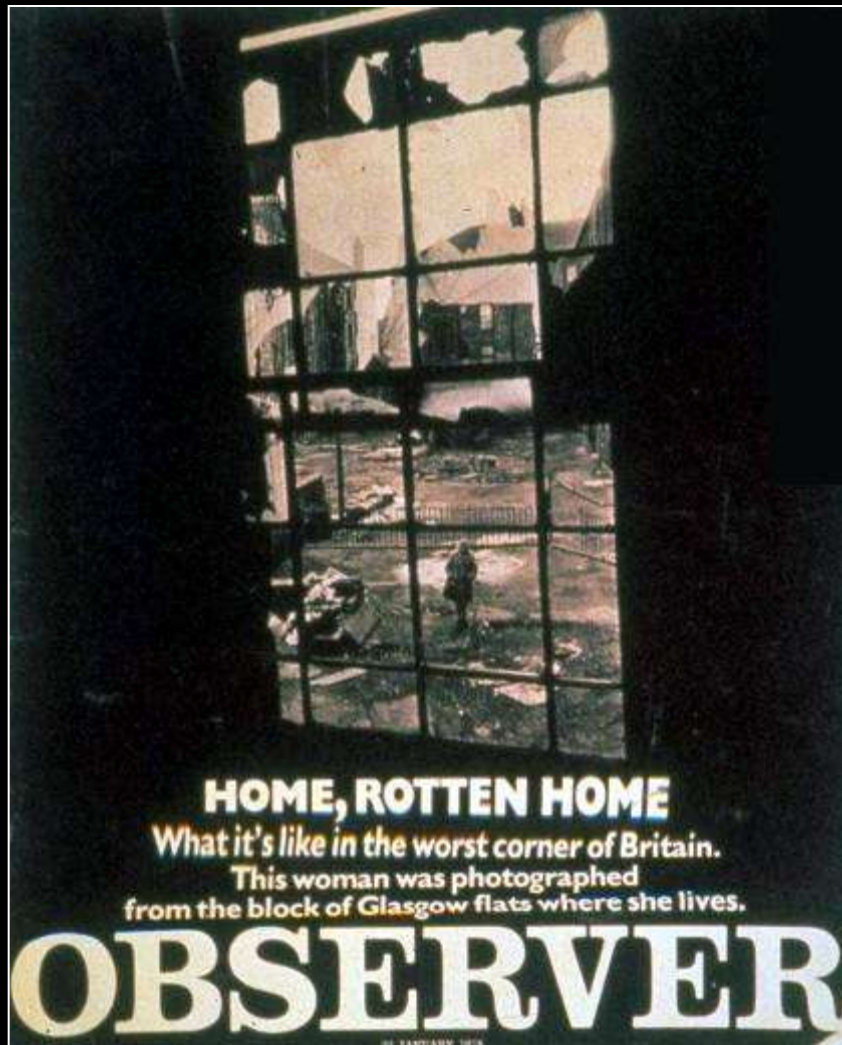




"Glasgow
...worse than
East Berlin"

"Glasgow's
miles worse -
the second
class city"

"No vision in
the face of
urban
dev

1983

McKinsey Recommendations

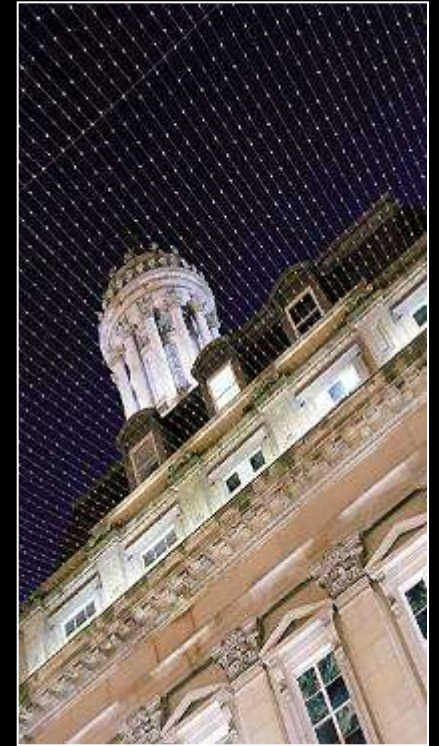
- Clean City
- Retail Implosion
- Give people a reason to visit
- Establish a tourist board
- Encourage Investment

1983	Tourist Board established Burrell Museum opens
1985	SECC opens
1988	Garden Festival
1990	European City of Culture
1996	Year of Visual Arts
1999 Design	UK City of Architecture and Design
2002	UEFA Champions' League Final
2004 launch	Glasgow : Scotland with style launch
2005	Commonwealth Games Bid

Burrell Collection, 1983



Cultural Heritage Build





European City of Culture, 1990



**"GLASGOW'S NO MEAN
CITY ANYMORE"**

Wall St Journal

**"THE UGLY DUCKLING
OF EUROPE HAS
TURNED INTO A
SWAN"**

Los Angeles Herald



SECC Armadillo 1997





UK City of Architecture & Design, 1999



- PRE-BRAND PERCEPTIONS OF GLASGOW –
- NON VISITORS

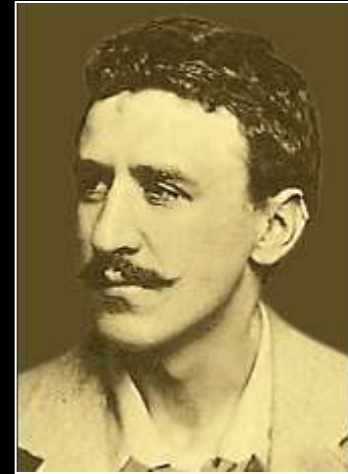
Source : Nunwood Visitor
Research 2003

Glasgow ■
Scotland with style™



- BRAND WHEEL
- Facts and Symbols

Charles Rennie Mackintosh,
European City of Culture, Kelvingrove,
Burrell Collection, The Glasgow School of Art,
The Clyde, Armadillo



■ BRAND WHEEL

■ How the Brand Makes Me Look

Stylish

Cutting Edge

'In the know'

Contemporary

Individual

10 years younger



Glasgow: 
Scotland with style®



Stars step in to launch city's slick new image

Trendy Glasgow turns on the style

My Dental Goals

GLASWEGIANS were today given the first public taste of their glossy new kitchen.

Barney's hearing the other way round. "Someone's dealing with Mike," he was indicted in Georgia because he was serving the sentence.

The station is a relatively small of its kind, unique in the world as a coal agglomeration city - was receiving the highest in an addition of 100 in the State Australia for land of the mine and the road and the station.

Against the backdrop of the domestic use of the technology that has defined the new digital, network and search engines, millions of their users of a certain generation are

Even when the theory, they declared last August, "is not all wrong, it is not all right either, it is a little wrong and a little right, it is a little calculating the efficacy of the

Today, 1994, China's competitive in Europe, America and Japan

only thing that would have been a surprise was if the cops hadn't arrested him.

The Singapore Press and the National Assembly in the 1950s and 1960s

the North's biggest employers and
producers of goods for the West.

The next Clapper-Bushman with Niles is not exactly wrong; it contains no trace of differentiation that would allow one copy - Charles Bushman's.

"If there's any one man here who can change the world, it's me," says the 25-year-old, who has been in the U.S. since 1997. "I want to be a leader, and I want to be a role model."



STAR TREATMENT: Lord of the Rings' RUBY DAVE WON TV's *Survivor* money at the launch. *Picture: Lewis & Clark*



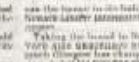
8828109: Flecker Flecker

AND AN ASSOCIATED IT MAY
LOOKS WITH: FOLLOWING IN
CONFIRMATION: 1991-1992.

1991 were located along an
eastward-trending, N. 10° E. strike-
slip fault, dipping 30° N. The
fault is 100 m long and 10 m
wide. The fault is a normal fault
with a 10 m dip.

His subsequent work on the
particularity of the state is
at the heart of the book, which
explores the state's role in
the economy of the state.

the new image is a woman in
and at moments and because
and this has not that the
man on the way from
from another breakfast
toward Harry New York.



Where Mr. HARRY W. LEWIS, JR., is concerned, it is 1993, a long time ago, and the company did not even have a corporate name.

SAFARI SAFARI TRAIL.
Safari City, 10000
Chlorine, 10000 and 10000
The 10000 Safari and 10000
Safari City, 10000 and 10000
Safari City, 10000 and 10000

ALL LEAD WORKERS I contacted said "It's a little less than yesterday, but it's still the worst the city has

...the only way to the market that
...of the people.



and can even include some of the code on a CD-ROM.



FOR THE FLAG, the new Navy's new George Eastman



GLASGOW CITY MARKETING BUREAU

Glasgow
Scotland with style®



■ Glasgow Campaign, March
2004

Glasgow
Scotland with style™



GLASGOW. THE NEW BLACK.

SEDUCTIVE SHOPPING.
ACHINGLY HIP HOTELS.
ICE-COOL WATERING HOLES.
AND SOME SERIOUSLY
ROMANTIC ART NOUVEAU
ARCHITECTURE COURTESY OF
CHARLES RENNIE MACKINTOSH.

FOR A LONG, LUXURIOUS
WEEKEND IN A CITY THAT'S
NOT SHORT ON STYLE,
THERE IS ONLY ONE LABEL
TO LUST AFTER.

IT'S CALLED GLASGOW.

SHORT BREAKS IN GLASGOW START FROM JUST £45PP/PN
TO BOOK NOW VISIT WWW.SEEGLASGOW.COM

Glasgow:
Scotland with style™



THERE'S AN ART TO RELAXING
IN GLASGOW.

WE DREAMED IT UP

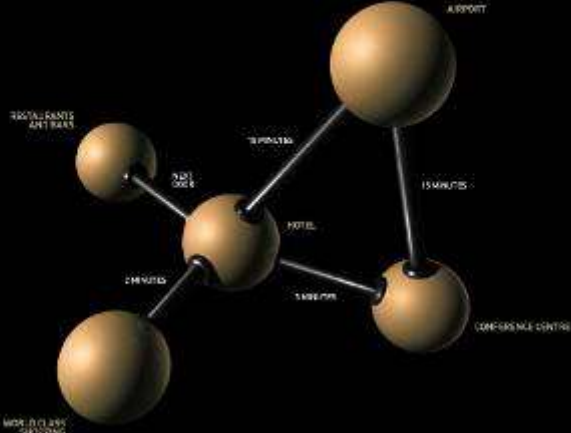
THERE'S JUST SOMETHING ABOUT OUR CITY THAT MAKES YOU FEEL GOOD INSIDE. IT COULD BE THE GENUINE WARMTH OF OUR PEOPLE, OUR LUXURIOUS BOUTIQUE HOTELS OR THE SERIOUSLY SEDUCTIVE SHOPPING. PERHAPS IT'S OUR RENOWNED GALLERIES OR OUR ART NOUVEAU LEGACY, COURTESY OF CHARLES RENNIE MACKINTOSH. WHATEVER INCREASES YOUR FEEL-GOOD FACTOR, YOU'LL FIND IT IN A CITY THAT'S NOT SHORT ON STYLE. IT'S CALLED GLASGOW.

SHORT BREAKS IN GLASGOW START FROM JUST £45pp/wn TO BOOK NOW VISIT WWW.GOSGLASGOW.COM

Glasgow
Scotland with style™

■ BUILDING BRAND EQUITY

■ Discretionary Business Tourism



**MORE DELEGATES PREFER GLASGOW.
IT'S SCIENTIFICALLY PROVEN.**

When it comes to yielding results and achieving record-breaking attendances, Glasgow delivers all round.

Over the past decade, Glasgow has superlaid itself as a world leader in attracting larger delegate numbers, especially for medical and scientific conferences.

This compact, stylish, Art Nouveau city is supported by a quality infrastructure and is a firm favourite with delegates and exhibitors alike.

With the UK's largest integrated conference and exhibition centre plus a vast range of accommodation just 15 minutes from the International Airport, only Glasgow has the unique formula for your successful congress.

For free, impartial assistance, contact the Convention Bureau.
Tel: +44 (0) 141 560 6000
Fax: +44 (0) 141 245 9541
e-mail: convention@seeglasgow.com

Glasgow
Scotland with style™

WWW.SEEGLASGOW.COM

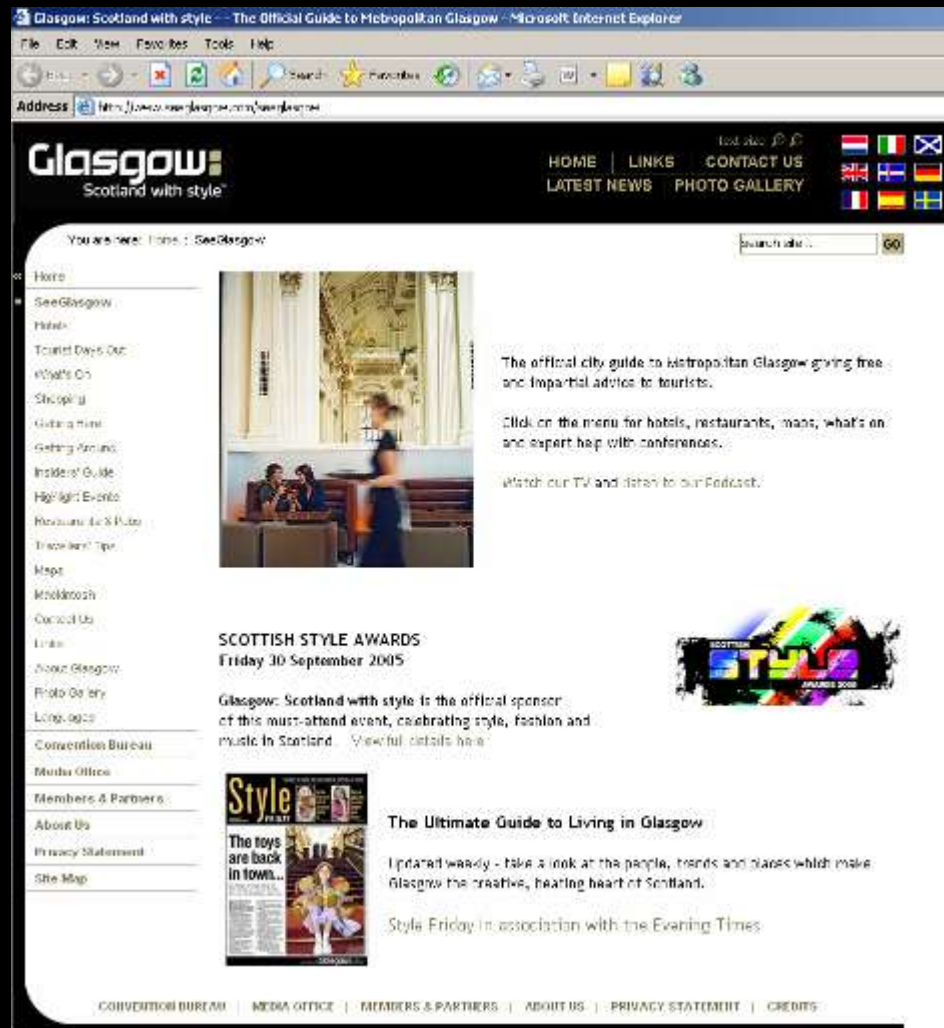


■ Convention Bureau Marketing Tools

- conventions@seeglasgow.com
- Mini - Meetings Guide & CD
- Main Venue Book to Conferencing
- Bids and on line bids
- Announcement Leaflets Pre Marketing

BUILDING BRAND EQUITY

seeglasgow.com



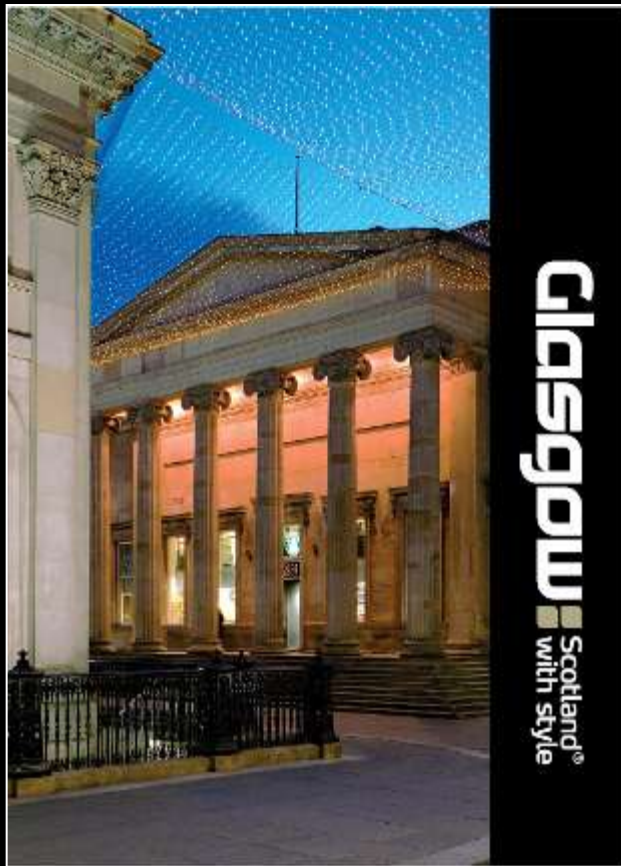
Glasgow:
Scotland with style™

■ Ambassador Programme

- 2,300 Ambassadors
- 30% active
- Value in 2005 : £35m
- Academic, Medical, Scientific & Business

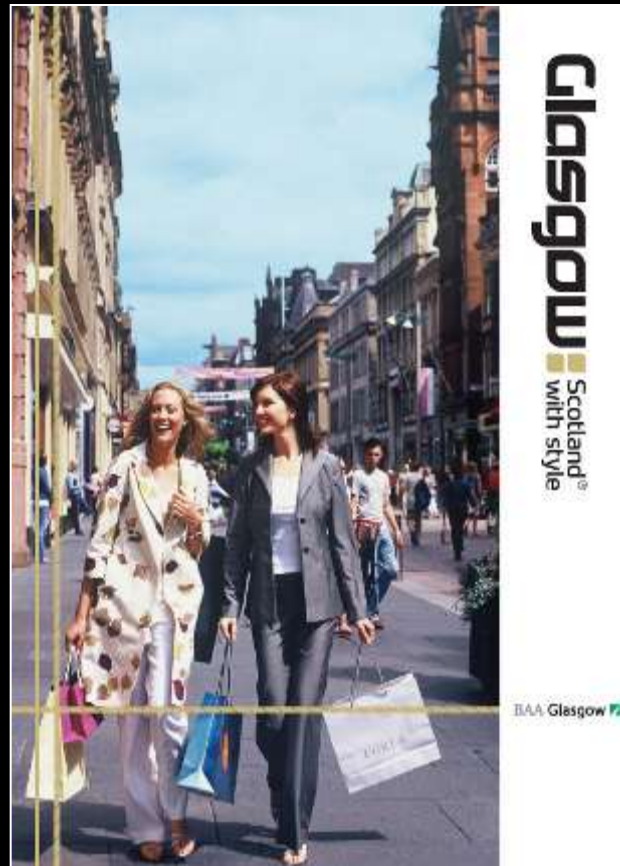


- BUILDING BRAND EQUITY
- Discretionary Business Tourism



BUILDING BRAND EQUITY

Winning New Routes



■ Integrated Delegate Transport Ticket





THERE'S ONLY SIXTY
SHOPPING DAYS TO CHRISTMAS.
SHAME, REALLY.

WALK AROUND THE HEART OF GLASGOW AND YOU COULD
GET THROUGH YOUR CHRISTMAS LIST TONIGHT.
WE'VE GOT BLOSSOM HALLS STAMPED WITH DESIGNER NAMES,
A LIST SIXTINEERS IN VICTORIAN WAREHOUSES AND TRUE
ORIGINALS YOU WON'T FIND ANYWHERE ELSE.

YOU'LL FIND IT ALL IN A CITY WITH A UNIQUE SENSE OF STYLE.
IT'S CALLED GLASGOW. VISIT WWW.SEEGLASGOW.COM

Glasgow:
Scotland with style™

**City enjoys
a booming
festive
season
thanks to**

Glasgow:
Scotland with style™

■ Retail Campaign, Christmas
2004

Glasgow:
Scotland with style™

BUILDING BRAND EQUITY

Partner Support



- BUILDING BRAND EQUITY
- Partner Support



BUILDING BRAND EQUITY

Partner Support



- BUILDING BRAND EQUITY
- Partner Support



PRESTIGE CORPORATE

Glasgow
Scotland with style™

■ BUILDING BRAND EQUITY

■ M8 / M77



■ BUILDING BRAND EQUITY

■ Events

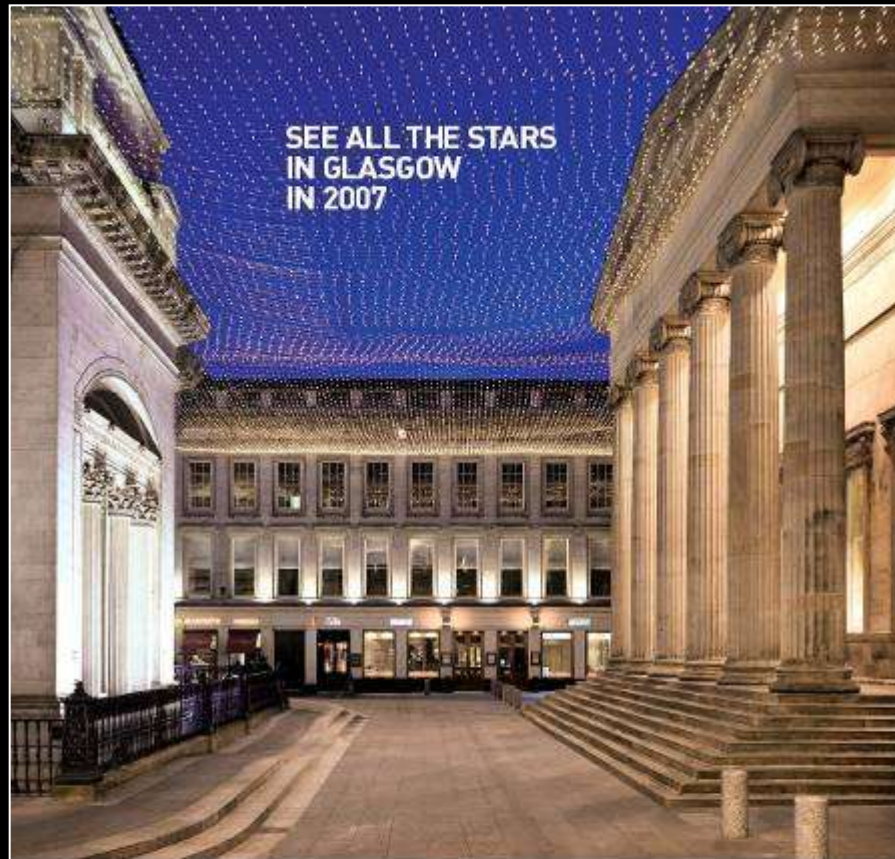


- BUILDING BRAND EQUITY
- Congress



BUILDING BRAND EQUITY

Events



World Team Badminton
Championships
Glasgow Scotland
10-17 June 2007

BADMINTONScotland is honoured to play host to the world's badminton stars at the World Team Badminton Championships in June 2007.

Glasgow, one of Europe's most exciting destinations, combines the energy and sophistication of a great international city with the friendliness of its people. It is a world-renowned cultural capital with an outstanding portfolio of museums and galleries, and is the most exciting retail centre in the UK outside London.

For information regarding packages allowing you to make the most of your stay in Glasgow and Scotland please visit www.badmintonscotland.org.uk.



Glasgow
Scotland with style®

- BUILDING BRAND EQUITY
- Events





The Herald



IN FASHION: David Eustace and Kelly Cooper Barr with their Scottish Style Awards at Glasgow's Tramway. Picture: Robert Paterson



Glasgow
Scotland with style™

- **SUPPLY FOLLOWS DEMAND**
- **Hotel Development**



One Devonshire Gardens



Hilton Glasgow



Mar Hall, Bishopton



Cameron House, Loch Lomond

4 hotels in 1984
114 hotels in 2005



Radisson SAS Glasgow

BUILDING BRAND EQUITY

Adopting Brand Values

Scotland with Style brand is hit for city

New campaign
brings in
extra shoppers
and visitors

STEPHEN STEWART

SHOPS and hotels in Glasgow enjoyed a lucrative festive season thanks to the successor of the Glasgow's Miles Better marketing campaign.

Retailers and hoteliers had a strong Christmas period after £1.5m was spent promoting the Glasgow's Scotland with Style campaign to a wider UK audience, according to both Glasgow Chamber of Commerce and the Greater Glasgow Hotels Association (GGHA).

The city's biggest marketing campaign since the phenomenally successful Miles Better scheme was designed to bring £42m in investment over the next two years and create up to 1000 full-time jobs.

One of the launch adverts, entitled Glasgow: The New Black, highlighted the city's credentials as a shopping and fashion capital while another was aimed at consumers looking for Christmas gift ideas.

Lesley Sawers, Chamber of Commerce chief executive, said: "Whilst retail figures in December were disappointing for the UK as a whole, Glasgow continues to buck the trend and recorded an increase in sales across all sectors over the previous year.

"This performance would not have been possible had it not been for the Glasgow: Scotland with Style campaign and its heavy focus on retailing.

"Glaswegians like to shop, but they have been subject to the same vagaries of the economy as everyone else. It has been an influx of visitors from elsewhere that has allowed us to exceed UK figures."

The experience of Glasgow's retailers was backed by city hotels. Occupancy has risen consistently since the launch of the campaign but this was even more marked in the last quarter, which is traditionally regarded as "off-season".

GGHA's Forecaster study, representing 35 hotels across the city, reports that hotel occupancy in October 2004 was 75% compared with 69% in the same month the previous year, while in November the performance climbed further to 77% occupancy, a 7% increase over November 2003.

A five-year high was recorded for December, with 55% occupancy achieved compared with 53% in the same period the previous year.

Philip Mahoney, GGHA chairman, claimed the growth was linked to the city's new branding campaign. He said: "By July, the impact of the brand campaign was beginning to be felt and we never looked back. Overall, occupancy grew across 2004 by 2%, a remarkable achievement considering the number of new hotel rooms that have come on stream in the last 12 months."

■ BUILDING BRAND EQUITY

■ Adopting Brand Values



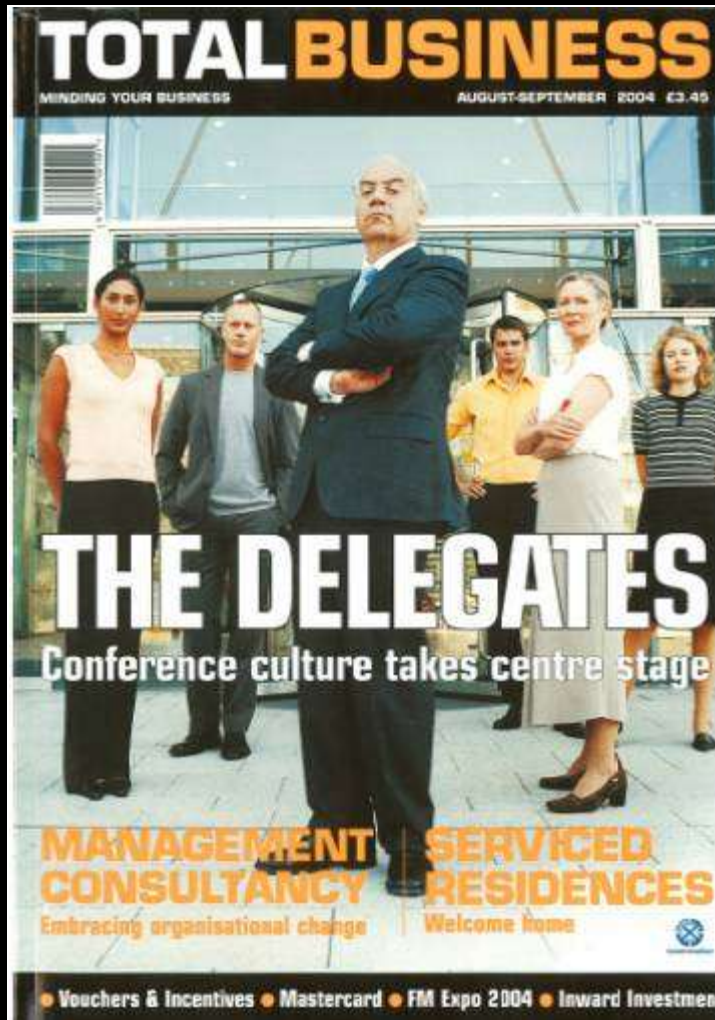
“ DISCOVER A
GLASGOW THAT’S A
WORLDLY
REVOLUTION”

“THE UK’S HIPPEST
AND MOST
HAPPENING CITY ”

Glasgow
Scotland with style™

BUILDING BRAND EQUITY

Adopting Brand Values



“ SCOTLAND WITH
STYLE ?

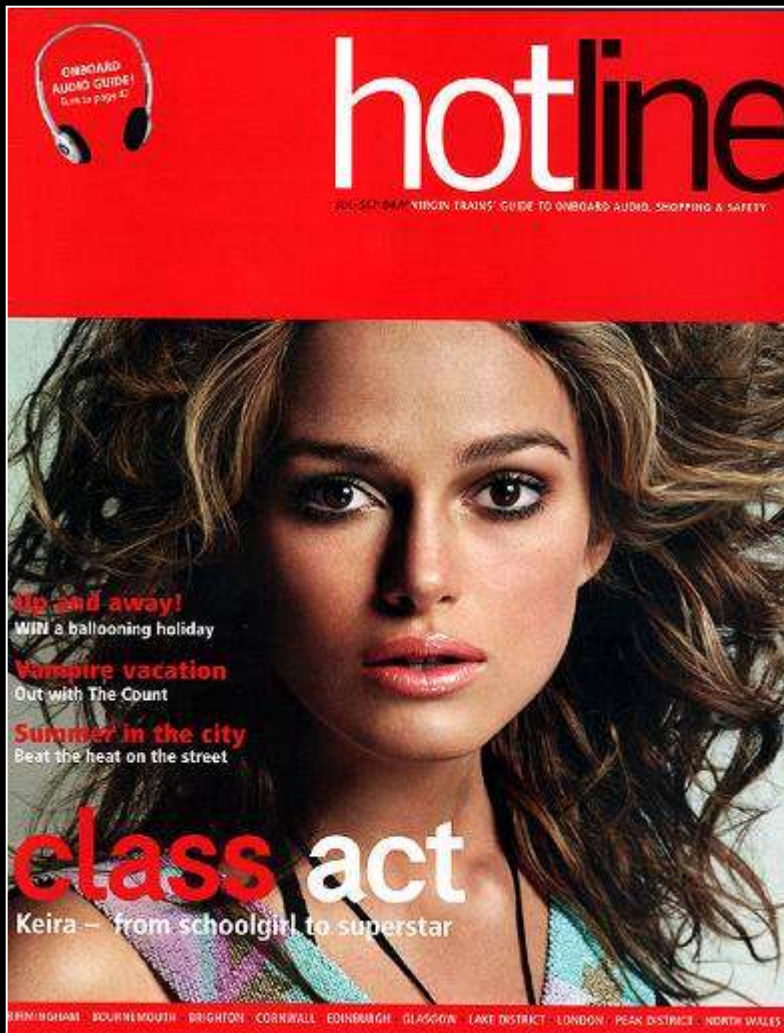
SCOTLAND FOR
BUSINESS ?

WHICHEVER WAY YOU
LOOK AT IT GLASGOW'S
GOT IT”

Glasgow
Scotland with style™

BUILDING BRAND EQUITY

Adopting Brand Values



“ STYLE CITY -
IT'S A PLACE OF
VERVE AND VISUAL
APPEAL ”

Glasgow:
Scotland with style™

■ BUILDING BRAND EQUITY

■ “As Others See Us”



“It is a very handsome city with some of the most exciting and stylish venues in the UK.

“It scored exceptionally highly for food as well as its culture and the friendliness of the people.

Everyone should visit this dynamic city!”

Glasgow
Scotland with style™

Key Performance Indicators

-  192,000 additional tourists
-  + Conference sales of £22 million
-  Hotel occupancy increase of 2%
-  £8 million in extra conference sales
-  104% increase in page views on www.seeglasgow.com = 8 million per annum



GLASGOW CITY MARKETING BUREAU

Place Marketing Agency for Metropolitan Glasgow

“to position Metropolitan Glasgow to
its key markets to create customers,
generate inward investment and
sustainable net economic benefit.”

■ TO DELIVER BRAND KPIS

■ Targets to 2007/8

- + £20m leisure tourism expenditure
- + 2% year on year increase in hotel occupancy
- + £30 million new conference business & events
- + 170,000 leisure tourists

GLASGOW CITY MARKETING BUREAU

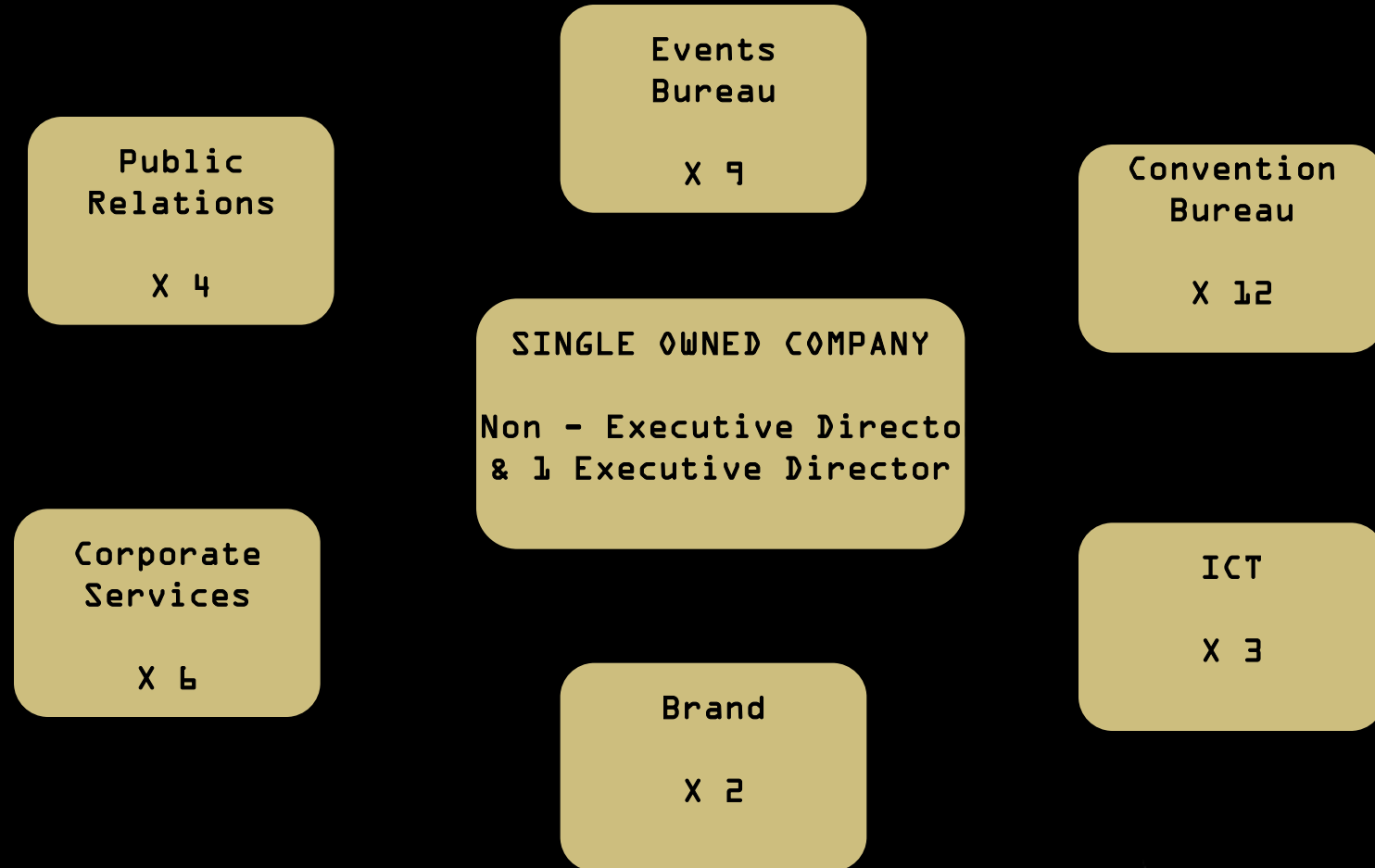
Budget

-  Route Development

-  Subvention

-  Events

GLASGOW CITY MARKETING BUREAU



■ Discretionary Business Tourism

2004 / 2005

- 203 conferences = 460,000 room nights
- 1 : 5 bedrooms sold to a conference delegate
- World rank 18th (Climb from 41st)
ICCA for hosting number
international meetings
- £100 Million in Conference Bids
- £115 Million Confirmed to 2010