

Report for  
Scottish Enterprise Lanarkshire  
Evaluation of  
**Lanarkshire Branding and Communication Project**  
**[LBCP]**

FINAL REPORT

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Ref: 3172

October 2007 with additions in March 2008

research  
knowledge  
strategy  
imagination  
vision

WoodHolmesGroup  
Positive action born of understanding



**Lanarkshire Branding and Communication Project [LBCP] Evaluation**

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# **1 Executive Summary**

## **1.1 Introduction**

This report provides the findings from the Interim Evaluation of the Lanarkshire Branding and Communications Project [LBCP], which reaches its conclusion in March 2008. A Final Evaluation Report will be completed at that date.

Wood Holmes Group were commissioned to undertake the evaluation for this and the Lanarkshire Strategic Tourism Marketing Project, both of which were funded through a partnership between North and South Lanarkshire Councils, Scottish Enterprise Lanarkshire and with ERDF funding.

Arising from the joint economic strategy produced by the Local Economic Forum – Changing Gear towards 2010 – the LBCP aims to change negative perceptions of Lanarkshire and to promote the area competitively as an attractive place to live, work and invest.

## **1.2 Evaluation Method**

In evaluating the Project's progress towards its aims, a range of qualitative and quantitative methods have been used. The Economic Impact of the LBCP has also been considered as have the Future Options which are available for taking the work of the project beyond the end of funding next year.

## **1.3 Key Findings**

A predominant theme of the Evaluation has been the widespread support for the premise of the Project – that perceptions of Lanarkshire need to change if it is to achieve the economic growth it needs. There is consensus too that changing long-held perceptions of the area will take years and that the LBCP could only hope to begin that process in the life-time of the project.

It is evident that the work of the LBCP is having some impact on businesses. There are some positive perceptions of the business offer emerging and many respondents in the research have seen improvements in the image of Lanarkshire and many go as far as to say that creation of the Lanarkshire brand and the marketing of Lanarkshire as a business location have contributed to this.

There have been some issues around Partnership working and specifically buy-in for the Branding Project. Whilst most Stakeholders are supportive of the work that has been done, there are some who remain less positive about the project and the

value in it continuing. This is not however the attitude of the majority, who believe that the work of the Project has been positive and that it has created a sound basis upon which to build in the future.

## **1.4 Interim Results against Targets**

- One of the key requirements of the Project was to create the 'Lanarkshire brand', the story and themes behind it and the materials to support it.

The brand together with the new Lanarkshire 'story' which provides the rationale and 'content' for the new positioning, was created after a round of consultation. Whilst most welcome the creation of the brand and see it is a positive step in repositioning the area, take-up has perhaps been slower than anticipated. There are also some criticisms of the execution itself, with a feeling amongst some – albeit a minority of – stakeholders and businesses that it does not move the imagery far enough away from Lanarkshire's industrial past.

- The target to achieve 30 private sector adopters by the end of the Project may yet be achieved [currently standing at 22], accepting that there is a difficulty in tracking all those who have taken it up using the web-based facility, for example.
- The LBCP is on track to exceed its targets for supporting inward investment initiatives and delivering marketing campaigns. There is much evidence of activity, often in conjunction with others, to promote Key Site Facilities, and of presenting Lanarkshire as an attractive location for mobile investment.
- Communications and Media strategies have been developed in line with the new positioning of Lanarkshire. There have been 2 key advertising campaigns, 2 high profile events, a series of press releases, articles and advertorials as well as a range of briefings and interviews with journalists. A count of positive media stories achieved indicates that the Project has exceeded its targets here, and most agree that coverage has increased, although there are some who had expected to see more.
- The LBCP's work with LPAS has been an important strand of activity. It is generally perceived that the partnering between LPAS and the LBCP has been positive and has helped to raise the profile of the service.
- The Project is widely praised for the quality and range of marketing collateral it has created. The Brand Toolkit, Location Guides, the Commercial [DVD] and most notably the website – [www.lanarkshire.com](http://www.lanarkshire.com) – have all been produced and are generally described by Stakeholders and beneficiaries as being of a high quality, representing the new positioning for Lanarkshire in a positive and appropriate way.

- There is a view, particularly amongst Stakeholders, that this and the website of the LSTMP - [www.visitlanarkshire.com](http://www.visitlanarkshire.com) – should be combined, delivering efficiencies for both streams of activities.

## **1.5 Additional Impacts**

The Evaluation process also identified additional impacts which had resulted from the work of the LBCP :

- **Engagement with the Property Sector**

There is evidence within the research for the Evaluation that the engagement with the Property Sector has been positive and is delivering 'added value'. They perceive the work of the LBCP as enhancing their activities, enabling them to achieve more than might otherwise have been possible.

- **Raising expectations and aspirations**

There is also a sense that the overall work of the Project in tackling the long term negative perceptions of the area, is raising expectations amongst Stakeholders and beneficiaries, building their confidence and creating some momentum, and there is a strong desire that this should continue.

## **1.6 Economic Impact**

The economic impacts associated with the activity undertaken by the LBCP were assessed using information and data obtained from the survey of participating and non-participating businesses.

There were no meaningful employment or turnover impacts from the initiatives registered in the LBCP. We attribute this to extreme difficulties amongst participants in attributing causal links between turnover growth and / or employment generation to an inward investment process that may have only fleetingly made contact with the branding team, and which is only one of a number of initiatives and activities happening in the area.

It is also true, that some of the harder economic impacts will not be evident in the lifetime of the project.

## 1.7 Future Options

A range of Future Options was outlined for discussion amongst the key Stakeholders involved, which distil into 3 basic alternatives :

- Continuing the branding, maintaining separation between this and the work of the Lanarkshire Strategic Tourism Marketing Project
- Dismantling the Project, absorbing its activity back into the two Councils
- Combining the work of this Project with the work of the LSTMP and seeking a 'single approach'

Issues have also been raised around the role of **New Lanarkshire Limited**, which, with a brief to address the internal audiences of Lanarkshire with a Civic Pride agenda, is closely aligned with the work of the LBCP. There is some call for the work of this organisation to be considered in the broader context of the future of the LBCP and the LSTMP, with some call for a single approach which encompasses all three. However, the feasibility and acceptability of such an approach is beyond the scope of this work.

The chosen way forward will of course depend on a whole range of factors, but perhaps most significantly on :

- Availability of funding
- Willingness of fund holders to support alternative approaches

## 1.8 Final Conclusions

- The work of the LBCP has begun the process of repositioning Lanarkshire, although it is widely accepted that this is a long term task and not one that could be completed within the terms of this Project.
- The LBCP has delivered an active programme of communications and marketing activity and has made good progress towards many of its targets and in some cases exceeded them.
- Final conclusions on broader targets for Job Creation and Private Sector Leverage are yet to be drawn, but there is a recognition that much of the work is long term and difficult to attribute, which may make it impossible to arrive at definitive conclusions on the direct impact of the project in these areas.
- There have been issues surrounding buy-in for this – and the LSTMP - the result of a combination of circumstances, all of which have impacted upon the project team's ability to achieve synergy with the other project. Consequently

opportunities for efficiencies across the projects may have been missed and time lost in trying to achieve buy-in and commitment from key stakeholders.

- There is a general desire amongst Stakeholders and beneficiary businesses that the work which has been started within the LBCP should be continued. However, there remain some areas where buy-in is not universal, which could present difficulties in arriving at a consensus about the future of the Project's work.
- It is the conclusion of the evaluation however that the work that has been started by the LBCP is largely valued and has made sufficient impact to argue that it should be taken forward in some way, in line with the hopes and expectations of many Stakeholders and beneficiaries.

## 2 Introduction and Background

In August 2007, Scottish Enterprise Lanarkshire commissioned the evaluation of two projects from Wood Holmes Group :

### **Lanarkshire Branding and Communication Project [LBCP]**

### **Lanarkshire Strategic Tourism Marketing Project [LSTMP]**

These projects are being delivered on behalf of the Lanarkshire Economic Forum [LEF], funded for 3 years through ERDF, North Lanarkshire Council, South Lanarkshire Council and Scottish Enterprise Lanarkshire, with funding due to come to an end in March 2008.

This report provides the interim results of the evaluation of the Lanarkshire Branding and Communication Project [LBCP], with a final report due after the conclusion of the project in March 2008. The evaluation of the Lanarkshire Strategic Tourism Marketing Project is reported on separately.

### 2.1 Project Rationale

The Lanarkshire Branding and Communication Project [LBCP] arose from the consultation process during late 2002 / early 2003, part of developing Lanarkshire's local economic development strategy, which culminated in the publication by Lanarkshire's Local Economic Forum [LEF] of its local economic strategy '*Changing Gear : Towards 2010*'.

This economic strategy for Lanarkshire identified 'the image of Lanarkshire', as perceived by audiences external to the area, as a 'primary cause of concern'. More effective promotion of Lanarkshire as an attractive place to live, work and do business was identified as one of the key priorities to be developed by the Forum.

Within its aim of making Lanarkshire an attractive place to live and work, the strategy defines 'Enhancing Lanarkshire's Image' [objective 4], with an action to :

*Explore the need for a branded initiative to improve Lanarkshire's external image*

And so the seeds of the project were created. Further research and development activities\* led to financial contributions being secured from North and South Lanarkshire and from Scottish Enterprise Lanarkshire, and ultimately to ERDF funding being accessed.

The project also aligned to Smart Successful Scotland's aspirations of ensuring "globally attractive locations for work, study and living as well as for visiting." (Smart Successful Scotland – Strategic Direction to the Enterprise Networks and Enterprise Strategy for Scotland, Scottish executive Edinburgh, 2004, p5)

**\* Details on these activities can be found in the Strategy & Implementation Plan, Liddell Thomson & Graven Images, March 2006**

## **2.2 Project Summary**

The Lanarkshire Branding and Communications Project [LBCP] aims to develop a strategic promotional and marketing campaign for Lanarkshire, to change negative perceptions and to reinforce positive aspects of the area. Targeting external audiences including the business sector, prospective residents and opinion formers, the work in the longer term is to promote area competitiveness and economic growth for the area, and this ERDF funded stage was defined [in the application] as enabling partners to develop the initiative and to secure stakeholder buy-in for its longer term roll-out.

Hosted by North Lanarkshire Council on behalf of the Partnership, but with a pan-Lanarkshire brief, the Branding & Communications Project is based in NLC offices in Cumbernauld, and employs 2 full-time staff.

The project began in July 2005 and is funded through to June 2008.

## **2.3 The Lanarkshire Strategic Tourism Marketing Project**

It is important to note in the context of this evaluation, that the creation of the Branding & Communications Project [LBCP] ran in parallel with the creation of the Lanarkshire Strategic Tourism Marketing Project [LSTMP], also emergent from the development of Lanarkshire's Economic Strategy. It should be noted that the LSTMP was approved before the LBCP.

The LSTMP Project is 'hosted' by South Lanarkshire Council and works, on behalf of the partnership, from the SLC offices in Hamilton.

Both projects have a 'pan-Lanarkshire' remit, with aims and objectives relating to the whole area in both cases. Equally, there are aspects of both projects which are similar and inter-related, requiring the teams to work together and in support of each other's activities

## 2.4 Project Inputs

The Lanarkshire Branding and Communications Project was funded by North Lanarkshire Council, South Lanarkshire Council and Scottish Enterprise Lanarkshire, together contributing a total of £495,000, as part of a total funding package of £788,214.

**Figure 1: Funding Package**

<b>Public Match Funding</b>	<b>£495,000</b>
North Lanarkshire Council	£240,000
Scottish Enterprise Lanarkshire	£135,000
South Lanarkshire Council	£120,000
<b>ERDF Grant</b>	<b>£293,214</b>
<b>Total Funding</b>	<b>£788,214</b>

## 2.5 This Evaluation Report

This report provides the findings of the evaluation process for the Lanarkshire Branding and Communications Project. It explains the methodologies which were used to evaluate the work, the measures against which progress have been assessed, and then takes each of these measures and provides evidence from the various streams of our work to show how far the project has progressed towards its targets. A summary is included at each stage which gives a useful overview of performance against the evaluation measures. The final section of the report considers the project's overall performance and draws conclusions from the work which has been done.

The Economic Impact of the project is addressed separately within the report [Section 3].

Also included within the report is a section in which the 'future options' for the project beyond ERDF funding are considered [see Section 6], for discussion and agreement amongst the current funders and project teams within the Councils and at Scottish Enterprise Lanarkshire.

### **3 Outline of the Evaluation Project**

The purpose of this work is to evaluate the Lanarkshire Branding and Communication Project [LBCP], a project funded jointly through ERDF, South Lanarkshire Council, North Lanarkshire Council and Scottish Enterprise Lanarkshire, for which funding is coming to an end in June 2008.

The objectives of this evaluation are :

- To assess how the project has delivered in relation to its stated ERDF targets
- Assess marketing strategies of the project and their relative success
- Identify overall economic impact of the project
- Identify any other additional impacts, including more qualitative results
- Comment on the management of process and performance within the Project
- Identify and assess the options for the future of the project
- Provide analysis and recommendations to inform the future development and funding strategy for this broad area of activity

Wood Holmes Group were commissioned in August 2007 to undertake the evaluation of this, the Lanarkshire Branding & Communications Project, and of the Lanarkshire Strategic Tourism Marketing Project, which is being reported separately. This Interim Report reviews the strategic achievements of the project, its outcomes and impacts and considers the options for the future development of the work of the project. A Final Update is to be completed in 2008, updating key metrics after the completion of the project.

# 4 Methodology and Approach

The evaluation process has involved a mix of methodologies to address the qualitative and quantitative requirements of the brief and to ensure the thoughts, opinions and aspirations of key stakeholders in the project have been included. There were 5 main strands to the programme of work :

**Workshop with partners involved in the Project**

**Depth interviews with Stakeholders in the Project**

**Depth Interviews with 'beneficiary businesses'**

**Quantitative research amongst 'beneficiary businesses' in Lanarkshire**

**Desk Research of publications, data, reports etc pertaining to the Project**

## 4.1 LBCP Workshop

This workshop was held at Scottish Enterprise Lanarkshire on 11<sup>th</sup> September 2007, at the beginning of the evaluation process. The purpose of the session was to :

- Meet the LBCP team and those associated with it
- Agree objectives and processes for the evaluation
- Exchange information and for us to be signposted to further information sources
- Open channels of communication to ease the evaluation process

The agenda for the day and the list of attendees are both included in Appendix 1.

## 4.2 Stakeholder Depth Interviews

A total of 20 depth interviews were conducted face-to-face and by telephone between 14<sup>th</sup> September and 16<sup>th</sup> October, with a range of stakeholders of the project. In many cases, Interviewees were in fact Stakeholders in both the LBCP and the LSTMP project, in which cases they were invited to comment on both. The objectives for this element of the work were to:

- gather perceptions of the success and impact of the project
- gain an understanding of the issues surrounding the project

- explore their views on options for the future

The list of Stakeholders interviewed within this process is included in Appendix 2, together with a copy of the discussion guide which was used for the interviews.

A further 12 individuals [contact list also provided by Scottish Enterprise Lanarkshire] were e-mailed by Wood Holmes offering them the opportunity to feed into the evaluation process if they had views they wished to express. The list of those contacted at this stage can also be found in Appendix 2.

### **4.3 Depth Interviews with Beneficiary Businesses**

A series of 10 depth interviews was conducted with businesses who had been identified as being beneficiaries of the work of the LBCP. A database of 95 businesses was supplied by the client, from which the sample was drawn, aiming for representation in these categories :

Small inward investors; ie businesses who had contacted the LPAS [achieved 2]

Large inward investors: ie mobile investors working with Scottish Enterprise with a view to relocating to Lanarkshire [achieved 2]

Property Sector [achieved 3]

Corporate Sponsors: ie private sector organisations working with the project [none achieved; all contacted]

Other [achieved 3]

The purpose of these interviews was to :

- explore if, and in what ways, they had benefited from the LBC project
- identify and understand issues of impact on them and the sector
- identify core areas within the programme which were of value and should be sustained
- gain perceptions of their experiences of the project

The questionnaire for the survey of Beneficiary Businesses was also piloted with these respondents.

A copy of the discussion guide for these interviews is included in Appendix 3.

## 4.4 Survey of Beneficiary Businesses

A quantitative survey amongst the Beneficiary Businesses was then conducted in three of these categories :

Small inward investors [33 achieved]

Large inward investors [8 achieved]

Property Sector [15 achieved]

The small number of Corporate Sponsors meant it was not feasible to address these contacts in a quantitative exercise.

The purpose of this exercise was to quantify the attitudes and opinions of those who had been the targets of the LBCP work. Specifically we wanted to know :

- The extent to which their involvement with LBCP had influenced their business decisions and activities
- Their perceptions of the services and resources offered
- Economic impact of the activities of LBCP\*

*\* A series of questions was designed to address the issues surrounding Economic Impact, in accordance with the Guidelines published by Scottish Enterprise.*

A database of 95 businesses was supplied by the client. Contact was attempted with all those listed on the database, yielding a total of 56 completed interviews.

The questionnaire used for these interviews is included in Appendix 4.

### **The Sample:**

- 33 of the 87 small businesses who had contacted the LPAS took part in the survey ( a response rate of 38%). This delivers a margin of error for this sample of +/-13.52%. This margin of error must be taken into account when examining results, which should be seen as indicative, rather than set in stone.
  - 10 (30%) of the surveyed businesses were based in North Lanarkshire, 7 were based in South Lanarkshire (21%) and 15 (46%) from outside of Lanarkshire.
- 8 of the 38 large mobile investors who had been in contact with the LBCP project took part in the survey (N.B. Wood Holmes was only able to request interviews from the 16 large mobile investors who had been notified of the survey by Scottish Enterprise). Clearly, this is a small proportion of the overall total, regardless of whether or not they could be approached, and therefore these

results are subject to a large margin of error: +/-31.2%. This dictates that extreme caution should be taken with these results.

- Of these, two were from North Lanarkshire and the remainder were from outside of Lanarkshire.
- Of the 22 property companies that Wood Holmes was able to contact (due to their being informed of the research by SEL), 15 took part in the survey. This delivers a margin of error of +/-14.61%, assuming that 22 constitutes the population of property companies in Lanarkshire. Again, this renders the results less robust than would be ideal, but indicative nonetheless.
  - 4 of these were from South Lanarkshire, 2 from North Lanarkshire and 9 were from outside of the region. The sample was split between developers and property agencies.
- 52% (17) of businesses who contacted the Lanarkshire Property Advisory Service [LPAS] did so because they were considering locations for a new business; 8 respondents (24%) were looking to expand from Lanarkshire premises; 2 respondents were considering locating their business in Lanarkshire from elsewhere in Scotland, and 2 respondents were considering locating their business in Lanarkshire from elsewhere in Lanarkshire.
- Of the 8 large mobile investors, 2 considered Lanarkshire because they already had premises in the area and wished to expand, 2 were considering moving the business from elsewhere in Scotland and 3 were considering locations for a new business

#### **NOTE**

- The results are based upon small sample sizes, albeit drawn from small populations. Percentages are therefore always given with the applicable number of respondents that the percentage relates to.
- For large mobile investors, the sample size (8) is considered too small for percentages to be appropriate so only frequencies are given. Where "mean scores" are given as an average of results, this describes the arithmetic mean of all the results.

## **4.5 Desk Research**

Secondary research of various publications, reports, statistics and materials was conducted as part of the evaluation process. A full list of sources is included within Appendix 5.

Findings from each stage of work have been used to measure performance throughout the evaluation process. Reference is given within the report to the 'data source' [i.e. desk research; depth interviews; survey] used in each case.

## **4.6 Evaluation Reporting Structure**

The evaluation report is structured to respond directly to the objectives for this evaluation project. There are 7 sections, corresponding with the aims of this evaluation exercise.

### **Section 1**

#### **Delivery of the LBCP in relation to its stated ERDF targets**

In this section we consider performance of the LBCP relating to its original objectives, as defined in 2 specific documents :

- the targets set out for it in the ERDF Grant Application Form for the stream of funding, and specifically the revisions to the original bids [ref Application 107717, Version 1, Revision 15; and Application 107716, Version 1, Revision 39]
- The LEF Lanarkshire Branding & Communication Project Monitoring and Evaluation [M & E] Framework which set out the means by which the LBCP would be monitored and evaluated. This document provides objectives, key activities, outputs and impacts for the project

Some of these targets are quantitative, and therefore more easily measurable while others are more qualitative. In both cases we have designed the research within these evaluations to provide evidence of the extent to which objectives have been met and the success or otherwise of the work that has been undertaken.

We summarise in Appendix 6 the overall list of 'aims and targets' for the project which will be reported on in Section 1 of our Evaluation, derived from these two documents, distilling them into a set of 'measures' which form the basis for the evaluation.

### **Section 2**

#### **Assessment of Marketing Strategies and their relative success**

In this section we consider the strategies which have been created within the project, the activities and outputs associated with these and their success in achieving their original goals.

Specifically, we have used :

- The Lanarkshire Branding & Communications Project Strategy & Implementation Plan [Liddell Thomson & Graven Images March 2006]
- The LEF Lanarkshire Branding & Communication Project Monitoring and Evaluation [M & E] Framework which set out the means by which the LBCP would be monitored and evaluated. This document provides objectives, key activities, outputs and impacts for the project which have been used as further 'measures' for this evaluation.

From these documents we identified the strategies, activities and outputs targeted for the project, as detailed in Appendix 6.

### **Section 3**

#### **Economic Impact Assessment**

The Economic Impact Assessment is approached according to the Guidelines published by Scottish Enterprise.

It is a quantitative exercise, with standardised questions incorporated into the survey with beneficiary businesses.

### **Section 4**

#### **Additional Impacts**

Here we consider wider, more qualitative impacts of the project, derived from evidence gathered from all stages of primary research within the evaluation.

### **Section 5**

#### **Management Processes, and Performance**

In this section we comment on the processes in place within the project to report on the project as it progressed and to monitor its performance against its specified targets.

### **Section 6**

#### **Options for the Future of the Project**

In this section, the future options are identified and their implications considered, informed by findings from all stages of the research.

### **Section 7**

#### **Conclusions**

Finally, a review of the findings summarised as key issues and conclusions.

# 5 The Evaluation

## Section 1

### Delivery of the LBCP in relation to its stated ERDF targets

- Measure 1      Repositioning Lanarkshire**
  - 1a      Changing Negative Perceptions**
  - 1b      Marketing Positive Aspects**
  - 1c      Promoting Area Competitiveness**
  - 1d      Promoting a Positive Image**
- Measure 2      Inward Investment Initiatives**
- Measure 3      Marketing Campaigns & Initiatives Supported**
- Measure 4      Jobs Created**
- Measure 5      Private Sector Leverage**

## Section 1

### Delivery of the LBCP in relation to its stated ERDF targets

#### Secondary Sources

For this Section, the desk research drew upon the following documentation :

- The Lanarkshire Brand Activity Outline, by Louisa Mahon
- Minutes from the LBCP Steering Group meetings
- Updates for the LBCP Steering Group meetings, created by the LBCP
- Lanarkshire Image and Perceptions research report by FMR Research (2004)
- Lanarkshire Image Project Framework Document by PBR Solutions (2004)
- Perceptions of Lanarkshire qualitative and quantitative reports by MC Associates (2004)
- LBCP Monitoring & Evaluation Framework [LEF]
- LBCP Strategy & Implementation Plan [Liddell Thomson & Graven Images March 2006]
- Databases of:
  - Business beneficiaries: Brand supporter leads; Property companies; LBCP Property Enquiries; LBCP Mobile Investment successes and active enquiries

## Performance

### Measure 1 Repositioning Lanarkshire

The ERDF Application states 4 aims for the LBC Project, which we address here together, as they are all closely related, addressing various aspects of one overall task : 'repositioning Lanarkshire'.

- 1a To develop a strategic promotion and marketing campaign for Lanarkshire focussed on changing negative perceptions of the area which have hindered business growth and development**
- 1b Reinforcing / marketing positive aspects of Lanarkshire which promote this area as a good business location and attractive place to live, work and invest to external audiences including the business sector, prospective residents and opinion formers**
- 1c To promote area competitiveness and economic growth over the medium to longer term**
- 1d To enable partners to develop this initiative and secure stakeholder 'buy-in' for its longer term roll-out**

#### Overview of Activity

**DATA SOURCE : Desk**

First we consider the various activities which have taken place in relation to this Measure. This overview of activity is evidence of work undertaken which supports all four elements of Measure 1.

- In 2006, the LBCP Strategy and Communication Plan was published. This document outlines the activities and initiatives required to begin the process of changing perceptions amongst key stakeholder groups.
- The production of the strategy and communication plan was the culmination of a period of stakeholder consultation and consumer perception research, to understand how Lanarkshire was perceived by key stakeholders.
- The core objectives of the strategy and communication plan are in keeping with the ERDF objective to change negative perceptions and re-position Lanarkshire, as outlined below:
  - *Create a pan-Lanarkshire brand and values to define "the place" and its assets*
  - *Develop a targeted communications strategy to re-define Lanarkshire*

- *Challenge out of date, negative perceptions and present a new and honest story of modern Lanarkshire*
- *Present Lanarkshire as an attractive location for mobile investment*
- **Activity undertaken** by the LBCP delivery team has been consistent with the objectives of the strategy and communication document. Main activities have included:
  - The Location Campaign [See Measure 8]
  - The Lanarkshire for Sale Campaign [see Measure 8]
  - Development of the brand and brand toolkit [see Measure 15]
  - Development of the Lanarkshire story [see Measure 8]
  - Formation of the LBCP marketing group [see Measure 11]
  - Development of a web portal – [www.lanarkshire.com](http://www.lanarkshire.com) [see Measure 17]
  - Development of photography [see Measure 18]

Each of these activities is considered in later Measures, as indicated.

## Stakeholders' Perspective

## DATA SOURCE : Stakeholder Depths

- All stakeholders recognised the importance for Lanarkshire and its economic growth, of changing negative perceptions which prevail and improving its image amongst key audiences.
- Some stakeholders mentioned that the promotion of Lanarkshire as a brand and a region was critical in not only developing the area's competitiveness but in simply resisting a decline in competitiveness. This is because Lanarkshire is operating within a European context in which it is in competition with not only other regions of the UK, but other regions of Europe and indeed the world for attracting business investment and tourism.
- Most stakeholders agreed that the brand project had laid important foundations from which the region could be taken forward.
- The majority believed that the strategies and activities undertaken by the LBCP were appropriate and some felt that they had at least begun to make an impact.
- It was generally recognised that the project was restricted in how it could promote the brand and its messages to internal audiences, due to restrictions

upon ERDF funding and the possibility of duplicating the efforts of other initiatives operating within the region (notably New Lanarkshire Limited).

- Others thought that the LBCP had promoted positive aspects of Lanarkshire by developing improved relationships with businesses, particularly property businesses, and demonstrating that their needs could be taken into account.
- Another stakeholder mentioned that the project had also had a positive influence upon the 'Lanarkshire's Working' project, which aims to help unemployed people into work.
- Many pointed out that the task of changing these perceptions and the imagery, will require a long term strategy and that in 3 years the project could not reasonably expect to change the perceptions that have been held for many years.
- Most stakeholders were keen that the work begun by the branding project should continue in some form. One stakeholder noted that care needed to be taken to avoid overlap with the activities of SEL SDI division or the dilution of its efforts, but no-one commented that this had actually occurred.
- There is evidence that buy-in has not been consistent across the partnership. There were apparent problems in getting the project off the ground, and specifically bringing all of the Stakeholders on board at the right levels. Some [albeit a minority] of stakeholders raised questions about the approach which has been taken and its effectiveness.

### **Beneficiary Businesses' Perspective    DATA SOURCE : Depth Interviews**

- Many beneficiaries perceived that the marketing of Lanarkshire was crucial in order for the area to receive the attention and investment it deserves, whilst other regions of the UK and Europe are all undertaking their own marketing activity.
- The branding campaign was generally described by those who were well acquainted with it as "good, strong and well thought through" and the branding of Lanarkshire that the project has produced as appropriate and aspirational.
- A number of beneficiaries praised the "visible" marketing that the project had carried out.
- Some felt the branding project had raised the expectations and aspirations of residents within Lanarkshire, and developed the capacity of those who work to promote the area.

- Another beneficiary said that the impact of the project had been “nothing but beneficial,” particularly in terms of helping property companies to reach a slightly different client base to usual.
- One property company said the image had improved a lot since 2004. His perceptions of the area before the project included that there was “not much happening” and that many large businesses had moved out of Lanarkshire, but he thought that Lanarkshire now has “a host of decent, established business parks”.
- Most beneficiaries interviewed, however, did not think that perceptions had changed noticeably since the project began.
- While the work done by the branding team was considered useful, it was largely seen as complementary to other initiatives. Property companies found it very difficult to disaggregate any impact from other initiatives in the region, but perceived that there had been a combined impact on encouraging businesses to locate to the area.
- Beneficiaries believed that the project had not been given enough time to make a lasting impact or demonstrable benefit. They appreciated the creation of a strong brand to build upon and strongly believed that the project should continue in order for the benefits to be lasting.
- The branding project was not seen as something that property companies would rely upon or something that could stand alone and some property companies said that the project had not had an effect upon their USP and core marketing strategy.
- Beneficiaries said that the greater availability of commercial property has had an influence on the image of Lanarkshire as a business destination.
- Developers also perceived that they themselves have played a strong role in driving the change in image of Lanarkshire as a business destination.
- Improved transport links were seen to have had a strong influence on the image of Lanarkshire (particularly the new Glasgow South Orbital linking the M77 to East Kilbride, allowing visitors to avoid driving through the city centre).
- The fact that larger businesses have moved into Lanarkshire and that awareness of this is high has meant that small investors have greater confidence in the area (“the large companies are who we aspire to be”).
- The specific functions and stock of property in Lanarkshire is the key factor influencing businesses to locate there, but the branding is seen to be helping to direct businesses’ attention towards the area.

- Some beneficiaries would prefer to see the various marketing campaigns of Lanarkshire brought underneath one umbrella – as a “one stop shop”. The project replicated existing initiatives and some beneficiaries commented that there was work to do to ensure that the public sector “speaks with one voice”.

**Beneficiary Businesses’ Perspective**      **DATA SOURCE : Survey**

Now turning to the findings from the Survey of Beneficiary Businesses

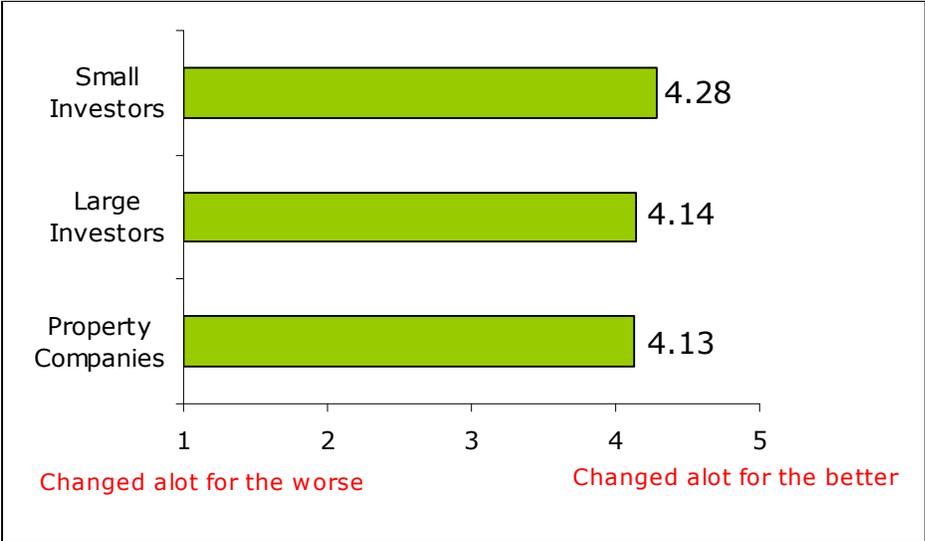
- The vast majority of businesses surveyed viewed Lanarkshire positively.

**Figure 2: Benefits of Locating a Business in Lanarkshire**

Small Investors (of 33)	Large Investors (of 8)
Central Scotland location (14)	Competitive property rates (6)
Convenience of Lanarkshire to where staff live (14)	Central Scotland location (3)
Good transport links (13)	Convenience of locating near to where their staff live (3)
Competitive property rates (12)	
A large availability of property (7)	

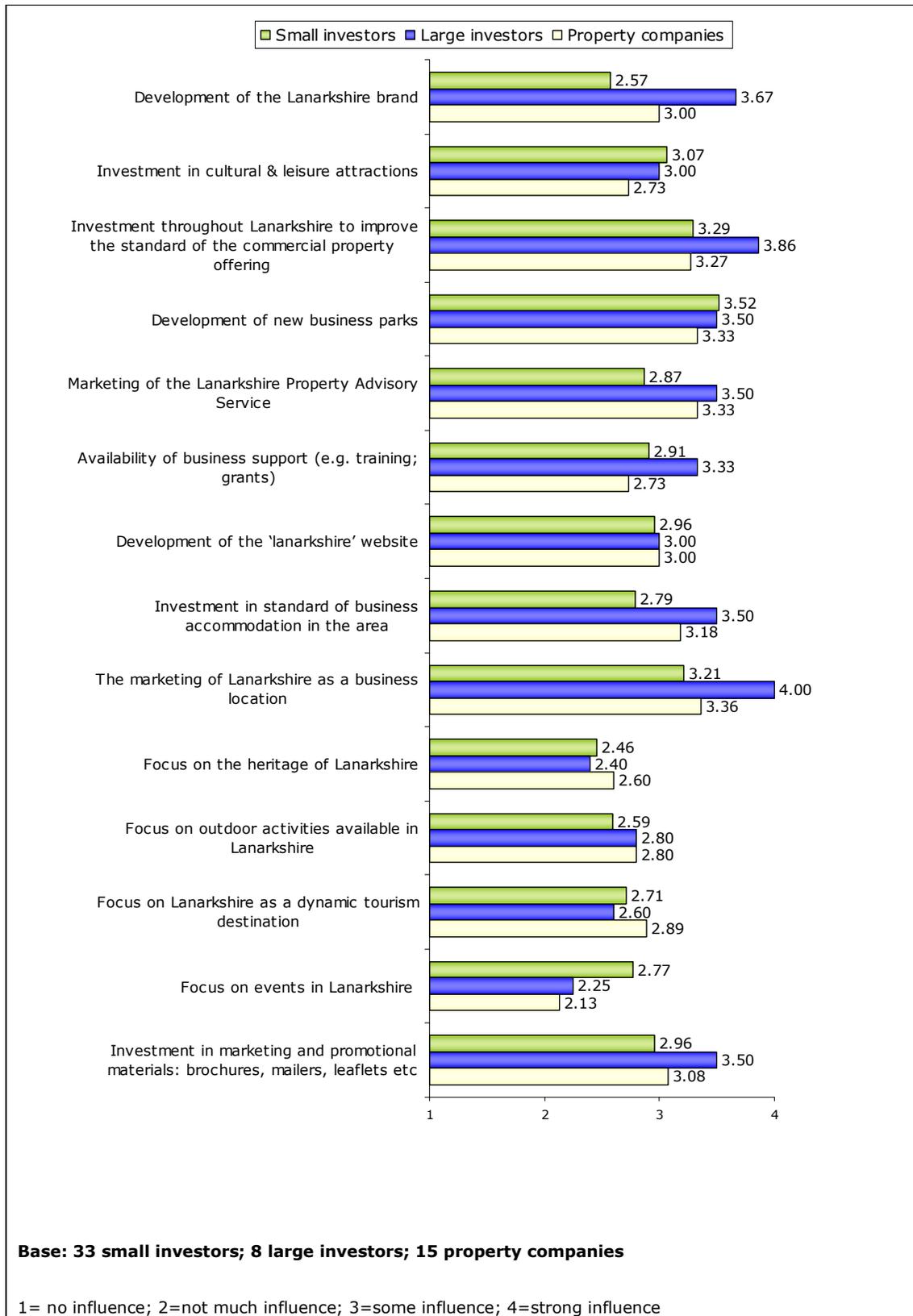
- Lanarkshire is considered a **good business destination** by most investors.
  - small investors mean score 4.31 (out of 5),
  - large investors mean score 4.14
- Most could not think of any drawbacks of locating in Lanarkshire.
- Overall, **Lanarkshire meets or exceeds investors’ expectations** :
  - 17 (or 33) small Investors felt Lanarkshire met their expectations as a business location; 9 felt it exceeded expectations
  - Lanarkshire met the expectations of 4 large investors (of 8) and exceeded the expectations of 1.
- The businesses surveyed on the whole think that **the image of Lanarkshire has changed for the better since 2004** :

**Figure 3: Extent to which the image of Lanarkshire has changed since 2004**



- For many of the businesses surveyed, the **'the marketing of Lanarkshire as a business location'**, **'investment in marketing materials'** and **'development of the Lanarkshire brand'** have been important influences on this change in perceptions [see Figure 3].

**Figure 4: Influences upon changes in perceptions about Lanarkshire**



- A number of **other initiatives, activities and influencers** were also thought to have played a part in the changing image of Lanarkshire, some of which are linked to activity undertaken by LBCP [see Figure 4].

**Figure 5: Other Initiatives, Activities and Influencers Contributing to the Changing Image of Lanarkshire**

Initiatives, Activities and Influencers
Investment to improve standard of commercial property
Development of new business parks
Investment to improve standard of commercial property
Marketing of LPAS
Glasgow's status as international city of culture
Investment in civic amenities such as schools and sports facilities
Setting up of development companies
Work done to promote Lanarkshire to residents
Ravenscraig development
Teaching hospitals
Improved road links

- Businesses thought **Scottish Enterprise Lanarkshire, South Lanarkshire Council and North Lanarkshire Council were driving the change** in perceptions about Lanarkshire :
  - Scottish Enterprise Lanarkshire [4 large investors; 13 small investors; 10 Property Developers]
  - South Lanarkshire Council [15 small investors; 4 property developers]
  - North Lanarkshire Council [14 small investors; 3 property developers]
- LBCP was offered by 6 respondents overall [1 large investor; 5 property developers] as a driver of change.
- Other organisations thought to be responsible include:
  - Private developers (7 private developers)
  - Scottish Development International (2 large investors)
  - Business Gateway

- Chamber of Commerce
- Lanarkshire Tourism Partnership

<b>Measure 1</b>	<b>Evaluation Comment</b>
•	Strategies, plans and activities undertaken within the Project were considered, consultative and appropriate to address its objectives
•	A number of campaigns and activities have been initiated by the LBCP
•	Stakeholders and beneficiaries largely feel that the image of Lanarkshire has been changing for the better. They value the work that has been under-taken, recognise the need for it and wish to see it continued
•	Many recognise it is a long term task
•	Factors external to the work of the LBCP are also contributing to the re-positioning of Lanarkshire

## Measure 2 Inward Investment Initiatives Supported

ERDF targets state that 10 inward investment initiatives were to be supported over the course of the project.

### Overview of Activity

DATA SOURCE : Desk

- At this interim evaluation stage, **6 inward investment** initiatives have been claimed for against ERDF targets.
- However, evidence provided by the LBCP Activity Timeline indicates that, by September 2007, **10 initiatives** will have been supported.

**Figure 6: Inward Investment Initiatives Supported**

Inward Investment Initiatives Supported
Agents event
Direct mailing to 300 commercial property agents
4-week national advertising campaign for key sites
Direct mailing to 6,000 companies
E-communication campaign to businesses with SDI
Production of the Lanarkshire commercial
Production of Lanarkshire key sites location guides
Investment features in targeted publications, e.g. Business Insider; Property Week (2 initiatives)
Fusion Assets advertising campaign for Drumpellier Business Park

- Evidence also indicates that a further 6 campaigns will be completed by March 2008:

**Figure 7: Future Inward Investment Initiatives To Be Supported**

<b>Live Inward Investment Initiatives</b>	<b>Inward Investment Initiatives to be completed by March 2008</b>
<p>Scottish Property Network online Campaign</p> <p>Advertising campaigns, featuring the key sites (5 initiatives)</p> <p>Direct mailing to commercial property agents in London, Manchester and Birmingham</p>	<p>Second mailing to Scottish agents</p> <p>Lanarkshire advertising campaign</p> <p>Edinburgh agents event</p>

**Stakeholders**

**DATA SOURCE : Depths**

- LBCP work to attract inward investment is generally viewed positively, with the LBCP’s contribution towards the marketing of Airdrie Business Park standing out for some stakeholders as an example where the LBCP have made an important contribution.
- It was how the initiatives were approached that was commended most by this group, with the segmented approach to communication i.e. stressing Lanarkshire’s offering for specific sectors, that was viewed positively.
- The ‘joined up’ approach to marketing Lanarkshire as a destination was also mentioned. It was commented that the fact that the educational, social and cultural strengths of Lanarkshire were also promoted by the work of the LBCP strengthened the inward investment activities.
- There was also feeling amongst the stakeholder group that the activity undertaken by LBCP to market key investment sites has been essential.

**Beneficiary Businesses**

**DATA SOURCE : survey**

- The majority of property companies surveyed are familiar with LBCP activity to encourage inward investment and view work being undertaken positively:
  - 12 of the 15 property sector companies surveyed had seen printed advertising such as postcards and leaflets marketing Lanarkshire as a business destination. The **printed advertising** that LBCP distribute to property companies was considered effective and useful by most

- 7 of the 15 companies surveyed had received a copy of the branding team's **electronic magazine**, with 3 companies finding it useful to their business
- 9 **property companies** surveyed had seen the Lanarkshire commercial; 7 thought that it was **effective** in marketing Lanarkshire as a business destination.
- Survey findings also indicate that materials produced by LBCP as part of the effort to attract inward investment are perceived to be effective and have been **adopted** by property companies, albeit by a minority of firms
  - 8 of these 12 companies familiar with the material said that they were effective (3 of whom said they were very effective)
  - 4 (of 12 aware) had used the printed advertising for marketing Lanarkshire to their clients
  - Yet half of the 12 companies thought that the materials were useful for marketing Lanarkshire to their clients
  - 6 (out of 9) property companies had used the **commercial** to market Lanarkshire to their clients, and found the commercial useful.
- There is also evidence of direct contact between property companies and the LBCP, which, for the most part, is perceived to generate added value for the property companies
  - 7 companies surveyed had worked with the LBCP team to market a specific business location (out of 15)
  - 5 of those had found **working with the branding team** to be effective (out of 7)
  - 3 said that the joint working enabled them to undertake a **better marketing campaign** than would have been possible without the branding team.

Measure 2	Evaluation Comment
■	LBCP work to support inward investment has been diverse and multifaceted.
■	Work undertaken is, on the whole, perceived to be well thought out and timely.
■	Indications are that the LBCP will exceed its ERDF target of supporting 10 inward investment initiatives.

### Measure 3 Marketing Campaigns / Initiatives Supported

ERDF targets state that 2 marketing campaigns / initiatives should be supported over the course of LBCP project

#### Overview of Activity

DATA SOURCE : Desk

- At this interim reporting phase, ERDF claim forms indicate that **6 marketing campaigns / initiatives** have been supported by the LBCP.
- The overarching aim of the marketing campaigns / initiatives supported has been to re-position and promote Lanarkshire to target audiences.
- The core campaigns / initiatives supported are outlined below:

#### Figure 8: Marketing Campaigns/Initiatives Supported

Marketing Campaigns/Initiatives Supported
Launch of the Lanarkshire Brand and Brand toolkit
Lanarkshire Location Campaign
Airdrie Business Centre Launch
Development and launch of <a href="http://www.lanarkshire.com">www.lanarkshire.com</a>
Re-design of Living Lanarkshire
Lanarkshire for Sale

#### Stakeholders

DATA SOURCE : Depths

- Some stakeholders drew particular attention to the LBCP's contribution towards the marketing of Airdrie Business Park.
- Some also thought that the project had resulted in increased levels of positive media coverage of Lanarkshire generally through good quality campaigns and clear strategy.

Measure 3	Evaluation Comment
	<ul style="list-style-type: none"><li>Evidence indicates that the LBCP has exceeded the ERDF target of supporting 2 marketing campaigns and initiatives.</li></ul>

## Measure 4 Jobs Created

ERDF targets state that 367 jobs should be created as a result of work undertaken the LBCP.

### Overview of Activity

DATA SOURCE : Desk

- At this interim reporting stage, no jobs have been claimed.
- However, job creation is currently being assessed.
- As a result of the above, performance against this measure will be re-evaluated in March 2008.

### Stakeholders

DATA SOURCE : Depths

- While some stakeholders said that the project had broadly achieved against its objectives, others were wary of attributing job creation to the LBCP.
- Some stakeholders cited the difficulty in attributing jobs to one initiative in the crowded context in which the LBCP operates.
- Many stakeholders agreed that the number of jobs created was perhaps an unrealistic measure of the effectiveness of a marketing campaign.
- In addition, most stakeholders viewed the likely impact of the project, particularly in terms of hard data such as job creation, would not be truly evident for years to come (some citing as many as 10 years). This was not a criticism of the LBCP, but a generally accepted view that any initiative requires this time period for economic impacts such as this to be felt.

### Beneficiary Businesses

DATA SOURCE : depths

- Beneficiary businesses were unable to attribute specific job creation to the LBCP.

Measure 4	Evaluation Comment
	<ul style="list-style-type: none"><li>▪ At this stage in the project evaluation, we are unable to assess whether this target has been achieved.</li><li>▪ Due to the intangible nature of much of the activity undertaken, it will be difficult to assess and extrapolate the exact impact of LBCP activity on inward investment and new business start-ups and therefore job creation.</li><li>▪ In hindsight, it could be accepted that some of the harder economic targets are inappropriate due to the extreme difficulty in relating any change to a project such as this.</li></ul>

## Measure 5 Private Sector Leverage

ERDF targets state that £7.53 million should be generated in private sector leverage as a result of the LBCP project.

### Overview of Activity

DATA SOURCE : Desk

- The ERDF application forms state that private sector leverage would not be claimed until 2008.
- The ERDF application does not allow the project to generate income as this would impact on the match funding package. Instead, the project has concentrated on integrating the Lanarkshire brand within existing private sector marketing and promotions, and encouraging adoption amongst Lanarkshire's key players.

Measure 5	Evaluation Comment
	<ul style="list-style-type: none"><li>■ It is not possible to comment on the extent to which this target has been met at this stage in the evaluation.</li></ul>

# 5 Evaluation

<b>Section 2</b>	<b>Assessment of Marketing Strategies and their relative success</b>
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- Measure 6** Create a pan-Lanarkshire brand
- Measure 7** Develop targeted Communications Strategy
- Measure 8** Present new Lanarkshire 'story'
- Measure 9** Present Lanarkshire as an attractive location for mobile investment
- Measure 10** Media Strategy
- Measure 11** Establish LBCP Marketing Group
- Measure 12** Working with LPAS
- Measure 13** Improving take-up of Key Site facilities
- Measure 14** Work in Partnership with other Initiatives
- Measure 15** Brand Toolkit
- Measure 16** Lanarkshire Commercial
- Measure 17** Website
- Measure 18** Photographic Databank
- Measure 19** Location Guides

## Secondary

For this Section, the desk research drew upon the following documentation :

- The Lanarkshire Brand Activity Outline, by Louisa Mahon
- Minutes from the LBCP Steering Group meetings
- Updates for the LBCP Steering Group meetings, created by the LBCP
- Lanarkshire Image and Perceptions research report by FMR Research (2004)
- Lanarkshire Image Project Framework Document by PBR Solutions (2004)
- Perceptions of Lanarkshire qualitative and quantitative reports by MC Associates (2004)
- LBCP Monitoring & Evaluation Framework
- LBCP Strategy & Implementation Plan [Liddell Thomson & Graven Images March 2006]
- Databases of:
  - Business beneficiaries: Brand supporter leads; Property companies; LBCP Property Enquiries; LBCP Mobile Investment successes and active enquiries

## Measure 6 Create a pan-Lanarkshire brand

A core objective of the LBCP was to create a pan-Lanarkshire brand and values to define 'the place' and its assets.

Linked to this objective was the target to achieve Private Sector adoption of the brand in local and national advertising and communications. A target of 30 was to be reached.

### Overview of Activity

### DATA SOURCE : Desk

- The main thrust of the LBCP has been to develop a strategic promotional campaign for Lanarkshire as a whole, focussed on changing negative perceptions of the area which have hindered business growth and development.
- The creation of pan-Lanarkshire brand, or 'story' has been a fundamental activity within the strategy. The plan documents key activities within the development of the **pan-Lanarkshire** brand. For example:
  - Building the brand around a series of propositions or themes, to ensure that the brand is representative of the diverse nature of Lanarkshire as an entire region
  - Developing 11 key messages, again to ensure that the brand reflects the diverse nature of Lanarkshire
- The development of the Lanarkshire logo has been a key element of activity undertaken to build a pan-Lanarkshire brand, with no reference being made to North or South Lanarkshire.
- The Lanarkshire logo is used across all LCBP communications. It is also used by the LSTMP in their promotional material and has been used by North Lanarkshire Council in some instances.

**Figure 9: LBCP Brand Logo**

The image shows the Lanarkshire brand logo, which consists of the word "Lanarkshire" in a bold, stylized, sans-serif font. The letters are white with a thick black outline, giving it a three-dimensional or embossed appearance. The logo is centered within a rectangular frame.

- A **brand toolkit** was developed to facilitate the adoption of the brand by external organisations. [See **Measure 15**].

- Evidence indicates that at least **29 organisations**, 22 Private Sector and 7 Public Sector, have adopted the brand for their marketing materials and campaigns:

**Figure 10: Adopters of the Lanarkshire Brand**

<b>Private Sector Adopters of the Lanarkshire Brand</b>	<b>Public Sector Adopters of the Lanarkshire Brand</b>
M&Ds Dakota Hotel Cumbernauld Eurocentral Ravenscraig Gartcosh Drumpellier Airdrie Business Centre Coca Cola Cala Properties Morgan Stanley Airdrie Savings Bank Rolls Royce Scottish & Universal Newspapers Nallatech Shades Blinds Aspirare OCE UK Weber Shandwick Hamilton Portfolio Co HF developments Prologis M8	NHS Lanarkshire Motherwell College North Lanarkshire Council South Lanarkshire Council Lanarkshire Strategic Tourism Marketing Project Lanarkshire Property Advice Service New Lanarkshire Limited

(Source: Corporate Sponsors database, various leaflets and website checks)

**Stakeholders**

**DATA SOURCE : depths**

- Stakeholders were generally positive about the creation of a Lanarkshire brand, few doubting that this was needed and beneficial.

- There were however a number of references to the brand logo itself, particularly in terms of its appropriateness and whether it represents the desired shift away from traditionally held perceptions of the area.

### Beneficiary Businesses

### DATA SOURCE : depths

- Evidence provided at Measure 1a-1d applies to this measure.

### Beneficiary Businesses

### DATA SOURCE : survey

- **Awareness of the Lanarkshire brand** is relatively low amongst investors, but high amongst property companies :
  - 5 (of 33) **small investors** were aware of the Lanarkshire brand. Of these 5, 3 thought that the brand was 'not very significant' to their business.
  - Only 1 of the 8 **large investors** was aware of the Lanarkshire brand, and this investor thought that it was not very significant to their business and did not use it.
  - 14 of the 15 property companies surveyed were aware of the Lanarkshire brand; 6 of these thought the brand was significant to their business, and 4 used the brand on their business materials.

Measure 6	Evaluation Comment
	<ul style="list-style-type: none"> <li>▪ Strategies, plans and activities have centred around creating a brand that is representative of Lanarkshire as a whole.</li> <li>▪ The creation of a pan-Lanarkshire brand is perceived to be important and necessary.</li> <li>▪ The brand is known to have been adopted by 22 private and 7 public sector organisations, although this figure could be higher</li> <li>▪ At this stage, the target of achieving 30 private sector brand adopters has not yet been reached, although the target is close and we could hope that it is achievable by the time the final evaluation report is produced in March 2008.</li> </ul>

## **Measure 7 Communications Strategy**

**A core objective within the strategy was to develop a targeted communications strategy to redefine Lanarkshire**

### **Overview of Activity**

### **DATA SOURCE : desk**

The LBCP appointed Liddell Thomson and Graven Images to research and develop a targeted communications strategy to redefine Lanarkshire. This has included the creation of the brand (including the Lanarkshire story) and logo itself, the brand tool kit, brand positioning and campaign themes, key brand messages and brand guideline. Key activities undertaken by the LBCP project team to implement that developed communications strategy include:

- Developing relationships with key stakeholders and target audiences – the establishment of the LBCP Marketing Group to engage stakeholders from across the region and developing relationships with influential journalists, for example
- The development of promotional materials to support the repositioning of Lanarkshire – the production of location packs, key sites' brochures and maps
- The development and launch of the web portal [www.lanarkshire.com](http://www.lanarkshire.com)
- The implementation of communication campaigns, using different media channels, to engage with targeted audiences

### **Stakeholders**

### **DATA SOURCE : depths**

- Generally Stakeholders felt that the strategy undertaken had been appropriate and professionally handled.
- There was, however, some – although not universal - criticism of the extent to which the communications strategy had worked in raising Lanarkshire's profile. Some had expected to have seen more evidence of coverage in the media. Others, however, felt that there had been increased positive exposure for the area.
- Mostly however, it was recognised that the task of 'redefining Lanarkshire' is a long term one and could not necessarily have expected to be showing results at this early stage.

## Beneficiary Businesses

DATA SOURCE : depths

- Evidence provided at 1a – 1d applies to this measure.

## Beneficiary Businesses

DATA SOURCE : survey

- Findings suggest that there is a recognition amongst the business beneficiaries that there has been an improvement in the quantity and content of national media and PR coverage of Lanarkshire as a business location:
  - Overall, **small investors** thought that national media and PR coverage of Lanarkshire as a business location has increased
  - Of the 8 **large investors**, 4 thought it had increased and 2 thought it had stayed the same
  - Of the 15 **property companies**, 12 thought it had increased and 2 thought it had stayed the same
- Furthermore, the impact of this coverage was thought to have been quite positive:
  - 41% of **small investors** who had an opinion (11 people) thought that it had been very positive
  - All **large investors** thought the coverage had been positive – 4 of whom said it had been very positive
  - All **property companies** thought the coverage had been positive – 9 of whom said it had been very positive
- The majority of the property companies surveyed had seen printed advertising such as postcards and leaflets marketing Lanarkshire as a business destination and perceive them to be effective.
- The way that Lanarkshire is marketed as a place for business is perceived positively, with marketing perceived to be consistent and appropriate, as well as positioning Lanarkshire as a competitive area. Large investors and property companies were the most positive about the marketing of Lanarkshire.
- There is support for the continuation of the UK-wide marketing of Lanarkshire, particularly **national press advertising and editorial**, amongst some property investors.

<b>Measure 7</b>	<b>Evaluation Comment</b>
------------------	---------------------------

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>■ Communication strategies and activities undertaken have been aligned with re-positioning Lanarkshire</li><li>■ Views are mixed in terms of the immediate impact of the communications strategy</li><li>■ There is general agreement that the re-positioning of Lanarkshire is a long-term process but that the work of the LBCP has begun that process.</li></ul> |
|--|---|

## **Measure 8 Present New Story of Modern Lanarkshire**

**An objective of the LBCP was to challenge out-of-date, negative perceptions and present a new and honest story of modern Lanarkshire**

### **Overview of Activity**

**DATA SOURCE : desk**

- The Lanarkshire story – the main mechanism by which the LBCP was to challenge out-of-date, negative perceptions - was arrived at through a consultation process with stakeholders of Lanarkshire.
- The consultation included over 100 stakeholders, and included workshops, one to one interviews, Vox Pops and surveys with core audiences.
- The 'new Lanarkshire story' is based upon the region's central location; its modern economy; the mix of urban and rural space for living and working, and its amenities.
- Main activities undertaken to present a new story of Lanarkshire included:
  - The Location Campaign
  - The Lanarkshire for Sale Campaign
  - Development of the brand and brand toolkit [see Measure 15]
  - Development of the Lanarkshire story [see Measure 8]
  - Formation of the LBCP marketing group [see Measure 11]
  - Production of the Lanarkshire Commercial [see Measure 16]
  - Development of a web portal – [www.lanarkshire.com](http://www.lanarkshire.com) [see Measure 17]
  - Development of photography [see Measure 18]

(Source: Steering Group Updates)

### **Stakeholders**

**DATA SOURCE : depths**

- Most stakeholders were positive about the messages that had been adopted within the project, and no particular issues were raised about the 'new Lanarkshire story' or its content.

- On the whole, businesses were positive about the overall messages of the new 'story'.

**Measure 8 Evaluation Comment**

- Communication strategies and activities have been aligned with re-positioning Lanarkshire.
- The creation of the new Lanarkshire story has been an important pillar of the communication strategy, providing a framework for the range of communication activity.
- On the whole the key messages are perceived as appropriate.
- Views are mixed in terms of the immediate impact of the communications strategy, but there is general agreement that the re-positioning of Lanarkshire is a long-term process

## **Measure 9 Present Lanarkshire as an attractive location for mobile investment**

**A core objective was to present Lanarkshire as an attractive location for mobile investment.**

### **Overview of Activity**

#### **DATA SOURCE : desk**

- A wide range of activities has been undertaken to present Lanarkshire as an attractive location for mobile investment. [see measure 2]
- The location pack, location DVD, location guides, advertising, website and PR activity all present Lanarkshire as an attractive location for mobile investment. Please refer to the measures that address these specifically for more information.

### **Stakeholders**

#### **DATA SOURCE : depths**

- Stakeholders were generally complimentary about the quality of the marketing materials which had been developed by the Project team, with references to their 'high quality'.

### **Beneficiary Businesses**

#### **DATA SOURCE : depths**

- As evidenced in previous Measures, beneficiary businesses were generally positive about the presentation of Lanarkshire, describing it as 'nothing but beneficial', 'strong' and 'appropriate'.
- Some property companies however questioned the appropriateness of the "Lanarkshire for Sale" marketing campaign for re-positioning Lanarkshire as an attractive place for mobile investment. They were of the view that the message was ambiguous, and the slogan appeared "desperate" and portrayed the area as an "industrial wasteland with lots of space".
- However, later campaigns are perceived to have greatly improved upon this.

### **Beneficiary Businesses**

#### **DATA SOURCE : survey**

- For all beneficiary audiences surveyed, the way that Lanarkshire is marketed as a place for business is perceived positively. Large investors and property companies were the most positive about the marketing of Lanarkshire.

**Figure 11: Perceptions of the marketing of Lanarkshire**



Findings already presented can also be used to indicate how the activities undertaken by LBCP to present Lanarkshire as an attractive location for mobile investment are perceived by target audiences [Section 2]. In summary:

- Property companies who had seen the Lanarkshire commercial thought that it was effective in marketing Lanarkshire as a business destination. The majority also had used it to market Lanarkshire to their clients and found it useful.
- Property companies generally found the Lanarkshire brand, campaigns and marketing materials to be effective.
- The **electronic magazine** distributed to property companies was rated highly by the majority and some found it useful to their business.

**Measure 9 Evaluation Comment**

- There is evidence of a wide range of work undertaken by the LBCP to present Lanarkshire as an attractive location for mobile investment.
- Stakeholders and beneficiary businesses were generally positive about the work done.
- Most perceive it as a positive step towards shifting negative perceptions.

## Measure 10 Media Strategy

An objective was to develop a Lanarkshire media strategy to promote the area, its workforce, success stories and investment opportunities nationally through national media and trade press.

Additionally, the LBCP was to monitor increases in the volume and quantity of national and specialist media coverage concerning positive news stories relevant to the Lanarkshire economy.

As an output of activity, the LBCP was targeted to generate 1 positive news story per month

### Overview of Media Strategy

DATA SOURCE : desk

- The Strategy & Implementation Plan shows a media strategy was developed with Liddell Thomson and Graven Images for promoting Lanarkshire, its workforce, success stories and investment opportunities.
- The table below summarises the components of media activity which have been undertaken.

**Figure 12- Summary of Media Activity**

Summary of Media Activity	Activity Count
Press releases	12
Exclusively written articles	4
Advertorials	2
Media sponsorship	1
One to one strategic briefing/interviews	6
Events	2
Advertising	2 campaigns

- The LBCP team developed a database of media contacts. (source: Steering Group updates)
- A cuttings file of news stories from local, national and specialist media was kept from 2006 onwards.

- An average of 10 positive news stories has been achieved per month during 2007.

## Stakeholders

## DATA SOURCE : depths

- Some stakeholders thought that the project had resulted in increased levels of positive media coverage through good quality campaigns and clear strategy.
- Others however, felt that levels of coverage had been lower than they would have expected.

## Beneficiary Businesses

## DATA SOURCE : depths

- Some business beneficiaries commented that they believe that there has been a significant increase in positive news stories about Lanarkshire during the project lifetime.
- The launch and agents' events were attended by property companies and were considered to be good events.
- As stated, there was some specific criticism of an earlier media campaign "Lanarkshire for Sale" by two property companies. They said that the message was ambiguous, and the slogan appeared "desperate" and portrayed the area as an "industrial wasteland with lots of space". However, later campaigns are perceived to have greatly improved upon this.

## Beneficiary Businesses

## DATA SOURCE : survey

Findings from the survey of beneficiary businesses, already presented in this report are of relevance to the evaluation of the media strategy. [See **Measure 7**]

In summary:

- The majority of businesses surveyed had noticed an improvement in the quantity and content of national media and PR coverage of Lanarkshire as a business location. Media coverage is also perceived positively.
- **Property companies** generally found the Lanarkshire brand, campaigns and marketing materials to be **effective**.
- There is support amongst some property companies for the continuation of the UK-wide marketing of Lanarkshire to continue.

- Furthermore, **findings indicate that property companies** value the activity of the LBCP and wish for it to continue, with many property companies not wishing to **see less** of any of the branding activity.
- Findings from the survey of beneficiary businesses also could be used to inform the development of future media strategies:
  - Whilst only a minority, some property companies criticised the **content** of some of the promotions, and would like to see less emphasis on Lanarkshire’s industrial heritage
  - One company thought it was **unfair** that the brand focused its promotional activity on Scottish Enterprise-backed sites<sup>1</sup>
  - Property companies would like to see **more testimonials** from companies that have located in Lanarkshire for use in promotions.
  - They also wanted **more advertising outside Scotland** and a more focused, “slick and professional” website<sup>2</sup>.

<b>Measure 10</b>	<b>Evaluation Comment</b>
	<ul style="list-style-type: none"> <li>■ The media strategy was developed and implemented.</li> <li>■ From 2006 onwards, coverage has been monitored through the cuttings file.</li> <li>■ An average of 10 positive news stories per month has been achieved, indicating that the target has been exceeded</li> </ul>

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<sup>1</sup> It should be noted, however, that the promotion of Scottish Enterprise sites was the stipulation of ERDF funding

<sup>2</sup> Additionally. the promotion of Lanarkshire outside of Scotland was not part of the remit of the LBCP project

## Measure 11 LBCP Marketing Group

An objective was to establish an LBCP Marketing Group to provide longevity for the Lanarkshire brand.

### Overview of Activity

DATA SOURCE : desk

- There has been a number of Lanarkshire wide marketing groups operating and after an initial meeting it was deemed that a further one would be inappropriate.
- There has however been an editorial group established to edit "the Source" – the business information magazine.

### Measure 11 Evaluation Comment

- A LBCP marketing group has not been established - **target has not been met**

## Measure 12 Working with LPAS

The LBCP was targeted to work with LPAS to establish / agree the process for managing business property enquiries.

Additionally, the LBCP was to increase the number of property enquiries and the successful conversion rate of property enquiries, leading to take-up as a result of LBCP materials and campaigns.

Target: 21 business start-ups / 175 jobs

### Overview of Activity

DATA SOURCE : desk

- LPAS is the key point of contact for property enquiries in Lanarkshire.
- The development of a 'one-stop shop' involved meeting with key stakeholders in North and South Lanarkshire and the LBCP.
- A main outcome from this consultation period was the agreement across all parties to standardise procedures for enquiry handling and sharing information. It was also agreed that LPAS would become integrated into Lanarkshire.com and be accessed via the following domain: [www.lanarkshire.com/business](http://www.lanarkshire.com/business)
- LPAS is the point of contact promoted through the "Lanarkshire for sale (or rent)... campaign", supported by LBCP .
- **94 property enquiries** have been generated by LBCP activity since January 2007.
- At this interim reporting stage, the target linked to start-up companies and job creation is being monitored. The lead time associated with making a property enquiry and making the relocation decision, estimated by the LBCP to be approximately 6 – 18 months, is such that it is considered too early to report on this target.

### Stakeholders

DATA SOURCE : depths

- The impact upon LPAS was described as nothing but beneficial
- However, overall the project was thought to have presented the mix of property in Lanarkshire well.
- The branding project was perceived to have taken the LPAS service out to more clients than previously, and to enable the LPAS to reach a slightly different client base.

## Beneficiary Businesses

DATA SOURCE : depths

- None of the beneficiary businesses interviewed qualitatively was able to attribute its enquiry or take-up of business locations to the LBCP campaign directly.
- However, a number of inward investors had received information produced by LBCP
- Awareness of LPAS was not comprehensive in the area - one Glasgow property company had not heard of LPAS.
- A small inward investor had used a list from LPAS to try to find a property and found the service very useful, since the process of finding commercial property was unfamiliar to her and she found the service good.

## Beneficiary Businesses

DATA SOURCE : survey

- Findings suggest that the lanarkshire.com website and LBCP events are important **signposting tools for LPAS**, supporting the stakeholder comment that the twinning of LPAS and LBCP has helped to raise the profile of the property enquiry service:
  - 8 **small investors** had heard about the LPAS through the lanarkshire.com website; 8 heard about it through an event or exhibition (of 33)
  - Other prevalent information sources include Business Gateway (5) and North Lanarkshire (4)
  - 5 small investors had also seen information about LPAS on a website; 4 had seen an advert or editorial in the media and 3 had seen a printed postcard or leaflet
- 15 small investors surveyed, who made a property enquiry to LPAS, decided to locate in Lanarkshire following; 6 were likely to do so (of 33 surveyed).
- Findings also indicate that **LPAS is an important element** in attracting and supporting potential investment:
  - 5 small investors said that they would probably not have considered locating in Lanarkshire in the absence of LPAS.

## **Measure 12 Evaluation Comment**

- LBCP worked with partners to standardise procedures.
- LPAS is positioned as the core point of contact for property enquiries in Lanarkshire.
- The LPAS online search facility is accessed via [www.lanarkshire.com](http://www.lanarkshire.com)
- It is perceived that the partnering between the LPAS and LBCP has helped raise the profile of the property advice service.
- Targets linked to start-up companies and job creation are being monitored.

## Measure 13 Improve Take-up of Key Site Facilities

An output of the LBCP was to improve take-up of Key Site facilities within Lanarkshire. The key sites are SETP; SBP; Gartcosh; Eurocentral; Ravenscraig ; Luggie Glen; Dalmarnock; Coatdyke

433 jobs were to be generated by work to improve take-up of key site facilities

### Overview of Activity

DATA SOURCE : desk

- 6 of the key sites in Lanarkshire have been promoted as part of the Location campaign, with tailored information leaflets featuring in the Location Guides [see Measure 19]
- Media coverage of a variety of business parks was achieved by the PR undertaken by the LBCP.
- Example of facilities supported are listed in Figure 12.

**Figure 13: Key Site Activities** (please note all names of companies are not cited for reasons of commercial confidentiality)

Key Site	Possible Job Count	Other Agency Involvement
Strathclyde Business Park	390 (new) 350 (safeguarded)	DTZ
Eurocentral	160 (new)	
Eurocentral	100 (new)	
SETP	9 (safeguarded)	
Coatbridge	10 (new)	Business Gateway
GSO Business Park	40 (new)	SDI
Bellshill Innovation Park	220 (new)	
Wardpark, East Cumbernauld	51 (safeguarded)	

## **Stakeholders**

### **DATA SOURCE : depths**

- Some stakeholders drew particular attention to the LBCP's contribution towards the marketing of Airdrie Business Park.
- There were several comments however from stakeholders regarding the fact that [a] it is difficult to attribute job creation to any single line of activity and [b] much of the work of the LBCP will take much longer to come to fruition.

## **Beneficiary Businesses**

### **DATA SOURCE : depths**

- While a number of businesses received location packs from the LBCP, used the website or contacted LPAS, none of those interviewed in depth could attribute their decision directly to the project.
- Many beneficiaries said that they would have pursued the same course of action in the absence of the project.
- And some beneficiaries felt that some of the project duplicated existing activity to promote Lanarkshire.
- There was, however, some support for the location pack and website from property companies, who used them to market the area to their agents and clients.

## **Beneficiary Businesses**

### **DATA SOURCE : survey**

- The LBCP has worked with property companies to market specific locations. Property companies were generally positive about the experience of working with the team, finding the partnership working was effective and enabled some of them to run better campaigns than they could have done alone:
  - 7 of the 15 property companies surveyed had worked with the LBCP team to market a specific business location
  - Of these 7 companies, 5 found working with the branding team to be effective and 3 said that the joint working enabled them to undertake a better marketing campaign than would have been possible without the branding team

### **Measure 13 Evaluation Comment**

- Promotional activity has sought to raise awareness of key sites within Lanarkshire amongst mobile investors and decision makers.
- Evidence indicates specific results for at least 3 Key Site Facilities as well as achievements at other sites across Lanarkshire.
- It is not possible to extrapolate the extent to which this activity can be attributed to the improved take-up in key sites, given that the LBCP was not the sole initiative in operation in the field. This again highlights the difficulty in attributing change specifically to the LBCP.

## Measure 14 Working in Partnership

An objective was for the LBCP to work in partnership with other initiatives / organisations to support partner-led programmes.

### Overview of Activity

DATA SOURCE : desk

- Developing partnerships with key stakeholders was a fundamental element of the brand development phase of the LBCP project.
- Over the course of the project the LBCP has consulted, presented and worked with a number of partners.

**Figure 14: Working in Partnership**

Partners Worked With
LPAS
Scottish Enterprise Lanarkshire
Scottish Development International
North Lanarkshire Council
South Lanarkshire Council
New Lanarkshire Limited (Supercounty)
All key business location management teams
Policy & Economic Development Service
Lanarkshire Strategic Tourism Marketing Project
Strathclyde Police
Local Economic Forum
Private Sector Sponsors

- Partnership working ranges from:
  - Supporting / contributing to communication activity – Cumbernauld; Airdrie Business Centre
  - Working with local authorities to develop materials to re-position and promote Lanarkshire – eg Living in Lanarkshire (which provides an information resource to support families and workers thinking of relocating to Lanarkshire)
  - Working with other economic development initiatives to foster a joined up approach – eg New Lanarkshire Limited; LSTMP

- There are repeated references within interviews to perceived tensions between the 2 projects which in many respects may have impeded the process of working together. Key drivers of the problem relate to :
  - Circumstances at the outset of the 2 projects -
    - the fact that the branding project did not get underway until after the start of the tourism project (over 6 months later)
    - the respective locations of the 2 projects – Tourism in South Lanarkshire and Branding in North Lanarkshire – created a feeling of ownership in each Council and competitiveness and miscommunication between them, to the detriment of the projects’ performance
  - issues surrounding continuity in management of the Tourism Project of all partner personnel in its first 18 months
  - differences in style and personality have also impacted on effective communication

There was, for example, a desire by the LBCP for the tourism communication strategy being led by LSTMP to fully adopt the brand themes and key messages. This did not happen within the strategy document and it created tensions between partners and staff. In practice, however many of the tourism campaigns did reflect the fun theme.

There was perceived to be a degree of duplication of activity between the various initiatives taking place in Lanarkshire by some stakeholders, particularly with New Lanarkshire Limited, and that perhaps the relationship between the two projects had not been as positive as it could have been.

- Partners generally, however, described the LBCP team as professional, friendly and “pulling together”.
- The LBCP team approach was perceived as focussed – a quality that some stakeholders perceived as necessary for “getting things done”.

## Beneficiary Businesses

## DATA SOURCE : depths

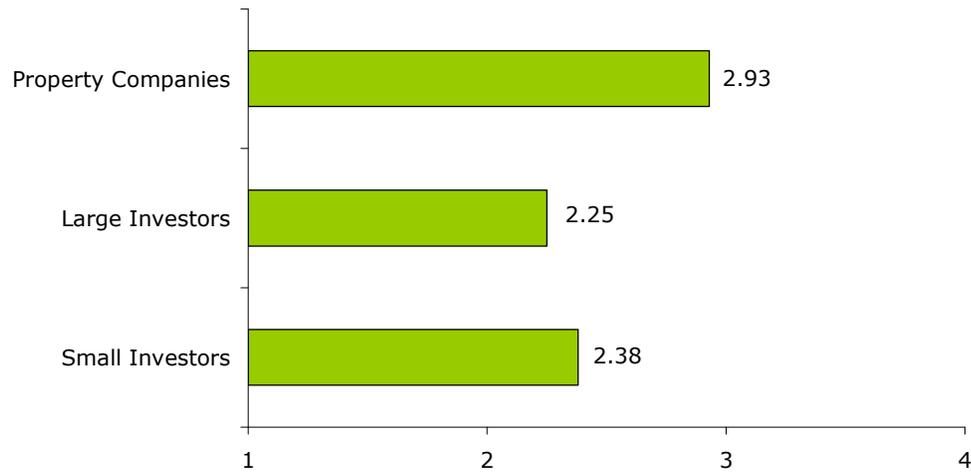
- A number of business beneficiaries perceived that some activity was overlapping between the initiatives taking place in Lanarkshire.
- Many were not aware of the extent of partnership working by the LBCP.
- The project team were described as “great people, who do things well” by business beneficiaries.
- Some beneficiaries (particularly those in South Lanarkshire) felt that they would have preferred closer contact with the branding project, but attributed this issue not to the branding team, but the difficulty involved in working across the organisations of North and South Lanarkshire Councils.

## Beneficiary Businesses

## DATA SOURCE : survey

- Approximately half of property companies surveyed had worked with the LBCP team to market a specific business location. Such organisations were **generally positive** about the experience of working with the team, finding the partnership working was effective and enabled some of them to run better campaigns than they could have done alone.
- Building upon this, findings suggest that the branding team mostly has good, close relationships with the property companies surveyed, and the work that the LBCP does is considered useful by these property companies.
- The LBCP team were described by some property companies as **friendly, approachable, helpful and enthusiastic**, and “people who do things well” and work well in trusting, mutually beneficial partnerships.
- On the whole, businesses surveyed thought that Lanarkshire has a joined up marketing approach [see Figure 14].

**Figure 15: Extent to which organisations work well together / adopt a joined up approach**



**Measure 14 Evaluation Comment**

- Partnership working has been undertaken through out the project and has been applied to a range of scenarios.
- Evidence indicates that, on some occasions, partnership working has been difficult. However, opinion suggests that much of this is a result of pre-existing challenges at strategic level for each project. Particular issues existed with the LCBP and with New Lanarkshire Limited.
- Beneficiary businesses that have engaged in partnership working are positive about their experience and spoke highly of the delivery team.

## **Measure 15 Brand Toolkit**

**An objective was to develop a brand toolkit to explain and promote the Lanarkshire brand**

### **Overview of Activity**

**DATA SOURCE : desk**

- The Lanarkshire Brand toolkit was developed at the outset of the project and was launched in early 2006.
- The toolkit outlines the rationale behind the Lanarkshire brand and illustrates how the Lanarkshire brand, and its key messages, can be integrated into the communication campaigns of organisations. This activity supports a project objective of encouraging private sector organisations to adopt the Lanarkshire brand in local and national advertising.
- The brand toolkit can be downloaded via [www.lanarkshire.com](http://www.lanarkshire.com) or can be obtained by contacting the LBCP office.

### **Stakeholder**

**DATA SOURCE : depths**

- Stakeholders were generally complimentary about the quality of the brand toolkit.
- Many stakeholders recognised the importance of the branding project in developing the brand toolkit (to create consistent messages, images and benefits of Lanarkshire), website and commercial to create themes upon which a variety of propositions could be hung.

### **Beneficiary Businesses**

**DATA SOURCE : depths**

- None of the business beneficiaries interviewed in depth wished to use the Lanarkshire brand on their business materials, because they perceived it would limit their customer if they aligned themselves too strongly with one particular region of Scotland.

### **Beneficiary Businesses**

**DATA SOURCE : survey**

- Adoption of the brand logo is relatively low amongst beneficiary businesses surveyed

- 14 property companies surveyed were aware of the brand, but only 4 used it (out of 15)
- 1 large investor was aware of the Lanarkshire brand, but did not use (out of 8)
- 5 small investors were aware of the Lanarkshire brand, but none use it

**Measure 15 Evaluation Comment**

- A brand toolkit has been produced.
- Its production is viewed as an important of the LBCP's work.
- However, adoption of the brand, and therefore usage of the toolkit, is low amongst surveyed audiences.

## Measure 16 Lanarkshire Commercial

An objective was to develop a Lanarkshire commercial targeting inward investors

### Overview of Activity

DATA SOURCE : desk

- The Lanarkshire commercial [dvd] was completed by 2nd June 2006, produced by Curious and Greenroom Films.
- The commercial is distributed via a number of channels and intermediaries. [see Figure 15].

Figure 16: Lanarkshire Commercial Distribution

Distribution Channels
LBCP Direct
Scottish Enterprise Lanarkshire
Scottish Development International
LPAS relocation packs
Ryden Property Consultants
NLC Secondary Schools and Libraries
South Lanarkshire Television
Local Authority Corporate Communications
Media
Brand Sponsors
Events
MPs

### Stakeholder

DATA SOURCE : depths

- Stakeholders did not discuss the Lanarkshire commercial directly, although there was general praise for the quality of materials which had been produced.

### Beneficiary Businesses

DATA SOURCE : depths

The Lanarkshire commercial had been seen by the majority of the property companies interviewed.

- One property company said that they used the commercial to market Lanarkshire sites towards letting agencies.
- Property companies thought that the commercial was reasonable and well put together.
- They perceived it as being targeted towards Human Resources managers of companies looking for a new location.
- Their main criticism is that the information on the commercial was very generic to Lanarkshire and that in their experience clients require a more tailored approach with more detail about more specific locations (such as business parks).

### Beneficiary Businesses

DATA SOURCE : survey

- The Lanarkshire commercial has been distributed to property companies, was considered an effective tool and some had used it to market Lanarkshire to their clients:
  - 9 of the 15 property companies surveyed had **seen** the Lanarkshire commercial
  - 7 thought that it was **effective** in marketing Lanarkshire as a business destination
  - 6 had **used it** to market Lanarkshire to their clients, and found the commercial **useful**

Measure 16	Evaluation Comment
	<ul style="list-style-type: none"> <li>▪ A Lanarkshire commercial has been produced in DVD format and has been widely distributed.</li> <li>▪ Business beneficiaries, on the whole, view the commercial positively.</li> <li>▪ There is indication that a product such as this has a role but must be supported with more tailored information.</li> </ul>

## Measure 17 Website

Development of the website - [www.lanarkshire.com](http://www.lanarkshire.com) - and assessment of its traffic profile.

Target: 1,000 hits per day by December 2007

### Overview of Activity

DATA SOURCE : desk

- The process of designing and building the website began in April 2006.
- [www.Lanarkshire.com](http://www.Lanarkshire.com) went live in December 2006 and was formally launched in January 07.
- Figure 16 summaries the number of unique visitors the website has received since February 2007.

**Figure 17: Number of unique visitors using [www.lanarkshire.com](http://www.lanarkshire.com)**

Month	Visitors	Page Views
Feb 2007	2,688	18,255
Mar 2007	3,379	18,049
Apr 2007	2,686	13,221
May 2007	3,044	14,863
Jun 2007	2,816	13,749
Jul 2007	2,929	15,006
Aug 2007	3,232	16,943
Sep 2007	3,575	15,703

- Therefore, a total of 24,349 visitors have used [www.lanarkshire.com](http://www.lanarkshire.com), resulting in 125,789 pages being viewed.
- On average, the website receives 150 – 250 unique visits, or hits, per day
- Traffic data indicates that the vast majority of visitors to the site – 94%- are based in the UK.
- Users in the UK are evenly distributed across the country.

**Figure 18: Origin of UK users of www.lanarkshire.com**

<b>Origin of Visitor</b>	<b>%</b>
Lanarkshire	16%
Scotland, excluding Lanarkshire	32%
England	43%
Northern Ireland	Less than 0.5%
Wales	Less than 0.5%
Origin unknown	9%

- Approximately 3 in 5 visitors are organic; coming via a search on an internet search engine such as Google or AOL.
- www.lanarkshirebusiness.org.uk, www.southlanarkshire.gov.uk, and www.northlan.gov.uk are prevalent referral sources, each generating 6%, 4% and 3% of visitors, respectively.

### **Stakeholders**

#### **DATA SOURCE : depths**

- On the whole Stakeholders were complimentary about the website and the importance of there being a website as a focal point for branding activity.
- However, there was a view amongst a number of stakeholders that the existence of two separate websites [this and the website for the LSTMP] was perhaps not necessary and that there was scope for bringing these together and working with one website.

### **Beneficiary Businesses**

#### **DATA SOURCE : depths**

- The website was seen as a useful source of information about Lanarkshire. Property companies found the website a rich resource of copy that was a useful "one stop shop" for their agents.
- Property companies sometimes direct clients towards the website for broader, more general information about the area (such as demographics).
- But they tend to follow this up with more specific site information and say that it cannot stand alone.

- Some property companies found the website ineffective for attracting business to Lanarkshire – one property company monitored the hits received by Strathclyde Business Park and had received four in six months.
- However other property companies found this low level of clients to be satisfactory. One said: “ We have a regular trickle of enquiries about property from the website. It’s nothing fantastic but it’s fine.”
- However, they believe there is limited awareness of the website amongst their agents.

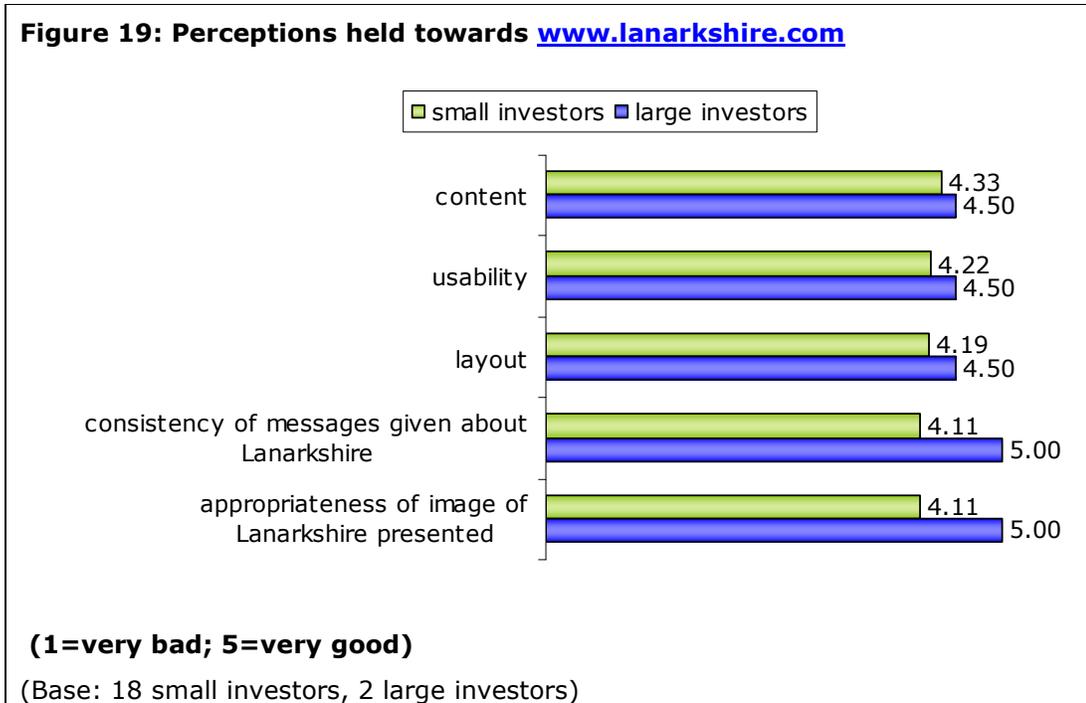
## Beneficiary Businesses

DATA SOURCE : survey

- The lanarkshire.com website had **been used** by the businesses surveyed:
  - 18 **small investors** surveyed had used lanarkshire.com for their business
  - 2 **large investors** surveyed had used the website
  - 11 **property companies** said they had **used** the website
- The most **popular uses** for the website were finding a property (17 **small investors**), as well as finding business support such as grants and advice
- The website was a key **information source about locating in Lanarkshire** for the businesses surveyed, second only to LPAS:
  - 16 **small investors** used the website for information about locating in Lanarkshire
- Property companies surveyed were directing clients to the website for general information (5); had used the photo gallery (3); had looked for general news about Lanarkshire (3); had used it for finding a property (4), and had downloaded branding information (2).
- 8 property companies perceived the website as **important in promoting Lanarkshire to businesses**
- 4 property companies said that the website had been important in **bringing them new business**
- On average, **small investors** found the website **useful** for their businesses (a mean of 3.39 out of 4) and the 2 **large investors** who had used the website found it very useful (4 out of 4).

- The content, usability and layout of [www.lanarkshire.com](http://www.lanarkshire.com) are viewed very positively by large and small investors. The website is also perceived to deliver a consistent and appropriate message about Lanarkshire [see Figure 18].

**Note : only 2 large investors commented at this question**



- Whilst [www.lanarkshire.com](http://www.lanarkshire.com) is, on the whole, viewed positively, some improvements were identified by property companies:
  - One property company thought that there was duplication in the property listings between the SE website and [lanarkshire.com](http://lanarkshire.com), which is confusing people
  - Another wanted a more focused, "slick and professional" website

Measure 17	Evaluation Comment
▪	A website has been created – <a href="http://www.lanarkshire.com">www.lanarkshire.com</a> .
▪	The existence of the website is seen as important by stakeholders and target audiences surveyed.
▪	The target of achieving 1000 hits a day is yet to be achieved. We conclude that this target is over-ambitious. The functionality of the website is also viewed positively.
▪	However statistics are positive and indicate that the website is reaching audiences outside of Lanarkshire.

## Measure 18 Photographic Databank

An objective of the LBCP was to develop a Lanarkshire photographic databank.

### Overview of Activity

### DATA SOURCE : desk

- At the outset of the project, it was recognised that photography would play an essential role in communicating the Lanarkshire's brand values, providing evidence of the quality of the Lanarkshire offer.
- The development of the Lanarkshire photographic database began in February 2006. Photographs have been taken of key businesses, towns and leisure locations in Lanarkshire. Photographs taken have also been based on each of the key marketing themes promoted by the Lanarkshire brand – Successful; Fun; Connected; Gourmet; Historic.
- The photography produced has been used to support marketing campaigns supported by LBCP.
- A Gallery of photographs of Lanarkshire can also be accessed via [www.lanarkshire.com](http://www.lanarkshire.com). The database has been made available to journalists and other stakeholders for their use.
- The six strategic sites were also featured - Strathclyde Business Park, Hamilton International Park, Scottish Enterprise Technology Park, Eurocentral, Gartcosh Business Exchange and Drumpellier Business Park
- The photography has been used in council communications and marketing materials. To date, images have been used by NLC and SLC Corporate Communications Departments, various NLC departments and the Lanarkshire Strategic Tourism Marketing Project. Images were also used by Storm ID, developers of the Fusion Assets<sup>3</sup> website.

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<sup>3</sup> [Fusion Assets Ltd is private sector company, established as a Joint Venture Special Purpose Vehicle between Scottish Enterprise Lanarkshire (SEL) and North Lanarkshire Council (NLC), following the closure of Boots manufacturing operations at Airdrie when Boots made a donation of £3.6 million from the sale of the site to assist in the economic regeneration of the area]

**Stakeholders**

**DATA SOURCE : depths**

- The consultation with stakeholders indicates that the photographic databank has been well received.
- The standard of the pictures has been commended. It was also noted that the photographs work to substantiate the marketing messages being generated through the LBCP, adding weight and credibility to the project.

**Beneficiary Businesses**

**DATA SOURCE : depths**

- Business beneficiaries made no specific comments about the photographic databank.

<b>Measure 18</b>	<b>Evaluation Comment</b>
	<ul style="list-style-type: none"><li>▪ The photographic databank has been created and used to support marketing campaigns.</li><li>▪ The databank has been made available to media and stakeholders.</li></ul>

## Measure 19 Location Guides

### *Development of Lanarkshire location guides*

#### Overview of Activity

DATA SOURCE : desk

- The design and production of the **Lanarkshire Location Pack** began in July 2006. 2,500 Location Packs were produced in hardcopy; 150 electronic copies were produced on flash drives.
- This publication outlines the Lanarkshire business offer to potential investors in the area, positioning 'Lanarkshire as an excellent [business] location'. The pack catalogues:
  - The strengths of Lanarkshire as a business location
  - The strengths of the social and educational offer in Lanarkshire
  - The sectors which are thriving in Lanarkshire
  - The key sites in Lanarkshire
- The Location Pack can be downloaded via [www.lanarkshire.com](http://www.lanarkshire.com). Hard copy versions of the Location Pack can be obtained from LPAS, SEL and LBCP.

#### Figure 20: Location Pack Distribution Channels

Distribution
LPAS
SEL
Direct mail to target audiences
Events

#### Stakeholders

DATA SOURCE : depths

- Stakeholders did not discuss the Lanarkshire location guides directly but commented generally on the good quality of the materials produced by the LBCP.

### Beneficiary Businesses

### DATA SOURCE : depths

- Property companies were generally positive, commenting that the location pack was “fine” and “has the right information”.

### Beneficiary Businesses

### DATA SOURCE : survey

- The pack is considered good and is useful to some property companies in marketing Lanarkshire to their clients:
  - 10 of the 15 property companies surveyed had received a pack
  - 4 found it useful to their business and useful for marketing Lanarkshire to their clients,
  - 3 had used the pack for marketing Lanarkshire to their clients
- Businesses have misperceptions and knowledge gaps about Lanarkshire and the pack helps to fill these – playing a strong role in promoting Lanarkshire to businesses:
  - Nearly all **small investors** who received the information pack (12) said that the pack had told them something about Lanarkshire that they did not already know – 8 of whom said it had **told them a lot**
  - Of the 4 **large investors** who had received a pack, 3 said that it had told them something about Lanarkshire that they did not already know – 2 of whom said it had told them a lot

In the absence of the information pack, 7% (2 small investors) said that they would **probably not have considered Lanarkshire** as a business destination. Large investors did not think the absence of the pack would have significantly changed their behaviour

However, the pack has a strong **influence** on a proportion of businesses decisions to locate, and **helps businesses to find a location**:

- 31% (4) of **small investors** who had received the pack said that it had influenced their decision to locate in Lanarkshire – 2 of whom said it had influenced them a lot

- And 46% (6) said that the pack had helped them to find a location in Lanarkshire
- One of the 4 **large investors** who had received a pack said that the pack influenced their decision to locate in Lanarkshire a little
- And 3 said it had helped them to find a location within Lanarkshire

<b>Measure 19</b>	<b>Evaluation Comment</b>
	<ul style="list-style-type: none"><li>■ The Location Pack has been created and made available to target audiences.</li></ul>

# 5 Evaluation

## Section 3 Economic Impact Assessment

### 5.3.1 Introduction

No formal economic impact assessment is being presented as part of the overall evaluation of this project. This is because it has not been possible to satisfactorily determine the economic impact of this project with appropriate levels of certainty and comparability. We believe there are a number of legitimate reasons for this, outlined below.

It is therefore our professional judgement that its inclusion would be substantively misleading and unhelpful to the policy and decision-making process.

It is however crucial to note that we do not consider this to indicate a fault or a failing of the project. Elsewhere in the project we have collated strong and varied evaluation data that provides positive evidence of the impact of the project.

### 5.3.2 Issues

The specification for this project called for a formal economic impact assessment for the project to be undertaken in line with the requirements of Scottish Enterprise following the Treasury's *Green Book* evaluation methodology.

It was recognised at the questionnaire design stage that there could be a number of challenges in producing a reliable estimate and such issues were considered between the project team and the commissioning client. Great consideration was therefore put into the design of the questionnaire: - the specifics and the sequencing of the questions in order to gauge gross impact, the counter-scenario, and to attribute net increases of turnover, jobs, skills and higher level skills to the project. Consideration was also made of the fact that the survey was being undertaken by telephone and survey staff were appropriately briefed.

We therefore consider that a fair and comprehensive attempt was made to gauge the direct economic impact of the project in line with *SE* methodology and it was a reasonable proposition to do so in that manner, according to the brief.

### 5.3.3 Data returned

After the survey was undertaken and the data analysed it became evident that many of the beneficiaries had found it extremely difficult to attribute numeric impacts in relation to jobs, turnover, skills level etc. as evidenced by the incompleteness of the returned data.

We have considered these difficulties, evidenced by the responses to the survey, at great length, and suggest there are a number of significant and inter-related reasons for them:

- Due to an unwillingness and inability to provide the key data in relation to turnover and employment which was necessary in order to estimate direct business benefits, there was in effect a low response rate in this particular area
- Many of the benefits were extremely low as a proportion of the company turnover (below 5%). (Given a more general acknowledgement that telephone questionnaires are weak at eliciting accurate responses about small interventions which appear insignificant to the companies, this further undermined our confidence in the strengths of the data)
- The long-term nature of the project - the aim of changing the overall image of Lanarkshire and its proposition as a business location will take a long time to realise its full impact.
- This long-term nature has shown that there are significant time-lags for any evidence of attributable economic impacts. (This was in fact a strong message that emerged in the stakeholder interviews - see Section 1). The nature of the project also meant that impact was indirect - no 'subsidy' was provided directly to companies and companies did in effect find it difficult to attribute benefit in terms of turnover growth to the project. This low level also increased the range of the confidence interval of the estimates.
- The project was also one element within a broad mix of interventions that impacted on beneficiaries and their decision to locate in Lanarkshire. It was separating out, and attributing the impact of the Branding project itself in numeric employment/turnover/skills levels that proved to be difficult for beneficiaries
- Acknowledgement that there are some limitations in extracting data via telephone interviews

Overall, some of our earlier concerns about the merits of the potential for meaningful economic impact assessment were corroborated.

These levels and details of return undermined our confidence in the robustness of the data and suggested a level of unreliability which made a declaration of impact undesirable.

This would make any attempt to extrapolate figures to the wider population of beneficiaries inaccurate and, at best, a misleading interpretation of the impact of the programme.

For these reasons, we do not believe the original plan to revisit beneficiaries to identify any further reported impacts during the months of February/March 08 will have any merit.

We acknowledge that with the benefit of hindsight, in order to make some assessment of economic impact, there may be some merit in identifying changes at the macro economic level for Lanarkshire. This could involve benchmarking Lanarkshire at a national and regional level and making informed assessments (estimates) of the impact of the Branding and Communications Project.

This approach might in theory be less robust in linking attribution directly from the beneficiaries, but for the reasons outlined above it may prove to be a workable, practical solution to making some form of 'intelligent' assessment of economic impact.

#### **5.3.4 Value of the evaluation**

In summary however, difficulties outlined in identifying this element of *numeric* economic impacts by this methodology should *not be* taken as a failure of the performance of the project. In effect, we sought extremely robust, best practice methodologies in order to confidently identify attribution, which for the reasons highlighted, in hindsight proved to be challenging for such projects.

Great care must therefore be taken to acknowledge the whole of the evaluation process and *all* of the evidence documented throughout this report. It is recognised that a whole range of qualitative and quantitative information has been gathered across the range of indicators for this evaluation which have identified a broad range of positive outcomes along with learning points.

It should also be noted that longer-term assessments of the changing image of the area might also be able to be undertaken through wider perception surveys of the business community and local residents.

# 5 Evaluation

## Section 4 Additional Impacts

This Interim Evaluation has considered the wide range of activity of the Lanarkshire Branding & Communications Project and particularly looked at performance in the context of a set of Evaluation Measures, made up of [a] ERDF targets and [b] the strategies and plans defined for the project at its outset.

There is also a requirement within the Evaluation to consider any 'additional benefits' which the LBCP may have delivered as a result of its activities, which are defined here as benefits over and above the targets which the project set out to achieve.

There are 2 particular areas which have become apparent during the evaluation process :

- **Engagement with the Property Sector**

It is evident from the research within the Evaluation that engagement with the property sector has been achieved and that they have found the work of the LBCP beneficial to their businesses. It can be seen that they consider LBCP activities to have 'enhanced their activities' and 'supported their work' indicating that the LBCP has added value to the activities within this sector.

- **Raising expectations and aspirations**

Equally, there is an overall sense that the work of the LBCP in tackling image and perceptions issues which have been barriers to Lanarkshire's development, has served to raise expectations and aspirations of Stakeholders and beneficiary businesses.

Whilst there is widespread acknowledgement that this is a long term challenge, most believe the LBCP has made a significant start and their work has raised the hope that changes can be made and more will be done. It is true too that some momentum has been created and there is a strong desire that this should not be lost.

# 5 Evaluation

## Section 5 Processes and Monitoring Performance

The process of completing this evaluation has shown that systems for monitoring performance of the LBCP and activities within it have existed in some but not all areas of work.

When it came to monitoring the project's performance against the quantitative targets which it has been set, the evaluation found that the LBCP had systems in place to report on :

- Inward investment initiatives supported
- Marketing Campaigns / Initiatives supported
- Results of working with LPAS
- Media coverage
- Website statistics

At this Interim Stage of Evaluation, it was not possible to report on definitive results for :

- Private Sector adoptors of the brand – given that the brand is available to be downloaded and no tracking of organisations taking it up is in place
- Jobs created – no jobs have as yet been claimed within the project and, although this is expected to change, there are persistent difficulties of attributing job creation directly to the activities of the LBCP in isolation
- Private Sector leverage – originally an ERDF target, and an area to be monitored through the life of the LBCP, at this stage there are no figures to indicate levels of leverage

At a more qualitative level, much of the work of the LBCP relates to shifts in perceptions and image, which could only be measured through research with target audiences. Until this Evaluation, no such research had been undertaken.

Progress with these aims can only ultimately be measured through research amongst target audiences, tracking changes in their perceptions of Lanarkshire as new messages about the area are conveyed. Until this Evaluation, no such research had been commissioned, which is something that could perhaps be considered in the future if the work of the Project is to continue.

# 5 Evaluation

## Section 6

## Options for the Future

### Stakeholders

### DATA SOURCE : depths

- Stakeholders acknowledge the importance to Lanarkshire of improving its image and tackling negative perceptions of it amongst key audiences. There is a predominant belief that the work which has been started under the Branding and Communication Project in Lanarkshire needs to continue, although there is not a consensus.
- There is consistent reference to the fact that this project needs a long term approach – long-held perceptions are not changed in 3 years, but rather need years – even decades - to have impact.
- Generally, there is the view that much good work has been done and fundamentals established within the LBCP, which should be maintained and developed beyond the conclusion of the funding term. In particular some key strengths of the project were mentioned :
  - Marketing collateral
  - Website
  - Positive media coverage
- Most Stakeholder respondents feel that a **pan-Lanarkshire approach** is most appropriate and that the project work should be taken forward on this basis, overcoming any tensions that have existed during the delivery of this project. They point to the strength and effectiveness of the partnership between North and South Lanarkshire which is evidenced in many ways, not least by the work of the Local Economic Forum and its strategy for the region : Changing Gear 2010.
- Many agree that decoupling the LBCP activity from one Council and creating a model whereby the initiative sits within a 'neutral' 3rd party, could contribute towards achieving a pan-Lanarkshire approach with consistent buy-in across North and South Lanarkshire.
- There are differing opinions on how the work should be carried forward. Many suggest that this, the Branding & Communications project should combine with the Tourism Marketing project, given the close alignment in their goals and the need for consistent, uncomplicated messages to be delivered to key audiences.

- Reference is also made to the role of New Lanarkshire Limited, with its brief to address internal audiences. Some see an opportunity to align this project more closely with the work of the LBCP, with a view to achieving a more consistent message to key internal and external audiences.

## Lanarkshire Branding and Communications Project Options Considered

### 5.6.1 Is there a future ?

In considering future options for the work of this project, the first question we have addressed is **the need or not to continue the work of the Branding & Communication project in Lanarkshire.**

The research conducted within this evaluation points strongly to the fact that there is still much work to be done over the much longer term to change the perceptions and image of Lanarkshire. Equally, the work which has been done by the LBCP to begin that process is largely valued and seen as a good basis to carry the work forward.

Many Stakeholders and beneficiaries, would be disappointed to see this work come to an end and for the momentum to be lost in the task of changing Lanarkshire's image.

**The conclusion** is therefore that there is a strong argument that the work begun by the project should be continued. Key elements that should be prioritised in any future work are:

- An ongoing drive to change the negative perceptions of Lanarkshire that exist
- Continued production of high quality marketing collateral for key sites and other partners
- A website to act as a focal point
- Continued engagement with the private sector – particularly the property market

However, if agreement is reached that the work of the project should carry on, the issues of structure, scope, governance and – perhaps most importantly - funding will all need to be addressed.

## **5.6.2 Should it be pan-Lanarkshire?**

Clearly, the Branding & Image Project had a pan-Lanarkshire brief, although a decision was made, driven by funding considerations, that the project should be 'hosted' / led by North Lanarkshire Council on behalf of the Partnership.

It has been a finding of this evaluation process that there are a number of issues surrounding achieving a pan-Lanarkshire approach, issues which have been experienced in both this Branding & Communications project and the Tourism project:

- the buy-in across each council of both projects has been inconsistent
- partnership working between the two projects in the two councils has been difficult, with issues arising between the teams

Equally, however, it is clear from the evaluation, that the argument for a pan-Lanarkshire approach to building a new image / challenging negative perceptions is strong, not least from an external audience perspective, and that often distinctions made between the North and South have limited relevance outside the area.

The conclusion is therefore that any future solution should seek to overcome tensions and barriers to pan-Lanarkshire working and achieve a truly pan-Lanarkshire approach which can take a strategic position of strength in the wider area / region / country offering. However, this will require buy-in across all Stakeholders for the Branding and Communications work, which has not been completely forthcoming so far.

## **5.6.3 Options for Future Structure**

If a decision is made that the Branding and Communications work should continue, then there are a number of alternative ways in which this could be approached, which are considered here and will be the subject for discussion between the key Stakeholders involved.

Basically we have identified 3 alternative approaches. Further alternatives lie in a hybrid of elements of these approaches.

## **Option A      Maintain separation between the two projects**

This scenario represents a continuation of the current model, in which the two projects- LBCP and LSTMP - co-exist, each with a pan-Lanarkshire brief.

### **Pros**

- Avoids any disruption of the status quo, enables continuity
- Allows the projects to continue their work

### **Cons**

- Perpetuates the issues which exist for the projects
- The issues around partnership working across councils remain
- The difficulties of establishing effective working relationships across teams
- The issue of 'guardianship' of the brand
- The difficulty of ensuring the consistency of approach across different teams
- The continued duplication of effort and inefficiency of cost

## **Option B Dismantle the project and absorb activity back into the Councils**

There is the option to wind the project up as its funding comes to an end and absorb the work, or at least the key and most valued streams of it, into the councils, with each council taking responsibility for its own geographic area.

### **Pros**

- Each council takes responsibility for its own area and the tensions between the projects / areas are removed
- The work of the project so far can be built upon
- Possibility of separate area specific funding [eg Planning Gain Settlement ref Wind Farm application in South Lanarkshire] could be pursued

### **Cons**

- Expectations and aspirations of Stakeholders and beneficiaries would not be fulfilled

- Much of the progress which has been made would be lost / wasted
- Costly duplication of effort / resource for 'Lanarkshire'
- Focus and guardianship of the Lanarkshire brand would be lost

### **Option C Combining the Tourism and Branding & Communications briefs**

A number of stakeholders made the point that the two projects have commonalities and opportunities for synergy, that have not yet been fully exploited and that there are possibilities for cost and resource efficiencies resulting from combining effort.

There have been areas where unnecessary duplication of effort and cost has occurred. The creation and maintenance of 2 websites – one for each project – was mentioned by several stakeholders as an example.

There is therefore an argument, articulated by many of our stakeholder interviewees, that the two projects should combine their efforts in the future and take the form of two (or three?) strands of activity working under an overarching 'destination marketing' brief for Lanarkshire, addressing visitor and business audiences.

#### **Pros of a combined approach:**

- Efficiencies of cost and effort
- A coherent, consistent, simplified message across audiences: one strategy; one brand
- The opportunity to bring different strengths from each project team to the table
- The work of the projects so far can be built upon and the momentum need not be lost

#### **Cons of a combined approach:**

- The issues around partnership working across councils and existing project teams
- The risk of stalling activity to deal with the politics
- The challenge of achieving support for this and buy-in from some Stakeholders who continue to feel more committed to one or other of the projects

Developing the concept of a 'combined' approach further, we can envisage a model in which the 'Lanarkshire brand' is overarching and that the streams of activity – which could be in a number of different areas – work with and within the context of the brand.

### **New Lanarkshire Limited**

With a brief to address internal Lanarkshire audiences with a Civic Pride agenda, the role of New Lanarkshire Limited is clearly closely aligned to the work of the Branding & Communications project, and therefore should be considered in the context of this proposed model for the future.

There would appear to be 2 alternative scenarios :

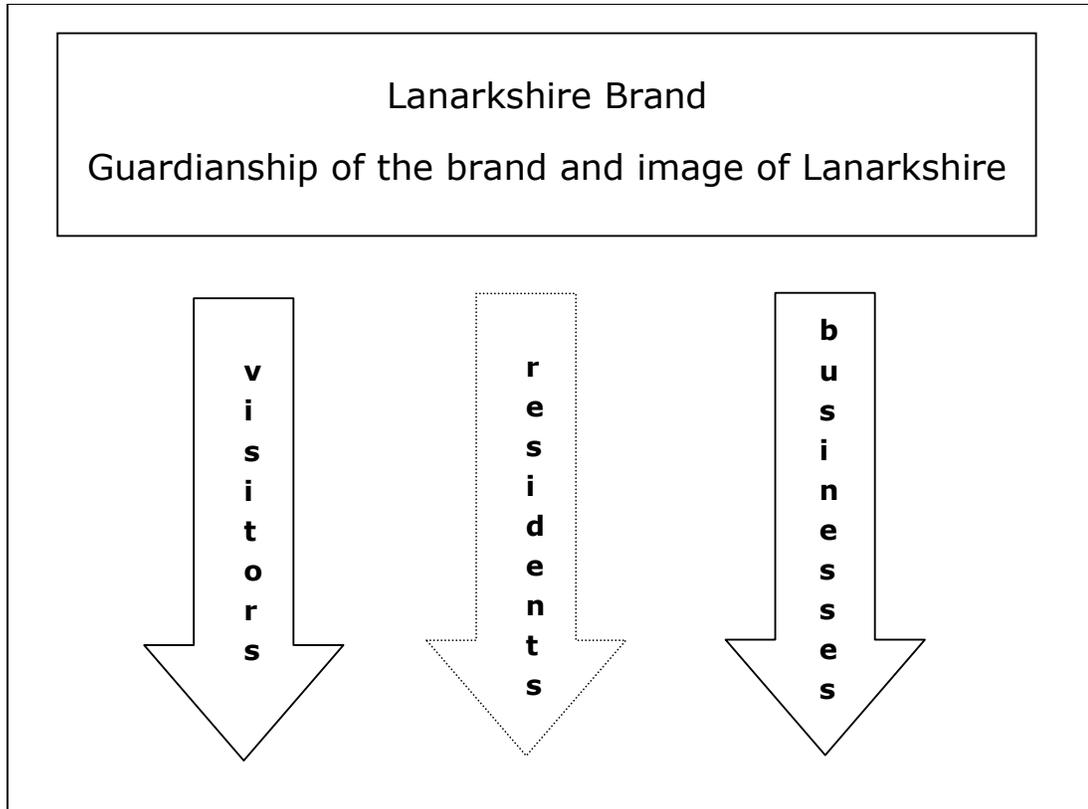
- That New Lanarkshire Limited could operate as a 3<sup>rd</sup> 'strand' of activity under the Destination Marketing umbrella, working alongside, but separately from, the 'Visitor' and 'Business' strands to address the needs of the internal audience, but following the overall strategy – and therefore adopting the overall brand
- That New Lanarkshire Limited sits outside this model and continues to operate independently, targeting the internal Lanarkshire audience as it does now

The preferred route would appear to be the first of these two, as it delivers a more consistent approach and could hope to remove some of the tensions which currently exist between the Branding & Communications project and the work of New Lanarkshire Limited.

It is also noted that post-March 2008 the limitations on the LSTMP which have so far prevented the project from targeting internal audiences no longer apply and therefore there is an argument for aligning and integrating the projects.

However, the role of New Lanarkshire Limited would be the subject for separate discussions and will depend on the acceptability and feasibility of these options.

**Figure 21: Possible Model for the Combined Approach**



### **Issues to address with this Model**

#### **Its constitution**

- To what extent is the model given 'integrity' and an 'identity'. Is it a Limited Company, a partnership 'initiative' or is it simply a 'principle' embraced across the partners.
- Its governance – who sits above it? One Stakeholder referred to the arrangement at New Lanarkshire Limited - which has a board with representation from the North and South Lanarkshire Councils, Scottish Enterprise, Strathclyde Police, NHS, Business Gateway, the community and the private sector - as a possible model.

#### **Resourcing**

- To what extent is each 'strand' resourced? Is there a branding team, a visitor team, and so on. Alternatively is there just one team, with individuals addressing different audiences?

- One stakeholder suggested the possibility of seconding people into such an entity from the councils.

#### **Where would such a combined initiative sit?**

- Experience of this project indicates that it is important that, in order to achieve a truly pan-Lanarkshire positioning for the work, the Project Team should not be located in either of the 2 councils, but rather at a 3rd Party location, which is not particularly aligned to either the North or the South of Lanarkshire.

#### **Civic Leadership**

- For this, and indeed other models, there is the need to secure support and buy-in from Elected Members across Lanarkshire and for them to champion the arrangements with their constituents.

### **5.6.3 Funding Beyond March 2008**

Of course one of the fundamental issues regarding the future of the projects is how they might be financed beyond the end of the current funding arrangements in March 2008.

Current funding partners North Lanarkshire Council, South Lanarkshire Council and Scottish Enterprise Lanarkshire all contributed to the Stakeholder consultation.

#### **Scottish Enterprise Lanarkshire**

The recent statement in the Scottish Parliament [26th September] regarding restructuring of the Enterprise Network into 6 regions, is likely to change the priorities and remit of Scottish Enterprise Lanarkshire. Although it is too early to have certainty about how the restructure will impact, it is believed at SEL that it is 'unlikely' that they would be in a position to continue with funding.

#### **North Lanarkshire Council**

North Lanarkshire Council emphasised the importance of both projects to Lanarkshire and believe that they should continue into the future, building on the 'really significant progress' and 'momentum' which has been achieved so far.

They also mentioned the work of New Lanarkshire Limited and the possibility of harnessing that project with these two, to achieve 'one single approach', which it is believed could have 'more impact' and represents a 'better use of resources' than keeping the projects separate.

On this basis one option would be that the current funding commitments of both councils to the Branding & Communications and Tourism projects and to New Lanarkshire Limited could be considered as a whole and used to fund a new structure which aligns the work of all three. There may be scope to augment the resource by making some existing positions within the Council more targeted on the aims of the single project, as well as continued support for a dedicated team working within the project itself.

### **South Lanarkshire Council**

South Lanarkshire Council has considered the option of combining the LSTMP, the LCBP and NLL on the basis that linking tourism with inward investment activity and civic pride campaigns could - in theory - be a powerful tool as part of a concerted place marketing effort for Lanarkshire as a whole.

However, notwithstanding the benefits of adopting a "joined-up", pan-Lanarkshire approach the Council is very mindful of the considerable funding and operational challenges such a course of action would pose in the short to medium term particularly given the withdrawal of ERDF support and the recently announced SEL funding position. In scale terms, South Lanarkshire does not have a sufficient pipeline supply of marketable, inward investment development sites to justify a further contribution of circa £100K to meet the projected LCBP funding gap. Equally, as far as major regeneration projects are concerned, South Lanarkshire unlike North Lanarkshire has only one significant initiative ie the Clyde Gateway , a URC-led consortium which will have its own dedicated marketing/promotional budget; the details of which will be difficult to align with the "Lanarkshire" brand given its multi-area focus.

In terms of transforming outmoded area perceptions, the Council is also very mindful of the huge continual investment that Glasgow – as a single city destination – has made over the past decade or so. To do something on an equivalent or even pro-rata scale throughout Lanarkshire would entail a "step change" in the funding contributions from all the partners over a sustained period precisely at a time of considerable doubt over future budgets. Rather than withdrawing from either the LSTMP or the LCBP, however, alternative models of place marketing need to be considered based on the key legacies of both projects but linked to the emerging perceptual strengths of the Lanarkshire area.

Research elsewhere has confirmed that tourism investment is very often at the forefront of establishing an external perception.

## **Other funding possibilities**

There have been some references within Stakeholder interviews to other potential funding streams :

- Leader programme - funding which could be available for Rural Tourism
  
- Planning Gain Settlement which would be matched through the LEADER programme [ref Windfarm application in South Lanarkshire]

Section	Conclusions
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In this final section we arrive at conclusions about the performance of the Lanarkshire Branding and Communications Project, the progress it has made against its targets and more broadly, the progress it has made for Lanarkshire, and consider the way forward after March 2008, when the funding for the Project comes to an end.

## 6.1 Performance against the broad aims of the projects

We have considered in some detail within the evaluation the performance of the project in relation to each of its stated aims and objectives. Here we draw conclusions at a wider level on the progress that has been made.

**One of the fundamental aims of the LBC Project, reflected in several of its targets, was the need to address and change negative perceptions of Lanarkshire and to promote the area competitively as an attractive place to live, work and invest.**

There was widespread support for this premise of the project – no-one disagreed that perceptions of Lanarkshire needed to change and that an improved image was core to economic growth in the area in the future.

The work of the LBC Project has included the development of a marketing and communications strategy, production of marketing collateral, creation of a website, implementation of a number of campaigns, industry events, promotion of LPAS, pr and media activity, all of which have served to address the issue of changing negative perceptions of the area.

It is possible to see from the results of our research, that the efforts of the LBCP team are having an impact on businesses, their decision-making and their perceptions of Lanarkshire. Businesses surveyed consider Lanarkshire to be a good business destination, meeting and often exceeding their expectations. The survey also shows that businesses think the image of Lanarkshire is changing for the better, and many believe that the development of the Lanarkshire brand and the marketing of Lanarkshire as a business location have contributed to these improvements.

However, it is difficult to isolate the work of the Project from the other factors influencing change in the area – such as investment in commercial property and development of business parks - all of which have an important role to play.

It is therefore our conclusion that there is evidence of improvements in the image of Lanarkshire and that the work of the LBC Project has contributed as one of a number of important factors influencing this change.

## **6.2 Enabling longer term roll-out of the initiative, through buy-in and Partnership Working**

It was clear from the ERDF application, and has been pointed out to us repeatedly during Stakeholder research for this project, that the task of changing perceptions is for the long term and that it is unrealistic to expect that the job could be completed within the scope of this project. Rather the task was to create something which could be rolled out, with buy-in and support from partners and Stakeholders going forward.

The research for this evaluation has shown that generally Stakeholders and beneficiary businesses value the work that has been done within the Project and, on the whole, would hope to see that work continued in some shape or form.

It is important to point out however, that whilst this appears to be the opinion of the majority, it is not universal. There remain a few individuals unconvinced of the effectiveness of the initiative, reflecting the lack of buy-in which has been achieved for the project in some quarters.

It is evident that those working within the project have endeavoured to gain that buy-in, but have not been universally successful. The reasons for this may reflect issues intrinsic to the project in its conception, as much as they reflect issues with the execution and implementation of the initiative. There are also indications that the hosting of the project by North Lanarkshire Council may have impacted negatively on the ease of achieving buy-in across the partnership.

Whilst this remains an issue for only a few, it is important to recognise their reticence and the need to overcome it if the work of the project is to be taken forward successfully.

Overall, however, there is a belief that the work of the Project has been positive and that it has created the basis upon which further work in changing Lanarkshire's image can be built.

### **6.3 Supporting and Encouraging Inward Investment**

It is evident from several areas of the evaluation that work within the LBC Project has served to support and encourage Inward Investment. The role of LPAS, activity undertaken to promote business parks, the existence of the website, engagement with investors and agents and distribution to them of promotional materials relating to Lanarkshire, are all evidence of the work which has been done.

Our research with beneficiaries shows that the work of the project has played a part in decision-making for some, but it is not possible to attribute investment decisions to the work of the LBCP alone. Rather it is an important strand of activity which is being used at least to some extent amongst its target audiences.

The LBC Project team was targeted with supporting 10 inward investment initiatives over the course of the project and at the time of this Interim Evaluation have claimed 6, with evidence that a total of 10 had been achieved at that point.

### **6.4 Creating Jobs**

The ERDF Application stated a range of job creation targets for the LBC Project which cannot be evidenced as results within this evaluation. The Project's own ERDF Claim Forms have so far not claimed any jobs resulting directly from their activity within the Project.

However, it is recognised that [a] job creation as a result of investment in Lanarkshire can rarely be attributed to the work of this single project, but rather results from a range of interventions and influences and [b] that decisions to relocate / locate are frequently long term and that work of the project could in some cases take many months, even years to come to fruition.

There is evidence within the Evaluation of ways in which the LBCP have played a role in influencing investment decisions and promoting site facilities, often working alongside other agencies such as Business Gateway, SDI and Scottish Enterprise Lanarkshire, which ultimately will lead to the creation of jobs, although they will not be wholly attributable to the work of LBCP.

On this basis we conclude that the work of the LBC Project has played, and will continue to play a part in job creation, but that they are one of a range of players and that therefore specific jobs created cannot be attributed at this stage.

### **6.5 Creating a pan-Lanarkshire brand**

It was a key strategy of the Project to tackle the issues of negative perceptions and poor image through the creation of the new 'Lanarkshire brand'. Targets were set

for private sector adoption of the brand for use in their business' communications materials.

After a process of consultation and development, the brand imagery and a new 'story' for Lanarkshire were conceived. The supporting brand toolkit was launched in early 2006.

On the whole these were well received by Stakeholders, who welcomed the progress being made in moving Lanarkshire away from its traditional imagery and negative associations. Beneficiary businesses too, were generally positive about the brand and the materials to support it.

There are however some criticisms of the execution of the brand logo itself from some Stakeholders who feel that the imagery used in the Lanarkshire logo and the values it seeks to personify, do not necessarily remove Lanarkshire far enough from the more negative associations with its heavy industrial past.

The research amongst target businesses indicated that the rate of adoption of the brand may be limited – large and small investors had low awareness of the brand, while it had a higher profile amongst, and was more valued by, Property Companies surveyed.

The LBC Project was targeted with achieving 30 Private Sector adopters of the brand and at this stage is known to have at least 22 (plus a further 7 public sector adopters), with 5 months of the Project still to go

We would therefore conclude that the strategy to create and implement a brand was consultative, strong and appropriate, that it has been adopted by a proportion of businesses in the area and that there is still much work to be done in rolling the brand out and achieving widespread support for it.

## **6.6 Effective use of the Media**

A media strategy was formulated early on in the project, working with external agencies Liddell Thomson and Graven Images. Review of the cuttings achieved shows that the project exceeded its original target [1 positive news story per month] by a long way, achieving an average of 10 positive news stories per month since cuttings were monitored.

Most Stakeholders recognised the fact that there were increased levels of positive media coverage resulting from the activities of the Project, although again there were some [in the minority] who had not seen as much as they had expected.

Beneficiary businesses however were mostly positive, having noticed an improvement in both quality and content of national coverage for Lanarkshire and recognising the positive impacts of this on their activities.

The Evaluation conclusion is, therefore, that the project used the media effectively and succeeded in exceeding its targets for positive news stories.

## **6.7 The Website**

The [www.lanarkshire.com](http://www.lanarkshire.com) site was launched in January 2007 and has figured strongly within this Evaluation. The existence of a website to act as a 'focal point' for the brand activity has been seen as an important output from the project and it is valued by Stakeholders and investors, although there may still be some work to increase its relevance to property companies in particular.

There were repeated references from Stakeholders, however, that it was not the best use of resources to have two websites – one for each of the ERDF projects – and that there was scope in the future to bring these two together.

## **6.8 Creation of Marketing Collateral**

There has been much work done within the LBC Project to produce a range of marketing collateral to promote Lanarkshire, its new brand and new story to its target audiences.

In general the materials created by the Project have been complimented by Stakeholders for their high quality and usefulness in promoting positive images and messages of Lanarkshire. Beneficiary businesses too have seen and used the materials and are largely positive about them.

Whilst there are some criticisms of some aspects of the materials, on the whole they are seen as positive and useful and we would therefore conclude that the creation of the range of marketing collateral by the project has been a positive output of its work.

## **6.9 Location and Buy-in**

It has been apparent during the evaluation process that the levels of 'buy-in' amongst Stakeholders for the branding project have been inconsistent. Specifically, it would seem that support for the Project is greater amongst Stakeholders in North Lanarkshire than in South Lanarkshire. Whilst there are a number of factors affecting this issue, it would seem that the hosting of the project

in North Lanarkshire [on behalf of the Partnership] may have been an issue. In fact, we see the converse situation in the Lanarkshire Strategic Tourism Marketing Project, hosted on behalf of the Partnership in South Lanarkshire, and apparently finding more support for its efforts amongst Stakeholders aligned to the South than those in the North.

We therefore conclude that the location of the project in North Lanarkshire impacted negatively on the ability of the project to achieve consistent pan-Lanarkshire buy-in and that a more 'neutral' location may have been beneficial.

## **6.10 Working in Partnership**

The LBCP was conceived at the same time as the Lanarkshire Strategic Tourism Marketing Project and in many respects was closely related to it, expected to work with it, providing the Lanarkshire Brand and the wider context for Tourism Marketing. Equally, New Lanarkshire Limited was a long standing player in Lanarkshire with a Civic Pride Agenda, targeting internal audiences in Lanarkshire.

Whilst it is appreciated, by us and by Stakeholders commenting on the Projects under evaluation, that it was necessary for funding and practical reasons, to maintain separation between the 2 new projects and for these to avoid overlapping with the work of the pre-existing New Lanarkshire Limited project, it is evident that this caused problems for the teams delivering the projects. A number of specific issues have become apparent :

- The fact that the ERDF projects must target external audiences and not the internal Lanarkshire audience, which is the domain of New Lanarkshire Limited
- The LBC Project was later in starting than the LSTM Project, and was therefore in a position of trying to create and launch the brand initiative into, and achieve buy-in from, existing projects already underway with their work
- Different styles within the delivery teams, causing some friction and resulting in an atmosphere of competition and miscommunication

There are nevertheless examples of the various teams working together successfully, but on the whole the divisions between the projects are more memorable than are the areas of co-operation.

## **6.12 Overall**

- It is evident that the work of the LBCP has begun the process of repositioning Lanarkshire, although it is clear too that this task is for the long term and that

the Project could not be expected to make significant shifts in its 3 year life-span.

- The creation of the brand, the Lanarkshire story and an active programme of communications and marketing activity have been shown to have had some impact although brand adoption has been lower than expected and it is feasible that issues with the brand execution could be holding adoption back.
- The LBCP has made good progress towards many of its targets, and has exceeded some. In the case of others – such as Job Creation – it may be too early to measure the impact and there will always be issues around being able to attribute new or safeguarded jobs to the work of the LBCP alone.
- Inconsistent buy-in for the Project has been a recurring theme, causing difficulties for the Team in the early days of their work, and is still apparent in some areas. This issue will need to be resolved if any of the Project's work is to be taken forward.
- The need for the Project Team to work with other initiatives, and specifically the LSTMP and New Lanarkshire Limited, was clear, given the close alignment of their objectives. Whilst a joined-up approach may have been achieved as far as external audiences are concerned, it is evident that the issues, and sometimes friction, between the teams have impacted on the ability to achieve synergy and efficiencies.
- There are a range of options for taking the work of the Project forward and it is our view that levels of support for its work, and value attached to it, are such that this should be considered. However, the issues of buy-in, and funding limitations are fundamental to the future of the Project and would have to be resolved before any decisions could be made.
- There is a strong argument that if the work is to continue, it should be viewed in the context of the work of the Tourism Project, and potentially also of New Lanarkshire Limited, given the correlation between their aims and audiences. One option for discussion is to adopt a 'single approach' bringing the work of at least the two projects – and potentially the three – together under an overarching 'Lanarkshire brand'.

## 7 Update March 2008

In March 2008 a final review of progress against targets for the Lanarkshire Branding and Communication Project was undertaken, the results of which are reported here.

A total of 19 Evaluation Measures had been identified for the original evaluation process, all drawn from the ERDF bid documents and supporting documentation.

In this update each of these Measures is revisited and any quantifiable changes reported which have taken place since the completion of the interim evaluation.

### **Measure 1a, b, c and d    Repositioning Lanarkshire**

The evaluation found that strategies and plans had been developed and implemented within the project to serve to reposition Lanarkshire. The work was generally valued by stakeholders and beneficiaries, who wished it to continue.

The aim was perceived to be long term, difficult to quantify and to attribute results to. In the absence of benchmarking or tracking research amongst target audiences to measure perceptions an absolute assessment of the scale of any change in positioning of Lanarkshire was not possible.

**This measure therefore remains as a strategic, longer term goal, and the work conducted within the evaluation provides an indication that repositioning has begun.**

### **Measure 2    Inward Investment Initiatives Supported**

Target	10
Interim achieved	10
Final achieved	15

At the interim evaluation stage, 10 initiatives were identified [of which 6 had been claimed at that time] meeting the 10 targeted in the original ERDF documentation.

By March, a further 4 initiatives were identified as completed and 1 planned for April 2008, bringing the final total achieved to 15. The additional 5 initiatives are :

**Figure 22: Initiatives Supported – September 07 – March 08**

<b>Initiatives September 07 – March 08</b>	<b>Timing</b>
Scottish Property Network on-line campaign	September – December 2007
Key Site Advertising Campaign	September - October 2007
Direct mailing to commercial property agents in London, Manchester, Birmingham and Belfast	November 2007
Event for commercial property agents and Lanarkshire business community	March 2008
<i>Mailing of updated Location Pack to Scottish Agents</i>	<i>April 2008</i>

At the final review point, a total of 9 of these had been declared on ERDF claim forms, with the balance still to be claimed.

**This measure is therefore achieved and has significantly exceeded its target.**

### **Measure 3 Marketing Campaigns / Initiatives Supported**

Target	2
Interim achieved	6
Final achieved	8

At the interim report stage, 6 initiatives were identified, details of which are given in the main report.

A further 2 campaigns have been undertaken since, which brings the total against this measure to 8 achieved. The 2 most recent initiatives are shown below.

**Figure 23: Additional Marketing Campaigns / Initiatives Supported - September 07 - March 08**

<b>Additional Marketing Campaigns/Initiatives Supported September 07 – March 08</b>	
BBC Good Food Show Scotland – promotion of independent food production companies	
Advertising Lanarkshire.com targeting corporate hospitality guests at key football grounds	

**On this basis, this measure is also achieved, exceeding its target.**

**Measure 4                      Gross Jobs Created**

Target	367
Interim achieved	0
Final achieved	148

It was not possible within the interim evaluation to demonstrate evidence of job creation as a direct result of LBCP activity. The nature of the work undertaken within the project was such that direct impact of this type was difficult to attribute (see Measure 4 in Interim Report for further comment).

However, since the interim stage there has been job creation which can be directly attributable to the LBCP work :

- As a result of an enquiry which originated through the Lanarkshire.com website, Seven Geomatics opened an office in Hamilton, resulting in 35 jobs.
- Proven Energy relocated from Ayrshire to SETP, creating 50 jobs, as a result of the LBCP advertising campaign and an enquiry through the website, www.Lanarkshire.com.
- LPAS has introduced a monitoring system for enquiries, identifying those which result from LBCP activity. – either through the website or as a result of an advertisement. and which come from outside Lanarkshire. Due to the time lag from property enquiry to relocation decision, numbers of jobs resulting from enquiries can only be estimated. Based on the conversion rates used by LPAS [of

18% and an average of 7 jobs per locator / set-up] it is predicted that the current LBCP generated enquiries through LPAS could represent a further 63 new jobs.

**The evaluation concluded that, given difficulties in attribution, final numbers of jobs which could be claimed were not necessarily fully reflective of the work which had been done and its impact.**

## **Measure 5 Private Sector Leverage**

Target	<b>£7.53million</b>
Interim achieved	none claimed
Final achieved	none claimed

It was not possible to report on this target in the Interim Report as the funding arrangements did not allow the project to generate funds directly because of the requirement for match funding. Rather the project aimed to integrate with and enhance private sector activities, encouraging and supporting investment in the process.

Attribution was not possible therefore and no claims have been made for this Measure in the final evaluation.

**The evaluation concluded that this measure had not been appropriate for this project, given the conditions described above.**

## **Measure 6 Create a pan Lanarkshire brand; achieve private sector adoption of the brand**

Target	30 private sector adopters
Interim achieved	22
Final achieved	22

At the time of the interim evaluation 22 private sector supporters [and a further 7 public sector organisations] were found to have 'adopted' the brand.

No further adopters can be identified at this final review, although work continues, aiming to bring more private sector supporters on board, including an event with Lanarkshire Chamber of Commerce planned for the beginning of April 2008 to further engage with Lanarkshire's business community.

**Progress has been made with this Measure, but there is a shortfall against the target.**

### **Measure 7 Develop a targeted communications strategy to redefine Lanarkshire**

The interim evaluation found that a strategy had been developed reflecting the aim of repositioning Lanarkshire, but made the point that while there was evidence to suggest that the LBCP had begun the process, 'redefining Lanarkshire' is a long term process.

The LBCP continues to pursue its aim of repositioning Lanarkshire as can be seen in the campaigns and initiatives which have taken place in the months since the Interim Evaluation, and, given the size and nature of the task and the resources available within the project, it is clear that progress has been made..

**Progress has been made towards this longer term aim.**

### **Measure 8 Present new story of modern Lanarkshire**

The interim evaluation recognised the creation of the 'Lanarkshire Story' as an important element of this Measure and reported the fact there was not necessarily a consensus regarding the immediate effectiveness of the communications strategy. Here too, the long term nature of the aim was acknowledged.

In this Final Review, we note the continued work to reposition Lanarkshire, including the continued presentation of the new Lanarkshire story.

**The LBCP has worked towards, and made some progress towards this long term aim.**

### **Measure 9 Present Lanarkshire as an attractive location for mobile investment**

The Interim Evaluation provided evidence that a wide range of work had been undertaken within the LBCP, presenting Lanarkshire as an attractive location for investment, a fact acknowledged by Stakeholders and Beneficiaries in the

evaluation surveys. Evidence can be seen across a number of the Measures of work to present Lanarkshire as an attractive location for mobile investment, including the Lanarkshire Location Guides, the photographic databank, the commercial, the toolkit and other communications activities.

**This Measure is therefore considered to have been achieved.**

**Measure 10 Development of Media Strategy**

**Target : 33 news stories**

The Interim Evaluation found a range of media activity resulting in an average of 10 news stories per month, thus exceeding the target.

Press activity has continued since then, resulting in further positive news stories in the press.

**This Measure is therefore considered to have been achieved and, in fact significantly exceeded.**

**Measure 11 Establishment of the Marketing Group**

**The Interim Evaluation reported the decision that the Marketing Group would not be convened and that therefore this Measure would not be met.**

**Measure 12 Work with LPAS, leading to increased numbers of enquiries and conversions, in turn leading to business start-ups and job creation**

	<b>Business Start-ups</b>	<b>Jobs</b>
Target	21	175
Interim achieved	None could be attributed	None could be attributed
Final achieved		98*

*\*Also part of Measure 4*

At the Interim Evaluation it was established that the LBCP had worked with LPAS and had successfully raised the profile of the property advice service. At that stage, no measure was possible for resulting business start-up or job creation.

It can now be reported that LPAS has a system in place to monitor levels of enquiries and, more specifically, to record those which can be identified as resulting from LBCP activity.

These figures are summarised below.

- 106 Additional enquiries [January 2007 to January 2008] resulting in 63 jobs
- Opening of Seven Geomatics Hamilton Office, creating 35 jobs

It is noted that there is an inevitable time lag between making a property enquiry and starting a business and creating jobs, and therefore that the incremental enquiries registered through LPAS may not yet have been fully converted into start-ups and new jobs.

**The conclusion is that work has been undertaken with LPAS and that there is some evidence of job creation as a result.**

**Measure 13 Improve take up of Key Site Facilities**

Target	433 jobs
Interim achieved	none claimed
Final achieved	50*

*\*Also part of Measure 4*

The Interim Report produced evidence that work had been done by the LBCP to raise awareness of key sites in Lanarkshire and indicated results for at least 3 key sites.

Once again, there was the issue of being able to attribute results exclusively to LBCP activity, given that the Project was not the sole initiative in operation in the field.

At the final review stage a further result was reported – relocation of Proven Energy from Ayrshire to SETP in Lanarkshire, which could be tracked back to an enquiry

through the Lanarkshire website [www.Lanarkshire.com] resulting from LBCP advertising activity. This relocation resulted in 50 jobs at SETP.

**The evaluation conclusion is that work has been done within the project towards improving take-up of key site facilities, that this has contributed, and may continue to contribute, towards job creation.**

## **Measure 14 Work in partnership with other initiatives**

At the interim stage, a list of more than 10 organisations was compiled with which the LBCP had worked in partnership.

Since then work on a further 5 projects has been undertaken in Partnership :

- Support of the Lanarkshire bid for 2011 International Children's Games
- The Lanarkshire pavilion at BBC Good Food Show, in partnership with Scottish Enterprise Lanarkshire
- Support for LPAS at New Start Scotland Event [March 2008]
- Working with Albert Bartlett and Sons to support Lanarkshire's inclusion in promotion of Strathclyde area in the Royal Highland Games
- Working with North Lanarkshire Council to secure an iconic music event [Retrofest] which is to be held at Strathclyde Country Park in August.

**The Final Evaluation conclusion is therefore that the LBCP has worked in partnership with a range of other initiatives.**

## **Measure 15 Develop Brand Toolkit**

As reported at the Interim Report stage, the brand toolkit was produced, viewed as an important output from the LBCP work.

**This Measure has therefore been achieved.**

## **Measure 16 Develop Lanarkshire commercial**

Similarly, the Lanarkshire commercial [in DVD format] was produced and reported at the Interim Stage.

**This Measure has therefore been achieved.**

## Measure 17 Develop website

Target	1000 hits per day
Interim achieved	150 - 250 hits per day
Final achieved	150 - 200 per day

The website [www.Lanarkshire.com] went live in December 2006, as reported at the interim stage, and by September 2007 was achieving between 150 and 250 hits per day.

In the final review, between 150 and 200 unique visits per day were being reported. The project confirmed that work is on-going to further promote and increase the profile of the website and to create more reciprocal links, all with the aim of increasing traffic to the site.

Experience from other comparable websites suggests that the target is quite ambitious and that the levels being achieved are not unreasonable.

**The conclusion is therefore that the website has been created and has a steady level of traffic, although the targets have not yet been met.**

## Measure 18 Develop photographic databank

As previously reported a photographic databank was created and made available to media and stakeholders.

**Measure achieved.**

## Measure 19 Develop Lanarkshire Location Guides

The Lanarkshire Location Pack was produced, available in both hard copy and electronically, and distributed through a range of channels to reach its target audiences.

**Measure achieved.**

## **Final Comments**

The Evaluation has demonstrated that the LBCP has achieved a number of its more quantifiable goals and that it has made progress towards those which are longer term and more strategic in nature.

There were a number of recurring themes, which have been well-documented in the main body of the Evaluation Report, but which are headlined here as key points to consider either in the continuation of this project, or for future projects.

### **Attribution**

The recurring difficulty of attributing impacts to the work of a single project, given that so often, activity takes place alongside other initiatives. Consideration could be given to the fact that this intervention takes place amongst a range of other interventions and influencing factors. Isolating impact is therefore difficult and there is a risk of double counting between projects.

### **Measurement**

The question of measuring impacts and outcomes needs to be addressed early in a project, in order that accurate evaluation of progress can be made and reported upon. Creating systems and processes to capture data at the project set-up could ease the burden on teams to produce evidence of progress and impacts as the project runs its course.

In the case of the LBCP, given its aims to change perceptions and negative images of Lanarkshire, it would have been very useful to have wider data on perceptions of the region to [a] benchmark and [b] track changes over time.

### **Long Term Aims**

The long term nature of some of the objectives and targets – changing perceptions, building a brand – meant that ‘completion’ could never be properly achieved in the life-time of the project. The task of building a brand is certainly one for the long term, requiring significant investment [at higher levels than have been available to this project] and, even then, can take several years before real change can be seen.

In North East England, for example, the ‘Passionate People. Passionate Places.’ campaign is part of a long term regional image strategy supported by a multi-million pound budget over a number of years and closely monitored through

research. The Regional Development Agency for North East England [One NorthEast] is committed to a Regional Image Campaign for the next 3 years which includes national advertising, regional advertising, stakeholder engagement and pr, with a programme budget of £6m in 2007-8, and a further £28million by 2012.

It is therefore inevitable that to build and reposition the Lanarkshire brand is a project for the long term, but it has been demonstrated through the evaluation that the process has begun.