

Fremantle Strategic Marketing Plan 2014-2017

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Executive summary

The activities outlined in the Fremantle Strategic Marketing Plan are designed to support the re-positioning of the Fremantle product offering as it relates to population-driven activities.

Population-driven activities are defined as those including shop retail, hospitality and licensed venues, personal services (e.g. hairdressers, beauticians) and festivals and events.

The project aims to create a new and articulated ‘aspirational Fremantle product’ and ‘aspirational Fremantle brand’.

That aspirational articulated Fremantle product and brand will form a clear foundation for stakeholders to develop projects or activities (e.g. agreed list of high-value and unique retailers to attract to Fremantle) that aim to achieve that aspirational product positioning and to reinforce the aspirational brand.

The project is being undertaken with significant engagement from major stakeholders that have control or influence over Fremantle’s product (e.g. retailers, property owners) and/or or brand. Representatives from these key stakeholders comprise the Project Group, chaired by the City of Fremantle’s Economic Development and Marketing Manager.

The Fremantle Strategic Marketing Plan takes a multifaceted approach that includes the following elements:

- Fremantle creative branding strategy
- digital marketing strategy including a consumer website (project anchor)
- social media strategy
- implementation plan and schedule to create awareness of project anchor and new brand.

Particular consideration is given to how specific stakeholder groups can grow, take ownership of and amplify creative marketing activities that are ‘on brand’ with the Fremantle repositioning project. These groups include:

- City of Fremantle
- Fremantle Business Improvement District and Fremantle Chamber of Commerce representing Fremantle CBD businesses
- Fremantle Port Authority
- precinct groups within Fremantle (e.g. Fishing Boat Harbour)

- Fremantle organisations and business owners (retail, hospitality, art and culture, tourism businesses, service industry etc)
- external festival and event organisers
- property developers and leasing agents .

Background – Find yourself in Fremantle and co-operative advertising

Population-driven industries in Fremantle have underperformed in recent years due to a number of factors that are not explored in this document. While part of this trend has been caused by factors beyond the immediate control of stakeholders (e.g. global economics, on-line retailing), the Fremantle activity centre has performed at a level below the expectations of its stakeholders.

Major competing centres including the Claremont Quarter, City of Perth and Garden City have recently opened or expanded and have captured consumer expenditure from the Fremantle activity centre. Consequently, the Fremantle shop retail vacancy rate is higher than most other metropolitan centres.

Feedback from consumers is that the ‘old Fremantle’ offering is unappealing and stale. This view is backed up by poor performance figures for most long-standing population-driven businesses in Fremantle.

The previous destination branding for Fremantle (find yourself in Fremantle) is considered by stakeholders to be at the end of its life cycle.

While the cooperative approach to promoting Fremantle CBD and the destination is generally considered to have been successful, it is the general view amongst stakeholders that a fresh approach is required.

Context – Fremantle business environment and SWOT analysis

Strengths (internal)	Weaknesses (internal)
<ul style="list-style-type: none"> • Fremantle possesses natural assets and precincts that cannot be replicated by other centres • strong arts and culture community • highly engaged stakeholders seeking to collaborate • high-quality and unique offerings exist to 	<ul style="list-style-type: none"> • lack of clear place vision and collaboration between businesses in some precincts • negative perception of local government processes, approvals, red tape and timely responses • challenges managing expectations of different stakeholder groups • resources and timeframes to attract new

<p>build on and leverage</p> <ul style="list-style-type: none"> walkable city, recent improvements to way finding, connectivity cultural history, working port, established destination rich visitors experiences on streets welcoming and attractive city with good sightlines established program of festivals and events with high visitation numbers. 	<p>business and investment to Fremantle.</p>
Opportunities (external)	Threats (external)
<ul style="list-style-type: none"> attracting new industries and residents to live and work in Fremantle broad awareness and strong ownership of the place place with a unique personality and identity sense that Fremantle is at a turning point (\$1 billion of investment in the pipeline) established transport options from Western Suburbs and Perth CBD potential exists for business collaboration and cross promotion potential to improve pedestrian and transport links between precincts. 	<ul style="list-style-type: none"> lack of critical population mass perception that Fremantle is changing and not what it used to be perception of poor value for money high rents, vacant retail premises retail economy shifting online perceived parking issues lack of public transport access from Southern suburbs physical barriers within the city (railway line).

Source: *Repositioning Fremantle | business and key stakeholder workshop report October 2013, Placematch*

Project methodology

Consumer research

This City of Fremantle, in partnership with Metrix Consulting, undertook consumer research to evaluate the current Fremantle customer experience and provide a benchmark for future initiatives. The specific information objectives for this research included:

- frequency of visitation to Fremantle and key locations
- usage of Fremantle's recreation and entertainment offerings

- perception of Fremantle's overall brand and of its key offerings
- key motivators for visitation as well as key barriers
- opportunities to improve Fremantle's overall product offering
- profile of current customers.

The following databases and promotional channels were utilised for survey distribution:

- the City of Fremantle database of past shoppers
- customers of the Fremantle Arts Centre
- customers of the Fremantle Street Arts Festival
- Fremantle City Library users and subscribers to the Fre-info e newsletter
- the Fremantle Arts Alliance
- Experience Perth (RTO) consumer e newsletter and social media channels.

Key findings of this research showed that:

- Frequency of visits to Fremantle are most often taken during the weekend days (48% of customers are going Friday to Sunday during the day). Most are travelling to Fremantle once a week, or more often (58%), particularly those that live locally (84% of City of Fremantle residents travel to Fremantle at least once per week).
- The typical length of trip is between one and four hours, with those living closer tending to visit for shorter periods.
- City of Fremantle residents visit Fremantle for necessities more frequently, while those from outside the City are more likely to visit for entertainment.

Reasons for visiting

	Total	C. City of Fremantle	M. Metro WA	V. Visitor
	n=548	n=240	n=258	n=50
Necessity	9%	14% (M, V)	7% (C)	2% (C)
Entertainment	53%	33% (M, V)	66% (C)	80% (C)
Both Necessity & Entertainment	38%	53% (M, V)	27% (C)	18% (C)

Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting

The following table shows that dining out, visiting the markets and shopping are the most popular entertainment activities.

	Total	C. City of Fremantle	M. Metro WA	V. Visitor
	n=548	n=240	n=258	n=50
Dining out at a restaurant	70%	68%	72%	70%
Go to the markets	50%	47% (V)	51%	64% (C)
Shopping for leisure	43%	40% (V)	43%	60% (C)
Dining out at a pub or bar	35%	38%	32%	38%
Shopping for necessity	34%	52% (M, V)	21% (C)	14% (M, C)
Go to the movies	33%	43% (M, V)	27% (C)	14% (M, C)
An event	32%	35% (V)	31%	22%
Personal or medical services	27%	38% (M, V)	20% (C, V)	8% (M, C)
Other entertainment	37%	41%	34%	28%
Other	24%	26%	25%	12%

Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting

It was noted that there are some differences in reasons for visiting Fremantle by age and life stage. Young singles and couples are more likely to go to Fremantle for an event (43%) than other lifestages (29%). Similarly, they are more likely to dine at a pub or bar than their older counterparts.

Table 2: Activities Customers are Going to Fremantle for

	Total	C. City of Fremantle	M. Metro WA	V. Visitor
	n=548	n=240	n=258	n=50
Dining out at a restaurant	70%	68%	72%	70%
Go to the markets	50%	47% (V)	51%	64% (C)
Shopping for leisure	43%	40% (V)	43%	60% (C)
Dining out at a pub or bar	35%	38%	32%	38%
Shopping for necessity	34%	52% (M, V)	21% (C)	14% (M, C)
Go to the movies	33%	43% (M, V)	27% (C)	14% (M, C)
An event	32%	35% (V)	31%	22%
Personal or medical services	27%	38% (M, V)	20% (C, V)	8% (M, C)
Other entertainment	37%	41%	34%	28%
Other	24%	26%	25%	12%

Significant differences between residential locations at the 95% confidence level are indicated by C, M and V.

Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting

The survey questions sought suggestions for improvement to the Fremantle product offering. The results were:

- More shops—empty shops and cafes as well as deteriorating buildings were found to take away from the image of Fremantle as an upbeat, lively area. Many suggested the image of Fremantle could be improved by bringing in up market/luxury stores, specialty shops and boutiques.
- A face-lift—many customers believe several areas, including the Cappuccino Strip, Queen Street and High Street Mall need a make-over but ensuring that any improvements maintain the heritage of the buildings. Many also commented on the tired façade of the Fremantle streetscapes and the need to invest in this area.
- Parking—customers feel cheaper parking with increased time limits would make the city a more attractive option.

- Safety—many customers feel unsafe, particularly at night and on weekends with specific areas on the Cappuccino Strip of particular concern. Many visitors felt that Fremantle attracted specific clientele that often made them feel intimidated and unsafe in the city.

Stakeholder research

The City of Fremantle engaged Place Match place marketing consultants to facilitate a brand and positioning workshop with the local business community and stakeholders in September 2013. The workshop drew out key challenges and barriers for Fremantle as a desirable destination. Considerable alignment and consensus of key issues and opportunities was prevalent amongst the group, which included:

- declining visitation and lack of critical population mass
- perceived loss of identity—‘not what it used to be’
- poor value for money
- attracting new industries—getting more people to live and work in Fremantle
- vacant retail premises
- no clear place vision for some areas
- night-time economy is limited
- red tape –approval □ mindset
- challenges associated with managing expectations
- importance of timely responses from council
- a sense of apathy –need the right people on board
- negative attitudes
- retail spend –difficult economic climate
- retail blues & retail costs for operation too high
- lack of combined marketing –need tools to use independantly.
- finding real quality operators and attracting them to Fremantle
- support starter businesses
- communication –not directed to right people and lack of clear messaging
- perceived parking issues
- access from South is difficult
- physical barriers within the city.

The consumer research conducted by the City showed that among consumers there is a perception that Fremantle has lost some of its past glory, with many shops closing in the City Centre. Safety concerns are considered to be a significant barrier for going to Fremantle, particularly after dark and parking is considered expensive and difficult to find.

Competitors

Tourism Western Australia's Quarterly Tourism Snapshot (September 2013) shows that Fremantle is the most visited place in Western Australia, however there is competition from other destinations most notably the Swan Valley who has seen a significant increase in visitation over the last period.

7.2 Places visited in Western Australia

	YE Sep-12	YE Sep-13	% Change YE Sep-12 – YE Sep-13	3 Year AAGR ^a
1 Fremantle	1,128,300	1,288,300	14.2%	14.3%
2 Margaret River	720,600	855,000	18.6%	6.4%
3 Kings Park	681,500	768,000	12.7%	16.4%
4 Swan Valley	328,500	464,900	41.5%	14.3%
5 Hillarys Boat Harbour	348,000	396,800	14.0%	8.8%
6 Rottnest Island	180,500	190,400	5.5%	5.3%
7 The Pinnacles / Cervantes	181,000	173,200	-4.3%	-2.7%
8 Wave Rock	90,800	98,800	8.8%	22.8%
9 Ningaloo Marine Park	92,600	95,000	2.6%	-2.7%
10 Bungle Bungle / Purnululu	48,900	30,300	-38.1%	-13.1%

- The Swan Valley has seen the greatest percentage increase in visitation for YE September 2013 (+41.5%, or 136,400 additional visitors). Conversely, the Bungle Bungle / Purnululu have seen a significant percentage decline in visitation in YE September 2013 (-38.1%, or 18,600 fewer visitors).

Source: Tourism WA Quarterly Tourism Snapshot September 2013

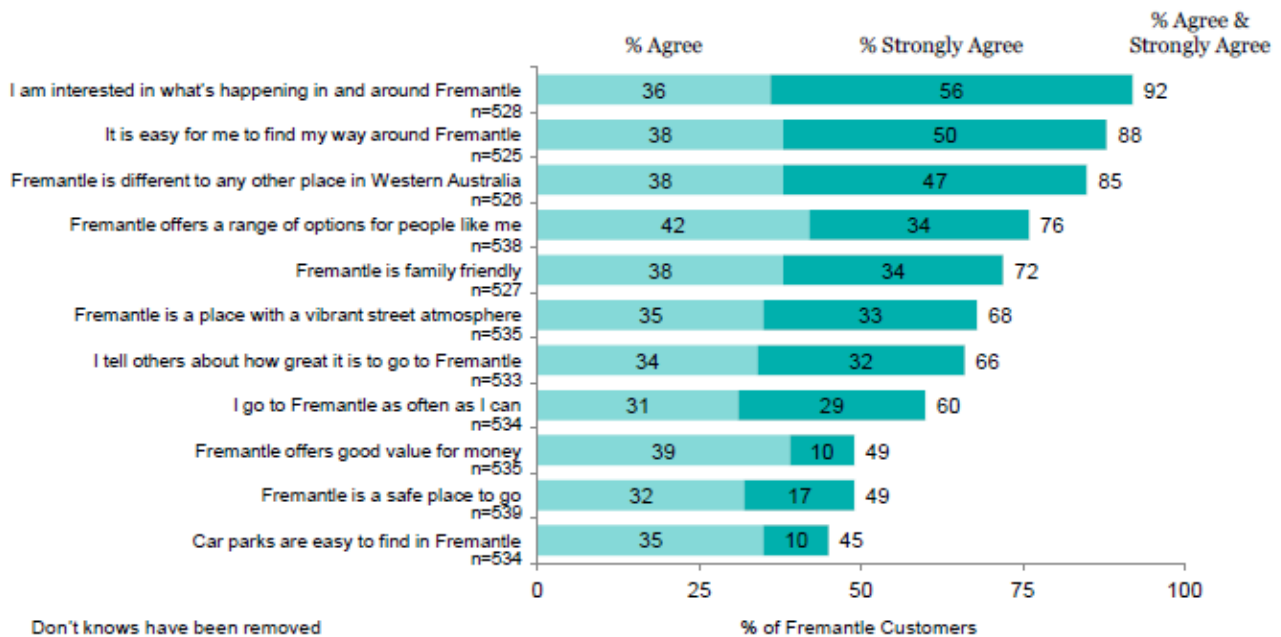
Additionally, major competing centres including the Claremont Quarter, City of Perth and Garden City have recently opened or expanded and have captured consumer expenditure from the Fremantle activity centre.

Urban street precincts have developed in Perth over recent years offering increased competition for the Fremantle product offering including William St Perth, Leederville, Mount Lawley, Mount Hawthorn, Subiaco and South Perth.

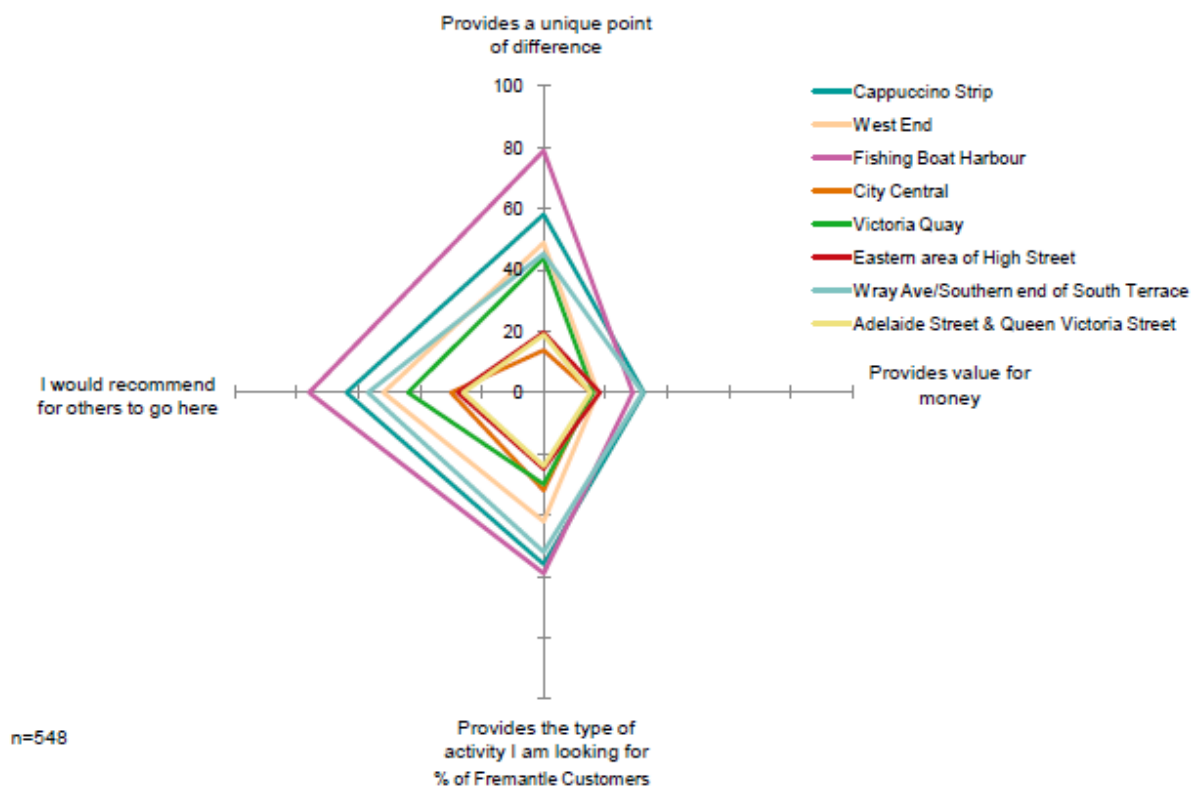
Consumer insights/customer profile

Results of consumer research show that in general Fremantle was viewed positively by its customers, with 92% being interested in what is happening in and around Fremantle and three quarters agreeing that Fremantle offers a range of options for people like them.

Value for money, safety and parking are areas performing less favourably, with less than half of customers agreeing that Fremantle is delivering on these factors.



Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting



Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting

In the words of consumers Fremantle is:

- quintessential, quirky Fremantle is a unique, diverse and vibrant place. It has an eclectic culture with a laid back casual vibe and a bohemian village style community feel with colourful and interesting hubs.
- Fremantle has great places for art and music. There is an artistic presence and cultural fabric of the city that attracts people, with festivals and street performance, arty shops, live music, theatre, artist's studios and galleries. It has a history we can see and a present that is vibrant.
- Fremantle has an 'indie flavour' that is chilled but a bit cool and hipster. It's a welcoming, laid back and relaxing place that has soul and is full of character, where anything and anyone goes, where people can be who they are. It's a lively place to just stroll around with free things to do, there are great cafés, restaurants, small bars and breweries.
- Fremantle can be a bit colourful and grungy at times but it's real, it's a port city that has a rich heritage and a reason for being. The movement of the container ships in and out of the port that you can see as you walk through the city is like moveable architecture.
- Fremantle is an interesting place to shop with good shopping if you know where to look. Quirky women's fashion stores that you don't find anywhere else, divine vintage clothes shops, unusual, independent, original shops and arty boutiques from WA designers.
- Fremantle makes me feel welcome and at home, it has a feeling of place where I can be myself and hang out with family and friends. There is a sense of community and street life, it has soul.

Consumers described Fremantle as:



Source Evaluating the Fremantle Customer Experience – 20 September 2013, Metrix Consulting

The Fremantle business community and key stakeholders were asked at the stakeholder workshop to articulate what Fremantle is NOT in 2018 and what Fremantle IS in 2018. The word maps below illustrate these perceptions:

Fremantle IS NOT:



Fremantle IS



Source: Repositioning Fremantle / business and key stakeholder workshop report October 2013, Placematch

Fremantle place marketing goals

The Fremantle place marketing project aims to create a new and articulated ‘aspirational Fremantle product’ and ‘aspirational Fremantle brand’ that is agreed upon by the members of the project group.

That aspirational articulated Fremantle product and brand forms a clear foundation for stakeholders to develop projects or activities (e.g. agreed list of high-value and unique retailers to attract to Fremantle) that aim to achieve that aspirational product positioning and to reinforce the aspirational brand.

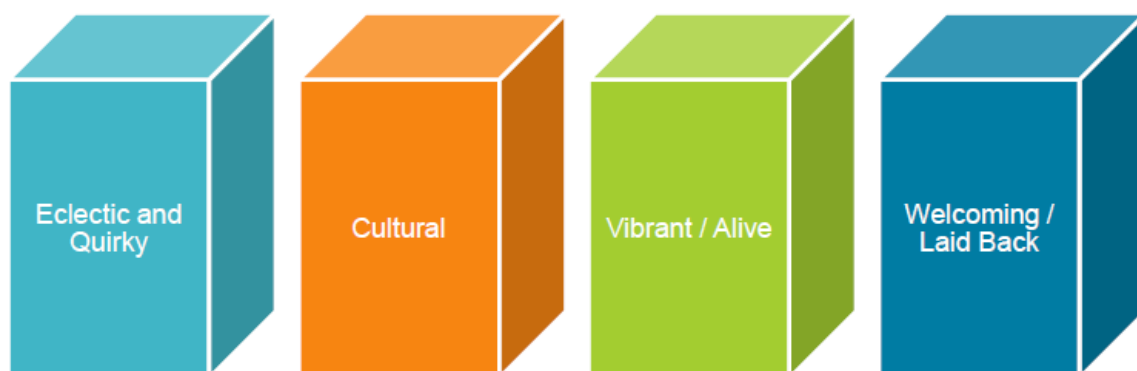
The goals of the Fremantle Strategic Marketing Plan 2014–2017 are to:

- build awareness of the Fremantle offering
- improve perception of that offering
- convert consumers to come to Fremantle for an experience.

The City of Fremantle will measure its efforts to achieve these goals by conducting primary research surveys and by collecting pedestrian count data.

Fremantle brand identity

Based on the consumer research project and feedback from the stakeholder workshop, four key pillars have been identified for the Fremantle brand identity:



Source: Repositioning Fremantle / business and key stakeholder workshop report October 2013, Placematch

Target markets

Fremantle's target markets have been divided into two categories; peak (Fridays and weekends) and off-peak (9 am–5 pm Monday–Thursday).

Target market	Description
Arts and culture lovers (peak and off peak)	Lovers of art, creativity and cultural offering. This group is likely to have a longstanding and strong association with Fremantle. There should be an opportunity to strengthen this association and expose this group to other offerings.
Fun-seekers (peak)	18-35yr olds from the Perth metropolitan area who visit Fremantle for Friday nights, weekends, festivals and events. This target market may be familiar with Fremantle's offering but may only visit infrequently.
Laid back experience-seekers (peak)	Adults of any age in the Perth metropolitan area who are seeking a more down-to-earth and laid-back visitor experience than that offered by the Perth CBD.
Non-working parents (off-peak)	Non-working parents of any age that live in the southern area of the Perth metropolitan area, with a higher-than-average household income, and a preference for an outdoor shopping experience.
International students (off-peak)	International students 18-25yr olds based in the Perth metropolitan area for the majority of the duration of their time in Australia. While this target market is not expected to have large disposable income, it is expected that their presence will help create a vibrant feel to the city during off-peak periods.
Primary catchment residents (peak & off-peak)	Residents of all demographics that live within a 15-minute trip of Fremantle. This target group may have become slightly detached or jaded with the Fremantle experience in recent years, but have a longstanding emotional attachment with the city.
Intrastate visitors 'visiting friends and relatives' (peak & off-peak)	Visitors from regional WA who are visiting friends and relatives in the Perth metropolitan area. This target market is not comfortable in the high-density environment of the Perth CBD, but is comfortable with the feel of Fremantle. They may visit up to 5-6 times per year.
International tourists (peak & off-peak)	This has traditionally been a high-value market for Fremantle and should continue to be. This group includes cruise ship passengers and crew.

Creative brand strategy

Fremantle Strategic Marketing Program and creative brand strategy.

To assist in the process of assessing each of the pitches a project working group was formed to provide input to the economic development and marketing team. The project working group was made up of the following stakeholders and City officers:

- Tom Griffiths—City of Fremantle Economic Development and Marketing Manager
- Wendy O'Shaughnessy—City of Fremantle Place Marketing Coordinator
- Kim Low—Fremantle Business Improvement District Executive Manager
- Jon Cope—Kulcha Multicultural Arts Chief Executive Officer
- Pete Stone—Fremantle Art Centre General Manager
- Alex Marshall—City of Fremantle Festivals Coordinator

The successful creative pitch “FREMANTLE. BE PART OF THE STORY” was developed by Cooch Creative and was selected from six high-quality pitches. The pitch represents the idea that Fremantle means different things to different people. The challenge is to find the common link between them. Marketing activities can develop a position that is relevant to all and flexible enough to target specific market segments.

There is both a rational and emotional appeal for Fremantle. The rational appeal of Fremantle is relaxed, culture, history. The emotional appeal of Fremantle is welcoming, unpretentious, inclusive, inviting and intriguing.

People love to tell stories, they love to hear stories; stories about places, stories about people, stories about art, stories about food, stories about fun, stories about great times.

Everyone has a story to tell about Fremantle and “FREMANTLE. BE PART OF THE STORY” is an invitation to target markets to share their story, to be part of the future story and to create their own stories.



(Fremantle. Be part of the story logo suite)

A new creative brand strategy forms the basis for the Fremantle Strategic Marketing Plan that reinforces the re-positioning of the Fremantle product offering as it relates to population-driven activities.

The creative brand strategy is distinctively Fremantle and represents the identified brand pillars. It addresses the identified target markets and the market intelligence provided in this plan.

FREMANTLE. BE PART OF THE STORY is uniquely Fremantle and not derivative of other place marketing strategies, especially those that may be in direct competition with Fremantle.

Five primary brand Fremantle story colours represent the diversity and vibrancy of the Fremantle product offer for leisure activities including arts and culture, eat and drink, see and do, events and festivals and shopping. Applicable across the brand and all logo variations; these saturated colours express Fremantle's rich tapestry of stories. Used together these colours form a narrative about a place that supports the Fremantle story brand pillars.



(Fremantle. Be part of the story category headings and brand colours)

Marketing approach

The Fremantle Strategic Marketing Plan takes a multifaceted approach that encompasses the following elements:

1. Advertising

Digital advertising

A proportion of the annual place marketing budget will be allocated to digital advertising that reaches specific target markets identified in this plan to promote the project anchor

website for Fremantle. Be part of the story (www.fremantlestory.com.au), the Fremantle leisure activity offer and five categories.

Print advertising

A proportion of the annual place marketing budget will be allocated to print advertising that reaches specific target markets identified in this plan to promote the project anchor website for Fremantle. Be part of the story (www.fremantlestory.com.au), the Fremantle leisure activity offer and five categories.

Social media advertising

A proportion of the annual place marketing budget will be allocated to social media advertising that reaches specific target markets identified in this plan to promote the social media channels and the Fremantle. Be part of the story website.

2. Branding strategy

Particular consideration is given to how specific stakeholder groups can grow, take ownership of and amplify creative marketing activities that are 'on brand' with the Fremantle repositioning project. These groups include:

- City of Fremantle (economic development and marketing unit, community development unit (Fremantle Art Centre, festivals team))
- Fremantle Business Improvement District (BID) and the Fremantle Chamber of Commerce representing Fremantle CBD businesses
- Fremantle Port Authority
- Precinct groups within Fremantle (e.g. Fishing Boat Harbour)
- Fremantle organisations and business owners (retail, hospitality, art and culture, tourism businesses, service industry etc)
- external festival and event organisers
- property developers and leasing agents.

Business tool kit–brand guidelines

A business tool kit outlining the brand guidelines will be developed to encourage and facilitate Fremantle business owners and or event organisers to incorporate the Fremantle. Be part of the story branding on websites, window signage, advertising and social media.

Place marketing image library and videography

Establish a place marketing image and videography library that articulates the Fremantle product offer with a focus on the five leisure categories and share the collection with media, journalists, bloggers and other business partners.

Fremantle Visitor Centre

Existing templates utilised within the Fremantle Visitor Centre including the window display signage and digital television signage that promote Fremantle product will be updated with the Fremantle. Be part of the story branding.

3. Communication and editorial content

Media releases/e newsletter to trade and industry

Establish a tourism and place marketing database of industry partners, bloggers, journalists and email regular updates of tourism related media releases, new product, new business and Fremantle developments.

Editorial content

The marketing team will, utilising fremantlestory.com.au content identify potential themes, campaigns and curate content for editorial features, social media influencers, blogs and online content for external publications.

4. Digital strategy

Website development (www.fremantlestory.com.au)

The project anchor for the Fremantle Strategic Marketing Plan 2014–2017 is the consumer website www.fremantlestory.com.au that articulates ‘aspirational Fremantle product’ and the ‘aspirational Fremantle brand’.

The primary objective for the website is to convey the experience that we want key audiences to have of the city so as to influence their perceptions of and ultimately their behaviour towards the city (e.g. visit, spend, and recommend).

The fremantlestory.com.au website will be fully responsive and automatically adjust for access by tablets and smart phones allowing users to look up specific events and business listings while they are in Fremantle.

Web development agency Media Engine were contracted to develop the consumer website to be undertaken over several stages.

Stage one of the website allows consumers to search for:

- what’s on in Fremantle including festival and events, exhibitions, markets and community events, concerts, theatre, live music, performance
- shopping and retail including fashion, vintage, books, music, shoes, groceries
- cafés, restaurants, bars, nightclubs, music venues

- arts and cultural activities including Fremantle artists, studios, exhibitions, talks, music, performance, film, theatre, workshops
- Fremantle attractions and tours with bookable product being directed through the visitfremantle.com.au website
- promotional activities, specials, dinner deals, competitions and campaigns undertaken by all of the above.

Stage two of the website will incorporate

- business registration
- e newsletter
- festival template.

Stage three of the website will incorporate

- interactive map
- social media aggregation tools
- you tube, video and photo integration tools
- add to my calendar for events.

Business registration on fremantlestory.com.au

Stage 1–Fremantle businesses have been invited to register their business on the fremantlestory.com.au website under any of the five leisure activity categories that are relevant to the business.

Stage 2–development of the fremantlestory.com.au website will enable each Fremantle business or organisation to register, edit and add additional listings. Businesses will have control over their own listing so that they have the ability to create and post their own events, dinner specials, gigs, gallery openings, markets etc. This ensures the website remains dynamic and up to date with rich content.

The fremantlestory.com.au website will be utilised by Fremantle businesses to:

- promote their business through a business listing
- promote special offers and events within those businesses
- send consumers to their online/offline store.

Feature ads and home page takeovers

The marketing team will, utilising fremantlestory.com.au content, new business, events and promotions identify potential themes and campaigns to highlight key activities and events by featuring businesses, events and festivals through feature adverts and home page takeovers on the fremantlestory.com.au website.

Consumer e newsletter

Stage two development of the fremantlestory.com.au includes functionality for consumers to subscribe to an e newsletter generated by the content management system with additional editorial customisation by the City of Fremantle Marketing team.

The marketing team will, utilising fremantlestory.com.au content identify potential themes, campaigns and curate content for the e newsletter.

Consolidation of City of Fremantle e newsletters related to place marketing

To present a single source of information for what is happening in Fremantle we will consolidate the content of several e newsletters being published by business units within the City of Fremantle.

This action will also work to streamline the communication channels for businesses, venues and event organisers wishing to promote their business or event directly to consumers.

Consumer database/s

To support the distribution of a new centralised consumer e newsletters related to place marketing we will look to consolidating various databases currently management by other business units.

Partnership with visitfremantle.com.au

www.fremantlestory.com.au works alongside the new www.visitfremantle.com website (launch March 2014). The visitfremantle.com.au website is primarily a booking site for accommodation and tours in Fremantle, Experience Perth and Western Australia whereas the fremantlestory.com.au website focuses specifically on Fremantle leisure activities encouraging visitors to stay longer in the city.

5. Leveraging Fremantle events and festivals

City of Fremantle festivals and events

Work to align Fremantle. Be part of the story with the activities of business units at the City of Fremantle that coordinate events and festivals that support the brand including festivals, corporate events and Fremantle Arts Centre.

Events and festival organisers

Work with external event organisers, through the use of logo placement, complimentary tickets, and marketing collateral, to leverage annual events and festivals located in Fremantle especially where the City of Fremantle grants a subsidised use of a venue or in kind support.

Marketing collateral

Utilise marketing collateral and signage including flags, banners, entrance signage, footpath stencils and crowd control banners to capitalise on the large numbers of visitors that come to Fremantle for major City of Fremantle events such as Fremantle Street Arts Festival and Australia Day celebrations and external events such as St Jerome's Laneway Festival and Blues and Roots.

6. Partnerships

Explore opportunities to work with tourism organisations such as Tourism Western Australia and Experience Perth and business partners including key publications and major events to explore opportunities to work together to promote Fremantle to key target markets within the place marketing budget.

7. Social media strategy

Stage 1–Existing place marketing social media channels rebadged to align with the new branding and Fremantle Place Marketing Strategy.

Current	Rebadged
Facebook.com/Find yourself in Fremantle	Facebook.com/Fremantlestory
Facebook.com/Fremantle Visitor Centre	Facebook./com/VisitFremantle
Twitter.com/visitfremantle	Twitter.com/Fremantlestory

Stage 2– Resources allocated to increase the team's knowledge and experience in managing relevant social media channels with a specific focus on driving traffic to the fremantlestory.com.au and visitfremantle.com.au websites and increasing engagement with specific target markets outlined in this plan.

Stage 3- Fremantle. Be part of the story social media strategy developed that includes identifying appropriate social media channels to reach specific target markets, key influencers, posting schedules, competitions and paid advertising campaigns.

Brand advocates and bloggers

Social media brand advocates and bloggers identified and approached to promote Fremantle. Be part of the story with a focus on events, shopping and retail, eat and drink, arts and culture, attractions and tours, promotional activities, competitions and campaigns.

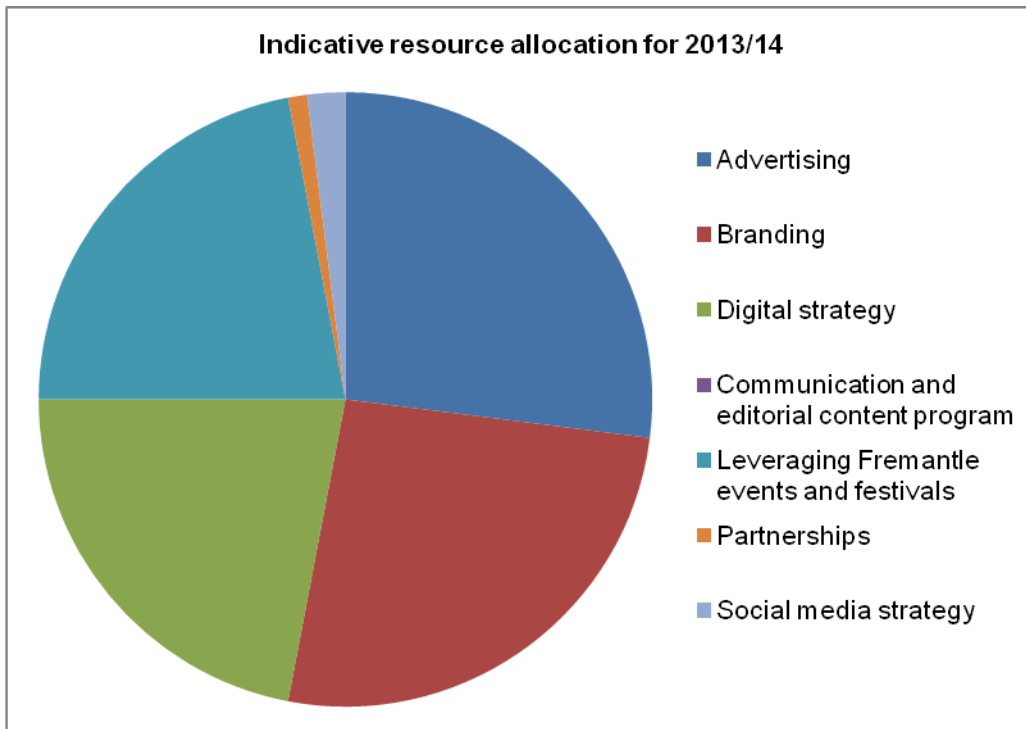
Timeframes

Indicative resource allocation and timeframes	13/14	14/15	15/16	16/17
Advertising	27%	35%	40%	40%
Digital advertising				
Print advertising				
Social media advertising				
Branding	26%	10%	10%	10%
Branding and style guide				
Image library and videography				
Business tool kit brand guidelines				
Update visitor centre templates				
Digital strategy	22%	30%	25%	25%
Website development (project anchor) - stage 1				
Website development (project anchor) - stage 2				
Website development (project anchor) - stage 3				
Feature adverts and home page takeovers				
Consumer e newsletter				
Consolidate e newsletters				
Consolidate databases				
Visit Fremantle launch				
Communication and editorial content program				
Media releases/e newsletter to trade and industry				
Editorial content curated and distributed				
Leveraging Fremantle events and festivals	22%	20%	10%	10%
City of Fremantle festivals and events				
External event and festivals				
Marketing collateral				
Partnerships	1%		5%	5%
Joint social media campaigns - eg Experience Perth				
Social media strategy	2%	5%	10%	10%
Rebadging with new branding				
Upskilling				
Implement social media strategy				
Bloggers/key influencers strategy				

Budget

The council allocated budget for 2013/14 is estimated at \$100,000. Additional marketing funds will be sought from council for the 2014/15 and following financial years.

The chart below shows an indicative resource allocation across media for 2013/14. Adjustments may be made in following financial years based on key performance indicators and trends reported.



Key performance indicators and reporting

KPI indicator	Method of reporting	Frequency
1. Increased number of visitors to Fremantle	Google analytics metrics for www.fremantlestory.com.au 1. unique visitors 2. average number of pages viewed and length of time on site	Weekly
	Google analytics metrics for www.visitfremantle.com.au 1. unique visitors 2. average number of pages viewed and length of time on site	Weekly
	Social media metrics for all channels including: 1. Facebook i. number of likes ii. number of shares iii. reach and engagement 2. Twitter i. number of followers ii. number of retweets	Weekly
2. Increased brand awareness and perception of Fremantle's product offering for consumers	Consumer surveys—change in perception, brand awareness, awareness of offerings (annual)	Annually (July tbc)
	Number of businesses and other activities listed on consumer website (in total and by category)	Weekly
3. Increased number of overnight stays and visitor night averages for Fremantle		
4. Increased editorial content in key publications and media	Details of familiarisations hosted by the City (including those for cruise ship crew)	Weekly
	Estimated dollar value of editorial coverage as a result of hosting famils and visiting journalists.	Every six months (tbc)

Key contacts

City of Fremantle

Tom Griffiths, Manager Economic Development and Marketing

T 08 9432 9770

E tomg@fremantle.wa.gov.au

Wendy O'Shaughnessy, Place Marketing Coordinator

T 08 9432 9947

E wendyo@fremantle.wa.gov.au

Fremantle Business Improvement District (BID)

Kim Low, Fremantle BID Manager

T 08 9430-6504

E kim@fremantlebid.com

Fremantle Chamber of Commerce

Tim Milsom, Chief Executive Officer

T 08 9335-2711

E tim@fremantlechamber.com.au

Appendix – creative concepts

Banners and flags



(Fixed flag artwork)



(Banner flags)



(Crowd control panel artwork)

Branding



(Fremantle. Be part of the story logo suite)



(Fremantle. Be part of the story category headings and brand colours)

Digital adverts



(Urban Walkabout web banner)



Rotating banner ad for visitfremantle.com.au

Marketing collateral



(Crowd control panels)

Mosaic element



(Fremantle Herald Solus strip advert)

Print adverts



(Urban Walkabout Map – advert)



fremantlestory.com.au

Visit the fremantlestory.com.au website for events, dinner specials, gigs, gallery openings, markets, and pop up shops and keep up to date with everything happening in Freo...



There's always something happening in Fremantle...

 <p>Explanade Youth Plaza Opening</p> <p>It's here, the highly anticipated \$1.5M world class youth plaza. Come, have a go and see what all the fuss is about. Featuring pre-plate, live and outdoor games, climbing, kids entertainment and a huge skate and parkour clinic.</p> <p>13 Apr 2014</p> <p>ARTS & CULTURE</p>	 <p>Fremantle Street Arts Festival</p> <p>Feasting with hunger and charging through the crowds 'Saurus' will be joined by some of the world's best outdoor theatre, music, comedy, circus and cabaret performers for three jam-packed days of entertainment. Brighter and brighter week.</p> <p>19-21 Apr 2014</p> <p>EAT & DRINK</p>	 <p>ANZAC Day</p> <p>All are welcome to attend the Fremantle Ocean Service commencing at 5.10 am on ANZAC Day at Monument Hill. War Memorial, featuring the service at 10.15 am to the ANZAC Day Parade through the streets of Fremantle.</p> <p>25 Apr 2014</p> <p>SEE & DO</p>	 <p>Arthur Grady Day</p> <p>Every year Fremantle vintage enthusiasts get together for a motorcycle display to celebrate Arthur Grady's historic ride around Australia on a motorcycle. This year the display expands to include vintage cars, boats, machinery, bikes, buses, and even planes.</p> <p>10 May 2014</p> <p>EVENTS & FESTIVALS</p>	 <p>Heritage Festival</p> <p>Quirky and funny, intriguing and surprising, Fremantle captures the hearts of West Australians like nowhere else! Fremantle Heritage Festival brings into the past to explore the colour and intrigue that makes Fremantle special!</p> <p>9-10 May 2014</p> <p>SHOPPING</p>
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(Fremantle Gazette print advert)

Signage



(Free bike signage)



(Entrance signage)

Stencils



(Footpath stencil)

Templates



FREMANTLE ARTS CENTRE

One of Australia's leading arts centres, FAC is housed within an iconic heritage building and beautiful grounds. Visit for free exhibitions, a shop selling the finest WA hand-made wares, an expansive live music program, special events, art courses, an idyllic café and free wifi.

WANT TO KNOW MORE...

Enquire in store or go to visitfremantle.com.au

Business Logo



(Fremantle Visitor Centre window display signage template)