

## **Tender proposal for a brand analysis of Greater Copenhagen**

### **Purpose:**

Greater Copenhagen is a metropolitan region that spans Eastern Denmark and Southern Sweden. The 85 municipalities in Greater Copenhagen are home to 4.3 million inhabitants and Scandinavia's largest urban area and recruitment base of highly-skilled employees

The City of Copenhagen wishes to carry out a deeply data-driven analysis of the Greater Copenhagen brand storyline(s) for a target group specific brand communication. The following project description has been developed in consultation with city branding expert Sebastian Zenker and is based on dialogue with the investment agency Copenhagen Capacity (the official inward investment agency for the Greater Copenhagen metropolitan area and brand operator for the Greater Copenhagen brand).

### **Task description**

We understand a city brand as a network of associations in the place consumers' mind, while these associations differ in their influence within the network and in importance for the place consumers' attitude and behaviour (brand drivers). In other words, to understand the brand, one has to explore these associations and their importance to a given target group.

The purpose of the brand analysis is therefore to dive into the views of key stakeholders/target groups to explore and quantify what they see as the key identifying elements of the Greater Copenhagen region and develop a framework of key brand drivers. The task is NOT to develop new tagline, story line or a new advertising campaign, but instead research and analyse data findings that both identify key elements and specific attributes of the Greater Copenhagen brand (brand drivers) which make up and/or increase the positive perception of the region. In doing so, it should be quantified which aspects of the brand are most relevant for which specific target audience, to make a target-group specific brand communication more effective – that mean we also want to know about potential new key brand drivers, or if any current brand drivers should be played down or emphasised.

The data and findings should provide input to the development of the Greater Copenhagen communication strategy and the key messages being developed here. It will furthermore provide input to the work of Copenhagen Capacity. The bidding agency is therefore also expected to coordinate closely with the agency responsible for developing the Greater Copenhagen communication strategy. The agency is

furthermore expected to build upon existing work concerning the Greater Copenhagen brand, cf. background and appendix.

**Target groups**

Our internal target groups include (1) residents and (2) expats, as well as (3) the media (national and international).

Secondly, the brand analysis should also focus on the external view. Currently, the overall target groups for the international branding are: Investors, companies (re-location) decision-makers, start-ups and talents within the areas of (4) Life science, (5) IT/tech companies, and (6) companies of the sustainability/clean technology sector. Moreover (7) international talents from the IT sector and the greater Science, Technology, Engineering and Mathematics (STEM) educational background – especially from Europe, the United States and Brazil.

For these target groups, a brand analysis should be done and key brand drivers identified and quantified. The collected data should also make it possible to carry out specific subsequent sociodemographic analyses across sectors. First analyses in this regard could also be part of the task.

The touristic aspects and perceptions are not part of the task.

**Expected time frame:**

The analysis should be finalised by the end of 2019 or beginning of 2020, but first findings should preferably be available during November to provide input to the Greater Copenhagen communication strategy.

**Expected budget**

The brand analysis is expected to cost a maximum of 130.000 Euro.

**Elements to be included in the final bid:**

- Task presentation that reflects the elements mentioned above
- Specifications and a justification of the chosen method for the brand analysis
- Description and justification of the proposed data collection process, including suggested sample size of each target group and approach to recruit the participants
- Estimated time frame
- Description of project team: Qualifications and experience
- Experience in the field: Name a few examples of similar projects (recently conducted).

Task presentation and experience in the fields must be part of the bid in order for it to be accepted. Based on the written input, we might invite 3-5 agencies to give an oral pitch of their proposal if relevant.

**Evaluation parameters**

- Price (20%)
- Content and overall quality (80%) - including understanding of the task, chosen method, proposed data collection process and project team experience.

**Contacts:**

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Questions and answers regarding the tender will be published on [www.udbud.dk](http://www.udbud.dk)

**Deadline for submitting proposal**

September 23<sup>rd</sup>, 2019.

**Confidentiality**

The contractor is required to keep confidentiality of all processes, information and results of the project and not share it with third parties, if not previously agreed by the contracting body.

**Data privacy and General Data Protection Regulation (GDPR)**

The contractor is required to follow the laws of the General Data Protection Regulation (GDPR), EU regulation 2016/679 as well as the City of Copenhagen's General Privacy Policy.

**Contractual obligation**

The contractor is required to follow the City of Copenhagen's labour clause.

**Background***Communication strategy*

The Greater Copenhagen Committee has decided to develop a new communication strategy with the aim of consolidating the main (brand) story line (or lines) both internally and externally to position the Greater Copenhagen region in a both national and international perspective. The communication strategy should this way support the committee's visions of Greater Copenhagen as a driver for sustainable growth in the region. The communication strategy will be developed by an agency (selected through a public tender). One key element of the communication strategy will be to revisit the main story line of Greater Copenhagen: What are the key messages that should be communicated and what are the key elements in the Greater Copenhagen brand. It has been decided that this part of the communication strategy should be carried out as a separate task by an agency with experience from the place branding field.

*Greater Copenhagen history*

The Greater Copenhagen collaboration was established in 2016 with the aim of turning Greater Copenhagen into a leading metropolis in

Northern Europe in terms of attracting and retaining international investments, companies, tourism and talent. The Greater Copenhagen initiative is also a political platform for promoting regional collaboration and economic growth. The members of the Greater Copenhagen Committee are Region Zealand, The Capital Region of Denmark, Region Skåne and Region Halland. The committee counts 46 Danish municipalities and 39 Swedish. The Greater Copenhagen Committee is aiming to eliminate cross-border barriers that prevent economic growth and business development in the region – connecting people across countries and cultures.

#### *Greater Copenhagen story line*

Today the Greater Copenhagen story line is characterized by the following tag line "Greater Copenhagen – A Way of Life. Consider yourself invited".

In the English introduction brochure to Greater Copenhagen it states the following:

*Welcome to Greater Copenhagen – a way of life* Greater Copenhagen is much more than a dot on the map. It is a state of mind and a way of life. It is the Scandinavian spirit – sustainability, creativity, equality, trust and togetherness. It is where Denmark meets Sweden and Scandinavia meets the world. It is where we cooperate and connect people across sectors, industries, cultures and countries. Greater Copenhagen is in the soul. It is freedom and happiness. We think new and create smart. Smarter cities, smarter thinking, smarter technologies. It is opportunity and excellence. Let us introduce you to a different way of life. A life where green is not just a colour, but a mind-set. Where you can ride your bicycle to work, swim in the harbour, eat local organic produce and use the power of nature to keep you warm on a cold winter's day. Greater Copenhagen. Consider yourself invited

#### *Place branding approach*

The Greater Copenhagen branding approach acknowledges the different perceptions of the places various target groups and stakeholders. It aims at building a basis for a target-group specific place communication (brand stories) to show the attractiveness of the place. It also acknowledges the special role of residents of the region as part of the brand, place ambassadors and citizens. Therefore, the place brand is not only an external view on the place (external image) but also an internal perspective (internal view or identity). This external and internal view differs in complexity but is both equally important for the Greater Copenhagen brand.

We understand the Greater Copenhagen brand as highly emotional and important for our stakeholders – especially the residents and expats, as it is part of their identity. Greater Copenhagen delivers great

value propositions to them – but most importantly, it is home. Current and future brand communication activities will be based on these emotional selling points and “soft” location factors (like the high liveability of the place). The communication will use storytelling to transport these values and a brand analysis should deliver the target-group specific brand drivers for story selection.

Furthermore, the Greater Copenhagen brand is operating in a multi-place setup. While Copenhagen is the clear centre, it cannot deliver value without the surrounding and the Greater Copenhagen region delivers a highly valuable combination of many aspects. Therefore, it is important to notice, that the Greater Copenhagen region consist of 85 municipalities, including the Swedish business region Skåne and Region Halland. All analytical approaches should bear that in mind.

**Appendix**

- Mission statement for the Greater Copenhagen communication strategy
- Previous Greater Copenhagen brand analysis (description of brand customer interactions)
- Previous brand analysis from Copenhagen Capacity