



Overview

The branding life cycle

- Initial evaluation
- Engagement and analysis
- Branding strategy and promise
- Development and creation
- Implementation
- Managing the brand system

Evaluation

- **Research in 2013 showed little connection between people and the name Halifax Regional Municipality or HRM**
- **People want more than a name**
 - a rallying cry that is both inspirational and aspirational

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What will a successful brand do?

- **Better position Halifax in a global marketplace and help us better manage identity**
- **Better reflect our best characteristics and attributes in a current context**
- **Allow us to tell our cumulative stories in a consistent, distinct and authentic style**
- **Allow us to make “on-brand” decisions about growth, marketing, policy, etc.**

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The branding journey

April-May 2013: Council directed HRM Corporate Communications to:

- Take a leadership role in articulating a brand for the Halifax region
- Develop an RFP for a brand consultant leverage internal resources and implement the new brand incrementally
- Refresh halifax.ca simultaneously with the brand

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The branding journey

- **July-Oct. 2013 – extensive RFP process**
- **Nov. 2013 – RFP awarded to Revolve Branding Inc.**
- **Dec. 2013 – project launch and community engagement kick off**

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Unprecedented engagement

We asked everyone

- *What does living in the Halifax region mean to you?*
- *What makes the Halifax region unique?*
- *What about the Halifax region makes you most proud?*



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Unprecedented engagement

Success would be defined

- Through deep buy-in involving all citizens and stakeholders using an innovative and open process
- By support of Council (from proposed strategy to end result) of a master brand approach
- Through broad stakeholder adoption and advocacy to support our city's growth and prosperity

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Unprecedented engagement

Different approaches and multiple channels

- Street Teams vs. set events
- Chalkboard comments
- Online and phone surveys



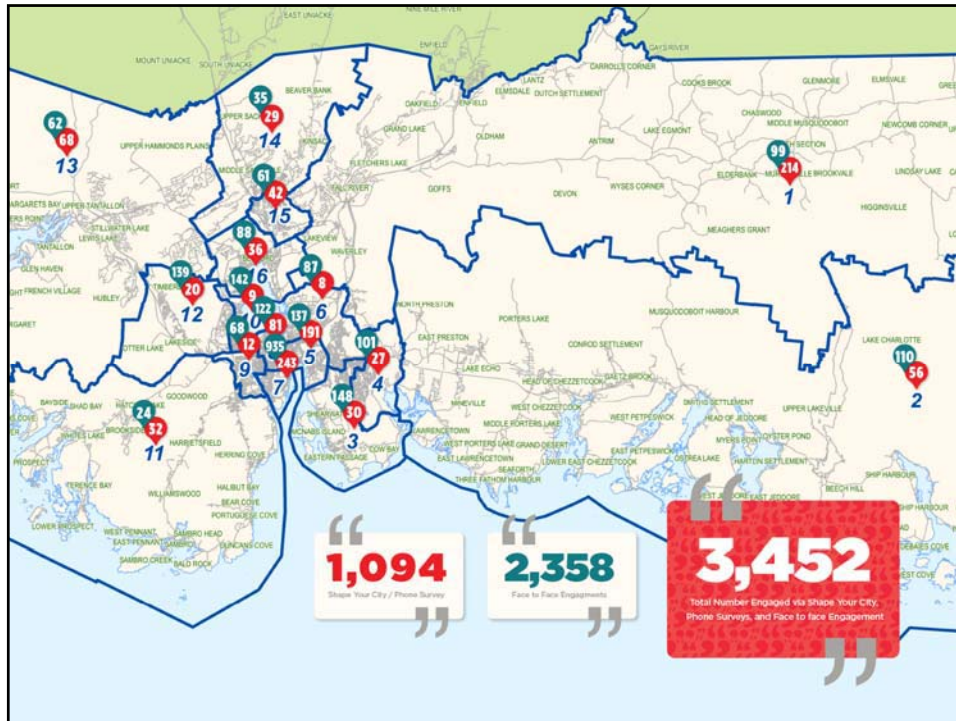
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Unprecedented engagement

- **8 Focus groups with Regional Council, HRM staff, local business leaders, multicultural groups, academics, military, services, the arts, and international business**
- **33 one-on-one interviews**



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Unprecedented engagement

Diverse and extensive social media

- More than 16,500 visitors viewed materials and information through
 - DefineHalifaxRegion.com
 - ShapeYourCityHalifax.ca
 - Twitter, Facebook, You Tube, Instagram



Unprecedented engagement

20,000+

Residents engaged in brand strategy
process

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What we heard – citizens

A strong appetite across all interests for

- Positive, progressive, innovative approach with our place brand
- Single rallying cry with equal parts inspirational and aspirational to create an easily identifiable brand that consistently puts our best foot forward

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Perceived key attributes

- **Accessible and connected**
- **Developing and progressing, grounded in a rich history**
- **Innovative, educated and entrepreneurial**
- **Liveable, vibrant community**
- **Hard-working and down-to-earth**

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Perceived key barriers

- **A pervasive negative attitude that needs to be replaced with a willingness and openness to new ideas and change**
- **A need to talk about and celebrate successes**
- **A need for more job creation to keep young people here, and to boost immigration**
- **A need for increased investment in innovation, entrepreneurship and infrastructure**

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What we heard – businesses

- **International Brand is a key pillar of Economic Strategy**
 - GHP led business engagement as part of developing the master brand
- **Recent work builds on previous consultation work for Int'l Brand**
 - Hosted brand events for businesses and community leaders
 - Conducted research on perceptions of local businesses and site location consultants across North America

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Perceived key attributes

- **Safe place to run a business, fun place to live**
- **Great port access, gateway to world**
- **Known as a desirable location for visitors and tourists, associated with “back office” and logistics/transportation industries**
- **Highly educated workforce, leading post secondary institutions, marine research**
- **Top quality health care services**
- **Cultural centre, environmental leader**

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Perceived key barriers

- High overall tax burden for businesses
- High utility costs for businesses
- Business climate has not really improved over the last five years
- Need for more business-friendly government and more incentives for investment
- Need for more efficient road and public transportation
- Need for better marketing to draw new businesses here

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What did all of this tell us?

- Residents, communities, stakeholder and businesses *are ready* for a strong brand vision, mission and promise that is a rallying cry to break down barriers that hold us back from experiencing the kind of success we're capable of achieving
- We need a brand that can be genuinely adopted and repeated by everyone across the region

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Branding strategy



Revolve Branding's DNA discovery model

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Implementation & management

- **Phased, structured approach to create understanding and adoption internally and externally**
- **Introduces a new way of working for Corporate Communications**
 - Brand system integrity is first and foremost
 - No sub or pseudo brands without careful consideration through master brand lens
 - Research and measurement key for new work

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