The City of Helsinki marketing strategy 2016–2020

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01.

Introduction

Introduction

Our marketing strategy for Helsinki is based on the pull-factors defined in the Helsinki Brand Concept. We use marketing to highlight the activities that make the biggest impact, that awaken interest, and help us to build our reputation as the city of people, encounters and actions that make an impact.

We aim to communicate Helsinki's transformation, growth, well-functioning services and infrastructure, and how we are a city of people that do good things together. We want to emphasise the city's fascinating contrasts, such as pulse and peace, and the unique characteristics that make Helsinki memorable.

Successful city marketing requires that we recognise interesting and surprising content and communicate about it using the most effective, modern methods. In addition, we aim to unify the visual identity of the City of Helsinki's marketing and communications. The City of Helsinki marketing strategy steers the marketing of the entire City organisation.



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02. **City marketing** objectives and performance indicators



City marketing objectives and performance indicators

- 01 Build our future vision and strengthen local pride
- 02 Increase awareness and appeal
- Make Helsinki services and
 experiences more accessible and attractive
 - Actions to support the Helsinki brand's impact locally and internationally

04

1. Build our future vision and strengthen local pride

Our marketing objective is to tell about the Helsinki brand and vision as inspiringly and successfully as possible. To realise our future vision of Helsinki, the City organisation has to be bold and insightful with its actions. We must be ambitious with content development, together with Helsinkians, businesses and other partners.

We welcome everyone to participate, to share our vision, and to help develop and promote Helsinki as the city of people, encounters and actions that make an impact.

We invite Helsinkians to get excited and be proud of their city. We want to encourage them to create a deeper relationship with their city. In our marketing activities, we will highlight the characteristics of different city neighbourhoods and the development of our unique communal urban culture.

To support city marketing, we will create concrete tools, such as a material bank of photos, videos and presentations, elevator speeches and stories, for use by the City organisation and partners.

- Image surveys with citizens and local businesses
- Functionality and usability assessment of marketing tools
- Media monitoring in editorial and social media

2. Increase awareness and appeal

Helsinki is a compact and surprising city that is buzzing with ideas and life. We want people to create a more emotional relationship with the city: the desire to belong to a group that is doing good things, and growing and enjoying the world's most advanced everyday life.

Our objective is to increase awareness of Helsinki globally, and communicate our excellent reputation as a business environment and fascinating city for tourism and events.

- Image surveys with select international target groups, including business people
- Media monitoring in editorial and social media



3. Make Helsinki services and experiences more accessible and attractive

Helsinki already offers plenty of intriguing events and pulse. However, information about our events is typically only available in Finnish to the disadvantage of non-Finnish speakers.

We want to help people find and discover other fascinating people. Helsinkians and visitors typically turn to digital channels for quick and easy-to-use location-specific information. It is therefore important for us to renew the City's digital offering. We also have to pay attention to how people physically discover experiences and services. This means ensuring signs, routes, locations and venues are sufficiently branded and highlighted.

- User and user experience metrics in select digital channels and physical locations of encounters
- Feedback from within the City organisation and cooperation partners about the functionality and usability of marketing tools



4. Actions to support the Helsinki brand's impact locally and internationally

The City of Helsinki organisation must take a more active role as a facilitator of the world's most advanced everyday life. We want to support and boost meaningful actions and offer our expertise to help stimulate new ideas. Our goal is to remove obstacles and to inspire Helsinkians to make an impact, in both their work and leisure time. In all this, we aim to increase local and global well-being and make Helsinki a more attractive city. We also want the City organisation to be perceived and recognised as a more agile and responsive cooperation partner in the future.

Performance indicators:

 City organisation and stakeholder participation in brand work with the commitment to actions that support the brand and related results

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Additional objectives of economic development marketing

- Attract new businesses to Helsinki, particularly key sector companies and professionals.
- Attract research, development and innovation activities that create highly-skilled jobs in Helsinki.
- Achieve a position as the best start-up and growth business hub in the Nordics and be Europe's most business-friendly capital city in 2020.
- Invite more international meetings and conferences, business events, delegates and special interest visits to Helsinki, particularly for key sectors.

- Utilisation of the City Council's scorecard (from 2017 to 2020) and tourism statistics.
- Development of new indicators (e.g. start-ups and growth companies).

Additional objectives of tourism and event marketing

- · Increase income from tourism.
- Increase the number of overnight stays in hotels and similar establishments, and the number of visitors to specific tourist attractions .
- Extend visitors' stays.
- Attract major international events and conferences to Helsinki.
- Increase the number of visits by international cruise ships and passengers.
- Become the most interesting stopover city in the Nordics for the Asian market.

Performance indicators:

- Utilisation of the City Council's scorecard (from 2017 to 2020) and tourism and event statistics.
- International image surveys.

The development of performance indicators is continuing in the City organisation and is closely related to the process of creating the future Council Strategy Programme (from 2017 to 2020). In addition, indicators take into account Helsinki's success in select international rankings.



03. Target groups and key messages for marketing

Target groups and key messages for marketing

Target groups for City of Helsinki marketing include citizens, tourists and business people.

We recognise that there are different target groups with specific key messages that are important to them. Traditional boundaries between target groups are breaking down. Therefore, it is essential to make city marketing content more consistent across the board. An event visitor is a possible future student; a conference guest is a possible future resident; and a tourist may one day become an investor.

We defined eight different motive-based profiles from our target groups. Some want to create, others want to experience new things, and some want to focus on their own specific areas of interest.

Understanding the true motives and objectives of different target groups helps us craft and target our marketing messages more effectively. Target group profiles are presented in more detail in Appendix 7 (in Finnish).



22.04.2016

Marketing to citizens

Marketing to citizens

Helsinki in 2020: the city of people, encounters and actions that make an impact. It's all about people. Helsinkians are the most important creators – and target group – of marketing activities. By their actions they create the content that will build Helsinki's future reputation.

Marketing to citizens is targeted at all the people living in the capital area. We want everyone to participate in building a better Helsinki in their own way: some by doing, some by participating, and some by staying tuned in to the buzz.

Helsinkians play an important role in successful city marketing. This is why target group-related objectives and measures are explained throughout our strategy. In marketing to citizens we recognise six different target group profiles (see Appendix 7):

- 1. **Citizen activists** who want to make an impact and create something new
- Quiet folk who want to do their own thing and become appreciated in their own field
- 3. **Novelty seekers** who want to experience something new
- 4. **Purpose-driven** people who want to get immersed in their own special interest area
- 5. **Optimisers** who want to achieve their own goals with less effort and good results
- 6. **Onlookers** who want to avoid all types of "spoon-feeding"

Key messages for citizens

Important considerations when marketing to citizens:

- Offer easily accessible, attractive and interesting high-quality services and experiences, including public services, cultural events, hobbies and sports, and recreation services
- Support communal well-being and utilise Helsinki's diversity
- Develop and spread a culture of open dialogue and partnership, and provide opportunities for participation
- Communicate Helsinki's transformation and encourage people to participate in developing the city
- Develop a more solution-oriented City of Helsinki organisation, where the City helps facilitate encounters and actions with impact that help create a more advanced everyday life



Main target groups

Common key messages

- **1. Local and global decision makers and policy makers** at companies and in key sectors, including various types of companies, from large enterprises to start-ups.
- 2. Local and global experts attracted to Helsinki, such as highly educated and creative specialists with insight into digitalisation and multi-disciplinary innovation, with a focus on ICT and digital skills.

3. Local and global potential start-ups and entrepreneurs.

Within the target group of economic development marketing, we recognise five different profiles (see Appendix 7 for more detail):

- **Trailblazers** who want to make an impact and create new things
- City-makers who want to do their own thing and become appreciated in their own field
- **Talent-on-the-move** that wants to experience something new
- **Experts**, such as conference participants, who want to get immersed in their own special interest area
- The rationally-minded who want to achieve their targets with less effort and good results

Based on the Brand Concept, Helsinki's economic development marketing highlights special people, encounters and actions that make an impact, in addition to the city's transformation and growth.

Effectiveness: the "One Hel of an Impact" attitude

Helsinki is a knowledge hub where you can influence the future of the whole world. In Helsinki, fascinating people are designing better life. Plenty of good things have been – and are being – born in Helsinki. Their impact is spreading around the globe. The high levels of expertise concentrated in Helsinki generate impressive results and attract companies, specialists and events to the city.

Helsinki's transformation and growth

Helsinki is undergoing significant transformation. The city is growing and developing rapidly and sustainably. This is opening up incredible opportunities for new initiatives and business models. Helsinki is one of the fastest-growing regions in Europe.

Key messages for company decision makers and policy makers in key sectors

Helsinki is a city of bold digital experiments and innovations. In Helsinki, people are working together to build the world's most advanced everyday life. Helsinki offers a high standard of living, special expertise in key sectors and a highly skilled workforce, especially in IT. Well-trained professionals are essential in order to attract companies to Helsinki.

Helsinki offers world-class, multidisciplinary research and development expertise. Companies in various fields work together with institutes, universities, the City, and other organisations, communities and citizens.

For example, the Health Capital Helsinki project involves the University of Helsinki,

whose medical faculty is ranked among the best 50 in the world. Helsinki offers advanced infrastructure, high-quality education and research facilities, and safe and well-functioning daily life. Helsinki, like Finnish society as a whole, is reliable and trustworthy. Helsinki's strengths also include reasonable business taxation and competitive costs compared to other Nordic capitals. In addition, Helsinki boasts excellent flight connections to Asia and Europe.

It is especially important that we attract key sector conferences and business events to Helsinki. To succeed in this, we need to leverage our reputation for worldclass research and expertise.



Key messages for talent

In Helsinki, you can participate in solving significant problems on a global or local level. Helsinki is a safe and clean environment with advanced infrastructure, and is one of the best cities in the world for balancing work and family life. The city has an inspiring atmosphere. All this helps people as they work together to create the world's most advanced everyday life.

Basic education is free in Helsinki and public pre-school education is of exceptional quality. Finnish education at all levels is recognised as some of the best in the world.

Helsinki is a city that offers plenty of opportunities for relaxation and enjoying culture. However, we need to build better services for international specialists, in order to support and accelerate employment and integration in Helsinki. Attracting talent requires specifically customised marketing concepts.

Key messages for potential entrepreneurs and start-ups

For those interested in entrepreneurship, we offer one of the most innovative environments in the world, as well as an extensive testing ground. In Helsinki, the whole city functions as a platform for experimentation and as a living lab.

Our way of working is productive. Helsinkians are dedicated people and there is a passionate entrepreneurial atmosphere. In Helsinki, start-ups can grow by developing their offering together with larger companies and research institutes. Helsinki offers an extensive and continuously developing start-up ecosystem. We have a business-friendly environment where people have the opportunity to create solutions to meaningful problems on a global and local level.

Helsinki is a large city. However, Helsinki's compact form and the flat hierarchies in our organisations, business and social life, mean there is incredible accessibility to decision makers and professional networks.

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International tourism marketing and events



Main target groups

The most important target groups for tourism marketing are:

- Daytime visitors
- Overnight city vacationers
- Stopover travellers from Asia
- Cruise ship passengers

For the target group of overnight city vacationers, marketing is targeted internationally at conscious travellers looking for new experiences. These people are trendsetters who value sustainability and are interested in global issues.

Helsinki is an interesting destination for selective, quality-driven people who travel frequently and are hungry for new experiences. They may travel to a place to advance a hobby or an interest. Alternatively, they may drop by Helsinki to experience everything essential within a limited time. We recognise three distinct tourism and event marketing profiles (see Appendix 7, in Finnish):

- **Novelty seekers** who want to experience something new
- Purpose-driven visitors who want to get immersed in their own topic of interest
- **Optimisers** who want to achieve their goals with low effort and good results

The City of Helsinki's main target groups are in line with Visit Finland's definition of "modern humanists". Read more at <u>http://www.visitfinland.fi/studies/</u> modernit-humanistit/

Key messages for travellers

Tourism and event marketing highlights experiences of Helsinki, based on the Brand Concept cornerstones:

- Fascinating contrasts of Helsinki
- Unique and diverse Helsinki

Helsinki's unique open and participatory culture keeps producing new and unexpected phenomena that are rewarding for all kinds of visitors, from near and far. Helsinki offers fascinating contrasts, such as pulse and peace, the city and nature, and light summers and dark winters. These fascinating contrasts energise Helsinkians to create original urban culture, unique events and happenings.

The secret to Helsinki lies in its rich and varied neighbourhood identities. You can discover all kinds of citizen initiatives that represent authentic urban culture and benefit the whole community. Visitors can easily experience local life, participate in doing good things – and make an impact.

Unique and authentic experiences

We aim to tell different stories about Helsinki that appeal to international visitors, such as: Helsinki's exotic atmosphere and the buzz around our communal urban culture; Helsinki design; art and science; our relationship with Helsinki's islands and long urban coastline; and our closeness to nature and its resources.

In the future, new Helsinki cuisine, and its passionate advocates, will become a more visible part of tourism marketing. Our changing seasons, light midsummers versus mystically dark winters, and "Christmas in Helsinki", will be used more effectively in marketing. We will also base tourism marketing on unique events and interesting urban culture, as well as art experiences.

A highly accessible city and hub for Asian travellers

Thanks to Helsinki's compact size and excellent infrastructure, travellers have time to see and experience a great deal in a short time. However, people who stay a bit longer can enjoy the city without a tight schedule and use the city's vitality to recharge their batteries. Helsinki's strengths include its location and accessibility. It's easy to add other Baltic, Nordic and Finnish destinations to your itinerary, including St. Petersburg, Tallinn and Stockholm. In addition, Helsinki aims to attract a significant number of stopover travellers from Asia.

In partnership with travel businesses

It is important for travel businesses to participate in our shared vision so that we can build a more inspiring and vibrant city, and offer more rewarding experiences to both Helsinkians and visitors. The City organisation supports collaboration between partners in various fields and opens up possibilities for new types of entrepreneurship and innovative services.

Part of our shared vision for the Helsinki of 2020 is to provide a platform for entrepreneurship and the growth of even more travel sector companies. We want to support travel businesses so they can offer new, innovative, year-round travel products that combine Helsinki's unique urban coastline, urban nature and urban experiences. We want to encourage travel businesses to introduce and characterise the Helsinki way of life – and people, encounters and actions that make an impact.



04. **Target markets for** economic development marketing and international tourism marketing

Economic development marketing

Economic development marketing aims to attract domestic companies to become established in Helsinki and to improve Helsinki's reputation as a business-friendly city. We communicate Helsinki's highquality business services to local and global companies in key sectors.

Typically, it is challenging to efficiently limit the geographical reach of economic development marketing activities. Therefore, for example, we target major international business events in Finland and abroad, where there is a concentration of specialists from key sectors.

To improve our effectiveness, marketing is pursued jointly with various private and public partners. Important partners in international economic development marketing include various companies and public bodies, such as: Helsinki Business Hub and Finpro, Heath Capital Helsinki, and the Helsinki Metropolitan Smart & Clean Foundation. Both domestic and foreign markets are important for tourism in Helsinki. However, our goal is strong international growth, which is why our main marketing investments are made targeting foreign markets. When selecting target markets, we take into account trends and changes in global demand, as well as access to Helsinki. In addition, it is important to identify partnership opportunities and development projects that can support the city brand.

We aim to use marketing activities to reach our main target group, the "modern humanists", globally. Geographically, marketing is targeted at the most significant countries of departure in Asia (Japan, China and South Korea) and Europe (Germany, Russia, Great Britain and Sweden), as well as the United States. Our neighbouring international markets (e.g. Russia, Baltics, Sweden) are of particular importance in event marketing.

International tourism marketing Both domestic and foreign markets are important for tourism in Helsinki

Photo: Kim Öhman

Several marketing methods are of particular interest when marketing is being planned and implemented for the first time throughout the City of Helsinki organisation. How we select and emphasise different marketing methods may vary over the next five years.

It is not effective to base our city marketing on advertising campaigns. Instead, we aim to build awareness particularly through earned media visibility, unique events, brand ambassadors, and recommendations. Joint marketing with stakeholder groups is essential when implementing brand marketing.



| 01 | Ambassadors: Helsinkians and international opinion leaders |
|----|---|
| 02 | Storytelling |
| 03 | Events |
| 04 | Locations and spaces for encounters in an open city |
| 05 | Communal urban development |
| 06 | Bold initiatives for international and local joint marketing |
| 07 | Visibility and the experience of the brand in the urban environment |
| 08 | Renewal of digital channels |
| 09 | Renewal of marketing tools |

Ambassadors: Helsinkians and international opinion leaders

The objective of our marketing activities is for as many Helsinkians as possible to want to tell their stories of the people, encounters and actions in Helsinki that make an impact. This includes locals, visitors, business decision makers, and communities, as well as companies. We have more than one million potential local ambassadors. We encourage Helsinkians to share their local knowledge and experiences of their special city.

International marketing is targeted at opinion leaders who want to recommend Helsinki to important target groups. The City organisation will invest in joint marketing with existing and new partners.

Storytelling

We tell about the people, encounters and actions that make an impact, as well as our advanced everyday life, through interesting stories. We also find interest in fascinating contrasts, including discord and the unexpected.

Plenty of good things have been – and are being – born in Helsinki, some of which have local impact, and some whose ripples reach far around the globe. We will discover and share more and more stories about these actions with impact and the people behind them.

We tell about authentic experiences: how people have ended up in Helsinki and how the city has positively influenced them. The objective is to introduce appealing personalities that people can relate to, and stories in which people will want to participate.

We will prioritise the most important groups from the many special interest groups that visit Helsinki. We tell foreign specialists and media representatives about people, encounters and actions with impact. Locations to visit may include research institutes, companies, City of Helsinki organisations, start-up hubs and events, especially those related to key sectors.

Events

Some of the most effective marketing opportunities for the City of Helsinki are events, based on our unique urban culture, design, art and science, and their related visibility and media attention.

We focus on internationally relevant and locally attractive urban events that reinforce Helsinki's unique characteristics. City marketing promotes diverse recreation opportunities that contribute to Helsinkians' well-being. We actively seek to attract major international events that support our brand and our shared vision for the future of Helsinki. Such events give us the opportunity to boldly communicate our messages to our target groups.

Locations and spaces for encounters in an open city

The people and the impact they make together are Helsinki's most important assets. This is why we use marketing to highlight places where people can meet each other, play, work and brainstorm new ideas. We aim to improve access to services and experiences, and support communal well-being. The City organisation aims to help open up more physical and virtual locations and spaces for encounters.

Physical locations for encounters and services

We will help develop locations where locals and visitors can meet in a casual, natural manner, while getting a positive impression of Helsinki. We encourage people to create services that generate encounters. Meeting places might include co-working spaces, neighbourhood centres, and public property, both outdoors and indoors.

• Virtual spaces for encounters

We participate in creating virtual places where locals and visitors can share their tips and experiences about Helsinki.

Open city space

We aim to remove unnecessary obstacles that hinder urban "Everyman's Rights" and make open spaces available for citizen initiatives and for people to enjoy. We aim to make Helsinki's unique blend of urban nature closer, more relatable and easier to experience.

Participation in communal urban development

An open culture of co-creation and cooperation is evident and growing in Helsinki. The City of Helsinki organisation plays a major role in building the world's most advanced everyday life. We want to promote people, encounters and actions with impact and communal urban development.

• Joint development of services We aim to support a rich variety of bold and innovative services that support our shared vision for Helsinki, in cooperation with partners.



Bold initiatives for international and local joint marketing

We pursue bold marketing together with our partners. Our objectives are to help generate business that can make an impact locally and globally, to help the city develop, and to support communal wellbeing.

Visibility and the experience of the brand in the urban environment

The Helsinki brand must be encountered as widely and appealingly as possible in the urban environment. Accordingly, the brand must be taken into account in spatial design and urban development. Each and every encounter affects Helsinki's reputation. We must actively and systematically develop the city environment to build a consistent and unified Helsinki brand.

Renewal of digital channels

We will renew the City of Helsinki's digital channels and unify their coordination. Development work is focused on improving the user experience. Helsinki's official website for tourism and travel information (visithelsinki.fi) will be renewed so that it is more inspiring and attractive. The new website will serve tourists and locals, as well as the business community.

We aim to improve the findability and usability of services and events, including map applications and signs in foreign languages, as well as in Finnish. As the use and importance of social media continues to increase, we aim to support digital services that help like-minded people share their experiences of people, encounters and actions that make an impact.

Renewal of marketing tools

We will create consistent materials to support the Helsinki brand and its marketing and make the materials available to all who market Helsinki. This renewal will be implemented in line with the new visual identity.

06. Plan to implement the brand concept

Plan to implement the brand concept

Our shared vision for Helsinki in 2020 strongly steers marketing planning and implementation.

We aim to use the most effective marketing methods and we continue to assess opportunities to cooperate with various partners. The aim of all this is to improve citizens' well-being and the economic development of the city.

The following table presents highlight actions for implementing the brand and

marketing strategy, as well as examples where the brand concept is applied.

The City Executive Office (Economic Development division, City Marketing unit) is responsible for the strategic planning of City marketing, and City departments and units are responsible for operative implementation.



Plan to implement the brand concept

Internal implementation within the City of Helsinki organisation

•

- Communication of the new Helsinki brand concept and marketing strategy to the City organisation (for example, through two pilot programmes in 2016-2017: Helsinki Ambassador Master Class Programme and Helsinki Brand Camp).
- Commitment of City management and supervisors to implement the brand concept.

•

Steering of City marketing planning by the brand and marketing strategy.

Brand ambassadors / joint marketing

- Production and marketing of stories about Helsinkians, encounters and actions with impact. We will encourage all to utilise and share the stories through their own channels and networks
- Kick off and implementation of various
 community projects and citizen initiatives

that highlight the city's rich and varied neighbourhood identities.

- Planning of new international marketing projects with e.g. businesses, institutes of higher education, and national marketing organisations.
- Marketing of Helsinki by Helsinkians and stakeholder groups using key messages.

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Plan to implement the brand concept

Content concepts and stories

- Marketing content is conceptualised according to the brand core and cornerstones: "One Hel of an Impact"; people, encounters and actions with impact; and fascinating contrasts, unique and diverse, transforming, and smart and functional.
- We will build consistent economic development marketing messages based on the brand concept for key sector international marketing and brand events in Finland and abroad.
- For success story conceptualisation and communication we will select the most important international achievements that enhance Helsinki's reputation and utilise them in communications.

Findability and usability of services and experiences

Digital services will be widely renewed to support marketing activities

Brand actions and development projects

- The City organisation aims to fulfil its service promise: "Let's act together to make an impact!"
- Brand-based development projects will be highlighted in marketing. These projects

and themes include, for example: the Health Capital Helsinki project, the Helsinki start-up ecosystem, Helsinki's urban coastline, and Helsinki's newly transformed city neighbourhoods, such as Kalasatama and Pasila.

Plan to implement the brand concept

| Events and places |
|--------------------------|
| for encounters |

Investment in select on-brand events over three-year periods .

Marketing of locations for encounters that promote entrepreneurship, such as Maria 01 (the flagship of Helsinki international start-up scene), Helsinki Think Company (platforms for creating action and business out of ideas stemming from the university), and NewCo Helsinki (entrepreneurship support services).

- We aim to renew our tourist information service concept.
- The Helsinki brand will be highly visible in select major international sports events.
- We aim to support city locations and spaces where locals and visitors can create encounters and actions with impact.

Research

Brand image surveys: business and economy, citizens and international target groups.

Renewal of visual identity and marketing tools

Design and application of the new visual identity (2016-2017)

 Marketing materials and tools (for example, the material bank) according to the new visual identity in use internally and by partners (2017) For more information about brand guidelines and the Brand New Helsinki project, see http://www.brandnewhelsinki.fi/2020/en/

