Marketing Edinburgh Ltd
Annual Review 2015/2016
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Appendix A: City Centre Marketing Campaign
1. Chairman’s Message
1. Chairman’s Message

2015/2016 saw further growth and development of Marketing Edinburgh as we built upon a successful 2014/15. Marketing Edinburgh is an organisation going from strength to strength. It has confidence. It has credibility. It has momentum.

It continues to deliver great quality work across a wide range of areas, recruiting members and partners. We continue to maximise the funding we receive from the City of Edinburgh Council. Effective relationships means that we continue to work as an integral part of the Edinburgh tourism and destination promotion industries. And we continue to offer advice, assistance and guidance as we continue to lead.

Economic impact studies show that Marketing Edinburgh delivers a remarkable return on investment of 137.4% - £94M from business tourism, £6.9M from film, £25M from campaigns, and for each of the last two years.

All for less than £1m.

What is clear is that if we invest more, we get more in return. Our relationship with the City of Edinburgh Council grows annually and it is to be congratulated for its vision and its support. We would not be in this position today without this support and funding in what are, as we all know, very fiscally difficult times for our local authorities.

We believe that the time is now to review the role and responsibilities of Marketing Edinburgh and expand its remit into being the true agency for and behalf of the city. We need to root out inefficiencies and duplication and we need to be clear on what we want from this agency.

This is the approach adopted by cities across the UK and Europe and we believe that there is a real danger that if this is not followed, then Edinburgh will fall behind. The ultimate aim has to be to reduce the dependency on the City of Edinburgh Council and create a model which can be properly monetised over time, and deliver clearer, consistent city messaging.

Work has already begun on creating a model for Marketing Edinburgh which will place itself ready to assume this role. The four underlying “P’s” which underpin the business, namely, Product, Performance, People and Profile will be the key focus driving the vision for the next three to five years. This will be generated and presented to the City of Edinburgh Council, whilst also pushing forward the business as usual activities in a thorough and robust fashion.

In 2015/2016 Marketing Edinburgh has demonstrated that it has earned its position and as we look forward to the coming fiscal year.
2. Executive Summary
2. Executive Summary

The 2015/2016 Business Plan was written under an agreed three year plan and Service Level Agreement secured with the City of Edinburgh Council (CEC) in early 2014.

The business strands of Marketing Edinburgh have delivered a productive and successful 2015/2016, where the majority of KPI’s set out in that Plan have been achieved.

Convention Edinburgh saw it achieve a record year of £94M worth of economic impact for the city in conferences won on its own and with partners, and has been nominated again for the prestigious M&IT awards as the best UK Convention Bureau.

Thought leadership by Convention Edinburgh continues to be demonstrated via speaking engagements including at the International Congress and Convention Association annual conference in November 2015 and ongoing brand and communications development on behalf of Best Cities Global Alliance. Activities of this nature positions Edinburgh as a true global player and adds credibility to the city.

There have been continuing challenges regarding Conference Accommodation Booking Services (CABS) as more conferences book accommodation direct, further influence of Professional Conference Organisers (PCO’s) and broadening accommodation providers including Airbnb.

Membership of Marketing Edinburgh continues to grow and there are now 257 full members and members of the Edinburgh Rewards scheme. A refreshed website meetingedinburgh.com has been launched and will drive additional business as a result of its design and structure. A full refresh of the rights and benefits associated with the relevant tiers of membership has been undertaken with less relevant options removed, and additional, more attractive benefits created.

The City Centre Marketing Campaign (CCMC) drew to a conclusion at the end of 2015 and all metrics have been achieved, with footfall +2.86% versus UK average and retail sales +0.96%, the result being that an incremental £50M was experienced by the city centre retail, hospitality and attraction sectors.

As a result of the success of This Is Edinburgh, Marketing Edinburgh can now talk with credibility in the market, and now is the time to capitalise upon it. A full analysis of the campaign is contained within Appendix A.

Film Edinburgh has experienced its most successful year in terms of £6.9M of economic impact, driven principally by significant productions accounting for 94% of that figure. Formal relationships with other local authorities including the Borders and East Lothian have increased the influence of Film Edinburgh.

The Commercial programme has expanded the Corporate Partnership remit. Whilst the overall target was not achieved in full, a pipeline has been created and is being engaged with. The digital revenue programme was restricted due to an Intellectual Property issue which has now been resolved and in Q4 2015/2016 Marketing Edinburgh has been active in the market.

The Operation of the business has been effective and has ramped up in terms of efficiencies, cost savings and policy development including TOIL and maternity.

Naturally this Plan was achieved with the continuing support of the CEC and multiple other stakeholders who have and will continue to support Marketing Edinburgh in its efforts.
3. Business Tourism
3. Business Tourism

Context

Business Tourism is vital to the economy of the city delivering significant financial benefits and economic impact. It also positions the City positively in key industry sectors, brings global expertise into the community and provides a platform for future investment.

The goal of Convention Edinburgh (CE) remains one of positioning Edinburgh as a world renowned, dynamic conference and events destination and by doing so contributing to the economic development of the City. Convention Edinburgh is on line to achieve the 2015/2016 target of £94M in economic impact for conferences won on its own or in conjunction with partners.

Key activities for 2015/2016

Convention Edinburgh (CE) Delivery

In 2015/2016 the CE team delivered on 22 key business tourism events which included 8 industry events, 5 familiarisation trips and workshops, 3 sales trips and 5 Edinburgh Ambassador events including the annual Ambassador Dinner. CE continues to score highly in client feedback surveys – 100% of clients rated the Destination Edinburgh workshop excellent or good; 100% said they were very likely to use the venues/services of the members met on the workshop.

VisitScotland Growth Fund

In 2015/2016 the VisitScotland Growth Fund campaign enabled CE to kick start a long-term plan proactively promoting Edinburgh to the North American market. A strong relationship has been developed with key companies who now actively promote Edinburgh as a destination to their client database.

Edinburgh Hotels Association (EHA)

As a result of the success of prior activities, Marketing Edinburgh secured EHA as a Corporate Partner. The focus for 2015/2016 was on traditional proactive sales activities aimed at the UK and European markets – a combination of bespoke site visits, familiarisation trips and sales trips.

Edinburgh Ambassador Programme

Edinburgh Ambassador Programme continues to deliver for CE and we achieved our target of recruitment of 50 new ambassadors from both the academic and the corporate market. Following on from a successful presentation to the Professoriate of Edinburgh Napier and Heriot Watt universities.

Best Cities Global Alliance (BCGA)

BCGA has embarked on a project to create “initiated” conferences, finding a gap in the market and securing a local ambassador willing to work with us to launch a new conference. This project has been spearheaded by Edinburgh, Copenhagen and Berlin and this will continue in 2016/2017 to secure conferences that will rotate between the three cities.

Convention Accommodation Booking System (CABS)

CABS contribute important revenue to Marketing Edinburgh from the commissions earned from hotel bookings and is, as a department, a profitable one. The revenue has declined in the last two years mainly due to an increase in the number of delegates booking outside the room block. A recent room demand study showed that c35% rooms is now booked outside the room block – for city centre events it increases to c45%.

CABS has traditionally held only 30 - 40% of the total number of rooms required for a conference as it recognises that the internet means that there is more information available to delegates and this information flow will only increase. Industry disrupters such as Airbnb and room pirates are now firmly established and if anything will grow stronger. Despite this CABS has increased the number of contracts it has secured year on year and also the number of events with over 500 delegates.
4. Membership
4. Membership

Context

The Membership department of Marketing Edinburgh manages the successful delivery of the rights and benefits of 257 diverse businesses with 309 different outlets from hotels to venues, from bars to restaurants from retail outlets such as The Edinburgh Fudge House to The Edinburgh Boat Charters Company.

The activities delivered by the Membership team are aimed at increasing Membership numbers and income; the delivery of a professional Membership service ensuring year on year retention; and developing digital income.

Key activities 2015/2016

Income Stream

The Membership department manages an income stream to the value of £330K (reported annually in 2015/2016 as £300K due to accounting policy) and delivers in excess of 20 events annually, whilst also arranging over 50 site inspections for clients visiting the city in consideration of their conference destination.

Member services

In addition, through its annual program of events and activities Membership raises in-kind support from its members in the region of £30K.

The team is responsible for developing new member benefits, creating additional new commercial activities in support of achieving its annual income target and aims to achieve an annual Membership retention of 95%.

Digital revenue

In 2015/2016 the Membership Team have been creating a digital proposition to maximise digital advertising sales on thisisedinburgh.com to its members.

A communication strategy has been developed to include a telesales approach, inclusion of the media rate card in all new and renewing member information packs, inclusion within the Making the Most of Membership seminar presentation held on a quarterly basis and a packaged pricing opportunity for new and renewing members with will give an offer period on rates.
5. Marketing and Commercial
5. Marketing & Commercial

Context (Commercial)

The commercial department drives the non core revenue for the business in three distinct areas: Corporate Partnerships; Digital revenue; and new initiatives, including the City Pass.

Commercial activity progress in 2015/16 has been positive, with a number of successes, whilst recognizing that there are areas that require further development.

Key activities for 2015/2016

Corporate Partnerships

£217,000 in Corporate Partnership revenue has been secured during 2015/2016 mostly in cash, with some contra. While this is below the target set for the year, it is still a significant achievement and has resulted in a number of partner campaigns being successfully delivered, with more in planning.

Ongoing engagement with the market in 2015/2016 has identified more fertile sectors, together with a consideration of an evolved approach to multiple Partners.

Digital revenue

In December 2015, Marketing Edinburgh launched its new media pack, offering advertising and promotional opportunities to both Members and non-Members on the This is Edinburgh digital channels (inc. website, social media channels and eNews). These opportunities continue to be sold to Marketing Edinburgh Members (by the Membership team) and to non-Member businesses, including Corporate Partners (by the marketing team). Members are being propositioned in a quarterly cycle at the time of normal membership renewals. They are also offered an exclusive 25% discount from the rate card. Around 150 Members have been identified as being suitable to approach for advertising opportunities.

For non-Member businesses, a comprehensive database continues to be built and prospected to. Businesses based in and/or with a market in Edinburgh are the focus. Contact with potential advertisers is made on a daily basis by telephone and email.

In addition to the team’s efforts Marketing Edinburgh has now signed an agreement with Media Force (MF), which provides them the exclusive rights to sell the same opportunities to advertising agencies, thus expanding the reach of the programme and maximising revenue.

City Pass

In 2015/2016 the Commercial Team created a brief and entered the market to test the viability of a City Pass for Edinburgh.

Of the five responses received this has been narrowed to two potential providers who will go through further tendering and evaluation to decide if there is indeed a revenue generating opportunity.
5. Marketing & Commercial cont’d

Context (Marketing)

The focus and activity of the marketing team for the past twelve months has been, principally, the completion of the City Centre Marketing Campaign (CCMC).

Key activities 2015/2016

CMCC

The CCMC ended in November 2015 with a press announcement and final report. The results of the two year campaign were above target: footfall was 2.86% above UK average (0.86% above target); while retail sales T/O was 0.96% above UK average (0.96% above target). The CCMC has enabled Marketing Edinburgh to prove its credentials and to assert itself confidently as the city’s promotions agency. This has been reinforced not only by the successful over-achievement of campaign targets, but also by a number of award wins and nominations within the past 12 months.

The extraordinary funding secured for the CCMC is unlikely to be available again within the foreseeable future, and the focus therefore will be members, partners and stakeholders to jointly fund.

Additional Activities

A Your City Your Weekend activity took place on 18 and 19 March 2016 with locals invited to a giant, campaign after-party, held at Summerhall and a city wide Big Brunch.

Support to the wider Marketing Edinburgh team saw the Marketing Dept support in the following areas:

Business Tourism in developing campaign support for EHA

Film Edinburgh, in its overall brand development

Management of the external Media Agency has proven to be extremely successful with record coverage not just for the This Is Edinburgh campaign, but also for Marketing Edinburgh as an organisation, with record coverage experienced.
6. Film
6. Film

**Context**

It is the case that 40% of visitors to the UK are attracted to locations they have seen on the screen, so film and TV are extremely valuable promotional tools for Edinburgh.

The focus for Film Edinburgh is to attract and facilitate productions and raise the profile of the film industry to the wider community.

**Key activities for 2015/2016**

**Attracting Productions**

Advertising Value Equivalent (AVE) of factual TV programmes alone made in Edinburgh in 2015 was £20.4M. A successful cinema release will be seen by an average of 100M people in the first few weeks of its release. It is Film Edinburgh’s mission to attract film productions in the Edinburgh city region.

2015 (Note: Film Edinburgh run a calendar year) was the most successful year on record for the economic impact of filming in the city, with a total of £6.9M spent by filmmakers in the Edinburgh city region: 48% up from 2014. 80% of the economic impact came from only 12 dramas, three of which chose to base their entire production in the Edinburgh city region, investing not only in location filming but also in office and build spaces, vastly increasing the amount of time and money spent here. Highlights included: crime thriller *One Of Us* by the creators of *The Missing*; golfing history feature film *Tommy’s Honour* by director Jason Connery; *The Secret Agent* an adaptation of Joseph Conrad’s Victorian spy thriller; Dutch road movie *The Waterboys*; and series 2 of the hit US TV drama *Outlander* which has had a great impact on film tourism in Scotland with visitor numbers at the Historic Scotland properties featured in the series up by 47%. Series 2 goes on international release April 2016.

**Facilitating Production**

Having now created Film Charters for Edinburgh and East Lothian adopted, Film Edinburgh is working with the councils to improve the film-friendly response across all departments.

In 2015/2016 The Edinburgh Film Steering Group promoted the benefits of film and film-friendly policies with Edinburgh Councillors as well as Scottish Government agencies.

Film Edinburgh’s production guide (in filmedinburgh.org) contains over 500 crew and facilities companies in the Edinburgh city region which are reviewed annually and communicated through bi-monthly e-newsletters and time-specific mail-shots.

In 2015 the locations target was achieved and significant quality locations have been added to city roster.

**Profile Raising**

In 2015/2016 Film Edinburgh made significant use of social media to promote Edinburgh connections to movie releases such as *The BFG* and TV series including *Murder*, linking to the wider public through Marketing Edinburgh’s marketing team. Film Edinburgh also promotes film tourism opportunities for and with our members around golf movie *Tommy’s Honour*, for example, with appropriate media activity to coincide with the film’s release.

In 2015/2016 a number of movie maps were created and distributed widely.
7. Operations
7. Operations

Context

Operations exists to support the key business functions in ensuring that the environment, facilities and processes are fit for purpose, ensuring the smooth delivery of the business. This philosophy allows the functions to focus entirely on the delivery of their objectives.

Key Activities 2015/2016

Processes

During 2015/2016 processes were developed and refined to ensure a more efficient support operation.

The annual accounting audit carried out by Chiene + Tait went very well. This was especially gratifying as this was the first year in which they had carried out the audit, thereby proving the efficiency of existing business procedures.

During 2015/2016 the new process for payment collection proved to be successful and the level of outstanding debt has reduced to a more acceptable level. This will be maintained ensuring sales income is both invoiced and collected promptly to assist with the company’s cash flow.

CRM system

Following due diligence and considerable research, identification of a new CRM system which meets the needs of all areas of the business is complete and Board approval for the expenditure was approved at the meeting held in March 2016.

At this time the Conference Accommodation Booking System was also reviewed and an upgrade to the existing system was identified which will enhance the offering to delegates looking to book accommodation. Again, this was approved at the Board meeting in March 2016 to release funding for this.

Supplier interrogation

During 2015/2016 significant savings were identified in changing to the supplier of the water and draining provision, copying costs, by changing the provider of the company’s life assurance benefit scheme and also by not renewing the contract with the IFA – bringing administration of the pension scheme in house with support from the pension provider.

Policies

A number of staff policies were created, including TOIL and maternity/paternity during 2015/2016 and will be reviewed regularly and added to as required.
8. KPI Summary
## 8. Key KPIs 2015/2016

### KPIs Summary

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<tbody>
<tr>
<td></td>
<td>Target</td>
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<td><strong>Membership:</strong></td>
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<td>Retention levels</td>
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<td>Economic Benefit</td>
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<td>ICCA Ranking</td>
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<td><strong>Film:</strong></td>
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<td>Enquiries</td>
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<td>Conversion rate</td>
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<td>Source New Locations</td>
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<td><strong>Marketing:</strong></td>
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<td>City Centre Campaign (footfall vs UK)</td>
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<td>2.86%</td>
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<td>City Centre Campaign (expenditure chg vs UK)</td>
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<td>Website traffic (homepage unique views)</td>
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<td>PR coverage (OTS)</td>
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<td>Digital revenue</td>
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<td>New income streams</td>
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CITY CENTRE MARKETING CAMPAIGN
THIS IS EDINBURGH

Background
After six long years, on May 31st 2014 Edinburgh launched its delayed tram line. It had been the subject of much debate, both national and international and had contributed to a distinct cooling of the resident’s love affair with the city centre’s shops, bars, restaurants and attractions. This came at a time when the impact of the recession coupled with an increase in online shopping was crippling the city centre and footfall was significantly down. Clearly something had to be done to help Edinburgh residents and workers regain their sense of civic pride.

The targets and objectives for the local requirement were clear and focused with the size of the opportunity estimated in terms of economic value at an incremental £500M.
To realise this we had to –
• Increase city centre footfall by 2% above UK average
• Increase retail sales turnover to be above UK average
• Reverse media negativity that had accompanied the tram project
• Create buy-in from city centre stakeholders, with a united voice

These were no small tasks given that –
• Local population and business owners were critical of the challenges that had previously faced the city centre
• The recession continued to bite
• Online shopping was growing at a rate of 17% annually

Marketing response to local resident requirement
After a rigorous selection process Marketing Edinburgh appointed a local agency to create and deliver a two year £1M campaign. This would be targeted at residents and those living in the surrounding areas with the purpose of getting them back into the city centre for shopping and leisure activities, particularly around the traditionally quieter periods after Christmas and in early Autumn when the Edinburgh Festival is over for another year.
The strategy of targeting these ‘shoulder months’ was quite deliberate. To give people tangible reasons to maintain their engagement with the city centre.

Following positive consumer testing, a brand marque was introduced to the public and made widely available across the city and surrounding areas.

“This is Edinburgh – I love the campaign logo. It is understated. A bit like the city itself”
The campaign was designed to be confident, simple, self assured and inclusive, conveying a sense of self belief with the promise of an expectation that would be fulfilled - a window in which to showcase the city. The rationale was to feature real Edinburgh residents doing what they most enjoy, shopping, eating out, drinking and being entertained. Through research we identified three motivators for residents to come into town –

- Remember what a wide variety of choice of restaurants, shops and bars there are
- Remember Edinburgh has several attractions that are ‘worth the trip’
- Have you heard about these city centre ‘hidden gems’ we have unearthed?

The overarching ‘This is Edinburgh’ campaign thought was–

“It’s your city centre. Come back and enjoy it.”

Media selection to enable audience to become ambassadors.

Insight showed that to create a significant positive impact on local perceptions, we would need to deploy an innovative media strategy that would engage a number of media channels and give the impression the campaign was truly dominating the media landscape. The communication platforms chosen were therefore fully integrated to support one another –

- TV, Poster, Transport, On street furniture advertising
- Online pay per click display advertising
- Paid for Social Media, YouTube, Facebook and Twitter
- SEO on newspaper and magazine sites, Adwords, YouTube, Video on Demand
- Engagement activity - Competitions, Web content, Social Media and Email
- City centre events backed up with extensive PR support

Two attention grabbing and emotive commercials were created using real Edinburgh residents. These people were deliberately not models or actresses and were cast ‘on-street’.

There is also a behind the scenes film which encapsulates our marketing strategy.
The campaign launched in February 2014, deliberately avoiding annually recurring busier periods - such as the summer when the tourist influx is greatest, or around the Christmas shopping/party season. This chimed well with the intention of supporting a year-round consistent footfall and revenue stream, but also ensured that the effectiveness measures of the marketing success could not be skewed.

TV was supported by posters and advertising on the sides of buses. There was also strong presence on Digital media with 2.4 million advertising impressions bought and Social Media were used extensively to bridge the gap between TV bursts. The campaign was carried through to a specially designed ‘This is Edinburgh’ website.
Several events were organised and advertised through street furniture in the city centre. These events were created within the traditionally quieter times in the city centre, to provide fresh reasons for people to rediscover it –

- **Edinburgh Fashion Week**  
  A celebration of the city’s unique style and diverse shopping offering

- **Edinburgh Restaurant Festival**  
  Ten delicious days of fantastic food offers and events

- **Film in The City**  
  A fortnight of free outdoor films

- **Spa in The City**  
  2 weekends of free health and beauty events

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Edinburgh Restaurant Festival.  
A celebration of eating out in the Capital.

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Spa in the City  
After your retail therapy, get some free beauty therapy.

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Watch a free movie in the comfort of your own city.

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FILM IN THE CITY  
Saturday 6th – Sunday 7th June 2015 – Grassmarket  
Friday 12th – Sunday 14th June 2015 – St Andrew Square Garden
Results of local resident campaign

As the campaign unfolded, Edinburgh’s residents increasingly returned to the city centre and more importantly spent more.

Our initial target for footfall was to be 2% above the UK average and across the two year campaign, we achieved an average footfall growth of 2.86%, smashing the target by almost 50%, while retail sales exceeded the UK average by 1%. This amounting to just over £50 million in economic impact for the city over the two year period.

So the core objective has been achieved and there is plenty of evidence to prove that it was the campaign that provided this catalyst for change.

Throughout the two years the campaign secured 420 pieces of media coverage against a target of 65. The combined opportunities to see was smashed: 121 million+ against a target of 15 million. 87% of the coverage directly targeted an audience living within 2 hours commute of Edinburgh centre and 99% of was positive in tone.

- The target for unique web users per month was 30,000 and we achieved over 100,000

- The social media target of 54,000 followers has almost quadrupled, with This Is Edinburgh now seeing a combined social audience of over 210,000 followers across all channels

- Facebook, Twitter, Instagram, Pinterest, Vine, Google + and Periscope

- The target entries per competition were 1,000 and we have achieved 2x to 3x that regularly

- Paid for YouTube campaign achieved 11,000 views at a cost of only £1,500

- Over 45,000 locals attended the three events in 2015 where footfall was monitored

Some of the most pleasing results came during post campaign research into the extraordinary shift in attitude towards city centre shopping and visits. 95.6% said they felt more positive about the city centre than they did before the campaign.

88.6% stated that the “This is Edinburgh campaign” had made a positive difference.

66.9% said they were far more likely to visit the city centre.

Overall Summary

By developing a coordinated and consistent approach to marketing and adopting a compelling, easily understood positioning, the ‘This is Edinburgh’ campaign has been a tremendous success as borne out by the metrics.

The resident campaign has now delivered £50M incremental economic value to the city, and the combined ROI against total spend of £1.08M can be estimated at 5.4:1.

In addition to impressive metrics Marketing Edinburgh has created a compelling suite of assets which will assist in delivering against messaging objectives and positions the city more effectively than ever before. A truly integrated, successful campaign.