

CAIRNGORMS NATIONAL PARK AUTHORITY

FOR DECISION

Title: PARK BRAND STRATEGY DEVELOPMENT

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Purpose

Acting on CNPA Board comments on a Brand Paper in June 2007, this paper updates the Board on work undertaken by the Brand Management Group (BMG) on the future use of family brands within the Cairngorms National Park. Board approval is sought for one of three options and for revised terms of reference for the Brand Management Group (appended).

Recommendations

That the Board:

- 1) Discuss and agree either option 1, 2 or 3 (or remain with the status quo) for the future of Family Brands, noting the BMG preference for option 3**
- 2) Agree the amended Terms of Reference for the Brand Management Group**

Executive Summary

Key issues arising in this paper:

- How the CNP brand can be used to greatest effect with partners whilst minimising risks and maximising opportunities
- Challenge of delivering National Park Plan with available resources
- Ensuring CNPA acts as an enabling organisation, working in partnership with both public and private sectors

The Cairngorms National Park Brand (CNP Brand) is a very valuable asset that can help promote the Park to a range of audiences and further increase uptake of quality and environmental standards. It can reinforce interpretive work, create a sense of place and help orientate visitors within the Park. It has huge potential to help a range of partners engage with, and support delivery of, the aims of the Park.

Uptake of the CNP Brand has been very successful so far, with around 120 businesses, organisations and events having been granted permission to use it.

Stringent criteria for use of all or elements of the CNP Brand to date have been set out to encourage positive environmental management of the National Park and to raise standards of quality through nationally recognised accreditation by VisitScotland, the Green Tourism Business Scheme (GTBS) and others. (Appendix 1 Criteria for use of the Cairngorms Brand, March 2007)

In addition to the successful uptake of the CNP Brand, a 'family' of brands has been developed as part of the overall branding strategy. The rationale for this development was to work with groups or organisations who aspire to the same values as those of the Cairngorms National Park and to tap into their potential to reach a wide range of customers to deliver key messages of quality and sustainability. It allows organisations to explicitly show the alignment of their values with those of the National Park by using elements of the CNP brand to create their own distinct identity. This approach increases visibility of key elements of the CNP Brand and also allows opportunity for far wider exposure than could be achieved by the CNPA alone. The same, strict criteria are set out for those organisations seeking to develop a family brand (appendix 2).

This paper looks at the development of family brands to date, the key issues surrounding that development and the options available for future development.

PARK BRAND STRATEGY DEVELOPMENT – FOR DECISION

Background

1. The development of a CNP Brand is widely supported by the tourism industry as a means of presenting a coherent visual identity, based on agreed brand values for the Park area. A strong brand provides a useful tool to deliver a wide range of marketing and promotional activity on a Park-wide basis and by individual businesses/ organisations. The latter are required, along with all other users, to meet certain criteria including environmental and quality standards. (Board paper June 2004)
2. The CNP Brand was launched in February 2005 and a Brand Management Group (BMG) was established and given delegated powers to 'roll out and implement the Brand.' The Brand Management Group consists of representatives from partner organisations across the Park, namely the CNPA, the Cairngorms Chamber of Commerce, the Association of Cairngorms Communities and VisitScotland.
3. Initial work of the BMG focussed on setting criteria and agreeing codes of conduct for a range of sectors including: tourism business; eating establishment; outdoor activity provider; wildlife operator; golf course; event; community/tourist association; non-edible produce; edible produce. Attention of the BMG has now turned to increasing uptake of the Brand (and consequently increasing quality and environmental accreditation).
4. Following the board meeting in June 2007, the BMG set-up changed and more board members were invited to join the group, taking the number of CNPA board members to five.
5. Further to the board meeting in June, the Brand Management Group now consists of:
 - Bob Kinnaird, CNPA Board (Chair)
 - Sally Dowden, Cairngorms Chamber of Commerce (Vice-Chair)
 - Alistair Gronbach, Head of Brand Marketing, VisitScotland
 - Bell MacAulay, Coordinator, Association of Cairngorms Communities
 - Alasdair Colquhoun, Association of Cairngorms Communities
 - Eleanor MacIntosh, CNPA Board
 - Willie McKenna, CNPA Board
 - Duncan Bryden, CNPA Board
 - Lucy Grant, CNPA Board

CNPA Staff support the group in an advisory and administrative capacity.

6. When the CNP Brand was launched in February 2005, it drew upon a “Brand Wheel” that had been developed with key stakeholders from the tourism industry and which sought to encapsulate what a Cairngorms Brand should stand for in terms of how it should make people view and feel about the Cairngorms National Park.



7. In a world of increasingly sophisticated international competition, many sectors of the Park’s economy are seeking competitive advantage by identifying themselves with the National Park and the quality that this implies. The CNP Brand is a visible way of demonstrating this link and has been welcomed. It is recognised as an asset, not only to the business community, but to public sector partners and Park communities. Currently the CNP Brand is being used by 120 businesses/organisations/events across the Park. This ‘buy-in’ has, in comparison with similar initiatives across the country, been very successful and is considered one of the major achievements of CNPA.
8. The tourism sector has been most active in using the Brand to date, but CNPA see huge potential for its use by a range of other business sectors. In March 2007, the Board agreed to progress the development of a visual image and conditions for its use by ranger services, using the brand, in order to conspicuously link their work to the National Park. Public partners too, most notably SNH and VisitScotland have been quick to recognise the importance of the CNP brand and have taken steps to integrate the brand identity into the work they do within the Park, for example:
 - all new interpretation panels planned by SNH within the Park will be branded with the CNP brand identity;
 - advertisements placed by SNH which relate directly to activity within the Park will now be branded with the CNP Brand
 - The Cairngorms National Park Visitor Guide, produced in partnership with VisitScotland uses the CNP brand because they recognise the value it gives in identifying the geographic area quite clearly.
9. Through the provision of a visual identity the CNP Brand will enhance, not replace, existing strong brands operating in the area. It will provide an additional marketing tool for businesses and will act as an umbrella for the diverse communities of interest in the Park area and in this way support the delivery of the aims of the Park. (Board paper Feb 2005)

10. During the last 18 months a number of private, voluntary and community organisations approached the CNPA looking to align their visual image with the CNP Brand and pointing out the potential benefits to both their organisations and the priority for action of 'Raising Awareness of the National Park'. The Brand Management Group has approved 3 organisations to develop identities in this way.



11. The rationale for this development was to work with groups or organisations who aspire to the same values as those of the Cairngorms National Park and to tap into their potential to reach a wide range of customers to deliver key messages of quality and sustainability. It allows organisations to explicitly show the alignment of their values with those of the National Park by using elements of the CNP brand to create their own distinct identity. This approach increases visibility of key elements of the CNP Brand and also allows opportunity for far wider exposure than could be achieved by the CNPA alone.
12. Integration of the CNP brand in this way brings key stakeholder groups closer to understanding and delivery of the aims of the Park through the National Park Plan.
13. The CNPA aims to work with groups or organisations to develop such use of the brand in order to help convey a consistent set of values (through use of the 'bird icon' and word 'Cairngorms') whilst recognising that they would sometimes be smaller groups operating on a smaller scale than the National Park as a whole, or representing one specific industry group across the National Park. It should be remembered that this development is part of a wider brand strategy, with the main focus firmly on encouraging others to use the full CNP Brand alongside their own identities.

14. A paper was presented to the CNPA Board in June 2007 updating the Board on progress the Brand Management Group was making and on the risks and opportunities of such an approach to branding.

Role of the Brand in delivering the Park Plan

15. The National Park Plan describes a vision for the Park as *'renowned international destination...with fantastic opportunities to enjoy its special qualities...that makes a significant contribution to local regional and national identity'*.
16. In delivering this vision, the CNP Brand plays a significant and vital role. It can provide marketing benefits and competitive advantage to businesses within the Park, encourage promotion of special qualities or products of the Park and reinforce the positive emotions we want people to associate with the Park. In a subtle though important way, it can also help engage a range of partners in coordinated delivery of the Park Plan.
17. The European Charter for Sustainable Tourism, awarded to the Park in September 2005 provides a framework within which our tourism activities and those of our partners are planned. The Brand will feature strongly in work designed to achieve the following Park Plan outcomes:
 - a) More people across Scotland will be more aware of the National Park, what makes it special and the opportunities it offers them.
 - b) Everyone will know when they have arrived in the National Park and have positive feelings about arriving in a special place
 - c) The visitor experience in the National Park will consistently exceed expectations and will drive repeat visits
 - d) A greater percentage of people will contribute to the conservation and enhancement of the Park.
 - e) A greater percentage of businesses will meet the quality standards and environmental management criteria of the CNP Brand and achieve commercial advantage through its use.
18. CNPA has extremely limited ability to market and promote the Park directly. Our efforts must be focussed on working in partnership to promote the area and key messages about the special qualities.
19. The principles behind our marketing approach are of working as an enabling organisation, working in partnership with public agencies, communities and businesses. We rely on VisitScotland, Destination Management Organisations, public sector partners and the 1000 or so tourism businesses in the Park to promote the area and the values associated with it.

Issues/Discussion

Development of Family Approach to Brands

20. The majority of applications for use are for the full CNP Brand. However, there were and still are opportunities for a small number of private, voluntary and community organisations to integrate their visual image with the CNP Brand. The Brand Management Group believes that examples such as the Cairngorms Farmers Market below demonstrate added value for both the Farmers Market and for the Park. The Farmers Market benefits through tie-in with the strong CNP Brand and values it represents. The Park benefits by aligning a strong product of the Park, which has similar values and strong environmental credentials, with the visual identity of the area.



21. The Brand Management Group believe that this approach of developing family brands as part of an overall brand strategy adds to and strengthens the CNP Brand and helps reduce confusion and clutter of brands around the Park.
22. Development of family brand approach has been linked to the same stringent quality and environmental performance standards as the CNP Brand. For most tourism businesses, this means being quality assured by VisitScotland and being members of the Green Tourism Business Scheme (GTBS) or achieving membership within a year.
23. Papers were presented to the CNPA Board in both February and June 2007 updating the Board on progress the Brand Management Group were making on rolling out and implementing the Brand. The Board noted progress but expressed concerns regarding possible diffusion of the Brand, and possible confusion for visitors. CNPA staff informed the Board that further work would be undertaken and this paper presents that work to date, proposing options for future development.

Risks and Benefits

24. Advice from NavyBlue Design Consultants, commissioned following the Brand paper presented to the February Board to look at the risks and benefits of family branding as undertaken, suggested that some of the issues raised regarding dilution of the brand and negative association are very real threats. Their advice, however, is very much based on analogies with marketing and branding of consumer products. While these undoubtedly provide useful

lessons, the Brand Management Group is not convinced their advice adequately reflects our very different situation. For example, the Brand Management Group felt that NavyBlue had not fully understood the difference between the Park Authority and the National Park.

25. The CNP Brand is not solely the CNPA's – it is explicitly for use by partners, and is an almost unique tool for the CNPA to endorse and encourage the partnerships on which the Park's success depends. While the CNPA and the BMG do not want to 'dilute' the quality associated with the brand identity, we must accept we do rely on others to raise its profile.
26. NavyBlue recognised that our approach to family brands can be useful and can help by:
 - strengthening and updating a brand through addressing new consumer opportunities
 - enabling an organisation to rapidly build market acceptance

However, they also point out that in taking such an approach:

- The values of the parent brand may be diluted
- The parent brand has not established itself sufficiently to support the family brands and therefore the association will not be clear

NavyBlue also felt that the 'execution' of family brand identities had been 'flawed' in terms of inconsistency of font and layout. The BMG recognises this issue and have addressed it in the development options. However, this is a matter of design rather than principle.

27. A key concern which was raised regarding the confusion of visitors related to the use of the bird on its own to denote the National Park eg. small entry point markers. The reason for using the bird on its own was a simple one: if the size of the media upon which the brand was to appear was not sufficiently large to accommodate the whole brand, then the bird element alone at a larger scale would be preferable to an illegible full brand identity (board paper June 2005). This decision was taken prior to the development of family brands and at that time, there were no plans to develop the brand further.

(small entry point marker in place)



Following the advent of family brands, when a visitor saw only the bird element on entry to the Park and then had primary contact with one of the family brand member's identities which did not spell out 'National Park', confusion was possible. Options 1 and 3 would reduce the risk of confusion in this circumstance.

Feedback

28. NavyBlue recommended that consumer research would have to be undertaken in order to more fully understand the implications of family branding. Concern was raised that a large research project might be premature and the Brand Management Group agreed a basic customer feedback exercise be undertaken in-house. A survey of 44 people (split equally between the Park and outwith) was undertaken over 3 days. The purpose of this research was to establish how much, if any, of a link people understood between the family brands and the CNP Brand.
29. The Brand Management Group agreed that this now provides useful confirmation that it would have been premature to invest in extensive research at this time. To summarise, the findings were that:
 - Generally, awareness of the brand is low however perception of the bird element alone gave encouraging results. Around a third of respondents linked the bird with wildlife and the majority of respondents connected it to the natural environment.
 - Brand awareness amongst residents of the National Park is relatively high compared to the full sample, with 80% of residents recognising the bird element as being part of the CNP brand identity.
 - The bird element of the identity proved the most memorable element to the brand, with Cairngorms coming second and National Park coming third.
 - 55% of respondents felt that the family brands were all connected to the 'Cairngorms'.
 - There was almost an equal split in survey area, with 54% surveyed within the Park (Grantown and Ballater), however only 23% of respondents were resident in the Park.
30. These findings suggest that currently, consumers do not readily understand that the family brands are in any way linked to the National Park and when asked to choose which option they felt gave them the strongest sense of National Park they chose a version with the words 'National Park' as part of the identity. The key slide to gauge this opinion is shown below and the question asked was "which of these flyers gives you the strongest sense of 'National Park?'":

flyer 1



SATURDAY 3rd AUGUST 2007
THE SQUARE,
GRANTOWN ON SPEY
10am - 4pm

Come and visit the Cairngorms Farmers Market in Granttown for the best fresh and local produce you can buy in the Cairngorms National Park!

For more info call:
 01479 870519



flyer 2



SATURDAY 3rd AUGUST 2007
THE SQUARE,
GRANTOWN ON SPEY
10am - 4pm

Come and visit the Cairngorms Farmers Market in Granttown for the best fresh and local produce you can buy in the Cairngorms National Park!

For more info call:
 01479 870519

flyer 3



SATURDAY 3rd AUGUST 2007
THE SQUARE,
GRANTOWN ON SPEY
10am - 4pm

Come and visit the Cairngorms Farmers Market in Granttown for the best fresh and local produce you can buy in the Cairngorms National Park!

For more info call:
 01479 870519

Almost 90% of respondents felt that mock flyer 2 (above) gave the strongest sense of National Park, and 50% also preferred it to the current CFM and alternate versions.

31. The Yorkshire Dales National Park Authority, on behalf of all English and Welsh National Park Authorities, recently commissioned GfK NOP Social Research to conduct a survey to measure awareness of national parks. The survey explored awareness of national parks in the UK, attitudes and experiences. Key findings of the research were:

- Nine in ten respondents (87%) had heard of the expression “National Parks”
- Unprompted awareness of national parks however was relatively low – the highest awareness was the Lake District which was mentioned by one in four (27%) respondents
- 93% of respondents report national parks are very or fairly important to them

This shows that the connection between actual places and the term National Park is still vague and as one of the newest National Parks, we have a long way to go in terms of raising awareness of the Cairngorms as a National Park.

32. As yet we have found no research evidence that simply informing people they are in a 'National Park' promotes responsible behaviour. However, field research has shown that locating staff visibly linked to a National Park (eg Park branded wardens or rangers) close to sensitive areas *does* encourage responsible behaviour. Local anecdotal evidence indicates that informing some visitors, particularly European visitors, that they are in a National Park can encourage responsible behaviour (Cairngorm Ranger Service).

Options

33. The Brand Management Group has discussed the issues raised by NavyBlue and by the basic consumer testing exercise and considered a number of options which are presented here. Existing family brand organisations are keen to cooperate with the Brand Management Group on this issue and have been involved in the discussion process.
34. The three options discussed by the Brand Management Group which address the risks outlined are:
- Option 1: Discontinue family branding and remove existing identities
 - Option 2: Tidy up family brand identities as they are, ensuring design consistency (repositioning bird and standardising font)
 - Option 3: Tidy up, ensuring design consistency and strengthen identity links with National Park through the addition of the words 'National Park'

Benefits and risks exist with all three options. The illustrations shown are initial draft mock-ups designed to show the principles behind each option. They are not final versions.

Option 1: Discontinuing Family Brands

(Mock-up of revised identity)



- Benefits
 - Reduce potential for confusion
 - Existing family brand organisations have the option to revert to using the CNP Brand in the standard way
 - Any use of CNP Brand will refer to National Park, giving a consistent message

- Risks
 - Potential to lose cooperation and goodwill of family brand organisations
 - Reduced opportunities for wider exposure by third parties
 - Development of own brands with no link to CNP
 - Loss of credibility for CNPA as an enabling organisation
 - Re-branding exercise would have financial implications for all parties

- There would be a financial implication in working with users of existing family brands to assist in any re-branding, with this option (total rebranding) being the most costly (the CNP branding exercise cost in excess of £20K).

Although the Brand Management Group reserves the right to withdraw the use of the brand at any time, it feels that the CNPA would have a moral obligation to assist the family brand members with re-branding under these circumstances. Option 1 would return the current family brand organisations to identities with no visual link to the CNP, although they would have the option to join existing businesses which have been granted permission to use the main CNP brand. (eg. mock flyer 1 above). This would effectively reduce the brand strategy to one tactical option only.

Option 2: Ensuring Design Consistency Only

(Mock-ups of revised identities)



- Benefits
 - More consistent look and feel
 - Reinforces enabling role of CNPA
 - No loss of usage
 - Retained cost benefit of marketing/PR spend

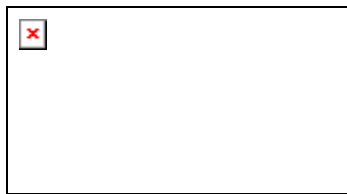
- Risks
 - Remains potentially confusing
 - Still no direct link to National Park
 - Does not capitalise on the value of the words 'National Park'

- The main cost to the CNPA given this option will be the creation of a 'Cairngorms' font (c. £5K). Integration of new identities is recommended in a business-friendly way so as to minimise cost to both the CNPA and family brand members.

Option 2 would address the issue of consistent look and feel of family brands however would not address the need to link more closely with the National Park. Mock ups of identities are shown above. It is important to note that these are indicative only as a 'Cairngorms' font is not yet available.

Option 3: Ensuring Design Consistency and National Park Link

(Mock-ups of revised identities)



- Benefits
 - Addition of words 'National Park' increases likelihood of a direct link in the consumers mind
 - Addition of phrases such as 'in the National Park' reduces likelihood of a connection with the National Park Authority
 - Family brands would include all three elements of the brand (bird, word Cairngorms and words National Park)
 - protecting the brand values through objective criteria and clear guidelines
 - More consistent look and feel
 - Retained cost benefit of marketing/PR spend

- Risks
 - Potential for dilution of values by locating the family brand geographically only
 - Still potential risk of confusion, although much reduced
 - Still potential dilution of brand, although much reduced
 - By adding additional elements to the brand designs they may become cluttered, unattractive and therefore unused
 - Potential to lose cooperation and goodwill of family brand organisations
 - Possible loss of straplines leaving family brands unable to differentiate their products

- The main costs to the CNPA given this option will be the creation of a 'Cairngorms' font (c. £5K) and the re-design of family identities by a professional designer. Integration of new identities is recommended in a business-friendly way so as to minimise cost to both the CNPA and family brand members.

- Again, it must be made clear that the above designs are indicative only. This option would require family brand members to explicitly integrate the words 'National Park' into their brands. They would only add the words 'in the' or similar expressions where it was agreed between the BMG and the family brand member that it was appropriate to do so.

The 'Status Quo'

35. The status quo is not felt to be a viable option by the Brand Management Group due to the concerns raised by the Board and the risks outlined by NavyBlue:
- Dilution, fragmentation and confusion
 - Lack of brand association
 - Lack of differentiation
 - Limitation of future growth opportunities
 - Short-term advantage

Although this approach would incur no costs and would not require the family brand organisations to make any changes to their current promotional material, this should not bear significant weight on the discussion. It is quite clear to the Brand Management Group that development of family brands is not only necessary but timely as the number of identities is currently limited.

Consideration

36. The Brand Management Group, on a majority decision, recommends Option 3 as it addresses not only the issue of consistency, but the key risks outlined

by NavyBlue regarding the need to reinforce the message that family brands are located within the National Park and share the values of the Park. Steps which can be taken to reduce the threats as part of this option and as outlined by Navyblue include:

- Use of the same 'Cairngorms' font where appropriate.
- Inclusion of the words "National Park" in any family brand identity.
- The bird element to be relocated to the right hand side in line with the main CNP brand identity.
- Any development of family brands should be done in a constructive and supportive way and subject to discussion with family brand organisations, ie – developing brands as print etc runs out rather than insisting on short term changes.

37. Whilst recognising that this approach addresses the key risks outlined, the Brand Management Group also recognise the practical issues and potential risks which have been outlined by the existing family brand organisations (appendix 4). These are:

- Potential for dilution of values by locating the family brand geographically only (if the words 'in the' are incorporated – although this is not being proposed as mandatory under Option 3);
- By adding additional elements to the brand designs they may become cluttered, unattractive and therefore unused;
- Possible loss of straplines leaving family brands unable to differentiate their products.

38. As previously stated, a family approach to branding has been developed and approved in three instances to date. Aviemore & Cairngorms DMO; Tomintoul & Glenlivet Highland Holidays; and the Cairngorms Farmers Market. CNPA would not expect the three existing family brands to update all materials immediately, but to phase in revised identities over time in a business friendly way. This should not be open ended, though. The earliest opportunities to make the requisite changes would be identified and would probably tie in with their timescales for reprinting publicity/marketing materials.

39. The main cost to the CNPA given this option will be the creation of a 'Cairngorms' font alongside re-design of each identity so as to avoid the possibility of 'clunky', unusable identities. A phased approach would benefit the CNPA and the family brand members by alleviating the high cost of change in a short timescale.

40. The decision before the Board is between options 1, 2 and 3 or staying with the status quo. All have benefits, risks and costs that have been outlined in paragraphs 34 and 35. There is no easy or clear answer – we are operating

with imperfect evidence; we are developing a new idea which inevitably evolves over time, and we are trying to use the brand to achieve multiple objectives. The final decision will need to be reached having considered a number of trade-offs between factors, and having considered how important the various factors are. The most significant questions that Board members may want to consider in deciding upon a preferred option are perhaps as follows –

- How effectively does each option raise awareness of the Cairngorms National Park (as opposed to the Cairngorms area) and how important is this to the Board?
- How well does each option minimise the potential for confusion amongst visitors?
- Given our role as an enabling organisation, we primarily rely on working through partners to promote the Park and its products. How receptive are current and potential family brand members likely to be to each of the options? (see comments in appendix 3 and 4).

Next Steps for Each Option

41. To ensure clarity upon the implications of implementing each option, the next steps are set out in the table below –

Option	Next Steps
Option 1: Discontinuing Family Brand	<ul style="list-style-type: none"> ➤ Notify family brand members of decision; ➤ Agree timescale and costs to implement changes; ➤ Encourage use of CNP brand as well as their own new brands; ➤ Provide support as appropriate.
Option 2: Ensuring Design Consistency Only	<ul style="list-style-type: none"> ➤ Notify family brand members of decision, seeking their agreement to implementing changes; <p><u>If they agree to changes</u></p> <ul style="list-style-type: none"> ➤ Develop entire ‘Cairngorms’ font; ➤ BMG and family brand members to agree finalised new family brand designs; ➤ Agree timescales for implementation and work with family brand members and provide support as appropriate. <p><u>If they do not wish to implement these changes</u></p> <ul style="list-style-type: none"> ➤ Agree timescale for discontinuing use of family brand; ➤ Encourage use of CNP brand as well as their own new brands.

Option 3: Ensuring Design Consistency and National Park Link	➤ As per Option 2
Status Quo	➤ Notify family brand members of decision - no further action required

Recommendation

42. **That the Board discuss and agree either option 1, 2 or 3 (or remain with the status quo) for the future of Family Brands, noting the BMG preference for option 3.**
43. **Further to the June Board meeting where amendments were required regarding clarification of roles, the BMG asks that the Board agree the revised Terms of Reference (appended).**

Consultation

44. Since the June Board meeting, consultation has taken place with the CNPA Board, the Brand Management Group, the general public and business organisations from within the National Park who have provided a range of useful comments (appendix 3). Representatives from each of the current family brand organisations have also been consulted. All three supported the need to work together in developing the family brand strategy and have provided useful feedback (appendix 4). Discussions are ongoing and we may be able to report further feedback at the Board meeting.

Policy Context

45. The Park Brand has a vital role to play in helping deliver several policy areas. It makes a substantial contribution to the sustainable tourism strategy and action plan. It helps deliver CNPA Outdoor Access and Interpretive Strategies, (particularly around interpretation, visitor information, signage and Points of Entry) and supports the Communications Strategy.
46. The Key areas where the brand has a major role to play are as follows:
- Raising Awareness & Understanding
 - i. More people across Scotland will be more aware of the **National Park**, what makes it special and the opportunities it offers them
 - ii. Residents & visitors will appreciate the special qualities of the **Park** and understand more about their special management needs

- iii. Everyone will know when they have arrived in the **National Park** and have a positive feeling about arriving in a special place
- Making Tourism & Business More Sustainable
 - i. A greater percentage of businesses will meet the quality standards and environmental management criteria of the CNP Brand and achieve commercial advantage through its use.

Delivering Sustainability

47. The CNP Brand has a big role to play in delivering sustainability. It helps raise quality and standards through eligibility criteria. In helping to engage a range of partners under the umbrella of the Brand it can achieve greater buy-in and longer term commitment to delivering the Park Plan. In developing family brands, the CNPA is assisted by those organisations to achieve the commitment it requires.

Delivering A Park for All

48. The decision on use of the family brand approach does not of itself impact on this theme, although developing the family of brands may present some opportunities for groupings concerned with social inclusion to explicitly align themselves with the National Park values.

Delivering Economy, Effectiveness and Efficiency

49. The strong link between the Brand and quality standards helps 'lever' other objectives such as uptake of the Green Tourism Business Scheme. Greater alignment of this work will deliver greater efficiency and effectiveness. Working with groups such as the Cairngorms Farmers Market and through other partners allows us to convey messages about the special qualities and raise awareness and understanding of the Park in a more cost-effective way than working alone.

Implications

Financial Implications

50. All the options, other than keeping the status quo, incur costs. There would be a financial implication in working with users of existing family brands to assist in any re-branding, with Option 1 (total rebranding) being the most costly (the CNP branding exercise cost in excess of £20K). Although the Brand Management Group maintains the right to withdraw the brand, it feels that the CNPA would have a moral obligation to assist the family brand members with re-branding in these circumstances. These implications will be lessened if any changes are made incrementally as recommended by the Brand Management Group.

51. There will also be a financial implication in developing an entire 'Cairngorms' font (c. £5K) which relates directly to Options 2 and 3.
52. The other financial implication implicit in Option 3 is the redesign of the family brands, incorporating the words 'National Park' in a way that is acceptable to the family brand organisations. This cost is not yet known but would be likely to be modest – possibly £1 – 2K in total.

Presentational Implications

53. How the CNP Brand is managed, presented to visitors and residents and allowed to be used by third parties has a large bearing on how the CNPA and the CNP are perceived.

Implications for Stakeholders

54. The CNP Brand has successfully enabled buy-in from a range of partners to the aims of the Park. The Park Plan uses the CNP Brand to demonstrate this commitment and partnership approach to delivery of the Plan. The Brand Management Group believes that use of the 'family' Brand has the potential to achieve the same end in a subtle way, but recognises that this is a partnership arrangement where the views of stakeholders are extremely important in developing such a strategy. For example, it allows the Cairngorms Farmers' Market to strengthen its own identity and at the same time align their brand identity to that of the Park. It has proved a successful way of engaging with groups and highlights the potential for continuing to do so.
55. The advice from NavyBlue suggested that this balance had swung too far in favour of the family brand user and was not giving sufficient benefit to Raising Awareness of the National Park. The Brand Management Group has considered how best to minimise this threat and feels that in working with the family brand users, we can more equally balance the benefits to both the users and the National Park priorities. There will be implications for stakeholders who already have approval to use a family brand however the Brand Management Group feels that a gradual introduction of modified identities at replacement stage will reduce those implications.

Fiona Milligan
October 2007

Appendix 1 - Criteria for use of the Cairngorms Brand, March 2007

CRITERIA

The current criteria for each category are as follows:

Tourism Businesses

- Membership of VisitScotland/AA star rating system or VisitScotland Code of Conduct scheme for businesses who do not fall within the existing quality scheme.
- A commitment to achieving, within one year, at least bronze level of the Green Tourism Business Scheme (or equivalent scheme such as Green Globe 21 etc).
 - Where there are different facets to a tourism business' operations, the brand may only be used to market those elements of the business that are quality assured.

Eating Establishments

- The business must be located within the Park.
- Membership of VisitScotland Eat Scotland scheme or equivalent AA, RAC food quality scheme.
- A commitment to achieving, within one year, at least bronze level of the Green Tourism Business Scheme (or equivalent scheme such as Green Globe 21 etc).

Outdoor Activity Providers

- To be based in the Park, or the majority (70%+) of activity involving customers must take place in the Park.
- To be signed up to the Cairngorms Outdoor Operators Code of Conduct, including, in recognition of the GTBS, submission of their environmental policy,
- To provide evidence of relevant National Governing Body (NGB) certification(s)/and/or AALA licence if required.

Wildlife Operators

- Membership of the VisitScotland QA scheme for 'Wildlife Experience'
- Operators should be based in the Park, or the majority (70%+) of activity involving customers must take place in the Park.
- Where applicable, a commitment to achieving, within one year, at least bronze level of the Green Tourism Business Scheme (or equivalent scheme such as Green Globe 21 etc). Where there are no business or accommodation premises, the Operator must submit an environmental policy in conjunction with their application.

Golf Courses

- Courses must be located within the Park.

- Clubs must be a member of the Scottish Golf Union & signed up to the VisitScotland Code of Conduct.
- Clubs should participate in the Scottish Golf Environment Group Initiative, and make a commitment to a site inspection being carried out by SGE Environmental Advisors within a year of signing up to use the brand.

Events

- Events should be held within the Park and/ or majority of economic benefit achieved within the Park.
- Events should fit with the four main aims of the Park and the benefits of the event should be fully explained.
- Events should have an environmental policy (including environment impact assessment if required).
- All relevant licensing permissions and insurance certificates must be obtained in advance of the Event.
- Should the format of the Event change in any way, organisers must inform CNPA as soon as possible.

Community/Tourist Associations

Associations seeking to use the brand can do so, on marketing web/ literature. Use of the brand is time limited to two years, at which time re-application must be made. Associations will be encouraged to improve quality and environmental standards of their business members as, by the end of two year period, they may not be re-issued with the brand unless they can demonstrate an overall improvement in quality standards of members through increased Quality Assurance scheme membership/GTBS take-up or similar. Associations must also use the agreed wording below on all marketing activity (where appropriate).

'The Cairngorms National Park is committed to promoting quality and environmental standards. Individual businesses displaying this logo meet these standards.'

In addition for web use: 'Click here to find out more about quality standards.' A suitable link will be provided.

Products of the Park

Non Edible Produce

- Membership of the VS Code of Conduct Scheme.
- Product must either be made in the Park, or materials sourced from the Park and made in Scotland.
- Businesses must have an environmental policy.

Note: Use of the brand to market products of the Park does not extend to use of the brand for merchandising purposes. This work is still under development and will form a separate application for use in due course.

Edible Produce

Beef and Lamb

- Obtained from livestock *born, reared* and *finished* in the Cairngorms National Park.
- Obtained from a producer registered as a member of the *Quality Meat Scotland Farm Assurance Scheme*.
- Obtained from land where the producer demonstrates a commitment to positive environmental management through involvement in **one or more** of the following schemes:
 - *Linking Environment and Farming Marque Scheme*
 - *Cairngorms and Straths Environmentally Sensitive Area Scheme*
 - *Rural Stewardship Scheme*
 - *Habitats Scheme*
 - *Organic Aid Scheme*

Wild Venison

- Obtained from any species of *free ranging deer* shot within the Cairngorms National Park.
- Satisfies the standards of the *Scottish Quality Assured Wild Venison Scheme*.
- Obtained from deer managed and culled in accordance with the *Best Practice Guidance* published by the Deer Commission for Scotland.

Fruit, Vegetables and Cereals

- Crops grown within the Cairngorms National Park
- Cereals must satisfy the standards of *Scottish Quality Cereals*.
- Crops are obtained from land where the producer demonstrates a commitment to positive environmental management through involvement in **one or more** of the schemes required for beef and lamb producers.

All Other Edible Produce

- Membership of the VS Code of Conduct Scheme
- The production and labelling of all produce must comply with standards set out by the Food Standards Agency.
- Product must either be made in the Park, or the primary ingredients sourced from the Park and made in Scotland, or both.
- Businesses must have an environmental policy.

Criteria for Non Commercial/Partner Organisation Purposes

<i>Brand Use</i>	<i>Criteria</i>
Signage – directional & locational	<p>All proposed signage must form part of the lead organisations strategic framework and with the Priorities for Action outlined in the draft Park Plan, eg CNPA signage framework.</p> <p>Lead organisation must have an environmental policy.</p> <p>A final draft visual of signage and proposed sign material must be approved by the CNPA prior to sign installation.</p> <p>Where possible materials sourced from the Park should be used.</p>
Visitor-oriented information and interpretation & publications re Park’s special qualities	<p>Lead organisation must have an environmental policy.</p> <p>A final draft sample including final draft text must be approved by the CNPA prior to printing.</p> <p>All proposed information must fit with the CNPA Interpretive Framework.</p> <p>Printed on environmentally sustainable paper or uses materials from the Park which are characteristic of the Park.</p>
Collaborative Management Strategies/Plans “owned” by more than one organisation	<p>Lead organisation must have an environmental policy.</p> <p>Strategy/Plan must relate to the whole geographic area of the National Park.</p> <p>Strategy/Plan must contribute to the achievement of the Park Plan.</p> <p>Strategy/Plan must be printed on environmentally sustainable paper.</p>
Other Partnership Projects not covered by the above	<p>Lead organisation must have an environmental policy.</p> <p>The project must involve partner collaboration and delivers action outlined in the Park Plan.</p> <p>Nature of projects are likely to be wide and varied, therefore information on the project outlining quality and environmental standards set for the project should be supplied to the BMG, prior to approval of brand use.</p>

Appendix 2 – Current Criteria for Development of Family Brands (May 2007)

Cairngorms National Park Brand Family Development

The Cairngorms National Park brand presents a coherent visual identity, based on strong brand values for the Park area. The visual identity consists of three key elements: the Cairngorms Symbol, the Cairngorms Logotype and the National Park Brandline.



A 'family' approach has been developed and organisations wishing to align themselves with the values of the Park can apply to create a visual identity using elements of the main brand identity, eg:



The Cairngorms symbol and the Cairngorms Logotype are the two fundamental elements that must be used when developing a visual identity as part of the brand 'family' within the Cairngorms in order to constantly reinforce the Cairngorms brand and its values. It is important that anyone coming into contact with such an identity is not confused by it but it is equally important that it provides a synergy with both the individual organisation and the National Park. The link between the family brand and the Park Brand is therefore very important.

Family Brands are not intended to be used widely on the ground. On interpretation panels for example it is important that the CNP Brand is used to help orientate visitors within the National Park.

Linking the use of family brands to quality and environmental accreditation schemes sends out a strong sustainability message and ensures that the family brands contribute to more than simply the creation of marketing advantage.

Criteria applicable to Groups seeking to develop a visual identity as part of the Cairngorms brand family are as follows:

- Groups seeking to develop a new visual identity within the family framework must show that they are committed to helping achieve the priorities for action as laid out in the National Park Plan through an application procedure. Approval will be given in writing following consultation with the Brand Management Group.
- Groups seeking to develop a new visual identity within the family framework must also ensure that all members meet the standards set for individual businesses e.g. tourism businesses must be members of the VS QA scheme and commit to achieving a minimum GTBS standard within a year. Changes to group composition or compliance with environmental standards / code must be notified to CNPA and may result in withdrawal of family brand approval.
- Use of a family identity would not be appropriate, nor approved for individual businesses/members of the Group/Association. They should continue to use the main CNP Brand (where permission has been given) or apply individually for permission to use the CNP Brand based upon the standard criteria.
- Use of a family identity is limited to the specific applicant Group and would not be eligible for use in joint activity with another Group or Groups who had not been given approval for use.
- At least 70% of Group members must be within the Cairngorms National Park.
- The design and overall management of any visual identity within the family framework will remain with the CNPA in order to maintain overall brand values of quality and environmental standards through consistent imagery. Any proposed changes to a family identity, once approved, must be agreed in advance by CNPA in writing.
- The CNPA maintain the right to withdraw approval.
- The CNPA must consider the Group to be furthering the aims of the Park.
- Use of strap lines should be in accordance with the CNP Interpretive Framework.

Appendix 3 – Comments from potential future family brand organisations

Douglas Ritchie, Project Manager, Royal Deeside & the Cairngorms DMO

“My own view is that we should definitely go down the route of using the National Park brand in a similar way to the other three groups.”

Ian Bishop, Chairman, Cairngorms Hostels

“Our group feel that it is very important how we are seen when a potential visitor opens our web site. During our early discussions of formation of Cairngorms Hostels, we used the Cairngorms Farmers Market brand as an example of good practice.

Cairngorms Hostels believe that we should be supporting use of the CNP brand and understand that a great deal of time, effort and public funding has already been invested in developing the brand.

We are aware that quality and sustainability underpins these brands and we believe that this clean simple design epitomises the values of Cairngorms Hostels.”

Appendix 4 – Comments from existing family brand organisations

Alan Rankin, CEO, Aviemore & the Cairngorms DMO - Awaiting comment

Alastair MacLennan, Chairman, Cairngorms Farmers Market

“I spoke to the CFMA members that attended the market yesterday about the brand and showed them the mock-ups. The responses in a nutshell were that:

- the ones with 'in the national park' were cluttered and clumsy
- 'that is not a brand it is a novel'
- simple and clean is best
- no one reads any of the writing anyway
- you don't really notice the farmers market written below
- as long as the bird is there that is what matters

One of the producers with the brand could not say whether there was any writing below it, or what it said if there was. It was on all his promotional material.

They unanimously picked the farmers market identity that was nearest to the National Park one as their preferred option.”

David Newland, Chair, Tomintoul & Glenlivet Highland Holidays

“TGHH would be very happy to be able to work with the Park Authority to strengthen the "family branding" approach to the Cairngorms National Park. Using the words "National Park" in our case could result in

Glenlivet in the
Cairngorms
National Park

in place of the current

Glenlivet and the
Cairngorms
Walking, Wildlife and
Whisky

Which follows the main brand as closely as possible but loses our ability to express what is different about Glenlivet. Other areas would be in a similar position. An alternative approach might be to extend the strap line thus:

Glenlivet and the
Cairngorms
Walking, Wildlife and Whisky
in the National Park

Which is a lot more wordy. It will not be easy deciding which way to go. It might be worth considering just ensuring that the typeface, colours, overall shape, and relationship between the size of the bird and the typeface were the same in all of the family brands thus allowing each area to express itself succinctly within the framework of the National Park.”

Appendix 5 – Updated Terms of Reference

Cairngorms National Park Brand Management Group

Terms of Reference

Structure

1. The Cairngorms National Park Brand Management Group (BMG) has delegated authority from and is an implementation group of the Cairngorms National Park Authority (CNPA).

Remit

2. Leadership and strategic direction of the CNP brand is the responsibility of the CNPA Board. The BMG remit is to ensure the effective management and implementation of the CNP brand:
 - Advising the CNPA and other relevant bodies on implementation of the CNP brand;
 - Updating the board on the implementation of the brand strategy twice a year;
 - Refer back to the CNPA Board any matter on proposed use or implementation of the brand which it feels would constitute a change from current policy;
 - Determining applications for use of the CNP brand.

Membership

3. The BMG will consist of one representative from the Association of Cairngorms Communities, the Cairngorms Chamber of Commerce, VisitScotland and 5 CNPA board members.
4. A quorum of four members of the Brand Management Group is required.
5. Each organisation should nominate a substitute representative, to ensure that they have representation at every meeting.
6. The group will always try to achieve consensus. In the event of consensus not being reached a decision will be put to a vote. Each member of the BMG is eligible to vote. In the absence of the main representative, the substitute representative will be eligible to vote.
7. Specialist interests and advice will be sought on an 'as needed' basis and may be co-opted to join the BMG for as long as required. Co-opted members would not

be eligible to vote. Agreement of co-opted membership would be required from a quorate meeting.

Channels of Communication

8. There will be two-way communication between the CNPA and the BMG.
9. The BMG will:
 - provide updates to the Advisory Forums as appropriate;
 - feed into the CNPA Board through the CNPA Board representatives on the group;
 - Refer back to the CNPA Board any matter on proposed use or implementation of the brand which it feels would constitute a change from current policy;
 - maintain links with CNPA staff through the Marketing Officer
10. The CNPA Board will:
 - Agree and from time to time review Brand strategy;
 - Agree any modifications to brand strategy and communicate this to the Brand Management Group
 - Consult the Brand Management Group on any proposed changes to the Brand strategy

Meetings

11. The BMG shall meet every two to three months and as required, to be reviewed annually.

CNPA Support

12. Administrative support will be provided by the CNPA through the Marketing Officer.
13. Financial support will be provided and managed by the CNPA, at a level to be determined by the CNPA, and reviewed annually.
14. Financial support will cover costs in holding meetings and travelling to meetings for BMG members who are unable to claim the costs from the organisations they represent.

Election of Chair and Vice-Chair

15. The BMG will nominate and select a Chairperson and Vice-Chairperson from their numbers. Their term of office will be 2 years with a right to re-election for a maximum of 2 terms. Thereafter a 2 year period must follow before re-election.
16. Where there is more than one nomination for either position, a vote should determine the Chair or Vice-chair.
17. The CNPA Marketing Officer will provide secretariat functions to the BMG.

General

18. Any changes to these terms of reference must be brought before the CNPA Board.

**Cairngorms National Park Brand Management Group
October 2007**