A large, colorful, wavy sculpture made of recycled materials, possibly CDs or DVDs, frames the view of Salisbury Cathedral. The sculpture is composed of many thin, curved strips that create a tunnel-like effect, with the sun shining through the opening. The cathedral's spire is visible in the background against a blue sky with white clouds. The foreground is a green lawn with a few people walking.

Salisbury

Competitive Brand Positioning

A guide for businesses, partners,
stakeholders and residents.



Old Sarum. Photo: VisitWiltshire

Contents

- 01** Introduction
- 03** Our Goal
- 05** This is Salisbury
- 10** The Competitive Brand Positioning
- 11** Developing our Positioning
- 12** Our Narrative
- 13** The Salisbury Positioning Idea
- 15** The Salisbury Positioning Model
- 19** A Communications Checklist
- 21** Sector-Specific Propositions
- 23** Bringing the Competitive Brand Positioning to Life
- 39** Next Steps
- 41** Working Together
- 44** Contact Us

Introduction

In the autumn of 2018, Salisbury BID, Salisbury City Council and VisitWiltshire, with the support of Wiltshire Council, VisitBritain/VisitEngland and others, jointly commissioned a project to develop a competitive brand positioning for Salisbury. In this booklet, we present the first outcomes from this project and share the new Salisbury positioning.

Competitive Brand Positioning

Salisbury is competing for visitors, shoppers, talent and investment and the competition is intense. To succeed and attract attention, Salisbury needs a clear and distinct message. The people of Salisbury also need to work together - with a clear understanding of what the city needs to do to achieve its goals. This is why a competitive brand positioning for the city is so important.

It acts as a beacon. Externally, it shines a light on the city, creating clarity for those the city is trying to attract. Internally, it offers guidance and encouragement, helping to shape the big decisions about the future of the city.

Inspiring Action

There is a clear link between a city's reputation and people's desire to visit, study, invest, work and live there. Our reputation depends as much on what we do as it does on what we say. Our positioning is therefore designed to do

more than simply guide the way we promote and talk about our city.

It will be a catalyst for change, a foundation for focused strategy development across all sectors and an inspiration for businesses and residents. The positioning is intended to support and work in harmony with other initiatives that aim to improve service provision and quality of life in Salisbury. From the Neighbourhood Plan, the Cultural Strategy and other emerging strategies, to community grant policies, the competitive positioning can serve as a reference point and a source of inspiration for developments that are consistent with the ambition of our city.

Developed in Partnership

Successful positionings are built on solid foundations. They reflect the truths about a place as revealed by the people who know the place best. We are very grateful to the many residents and friends of Salisbury who took the time to contribute to this project. Business owners and people from all walks of Salisbury life sat down for in-depth, one-to-one interviews. More than 150 people attended practical workshops to share their insights.

Focus group sessions were held in Salisbury and in London. And more than 1,000 Salisbury residents, visitors, stakeholders and potential

investors shared their thoughts through an online survey. The Salisbury competitive brand positioning is built on the truths they revealed.

Ownership

The Salisbury positioning belongs to us all. It is not the exclusive property of any single organisation. The insights presented in this booklet are tools we can all use to celebrate our city, to develop new ideas and to seize new opportunities.

“Salisbury is a city that has grown around the new cathedral, nearly 800 years old. It is longterm innovative and world class.

What an inspiring place to be!”

The Bishop of Salisbury, The Rt Revd Nicholas Holtam.



Stonehenge. Photo: English Heritage

Our Goal

Why we developed a competitive brand positioning

*“A Cathedral. A street of shops.
Then the countryside.”*

London Focus Groups

Competitive brand positioning has been used successfully in many places around the world to attract business investment, to encourage cultural development, to improve communications and to generate sustainable economic growth.

At the national level, think of the way Croatia has become a holiday destination of choice, or the rapid recovery of Iceland's economy following the 2008 global financial crisis. Closer to home, successful places like Hay-on-Wye have strong and lively reputations that inspire residents and attract visitors.

Successful places use their positioning as a catalyst for real change. Investment plans, marketing, event and city-centre development strategies are all informed by the direction of travel defined in a competitive brand positioning.

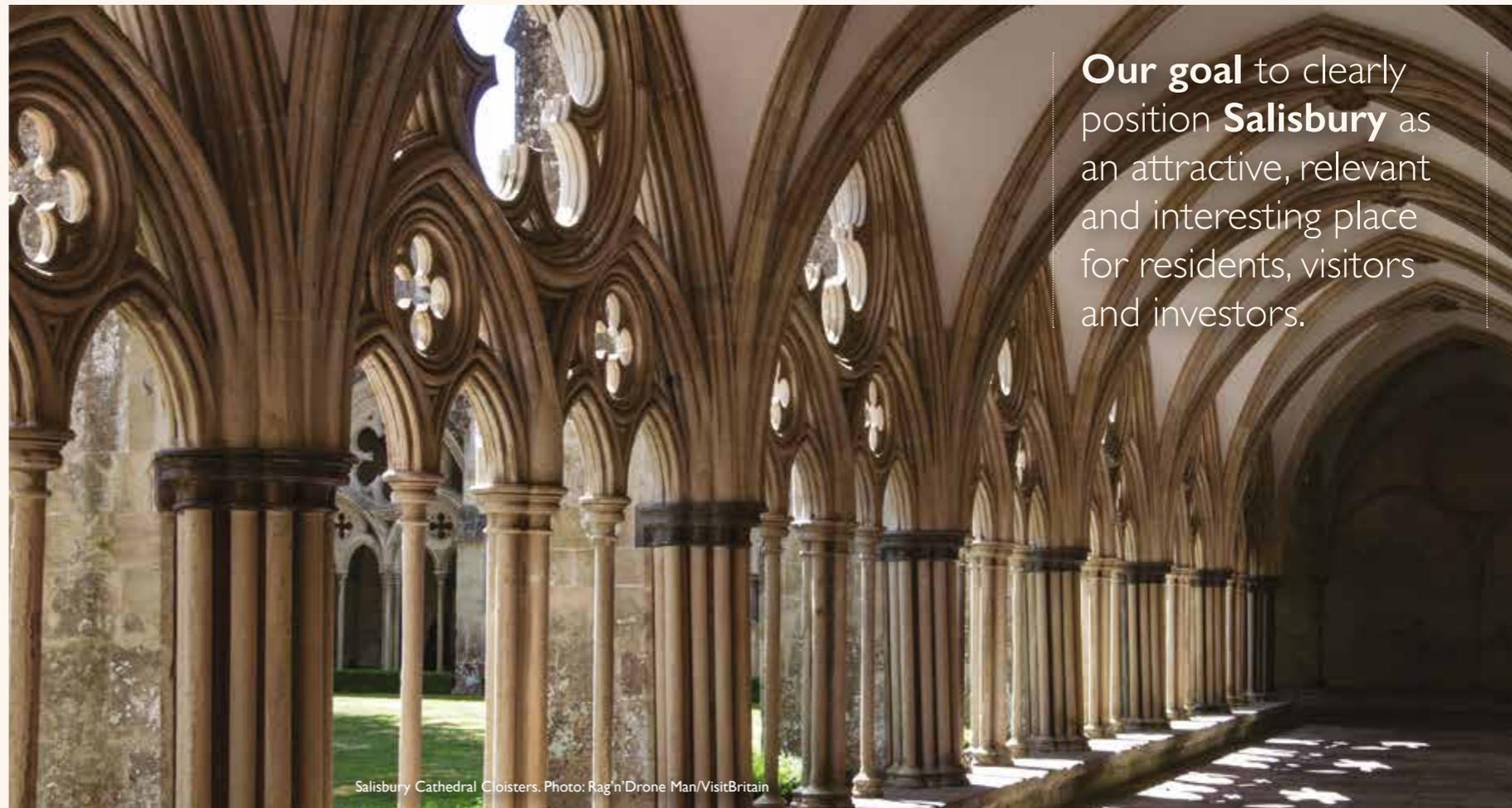
These developments also need to be communicated effectively. Telling the story of a city requires consistency, so our goal is also to develop a tone of voice, a consistent way to talk about Salisbury that partners and stakeholders can adopt.

We know that Salisbury is not yet living up to its potential as a great place to live, invest, work, study and visit. As our focus group research in London showed, people have an incomplete view of what we have to offer. A clear competitive brand positioning based on Salisbury's strongest themes, assets and USPs is key to future growth and prosperity.

Our goal in developing the positioning is to inspire new developments and new ways of working together; to make a real difference to the Salisbury experience for everyone who lives, works and studies in Salisbury and for the thousands of visitors we welcome to our city each year. This work will help us all tell a more consistent story, but above all it should prompt action by everyone who has an interest in Salisbury's future.

*“I imagine it's a bit like going
back in time.”*

London Focus Groups



Salisbury Cathedral Cloisters. Photo: Rag'n'Drone Man/VisitBritain

Our goal to clearly position **Salisbury** as an attractive, relevant and interesting place for residents, visitors and investors.

This is Salisbury

What we heard

We took a long, hard look at our city. It is a special place to live and work, a place where people feel at home and place that people are proud to be associated with.

With the help of residents and friends of Salisbury, we can describe Salisbury today in terms of **Place, People, History** and **Spirit**.



Salisbury Christmas Market. Photo: Kin Ho Photography/Salisbury BID

Place

“It’s a pretty city. It has character, it’s historical, it’s cosy and it’s very walkable.”

Salisbury is a beautiful city set in beautiful Wiltshire countryside. Five rivers, the Cathedral Close, medieval buildings, green spaces and water meadows - Salisbury is a city on a human scale, a city made for exploring.

“All the amenities of a city, but it feels like a close-knit little town or village.”

And Salisbury is worth exploring. Alongside the Cathedral and museums, residents and visitors benefit from a thriving cultural scene, a busy Charter Market and a panoply of independent retailers and creators.

“Good schools, good shops, good centre.”

In 2019, Salisbury was named by The Sunday Times as the Best Place to Live in the UK. For those of us in the know, this didn’t come as a surprise. Salisbury has been a special place to live and work for a long time. Since 1227, in fact.



Fisherton Mill. Photo: VisitWiltshire

People

“The history inspiring the people of Salisbury. I never fail to have that feeling when I walk into the Cathedral Close.”

They say every place is a reflection of its people. Salisbury is a reflection of a tradition of care and craft that lives on to this day. From its very beginning, the city has been shaped by the skill and attention to detail by its craftsmen and women. In its turn, the city now inspires a new generation of creative people.

“Belonging to a community is important. I am fortunate to live here.”

Salisbury is a warm and welcoming community. With excellent schools and colleges in both the state and independent sectors, and healthcare provision that is a centre of excellence for the south-west, Salisbury is a place where people can live well.

“Our sense of community carries us through.”

Salisbury’s people are a source of strength. We have long traditions of service and cooperation, exemplified by pride in our thriving volunteer movement and our longstanding military links. Salisbury knows how to pull together and rally round.



The Salisbury Museum Wessex Gallery. Photo: Ash Mills Photography

History

"In Salisbury, you really can touch the ancient and medieval. Here you are walking the streets of history."

Our history is visible and living. Our story is deep and engaging. Salisbury is rooted in its heritage, and its heritage surrounds us. The city's built heritage and historical associations are attractions for visitors and a source of pleasure and pride for everyone who lives here.

"Salisbury's like a palimpsest. In the city you can see layer upon layer of history."

Salisbury does not stand still. Our story began in the 13th century, but new chapters opened as the years passed. Salisbury hosted the English Parliament, established a thriving wool and fabric industry and built Spitfires in secret factories.

"There is dramatic movement and change in Salisbury's story."

Salisbury's story mirrors the story of England. We are the gateway to Stonehenge. We are the guardians of the Magna Carta. We were home to England's first university. We had the will to move lock, stock and barrel from Old Sarum and establish the original new town – a "Medieval Manhattan" laid out in the Chequer grid system.



Photo: Naim Audio Ltd.

Spirit

"Creativity and art. Think back to the crafts of the guilds: the stonemasons at the Cathedral."

Some may say we are conventional, but don't let our respect for our heritage fool you. Salisbury's past and present are filled with creativity and originality, science and technology. Tradition and creativity are at home together in Salisbury.

"There are a lot of very talented people here who bring their artistic side to Salisbury."

Constable may be the most well-known artistic interpreter of Salisbury's beauty, but he is far from alone. Salisbury is a hub for creativity and culture in all its forms, drawing people from far and wide to be inspired and entertained.

"A hive of cultural activities."

Salisbury is a place that makes things of quality. Memorable experiences, carefully crafted entertainment and the quirkiest one-of-a-kind finds.



Photo: Jacques Eloff

The Competitive Brand Positioning

Introducing the Salisbury Positioning

On the following pages, we introduce the component parts of the Salisbury positioning. Just to make sure we're all on the same page, the terms we use as we describe the model are defined here.

Narrative

This is the Salisbury positioning in a nutshell. It is our proposition - a succinct summary of our strengths and the things that set us apart from the competition. In the narrative you'll find the key reasons to visit, study, invest, work and live in Salisbury.

Positioning Idea

This is our core idea. It is a beacon around which we can gather initiatives and communications.

It is not a strapline. Partners who have their own key messages, straplines or slogans can use the Salisbury positioning in their work without compromise.

You may never see the Positioning Idea itself printed in a brochure or posted on social media. But it will inspire the way those brochures and posts (and so many other things) are developed, designed and written.

Positioning Model

We have constructed a simple model which we use as a summary of the Salisbury competitive brand positioning. It's the quick-reference to our positioning: the at-a-glance guide to the most important elements.

Pillars

Four pillars give the Salisbury positioning strength. They tell the truths of our city - truths from which we can build compelling communications, propose new initiatives and generate new ideas. They underpin the character of Salisbury and together they describe the distinctiveness of our city. They reflect our past, present and future.

Values

Four values shape our aspirations and guide the decisions we make together. They are the most important part of the positioning.

The values have been chosen to reflect both the essential character of our city and our desire to make things better. They will guide future marketing activity, but they will also inform the way in which projects, plans, developments and initiatives linked to the city are conceived and delivered. They define what matters most to us. They will help us make judgements about the right thing to do.



In the Body of the Whale. Photo: Adrian Harris Photography

Developing our Positioning

There is much to celebrate in Salisbury today. Our positioning has to be true to the spirit of the city.

But we must guard against complacency. The world does not stand still, and nor can Salisbury. The way we all live is changing, and we can see its effect on the streets of our city.

We will harness the ambition and creativity of our people to energise our city once again.

We will aspire to redefine the role of a medieval city for the modern world.

Salisbury will once again be a confident, vibrant and contemporary city.

A city in which people and businesses will thrive.

Our competitive positioning must retain and amplify the city's acknowledged strengths:

- Heritage
- Enduring Beauty
- Traditions of Craft & Care
- Culture

Our competitive positioning must add to the city's strengths. There is a clear desire in Salisbury to add:

- Vision
- Energy
- Will
- Imagination
- A spirit of collaboration

Our Narrative

The Salisbury Competitive Brand Positioning in a nutshell. This is our proposition - a succinct summary of our strengths and the things that set us apart from the competition. In this narrative you'll find the key reasons to visit, study, invest, work and live in Salisbury.

Salisbury looks to the future. The city that had the will and imagination to relocate, and the vision and dedication to build *"the single most beautiful structure in England"* will once again light the way. Our tradition of original thinking will shape our city for tomorrow.

We draw inspiration from our rich heritage. Eight hundred years ago, cathedral stones were laid and a city that stands tall today planted its roots in the English countryside. That city became a magnet for generations of traders, travellers and pilgrims seeking inspiration, farmers and fishermen bringing produce to market, artists and artisans laying out their wares.

We are proud of our history, but ambitious for the future. Our vision is to re-imagine a medieval city for the 21st Century. To become a beacon of creativity and culture for modern-day makers and innovators, a magnet for today's shoppers and sightseers, traders and travellers, a guiding light for all who value originality.

As we create new traditions, the Salisbury experience will inspire others. Salisbury provenance will be sought after. Our city will once again draw people from far and wide to work and play, to meet and to be entertained. Above all, Salisbury will be a place of life and energy, a vibrant, connected place where conversation and ideas flow.

We are Salisbury. Pioneers past and present. Traditional and original.

The Salisbury Positioning Idea

At the heart of the Salisbury experience is a blend of tradition, imagination and individualism that makes our city stand out from the crowd.

“Salisbury is a weirdly wonderful mix”

A city proud of its tradition of service and shaped by its traditions of craft and care, Salisbury is also home to original thinkers, imaginative makers and independently-minded people.

Looking to the Future

Salisbury is a city that creates new traditions for others to follow. A place that is pleased to accept the challenge of redefining the role of a medieval English city for the modern world.

Salisbury is a city that respects tradition, celebrates originality and looks to the future.

This compelling combination informs our positioning idea. It can be summed up in just two words: **Traditional, Original.**



Traditional Original

How we use it

The Traditional Original positioning idea is the simple yardstick against which we can judge the decisions we make and the things we do and say.



Traditional

We will celebrate our history and respect our heritage.

When we talk about Salisbury, we will make the most of our rich history.

We will celebrate traditional English craft, products and produce. We will help visitors get closer to our living history. Our events will celebrate the traditions that have shaped Salisbury.



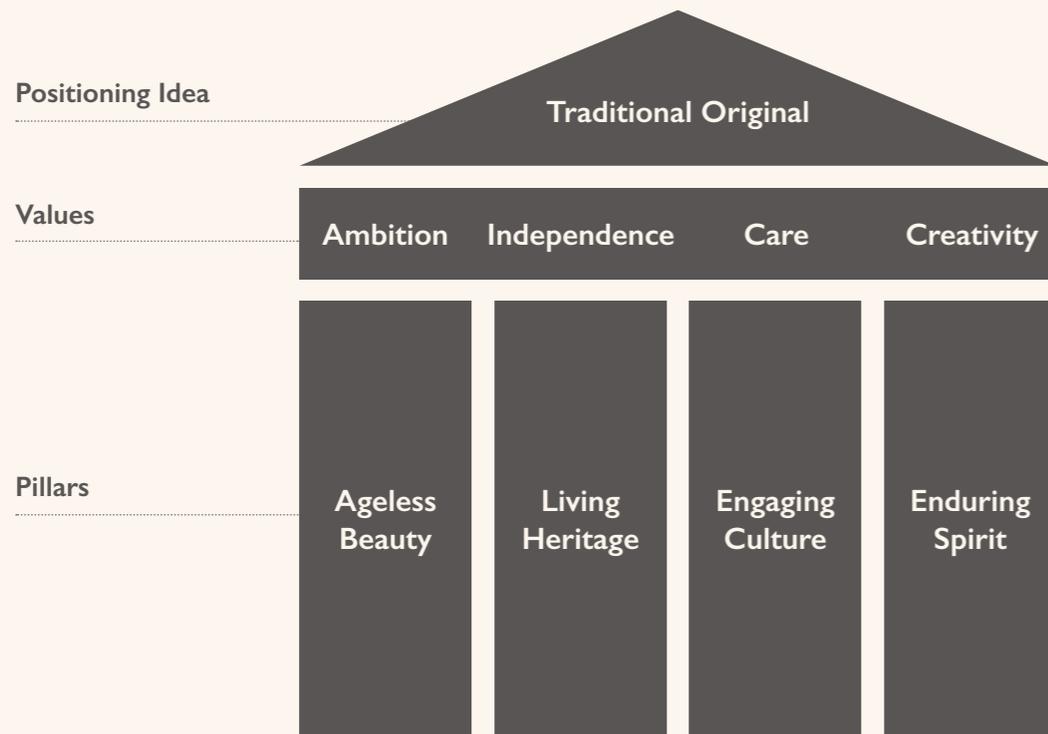
Original

We will celebrate the creativity and imagination of our people and our city.

When we talk about Salisbury, we will make the most of our originality.

We will celebrate the independent, the unique, the quirky and the eccentric. We will do what's right for Salisbury. We won't slavishly copy other places. Our goal will be to establish new traditions for the future. Traditions that others will want to follow.

The Salisbury Positioning Model



Four Pillars

Ageless Beauty

Salisbury is a place of ageless beauty. A divinely attractive city set in glorious countryside and designed from its very beginning to impress.

Our built environment has charmed generations of visitors and residents. When we talk about Salisbury, we talk about the Cathedral, the Close and our historic buildings with pride. We will invite our visitors to share in their captivating beauty and help them discover and explore the beauty of the city beyond the Cathedral Close.

The five rivers, our green city spaces and our proximity to the countryside are important natural attributes. They make Salisbury an attractive place to live and a rewarding place to visit. The Cranborne Chase Area of Outstanding Natural Beauty and the New Forest National Park are on our doorstep. When we talk about Salisbury, we celebrate our natural environment. When we make decisions about Salisbury's future, we will take care to respect our green spaces and our glorious hinterland.

When we consider Salisbury's future, our ambition is to be the guardians of the city's beauty yet stay true to our pioneering spirit and find new ways to enhance our cityscape, adding contemporary gems to one of the most attractive cities in England.

Living Heritage

Salisbury's story reaches back through the centuries. We are proud of our rich heritage and its continuing influence on our city and our way of life.

Our medieval origins are visible to everyone who walks through our streets. The stories that lie behind the historic facades deserve to be more widely known. When we plan events and visitor initiatives, we will take care to tell the Salisbury story in full: Old Sarum's archer, the artisans of the Chequers, the restless spirit of the Second Duke of Buckingham. All these tales and many more deserve to be told to a wider audience.

Salisbury's heritage is not confined to a single era. Layer upon layer of history is waiting to be uncovered. From Stonehenge's magical pre-history to Magna Carta, from a thriving woollen industry to Secret Spitfires, we have a wealth of engaging tales to tell. We will make it easier for everyone to hear our story.

Our history and our tradition of innovation will inspire the way we shape Salisbury's future. Our heritage is a living reminder of the standards Salisbury sets for itself. We will continue to be true to the pioneering spirit of those who came before us.

Four Pillars

Engaging Culture

Salisbury will be a hub of cultural experience, attracting people from far and wide, nurturing, celebrating and hosting innovative and accessible culture in all its forms.

Salisbury has always been a centre and a hub for merchants, worshippers and travellers. To this day, people also look to Salisbury as the place to come for culture and entertainment. From Cathedral to coffee shop, from pub to Playhouse, we serve and engage with many different audiences.

Salisbury life will always be eclectic, celebrating our traditions and brimming with imagination and originality. When we talk about contemporary 21st century Salisbury culture, we talk about everything from museums and galleries to live music, original drama and safe nights out. Our goal will be to grow our culture sector in all its different forms, to nurture the events, festivals and attractions that will act as magnets, drawing people to our city and adding to the richness of Salisbury life.

Enduring Spirit

Salisbury's roots are deep. It stands tall through the ages. It is a city on a human scale, home to a resilient community.

Salisbury's long history is reflected in the steadfast character of our city. Our spirit is strong and it has endured through the centuries. The will and imagination that moved the city and its Cathedral from Old Sarum is something that we cherish, a founding principle that we will live up to as we reconsider the role of a medieval city for the second half of the 21st century.

We are proud of the strength of our city and its community. When we talk about Salisbury, we will do so with pride. When we look to our future, we will do so with confidence. Salisbury will always be a place of stature, a place people talk about, a place people want to be a part of.

Using the Pillars

When we plan initiatives or prepare communications, it may not always be necessary or appropriate to make reference to all four of our pillars. We will always reflect those aspects of our city that are most appropriate to the task at hand. The pillars are intended to be used as a source of inspiration, not as constraints.

Four Values

Ambition

We respect our past and we are ambitious for our future. A city shaped by tradition will shape new traditions to reimagine its future.

We will not be satisfied with the status quo. We know that Salisbury can continue to move forward. We know that Salisbury can be better. We will set our sights on stretching but achievable goals.

We can become a beacon of culture in all its forms for Wiltshire and beyond. We can build a reputation on the national stage as the home of ambitious independent businesses. We can celebrate our traditions of care, craft and creativity through events that will attract visitors from afar.

Independence

We value our spirit of independence and we celebrate original thinking. We do not follow the herd. We will do what's right for Salisbury.

We will not be satisfied with the status quo. We will celebrate the unique and the quirky, the local and the original.

Festivals and events, shopping and nights out; they should all have a distinct Salisbury flavour. Tradition and originality will inspire us to create experiences for visitors and for residents that no other city can offer. "Only in Salisbury" will be our motto.

Care

We will take care of our people, our city and our visitors. We will be true to the traditions of craft and care that are the hallmarks of Salisbury provenance and the Salisbury experience.

The principle of care will inform our guardianship of the city and its future development. It will guide the way we nurture and celebrate our traditions of service and volunteering. It will shape the welcome we extend to visitors and to new residents.

Salisbury values craftsmanship, so we will be a beacon for the artisan. A place that makes things of quality and of creativity. We will encourage and celebrate independent businesses that trade in Salisbury provenance, in the craft and care that are the signatures of our city.

Creativity

Our past and present are filled with creativity and originality. We will harness our creative energy to secure our future.

Dig beneath the apparently conventional exterior of Salisbury's reputation, and you find a past, a present and a future filled with creativity and originality. We will harness this creativity in the things that we do and the things that we say.

Creativity and imagination will guide the way we plan and deliver events. We will encourage and support creative endeavours, championing our independent businesses and attracting new creatives to our city.

A Communications Checklist

Our plans for the future of the Salisbury positioning include developing comprehensive guidelines to help us tell the Salisbury story. But we don't need to wait for these guidelines. We can all start bringing the positioning to life now.

Talking about Salisbury on air, online and in print gives us opportunities to surprise and engage with prospective customers, visitors, investors and partners. To help us start conveying the messages in the competitive brand positioning, there are four simple principles that we should keep in mind.

Surprise

Salisbury has well-known strengths. We will play to these. But reinforcing current perceptions of the city is not enough. We want to surprise our customers and visitors. We will also show them an unexpected side to the city. We want to give them new reasons to consider Salisbury, to stay longer and to spend more money.

Contrast

The Salisbury positioning is built around a beguiling combination of tradition and originality. This contrast is a strength, something we should always seek to exploit. Showing our customers how the traditional rubs shoulders with independent originality keeps Salisbury fresh and intriguing.

Reveal

We will prompt our customers and our visitors to delve deeper. We will encourage everyone to rummage around and discover Salisbury. Bringing Salisbury's story to the surface and showing how to see and do more is our priority. Let's make it easy for people to spend more time in our city by offering intriguing details. We avoid sweeping generalisations and focus on the specifics that make Salisbury different.

Be Positive

We speak positively and confidently about our city. There is so much to be proud of, so much to celebrate and so much to share. We are forward looking and we combine pride in our past with a positive outlook for our future.

Tone of Voice

The way Salisbury speaks and writes is as important as the way it looks. This is the place talking, so our communication should reflect our character and ambition. We look to the values of our competitive positioning for guidance.

Confident

Salisbury is ambitious so our tone should be **Confident**. Salisbury has much to be proud of. The past and the future. So, we speak with confidence, showing pride but not arrogance. Salisbury will be the benchmark for a modern medieval city, so we encourage others to listen by having clear points of view, influencing thinking on the future of heritage cities.

Considered

Care is a key principle for Salisbury, so our tone is **Considered**. This means paying attention to detail. We make every word count - less is more, and it's worth it because more people will pay attention. When Salisbury speaks it will always be insightful and engaging. We don't make vague claims. We are specific and use examples and evidence.

Crafted

Salisbury is independent and creative. This means our communication should be **Crafted**. We are original and surprising. We shun the clichés of place marketing. If other places say it, we probably shouldn't. We always think about exactly what we want to achieve through our communication and who the audience is. So our messages are tailored and bespoke.



Photo: Tinga Mexican Bar & Restaurant

Sector-specific Propositions

Our positioning narrative is flexible. It can be adapted to the specific needs of different sectors, focusing on the attributes that are most appealing to a sector-specific audience.

The following propositions and mini-narratives show how the Salisbury positioning can be used to inform marketing and messaging by businesses and organisations promoting our city as a place to visit, or as a place in which to live, work or invest.

Beyond communications

The sector-specific propositions should also be used to inspire new initiatives and new ways of working. Businesses and organisations that are active in each sector can use the positioning and the sector-specific propositions to:

- re-imagine event programmes
- develop new customer experiences
- offer traditional English hospitality with an original, modern twist
- bring vibrancy and imagination to the Salisbury experience.

Note

Rarely will you use these narratives as they are. They should only be seen as a guide. In keeping with the tone of voice guidance, they should be tailored to the specific audience and to the objective of the communication. They should also include relevant examples and the detail which makes communications compelling.

Visit

Visit Proposition

Salisbury is a Cathedral city of ageless beauty and captivating history. Traditionally English with an independent spirit, Salisbury's living heritage and lively culture rewards repeated visits.

Visit Mini Narrative

Salisbury is a Cathedral City of ageless beauty and captivating living history. Traditionally English with an independent spirit. At its heart is Salisbury Cathedral. A beacon which has attracted travellers for centuries and continues to draw visitors today. Gathered around the Cathedral is a modern medieval city, full of buildings crafted with the care of another age. Today the city is alive with people, places and experiences which help tell the Salisbury story. Quirky, independent shops offer products designed and crafted locally. Arts and culture, events and entertainment reward the curious traveller. Salisbury is also a base to discover the surrounding countryside, its Areas of Outstanding Natural Beauty, National Parks and World Heritage Site. Salisbury is the essential English visitor destination.

Salisbury, welcoming since 1227.

Live

Live Proposition

Salisbury is recognised as one of England's best places to live. A beautiful city, with an independent spirit and a strong sense of community.

Live Mini Narrative

Salisbury is recognised as one of England's best places to live. A beautiful city, with an independent spirit and a strong sense of community. In 2019 the Times declared Salisbury "a divinely attractive and welcoming place". A place for families, close to coast, countryside and London, Salisbury has some of the best schools in South West England. Independent shops fill the city and it is a cultural beacon for the surrounding area. Salisbury is a city on a human scale. You can quickly get to know it and you'll quickly feel at home.

Salisbury, England's best place to live since 1227.

Work and Invest

Work and Invest Proposition

Creativity, commerce and craftsmanship are in the DNA of Salisbury. A beacon of original thinking, Salisbury is for people and businesses who want to locate and grow in a beautiful and historic city.

Work and Invest Mini Narrative

Creativity, commerce and craftsmanship are in the DNA of Salisbury. A beacon of original thinking, people and businesses who want to locate and grow in a beautiful and historic city choose Salisbury. This is a city that is built on craft and innovation. The original new town, it was designed to be a magnet for traders. The city flourished because it attracted skilled, ingenious people who understood the importance of care and attention to detail. In the 21st century these attributes are as important as ever. Salisbury continues to attract investment in fields as diverse as bioscience, creative industries and technology. And because it is a beautiful historic city with a strong sense of community, today more than ever, it is a great place in which to live, work and succeed.

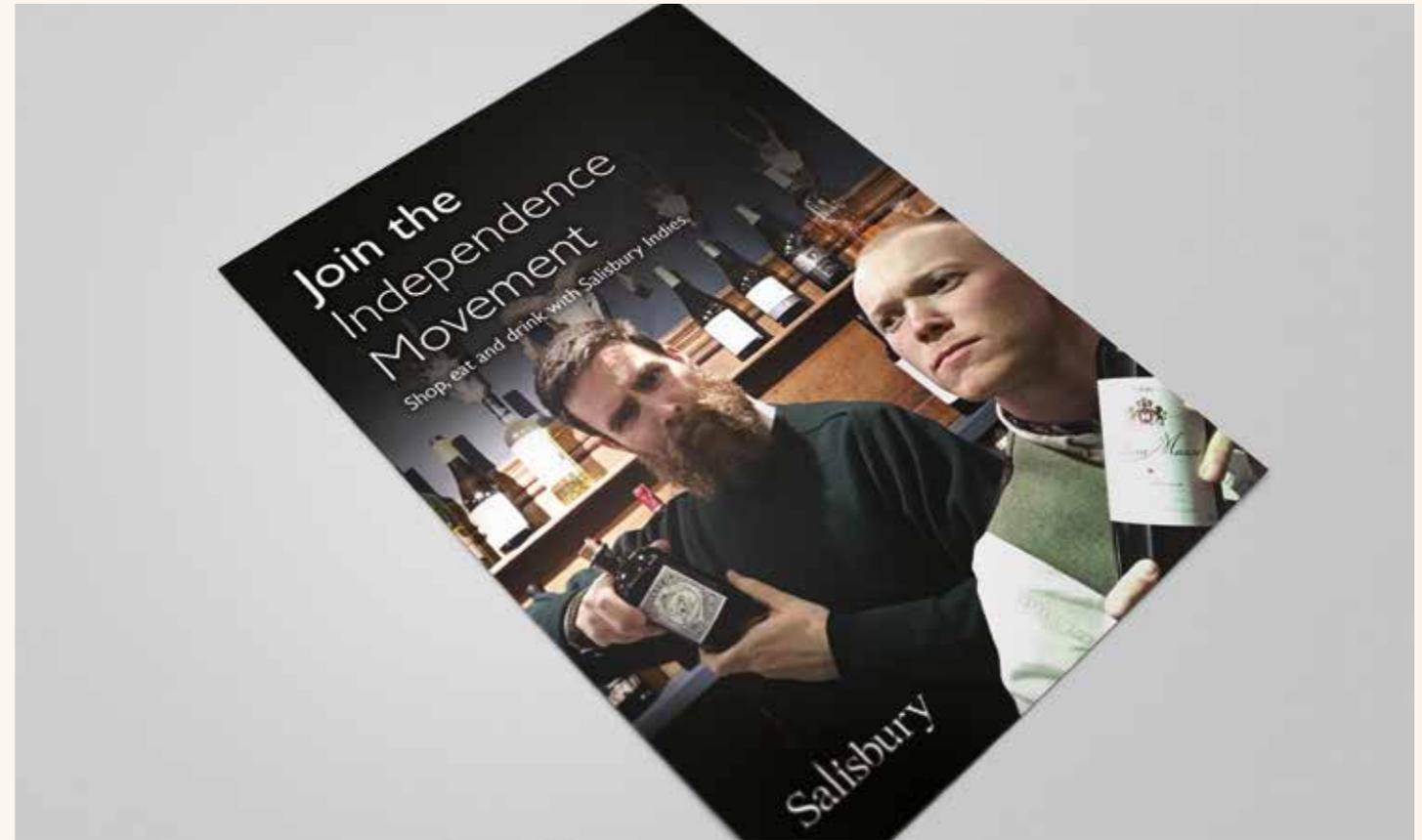
Salisbury, pioneering since 1227.

Bringing the Competitive Brand Positioning to Life.

Communication Examples

On the following pages, you'll find examples of marketing and communications materials inspired by the positioning. They show how the positioning could be used by businesses and organisations seeking to promote Salisbury as a place to visit and as a place in which to live, study, work and invest.

As well as promoting the city itself, these examples show how the positioning can be used to promote events, business plans and products from Salisbury.



Original, independent thinking is the key to our future.
As this example flyer shows, we celebrate the independent businesses that bring character and imagination to our city.

The Original Connected City.

In 2020, Salisbury becomes Britain's first entire city to gain access to FTTP broadband technology.

Salisbury is heading fast forward to the future.

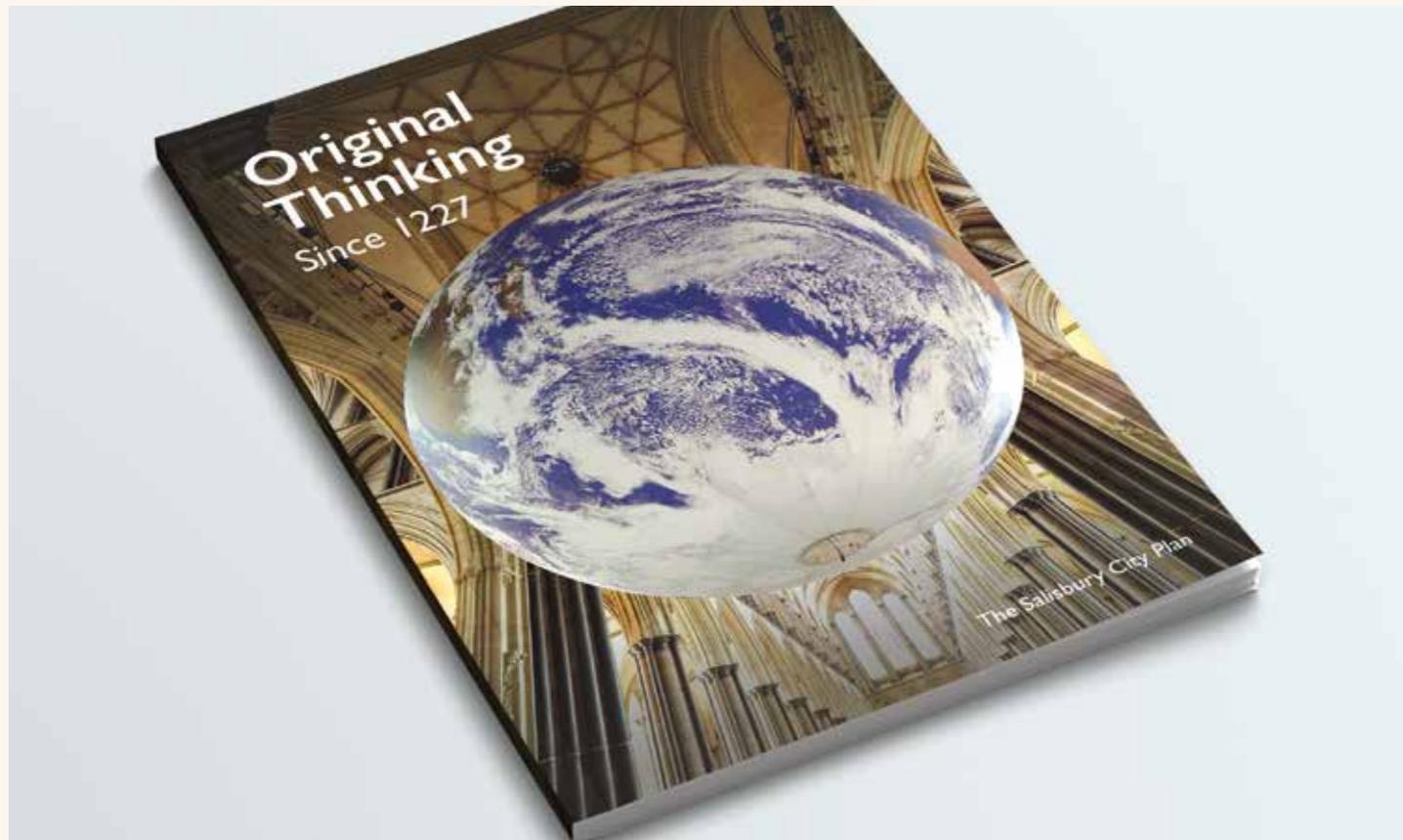
Welcome to Salisbury 2.0.

The language of the modern world can be applied to a heritage city. Salisbury is not frozen in time. We celebrate current events and new developments.



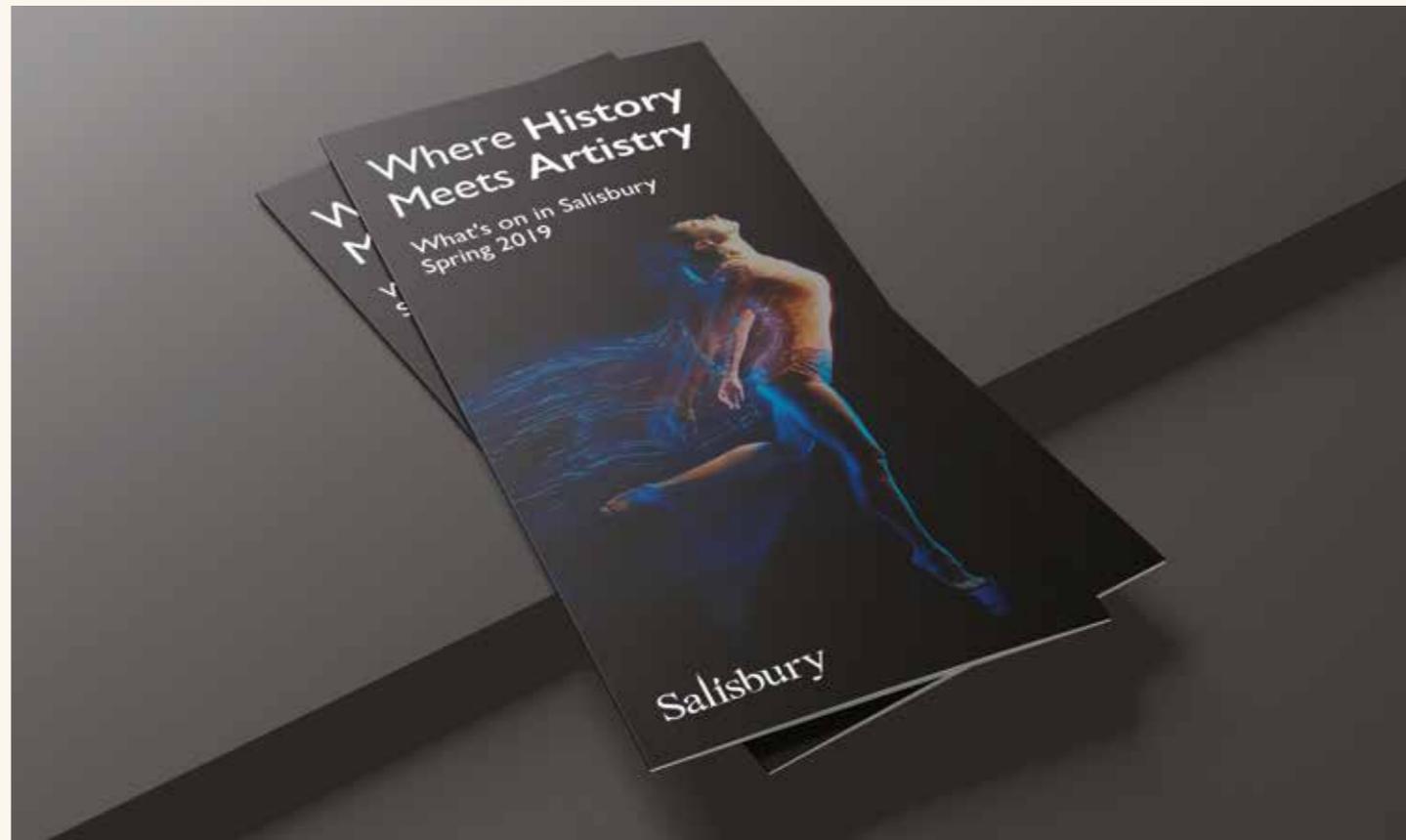
Tradition is a powerful force in Salisbury. But it is not static and it is not stuffy. Our cultural traditions embrace the modern and the eclectic.

Salisbury International Arts Festival, Ballet Black.
Photo: Wiltshire Creative



Contrast works in our favour and makes our communications more interesting. Some of our most traditional icons are the products of imagination and original thinking.

Gaia at Salisbury Cathedral.
Photo: Ash Mills Photography



When we choose pictures, we should remember the need to add energy and motion to the traditional image of Salisbury.



Our traditions add value. Here we show how this value can be reflected in communications from individual businesses, makers and creators.



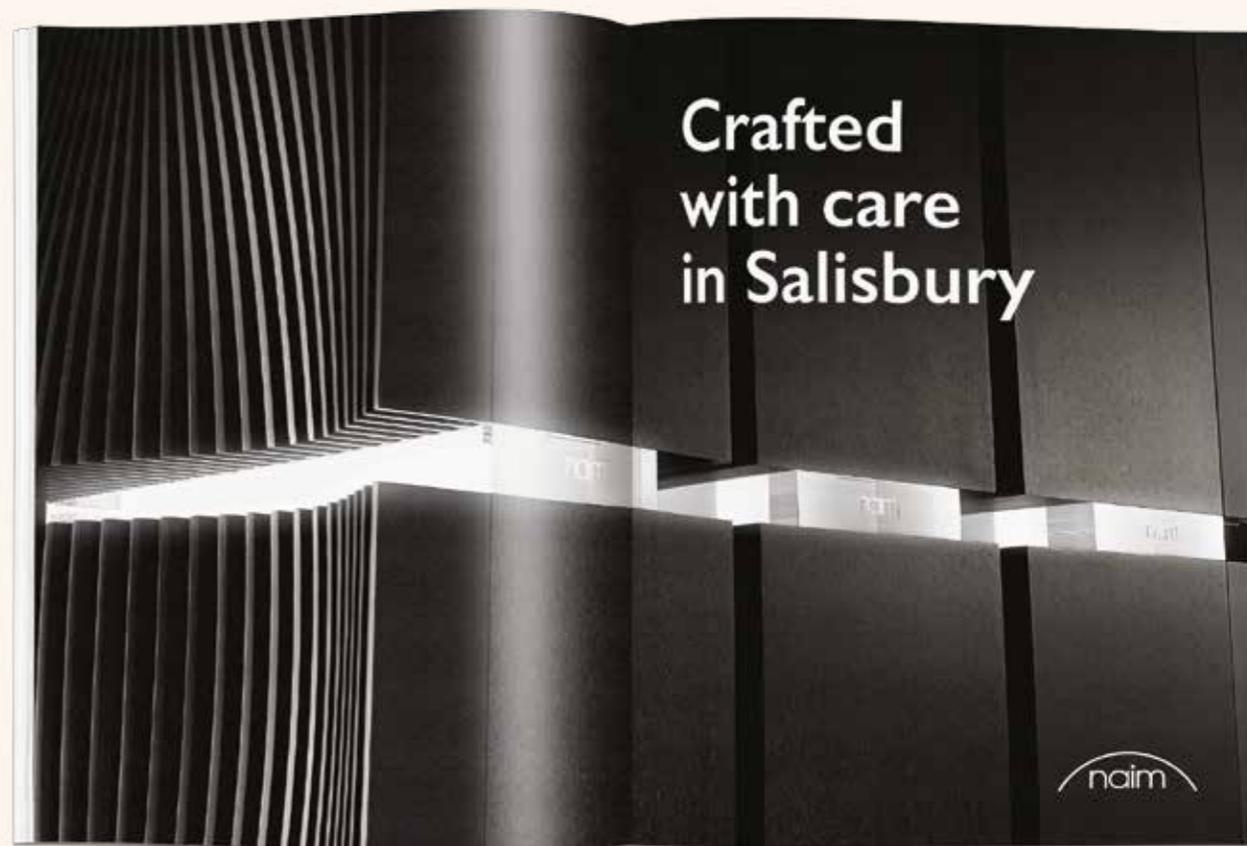
We take advantage of opportunities as they arise. We are responsive and imaginative. What we do is just as important as what we say.

Salisbury in Leicester Square, May 2019. Photo: William Rimell for the Salisbury Journal.



Salisbury's rich history and modern day developments give us the opportunity to juxtapose the old and the new.

Photo: Swindon and Wiltshire Local Enterprise Partnership



Salisbury's traditions of craft and care translate seamlessly into celebration of modern provenance. Our goal is to develop a Salisbury mark of distinction.

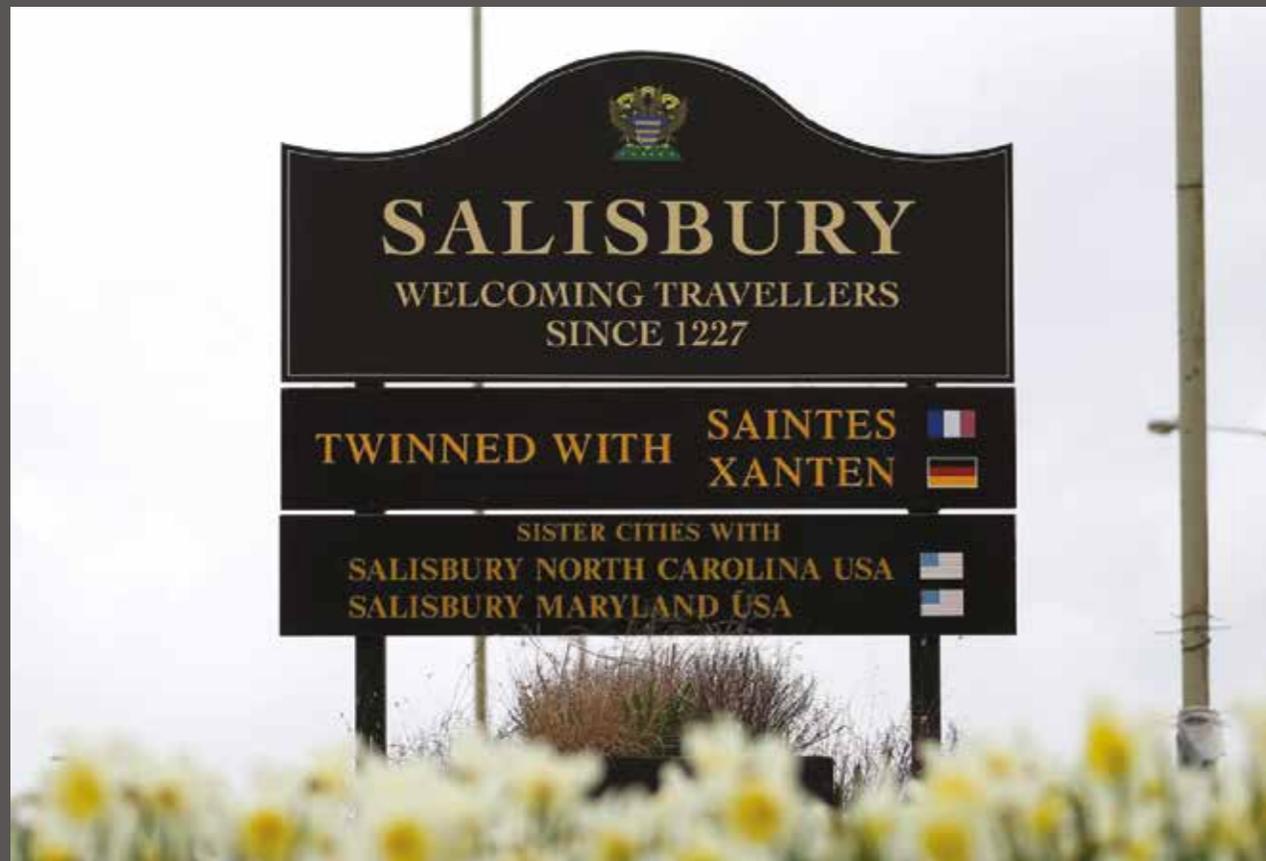
Photo: Naim Audio Ltd



The engaging combination of old and new, traditional and originality gives us scope to bring a spark of imagination to simple things. Here we show a polo-shirt that might be worn by meeters and greeters welcoming visitors to Salisbury.



Salisbury traditions have deep roots and contemporary relevance. No ordinary event, the Charter Market's historical provenance gives us a story to tell.



The positioning can be expressed in very few words.
On signage, less is indeed more.

Photo: Salisbury City Council/VisitWiltshire



- 1220 Richard Poore
- 1324 The Parliament of England
- 1688 King James II
- 1830 John Constable
- 2019 Sophia from Naples

Salisbury:
Welcoming travellers through the ages.

Salisbury has been welcoming travellers through the ages. But we don't rest on our laurels.
Our challenge is to make sure that today's visitors know that it's worth spending time in Salisbury.

Photo: Ash Mills Photography

Example Initiatives

The competitive positioning not only helps us to talk about Salisbury, we can also use it as a springboard for the development of new initiatives that bring our city to life for residents and for visitors.

The following are simple examples of the kinds of initiatives that might be inspired by the competitive brand positioning. Each example is simply an illustration of what could be done if we think about new activities in the context of the new positioning.

Handcrafted in Salisbury

Craft and care can once again become the hallmarks of Salisbury products and Salisbury experiences. A coordinated series of initiatives could be rolled out to bring this promise to life and to provide opportunities for Salisbury businesses:

- Develop and promote a Salisbury mark of distinction.
- Create a shop window for Salisbury-made products.
- Create an Artisan Arcade as part of the new Maltings Development.
- Launch the Salisbury Artisans, a cooperative initiative to incentivise artisans to locate themselves in Salisbury.
- Cooperation with Wiltshire College – developing 21st Century Artisans.
- A series of plays at the Playhouse written by local people.
- Launch an annual Salisbury Artisan Festival.



Photo: Trinity Photography

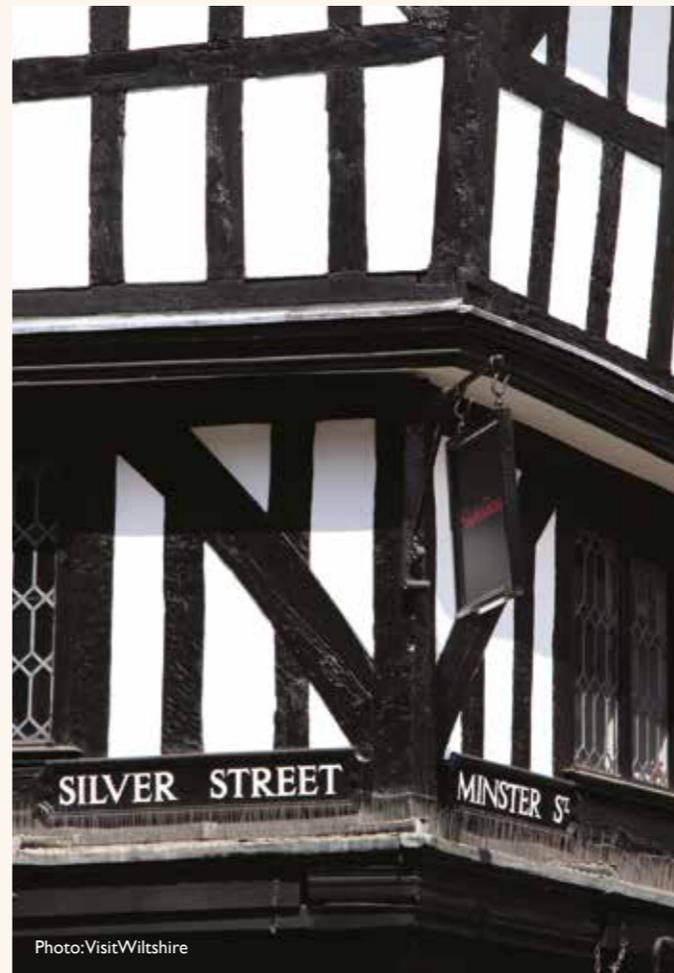


Photo: VisitWiltshire

Salisbury Uncovered

So much of Salisbury's story is hidden away underground or behind walls. A concerted effort to bring the city's tales to life could encourage visitors to spend more time – and more money in Salisbury.

A coordinated programme of activity and events under the Salisbury Uncovered banner might include:

- Augmented reality to help bring our history to life.
- A comprehensive signage plan to ensure visitors discover the whole city.
- Cooperation with Wessex Archaeology to involve school children in storytelling.
- More meeters and greeters to bring Salisbury's story to life.
- Holograms in the market square.
- Sculpture and Art Trails.
- A Water Meadows Trail.

Next Steps

New Practical Tools

These will include:

- A refreshed visual identity for Salisbury
- Design style guidelines
- A collection of free-to-use photographs for use in promotional material
- Ready-to-use promotional text that tells the Salisbury story.

These assets will be freely available for use by individual businesses and organisations across Salisbury. They will be used to develop new product experiences, inform new plans and initiatives and to promote our city, its businesses and attractions.

Our Partners

We are grateful to the partners who have supported the production of this guide and the development of the new positioning tools:

Major Funding Partners

Salisbury BID
Salisbury City Council
Swindon and Wiltshire LEP
VisitWiltshire
Wiltshire Council

Supporting Funding Partners

Salisbury Cathedral
Salisbury Chamber of Commerce
Salisbury Journal
Salisbury Purple Flag/Night-time Economy Group
Wiltshire Creative

Supporting Partners

Federation of Small Businesses
Spire FM

We're looking forward to working together - and to welcoming new partners to the Salisbury team.

Place Making in Partnership

Beyond the immediate development of practical communications tools, partnership working will continue while consideration is given to a Place Board or a similar appropriate delivery vehicle; ensuring we continue to work together to help Salisbury achieve its potential.



Salisbury Racecourse. Photo: Denis Photos

Working Together

The Salisbury competitive brand positioning has been developed in partnership with businesses and organisations across the city and beyond. This spirit of cooperation continues into the implementation phase. Our partners are already committed to bringing the positioning to life in their work.

This is how partners in Salisbury are already planning to use the competitive brand positioning:

“As an independent business owner and chair of our Salisbury Indies group I think that the Traditional Original branding is perfect. We love the heritage of our city but in business we are always trying something new whether that is a digital platform to sit alongside a High Street shop, new flavours of cuisine from around the world in our restaurants or the growth of alternative therapies. Traditional Original takes the best of what we are proud of and gives us the impetus to try to explore ideas, to update, embrace technology and to be creative in the way that we do business.”

Susi Mason, Salisbury Indies Group

“The new brand positioning is a strong way of celebrating the culture of Salisbury in its many forms. For Wiltshire Creative it will act as a guide and help us focus our communications as we develop our arts and cultural programme for the city’s residents and visitors.”

Tim Croall, Wiltshire Creative

“The brand positioning captures the spirit of Salisbury and the blend of ancient tradition and independent mindedness that all of us who work and live in the city recognise as authentic. The depth and clarity of the brand position will be a helpful guide as we create and develop the Cathedral’s offer to visitors and our programme of events, most immediately for Salisbury 2020: A City on the Move but also into the future.”

Jane Morgan, Salisbury Cathedral

“The BID support the brand positioning project for Salisbury. The positioning sets Salisbury apart and it proudly reflects the unique mix of businesses Salisbury has to offer. Moving forward, it will influence our communications to various audiences to promote Salisbury and our businesses.”

Robin McGowan, Salisbury Business Improvement District

“The Salisbury competitive brand positioning sets out a strong vision for the city, to make Salisbury an even better place to live, work and visit in the future. This reflects and aligns with Wiltshire Council’s own ambition for the city and we will, and already are, using the positioning principles in our work with partners; strengthening Salisbury’s traditional offer of independent shopping, access to the city’s green spaces and its wonderful heritage, while delivering an original and innovative experience-led city centre environment.”

Cllr Pauline Church, Wiltshire Council Cabinet Member for South Wiltshire Recovery

“VisitWiltshire are pleased to be involved in the development of this competitive positioning for Salisbury. It sets a strong ambition for the city in developing its visitor offer and will enable us to communicate a very clear message to potential visitors, one which will set Salisbury apart from other destinations in a very competitive market.”

David Andrews, Chief Executive, VisitWiltshire

“Salisbury City Council are delighted to support this new brand positioning for the city and we are pleased that so many of our residents and businesses have contributed to its development. It encapsulates what is special about Salisbury whilst setting out a clear ambition for the city going forward. We look forward to working closely with our partners to ensure the positioning is reflected in the services and events we offer, as well as in how we communicate Salisbury to all of our audiences.”

Cllr Jeremy Nettle, Leader Salisbury City Council

“The new competitive brand positioning for Salisbury will be a strong asset for the LEP and our partner organisations. We are delighted that it reflects the solid base of creativity and innovation to be found in Salisbury’s businesses and the care and spirit of the workforce. We will be using the positioning and forthcoming brand guidelines in communicating why businesses and investors should place the city high on their consideration list for investment, and the clear ambition within it will underpin our work with partners to deliver economic growth and prosperity for the city.”

Paddy Bradley, Director, Swindon and Wiltshire LEP

“Salisbury Chamber are delighted to support the new brand positioning. We see it as an asset for our members, helping them to position themselves as Salisbury businesses and to communicate all that is unique and great about doing business here.”

Andy Rhind-Tutt, President, Salisbury Chamber of Commerce

“Destinations in the UK that develop a distinctive positioning become an extremely strong asset to VisitBritain, enabling us to clearly communicate why visitors to the UK should consider Salisbury. It will help us to shape how we talk about the city and how we can set it apart from other destinations. The positioning aligns well with the experiences we know that today’s visitors seek and with our approach of helping them uncover our history and British way of life and to participate in the culture of our places. We look forward to seeing how the city uses the positioning to develop new products and services for visitors and to working in partnership with Salisbury stakeholders to promote them in future.”

Tim Holt, Head of Marketing, VisitBritain

Working Together

"We are delighted to support this new brand positioning for Salisbury. We know that Salisbury is a special place in which to live and work, and this positioning helps us to celebrate that, and to celebrate the range of creative events and entrepreneurial businesses we have within the city. We look forward to working with our partners and helping to promote what the city offers to residents and visitors alike."

Ceri Hurford-Jones, Spire FM

"The Federation of Small Businesses is pleased to support the launch of Salisbury's new Competitive Brand Positioning. Small businesses are the lifeblood of the city and part of what makes Salisbury special. We look forward to working with them to use this new tool to help to achieve their ambitions and to deliver change for both their businesses and Salisbury as a community."

Mary Webb, Federation of Small Businesses.

"I am delighted that a single, compelling, competitive brand positioning for the city has been developed that is being supported by key stakeholders, partners and business groups. This combines the very best of Salisbury's history, culture and creativity, to guide our strategic development, stimulate economic investment, increase footfall, and raise awareness of our offer. We need to do everything we can to attract talent, entrepreneurs and the creative industries to Salisbury, and this brand positioning will help us achieve it."

John Glen MP, Economic Secretary to the Treasury and Member of Parliament for Salisbury

"This is a great piece of work. The Salisbury Journal will be using the brand positioning in our business to business engagement and when presenting to our national media partners."

Bill Browne, Publisher, Salisbury Journal

"The collective use of brand positioning for our city is more important now than ever before. We need to give our future customers a real reason to come to Salisbury and spend money in our businesses. An agreed message with visuals will be stronger when we use it together and will grow organically, eventually guiding our own individual marketing strategies and even our new business models."

Amanda Newbery, Chair of Salisbury Purple Flag Steering Group

"Salisbury District Hospital is delighted to support the new competitive positioning for the city. In recruitment terms, we know we are competing with destinations at home and abroad for qualified talented people to work at the hospital. Living and working in the city is a positive element of our offer to potential new employees. This piece of work positioning our local community will help us to communicate the benefits of relocating to the city. We look forward to working with partners to ensure Salisbury is recognised for what it is - a great place to work and live."

Dr Christine Blanshard, Medical Director/Deputy Chief Executive Salisbury NHS Foundation Trust

Contact Us

To find out more about the Salisbury competitive brand positioning, please contact:

Amanda Snowe

VisitWiltshire

AmandaSnowe@visitwiltshire.co.uk



Wiltshire Creative's Lift Off. Photo: Adrian Harris

Salisbury

Front cover image: Launch, by Rebecca Newnham. Part of the 2016 Reflection exhibition at Salisbury Cathedral. Photograph by Ash Mills Photography @ashmillsphotography.