



Implementing the City Brand:

*Improving Internal and External Customer
Service
Through Consistent Communication*

Presented to the Mayor's Executive Team
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I. Executive Summary

Mayor Michael Nutter's inauguration in January of 2008 marked a new day for the City of Philadelphia. Today, despite overwhelming odds the Mayor has persisted in his vision for the City, investing in Philadelphia for a brighter, safer future.

The **Life • Liberty • And You™** brand, developed by a team of marketing experts from the Office of the City Representative, the Philadelphia Convention Visitors Bureau, Brown Partners, The Star Group and the newly formed Philadelphia Executive Marketing Council, serves as a capstone of the Mayor's efforts to unify and strengthen the City across neighborhood and government department lines. It is meant to improve both internal and external customer service through consistent communication.

The development of this new brand is based on a growing body of academic research that identifies a City brand as an asset for urban development and global positioning.¹ The need for a successful branding strategy is clear and has been indicated quantitatively in tourism-related profits.² Further findings have indicated that branding efforts can overcome negative perceptions of a City, restoring local confidence and supporting regeneration efforts.³ Reports of best-practices in cities across the United States, as well as discussions with City departments, have informed our ultimate goal of unifying City initiatives and departments through this new City-wide branding initiative.

The strategy, which will be outlined in-depth throughout this proposal, was devised with the goal of effectively incorporating the **Life • Liberty • And You™** branding across Philadelphia's City government.

Initial research has led this group to conclude that the re-branding of the City of Philadelphia will bring direct and immediate benefits to the City: assuring consistency, increasing City recognition, amplifying civic pride, assisting tourism efforts and supporting the City's six identified strategic areas.⁴

¹ Gregory Ashworth and Mihalis Kavaratzis, "Beyond the logo: Brand management for cities" *Journal of Brand Management* Vol. 16 Issue 8 (Jul/Aug 2009): 520-531.

² Caroline Parry, "Poor branding could damage UK City tourism" *Marketing Week* Vol. 31 Issue 33 (August 14, 2008): 51.

³ Myfanwy M. Trueman, Nelarine Cornelius, and Alison J. Killingbeck-Widdup, "Urban corridors and the lost City: Overcoming negative perceptions to reposition City brands" *Journal of Brand Management* Vol. 15 Issue 1 (Sept 2007): 20-31.

⁴ Melanie Johnson and Danielle Cohn "A Brand Promise for the City of Philadelphia." Presentation to Mayor Michael Nutter, 8 August 2008

These efforts to incorporate the **Life • Liberty • And You™** brand are tailored to suit the specific needs of the City of Philadelphia in accordance with existing academic research as well as conversations with City residents and employees.⁵

The brand is more than a graphic standard, more than a letterhead and a logo. With the Liberty Bell as its centerpiece, the icon serves as the ultimate representation of freedom and independence. **Life • Liberty • And You™**. “Life” represents the rich cultural threads embedded through each of the City’s diverse neighborhoods. “Liberty” represents the values upon which the City was founded. “You” represents the people, whom the government serves each day, making the City stronger and better than ever before.

How do we make the process of utilizing this new brand as easy and efficient as possible for City employees?

II. Summary of Research

In August of 2008, the Mayor’s Executive Marketing Council presented findings supporting the need for the implementation of a new City brand and outlined the steps of implementation. This group’s project worked to expand upon this initial research, with the specific objective of assessing the extent to which the branding is currently being utilized across City departments. This was done through an audit of available print collateral and website research.

These audits, as well as informal conversations with citizens, tourists, and City employees, have revealed how disjointed the City’s services still appear. Many customers are not using the new brand. Customers, or City residents, still see a multitude of initiatives without any clear message tying them together—the result being that some programs do not appear to be related to the City in any official way.

A. Print Collateral Audit

Print collateral research revealed that many City departments do not incorporate the new brand on their printed materials: letterhead, business cards, program brochures, departmental program pamphlets, etc. Common opinion is that the Philadelphia City Seal serves as the current brand for the City and is preferred as an *official* and *professional* form of resignation. However, the new brand idea is not intended to change the function of any department or take away any assets of a particular department, including the City Seal. Our intent is that both brands can work together. If your business card has the City seal that identifies you as a City employee, the new brand can be incorporated into your signature with your contact information.

⁵ Gregory Ashworth and Mihalis Kavaratzis, “Beyond the logo: Brand management for cities” *Journal of Brand Management* Vol. 16 Issue 8 (Jul/Aug 2009): 520-531.

Departments will only be asked to order new collateral with the new brand once they have exhausted all of their current supplies to avoid any unnecessary expenses. Customer service, consistency and communication are top priority.

B. Website Audit

The customer- friendly City of Philadelphia website offers an abundance of services and information at the click of a link. However, the website audit showed that only 20 out of 85 of City of Philadelphia department websites, including the www.phila.gov homepage, were using the new brand online.

The Division of Technology oversees all major information and communications technology initiatives for the City of Philadelphia. This includes, but is not limited to:

- Identifying the most effective approach for implementing new information technology directions throughout City government
- Supporting accountable, efficient and effective government across every City department, board, commission and agency

DoT needs to implement the brand throughout the entire website and partner sites, but they are overwhelmed with the constant flow of information, changes in technology from new systems and programs to implementing new City initiatives on department websites. The challenge is like that of many other City departments, there are not enough resources. Staff time is very limited and short. It's not because everyone is opposed to it or does not like the new brand, but because it isn't on any one person's agenda to do so.

External departments or non-City services that are linked to phila.gov do not use the City Seal or the **Life • Liberty • And You™** brand. While these non-City services are not endorsed by the City of Philadelphia, it is important to incorporate the new brand with these agencies/organizations to not only build the City's network, but to let citizens of Philadelphia know that these services come highly recommended.

C. Case Study: The Commonwealth of Pennsylvania

Initial research by Philadelphia's team of marketing experts included the study of the recent implementation of the new "keystone" brand for the Commonwealth of Pennsylvania. This brand has been integrated into print and web collateral at the State level in a highly consistent and effective manner. The "keystone" brand serves to unify a diversity of state agencies, to promote customer service for those citizens served at the state level, and to emphasize consistency in messaging across departments while still allowing each agency to maintain distinct identities.

What this means for the implementation of the City's brand is that interdepartmental representatives responsible for communicating the necessity the brand should have

input on what sets their variation of the icon apart; demonstrating a clear representation of their mission and services.

III. Recommendations

The following recommendations were devised based on research conducted via collection of collateral materials from the City's departments, as well as a website audit of all the City's departments. With less than 25 percent of the City's departments using the **Life·Liberty·And You™** brand online and in print, there must be a more effective way to deliver the message to the City's departments and employees to encourage its use. The citizens of Philadelphia must be confident to know that they are receiving high-quality and life-enhancing services from the City of Philadelphia. Citizens and visitors alike must be certain that when they see a logo representing a City department, they know it stands for high standards, quality and comes from a trusted source. This is exactly what Life·Liberty·And You™ will portray to citizens and visitors alike when fully implemented.

- (1) Make the logo graphics available in electronic form that is distributed to departments on CD-ROMs, eliminating the technical step of getting the logo approved before it is utilized. Because so many programs and events that occur in Philadelphia operate around a strict deadline, having the graphics of the brand at employee's fingertips encourages consistent usage.
- (2) Coordinate the efforts of interdepartmental brand representatives. What is clear, from the study of the Commonwealth brand as well as conversations with City employees, is that buy-in on this level is integral to the brand's effective usage across departments. The process by which the Commonwealth brand was implemented highlights the need to designate interdepartmental representatives who have an operational and/or budgetary impact over departments with the intent to increase the incentive for departments to follow through with the brand's implementation.

Currently, the point person on the City level is the City Representative. What the research suggests is that the process will function more effectively if the efforts of other brand representatives, specifically those in positions of operational or oversight, are coordinated in these efforts. The Managing Director or the Mayor's Chief of Staff, among other positions, would, by nature of their position, serve as highly efficient brand representatives. Next steps should include the direct outreach to these positions to define how the brand can be incorporated in their department and define what their stake is in investing the new brand.

- (3) Designate one position at each department as responsible for the brand's implementation. Input from City employees has supported the notion that the inconsistent implementation of the brand to date is not related to

ambivalent feelings towards the brand. Instead, the brand's implementation has not been assigned as a responsibility to a specific person on the departmental level and therefore has not been consistently utilized.

- (4) Integrate language into all new and existing grant proposals within the City that the organization receiving grant will adhere to using this on collateral, web and keeping a log of all uses.
- (5) Utilize the four main ways for how City employees and external organizations can become brand ambassadors:
 - **Online:** in addition to department websites, include the brand in e-mail signatures and other online outlets such as the employee Listserv and E-newsletter.
 - **In Print:** incorporate this campaign into publications, marketing and communications efforts;
 - **At Events:** hold events themed around **Life•Liberty•And You™**. For example, during Wawa Welcome America July 4th celebration, the big concert on the parkway was called the **Life•Liberty•And You™** concert. The City of Philadelphia hosts and participates in events all year round that include: Take Our Sons and Daughters to Work Day, PAL Day- , The Police and Fire Memorial Ceremony, Mayor's Centenarian Celebration, The Philadelphia Marathon and the Holiday Celebration and Tree Lighting. Many can incorporate the theme.
 - **Through Word of Mouth:** We cannot depend on technology to do everything. Sometimes getting support requires the good old fashion way of hitting the pavement! Street Teams are a powerful promotional tool and do not cost the City money. Recruit individuals to place stickers and posters in the communities, develop a blog or website that chronicles personal statements from employees and citizens to support the new brand, and encourage more people to get involved!
- (6) Highlight City employees who show great examples of **Life • Liberty • And You™**. Some departments have Employee-of-the-Week or –Month programs that can showcase individuals who not only provide the utmost customer service but they also demonstrate the principles of **Life • Liberty • And You™**.
- (7) **BECOME A BRAND AMBASSADOR!** Form on-site marketing groups or street teams to raise awareness of the brand at a variety of Philadelphia events such as the WaWa Welcome America events held from June 25 to July 5, 2010.

A. Strategic Partnerships and Community Outreach

Partnerships can include how to incorporate the new brand with already existing programs/ideas and vision statements within other departments at NO COST. Some of the partnerships/programming and community outreach that we suggest the brand to include:

- (1) **Life • Liberty • And Your Daily Commute:** The City of Philadelphia plans to partner with SEPTA to put new bus shelters and street furniture around the City to give riders a nicer place to sit and wait. The bus shelters may include a ticker showing real-time bus information on arrival times. SEPTA serves the combined City and county of Philadelphia, Delaware County, Montgomery County, Bucks County, and Chester County. SEPTA also serves New Castle County in Delaware, and Mercer County in New Jersey. This project is a great way to incorporate **Life • Liberty • And You™** especially within the real-time bus information. We recommend real-time fun facts about **Life • Liberty • And You.™**
- (2) **Life • Liberty • And Your Community:** The Mayor's Office of Community Service (MOCS) has several programs in place. Workwise, The Fatherhood Initiative Program, Foster Grandparent and The Community Engagement Unit are a few the new brand can be incorporated . Two specific recommended partnerships include:
 - a. **Workwise** - Workwise provides job readiness and job search assistance to individuals referred from County Assistance Offices (CAO) in Philadelphia. Because workwise is intended to prepare individuals' for the world of work, the recommended theme for this program is Life. Liberty and Your Future.
 - b. **The Community Engagement Unit** is one of MOCS' oldest programs. It empowers communities by providing linkages to resources and services. The goal for implementing **Life • Liberty • And You™** is to improve internal and external customer service through consistent communication. This partnership can also revolve around the theme, **Life • Liberty • And Your Community**. We are suggesting that any activities or programs hosted y the City of Philadelphia for the City of Philadelphia incorporate the new brand.
- (3) **Life • Liberty • And Youniversity:** The Summer 2010 Mayor's Internship Program currently has an internship group working on a project to create a better relationship between City universities and City government. Most universities have a "Welcome Week" for new students and continuing students at the beginning of the semester. **Life • Liberty • And Youniversity** could be a Citywide theme during welcome week for City of Philadelphia

universities and colleges. The City would be engaging students, parents, faculty, and high school seniors making it a Citywide initiative to educate the public about the City of Philadelphia and its universities.

The new brand can also be incorporated on university collateral. Our universities are full of diversity and students need to get around. Schools offer campus maps, City maps, places to dine, places to shop, etc. The brand can be incorporated into university collateral using the same techniques recommended to incorporate the brand into City departments.

- (4) . **Life • Liberty • And Youth:** The City of Philadelphia's Youth Programs has several initiatives ranging from summer programs, afterschool activities, college prep programs, career development that can all be centered on **Life • Liberty • And Youth** encouraging our children to learn, explore and discover all they can about their City and the world around them.
- (5) **The Mural Arts Program** has several restorative programs with youth and adults designed to incorporate social and basic educational skills for juveniles and individuals who are incarcerated. They provide a forum for discussing the impact of crime and allowing individuals who are incarcerated an opportunity to make amends for their crime by restoring their communities through art and mural projects. **Life • Liberty • And Youth** can be incorporated into these restorative and re-entry ideas in an effort to encourage not just those individuals getting re-acclimated with society, but also for those citizens helping to restore their communities. We suggest a mural that showcases the relationship between re-entry and a new life.

The Community Murals are designed to create murals that reflect the culture of Philadelphia's neighborhoods. **Life • Liberty • And You™** is a reflection of communities, neighborhoods, Philadelphia's rich culture and fine arts.

- (6) **Partnership with City of Philadelphia hotels:** When tourists come to Philadelphia and stay at one of the many hotels in our City we want them to be reminded of what Philadelphia has to offer every time they enter their room. Incorporate the brand on something that guests keep with them no matter what: the hotel key!
- (7) **Philadelphia Food and Wine Festival:** This 3-day festival is designed to showcase the incredible talents of local and celebrity chefs and entice people to experience the benefits of fine dining through live culinary demonstrations and complimentary wine tastings. As of now, the only main sponsors of the event are the Philadelphia Inquirer and wineandspirits.com. Consequently, this would be a great opportunity to attract a significant amount of public attention to the brand, whereas at other events the logo might have to compete with other sponsors and large companies such as banks, newspapers, automakers, etc. to receive the most attention. Furthermore, we

can use the same logic as presented for the Center City Restaurant Week in order to galvanize pride and support for Philadelphia. We can present the City as a haven for those who wish to enjoy a common necessity such as food as a world-class commodity.

B. Hands-On Initiatives

The Wawa Welcome America events were an excellent opportunity to promote the City's new brand. Interns took to the streets at the Hoagie Day, Independence Picnic, Chinatown Block Party, Fourth of July Celebration, and the Morris Day Concert. Our aim was to get people familiar with the new brand and its message. In order to garner attention, we wore T-shirts that displayed the brand logo. We were hoping that seeing the logo would entice people to ask about it. For some of us, wearing the shirt was enough to get attention, but overall, we had to be proactive about promoting the brand. We engaged various people in conversation about the new City brand, hoping to impart some knowledge of the brand to the Philadelphians that we met.

From our conversations, we learned that many people had not seen or heard of the brand; however, they were receptive to our message. We tried our best to convey the brand's purpose, and we were able to spread the word to many people. For future marketing efforts, we recommend that street teams continuing this at City of Philadelphia events be equipped with items such as:

- Buttons
- Flyers
- Pamphlets/Cards with information about the new brand
- Tee- Shirts
- Posters

Another detail that would improve the marketing effort of the brand is an increase in numbers of people promoting the brand. At any of the aforementioned events that we attended, there were only a maximum of two interns promoting. A larger group of people attracts more attention and is also able to cover more ground.

Public Service Announcement (PSA)

Based on our hands-on initiatives, with the help of Channel 64, our team wrote and developed a PSA draft to be broadcast via television and radio to get citizens to respond and join the City of Philadelphia Facebook page. We wanted to ensure that we create a product that galvanized people to get involved in their communities and embrace the wonderful opportunities that Philadelphia has to offer. Mayor Nutter offered his time as well to participate in the PSA.

IV. Conclusion

‘Service is the lifeblood of any organization. Everything flows from it and is nourished by it. Customer service is not a department...it’s an attitude.’ – Mayor’s Office of Community Service.

It’s not about what department people need to go to; it’s about what services the City needs and how to get to them fast. Internally, all departments should function under one brand. Building strong relationships inside the City departments will demonstrate our credibility leading to the establishment of a network outside the City; professional colleagues who can vouch for the City and its work.

By creating and implementing a unified voice for the City of Philadelphia, it also creates tremendous benefits for the City employees, the face of our brand. It’s all about making sure your employees are brand advocates. It’s about developing a promise so compelling that people want to work for you and those who do, carry themselves with pride and honor resulting in happier customers coming back for more.

This initiative is not a Nutter Administration project; it is intended to transcend administrations.

V. Appendix

The official Styleguide for City Logo and Branding Usage in PrintWork can be found [here](#).

Website Audit

Departments currently implementing the new brand:

Phila.gov	Health Department
Mayor's Office	Mayor's Office of Sustaninabilty
City Council	Office of Economic Oppportunity
Business Department	Pension Department
Residents	Police Advisory Commision
Leisure	Public Health
Anti-Graffiti	City Representative
City Commissioners	City Maps
Civil Service Commission	District Attorney Office
Fair Housing Commision	

Departments not implementing the new brand:

Link to the airport's website	Historical Commission
Art in City Hall	Housing and Community Development
Arts Culture and the Creative Economy	Housing Authroity
Behavioral Health	Housing Development
Board of Revision of Taxes	Human Relations Commission
Capital Program Office	Human Services
City Archive	Industrial Development
Office of the Controller	Inspector General
City Planning Commission	Law Department
Clerk of Quarter Sessions	Library
Comm on People with Disabilities	Licenses and Inspections
Commerce	Literacy
Commercial Development	Managing Director
Commission on Aging	Mayor's Commission on Technology
Community Services	Office of Supportive Housing
The Philadelphia Courts	Prisons
Destination Fellowship	Procurement
DoT Division of Technology	Public Art in Philadelphia
Emergency Management	Public Defender
Ethics Board	Public Property

Fairmount Park
Finance
Fire
Fleet Management
Gas Commission
Government Info
Risk management
Strategic Planning
Streets
Tax Policy
Tax Review Board
Treasurer's Office
Veterans advisory commission

Records
Recreation
Redevelopment Authority
Re-entry for ex- offenders
Register for wills
Revenue Department
Virtual City Hall
Water
Water Revenue
Youth Commission

DRAFT

TO: ALL CITY EMPLOYEES

You may have heard the buzz about the City of Philadelphia's new signature brand **Life • Liberty • And You.**TM

Our ultimate goal for this new brand is for it to transcend administrations, establish Philadelphia as a customer-friendly place where anything is possible and encourage everyone who lives, works or visits Philadelphia to become our brand ambassadors.

Life

Because we aspire to better the lives of our citizens regionally, and all who visit our great City.

Liberty

Because this is the symbol of our City, and our ability to be in a society free of oppressive restrictions.

And You

Because each individual is responsible for making Philadelphia great, as ambassadors regionally, and as stewards of Peace, Hope, Justice, and Prosperity in everything we do.

As employees you meet, greet, and assist your customers in many different ways. As the face of your department, we want you to understand and reflect our message and brand.

One of the most effective ways to promote the new brand is through the support and engagement of employees. We welcome individual input from our City of Philadelphia employees and hope to incorporate implementation of the new brand into your already existing departmental incentives.

We thank you for your support.

Best,

DRAFT

TO: ALL CITY DEPARTMENT HEADS

In order to continue to promote our government with a united voice, this is a reminder that every department in the City and any of its partners should be using the new **Life • Liberty • And You™** logo and tagline wherever possible.

Some departments such as the Mayor's Office and the Office of Economic Opportunity have done a great job of incorporating the new brand into their everyday business and at no cost to the City. Phila.gov has been redesigned and streamlined using the new brand.

Please make sure your staff knows that when producing any media **Life • Liberty • And You™** should be used. Letterhead, business cards, pamphlets, newsletters, websites, and other promotional materials should bear this logo. Events that you run could be themed this way. Refer to our style guide www.phila.gov/lifelibertyyou for appropriate design and usage.

Thank you for your cooperation in explaining these new guidelines to your staff. We firmly believe that our City will benefit greatly from bearing a united mantra, created to convey our dedication to customer service.

Your assistance with this transition is crucial in ensuring its success.

Respectfully,



City of
Philadelphia
LIFE • LIBERTY • AND YOU™

Marketing the Brand



Why This Matters

City
Recognition

Urban
Development &
Revitalization

Global
Positioning

Tourism

Civic pride and
confidence



Avenues of Research

- (1) Conduct an audit of available print and web collateral across City departments to assess to what extent the brand is currently being utilized;
- (2) Form on-site marketing groups to raise awareness of the brand;
- (3) Develop specific recommendations for further implementation of the brand.



The many faces of Philadelphia...

 phila.gov
City of Philadelphia
Board of Ethics



Honesty, Integrity, Transparency

 phila.gov
Philadelphia Commission on Human Relations



 phila.gov
register of wills



PHILADELPHIA PRISON SYSTEM
(PROVIDING SECURE CORRECTIONAL ENVIRONMENTS SINCE ~ 1683)

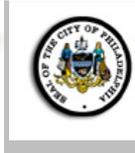


 phila.gov
department of streets



 phila.gov
Philadelphia Commission on Human Relations



 phila.gov
Water Department



PHILLY REC
The Philadelphia Department of Recreation
For Fun. For Safety. For All.

DBHMRS
Department of Behavioral Health/Mental Retardation Services

ART IN CITY HILL


Fairmount Park
PHILADELPHIA'S PARK SYSTEM

PHILADELPHIA
Department of Public Health



Free LIBRARY OF PHILADELPHIA

PHILADELPHIA
LICENSES & INSPECTIONS

PHILADELPHIA POLICE





Case Study: Using the PA Brand as a Model

This is what we can become:

Service Portal Logo Mark



Business Services

CITY OF PHILADELPHIA

LIFE • LIBERTY • AND YOU™



Transportation Services

CITY OF PHILADELPHIA

LIFE • LIBERTY • AND YOU™



Citizen Services

CITY OF PHILADELPHIA

LIFE • LIBERTY • AND YOU™



Visitor Services

CITY OF PHILADELPHIA

LIFE • LIBERTY • AND YOU™



Public Safety Services

CITY OF PHILADELPHIA

LIFE • LIBERTY • AND YOU™



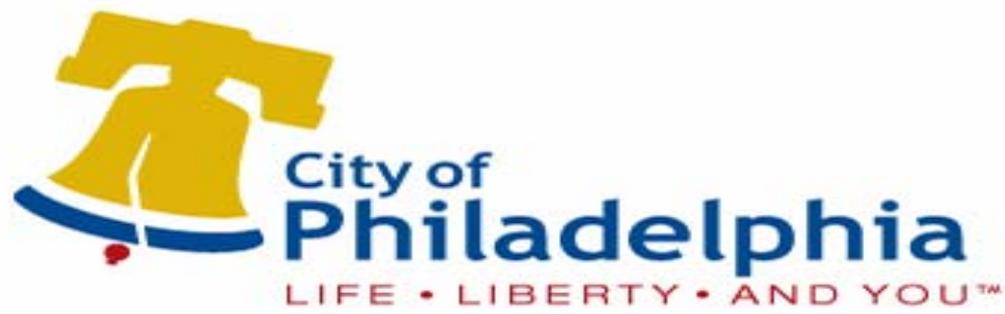
Education Services

CITY OF PHILADELPHIA

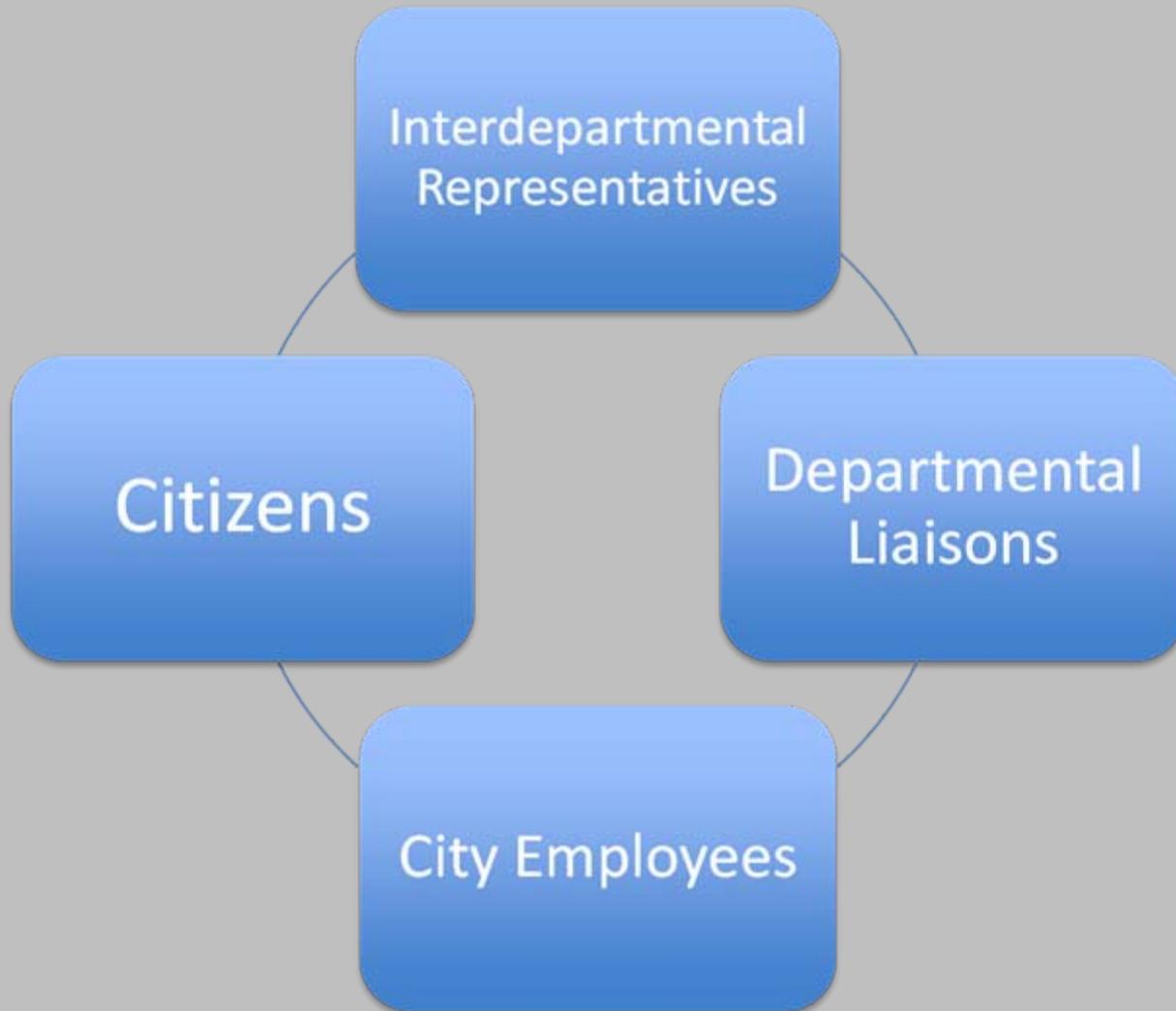
LIFE • LIBERTY • AND YOU™



City of Philadelphia Rebranding Logo Mark: Various Usage Examples



Targets





Collaborate with
interdepartmental
representatives

Designate
departmental
liaisons

Prepare city
employees

Educate citizens
through
strategic
partnerships



Events: Increasing the Visibility of the B



Wow
welcome
America
PHILADELPHIA

Independence Picnic



We
Am
PHILADELPHIA



Life • Liberty • And You™:
The New Face of Philly

[Life • Liberty • And You™ PSA here] --
DRAFT