

CASE STUDY

# PLACE BRANDING & MARKETING



# MOVING MILLIONS

## The Marketing Programme Behind Liverpool One



When Liverpool One opened to the public in 2008, the City Council Leader, who presided over the opening celebrations, acclaimed that "Liverpool is back! And it's thanks to Grosvenor!" It was quite a statement and quite a moment. The culmination of four years effort resulting in the most important development within Liverpool's city centre for the more than 60 years and the largest regeneration project of its kind in Europe.

Much has already been written about the design and development behind Liverpool One's transformation of Liverpool city centre however, this case study tells the story behind the four year branding and marketing programme which played an integral role in its successful delivery.

### THE CHALLENGES

Grosvenor faced stiff challenges if it was to achieve a retail-led regeneration of Liverpool city centre in time for the city to maximise the benefit of being named

2008 European Capital of Culture. It had little more than four years to build, let and get people coming back to Liverpool (in their millions) to shop and spend their leisure time.

Liverpool One is arguably the most complex mixed-use regeneration in the UK in modern times and in marketing terms, something on this scale had not been done before. An important financial target was to lease 95% of the development by completion. To do this, Grosvenor needed to persuade retailers that Liverpool was a good bet and consumers – who had given up on Liverpool's retail offer many years ago in favour of places like Manchester, the Trafford Centre and Chester - that Liverpool One would have something unique to offer. And in a year that Westfield, London; Cabot Circus, Bristol; Highcross, Leicester; and Victoria Square, Belfast were also opening, competition would be fierce. Keeping Liverpool One uppermost in the minds of retailers, consumers and the media would be an ever present challenge.

**PLANNING THE PROGRAMME**

Fundamental to the programme was a detailed plan or road map that would chart the direction that this complex marketing programme would deliver year by year.

A four year rolling marketing plan, with budgets, was established defining the marketing strategy for the programme alongside detailed tasks and timescales.

A 'bottom up' planning approach was adopted as nothing on this scale had been done before and like so many other aspects of this unique project, Grosvenor found itself rewriting the rule book.

Later in the programme, the case was successfully made for enhancing the marketing budget by several £million to ensure that the development would receive the appropriate level of marketing and promotion to genuinely "move millions".

**MINING FOR INSIGHTS**

RCT Analytics were commissioned to go back over earlier research and re-cut the data to create more focus around key insights which would provide the foundations on which to build the programme. Grosvenor needed a story which would identify the virtues of Liverpool and reasons why retailers should invest there. A "Research Compendium" was quickly produced, providing a thorough analysis of the catchment including qualitative and well as quantitative insights, detailed segmentation and attitudinal analysis.

Grosvenor continued to research opinion throughout the programme, sharing data with the Culture Company (the organisation charged with delivering a successful 2008 Capital of Culture year for Liverpool) who like Grosvenor were investing time and money in measuring and responding to consumer perception. Grosvenor later commissioned Verdict Research to carry out a bespoke piece of work on how well it was doing on moving retailer attitudes towards Liverpool – the results were very positive.

**BRAND DEVELOPMENT**

Wolff Olins was chosen to work alongside Grosvenor on creating a brand which would work in B2B and B2C markets. From the onset it was agreed that for a project of this scale and importance the brand would

need to be:

- Big – and relevant to everyone (retailers, shoppers, visitors)
- Simple – in concept and articulation
- Unique – different from the competition, other shopping centres or indeed any other place
- True – to the development and the new and transforming Liverpool

"New Rules" became the organising thought behind the brand and the name "Liverpool One" soon followed. Six core rules were created which underpinned the way Grosvenor approached all its marketing communications. The core rules were: "Make New Rules", "Involve Everyone", "Love the City", "Think Big", "Create More" and "Be Best".

- Marks & Clerk were commissioned to help protect the brand through trade mark rights across Europe.
- Bostock & Pollitt were appointed to work alongside the marketing and leasing teams to develop a suite of materials in support of the leasing campaign.
- The brand and new leasing materials were launched to the trade press at BCSC in November 2005.

**ABOUT LIVERPOOL ONE**

Covering 42 acres at the heart of the city, Liverpool One is a unique £1bn development including over 30 individually designed buildings in several distinct districts. Built around the existing streets of Liverpool each district has a different character, offer and design.

Liverpool One contains:

- 1.4 million square feet of retail space,
- More than 160 retail units
- A 14-screen Odeon multiplex cinema
- 230,000 square feet of restaurants, cafés and bars.
- More than 600 new apartments
- A new Hilton hotel, a budget hotel and offices,
- A revitalised five acre Chavasse Park
- A new public transport interchange
- Over 3,000 car park spaces.



## PUBLIC RELATIONS

The property industry quickly recognised that Grosvenor had taken a bold move to put itself forward as the sole developer for Liverpool One. Grosvenor needed to get closer to the media but was known to be an organisation which protected its privacy. However, Liverpool One was the biggest development in the UK to emerge for decades and the media was predictably starting to take a real interest in the project and Grosvenor.

- Klein O'Rorke was appointed as trade PR agency for the project.
- Stoneacre PR was appointed as local PR agency dealing with project related PR issues in Liverpool which could impact corporate reputation.
- Co-ordination of PR agencies and management of all corporate PR was managed in-house by the marketing team.



## STORYTELLING

It was important to give those selling the development the story to tell. Key facts – good news stories – were devised around employment prospects, catchment prosperity, and independent studies on future retail performance. Grosvenor talked about the “Liverpool One Effect” and its catalytic affect on the city.

The campaign to sell majority of retail space was officially launched to the retail sector at an event in London in May 2006.

## B2B SALES PROMOTION

Key materials delivered for the B2B sales programme included:

- Leasing materials including documents detailing the research, the vision for Liverpool One, maps, tenant mix plans, CGIs, shopper characteristics
- B2B advertising campaign aimed at retailers and agents run within the trade press
- Marketing Suites – in Liverpool and London
- Leasing website
- Promotional video
- 3D fly through
- Events – MAPIC, MIPIM and BCSC Conference sponsorship
- Regular e-mail marketing campaigns targeted at key retailers and agents
- Regular press releases to national, trade and retail press

## 3D FLY THROUGH

Arguably the most important piece of marketing collateral was developed using visualisation specialists GMJ. It was a ground breaking, highly rendered, interactive 3D animation of the development. Work began in 2005 and GMJ continued to evolve this 3D virtual scale model throughout the design phase. In all, the completed model took over 3 years to build. But its value was indisputable. Grosvenor was able to create CGIs from just about any view and take retailers on a virtual tour of the development.



## INVOLVE EVERYONE

The approach to local consultation and communication was comprehensive and enduring from the very outset of the project. Throughout the development process, Grosvenor held public “stakeholder” meetings every 12 weeks. People with an interest in the development were invited. 200-300 people regularly turned up to these events becoming important advocates for the project.

In addition:

- An Information Centre was opened to the public on November 2004. At its peak 200 people a day were visiting. By the end of the project some 50,000 people had passed through its doors.
- A 1:200 scale model of the development was built and housed in the information centre as designs evolved so did the model.
- The centre later became the focal point for the city's "Shop for Jobs" initiative, with the primary objective of filling many of the permanent new jobs that Liverpool One had created.

#### REPUTATION MANAGEMENT

September 2006 'The Times' contacted Grosvenor wanting to know about rumoured cost over-runs. Grosvenor took a proactive stance and briefed journalists fully on the extent of the problem and corrected reporting inaccuracies before the story was published. Damage to reputation was limited by swift action and an open approach.

Cost over-runs continued to feature but an open and proactive approach with the media managed to minimise the impact on Grosvenor's reputation.

Key journalists were courted including editors and journalists from Property Week, Retail Week and Drapers as well as correspondents from the national titles such as the FT and The Times.

#### CONSUMER MARKETING

With B2B marketing firmly established, attention turned to the important issue of consumer marketing. New agencies and an on-site marketing team were appointed in 2007 to spearhead the consumer marketing campaign. Further qualitative and quantitative research (including on-line surveys) was commissioned to help shape the consumer marketing campaign. Audiences were segmented into six cluster groups for targeting, each receiving customised marketing communications.

- A new consumer website was developed along with consumer-centric direct marketing materials.
- A new strap line accompanied the campaign: "Everything You Love in Liverpool One". It was a simpler message than the one created for the B2B audience but embodied the spirit of the core brand idea assembled around "New Rules".
- A hoardings strategy was devised and implemented taking in strategic sites around the city and key locations across Liverpool One.
- Retailers were encouraged to use the Liverpool One brand within their own promotions and many

adopted the brand guidelines using the brand identity alongside their own.

- Strategic buying of media would be essential if target consumers in the important secondary catchment areas were to understand and be moved to visit the new Liverpool One. Media buying agency MediaVest was hired to devise a comprehensive media plan involving outdoor media, taxi liveries, street TV, radio and regional press. The promotional mix was later enhanced with a regional TV campaign.

#### OPENING LIVERPOOL ONE

A split launch programme was agreed with phase one opening on 29th May 2008 and the second phase opening on 1st October the same year.

Visits from the Queen on 22nd May and later by the Princess Royal (who officially opened the development on 1st October with the Duke of Westminster) was a special privilege for Grosvenor and all involved in delivering Liverpool One.

On 1st October 2008, Grosvenor took 300 guests from London, other parts of the country and overseas to Liverpool. Grosvenor's Michelin starred Chester Grosvenor Hotel provided all the off-site catering and accommodation for many of its guests.

The opening was a unique opportunity to promote Grosvenor's expertise in "place shaping" to a select but influential audience of business contacts and opinion formers.

First day opening figures passed expectations with footfall counters recording over 120,000 visitors. By the end of 2008 footfall into Liverpool One stood at over 13 million visitors.

#### AWARDS

Liverpool One has received more than 20 regional, national and international awards. Amongst these it has won four sought-after marketing awards:

- Retail Marketing Campaign of the Year (EG Property Marketing Awards)
- Victor Ludorum - Best of the Best (EG Property Marketing Awards)
- Property and Construction Benchmark Award (Design Week)
- Purple Apple – Strategic/Overall Marketing (BCSC)

### AGENCIES APPOINTED

During the course of the development and launch of Liverpool One over 20 agencies were appointed to work with Grosvenor on the marketing programme. Listed below is a selection of those closely involved.

- Bostock & Pollitt – leasing materials
- BrandVista – behavioural research (consumer)
- Ear to the Ground – event management
- Finch – launch DVD, consumer branding guidelines, B2B ad campaign
- GMJ – 3D visualisation and animation
- John Wiley – publisher of Liverpool One book
- JWT Cheetham Bell – lead creative (consumer)
- Klein O'Rorke – trade PR
- Marks & Clerk – trade mark
- Mason Williams – consumer PR
- MediaVest – media buying and consumer research
- RCT Analytics – catchment area research
- Small Back Room - exhibitions
- Spirit Marketing – event management
- Stoneacre – local PR
- Verdict Research – bespoke retailer research
- White Page – copy writing
- Wolff Olins – Liverpool One brand development



### TELLING THE STORY

The monumental effort which resulted in Liverpool One needed to be captured before key people moved on physically and mentally from the project. Grosvenor commissioned publisher John Wiley to produce a book charting the story and appointed author David Littlefield to write it. In April 2009, with much input and support from Grosvenor, Wiley's published "Liverpool One: Remaking a City Centre" (ISBN 978-0-470-74769-8). Comprising more than 250 pages the book provides a comprehensive account of the project including the historical context, the appointment of Grosvenor, master-planning, the retail strategy, reflections and the lessons learnt.

### ABOUT AYO DARAMOLA- MARTIN

Ayo Daramola-Martin is a professional marketer with over 20 year's marketing experience, operating at senior level within Blue Chip companies in manufacturing, industrial services, professional services and the property development and investment sectors.



He joined Grosvenor in 2004 as the Marketing Director for the Britain & Ireland business and amongst other activities led the branding, marketing and communications programme for the company's £1 billion, 42 acre (17 hectare) Liverpool One.

Ayo also has 'Big 4' professional services experience with PricewaterhouseCoopers where he held a number of senior marketing positions, latterly setting up and running a planning and campaign management team delivering a shared service across the business.

Ayo has international marketing experience including branding, market planning and advising strategic business units on best practice in Europe, Australasia and the Americas.

He has a BSc honours degree from UMIST and an MBA from Warwick Business School. He is a Fellow of the Institute of Marketing and a Freeman of the Worshipful Company of Marketors.

Ayo left Grosvenor in 2009 and is now Managing Director of Admotus Marketing a marketing company which delivers applied marketing solutions across different business sectors.

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