

Oldham Partnership
Oldham Business Centre
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Contact: Karen McCrackle
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Brief: Audit of place marketing in Oldham

1. Background

There have been significant recent improvements and major developments in Oldham to complement the borough's many existing attributes. However, perceptions of the borough as a place do not necessarily reflect this.

We need to communicate the borough's attributes more clearly and create a positive image for Oldham.

To begin this process, a new brand and a set of brand values that communicate the borough's attributes and seek to re-position it in the eyes of those within the borough and wider have been developed.

We now need to develop a marketing strategy for the borough to take the Oldham brand forward and deliver campaigns and activities to communicate what Oldham offers. The strategy will be a framework to guide all organisations that play a part in marketing the borough. We envisage that our approach will incorporate – as far as possible - a single events programme.

The production of this strategy is divided into two parts:

- Phase one: an audit of the current situation
- Phase two: writing the strategy

We are currently looking for someone purely to conduct phase one. Below is some detail of how we view the project; however, we envisage that we will discuss and agree a more thorough brief and objectives with the appointed person.

2. The current situation

Oldham as a place is marketed to residents and those outside of Oldham in an uncoordinated and fairly limited way, with a variety of organisations - conveying a variety of messages to a variety of target audiences in different ways - undertaking that marketing. We don't have a shared understanding of this activity and how effective it is at the moment.

The situation is the same for events. Many events are organised across the borough by different organisations. Again, however, we do not have an overview of these events.

We could achieve much more with a combined and coordinated approach.

2. Business aims

The overall aims of phases one and two of this project are to:

- Develop a clear and strategic way forward for improving the image of Oldham
- To provide a framework for partnership working to achieve this re-positioning
- Guide us in what we commission with partnership funds in the future

3. Research aim

The outcome of phase one is an in-depth, shared understanding of how Oldham as a place is promoted, the events that take place here, and the effectiveness of these activities. We would also like a clear succinct analysis of gaps, overlaps, what works and what doesn't, and opportunities and threats in marketing Oldham.

From this, we will develop our strategy.

4. Information requirements

i) Where we are now: audit of existing information about Oldham

We believe that we already have a good level of awareness of what people think of Oldham, through various strategies and surveys, including a very recent piece of work by consultants Hemisphere. We also know, through the branding exercise, what Oldham's attributes and selling points are.

Therefore we don't envisage needing to do any further research of this kind; however it would be helpful for a short report summarising our knowledge from various sources to be produced.

ii) Where we are now: audit of regional, national and international information

A short summary of current and future external factors should also be produced, so that we have a shared awareness of trends and issues that could affect our marketing strategy.

iii) Primary research: mapping what we do now

Across Oldham, many different organisations play a role in promoting the borough. This activity is often done by a single organisation, with no current shared overview of activity and effectiveness of this activity. Therefore, the appointed person should map promotional activities and events to develop a clear and balanced picture of the size and scope of what happens now, including:

- What is already in place
- Who delivers it
- With what resources
- The target audiences and channels used
- How effective is it/has it been evaluated?
- What we can learn from this – both positive and negative

iv) Analysis

The final part of the project is a succinct analysis. Gaps and overlaps in currently activity and opportunities and threats should be clearly identified.

We anticipate the primary research will involve contacting 20 different organisations/individuals, and a similar number of events organisers as a minimum. Parts 3 and 4 of the project will take up 90% of your time.

5. Expected use of the results

The results of the audit will inform the production of a partnership owned marketing strategy for Oldham.

Obviously our target audiences will be defined further in the eventual strategy; to give some context for this brief, we expect the strategy to cover

- External audiences, including visitors, relocating businesses, potential residents and potential students
- Internal marketing, giving existing Oldham people and businesses reason to feel proud of Oldham and viewing it as their home or location of choice.
- The timeframe 2009 - 2011

6. Deliverables

We will require:

- A full report, including clear analysis of findings
- Weekly progress updates
- Attendance at a meeting to present the findings
- Possible involvement in the production of the strategy

Payment will be made after the successful delivery of the first three of these. Expectations of both parties will be agreed in full before the work begins.

7. Timescales

Action	Deadline
Receive expressions of interest	12 December 2008
Appointment	W/c 15th December 2008
Agree scope, timescales and details of appointment	Pre Christmas
Audit complete and draft report produced	mid February 2009
Final report produced and presented to group	Date to be confirmed

8. Proposal submission

If you can provide the necessary support, we would be interested to hear from you.

Please note that we may call applicants for a short interview.

Indicate the following by 5pm on 12 December 2008:

- How you would undertake the project
- Your experience in undertaking this type of work, and other relevant activity
- Whether the deadline above is feasible for you, and if you anticipate requiring longer, the reason why
- How many people would be involved in undertaking the work

- A detailed breakdown of your total fee
- Two recent references
- Any other requirements

Please submit your proposal to

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If you wish to discuss the project before providing a response, please contact Karen McCrackle on 0161 770 5256 or Karen.mccrackle@oldhampartnership.org.uk