



**MARKETING PLAN:
2015-2016**

October 26, 2015

EXECUTIVE SUMMARY

Overview of Work

The City of Fife engaged JayRay, a branding, advertising and strategic communications agency, to refresh the Fife brand. Alongside the rebrand is a marketing plan designed to help economic development, launch the new Fife brand, increase overall awareness and influence positive thoughts when people hear “Fife.”

Research & observations

Online surveys were conducted in addition to discussion groups to understand community perceptions and determine Fife’s unique position. Respondents included residents, business owners and leaders, visitors, Lodging Tax Committee members, city council and hoteliers.

Challenges

1. Traffic and congestion
2. High crime rates
3. Lack of a community gathering place

Opportunities

1. Improve infrastructure (roads, sidewalks)
2. Develop a town center/downtown core (community gathering place)
3. Plan for commercial growth (grocery store, retail shopping)

Top resident findings

- Value community, schools and location
- Enjoy parks, pool and events
- See opportunity in infrastructure, town center and commercial growth
- See challenge in traffic and crime
- **Limited awareness of city projects/plans**

Top business findings

- **Find Fife affordable and business-friendly in a good location**
- Recognize Fife’s unique mix of industrial and residential
- Satisfied with business experience
- Want less traffic and crime, and a town center

Top visitor findings

- Live nearby; families visit often
- **Come for pool, events and parks**
- Go to cityoffife.org for calendars
- Find Fife safe and convenient
- Describe Fife as a friendly small town
- Want less traffic and a grocery store

Overall, discussion groups and online survey findings were similar. Most respondents distinguished what makes Fife unique is its small-town charm that lives within its industrious business hub. By adding key messages that differentiate Fife from its competitors, the City will have a higher success rate for economic growth—attracting businesses to build or locate in Fife and new residents to make Fife their home. In addition, launching the new Fife brand and gaining adoption both internally (City) and externally (community) will help the city build a positive image and make those that live and work here, extremely proud.

5 research takeaways

1. Do something small and build upon it
community gathering place; adult recreation; farmers market
2. Plan more community festivals and events
3. Communicate safety initiatives
clean up on Pacific Hwy; motel safety
4. Maintain quality education and school district
5. Embrace small-town feel

Target audiences

- **Primary:** Fife businesses and residents (new and existing)
- **Secondary:** Visitors

Tailor key messages based on audience, using the following formula below:

Key Message: Our central location means that we’re well-positioned for business and residential growth.

| AUDIENCE | KNOW | BELIEVE | DO |
|-------------------------------|---|--|---|
| Fife Businesses | Fife’s central location means convenient access to I-5 North and South. | Fife is a good location for my business because it is rich in industry and near transportation centers, making shipping easy. | Keep business in Fife. |
| Prospective Businesses | Fife’s central location means convenient access to I-5 North and South. | Fife is a good location to locate my business because it already has a strong and diverse industrial base and is near a large pool of workers. | Bring business to Fife. |
| Fife Residents | Fife’s central location means I can live here and easily commute North, South or nearby for work. | Because of Fife’s vibrant and stable industrial base, I enjoy lower taxes, great schools and good city services. | Stay informed on business developments and support City projects. |
| Prospective Residents | Fife’s central location means I can live here and easily commute North, South or nearby for work. | Affordable housing and great schools make Fife an option to consider for my family. | Move to Fife. Refer others to live in Fife. |

MARKETING GOALS, OBJECTIVES, METRICS & STRATEGIES

| GOALS <i>Desired outcomes</i> | Strong Brand Story  | Viabile & Growing Business Community  | Informed Residential Community  | Positive Image  |
|--|---|--|---|--|
| OBJECTIVES <i>What change in attitude or action will be achieved to what degree by when?</i> | Fife brand will launch by second quarter 2016 to help drive increased awareness and visibility. | Businesses in Fife will indicate a high level of satisfaction by Dec. 31, 2016. New businesses will open in Fife—five percent more in 2016 compared to 2015. | Residents will have heard of City's safety initiatives by Dec. 31, 2016. | Consistent, meaningful communications will result in positive Fife coverage. |
| METRICS <i>Defined success</i> | Fife brand launch by June 30, 2016. | Year-end survey of business owners shows 80 percent of those surveyed are satisfied. Increase in visits to business webpages / online relocation guide downloads. | Year-end survey of residents shows 80 percent of those surveyed have heard of City's safety initiatives. | 60 percent of Fife coverage during 2016 is positive in tone. |
| STRATEGIES <i>How will this change in attitude or action be achieved?</i> | 1. Turn internal and external audiences into Fife brand ambassadors 2. Brand Fife collateral and marketing channels 3. Focus on what differentiates Fife (to stand out) | 4. Communicate the benefits of doing business in Fife 5. Retain Fife businesses 6. Recruit new businesses to locate and/or build in Fife | 7. Make it easy for residents to learn about City safety initiatives | 8. Promote community successes 9. Prepare City to speak fondly of Fife |

MARKETING RECOMMENDATIONS

Leverage existing channels, marketing programs and events as appropriate to execute the plan below.

Strategy 1: Turn internal and external audiences into Fife brand ambassadors

Tactic 1: Develop brand promise pocket guide for City of Fife employees

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Design, write and produce promise pocket guide | | |
| Distribute to employees with clear understanding of what a brand is and why it's important (event or in-person meetings by department?) | | |

Tactic 2: Challenge City departments to make brand promise distinct

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Each department completes brand promise exercise: We will always offer you opportunities to _____. Share department promises across City and incorporate into key messages / "elevator speech" | | |

Tactic 3: Plan internal brand launch event

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Plan internal launch event for City employees (consider leveraging an already scheduled event) | | |
| Secure event space, activities, giveaways, supplies; Develop presentation PowerPoint | | |
| Send invitations to City employees | | |

Tactic 4: Give economic development presentations at community events

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Identify key speaking engagements and develop schedule (Chamber, Rotary...) | | |
| Create "why Fife" or "the new Fife" presentation speaking to the ease of doing business in Fife. Provide call-to-actions where to find out more (tax information, space availability...). Weave in brand. Use business testimonials such as Emily's. | | |

Tactic 5: Equip City employees with brand style guide

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Provide a printed brand style guide to all employees; Include brand style guide when onboarding new hires | | |

Strategy 2: Brand Fife collateral and marketing channels

Tactic 1: Develop City sign replacement schedule

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Identify signs with old logo and prioritize replacement over next five years (temporary plan: cover old logo with stickers). Consider reusable embroidery logo sticker for City employees. | | |
| Get costs and develop budget for sign updates | | |
| Replace main signs in high traffic areas | | |

Tactic 2: Create “on brand” City website

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Hire web developer and design new website | | |
| Write website copy, integrating key messages | | |
| Launch new website, send out press release, promote site through all marketing channels (eblasts, social media, Fife Flier...) | | |

Tactic 3: Update marketing collateral and “on brand” templates

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Develop branded PowerPoint templates for City departments | | |
| Set goal: all materials updated by July 31, 2016 | | |
| Update holiday street banners | | |
| Identify other marketing collateral / channel needs | | |
| Utilize brand style guide | | |

Tactic 4: Develop social media content plan and strategy

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Develop social media content plan and editorial calendar | | |
| Create style guide for social graphics, cover/profile images and post language | | |
| Determine budget for boosting posts to extend reach | | |

Strategy 3: Focus on what differentiates Fife

Tactic 1: Build photography assets that reflect brand

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Plan annual photo shoot to capture brand personality: (hire photographer) | | |
| Use photos in print and online collateral | | |

Tactic 2: Launch online advertising campaigns focused on benefits of Fife

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Define ad campaign target audience based on geography and demographics | | |
| Business in Fife campaign (retailers, restaurants): location, price, large workforce, lunch-time crowds | | |
| Live in Fife campaign: location, price, great schools (focus on savings: save money = more fun, save time = more time with family...) | | |

Strategy 4: Communicate the benefits of doing business in Fife

Tactic 1: Redesign “on brand” business relocation materials

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Draft benefit messages (easy to work with City, how to access information, how to apply for permits, tax information, transportation hub, location perks...) | | |
| Consider partnerships with Chamber and businesses to develop new relocation guide (print and online) | | |
| Develop annual editorial plan for eblasts targeted at business community; focus on business messages and share Fife business success stories | | |
| Update business section of website with images and copy that reflects brand and benefits of doing business in Fife | | |

Strategy 5: Retain Fife businesses

Tactic 1: Develop strategic business retention plan

| Key Milestones | Due Date | Responsibility |
|------------------------------------|----------|----------------|
| Develop strategic retention plan | | |
| Equip team with key talking points | | |

Tactic 2: Recognize business community

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Develop an awards program for businesses that've made a difference (organization / employee) such as launched a safety initiative, green initiative... (based on what's important to Fife) | | |
| Annual business event to create a close-knit business community and celebrate successes with City | | |
| Attend business networking events in Fife | | |
| Dedicate a section in Fife Flier to recognize a business, once a month and utilize other marketing channels (social, eblasts, website) | | |

Tactic 3: Implement annual business satisfaction survey

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Draft questions and launch via Survey Monkey | | |
| Email survey link to respondents, offer incentive | | |
| Analyze results | | |

Strategy 6: Recruit new businesses to locate and/or build in Fife

Tactic 1: Develop strategic business recruitment plan

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Develop strategic business recruitment plan | | |
| Equip team with key talking points | | |
| Review website analytics to compare business page visits from previous year. Track online relocation guide downloads. | | |

Tactic 2: Produce “doing business in Fife” video

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Interview current businesses | | |
| Plan video shoot to capture stories | | |
| Produce and publish video(s) to incorporate into business recruitment strategy (website, eblast, social channels) | | |
| Send video to businesses prospects | | |

Strategy 7: Make it easy for residents to learn about City safety initiatives

Tactic 1: Utilize current communication channels to feature commitment to safety

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Safety blog tied to City website (showing a safe community, <i>not</i> a report on crime happenings) | | |
| Integrate safety content into social media editorial calendar | | |
| Dedicate a section in Fife Flier to feature safety initiatives once a month and utilize other marketing channels (social, eblasts, website) | | |

Tactic 2: Develop public safety campaign

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Create a safety campaign to package City's safety initiatives into a clear and meaningful communications strategy aimed at residents | | |
| Develop safety campaign direct mail to all households twice a year | | |
| Have safety displays onsite at community locations (Pool, Community Center...) with handout | | |
| Bring safety campaign booth to community events (Farmers Market, Harvest Festival, Car Show...) | | |
| Safety campaign microsite that's updated frequently | | |
| Community safety campaign event | | |

Tactic 3: Make neighborhood connections

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Partner with Police Department to plan quarterly events in neighborhoods | | |
| Present safety initiatives to neighborhoods (go to neighborhoods to make presentations) | | |

Tactic 4: Implement resident safety survey

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Draft questions and launch via Survey Monkey | | |
| Email survey link to respondents, offer incentive | | |
| Analyze results | | |

Strategy 8: Promote community successes

Tactic 1: Develop annual PR and advertising calendars to push positive messages

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Plan annual editorial calendar to gain earned media coverage (minimum one story per quarter) | | |
| Establish or enhance media relationships, develop media lists | | |
| Plan advertising calendar to align with timely/national events (i.e., publish Safety Campaign impact numbers in TNT/Seattle Times during National Night Out or develop a safe-image ad campaign, supported by and featuring Fife businesses) | | |

Tactic 2: Utilize current communication channels to feature community success stories

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Integrate community success stories into social media editorial calendar | | |
| Dedicate a section in Fife Flier to feature community stories once a month and utilize other marketing channels (social, eblasts, website) | | |

Tactic 3: Monitor media coverage and social media engagement

| Key Milestones | Due Date | Responsibility |
|---|----------|----------------|
| Monitor coverage monthly to gauge tone of coverage and engagement from both external and internal audiences | | |

Strategy 9: Prepare City to speak fondly of Fife

| Key Milestones | Due Date | Responsibility |
|--|----------|----------------|
| Media training for City of Fife leaders | | |
| “Webbies” training alongside website developer timed with launch of new website. Provide all content managers tools to help write for the web, incorporate key messages / “on brand” voice | | |