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.4.1 INTRODUCTION

‘Architecture is concerned with defining objectives’, says Heath (1993:292). He also believes that ‘people’s knowledge of their needs is often surprisingly vague and inexplicit.’ The objective of the proposed development has already been identified as an intervention in bringing a shift in the current economy. The tourism industry is seen as a vehicle to reach this objective, is it is an economy which is not based on a depletable resource such as mining. The objectives and program of the proposed development is determined from the research conducted in the field of Destination Branding, which is a branch of marketing specifically aimed at the tourism sector. Branding becomes in turn the vehicle with which Lydenburg establishes itself within the tourism sector and within the mind of the consumer.
4.2 BRANDING

4.2.1. DEFINITION

According to Slater, ‘branding evolved out of the Industrial Revolution as a means for a manufacturer to identify itself as the maker of a certain product. The brand then became the identifier for the certain product promising consistency and quality’. Morgan and Pritchard define branding as ‘the conscious use of publicity and marketing to communicate selective images of specific geographical localities or areas to a target audience’ (Morgan and Pritchard, 2004:59) (Slater, 2004:226) Brands also differentiate products, represent a promise of value, incite beliefs, evoke emotions and prompt behaviours (Kotler and Gertner, 2004:41).

A brand is an asset that, if built and managed properly, can generate superior returns for a given product, service or organisation (Personal Communication, April 5, 2005, with David Blyth (branding specialist) and Faan Nel (architect) of branding company Enterprise IG).
4.2.2. BENEFITS OF BRANDING

Olins contends that the notion exists that branding is a concept linked only to business or an enterprise geared towards profit with no social consequences (Olins 2004:24). However, Morgan, Pritchard and Pride note that a “nation’s brand image can profoundly shape its economic, cultural and political destiny”, that “global brands could be the ultimate (re)distributor of global wealth” (Morgan, Pritchard and Pride 2004:6) and that “place branding is an extremely complex and highly political activity that can enhance a nation’s economy, national self-image and identity” (Morgan, Pritchard and Pride 2004:14) (Anholt, 2004:28). Moreover, Anholt states that ‘A positive place brand encourages inward investment, and tourism is a magnet for talent (both new immigrants and returning members of the diaspora), and if properly managed can create a renewed sense of purpose and identity for the inhabitants of the country, region or city’ (Anholt 2004:29).

According to Slater, ‘Places currently offer the greatest untapped branding opportunities’ (Slater 2004:227). This comment is relevant because ‘Place of origin
is hard equity, which does not need to be built from scratch, because it already exists in the consumer’s mind, and has a definite shape and form’ (Anholt, 2004:38). Morgan and Pritchard add that ‘Consumers enrobe themselves with brands, partly for what they do, but more for what they help express about their emotions, personalities and roles’ (Morgan and Pritchard, 2004:61); therefore, as Anholt states, ‘the place to start working out how to brand a country is often not with the country itself, but with the consumer and the marketplace, in the very limited amount of mindspace that each consumer has available to store perceptions’ (Anholt 2004:36). This statement ties in with Seng Ooi’s description of a destination brand’s aim as being the shaping of public perceptions (Seng Ooi 2004:252).

As destinations are a composite of a bundle of different components (Morgan and Pritchard, 2004:63), including accommodation and catering establishments; tourist attractions; arts, entertainment and cultural venues; and the natural environment, a single brand will capture the essence of the destination in a unified manner, creating an umbrella under which the destination can be enjoyed at both a symbolic and an
experiential level (Crockett and Wood, 2004: 202). As many different components as possible need to be included in the brand as ‘a strong brand is a rich brand, and richness implies a complex and satisfying mix of many different elements’ (Anholt, 2004:30).

The Lydenburg development must consist of a rich program that attracts a wide spectrum of users.

Seng Ooi divides destination branding into packaging a product, ‘which focuses on attractions and activities that are considered significant and alluring’ (Seng Ooi 2004:254), and identity: ‘The brand asserts the place’s unique identity. This uniqueness often emphasizes the historical, social and cultural values of the host society’ (Seng Ooi 2004:255). The product in Lydenburg’s case will be a building that focuses on attractions that are significant to Lydenburg, and will assert the unique identity of the place.
.4.2.3. DIFFERENTIATION

Hallberg states that the key is to develop a strong brand that holds unique associations for the consumer and that can be articulated as a clear point of difference (Hallberg, 1995 in Morgan and Prichard, 2004:61), while Pride notes that “when it comes to branding perhaps the most difficult task facing any destination is the quest for true differentiation” (Pride 2004:159) and that “success will not be achieved as a result of imitation and copycat strategies” (Pride 2004:161). Another way of looking at differentiation is to view it as “the value of a successful brand to its potential to reduce substitutability” as pointed out by Morgan and Prichard, (2004:61).

The goals set for Lydenburg should therefore serve to differentiate the town from other towns with similar qualities, specifically in view of tourism. Surrounding towns like Machadorp and Dullstroom may also rely on trout tourism to establish their identity. Although fly-fishing should play a part in the make-up of Lydenburg’s identity, focus should rather shift to adventure tourism, including 4x4 trips, hiking, and rock climbing in addition to trout fishing. A healthy lifestyle associated with the surrounding
Marketing

Business Training

Entrepreneurs

Food/Cuisine/Hotel

Service Training

Guides

Product: Sell/Buy/Repair

Product = Place

Tourism = Service

= Activities

Ecology

Place

Brand

Academic

Student

Accommodation

Nature Conservation

Research

School Programs

Ecological Processes
The area of Lydenburg can become an integral part of the Lydenburg brand, dissociating it from surrounding towns. The fact that Lydenburg is situated within a nature reserve should be the main focus of the new branding strategy, as it is a quality that could generate the differentiation needed in a successful branding strategy.

4.2.4. CHALLENGES

Destination branding, with its core objective of producing a consistent, focused communication strategy (Morgan and Pritchard, 1998:147), confronts at least three major constraints. First, a lack of adequate finance to support appropriate marketing campaigns, a common complaint, has been exacerbated by limited experience of global markets and a lack of appropriate expertise. Second, tourism destination marketers may be pressured to show short-term results when long-term investment is required to build a consistent brand. Such a dilemma may be reflected in message inconsistency. Third, whereas centralized, relatively authoritarian regimes may exercise some control over and bring coherence to the components of a destination image, market economies may find it difficult to develop a coherent
brand for destinations that are composed of a myriad of products and environments (Hall, 2004: 114).

Lydenburg urgently needs to set up a centralized branding committee through which the advertising and marketing of sub-services (private guesthouses and enterprises) will be promoted. The creation of this branding and marketing body will ensure a single, focused marketing strategy and will benefit the various smaller businesses in the area. This marketing body will be housed in the proposed development and will tie in with a business school on the premises that will educate residents in business management and entrepreneurship.

4.2.5. CORE OBJECTIVE

A strong brand identity will drive the brand association, for example that of Lydenburg, as a ‘unique, historical, cultural and culinary experience’. The extensive and strategic exposure of consumers to a consistent message generates brand awareness that, in turn, will rely on the deliverance of promises of quality made in the mind of the consumer. Once this perception has been achieved, visitors will visit
the town repeatedly and their continued presence will lead to brand loyalty. Events that will ensure repeat returns could include a marathon (the already existing Long Tom Marathon can be intrinsically associated with Lydenburg), as well as festivals throughout the year (trout festivals, culinary festivals, etc).

According to Hall (2004:116), the importance of projecting strong brand images is either sectorically or geographically based. Therefore, the Lydenburg brand firstly needs to emphasize a South African-ness: This quality will be achieved through natural landscaping or through the site that will largely consist of rehabilitated veld with indigenous grasses, as well as local handcrafted artifacts that will be promoted through the facility.

Morgan Pritchard and Pride (2004:10) contend that successful destination branding must embrace a host of activities, including infrastructural development. The proposed development in Lydenburg will stimulate infrastructural development along the river that meanders through the town. This will be done under intense scrutiny of the Department of Nature Conservation so that no harm is done to the
biosphere. An important part of the activities for which Lydenburg stands should be protection from environmental degradation. In this regard, continual educational workshops for school and interest groups will be held at the facility.

In The Making of South Africa Inc, Paul Dorrian stated that the key to unlocking South Africa’s potential lies firstly in a “radical and innovative strategic paradigm that must be developed”; he proposed that Sun Tzu’s military treatise The Art of War be consulted for such an exercise. Additionally, Dorrian declared that the “incubation, nurturing and development of the countries’ actual and potential human capital” (Dorrian 2005:2) lay at the core of such a stratagem.
4.3. TOWN AS PRODUCT
Beyond serving as brand names, towns can be products. They compete in the market for tourists, factories, businesses and talented people. Thus Lydenburg must embark on more conscious town branding. This quest requires the following strategic management approach as set out by Kotler and Gertner (Kotler and Gertner 2004:53)
.4.3.1. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS
(SWOT-ANALYSIS)
.4.3.1.1. Strengths

- Natural environment
- Existing infrastructure
- Stable community
- Current economical growth
- River (trout)
- Events: trout festival/Long Tom Marathon
- Location with respect to the Lowveld, the Kruger National Park, game reserves and Maputu
- Home to the offices of the Department of Nature Conservation
- Location in the Gustav Klingbiel Reserve
- Existing hotel and catering school
- Various excellent restaurants
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.4.3.1.2. Weaknesses

- Lack of a single marketing strategy
- Under-utilized tourism
- Cynical community
- Fenced-off river, separated from urban fabric
- Loss of architectural character

.4.3.1.3. Opportunities

- Capital gains promised by the opening of platinum mines
- Opportunity to identify a new identity for the town
- Quick erection of many buildings; an architectural identity can be secured within a short while
- Promotion of entrepreneurship and business opportunities
- Establishment of Lydenburg as a major competitor in the knowledge and idea industry
- Progress relates to new building opportunities and a more progressive architecture.
4.3.1.4. Threats

- Too much focus on the mining industry
- Unsustainable economical growth with a focus on non-renewable resources
- Urban sprawl in an easterly direction
- Maintained segregation of the different settlements
4.3.2 STORY TELLING.

Lydenburg needs to choose industries, personalities, natural landmarks and historical events that could provide a basis for strong branding and storytelling.

Industries The mining industry is to be involved as part of the Friends of Lydenburg project, in which the industries that gain from the natural resources and the workforce of the area become visibly involved in bettering the community. The tourism sector, especially involving the trout industry is also to be aggressively promoted.
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Natural Landmarks  The most prominent natural landmark of Lydenburg is the Sterkspruit River flowing through the town. It is the single reason for the proclamation of Lydenburg and was, for many years, the life force of the community before the damming of the river in the Lydenburg Dam. The Sterkspruit River will play an integral role in the storyboard of Lydenburg and will be the natural landmark along which the whole project will be designed.
Historical events: Stories about Lydenburg’s rich Voortrekker history, as well as the Anglo-Boer War, will be retold in a series of pictures, films, festivals and permanent displays in the exhibition hall of the proposed project. The prehistoric artifacts that make up a major part of Lydenburg’s identity is to be on permanent display. In addition, famous skirmishes between the British and the Boers could be re-enacted.
4.3.3 UMBRELLA CONCEPT

The umbrella concept promoting Lydenburg as a brand should include both an emotional and a rational association. Elements such as knowledge and progress are united under the term innovation. This accommodates the primary industries to which this development is owed. However, note that the aim of the project is to create a shift in the economy from an industrial to a service-driven one. Service, health and happiness are elements that can be connected to this idea. Town growth promotes progress and innovation but can also tie in with the development and sustenance of the natural environment.

Most importantly, Lydenburg should be shown to be in favour of its community, its people and its residents. The whole exercise of branding is to create an economically, socially and environmentally sustainable community. I believe that the word sustainability has too often been used for mere lip-service. The original concept behind Lydenburg's identity was “Innovation, Sustainability, and Service”. In an informal test, various people found this slogan to be too long; they had
difficulty in remembering it and found the terms too vague. It has been decided that the umbrella concept for Lydenburg should be “Growth” signifying progress, development and innovation, as well as a concern for the community and the natural environment.

Another concept for Lydenburg’s identity, as well as the Incubation Node’s identity, is the indigenous name of Lydenburg: ‘Masising’, denoting ‘place of the long grass.’ This is coupled with the term ‘growth’, and also signifies change, for I believe that growth and change compliment each other. It is envisioned that natural veldgrass and the subsequent imagery will become synonymous with the Incubation Node, and later with Lydenburg. This concept is to be further investigated in the Design Discourse.
4.3.4 FUNDING
Lydenburg should allocate sufficient municipal or national funds to each branding activity deemed to have a potentially large impact. These activities could include the yearly marathon and conferences held in the town to promote the umbrella concepts, as well as the maintenance of the tourism complex that will be the vehicle for the Lydenburg brand.

The funding for the Incubation Node is to be supported by the Local Council, up to Government level, as a social development. Private enterprises will be encouraged to invest in the development with the long-term benefit of a boosted economy and an active tourism market.

4.3.5 CONTROL
Lydenburg should create export controls to ensure that every exported product is reliable and delivers the promised level of performance. In effect, control is required of all services rendered under the banner of the Lydenburg brand.
4.4 ELEMENTS OF A SUCCESSFUL BRAND

The following elements are discussed as possible elements that will form part of Lydenburg’s distinctive brand.

4.4.1 TOURISM AND EDUCATION

Tourism is just one element of any destination’s economy and should be integral to place marketing since it “supports and leads the development of a place brand and for would-be investors and residents” (Morgan and Pritchard 2004:76).

Tourism offers communities the potential to build both identities and viable economies (Morgan, Pritchard and Pride 2004:13). Tourism, along with education, will be a key sector in the new Lydenburg economy. The role of this proposed development will be to promote Lydenburg, locally and overseas, as an attractive venue for conferences and for leisure and educational tourism.
Although the economies of a growing number of places do depend on tourism, other factors may be equally important, such as stimulating inward investment and aid, encouraging both skilled and unskilled workers to immigrate to the place of appeal (Anholt 2004:37). Branding a destination is not the same as promoting tourism. It is a part of the whole. Destination brands are beginning to reach beyond the tourism industry and are starting to position themselves as holistic place brands (Morgan, Prichard and Pride 2004:5).
Tourism (and its related industries) is a composite product consisting of many components, including

- Accommodation
- Transport
- Catering establishments
- Tourist attractions
- Arts
- Entertainment
- Natural environment (Crockett and Wood 2004:192)

### 4.4.2. EVENTS

The relationship between events and tourism has become intrinsically linked. One significant element of this relationship is the way in which images associated with an event may be transferred to the destination. In this way, the destination brand may be strengthened, enhanced or changed (Smith, 2004:275). Furthermore, Smith contends that an increasing number of destinations have looked to major events to lure large numbers of visitors, attract investment and tourist spending, and generate
media coverage (Smith 2004:262). Events have a distinctive capacity to excite residents and to create markets. They become the basis for images, stories and emotions. The challenge to destination marketers is to find the best ways to use event images, stories and emotions to capture the consumer's attention and build the destination’s brand (Brown, Chalip, Jago and Mules 2004:299).

According to Smith (2004:263), Events bring people into a place; if the event is of sufficient importance, it can generate media coverage, both in the general news media and among tourism writers. Events generate revenue for the town. When an event is over, it can leave the city with tangible and intangible byproducts. These include infrastructure improvements, such as new facilities; an enhanced reputation for future campaigns or events; and a sense of community pride and involvement.

The success of special events in capturing market appeal has been attributed to the fact that they match important changes in the demand for leisure activities; they are namely ‘short-term, easily accessible, with a flexible time commitment and offer
options for all ages’ (Smith 2004:263).

Some of the reasons for the dramatic increase in the popularity of special events relate to demographic and psychographic changes that have occurred, such as an increasing interest in culture as well as more adventurous destinations.

.4.4.3. BUSINESS (ECONOMY)

Economic prosperity and competitiveness depend not only on a city’s location and infrastructure but also on its capacity to build new business and exploit innovation. The core aim for the implementation of a branding strategy would be the singular vision of growth.

Kotler and Gertner (2004:50) explore the attributes businesses look for when establishing an enterprise in an area:

- Access to customer and supplier markets
. Availability of development sites’ facilities and infrastructure
. Transportation
. Education and training opportunities
. Quality of life
. Business climate
. Capital availability
. Taxes and regulations

.4.4.4. ART AND CULTURE

For ideas to prosper, people need an environment that supports and inspires the creative process, such as an open and vibrant arts and cultural scene that is empowered, not repressed, and an education system that encourages individuals to assimilate what is around them to come up with something new and useful. This is the challenge for the modern-day city: to set in place the conditions that will fire the imagination of its citizens to create their own future (Gilmore, 204:176). At the same time, the arts and cultural scene of a city must be nurtured for it to stimulate the imagination and to create an image and a reputation that will help to attract
investment and talented individuals to the city (Morgan, Pritchard and Pride 2004: 10).

I agree with Gilmore’s view that ‘Art and Culture are major embodiments of human imagination and breathe life into a city’ (Gilmore, 2004:182). Gilmore declares that people need an environment that supports and inspires the creative process. An “open and vibrant arts and cultural scene that is empowered and not repressed”, together with an education system geared towards encouraging people to assimilate their surroundings and to be innovative, is necessary to fire the imaginations of a town’s citizens.

An arts environment will benefit Lydenburg, and it is therefore included as a prerequisite for the proposed intervention. The site is to house art from local institutions, as well as permanent landscaping installations. Workshops that encourage handcraft are proposed, but innovation must always take precedence to guard against the mindless reproduction of artifacts without value added to the craftsperson.

4.4.5. SUSTAINABILITY
Sustainability is more than a trendy buzzword; the author identifies this element as part of the holistic framework for Lydenburg. This is principally because of Lydenburg’s location within the larger Gustav Klingbiel Nature Reserve. Developing a sustainable environment is also a need identified in the needs assessment in the introduction of this dissertation.

.4.5 CONCLUSION: LYDENBURG’S BRAND IDENTITY

4.5.1. BRAND IDENTITY
The author used the above criteria to put together a brand identity for Lydenburg as well as for the proposed development that will be the public interface of that identity or brand personality.

.4.5.1.3. UMBRELLA CONCEPT
Growth

.4.5.1.4. SUB CONCEPT
Masising: place of the long grass (differentiates it from other places

.4.5.1.5. STORY TELLING
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History of Lydenburg to be retold in the succession of installation in exhibition facilities.
Retaining and restoring architecture of historical and aesthetical value to form a visual story board of the history of Lydenburg.

4.5.2. OTHER ELEMENTS OF THE BRAND

4.5.5.1. Tourism and education
The perception that Lydenburg is a working town, while other tourism-geared towns such as Dullstroom and Pilgrim’s Rest attract all the visitors is disputed by the fact that Lydenburg received more click-through’s to the AA website in 2004. (1886 compared to 1659 clicks for Dullstroom). (AA Web Survey, quoted in the Dullstroom Local Tourism Organisation –marketing options and membership drive presentation).
A need for a tourism center at which tourists can do bookings and get information
about the area is proposed. An exhibition area and Museum is also to tie in with this need. Exhibitions currently housed in the Lydenburg Museum will be made more accessible if housed in a central location like the proposed development. These exhibitions will aid in general education of the public and will also accommodate school and other interest groups.

An ‘Incubation Core’ in the form of a business development school is to be proposed, harnessing human capital and will be seen as the first strategical step towards a sustainable knowledge economy.

The focus of tourism will be on the river and on fly-fishing.

.4.5.5.2. Events

A Multi Function Hall is to accommodate Events that might be held in the town. Lydenburg already owns a town hall, leading to the conclusion that the facility need not be a ‘performing venue’. A stage is incorporated as well as an open plain which spills over into an amphitheatre. These facilities are envisioned to accommodate and informal need of the community to gather. The amphitheatre is such that it can
accommodate performances and educational events. It is the vision of the author that this will be the place where the community gathers to make decisions, hear important outcomes, celebrate and mourn.

4.5.3. Business (economy)
The Economy of Lydenburg will be positively impacted by the business development school on the premises. The syllabus of the school will be practically applied in retail corridors and units, aimed at generating commerce between pupils of the school, the community and tourists. Another business enterprise, which also ties in with education, is the hotel and catering school, currently active at the local High School. The school will also be part of a fully functional Restaurant, promoting the culinary skills of the pupils and establishing cuisine as part of the Lydenburg identity.

4.5.4. Arts and culture
Art and culture will be promoted through local and national exhibitions held in the exhibition hall. Permanent Landscape art is also proposed to remain as a visual
stimulation to the visitors of the premises. Workshops are to be implemented: one will be joinery in which furniture and fittings will be made for the tourism and resource center. The other will be fine craft workshop, specializing in the tying of flies for fly-fishing. The merchandise made here will be sold in the separate retail units. Some of the fishing gear will be rented out for day visitors.

4.5.5.5. Sustainability
An ethic of sustainable responsive design is to be implemented in all aspects of design: from baseline criteria influencing decisions up to site works and final working systems within the building. It is important that the building acts as part of a larger ecology, namely that is functions within the greater ecosystem of the township Lydenburg; The operating systems should therefore never by a closed system within the development. The students moving through the education system of the building will be phased out of the building eventually, to be ‘weaved’ back into the fabric of the town, serving the community, and strengthening the town’s economy, in order to create a healthy community.
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