



**BRAND LEADERSHIP  
FOR THE PUBLIC SECTOR:  
DEVELOPING CITIZEN-CENTRED  
CITY BRANDS**

**City Communications ●  
Toolkits**



# Introduction

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- In July 2021, SACN embarked on a new 5-year strategic business cycle.
- The Strategy aims to make the organisation more relevant to cities by positioning the organisation to be much closer to cities, which will enable the organisation to:
  - To understand the complex problems facing cities
  - Strengthen its relationship with participating cities: both with practitioners and senior leaders.
  - Build relationships with broader city-stakeholders
  - Facilitate learning and co-create knowledge with cities
  - Facilitate the testing of new knowledge to find innovative solutions to complex urban problems
- The following are key elements of the strategy (next page =>)

# Key elements of the strategy

## Approach

An all-of-society-approach where we listen and facilitate knowledge co-creation, learning and innovation through partnerships among all stakeholders.

## Strategic Pillars



# SACN's Strategic Objectives



To support cities become learning and adapting institutions through knowledge co-creation, dissemination, and application.



To advocate for the urban agenda by enabling cities to have a voice.



To strengthen partnership with cities and existing partners; form new strategic partnerships.



To ensure a well-governed Network and secure the financial sustainability of the organisation.

# Participating Cities



# Partners



cooperative  
governance

Department:  
Cooperative Governance  
REPUBLIC OF SOUTH AFRICA



# Objectives of the Programme

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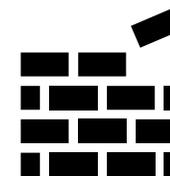
**1. Improve and expand communications approach**



**2. Provide practical approaches to articulating & communicating municipal policy and programmes**



**3. To build and support the capacity of our members in the communications departments**



# Approach to the Programme

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## Phase 1 – Diagnosis

To kick-off the process, we scheduled interviews and a workshop with RG members to distil the needs, issues and opportunities.

## Phase 2 – Training

A customised 6-week programme to empower participants to be able to understand how to:

- (a) develop communication strategies,
- (b) work with media,
- (c) articulate and communicate policy, and
- (d) write effective reports and simultaneously use the toolkits.

## Phase 3 – Development

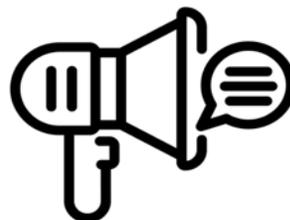
Development of the Communication Toolkits

# City Communications Toolkit Focus Areas

## 1. City Branding Framework



## 2. Marketing Communication



## 3. Crisis Communication



## 4. Report Writing



## 5. Media Relationships



## 6. Measuring ROI



# City Communication Toolkits Design

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## 1. Principles



## 2. Strategic Frameworks



## 3. Templates



## 4. Checklist



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● City Branding



# 5 Key Principles of City Brand

## 1. Distinctiveness



- What makes your place unique when you compare it to other places / competitors?
- What are the core values of the place's brand?
- What is the brand promise?

## 2. Authenticity



- Are the key characteristics of the place brand inspired by the identity or sense of place
- What is the link between existing perceived and projected images of the city? (i.e. what do people currently think and say about us?)

## 3. Memorable



- Does the city have a unique and distinctive sense of place?
- What are some of the enjoyable experiences that the city offers to residents and visitors?

## 4. Co-Creation



- Is there a strong coalition between government, business, civil society and target markets (investors, expats, travel trade, press)?

## 5. Place Making



- Is there an integrative place branding strategy in place?
- Does this strategy effectively capture the hearts and attention of visitors?
- Is the place brand supported by policies, innovations, events, structures, investments and symbolic actions?

# City Branding Framework

The ICON model is a useful strategic tool for policy makers involved in the development of nation branding programmes and initiatives. The ICON model proposes that good practice in place branding should be:



**Integrated** - calls for inter-agency collaboration and the development of public-private sector programmes.



**Contextualised** - draws attention to the need to ensure relevance to stakeholder needs and capabilities, and the importance of matching the values of target audiences.

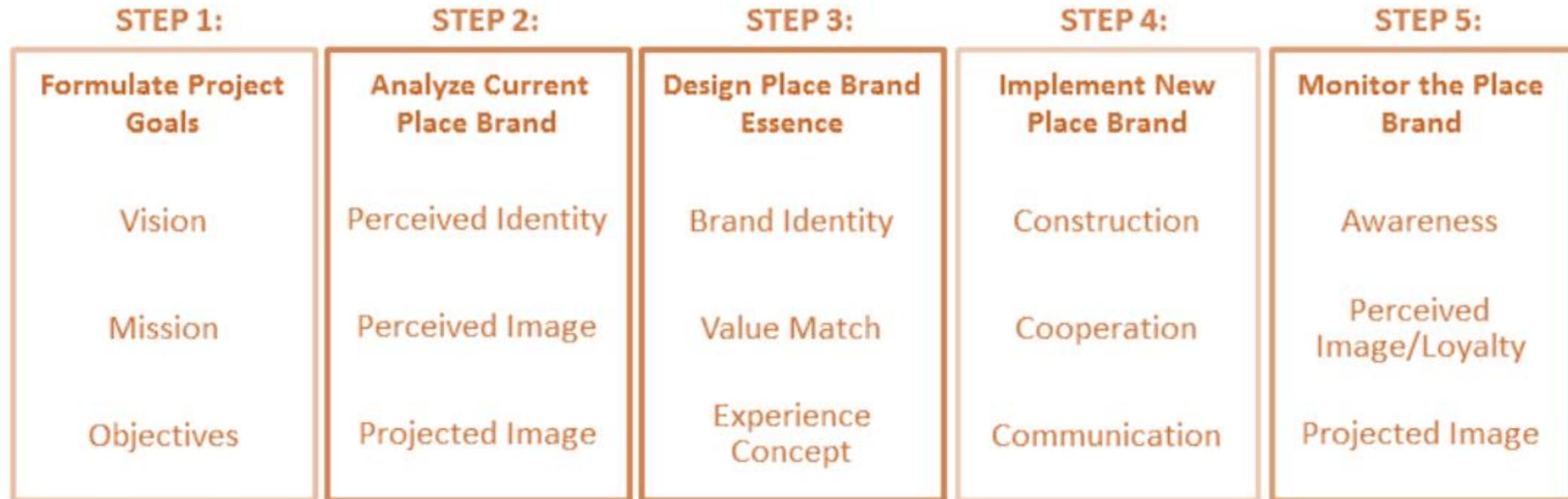


**Organic** - advocates a blend of planned and unplanned activities, and suggests that place branding should be rooted in the place's identity and culture.



**New** - emphasises the need for innovative products, services and experiences, as well as highlighting the benefits to be gained from creating new place-related narratives.

## 5-step Approach To Developing a City Branding Framework: Overview



*Adapted from the 2009 book by Robert Govers and Frank Go titled **Place Branding: Glocal, Virtual and Physical Identities. Constructed, Imagined and Experienced***

# FOUR behaviors OF HIGHLY ENGAGED and SATISFIED Citizens



# Changing towards a Citizen Centric Culture

## Purposeful Leadership

Do your leaders operate consistently with a clear, well articulated set of values?

## Compelling Brand Values

Are your brand attributes driving decisions about how you treat and serve Citizens?

## Employee Engagement

Are your employees fully committed, capable and empowered to deliver the goals of the City?

## Citizen Connectedness

Is Citizen feedback & measurement integrated throughout the organisation?

## Enabling Systems

Are there relevant systems and processes (innovation, performance management and delivery) to enable delivery ?

Source: Temkin Group

## Cities are brands

Understanding that cities are brands is important for how cities position themselves amongst its stakeholders

## Messaging is Key

Framing is everything

## Communicate Complexity Comfortably

Cities are grappling urban challenges and must craft messaging that will resonate with residents to achieve desired actions?

## Set realistic targets & Goals

Determine realistic indicators for success

## Measure Impact

Monitor and evaluate communications efforts through tools such as analytics and available data.

# Thank you

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