to you in advance, to explore what is unique and special about Camden, the borough, but the conversation may well flow into other areas.

If you have any questions about the project at this stage, please feel free to contact me, or any of the other Branding Camden project team members, all cc'd herein.

Regards,

[insert team member]

Appendix D: Semi-structured Interview Script

Our names are [insert team members present] and we are part of a student project team from the United States conducting research in cooperation with the Camden Council. Our project involves developing a strategy for Camden to capitalize on its brand in order to generate revenue from its unique location and assets.

Before we begin this interview, we would like to inform you that you may refuse to answer any question and may stop this interview at any point, temporarily or permanently. We will be taking notes during this interview if that is okay with you.

Do you mind if we quote any portion of this interview in our report? If you prefer, we can use an anonymous pseudonym rather than your actual name and title. Either way, we will send you pertinent sections of our draft paper for your review before it is finalized.

General Questions

(Following introduction of people and project)

1. What are your current position and main responsibilities within [insert group name]?

When applicable, ask:

- a. Could you tell us a little more about your role in [insert group name] and how it relates to branding?
2. What does Camden, the borough, mean to you?
 - a. Alternative Question 1: What do you associate with the borough of Camden?
 - b. Alternative Question 2: What do you think is unique about the borough of Camden?

- c. Alternative Question 3: What are the main attractions/iconic features in the borough of Camden?
 - d. Alternative Question 4: What would you say is Camden's number one unique selling point compared to the other boroughs in London?
 - e. Alternative Question 5: What three words would you use to describe the borough of Camden?
 - f. Alternative Question 6: What would you say are the borough of Camden's main strengths and weaknesses?
3. Are you familiar with the Love Camden website, Twitter feed, or Facebook page?
- a. How does Camden's online presence compare to those of neighboring boroughs, such as Islington, Westminster, and Kensington and Chelsea?
 - b. Do you have any thoughts about how the usability and navigation of the Love Camden website could be improved?
4. *Some cities have their own brand, like New York City is the Big Apple, or Paris is the City of Light.* If Camden, the borough, were to have a place-based brand, how could it work to help make the borough distinctive from neighboring boroughs and the rest of London?
5. If a Camden Brand were created, where could you see it going in the way of attracting potential investors and investment opportunities?
- a. With the inception of such a brand, could you see that there may be benefits of [insert interviewee's group] supporting or being associated with the Camden Brand?
 - b. What could an increased regional, national, and international profile for Camden do for [insert interviewee's group]?
 - c. What are your thoughts about whether Camden, the borough could "twin" with a similar area either inside or outside of the UK?
 - d. Do you have any suggestions for additional people we can talk to about this subject?

Additional Questions

Internal Interview Questions

1. What is the Council's role in promoting the borough to residents, tourists, and businesses?
2. What do you see would be the benefit to the Council in developing a Camden place-based Brand?
 - a. Who are target groups for a potential Camden Brand?
3. Are Camden's borders well defined?

If no: Does it matter that they are ill defined, for branding purposes?

Regardless, ask: How might they be better defined?

4. Are you familiar with the concept of a Camden rewards card?

If yes, immediate follow up with sub-questions; if no, give brief explanation and proceed to sub-questions:

- a. Who are target groups for a potential Camden Brand?
- b. What is your opinion on the feasibility of such a project?
- c. What types of individuals do you see using a card such as this?

Local Businesses and Corporations

1. Why did you base your business in Camden?
2. Was Camden your first choice for location?

3. Why have you chosen to stay in Camden?
4. Outside easy access to public transportation, why is Camden a good place for business?
5. Has your business sponsored any Council activities or programmes in the past?

If yes:

- a. What type of sponsorship?
- b. Could you tell us more about how well that worked for you?
- c. Would you do it again?
6. What does your corporation/business do in terms of Corporate Social Responsibility (CSR)? *Examples could be staff volunteering programmes, supporting charities, or local community associations or events.*
7. Do you try to associate your advertising and branding efforts with Camden in any way? Why or why not?
8. Has your organisation used or hired a Council-owned indoor or outdoor space for an event?

If yes: Would you use similar venues in the future?

If no: Why do you think this is? Are the spaces suitable for any events you may hold?

9. What do you think your customers/clients/business associations think of Camden, the borough?
10. What do you see as a unique selling point of [insert corporation/business]'s location in Camden?

Neighbouring Boroughs

1. What kinds of branding efforts have [insert borough] pursued in recent years?
 - a. How successful have these efforts been?
 - b. Can you tell me more about why you think they were [successful/unsuccessful]?
2. What obstacles did you encounter throughout the branding process?
3. What would you do differently if you were to repeat the branding process for [insert borough]?
4. How would you compare Camden to [insert borough]?
5. What would you do differently in Camden, compared to [insert borough]?
6. How do you utilize social media to effectively promote [insert borough], and its associated brand?
7. Does your council, in any way, generate income from use of facilities belonging to you?

If yes, How?

8. How would you describe the relationships between your council and local corporations and businesses?
 - a. How did you develop such relations?

Branding Firms

1. Are you aware of any towns, cities, or boroughs in the UK or globally that have successfully developing place-based brands?

If yes: Please elaborate.

If no: Why do you think that is?

2. How did [insert town/city/borough] improve (financially, socially, etc.) as a result of this branding?
3. What are your thoughts about the feasibility of Camden developing a place-based brand?

Appendix E: WebCHECK Scorecard

Scorecard Item	Borough Website				
	LoveCamden	We Love Brighton	We Love Enfield	Destination Hackney	Visit Richmond
The visual layout of this Website attracts attention	2	3	2	2	3
This website provides adequate coverage of topics presented.	1	3	1	3	3
Visual (e.g. videos, photographs) or audio content included in this website helps to clarify or describe the topic(s) presented.	1	3	2	2	3
Navigating this website does not require any special skills or experience	3	3	3	3	3
There is nothing on this website that distracts attention from the content.	1	3	2	1	2
This website provides links to other related or useful websites.	2	2	2	2	2
The purpose of this website is clear.	2	3	3	3	3
This website provides an easy-to-use help function.	0	0	0	0	0
This website provides opportunities for interactivity through participatory features (e.g. social networking, games, polls, commenting, etc)	3	3	3	3	2
This website appears to contain credible information.	2	2	2	2	2
The organization of this website is simple and clear.	1	2	0	2	3
This website makes it easy to search or query for information.	1	3	0	3	1
There are opportunities to read and/or share different ideas and viewpoints that make this website interesting.	3	3	1	2	2
The information contained in this website is current and up-to-date.	3	3	1	3	3
The information on this website is well-organized.	0	2	1	2	3

Features of this website are easy-to-use.	2	3	2	3	2
A variety of formats for presenting information (e.g. text, images, sounds) helps maintain attention without limiting persons with disabilities from access to that information.	1	2	1	2	2
Information on this website appears to be accurate.	2	2	2	2	2
The information on this website is presented in a clear and consistent manner.	1	3	2	2	3
The features on this website are active and fully functioning.	1	3	2	3	3
This website has novel or unique features that make it more interesting.	2	3	0	3	3
This website contains little or no redundant or irrelevant information.	1	2	1	2	2
The text at this website is well-written without grammatical, spelling or other errors.	2	3	2	3	3
At this website, I can control what information I wish to access.	0	2	0	3	2
This website stimulates curiosity and exploration.	2	3	0	3	3
This website provides accessible opportunities for all (including those with visual, hearing and mobility impairments) to actively participate and contribute content.	1	1	1	1	1
This website provides adequate coverage of topic(s) presented.	2	2	1	3	2
Buttons, links and other navigation mechanisms work the way they should on this website	2	3	2	2	3
The content on this website is fresh and engaging,	2	3	1	3	3
This website provides opportunities to communicate with its creator(s) or author(s).	2	3	2	3	3
No matter where I am in this website, I can return directly to the home page.	3	3	3	3	3
There is little or no delay in accessing media content from this website.	3	3	3	2	3
This website's content is current and up-to-date.	2	3	1	3	3
The author and/or publisher of this website is explicitly stated.	1	1	1	3	1

This website's design uses a navigation system that enables efficient access to any website section from any page on the site.	1	2	1	3	3
The information on this website is accessible to all, including those with sight impairments, by providing content that is screen reader-enabled, employing descriptive audio and offering a simple design to assist those using magnification tools.	1	1	1	1	1
This website provides a list of resources that may be accessed to obtain additional information.	2	2	2	2	2
The authority of this website author(s) or creator(s) is readily discernible.	3	1	1	3	1
When clicking hyperlinks, the ability to revisit the selected path (i.e. via a "breadcrumb trail" or the Web browser's back button) is available.	3	3	3	3	3
The information on this website is accessible to all, including those with hearing impairments, by offering closed-captioning and/or transcripts of audio content.	1	1	1	1	1
Functional hyperlinks within and outside of this website stimulate further exploration of content.	1	2	2	2	3
The authority of this website author and/or publisher is credible for the content.	2	2	2	2	2
This website works well whether or not pop-up functionality is enabled on a Web browser.	3	3	3	3	3
The information on this website is accessible to all, including those with mobility challenges, by offering an uncluttered screen design that requires limited dexterity to navigate.	1	1	1	2	2
I would re-visit this website.	2	3	1	3	3
This website's content either provides an objective perspective or make its bias known.	2	3	1	2	2
Video or multimedia content may be launched in a new window or frame so as not to get lost when accessing this content.	2	3	2	2	3
This website is optimized for mobile access (i.e. Smart Phones, tablets, etc.).	2	2	0	2	0

Stimulating	23	33	16	29	31
Meaningful	22	25	17	28	24
Organized	21	32	23	31	35
Easy-to-Use	17	25	15	25	21
Total	83	115	71	113	111