

Jacksonville, NC  
BrandPrint Report  
April 2, 2014



— *Receive a Hero's Welcome* —

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## INTRODUCTION

### **ABOUT NORTH STAR DESTINATION STRATEGIES**

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing community brands through integrated marketing solutions. North Star offers communities a combination of research, strategy, creativity, and action. This process – called Community BrandPrint – provides direction for the community's brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

### **ABOUT THE BRANDPRINT PROCESS**

Through the Community BrandPrint process, North Star determines Jacksonville's most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of visitors. We then develop powerful Brand Action Ideas and a Brand Identity Package (creative expressions), all of which reinforce the positioning and ensure brand equity and growth.

This process is divided into four stages: Understanding, Insights, Imagination, and Evaluation.

In conjunction with the research, creative, and implementation recommendations, Jacksonville requested a comprehensive wayfinding package. AECOM was selected, as North Star's subcontractor, to complete this work. The summation of AECOM's wayfinding recommendations will be presented under separate cover at a later date.

## EXECUTIVE SUMMARY

### BRANDING PARTNERS

The Jacksonville Tourism Development Authority contracted with North Star Destination Strategies to determine the community's true, unique and relevant brand position to help the area stand out in the marketplace. This Executive Summary represents a snapshot of the critical highlights from all phases of the BrandPrint process.

### UNDERSTANDING (*Research findings*)

North Star conducted more than a dozen pieces of research to identify what differentiates Jacksonville from its neighbors and competitors. By examining the community (stakeholders, residents), consumers (visitors, regional and state tourism officials) and the competition (neighboring and other communities), North Star determined a strategy for Jacksonville to assert across all community assets to implement an effective, meaningful and relevant brand. Important findings are summarized below.

Located on the Atlantic coast in Eastern North Carolina, Jacksonville is home to the largest Marine Corps base in the United States. The presence of Camp Lejeune and all of the accompanying characteristics and aesthetics is what makes up this community's defining feature. Some would say the decision to locate this base in Jacksonville was the impetus to change this community from a small, rural town to the thriving city it is today. Just under 50,000 servicemen and women and countless military staff call Jacksonville home, making the base and all of its activity the economic engine of the city and Onslow County. In fact, research showed that patriotic visitors and friends and family members of servicemen and women are a primary target audience for tourism to the area, further supporting the economic necessity of Camp Lejeune and nearby bases.

However, Jacksonville isn't the stereotypical military community; in fact, North Star's research showed it was exactly the opposite. Jacksonville is known as "A Caring Community" and that descriptor rings true for the City. After the Beirut bomb blast in the early 1980s left a significant number of Marine Corps families without their loved ones, Jacksonville quickly became a city guided by the heart. It's not uncommon to hear of local Marines stopping on the side of the road to help a stranded motorist. Or the community rallying together to assist a family of a deployed Marine mow their lawn, fetch groceries, or help with basic car maintenance.

The caring nature of Jacksonville extends to community assets like the newly opened Freedom Fountain and the long-standing Lejeune Memorial Gardens where visitors of all types go to pay their respects and reflect on times of sacrifice, patriotism and heroism. But Jacksonville isn't only defined by the military presence in the area. It was often described in North Star's research as welcoming, friendly, and safe, which is likely the reason why many retiring and exiting Marines choose to lay down lifelong roots in the area. It's a great place to visit and call home.

As with any community, Jacksonville is not without its challenges. Research showed many outsiders do not consider Jacksonville a destination for visitors despite the wonderful military memorials and access to fishing and other water recreation. Further tourism asset development is needed to reinforce the idea Jacksonville is a place where a visitor can spend an action-

packed long weekend. Survey respondents as well as North Star conversations often noted Jacksonville's struggling downtown area. Without a strong sense of place and distinct character, Downtown Jacksonville is low priority on a visitor's list of places to see in the area. Finally, Jacksonville is without a convention center or other large meeting space. This hinders the ability to host community get-togethers, military reunions, and weddings.

Convention center space and other gathering places were shown to be one of Jacksonville's greatest opportunities. The addition of this type of space will likely have a strong positive impact on tourism as well as economic growth. Furthermore, many interviewees and conversations highlighted the interest of many to bring the Museum of the Marine to life. In fact, this future asset, if completed, would only solidify the community's reputation as a place that cares for and celebrates the Marines and their history of sacrifice for our country. Finally, other top opportunities mentioned the need for boutique, non-chain shopping and restaurants as well as a renewed interest and focus on attracting sports tournaments to the area.

Friends and family of the military and Marine community is Jacksonville's most appealing target audience nationally. Friends and family members of the enlisted travel hundreds of miles to visit their loved ones. This built in audience for Jacksonville is one to pay attention to as the community attracts more visitors to the area. In addition, Jacksonville offers a patriotic traveler a unique, authentic military experience. One with the sounds of artillery fire off in the distance, the site of Osprey helicopters hovering above, and the rumble of Humvees on city streets. Jacksonville isn't flashy or showy and the community's target audience will find that very appealing. The goal is to attract military visitors, and, as assets improve and expand, attract more visitors who will find water recreation, sports and athletic events, and shopping and dining appealing.

#### STRATEGIC BRAND PLATFORM

North Star funnels strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives in the Imagination phase of this project. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	<b><i>For those seeking to express their love of country,</i></b>
Frame-of-Reference:	<b><i>Jacksonville, NC, home to the largest Marine Corps base on the east coast – Camp Lejeune,</i></b>
Point-of-Difference:	<b><i>is where celebrating those that serve honors the freedom they provide</i></b>
Benefit:	<b><i>so you return home filled with deep pride in the past and great hope for our future.</i></b>

## IMAGINATION (*Creative ideas for building the brand*):

The brand platform serves as a guide for the positioning of the Jacksonville brand. From this statement, a creative concept is born; a concept that aligns creative treatments of the brand in a variety of communication mediums and action ideas.

The creative concept developed by North Star is based on the approved brand platform, leveraging Jacksonville's caring nature, military assets, and celebratory events and festivals as a focal point for the brand. Jacksonville's new strapline "Receive a Hero's Welcome" aims to celebrate the hero in all of us. Some heroism is extraordinary like putting your life on the line to preserve freedom and protect our country. While some heroism is more everyday like serving others, raising a family, and honoring obligations, Jacksonville celebrates all types of heroes. The chosen logo is an illustration of a new icon in the Jacksonville community, the Freedom Fountain. This asset bridges the gap between welcoming hospitality and the military community and interests, which makes it a perfect icon for the Jacksonville logo. The colors chosen for the logo are patriotic, vibrant, and flexible, also connecting to other City marks and identities, such as the colors found in the City Seal.

Heroes come in all shapes and sizes.



Here in Jacksonville, we celebrate them all.



RECEIVE A HERO'S WELCOME. De pra verum sum quiam, enda vellabo. Aquae non eas suntemper aseste nam qui cumquid que corere volentia dolorre commis et ea noscita erovid qui con prende doluptato. Nem. Nam, si dolorepta inum vent.

Jacksonville  
NORTH CAROLINA

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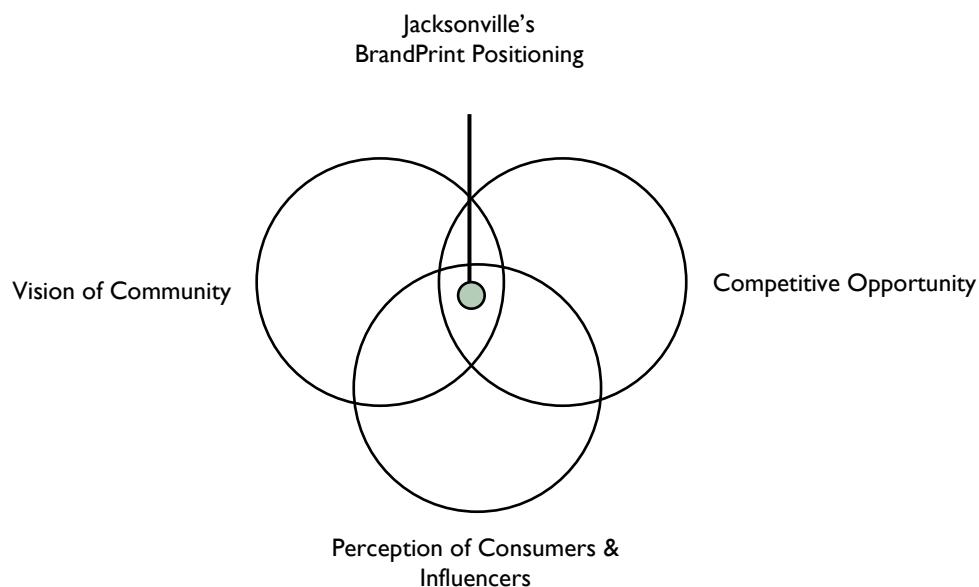
Jacksonville  
NORTH CAROLINA

## UNDERSTANDING

### WHERE THE BRAND HAS BEEN AND WHY

This stage addresses Jacksonville's current brand positioning. We assess the environment; demographics and psychographics of residents; perceptions of visitors, residents, and stakeholders; current communications and the competition. Most importantly, we gather input from Jacksonville and its constituents.

We are looking for current attitudes regarding the brand. We are also trying to spot behavioral trends that exist around that brand. This stage is critical because it uncovers the relationship between three factors: the community's physical qualities, communication materials, and the position the community holds in the minds of its consumers.



## IN-MARKET STUDY

### **Purpose**

The purpose of the In-Market Study is to gain understanding of the perceptions and attitudes of Jacksonville residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors, residents, and businesses.

### **Methodology & Results**

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit from September 25-28, 2012. The information is not meant to be all-inclusive, but to highlight the most common themes experienced on the trip. This includes an area familiarization (FAM) tour, stakeholder focus groups, stakeholder one-on-one interviews, and local community one-on-one perception interviews.

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## MATERIALS REVIEWED

*This is a sampling of the materials reviewed as part of the Research and Materials Audit, prior to the In-Market Study*

- Base Guide Update Folder
  - Base Guide, Jacksonville and Onslow County, 2012
  - Phone number listings, Camp Lejeune, (2012)
  - Frequently requested number list
  - Duty Personnel numbers, Marines
- Authority to Act Documents Folder
  - Statue for Sales Taxes, (2011)
  - Statue for Occupancy Taxes
  - Jacksonville City Council
    - Tax Levy Resolution, (2010), City Clerk and Mayor
    - Tourism Development Resolution, (2010), City Clerk and Mayor
  - General Assembly of North Carolina
    - Jacksonville Occupancy Tax Law, (2009)
- Jacksonville Member contact information
  - Tourism Development Authority
- Camp Lejeune
  - Camp Lejeune Guide, (2006)
  - Economic Impact Report, (2011)
  - Integrated Cultural Resources Management Plan (2002)
  - Economic Impact Information, (2011)

*The following highlights the conversations from the In-Market Visit.*

#### MOST MENTIONED ASSETS

- Marine Corps bases (Camp Lejeune)
- Marine Corps memorials
- Military events (like the Beirut remembrance)
- Montford Point (now Camp Johnson)
- Welcoming community
- Young population
- Parks and recreational options
- Water recreation (rivers and ocean)
- Sense of pride
- Connection to military history
- Caring residents
- Onslow Beach
- Sturgeon City
- Innovative High School (coming to Sturgeon City)
- Transient population (keeps locals very connected)
- City's great relationship with Bases
- Patriotism
- Affordability
- Safe community
- Skilled workforce from exiting Marines
- Military is economic engine of the County



#### MOST MENTIONED CHALLENGES

- Need to embrace change
- Difficult permitting process
- Lack of shopping options in the City
- Water access and recreation
- Many don't see Jacksonville as a tourism destination
- Access to the City is challenging
- Lacking culture and arts interests
- No public access to the beach
- Congested traffic (busiest intersection in the state)
- Little to offer a visitors other than military assets
- County offices leaving the City of Jacksonville
- Jail located downtown
- Struggling downtown area (jail, vacancies, bondsmen, etc.)



## MOST MENTIONED OPPORTUNITIES

- Bring out the history of the military
- Water access and recreation (Wilson Bay)
- Convention Center/large entertainment venue
- Add more hip and boutique offerings
- Sturgeon City development
- Downtown development
- Museum of the Marine
- Additional options for a visitor



## STAKEHOLDER VISION SURVEY

### Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of Jacksonville. What do stakeholders like and dislike about their community? How would they make it better? What kind of things do they associate with Jacksonville? After all, no one knows your city better than those that form its backbone.

### Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key stakeholders in the community, identified by the brand drivers. All questions were open-ended, allowing for a qualitative measure of stakeholder perceptions. Many of the questions in the survey focused on Jacksonville's direct strengths, weaknesses, opportunities, and threats. Other questions focused on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

55 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below in order of frequency. Please see **Appendix A** for a copy of the Stakeholder Vision Survey.

The screenshot shows a survey titled "Jacksonville Vision Survey" with eight questions. Each question has a text input field for responses. The questions are:

1. When you first think of Jacksonville, what are the first three words that come to mind?
2. How do you describe Jacksonville to someone who is unfamiliar with the area?
3. In your opinion, what are the top three things in / about Jacksonville that attract visitors?
  - 1)
  - 2)
  - 3)
4. What are the biggest challenges currently facing Jacksonville as it relates to bringing more visitors to the area?
5. What are the biggest opportunities for bringing in more visitors to Jacksonville?
6. What is Jacksonville's reputation as a destination to outsiders living elsewhere in North Carolina?
7. If you could add one thing to Jacksonville to grow tourism, what would you add?
8. If you could take away something from Jacksonville that would help grow tourism, what would you take away?

Jacksonville Vision Survey

**When you first think of Jacksonville, which three words come to mind?**

- Military / Camp Lejeune
- Coast / water
- Community feel / friendly
- Growing
- Family

**How do you describe Jacksonville to someone who is unfamiliar with the area?**

- Military / Camp Lejeune
- Coastal / water / beaches
- Friendly / great people
- Small

**In your opinion, what are the top three things in / about Jacksonville that attract visitors?**

- Camp Lejeune / Military
- Waterfront
- Retail / dining

**What are the biggest challenges currently facing Jacksonville as it relates to bringing more visitors to the area?**

- Not enough attractions (entertainment, venues, activities)
- Bad infrastructure (traffic, roads)
- Appearance of the city (clean it up / improve aesthetics)

**What are the biggest opportunities for bringing in more visitors to Jacksonville?**

- Developed waterfront
- Sporting events / complex
- Military museum / memorial
- Convention center

**What is Jacksonville's reputation as a destination to outsiders living elsewhere in North Carolina?**

- Military town
- Not much to do
- Beaches
- Downtrodden (strip clubs, pawn shops, tattoo parlors, bars)

**If you could add one thing to Jacksonville to grow tourism, what would you add?**

- Conference / convention center
- Water-based attractions
- Military museum / venue for reunions
- Sports complex
- Developed downtown

**If you could take away something from Jacksonville that would help grow tourism, what would you take away?**

- Blighted areas
- Jail in downtown area
- Unsightly retail development (along Hwy 24 and 17 South)

**Describe the different visitor types who come to Jacksonville. (Where are they from? Are they young? Old? Why are they visiting Jacksonville?)**

- Military family / friends
  - "Families of service members from all over the country. All ages, including older. Many visit their young service members before or after deployment. Reunions too."
- Sporting event attendees / athletes (families, younger)
  - "Young families coming from typically inside the state and attending sporting events hosted here."
- Business people
- Shoppers

**What types of visitors should Jacksonville be targeting?**

- Military / military families
- Families
- Athletes
- Business people

**What adjectives would you use to describe the following cities?**

- |   |  |  |
|---|--|--|
| • <b>Wilmington, NC</b> <ul style="list-style-type: none"><li>○ Coastal</li><li>○ Historical</li><li>○ Affluent</li><li>○ Growing</li><li>○ Crowded / busy</li></ul>                      | • <b>New Bern, NC</b> <ul style="list-style-type: none"><li>○ Historic</li><li>○ Waterfront</li><li>○ Quaint</li><li>○ Beautiful</li></ul>                               | • <b>Greenville, NC</b> <ul style="list-style-type: none"><li>○ College town / ECU</li><li>○ Crime / dangerous</li><li>○ Medical community</li></ul> |
| • <b>Swansboro, NC</b> <ul style="list-style-type: none"><li>○ Quaint</li><li>○ Beach</li><li>○ Fishing</li><li>○ Beautiful</li></ul>   | • <b>Morehead City, NC</b> <ul style="list-style-type: none"><li>○ Port / waterfront</li><li>○ Fishing</li><li>○ Quaint</li><li>○ Beautiful</li><li>○ Historic</li></ul> | • <b>Fayetteville, NC</b> <ul style="list-style-type: none"><li>○ Military town / Ft. Bragg</li><li>○ Dangerous</li><li>○ Unattractive</li></ul>     |
| • <b>Raleigh, NC</b> <ul style="list-style-type: none"><li>○ Entertainment (sports, shopping, venues)</li><li>○ Capital</li><li>○ Big city</li><li>○ Cultural</li><li>○ Vibrant</li></ul> |  |  |

**Using just a sentence or two each, describe how the following aspects of Jacksonville are important to its tourism identity.**

- Camp Lejeune (other Marine bases)
  - “Extremely important as they bring visitors and give identity to our town.”
  - “Many people come for military events which fill hotels and restaurants.”
  - “This is responsible for 90% of tourism.”
- Sports tournaments and outdoor recreation
  - “Creates a traffic flow of visitors giving the opportunity for them to be exposed to what Jacksonville has to offer.”
  - “Vital to our community for healthy living and recreation. Families need an outlet for entertainment and a community needs events to gather for.”
  - “Soccer is big here and is what we should capitalize on. Focusing on bringing more groups from the eastern part of the state would be lucrative for other sports too.”
- Military memorials
  - “Should not be underestimated, I believe this will continue to attract visitors.”
  - “A beautiful addition, but you can’t base an entire vacation on it.”
  - “Highly visited, but largely unknown.”
  - “Vital for the community / base relations. Jacksonville is in a partnership with our bases and what happens to the military happens to our town.”
- Downtown Jacksonville
  - “Non-existent as far as tourism. Most people don’t even know where downtown is.”
  - “Not very photogenic or utilized. It isn’t really a destination.”
  - “Would be nice if we had sidewalk restaurants and attractions.”
  - “I love the feel of downtown Jacksonville, but a place that is filled with attorney’s offices, a jail, bail bondsmen, deserted buildings and ONE restaurant is never going to draw tourists.”
- Beach and River
  - “There is no beach in the city! I have never seen a city with a river squander the opportunity to develop and promote such a great resource.”
  - “Jacksonville is more of a ‘passing through’ item for beach-goers. The river hasn’t been well-incorporated as a tourism item.”
  - “Great potential, but will require future development to include public / private partnerships.”

**If 50 million dollars were available that could be added to the City of Jacksonville budget, and you had the power to decide how those dollars should be spent, how would you spend them to grow tourism in the area?**

- Conference / convention center
- Civic center
- Waterfront development
- Revitalize downtown
- Sports complex

**Describe the typical Marine or service-member stationed at Camp Lejeune or the New River Air Station?**

- Young
  - “18 years old, most likely the first duty station since leaving home. Spends their time at movies, beaches and night clubs. Lives on base or with several friends in apartments, does not get a newspaper so they have no idea what is offered to them. Hard workers and good people.”
- Married / family
  - “Young with a new family... probably here for only three years and then they move on and if they want activity they don't come back. Some stay if they serve here late in their career because of the people.”
- Single
- Friendly
  - “Friendly and the most helpful individuals you will ever meet - most would love to help anyone in need of any kind of assistance.”

**In your opinion, what characteristics or assets in the City of Jacksonville would attract Marines to live in the City of Jacksonville after retiring or exiting the military?**

- Job availability
- Military benefits
- Cost of living
- Good schools

**What is the most significant event in Jacksonville's history that had the most impact in making Jacksonville what it is today?**

- Building Camp Lejeune (48%)
- Beirut Bomb Blast (30%)

**Describe, in your own words, the caring nature of Jacksonville. What makes Jacksonville a caring community?**

- “Although politics, ethnicity, education, or socioeconomics may divide us, we always come together in times of need. There is evidence of this daily.”
- “Lots of retired military are used to see neighbors as family. They don't have extended family here and use each other to fill those roles.”
- “The people of this community are always there to help others in need. Additionally, the community is very welcoming to new families as they move into the area and allow them to become involved immediately.”

**Please describe the relationship between the military and the people of Jacksonville. What is special about this relationship?**

- “Best military friendly community in America”
- “Even though they are not completely one, they are in many ways. Civilians and military work together on base and off base. Children go to school together, participate in athletic events, dance, music, arts, etc. Serve together in PTOs, civic clubs, and boards.”
- “In the past, military members and their families were looked down upon. This attitude seems to have changed because more former military members stay in the community.”
- “With so many retired military people living in the area, there is an understanding of what hardship military families endure, so when there is a crisis we are ready to help in any way we can.”
- “Residents of Jacksonville understand the importance of the economic impact of Marines, in most cases. Marines and sailors are appreciated for their significant contributions to the county’s welfare as well as the impact to our community.”

**What do you perceive to be the difference between living within the City of Jacksonville (whether or not you do) and living outside the City?**

- Higher taxes inside the city
- Less traffic outside the city
- Better public services inside the city
- Convenience (closer to entertainment, schools, shopping) inside the city

**In your opinion, what actions, if any, do you believe the City of Jacksonville undertakes to help attract new residents within the City limits?**

- None / don't know of any
- Parks and Recreational programs
- Cleaned up the city

**Are you aware of any lure for an existing service-member at Camp Lejeune to stay in any other area (other than Jacksonville) of Eastern North Carolina?**

- No (48%)
- Higher job availability
- More well-rounded lifestyles
- Cheaper housing
- Better schools

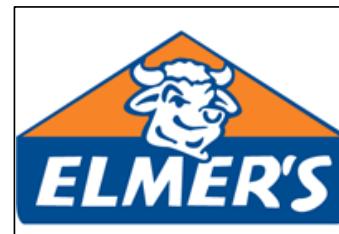
**If Jacksonville were a famous person, who would it be? Why?**

- Lassie
  - “She was well trained to do the same things over and over, but had so much potential to go beyond what she did.”
- Uncle Sam
  - “Our community is linked around the world to the military. You could ask anyone and they say ‘Jacksonville, home to Camp Lejeune.’”
- Ronald Reagan
  - “I believe Jacksonville wears many hats and is something different to so many. To some Reagan was an athlete, to others an actor, to others the man who helped end the Cold War. Jacksonville is many things to many people.”



**If Jacksonville were a popular consumer product brand, what would it be? Why?**

- M & M's
  - “M & M's come in different colors, sizes and flavors, however, when you get through what appears to be a tough exterior you find a sweet center that leaves a sweet taste in your mouth.”
- Jiffy Pop
  - “A lot of fluff, little substance, and goes stale very fast.”
- Elmer's Glue
  - “It is the focal point that holds a region together and seems to disappear so that you cannot see it once the job is done.”



# ONLINE COMMUNITY-WIDE SURVEY

## Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Jacksonville.

## Methodology & Results

North Star developed an online survey based on the results of the qualitative Stakeholder Vision Survey and In-Market conversations. All questions were multiple choice, allowing for a quantitative measure of resident perceptions. Community members were encouraged to participate after the survey was posted on city websites and publicized in local media. 677 survey responses were collected for this survey.

Please refer to the BrandPrint Report CD and **Appendix B** for a detailed list of all "Other" responses.

The screenshot shows a survey interface titled "Jacksonville, NC Community Survey".

**Question 2:** If you had to pick a word/phrase to describe Jacksonville, it would be...CHOOSE TWO

**ANSWERS**

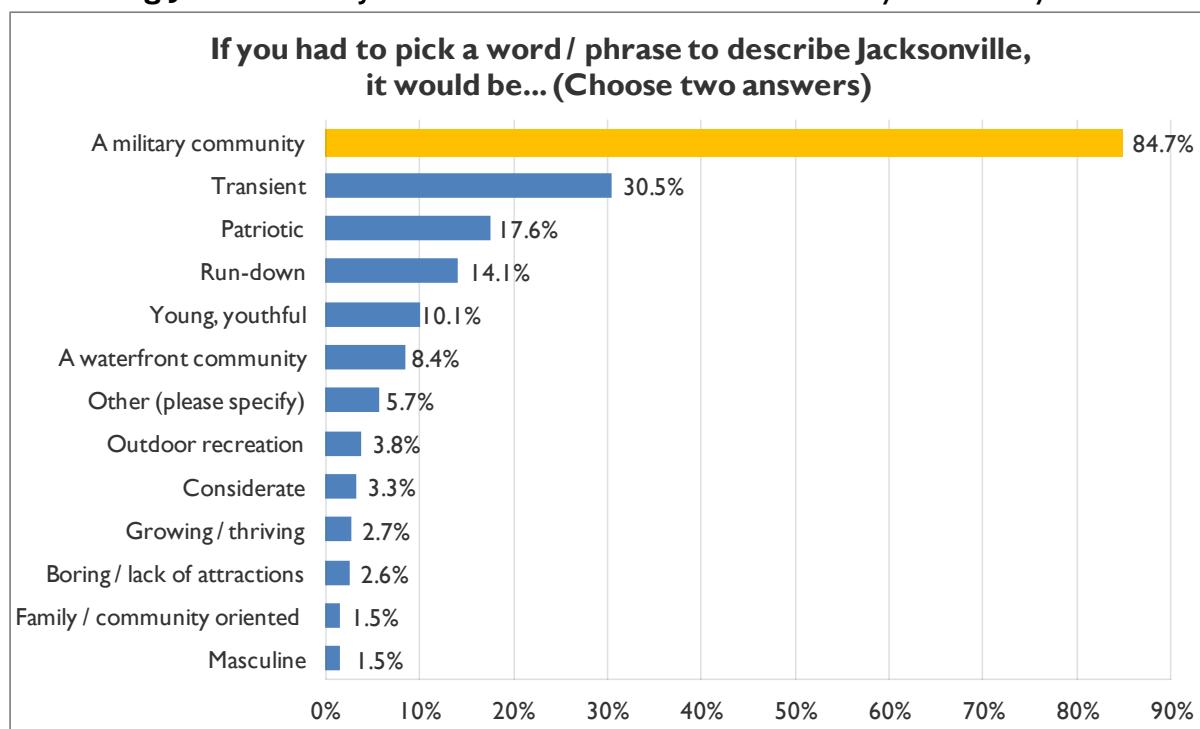
- A military community
- A waterfront community
- Considerate
- Masculine
- Outdoor recreation
- Patriotic
- Rundown
- Transient
- Young, youthful
- Other (please specify)

**Question 3:** Jacksonville's greatest asset is...

- The considerate spirit of the community
- Marine memorials and events
- Parks and recreation programs and facilities
- Camp Lejeune and area bases
- Access to water recreation and beaches
- Affordability
- Retail and shopping options
- The youthfulness of the community
- The Relationship between the bases and the City of Jacksonville
- Other (please specify)

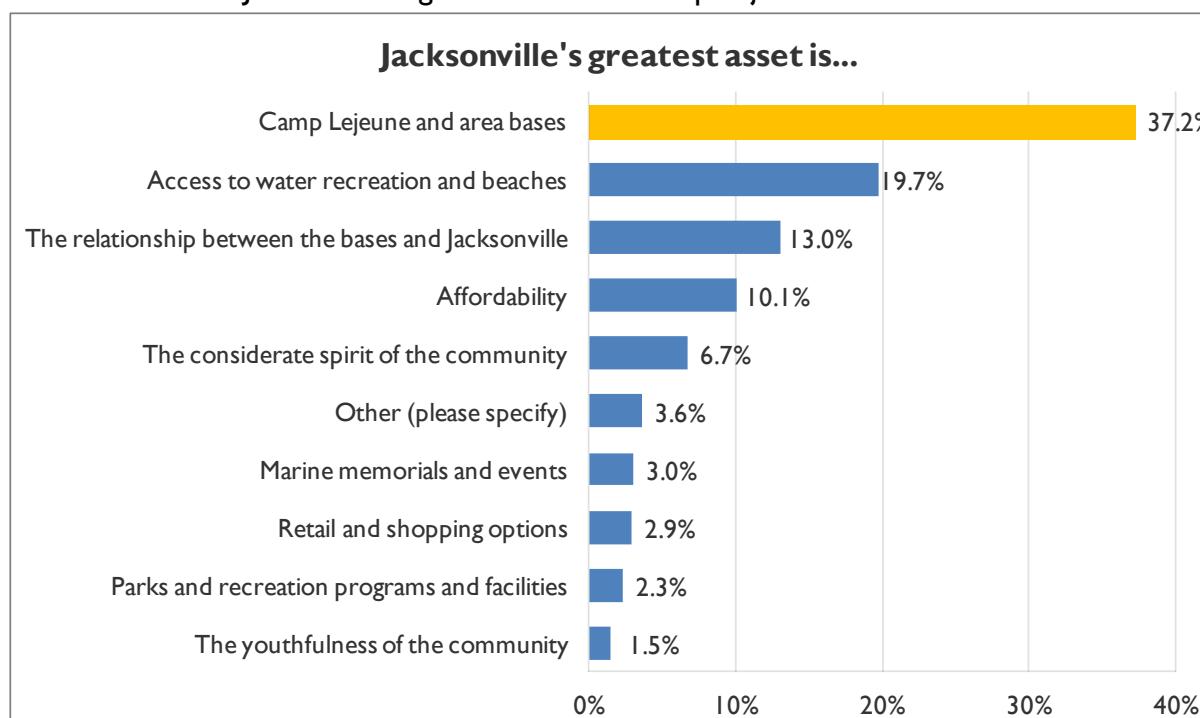
Jacksonville Online Community Survey

**Describing Jacksonville:** Jacksonville is best described as a military community.



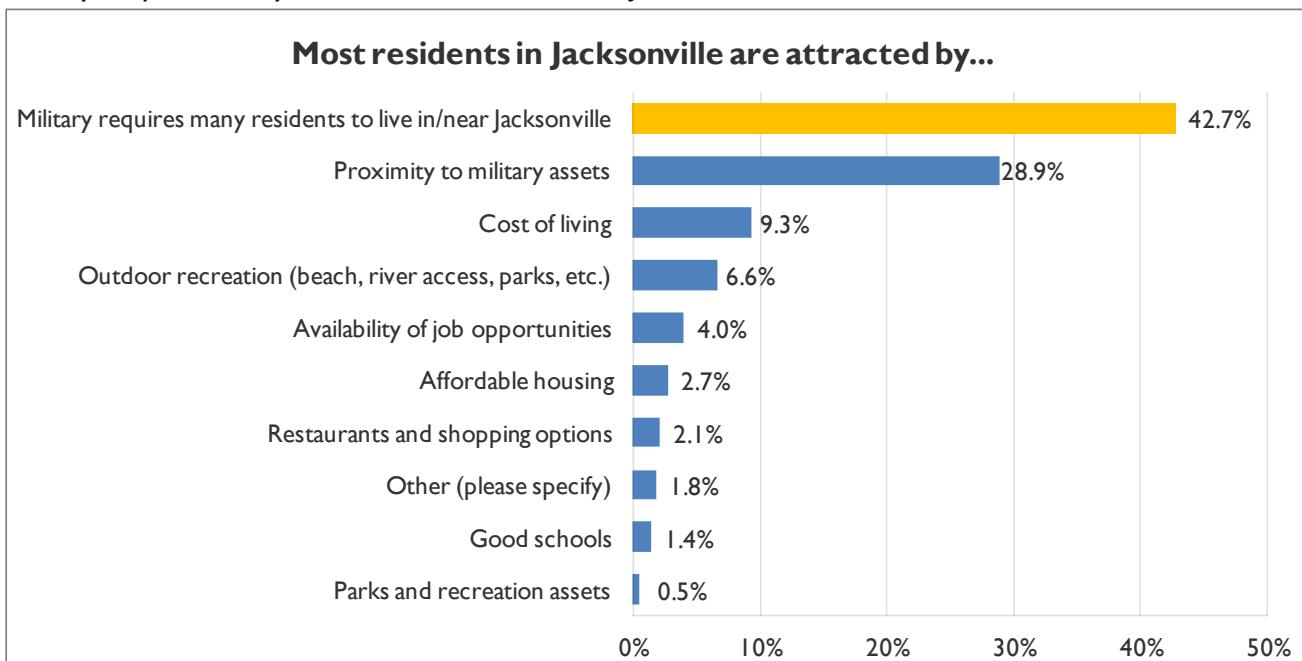
Other: Crowded, unplanned / mismanaged, not family-friendly

**Greatest Asset:** Jacksonville's greatest asset is Camp Lejeune and area bases.



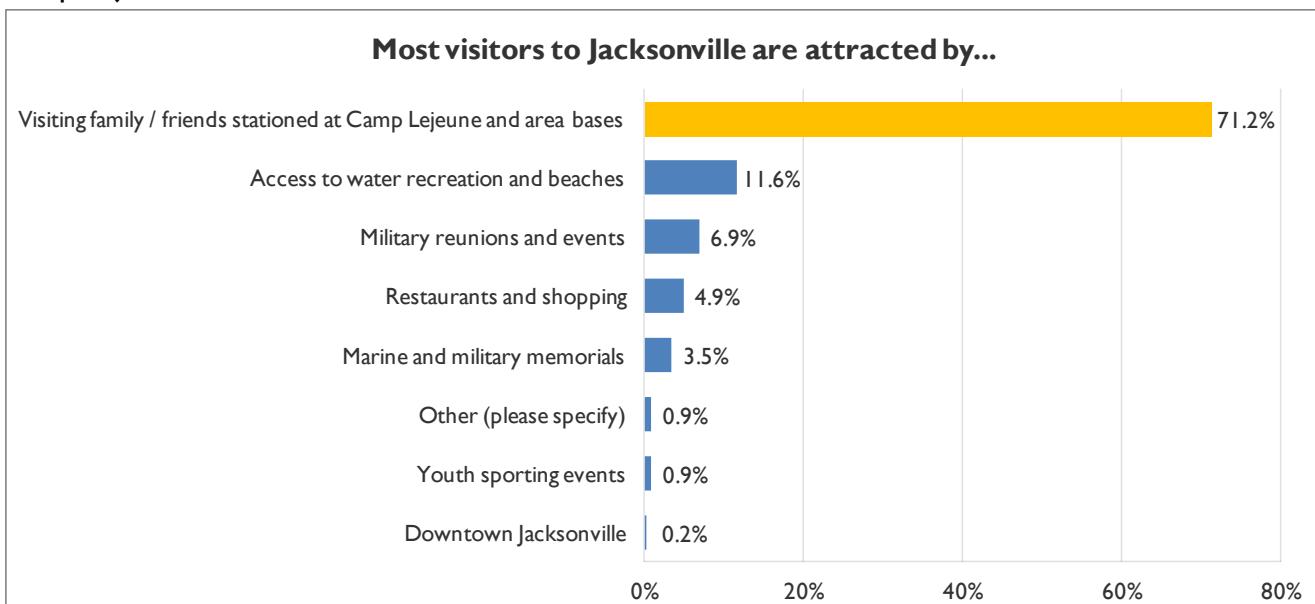
Other: None, restaurants, location

**Residents Attracted By:** Most residents of Jacksonville live in the community because the Military requires many residents to live in / near Jacksonville.



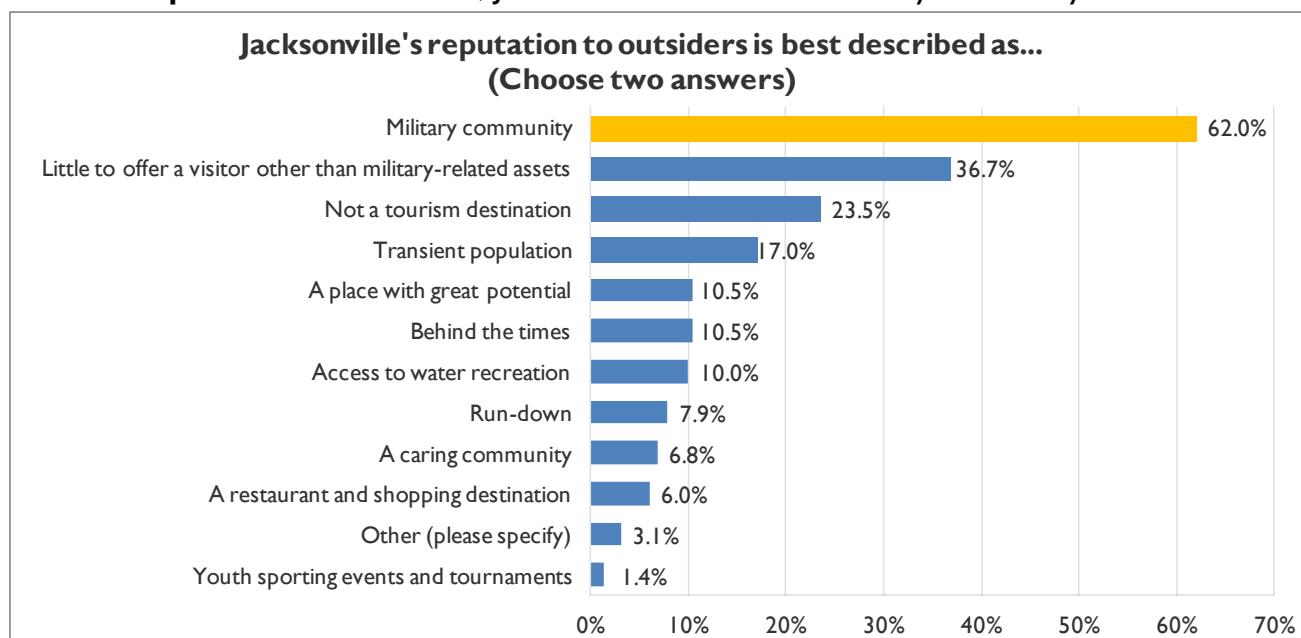
Other: Convenience after retirement, family and friends

**Visitors Attracted By:** Most visitors to Jacksonville come to see family / friends stationed at Camp Lejeune and area bases.



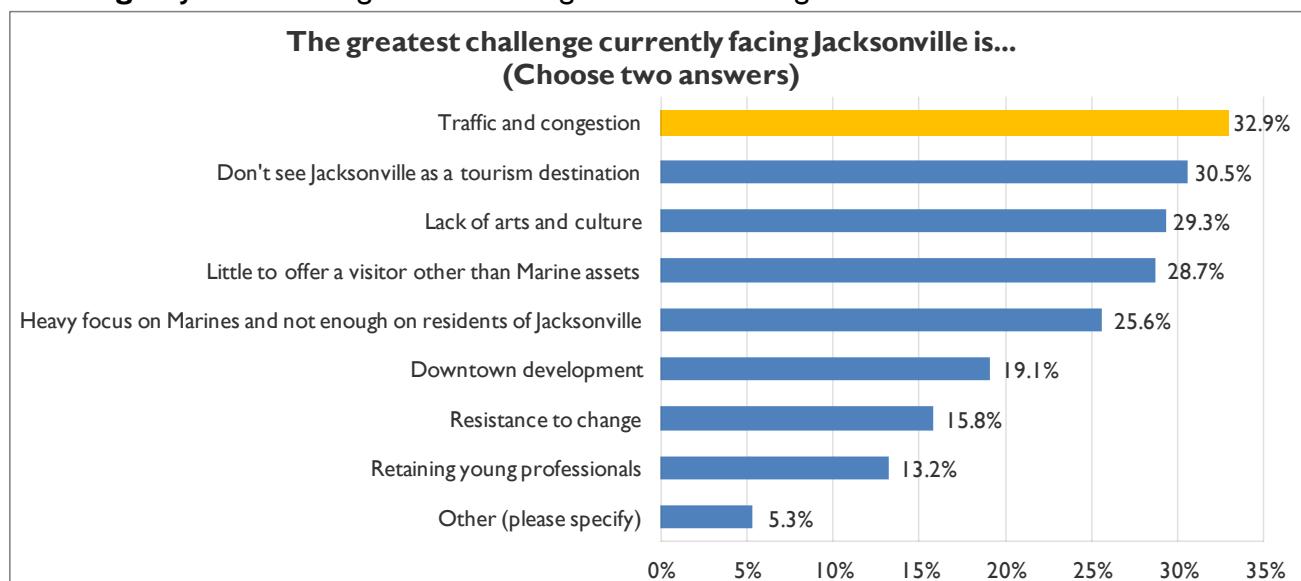
Other: All of the above, the beach, nothing

**Outside Reputation:** To outsiders, Jacksonville is known as a military community.



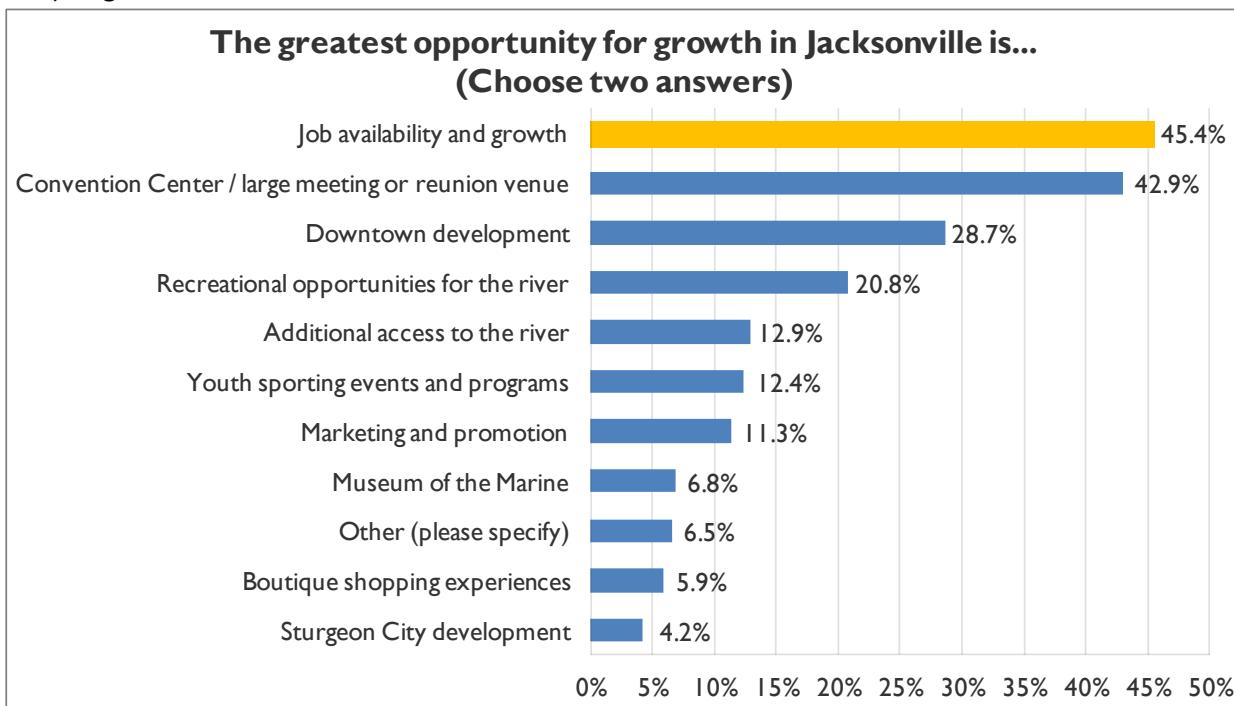
Other: A few of these, crowded, shoddy

**Challenges:** Jacksonville's greatest challenge is its traffic congestion.



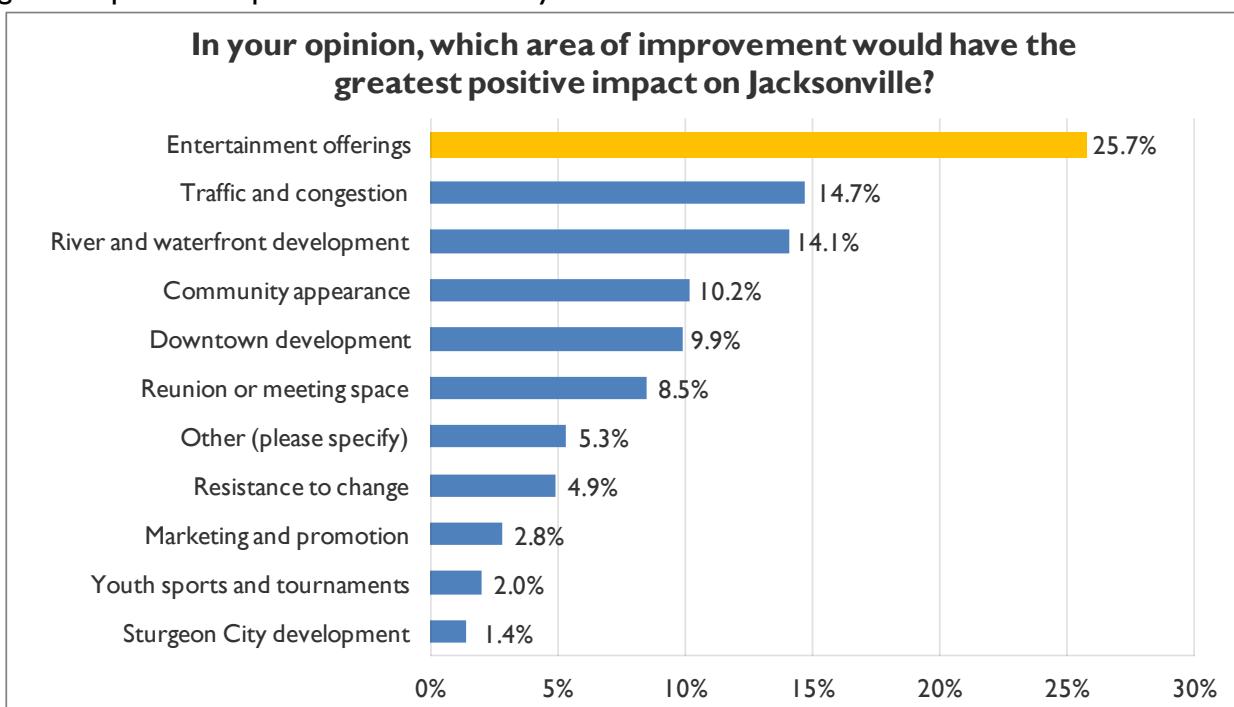
Other: Lack of industry / job opportunities

**Opportunities for Growth:** Jacksonville's greatest opportunity for growth is job availability and job growth.



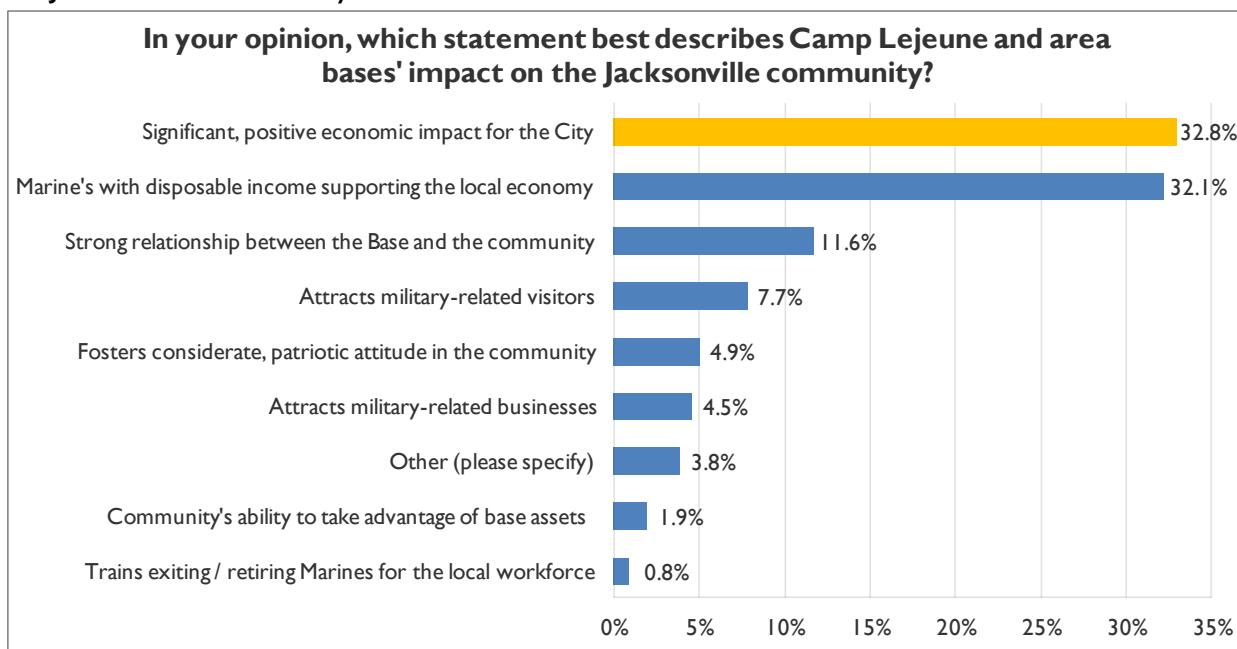
Other: Recreation facilities, improve the appearance, more industry

**Improving Jacksonville:** Improving Jacksonville's entertainment offerings would have the greatest positive impact on the community.



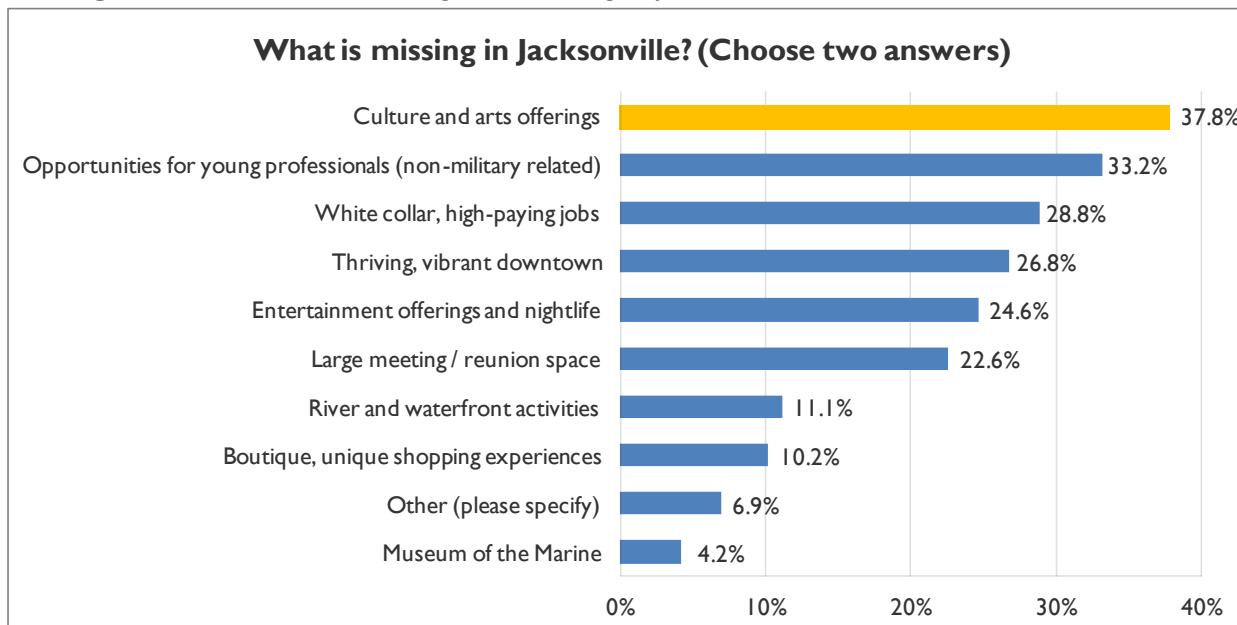
Other: Industry / jobs, facilities and activities for those who are not military-associated

**Camp Lejeune:** Camp Lejeune and area bases have a significant, positive economic impact on the Jacksonville community.



Other: No regard for those not associated with the military, without it Jacksonville would die off, we should not depend on the base

**Missing:** Cultural and arts offerings are missing in Jacksonville.

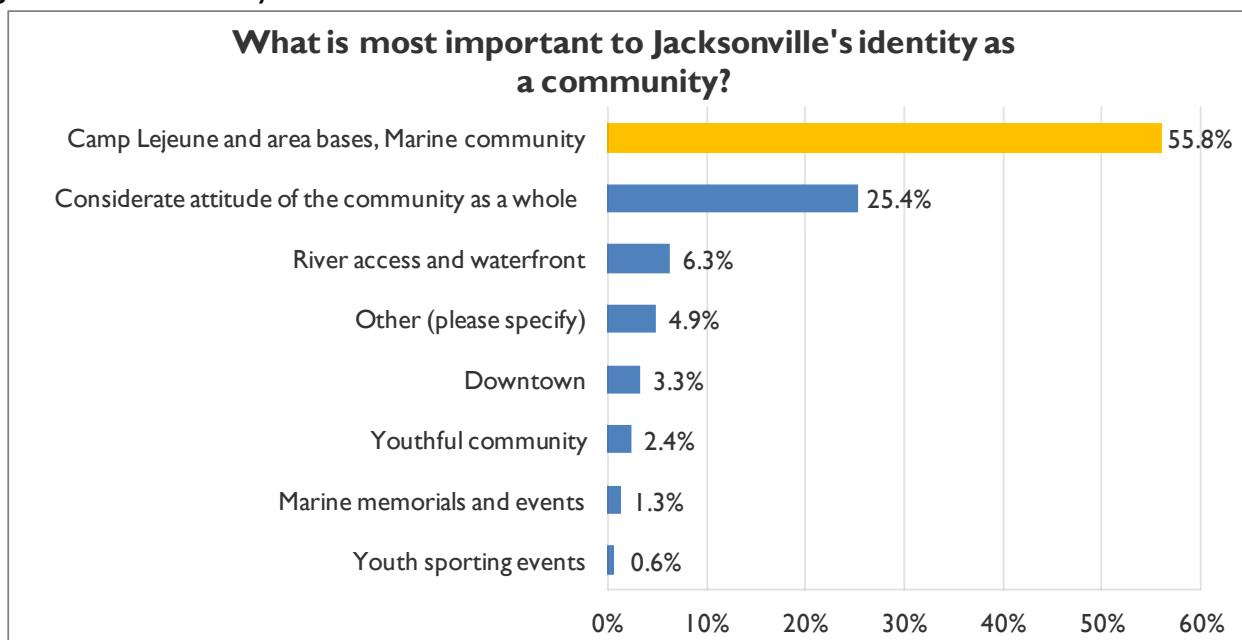


Other: Industry / jobs, opportunities for non-military people – family and youth

**If you were forced to move to another city, what would you miss most about Jacksonville?**

- The people
  - “Friendships developed through the military over a significant period of time.”
  - “Friendliness and discipline of most military members and families.”
- Beach / proximity to the beach
  - “Access to beaches and easy boating access.”
  - “I would miss the river and the beaches.”
- Access to the military base and facilities
  - “Being able to access all the great activities on base...beach, fitness centers, marinas.”
  - “I'm a former Marine and I would miss that affiliation I have with others who share a common past.”
- Nothing
  - “Nothing! This city does not have the welcome that says, live here, stay here.”

**Identity:** Camp Lejeune and area bases and the Marine community are most important to Jacksonville's identity.



**Other:** Jacksonville relies on the base, shifting focus away from residents, improving infrastructure

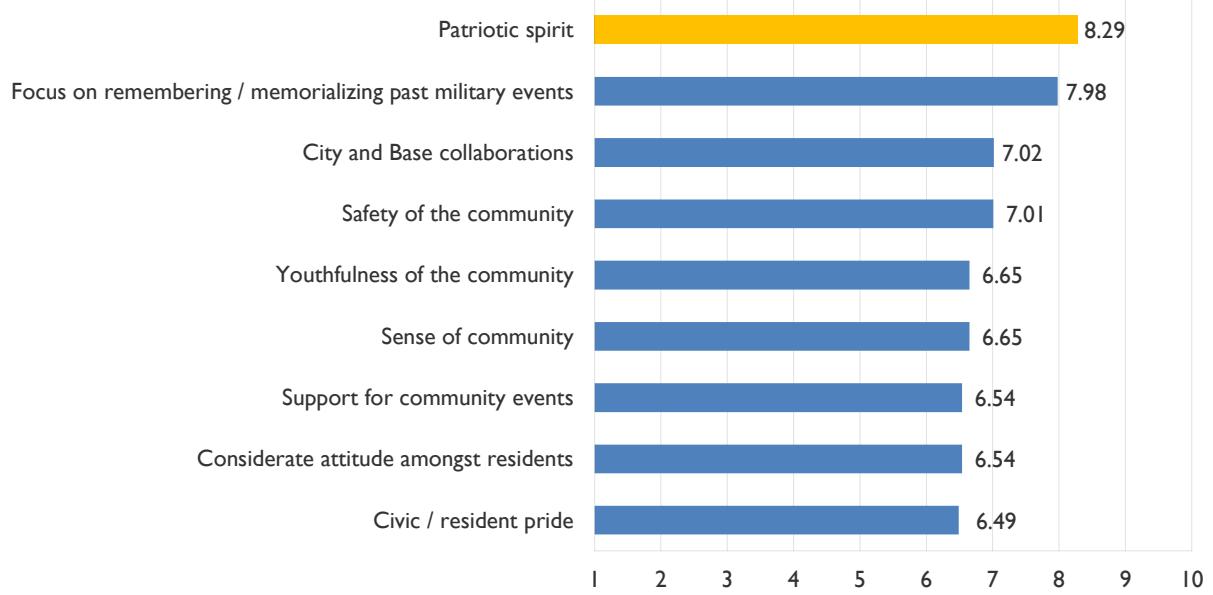
**What is missing from the river / waterfront experience in Jacksonville that you hope to see in the future?**

- Waterfront development / waterfront access
  - “A marina with shops would be something available for everyone, every weekend, instead of just a boat ramp and an occasional festival.”
  - “A sizeable river walk; not one that goes through the city but one that goes along the water front area.”
  - “Access and parking for water activities and unique frontal stores/shopping/restaurants near water.”
- Entertainment and facilities / venues
  - “A large convention center space would be nice to attract businesses to the area to conventions and seminars. This would be a good way to market the Jacksonville area in the hopes they would open a business/office here.”
  - “Entertainment with weekend activities. More parks and recreational facilities.”
  - “There needs to be a large convention center with a full service hotel for military and large events. Most units are taking their money outside of the community when it comes to hosting formal events.”
- Downtown development.
  - “Downtown Jacksonville has a lot of potential. But right now it's full of rundown businesses and lawyers offices.”

**Civic Affairs:** Jacksonville's patriotic spirit is its highest-rated civic attribute.

**CIVIC AFFAIRS: Please rate the following Jacksonville attributes on a scale from 1-10.**

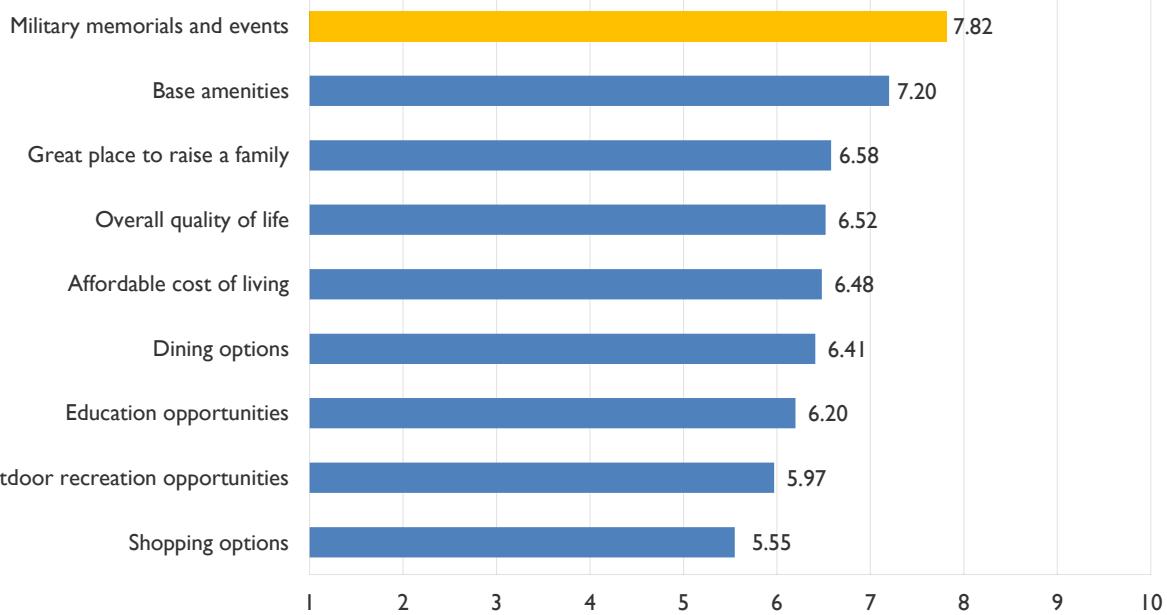
Where 1 is "Poor" and 10 is "Excellent."



**Community Offerings:** Jacksonville's military memorials and events are its highest-rated community attributes.

**COMMUNITY OFFERINGS: Please rate the following Jacksonville attributes on a scale from 1-10.**

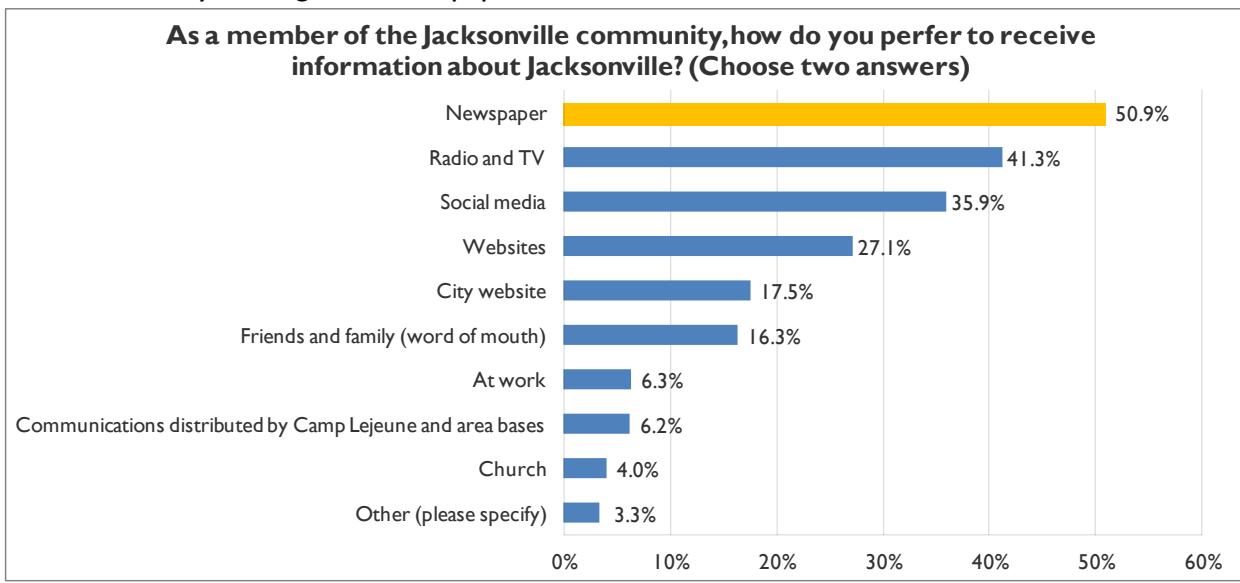
Where 1 is "Poor" and 10 is "Excellent."



**What is the first adjective that comes to mind when describing the following communities?**

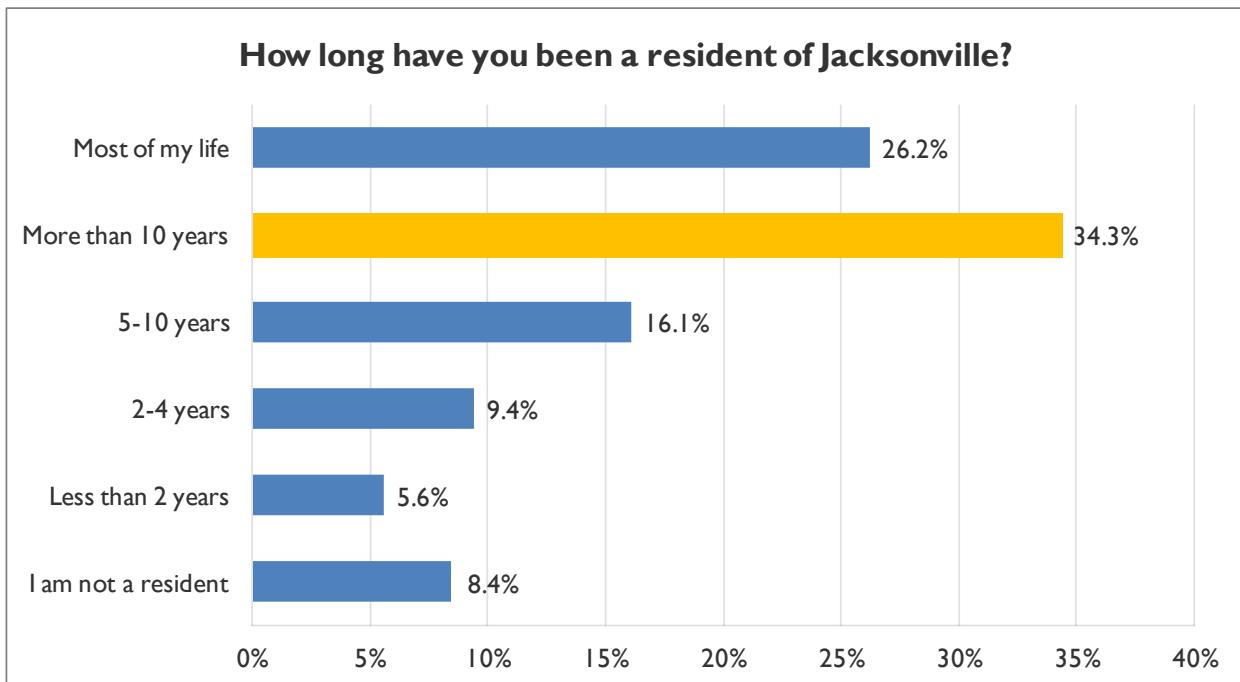
- **Wilmington, NC**
  - Shopping, thriving
  - College town, vibrant
  - Waterfront
  - Historic, cultural
- **New Bern, NC**
  - Historic / old
  - Waterfront, downtown
  - Quaint, small
- **Greenville, NC**
  - College town
  - Crime, unsafe
  - Medical / hospital
- **Swansboro, NC**
  - Water / waterfront
  - Quaint, small
  - Historic
- **Morehead City, NC**
  - Fishing, port, seafood
  - Waterfront, water
  - Quaint, small
- **Fayetteville, NC**
  - Military, army base / Fort Bragg (majority)
  - Rundown / dirty
- **Raleigh, NC**
  - Capital, big, busy
  - Cultural, diverse
  - Shopping, happening

**Information Distribution:** Most residents of Jacksonville prefer to receive information about their community through the newspaper.

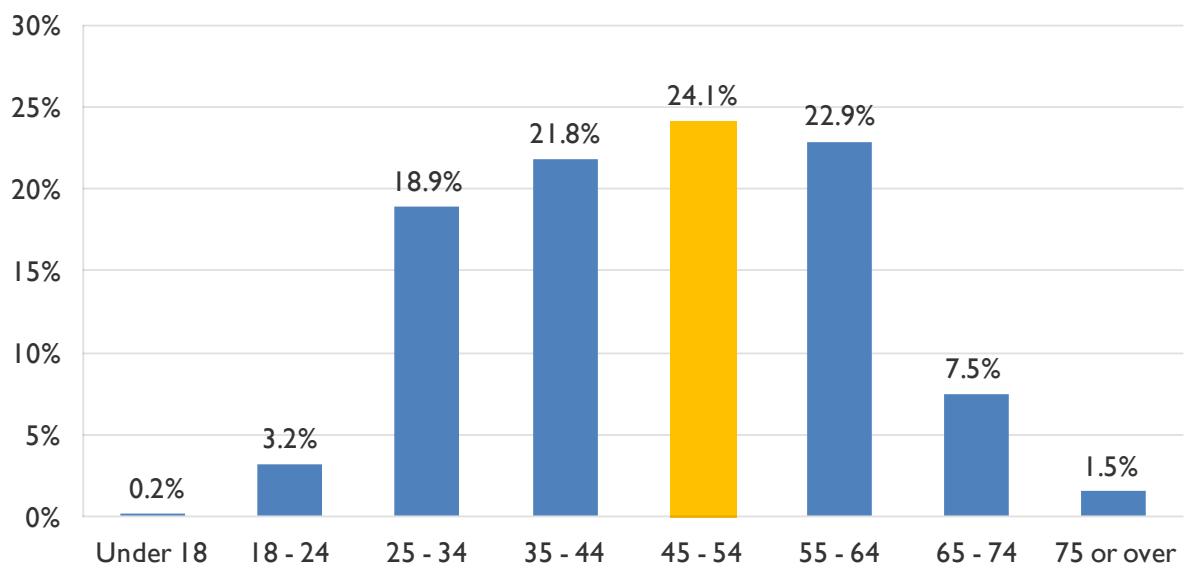


Other: E-mail, mail

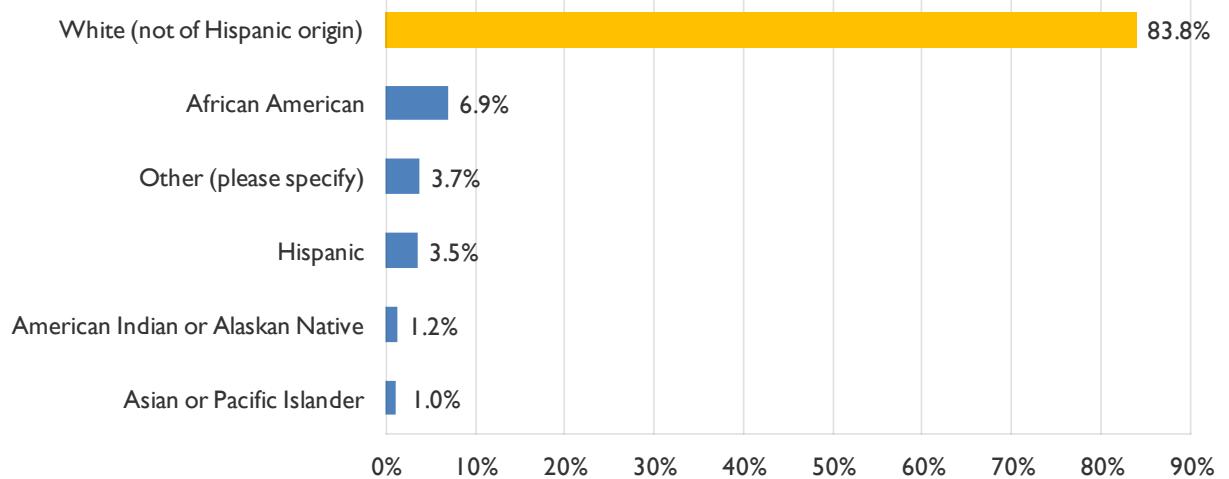
## DEMOGRAPHICS



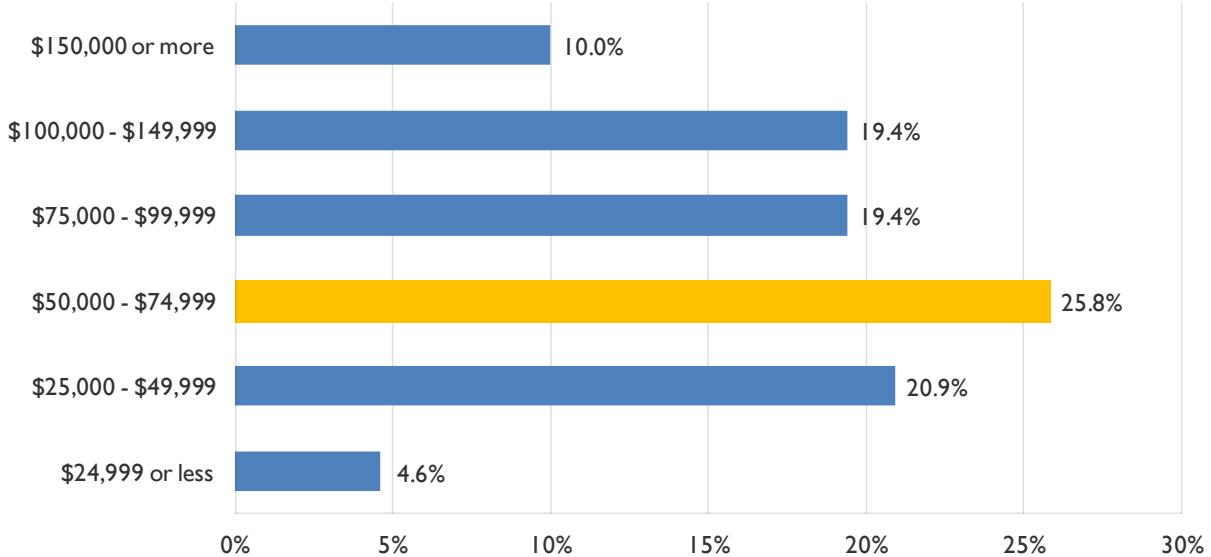
### Which of the following includes your age?



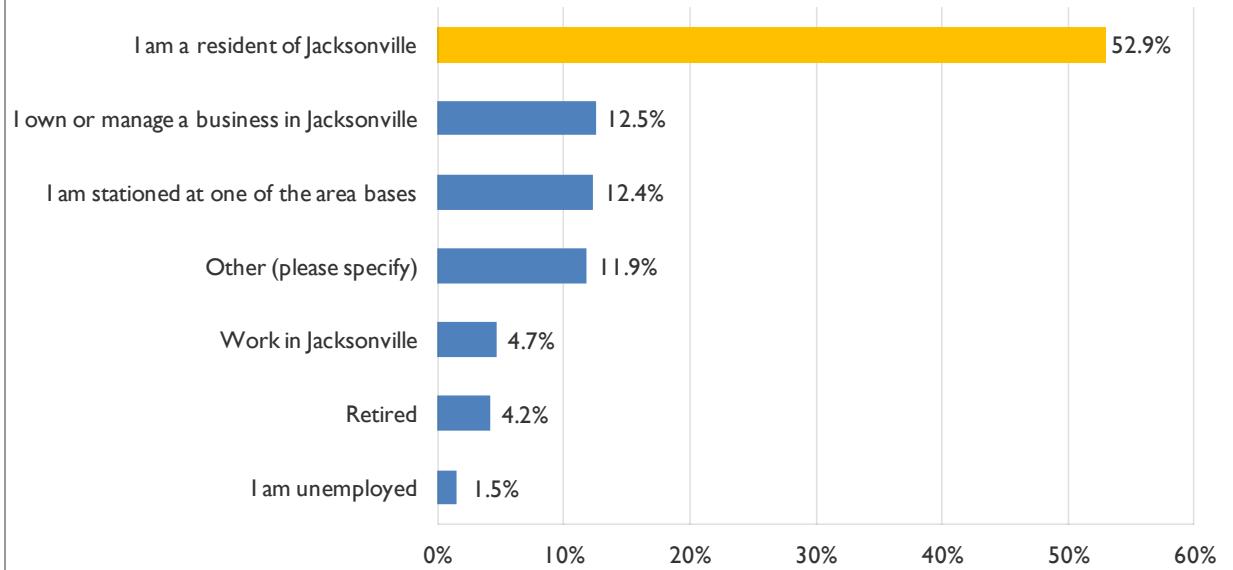
### Which of the following best describes you?



### **Which of the following levels matches your total household income?**



### **Which of the following best describes you?**



## **COMMUNITY BRAND BAROMETER**

### **Purpose**

The Community Brand Barometer measures strength of the Jacksonville brand according to:

- Resident satisfaction with and advocacy for Jacksonville as a place to live, work, and visit
- Jacksonville satisfaction/advocacy relative to the nation

### **Methodology & Results**

Significant research\* on a wide variety of customer satisfaction metrics found a single powerful question has the greatest ability both to measure current resident satisfaction and predict future community growth. That question, “Would you recommend your city to a friend or colleague as a place to live (or work or visit)?” is powerful because it surpasses the basic model of economic exchange, where money is spent for products or services. People who score their community high on the Brand Barometer actively recruit new residents, visitors, and businesses through positive word-of-mouth marketing. It is very personal. By making a strong recommendation, they are willing to risk their own character, trustworthiness and overall reputation for no tangible reward.

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants in the community-wide surveys answered three questions:

- Would you recommend living in Jacksonville to a friend or colleague?
- Would you recommend visiting Jacksonville to a friend or colleague?
- Would you recommend conducting business in Jacksonville to a friend or colleague?

Responses are measured on a 10-point scale with 1 being “Not at all likely” and 10 being “Extremely likely.” Results are presented on an individual respondent level as well as an aggregate Brand Advocacy Score. Scores are calculated with response percentages in the following categories:

- Promoters (9 or 10) – Loyal residents who will continue fueling your growth and promoting your brand.
- Passives (7 or 8) – Satisfied but unenthusiastic residents who are vulnerable to other opinions and brands.
- Detractors (1-6) – Unhappy residents who can damage your brand and impede growth through negative referrals.

$$\text{Brand Advocacy Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

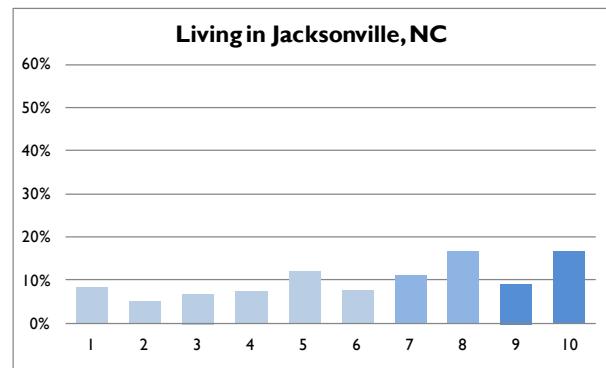
Jacksonville’s Brand Advocacy Score can then be compared to a benchmark score that has been derived for the entire nation. North Star employs multiple survey methods through proprietary sources to determine national averages. Scores represent a stratified random sample of the entire U.S. population and are updated on a regular basis. You can use this information to track your own brand performance relative to national trends over time. In addition, you can repeat the Community Brand Barometer after a designated period and compare the results to your own benchmark score for an on-going metric of how community attitudes change over time and in response to specific events or activities.

\*Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of “The One Number You Need to Grow,” Harvard Business Review (Dec. 2003).

**On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend living, visiting or conducting business in Jacksonville to a friend or colleague?**

## Living

Living in Jacksonville, NC		
1	8.30%	Detractors <b>46.67%</b>
2	4.89%	
3	6.67%	
4	7.26%	
5	11.85%	
6	7.70%	
7	10.96%	Passives <b>27.56%</b>
8	16.59%	
9	9.04%	
10	16.74%	
Promoters <b>25.78%</b>		

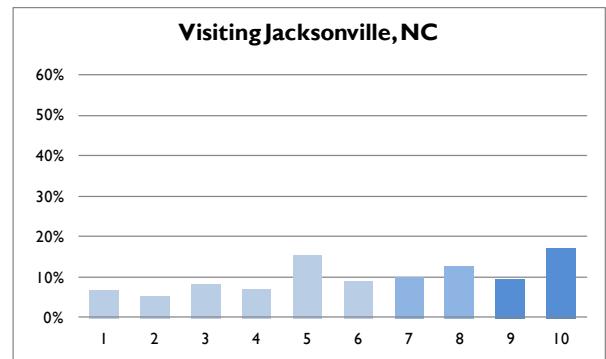


## Observations:

- Nearly half of Jacksonville residents are Detractors of the community as a place to live. About one-fourth are Passives and the remaining one-fourth are Promoters of Jacksonville.
- Through education and empowerment, these Passives may change to Promoters of Jacksonville as a place to live as they rally behind and support the brand as it is implemented.

## Visiting

Visiting Jacksonville, NC		
1	6.74%	Detractors <b>51.20%</b>
2	5.09%	
3	8.23%	
4	7.04%	
5	15.27%	
6	8.83%	
7	9.73%	Passives <b>22.31%</b>
8	12.57%	
9	9.43%	
10	17.07%	
Promoters <b>26.50%</b>		

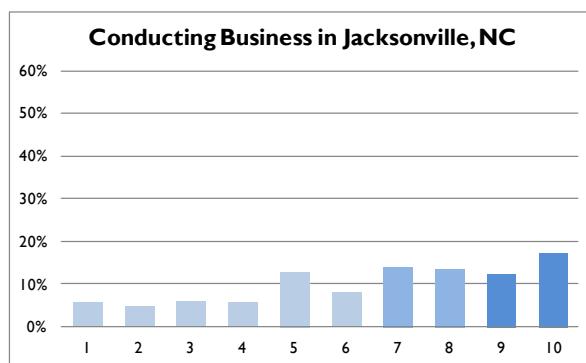


## Observations:

- A little over half of Jacksonville residents are Detractors of their community as a place to visit. This significant number implies that Jacksonville residents are relatively unaware of what their community has to offer visitors.
- Through education, these Passives may serve alongside the Promoters as advocates of their community as a place to visit.

## Conducting Business

Conducting Business in Jacksonville, NC		
1	5.71%	Detractors
2	4.65%	
3	6.01%	
4	5.71%	
5	12.91%	
6	7.81%	
7	14.11%	Passives
8	13.51%	27.63%
9	12.31%	Promoters
10	17.27%	29.58%



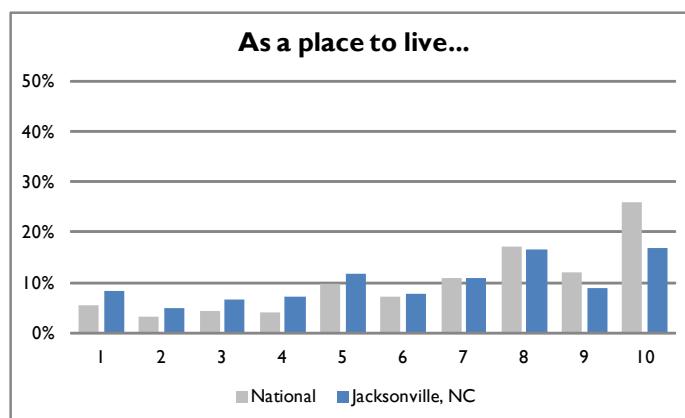
### Observations:

- When it comes to conducting business in Jacksonville, residents are slightly more aware of what their community has to offer compared to the Living and Visiting categories. There is promise in converting those in the Passives category into the Promoters category as the brand is implemented in the community.

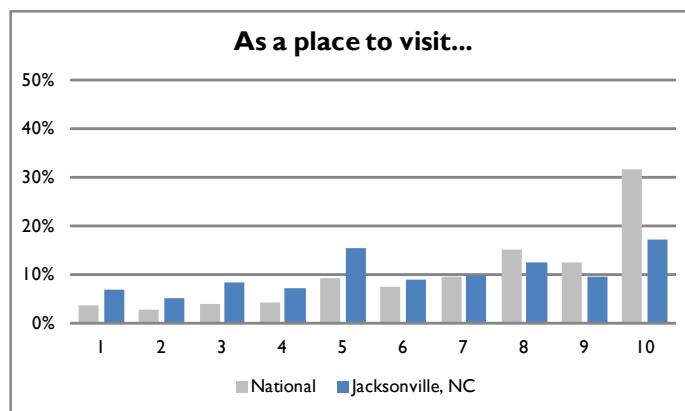
## COMPARISON RESULTS | BY NUMBERED RESPONSE

The charts below allow comparison of numbered responses between Jacksonville residents and the national sample in each of the categories tested (living, visiting and conducting business). They illustrate how many respondents selected each individual number as their response choice. For example, 3.34% of all respondents in the national sample selected "2", when recommending their city as a place to live. (On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely".)

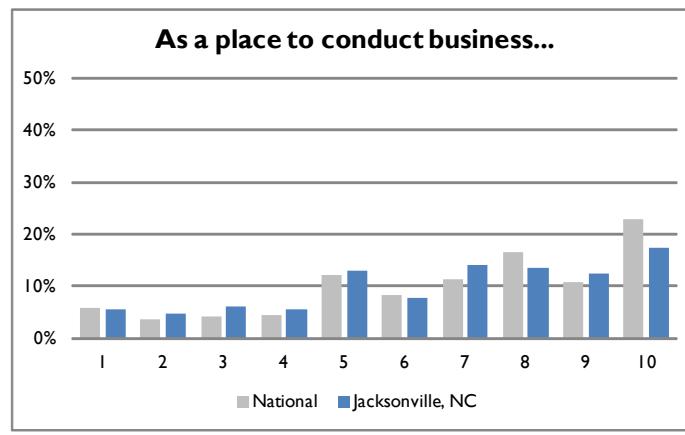
Living in Your City		
	National	Jacksonville, NC
1	5.40%	8.30%
2	3.34%	4.89%
3	4.47%	6.67%
4	3.95%	7.26%
5	9.78%	11.85%
6	7.07%	7.70%
7	10.79%	10.96%
8	17.04%	16.59%
9	12.11%	9.04%
10	25.97%	16.74%



Visiting Your City		
	National	Jacksonville, NC
1	3.59%	6.74%
2	2.80%	5.09%
3	3.81%	8.23%
4	4.23%	7.04%
5	9.29%	15.27%
6	7.43%	8.83%
7	9.63%	9.73%
8	14.99%	12.57%
9	12.33%	9.43%
10	31.69%	17.07%



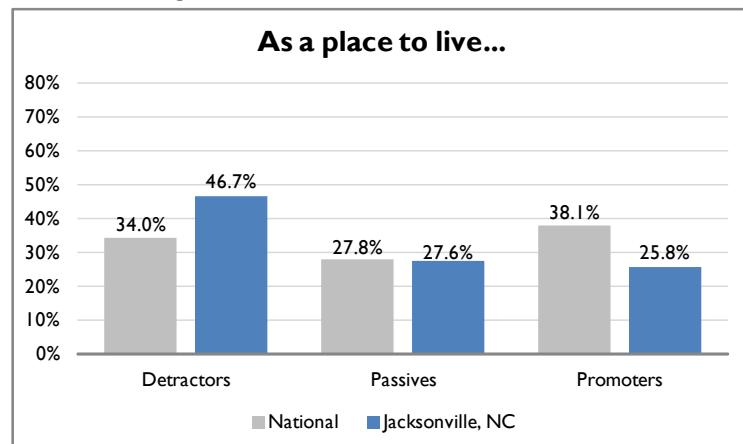
Conducting Business in Your City		
	National	Jacksonville, NC
1	5.95%	5.71%
2	3.61%	4.65%
3	4.16%	6.01%
4	4.46%	5.71%
5	12.05%	12.91%
6	8.19%	7.81%
7	11.35%	14.11%
8	16.55%	13.51%
9	10.86%	12.31%
10	22.98%	17.27%



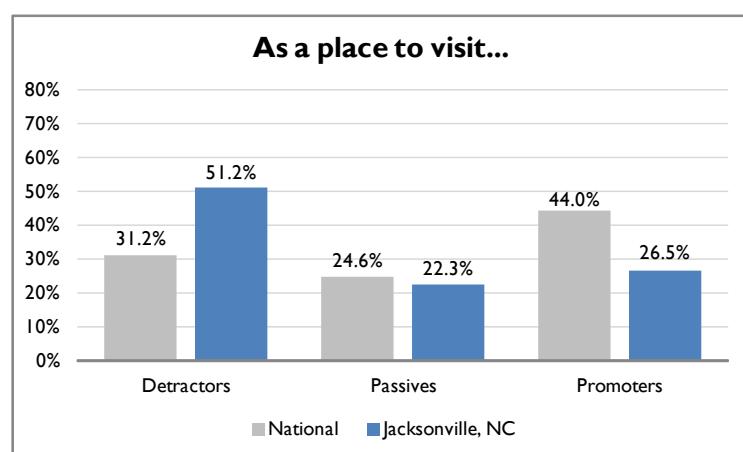
## COMPARISON RESULTS | PROMOTERS, PASSIVES, & DETRACTORS

The charts below allow comparison of responses between Jacksonville residents and the national sample as it relates to the delivery of Detractors, Passives and Promoters in each of the categories tested – living, visiting and conducting business.

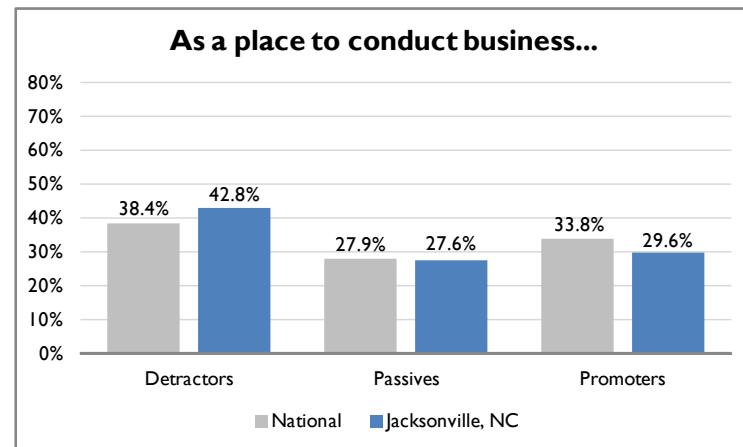
As a Place to Live		
	National	Jacksonville, NC
Detractors	34.0%	46.7%
Passives	27.8%	27.6%
Promoters	38.1%	25.8%



As a Place to Visit		
	National	Jacksonville, NC
Detractors	31.2%	51.2%
Passives	24.6%	22.3%
Promoters	44.0%	26.5%



As a Place to Conduct Business		
	National	Jacksonville, NC
Detractors	38.4%	42.8%
Passives	27.9%	27.6%
Promoters	33.8%	29.6%

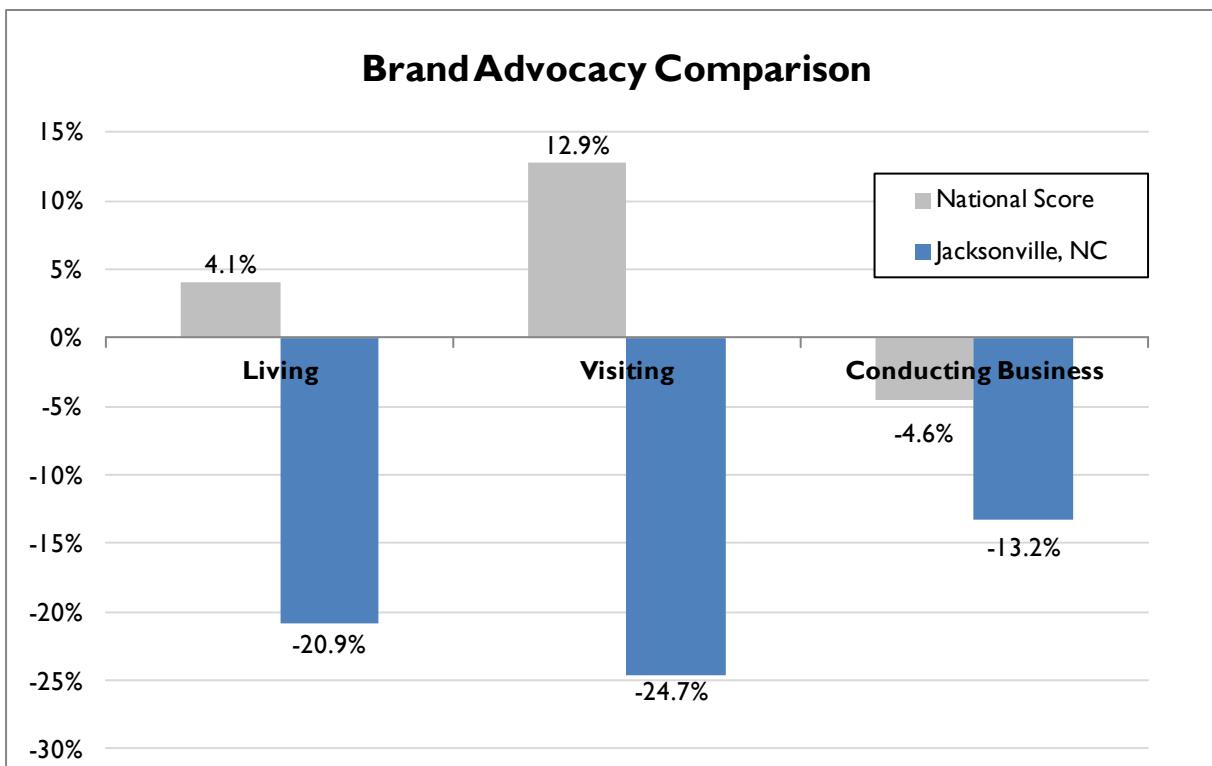


## COMPARISON RESULTS | BRAND ADVOCACY SCORES

The chart below illustrates Brand Advocacy scores for Jacksonville and at the national level in the categories tested – living, visiting, and conducting business.

**Brand Advocacy Score = % Promoters – % Detractors**

	National Score	Jacksonville, NC
Living	4.1%	-20.9%
Visiting	12.9%	-24.7%
Conducting Business	-4.6%	-13.2%



### Observations:

- When removing the passives from each category, Jacksonville underperforms compared to the national average.
- Overall, consider programs that would consistently improve word of mouth, like community ambassador programs. This will allow Jacksonville the opportunity to inform residents and visitors about the greatest, most positive aspects of Jacksonville.

## COMMUNITY TAPESTRY STUDY

### *An Introduction to Community Tapestry™*

For the past 30 years, companies, agencies and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects.

This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and lifestage of the residents and consumers and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with those same tastes (hence the phrase “like seeks like”). These behaviors can be measured, predicted and targeted. The Community Tapestry™ segmentation system combines the *who* of lifestyle demography with the *where* of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

Understanding your customers (residents and visitors), knowing customers’ shopping patterns, assessing the media preferences of customers, cross-selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis

The customer profiles reveal the demographics, lifestyles and product preferences of a community’s consumers. Consumers can be visitors, residents or businesses, anyone who actively buys or sells goods in the city. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

Said simply, the more you can learn about your customers (in this case your residents and visitors), the better you can serve them, keep them, and find more like them.

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## **Purpose**

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for the Jacksonville Resident Profile. Because thorough research had previously been conducted by community partners on the demographics of potential visitors and consumers, a regional or consumer profile was not conducted. The TDA did not deem it necessary to conduct redundant research, so these hours contracted for in the Scope of Work were added to creative development.

## **Methodology & Results**

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods in several ways, including:

- LifeMode Groups:
  - 12 summary groups based on lifestyle and lifestage
  - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)
- Community Tapestry Segments:
  - 65 groups based on sociographic and demographic composition
  - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle and media patterns
  - Most distinct level of segmentation

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior

Key findings from the Community Tapestry reports are shown on the following pages.

For the comprehensive Tapestry Who and What reports, please refer to the Final BrandPrint Report CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Poster. An electronic copy of the Tapestry Handbook can be found at this link:

<http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>

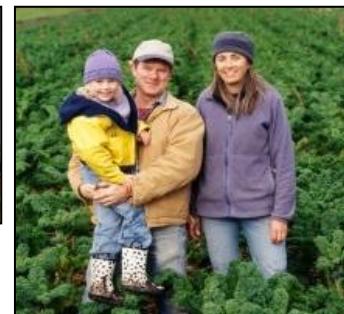
## COMMUNITY TAPESTRY SEGMENT BREAKDOWN BY LIFEMODE GROUP

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community. As you read about Jacksonville's Segments in the following pages, use the table below as a guide when matching those Segments with their corresponding LifeMode Groups.

For a detailed description of LifeMode groups as well as Tapestry Segments, see the handbook available at <http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
<b>L1. High Society</b>	<b>12.7%</b>
01 Top Rung	0.7%
02 Suburban Splendor	1.7%
03 Connoisseurs	1.4%
04 Boomburbs	2.2%
05 Wealthy Seaboard Suburbs	1.4%
06 Sophisticated Squires	2.7%
07 Exurbanites	2.5%
<b>L2. Upscale Avenues</b>	<b>13.8%</b>
09 Urban Chic	1.3%
10 Pleasant-Ville	1.7%
11 Pacific Heights	0.6%
13 In Style	2.5%
16 Enterprising Professionals	1.7%
17 Green Acres	3.2%
18 Cozy and Comfortable	2.8%
<b>L3. Metropolis</b>	<b>5.3%</b>
20 City Lights	1.0%
22 Metropolitans	1.2%
45 City Strivers	0.7%
51 Metro City Edge	0.9%
54 Urban Rows	0.3%
62 Modest Income Homes	1.0%
<b>L4. Solo Acts</b>	<b>6.8%</b>
08 Laptops and Lattes	1.0%
23 Trendsetters	1.1%
27 Metro Renters	1.3%
36 Old and Newcomers	2.0%
39 Young and Restless	1.4%
<b>L5. Senior Styles</b>	<b>12.4%</b>
14 Prosperous Empty Nesters	1.8%
15 Silver and Gold	1.0%
29 Rustbelt Retirees	2.1%
30 Retirement Communities	1.5%
43 The Elders	0.6%
49 Senior Sun Seekers	1.2%
50 Heartland Communities	2.2%
57 Simple Living	1.4%
65 Social Security Set	0.6%
<b>L6. Scholars &amp; Patriots</b>	<b>1.4%</b>
40 Military Proximity	0.2%
55 College Towns	0.8%
63 Dorms to Diplomas	0.4%
<b>L7. High Hopes</b>	<b>4.1%</b>
28 Aspiring Young Families	2.4%
48 Great Expectations	1.7%

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
<b>L8. Global Roots</b>	<b>8.2%</b>
35 International Marketplace	1.3%
38 Industrious Urban Fringe	1.5%
44 Urban Melting Pot	0.7%
47 Las Casas	0.8%
52 Inner City Tenants	1.5%
58 NeWest Residents	0.9%
60 City Dimensions	0.9%
61 High Rise Renters	0.7%
<b>L9. Family Portrait</b>	<b>7.8%</b>
12 Up and Coming Families	3.4%
19 Milk and Cookies	2.0%
21 Urban Villages	0.8%
59 Southwestern Families	1.0%
64 City Commons	0.7%
<b>L10. Traditional Living</b>	<b>8.8%</b>
24 Main Street, USA	2.6%
32 Rustbelt Traditions	2.8%
33 Midlife Junction	2.5%
34 Family Foundations	0.9%
<b>L11. Factories &amp; Farms</b>	<b>9.5%</b>
25 Salt of the Earth	2.8%
37 Prairie Living	1.0%
42 Southern Satellites	2.7%
53 Home Town	1.5%
56 Rural Bypasses	1.5%
<b>L12. American Quilt</b>	<b>9.3%</b>
26 Midland Crowd	3.7%
31 Rural Resort Dwellers	1.6%
41 Crossroads	1.5%
46 Rooted Rural	2.4%

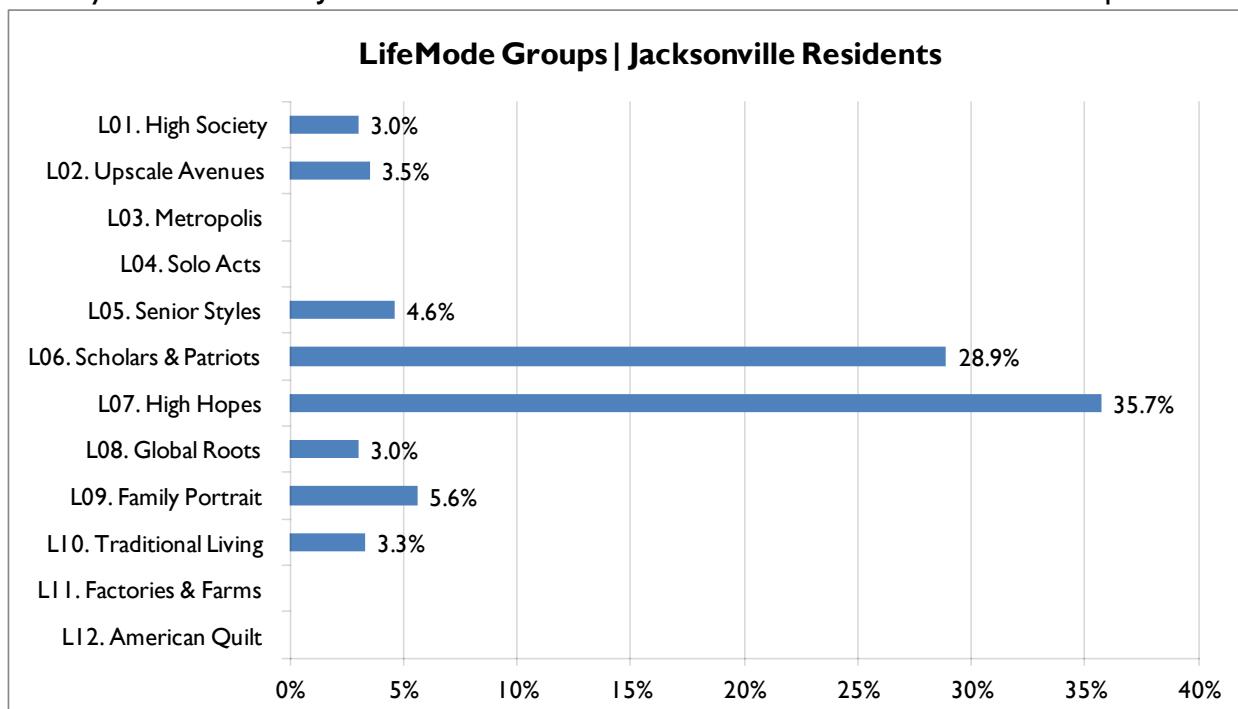


## COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The charts below highlight some of the key findings about the Jacksonville Resident Profile as they relate to LifeMode Groups. Remember, members in a LifeMode Group share an experience such as being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.

The number in front of each LifeMode corresponds with the LifeMode Group designation outlined on the community Tapestry Poster. Please refer to the Community Tapestry Handbook by following the link on the previous page for more in-depth information on each LifeMode Group. The indexing system you will see referenced below has the U.S. average sitting at 100. Therefore, any index above 100 indicates that Jacksonville is delivering above the U.S. average in that LifeMode or Tapestry Segment.

Below you can see how Jacksonville residents are divided into the 12 LifeMode Groups.



**Observations:** Jacksonville residents are spread over the majority of the LifeMode Groups, with the highest concentration in *High Hopes* and *Scholars & Patriots*.

**Top Resident LifeMode Groups:** The U.S. average sits at 100.

### **High Hopes (35.7%) – Indexed 934 against the U.S. average**

- These residents are a mix of married couples, single parents, and singles who seek the “American Dream” of homeownership and a rewarding job.
- Most live in single-family houses or multi-unit buildings; approximately half own their homes. The median home value is \$122,436.
- Many would move to a new location for better opportunities. Many are young, mobile, and college educated; one-third are younger than 35 years.
- The median net worth is more than \$79,000.

### **Scholars & Patriots (28.9%) – Indexed 1607 against the U.S. average**

- Shared traits include youth and lower incomes.
- Most are in college or serving in the military.
- Homeownership among them is low.
- Most live in townhouses or multiunit housing; however, more than one third live in single-family homes.
- Students work part-time at low-paying jobs and military personnel are on active duty or work in civilian jobs on military bases.

### **Family Portrait (5.6%) – Indexed 60 against the U.S. average**

- Defined by youth, family and the presence of children.
- The median age is less than 33 and median HHI is \$58,000+.
- The group is also ethnically diverse: more than 30 percent of the residents are of Hispanic descent.
- The neighborhoods are predominantly composed of homeowners who live in single-family homes.
- Most households include married couples with children who contribute to the group's large household size, averaging more than 3.1 persons per household.
- Their lifestyle reflects their youth and family orientation—buying infant and children's clothing and toys and visiting theme parks and zoos.

### **Senior Styles (4.6%) – Indexed 45 against the U.S. average**

- More than 14.4 million households comprise Tapestry's largest summary group.
- Incomes in this group cover a wide range, but the median is \$40,000.
- Younger, more affluent seniors, freed of child rearing responsibilities, are traveling and relocating to warmer climates.
- Less affluent, settled seniors are looking forward to retirement and remaining in their homes.
- Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises.
- Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television.
- Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.

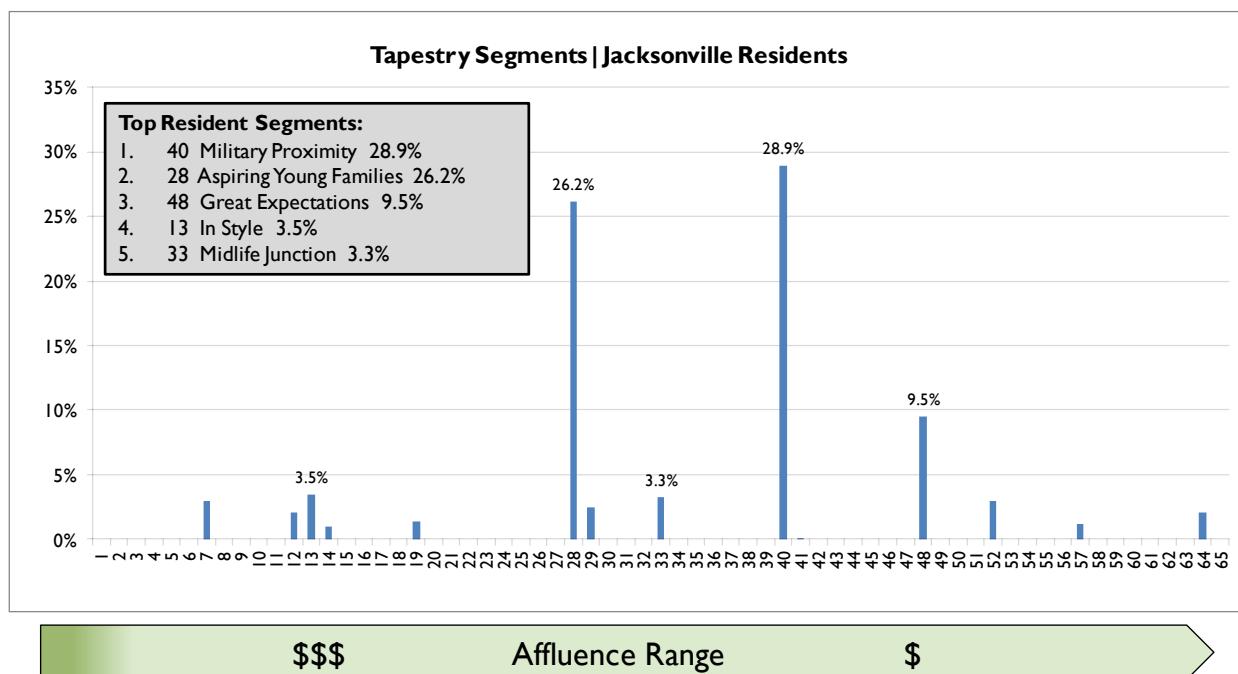
### **Upscale Avenues (3.5%) – Indexed 25 against the U.S. average**

- Many are well educated with above average earnings and are successful from years of hard work.
  - Median household income is \$65,000+ and median net worth is \$153,000+.
  - Prosperous domesticity also characterizes the lifestyle in Upscale Avenues.
  - They invest in their homes; the owners work on landscaping and home remodeling projects, and the renters buy new furnishings and appliances.
  - They play golf, lift weights, go bicycling, and take domestic vacations.
- Although they are partial to new cars, they also save and invest their earnings.

## COMMUNITY TAPESTRY WHO REPORT | COMMUNITY TAPESTRY SEGMENTS

Community Tapestry Segments are the most distinct level of segmentation within the Tapestry System, dividing members of a population into 65 groups based on sociographic and demographic composition. Tapestry Segments take into consideration things like income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility, communication, and lifestyle and media patterns.

The chart below illustrates delivery within all the Segments for Jacksonville residents. The Segments are organized by level of affluence – Segment One is the most affluent and Segment 65 is the least affluent Segment.



**Observations:** Jacksonville residents represent thirteen segments, *Military Proximity* and *Aspiring Young Families* being the most distinguished of the segments.

**Top Resident Segment Descriptions:** The U.S. average sits at 100.

### 40 Military Proximity (28.9%) – Indexed 7,663 against the U.S. average

- Young, two-thirds are married with children and embracing parenthood; large households.
- Median age is 22.4 and more than 92% are under 45 years. Median HHI is \$41,240.
- Service in the armed forces is a common tie among members of this segment. More than three-quarters are on active duty or work on military bases.
- Routine movers; more than 90 percent of householders have moved within the last five years.
- Home life revolves around the family. Shopping for baby and children products and clothing from discount stores is routine.
- They entertain their children with TV and videos; primarily own dogs; and drive SUVs.
- Comfortable with internet usage and PCs.

## **28 Aspiring Young Families (26.2%) – Indexed 1,152 against the U.S. average**

- Young, start-up families, a mix of married-couple families (with and without children), and single parents with children.
- Median age is 31.1 and median HHI is \$46,275.
- Attracted to the large, growing metropolitan areas in the South and West; this population is more diverse than that of the U.S.
- Spend most of discretionary income on children and homes. Buy baby products and home furnishings, including bedroom and dining room furniture.
- They go online to look for jobs, play games, and buy personal preference items such as music and computer equipment.
- Vacations are likely to include visits to theme parks.
- Leisure time may include dining out, going to the movies and attending professional ball games.

## **48 Great Expectations (9.5%) – Indexed 613 against the U.S. average**

- Young singles and married couples dominate the Great Expectations market.
- The median age is 33.1 years and the median HHI is \$35,406.
- Located throughout the country, with higher proportions in the Midwest and South.
- Enjoy a young and active lifestyle, but rarely travel.
- Tackle smaller maintenance and remodeling projects in their homes.
- Take advantage of the convenient fast-food restaurants.
- Listen to country music, classic rock, and sports on the radio.
- They watch TV for entertainment and news; shop at discount stores; and dress youthfully.

## **13 In Style (3.5%) – Indexed 151 against the U.S. average**

- Professional couples who live in the suburbs but favor the lifestyle of city dwellers.
- Household distributions by type are similar to those of the U.S., although residents in this segment are more educated than the U.S. average.
- Median age is 40.5 and median HHI is \$65,000+.
- Computer savvy; residents go online daily to research real estate, do banking, and track investments.
- Physical fitness is an integral part of their lifestyle with many eating healthy, taking vitamins, and exercising.
- They enjoy traveling domestically to hike, golf, and go backpacking; and they enjoy going to rock concerts and live theater shows.

## **33 Midlife Junction (3.3%) – Indexed 150 against the U.S. average**

- Phasing out of their child rearing years, these residents are approaching retirement.
- The median age is 37 and the median HHI is \$42,694.
- They live quiet, settled lives (typically in the suburbs) and spend their money carefully, shopping at bargain stores such as Wal-Mart, Kmart, and JCPenney.
- They enjoy dining out, watching TV, tending to their gardens, reading newspapers and books, and using the Internet to communicate with friends and family.
- Other pastimes include fishing, taking walks, working crossword puzzles, playing board games, doing woodworking, and reading science fiction or romance novels.

## COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

The Jacksonville Resident What Report can be found in their entirety on the Final BrandPrint Report CD. The information below (and on the following pages) can be used as a guide to help you more fully understand the What Report. When used correctly, this report will help you gain a much deeper understanding of the resident population and serve as a valuable tool for economic development.

We encourage you to familiarize yourself with the What Report and challenge economic development entities to focus recruitment efforts on businesses frequented by populations with the same demographic composition as Jacksonville.

As explained previously, the Tapestry What Report provides a detailed analysis of the audience under study for 37 separate Lifestyle and Media groups (see list below) in over 2,200 categories. Lifestyle and media groups are very broad ("Shopping") while sub-categories are much more specific ("shopped at The Gap in the past 3 months").

Complete list of all Tapestry Lifestyle and Media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous

## COMMUNITY TAPESTRY WHAT REPORT | READING THE WHAT REPORT CHARTS

All categories are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above an index of 100 is above average and anything below an index of 100 is below average. The sample below is pulled from the Jacksonville Resident What Report and can help you understand this indexing system.

As an example, your residents index 226 in shopping at Publix within the last six months. This means your residents are almost 2.26 times more likely to shop at Publix than the U.S. average.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. Let's return to the Publix example: If Jacksonville currently has a Publix operating within its city limits, you are satisfying your residents' desire to shop at this grocery store. However, if for some reason Jacksonville is without a Publix, you can use this information to entice Publix to open a location within the city limits. Businesses will be more likely to partner with Jacksonville if they are given data to support such a decision.

Grocery	Index
Used canned meat in last 6 months	364
Used cheese sauce/spread in last 6 months	307
Shopped at grocery store/6 mo: Publix	226
Shopped at grocery store/6 mo: Whole Foods Market	47
Bought coffee beans/6 mo: gourmet/specialty shop	46



**Note:** The brands mentioned in the What Reports that follow may not be present in the Jacksonville area. Although these national brands may not be present in the area, seeking similar brands will be beneficial.

## COMMUNITY TAPESTRY WHAT REPORT | RESIDENT WHAT REPORT

Below you will find a summary of the What Report for Jacksonville residents. The following pages contain selected charts that highlight some of your residents' key preferences. For all of the results from the Tapestry What Report, refer to the BrandPrint Report CD.

### Summary of Resident What Report

#### **Middle income levels and age diversity influence preferences:**

- **Grocery:** Residents are likely to have used canned meat or cheese sauce/spread in the last six months and shop at Publix. They are unlikely to shop at Whole Foods Market or buy coffee beans from a gourmet shop.
- **Internet:** Residents are likely to use the internet at school/library, connect via a dial-up modem, and use the internet to track investments. They are unlikely to have spent \$500+ on internet orders over the last 12 months.
- **Leisure:** Residents are likely to be members of a veterans club, gambled at a casino in the last 12 months, played a musical instrument in the last 12 months, dine out, and be a member of a fraternal order.
- **Listen:** Likely to listen to golf, the Superbowl, professional football, and ice hockey. They are less likely to listen to jazz.
- **Read:** Likely to listen to bridal and music magazines. Less likely to read travel magazines.
- **Watch:** Likely to watch Meet the Press, Jeopardy!, Home Shopping Network, and Wheel of Fortune.

### Example charts from the Resident What Report

Grocery	Index
Used canned meat in last 6 months	364
Used cheese sauce/spread in last 6 months	307
Shopped at grocery store/6 mo: Publix	226
Shopped at grocery store/6 mo: Whole Foods Market	47
Bought coffee beans/6 mo: gourmet/specialty shop	46



Internet	Index
Used Internet in last 30 days: at school/library	449
Connection to Internet from home: dial-up modem	369
Use Internet less than once a week	344
Internet last 30 days: traded/tracked investments	210
Spent on Internet orders last 12 months: \$500+	51



<b>Leisure</b>	<b>Index</b>
Member of veterans club	2634
Gambled at casino 6+ times in last 12 months	646
Played musical instrument in last 12 months	557
Dine out 2+ times per week	416
Member of fraternal order	411



<b>Listen</b>	<b>Index</b>
Radio listening: golf	2369
Radio listening: NFL playoffs/Superbowl	506
Radio listening: football-Monday night (pro)	419
Radio listening: ice hockey	292
Radio format listen to: jazz	59



<b>Read</b>	<b>Index</b>
Light-medium magazine reader	191
Read bridal magazines	168
Medium-heavy newspaper reader	149
Read music magazines	134
Read travel magazines	50



<b>Watch</b>	<b>Index</b>
Watch TV aired once/wk: NBC Meet the Press	1452
Watch Syndicated TV (M-F): Jeopardy!	1155
Watched last week: Home Shopping Network	457
Watch TV aired once/wk: Primetime	326
Watch Syndicated TV (M-F): Wheel of Fortune	305



## **ONLINE BRAND MONITORING STUDY**

### **Purpose**

Over the years, brands (of products, of companies, of communities) have transformed from something that identified products to something people identified with. Recently, the evolution of technology, especially internet search engines, blogs, and social media has enabled widespread conversations to take place about brands in online consumer communities. Understanding how these online conversations contribute to reputation is just as important as understanding in-person conversations taking place between consumers.

The purpose of the Online Brand Monitoring Study is to gain understanding of the online reputation (“conversations,” or content generated and consumed by people) centered around Jacksonville on social media platforms. The Online Brand Monitoring Study reveals where online conversations are taking place, the authors of such content, top keywords used online, and overall sentiment of the community and assets within the community.

In the online space, consumer behavior is content, either created or consumed. Therefore understanding online content (ie. conversations) about a brand allows us to understand consumer behavior around that brand, at least the consumer behavior that is occurring online. And because technology’s evolution has led to new channels, networks, platforms, and applications, it has also created an equal amount of new opportunities for understanding and engaging with consumers.

### **Methodology & Results**

Leveraging methods that combine the analytical power of online measurement and monitoring tools, the Online Brand Monitoring Study examines social media content on a specific date and time (May 7, 2013). By examining social media platforms, the Online Brand Monitoring Study identifies authors, online influencers, and the content being generated around Jacksonville.

Online behavior is organized into five discrete types: Search, Visit, Mention, Join, and Engage. These behaviors are monitored on the following platforms:

- Blogs (Livejournal, Typepad, etc)
- Microblogs (Twitter, Plurk, Identi.ca, etc)
- Video/Photo Sharing (YouTube, Flickr, etc.)
- Social Network (Ning, Facebook, LinkedIn)

## KEYWORDS SEARCHED

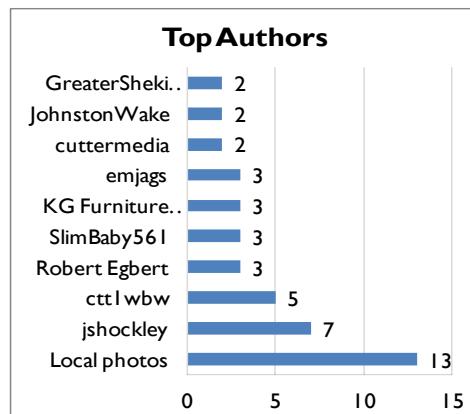
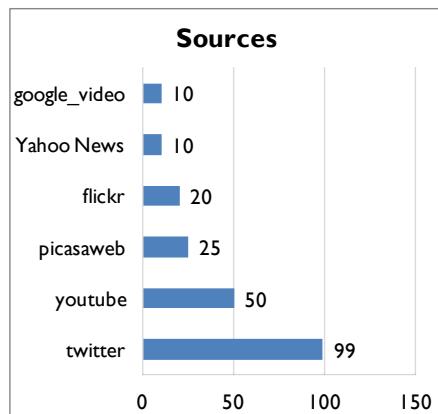
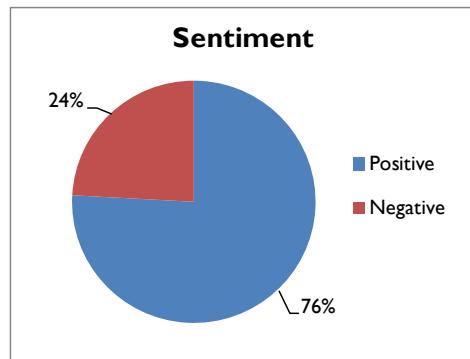
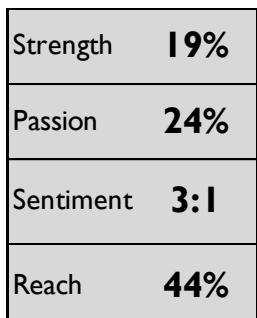
*Below are the keywords used as part of the search.*

- Jacksonville
- Marine Corps Base Camp Lejeune
- Marine Corps Base Camp Johnson
- Military + Jacksonville, NC
- Sturgeon City + Jacksonville, NC
- New River + Jacksonville, NC
- Lejeune Memorial Gardens + Jacksonville, NC
- Downtown + Jacksonville, NC
- Sports + Jacksonville, NC

## TERMS TO KNOW

- Strength – the likelihood that your brand is being discussed in social media
- Sentiment – the ratio of positive to negative mentions
- Passion – the likelihood that individuals talking about your brand will do so repeatedly
- Reach – the measure of the range of influence (number of unique authors divided by the total number of mentions)

## JACKSONVILLE SNAPSHOT | Jacksonville's Online Brand Profile



### Observations

- Just over 3/4 of Jacksonville mentions are positive.
- At a 24% passion level, there's a fair chance those talking about Jacksonville through social media will do so repeatedly. There is an opportunity to more thoroughly engage your users of social media for repeat mentions of Jacksonville.
- There is only a 19% chance that Jacksonville is being discussed on social media. Leveraging the top sources, such as Twitter and YouTube, would serve to aid Jacksonville's strength and reach to improve the community's online presence. Consider building relationships and partnering with top authors, as they are already working as spokesmen for the Jacksonville community.

## JACKSONVILLE SNAPSHOT | Featured Keywords

### Marine Corps Base Lejeune

Strength	Sentiment
1%	5:1
Passion	Reach
44%	12%

#### Top Sources:

- YouTube
- Picasaweb
- Flickr

● ⚜ [Hometown Hero: Bayside High graduate now a US Marine](#)  
Rank: Private first class Unit: Marine Combat Training Battalion - East Branch:  
U.S. Marine Corps Home base: Camp LeJeune, N.C. Experience: Miller  
completed basic tr...  
news.search.yahoo.com/r/\_ylt=AwrNUbAzBlhR\_UYAiIb\_wgt./SIG=143c41i6f/EXP=1367897267  
2 days ago - on [Yahoo News](#)

● ⚡ [Marine Corps Base Camp Lejeune is heaven on earth.](#)  
twitter.com/akancha101/statuses/330752737048395776  
2 days ago - by  @akancha101 on [twitter](#)

● ⚜ [Marine Corps Pvt. James S. Negri, of Bridgewater, graduated from Marine Corps Basic Combat Engineer Course](#)  
Marine Corps Pvt. James S. Negri, son of Jone M. and James E. Negri of Bridgewater, recently graduated from the Marine Corps Basic Combat Engineer Course at Marine C...  
news.search.yahoo.com/r/\_ylt=AwrNUbAzBlhR\_UYAi9b\_wgt./SIG=15jt2um7m/EXP=136789721  
4 days ago - on [Yahoo News](#)

### Marine Corps Base Camp Johnson

Strength	Sentiment
0%	9:1
Passion	Reach
39%	23%

#### Top Sources:

- YouTube
- Picasaweb
- Google\_video

● 🎥 [Marine Mom Continues to Break Stereotypes](#)  
Gunnery Sgt. Lisa Kulczewski shares her experiences of being a Marine and single mother of two young boys. She is currently an acting ...youtube.com  
www.google.com/url?q=www.youtube.com/watch?v=i54EjOrnwZRc&source=video&vq=rss&usg=  
1 months ago - on [google\\_video](#)

● 🎥 [Jacksonville, NC Has Something for Everyone](#)  
  
www.youtube.com/watch?v=Y1iqld6RPAI&feature=youtube\_gdata  
3 months ago - by [InsideSeaCoast](#) on [youtube](#)

## Military + Jacksonville, NC

Strength	Sentiment
<b>2%</b>	<b>4:1</b>
Passion	Reach
<b>25%</b>	<b>18%</b>

### Top Sources:

- YouTube
- Flickr
- Picasaweb

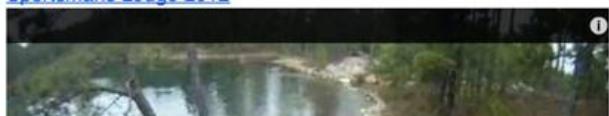
- RT @MiMissionsNtwk: Military Friendly Churches in #Jacksonville NC: Kellum Baptist Church <http://t.co/ZgAfMGWqiY> #MilitaryMinistry @jodyopp...  
twitter.com/jodyopp/statuses/331467741267636224  
2 hours ago - by @jodyopp on twitter
- @70westbuilders building homes for the military families everyday #jacksonville, NC. <http://t.co/6Hr0r3uWYP> #newhomes #offbasehousing  
twitter.com/GoVaLoans/statuses/331434751682572290  
4 hours ago - by @GoVaLoans on twitter
- Military Friendly Churches in #Jacksonville NC: Kellum Baptist Church <http://t.co/ZgAfMGWqiY> #MilitaryMinistry @jodyopp  
twitter.com/MiMissionsNtwk/statuses/331420337231257600  
5 hours ago - by @MiMissionsNtwk on twitter
- RT @MiMissionsNtwk: Military Friendly Churches in #Jacksonville NC: First Baptist Church <http://t.co/JvkdfsxDjX> #MilitaryMinistry @FirstBap...  
twitter.com/OldRuggedCruz/statuses/33140597852226689  
6 hours ago - by @OldRuggedCruz on twitter

## Sturgeon City + Jacksonville, NC

Strength	Sentiment
<b>0%</b>	<b>2:0</b>
Passion	Reach
<b>35%</b>	<b>11%</b>

### Top Sources:

- YouTube
- Google\_video

- Swannsborough Acres Neighborhood Tour, Swansboro NC near Camp Lejeune  
  
www.youtube.com/watch?v=0SgCoMETmJI&feature=youtube\_gdata  
10 months ago - by [Loni Walker](#) on youtube
- Sportsmans Lodge 2012  


## New River + Jacksonville, NC

Strength	Sentiment
1%	9:1
Passion	Reach
52%	10%

### Top Sources:

- YouTube
- Picasaweb
- Google\_video
- Facebook

●  [Readers thank their favorite teachers](#)  
Mon, 06 May 2013 13:57:48 GMT ...  
[news.search.yahoo.com/r/\\_ylt=AwrNUbBCCohRHEIAEeL\\_wgt./SIG=13ghaum6s/EXP=13678](http://news.search.yahoo.com/r/_ylt=AwrNUbBCCohRHEIAEeL_wgt./SIG=13ghaum6s/EXP=13678)  
6 hours ago - on [Yahoo News](#)

●  [I'm at MCAS New River Main Gate \(Jacksonville, NC\) http://t.co/a3t2PUzwzA](#)  
[twitter.com/Purple\\_Gold/statuses/330465869224349696](http://twitter.com/Purple_Gold/statuses/330465869224349696)  
3 days ago - by  @Purple\_Gold on [twitter](#)

●  [Senate tentatively OKs easing environmental protections](#)  
The NC Senate says regulations are a burden to businesses, and so they are trying to streamline the process.  
[news.search.yahoo.com/r/\\_ylt=AwrNUbBCCohRHEIADeL\\_wgt./SIG=135ignopj/EXP=136789](http://news.search.yahoo.com/r/_ylt=AwrNUbBCCohRHEIADeL_wgt./SIG=135ignopj/EXP=136789)  
5 days ago - on [Yahoo News](#)

●  [Hey! It's been a while since we've done a "ROLL CALL". If you're interested \(and comfortable\), post the city/state/country you live in/nea...](#)  
[www.facebook.com/profile.php?id=100304333690&v=wall&story\\_fbid=10151430182353691](http://www.facebook.com/profile.php?id=100304333690&v=wall&story_fbid=10151430182353691)  
10 days ago - by [Fibromyalgia Support Group](#) on [facebook](#)

## Lejeune Memorial Gardens + Jacksonville, NC

Strength	Sentiment
0%	6:0
Passion	Reach
50%	5%

### Top Sources:

- YouTube
- Google\_video

●  [Lejeune Memorial Gardens Pt 5](#)  
  
[www.youtube.com/watch?v=NvVZbt1Orm4&feature=youtube\\_gdata](http://www.youtube.com/watch?v=NvVZbt1Orm4&feature=youtube_gdata)  
19 months ago - by [MCLOnslowCounty](#) on [youtube](#)

●  [Lejeune Memorial Gardens Pt 5](#)  
First Responders, Military Members, Veterans and the Onslow County Community gathered at the WTC Beam at the Lejeune Memorial Gardens on [...youtube.com](#)  
[www.google.com/url?q=www.youtube.com/watch?v=NvVZbt1Orm4&source=video&vgc=rss&usg=AFQjCNE\\_](http://www.google.com/url?q=www.youtube.com/watch?v=NvVZbt1Orm4&source=video&vgc=rss&usg=AFQjCNE_)  
19 months ago - on [google\\_video](#)

## Downtown + Jacksonville, NC

Strength	Sentiment
<b>0%</b>	<b>9:1</b>
Passion	Reach
<b>22%</b>	<b>22%</b>

### Top Sources:

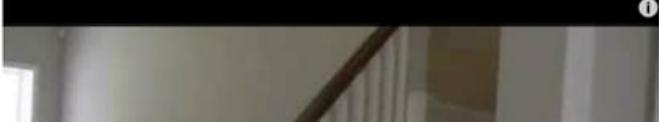
- YouTube
- Flickr
- Picasaweb
- Google\_video

● [Around downtown Jacksonville 4](#)



www.youtube.com/watch?v=d2FrCFu3L80&feature=youtube\_gdata  
11 days ago - by [conceptedge](#) on [youtube](#)

● [HOME FOR SALE IN JACKSONVILLE NC- 104 KENNA COURT](#)



## Sports + Jacksonville, NC

Strength	Sentiment
<b>0%</b>	<b>11:0</b>
Passion	Reach
<b>26%</b>	<b>16%</b>

### Top Sources:

- YouTube
- Yahoo News
- Google\_video

● [Eagles start last day of NFL Draft by getting QB of future](#)  
They also add NC State S Wolff, Utah DE Kruger, Oregon St. CB Poyer in NFL Draft. — All the offensive pieces could be in place now for the Philadelphia Eagles, who...  
[news.search.yahoo.com/r/\\_ylt=AwrNUbJ5DohRdWoAHeT\\_wgt./SIG=15q040a2d/EXP=1367899897](#)  
9 days ago - on [Yahoo News](#)

● [Mike Glennon: Breaking Down Best Landing Spots for Former NC State QB](#)  
Former North Carolina State quarterback Mike Glennon wasn't taken in the first round of the 2013 NFL draft (not that it was much of a surprise), but he could well...  
[news.search.yahoo.com/r/\\_ylt=AwrNUbJ5DohRdWoAHeT\\_wgt./SIG=143lI52au/EXP=1367899897](#)  
10 days ago - on [Yahoo News](#)

● [NFL Draft Update, Day 2](#)  
(The Sports Network)  
[news.search.yahoo.com/r/\\_ylt=AwrNUbJ5DohRdWoAIOT\\_wgt./SIG=13q1ai83/EXP=1367899897](#)  
10 days ago - on [Yahoo News](#)

● [WWAY's Thursday night sports - April 25](#)  
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## **CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)**

### ***Purpose***

The purpose of this study is to gain insight into consumer awareness, visitation, and perceptions of the Greenville, NC, Wilmington, NC, and Raleigh, NC MSAs. The survey measures:

- Overall top-of-mind perceptions of Jacksonville and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Jacksonville with identified community attributes
- Measurements of Jacksonville quality of life indicators
- Measurement of Jacksonville strengths and weaknesses as a place to do business

### ***Methodology & Results***

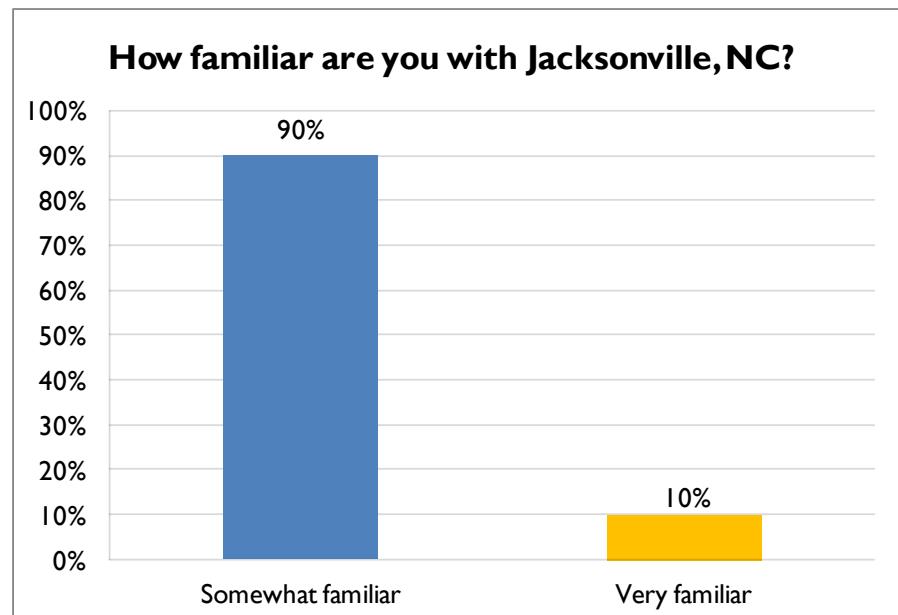
An internet study was conducted among respondents in the Greenville, NC and Wilmington, NC MSAs (100 responses) and the Raleigh, NC DMA (100 responses). A total of 200 surveys were collected, allowing for a margin of error of +/- 6.93 at the 95% confidence level.

See **Appendix C** for unabridged CAP Study results.

## FAMILIARITY WITH JACKSONVILLE

### How familiar are you with Jacksonville, NC?

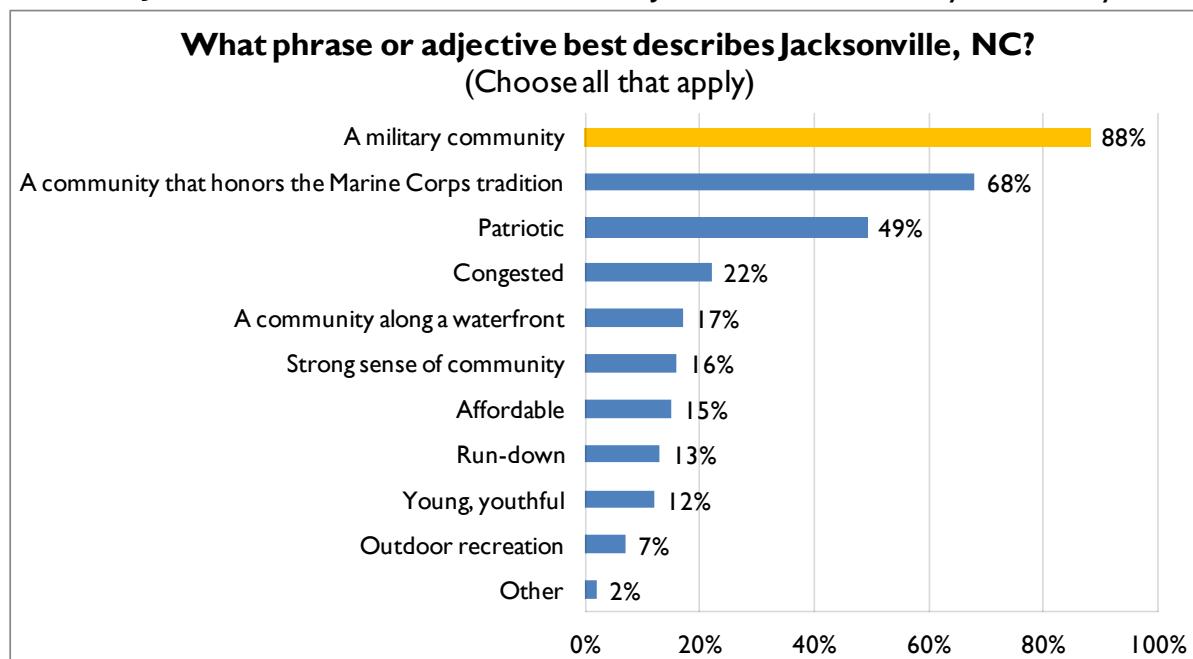
- Lack of familiarity was the terminating factor for the survey.
- 134 respondents were not at all familiar with Jacksonville, and therefore were terminated from the survey.
- The termination rate was 40%, which is average.
- Of those not terminated, 90% were Somewhat Familiar and 10% were Very Familiar (after termination for lack of familiarity).
- 200 responses were collected for the CAP Study.



**When you first think of Jacksonville, what comes to mind?**

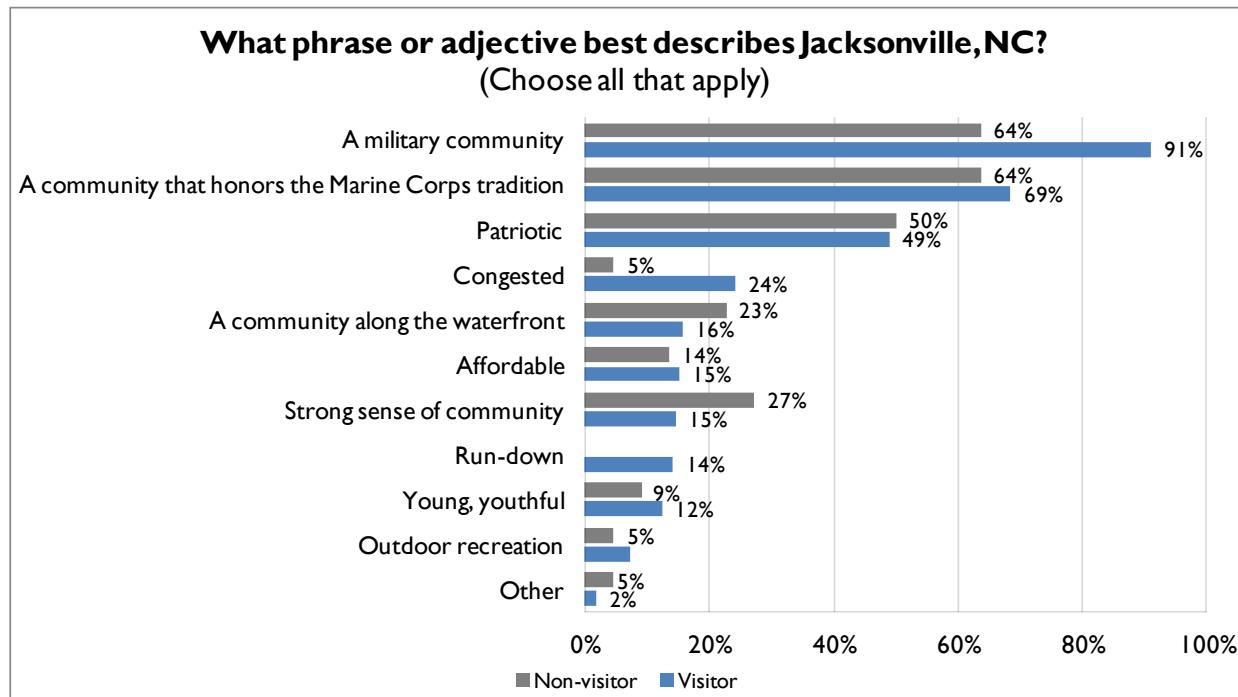
- Camp Lejeune
  - Military
  - Marine base
  - Shopping / mall
- } (overwhelming majority)

**Describe Jacksonville:** Outsiders best describe Jacksonville as a military community.

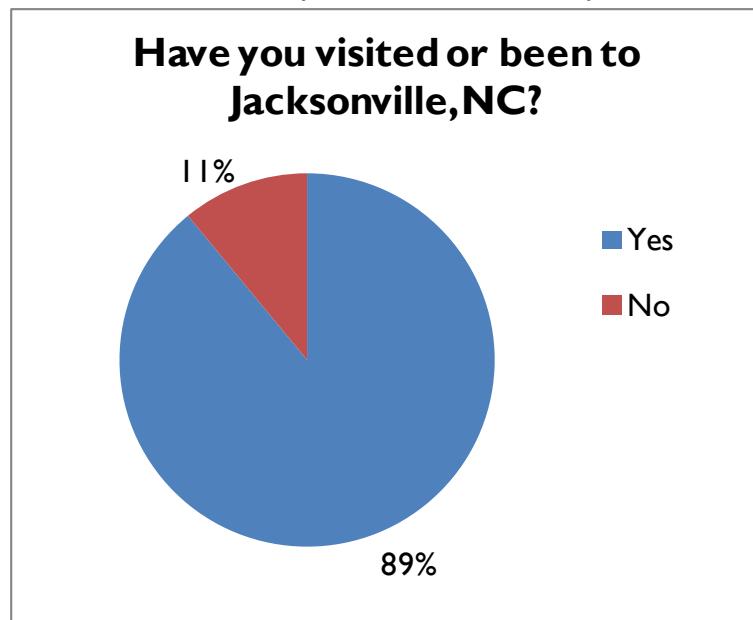


Other: Chaotic, strip malls, crime

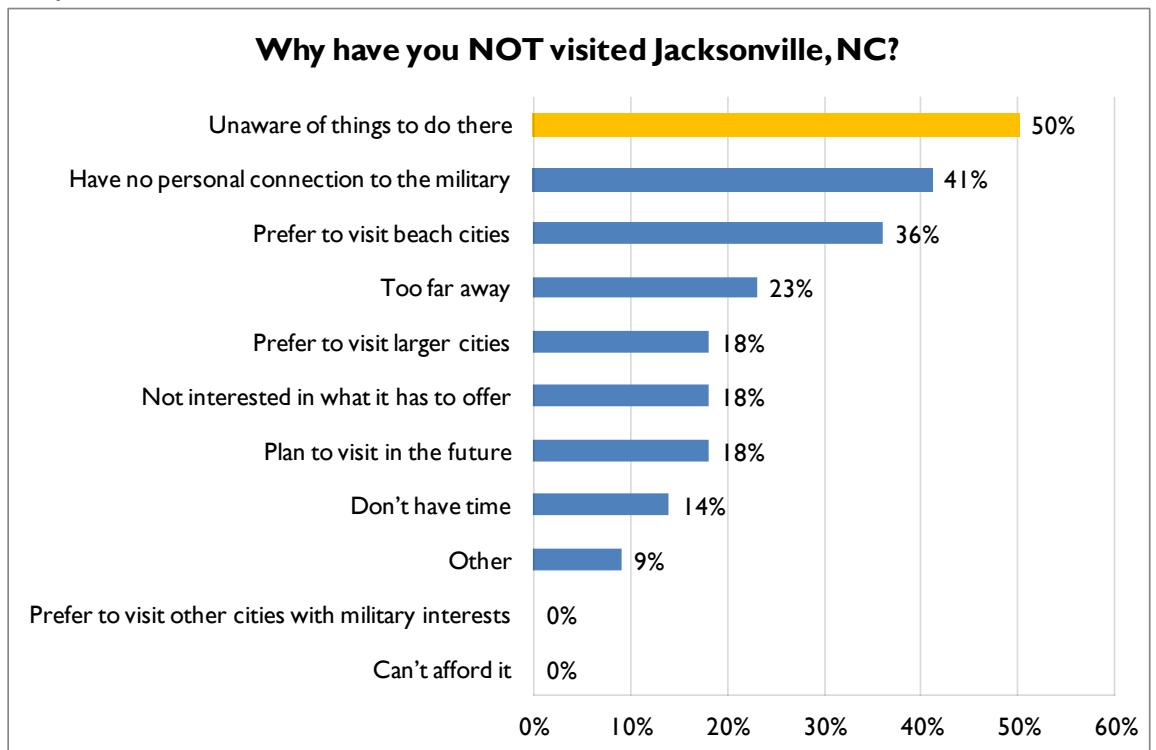
**Describe Jacksonville by Visitor:** Non-visitors to Jacksonville would be more likely to describe the community as a waterfront or having a strong sense of community. However, visitors and non-visitors alike know Jacksonville to be a military community.



**Visitation:** 89% of respondents have visited Jacksonville.

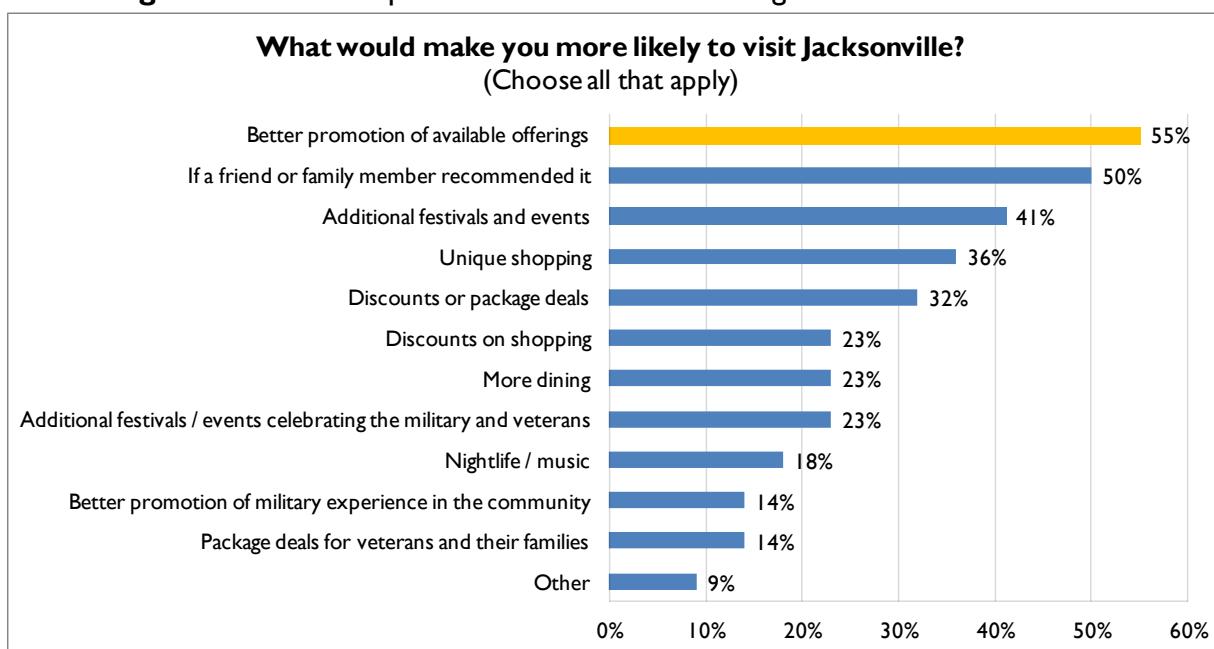


**Reason for Not Visiting:** Those who have not visited Jacksonville said it was because they were unaware of things to do there, speaking to the potential impact of additional marketing and promotion.



Other: No desire to, I have a beach house

**Attracting Visitors:** Better promotion of available offerings would attract more visitors.

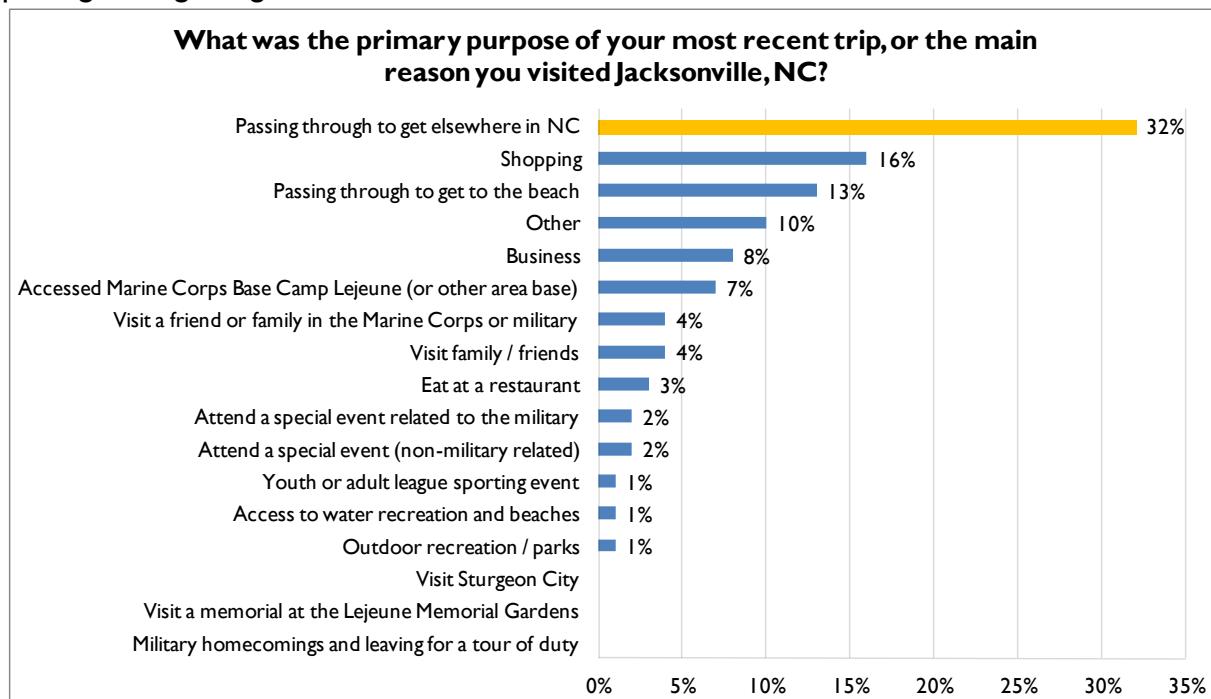


Other: Nothing

## VISITATION QUESTIONS

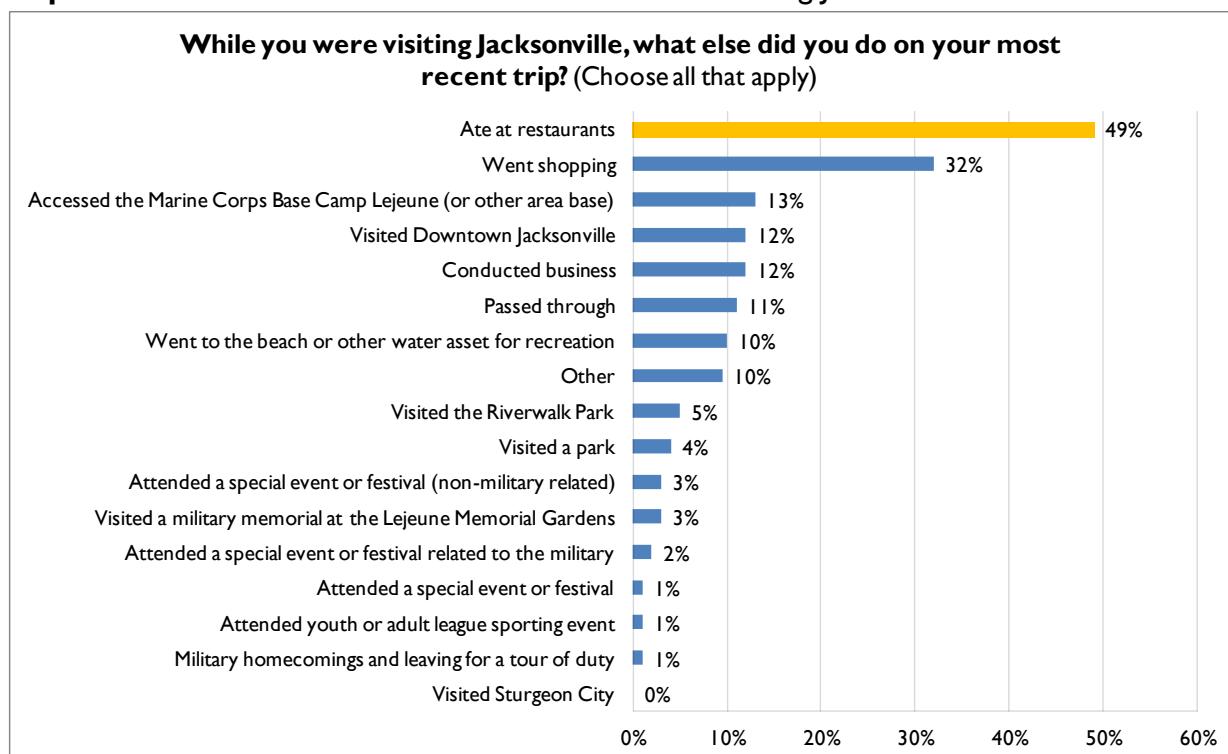
The following questions were posed only to respondents who indicated that they have visited Jacksonville, NC.

**Primary Trip Purpose:** Most of those who had visited Jacksonville did so because they were passing through to get elsewhere in North Carolina.



Other: Airport, movies, doctors appointment

## Trip Activities: Most visitors ate at restaurants while visiting Jacksonville.

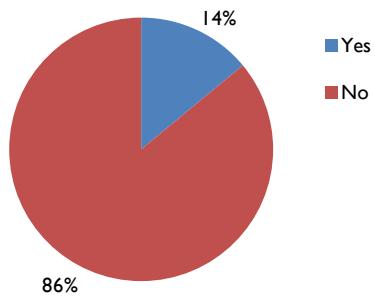


Other: None of these, movies

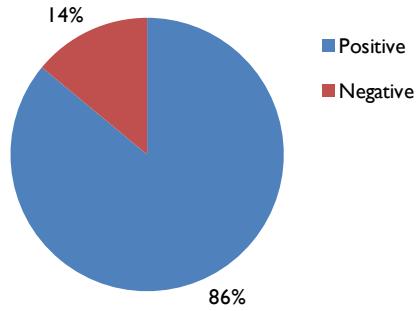
## What was your perception of Jacksonville before you visited?

- Military town (majority)
- Crowded / congested
- Shopping / strip malls

## Did your perception of Jacksonville change once you visited the community?



## Did your perception change in a positive or negative way?



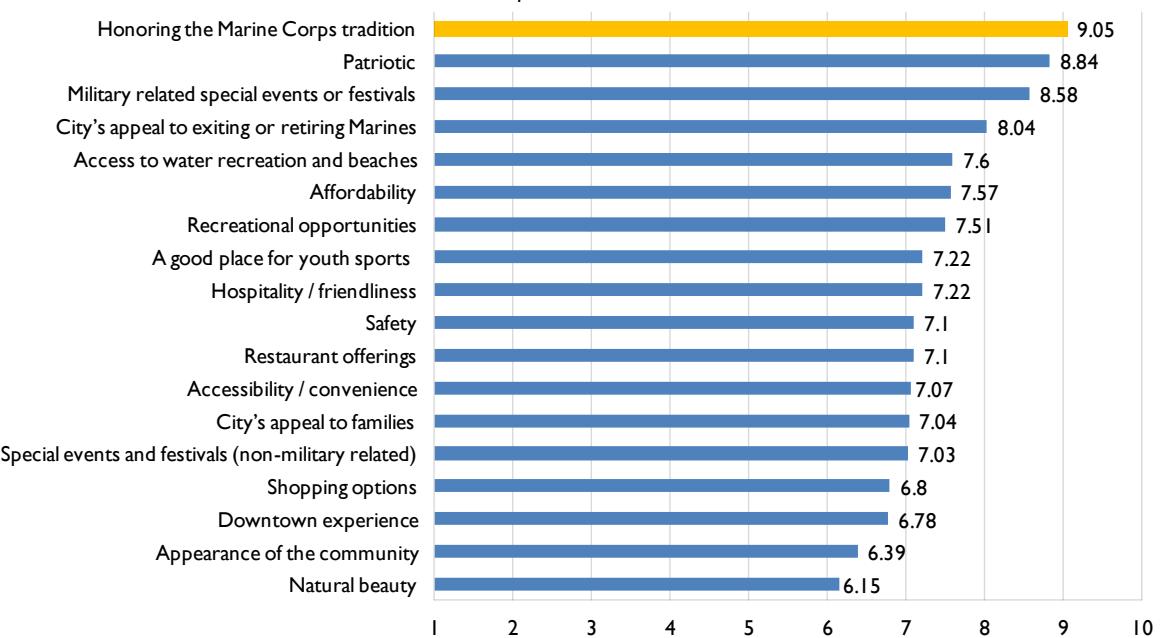
## What changed your perception?

- The shopping variety / more to do
- More military presence than expected

**Attributes:** Honoring the Marine Corps tradition is the highest rated community attribute.

**Based on your experiences, how would you rate the following attributes regarding Jacksonville on a scale of 1 to 10?**

Where 1 is "poor" and 10 is "excellent".

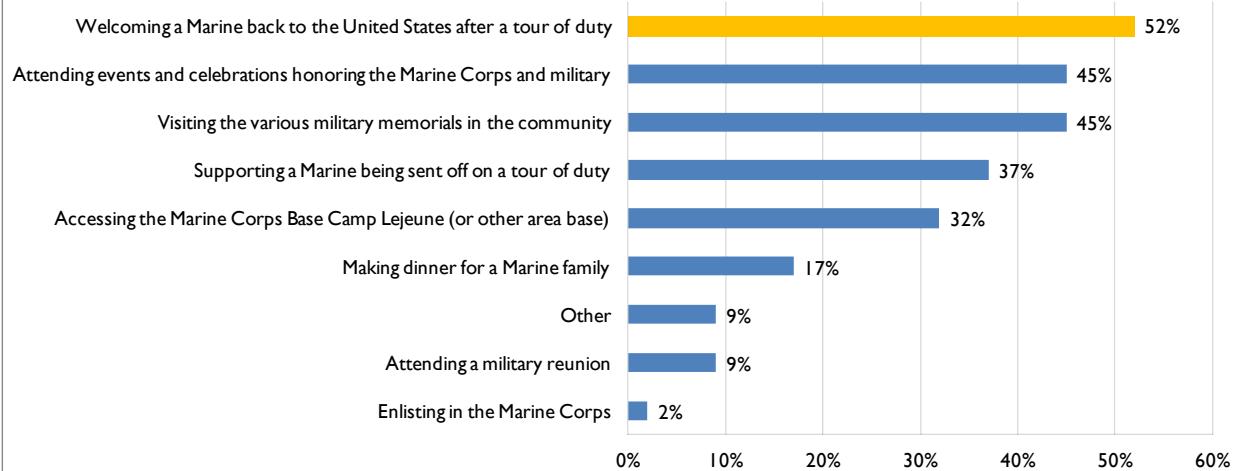


**ALL RESPONDENTS**

All respondents, regardless of visitation, answered the remaining questions.

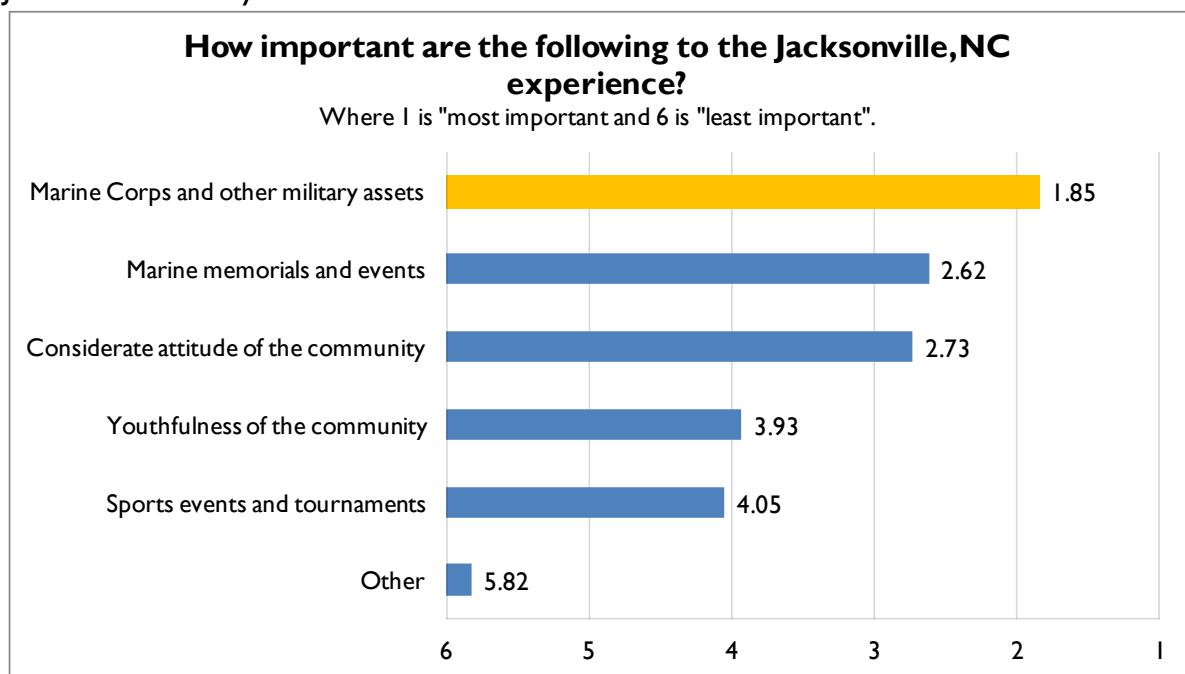
**Love of Country:** Welcoming a Marine back to the United States after a tour of duty is the best way of expressing one's love of country in Jacksonville, NC.

**In your opinion, in which of the following ways would you be most likely to express your love of country in Jacksonville, NC?**  
(Choose all that apply)



Other: None of these

**Jacksonville Experience:** Marine Corps and other military assets are most important to the Jacksonville identity.



Other: Shopping, beach access

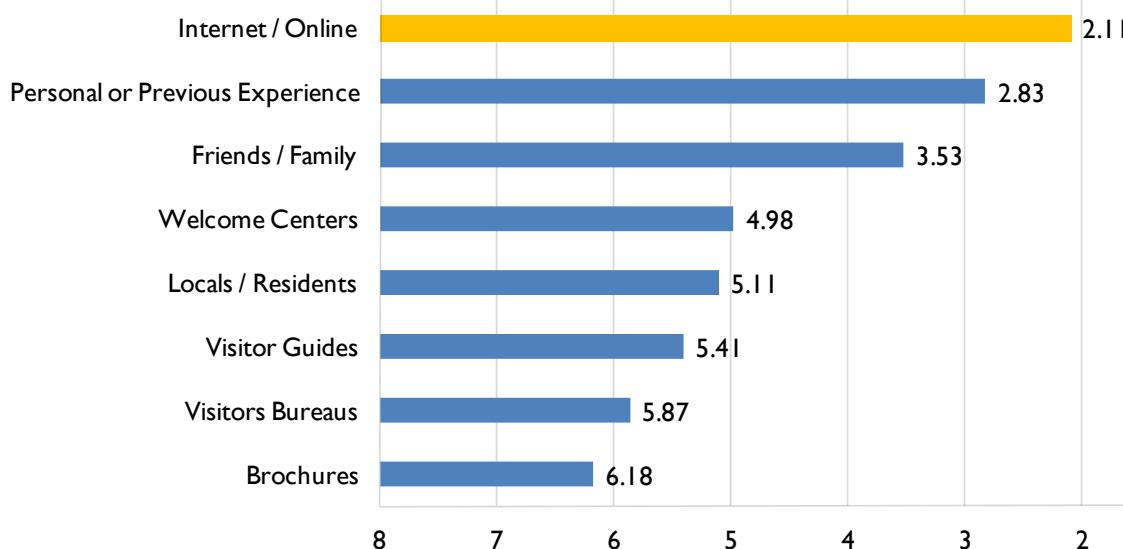
**In your opinion, how can Jacksonville improve its reputation and increase awareness across North Carolina?**

- More advertising / promotion
  - *"Better circulation of information about what it has to offer."*
- Clean it up / improve aesthetics
  - *"The area needs to be cleaned up. There are areas that are pretty run down. And traffic is a mess!"*
- Have more inclusive events / festivals
  - *"More community wide events and historic celebrations."*
  - *"Advertise events that would attract visitors from outside the immediate community."*

**Trip Planning Resources:** Internet / Online is the most influential tool for planning a leisure trip or vacation.

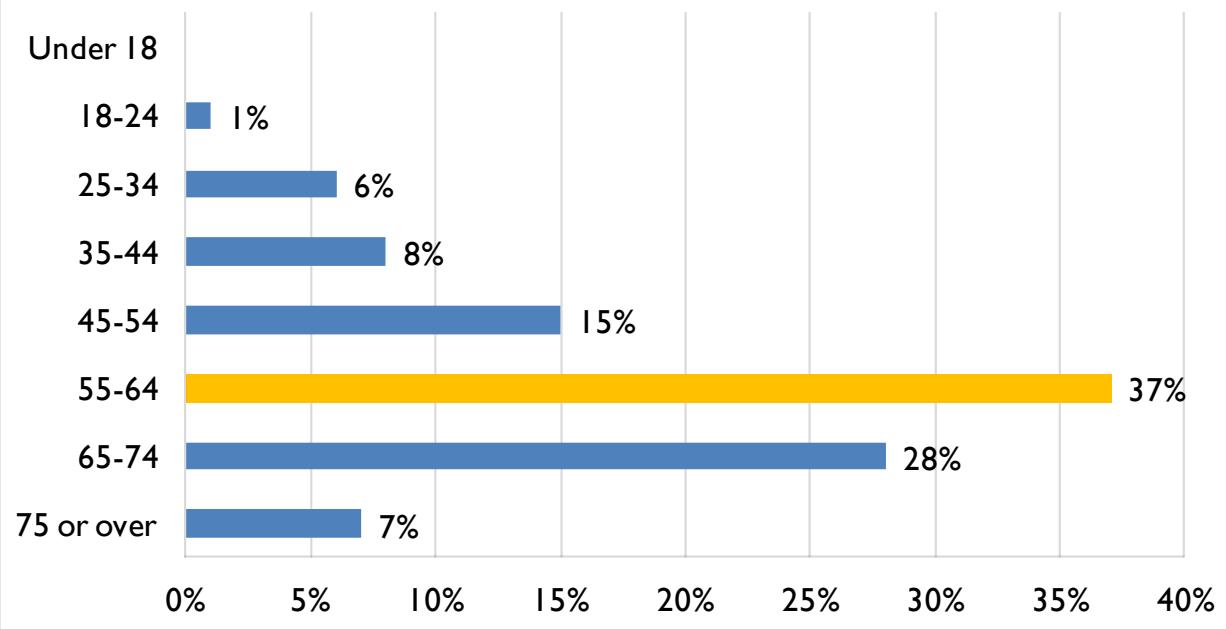
**Which of the following sources of information is most influential when you are planning a leisure trip or vacation?**

Where 1 is "most important and 8 is "least important".

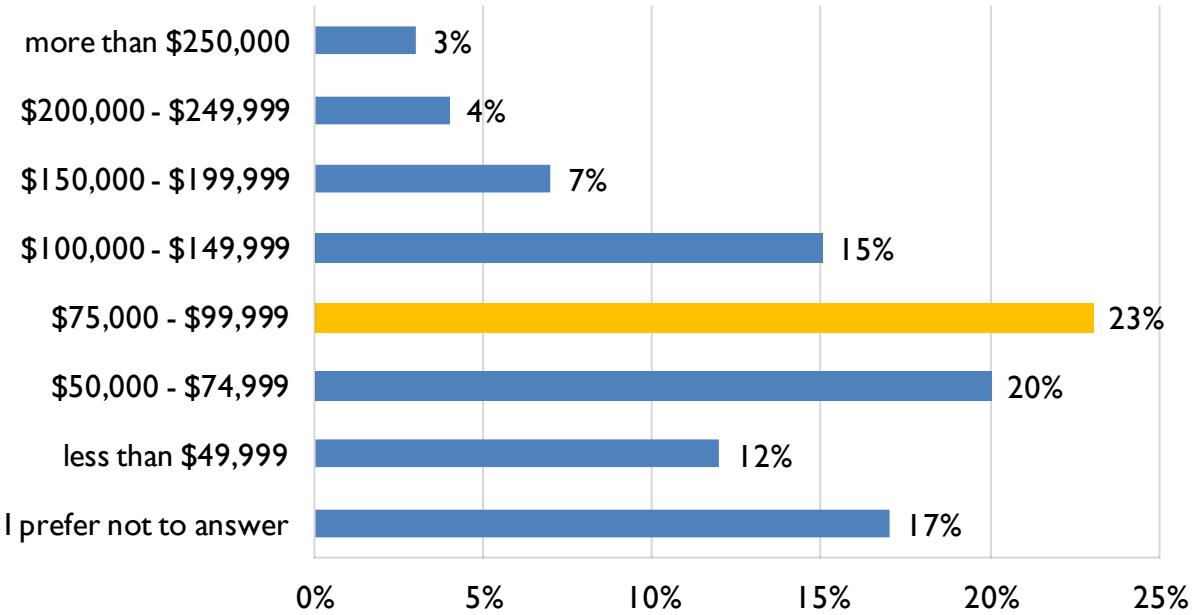


## DEMOGRAPHICS

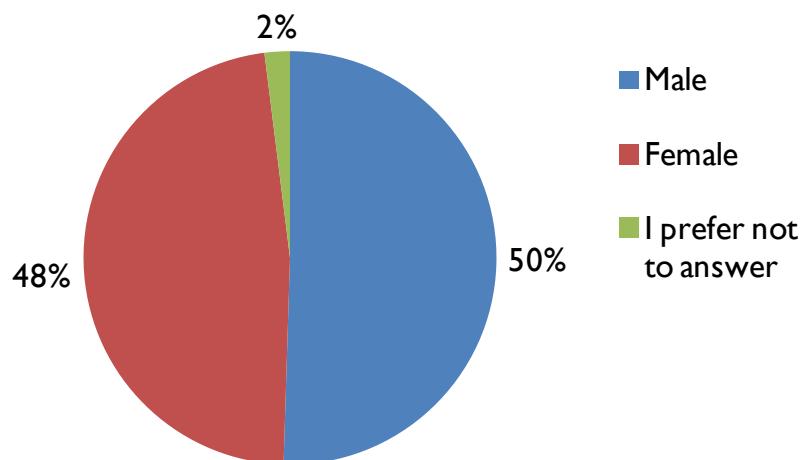
**Which of the following includes your age?**



### **Which of the following levels matches your total household income?**



### **What is your gender?**



## **PERCEPTION STUDY**

### **Purpose**

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Jacksonville among important target audiences. What do these constituents of the brand have to say about the area as a place to live, visit, or grow a business?

### **Methodology & Results**

North Star consultants conducted perception interviews via telephone. The targeted audiences included state and regional tourism contacts, tourism industry professionals, and competitor communities. Questions were phrased to gather qualitative information. An executive summary for the data is outlined below.

#### **How would you describe the Jacksonville community?**

- Military community
- Marine Corps
- A place with lots of events
- Close to the east coast (nearby beaches)
- Multiple restaurants and eateries
- Rapidly growing community with service industry
- Unknown area
- Diversity
- Young population

#### **What are Jacksonville's greatest strengths when attracting additional visitors to the area?**

- Marine Corps Base Camp Lejeune
- Albert J. Ellis Airport
- Access to major highways and interstates
- Proximity to the coast and waterways
- Lejeune Memorial Gardens and Freedom Fountain
- History of Montford Point
- The caring nature of the community
- Great place for people to revisit their roots in the military

#### **What are Jacksonville's greatest weaknesses or challenges when trying to attract tourism to the community?**

- Finding funding to enhance infrastructure
- Managing sprawl
- Poor aesthetics and run-down areas
- Poor downtown area with blight and vacancies
- Not enough activities for an entire day of fun
- Marketing and promotion
- Traffic and congestion

**What are Jacksonville's greatest weaknesses or challenges when trying to attract tourism to the community?**

- Exceptional rate of growth
- Not enough people to fill housing and apartments
- Finding funding to enhance infrastructure
- Managing sprawl
- Poor aesthetics and rundown areas
- Poor downtown area with blight and vacancies
- Not enough activities for an entire day of fun
- Marketing and promotion
- Traffic and congestion
- All brand name chains, no boutique shopping

**What are Jacksonville's greatest opportunities for the future?**

- Experiential activities for the military (like tank simulators)
- Well-placed visitors center
- A place to host large events (Convention Center)
- Marketing and promotion
- Day trip itineraries
- Promote that you have the largest Marine Corps base on the east coast
- Museum of the Marine
- Water and fishing opportunities at Wilson Bay and on the New River

**What is missing in Jacksonville that might attract additional tourists?**

- Attract and promote sports events and athletics
- Attractions for children and families
- Microbreweries
- Rooftop seating areas
- Water park
- Additional waterfront development

## **COMPETITIVE ANALYSIS**

### ***Purpose***

To better understand what Jacksonville's competition is currently offering in terms of economic development and delivering the tourist experience.

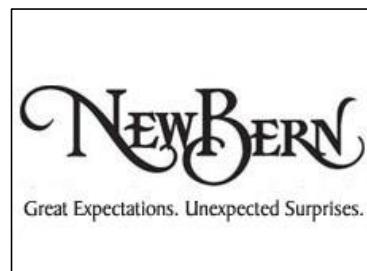
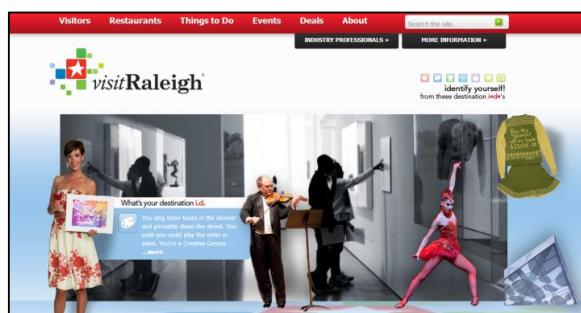
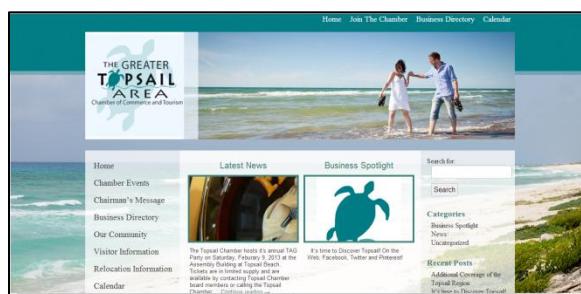
### ***Methodology & Results***

North Star reviewed each of the following cities' communication materials to compile a short synopsis of their tourism attributes. The materials reviewed include but are not limited the tourism website, as well as other communication materials such as brochures and visitors guides.

#### **TOURISM**

- Topsail Island
- Emerald Isle (Cartaret County)
- Greenville, NC
- Wilmington, NC
- New Bern, NC
- Morehead City, NC
- Raleigh, NC

## TOURISM VISUALS



## COMPETITIVE ANALYSIS | TOURISM

### Topsail Island, NC

CVB Positioning Line:

- *No apparent positioning line*

Marketing Messaging:

- Topsail Island does not have a Convention and Visitors Bureau website. Rather, they only have a Chamber of Commerce website that features tourism promotion.
- The website gives the latest news on the front page, but the news is nothing that can be used by tourists since it is intended for businesses. The Visitor Information link encloses only a directory of area businesses. There are very few resources for those looking to visit Topsail Island.
- The Chamber of Commerce site leverages the water aspect of the island with the turquoise and blue used throughout the website. They also have the turtle logo and picture of the turtle very visible for tourists to see when viewing the site.



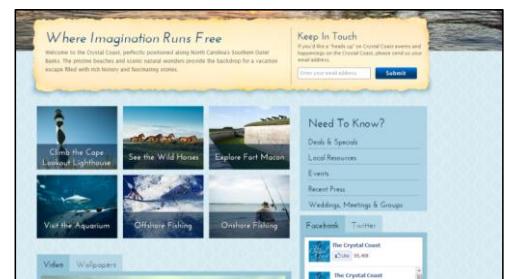
### Emerald Isle and Morehead City, NC (The Crystal Coast)

CVB Positioning Line:

- *"Where imagination runs free"*

Marketing Messaging:

- Emerald Isle and Morehead City are both represented under one CVB website along with five other cities. These seven cities go under the moniker "The Crystal Coast" because of their positioning on the southern outer banks.
- These two areas are strongly marketed as a beach front destination. This can be seen by the gorgeous beach that is displayed on the site homepage. Also on the homepage are different outdoor activities that are available in these cities. They have a navigation bar on top for tourists to find things to do and explore each town and what it has to offer. Each city within The Crystal Coast has a separate section. These sections are brief with little detail about unique attractions.
- The site takes advantage of the coast's natural beauty with the giant pictures of the scenery. They also emphasize the warm weather by displaying the current temperature at the top of the page also. It uses a palette of different blues to play off the ocean attractions.



## Greenville, NC

CVB Positioning Line:

- “More than you expect.”

Marketing Messaging:

- Greenville markets itself has a city with many different activities available for tourists. The site has a diverse array of pictures scrolling across the screen. There is no one straight theme on the website which shows the diversity the city offers.
- At the top of site, there are tabs presented for tourists to gain further knowledge about retail, dining, hotels and the culture of Greenville. Also available is a section where groups can go to plan a larger scale trip to the city. This a very user-friendly site, even offering printable area maps and visitors guide for tourists to bring with them. A calendar of events is also visible upon entering the site.
- The site uses the colors red, green and blue throughout. These colors present the visitor with an outdoor feel. Greenville’s site is very image-focused, allowing visitors to see the beauty of the city.



## Wilmington, NC

CVB Positioning Line:

- “Historic River District and Island Beaches.”

Marketing Messaging:

- Wilmington differentiates itself from other coastal towns by featuring not only the town itself but also its island beaches. Each has a separate link to unique homepages. The front page features scrolling images of the ocean, piers, beaches, and shops lining the coastline.
- Upon entering the site, a pop-up screen offers visitors the opportunity to sign up for deals and news. The site is very user-friendly with tabs on the front page for the visitor. The user is unable to learn about the attractions until they choose a particular destination. Once a location is picked, the site allows for tourists to learn about attractions, hotels and everything that is offered. The Wilmington homepage emphasizes its unique combination of history, water, and beauty. Also featured is a calendar of upcoming events. On the front page the user is able to download a visitors guide and sign up for special deals with attractions.
- Wilmington’s website uses the color blue and turquoise to play off the beautiful beaches that are present and displayed in the pictures.



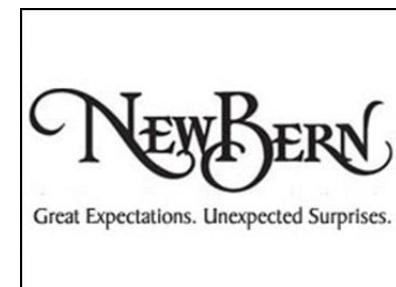
## New Bern, NC

CVB Positioning Line:

- “Great Expectations. Unexpected Surprises.”

Marketing Messaging:

- New Bern is presented as a city full of history that also offers plenty of other entertainment for visitors. They stress that New Bern has been around for 300 years and with that has come a unique blend of old and new for people to see.
- The site is easily navigated. They leverage a discount package on their homepage, for visitors looking for a more affordable getaway. The tabs allow for visitors to view places to stay, where to eat and what to do. There is also a groups and conventions section for larger events to take place in New Bern. At the bottom of the homepage are links for visitors looking for plan a wedding or a day trip to New Bern.
- The pictures presented on the site show that New Bern does have a lot to offer with outdoor activities along with cultural events. New Bern displays itself as an enjoyable destination during every season of the year.



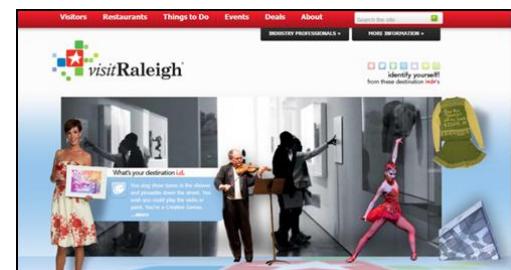
## Raleigh, NC

CVB Positioning Line:

- “Visit Raleigh.”

Marketing Messaging:

- Raleigh is marketed as a destination that offers a diverse selection of activities for their visitors. On the front page they show activities through scrolling pictures of sports, the arts, restaurants, festivals, shopping, historical sites and music. The site wants you to be thrilled to be visiting Raleigh and all that it has to offer.
- The site is user friendly. Visitors interact with the scrolling images to learn more about each activity. There are seven unique destination I.D's that give you a better look at the attractions that would entertain all kinds of visitors, from “adrenaline junkie,” “foodie,” to “lifelong learner,” etc. Visitors are able to look at an Overall Attractions list with the tab at the top that also offers a calendar of events and deals.
- The color scheme is a lot of red followed with blue and green. The red is used for visitors to identify with the North Carolina State campus in Raleigh along with the Carolina Hurricanes who play there.



## COMPETITIVE ANALYSIS | TOURISM SUMMARY

### **What do these communities share in common? What differentiates them?**

- All of these communities sell themselves as destinations that offer a lot of outdoor activities for visitors.
- Wilmington, Crystal Coast, and Topsail Island focus very heavily on their beaches and activities. They all display large images of the beaches that are present in the community.
- All of the sites, except for Topsail Island and The Crystal Coast (Morehead City and Emerald Isle), offer specific activities for the locations. Topsail Island is the only community without a specific tourism site, offering only a large business directory. Morehead City and Emerald Isle only have a short description of each destination, as they are represented under The Crystal Coast's visitor site.
- New Bern was the only community with an emphasis on the history, while Greenville and Raleigh put an emphasis on the amount of activities offered.
- Wilmington, Crystal Coast and Topsail Island all had the similar color pallet of blues.

## WHERE THE BRAND SHOULD BE

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Jacksonville's goals.

Jacksonville's primary goal:

- To create a starting point for the City's tourism branding. The City wishes to create a basis for current promotion and to create a strong foundation for work to come in the future.

With this objective in mind, we need to focus the branding strategy in the markets that will be most receptive to the brand communications. Furthermore, the brand strategy must differentiate Jacksonville in the region and increase awareness and regard within the community and beyond. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and prospective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking numerous, provocative questions:

- What emotional attachments can the brand hold for the consumer?
- How does the brand fit into his or her lifestyle?
- How can the brand best be used to redefine perceptions?
- How can the brand stand out in the marketplace?

These insights will become the framework of our creativity on behalf of the brand.

## **INSIGHTS ABOUT JACKSONVILLE, NC**

North Star has pored over the research that has been conducted on behalf of the TDA, we seek to find the best possible solution and recommendation to allow Jacksonville to grow as a tourism destination. We have to look for the aspect of the community that is going to be most successful for Jacksonville and that will resonate with potential visitors.

When you take a look at what Jacksonville offers a visitor (assets, future plans and opportunities), it becomes clear what ties the community together:

- Marine Corps Base Camp Lejeune and Camp Johnson
- Marine Corps Air Station New River
- Lejeune Marine Memorials (Beirut Memorial, 9/11 Memorial, Vietnam Veteran Memorial)
- Freedom Fountain
- Events, celebrations and remembrances
- Caring and compassionate community
- Strong relationship between the City and the military bases
- Museum of the Marine (future opportunity)
- Military reunions, weddings and other get togethers

Jacksonville is a military community. In fact, when we asked respondents to describe Jacksonville to someone who has never heard of it before...the overwhelming response was, "A MILITARY COMMUNITY." Here are a couple of quotes to support this:

*"It is a military town full of the most helpful and friendly people around - Jacksonville is an overlooked treasure."*

*"It is the home of Camp Lejeune, this title cohesively brings with it many different cultures and diversity."*

*"We are proud of our Marines and the citizens work hard to have a great living partnership with the Marines."*

*"The biggest asset we have in the county is the two military bases here in Jacksonville. It is the economic engine that drives this area."*

*"One of the friendliest military communities in the country."*

*"This City exists because of the Marine Corps and Camp Lejeune."*

The military and the atmosphere it brings to Jacksonville is your greatest strength as you begin attracting more visitors, tourists, and even residents and businesses to the area. But this strength is more than just a collection of assets for a visitor; it goes much deeper than that. The Marine Corps and, more generally, the military is at the heart of Jacksonville's identity as a community. But, more importantly, the military community is where Jacksonville's heart is.

This community has a special relationship with the servicemen and women in Jacksonville. The City is filled with pride and compassion for the Marines there. This honor is displayed in a number of different ways:

- Pausing for a moment of silence to remember a fallen Marine
- Hand crafting a banner to be displayed for all to see along Lejeune Blvd
- Preparing a casserole for a friend whose spouse is on a tour of duty
- Providing a loan for a Marine family's first home
- Having your children say the Pledge of Allegiance to the Flag in their 2nd grade classroom
- Helping to mow your neighbor's lawn while he is out of the country
- Or lighting a candle or lamp in the window until your daughter returns home

This altruistic attitude stems from the love, gratitude and deep connection to those that provide the safety, freedom and liberty we all enjoy. We heard repeatedly throughout our research about the incredible acts of caring, compassion, service, and kindness in the community:

*“Although politics, ethnicity, education, or socioeconomic status may divide us, we always come together in times of need. There is evidence of this daily.”*

*“The people of this community are always there to help others in need. Additionally, the community is very welcoming to new families as they move into the area and allow them to become involved immediately.”*

*“We are a compassionate community, that care for and support one another. There is an underlying common thread of humanity even in the midst of such diversity.”*

*“The people of Jacksonville always take care of their own. They step up to help fellow citizens in need without question.”*

*“The citizens are always ready to help in any situation. I am very proud because the citizens rise to the occasion.”*

*“Citizens of Jacksonville go out of their way to assist neighbors needing help, whether it be donations or actually getting their hands dirty.”*

But there's another special relationship that is at work in Jacksonville as well. There is something life changing when a young man or woman enlists in the Corps. From that point on he is a changed person. This is the greatest way a person can express their love of Country. From the moment he graduates from boot camp, he is a MARINE! Being a Marine then becomes as essential to his identity as being male or female, and black or white. Through a period of training his priorities are transformed from self to Country. From "I" to "You."

*“Some people spend an entire lifetime wondering if they made a difference in the world. But the Marines don't have that problem.”*

- Ronald Reagan

However, the Marine isn't the only person affected and impacted by this decision and change of heart. His or her parents, children, cousins, sisters, uncles and grandparents become deeply prideful of his sacrifice and courage. This single act sends ripples through his family and friends, positively changing their relationship with the Marine and the Marine Corps forever. This *lifelong* bond with the Marine and the Corps is what will bring extended family and friends to Jacksonville. All of these individuals want to support the success and well-being of the Marine and are all potential visitors to Jacksonville.

But, on a broader scale, Americans want to be proud of their country. They want to feel as if they have a connection to the place they call home. In Jacksonville, the community makes that possible because of the City's focus on the proud military tradition. You don't have to just be a friend or family of a person in the military to enjoy Jacksonville. You could be the person who wants to feel that sense of patriotism more truly and more authentically regardless of your relationship with the military.

The military is what brings people to Jacksonville, the goal is to get them to stay and enjoy the other assets that Jacksonville offers a visitor:

- Water recreation on Wilson Bay or the New River
- Downtown Jacksonville and the Riverwalk Park
- Outdoor recreation
- Sturgeon City
- Sports tournaments and athletic events

As this secondary list of assets grows and is enhanced in the community, more and more visitors will find Jacksonville to be a *destination* for gaining a greater understanding of the military and to have a great time doing it. This lifelong identity with the Marine Corps and the military is why visitors come to Jacksonville year after year, or why people choose to retire in the City, and why exiting Marines lay anchor in the community. The Marine Corps is a way of life and a way of thinking for the Marine. His pride is everlasting and his sacrifice gives hope for the future. Both his and ours.

*"When an American says that he loves his country, he means not only that he loves the New England hills, the prairies glistening in the sun, the wide and rising plains, the great mountains, and the sea. He means that he loves an inner air, an inner light in which freedom lives and in which a man can draw the breath of self-respect."*

-Adlai Stevenson

## STRATEGIC BRAND PLATFORM

North Star funnels these strategic insights for the brand into a single sentence, the brand platform which can be used as a guide for creative expressions and implementation initiatives ensuring consistency and relevance.

<b>Target Audience</b>	For those seeking to express their love of country,
<b>Frame-of-Reference</b>	Jacksonville, NC, home to the largest Marine Corps base on the east coast – Camp Lejeune,
<b>Point-of-Difference</b>	is where celebrating those that serve honors the freedom they provide
<b>Benefit</b>	so you return home filled with deep pride in the past and great hope for our future.

## BRAND PLATFORM RATIONALE

### ***For those seeking to express their love of country***

- The Target Audience seeks to connect to a certain character trait of the types of people Jacksonville is seeking to attract.
- Insights explored the importance of the military community to Jacksonville. The audience that will find the Jacksonville community most appealing are those that are patriotic and looking for ways to express their patriotism.
- A visitor, resident and veteran can express their love of country in Jacksonville in a number of different ways (events, celebrations, observances, and more).
- This target audience statement connects to the Point of Difference and the Benefit.

### ***Jacksonville, NC, home to the largest Marine Corps base on the east coast – Camp Lejeune,***

- The Frame of Reference should allow people to easily understand Jacksonville's geographic location and proximity to regional assets.
- Jacksonville's largest asset is the Marine Corps base Camp Lejeune. This asset is easily identifiable by Veterans, Marines, and friends and families of servicemen and women.
- Camp Lejeune and other bases in the area are also well-known to those along the east coast and in other parts of North Carolina.

- We've included the "east coast" in the Frame of Reference, because this is a major tourism asset in the area. Although a visitor cannot experience the beach in Jacksonville (if unconnected to the military), this is still a great reference for potential visitors.
- Finally, the word "home" brings feelings of warmth, welcome, and family to this Frame of Reference. Jacksonville is *home* to many thousands of residents and servicemen and women.

***is where celebrating those that serve honors the freedom they provide***

- The Point of Difference is the most important aspect of the Platform statement. This reveals what is most relevant and distinct about Jacksonville.
- Yes, Jacksonville's greatest point of distinction in the region is the bases in the area. However, there is more at work in Jacksonville that can attract visitors to the area.
- Jacksonville does an excellent job of celebrating and honoring the military community and the sacrifices they make for our nation. This is why you all are known as the "Caring Community."
- "Celebrating" alludes to a number of different ways a visitor (or resident, business) can express their love of country. This connects to activities like events, reunions, observances, placing a banner on Lejeune Blvd, etc. but also is an attitude of the community!
- "Those that serve" is a phrase that not only connects to the military community, but also to the firefighters, police, volunteers, city staff, businesses, etc. This statement makes the Point of Difference distinctly human.
- The word "honor" again is an attitude of respecting those that serve and the sacrifice that is given by those individuals.
- Finally, the Jacksonville community is directly tied to the freedom provided to the country at large. But also, freedom is a description that can tie to the experience you can have in Jacksonville.

***so you return home filled with deep pride in our past and great hope for our future.***

- Finally, the Benefit is essentially what's in it for a visitor. What are they going to walk away from Jacksonville with? What feeling?
- The phrase "return home" obviously describes the visitor returning home from Jacksonville, but also is a phrase used to describe a returning Marine to the States.
- Deep pride and hope are perhaps the greatest benefits of coming to the Jacksonville community! The understanding gained of the military when you visit Jacksonville fosters that pride and hope.
- The word "past" connects to your memorials, observances, and the military history in the community. But "future" connects to the many tourism opportunities in the area (Museum of the Marine, water recreation, etc.).

### WHAT WILL GET US THERE?

In this section, we discuss which elements of communication need to be created or altered – and in what ways – to influence the responses and behavior of Jacksonville's various target audiences toward its brand. Elements were created with the research and resultant strategy in mind, including preferences and interests among consumer profiles identified in the Tapestry segmentation research conducted for the area. A number of brand-shaping issues often must be confronted: overall positioning, packaging, budget allocation, stakeholder participation, sponsorship association, cooperative efforts, and, of course, advertising and promotions.

Several major initiatives occur at this point:

- A logo and strapline are created
- A brand narrative is crafted
- Creative expressions of the brand are developed

These elements serve as the backbone for North Star's creative recommendations for Jacksonville's brand. Every idea in the Brand Identity Guide – from logos to vocabulary to ads – represents North Star's best suggestions for how to put your brand to work creatively. Ideas expressed in this Imagination section have influenced the tactic-driven brand recommendations that follow.

**Note:** All final logos are included in the attached Final Logo CD in both JPEG and Vector/EPS format. We encourage you to make more copies of this CD to give to branding partners, city departments, organizations, vendors or other outlets requesting a copy of the logo. All files for the creative deliverables contained in this section are also included on your Final BrandPrint CDs.

## CREATIVE EXPRESSIONS OF THE BRAND

You are about to see several creative expressions that will help bring Jacksonville's brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand – with the exception of the logo, files do not represent finished work. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in Jacksonville, was charged with evaluating creative concepts along with strapline and logo development. The Committee has chosen a concept that honors the heroes in everyone, both every day and extraordinary. The concept aims to position Jacksonville as the place that celebrates the hero in all of us. In Jacksonville, you receive a hero's welcome in the importance placed in ceremonies and moving memorials that pay tribute to military heroes. The community also extends a warm welcome to those visiting and living in Jacksonville alike, from the celebration of a winning youth soccer team to the support and care given to you by the staff at the hospital or hotels. Jacksonville is a place dedicated to recognizing all types of heroes.

### Logo

The most frequently-used creative element representing your brand the first 24 months after launch will be your logo. While we caution against the idea that a logo is your brand, we understand it is a high-profile, easily understandable and embraceable manifestation of your identity.



*— Receive a Hero's Welcome —*



*— Receive a Hero's Welcome —*

### Support for the logo design:

- The Jacksonville Freedom Fountain was built only a few short years ago; however, it is quickly becoming a symbol for celebrations in Jacksonville and respect for the military. The Freedom Fountain was used as an element in the logo to honor this icon of the community as well as to connect back to Jacksonville's long history of honoring and celebrating the military.
- The Tahoma and Cambria typefaces were chosen in an effort to resemble elements from the Jacksonville City Seal and other marks designed by the City. This allows for a robust brand identity for Jacksonville, while allowing for each logo to feel distinct but connected.

- A simplified illustration style was chosen to highlight the key features of the fountain (brick foundation and water spouts) without complicating the design too much with small details.
- Finally, a Tourism Development Authority logo was developed for instances where the entity's name should be included in the mark. However, this logo should only be used in instances where it is important for a consumer to recognize the TDA's involvement in an event, project, or initiative.

### **Strapline**

After reviewing many straplines, the Creative Committee selected **Receive a Hero's Welcome**. The strapline is strategically focused, in that it reiterates the Point of Difference of the strategy while also being attractive to key audiences like Marines and their friends and family. This phrase is commonly used in English vernacular and it gives the impression that heroes are celebrated and respected in Jacksonville, which is a primary message of the new brand. Additionally, this strapline hopes to broaden the definition of the title "hero." Here, "hero" is meant to define both everyday heroes and traditional heroes like servicemen and women. For this brand, a hero is an eight year old youth soccer player who just won the winning goal that clinches the championship title for his team. A hero is the stay-at-home mom who's managing to care for her children, work a full-time job, and be Mother of the Year while her husband is away on a tour of duty. And the hero can even be the service dog who cares for and watches over her master. In Jacksonville, heroes take all shapes and forms. But Jacksonville celebrates them all.

North Star ran a search for Jacksonville's strapline on the United States Patent and Trademark Office's Trademark Electronic Search System (TESS). No uses of this line were revealed in the search. After a thorough Google search, many articles, journals, blogs, events, etc. use the phrase "Receive a Hero's Welcome." However, no uses of the phrase are in conflict because this phrase is not used in a manner representative of a tagline or strapline. Searches are only accurate for that moment in time of the search. North Star recommends Jacksonville pursue trademark protection of the strapline. North Star's trademark search is documented in **Appendix D**.

All creative files are included in the attached Final BrandPrint CDs. As you introduce the brand, be sure to show the logo and line in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. North Star has produced a Logo Rationale Diagram to demonstrate the careful thinking and layered decisions by the Creative Committee. This process resulted in the logo and line that is on strategy and showcases Jacksonville's iconic Freedom Fountain and celebrates the community's focus on heroes. The diagram can be found in **Appendix I**. Also, the Jacksonville's Graphic Standards Guide is included under a separate cover from this report. In addition, North Star has included two copies of the Jacksonville Final Logo CD for distribution to vendors or anyone requesting a copy of your logo(s).

## Jacksonville City Seal and Logo



### Support for City Seal and Jacksonville Logo and Line:

- The new Jacksonville logo was designed with the Jacksonville City Seal in mind. Currently, Jacksonville is promoting itself as “A Caring Community.” This is supported visually by the use of the yellow ribbon in the City Seal. The new Jacksonville strapline, “Receive a Hero’s Welcome,” and marketing messaging /copy support the position of Jacksonville as a caring community. The new destination brand says that Jacksonville is a caring community in a specific, meaningful, relevant and consumer-friendly way.
- The intent of a City Seal, often, is to convey and label official government documents. Because seals are usually highly detailed and include many elements, it is difficult for consumers to emotionally connect with these marks. However, the new Jacksonville logo and line represent and express all of the positive elements and messages the City Seal intends to convey in an emotionally meaningful and relevant way.
- Both the City Seal and the Jacksonville marketing logo share typefaces (Tahoma) and colors to further show that the two marks are distinct but connected aesthetically.

## Color Palette

The color palette that was chosen by the Creative Committee highlights not only patriotic themes, but also connects back to established colors already used in the City's current brand identity. The blue and red colors represent the patriotic and military elements in Jacksonville. Also, blues were chosen because of the community's access to nearby beaches and Wilson Bay. The City of Jacksonville identity heavily uses the darker blue found in this color palette, which is a primary color in the new tourism logo for the area. Finally, the remaining colors in the palette are both vibrant and flexible for the mark and use colors from other City marks to provide continuity.



PMS 2955C



PMS 284C



PMS 1807C



PMS 7489C



PMS 165C



PMS 123C

## **Brand Narrative**

The following Brand Narrative takes the foundation of the brand platform and breathes life into it through an artistic interpretation of language. Its purpose is to help residents and consumers connect and embrace the emotional story of the brand to their own lives. It represents inspiring language meant to describe Jacksonville's assets as they relate to your new brand and garner excitement among brand drivers, brand partners and community stakeholders.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:

- It can literally and figuratively serve as a guide for users working to integrate brand tone and language into their own marketing and communications.
- It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand.
- It provides language users can replicate verbatim in their own communications when applicable.

Because of the inherent value in brand narratives, we recommend wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, "Does this idea support and further what makes us special?"

*You might not think of yourself as a hero.*

*That's about to change, though. Because you have arrived in Jacksonville, North Carolina, home to Camp Lejeune, the largest Marine Corps base on the eastern seaboard. And around here, we believe that heroism has many faces and that every hero should be celebrated.*

*From the extraordinary heroism of the Marines and Sailors who protect our freedom, to the deeds of everyday people whose actions protect and sustain other aspects of life we hold dear: raising a family, serving others, meeting your obligations. And while these actions might not make the evening news, let alone make the pages of history, they make a difference... to us.*

*Of course, people come to Jacksonville for many reasons. For some it's a heart-felt journey to honor and remember at the Vietnam or Beirut Memorials. To run a hand across the carved inscription "They Came in Peace." Or maybe to reunite with family to celebrate the return of your Marine.*

*For others, it's all about catching a trophy bass at Northeast Creek Park, testing your mettle with a kayaking adventure or scoring big in a youth athletic tournament. The reason you're our guest doesn't matter, get ready to **receive a hero's welcome!***

*Our heroes are the battalion of Marines in their dress blues, marching in formation down the street. Banners line the streets. Flags wave. This is a town that opens its arms to them but also citizen patriots like you. Because you come to stand tall alongside our military families and friends. Because just like them, red, white and blue are your favorite colors; and the sounds of aircraft, artillery and cadence calls, are an anthem that moves you to something beyond words.*

*Our heroes are also the steadfast families who keep the home fires burning while waiting their Marine's return back home.*

*Our heroes are all the front-line hospitality employees who devote their days and nights to ensuring you get the warmest welcome Jacksonville can offer. The chefs who cook your meals and the wait staff who serves them up. The clerk with the big smile who helps you in a store. The hotel staff that rolls out the red carpet daily to treat all their visitors a hero's welcome. If you stay the night, and we hope you do, you'll experience that service for yourself.*

*Our heroes are businessmen and women. You'll find them in the meeting rooms of our hotels, blazing trails into new markets to help create jobs and stability for our economy. Our heroes are teachers who dedicate their lives to bettering the lives – and futures – of children. Like the teacher whose guiding hand and passion helped her students win a place at Regionals with their Science Fair project.*

*Our heroes are moms and dads. Women whose strength, love and compassion carries their kids through life. Men who work all day then head home. Trading their suit and tie for a jersey and cap, they hit the practice field with excited sons and daughters in tow, determined to teach not just the skills of the game, but skills for life.*

*Our heroes are young people. Like the students from Northwoods Park Middle School who, all those years ago, helped raise funds to acquire and plant the flowering pear trees along Lejeune Boulevard as part of the Beirut Memorial. Our heroes are older. The retiree who worked hard and raised his/her family well and is now ready for the next chapter, whether that's fishing with grandkids or volunteering at the hospital to provide a shoulder to lean on, a hand to hold.*

*Our heroes are athletes. You'll see them outside the Russell Marine Family Center where the cheers are rising to a fever pitch as a man bathed in sweat and wracked with exhaustion powers his wheel chair over the finish line of the Marine Corps Half Marathon. Or, across town at one of the local softball fields, where a young girl who never thought she could, just hit one out of the park in the most important game of the season.*

*Our heroes are people like you. People who honor us just by visiting. Because we are and always have been, home to heroes from all walks of life. And we think that's something worth celebrating.*

**Jacksonville, North Carolina  
Receive a Hero's Welcome**

## **Descriptive Vocabulary**

The brand vocabulary provides a common language that reinforces brand attributes and brand positioning for use in communications materials, press releases, interviews, presentations and general conversation among regional officials, brand partners, area businesses and internal/external audiences.

Creatively, these words set the balanced tone of the brand:

Appreciate	Hero	Respect
Appreciation	Heroes	Respectful
Appreciation	Heroic	Serve
Bravery	Heroism	Service
Celebrate	Honor	Serving
Celebration	Honorees	Strength
Comfort	Honors	Strong
Comforting	Patriotic	Tribute
Comforts	Patriotism	Warm
Courage	Pride	Warmth
Courageous	Protect	Welcome
Free	Protecting	Welcomes
Freedom	Protection	Welcoming

## **CREATIVE DELIVERABLES**

Following the Brand Identity Guide, North Star has identified 15 brand action ideas and categories that we recommend tackling first in order to build momentum as you start to implement and bring Jacksonville's brand to life. While North Star has prioritized the categories, there are numerous ideas presented within most categories. These should be evaluated and prioritized by the brand drivers in Jacksonville with regard to available resources. These creative deliverables use the brand narrative as a springboard for exploring different vehicles for delivering that brand story. Each one echoes the narrative's tone and feel, adding imaginative dimension to the brand while providing an effective means of communicating to intended audiences.

## QUALITY OF LIFE AD 1

*Heroes come in all shapes and sizes.*



*Here in Jacksonville, we celebrate them all.*



RECEIVE A HERO'S WELCOME. De pra verum sum quam, enda vellabo. Aquiae non cus suntempor aceste nam qui cumquid que corerae volenia dolorro commis et ra nossita erovid qui con prende doluptatio. Nem. Nam, si dolorepta inum vent.



## QUALITY OF LIFE AD 2

*Heroes come in all shapes and sizes.*



RECEIVE A HERO'S WELCOME. De pra verum sum quam, enda vellabo. Aquiae non cus suntempor aceste nam qui cumquid que corerae volenia dolorro commis et ra nossita erovid qui con prende doluptatio. Nem. Nam, si dolorepta inum vent.



## WEBSITE HOMEPAGE

**Jacksonville**  
NORTH CAROLINA  
— Receive a Hero's Welcome —

STAY DINE HONOR **PLAY** CELEBRATE

*In Jacksonville, we welcome heroes of all kinds...*

*...come celebrate with us.*

SPORTS   EVENTS   MEMORIALS   RECREATION   FUN

Welcome to Jacksonville, NC, home to the largest Marine Corps base on the eastern seaboard, where celebrating and serving the heroes of the world – both every day and extraordinary – is what we do best. From warm, friendly service to marching bands and parades, Jacksonville is a city dedicated to recognizing and celebrating the hero in all of us. Isn't it time you got the welcome you deserve?

**EVENT CALENDAR**

October 2014						
MON	TUE	WED	THU	FRI	SAT	SUN
28	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

Event Festival Title of Some Sort  
October 14, 7:00-9:00PM

Event Festival Title of Some Sort  
October 14, 7:00-9:00PM

Event Festival Title of Some Sort  
October 14, 7:00-9:00PM

Event Festival Title of Some Sort  
October 14, 7:00-9:00PM

Download the Visitor's Guide

**Who's your hero?**  
Submit your choice for a local hero.  
 Type name and submit

STAY | DINE | HONOR | PLAY | CELEBRATE

f t p i m r

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## WELCOME GUIDE

**Jacksonville**  
NORTH CAROLINA

Welcome Guide 2014

**RECEIVE A HERO'S WELCOME**

Military Memorials • Museums • Events  
Tournament Sports • Dining • Exploration  
Outdoor Recreation • Weddings • Reunions

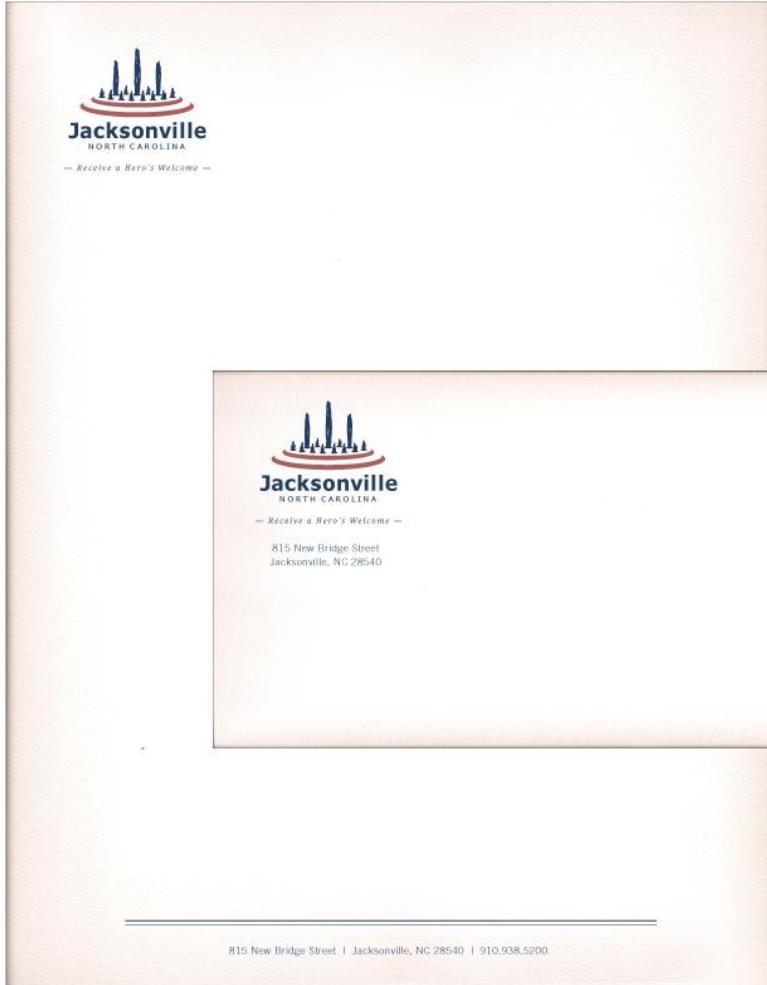
*Isn't it time you received the welcome you deserve?*  
[seejacksonvillenc.com](http://seejacksonvillenc.com)

## GENERIC STATIONERY



Glenn Hargett

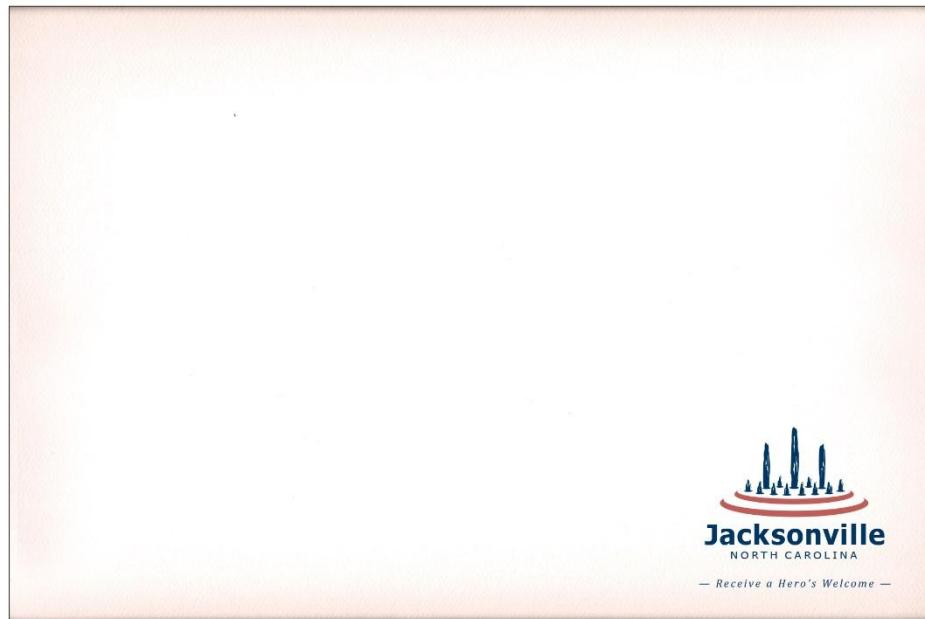
Assistant City Manager  
Jacksonville Tourism Development Authority  
815 New Bridge Street  
Jacksonville, NC 28540  
910.938.5200  
ghargett@ci.jacksonville.nc.us



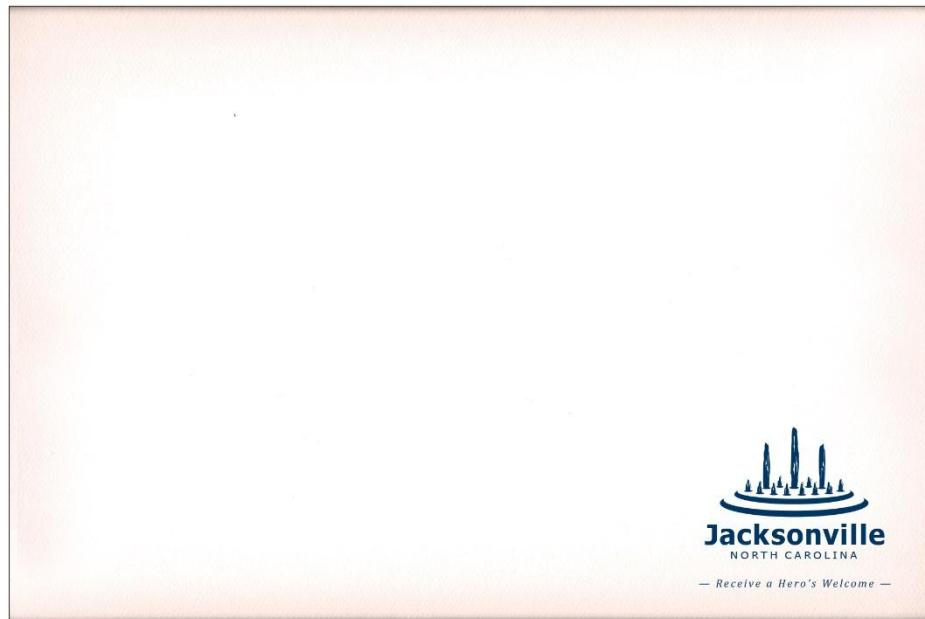
## TOURISM DEVELOPMENT AUTHORITY STATIONERY



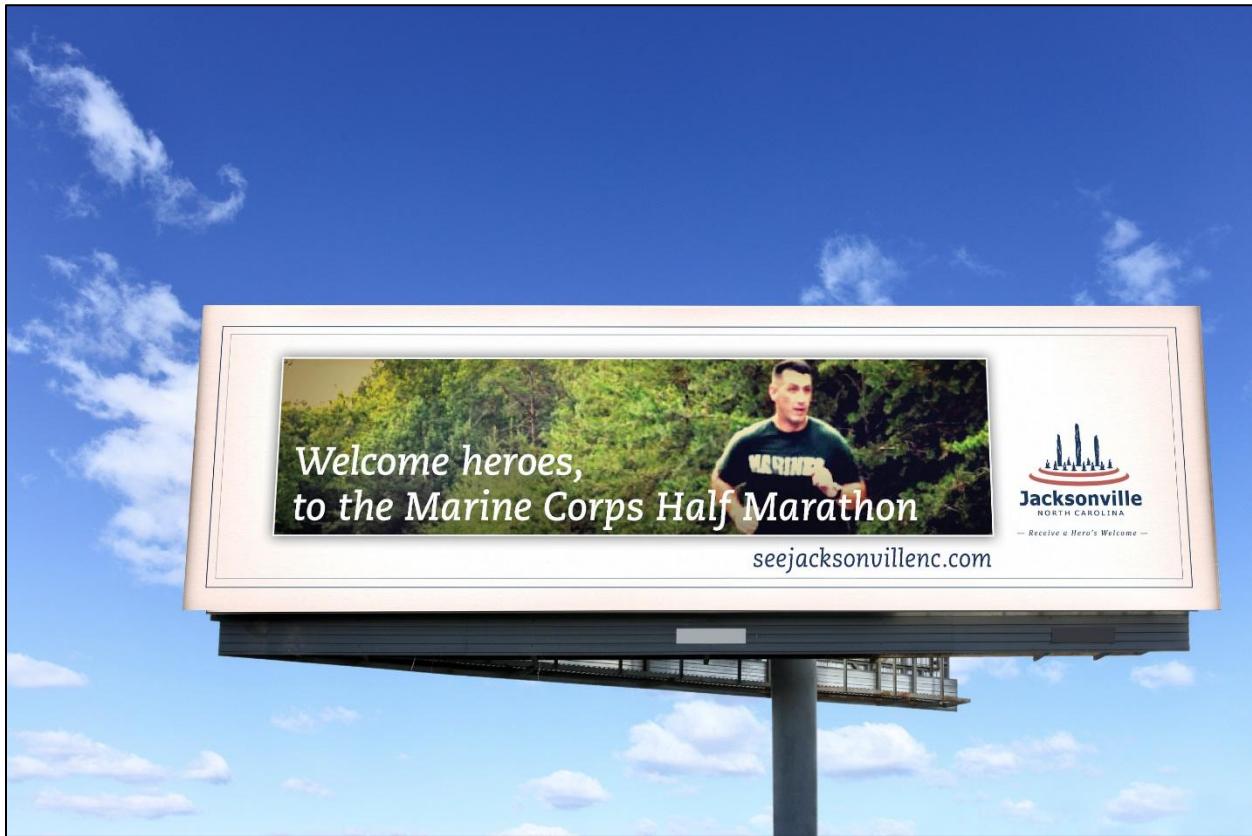
## NOTE CARD (2 COLOR LOGO)



NOTECARD (SINGLE COLOR LOGO)



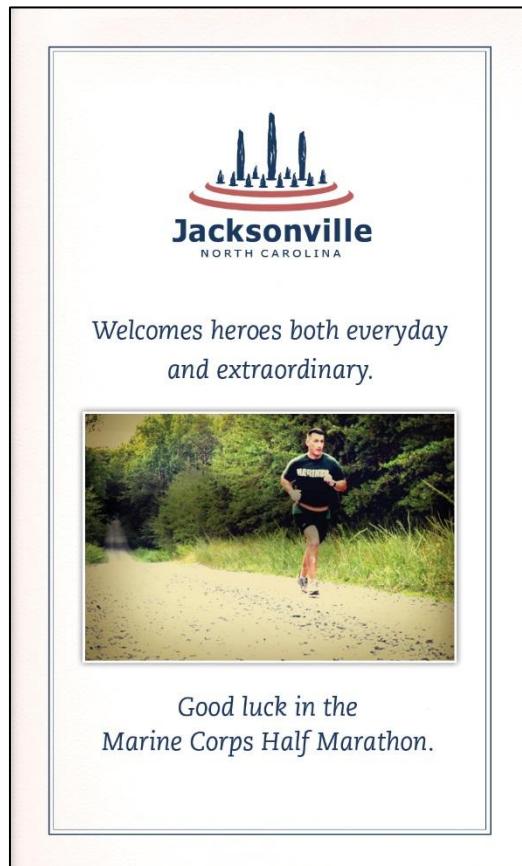
## OUTDOOR BOARD



## DUAL POLE BANNER



## DIGITAL SIGN MOCK UP

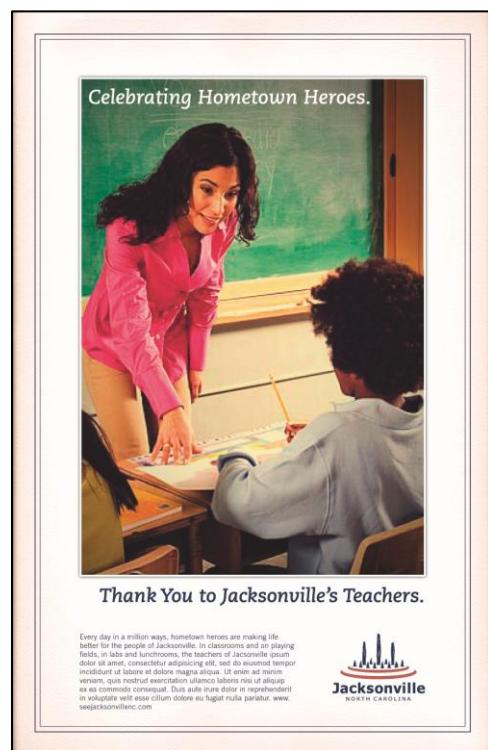
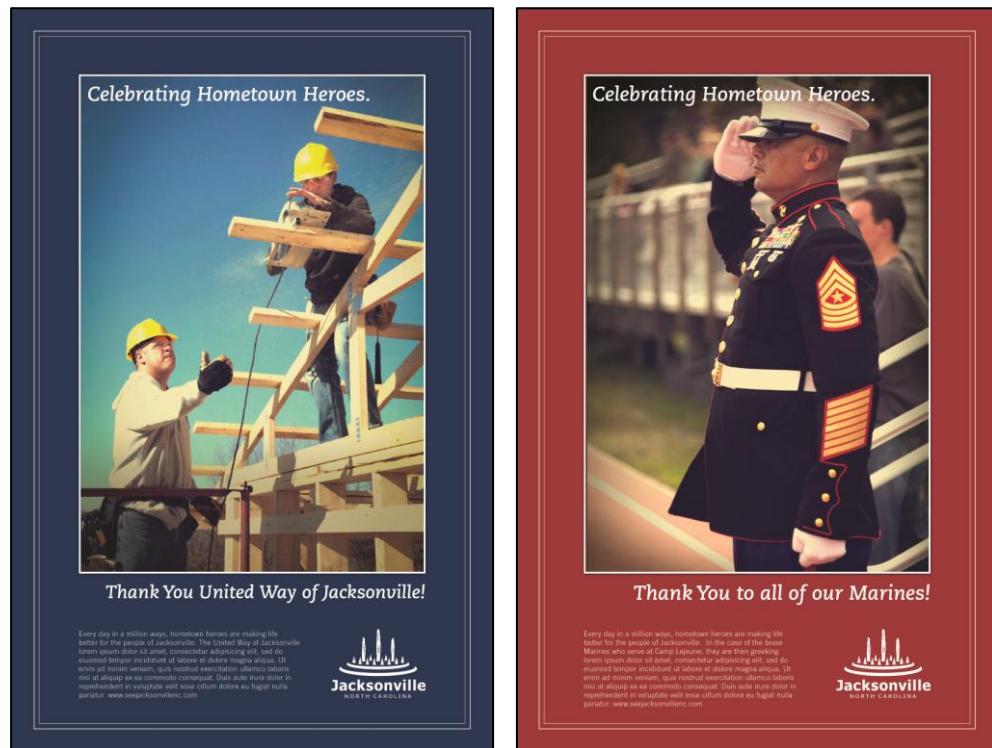


POWERPOINT DESIGN SLIDE

PowerPoint Title Slide



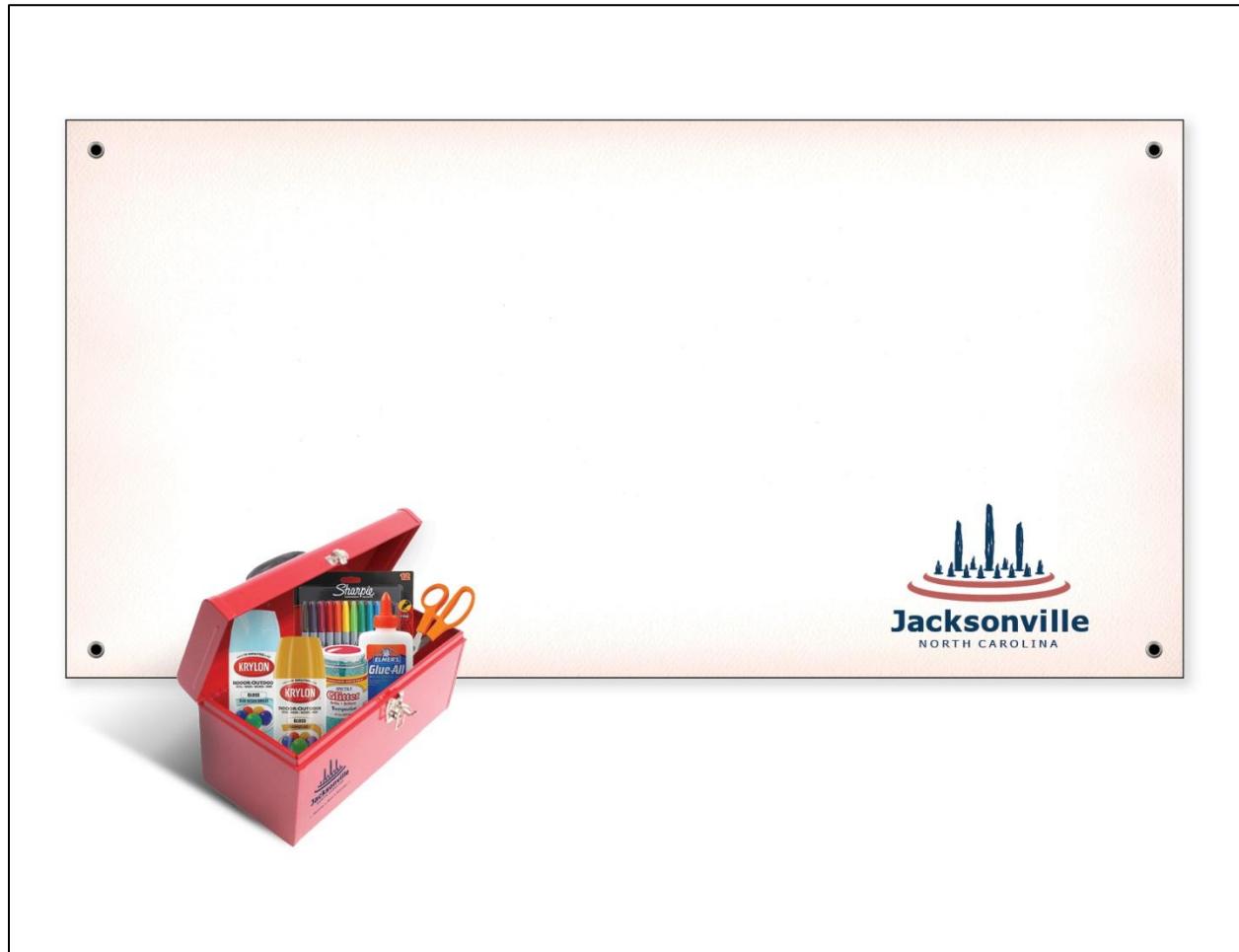
## HERO POSTER SERIES



## TRADESHOW / EVENT BOOTH



## BANNER KIT



## FINISH LINE BANNER



WINDOW DECAL



ENTRYWAY MAT



## CO-BRANDED ONESIE



## BRANDED UNIFORM



BRANDED HAT (DARK)



BRANDED HAT (WHITE)



## **Brand Action Ideas**

### ***Putting your brand to work from launch to longevity***

So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging, aspect of branding. Destination brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts, minds and souls. Specifically, your brand is about demonstrating how Jacksonville is a place defined by its welcoming nature and heroes of all kinds. A place where the sacrifices and accomplishments of the military, their families, athletes and heroes of all kinds are embraced and celebrated.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, this is the nature of many public initiatives.) The main goal of this time period is to convert the “players” of Jacksonville (including stakeholders, community leaders, tourism industry business, organizations, etc.) into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of the Jacksonville destination brand. Our goal – and yours – is to make sure that your brand is much more than just a logo on your letterhead. The ideas presented here should also be considered as a guide to a way of thinking about your destination.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other destinations across the country and we are excited about seeing it happen in Jacksonville.

Following are a list of 15 brand action ideas or categories designed to get your brand going (and your creative juices flowing!). These tasks should be accomplished within the first 6 to 36 months after brand development to ensure momentum. Many of these tasks address “organization” and are designed to evoke the cooperation that will propel your brand forward. Others are designed to give your brand the richness, texture and three-dimensionality it needs to be fully integrated. Focus on the first seven ideas and do them really well before tackling the complex and more resource-rich ideas that follow.

#### **I) Assign a brand leader**

Bottom line: your brand will go nowhere if no one takes responsibility for it. Understanding that resources are limited in Jacksonville, North Star recommends that for an interim period Glenn Hargett, Director of Community Affairs for the City of Jacksonville manages the initial efforts toward brand integration with support from existing marketing staff and a new tourism promotions position. Having assumed a leadership position on the branding committee, Glenn is well versed in the purpose and passion of the brand. He also has the area contacts to help build a brand ambassador network. As tourism marketing efforts gain momentum consider employing a full-time brand manager position.

In the meantime, understand that assuming responsibility for integration of a fledgling brand can be a huge job, particularly for individuals like Glenn who already have full-time jobs. Tapping into the volunteer spirit of both the private and the public sector will exponentially increase your resources.

For example:

- Check into the talent and resources at area schools and universities. Often marketing and/or tourism/hospitality classes are looking for ways to gain hands-on experience. Young people are especially adept at social media and digital strategies so consider identifying an intern(s) to work with databases, update Facebook and Twitter feeds, write a visitor newsletter, etc. Mt. Olive College or Coastal Carolina Community College offer marketing, recreation/leisure, technology and computer classes.
- Identify skilled and willing volunteers throughout the community to assist within their various areas of expertise.
- Look to the ownership and marketing departments of businesses and organizations throughout the region for volunteer assistance. Rely on other members of the Creative Committee and the Tourism Development Authority to offer support, assistance, guidance and resources.
- Check out this article about a brand manager recently hired by North Star client Lee's Summit. While the Lee's Summit brand is community-wide (as opposed to tourism), this article can give you a feel for the criteria to consider when filling this important position. <http://www.lsjournal.com/2012/11/20/92012/city-captures-new-brand-manager.html>

North Star has provided you with a job description for brand manager, which can give you a feeling for the necessary tasks associated with this job and help guide resource and responsibility allocation (See **Appendix E**). When a permanent position is appointed for handling brand implementation, this job description will give you a framework for hiring leadership of that effort.

With leadership in place, one of the first conversations among the Tourism Development Authority should be about the following. Currently, you are referring to your tourism entity as Jacksonville Tourism Development Authority. Moving to a more consumer friendly name will help reinforce your emphasis on tourism from the visitor's perspective. North Star recommends See Jacksonville NC Tourism Promotion. Destinations across the United States are using this same consumer-oriented method – it serves as a call to action in marketing materials inviting visitors to check out your area. Other examples include, go, explore, discover and meet. Using See Jacksonville NC is effective because the call to action – SEE – is already in your destination name.

We've already reserved the domain name [www.seejacksonvillenc.com](http://www.seejacksonvillenc.com) – that you'll be able to claim for your new website if you prefer, which will also allow you to use the email address [iwantto@seejacksonvillenc.com](mailto:iwantto@seejacksonvillenc.com).

When a full-time brand manager is hired, he or she should fall under the jurisdiction of the See Jacksonville NC group. This group should be responsible for:

- Brand integration
- Development of a centralized digital presence for the region that elevates Jacksonville in the visitor's mind and sets it apart from its competitors
- Development of a central database with contributions for all major tourism entities
- Coordination of assets, activities and events
- Collaboration among hospitality marketing professionals toward a common goal
- Marketing the area cohesively to consumers
- Pursuing more state and federal grant money

## 2) Brand your stationery

It's obvious, but vitally important. Every letter, every envelope, every business card, every memo, every invoice, every grant application that is issued by Jacksonville for the purposes of tourism (and otherwise as brand integration moves beyond tourism to the entire community in the future) should reflect the brand's graphic identity. This is one of the fastest, easiest and most effective ways to start building a professional and organization presence around your brand. Correspondence from the Tourism Development Authority should also be on the Jacksonville brand stationery. Make sure all members of the branding committee and the TDA have cards. In some cases you will need to keep titles on the tourism cards general, i.e., Tourism Ambassador or Hero's Welcome Squad.



### **3) Create a brand PowerPoint**

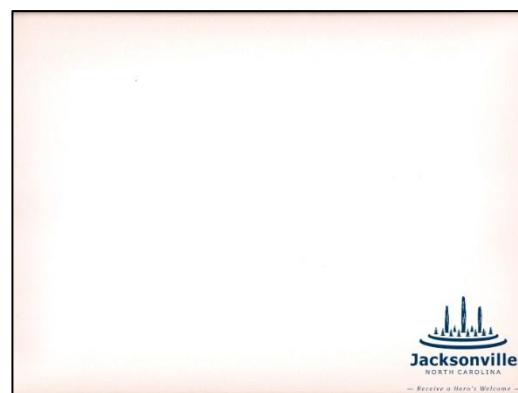
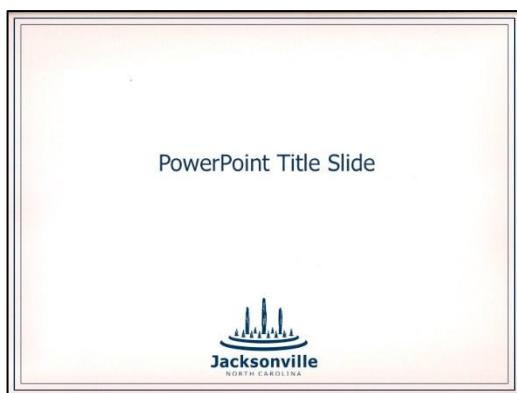
Once you have the basic leadership structure for brand integration determined, the next step is to educate hospitality stakeholders and organizations on the brand. Remember, the branding process is complex. For most people it takes multiple presentations to understand the branding's process, purpose and plan. You can't expect the city and Camp Lejeune leadership, hospitality and tourism organizations, businesses, attractions, restaurants, and retailers throughout Jacksonville to grasp the potential the brand holds for them without a carefully considered presentation. But because the success and sustainability of the brand is tied to their support and participation, it is critical that education take place.

Create a PowerPoint presentation to use as a tool to recruit help, support and funding. Hire professionals, use color and graphics, use intriguing and inspirational language (the brand narrative and vocabulary should help) and follow the content recommendations in your BrandPrint. Important points:

Use the brand presentation to tell your story. This branding initiative was developed with a long-term vision in-mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process.

- Why was this project started?
- Who else was involved?
- What did you learn from the research?
- Share and explain the strategy – your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- How do you plan on using it immediately and long-term?
- Focus on planned initiatives that take the brand beyond just a logo and line.
- Focus on existing partnerships, activities, festivals and events that could integrate brand messaging. Be aware of politics and include examples for all your key players.
- Finally, provide your audience with a list of ways they can participate in and benefit from the new brand.

North Star has included the .ppt files containing the recommended PowerPoint brand design for Jacksonville to make it easy for you to start right away.



#### **4) Identify easiest consumer touch points and brand them**

Every time you, city employees, and employees at all tourism partners interact with the public, it is an opportunity to build the brand in the minds of visitors (see suggested list of obvious “touch points” below). The brand leader and his team should review and augment the following list of touch points. Divide the list into three categories:

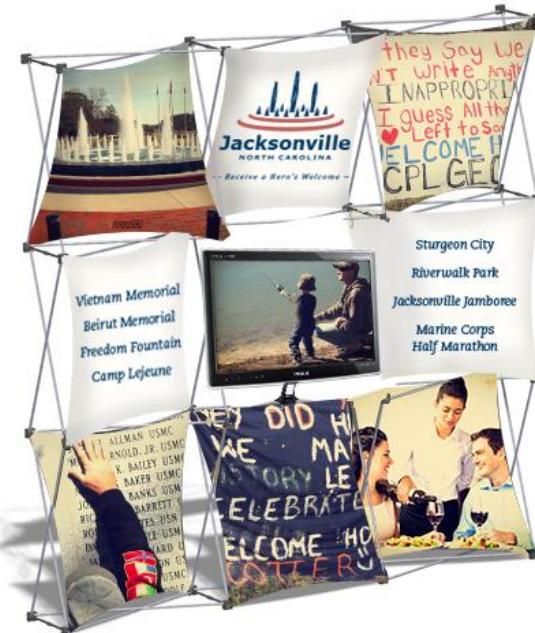
- 1) Easy: do immediately
- 2) Moderate difficulty: implement within the first year
- 3) Difficult: revisit later (designate a time)

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"><li><input type="radio"/> TDA</li><li><input type="radio"/> Employees</li><li><input type="radio"/> Telephone</li><li><input type="radio"/> Services</li><li><input type="radio"/> Website</li><li><input type="radio"/> Voicemails</li><li><input type="radio"/> E-mails</li><li><input type="radio"/> Word of mouth</li><li><input type="radio"/> Letterhead</li><li><input type="radio"/> Publications</li><li><input type="radio"/> Packaging</li><li><input type="radio"/> Signage</li><li><input type="radio"/> Newsletters</li><li><input type="radio"/> Products</li><li><input type="radio"/> Experiences</li><li><input type="radio"/> Environment</li><li><input type="radio"/> Awards</li></ul> | <ul style="list-style-type: none"><li><input type="radio"/> Public relations, Press releases</li><li><input type="radio"/> Public affairs</li><li><input type="radio"/> Marketing and advertising</li><li><input type="radio"/> Events</li><li><input type="radio"/> Annual report</li><li><input type="radio"/> Meeting planner guide</li><li><input type="radio"/> Sales and promotions</li><li><input type="radio"/> Networking</li><li><input type="radio"/> Direct mail</li><li><input type="radio"/> Trade shows</li><li><input type="radio"/> Exhibits</li><li><input type="radio"/> Maps</li><li><input type="radio"/> Presentations</li><li><input type="radio"/> Speeches</li></ul> | <ul style="list-style-type: none"><li><input type="radio"/> Social media</li><li><input type="radio"/> Billboards</li><li><input type="radio"/> Posters</li><li><input type="radio"/> Buttons/pins</li><li><input type="radio"/> Gifts</li><li><input type="radio"/> Marketing partners</li><li><input type="radio"/> Television</li><li><input type="radio"/> Sponsors</li><li><input type="radio"/> Visitors center</li><li><input type="radio"/> Sports tournaments</li><li><input type="radio"/> Tours</li><li><input type="radio"/> Memorials</li><li><input type="radio"/> Local, state, national marketing</li></ul> |
|---|---|---|

A few suggestions on how to integrate the brand graphically and strategically into key touch points:

- **Phone Message** – Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached Jacksonville... where you can receive a hero’s welcome.” One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!
- **Press Releases** – Add a standard final paragraph to every press release that presents Jacksonville in the context of the brand. Use language from the brand narrative to guide development of this paragraph.
- **Trade show booth** – Invest in a flexible trade show booth for any conferences or events. Pursue high quality photography of all assets and experiences for your booth (and to create a strong photo bank for multiple uses). The 9x9 structure allows great flexibility for presenting the full Jacksonville tourism product at sponsored events or tourism or military conferences. For indoor events replace the center panel with a video monitor (with internet access) that allows Marines, friends, families, or anyone to

Skype with Marines, friends, or families anywhere, a way to make everyone feel welcome. For a dramatic impression at conferences focused on the military, retirees, or athletes, buy an extra booth space or two and install dozens of US flags honoring or in memory or honor of service men and women, athletes, or friends in the spirit of your Healing Fields event (see page 137 for more). Currently, the TDA participates in local events with an informational booth presence, but that booth schedule should be examined for sports, retiree, and military interests so that the message about Jacksonville's welcoming spirit and tourism offering (and as a place to live) reaches more people. Be sure to have your welcome home banner kits available at these events so people can take the Jacksonville brand home and use it for their hero's welcome in their hometown (see page 122). Notice how photos of actual banners are used in the booth design.

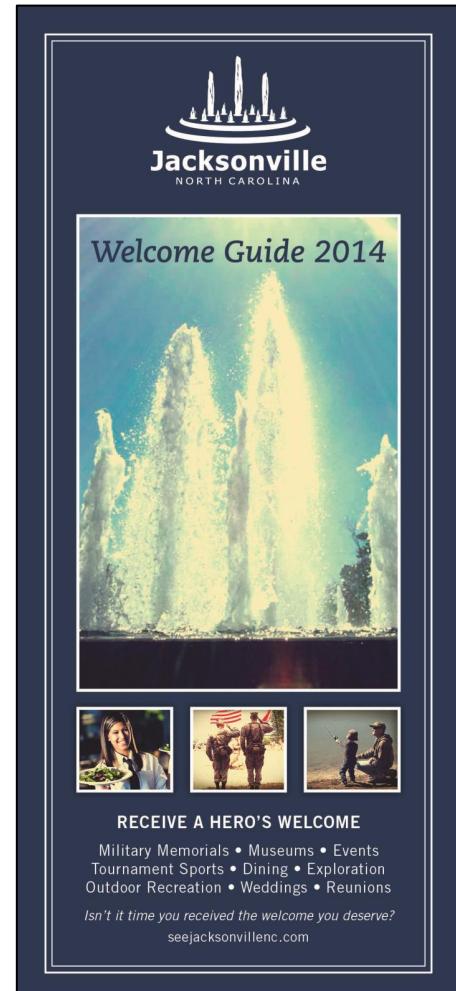


- **Public Access G10 TV** – Design dynamic screen graphics of the Jacksonville logo where the fountain waters are animated.
- **Name Tags** – Create name tags for tourism employees and volunteers using the color palette and logo. Consider a variation of Hello My Name Is tags that read Jacksonville Welcomes \_\_\_\_\_ and my hero is \_\_\_\_\_.

## 5) Brand your Visitors Guide

A Visitors Guide works to highlight all that you have to offer in an easily digestible format. In Jacksonville this should be called a Welcome Guide. Organize experiences by interests like military, sports and recreation, events, dining, and gatherings like reunions or special occasions. For consistency, consider organizing the guide similar to the navigation or structure of your website (see page 118). A few ideas for the guide:

- Use 4" x 9" design format because it is less expensive and easily fits into brochure racks.
- Work with Onslow County Tourism or hire a distribution service to stock these brochures in the state visitor centers, hotels, gas stations and campgrounds across the state and southeast. A copy should also be included in your economic development recruitment pieces to showcase the quality of life in Jacksonville.
- Start by making the guide available for download from your website if printing simply isn't feasible from a resource perspective.
- Begin building a database of inquiries. To track their information, just ask for their address, zip code and email address before making the welcome guide download available.
- Invest in high quality photography particularly with smiling, encouraging, and helpful faces that support the welcoming, generous nature of the community and destination.
- Offer a map of Jacksonville (and the surrounding area to indicate where visitors can find dining, lodging and attractions that offer heroes great welcomes).
- Include a page for taking notes in the guide as people organize their itinerary.
- Share an area titled "You Can Never Overstay your Welcome" with ways for business travelers, visiting military officials, competing athletes, reuniting families, and others can extend their stays to enjoy the variety of offerings in Jacksonville. Feature content of your local partners (from your push/pull strategy on page 126) as recommended extended itineraries.



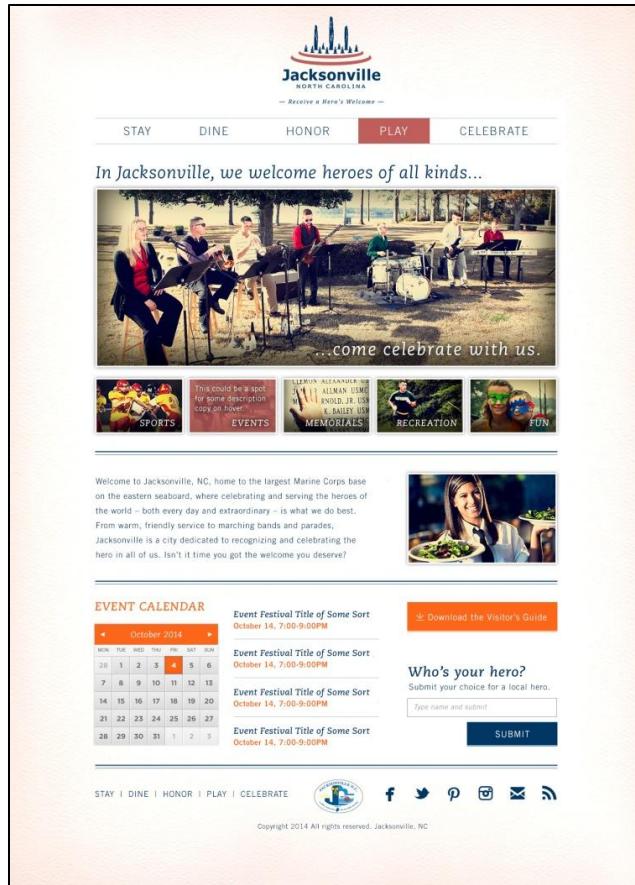
- Support and encourage Onslow County Tourism to communicate Jacksonville's offering in the spirit and language of the new brand. Share content, photography, and language with them. Since they will be describing your product to audiences, be sure it is on brand and consistent. They should appreciate you doing some of the heavy lifting.
- Build in a methodology to track the number of downloads. This can be used later as data for calculating an estimated ROI.

## **6) Brand your digital media**

A strong digital presence is the single most cost-effective means for spreading the word about Jacksonville. One identified website should exist as the hub for all visitor information regarding the area. The site should reflect the colors, language, design and content of a brand based on a destination welcoming and celebrating all heroes and visitors. The intuitive website should reflect a welcoming experience where visitors can discover new heroes as well as the hero within themselves. Don't forget to also integrate your brand's graphic identity into your Facebook and Twitter landing pages. The URL [www.seejacksonvillenc.com](http://www.seejacksonvillenc.com) has been reserved for this purpose.

The Jacksonville Tourism Development Authority should launch a website geared towards visitors. Here are a few ideas to consider as you move forward with design and content:

- Website design is moving away from the cluttered appearance of previous destination marketing and toward simpler sites with more impactful photography. Jacksonville should invest in high quality photography that showcases welcoming settings and heroic experiences. People should be at the center of your brand photography.
- Along these lines, North Star recommends keeping it simple but effective. The main navigation at the top of the screen is organized with the headings. If you scroll over any of the items in the navigation, a drop down list will appear within that category. "Honor" will lead you to activities and interests connected to Marines and Camp Lejeune. Navigation in the middle of the page with thumbnails gets a bit more specific to key asset categories or experiences.
- At the bottom of the page, you'll see social media icons, navigation repeated and the Jacksonville city seal. You can also find an area to request your guide (which will include a field to gather email addresses for your inquiry database).



- Prominently feature your event calendar which should be updated regularly.
- Have fun with the brand and ask visitors to the site to nominate a hero and then randomly select winners and give them a gift card to a local restaurant.
- Offer itinerary builders as a great way to get visitors invested in researching attractions and planning their own trips, which could increase length of stays in Jacksonville. However, interactive itinerary builders can be more expensive due to functionality. Work closely with your website designer to identify the goals of this site.
- Include an easy to use map as one of your internal pages. In keeping with your brand identity, you'll want to help visitors discover all the welcoming places in Jacksonville and all the assets connected with heroes (memorials, sporting events, Sturgeon City, etc.)
- Link to the Jacksonville and North Carolina State Tourism websites and vice versa.
- Recruit residents, visitors, and Marines to be guest bloggers to discuss their heroes. Encourage them to relay details that connect anecdotes to their experience in Jacksonville where possible. Blogs that reference events, activities, and assets should link to details about those experiences.

- Offer a digital postcard series to promote activities and events in Jacksonville. Encourage visitors to spread the word about all that Jacksonville has to offer.
  - Create an easy-to-use form that people within Jacksonville can access to include information about events and attractions. This allows you to offer a more up-to-date calendar with fewer resources.
  - Initiate communication tools like e-blasts, e-calendars and e-newsletters that can easily be pushed out to friends and family (including tools for the base to push out to its audiences). Make it easy to publicize your offering. Provide your ambassadors with the vehicles to tell your story enthusiastically. The content should be distributed to your growing database as well. You could begin with a quarterly release and work up to a monthly e-newsletter. Feature attractions, activities, experiences and events that allow visitors to discover heroes of all sorts. On the following page are examples from Newark, New Jersey and Snohomish County, Washington.



- Add an element of fun to your site to keep people coming back by offering rotating games and Marine (air, land, and sea) vehicle simulators. Work with the base to develop fun digital games for website visitors.
  - Consider creating a mobile site based on your larger tourism site. While coverage may be limited in parts of Jacksonville, it is available along highways and could help alert travelers to the welcoming community ahead. Offer a self-guided tour of memorials.

- Give visitors a way to order or reserve a Welcome Home sign kit (see page 122) for their upcoming visit to Jacksonville or to even use in the hometown of their Marine. These banners do not have to be limited to just welcoming military heroes home. Everyday heroes can be celebrated in this manner as well. Encourage people to share their work along with photos of their hero and the welcome home event.

### **Digital marketing/Social media**

- Make sure to integrate your brand into social media sites like Facebook, Twitter, Pinterest and YouTube. Social media offers an affordable strategy to elevate your relationship with visitors and a great way to have fun with the brand.
- To start building your fan base, reach out to the residents of Jacksonville. They can serve as ambassadors for tourism and increase your reach by reposting your content to their own social network.
- Hold Instagram photo contests for residents and visitors where they take a photo of their hero (#HeroesWelcome). Archive the best photos and feature them on your site.
- Encourage visitors to upload videos of welcoming home Marines, reunions with pets, or triathletes or others crossing finish lines on your HeroesWelcome YouTube channel.
- Create a TripAdvisor page for Jacksonville, North Carolina. Reviews for Jacksonville restaurants, lodging options and attractions are already available on TripAdvisor. TripAdvisor will allow you to better promote Jacksonville and assist visitors in planning their trip. Once you've created a listing for Jacksonville, North Carolina as a destination, you'll be able to add TripAdvisor widgets to your website – [www.seejacksonvillenc.com](http://www.seejacksonvillenc.com). Get started here: <http://www.tripadvisor.com/Owners-t8> by clicking on "Tourism Organizations."
- To aid visitors driving through your destination, make sure all attractions, restaurants and lodging options are added to Google Places.
- Engage social media users with fun polls through Facebook like "Which Hero are You?"
- Mine your website for content that is relevant to social media sites.

Note: Every encounter with a visitor or a prospective visitor is an opportunity to obtain at least an email address to expedite future marketing efforts. Start by combining the existing databases of all the tourism organizations, attractions, events and tourism assets. (Request access to these databases during your branding presentations.) Collect addresses online (offer giveaways to increase participation), at special events, at attractions, at museums, shops, hotels and restaurants, etc. In time you can use the database to send a digital newsletter letting travelers know about events, specials, festivals, etc. In addition to targeting new prospects, target repeat visitors with invitations to check out new opportunities in Jacksonville.

## 7) Develop branded merchandise

Whether it's a t-shirt, hat, or reusable water bottle; branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Sell merchandise via your website, Welcome Center, specialty gift shops, and on base (if granted permission), etc. A few ideas:

- T-shirts
- Baseball or golf caps
- Welcome mats: Heroes Welcome Here or Welcome Home Hero
- Gear bags for athletes



- Welcome home signage kit that includes branded blank sign (with grommets for attaching to fences) along with toolkit of supplies like paint, scissors, glue, glitter, markers, etc.)



- Flag sets for car windows (like college sports teams on game day) with an American flag and a branded flag with Heroes Welcome!
- Bumper Stickers that read: Follow me to Jacksonville, NC and receive a hero's welcome or Follow me and receive a hero's welcome.

- Onesies co-branded with Onslow Memorial Hospital: My Daddy is My Hero or My Mommy is My Hero. Or a fun one with Hero Potential.



- Branded thank you notes to encourage gratitude for generosity or sacrifice
- Notecards with photography of key assets with graphic use of line
- Annual calendar of user generated content and photography of heroes (not just military) and of course highlight Jacksonville events on the online calendar.
- Ringtones of applause
- Portable coffee mugs and tumblers
- Running tech shirts and race gear
- Branded recreation equipment from beach volleyball to canoes and paddles.
- Coolers for sports events
- Mini coolers, backpack coolers, chair coolers, wine coolers
- Lapel pin
- US Flags flown over Camp Lejeune, US Capitol, or other significant locations in honor or memory of an individual and packaged in the spirit of the brand (with date flown over particular location). Offer flagpoles with medallions to hang on flagpole that identify who is honored or memorialized. You can organize a program similar to the Capitol Flag Program detailed here: <http://www.aoc.gov/trades-and-areas-practice/capitol-flag-program>.

## **8) Pursue partnerships to maximize resources and advance the brand**

Once you have developed your brand PowerPoint, distribute it to the Tourism Development Authority and members of the creative committee. Charge these individuals with meeting one-on-one with hospitality stakeholders to reinforce and answer questions about the brand (using the presentation). Members should deliver presentations to stakeholder groups that are within their sphere of influence. The goal is to create a strong support base for the brand amongst community leaders who have a stake in building the area for tourism. One of your key partnerships should be with Camp Lejeune which we cover in a later strategy (See page 133).

Garnering the support of your area assets will go a long way toward ensuring brand sustainability and success. Meet with representatives from area attractions, hotels, bed and breakfasts, camp grounds, retailers, restaurants, wedding and family reunion services, museums, arts groups, newspaper editors, developers, local travel writers, etc. Focus on how the brand is mutually beneficial for all the players. Give them specific ideas for how they can integrate the brand message and identity into their own marketing and show them how it can be used by

each asset and attraction. (You will find additional ideas for helping these area communities participate throughout this document.) Efforts here can be organized as a See Jacksonville NC Marketing Partnership.

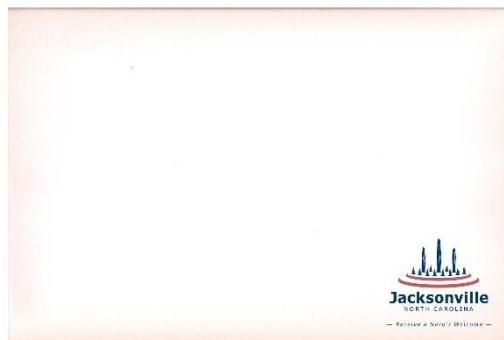
The resources and manpower to accomplish the goals of the Jacksonville destination brand will be increased exponentially by marshalling the power of your private sector. Allow anyone who is interested and willing to contribute – time and funding – to participate. Engagement like this among businesses and public entities should foster cooperation and forward momentum on behalf of the entire area, reducing any existing conflicts. If possible, hold regular meetings under the guidance of the brand leader and the TDA (or if renamed See Jacksonville NC Tourism Promotion). We even have a charter to give you that seals member commitments in writing (in **Appendix F**). Here, see members of the Market Gainesville Partnership signing a brand charter.

Some ideas for the initial meetings/presentations:

- Have each member of a See Jacksonville NC Marketing Partnership bring a print-out of their attraction, organization or company website homepage to the first meeting.
- Discuss ways to integrate ideas, aesthetics and language that support the brand strategy into these homepages. Use your brand narrative as a guide. How does each attraction or organization welcome visitors and celebrate heroes of all kinds? Ask each member to craft branded language that works with the spirit of your brand and incorporate it into their website homepage. If a major tourism industry or organization is not in attendance at the meeting, go through this exercise for them. By threading a consistent branded message throughout the marketing of all the major players, you can establish a strong brand presence... absolutely free!
- Discuss public sector initiatives and identify opportunities for cooperative efforts. Co-branded pole banners, signage, public art, events, merchandise, music, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the private sector.
- Do not make the presentation all about a logo and a line. Your brand is so much more than that. Talk about your plans for use including digital media, signage, event ideas, ideas for getting different attractions involved, ideas for getting different businesses involved, etc.
- Provide your audiences with a list of ways they can participate in and benefit from the new brand. Sign them up that day if possible. Reward them with branded merchandise like a Heroes Welcome Here mat or lapel pin.



- Consider how you will provide the logo to those who want to use it immediately. If you have already developed your website, that is an excellent source of information about the logo(s) and their graphic standards. If that site has not been developed prior to this meeting, brainstorm where the logo and graphic standards can be housed temporarily. Or, will resources allow you to email the logo and graphic standards to all interested attendees?
- Some destinations develop a simple branding toolkit that partners can use to put the brand to work in their businesses. Include history and explanation of the brand, camera-ready art of the logo, and a premium item such as a t-shirt or hat. Also, include the brand narrative with an explanation of how businesses can incorporate that language into their own marketing and signage.
- Collect email addresses and send all meeting attendees the PowerPoint presentation for their use in spreading the Jacksonville brand message.
- Send personal thank you notes on branded notecards to those who attend and make these notecards available for them to use in reaching additional partners and ambassadors.



Meetings like this can pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community. Months later, the developer contacted the Brand Manager, interested in flying a flag with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

Make sure the Jacksonville tourism brand and messaging is represented in the State Visitors Guides for North Carolina as well as any supplemental marketing efforts (in an editorial sense, not just a purchased ad). Provide them with the brand PowerPoint, a gift (t-shirt or hat) and any other promotional materials that have been developed. The timing of these meetings is critical, however. Before any kind of branded message is run in a State Guide you must have your Jacksonville tourism website up and running. Potential visitors have got to have a place to go for more information about your welcoming destination.



## **A Welcome Idea!**

As you develop partnerships with the private sector consider employing a push-pull strategy to maximize your resources and benefit your partners directly for participation. This is particularly effective in increasing length of stay and party size for business travel.

- Jacksonville businesses and organizations communicate incentives to their travelers
- Lodging and other tourism partners provide incentive and space for cross-selling within the property

## **The PUSH**

Provide top businesses, companies, and organizations (including the base) with a way to provide additional value to their vendors, associates, business partners, contractors, out-of-state employees, etc. when they visit Jacksonville for business purposes.

**Message:** Stay over an extra day and extend your welcome.

**Audience:** The business traveler or anyone who makes those travel plans

**Vehicle:** Email blasts or templates prepared by DMO and distributed by the individual business

**Offer:** No charge for additional occupancy, discount for weekend stay with weekday stay, other area discounts (depending on participation)

The motivation for the business to participate is that they are providing value to their business partners, capturing additional discretionary time from these individuals, as well as being good corporate citizens helping to contribute to the Jacksonville tax base.

Initial contact should be made with the top Human Resources person with the request to spread the program out to anyone dealing in hosting or receiving out-of-town business guests.

## **The PULL**

Participating lodging partners will receive identification and recommendation in the email communication. The discount(s) provided should be universal and deal in percentages so to work with the different hotel rates.

Quid pro quo, for being included in the business PUSH program, hoteliers must agree to participate in a PULL strategy specific to Jacksonville assets and attractions. Space in their hotel should be made available for the purpose of communicating the various attractions. Space can and will vary from property to property and can include elevator boards, tabletop cards, bedside tent cards, and WIFI login pages. The purpose is twofold. One is to motivate visitors to see the attractions in Jacksonville. The other is to motivate them to return at a later date. Thus, the message should be seasonal, promoting any special events along with year-round attractions. Your event calendar is an easy way to spark interest in staying over, particularly for Saturday evening or Sunday morning events. This could be part of a frequent stay Welcome Back program specific to Jacksonville. After staying seven nights (multiple trips are eligible), a hotel could welcome the visitor back with a free night and an incentive for another night(s). The Jacksonville TDA will pay for the production cost of the materials of the PUSH/Pull efforts.

- For example, the WiFi login page provides perfect real estate for these messages which the majority of hotel guests will view. Almost every guest will log onto their computer or smart phone and use WiFi. Create templates with your lodging partners so the WiFi login page features hotel branded elements as well as a welcome from the Jacksonville destination. The hotel can feature things going on within their property first and then share what else guests can do tonight or tomorrow or the weekend in Jacksonville. This idea is applicable to any coffee house or establishment that provides free WiFi service to its guests. See example from Greater Newark CVB and area hotel.

**COURTYARD<sup>®</sup> Marriott**

Courtyard Newark Elizabeth  
87 Glimcher Realty Way  
Elizabeth, New Jersey 07201

Welcome to the Courtyard Newark Elizabeth  
Wireless Internet Access HotSpot

Username

Password

Login

Don't have an account? Register [here](#).

**Newark » Happening**

Live. Learn. Love. Shop. Rock. Sports. Arts. Eats.  
Events. Adventure.  
Newark offers a front row seat and easy access to all that's happening.

**» HAPPENING TONIGHT.**  
Complimentary snacks and beverages in the lobby.

**» HAPPENING THIS WEEKEND.**  
Newark Bears vs. Rockland Boulders, Riverfront Stadium

**» HAPPENING THIS MONTH.**  
Rihanna at the Prudential

Extend the Push/Pull strategy to include Camp Lejeune by allowing the base to offer visiting recruits, families, contractors, vendors, etc. discounts and packages to area attractions to enhance their visit by experiencing the distinct flavors of the community. For more on this involvement, see page 133.

## 9) Brand cost-effective, relevant signage and infiltrate your infrastructure

The infrastructure throughout Jacksonville represents a unique, three-dimensional medium for displaying your destination brand. Options include adding some element of the brand to infrastructure that already exists as well as developing new infrastructure in places where demand and opportunity are high. Consider buses, pole banners, water towers, vehicles, park benches, crosswalks, or community signage. We understand that a total re-haul of all signage in Jacksonville (entryway, directional, etc.) is not politically or financially feasible. But signage is a critical branding component for destinations. Effective signage can positively impact a visitor's experience and also advance general awareness. Jacksonville should inventory all of its signage needs to develop a prioritized list and long-term plan for implementation. The Jacksonville TDA

has currently partnered with AECOM on a comprehensive wayfinding signage package. Leverage the outcome of this process during signage implementation.

Ensure that the Brand Manager or some representative for the brand is involved in any future plans for Downtown and capital investments from the Sports Commission. The brand can be integrated into signage, architecture, retail offerings and public art.

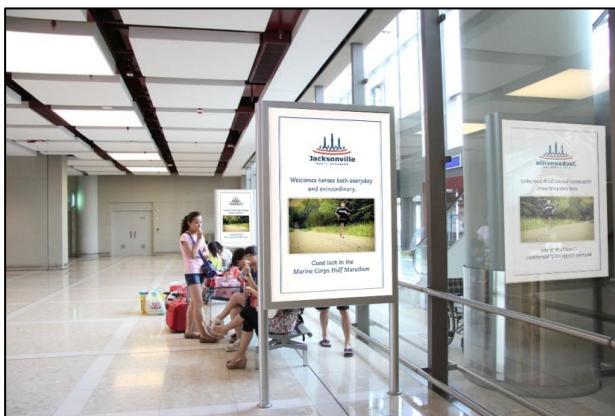
A few ideas include:

- Beautify your entryways with the brand. A destination based on great welcomes deserves an appropriately impressive welcome to the community at key entry points. Signage should define the entry points and make a great first impression including the landscaping near and around it. Maintenance of these areas could be a community service project for the Super Hero Welcome Squad, schools or civic groups. Choose one entryway to focus on first and then improve the others as resources allow. Pole banners leading into town can also demonstrate pride in a community. A flag display of US, military, North Carolina state flag, Jacksonville city seal, and destination logo makes for a dramatic entry to Jacksonville. Smaller scale installations of fountains are more costly but would offer a cohesive element in Jacksonville given your new brand.
- Consider renaming Camp Lejeune Boulevard to Welcome Home Boulevard. Street signs could then have a sub-tag of: Boulevard of Heroes. Or pole banners could announce the distinction. Organize a fundraising effort to honor heroes of all kinds on dual pole banners along the boulevard. Nominations can be made through the Super Hero Welcome Squad. When hero banners rotate out after many weeks, they should be presented to the hero or their family. This is not just for military recognition. Capture these stories for your website or YouTube channel.
- Develop a signature Welcome Center perhaps near the Freedom Fountain and memorials that is awash in the brand. Offer visitors signage that informs them on what to do if they have a half day (or few hours), full day, or a weekend. And have fresh baked cookies to welcome new visitors. Consider some additional asset development around the welcome center in the form of military vessels that can be climbed on or in or even toured with military veteran docents. Or simulators inside. A branded splash garden here would be fun for families.
- Reflect the brand in streetscapes including benches, pole banners, public art, and crosswalks where possible. See example from Goshen, Indiana below.

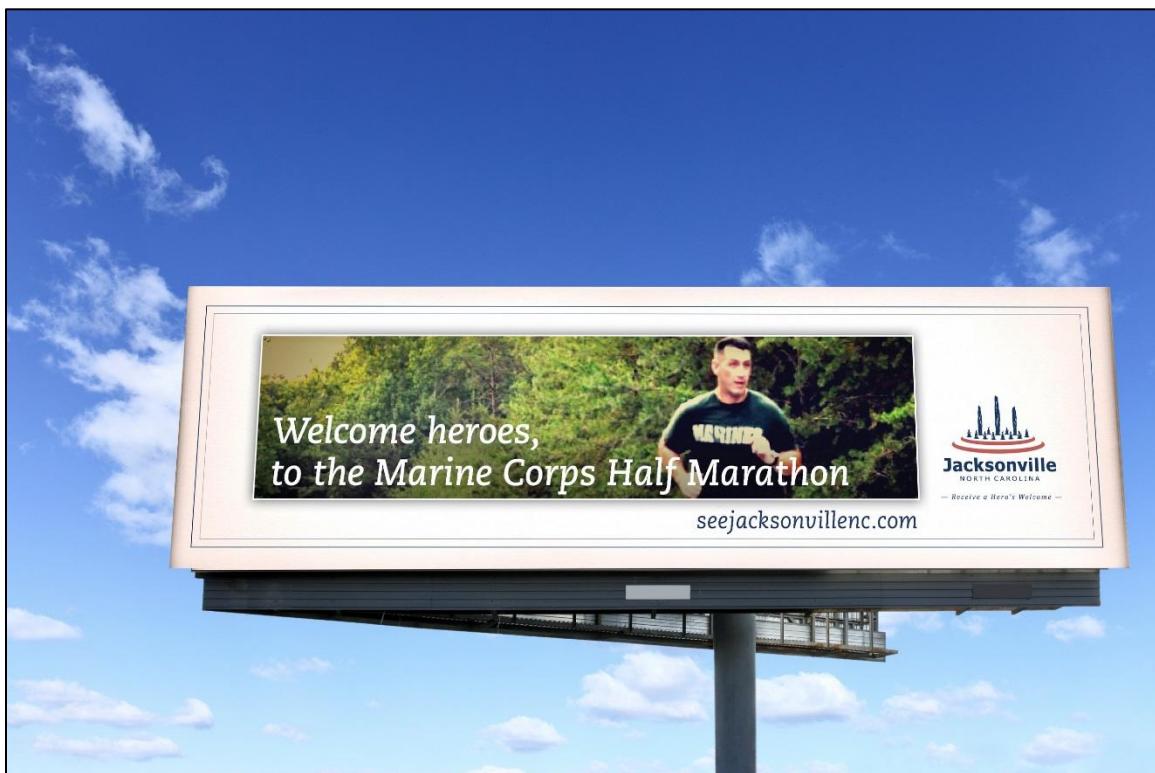




- Combine branded crosswalks or sidewalk pavers along Welcome Home Boulevard with fundraising efforts. On sidewalks and pathways between and near memorials or at Riverwalk Park or downtown, branded pavers can alternate with bricks or pavers bought in honor or memory of a hero (not in crosswalks). Pavers in a particular area would benefit a particular charity or organization like the Hometown Heroes program supporting spouses of those deployed or other heroic Jacksonville residents in need (See page 131). Pavers near a dog park could raise funds to keep the park updated, clean, and safe by honoring pets.
- Place branded signage in public spaces like City Hall and your airport. Consider digital signs where appropriate for ease of changing the images and content. See example of airport signage here:



- Install digital signage where appropriate and feature local heroes as well as digital animation of your logo with dancing waters.
- Use vacant storefronts as a canvas for branded signage or a public art installation of interesting photography of Jacksonville heroes of all kinds. Or install a large format poster series that offer a hero's welcome and recognition to those deserving. For more see page 132.
- Consider hero gardens as a way to beautify Jacksonville whether at neighborhood parks, public spaces nearby downtown or at entryways (where property rights allow). People can donate to a particular cause and have trees or flowers planted in honor or memory of their hero (with a branded nameplate of course). The Super Hero Welcome Squad could help maintain these areas along with Jacksonville park staff. This effort could work in concert with a Chamber program for planting trees each time a new business is opened.
- Secure long-term rights to strategically placed outdoor boards that read like entryway signage to Jacksonville (feature all sorts of heroes). Place the outdoor boards on Hwys. 17, 24, and 258 to intercept visitors. Highlight different upcoming events on these boards as you change the message through the year.



## **10) Build community pride and enthusiasm with the brand**

Visitors will encounter Jacksonville residents on a daily basis. Those exchanges can greatly impact the visitors' experience. Jacksonville residents need to feel good about their community in order to demonstrate enthusiasm for their hometown as a place to visit and live. Careful efforts must be taken to inform residents about events and attractions throughout Jacksonville on a regular basis. Friends and family are often the primary purpose for visiting the area – where are they taking these friends and family? Do they know everything that Jacksonville has to offer?

Establish a Super Hero Welcome Squad. Organize community and destination volunteers under this group. They should be charged with identifying heroes to be celebrated and then how to support those everyday heroes that might need a little help. You might consider an adaptation of a service like [www.volunteermatch.org](http://www.volunteermatch.org) to match volunteers with opportunities. This could extend to visitors pursuing volun-tourism, a growing sector of the tourism industry. All opportunities should be accessible on your website from helping the homeless to manning water stations at marathons and other races.

- Empower your community to offer input and advice regularly on how to better run the city. Encourage them to be a hero in the community and get involved to solve community concerns since a better community makes a better destination. Jacksonville might adapt a similar crowdsourcing methodology used in Manor, Texas. Community-minded residents whose ideas successfully move through the evaluation process earn innobucks redeemable for police ride-alongs, meals donated by local restaurants or a chance to serve as mayor for a day. City officials evaluate the suggestions, and every decision is made in plain view on the site. Visit <http://www.manorlabs.org/> for videos and details on the new approach to community engagement. Connect this program to your schools and invite student teams (from civics or government classes) to tackle the same problems and compete for prizes and the prestige of affecting change as a young kid... basically becoming Jacksonville's young heroes. This type of involvement often merits national headlines, so new visitor markets may be discovered as Jacksonville becomes known for everyday heroes solving big problems. Communities nationwide are empowering residents to report potholes or burned out street lights through mobile phone apps. Some communities use the data for Public Works scheduling in response to the issues. One example is Cambridge, MA. <http://www.cambridgema.gov/iReport.aspx>
- Beautify the city. Work with City departments and the Chamber to identify particular areas of need ranging from littered roadways to overgrown lots and vacant buildings. The more attractive an area becomes, the more pride residents will have. Branded T-shirts are fun work clothes and rewards for volunteers. Create a logo for the Super Hero Welcome Squad. In every blighted area or improvement project, the team should display a mark created for the group (on brand). Seeing that mark or symbol on improved areas will create curiosity and wonder about the Squad.
- Pay attention to Hometown Heroes and celebrate them. Sometimes heros are quietly caring for their families amidst great hardship. Military spouses demonstrate heroic character by keeping families and households in tact by themselves during long

deployments. They may not ask for help but deserve some support whether just a homecooked meal, yardwork, babysitting, a shopping spree, or just a visit.

- Organize your four-legged heroes to offer pet therapy to injured veterans or those in the hospital or long term care facilities. Brand the program as Welcome Waggins. Feature them prominently in communications and parades. Dogs gather more attention than anything. They will be your most liked photos on Facebook. Get some branded collars for our furry friends. And they will love the splash park you build at your Welcome Center. In fact your Welcome Center should have a resident Welcome Waggin around. Use this fun name to honor service dog heroes, police K-9 units, and military dogs. Remember that your brand is about all kinds of heroes. See a branded dog collar from past North Star client, Lake Bluff, IL.
- Encourage business professionals within the Squad to organize efforts like Welcome to the Workplace that assists exiting Marines, spouses, disadvantaged residents, underemployed folks, and others in need with resumes, wardrobe, interviewing skills, professional coaching and mentoring, and skills based instruction that positions them well for Jacksonville's business community. Feature makeovers in skills and appearance on your YouTube channel like <http://www.youtube.com/watch?v=6a6VVncgHcY>.
- Promote civic pride in the achievements of heroes and organizations in a colorful poster series. Display these all across town in schools, businesses, city buildings, downtown vacancies, and Parks and Rec facilities. Create a nomination process and review committee for the Hometown Heroes Poster Series. Solicit participation from photographers and artists for interesting posters. Consider an annual notecard series based on the posters. Host an exhibit of the posters and additional photography. Issue special editions for purchase that are signed and numbered by the hero.



- Organize efforts to honor the service of local or regional service men and women, and sponsor a Heroes Welcome letter-writing and care package campaign to send to area service men and women serving around the world. Establish an area at your Welcome Center where people and visitors can stop by and write letters or assemble care packs. Be sure to involve school groups, scout troops, and church organizations.
- Partner with the Jacksonville Daily News and area radio outlets for hero interest stories (with appropriate brand language) about community involvement (including businesses) and testimonials about Hometown Heroes or how Jacksonville celebrates heroes of all kinds. These could be print or audio/video accounts. Publicize these Acts of Heroism on your website and media partner sites. Video accounts should be organized on your YouTube Channel.
- Promote animal adoption at the Onslow County Animal Services or Casey's Place with advertisements and communications with personal pleas from pets looking for a hero's welcome. Pets improve personal well being and are catalyst for interaction. Pet-centered events are great ways to bring residents together. Who can resist wanting to be Nancy the dog's hero?
- Celebrate those Hometown Heroes who exhibit the core values of your brand. Create branded civic awards in a variety of branded categories for involved residents like Volunteer Hero, Youth Hero, and Hero of the Year. Have local artisans design the awards in the spirit of the brand. Celebrate these winners at an annual event and on your website.
- Produce fun branded buttons that tease questions or responses from visitors and others like:
  - Who's your hero?
  - That's heroic.
  - Welcome home!
  - My hero is...
  - You're welcome, always.
- Work with Sturgeon City on their new facility and integrate brand elements into the facility whether color palette, flag displays, or a fountain. This may be a perfect location for an honor garden or fundraiser pavers in memory or honor of different heroes.

## **II) Support Camp Lejeune and foster collaboration in the spirit of the brand**

The majority of your visitors come to Jacksonville with some connection or motivation at Camp Lejeune and many of your assets are directly related to the Marine presence in Jacksonville. Although partnerships were discussed previously, no relationship is more important than the one with Camp Lejeune, its leadership, Marines, and their families. The Brand Manager should develop close relationships and hold regular meetings with base leadership particularly in the Marine Corps Community Service (MCCS) division. From this relationship the Brand Manager should pursue cooperation either by providing tools to the base

to communicate opportunities to Marines and their families (current and previous Marines stationed here) or sharing that database for direct communications of events, activities, programming, and savings at local establishments. In cooperation with the base, the TDA and tourism partners might pursue a push/pull strategy of informing Marines, their leaders, and families (as described on page 126) with the base in the role of the hotel as described in the process. A few things to think about as you work with the base:

- Work with MCCS to develop a Hero's Guide to Jacksonville to share with new recruits, officers, and their families. This should be produced with branded elements and language. Similarly the partnership should produce a branded guide to the Base for residents and visitors to Jacksonville so visitors can understand what is accessible, requires credentials, and is closed to the public.
- Identify ways to support Unit Transitions Counselors and the Pathway Workshops for exiting Marines. Connect this office on the base with Jacksonville leaders particularly in the business community for opportunities to keep the talent and skills of the Marines in Jacksonville (particularly with impending decreases in military personnel projected.) Connect exit counselors with the Welcome to the Workplace program described on page 132. And introduce exiting Marines with local realtors to further encourage staying in the area.
- Be as involved and supportive as possible in design, development, and fundraising for the Museum of the Marine. While your destination brand elements may not find a prominent role in this museum, encourage them to feature Jacksonville's history. Most importantly, advocate for exhibits and interactive displays highlighting heroes of all sorts in the Marines and their families who also sacrifice.
- Add Marine focused elements to your Welcome Center that celebrates the military by land, air, and sea. You might feature vehicles found in each of those environments for visitors to sit in or operate via simulators. The military obviously will be vital in securing these assets.
- Partner with military training leaders to endorse some online simulation games (whether training or battle) to feature on the Jacksonville website.
- Develop a strong partnership with USO organization and look for ways to collaborate on branded programming and events in Jacksonville. The USO and Jacksonville brands are parallels and share core tenets. Supporting troops and their families as well as entertaining them present opportunities for shared pursuits.
- Create newsletter content and eblasts to distribute to base employees whether directly to lists provided by Camp Lejeune or to military leadership to distribute on your behalf.

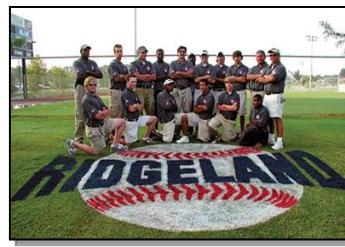
## **12) Focus on Sports tourism as a sharp target for increasing visitation**

Diversifying your tourism product will help you shoulder decreases in deployments and troop levels. It lessens your sole dependence on the base for visitor attraction. You have assets in this sector but capital investment will be needed to attract larger scale events and tournaments consistently. A few sports-related ideas to consider:

- Partner with Jacksonville Onslow Sports Commission in expanding the event and tournament calendar.
- Work with Jacksonville Jamboree organizers to add elements to the event celebrating athletes and heroes. Examine if the May Jamboree sporting events could expand into a fall event with different sports to fill a weekend valley for occupancy rates. Event grounds and fields should be awash in the brand with special features during a halftime or key innings (like a 7<sup>th</sup> evening salute to heroes). Determine what additions to the event (sports or music) would fill hotels if not already full. Be sure to have your info booth about things to do in Jacksonville. Consider Warm Welcome swag bags for competing teams. Introduce new asset development at events with large attendance like the Jamboree.
- Examine sports training asset development that can motivate overnight stays. Work with military training staff to develop a Marine-quality obstacle course for fitness training and competitions. Establish an event around the challenging obstacle course that involves air, land and sea elements.
- Expand the annual calendar of marathons, triathlons, mud runs, and other multi sport events. Encourage promoters to utilize brand elements and design finishing medals with heroes in mind. Competitors demonstrate heroic dedication in training and completing these races. Celebrate them accordingly. Use the brand throughout these events, especially at the finish lines.
- Take a page from the military and develop fitness focused workshops and training like Heroic Boot Camps over long weekends which motivate overnight stays.
- Work with the Sports Commission and Camp Lejeune to attract and host inter-base sports tournaments across a number of sports.
- Sell sports related merchandise in the spirit of the brand.
- Employ local artisans to design brand inspired trophies and medals for tournaments and competitions.
- Frame coverage and press releases of sports events with heroic abilities, heroic motivations, and heroic teamwork.



- Establish a competitive beach volleyball space (despite not having beach access). Create this at or near Riverwalk Park or other green space with room for spectators.
- Partner with Coastal Plains Raceway and Dragway for a branded Hero's Circle (winners circle) with great production values and branded backdrops for photos and social media shares.
- Make the Jacksonville Commons Recreation Complex awash in the brand like adding the brand logo to The Skate Park, Jacksonville NC Aquatic Center, basketball courts, and athletic fields. Hanging a banner provides a cost-effective solution, but if possible, partner with the public or private facility to put the logo somewhere interesting like the side of the bowl in the skate park, in the center circle of the basketball court or on the bottom of a pool. Not only does this idea provide brand exposure, it reinforces the idea that Jacksonville supports young people, active healthy living, and America's pastimes.
- Create an inventory of your public athletic facilities and city-owned recreation assets from golf to soccer to baseball. Flags on golf greens and pro shop merchandise are easy extensions for the brand. Include local high schools and their sports facilities in your effort. The logo can be sprayed onto grass or manufactured and inserted into turf fields. See examples below of logo use with athletic facilities.



- Take the brand one step further by applying the logo to uniforms of local recreational sports leagues or high school teams. Either supply a patch to teams at the beginning of each season, or supply logo and design guidelines for the logo to be screen printed on the t-shirt. Read about a community who took this approach at the link below:

<http://www.whitecourtstar.com/ArticleDisplay.aspx?e=3146076>



### **13) Enliven event calendar with the brand**

Your brand should prove to be an excellent fit for some of Jacksonville's existing events and for development of new branded events motivating overnight travel and commerce. Start by drafting a list of existing events that support your new brand strategy. Banners, signage, information tables and kiosks, trade show booth, merchandise, promotions and activities at the event or festival are all ways to establish the connection between Jacksonville and the ways it welcomes and celebrates heroes of all kinds.

Meet with event organizers of existing events like WinterFest, Riverwalk Festival and Palooza to brainstorm how to integrate branded elements and language into the current event calendar or how to use the brand to enhance the event offering.

Many events in Jacksonville are focused on residents of the community. The Brand Manager should organize some creative thinkers across the destination to consider a large event that celebrates the brand and attracts visitors from distances longer than a couple of hours that would need to stay overnight or the weekend.

As you review the annual event calendar, pay close attention that new events are planned at times when occupancy rates are likely not high due to activity at or with the base. Events are also a good way to encourage Marines to stay close on their shorter weekend leaves. Partner with the base and directly with Marines to determine events and offerings that would keep them around. As you organize your event calendar, ensure that you have the printed and electronic distribution methods for communicating your events to residents, Marines, and potential visitors. Since Jacksonville lacks venues for large events, utilize your open spaces and parks for events until you can devote resources to asset development for permanent structures and venues.

- Consider USO style shows as outdoor entertainment events. The USO and Jacksonville brands are closely aligned. Bring together celebrities, students, and talented Marines for the productions. Connect these events with some sort of philanthropy from Hometown Heroes to Wounded Warriors or other ways to honor and serve heroes in Jacksonville.
- Wave flags for heroes. A community celebrating heroes of all kinds should be strongly associated with Americana and patriotic themes. Fourth of July is a great opportunity to advance the brand in a festive, hometown event and parade while attracting interest from farther away. Encourage a nearby Exchange Club or Jacksonville civic club to organize an installation of a national event called the Healing Fields with donations made to heroes and their families connected to Camp Lejeune. Flagpoles are 6-8 feet tall. You could design branded materials or medallions to hang from the flagpole that identify those being remembered or honored. The installation is dramatic and moving. People order and reserve a flag in honor or memory of an



American serviceman or woman. People can take the flags after the display ends (several days). Identify a vacant grassy area or public park for the installation. For more details: <http://www.healingfield.org/murfreesboro-tn-2012/>. As mentioned on page 116, a segment of this event could accompany your participation at trade shows or travel exhibits. And honors could be extended to other heroes (even non-military).

- Take the Jacksonville hero-welcoming brand on the road. Become the organizing clearinghouse of services to honor Marines across the country. This could be in conjunction with or in support of Bugles Across America [www.buglesacrossamerica.org](http://www.buglesacrossamerica.org) that ensures that Taps is played at military funerals or ways to organize Welcome Waggins pet therapy for veterans. Or develop programming and tools that smaller hometowns of Marines can use in honoring them with events, Welcome to the Workplace efforts, parades, or healing fields installations. Package ways that you demonstrate leadership in honoring and serving heroes, and share that with military friends and families or their communities.
- Celebrate heroes and their families with free movie nights sponsored by area businesses (perhaps partners in your push/pull strategy) that show movies about heroes, super or otherwise.
- Connect with Jacksonville schools by inserting branded elements into the curriculum. Some grades may vary in North Carolina where content is introduced or studied. In 4<sup>th</sup> and 7<sup>th</sup> grades when local and state history is introduced, add a component to history instruction and encourage students to write essays after studying heroes. Art classes are another way to connect students with the brand whether portraiture or abstract interpretations of heroism. Student photography capturing heroes being welcomed home is a perfect brand extension. With the success of these efforts, you might consider an event or conference (state or national) focused on heroic acts by kids (anti-bullying, helping the disabled, or heroic solutions to societal problems) Kids can be heroes too. Prominently display the work throughout the community and feature on your website.
- Partner with Sturgeon City Environmental Education Center on activities and competitions for science students to become environmental heroes. Sponsor a Marine life or safe water science and entrepreneurial fair. Challenge students to solve environmental issues with critical thinking. Work with Sturgeon City to incorporate the brand into their displays or language. Oysters have received a hero's welcome in Jacksonville for cleaning up waterways. With success, this has the potential to draw national interest. Events like this can grow into entrepreneurial challenges beyond students with calls for entries nationwide and therefore adding more heads in beds.

#### **14) Show tourism industry businesses how to play**

There is a direct relationship between the success of your destination brand and the hospitality industry retailers and businesses that call Jacksonville home. We already discussed hosting a meeting or presentation with attractions, restaurants, retail stores, lodging, etc. that introduces the brand and explains the importance and impact of tourism and the brand to Jacksonville's growth. Lunch at a nice restaurant can increase attendance (charge per attendee).

Some suggestions:

- Do not present the brand to hospitality stakeholders until there is visible evidence of it in some capacity (signage, tourism website). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
- Hang banners at the event locale with the brand color palette, logo and strapline. At every table, include tent cards with the brand narrative on one side and the logo on the other.
- Customize the brand PowerPoint presentation for the tourism industry audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, not about unveiling the new logo.
- Keep it short and simple, about 35-45 minutes with questions afterward.
- Show businesses how the brand can help increase tourism generally and their business specifically. Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- If budgets allow, present attendees with a branded gift and a camera-ready logo that they can use in advertising and on websites. The gift can even be a branded thumb drive containing the logo.
- Show them how easy it is to use branded elements like the logo, line, and narrative.
- Following the event, email attendees thanking them for coming and reviewing the goals of the new brand. Attach the PowerPoint presentation for their use.
- A guide for working with your businesses can be found in **Appendix G**.
- Organize customer service training workshops where those who complete them receive local discounts. Charge the Super Hero Welcome Squad to mystery shop businesses and tourism partners and reward employees that give great customer service with branded merchandise, paid days off, or buttons identifying them as a Welcoming Hero or Customer Service Hero.



- Encourage businesses to pay homage to the destination in marketing, signage, product packaging, etc. This can go beyond tourism interests in the business community. North Star client Dublin, Ohio worked with local businesses to create experiences that supported their “Irish is an Attitude” brand. Some of the experiences included: Sipping a high Irish tea; making an Irish Scone; learning to dance an Irish Jig; and shopping for Belleek china. Reward businesses for the best brand extension. Even have a quarterly competition among partners. Establish criteria for partners to display branded Heroes Welcome Here decals. A few for Jacksonville to spark additional thinking:



- **Lodging partners:**

- Include branded tent cards in rooms that feature ways and places to feel welcome in Jacksonville.
- Encourage participation in the push/pull strategy described earlier for hotel partners.
- Include an ad for Jacksonville in the in-room attractions or activity book.
- Cobrand the WiFi login page for hotel guests (See page 127).
- Make wake up calls “welcome to the day” calls.

- **Restaurants/Bars:**

- Challenge your unique restaurants to create welcoming menu items of comfort foods or modern interpretations of meals Mom used to make. Offer logo elements as an icon or mark to be used on menus by participating restaurants to identify these items.
- Restaurants can reward residents who bring in a framed photo of their hero (two or four legged) with a free appetizer to welcome them to a great dining experience.
- Encourage restaurants and bars to post photos of staff picks for Hero of the Week. Heroes may be local or from their hometowns. Or this could be done in the form of buttons teasing questions about heroes.

- **Coffee Shops**

- There are many ways a coffee shop could have fun with the line. For example, they can private label their own coffee where the strongest brew is called Heroic Blend and the caffeine free is Morning’s Quiet Welcome. Or branded java wraps could read “Make today Heroic!”

## **15) Use the brand for resident attraction**

Many times our first exposure to a community is through tourism. And some become so enamored with a community that it becomes a dream or priority to live in that destination. Destinations are often popular places for new residents because people enjoy the quality of life offered by a fun, welcoming place. While Jacksonville wants to elevate tourism, attracting residents with the brand should also be a priority in order to enhance your tax base. Bring together varied interests connected to resident attraction like realtors, MCCS exit managers, artists, coaches, teachers, young professionals, and retirees to brainstorm ways to use the brand for attracting new residents, particularly retirees and exiting Marines. A few things to discuss with the group:

- Establish a networking and mentorship program through the Welcome to the Workplace program for exiting Marines. This will require close cooperation with MCCS staff. Discuss ways that the community can't help MCCS interests with such programming.
- Organize a Jacksonville Retired Military Advisory group to assist in motivating Marines to set roots in Jacksonville and also to connect with fellow retired or retiring military veterans (nationwide) to suggest Jacksonville as a place to retire.
- Encourage retired military voices to blog about the community as a preferred place to live and retire.
- Share destination content (e-blasts and e-newsletters) with these audiences as well. Empower residents to inform potential residents about your offerings.
- Showcase retirees (not always 70+) enjoying active pursuits and quality of life assets around Jacksonville in photography and social media posts and videos.
- Develop a campaign for exiting Marines titled "You Can't Overstay Your Welcome Here. We Want You to Stay." Work with exiting Marines to identify those assets that would motivate them to stay in the area. If you don't offer them, consider investing in them.
- Remind exiting Marines that Jacksonville is a welcoming and supportive community that understands military personnel and the needs of their families. Don't underestimate the value of this distinction in recruiting potential residents from within that group.
- Position Jacksonville (with help from business and economic development community) as a place with heroic potential for professional and entrepreneurial development for ex-military. Partner with area colleges for targeted skills development and workforce training to serve exiting Marines and the available industries in the area. This will allow the area to capture the dedication, skills, and expertise exiting the military at Jacksonville's front door. This skilled workforce is enviable for multiple industries and should be leveraged for economic development (recruitment and retention).

- Share brand language and elements with realtors so that listings and signage can utilize language like toppers for yard signs like: Perfect Home for a Hero.
- Inventory the discounts and advantages offered to former servicemen and women so exiting Marines understand the financial advantages available here in Jacksonville.

## EVALUATION

### HOW IS THE BRAND PERFORMING?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time.

Ideally, two basic questions will be answered: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the community.

To begin the process of brand evaluation, North Star has set up a schedule to discuss Jacksonville's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends that Jacksonville focus efforts on growing its inquiry and visitor database. Jacksonville should also establish an email database of the business community in the City.
- Six months – North Star's Research Director will conduct an assessment call to outline a plan for measuring brand performance moving forward
- One year – Jacksonville will be contacted to determine specific measurement goals including re-measuring awareness and perception of the community amongst intended audiences.

Building your databases and keeping them current ensures future success measurements can be calculated. These leads will be the best data start point for future brand evaluation.

As stated above, North Star will consult with the community at the above times to evaluate your specific needs. Keep in mind that many of the research pieces in your BrandPrint were created to act as benchmarks by which future improvements can be measured. Based on what we now know of the community, likely recommendations for success measurements at Jacksonville's one-year mark may include:

- Resident and Visitor Tapestry Profile Who and What Reports
- Community Brand Barometer
- Online Community-wide Survey
- Consumer Awareness and Perception Study

## JACKSONVILLE TAPESTRY PROFILE STUDY

### **Purpose**

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This included profiling reports for Jacksonville residents. Further Tapestry research can be conducted for inquirers and overnight visitors as well.

### **Methodology & Results**

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods by lifestage and lifestyle in addition to traditional demographics.

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior (100 represents the national average)

Key findings from the Community Tapestry reports allow for greater understanding of your residents and consumer groups. The more you understand about your target audiences, the better you can target your message to them.

### **Timing**

The Community Tapestry Study should be conducted every one-to-three years.

## JACKSONVILLE COMMUNITY BRAND BAROMETER

### **Purpose**

The Community Brand Barometer measures strength of the Jacksonville brand according to:

- Resident satisfaction/advocacy with the brand as a place to live, work and visit
- Brand satisfaction/advocacy relative to the nation.

### **Methodology & Results**

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants answer three questions:

- Would you recommend living in Jacksonville to a friend or colleague?
- Would you recommend visiting Jacksonville to a friend or colleague?
- Would you recommend conducting business in Jacksonville to a friend or colleague?

Resident advocacy is one of the strongest measures of brand success. Successful brand implementation will energize the resident base, making them more likely to recommend their community to others.

### **Timing**

The Community Brand Barometer should be conducted annually. The first Brand Barometer should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

See **Appendix H** for additional information.

## **JACKSONVILLE ONLINE COMMUNITY-WIDE SURVEY**

### ***Purpose***

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Jacksonville.

### ***Methodology & Results***

This qualitative survey is fielded online and is open to all residents of the community. The study measures the following:

- Overall top-of-mind perceptions of Jacksonville
- Strengths and weaknesses of Jacksonville
- Resident suggestions on what is missing from Jacksonville
- Measurements of Jacksonville quality of life indicators.

Positive resident perceptions are a strong indicator of brand success. Successful brand implementation will energize the resident base, making them more likely think of the community in a positive light.

### ***Timing***

The Online Community-wide Survey should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

## **CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)**

### ***Purpose***

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Jacksonville.

### ***Methodology & Results***

This quantitative survey is fielded online outside of Jacksonville's borders in order to obtain an outsider's perspective. The survey measures:

- Overall top-of-mind perceptions of Jacksonville and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Jacksonville identified within community attributes
- Consumer suggestions on what is missing from Jacksonville
- Measurements of Jacksonville delivery of hospitality
- Measurements of Jacksonville quality of life indicators

### ***Timing***

The CAP Study should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).