

1.1.2

PROJECT
BRINGING HISTORY TO LIFE

CATEGORY
1 Corporate / brand identity

SUB-CATEGORY
1.1 Design and
implementation costs
over £100,000

CLIENT COMPANY
English Heritage

DESIGN CONSULTANCY
Smith & Milton

JUNE 2014

BRINGING HISTORY TO LIFE

ENGLISH HERITAGE



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2. EXECUTIVE SUMMARY

In 2012, we were commissioned to reposition, rebrand and relaunch the English Heritage consumer brand, the custodian of over 400 historic monuments, buildings and sites through which they bring to life the story of England for over 5 million visitors each year, including Stonehenge.

Built on insights gathered from the business, its people, members and visitors, we created an Organising Thought to inform all external and internal activity based on the unique role English Heritage plays as an organisation that selflessly preserves and enhances our incredible heritage. This was informed by customer insight and competitor mapping.

The Organising Thought 'We bring history to life' was tested, among others, and was wholeheartedly felt to encapsulate why they exist, from the CEO through to site volunteers and members of the public. Since then, we have helped embed this proposition throughout all areas of the organisation with the objectives of improving brand recognition and advocacy, stronger brand differentiation from competitors, employee engagement, bringing to life the site experiences and increasing visitor numbers and membership.

The history of England can't be understood by just reading about it. It's real, here to be lived and experienced. English Heritage, driven by their organising thought, promises to do more than just show its audiences, they are invited to try stuff on, investigate, sense the atmosphere, climb the ramparts, get their hands dirty or simply watch, learn and enjoy. Experiences across their sites will be authentic, entertaining, enriching and inspiring. They will bring history to life for all audiences.

The recent integrated campaign to launch the multi-million pound visitor centre at Stonehenge is a perfect example of how "We bring history to life" is being applied through every aspect of the visitor experience and marketing.

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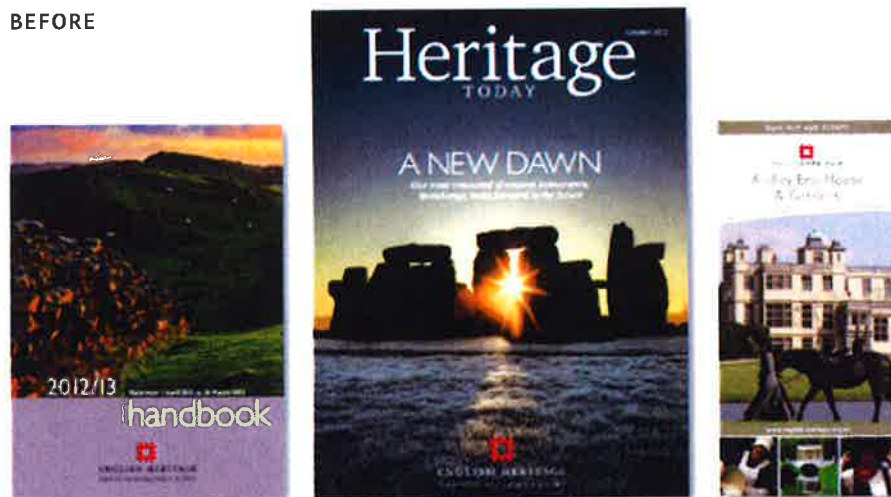
3. PROJECT OVERVIEW**Brief**

In May 2012, English Heritage began to look at the way it positioned itself both within the historic attractions industry and across the wider business landscape.

Initial research showed that English Heritage was seen as the poor relation of the National Trust: "English Heritage gets the unsexy side of heritage".

Brand personality analysis prior to our programme of work likened English Heritage to a middle-aged, portly, professional man. Friendly, but not a friend; knowledgeable and intelligent, but stand-offish. English Heritage needed to shift perceptions from the dry, dusty, middle-aged professor feel, to highlight the breadth of their offer in welcoming adults, families and children.

Most people attributed English Heritage's work to preservation and restoration – they knew about English Heritage locally, but had limited knowledge of how for their remit of properties extended nationally and their strong offer in the visitor attractions sector.

BEFORE**AFTER**

Printed literature

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3. PROJECT OVERVIEW**Description**

English Heritage appointed branding, design and communications agency Smith & Milton to help undertake a substantial brand repositioning project that would redefine the identity of the organisation. English Heritage's new brand identity had to raise greater awareness of the breadth of its work, including corporate activities, while ensuring consistency of its work across its 400+ sites.

To communicate English Heritage's work and vision, we created an 'Organising Thought' for the business, 'We bring history to life', designed to articulate the all-encompassing experience enjoyed when visiting one of its sites.

Our Organising Thought

WHAT YOU DO

HOW YOU DO IT

Lively and accessible.
We put you into history.

Engaging.
We'll do more than tell you.
We'll show you.

WE BRING HISTORY TO LIFE.

You can touch as well as look.

WHY YOU DO IT

Strategic building blocks**Project room**

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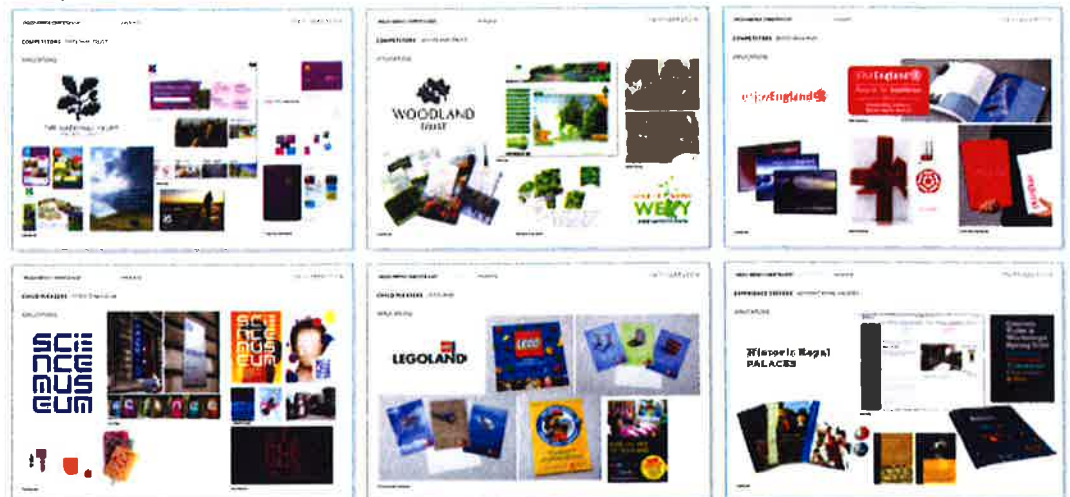
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3. PROJECT OVERVIEW**Description (Continued)**

A vigorous brand audit of the organisation, and its competition, was conducted to establish the essence of English Heritage and their driving force. 'We bring history to life' is how English Heritage now communicates itself and its work internally and externally, from informing employer and HR processes to how staff members speak to visitors, through to specific site packaging, retail and exhibitions, and site and event marketing activity.

Old brand audit**Market overview**

Both the organising thought and creative concept purposefully exploit the differentiation between English Heritage and its main competitor, National Trust, as well as other organisations competing for similar customer audiences such as Historic Royal Palaces and, increasingly, other "days-out" sites and activities such as family adventure and theme parks.

Competitor audit

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3. PROJECT OVERVIEW

Project launch

Internally throughout the organisation: **From January 2013**

Externally through brand launch and brand marketing / on-site: **From March 2013**

Budget

Brand positioning and refresh: **£100,000**

Broken down across our 4 stages including **research, strategy, creative and guidelines,**

Brand relaunch: **£250,000** to include site and event marketing activity.

(Budgets down 15% on previous year.)

Viewfinder giveaway – part of the Stonehenge launch campaign



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Time-lapse
launch film



4. OUTLINE OF DESIGN SOLUTION

Since rollout, both Smith & Milton teams have worked as an extension of the in-house studio working through thousands of design projects both digital and print.



Building on the organising thought, a creative concept was developed to apply to events and marketing programmes across English Heritage sites, focusing on how they brought history to life at sites as diverse as Dover Castle and Kenwood House. The best example of this is the Stonehenge visitor centre launch, for which we worked in partnership with 3rd party specialists, on every aspect.

Stonehenge overview



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4. OUTLINE OF DESIGN SOLUTION

The creative concept was used to inform all marketing activity, digital advertising and content, events and member's communications, it also informed the tone and style of publications that English Heritage produces, and was communicated to key personnel through a mixture of workshops, training sessions and brand guidelines.

Brand workshop sessions**FUN**

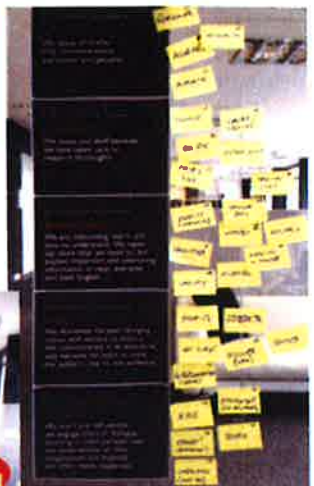
We want people to enjoy themselves! That doesn't mean we are frivolous or superficial. We want to provide experiences that stimulate the mind as well as engage the emotions. We want to entertain.

AUTHENTICITY

We seek to be true to the story of the places and artifacts that we look after and present. We don't exaggerate or make things up for entertainment's sake. Instead, through careful research, we separate fact from fiction and bring fascinating truth to light.

QUALITY

We pursue the highest standards in all our work, from the service we provide to our visitors to the quality of our communications, from the way our events are run to the standard of our conservation work.



Historically, English Heritage struggled to align its business, so an employee engagement programme was delivered using video, print, intranet and office environments to ensure awareness and understanding of 'We bring history to life' and, more importantly, what it meant for each different part of the business.

We even developed a board game for an interactive leadership session.

Internal engagement training board game

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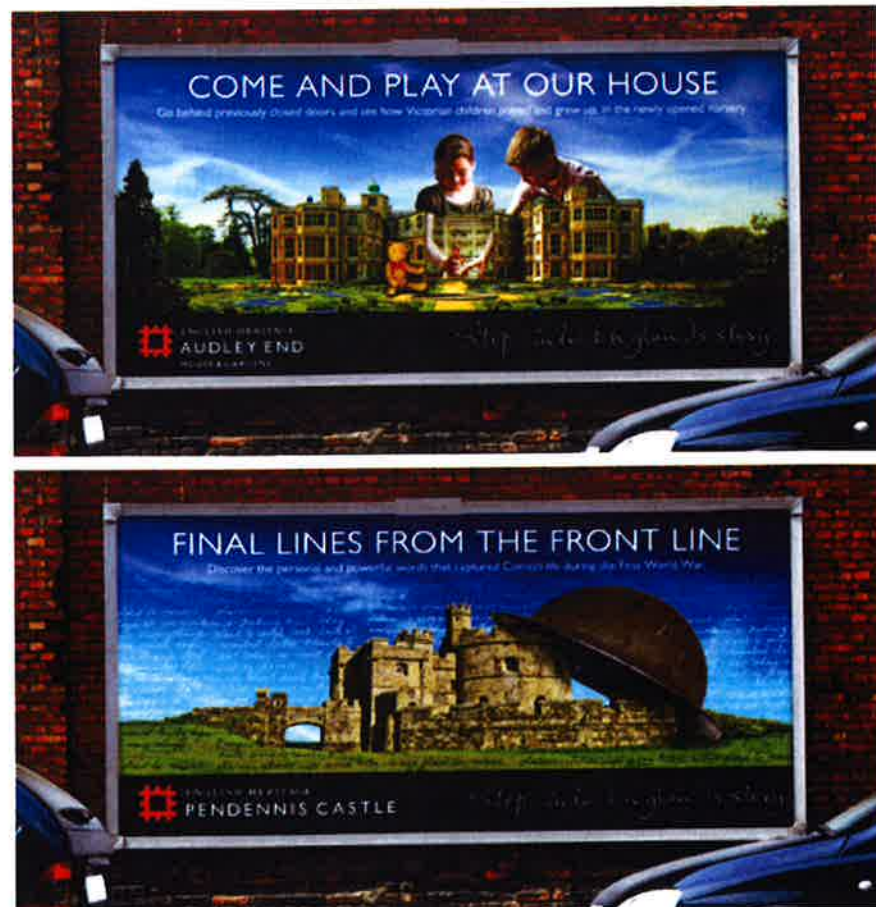
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4. OUTLINE OF DESIGN SOLUTION

As sole agency, Smith & Milton was able to ensure complete consistency of the delivery, not an easy task when dealing with 400+ sites stretching from Hadrian's Wall to Pendennis Castle in Cornwall.

2013 campaign

The English Heritage brand repositioning project has, and will, continue to be one of collaboration. Smith & Milton London is providing brand consultancy and campaign strategy, while its Bristol office is responsible for handling integrated creative and project rollouts. This year Smith & Milton will develop a core creative concept to be used across English Heritage's site and event advertising, as well as managing the overall design of the marketing communications material.

2014 campaign

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5. SUMMARY OF RESULTS

HIGHLIGHTS:

(All stats are done on financial years and compare 2013/2014 to 2012/2013)

The new brand was launched in 2013, and the impact on visitor numbers and income has exceeded objectives in all areas.

Moreover, English Heritage was experiencing a sharp decline in both visitor numbers and income throughout 2011/2012, placing even more pressure on the brand refresh to deliver commercial results.

VISITOR NUMBERS:

1,066,000

AUGUST 2013 SAW ENGLISH HERITAGE EXCEED THE MUCH COVETED **1 MILLION VISITORS PER MONTH TARGET** (1,066,000) FOR THE FIRST TIME IN ITS HISTORY.

+5%

VISITOR NUMBERS
EXCEEDED FORECAST BY 5%

+13%

VISITOR NUMBERS
INCREASED BY 13%
YEAR ON YEAR

INCOME:

+12%

INCOME
INCREASED
BY 12% YEAR
ON YEAR

+4%

INCOME EXCEEDED FORECAST BY 4%

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5. SUMMARY OF RESULTS

Since the creation of the brand proposition, and relaunch in Q2 2013, English Heritage has experienced increased visitor numbers, membership applications and brand recognition both internally and externally. The consolidated marketing activity has also delivered more output (marketing items across digital and print) despite having 15% less budget across the business in 2013 vs previous years.

Crucially, one of English Heritage's biggest achievements has been changing perceptions from the dry, dusty, middle-aged professor feel, to highlighting how they are more welcoming to adults, families and children. The new brand proposition of 'We bring history to life' is one that places the customer's experience at the heart of everything they do: bringing history to life for their customers and making sure they have a memorable day out. The re-brand has been instrumental in this change of perception. **32%** of potential visitors and **41%** of current visitors now describe English Heritage as 'Bringing history to life' after seeing our creative work.*

Luke Whitcomb, Marketing Director at English Heritage, said:

"The past two years have been hugely significant for English Heritage in terms of creating a new voice for the organisation. Moving forward, we are embedding the vision of bringing history to life into every aspect of our organisation, aiming to improve the visitor experience at all our sites across the country."

Steven Anderson, Group Creative Director at Smith & Milton, says of the project:

"Our aim has been to create a single, consistent brand story that will appeal to all target audiences and increase their level of engagement. We are rolling this out at every point to ensure the English Heritage message is clear, and so everyone knows just how incredible these sites are."

*Source – RDSI Brand Tracking October 2013

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6. OTHER INFLUENCING FACTORS

The brand launch was delivered primarily through employee engagement, then through the site and visitor experience as the new branding was applied to signage, site graphics and key elements of the visitor journey.

No above the line support was given, only the multi-channel integrated campaign run by Smith & Milton Bristol.

This campaign demonstrated how English Heritage differs from their key competitors. Their huge range of truly unique sites, from Stonehenge to Dover Castle to Hadrian's Wall, all with their individual stories to tell, were presented in a fun and surprising way.

We developed an integrated multi-channel campaign which brought the brand story to life. A mixture of promotional, social and on-site marketing; including 48 sheet, 6 sheet, radio, online banner advertising, re-targeted advertising, press advertising, D6 sites at key London train stations and a number of home page takeovers (Daily Mail, Netmums, BBC Good Food) to name just a few.

Brand book**Volunteer Focus****Catering****Netmums website takeover**

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7. RESEARCH RESOURCES

English Heritage EOY financial tables

2013/14 INCOME

2011/2012 ACTUAL (K)	2012/2013 ACTUAL (K)
3,016	2,765
1,332	1,291
372	347
502	383
5,223	4,787

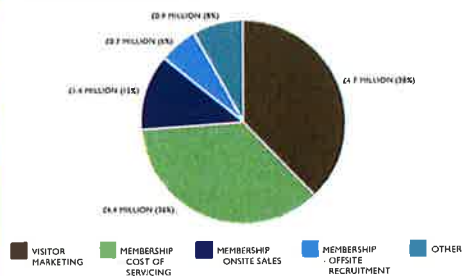
2011/12 ACTUAL (£K)	2012/13 ACTUAL (£K)
15,343	14,946
19,601	21,110
279	176
35,223	36,232

VISITORS	2013/14 ACTUAL (K)	2013/14 BUDGET (K)	VARIANCE (K)
Paying Visitors	3,125	2,991	134
Member Visitors	1,397	1,326	71
Schools	389	401	(12)
Other Free	505	446	59
Total Visitors	5,417	5,166	251

INCOME	2013/14 ACTUAL (£K)	2013/14 BUDGET (£K)	VARIANCE (£K)
Admissions	17,466	17,172	295
Membership (exc Corporate)	22,769	21,710	1,059
Other	320	360	(40)
Total Income	40,555	39,241	1,314

ENGLISH
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EXPENDITURE BREAKDOWN

ENGLISH
HERITAGE

2013/14 EXPENDITURE

35,223	36,232	Total Income	40,555	39,241	1,314
2013/14 ACTUAL (£K)	2013/14 BUDGET (£K)	EXPENDITURE	2013/14 ACTUAL (£K)	2013/14 BUDGET (£K)	VARIANCE (£K)
29	50	Operational Costs	3	17	13
4,953	5,049	Sales and Promotions	5,057	5,100	43
2,970	2,782	Payroll	4,069	3,845	(224)
1,074	1,409	Running Costs	1,385	1,316	69
43	112	Other	67	49	18
9,070	10,602	Total Expenditure	10,562	10,229	(333)
26,153	25,630	Surplus / Deficit	29,993	28,912	1,080

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EXPENDITURE

35,223	36,232	Total Income	40,555	39,241	1,314	40,509
2013/14 ACTUAL (£K)	2013/14 BUDGET (£K)	EXPENDITURE	2013/14 ACTUAL (£K)	2013/14 BUDGET (£K)	VARIANCE (£K)	
29	50	Operational Costs	3	17	13	20
4,953	5,049	Sales and Promotions	5,057	5,100	43	5,886
2,970	2,782	Payroll	4,069	3,845	(224)	4,625
1,074	1,409	Running Costs	1,385	1,316	69	1,431
43	112	Other	67	49	18	98
9,070	10,602	Total Expenditure	10,562	10,229	(333)	12,060
26,153	25,630	Surplus / Deficit	29,993	28,912	1,080	24,441

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2014/15 INCOME TARGETS

BEFORE	2014/15 BUDGET (£K)
Paying Visitors	3,125
Member Visitors	1,378
Schools	385
Other Free	580
Total Visitors	5,468
INCOME	2014/15 BUDGET (£K)
Admissions	22,178
Membership (exc Corporate)	21,945
Other	378
Total Income	44,501

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7. RESEARCH RESOURCES

<http://www.travelandtourworld.com/news/article/english-heritage-sites-attract-record-number-1-million-visitors-august/>



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