

APPENDIX A

Appendix – phased approach to developing a new brand strategy.

Moving to a new and refreshed brand – Year One

1. Brand Strategy workshop

This stage is about defining the brand position and agreeing the brand essence and ensuring a strong link to the new 2013 – 2017 Council Plan's six goals. It involves shaping Darebin's distinct characteristics and competitive advantages into a simple and inspiring single-minded proposition that informs everything we do.

In this stage the following questions are asked:

- Where are we going?
- What do we believe?
- What do we want to be known for?
- Is it distinct and appealing to our stakeholders?
- Is it meaningful and motivating?

Key activities and deliverables

- Brand positioning strategy workshops with both Councillors and EMT.
- Brand positioning strategy workshop with project team and stakeholder representatives
- Develop brand positioning, brand values/attributes and brand essence for the City of Darebin, summarised in a Brand Model.
- Identify the core messages that will enable the City of Darebin to reach different groups: what message for what target audience
- Complete a Brand Model – single page summary of brand strategy defining identity, ambition, values and single organising idea at the heart of the business strategy.

Estimated cost range \$8,000 - \$12,000

2. Brand identity concepts and design

This stage is about defining how to best express and promote the brand positioning and values established in previous stages, setting the look and feel framework to bring the brand to life – use of colour, imagery, language, and tone of voice.

Key deliverables

- Concept design: Develop a strategic design approach and conceptual design options for review City of Darebin Councillors and EMT.
- Design development: Solicit representative stakeholder comments and develop single preferred design concept.
- Finished artwork: Finalise basic elements of brand identity design program for Councillor and EMT review and sign-off. Preparation of specifications and digital files for production.

Estimated cost range: \$18,000 - \$25,000

3. Brand implementation

The final stage of the brand update is to develop a phased plan that will guide the rollout of the updated brand across the entire Council. Priorities will be set for the integration of the updated brand and ensure staff are aware, prepared and engaged in the process.

Protocols and systems for brand stewardship will be developed, such as establishing a 'brand hub' where all assets are held. A style guide document will be prepared.

Staged implementation and application of the brand will occur across the following:

- Advertising and promotion materials
- Council external publications
- Mailing labels, email templates & signatures, fax covers, proposal/quote templates invoices/statements, memos
- Clothing, distribution (cars, buses)
- Direct marketing – letterhead, envelopes, business cards, forms, e-newsletters
- Sponsorships/partnerships
- Council website and Council sub-brand websites including:
 - Darebin libraries
 - Bundoora homestead
 - Bundoora Park
 - Darebin Arts & Entertainment Centre
 - Darebin International Sports Centre
 - Northcote Town Hall
 - Reservoir Leisure Centre
 - Sustainable homes and Communities
- External signage
- Intranet site
- Social media

A plan will be established on how to take best advantage of the rebranding to communicate the brand 'story' to all of our audiences.

Key activities and deliverables

- Phased plan for the roll out of the Updated Brand across all mediums
- Development of protocols and systems for Brand stewardship

Estimated cost range: \$30,000 - \$40,000

Moving to a new and refreshed brand – Years Two to Year Four

Implement phased roll out plan – updating physical assets and signage as they are due for maintenance and upgrades, and applying the updated brand to any new assets.

Estimated costs: as per usual maintenance and upgrade costs