**Our Marketing Approach – Working with Creative Partners (Creative Communities Programme)**

1. GENERAL OVERVIEW

1.1. ABOUT THE TEAM

Hull UK City of Culture 2017 Ltd is the independent charity responsible for delivering 365 days of cultural activities and events across Hull next year.

The UK City of Culture project brings together a diverse range of creative partners from across the city, the UK and beyond. Together we have an opportunity to showcase the very best of our industry and bring to life the transformative power of the arts.

1.2. SHARED OBJECTIVES

Our marketing and community engagement is built around the broader objectives of Hull 2017 and our creative partners across the city. However, specific shared marketing outcomes include:

* Increased visitor numbers to Hull and the East Riding by an additional 1 million across 2017
* Increased total audiences (attenders and participants) for Hull's cultural offer by 27%
* Increased arts engagement and participation amongst Hull residents by an average of 7% Increase the diversity of audiences for Hull's cultural offer, with a particular focus on audiences that identify as disabled, young people, and those at risk of social isolation
* By March 2018, positive media coverage of Hull's arts and culture offer will have increased by 400% since January 2013

A full and comprehensive evaluation will be taking place to measure the impact and outcomes of Hull 2017. This will be led by recently appointed Professor Franco Bianchini, Director of the Institute for Research on Culture and the Creative Industries at The University of Hull.

1.3. CONTEXT

The city has a population of 256,000 residents with high levels of deprivations and traditionally low levels of engagement with the arts. However, the landscape is changing and the journey towards 2017 is already demonstrating evidence of increased visitor figures and higher levels of participation amongst local residents.

The audience for 2017 will be primarily drawn from the 12.5millions visitors who live within a 2-hour drive time of Hull and Hull 2017 will work with individual creative partners to develop a mutually agreeable audience development plan that is relevant to the show, the art-form and the wider programme marketing.

1. WORKING TOGETHER

2.1. THE ROLE OF HULL 2017’S MARKETING AND COMMUNICATIONS TEAM

As part of the promotion of Hull’s cultural offer and the UK City of Culture project, the Hull 2017 team will undertake the following activity:

* Deliver above-the-line campaigns across the UK, with a focus on the North, in order to raise awareness of Hull as a cultural destination and drive footfall to the city
* Undertake ‘umbrella’ marketing campaigns for each of the four seasons of the year
* Provide an over-arching “Hull 2017 brand” that can be used to promote a diverse range of high quality cultural activity taking place next year
* Build a digital “What’s on” for Hull and the wider region
* Implement a new unified box office and CRM for Hull, bringing together the ticketing of all major cultural institutions in the city into one place
* Publish regular editorial coverage online to support building key audience groups and highlighting events and cultural activity
* Undertaking ongoing evaluation and data analysis
* Support events through broader PR, media relations and stakeholder activity

With the launch of the year approaching, the specifics of these plans will evolve and crystallise.

2.2. THE ROLE OF THE CREATIVE PARTNER’S MARKETING FUNCTION

We recognise that at the heart of all great projects is a strong artistic vision that is distinctive, powerful and unique to the organisation or individuals creating the work.

The marketing and communications team of the Creative Partner will lead on:

* Shaping the core public facing narrative about the show or event; providing copy, words, titles and clear calls-to-action for participation and involvement
* Developing a show specific marketing and communications plan that responds to and doesn’t duplicate the resources Hull 2017 is investing as outlined in this document
* Profiling key audiences and leading on show-specific audience development initiatives
* Providing digital assets for the project (if required) including photography, film and a suitable lead image to be used across all campaign activity
* Ensuring all work is credited appropriately, referencing wider co-production partners or creative talent involved in the development of the piece
* Providing key spokespeople to support media relations activity and to ensure the project is communicated through the voice of the organisation creating it
* Working with Hull 2017 to upsell other shows or events in the year being delivered by other Creative Partners to ensure we can grow audiences across art forms and venues.

NB. If you are working on artwork for posters or other marketing literature, we would ask that the you send to us your final artwork for approval. Anything that features the Hull 2017 logo or reference to being part of our wider programme is something that we would need to have eyes on ahead of going to print/publishing.

1. MORE TO THE STORY: THE HULL 2017 BRAND

Following on from the Hull 2017 bid campaign, in October 2015 a new brand was launched for the UK City of Culture project in Hull.

This new brand was developed with 400 local people, from artists to business leaders and representatives of communities. The overwhelming response was that Hull needed a brand that reflected its strong identity and clear sense of place.

Hull needed a brand that was down-to-earth, celebratory, arms open, at times provocative, always northern and a little bit mischievous.

On trying to distil down a city full of character, heritage, stories and iconic architecture – the team settled on the brand proposition “**MORE TO THE STORY**” and the understanding that there will always be more to Hull than people ever expect. This is focused around 3 key areas:

* More to people – as artists, visitors, residents and communities
* More to Hull – a place to live, visit, make new work and explore hidden stories
* More to culture – of the past, future and present, from the classical to the contemporary

Aligned to our editorial approach, this brand proposition allows us to take audiences on a journey of exploration as they discover the many different events that this year will hold.

***BRAND STATEMENT IN 100 WORDS***

***2017, it’s our turn to show there’s so much more to Hull’s story than people ever expected.***

***We’re throwing the doors wide open and inviting the world.***

***Everyone gets the chance to share the experience, to create, debate, reflect and reimagine.***

***We want to show that there’s so much more to all of our stories.***

***We’re going to curate an amazing year-long celebration to reveal many new and exciting sides to traditional and contemporary culture. We’ve got so much to say.***

***We want to wow, inspire, intrigue, challenge, entertain, teach and thrill.***

***The story starts here, who knows where it will end!***

The assets of the brand are much more than just a logo or a name mark; they include a range of graphical devices, a clear tone of voice, strong imagery and the combined marketing inventory of all the partners supporting the project.

The brand should be utilised as an over-arching “umbrella” to promote the diverse range of high quality cultural activity taking place across the city next year, regardless of who is funding them and how they are being delivered. We are in the process of developing a robust creative partners brand guidelines document which will be circulated in due course.

Alongside our core logo that will be used to promote artistic events and will be used by our funding partners, we also have a community “PART OF THE STORY” brand.

This is for use by any community groups or individuals who are undertaking social action or helping to get ready for Hull’s year in the spotlight. It is an opportunity for those organisations who may not want to stage a cultural event or activity in the year to play their part in 2017 beyond just as an audience member.

1. OUR DIGITAL VISION

Hull’s digital infrastructure has suffered from a historic lack of investment and with 2017 fast approaching the decision was made to radically change the way the city operates the online presentation of culture.

At the heart of this was the investment in a new digital platform for Hull’s cultural offer. This currently lives in BETA form at [hull2017.co.uk](http://www.hull2017.co.uk)

The objectives of this platform are to ensure that visitors and residents will or can:

* Easily find out what’s going on in the city
* Receive world-class customer service
* Login to a single account and by tickets for everything they want to see
* Access content and editorial about free events and things to do
* Plan their how day out – from where to eat, to how to get there …
* Provide feedback on their experience
* Suggest and recommend things to their friends and family

By investing in a brand new ‘single destination website for Hull’ the city will be able to more effectively promote cultural events and associated activity, increasing audiences and supporting efforts to channel shift existing customers to become ‘digital first.’

At the same time, we want to work with all our creative partners to improve and enhance the broader online offer with exciting new content.

Digital will be a core tool that we use to develop new sustainable audiences for 2017 and beyond. This builds on the success of the bid campaign in using social media to galvanise public support for the UK City of Culture project. Over the last 3 years Hull 2017 has built a strong base of support across social media channels, including:

* Twitter (39.1k followers)
* Facebook (26.6k fans)
* Instagram (4.4k followers)
* YouTube (220k combined views)

As part of our major advertising push in September 2016 and the release of the first full season, we expect these audiences to grow significantly and we will work with Creative Partners to identify how best to promote individual projects and events across these channel.

Your project will receive a dedicated web page on the Hull 2017 website – this will include up to 100 words of copy, an image and information about how to buy a ticket to your event (if relevant).

1. A UNIFIED BOX OFFICE / WHAT’S ON

To realise our digital vision, Hull 2017 has developed a unified box office to sell tickets to cultural events and activities across the city.

This is being done in partnership with the 3 major ticket sellers in the City:

* Hull Truck Theatre
* Hull City Council (on behalf of Hull City Hall and Hull New Theatre)
* Hull Box Office (on behalf of independent cultural venues)

All the above partners, as well as Hull 2017, have implemented the cloud-based ticketing system Spektrix. Hull 2017’s digital platform has then had the functionality developed to build pull in data from all four system live that enables us to sell tickets from multiple venues in a single transaction. In reality this enables Hull 2017 deliver:

**SINGLE SOLUTION TICKETING SYSTEM:**

* Multi-basket ticket purchasing
* Citywide data analysis that will allow us understand customers better
* Cloud-based will mean citywide upgrades are rolled out continuously
* 4 instances of same ticketing system (Spektrix) means contracts reside with longer term owners

**CENTRALISED ‘WHAT’S ON’ EVENTS DATABASE:**

* All events listings stored in one place
* Events calendars can use the same accurate data
* Community groups and independent organisations can upload events
* Working with all citywide partners to create a unique approach to data sharing

If your event is ticketed, Hull 2017 will work with you to identify an appropriate partner to fulfil your tickets. If you choose to use an alternative partner, we are able to embed a link within your event page that will click out to an external website but your tickets will not be available for sale through traditional means.

1. MARKETING CAMPAIGNS: THE SEASONS

The 365 day programme for next year has been split into four seasons, each themed from the original bid document. We use the seasons as both a curatorial tool for programming but also as a method of packaging content and events for our audiences.

6.1. THE FOUR SEASONS

**SEASON ONE: MADE IN HULL** *(Jan – Mar)*

In this first chapter, we welcome the world to Hull.

We’ll shake up the preconceptions and show people what Hull is really made of and the many incredible things Hull has made for the world. From theatre, music and poetry to wind turbines and caravans, Hull has long inspired great ideas, great people and great artists.

Hull knows about its contribution to the world, now it’s time everyone else did.

**SEASON TWO: ROOTS AND ROUTES** *(Apr – Jun)*

Hull is a door to the UK, a gateway to Europe and a city connected to a new networked, globalised and digital world. This is a place of migration and transitions; like the tidal movements that govern its rivers, always in constant flux, often buffeted by outside influences beyond its control.

Where paths cross and journeys begin, this chapter will explore our unique place in a constantly changing world. With a distinctly international flavour, new partnerships and collaborations will form as Hull takes its place at the centre of UK culture for the year.

**SEASON THREE: FREEDOM** *(Jul – Sept)*With the celebration underway and a buzz in the air, the city will enter its summer season. Freedom is a platform for people to create, debate, reflect and reimagine.

Hull has always attracted creative risk takers and rule breakers. It is a place that seems to inspire rebellion and freedom of thought, not bound by the conventions of others.

As the plot thickens, this chapter will not only explore the pivotal role Hull played in the emancipation movement, but also a broader interpretation of equality and social justice for all.

**SEASON FOUR: TELL THE WORLD** *(Oct – Dec)*

As stories merge and new ones begin, we’ll start looking to the future and exploring what’s next.

We will celebrate the qualities that made Hull, and indeed the UK, stand apart in an unforgettable year of culture. Our sense of independence, our individuality, integrity and sense of humour.

A Hull redefined within the Northern Powerhouse, but with a voice and confidence of a people on the up. As 2017 draws to a close you can tell this is the start of something special for Hull and something the world should hear.

6.2. KEY DATES

The roll out of programme announcements will be as follows:

**22 SEPTEMBER** *Launch of Season 1 plus highlights for the year*

**MARCH 2017** *Combined Season 2 & 3 campaign activity, plus Christmas on sale*

**JULY 2017** *Launch of Season 4 plus highlights for 2018*

**OCT / NOV 2017** *Programme for future 2018 events and cultural activity published*

We are working with all creative partners to align announcements and to ensure maximum impact of releasing the overall programme but also promoting individual events. Deadlines for inclusion in printed publications are usually 8-10 weeks prior to the distribution date due to the volume of events.

6.3. SEASON CAMPAIGN ASSETS

The programme for each season will be supported by an ‘umbrella’ marketing campaigns. Season 2 & 3 will be combined from a printed publication perspective, but will each have their own dedicated marketing budget for promotional activity.

These campaigns will include, but not be limited to:

* Printed season guide publications (NB. the *Made in Hull* season guide has now gone to print. We have printed 100,000 copies which will be distributed locally, regionally and nationally across tourist information centres and cultural organisations across the North and in London)
* Targeted outdoor, radio and print advertising highlighting particular shows and events
* Leaflets, poster campaigns and direct mail
* Social media activity
* Guerrilla marketing activity

Decisions on what to include online and how much profile to give individual events will be made by an editorial team who will look at the balance of art forms, the events aligned to overall audience development plans and the potential for the event to contribute towards the over-arching objectives outlined at the start of this document.

We also will undertake a monthly newsletter and well as targeted e-CRM activity throughout the course of the year.

1. PR, COMMS & GOVERNMENT RELATIONS

From a communications perspective, there are five key periods where we will need to shape the narratives in order to build the picture of information, engagement and inspiration in the run up, throughout and beyond 2017. These are:

* Curtain Raisers – building confidence in the project with a taste of things to come
* Launch – showcase the programme to Hull, the UK and the Cultural World
* Lead Up – a constant drumbeat to build momentum, engagement and excitement
* Live – promote 365 days of transformational culture every day
* Legacy – present the legacy benefits in 2018 and beyond

The three core communications protocol principles are:

1. A constantly updated planning grid, for disciplined news management.
2. Differentiation – and different approaches – for major and momentum announcements.
3. Announcements to be shared collaboratively with key stakeholders in advance, with speedy approvals to ensure timely releases.

We will be working with a local PR team to help us shape narratives throughout the year. Although we will be looking to launch the CCP programme with a joint press release, we are also keen to gather stories across the year about your projects that may help the programme gain further press coverage.

1. AUDIENCES & COMMUNITY ENGAGEMENT

Hull 2017 has an Audience Engagement Manager who is responsible for supporting our Creative Partners to implement their project specific audience development plans as well as building ongoing relationships with wider community and special interest groups.

We are implementing a broad range of access initiatives to support this audience engagement, particularly for audiences who self-identify as disabled. A copy of the Hull 2017 Access Guide will be supplied alongside all contracts and the team are on hand to help with this at any point.

As part of our audience and community engagement plans we will work on public programming alongside each season as well as regularly undertaking neighbourhood roadshows using our inflatable 10m community cube.

A monthly meeting takes places on the fourth Tuesday of every month where Creative Partners are able to send along their community engagement or audience development lead to share practice and learning amongst partners as well as to identify opportunity to work collaboratively to reach the same communities or groups.

All contact with community groups is logged in an internal CRM system.

1. CITY DRESSING

As an event of national significance it is important that the experience for visitors and residents is one of civic pride and welcome. To support, Hull 2017 will be rolling out a city dressing programme that will include:

* Lamp post banners
* Train Station dressing
* A new Visitor Welcome Point at Paragon Interchange
* Building wraps
* Portable event dressing kits
* A central resource of branded scrim

If as part of the marketing of an event or activity, there is the resource to utilise some of the city dressing inventory, this can be coordinated by Hull 2017 on behalf of the Creative Partner.

1. WIDER INITIATIVES

In addition to our core marketing and communications activity Hull 2017 is also delivering two large scale engagement initiatives:

* **Our Learning Programme ‘No Limits’** – which provides a platform for Creative Partners to engage with all schools and youth groups across the City. As part of this programme we are developing curriculum resources, can facilitate workshops with school pupils and can support to embed your programme of engagement activity in schools.
* **The Hull 2017 Volunteer Programme** – our ambition is to recruit and train up to 4000 volunteers to support the delivery of Hull’s UK City of Culture year. With over 2000 applications already in the system we would like to support as many Creative Partners as possible by providing volunteers. Volunteer Partner Guidelines are available with more info.

Both of these initiatives are managed by the Marketing & Communities team of Hull 2017.