

Lynnwood, Washington  
BrandPrint™ Final Report  
August 20, 2010



**LYNNWOOD**  
WASHINGTON



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

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing community brands through integrated marketing solutions. In fact, North Star is the *only* branding company to offer 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 Lynnwood's most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of residents, visitors and businesses. 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.

### ▶ BRANDING PARTNERS:

The City of Lynnwood contracted with North Star Destination Strategies to determine and define the area's true, unique and relevant brand position that will help the community stand out in the marketplace. The Executive Summary represents a snapshot of the critical highlights from the Lynnwood BrandPrint process. Detailed findings are compiled in the Final BrandPrint report that follows.

### ▶ UNDERSTANDING (*Research findings*):

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

Important findings are summarized in a SWOT analysis.

#### STRENGTHS:

- **Alderwood Mall:** Lynnwood's current reputation is tied heavily to this popular regional center. Its success has spilled into other parts of the city, with successful retail establishments throughout.
- **Concentration of goods and services:** Lynnwood's superior accessibility combined with the destination retail of Alderwood Mall makes it an attractive location for goods and services of all kinds. As one stakeholder noted, "If it isn't within our city limits, then you probably don't need it."
- **Accessibility:** The city's location at the convergence of Interstates 405 and 5 give it a unique advantage over other suburbs.
- **Openness:** As a community, Lynnwood exhibits positive openness. Residents are accepting of newcomers, and leadership is open to the ideas of its residents, as shown by the city's recent Visioning process.
- **Diversity:** Lynnwood's resident base is diverse racially, economically and in age. Tens of thousands of diverse populations move through the city everyday because of its convergence of thoroughfares. These populations bring with them a broad range of tastes, resources and ideas which give the city its flavor.
- **Affordability:** Residents value Lynnwood's lower cost of living, and rated affordability highly in research. As one stakeholder noted, "We aren't Seattle and we're not on the water, but we're close to all that though and we're more affordable."
- **Parks and recreation:** Residents rate city parks highly, and cite them as a community point of pride. The city is continuing to place importance on parks

and recreation by renovating and expanding the Recreation Center and working to bring more trails to the community.

- **Neighborhoods:** Stakeholder and Perception interviews revealed that much of Lynnwood's community strength is derived from its neighborhoods.

#### WEAKNESSES:

- **Inaccurate reputation:** The city's reputation within the Seattle area ranges from, as one stakeholder put it, "'big hair' to 'what's there?'" The new brand provides an opportunity for the city to reintroduce itself to its neighbors, and its own residents, so that it is known for the great assets it has, like those listed above.
- **Perceived leadership conflict:** Residents have a generally poor opinion of city leadership. With the new City Council now in place and several new rallying points for the community (the brand, City Center project, new Recreation Center, etc.), both political leaders and city staff have an opportunity to put this issue to rest.
- **Traffic:** Lynnwood's superior Interstate access comes with a downside: high traffic volume. The city has been proactive in dealing with this issue by investing in traffic cameras and sensors and coordinated traffic light systems. The city will need to continue to keep traffic management a priority, or it will lose potential visitors who would rather not deal with the travel hassle.
- **Landlocked:** Many communities in the Seattle area boast some kind of acreage along the water. Lynnwood has none. The city must continue to play up its other assets in order to compete with its waterfront neighbors.
- **Community unity:** Because of the constantly shifting populations moving in and out of the city, and a very diverse resident base in many ways, it is sometimes difficult for the city to achieve a true overarching community feel.
- **Lack of a downtown:** Part of the problem of the community lacking cohesiveness stems from its lack of a downtown or central gathering place. This should change when the proposed City Center project completes.
- **Down economy:** The nationwide recession has been a challenge for many communities and Lynnwood is no different. In some ways, the down economy has hurt Lynnwood more than other communities because so much city tax revenue comes from retail sales.

#### OPPORTUNITIES:

- **Annexation:** The potential annexation area offers a lot of available land, which presents an opportunity to bring in new kinds of economic development to the city.
- **City Center:** The proposed project will give Lynnwood the much-needed focal point its residents and businesses crave.
- **Start-ups:** Many of Lynnwood's small businesses are locally-owned. The city could make supporting entrepreneurs a priority by offering incentives, business classes, or creating an incubator program complete with work space for up-and-coming companies.

- **Business partnerships:** Exchanges of all kinds take place in Lynnwood. Fostering idea exchange between local businesses can benefit all involved, and create a more cohesive community feel.
- **Community College:** Edmonds Community College could be better integrated into the Lynnwood business community. The city could be a bridge in fostering workforce reeducation programs, internships, etc.
- **Citizen outreach:** Programs such as Lynnwood U are a great way to involve the resident base in the city. The city should expand this program and find other avenues (i.e. social media, newsletters) to communicate city happenings to all residents, especially newcomers.
- **Tourism:** Lynnwood is already a destination for great shopping. There is great opportunity in expanding (and marketing existing) visitor attractions. A simple repackaging of the real offerings the city does have (parks, unique history, dining) can go a long way to extending stays of those visitors the city already has.
- **Convention Center:** The beautiful and strategically-located Lynnwood Convention Center represents a real opportunity for the city to grow its meetings market. With or without an attached hotel, this asset must be a main priority for the city in order for it to be a success.
- **Parks and recreation:** Lynnwood's parks and recreation opportunities are a strong asset. The city has an opportunity to build this program into an even stronger asset with initiatives like the expanded Recreation Center, completing the missing link for the Interurban Trail and the addition of more trails and green space throughout the city.
- **Signage and marketing:** Entryway and wayfinding signage will allow the city to begin the campaign of reintroducing itself to the world. The marketing of a new identity to target markets has a real opportunity to quickly impact economic growth.

#### THREATS:

- **Competition:** Lynnwood competes with the entire Seattle area and many of those communities have waterfront and/or are much larger. The city must put its strongest assets first and assert its character to gain a higher profile among potential targets.
- **Managing change and growth:** Lynnwood has gone through many changes in the past decades with unprecedented growth. The city will continue to transform as it faces new challenges. Retaining a proactive attitude in business development while maintaining and developing more of a sense of community will be key in the coming years.
- **Cluttered, disjointed aesthetic:** While managing growth, Lynnwood must also strive for an uncluttered aesthetic along with developing defined boundaries (City entryway signage, green space, City Center). Without a clear vision for its

“look,” the city allows others to define that look for it, which could have negative consequences.

- **Inability to project a unified message:** An uncontrolled message to both residents and outsiders results in potentially inaccurate perceptions that can affect the city’s growth and perpetuate negative feelings amongst residents.
- **Inability to communicate to residents:** Lack of information can make citizens community/brand adversaries rather than advocates.

#### ◀ SUMMARY OF INSIGHTS (Conclusions based on research)

Lynnwood, Washington is a convenient and affordable suburb on the north side of Seattle. Situated at the convergence of Interstates I-405 and I-5, its accessibility is superior to that of other north side communities. The city’s strategic location has made it a natural choice for businesses which depend on a high volume of traffic. Retail has flourished here with the Alderwood Mall, Highway 99 Corridor and other retail enclaves.

Not only is Lynnwood at a desirable location, but it is also well-rounded. It is said to be one of the most affordable suburbs for housing and general cost-of-living expenses. Many area parks such as Heritage Park and Lynndale Park allow residents to enjoy green space. Edmonds Community College brings new faces to Lynnwood while also providing higher education opportunities for residents. Lynnwood residents are open and welcoming to the tens of thousands of people that move through the city daily. City leadership is open to new ideas and engaging its citizenry through initiatives like the Community Visioning process and Lynnwood U. A diverse patchwork of neighborhoods forms a backbone and provides support for young and growing families.

Affordable, open, diverse, active. These are all words that describe Lynnwood. Unfortunately, the image of Lynnwood among most outsiders and even some residents is that the city is just a shopping destination with little else, or there is no reputation at all.

Lynnwood is so much more than a string of retailers. But its convenience, accessibility to almost anything, social gathering places, exchanges of ideas, and yes, commerce and retail, add up to make Lynnwood a true *marketplace*. A marketplace of thought: from the campus of Edmonds Community College to the city’s own Community Visioning process. A marketplace of social interaction: from parks and trails to the forthcoming expanded Recreation Center to Lynnwood’s strong neighborhoods. A marketplace of commerce: an “open-for-business” attitude and the retail and service industry exchanges that take place every day.

These exchanges and the volume of people they attract to Lynnwood infuse the city with activity, ideas, and interaction. The result is a colorful, bustling hub of activity, where anything and everything is possible and available. It is a city that offers more options, allowing businesses, visitors and residents to choose their own preferred future, and arrange it any way they wish. Because “more” is always just an easy reach away.

◀ STRATEGIC BRAND PLATFORM:

North Star funnels these 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. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	<b>For those who prize accessibility</b>
Frame-of-Reference:	<b>Lynnwood, WA stands at the convergence of the major thoroughfares of the greater Seattle area</b>
Point-of-Difference:	<b>where a marketplace of ideas, commerce and social activity is open to everyone and</b>
Benefit:	<b>supplies a diversity of resources and interactions within easy reach.</b>

◀ IMAGINATION (CREATIVE IDEAS FOR BUILDING THE BRAND):

The brand platform serves as a guide for the positioning of the Lynnwood 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.

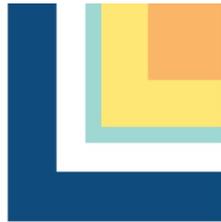
The creative concept developed by North Star is based on the approved brand platform, positioning Lynnwood as a place where a marketplace of ideas, commerce and social activity is open to everyone, supplying resources and interactions within easy reach.

The concept draws inspiration from the comparison of the city to a marketplace. It imagines that as you shop and browse through communities, you see that in Lynnwood, your bag would be full. Lynnwood is a place where the experience is rich, interactions abundant and the people welcoming. A community that has all the things you're shopping for in one bag. A community that is a great deal **more**.

Executions of the brand use a bag as a device to illustrate this thought. They are further layered with bold colors and a streamlined typeface. The result is straightforward, colorful and welcoming. Just like Lynnwood.

## LOGO & STRAPLINE

“A Great Deal More.”

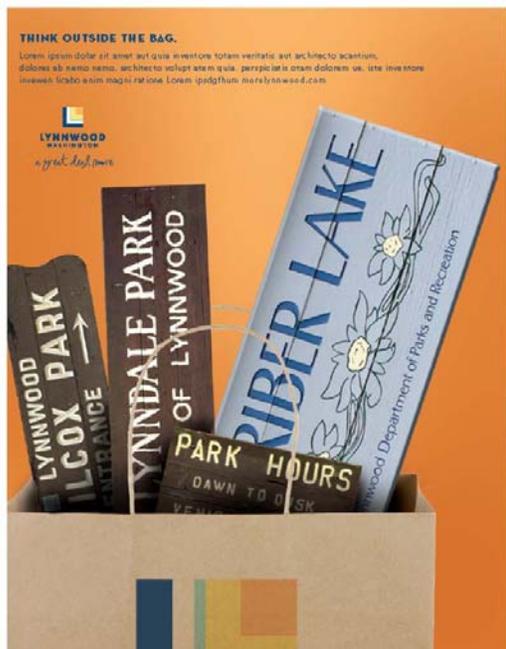


# LYNNWOOD

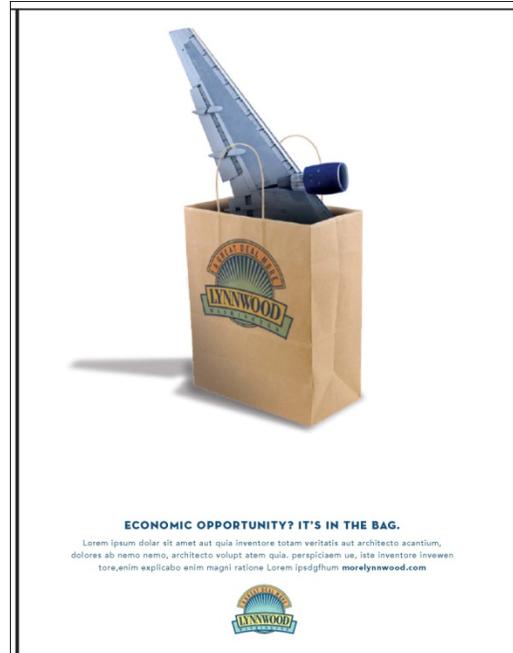
WASHINGTON

## SAMPLE CREATIVE DELIVERABLES

CREATIVE CONCEPT #1



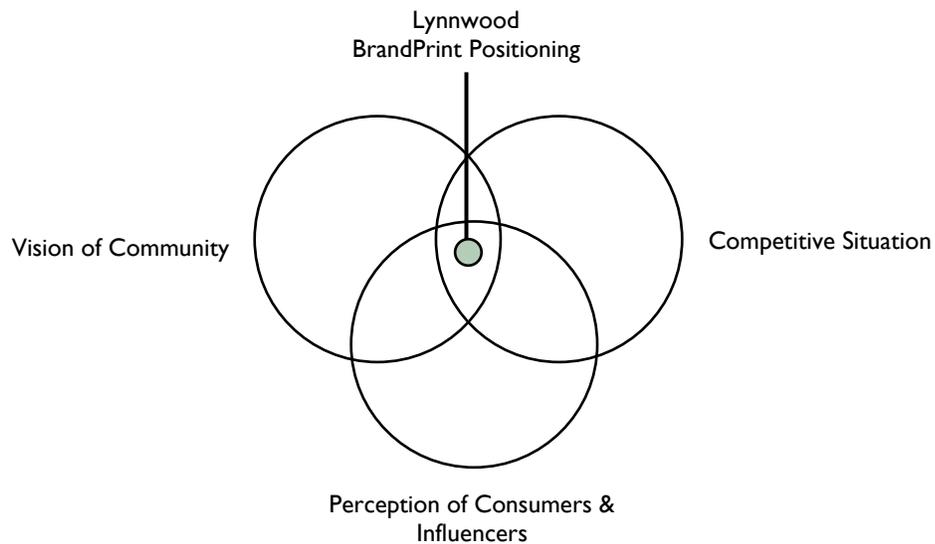
CREATIVE CONCEPT #2



### WHERE THE BRAND HAS BEEN AND WHY

This stage addresses the community’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 Lynnwood 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 Lynnwood 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 October 19-23, 2009. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area FAM tour, stakeholder focus groups, stakeholder one-on-one interviews and local community one-on-one perception interviews.



### **MATERIALS REVIEWED:**

*Reviewed as part of the Research & Materials Audit, prior to the In-Market Study*

### **Tourism**

- Tourism Promo Pack
  - Snohomish County Activities and Events brochure: Spring and Summer 2009
    - Event listing by month, category
  - Farm Trail Guide and Map brochure
  - Snohomish County 2009 Visitor Guide brochure
  - Hiking in Snohomish County brochure
    - Driving directions and maps to 25 hiking trails and accommodation information
  - Art, Culture, Heritage in Snohomish County brochure
  - City of Lynnwood 50th Birthday Celebration
    - Including events like Shakespeare in the Park, Star Spangled Celebration, Wonderstage, and Lynnwood Lights
  - Alderwood Mall brochure
  - Lynnwood Gold Course brochure

- Heritage park brochure and Historic Walking Tour
    - A glimpse of historical Lynnwood
- Tourism Advertisements
- Tourism Online Marketing Plan
- Lynnwood old press kit
  - Containing letter from Mayor Tina Roberts, Lynnwood Fact Sheet, reports on quality, convenience, entertainment, and family fun in Lynnwood
- City of Lynnwood Conversion Study
- Canadian Visitor Research Presentation 2007
- Parks and Recreation Collateral
  - Guides to Lynnwood Parks and Recreation, and multiple park attractions and events
- Alderwood Define U brochure
- Official Washington State Travel Planner 2009
- Lynnwood 50<sup>th</sup> Birthday poster
- Start Here. Lynnwood, WA Visitor Information Guide
- South Snohomish County area map

### ***Economic Development***

- Old Economic Development Collateral
  - Lynnwood Department of Community Development information
  - Opus Northpoint Corporate Campus proposal
- Economic Development Newspaper Articles
- Economic Development Promo Pack
- Economic Development Advertisements
  - “A Balanced Plan for Economic Growth and Enhanced Quality of Life in Lynnwood”, Stakeholder’s feedback, Economic Development profile
- Lynnwood Logos
- Chandler, Brooks, and Donahoe Market Study
  - Marketing plan for 2000-2001
- Lynnwood Moving Forward: Our Community Vision Booklet
- Community-wide Vision publication
- Lynnwood: The Land, The People, The City book
- City of Lynnwood history:
  - Alderwood Manor book
  - The Alderwood Manor plan
  - Lynnwood 10<sup>th</sup> anniversary packet
- South Snohomish County Chamber of Commerce
  - 2009 Business Directory
  - Map
  - Branding profile information 2009 CD

- Lynnwood Convention Center
  - Get out and go Guide brochure
  - Booklet
  - LCC CD
- City of Lynnwood Pedestrian Skeleton System
- Snohomish County Blueprint 2015 report
- City of Lynnwood Community Guide: resident and newcomer information
- Edmonds Community College:
  - Brochure
  - 2008-2010 booklet
  - Career brochures: business, helping people, technology
- City Center Resident Target area map
- David Kleitsch interview with Tony Vantrella, DVD, March 6, 2008

**Other Materials**

- Boeing Tour brochure
- Posters



**Newspapers**

- Korean Newspapers
- International Examiner
- Washington Chinese Post
- Journal
- The Enterprise



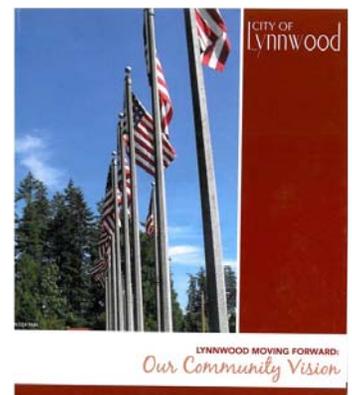
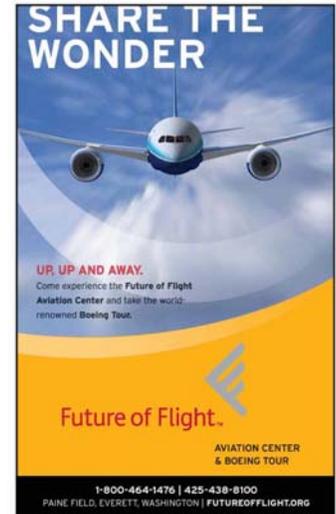
**MOST-MENTIONED ASSETS:**

- Location/convenience: Geographically well-positioned at intersection of major freeways (referred to as a “hub”)
  - Short commute to Seattle
  - Highway 99 Corridor project
- Affordable housing costs, affordable place to live
- Alderwood Mall and surrounding retail
- Great city services, Recreation Center expansion and renovation
- Visioning process has created momentum and encouraged citizen involvement
- Edmonds Community College
- Nice array of smaller parks
- Lynnwood Convention Center
- Low cost of doing business (low taxes)



### *MOST-MENTIONED CHALLENGES:*

- Tourism product is not diversified, heavily retail-focused
  - Besides the mall no one is aware of other things to do in Lynnwood
- Negative reputation within the Greater Seattle area: Some call it trashy/ full of strip malls
- Traffic was cited as a major challenge
- Perception that the City Council has difficulty making decisions; City has a reputation for taking a long time to get things done
- No community gathering area or downtown focal point
- Not well defined geographically
  - City has no “heart” and no “skin” (no city center and no defined boundaries)
- Highway 99 looks cluttered and “mish-mash;” No clear entryway signage
- International populations with many ethnicities represented. Some groups stick to themselves for church, recreation, healthcare and retail (Koreans, in particular). Other groups have language difficulties. Hard to have a singular community “feel”
- Transient population: influx of workers out and shoppers/retail employees in each day
- Lack of waterfront in a region when so many neighbors have waterfront
- No large performing arts theater: Community College accommodates just 300
- Housing stock is mid to low end, lots of rentals. Not enough high-end housing or high-mid level housing
- Snohomish County Economic Development concentrates on Boeing and affiliated industries
- Laissez-faire attitude to economic development is both good and bad. When the market is down (as in now), it means important projects like City Center don’t happen.
- City planning and zoning department, inspectors and fire are notoriously difficult to work with. Rumored that developers/contractors don’t want to work in Lynnwood. Living with past zoning mistakes
- County Chamber is an organization in flux. Businesses regard it as having an uncertain future
- What does Lynnwood aspire to be? “It doesn’t aspire. That’s the problem!”



## *MOST-MENTIONED OPPORTUNITIES:*

### **General**

- City signage and entryway signage
- Need physical realization of the changes that can happen (even if it's flower baskets, etc. so that the residents can see that positive things are happening. They need something to be proud of)
- Actively recruit young families and make it easy for them to get involved; More outreach programs to local residents from City Council
- Community Visioning: City is using the results of the study as a springboard for change and pulling in people from that process to serve on commissions
- Expand upon Lynnwood University
- Community College is an underutilized asset and the city should take more ownership in the College and in its future.



### **Business**

- City Center: If investment interest can be found
- Focus on small businesses and start-ups. Gets an incubator initiative going in conjunction with the colleges
- Focus on science and technology business recruitment
- Using recent new businesses (Cobalt, etc.) as advocates and the face of how relocating to Lynnwood can be a good business move
- Potential annexation area offers an opportunity to bring in new types of economic development.

### **Tourism**

- Develop/recruit more tourism amenities/attractions, particularly for Canadian shoppers
- Guide or directory to ethnic restaurants, possibly with ratings
- Customer service training for city employees as well as retail employees
- Completing missing link for the Interurban Trail
- Hotel with a recreational feature which would provide an attraction (possibly an indoor water park or a gallery/museum)
- Hotel connected to the Convention Center
  - Also need more restaurants and shops in walking distance of the Convention Center
- Some type of city wide festival with events at venues throughout town.
  - Consider basing festivals around Lynnwood's history



# STAKEHOLDER PERCEPTION SURVEY

## Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of Lynnwood. What do stakeholders like and dislike about their community? How would they make it better? What kind of things do they associate with Lynnwood? 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 Lynnwood’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.

Approximately 64 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below. Please see **Appendix A** for a copy of the Stakeholder Vision Survey.

The image shows a screenshot of a survey titled "Lynnwood, WA Stakeholder Perception Survey". The section is "2. General Perceptions". It contains seven questions, each with a text input field and a small icon to its right. Question 3 includes a list of categories: Residents, Visitors, and Businesses, each with a corresponding input field.

**Lynnwood, WA Stakeholder Perception Survey**

**2. General Perceptions**

1. When you first think of Lynnwood, which three words come to mind?

2. Describe Lynnwood to someone who has never heard of it before.

3. What in/about Lynnwood attracts most...  
Residents   
Visitors   
Businesses

4. What is Lynnwood's single greatest asset?

5. If you could add something to Lynnwood, what would you add?

6. If you could take away something from Lynnwood, what would you take away?

7. What are the biggest challenges currently facing Lynnwood?

*Lynnwood Vision Survey*

**DEFINING LYNNWOOD:**

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

- Retail/shopping/mall
- Traffic
- Home

**How would outsiders (residents of other communities in Washington state) describe Lynnwood?**

- Shopping destination
- Trashy/ghetto/slum
- Suburb of Seattle, Edmonds, etc.

**What is Lynnwood's single greatest asset?**

- Alderwood Mall (majority)
- Location

**What are the biggest challenges currently facing Lynnwood?**

- Traffic
- Economy
- Image/identity
- No downtown

**What are the biggest opportunities for growth in Lynnwood?**

- Annexation/Expansion
- Attracting more businesses
- Downtown/City Center.

**ATTRACTING PEOPLE TO LYNNWOOD:**

**What in/about Lynnwood attracts most...**

- **Residents**
  - Convenient location/easy access
  - Affordability
  - Shopping
- **Visitors**
  - Shopping/Mall
  - Location/Access
  - Conducting Business
- **Business**
  - Location/Proximity
  - Large Consumer Population
  - Lower Costs.



**In your opinion, what would be the best way for Lynnwood to attract more visitors?**

- Add arts, entertainment or festivals
- Create a downtown/focal point for the city
- Reduce traffic issues
- Increase marketing/advertising

***In your opinion, what would be the best way for Lynnwood to attract more business development?***

- Tax incentives
- Improving traffic
- Downtown/City Center

***If you could add something to Lynnwood, what would you add?***

- Downtown
- More Parks
- Traffic control

***If you could take away something from Lynnwood, what would you take away?***

- Traffic
- Old, trashy, junky properties
- Highway 99/196<sup>th</sup> St.

**DEFINING SURROUNDING AREAS:**

***What communities does Lynnwood compete with for the following:***

- **Residents**
  - Edmonds
  - Everett
  - Mountlake Terrace
  - Mill Creek
- **Visitors**
  - Seattle
  - Edmonds
  - Everett
- **Business**
  - Everett
  - Seattle
  - Bellevue.



***What words would you use to describe the following communities:***

- **Bellevue**
  - Upscale
  - Snobby
  - Expensive
- **Bothell**
  - Quaint
  - Country
  - Sleepy
  - Small
  - Business technology
- **Everett**
  - Improving
  - Old/aging
  - Dirty/gross



- **Renton**
  - Industrial
  - Boeing
  - Ghetto
- **Edmonds**
  - Waterfront
  - Quaint/charming
  - Beautiful/scenic
- **Tacoma**
  - Smelly
  - Crime
  - Dirty
- **Seattle**
  - Metropolitan
  - Central
  - Fun
- **Spokane**
  - Isolated
  - Conservative
  - Don't know
- **Portland**
  - Progressive
  - Hippy
  - Green.



***How is Lynnwood different from all of those communities?***

- Shopping
- Location
- No downtown

***What unites Lynnwood?***

- Nothing
  - “There is no sense of community in Lynnwood”
- People
  - “Solid citizens, many of whom strive to better their community by actively volunteering their time/effort”
- The Mall
  - “I suppose the Mall is a unifying attribute?”



***DEFINING LYNNWOOD:***

***If you could only take one picture of something in Lynnwood that best represents the community, what would it be?***

- Alderwood Mall
- Parks
- Convention Center

**Describe Lynnwood in ten years?**

- New downtown area
- Bigger/growing
- The same

**What are you most proud of in Lynnwood?**

- Parks
- People
- Police and Fire Department.



**PERSONIFICATION OF LYNNWOOD:**

**If Lynnwood was a famous person, who would it be? Why?**

- **Britney Spears:** “Great assets but poor management”, “Trashy, yet commercial”
- **Robin Williams:** “Well-known but a little run-down and prone to taking silly roles in movies when he is a good actor who could do much better”
- **Rodney Dangerfield:** “It gets no respect. But, it doesn't really do much to earn respect, either, like Rodney Dangerfield. The city leaders do what they want to do to make things better for their little piece of Lynnwood, there is nothing uniting the residents of Lynnwood. Although the city appears to have a plan for a City Center and other areas the plans do not seem to come to fruition. Lynnwood stays the same.”



**What consumer product brand does Lynnwood most resemble? Why?**

- **Target:** “It’s been around a long time and is reliable, but not remarkable. It’s convenient. You can count on it to be consistent, but it has started coming out with some new product lines in the last few years”
- **Adidas:** “They are trying to be like Nike, but have a long way to go”
- **Olive Garden:** “Kind of bland and run-of-the-mill. Quantity over quality with no particular personality of its own.”



## 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 Lynnwood.

### Methodology & Results

North Star developed an online survey based on the results of the qualitative Stakeholder Vision Survey. 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. We collected 206 survey responses.

The graphs on the following pages highlight responses for each question on the corresponding survey, allowing side-by-side comparison of results. Please refer to the Final BrandPrint CD and **Appendix B** for larger graphs and detailed lists of all "Other" responses.

### Lynnwood Community Survey

In describing Lynnwood, please mark the answer you believe to be most accurate.

1. On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely", would you recommend...

	1 (not at all likely)	2	3	4	5	6	7	8	9	10 (extremely likely)
Living in Lynnwood to a friend or colleague	<input type="radio"/>									
Visiting Lynnwood to a friend or colleague	<input type="radio"/>									
Conducting business in Lynnwood to a friend or colleague	<input type="radio"/>									

2. What is the single most defining asset of Lynnwood?

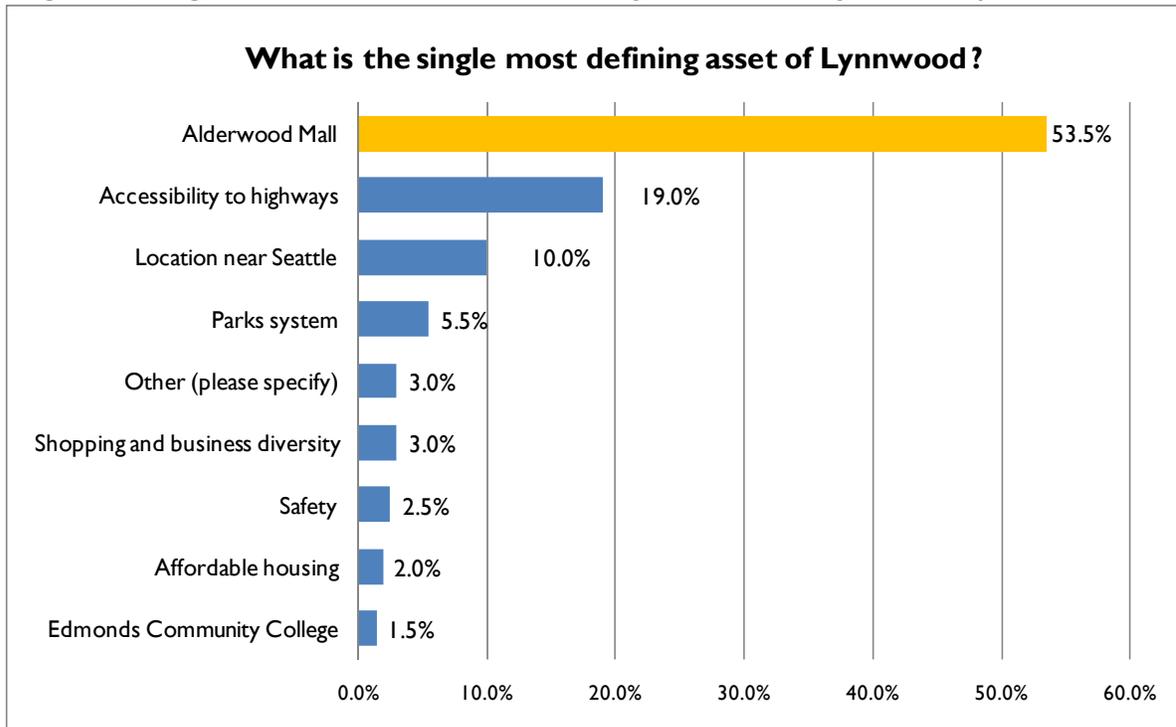
- Parks system
- Location near Seattle
- Edmonds Community College
- Accessibility to highways
- Alderwood Mall
- Other (please specify) \_\_\_\_\_

3. Most visitors to Lynnwood are attracted by...

- Ease of highway access
- Shopping/the Alderwood Mall
- Proximity to Seattle
- Other (please specify) \_\_\_\_\_

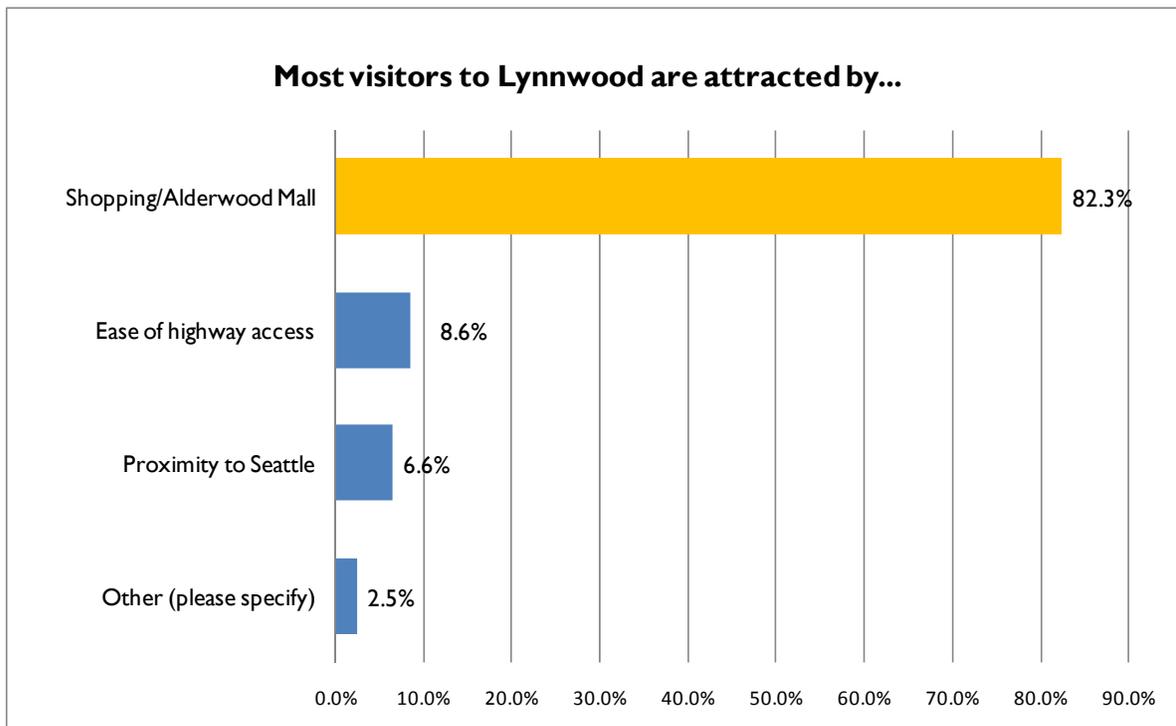
Online Community-wide Survey

**Single defining asset:** Alderwood Mall is the single most defining asset of Lynnwood



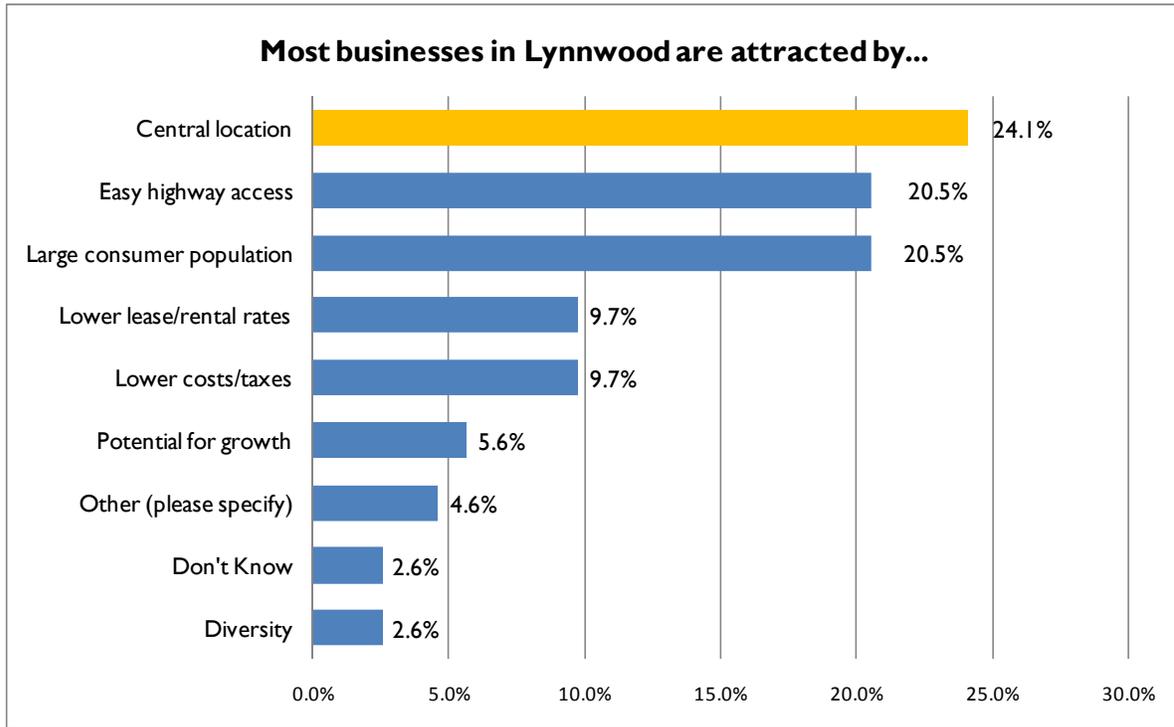
*Other:* Cultural Diversity

**Visitors attracted by:** Most visitors are attracted by the shopping and the Alderwood Mall



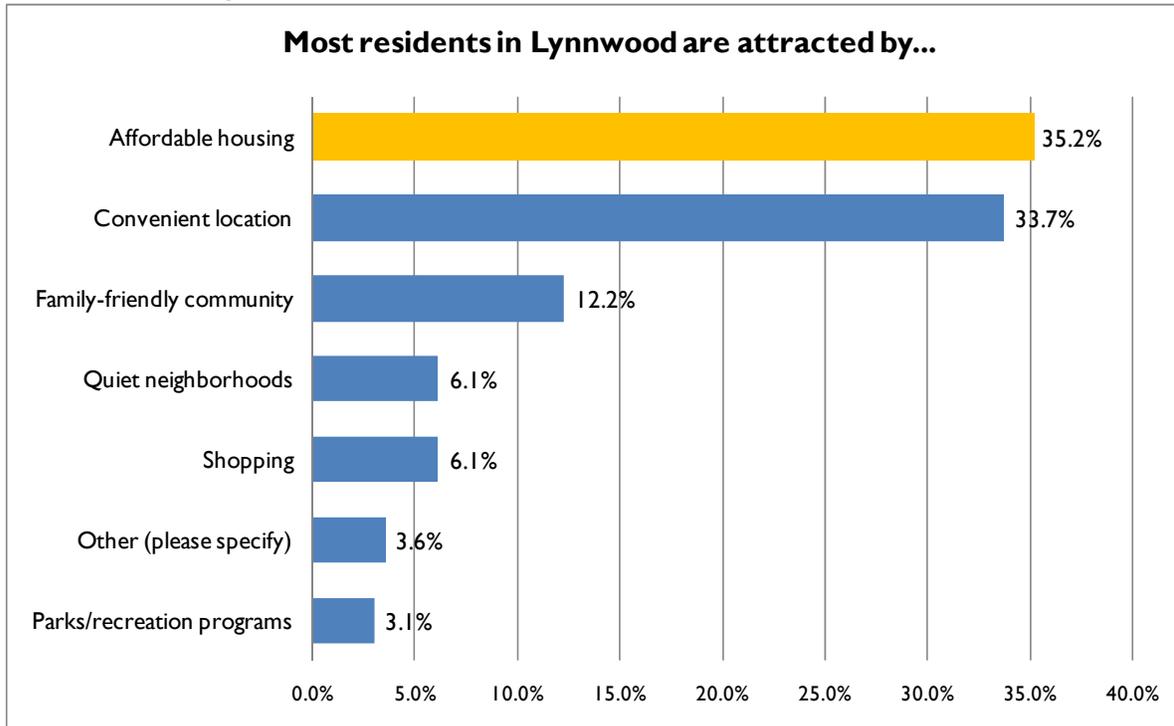
*Other:* All of the above

**Businesses attracted by:** Most businesses in Lynnwood are attracted by its central location



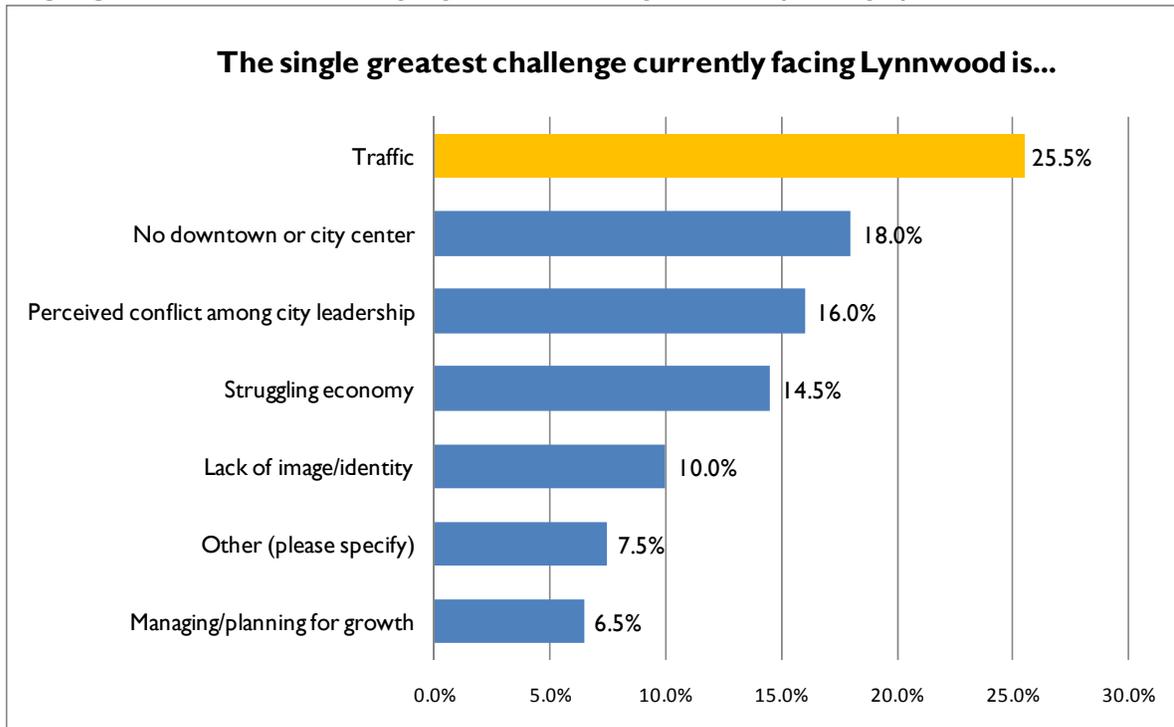
*Other:* Safety and friendly people

**Residents attracted by:** Most residents in Lynnwood are attracted by the affordable housing



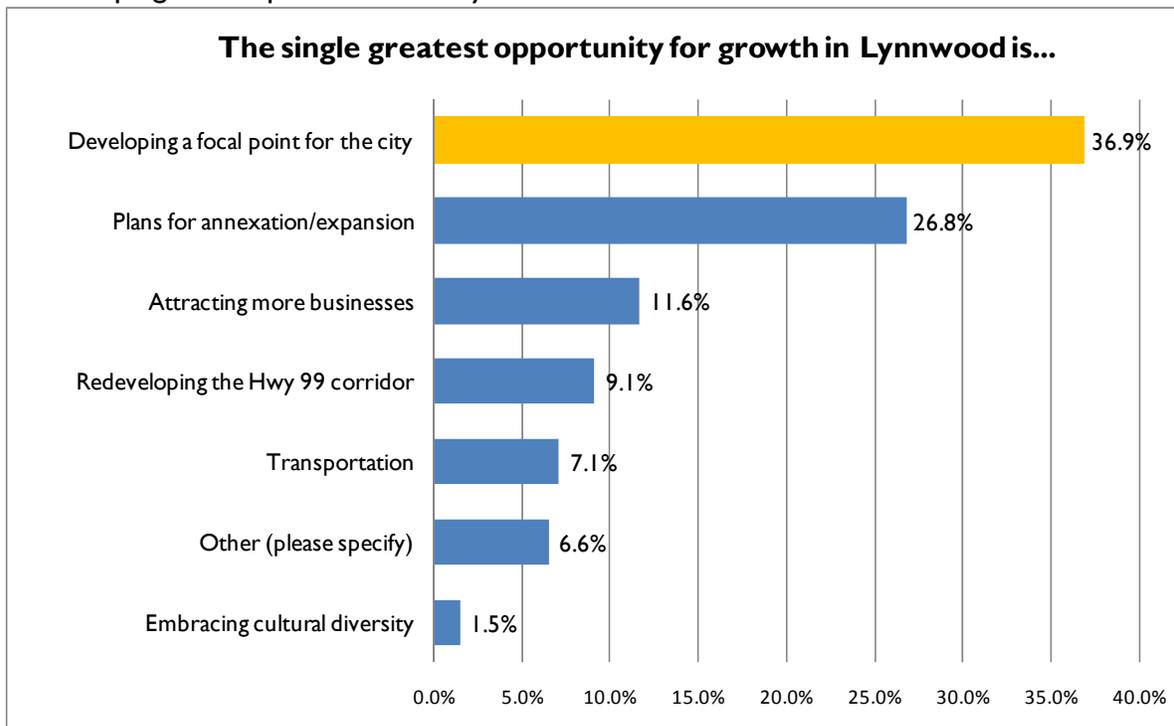
*Other:* Safety

**Single greatest asset:** The single greatest challenge currently facing Lynnwood is traffic



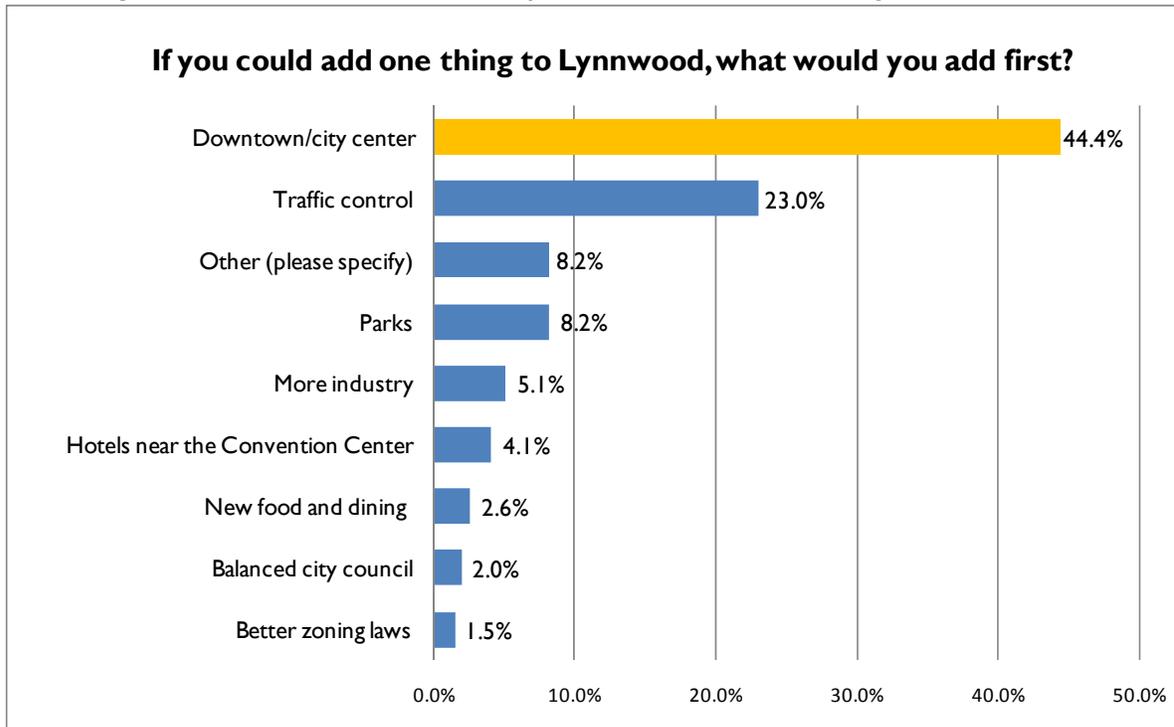
*Other:* Retail domination and irresponsible spending

**Single greatest opportunity:** The single greatest opportunity for growth in Lynnwood is developing a focal point for the city



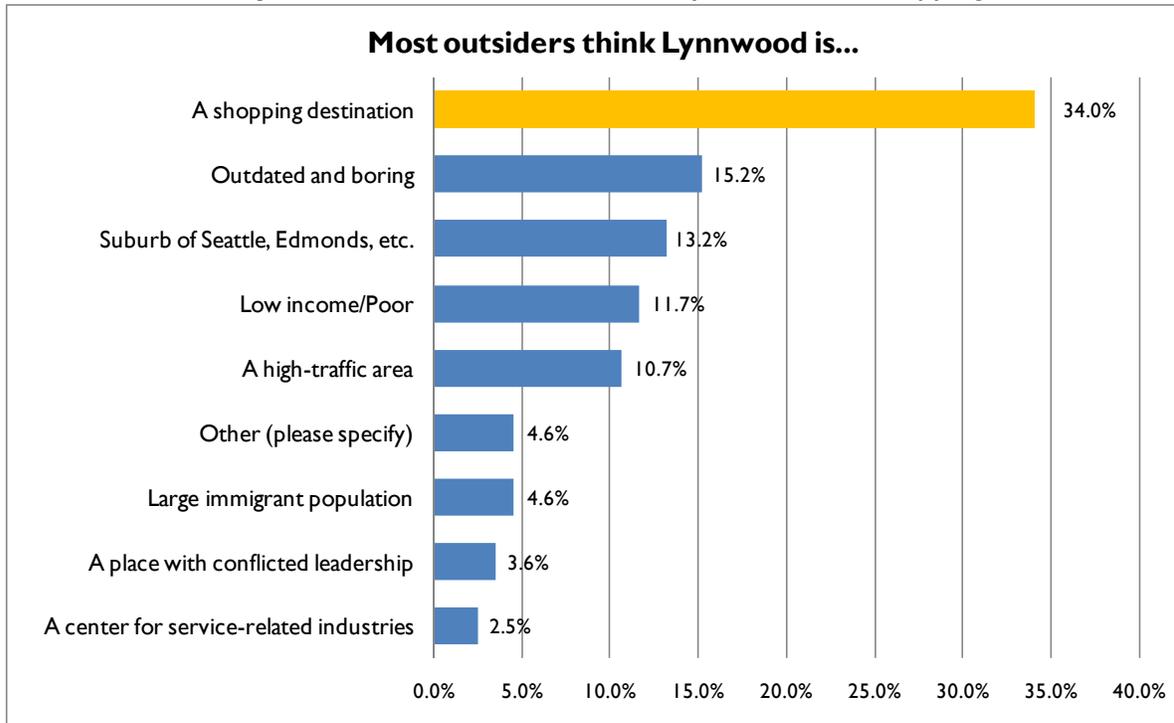
*Other:* Growth around the mall and campuses

**Add to Lynnwood:** A downtown and city center would be the thing to add first



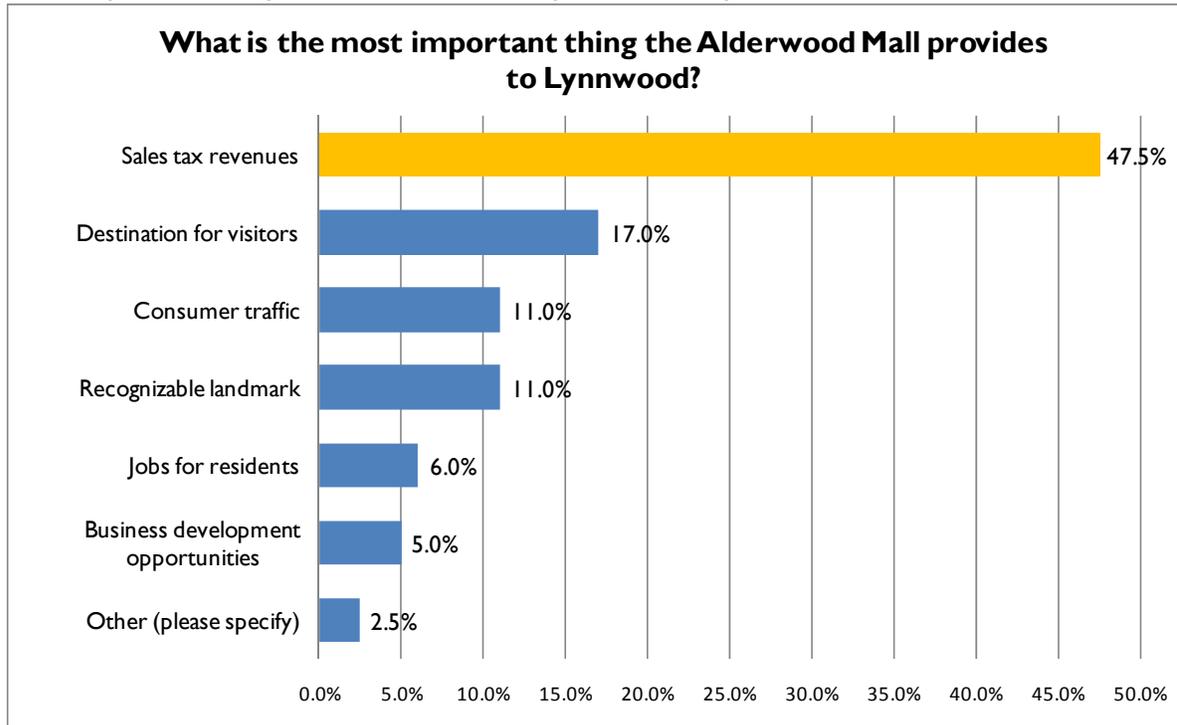
*Other:* A community center

**Outsider view of Lynnwood:** Most outsiders think Lynnwood is a shopping destination



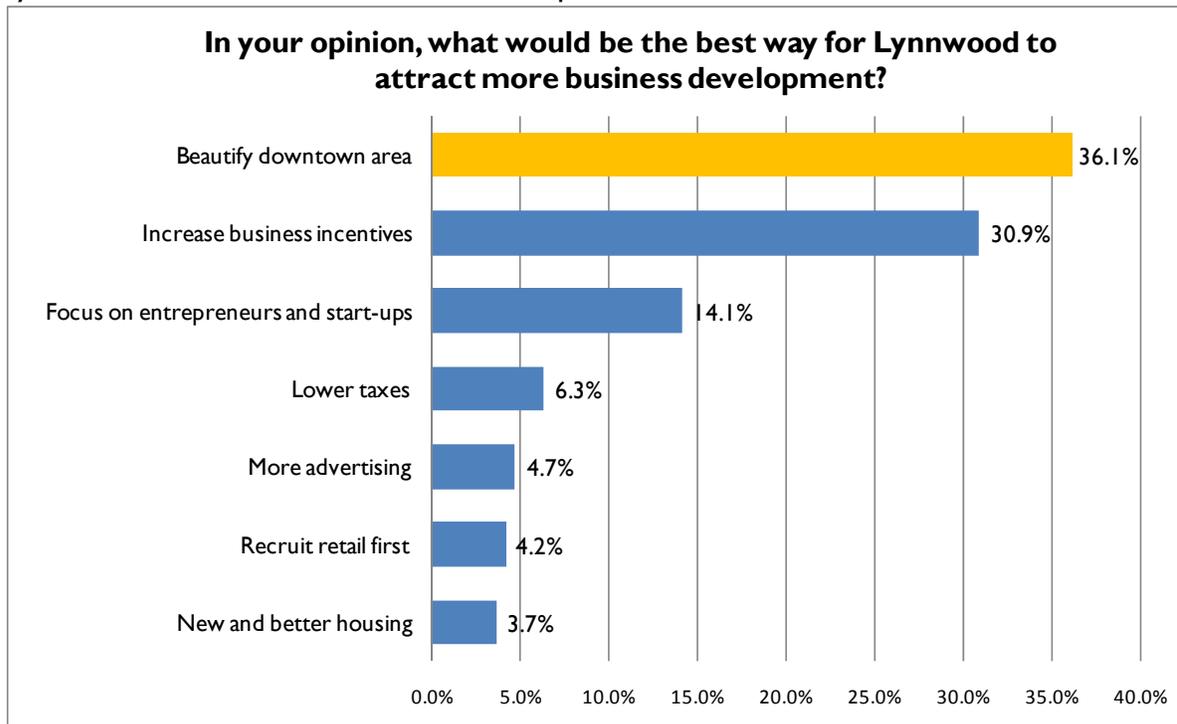
*Other:* A speed or traffic trap

**Most important thing Alderwood Mall brings to the city:** Sales tax revenue is the most important thing the Alderwood Mall provides to Lynnwood

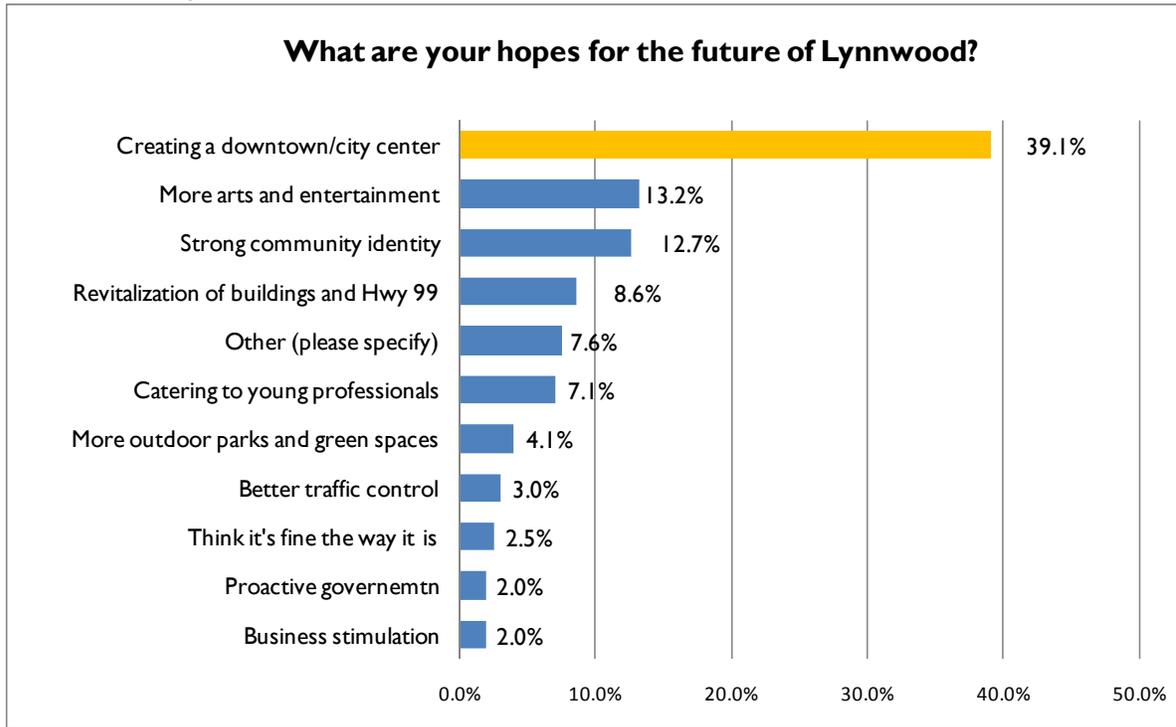


*Other:* Fun and entertainment

**Attract more business:** Beautifying the downtown area would be the best way for Lynnwood to attract more business development

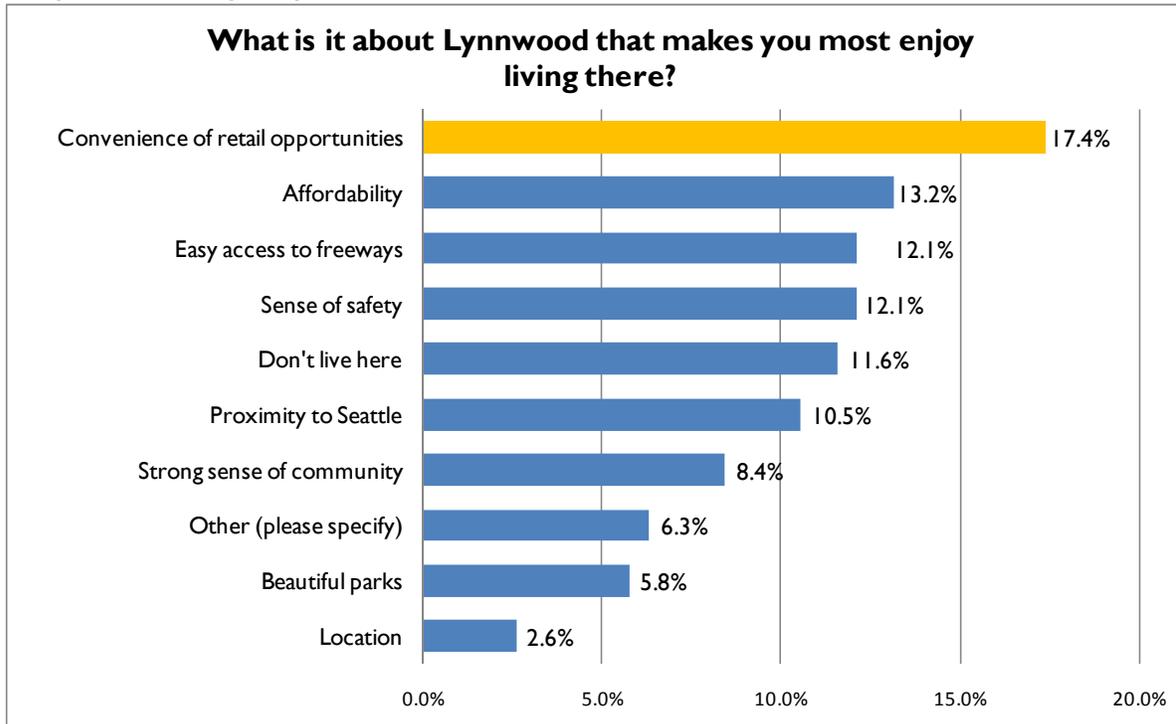


**Future of Lynnwood:** Creating a downtown or city center is the communities hope for the future of Lynnwood



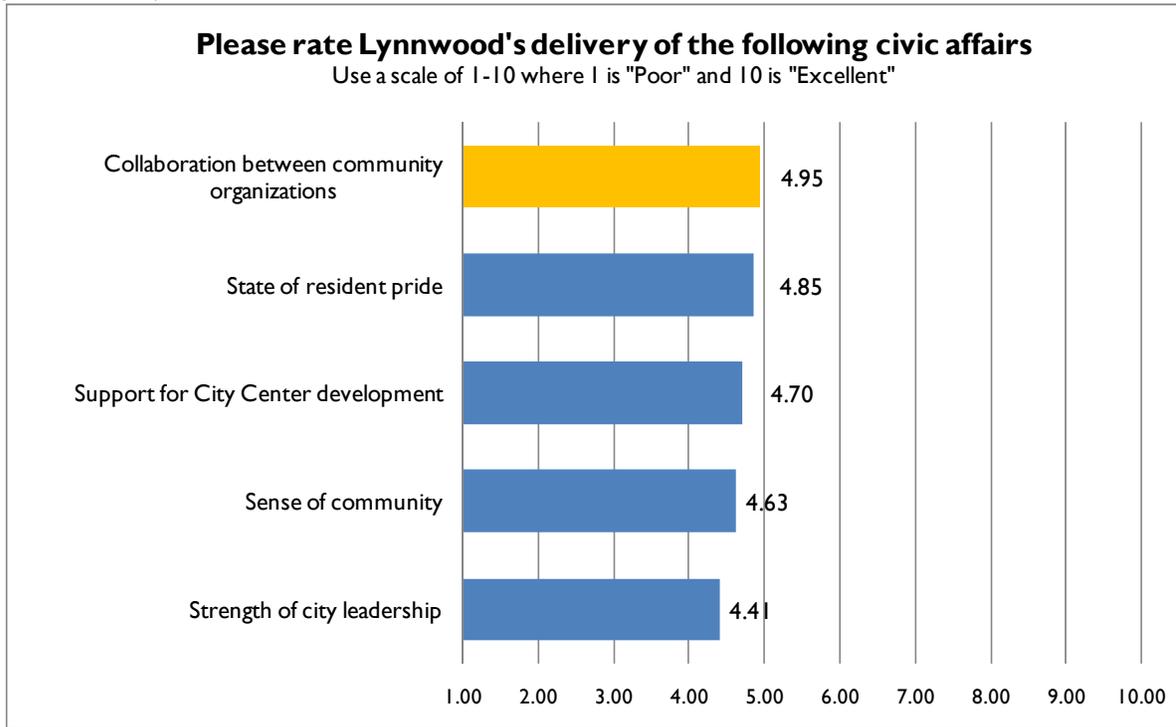
Other: All of the above and affordable housing

**Most enjoyable trait:** The convenience of retail opportunities is what the community enjoys about living in Lynnwood

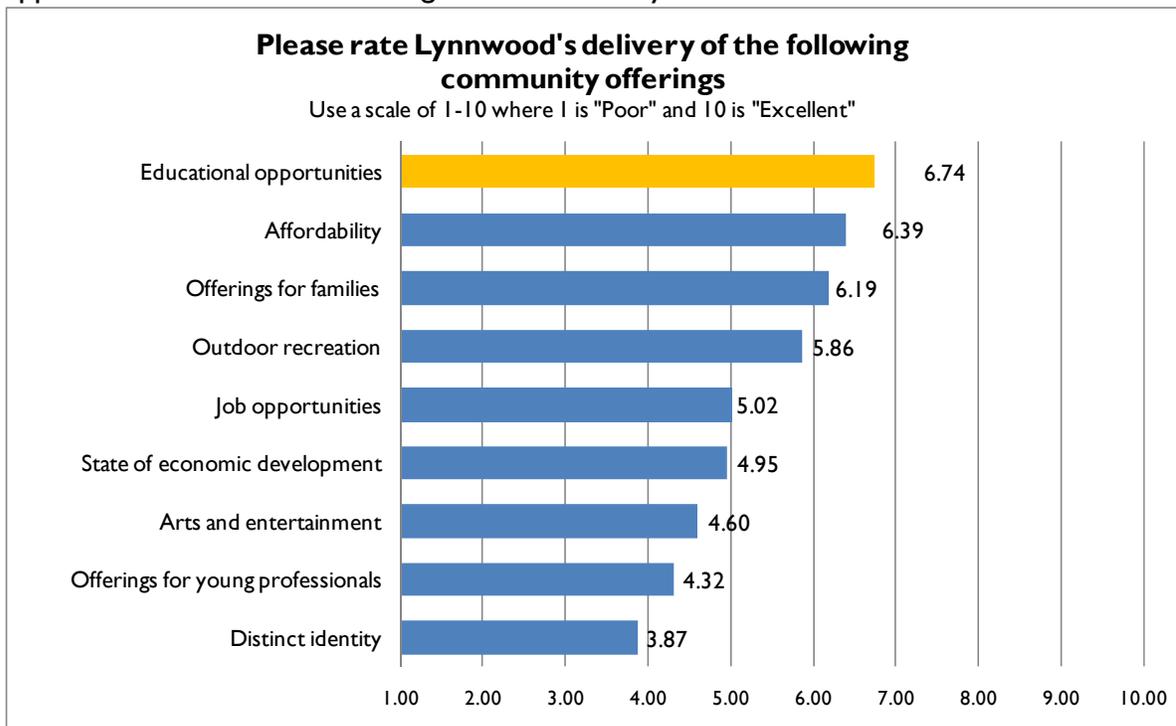


Other: All of the above

**Civic affairs:** Delivery in all of the civic affairs listed below scored under five (out of a possible ten)



**Community offerings:** According to residents, Lynnwood delivers best in educational opportunities and worst in having a distinct identity



OPEN-ENDED QUESTIONS:

***If Lynnwood had a central downtown area, what would you envision it looking like?***

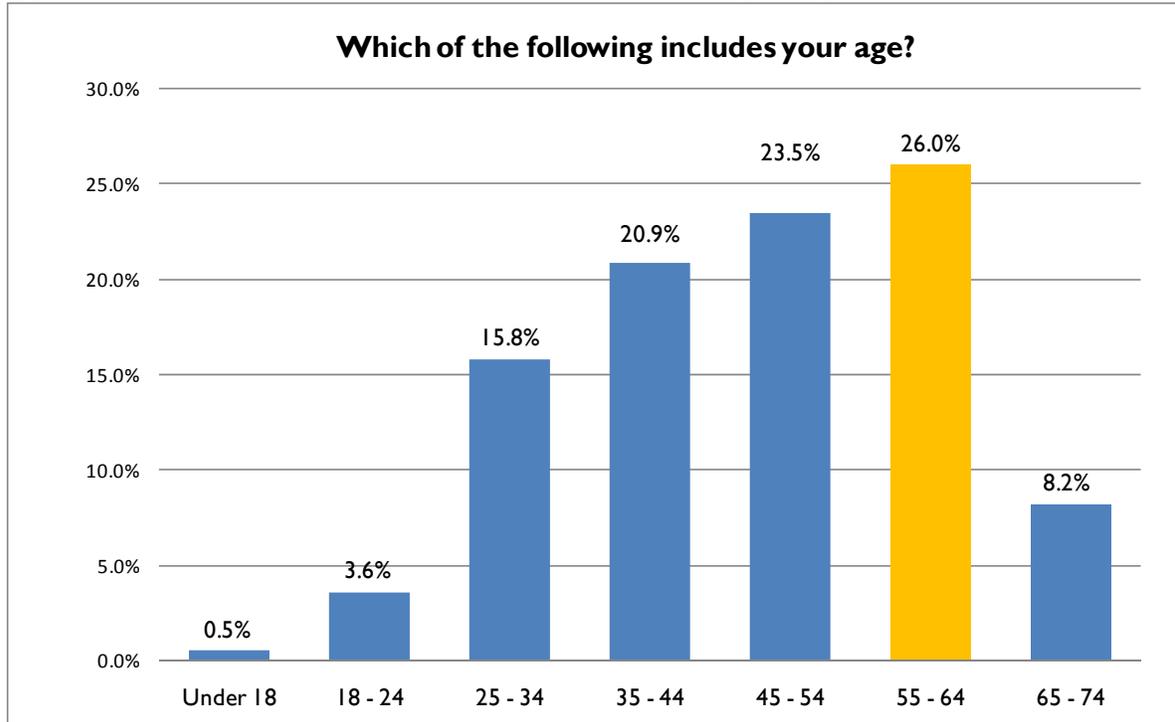
- Mill Creek
  - “A place where people can easily access the shops and businesses. Also a night life with live music and entertainment. Similar to that in Mill Creek city center”
- Bellevue
  - “Bellevue model, residences atop businesses”
- Multi-purpose buildings
  - “Modest high-rise buildings (mixed residential/business/retail)”
  - “Multi use urban village”
- Pedestrian and consumer friendly
  - “Pedestrian friendly - wide sidewalks, outdoor cafes, flower baskets, mixed use, central park for public markets and performances”
  - “High rise apartment buildings with excellent views of the Sound and Seattle. A business area, with nightclubs/restaurants, surrounding a large central park with fountain feature”

***What, in Lynnwood, are you most proud of?***

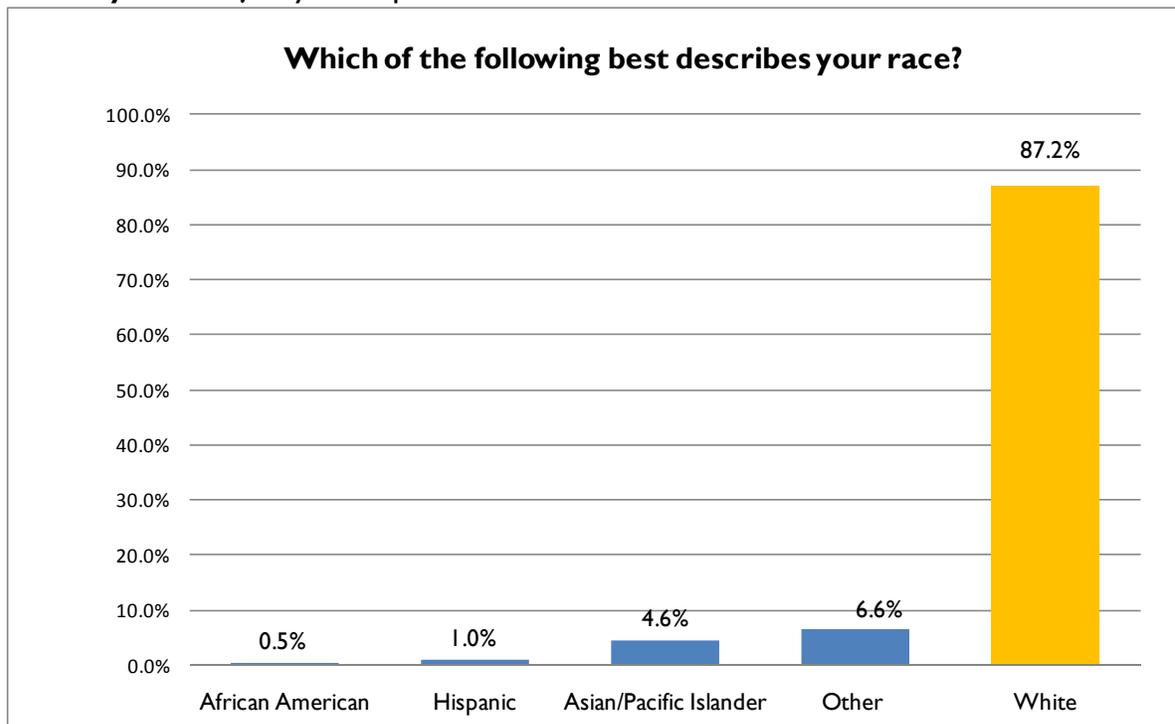
- The police and fire department
  - “The extremely high level of service offered by the police department”
  - “I’m proud of the city’s Police and Fire Departments and the way they and the city’s Public Works department and City Hall takes care of Lynnwood’s citizen”
- Parks and recreational facilities
  - “Everyone who attends our parks and recreation programs for the first time comments how they had no idea this was in Lynnwood or that Lynnwood was doing this sort of thing I am most proud that we offer such high caliber programs and park systems to our community and visitors. We continue to surprise people and attract new people”
- Shopping
  - “Convenient comprehensive shopping”
- The people
  - “The sense of community.”

**DEMOGRAPHICS:**

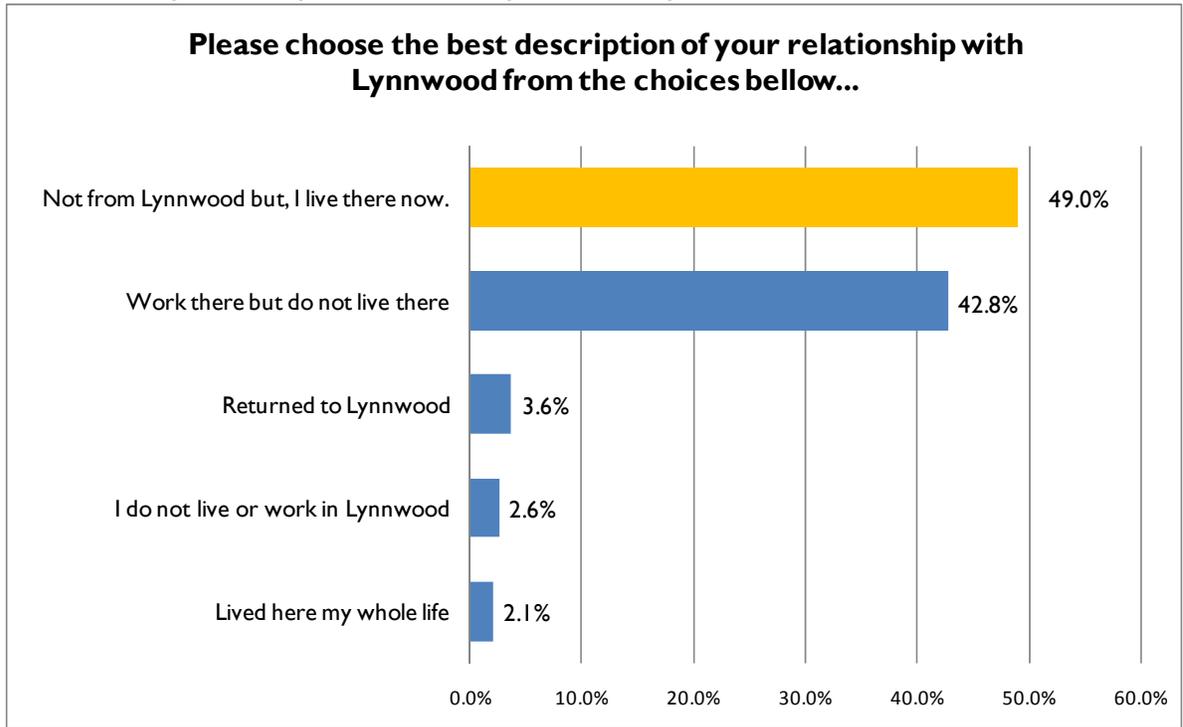
**Age:** Over half of the respondents fall within the 45-64 age range.



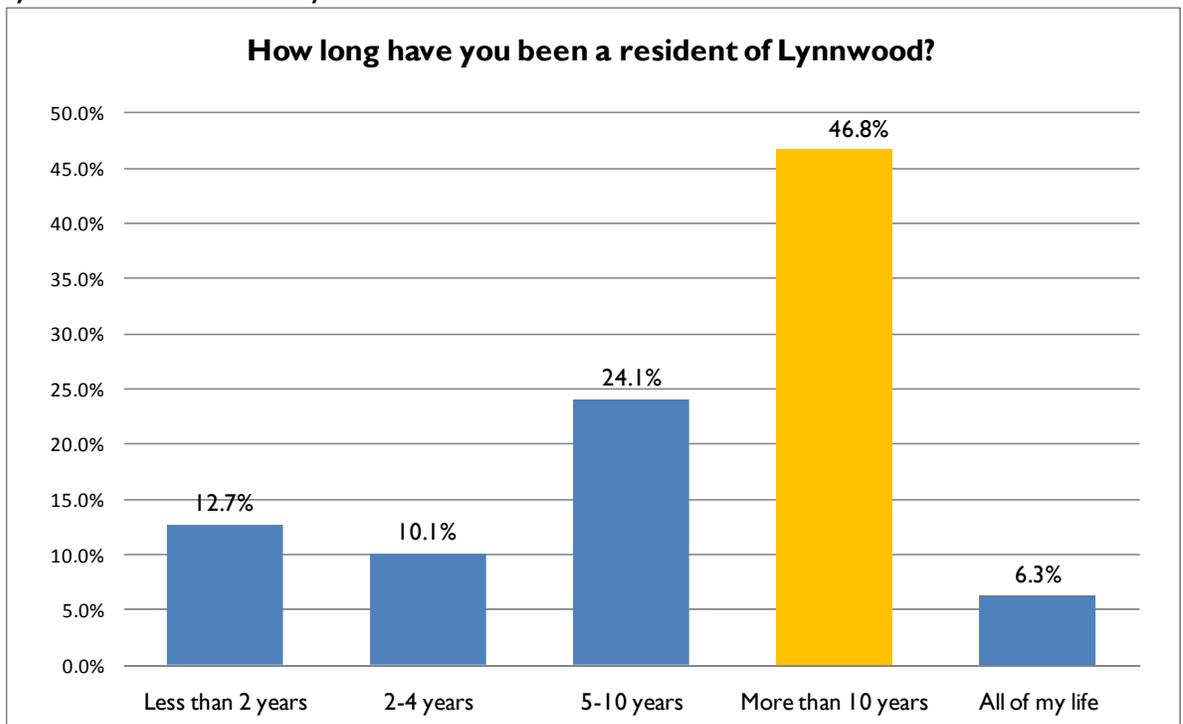
**Ethnicity:** The majority of respondents identified themselves as white.



**Relation to community:** Almost half of the respondents were not from Lynnwood; however, they currently reside in the Lynnwood city limits.



**Length of residency:** The overwhelming majority of respondents have lived in Lynnwood for over ten years.



## COMMUNITY BRAND BAROMETER

### **Purpose**

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

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

### **Methodology & Results**

Significant research\* on a wide variety of customer satisfaction metrics found that 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 Online Community Survey answered three questions:

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

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

Lynnwood’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.

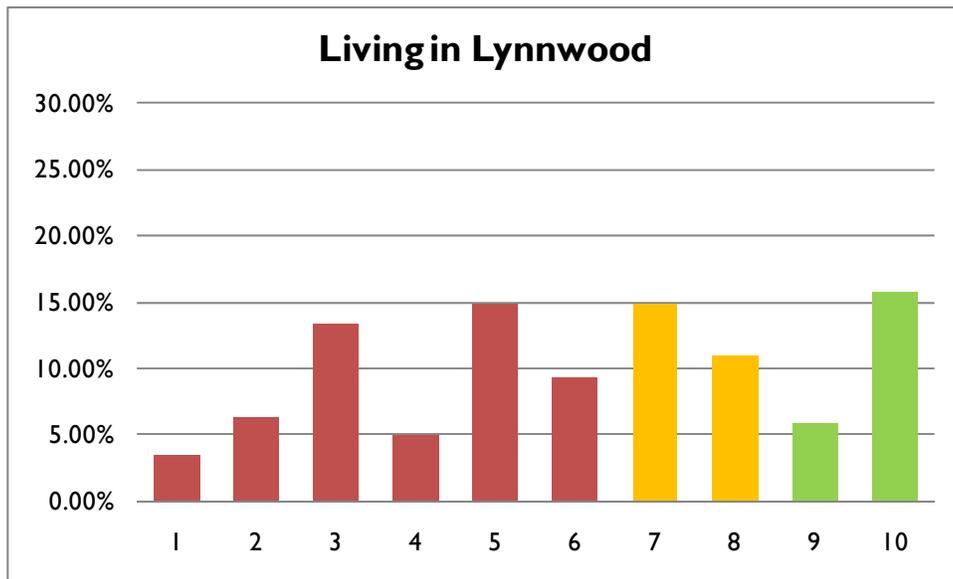
\*Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of “The One Number You Need to Grow,” Harvard Business Review (Dec. 2003).

## BRAND BAROMETER RESPONSES

On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely," would you recommend . . . to a friend or colleague?

### Living:

Living in Lynnwood		
1	3.50%	
2	6.40%	
3	13.40%	
4	5.00%	
5	14.90%	
6	9.40%	<b>52.60%</b> Detractors
7	14.90%	
8	10.90%	<b>25.80%</b> Passives
9	5.90%	
10	15.80%	<b>21.70%</b> Promoters

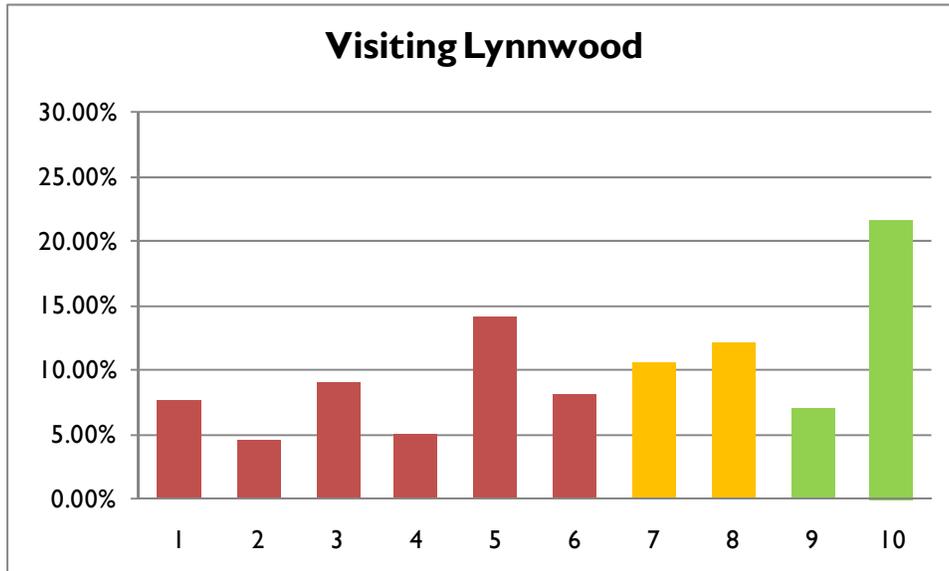


### Observations:

- A majority of respondents were Detractors of recommending Lynnwood to a friend or colleague as a place to live
- Residents have a lack of consensus about their feelings towards Lynnwood given that categories three, five, seven and ten all have similar percentage responses.

**Visiting:**

Visiting Lynnwood		
1	7.60%	
2	4.50%	
3	9.10%	
4	5.10%	
5	14.10%	
6	8.10%	<b>48.50%</b> Detractors
7	10.60%	
8	12.10%	<b>22.70%</b> Passives
9	7.10%	
10	21.70%	<b>28.80%</b> Promoters

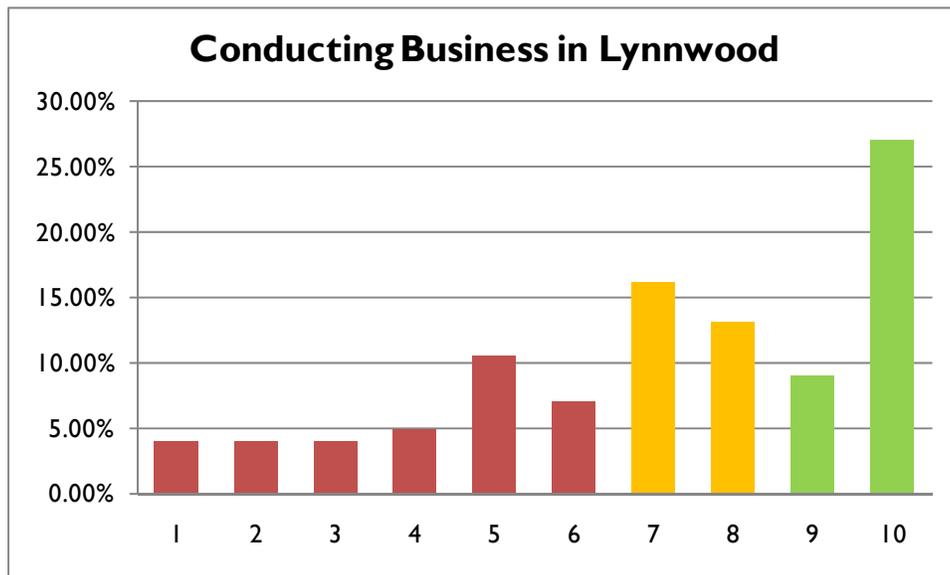


**Observations:**

- Respondents were also largely Detractors of recommending Lynnwood as a place to visit
- Ten received the largest percentage of responses at 21.7% suggesting that there are strong promoters for visiting Lynnwood.

**Conducting business:**

Conducting Business in Lynnwood		
1	4.00%	
2	4.00%	
3	4.00%	
4	5.00%	
5	10.60%	
6	7.00%	<b>34.60%</b> Detractors
7	16.10%	
8	13.10%	<b>29.20%</b> Passives
9	9.00%	
10	27.10%	<b>36.10%</b> Promoters



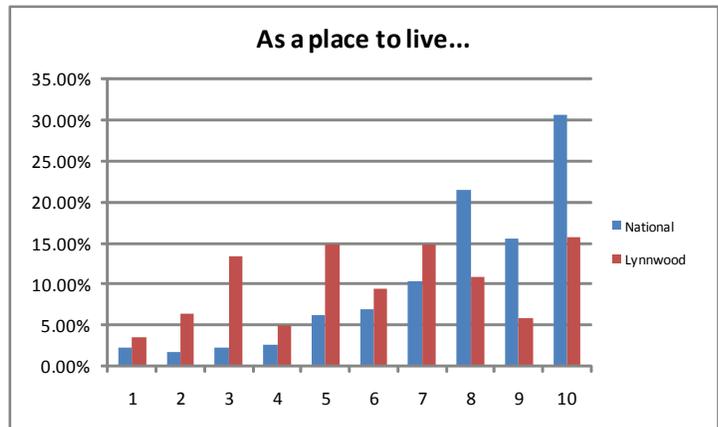
**Observations:**

- Conducting business in Lynnwood received the least Detractors out of the three categories, by a significant margin.
- The graphs suggest that there are strong supporters of the idea of conducting business in Lynnwood based on perceptions regarding brand awareness. Obviously, ten ranked highest at 27.1% giving Promoters an edge over Detractors and Passives for the first time in the three categories.

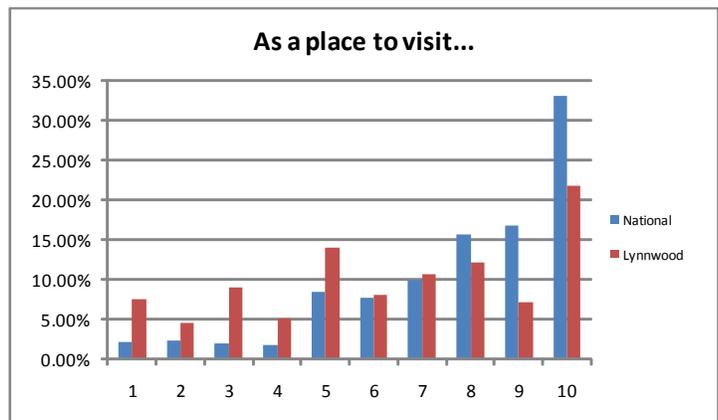
## COMPARISON RESULTS | BY NUMBERED RESPONSE

The charts below allow comparison of responses between Lynnwood 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, 1.8% 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.")

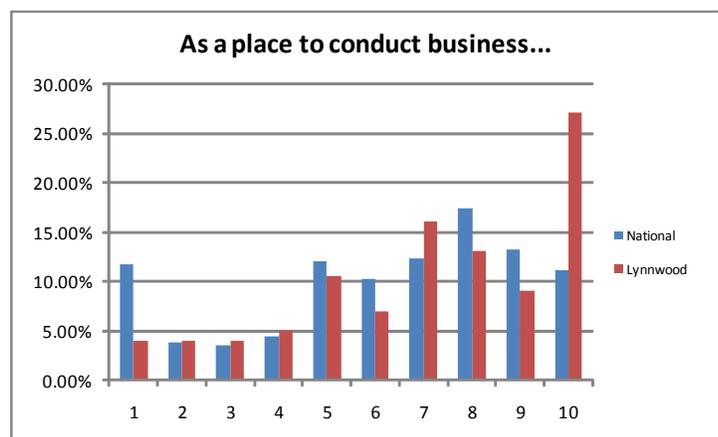
Living in Your City		
	National	Lynnwood
1	2.20%	3.50%
2	1.80%	6.40%
3	2.20%	13.40%
4	2.60%	5.00%
5	6.20%	14.90%
6	7.00%	9.40%
7	10.40%	14.90%
8	21.40%	10.90%
9	15.60%	5.90%
10	30.60%	15.80%



Visiting Your City		
	National	Lynnwood
1	2.20%	7.60%
2	2.40%	4.50%
3	2.00%	9.10%
4	1.80%	5.10%
5	8.40%	14.10%
6	7.80%	8.10%
7	10.00%	10.60%
8	15.60%	12.10%
9	16.80%	7.10%
10	33.00%	21.70%



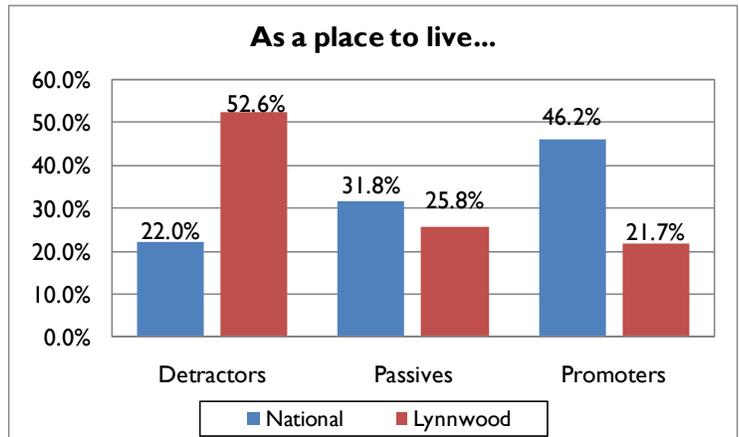
Conducting Business in Your City		
	National	Lynnwood
1	11.80%	4.00%
2	3.80%	4.00%
3	3.60%	4.00%
4	4.40%	5.00%
5	12.00%	10.60%
6	10.20%	7.00%
7	12.40%	16.10%
8	17.40%	13.10%
9	13.20%	9.00%
10	11.20%	27.10%



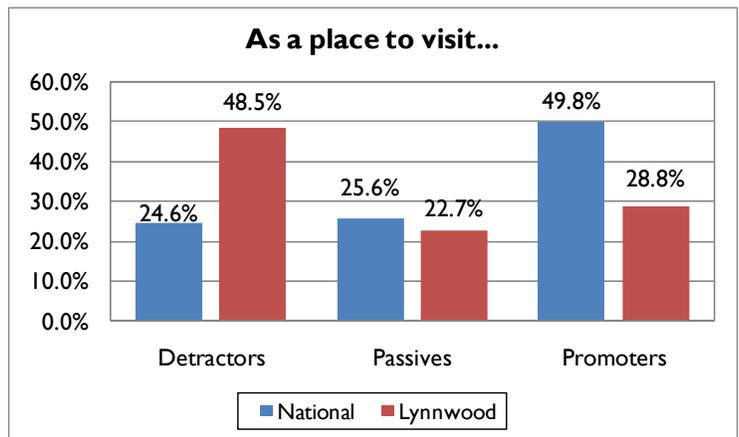
## COMPARISON RESULTS | PROMOTERS, PASSIVES & DETRACTORS

The charts below allow comparison of responses between Lynnwood 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.

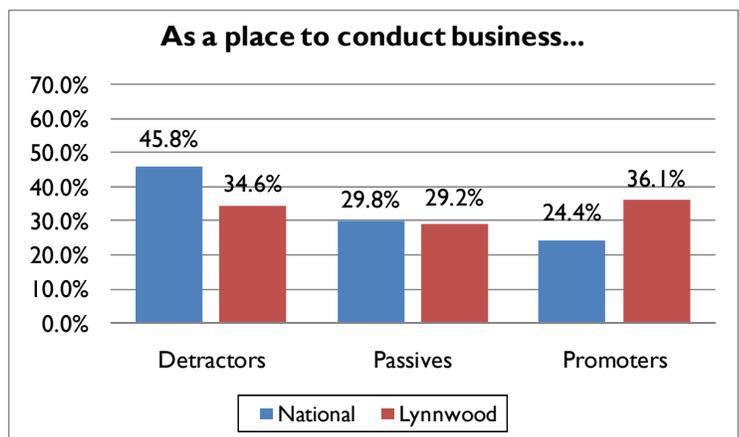
As a Place to Live		
	National	Lynnwood
Detractors	22.0%	52.6%
Passives	31.8%	25.8%
Promoters	46.2%	21.7%



As a Place to Visit		
	National	Lynnwood
Detractors	24.6%	48.5%
Passives	25.6%	22.7%
Promoters	49.8%	28.8%



As a Place to Conduct Business		
	National	Lynnwood
Detractors	45.8%	34.6%
Passives	29.8%	29.2%
Promoters	24.4%	36.1%

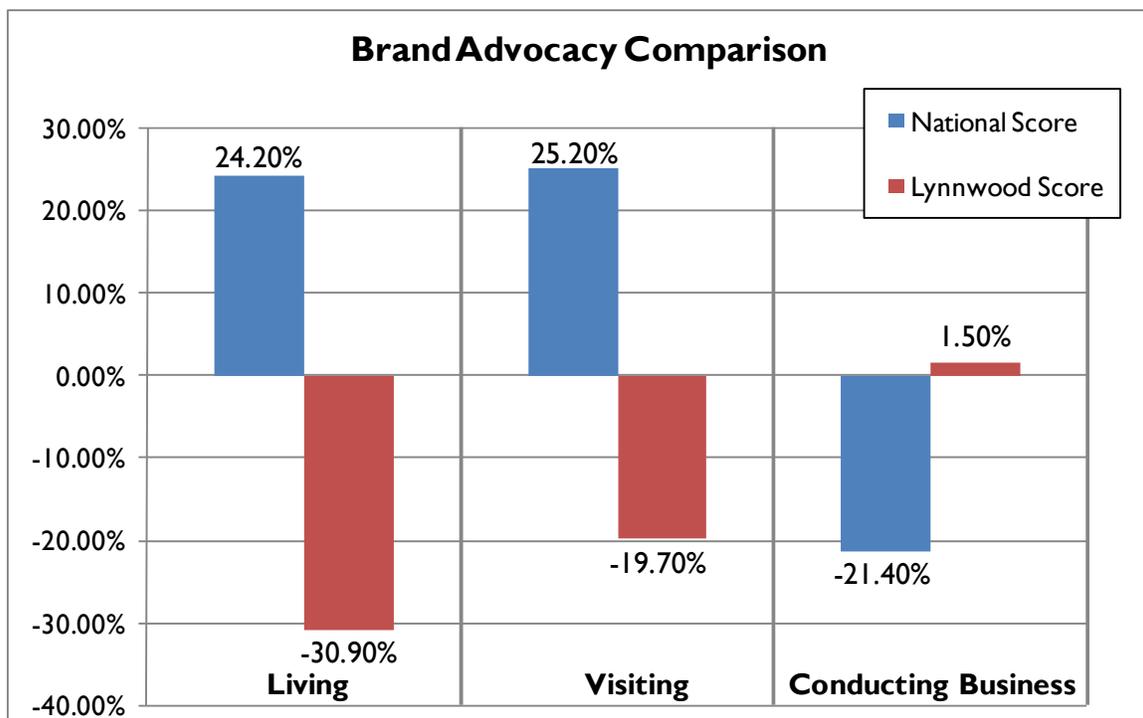


## COMPARISON RESULTS | BRAND ADVOCACY SCORES

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

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

	National Score	Lynnwood Score
Living	24.20%	-30.90%
Visiting	25.20%	-19.70%
Conducting Business	-21.40%	1.50%



### Observations:

- Lynnwood delivered negative brand advocacy scores in both *lived* and *visited* categories, with a slight positive advocacy score in *conducting business*.
- Obviously, there are advocates of conducting business in Lynnwood, and perceptions of existing marketing are positive as it relates to the business climate in Lynnwood.

## **PERCEPTION STUDY**

### ***Purpose***

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Lynnwood among stakeholders within the city and regional and state-level tourism and economic development professionals. What do these constituents of the Lynnwood brand have to say about the area as a place to live, visit and conduct business?

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

North Star conducted perception interviews via telephone and email with tourism and economic development professionals provided to North Star by the Lynnwood brand driver. Questions were phrased to gather qualitative information. A summary is outlined below. The quotes chosen below are representative of the types of responses heard during interviews.

#### ***Describe Lynnwood to someone who has never heard of it.***

- “Entryway into Edmonds waterfront. Lynnwood is the business center for the local area, has a newer convention center, it has convenient lodging and a great mall area”
- “A bustling suburb with a definite shopping focus”
- “I would say that it is a medium sized city that is a hub for King County and South Snohomish County. It is a developing city that is starting to get some decent infrastructure with the convention center and also with Heritage Park”
- “I would say it is a bedroom community to Seattle. That’s about it. A tertiary market for hotels.”

#### ***If you had to choose only one word to describe Lynnwood, it would be:***

- Shopping (multiple responses)
- Gateway
- Crowded
- Busy (because of the congestion)
- Bedroom
- Traffic.

#### ***What do you perceive to be Lynnwood’s reputation to outsiders?***

- “As a gateway area into Seattle, with more reasonably priced lodging choices, but close enough to multiple attractions both in Seattle and the surrounding communities. Alderwood Mall is a very big shopping attraction for the area”
- “Lynnwood has a solid reputation of being conveniently located near Seattle and has an excellent variety of hotels, dining establishments and shopping”
- “Don’t really have an identity. They have nothing they can hang their hat on”

- “I don’t think that the perception is bad, per se, it is just that it is a bedroom community. It is hard to describe. It’s blue collar. It’s a working person’s area. It’s not big-city-ish. No real personality, I guess. On a scale of 1 -10 it is probably a 5 or 6 in people’s minds. There are a ton of bedroom communities that would rate higher like Kirkland, Mill Creek and Mukilteo.”

**What’s the best thing about Lynnwood in regards to tourism?**

- “It is very convenient and centrally located”
- “There are three primary advantages. Proximity to Seattle, variety of shopping/dining and the Lynnwood Convention Center”
- “Marketing by the convention center”
- “Probably the shopping. People come down from Canada to go shopping. They go to the outlets in Tulalip or they go to Alderwood Mall. That is probably their number one asset. The convention center may become that number one strength eventually”
- “Being affordable”
- “Their biggest success is Heritage Park. But the issue is that people have to drive there and can’t simply walk there after they shop.”

**What are Lynnwood’s challenges in terms of attracting visitors? Businesses?**

- “I think Lynnwood has the reputation of being a business area and a gateway to other nearby attractions”
- “It is very crowded and the prices of hotels have been steadily increasing to the point of even exceeding the cost of Seattle properties”
- “Really, that there is nothing right within Lynnwood that is a true attraction. They are in between everything which is both good and bad. They aren’t in Seattle, not on the water, but they are close to all that though and more affordable”
- Business: “They have a number of things in place that make it a likely place for businesses to locate. You have a draw with the shopping and the nice hotels. But they aren’t connected with the convention center or shopping.”



**What are Lynnwood’s challenges in terms of attracting visitors? Businesses?**

- “Lynnwood isn’t pedestrian friendly. It doesn’t have a walkable shopping district. You also can’t walk from the convention center to any other stores or restaurants”
- “The stigma of the one horse pony. People only think Lynnwood is a place to go to the mall. The challenge is that there is no downtown core or place to gather for an event such as the 4<sup>th</sup> of July. It has been allowed to grow in this big strip and not around a core. How do you go back to square one”

- “You don’t really think about it as a city. You go for the strip area and for shopping. Needs a way to recognize it as more of a city. Essentially it is just considered North Seattle. There are really cool homes there but no one is aware of it.”

**What would you add to Lynnwood to make it a more desirable destination?**

- “Identify a ‘downtown’ and develop it with walkable areas, maybe performance theatre, an art museum, etc.”
- “More entertainment venues”
- “Probably need a function that happens annually. Possibly a festival or something that the city could get behind. Something that would give them a focal point to start from. We send our guests to the water front or the mountains for skiing and hiking. We also send people to Marysville. The ferries are always a great idea”
- “A focal point. Some sort of attraction. But it needs to be something that appeals to outsiders, not just locals. It can’t be a water park, that’s not the right kind of draw”
- “Need gateway signage and directional signage.”



**Describe the typical visitor.**

- “Shopping enthusiast, or someone on business”
- “Business travelers primarily during the week. Shoppers and day-trippers on weekends”
- “During the week, our visitors are strictly business, mostly aerospace business”
- “I imagine it is someone who is specifically coming to patronize one of the stores. I think there are some Canadians coming down but there are a lot of other shopping destinations nearby.”

**How is Lynnwood different from other suburbs of Seattle?**

- “There are a lot of great conveniences: Plenty of lodging, shopping and restaurants and it’s centrally located. However, I think it lacks a neighborhood feel. A lot of busy roads and feels a little too commercial”
- “We have I-5 splitting the Seattle area in half. We have these major thoroughfares going through here”
- “I think it lacks an identity. Some of the other closest bedroom communities are quaint. With Lynnwood you can’t even define their tourist. It is so spread out and lacks an identity of what it is. Their biggest thing is this gigantic mall. I know it is packed but beyond that I don’t know if other people know anything else about it”
- “Everything is condensed and easy to get to.”

**Who do you consider Lynnwood's main competition for both visitors and business recruitment?**

- “Marysville is rapidly becoming a serious competitor. Visitors are attracted to the Tulalip Resort and Seattle Premium Outlets. Traffic tends to be better in the northern section of the county. Businesses have a lot more land available in the northern half of the county as well”
- Everett & Bothel: “Their concentrations of businesses are better”
- “Seattle. But take it out of the equation, all of the communities nearby are bedroom communities of Seattle and they all compete for that same business.”



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

### ***Purpose***

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Lynnwood. Specifically, the survey measures:

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

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

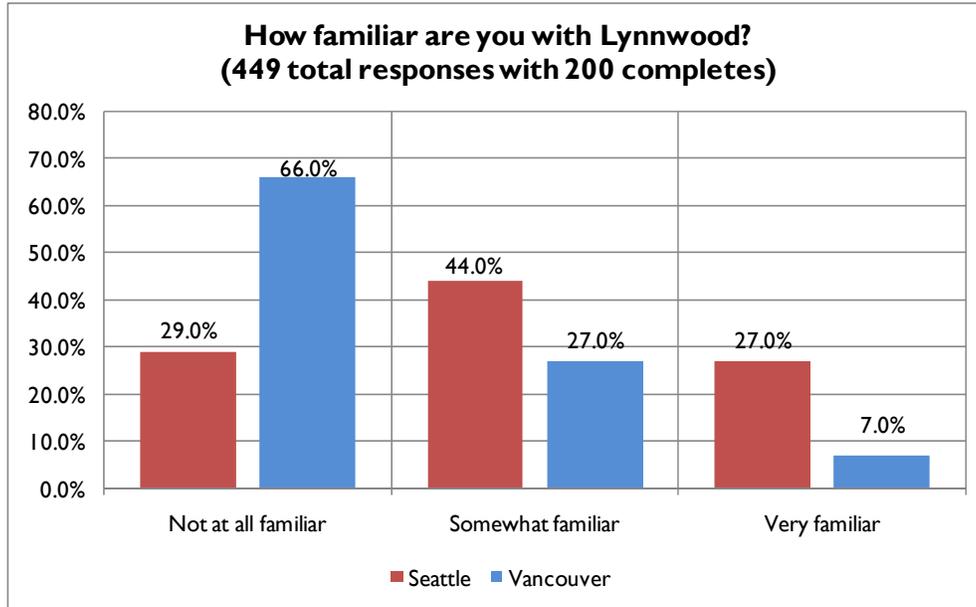
An internet survey was conducted among residents within Seattle, Washington and Vancouver, British Columbia.

A total of 203 surveys were conducted, 101 in Seattle and 102 in Vancouver, allowing for a margin of error of +/- 6.93 at the 95% confidence level.

**Note:** To view all open-ended responses, please see **Appendix C**.

**AWARENESS OF LYNNWOOD:**

66% of respondents were not at all familiar with Lynnwood; however, 34% of respondents were at least somewhat or very familiar with Lynnwood.



Respondents were terminated from the survey if they mentioned they were not at all familiar with Lynnwood.

**TOP OF MIND PERCEPTIONS:**

- What comes to mind when you think of...
- **Bothell:** A nice small town suburban area, or nothing at all
  - **Bellevue:** Bellevue Square/Good shopping and affluent area
  - **Renton:** Nothing, Boeing/IKEA, small town suburb of Seattle
  - **Edmonds:** Waterfront restaurants/ferry rides, nothing, or small town suburb
  - **Everett:** Boeing, small town suburb of Seattle, and shopping
  - **Seattle:** Space needle, large busy urban area with "lots to do" tons of shopping and restaurants (Pike Place Market)



*LYNNWOOD TOP OF MIND PERCEPTIONS: SEATTLE VS VANCOUVER*

**SEATTLE: 101 Respondents**

- Alderwood Mall Shopping (45%)
- Proximity to another city (9%)
- Convention Center (8%)
- Residential (5%)
- Currently reside in Lynnwood or have friends that reside in Lynnwood (5%)
- Traffic or Traffic Rules (2%)
- Crime (2%)

**VANCOUVER: 102 Respondents**

- Shopping (36%)
- Nothing (21%)
- Nice Small Town (14%)
- Location (Proximity to Seattle) (11%)
- Dining Options (4%)
- Family lives there (2%)
- Primarily residential or suburban (2%)

*TOP OF MIND PERCEPTIONS: VISITOR VS NON-VISITOR*

**VISITORS: 167 Respondents**

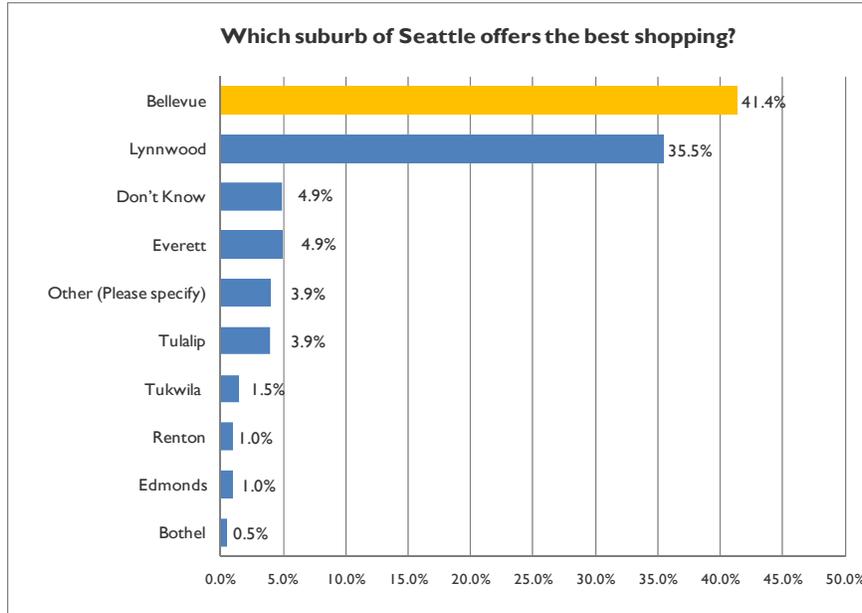
- Shopping/Alderwood Mall (47.3%)
- Residential Suburban Area (7.2%)
- Nothing (6.6%)
- Dining Options (6%)
- Location; proximity to other areas (5.4%)
- Nice small town (4.8%)
- Traffic/Traffic Violations (4.8%)
- Convention center (1.2%)
- Friends/family (1.2%)

**NON-VISITORS: 36 Respondents**

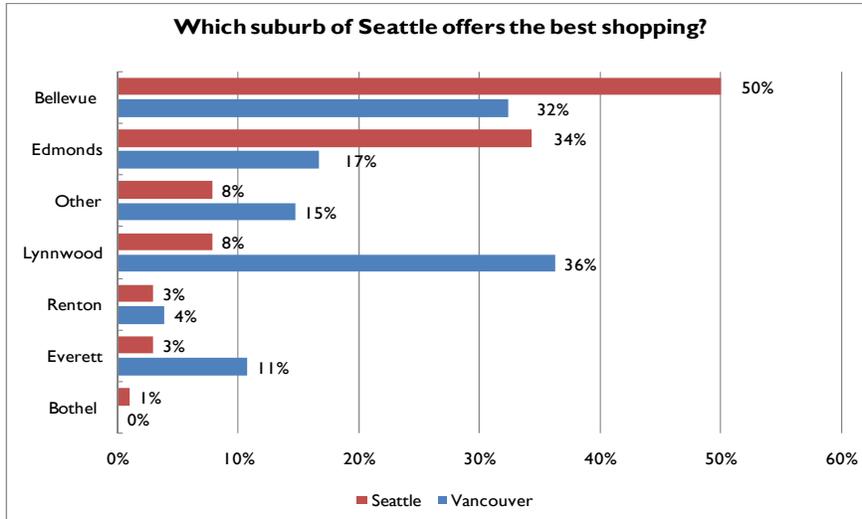
- Nothing (44.1%)
- Location; proximity to other places (11.8%)
- Shopping (8.3%)
- Small town (8.3%)
- Residential (5.9%)
- Nature (5.6%)

**BEST SHOPPING:**

Respondents felt that Bellevue offered the best shopping (41.4%), while Lynnwood followed in second (35.5%).

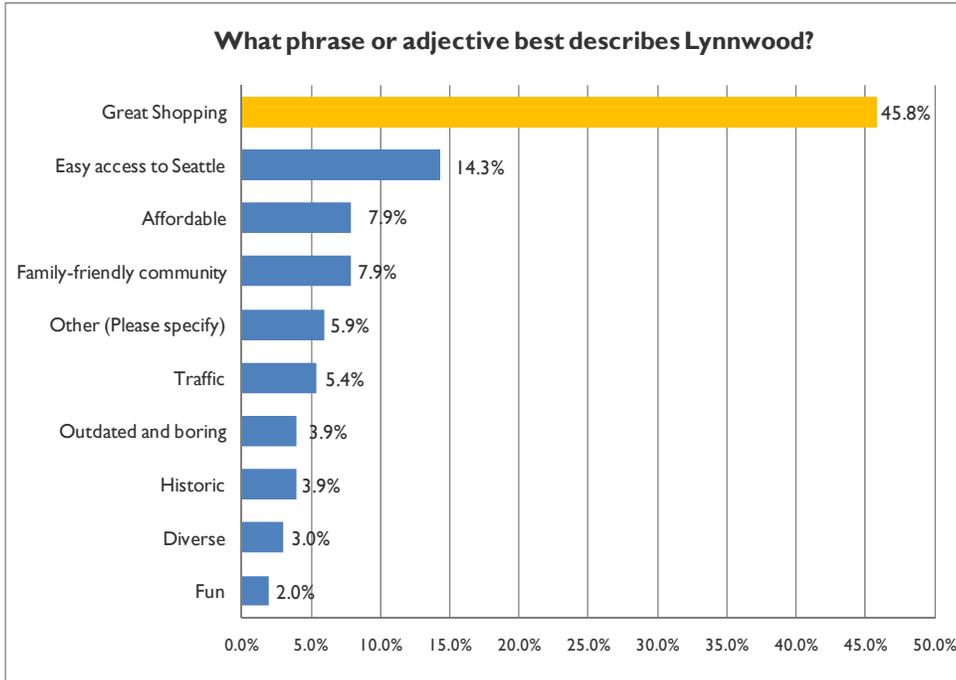


Respondents from Vancouver felt that Lynnwood offered the best shopping (36%). However, Seattle respondents mentioned that Bellevue (50%) and Edmonds (34%) both had significantly better shopping than Lynnwood (8%).



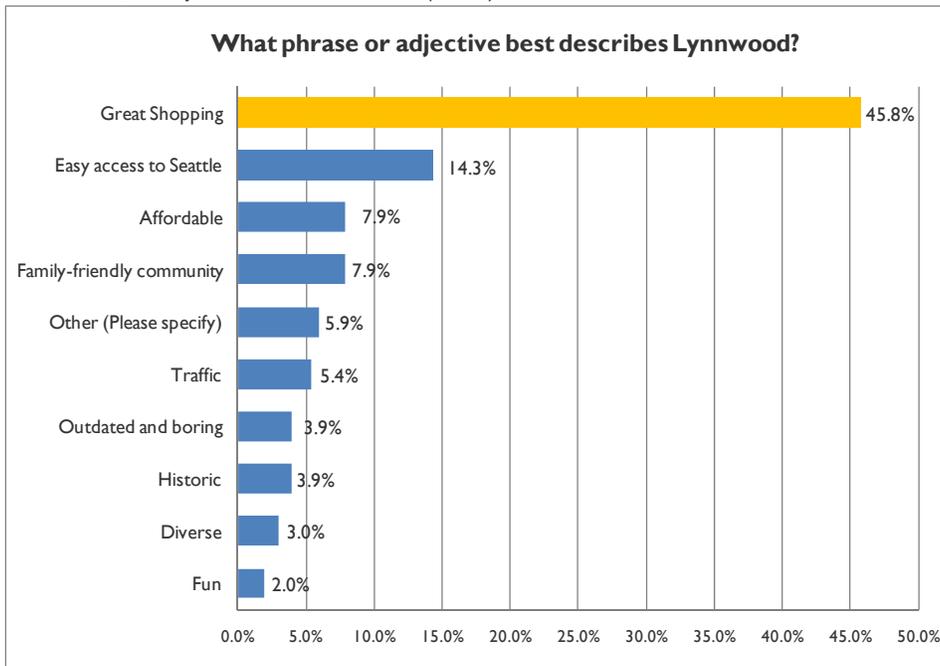
**DESCRIBING LYNNWOOD:**

Respondents felt that great shopping (45.8%) was the adjective that best describes Lynnwood, followed by easy access to Seattle (14.3%).



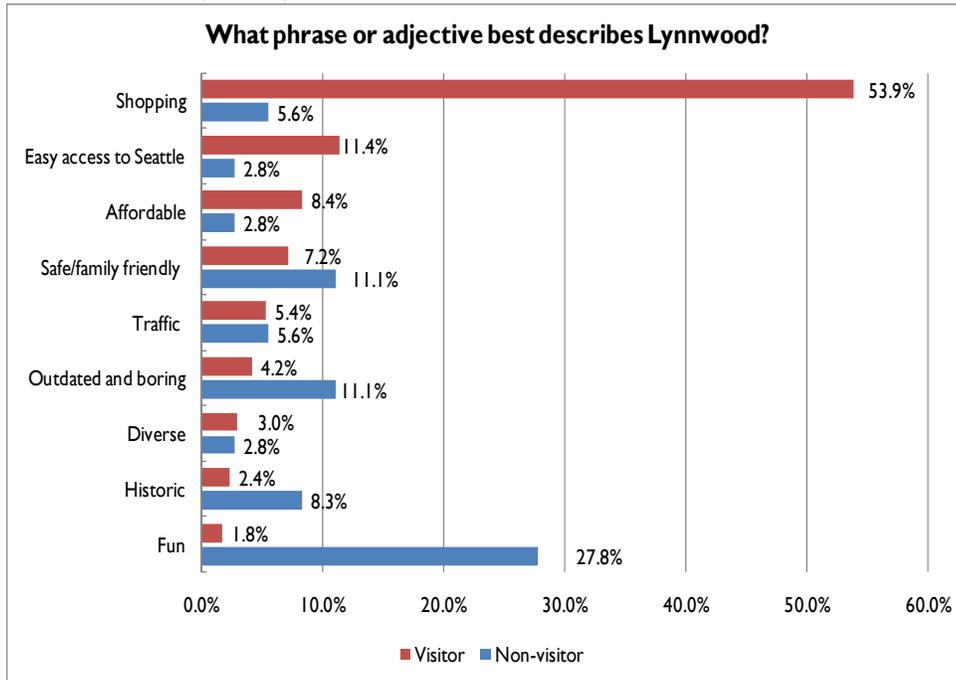
Other: Don't know, nothing

Respondents from Seattle identified Lynnwood as a place of shopping (58%). While Vancouver respondents identified Lynnwood as diverse (33%).

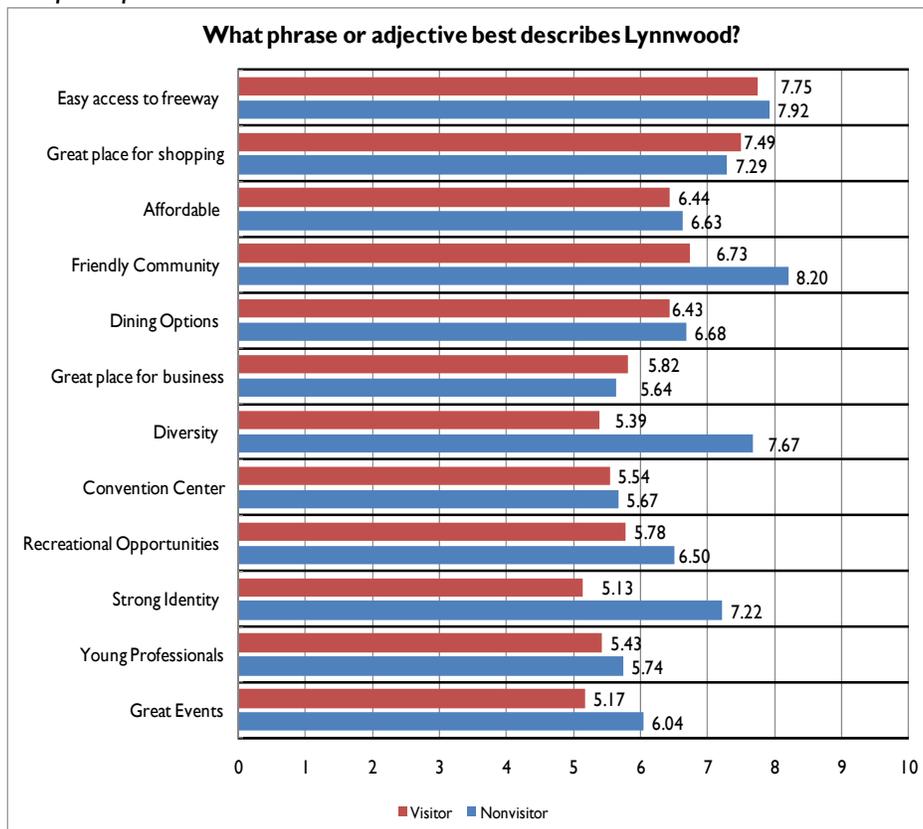


Other: Don't know, nothing

Visitors to Lynnwood described it as a place to go shopping (53.9%); while non-visitors claimed that Lynnwood was fun (27.8%).

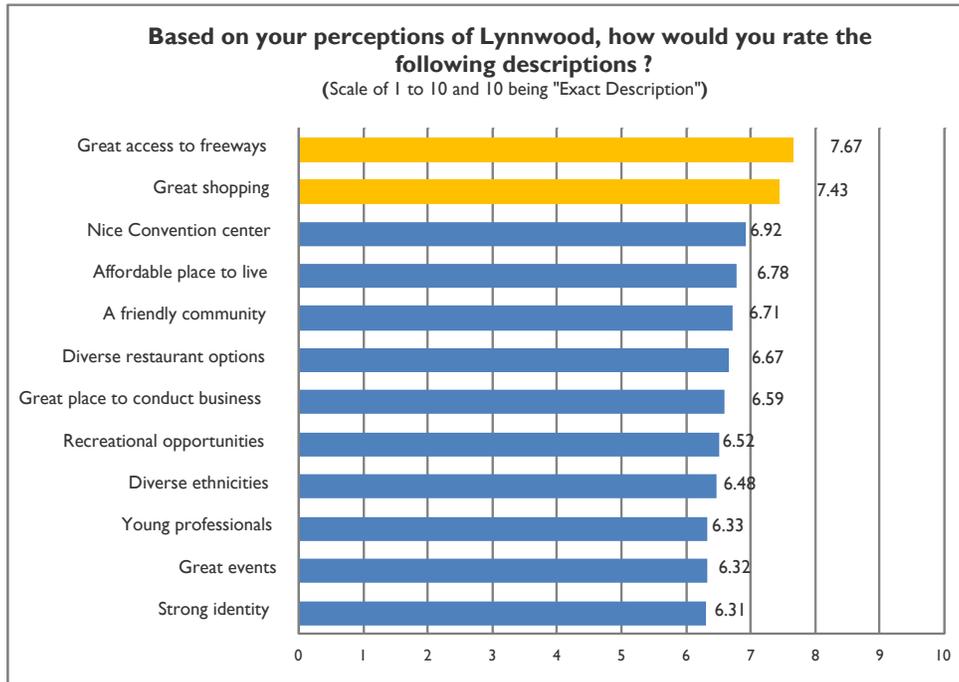


The following chart ranks the descriptive phrases and adjectives based on visitor and non-visitor respondents' perceptions



**ATTRIBUTE RATINGS:**

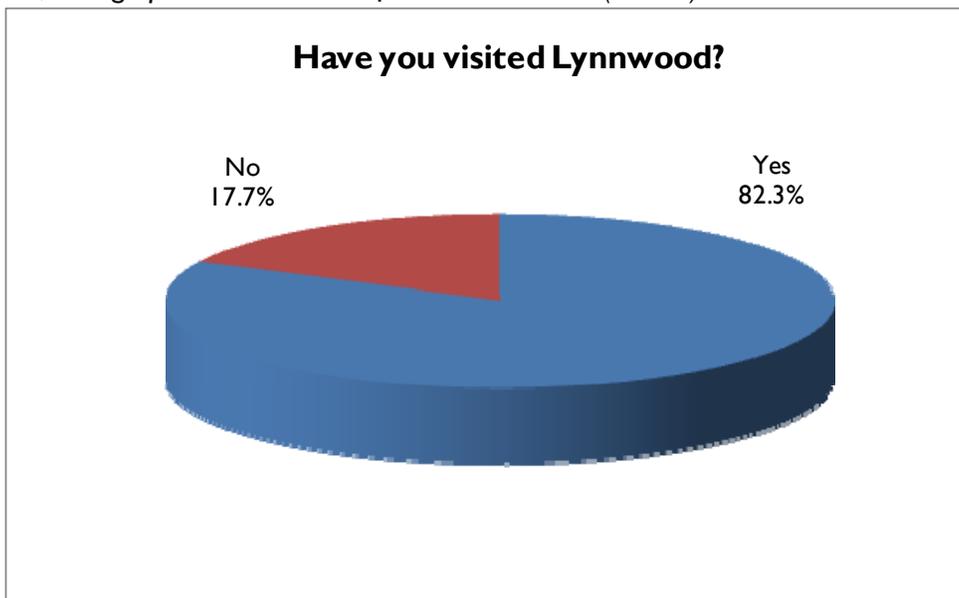
Respondents' perception of Lynnwood focused on its ease of access to freeways (7.67) and great shopping (7.43).

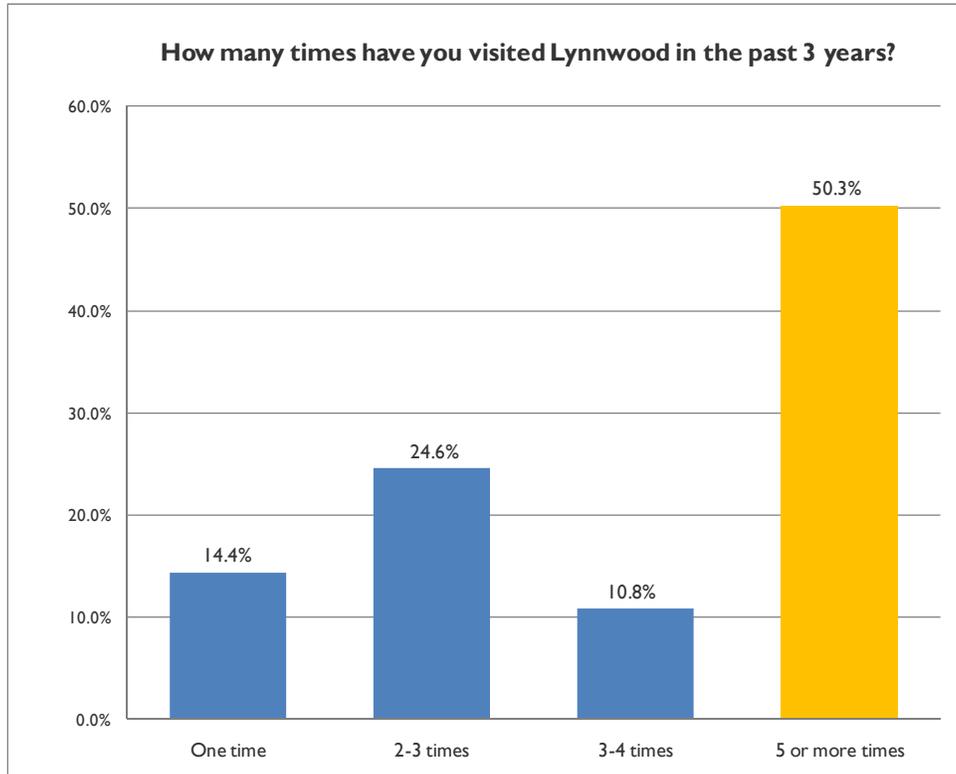


**VISITOR INFORMATION:** This section gives visitation frequency, purpose and trip activities; respondents' perceptions of Lynnwood; and change in perception statistics.

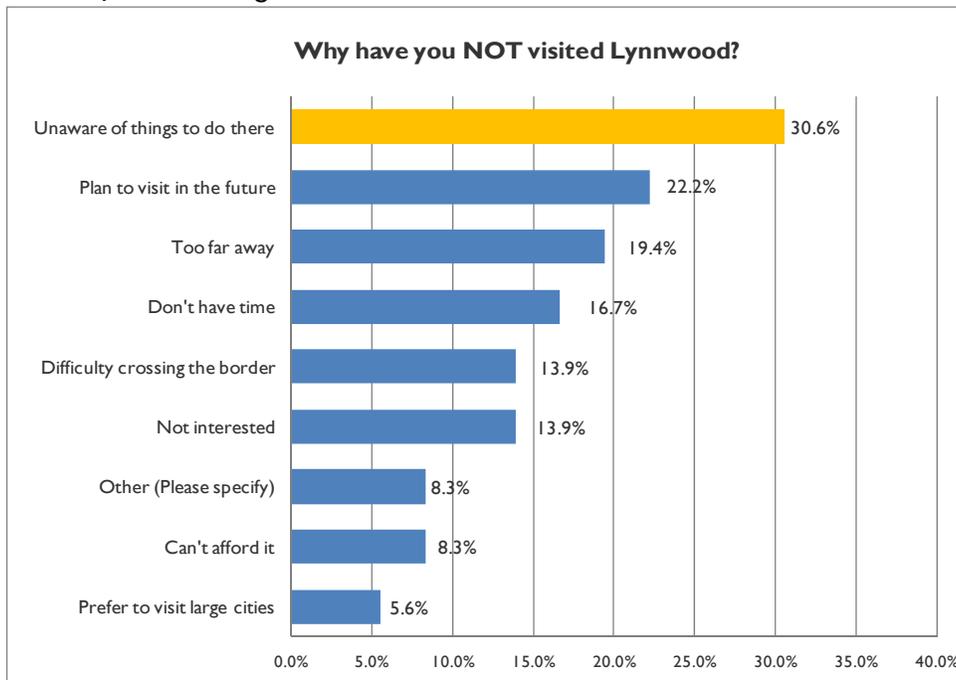
**VISITOR FREQUENCY:**

The vast majority of the respondents (82.3%) have visited Lynnwood. Of the respondents who had visited, a large portion had visited five or more times (50.3%).

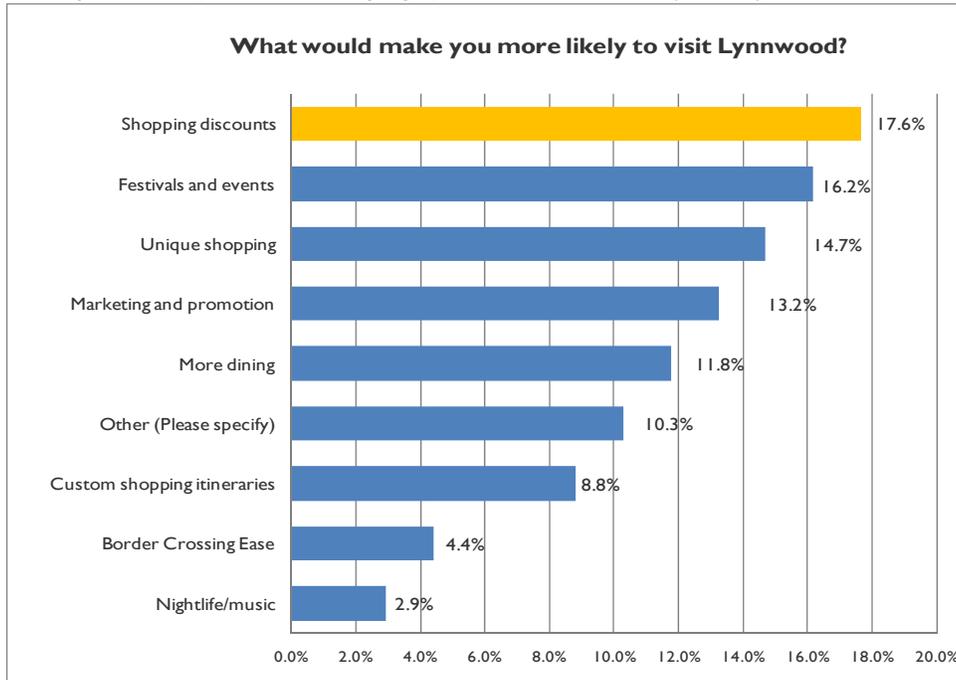




*Respondents cited that they were unaware of the things to do in Lynnwood (30.6%) as the primary reason for not visiting.*

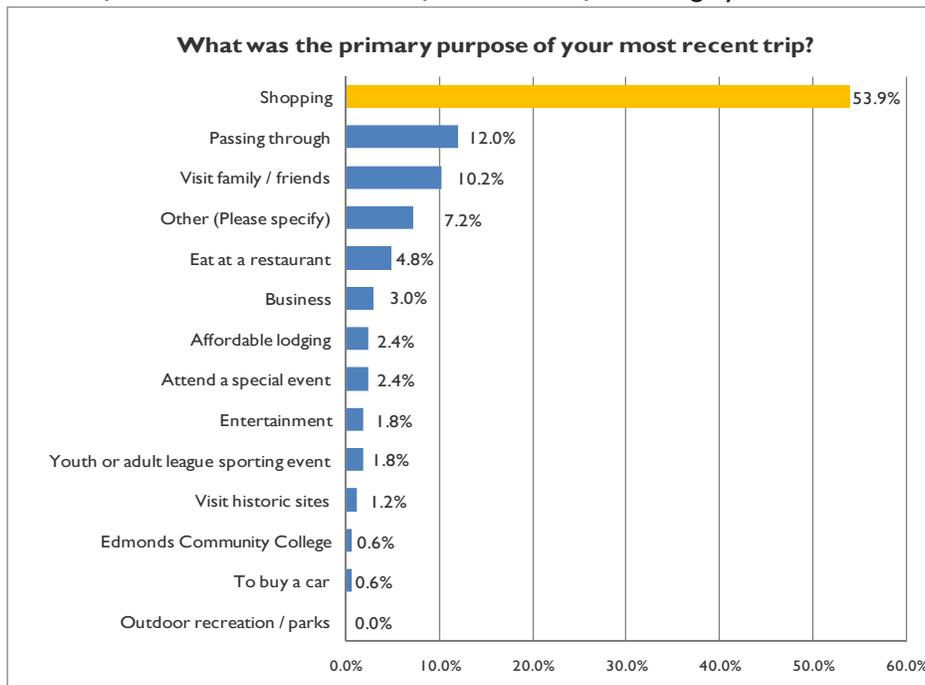


*Shopping discounts (17.6%) was the primary response when asked what would make you more likely to visit Lynnwood, followed closely by, festivals and events (16.2%).*



**PRIMARY PURPOSE OF TRIP:**

*Shopping (53.9%) was the most common response for the primary purpose of the respondent's trip to Lynnwood. This along with the second most frequent response, passing through (12.0%), indicates a lack of tourism assets as successful attractors for visiting Lynnwood.*

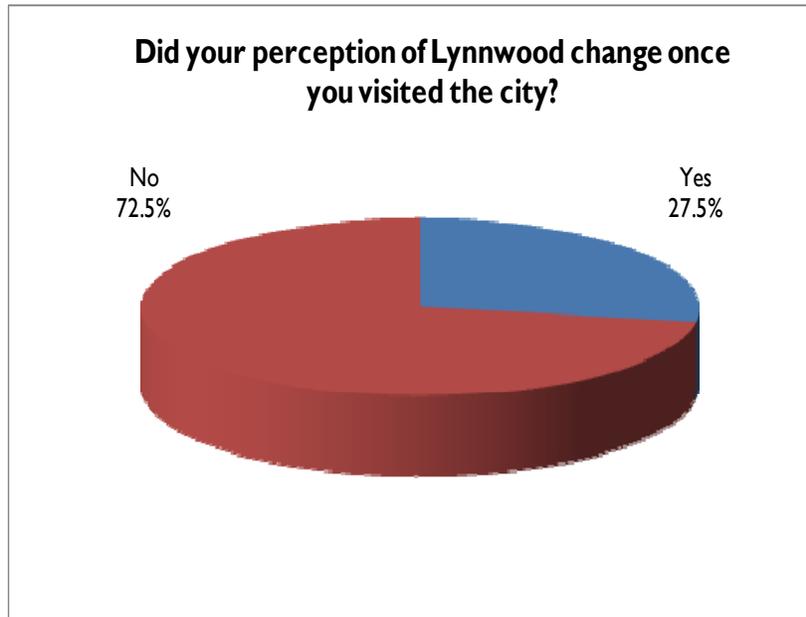


**PERCEPTION OF LYNNWOOD BEFORE VISITING:**

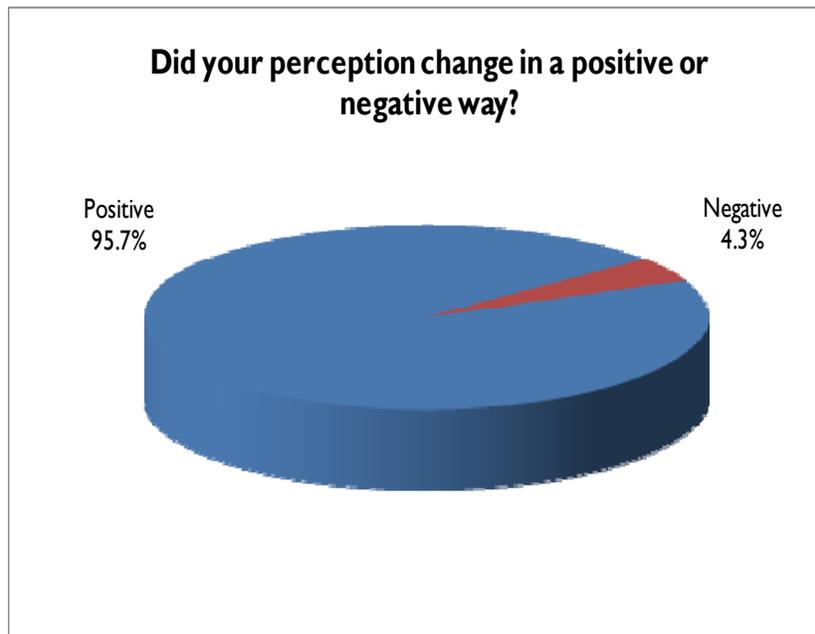
- A nice quiet small town suburb
- A great place for shopping
- No perception at all

**CHANGE IN PERCEPTION AFTER VISITING:**

Over 70% of respondents mentioned that their perception did not change after visiting Lynnwood (72.5%). However, over a quarter of respondents' perceptions changed (27.5%).



An overwhelming majority of respondents noted that their perception changed in a positive way (95.7%) after visiting Lynnwood.

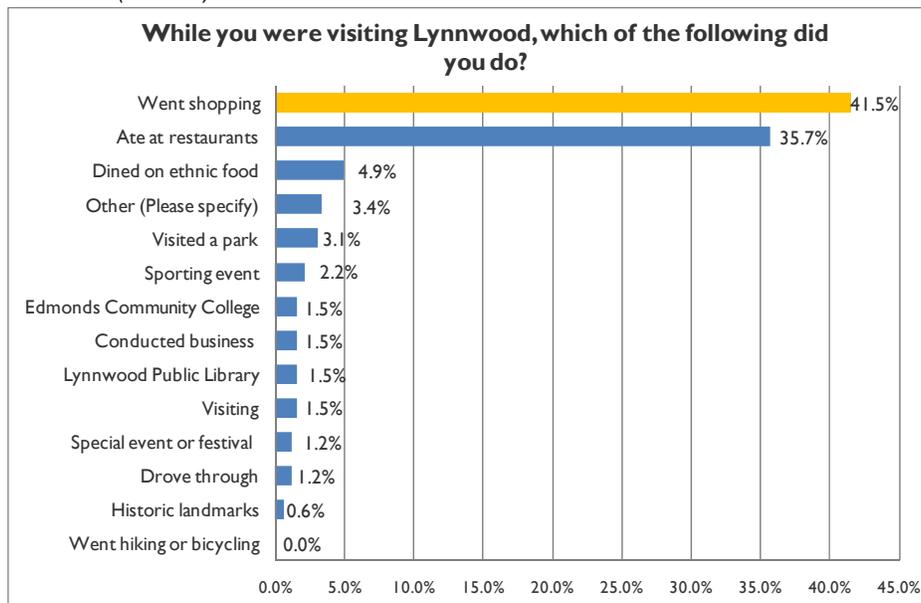


Respondents mentioned the following ways in which their perceptions changed after visiting Lynnwood:

- The people in the area and the diversity of restaurants
- The great shopping

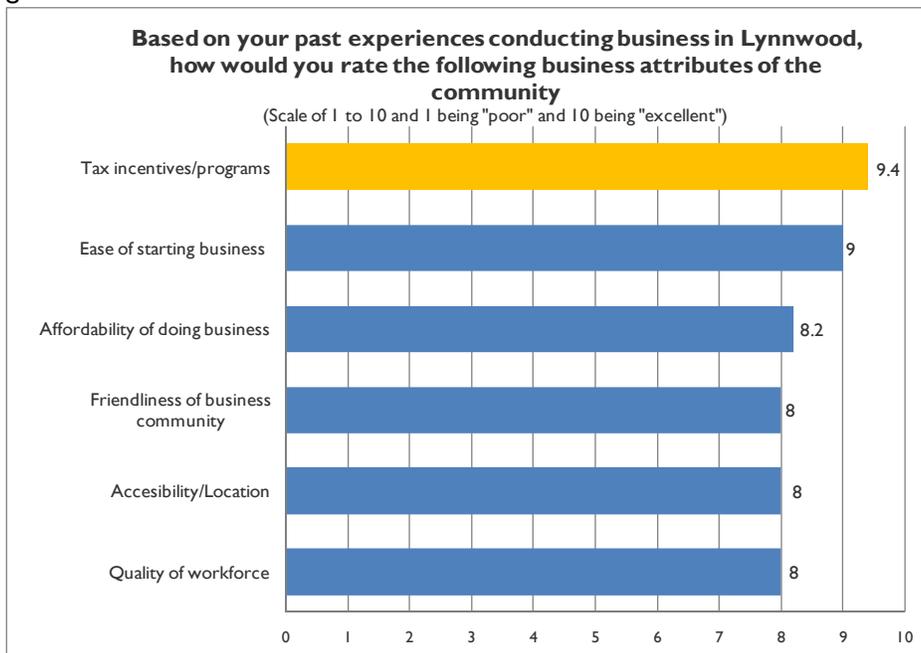
**TRIP ACTIVITIES:**

Over half of respondents mentioned that while visiting Lynnwood, they shopped (41.5%) and ate at restaurants (35.7%).



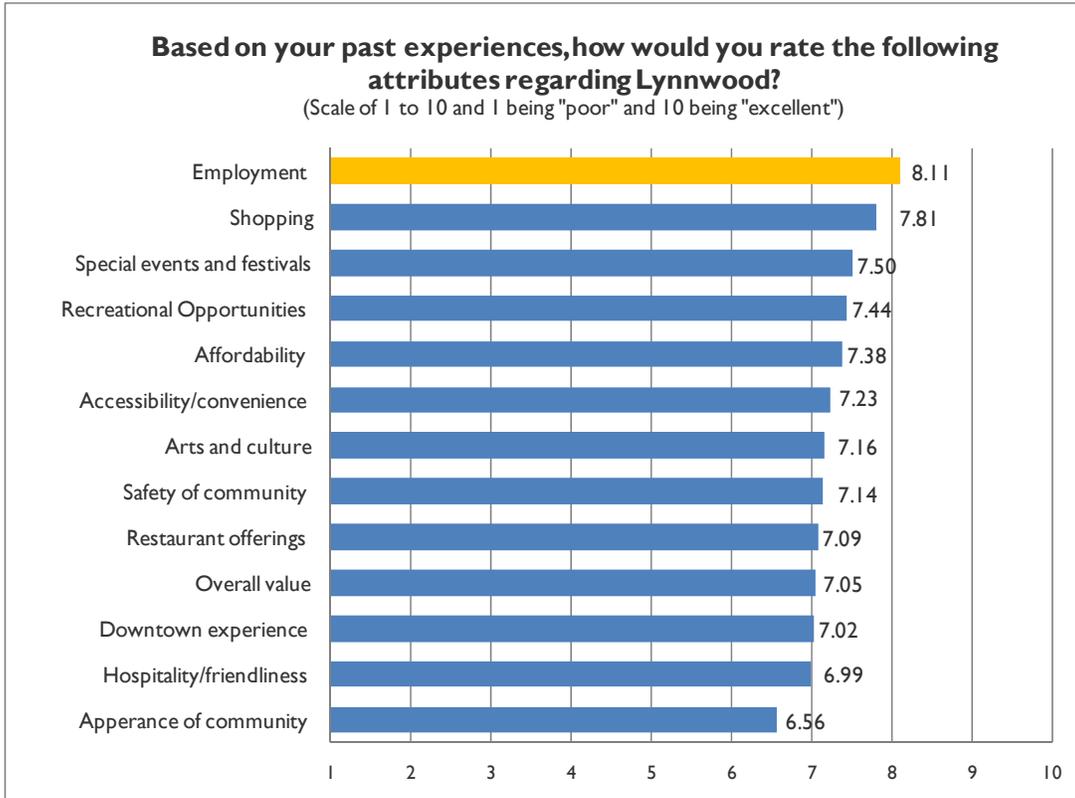
**CONDUCTING BUSINESS:**

Respondents mentioned tax incentives/programs (9.4) as the largest rated attribute for conducting business.



**ATTRIBUTE RATING:**

Respondents gave employment a rating of 8.11 when ranking their past experiences with various attributes.

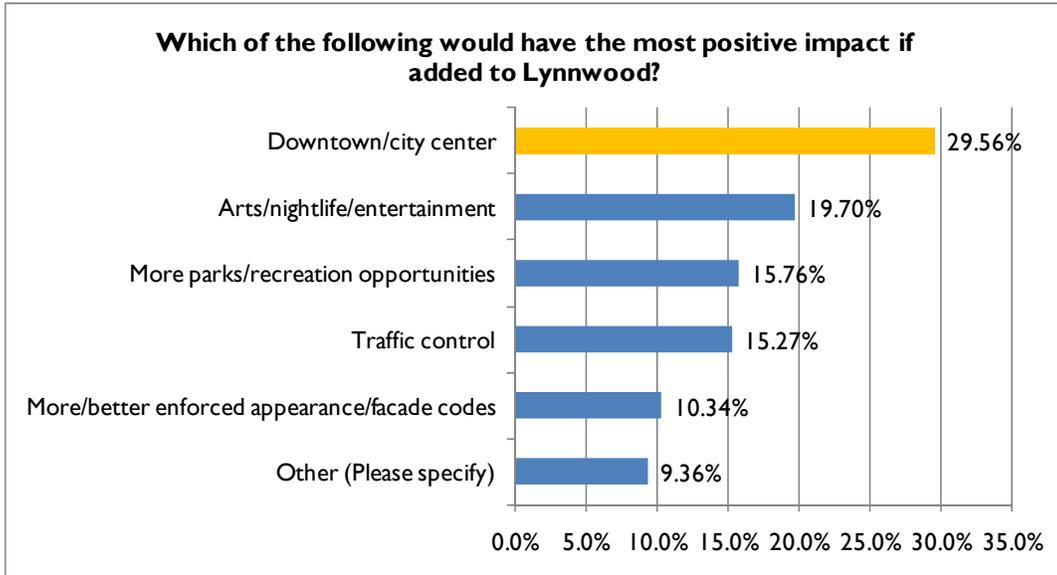


**WAYS TO IMPROVE REPUTATION AND INCREASE AWARENESS:**

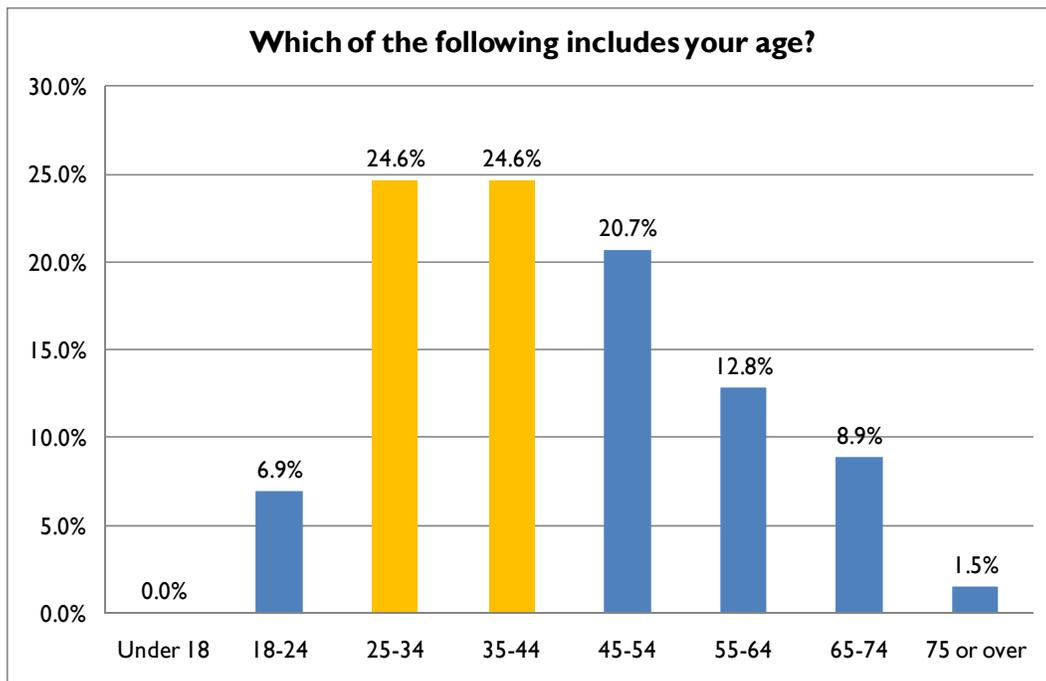
- More promotion
- Advertise across the border
- Nice neighborhoods
- Better public transportation

**MOST POSITIVE IMPACT:**

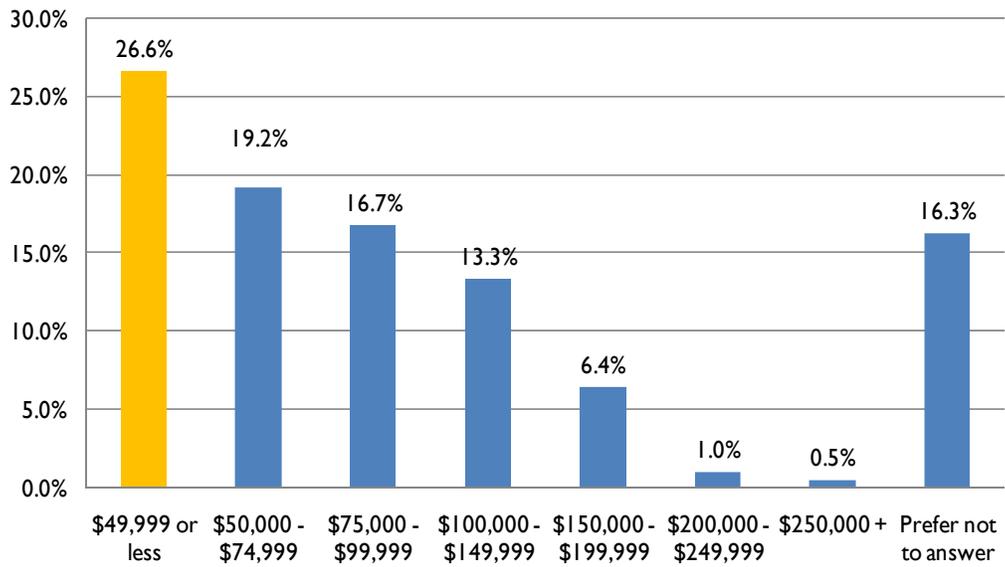
Respondents felt that adding a downtown/city center (29.56%) to Lynnwood would be most beneficial.



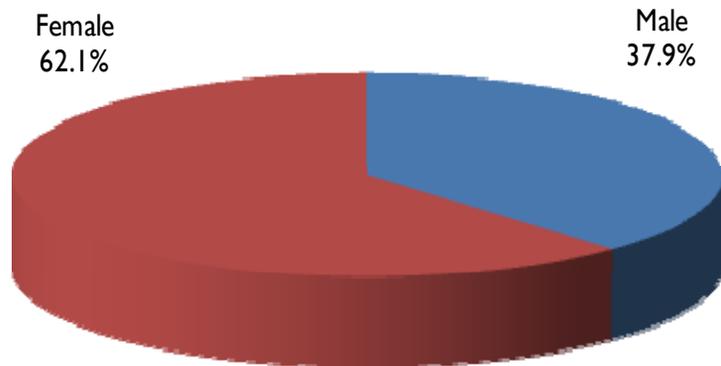
**DEMOGRAPHICS:**



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



### Gender



## INQUIRY ORIGIN STUDY

### **Purpose**

An Inquiry Origin Study was conducted to understand the markets from which inquiries about Lynnwood originate.

### **Methodology & Results**

We collected over 5,000 visitation records from the Lynnwood Tourism Department. Each record was geocoded (assigned) to a Core Based Statistical Area (CBSA) – the geographic area used to define advertised markets. The following information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Lynnwood should also be taken into account.

The complete set of results and associated reports for the Inquiry Origin Study can be found on the Final BrandPrint CD.

Please see **Appendix D** for a larger version of the origin map and a Customer Geographic Summary, detailing the top 20 states, zip codes, counties and CBSAs for inquiries.

#### TOP FIVE INQUIRY STATES OF ORIGIN:

The largest majority of inquirers originated from California.

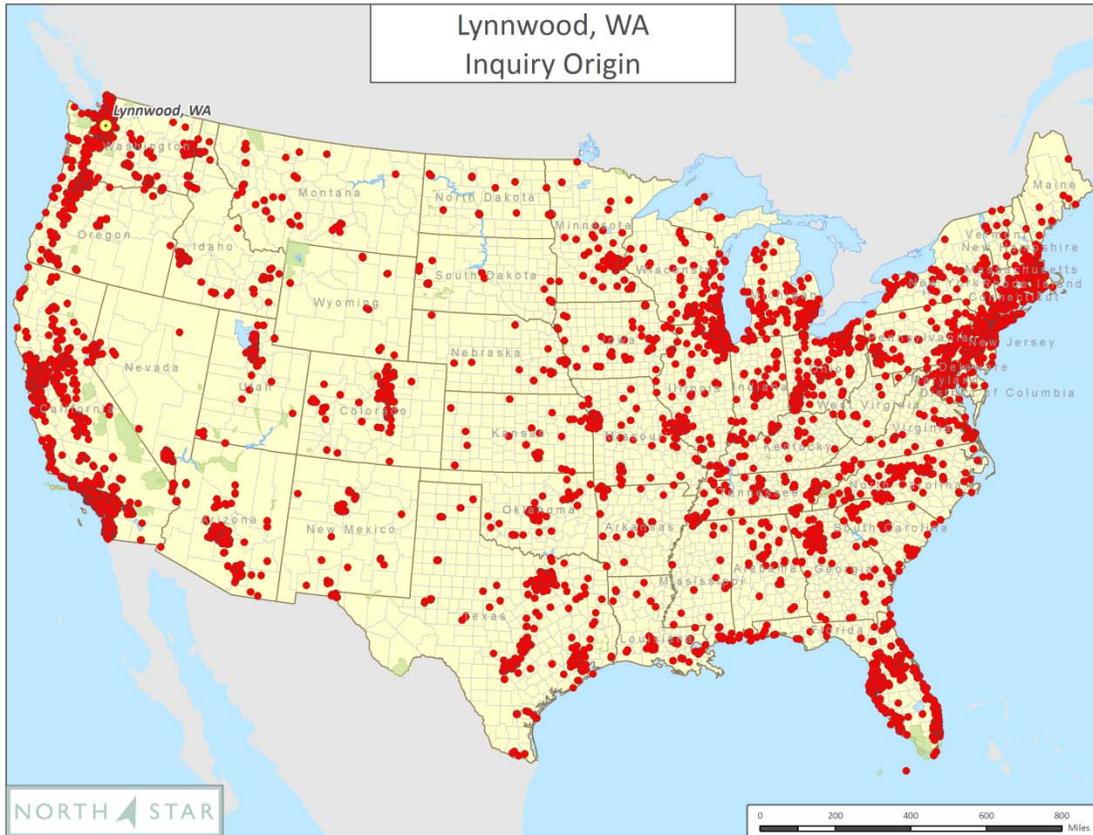
1. California	21.1%
2. Washington	14.9%
3. Florida	4.4%
4. Oregon	4.3%
5. Texas	4.0%

#### TOP 10 INQUIRY CBSAs OF ORIGIN:

The highest ranking CBSA of origin is Seattle-Tacoma-Bellevue, WA

1. Seattle-Tacoma-Bellevue, WA	8.9%
2. Los Angeles-Long Beach, CA	6.2%
3. New York-North New Jersey-Long Island, NY/NJ	3.4%
4. Portland-Vancouver, OR	2.9%
5. Phoenix-Mesa-Scottsdale, AZ	2.7%
6. San Francisco-Oakland, CA	2.7%
7. Chicago-Naperville, IL	2.3%
8. San Diego-Carlsbad-San Marcos, CA	2.1%
9. Riverside-San Bernardino-Ontario, CA	2.0%
10. Sacramento-Arden, CA	1.6%

INQUIRY ORIGIN DOT-DENSITY MAP:



## 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 Lynnwood residents and inquiries.

## **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 CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry CD.

## 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 your own community's Segments in the following pages, use the below table as a guide when matching those Segments with their corresponding LifeMode Groups.

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%

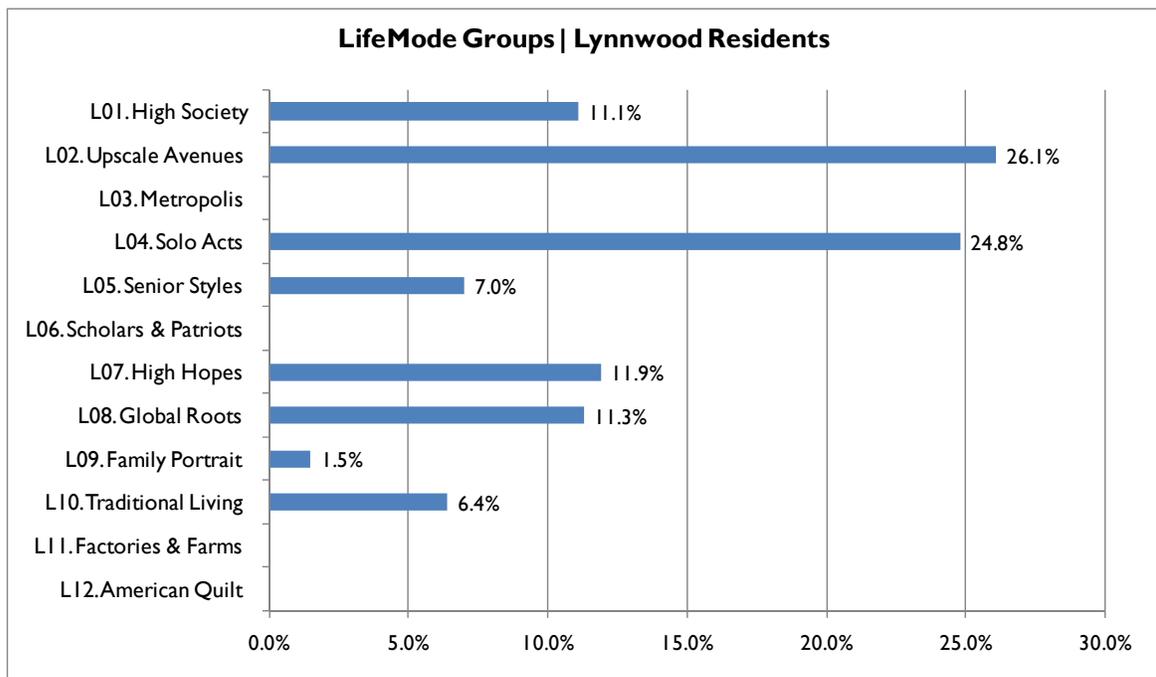


## COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The charts below highlight some of the key findings about the Lynnwood Resident Profile and the Inquiry 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 CD. Please refer to the Community Tapestry CD that North Star provided 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 Lynnwood is delivering above the U.S. average in that LifeMode or Tapestry Segment.

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



**OBSERVATION:** Half of Lynnwood's residents fall in the *Upscale Avenues* and *Solo Acts* LifeMode groups, marked by above average affluence and education levels.

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

### **Upscale Avenues (26.1%): Indexed 188 against the U.S. average**

- Prosperity is the overriding attribute shared by the seven segments in *Upscale Avenues*. Residents have earned their success from years of hard work. Similar to the *High Society* segments, many in this group are also well educated with above-average earnings.
- Urban markets such as Urban Chic and Pacific Heights favor townhouses and high rises, Pleasant-Ville residents prefer single-family homes in suburban

- neighborhoods, and Green Acres residents opt for open spaces. Some have not settled on a home yet, such as the renters among Enterprising Professionals; others, such as Cozy and Comfortable residents, have been settled for years.
- The median household income for the group is \$70,720, and their median net worth is \$188,740.
  - 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.

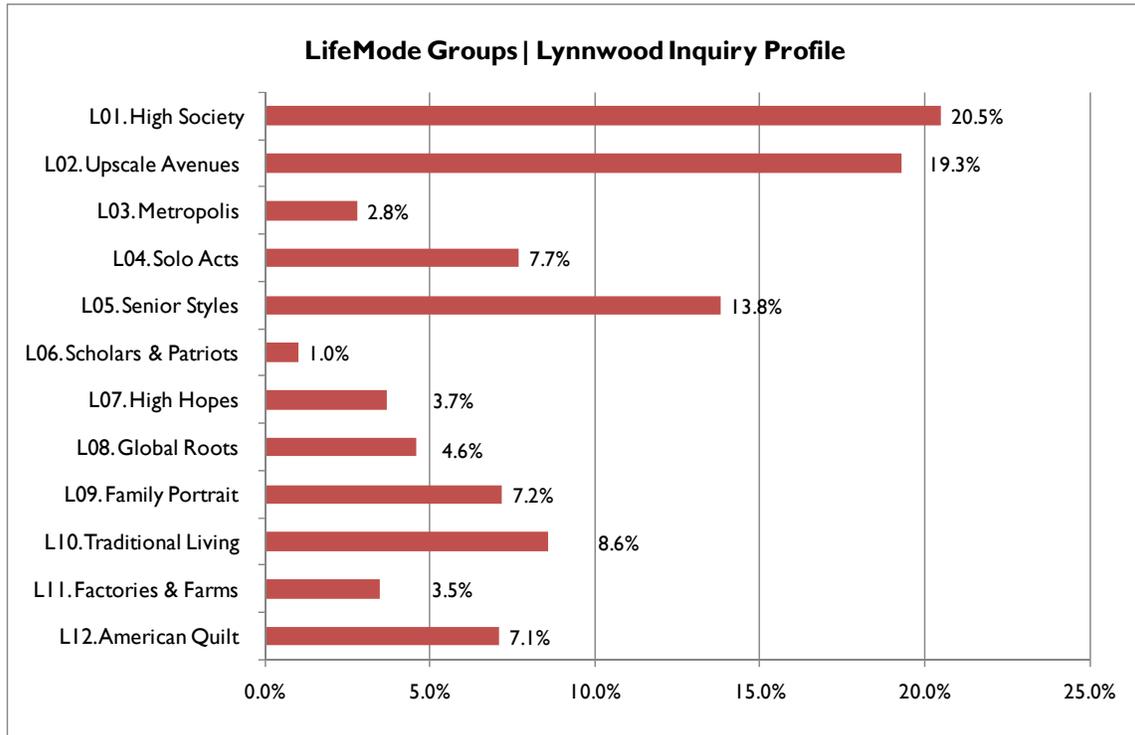
***Solo Acts (24.8%): Indexed 367 against the U.S. average***

- Residents of the Solo Acts summary group segments are singles who prefer city life. Many are young, just starting out in more densely populated U.S. neighborhoods; others are well-established singles who have no homeownership or child-rearing responsibilities.
- Second only to High Society, residents of this group tend to be well-educated, working professionals who are either attending college or already hold a degree.
- Their incomes reflect their employment experience, ranging from a low median of \$44,112 (Old and Newcomers) among the newest households to approximately \$98,606 (Laptops & Lattes) among established singles.
- Homeownership is at 28 percent; the median home value is \$242,868. Contrary to modern migration patterns that flow away from the largest cities, Solo Acts' residents are moving into major cities such as New York City; Chicago; Washington, D.C.; Boston; Los Angeles; and San Francisco.
- With considerable discretionary income and few commitments, their lifestyle is urban, including the best of city life—dining out, attending plays and concerts, and visiting museums—and, for a break from constant connectivity, extensive travel domestically and abroad.

***High Hopes (11.9%): Indexed 290 against the U.S. average***

- The High Hopes summary group includes Aspiring Young Families and Great Expectations. 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 multiunit 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 household income is \$46,167, and the median net worth is \$29,162.

The following chart examines the LifeMode breakout of your Inquiry Profile.



**OBSERVATION:** A large portion of Lynnwood’s inquiry set fall into the 2 most affluent LifeMode groups: *High Society* and *Upscale Avenues*. The group *Senior Styles* is also well-represented.

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

**High Society (20.5%): Indexed 162 against the U.S. average**

- Residents of the seven High Society neighborhoods are affluent and well educated. They represent slightly more than 12 percent of all U.S. households but generate nearly one-quarter of the total U.S. income.
- Employment in high paying positions, such as professional or managerial occupations, is a primary reason why the median household income for this group is \$105,006.
- Most households are married couple families who live in affluent neighborhoods where the median home value is \$329,603.
- Although this is one of the least ethnically diverse groups in the United States, it is one of the fastest growing, increasing by more than 2 percent annually since 2000.
- Residents of High Society are affluent and active—financially, civically, and physically. They participate in a wide variety of public activities and sports and travel extensively.
- Try the Internet or radio instead of television to reach these markets.

***Upscale Avenues (19.3%): Indexed 140 against the U.S. average***

- See page 64, for description

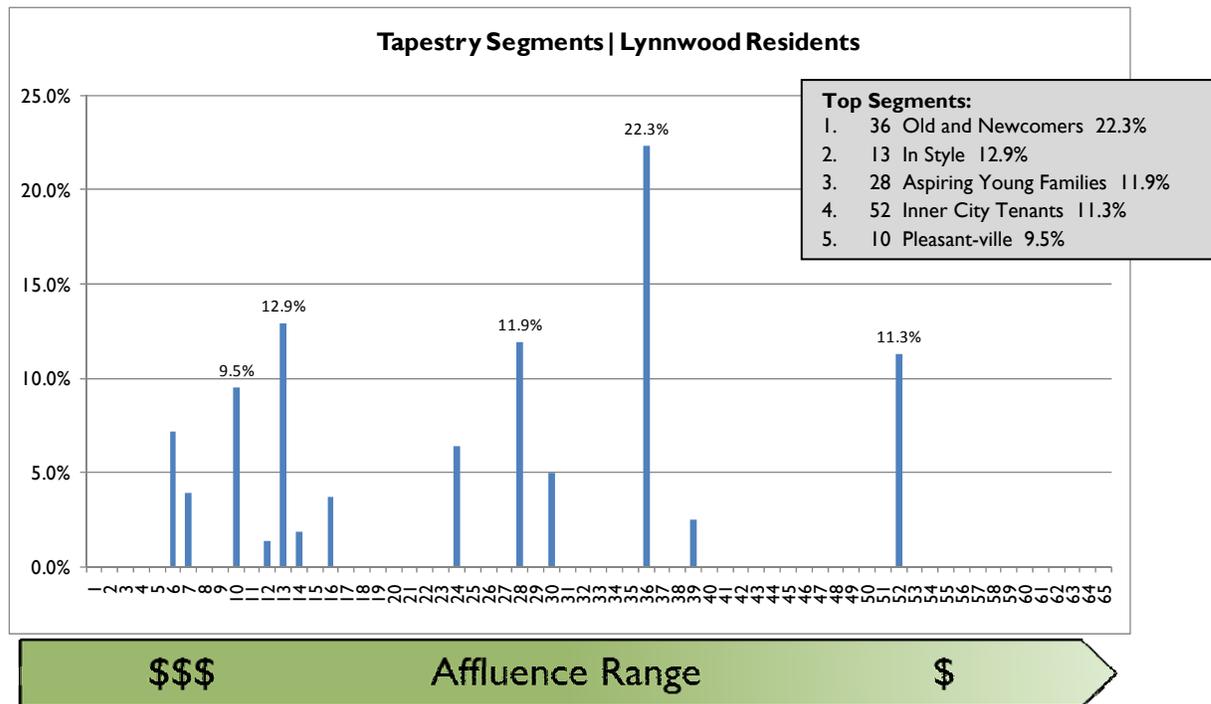
***Senior Styles (13.8%): Indexed 111 against the U.S. average***

- More than 14.4 million households in the nine Senior Styles segments comprise one of the largest LifeMode summary groups. As the U.S. population ages, two of the fastest growing. American markets are found among The Elders and the Silver and Gold segments. Senior Styles segments illustrate the diversity among today's senior markets.
- Although incomes within this group cover a wide range, the median is \$45,396, attributable mostly to retirement income or Social Security payments. Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates.
- 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.
- Their lifestyles can be as diverse as their circumstances, but senior markets do have common traits among their preferences. 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.

## 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 clusters 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 Lynnwood residents. The Tapestry Segments are organized by level of affluence – Segment 1 is the most affluent Segment and 65 is the least affluent Segment.



**OBSERVATION:** Lynnwood residents tend to fall in upper and middle categories of affluence.

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

### **36 Old and Newcomers (22.3%): Indexed 1146 against the U.S. average**

- The Old and Newcomers neighborhoods are in transition, populated by renters who are starting their careers or retiring
- Householders are either in their twenties or over 75, the median age is 36 years.
- The median HHI is \$40,400
- Purchasing preferences reflects their unencumbered lifestyles
- Compact cars are popular to fit the needs of the nonfamily households
- They love reading books and have the highest readership of any segment.
- They also enjoy going to the movies and renting movies

- They play racquetball and golf, as well as jogging or walking
- Age is not always obvious from their choices.

**13 In Style (12.9%): Indexed 519 against the U.S. average**

- Professional couples who live in the suburbs but favor the lifestyle of city dwellers.
- Median age is 37.8 and median HHI is \$65,000+
- Physical fitness is an integral part of their lifestyle with many participating in Weight Watchers and exercise programs
- They enjoy dining out at The Cheesecake Factory and Chili's Grill and Bar, watching E! and the Golf Channel, traveling domestically, and going to rock concerts and live theater shows.

**28 Aspiring Young Families (11.9%): Indexed 504 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 30.1 and median HHI is \$46,400
- Typically attracted to large, growing metropolitan areas in the South and West
- Spend most of discretionary income on children and homes. Buy baby products and home furnishings, including bedroom and dining room furniture
- Also, spend time online visiting chat rooms, searching for employment, playing games and making travel plans
- Vacations are likely to include visits to theme parks
- Leisure time may include dining out, dancing, going to the movies and attending professional ball games.

**52 Inner City Tenants (11.3%): Indexed 745 against the U.S. average**

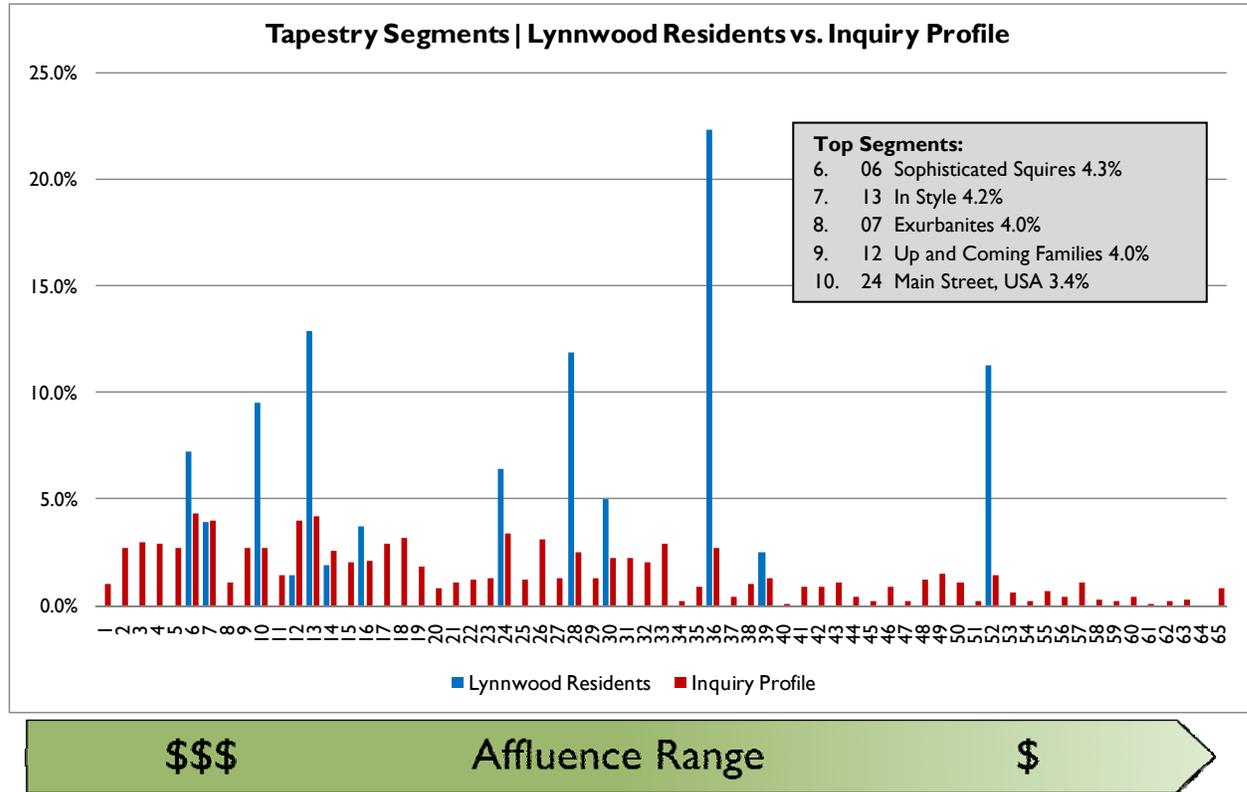
- A microcosm of urban diversity with a population of white, black, Hispanic and Asian cultures
- Median age is 27.8 years and median HHI is \$30,000
- Single parents and single persons make up two-thirds of this market
- They frequently eat at fast-food restaurants and prefer to prepare frozen and canned foods
- Internet is not widely available so many of them surf the internet at work or at the library
- Inner City Tenants enjoy reading, playing cards and board games
- The younger residents enjoy the nightlife: visiting bars, nightclubs and going dancing.

**10 Pleasant-ville (9.5%): Indexed 557 against the U.S. average**

- Prosperous domesticity; families, especially, middle-aged married couples
- 40% of the households have children. Median age is 38.7 and median HHI of \$72,000
- The diversity of Pleasant-Ville is comparable to that of the United States
- Settled and enjoy where they live; 12% are willing to commute more than 60 minutes to work
- Home improvement is a priority but doing the projects themselves is not
- Pleasant-Ville residents spend their leisure time dining out, going to ball games or vacationing. They enjoy traveling abroad, especially on cruises. Use PCs only for consumer purchases.

## COMMUNITY TAPESTRY WHO REPORT | TAPESTRY SEGMENT COMPARISON:

Below is a chart that compares the Resident Profile's Segments with those from the Inquiry Profile.



**OBSERVATION:** The inquiry set is much more diverse than Lynnwood's residents as it has representation in nearly every segment.

Top Inquiry Tapestry Segments: An index of 100 represents the U.S. average

### **06 Sophisticated Squires (4.3%): Indexed 157 against the U.S. average**

- Enjoy cultured country living in newer home developments on the fringe of urbanized areas
- Mostly married-couple families; approximately 40% have children varying in age from toddler to over 18 years
- Median age is 37 and median HHI is \$79,000
- Sophisticated Squires drive SUV's and Minivan's. Cargo space is essential for the avid golfers and for DIY projects
- Very health conscious; many own treadmills, join Weight Watchers, or take dietary supplements
- They own all their own tools and supplies to complete lawn and household projects
- Sophisticated Squires shop at suburban classics such as L.L. Bean, Lands' End and Eddie Bauer.

**13 In Style (4.2%): Indexed 168 against the U.S. average**

- See Resident top Segment descriptions on pg. 69.

**07 Exurbanites (4.0%): Indexed 160 against the U.S. average**

- Living beyond the urban fringe, Exurbanites prefer open space with affluence
- Majority of residents are empty nesters, but the median age is 43. Median HHI is \$80,000+
- Consult with financial planners and track investments on the Internet
- Listen to public radio, donate to PBS, and remain active in their communities
- Enjoy golf, boating, hiking, kayaking, vacations, and working on their homes and gardens
- Practical shoppers favoring Old Navy, Target, and L.L. Bean.

**12 Up and Coming Families (4.0%): Indexed 117 against the U.S. average**

- Young, affluent families with small children; own new single-family homes
- 65% have attended college
- Median age is < 32 and median HHI \$67,000
- Fast food is a staple in the family diet. Leisure includes attending ball games, going to the zoo, etc.
- If these families travel, they only do so domestically
- Since many are first time homeowners, they still purchase household basics
- Up and Coming Families are starting or expanding their families so they purchase baby equipment, toys, etc.

**24 Main Street, USA (3.5%): Indexed 132 against the U.S. average**

- A mix of household types, similar to that of the U.S. distribution, and a median age of 36, also similar to U.S. median age
- Median HHI is \$50,400
- Residents of Main Street, USA are active in their communities, taking part in fundraisers and volunteer programs, taking day trips to beach, theme parks or the zoo
- For leisure, they enjoy dinner and a movie. Favorite restaurants include Applebee's, Outback and Red Lobster
- They use internet for games, searching for employment and shopping
- As owners of older homes, householders invest in improvement projects. They prefer to complete the jobs themselves with tools purchased at Lowe's or Home Depot.



Top Segment comparison:

Resident Profile		Inquiry Profile	
36 Old and Newcomers	22.3%	06 Sophisticated Squires	4.3%
13 In Style	12.9%	13 In Style	4.2%
28 Aspiring Young Families	11.9%	07 Exurbanites	4.0%
52 Inner City Tenants	11.3%	12 Up and Coming Families	4.0%
10 Pleasant-Ville	9.5%	24 Main Street, USA	3.4%
06 Sophisticated Squires	7.2%	18 Cozy and Comfortable	3.2%
24 Main Street, USA	6.4%	26 Midland Crowd	3.1%
30 Retirement Communities	5.0%	03 Connoisseurs	3.0%
07 Exurbanites	3.9%	04 Boomburbs	2.9%
16 Enterprising Professionals	3.7%	17 Green Acres	2.9%

**OBSERVATIONS:**

- The inquiry profile represents a wide diversity of lifestyles and lifestages. The two profiles only overlap in three Segments in the top ten
- Wealth is a major defining factor that they all share in common, with an average median HHI income of \$68,280 (versus the \$50,760 within the resident profile)
- These residents have an average median age of 37, close to the U.S. average at 36
- All of the Segments frequently use the Internet in their daily lives
- There is a large portion of empty nesters as well as young families dispersed throughout the top five Segments. Many of the Segments rank high in domestic travel
- Most of the Segments enjoy shopping in their free time, frequenting big box retail. Many of the residents in these top five Segments try to stay hip and in the trends.

## COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

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

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

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

## 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 a 100 index is above average and anything below a 100 index is below average. The sample below is pulled from the Lynnwood Resident What Report and can help you understand this indexing system.

As an example, your residents index 150 in eating at Olive Garden within the last six months. This means your residents are 50% more likely to eat at Olive Garden 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 Olive Garden example: If Lynnwood currently has an Olive Garden operating within its city limits, you are satisfying your residents' desire to eat at this family restaurant. However, if for some reason Lynnwood is without an Olive Garden, you can use this information to entice Olive Garden to open a location within the city limits. Businesses will be more likely to partner with Lynnwood if they are given data to support such a decision.



Restaurants	Index
Fam rest/steak hse last 6 mo: Friendly`s	198
Fast food/drive-in last 6 mo: Boston Market	173
Fast food/drive-in last 6 mo: Papa John`s	173
Fast food/drive-in last 6 mo: Dunkin` Donuts	173
Fam rest/steak hse last 6 mo: Chili`s Grill & Bar	172
Fast food/drive-in last 6 mo: Panera Bread	166
Fam rest/steak hse last 6 mo: Outback Steakhouse	155
Fam rest/steak hse last 6 mo: Olive Garden	150
Fast food/drive-in last 6 mo: Long John Silver`s	67
Fast food/drive-in last 6 mo: Hardee`s	51
Fam rest/steak hse last 6 mo: Ryan`s	37

## RESIDENT WHAT REPORT:

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

### Summary of Resident What Report:

#### Middle range income along with proximity to Seattle influence preferences:

- ▶ **Internet/TV:** More likely to use the internet for an online video or chat room within the last 30 days. Also, likely to use public internet access at a library. Watch entertainment and pop culture channels such as MTV, MTV2, BET, and Style. Less likely to watch syndicated television and CMT.
- ▶ **Auto:** More likely to purchase efficient vehicles like Honda and to have rented a truck for moving. Also, likely to have purchased an imported vehicle. Less likely to own or lease utility vehicles like ATVs or full size pickup trucks.
- ▶ **Finances:** Likely to use financial planning counseling and to utilize online banking with their personal banking institution. Also likely to have shares in money market funds and mutual funds or bonds.
- ▶ **Shopping:** Likely to shop mid range level retail and department stores such as Bed Bath and Beyond, Kohl's, and Macy's. Less likely to shop at local convenience stores such as CVS, Rite Aid, or True Value.
- ▶ **Apparel:** Likely to purchase dress apparel including neckties, dress shirts, and dress boots. Also, likely to purchase designer jeans and expensive jewelry. Less likely to purchase work boots and hunting apparel.
- ▶ **Travel:** Likely to travel internationally by cruise or by plane for vacation most often using higher end air travel namely, Delta. Less likely to stay in lower end motels such as Super 8 and Days Inn.
- ▶ **Lifestyle & Leisure:** Likely to have attended an adult education program, gamble in Atlantic City, but also attend a live theatre event, and nice wines, cognac, and prepare mixed drinks. Less likely to be involved in local churches and participate in woodworking or furniture finishing.



**Example charts from the Resident What Report:**

Shopping	Index
Warehouse/club store/6 mo: BJ's Wholesale Club	207
Dept/clothing/variety store/3 mo: Linens 'n Things	178
Dept/clothing/variety store/3 mo: Macy's	174
Dept/clothing/variety store/3 mo: Dillard's	169
Dept/clothing/variety store/3 mo: Bed Bath & Beyond	166
Dept/clothing/variety store/3 mo: Kohl's	162
Office/computer supply store/12 mo: CompUSA	160
Drug store shopped at last 6 mo: Rite Aid	83
Appl/hardware/electr store/12 mo: True Value	65

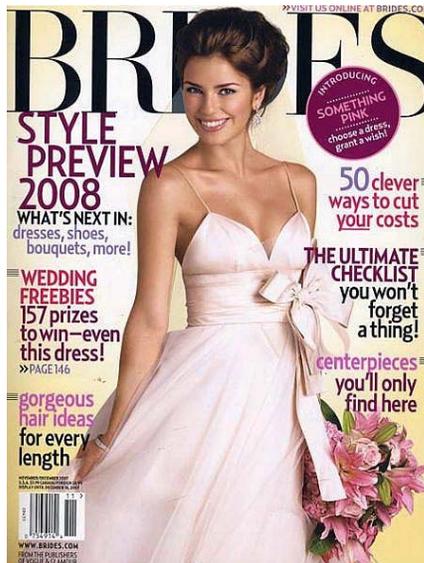
Travel	Index
Airline used for foreign trip/3 yrs: Delta	177
Took foreign trip by cruise ship in last 3 yrs	159
Spent on foreign vacations last 12 mo: <\$1000	157
Went backpacking/hiking on domestic vacation/12 mo	154
Airline used for domestic trip/12 mo: US Airways	153
Took foreign trip w/all-inclusive travel pkg/3 yrs	151
Bought travelers checks in last 12 months	147
Hotel/motel stayed in/12 mo: Days Inn	83
Hotel/motel stayed in/12 mo: Super 8	81



Watch	Index
Watched last week: BET (Black Entertainment TV)	210
Watched last week: Style	170
Watched last week: MTV	170
Watch Syndicated TV (M-F): Frasier	165
HH subscribes to digital cable TV	160
Watched last week: Bravo	153
Watch Syndicated TV (M-F): Divorce Court	70
Watch TV aired once/wk: CBS Evening News-Sat	69
Watched last week: CMT (Country Music Television)	66
HH has satellite dish	52

Restaurants	Index
Fam rest/steak hse last 6 mo: Friendly's	198
Fast food/drive-in last 6 mo: Boston Market	173
Fast food/drive-in last 6 mo: Papa John's	173
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Fam rest/steak hse last 6 mo: Olive Garden	150
Fast food/drive-in last 6 mo: Long John Silver's	67
Fast food/drive-in last 6 mo: Hardee's	51
Fam rest/steak hse last 6 mo: Ryan's	37

Read	Index
Read music magazines	172
Read bridal magazines	153
Read women's fashion magazines	146
Read travel magazines	139
Heavy magazine reader	137
Read baby magazines	136
Read computer magazines	135
Light magazine reader	70
Read fishing/hunting magazines	68



## INQUIRY PROFILE WHAT REPORT:

Below you will find a summary of the What Report for the Inquiry Profile. The following page contains selected charts that highlight some of the inquiries' key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

### Summary of Inquiry What Report:

#### Middle to high range income along with diversity in region influence preferences:

- ▶ **Internet/TV:** Likely to use internet 5 times or more a day. Often used for online ordering and making travel plans. Watch the Golf Channel, BBC, and respected news sources such as CNBC and MSNBC. Less likely watch syndicated television such as Divorce Court and Jerry Springer.
- ▶ **Auto:** Likely to purchase higher end luxury vehicles including imports and convertibles. Also, likely to have rented a car within the last 12 months, which implies more frequent travel.
- ▶ **Finances:** Likely to have home equity line of credit, own shares in a market fund, and purchase items on credit. Likely to have a variety of stocks and bonds from preferable stocks to mutual bonds.
- ▶ **Shopping:** Very likely to have shopped in higher end department stores such as Nordstrom, Crate and Barrel and Macy's interestingly also very likely to shop at bargain stores such as Costco.
- ▶ **Apparel:** Likely to purchase athletic apparel, most notably ski apparel, business attire, including suits and casual slacks, and expensive jewelry.
- ▶ **Travel:** Likely to travel for business and pleasure often and take part in vacation travel internationally. Likely to be a part of rewards travel programs and stay in nice hotels such as Marriot and Hilton.
- ▶ **Lifestyle & Leisure:** Likely to have attended an opera or classical music performance, but also gamble in Atlantic City, visited a museum, and drink a variety of wines and scotch. Less likely to purchase lottery tickets and play bingo.



Crate&Barrel



**Example charts from the Inquiry What Report:**

Shopping	Index
Dept/clothing/variety store/3 mo: Nordstrom	243
Dept/clothing/variety store/3 mo: Crate & Barrel	222
Warehouse/club store/6 mo: Costco	213
Dept/clothing/variety store/3 mo: Macy`s	185
Dept/clothing/variety store/3 mo: Banana Republic	179
Ordered last 12 mo from: L.L. Bean	171
Ordered last 12 mo from: Lands` End	171
Drug store shopped at last 6 mo: Wal-Mart Pharmacy	93
Bought item from Avon in-home sales rep last 6 mo	90

Travel	Index
Took 3+ foreign trips by plane in last 3 yrs	218
Took 3+ foreign non-business trips by plane/3 yrs	215
Visited on foreign trip last 3 yrs: France	205
Spent on foreign vacations last 12 mo: \$3000+	203
Member of any frequent flyer program	196
Spent on domestic vacations last 12 mo: \$3000+	194
Airline used for domestic trip/12 mo: United	193
Airline used for foreign trip/3 yrs: United	192
Took 3+ domestic trips by plane in last 12 months	191
Took 3+ domestic non-business trips by plane/12 mo	191
Hotel/motel stayed in/12 mo: Days Inn	95



Restaurants	Index
Fast food/drive-in last 6 mo: Carl's Jr.	183
Fast food/drive-in last 6 mo: Starbucks	167
Fam rest/steak hse last 6 mo: Cheesecake Factory	166
Fast food/drive-in last 6 mo: Del Taco	164
Fam rest/steak hse last 6 mo: Friendly's	161
Fam rest/steak hse last 6 mo: Red Robin	156
Fast food/drive-in last 6 mo: Panera Bread	156
Fast food/drive-in last 6 mo: Long John Silver's	88
Fast food/drive-in last 6 mo: Captain D's	86
Fam rest/steak hse last 6 mo: Ryan's	85

Read	Index
Read airline magazines	174
Read travel magazines	160
Read business/finance magazines	146
Read newspaper: travel section	144
Read newspaper: business/finance section	139
Read two or more Sunday newspapers	138
Read Epicurean magazines	137
Light newspaper reader	89
Light magazine reader	87

Watch	Index
Watched last week: Golf Channel	169
HH subscribes to digital cable TV	141
Watched last week: BBC America	133
Watch TV aired once/wk: Boston Legal	132
Watched last week: CNBC	132
Watched last week: MSNBC	130
Watch Syndicated TV (M-F): Divorce Court	84
Watch Syndicated TV (M-F): The Jerry Springer Show	82
Watch Syndicated TV (M-F): Maury	81



## **ESRI ECONOMIC OPPORTUNITY ANALYSIS**

### ***Purpose***

The Economic Opportunity Analysis is conducted by the Environmental Systems Research Institute, Inc. (ESRI) – a national leader in business information systems and analysis. The information associated with this analysis, including data on Lynnwood and select competitive markets, enable data driven decision making and provide supporting evidence for attracting investment into the community. The analysis consists of four main reports and several sub-reports as described below.

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

The complete results from the Economic Opportunity Analysis can be found on the BrandPrint CD and should be passed on to economic development entities in the area. All files on the CD include reports for Lynnwood and selected competitors including:

- Lynnwood
- Seattle
- Bothell
- Bellevue
- Everett
- Renton
- Edmond

**NOTE:** The complete results from the Economic Opportunity Analysis can be found on the BrandPrint CD and should be passed on to economic development entities in the area.

A brief explanation of each report included in the analysis is provided below.

## MARKET PROFILE

The Market Profile Report offers **ECONOMIC BACKGROUND INFORMATION** on Lynnwood, providing an overview of key demographic attributes and consumer spending patterns. This set of data should be used in the evaluation process for site selection, market analysis and general trend evaluation. A Graphic Market Profile – with graphic representations of the demographic data – is also included.

- **Lists Lynnwood’s economic statistics, demographic statistics and background**
  - Population by individuals, households, families
  - Housing by type, size, year moved in, housing units, home value
  - Age, Income, Ethnicity
  - Employment information by industry and occupation including commute info
- **Lists changes over time (2000, 2010, 2015 projected)**
  - Households by income
  - Population by age, sex, race, employment status
- **Lists consumer spending data**
  - Total, average and spending potential index (SPI) for 14 categories

## BUSINESS SUMMARY

The Business Summary offers information on **SUPPLY** in Lynnwood, providing a breakdown of the total number of businesses and employees per industry within 30 different sectors of the marketplace. It also provides a comparison of daytime versus residential population for the given area.

- **Lists numbers of businesses and employees in Lynnwood**
  - By industry sector
- **Uses Bureau of Labor Statistics “Infogroup Business Database”**
  - Includes business white and yellow pages, annual reports, SEC information, government data, business magazines, newsletters, newspapers
  - Infogroup does annual telephone verifications with each business

## RETAIL GOODS AND SERVICES EXPENDITURES

The Retail Goods and Services Expenditures Report offers information on **DEMAND** in Lynnwood. Focusing on consumer spending patterns of Lynnwood’s residents, it looks at the spending potential index, average amount spent, and total amount spent in 12 categories and 74 sub-categories. It details total and average amount per household spent on retail goods and services such as food, apparel, travel and insurance. A spending potential index (SPI) is used to compare the amount spent in the area under study to the U.S. average.

- **Lists Demographic Summary of Lynnwood Residents**
  - Population, families, age, income, ethnicity
  - Top Tapestry Segments

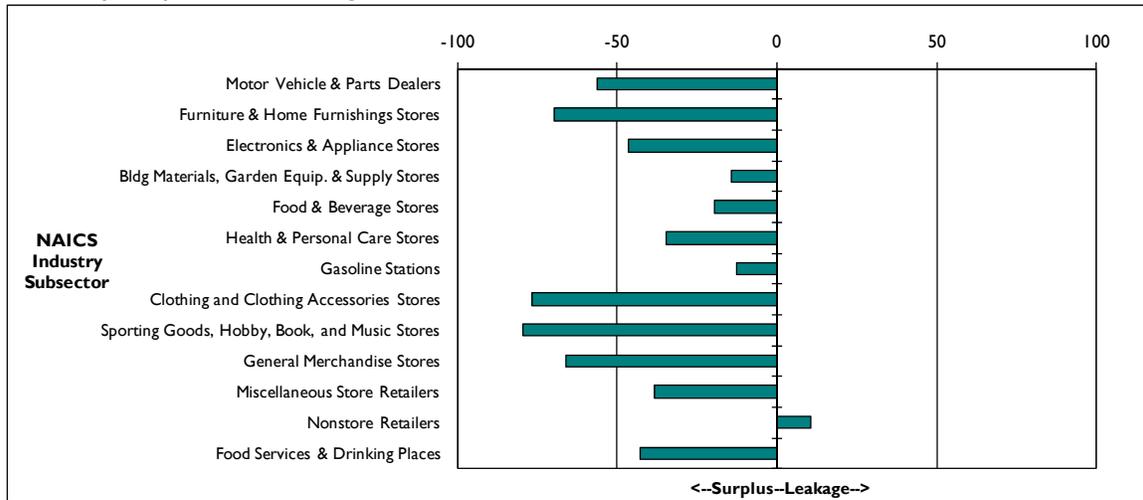
- **Lists Consumer expenditures**
  - By average amount spent per household annually
  - By Spending Potential Index (SPI), which compares average expenditures for a product locally to the average amount spent nationally
- **Combines Consumer Expenditure Surveys (CEX) with Bureau of Labor Statistics data**

## RETAIL MARKETPLACE PROFILE

The Retail MarketPlace Profile offers information on **SURPLUS AND LEAKAGE**, or comparisons between existing supply and demand in Lynnwood. It provides an industry summary, leakage/surplus factor for each industry group and sub-sector, and total supply and demand for each industry sub-sector.

- **Compares demand (retail potential by household) with supply (retail sales to consumers)**
  - Leakage (green, positive) means retail opportunity is leaking outside Lynnwood, or Lynnwood residents are buying what they need outside of the community (+100 = total leakage)
  - Surplus (red, negative) means Lynnwood has a surplus of supply which draws customers in from outside the community (-100 = total surplus)
- **Businesses are classified by primary type of economic activity and organized by North American Industry Classification System (NAICS) code**
  - NAICS, created by the U.S. Census Bureau

### Summary Surplus and Leakage Chart



**Observations:** Lynnwood has exceptional surplus in the majority of categories, which implies that the residents of Lynnwood are finding exactly what they are looking for and do not have to leave the city limits to search for goods.

## COMPETITIVE ANALYSIS

### *Purpose*

To better understand what Lynnwood'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 and economic development attributes. The materials reviewed include but are not limited to the city's website, the CVB website, chamber website, area attraction websites as well as other communication materials such as brochures and visitors guides.

#### TOURISM:

- Seattle
- Spokane
- Portland, OR

#### ECONOMIC DEVELOPMENT:

- Seattle
- Bothell
- Bellevue
- Everett
- Renton
- Tacoma



## COMPETITIVE ANALYSIS | TOURISM

### Seattle, Washington

#### Positioning Line:

- “Metronatural”
- “Sometimes the difference between ordinary and amazing is where it happens.”

#### Tourism Assets: *What are they selling*

- The Space Needle
- Waterfront Activities- Dining, Shopping, and Ferry Rides and Tours
- “Cool Quirky Neighborhoods”- Grandiose downtown to the unique historic Pioneer Square
- Culture and Events- Tony award winning Repertory Theatre, ballet, opera, and symphony
- Outdoor Adventure- Hiking, rafting, kayaking, diving, and fishing
- Wine Country: 35 wineries within driving distance of downtown. Two annual festivals
- Giveaways and “Seattle Supersaver” search engine.



#### Marketing Messaging:

- Seattle’s tourism website uses two separate lines: “Metronatural” and “Sometimes the difference between ordinary and amazing is where it happens.”
- Seattle’s CVB page focuses on the diversity of the activities and attractions available through tabs ranging from outdoor activities, family fun, and culture and events
- Seattle’s logo uses a pale green and almost yellow with the tagline “Metronatural” along with “Seattle” above it.

#### Strengths:

- The variety of activities listed- The “10 things you must see and do” concept under the “Explore Seattle” tab.

#### Weaknesses:

- Unappealing color scheme
- Cluttered CVB and city website, hard to navigate

Summary: Seattle’s marketing message is scattered and neglects to pinpoint the strengths of the Seattle area.



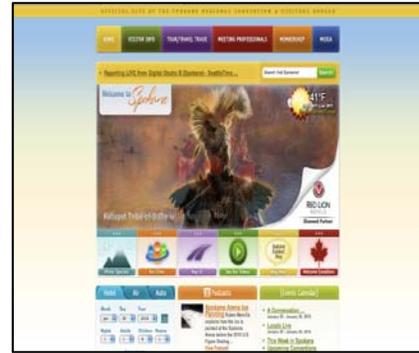
## Spokane, Washington

### Positioning Line:

- “Welcome to Spokane”

### Tourism Assets: *What are they selling*

- Attractions include: Local casinos, gaming facilities, parks, and wineries
- Dining and nightlife includes everything from local wineries, café bistros, world-class restaurants, to bars and lounge
- Entertainment and the Arts: Motorcycle Museum, Aerospace Museum, small independent theatres, and the INB Performing Arts Center
- Golf: Nearly three dozen golf courses in the region at cheap prices
- Recreation: Adventure sport rentals (ATVs and Snowmobiles), aero sports, rafting, and hiking trails
- Tours: Fossil digging site and scenic lake cruises
- Shopping: A variety that includes boutiques, new malls, and large department stores
- Winter sports: A number of affordable, relaxing, and exciting ski resorts and state parks
- Wineries: Numerous local wineries to explore with world-renowned blends.



### Marketing Messaging:

- The tagline for Spokane is simply “Welcome to Spokane”
- The Spokane CVB website focuses on a vibrant color scheme to make it appear more exciting and has alternating photos rolling that show the diversity that Spokane has to offer
- Their main logo that includes their tagline is written in soft and inviting lettering.

### Strengths:

- Great color scheme on website, feels fun and exciting, it focuses on bright inviting colors that really make you want to explore the site
- The website is easy to navigate and provides a long list of possible places to visit under every tab of interest
- Facebook and Twitter are easy to find and connect with.

### Weaknesses:

- The tourism website uses the tagline of “Welcome to Spokane” which seems a little simple and does not really pique interest for those visiting the site or Spokane.

Summary: Spokane does a good job of providing a simple marketing message that reveals what the city offers. However, the tagline is elementary and leaves a lot to be questioned.

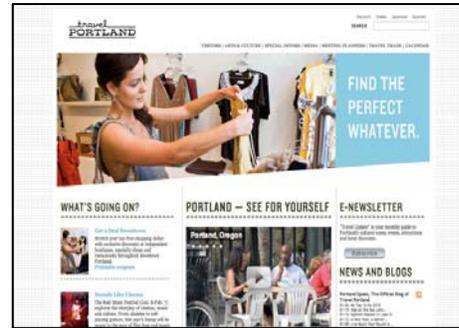
## Portland, Oregon

### Positioning Line:

- “Travel Portland”

### Tourism Assets: *What are they selling*

- Boat tours, namely the Portland Spirit which offers top-notch dining and beautiful views of the Portland skyline
- Portland’s Art Museum is the oldest in the Northwest and includes a beautiful collection of artwork and outdoor sculptures
- Oregon Museum of Science and Industry is one of the nation’s leading science museums with entertainment for all ages
- America’s Hub World Tours which is a series of wine tours that includes the premier Pinot Noir producing areas
- Four world class gardens that include two beautiful Ming Dynasty style arrangements
- Portland Parks & Recreation provides care to over 10,000 acres of parks and natural areas, and offers thousands of programs for all ages at its community centers, swimming pools, and other recreational facilities
- Portland hosts a multitude of exciting sports teams and events, including NBA basketball, pre-NHL hockey, minor league baseball and A-League soccer
- World-class shopping with no sales tax.



### Marketing Messaging:

- The “Travel Portland” strapline also serves as the CVB’s logo. The type face almost has a western feel to it.

### Strengths:

- Strong comforting color scheme and theme on CVB website
- Potentially a lot of information for a visitor to find about Portland on CVB
- Multimedia on opening page, great pictures and videos that show what Portland is about.

### Weaknesses:

- Lack a singular tourism draw. Due to the variety of activities, tourism-promotion communications can sometimes have a disjointed feel
- Frustrating to navigate websites and to find simple information about the best things to do in Portland
- No overlying theme across websites, from CVB to city website
- Cluttered city website.



**Summary:** All-in-all Portland does a good job of branding themselves; however, communicating simple information in a straightforward manner seems to be a downfall of their campaign.

## COMPETITIVE ANALYSIS SUMMARY | TOURISM

### Positioning Lines:

- A collection of weak positioning lines that do not pique the interest of possible visitors (Metronatural, Welcome to Spokane, or Travel Portland).

### Similarities:

- Diversity in local wineries and dining experiences
- Focus on museums and the arts including Science Museums, Art Museums, and a variety of music experiences
- Websites overall have a strong design and color scheme. Although some are more appealing to the eye than others, most notably Portland, all carry a consistent theme.
- All mention shopping options but not as much as some of the economic competitors such as Bellevue.

### Differences to Note:

- Seattle's "Top Ten Things to Do in Seattle" helps to pique the interest of possible visitors by collecting the best attractions
- Seattle's travel search engine helps possible visitors to find the best deals on travel and hotel stays right on the website
- Portland's theme is very unique, professional and appealing. Definitely worth taking a closer look.

## COMPETITIVE ANALYSIS | ECONOMIC DEVELOPMENT

### Seattle, Washington

### Positioning Line:

- "Connecting Businesses, Community, and People"

### Economic Development Assets: *What are they selling*

- Manufacturing: Everything from industrial machinery and fabricated metal, to aerospace products to, construction, and transportation and wholesale distribution
- Maritime: 22,000 jobs and \$2.1 billion to the economy include fishing, transportation, ship repair, and more
- Life Science: Biotechnology and global health industry
- Information and Communication Technology
- Healthcare Industry
- Clean Technology: Smart technology (premium power) and sustainable building which focuses on the conservation of energy, recycling, etc.
- Film and Music: \$650 million and 8,700 jobs
- Tourism: \$4 billion to economy



- Retail: Seattle houses numerous malls and shopping opportunities most notably the Northgate mall and Southcenter both of which are beautiful facilities with great location. Also, University Village which has a few more upscale options but also has a beautiful feel and outdoor shopping perfect for a sunny day.

What do they have to offer?

- Business Development Team: Focused entirely on keeping Seattle business-friendly
- Finance: \$1.4 million Start-Up fund and \$8 million Grow Seattle Fund
- Workforce: Economic Development partners with both the Seattle Jobs Initiative and the Seattle King County Workforce Development Council to provide training and job placement services.

Strengths:

- Office of Economic Development website is easy to navigate with lots of useful information
  - Guides to help business start ups
  - Frequently asked question lists
- Enticing copy to attract new businesses. The city appears very welcoming.

Weaknesses:

- Website looks a little outdated
- Cluttered home page on Economic Development Website.

Summary: The Economic Development marketing message seems a little outdated; however, it does a fairly good job of wrapping up everything in one concise message.

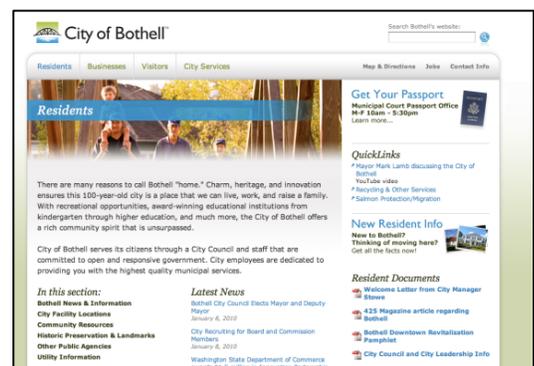
## Bothell, Washington

Positioning Line:

- “A great place to call home” is the line the city uses

Economic Development Assets: *What are they selling*

- Biotechnology: This is Bothell’s key industry, including numerous firms started there
- Ultrasound technology
- Computer technology, data, and telecommunications
- Electrical engineering, civil engineering, and environmental engineering firms.
- Food and beverage industry
- Retail industry
- Smart power industry.



What do they have to offer?

- IPZ (Innovation Partnership Zone): Helps to promote creativity around the important medical manufacturing in Bothell
- Financial support from King County
- Working on revitalizing their downtown area.

Strengths:

- City website has useful information about Bothell's economy
  - Market Studies
  - King County Economic Data
- Website has a comforting and inviting color scheme.



Weaknesses:

- Hard to actually find information about business practice, types of industry, and business incentives in Bothell
- Links on Bothell city website that do not lead to new pages (“Business” tab and “Doing Business Here” tab).

Summary: Bothell does a good job of putting appropriate links at users' fingertips on its website. However, a user won't find much more than those links, as there is little explanatory copy about Bothell or why it is a good place to do business.

## Bellevue, Washington

Positioning Line:

- “Helping to grow and create local business”

Economic Development Assets: *What they are selling*

- Software development industry: Bellevue is home to numerous software and technology-based firms started in the 1990s (Including Captaris Inc, Onyx Software, and Saflink Corp.)
- Retail industry: Home to four shopping centers. The main mall is Bellevue Square which has a wider range of shopping than most malls but focuses on more upscale retail shops
- Internet content companies: Website development
- Interactive Media Industry: Bellevue touts being a global leader in interactive media
- Aerospace manufacturing
- Wireless telecommunications.



What do they have to offer?

- Small Business Administration: Offers free business counseling
- Tax incentives and exemptions in warehouse sales, manufacturing sales for machinery and equipment, high technology sales, and aerospace industry
- Bellevue Entrepreneur Network: Helps small business owners and entrepreneurs navigate the complex path of entrepreneurship.

Strengths:

- Good starting a business page with ample contact information and information on procedure all under the “Starting, Growing or Relocating a Business” tab
- 2008, Fortune Small Business Magazine rated Bellevue the best place to live and launch a new business.

Weaknesses:

- Website looks a little outdated
- Sensory overload on most pages. The website could probably use a little organization.



Summary: The run-of-the-mill positioning line and unorganized feel of the Bellevue economic development section of its website leaves much to the imagination when envisioning Bellevue’s economic and business atmosphere.

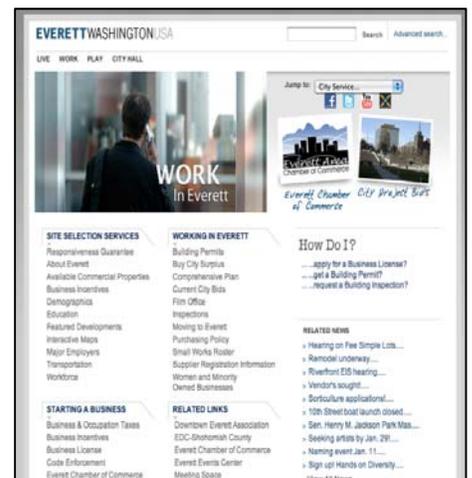
## Everett, Washington

Positioning Line:

- No positioning line visible

Economic Development Assets: *What are they selling*

- Aircraft design and manufacturing industry: Home to Boeing manufacturing, the largest aircraft manufacturer and leader in aerospace. Also, Easterline is a leading manufacturer of custom interface and lighting solutions for aircraft
- Technology and Electronics Industry: Fluke Electronics has helped define and expand a unique technology market, providing testing and troubleshooting capabilities
- Telecommunication: Everett is home to a large Verizon office
- Healthcare: With 3,165 workers, Providence Regional Medical Center Everett serves a five-county area with top-rated patient care
- Service-based industries.



What do they have to offer?

- Sales and use tax waivers for eligible companies locating in selected rural areas
- Biotechnology and medical device manufacturing sales and use tax deferrals
- Machinery and equipment (M & E) sales and use tax exemptions
- High technology business and occupation (B & O) credits for R&D spending
- Reduced B & O rate for solar energy system manufacturers
- Reduced B & O rate for aerospace companies
- Multi-family housing property tax exemption
- Businesses do not have to pay: Corporate state income tax, unitary tax, inventory tax, personal state income tax, state tax on interest, dividends or capital gains
- A variety of available commercial property.

Strengths:

- Clearly defines and specifies business incentives under its own tab to help appeal to future businesses possibly moving to Everett
- Great professional look to the website, easy to navigate
- Plenty of available information including everything from building permits to listings of availability in commercial properties
- Interactive maps
- Good list of local employers.

Weaknesses:

- No central tagline or theme to pull the whole website together.

Summary: Everett's website does an excellent job of delivering information to the inquirer; however, without a positioning line, there is not central theme to tie the entire marketing message together.



## Renton, Washington

Positioning Line:

- City uses line, "Ahead of the Curve"

Economic Development Assets: *What they are selling*

- Aircraft design and manufacturing industry:  
Boeing manufacturing
- PACCAR: Global technology leader in the design, manufacture and customer support of premium light, medium and heavy-duty trucks
- Wizards of the Coast: Video gaming production and design



- Alliance Packaging: Northwest's largest independent corrugated box manufacturer with a well deserved reputation for producing the very best in packaging products
- Retail and Service Industry: Renton also has many of its residents employed by Walmart and IKEA.

What do they have to offer?

- Renton does not have a business and occupation (B & O) tax
- Central location
- Affordable land costs and leasing rates
- Streamlined permitting process and low mitigation and permit fees.



Strengths:

- Soft and welcoming color scheme
- Simple navigation tabs
- Plenty of contact information that is appropriately placed under specific areas with the encouragement to call with questions
- Access to in-depth demographic information.

Weaknesses:

- Although the site is well organized there is not a lot of useful information. The business incentives tab is a good example
- Look of website, although welcoming, may come across as less professional.

Summary: Renton's marketing message seems playful but does not connect back to the assets they are selling. The information given is sporadic and lacks a unified focus.

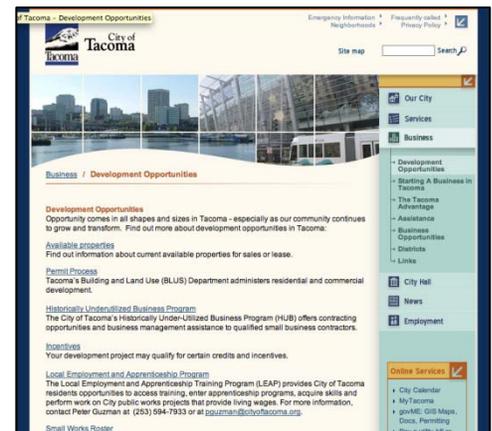
**Tacoma, Washington**

Positioning Line:

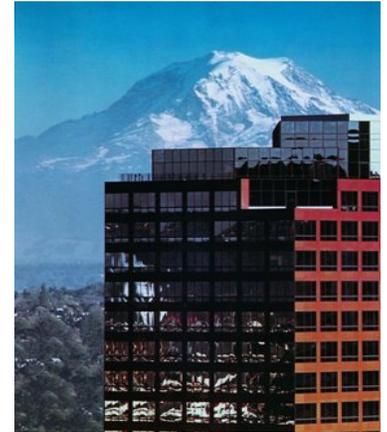
- No positioning line visible

Economic Development Assets: *What are they selling*

- Retail Industry – Tacoma Mall also referred to as Simons Mall is a beautiful mall with a wide range of stores. Largest mall in Tacoma
- US Oil and Refining - built in Tacoma in 1952, it currently refines 39,000 barrels of petroleum a day
- Tacoma is also a major gateway port for international trade
- Strong high technology industry
- Manufacturing



- Agricultural and forest products-the first business established in Tacoma was a saw mill; Tacoma's economy is still heavily involved with timber
- Health Care-Tacoma houses a variety of health care services from insurance to medical imaging facilities.



#### What do they have to offer?

- No personal or corporate income tax
- Major investments in fiber optic cable through *Click!* Network
- Expedient permitting process
- Excellent interstate, rail, air, and sea transportation
- B & O tax credit for job creation.

#### Strengths:

- “10 Reasons for locating your business in the city of destiny” list
- Property availability tab links to search engines that will help possible businesses to find available space.

#### Weaknesses:

- Cluttered home page and outdated look (Specifically boring font and blue hyper links amongst bodies of text)
- Broken links (Development Opportunities- Permit Processes, Business Incentives-Industrial Revenue Bonds)
- Lacking in contact information.



Summary: Tacoma’s marketing message seems weak and doesn’t tie all of the different elements on its website together well.

## COMPETITIVE ANALYSIS SUMMARY | ECONOMIC DEVELOPMENT

#### Positioning Line:

- Most of these competitors use cliché positioning lines or none at all. All seem to lack a strong theme or focus.

#### Similarities:

- Maritime Industry- Fishing, transportation, ship repair and more
- Retail- Most all competitors house great shopping centers that could provide major competition for the Alderwood Mall. Most notably, the Bellevue shopping centers
- Biotechnology and HealthCare Industry
- Software and Website Design Companies
- Aircraft Design and Manufacturing

- Business Development Teams- Help local businesses with information and numerous contacts
- Websites are out of date and cluttered on the home page. This can be overwhelming to possible future businesses and could immediately turn them away.

Difference to Note:

- Tacoma's "Top 10 Reasons to Do Business Here" similar to Seattle's top reasons to visit list this helps to gather all the reasons it is great to do business there making their argument more effective
- Bellevue offers free business counseling for any new small businesses attempting to enter their marketplace.

### 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 Lynnwood’s goals.

Lynnwood’s primary goals include:

- **City:** Develop a citywide brand that accurately reflects the assets of the community to be used in regional marketing and help provide community cohesiveness.
- **Economic Development:** ECD is the lead of this effort, but needs to have a “sub-brand” that will be used to recruit businesses to Lynnwood in general and, more specifically, to the City Center.

With these objectives in mind, we need to focus the branding strategy in the markets that will be most receptive to the brand communication. Furthermore, the brand strategy must differentiate Lynnwood from surrounding markets using a position that is relevant to its core customer base. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and perspective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking a number of 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 LYNNWOOD

Branding is all about identifying, and living, your Competitive Identity

But first, in order to understand your “Identity,” you need to know and understand what you ARE, and what you ARE NOT.

What did we learn about what Lynnwood is?

Quotes from research:

- “The best things in Lynnwood are the restaurants and the movie theater... everything you think of is related to the mall.”
- “A bustling suburb with a definite shopping focus.”
- “Suburb of Seattle whose main focus is the shopping mall.”
- “Our explanation is that there isn’t a downtown core and it is perfect for shopping.”
- “Lynnwood is a value here (within the state). They are a bigger shopping district.”
- “People come down from Canada to go shopping. They go to the outlets in Tulalip or they go to Alderwood Mall. That is probably their number one asset.”

Without a doubt, Lynnwood has one very strong asset for which it is recognized.

- Stakeholders describe Lynnwood as “retail and shopping” (Stakeholder Perception Survey)
- Alderwood Mall was cited as the city’s greatest asset on the Community Survey
- Outsiders say the phrase “shopping” best describes Lynnwood (CAP Study)

Because retail exchange is such an important asset for the city, it was easy to think about the city itself in terms of a **marketplace**.

A **marketplace** may mean different things in your mind:

- Supermarket
- Monies market/ exchange
- The marketplaces of ancient civilizations.

We have defined for Lynnwood, the following definition:

A **marketplace** is an environment that allows buyers and sellers to exchange things for a determined price.

How then, is Lynnwood like this marketplace?

The obvious connection to draw would be to Lynnwood’s strongest asset: Alderwood Mall and the surrounding retail base.

But research also revealed that Lynnwood is much more than just a retail marketplace. Our definition of a marketplace once again:

***An environment that allows buyers and sellers to exchange things for a determined price.***

Let's take a look at these keywords in the context of our research for Lynnwood.

**Environment**

Several factors contribute to Lynnwood's unique environment and position in the Seattle area.

In the research, four factors emerged as main contributors to Lynnwood's environment:

- Location
- Convenience
- Business-friendly
- Open.

**Environment**

- Location
  - Lynnwood's location in proximity to Seattle was another highly regarded asset throughout the research
    - (Stakeholder Survey, Perception Interviews)
  - Additionally, the convergence of I-405 and I-5 in the heart of the city give Lynnwood a unique advantage over other Seattle suburbs
  - "We have the advantage of accessibility – it is huge compared to some of our neighbors." – Stakeholder
- Convenience
  - Because of this advantageous location, Lynnwood residents and businesses enjoy a convenient lifestyle where everything is within reach
  - "Because of 5 and 405 you can get anywhere in 30 minutes or less, depending on the time of day." – Stakeholder
  - "We truly have all the amenities of the big city. If it isn't within our city limits, then you probably don't need it." – Stakeholder
- Business-friendly
  - Lower costs and were cited as important assets for Lynnwood as a place to do business
  - The Brand Barometer for business promotion received higher scores than the national average.
- Open
  - Residents are open and accepting of newcomers, according to Lynnwood's own recent community surveys
  - Leadership in the community is open to the ideas of its residents, as evidenced by the Visioning process
  - Inclusion is important to the community as exhibited by programs such as Lynnwood U.

So Lynnwood provides a convenient, open environment that encourages the marketplace by making it easy to do business, have fun, and live your preferred life.

Now that we know about Lynnwood’s environment, let’s take a look at the buyers & sellers of the Lynnwood marketplace.

### **Buyers & Sellers**

The populations that move in and out of the city contribute to its feel and flavor. And those populations are constantly shifting!

Because of the convergence of thoroughfares, you see population shifts tens of thousands every day.

Such an influx of people has a lasting effect on the city.

- It flavors your diversity. Tapestry profiling showed us just how diverse Lynnwood residents and those inquiring into the city are – from young singles starting out to Aspiring Young Families to diverse cultures
- These populations bring with them a broad range of tastes, resources and ideas
- The sheer volume of human movement ensures the city is constantly brimming with activity.

*Lynnwood is not a sleepy suburb.*

There is constant activity here because of the steady flow of people supplied by the convergence of roadways.

This constant activity is where the exchange of a marketplace happens. What types of exchanges occur in Lynnwood?

### **Exchange**

Lynnwood supplies a constant exchange of:

- Commerce
  - An “open for business” attitude has allowed commerce to flourish all over the city.
- Social interaction
  - Parks and trails were rated highly throughout the research
  - The city has made this a priority with projects like the expansion of the Recreation Center
  - Alderwood Mall and great restaurants throughout the community provide ample venues for communing.
- Ideas
  - Ideas are encouraged from the campus of Edmonds Community College to city’s own Community Visioning process.

In Lynnwood, there are constant exchanges, and not just in a retail sense. The activity here is social, intellectual **and** commercial.

And in the marketplace, these exchanges are based on a **price**.

Here, Lynnwood has another advantage. The price for all of these exchanges in an environment of convenience is a uniquely **affordable** one.

**Price: Affordable**

- Lynnwood stakeholders and residents cited affordability as a top reason residents move here (Stakeholder Perception, Community Surveys)
- Affordability was one of the highest rated attributes on the Community Survey
- “We aren’t in Seattle, we’re not on the water, but we’re close to all that though and we’re more affordable.”

So we’ve shown how Lynnwood’s assets are strongly correlated with what makes up a marketplace.

But another important part of the mix is the **perceived value** of the marketplace itself. Is it highly rated? What are others saying?

Knowing your current perceived value, your reputation, will help you improve your market image.

Lynnwood’s perceived value, as shown by the research, was of a community known only for shopping, rooftops, a lower-income demographic, or, nothing at all.

**Perceived Value – Reputation quotes from the research**

- “They are a lower-class bedroom community. Bill Gates would never build a house in Lynnwood.”
- “What is there to pull me off of I-5 besides the mall?”
- “The leadership seems to fight for the sake of fighting. That’s why City Center hasn’t happened. That’s why nothing happens in Lynnwood.”
- “Our reputation ranges from ‘big hair’ to ‘what’s there?’”
- “I wouldn’t locate a business there right now. You want to be where you can be a destination. You never feel like a destination in most of Lynnwood with all the traffic and freeways.”

But now that you know the gaps between all that you are and what people think of you, you can position the community to focus efforts towards **strengthening who you are** and **managing** what others think of you.

“I have been impressed with the urgency of doing. **Knowing** is not enough; we must apply. Being willing is not enough; we must do.”

- *Leonardo da Vinci*

## STRATEGIC BRAND PLATFORM:

North Star funnels these 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. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	<b><i>For those who prize accessibility</i></b>
Frame-of-Reference:	<b><i>Lynnwood, WA stands at the convergence of the major thoroughfares of the greater Seattle area</i></b>
Point-of-Difference:	<b><i>where a marketplace of ideas, commerce and social activity is open to everyone and</i></b>
Benefit:	<b><i>supplies a diversity of resources and interactions within easy reach.</i></b>

## RATIONALE:

### ***For those who prize accessibility***

- Accessibility is a prime asset for Lynnwood, given its proximity to Seattle
- The connectivity to all parts of the greater Seattle area is a distinct advantage here, because of the interstates and other roadways that criss-cross the city
- The city itself is accessible in that it is an environment open to newcomers
- It is accessible in that it is convenient; you don't have to leave the city to get what you need – "If it isn't within our city limits, then you probably don't need it."

### ***Lynnwood, WA stands at the convergence of the major thoroughfares of the greater Seattle area***

- I-5 and I-405 cross in Lynnwood. This is a distinct advantage over other suburbs
- In addition to being unique to the city, it is an immediate locator. It is a much more important description of the city's location than "North of Seattle" would be
- These thoroughfares are what brings Lynnwood its influx of people, which is essential to its perpetuation as a marketplace.

***where a marketplace of ideas, commerce and social activity is open to everyone and***

- Lynnwood's biggest asset (the mall and commerce) cannot be ignored
- This articulation of the city's biggest asset allows it to talk about things in a way that opens the city up to other areas of thought – not just retail
- Lynnwood is a true marketplace – but not just of commercial activity. It also serves as an environment that encourages social interactions and the exchange of ideas
  - Social activities: Mall, many restaurants, Recreation Center, parks and trails
  - Ideas: Edmonds Community College, Entrepreneurs, Visioning, Well-read residents who are involved
- By re-framing the conversation, the city can leverage its greatest asset, while gearing that conversation in its preferred direction (talking about itself in terms of more than just a mall.)

***supplies a diversity of resources and interactions within easy reach.***

- It is easy to get what you need, whether inside, or outside of the city
- When purely looking inside, what *is* offered is quite diverse – from the restaurants, to the resident and consumer base, to retail offerings, to ways to interact socially
- Diversity makes a marketplace stronger. Lynnwood's diversity in all its forms makes for a stronger city. It means the city offers more options, allowing businesses, visitors and residents to choose their own preferred future, and arrange it any way they wish.

### **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 Lynnwood’s various target audiences toward its brand. 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 Identity is developed
- Brand Action Ideas are developed.

## CREATIVE EXPRESSIONS OF THE BRAND

### ***A Word about the Creative Expressions of the Brand***

You are about to see several creative expressions that will help bring the Lynnwood brand to life. The creative expressions serve as “guides” only – our recommended creative approach to the brand – and 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 also brings local perspective to the work.

How you choose to use these elements is up to you! You may choose to reproduce the work exactly as shown, or take the “seed idea” in a different direction. Whatever you choose to do, we encourage you to turn the ideas outlined here into reality and connect your residents, visitors and businesses to the Lynnwood brand.

All creative files are included in the attached Final BrandPrint CD. Also, the Lynnwood Graphic Standards Guide is attached as the final **APPENDIX E** to this report. In addition, North Star has included two copies of the Lynnwood Final Logo CD for distribution to vendors or anyone requesting a copy of your logo.

Lynnwood’s chosen creative concept is represented in the following expressions to position the community as a place where a marketplace of ideas, commerce and social activity is open to everyone. The concept draws inspiration from the comparison of the city to a marketplace. It imagines that as you shop and browse through communities, you see that in Lynnwood, your bag would be full. Lynnwood is a place where the experience is rich, interactions abundant and the people welcoming. A community that has all the things you’re shopping for in one bag. A community that is a great deal **more**.

Two distinct layouts were explored along the lines of these creative concepts. Both executions of the brand use a bag as a device to illustrate this thought. They are further layered with bold colors and a streamlined typeface. The result is straightforward, colorful and welcoming.

**Note:** North Star ran a search for Lynnwood’s recommended strapline on the United States Patent and Trademark Office’s Trademark Electronic Search System (TESS). We also searched variations of the line and all searches found no relevant live or dead results.

Searches are only accurate for that moment in time of the search. North Star has recommended that Lynnwood pursue trademark protection of the strapline.

North Star’s trademark search is documented in **APPENDIX F**.

## CREDO COPY:

It's no secret that Lynnwood offers world-class shopping. But now, when it comes to the rest of what the city has to offer, the secret is finally out of the bag.

Situated at the northern intersection of Seattle's interstates, Lynnwood, Washington is the kind of place you can't stop talking about. And while everyone knows about our shopping, it's important to discover all the other things we have to offer as well. Lynnwood is a people-focused community built on a rich tapestry of human connection and reflection.

If you take a closer look inside Lynnwood's shopping bag, you will find arts and culture, parks and trails, higher education and most importantly, an entrepreneurial spirit. Its diverse population is actively engaged in shaping the city's progress as a leading marketplace of business and commerce; and as the perfect place to call home.

From the city's superior access to thoroughfares to its recent growth, Lynnwood is a city on the move. And with its unique location and extensive selection of attributes, not to mention superior accessibility, Lynnwood is perfectly positioned to continue in its growth as it helps residents and businesses grow around it.

Lynnwood is a place where the experience is rich, the shopping abundant and the people welcoming. A community that has all the things you're shopping for in one bag. A community that is a great deal **more**.

## DESCRIPTIVE VOCABULARY

Reward  
Abundant  
Opportunity  
Deal  
Plenty  
Value  
Possibility  
Create  
Accessible  
Convenient  
Boundless  
Share

Interaction  
Activity  
Vibrant  
Bustling  
Extra  
Trade  
Additional  
Open  
Market  
Exposition  
Crossroads  
Center

Added  
Exceed  
Exchange  
Positioned  
Tapestry  
Connection  
Network  
Welcoming  
Accepting  
Inclusive  
Available  
Energy

STRAPLINE

**“A Great Deal More”**

RECOMMENDED LOGOS



**LYNNWOOD**  
W A S H I N G T O N



ALTERNATIVE LOGOS



**LYNNWOOD**  
W A S H I N G T O N



**LYNNWOOD**  
W A S H I N G T O N



DEPARTMENTAL LOGOS



LOOK #1  
TOURISM/COMMUNITY-FOCUSED AD



## ECONOMIC DEVELOPMENT AD



**ECONOMIC OPPORTUNITY? IT'S IN THE BAG.**

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**LYNNWOOD**  
WASHINGTON  
*a great deal more.*

## COMMUNITY-FOCUSED AD

### JUST A SHOPPING DESTINATION? BAG THAT THOUGHT.

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# STATIONERY



VISITORS GUIDE COVER



# WEBSITE HOMEPAGE

WHAT ARE YOU LOOKING FOR?  **GO!**

**LYNNWOOD WASHINGTON** *a great deal more.*

**VISITORS**  
ABOUT  
SHOPPING  
STAY  
DINE  
ARTS  
EVENTS  
LIVE  
LINKS

**BUSINESS**

**RESIDENTS**

**QUICK LINKS**

SIGN UP FOR OUR NEWSLETTER

A WHOLE NEW WORLD OF OPPORTUNITY

**THINK OUT OF THE BAG!**

**NATURE** Quo odio debitis an, quo sus labitur salutandi id. At pri neque nullam, cu corrupti delicatissimi usu. Sale torquatos et nam. Minim diceret aliquando vel et. Id cum scripserit eloquentiam, vim solum blandit consequat ad, vel ne quis choro. Et duis percipitur duo, eu nam kasd rebum semper, an accumsan expetendis sed. At est everti intellegebat. Wisi simul at sit, an eam esse veritus oportet. Vix eu liberavisse theophrastus. Id eam causae labores voluptatibus.

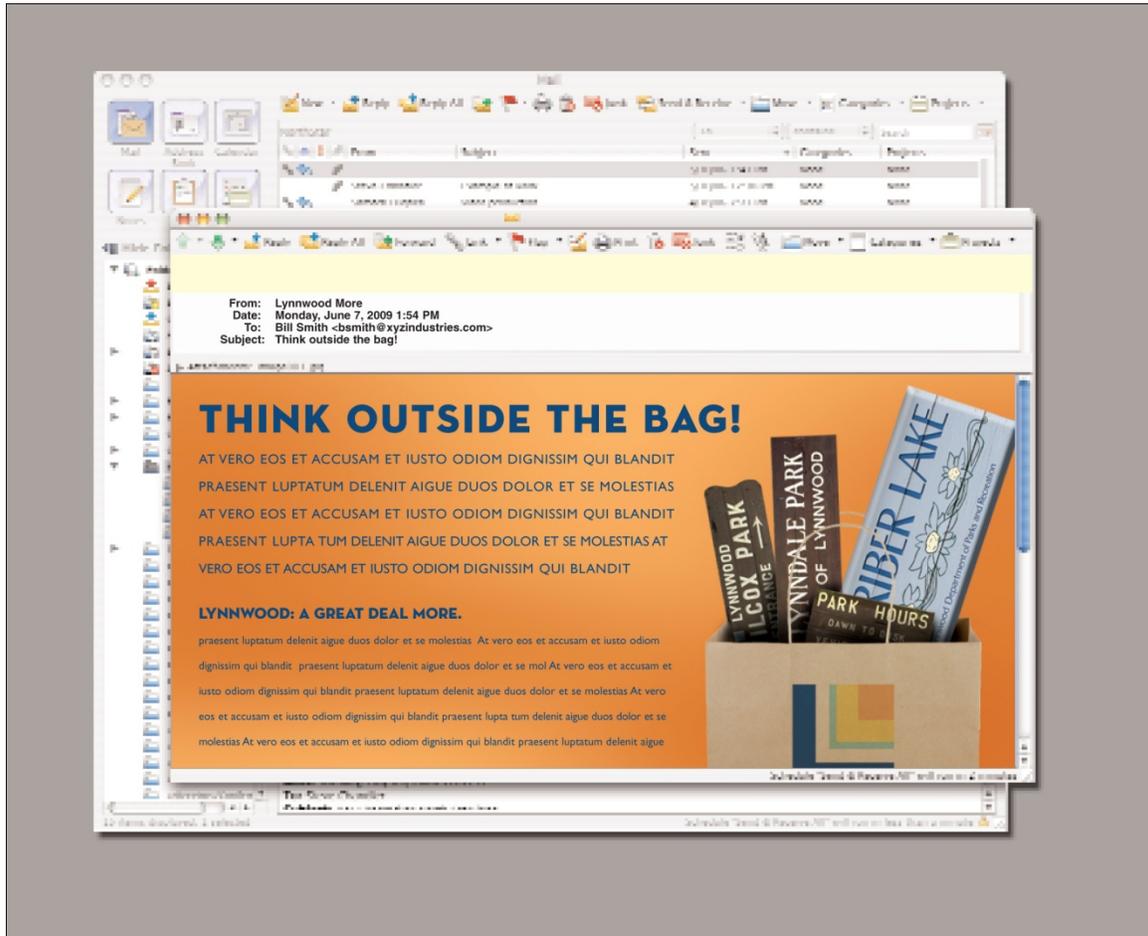
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LYNNWOOD PARK  
COX PARK  
LYNNDALE PARK OF LYNNWOOD  
RI LAKE  
PARK HOURS

LYNNWOOD WASHINGTON  
a great deal more.

# E-NEWSLETTER



POLE BANNERS



## VEHICLE WRAPS



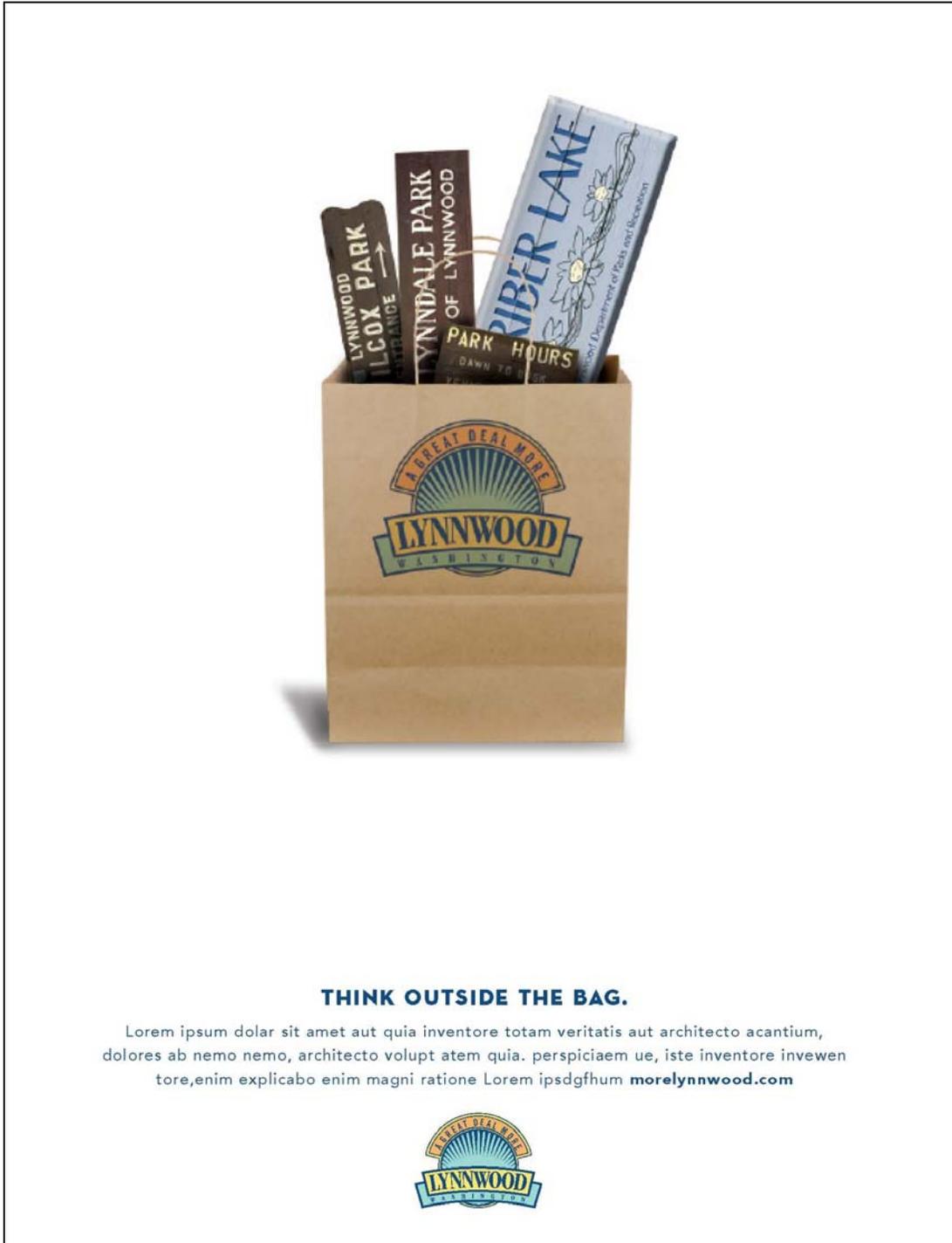
MERCHANDISE



## GATEWAY SIGNAGE



LOOK 2  
TOURISM/COMMUNITY-FOCUSED AD



## ECONOMIC DEVELOPMENT AD



**ECONOMIC OPPORTUNITY? IT'S IN THE BAG.**

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## COMMUNITY-FOCUSED AD



**JUST A SHOPPING DESTINATION? BAG THAT THOUGHT.**

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# WEBSITE HOMEPAGE

**LYNNWOOD**  
ESTABLISHED 1882

**VISITORS**  
ABOUT  
SHOPPING  
STAY  
DINE  
ADTS  
EVENTS  
LIVE  
LINKS

**BUSINESS**

**RESIDENTS**

**QUICK LINKS**

A WHOLE NEW KIND OF SHOPPING CART!

**a great deal more.** WHAT ARE YOU LOOKING FOR?

**THINK OUT OF THE BAG!**

**NATURE** Quo odio debitis an, quo sus labitur salutandi id. At pri neque nullam, cu corrupit delicatissimi usu. Sale torquatos et nam. Minim diceret aliquando vel at. Id cum scripserit eloquentiam, yim solum blandit consequat ad, vel ne quas choro. Et duis percipitur duo, eu nam laud rebum semper, an accumsan expetendis sed. At est everti intellegebat. Wisi simul at sit, an eam esse veritus oportet. Vix eu liberavisse theophrastus. Id eam cause labores voluptatibus.

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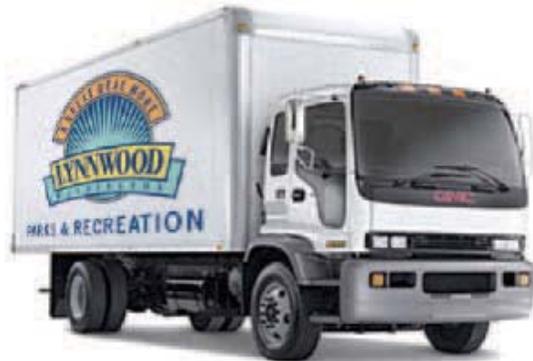
**HISTORY** Eos et vide delerit, magna nobis an nam, ne est conceptam adversarium. Fabulas antiocham partiendo mel no, elitr platonem postulant pri te. Aliquam molestie menandi ad yim, id spairi an euripidis pri. Vidisse suavitate in quo, mes congue populo utamur et. Vel es a fient diceret, sea augue choro platonem ut. Te vel integre voluptus intellegat.

SIGN UP FOR OUR NEWSLETTER

VISITORS GUIDE COVER



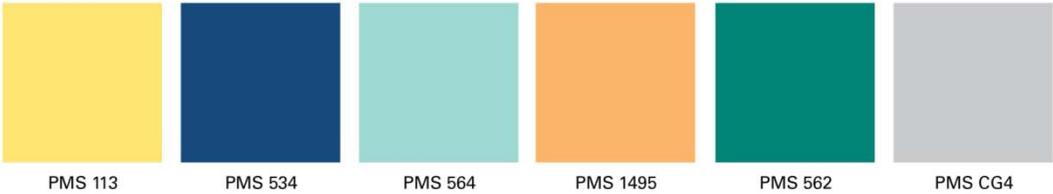
## VEHICLE WRAPS



## GATEWAY SIGNAGE



COLOR PALETTE



**Brand Action Ideas**

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

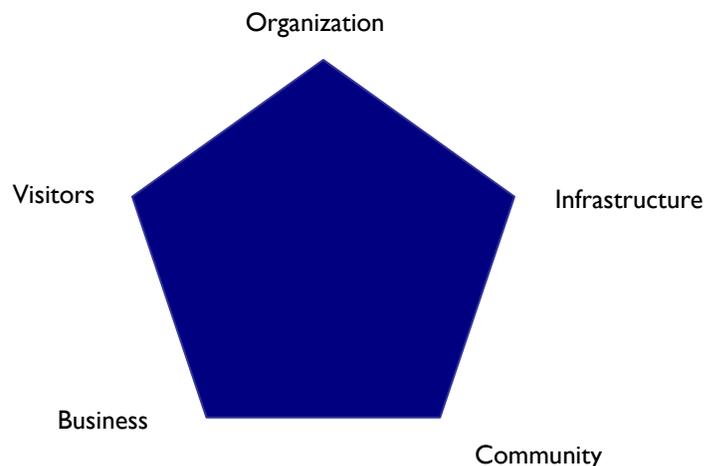
So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging, aspect of community branding. Community brands are not just about strap lines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts and minds. Specifically, your brand is about demonstrating how Lynnwood is a marketplace of ideas, commerce and social activity. A colorful, bustling hub of activity that sits at the convergence of the major thoroughfares of the greater Seattle area. Where anything and everything is possible and available. In a nutshell, if you can't find it in Lynnwood – whether "it" is a home, entertainment, a career or the perfect dress – then you don't need it. So why look any further?

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" and the community of Lynnwood 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 a strong Lynnwood brand. Our goal – and yours – is to make sure that being the marketplace of ideas, commerce and social activity is the guiding principle for your community's future. Not just a logo and line on your letterhead.

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 communities across the country and we are excited about seeing it happen in Lynnwood.

*Brand Implementation Categories*

North Star recommends that the strategies and tactics associated with brand implementation generally fall into five distinct categories (to the right).



### ◀ **Organization**

Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Lynnwood brand will require accountability, passion, understanding and respect for the branding effort. It will also require cooperation and partnership with other organizations, businesses and individuals. Tactics should address the creation and funding of brand support positions as well as the development of public and private entity organizations for marketing your community in the context of the brand.

### ◀ **Infrastructure**

This strategy addresses the unique opportunity Lynnwood has to use your infrastructure as a three-dimensional medium for showcasing the brand to residents, businesses and visitors. As you consider this category, we encourage you to think outside the box (or beyond the building!). Your infrastructure includes water towers, public vehicles, sidewalks, parks, building facades, signage, lighting, airwaves, the sky . . . even the backs of your citizens.

### ◀ **Community**

Destination brands are not created; they are discovered within the spirit of a place – from the history, the attractions, the culture, the geography and the society. Brands uncovered in this manner are endorsed and absorbed by their communities due to their fundamental truth. And citizens who believe in the brand are ultimately the best brand ambassadors with tourists. However, it is not enough for a brand to just be “of the people,” strategies must be developed for taking the brand into the community with programs and initiatives that have meaning for the citizens.

### ◀ **Visitors**

Your community’s relationship with its visitors (be they tourists, business people or visiting family) occurs at three distinct points on the time continuum – before, during and after the visit. Communities that desire to grow their visitation market using their new brand need a distinct set of strategies and tactics for attracting and educating potential visitors, for impressing and entertaining current visitors and for influencing past visitors (who are spreading their impressions to others). Tactics address website strategies, reunion planning, internet marketing, promotions, events, signage, visitor’s centers, transportation, lodging, retail, conventions, meeting planners and more.

### ◀ **Business**

There is a direct relationship between the success of your community brand and the businesses that call Lynnwood home. Strategies and tactics in this section are two-pronged. Some address the need to reach out to economic development prospects with branded messages. Others work to involve existing businesses in the growth of the brand. Specific tactics address communications, events, promotions, merchandise, messaging, policy, public relations and more.

In addition, North Star divides its brand actions ideas into two implementation schedules:

- **MUST-DO Year 1 ideas** to get your brand going. This is a list of 10 tasks that should be accomplished in the first year after brand development to ensure the brand maintains momentum. Many of these tasks fall into the “organization” category on the pentagon above and are designed to evoke the cooperation that will propel your brand forward.
- **Year 2 ideas.** Once you’ve accomplished the MUST-DO ideas, you can dedicate time and resources to some of the tactics on this list. Some are very specific; others are broad in scope. They are designed to give your brand the richness, texture and three-dimensionality it needs to be fully integrated.

## **YEAR 1**

### **(MUST-DO ideas in order of importance)**

#### **1) Assign a brand leader**

Bottom line: your brand will go nowhere if no one takes responsibility for it. In fact, the most important contribution the city of Lynnwood can make to the ongoing success of your brand is appointing/hiring a brand leader to champion the process.

This brand leader can be:

- A brand manager whose sole job is to implement the brand. Hired from inside or out.
- An existing position such as marketing manager or PIO who will take on brand management tasks as part of an existing position. (However, North Star cautions against assigning this job to an individual who already manages full-time job responsibilities. Establishing a brand – especially during the first two years – can require a great deal of time.)
- The individual currently assigned to manage the brand development process.
- A volunteer with marketing experience and passion.

See **APPENDIX G** for a sample brand manager job description.

If hiring, this will give you a framework within to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.

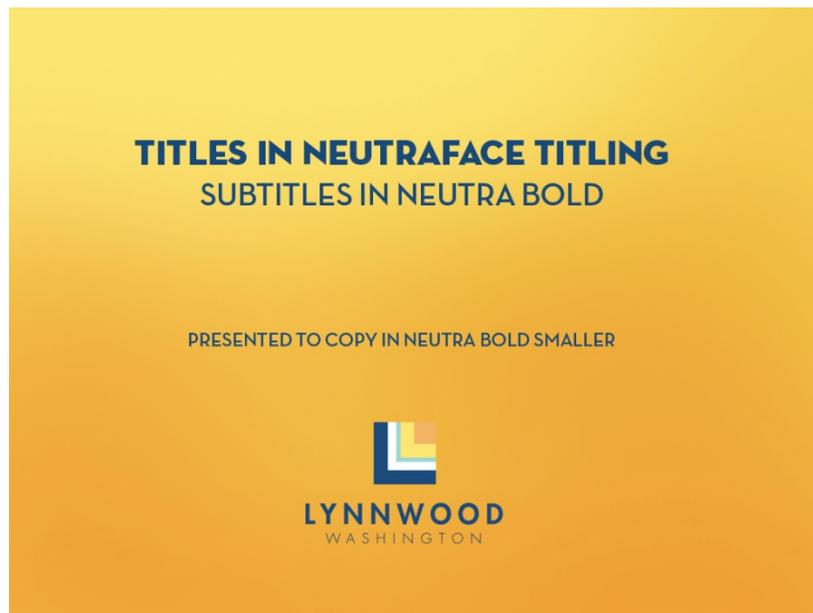
Note: Throughout the remainder of this document we will refer to the brand leader as the brand manager.

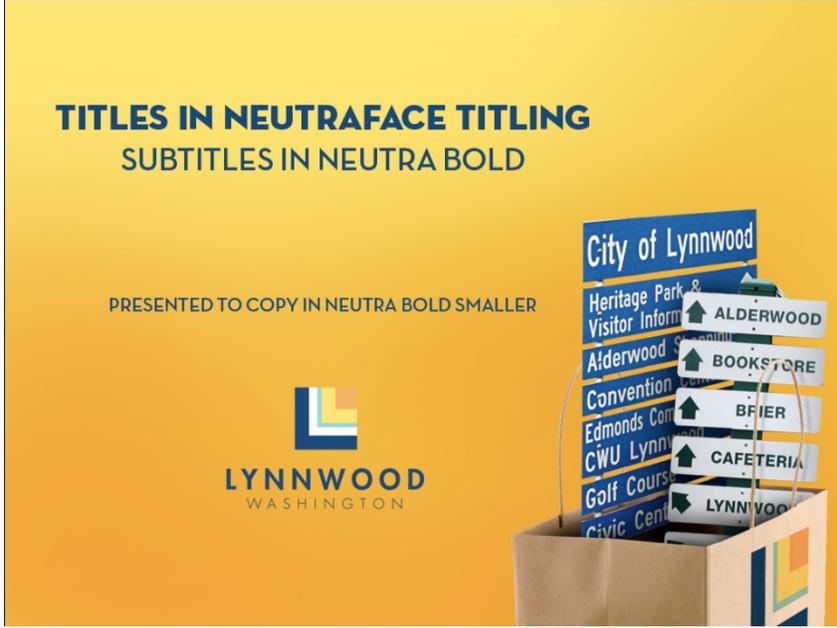
## 2) Create a brand PowerPoint

The branding process is complex. For most people it takes multiple presentations to understand branding's process, purpose and plan. You can't expect residents, businesses and stakeholders in Lynnwood to grasp the potential for being a great deal . . . more, without a carefully considered presentation. The presentation is what you will use over and over to recruit help, support and funding. Hire professionals, use color and graphics, use intriguing and inspirational language (the credo copy should help!) and follow the content recommendations below. One fun design idea: Use your logo for bullets in the presentation.

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.
- Finally, provide your audience with a list of ways they can participate in and benefit from the new brand.





Once you have developed this PowerPoint, distribute it to the brand manager, brand drivers and members of the Market Lynnwood Partnership. Charge these individuals with meeting one-on-one with community stakeholders to reinforce and answer questions about the brand (using the presentation). Meet with newspaper editors, church leaders, the board of education, developers, etc. The goal is to create a strong support base for the brand amongst community leaders.

A sample of a PowerPoint developed for Lima, Ohio can be found here: <http://northstarideas.blogspot.com/2010/04/community-branding-lima-allen-county.html>

Such meetings 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.

### **3) Work as a team**

Regardless of your day-to-day tasks, the ultimate goal of every organization involved with the Lynnwood brand is to improve the future of this wonderful place you call home. Maximum efficacy for your brand will occur only if you combine budgets, manpower, passion and purpose across all involved organizations in the public sector. But don't forget the brand hierarchy. The brand manager should always manage the process, calling and leading meetings and assigning (with input) responsibilities.

Initially, we recommend bringing all involved organizations together on a quarterly basis. This approach may be met with resistance at first, but some North Star clients say that teamwork across the public sector is one of the most valuable outcomes of the brand over time.

### **4) Brand your stationery**

It's obvious, but vitally important. Every letter, every envelope, every business card, every memo and every invoice that is issued by Lynnwood should reflect the brand's graphic identity. Give all involved organizations a designated number of weeks/months to use up existing stocks of stationery. Require reprinting to occur in the spirit of the brand.

Over the next year or so, you will need to redesign and rewrite other major communication pieces including your Visitors Guide and Economic Development recruitment pieces. Consider putting shopping handles on major pieces for a fun and memorable design twist. Another quick peek at your new look.



## 5) Identify easiest consumer touch points and brand them

Every time you and your employees interact with the public, it is an opportunity to build the brand (see suggested list of obvious “touch points” below). Some of these touch points are easy and should be branded immediately. For example, answering the phone. Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached Lynnwood, Washington where you’ll find a great deal more. May I Help You?” 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!

Some touch points, such as utility bill stuffers, will take a little more time and cooperation among organizations. Some of the more critical touch points (i.e., stationery) have been addressed in more detail elsewhere in these action ideas.

Review and augment the following list of touch points during your first public sector brand team meeting. Divide the list into four categories: 1) Easy, do immediately; 2) Moderate difficulty, implement within the first year; 3) Difficult, revisit later (designate a time).

- Employees
- Employee identification (nametags, ID badges)
- Telephone
- Services
- Web site (portal and public sector organizations)
- Voice mails
- E-mails
- Word of mouth
- Letterhead
- Publications
- Packaging
- Signage
- Business forms
- Newsletters
- Products
- Proposals
- Collateral
- Experiences
- Environmental applications
- Public relations, press releases
- Public affairs
- Utility bill stuffers
- Marketing and advertising
- Sales promotions
- Networking
- Direct mail
- Trade shows
- Exhibits
- Maps
- Presentations
- Speeches
- Vehicles
- Social media
- Billboards
- Posters
- Buttons/Pins
- Gifts
- Brand extension
- Marketing partner resources
- Sponsors
- Community development
- Tours
- Local, state, national websites/communications

**Important Note:** Some of these touch points will require little more than a change in the logo and line they bear (i.e., public service vehicles). Others will require much more than switching out the logo. For example, economic development recruitment pieces should be written entirely within the framework of the brand. Community outreach programs should be developed that support the idea of helping citizens get a great deal more out of life in Lynnwood.

## 6) Brand cost-effective, relevant signage

Okay, we understand that a total re-haul of all signage (entryway, directional, etc.) may be cost-prohibitive at the moment. But do take inventory of existing signage and create a roll-out plan for rebranding all signage in the next five or so years. (The brand manager should be an active participant on signage planning committees.) In the meantime, create signage visibility for the brand via pole banners (very affordable) and signage on government buildings. Entryway signage – while sometimes expensive – should also be high on your branding list since it is a major touch point for everyone entering and exiting Lynnwood.



Because they are so cost-effective and flexible, we like to include some detail on how to use the brand on pole banners. Some issues to take into consideration:

- Overall visual feel and look, i.e., what kind of design guidelines will be needed to achieve a coordinated, attractive overall visual?
- Meshing brand banners and outside event/organization banners
- Optimal banner coverage: geographically and quantitatively
- Use of pole banners to achieve other communication objectives. Some questions to ask:
  - Would Lynnwood like to require or encourage banner signage in redevelopment areas?
  - What about historic/iconic venues?
  - What about co-branding banners with the Alderwood Mall. Banners can be placed on major arteries leading to the mall and in the mall parking lot.

- What other opportunities currently exist for branded pole banners throughout the city? Schools? Museums? Shopping centers? Bike paths? Parks? Libraries? Major parking lots? Major arteries in and out of town? Develop a banner installation priority plan with guidelines on how and where banners are to be used and placed.
- Do any of your new guidelines need to be reinforced via Council vote?
- When you have completed your strategy, formalize it in a pole banner standards guidebook.
- Partner with other public or private sector entities to promote their interests under the banner of your new brand.



*Branded banners on a school in Shawnee, KS*



*Branded city banners in St. Louis used in conjunction with banners for the Final Four basketball tournament*



*Double branded banners ensure maximum exposure and impact.*

## **7) Engage the private sector**

The resources and manpower to accomplish the goals of the Lynnwood brand will be increased exponentially by marshalling the power of your private sector. Establish a Market Lynnwood Partnership including all involved public sector organizations as well as large and small retailers, arts groups, restaurateurs, attractions, lodging, museums, media and even individuals. Open up membership to anyone who is interested and willing to contribute – time and funding – to the idea of marketing Lynnwood for future economic and tourism growth and success. Hold regular meetings under the guidance of the brand manager. We even have a charter to give you that seals member commitments in writing. See **APPENDIX H** for a Sample Brand Charter.



*Members of the Market Gainesville Partnership signing a brand charter*

A team approach (including the private and public sector) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture for the community, and it weathers changes in political administrations.

Most importantly (and this is key!) this group can solicit funds for brand implementation from its members (typically the bigger the member, the bigger the financial support). Ultimately partnerships with private sector companies and organizations will be the primary funding source that drives the brand.

Specific ideas for working with your Market Lynnwood Partnership are included on p. 140 of this document in the Year 2 initiatives. For many communities, forming the partnership (along with other Year 1 activities) can take the better part of a year. Therefore, suggested initiatives for the group are presented in Year 2. Again, if resources allow, some of the projects could be moved up (or down) on the timetable.

## 8) Create a branded portal website

One identified website should exist as the hub for all information regarding Lynnwood. The central portal should reflect the brand in colors, language, design and content. Use your brand vocabulary and the language of the credo copy for inspiration. We've reserved the URL [www.moreLynnwood.com](http://www.moreLynnwood.com) for Lynnwood for one year. **APPENDIX I** contains instructions on transferring Lynnwood's URL. Some design ideas:

- Use Flash to create a building element out of the new Lynnwood logo that layers each color until the entire mark is built.
- Mirror the organization of a shopping mall in your portal website. Each organization or category (healthcare, retail, community college, city, neighborhoods, tourism, and economic development) on the website could be a different “store” on the mall map. Color-code each organization with one of the shades from the logo. Have fun with the idea of “you are here”.

This type of centralization allows internet users to easily access comprehensive information while allowing each town/industry/organization/business to maintain independence.



## 9) Develop branded merchandise

Whether it's a lapel pin, t-shirt, hat or shopping bag, branded merchandise is a tangible, memorable way to keep the brand top-of-mind with residents, visitors and businesses. We recommend in Year 1 that you develop at least two items: something simple that you can distribute widely during the brand education phase and something unique and fun. A lapel pin is a good basic idea because your brand drivers can help increase awareness of the initiative simply by wearing one. Moreover, your logo is so simple and memorable a pin with the logo alone is enough to create awareness. A few of our favorite fun ideas:

- A series of shopping bags is a must. This merchandise idea will be so effective for Lynnwood that you shouldn't limit production to a single design. Consider bright reusable bags, backpack-style bags and brown paper bags. Hold a community competition to design the most unique shopping bag. Encourage visitors, residents and employees alike to "Snag a bag".



- Another flexible idea with broad appeal, intriguing t-shirts which stakeholders, visitors, residents, students, brand promoters – anyone and everyone who cares about Lynnwood – can wear to start the conversation about buying, finding, living and creating "More". Sell merchandise via your website, visitors center, specialty gift shops, etc.



Other branded merchandising options are listed below:

Items with broad appeal for communicating the new brand identity

- Bottled water
- Temporary tattoos of the logo
- Compressed t-shirts in the shape of the logo
- Ball caps
- “More” bumper stickers
- Rolls of branded tissue or wrapping paper (with the logo printed all over it). Sell or use it during the holidays, put it in a newcomer’s kit or sell it at cost to retailers to wrap purchases in.
- Logo keychains
- Wine stopper (shaped like logo)
- Square coffee cup with logo as handle
- Square drink coasters
- Stadium seat cushions
- Chunky children’s puzzles of the logo
- Chocolates
- Post-it notes



*Lynnwood Branded Tissue Paper*

### **10) Infiltrate your infrastructure**

Your infrastructure represents a unique, city-owned, three-dimensional palette for displaying your brand. Options include water towers, public vehicles, sidewalks, parks, building facades, signage, lighting, airwaves and the sky. Obviously, you can’t do it all. Within the first year, pick just one area of your infrastructure to proudly bear the brand. A couple of our ideas include your water tower (a no-brainer but high-impact) or public vehicles. Each of these high-profile infrastructure elements will raise the visual profile of the brand. Another idea we love: using the logo, create unique one-of-a-kind crosswalks in high-traffic areas near major shopping centers and intersections.



Inventive crosswalk examples:



## Year 2

Okay, so now you have a brand leader and a branding team of public and private sector folks working together. You have created a portal website and branded stationery, relevant signage and your outgoing message. You have identified and branded *at least* one element of your infrastructure. And you have two items of branded merchandise that you can give away or sell. That is a busy and successful first year!

Now comes the fun part. Carefully review the balance of the brand action ideas in this BrandPrint for some exciting, high-impact tactics that address organization, infrastructure, community, visitors and businesses.

During the second year of the brand, aim to get three or four of these initiatives underway. Work closely with your Market Lynnwood Partnership to raise the funds to accomplish these ideas.

### 🔑 Organization

#### 1) Create a media plan

A single source of contact for media relations should exist within the community.

This centralized approach will help you control the brand message and helps guarantee that the story you want to see in the paper is actually the story that runs in the paper. Develop a series of talking points and graphics to use for every brand-related encounter with the media.

Use the following mediums for distributing information about the brand:

- News releases, electronic and paper
- Fact sheets
- Media advisories
- News conferences
- Tours
- Roundtables
- Briefings
- Special events

#### 2) Meet regularly with the Market Lynnwood Partnership

The brand manager should meet regularly with the Market Lynnwood Partnership and/or its representative advisory board. Develop a 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 strap line, bumper stickers, window decals and a premium item such as a t-shirt or pin. If costs allow, package materials in a branded shopping bag or in a folder or file that has shopping handles on it.

Also, discuss public sector initiatives and identify opportunities for cooperative efforts. For example, could the car dealerships along the Highway 99 Corridor or the Alderwood Mall

partner on branded pole banners? Could retailers partner with the Market Lynnwood Partners on a customer service initiative that elevates the retail experience in Lynnwood to a new level thanks to training and value-adds (for more on this, see p. 142). Could the brand be incorporated into the policies, communications, signage or programming that Lynnwood offers to support small business, entrepreneurs and graduating students? During one of the early meetings of the Market Lynnwood Partnership, make a list of initiatives or organizations whose mission supports the brand strategy. Invite representatives from the organizations to join the group. Brainstorm ways to integrate the brand identity, message and philosophy into programs, communications, public relations, long-term planning and policies of initiatives and organizations including but not limited to:

- Lynnwood U
- City Center Project
- Highway 99 Revitalization
- Transition Area Study
- Annexation
- Business Advisory Group (BAG)
- Edmonds Community College Workforce Development
- Get Movin’
- National Night Out
- Heritage Park
- Scriber Lake Park
- Transportation Benefit District
- Lynnwood Farmers Markets
- Historical Commission
- Planning Commission
- One-Stop Permit Center
- Lynnwood Healthy Communities

### **3) Develop a sleuth creative group**

Assemble a group of some of Lynnwood’s most creative brain power. (Make sure to include young creatives from Edmonds Community College. This group of “Creative Detectives” is charged with meeting “undercover” at various attractions and activities around town and developing additional creative ideas for telling the Lynnwood story.

Welcome the group with a quick brand overview and an inventive, fun premium item. (One idea: a compressed t-shirt with a brain or light bulb, the group name and the brand logo.) Give the group a branded name worthy of their cause, i.e., “Explore More”.



#### **4) Reward more**

Develop a civic award that businesses, organizations, schools, government, neighborhoods – anyone – can use to reward their members or participants who Do More, Give More, Work More, Help More, Learn More, etc. For example, the city can give the annual award to the small business or entrepreneur whose did more to make their venture a success. The city can also bestow the award upon employees who have provided exemplary customer service. The education board can give it to the teacher whose contributions have given children a great deal more to ensure their futures. Churches or charities can give it to the volunteer who have gone above and beyond with their humanitarian efforts. Businesses can select employees who have elevated customer service to an entirely new level.

Call it something like the “More Award” or “Great Deal More Award”. Create a version of the logo for the award and develop some criteria for winning that can span the diverse purposes of all groups within your community. Consider presenting the award to winners across the board each year in a high-profile dinner.

#### **5) Create a branded book of assets**

Develop a die-cut book where each layered color of the “L” in the logo is a different layer in the three-dimensional book. Each layer can focus on the high notes of your various assets (i.e., quality of life, parks and recreation, community services, etc.)

The book can be used as a recruitment piece for economic development, as a gift for VIPs or for other major marketing initiatives.

### **🔺 Infrastructure**

#### **1) Wrap up your public art**

Public art is an excellent way to engage people in public spaces, connect public spaces, increase the aesthetic beauty of your parks and shopping areas and create strong first impressions. A couple of ideas:

- Bring the brand to your public art program with a contest that challenges local artists of all kinds to design a shopping bag with more. Select the best design and use it to create bags that can be sold to individuals or in bulk to retailers. Hold the contest annually and feature each year’s winning design on your website.
- Create public art in the same vein as the famous Cows on Parade public art exhibit in Chicago ([http://www.chicagotraveler.com/cows\\_on\\_parade.html](http://www.chicagotraveler.com/cows_on_parade.html)). Present local and regional artists with empty fiberglass shopping bags and ask them to decorate the bags and fill them with their vision of “more”.
- Display each piece in a Boulevard of Bags exhibit that winds through high-traffic areas of the city. Eventually you can auction off the bags with all proceeds going to charity.
- Create a mural on an empty or blighted wall that depicts the evolution of the marketplace throughout history.

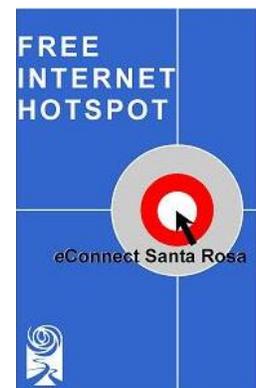
## 2) Brand Wi-Fi and other interesting initiatives

In addition to pole banners, look for other outlets to increase brand visibility. A few ideas:

- Put the brand logo on flags that can be installed at offices, schools or government buildings.
- Add the logo to trash can receptacles or park benches throughout town.
- Approach property owners with strategically placed windows about installing pressure sensitive, one-way viewing window posters of the logo (from the inside it looks like tinted glass, from the outside it looks like a poster).



- Identify and brand Wi-Fi spots in high-traffic areas with appropriate signage.
- Install weatherproof versions of Wi-Fi signs in outdoor locations such as parks and plazas. Install indoor versions at coffee shops, delis and office building lobbies where people use the internet and Wi-Fi is available (**Free Wi-Fi and a great deal more**). See sample sign to the right from the City of Santa Rosa.



## 3) Create a memorable entryway

Entryway signage should be visible, memorable and reflective of your brand identity.

Remember, this is the first impression many people will have of Lynnwood. Your strapline is an excellent sentiment for newcomers making a heartfelt message such as “Lynnwood . . . A Great Deal More” very appropriate.



#### **4) Negotiate a permanent billboard**

Negotiate ongoing rental of an outdoor board on I-5, the 405 or some other major ingress/egress to Lynnwood. (Negotiating a long-term contract should result in a better media buy.) Essentially this board (or boards) will come to be equated only with Lynnwood. Switch the board regularly to promote major events or messages. It can also be used to let drivers know how close they are to a major Lynnwood park, mall or attraction thus demonstrating the accessibility of the city. A billboard program is ultimately even more visible and flexible than entryway signage.

#### **5) Plant your logo**

The simplicity and geographical nature of your logo make it easy to reproduce in garden plantings. This is most effective when placed on a slight hill which increases visibility. Place in a high-volume traffic area, for example near major entrances to the city. Use flowers of different colors to represent the layered "L's" in the logo.

#### **6) Give your incubator a presence**

Create a physical presence for your small business or entrepreneur incubator (for more on this idea, see p. 147). A small office can be located in the City Center as part of the City Center Project or at the community college. Remember to brand the space using brand colors and fonts.

#### **7) Brand your presence at Alderwood Mall**

Alderwood Mall is one of Lynnwood's greatest assets and a primary point of reference for many people. Bring your brand to the Mall with ideas like these:

- Lynnwood residents were shown to be very likely to be avid readers according to Tapestry profiling. Place a mobile library in a faltering or empty retail space. Design the library so that it looks and feels like an experiential book store such as Barnes and Noble (except that people can check the books out instead of buying them). Near an arrangement of comfortable chairs feature a rack of information about events and attractions throughout the city.



- Use empty storefronts as temporary galleries for school or community art competitions. For example, all the shopping bag designs could be displayed in a storefront.
- Place a city-owned kiosk in a high-traffic area in the mall (near the food court, perhaps). In addition to information about events and attractions in Lynnwood, include a comprehensive map or directory of all major assets that is similar to a mall directory. This kiosk must be able to function manned or unmanned. Make it possible for visitors to enter a drawing for some major piece of merchandise from the mall in exchange for their email address. Hold a drawing once a month with different merchants donating the prize.
- Bring residents into the mall regularly by opening a daycare center in an empty space. Center attendees can be the children of mall employees or workers in nearby office space.
- Approach mall management about flying co-branded pole banners in the parking lot.

### **8) Consider new channels**

As you take inventory of infrastructure opportunities, think outside the box to relationships Lynnwood has with cable, satellite and cellular providers. In exchange for what you provide them, request weekly time on their stations and frequencies to promote Lynnwood events and attractions . . . “A great deal, more, going on in Lynnwood”.

### **9) Create a 3-D play structure**

Partner with Parks and Recreation to create an artistic three-dimensional playground based on the logo where all the different colors and levels are represented. Incorporate tunnels into the different levels of the play structure.

#### **10) Make the most of the transit system**

Leverage all the buses and bus shelters that exist as part of Lynnwood’s major transit system. Bus shelters and buses are a great way to get across a branded message because riders are often bored and looking for stimulus. One idea, design a fun three-dimensional map of Lynnwood (somewhere between the Six Flags map and a mall map).

### **11) Give people direction**

Place directory kiosks (using the map from the bus idea above) at all city-owned areas in Lynnwood frequented by visitors and residents. On the back of the kiosk sell ad space to local retailers. Again, the directory should be fun, interesting and three-dimensional.

## **📌 Community**

### **1) Roll out the brand through Lynnwood University**

Lynnwood University is an innovative way for the city to educate and communicate with its residents. Ultimately, the more citizens understand about how their community functions, the better ambassadors they will be. That makes Lynnwood U the perfect conduit for educating and informing residents about the brand. It is critical, however, that attendees understand that this brand is much more than a logo and a line (which can get citizens questioning the use of their tax

dollars). Talk about the importance of identity to the vibrancy and health of a community. Give them examples. Talk about why Lynnwood opted to pursue development of a brand identity. Put in place some concrete brand initiatives before you inform citizens so that they can see the brand at work. Show them the PowerPoint recommended on p. 153. And have representatives from economic development and tourism as well as the city talk about how they envision using the brand in the future. Finally, give them ways to participate in building and benefiting from the brand.

## **2) Reward “More” ideas**

Residents represent a wealth of ideas for making Lynnwood A Great Deal, More. Develop an ongoing “More Ideas Incubator”. Essentially this is a community think tank where residents are invited to submit ideas for improving the community. Select one winning idea each quarter to implement. Recognize the winner and the progress of his/her idea via your website, the newspaper, radio and television.

## **3) Connect with neighborhoods**

Lynnwood is home to a network of strong, involved, connected neighborhoods. Use the brand to reach out to these neighborhoods with events and resources that help build community. A few ideas:

- Create a neighborhood map and place it on your website. Assign different neighborhoods different colors on the map that correspond with the brand color palette. Start calling this Lynnwood’s “Neighborhood Marketplace.” Further organizing and empowering your neighborhoods will help to ensure even great success for community-wide neighborhood events like National Night Out.
- Celebrate the many parks that represent the different neighborhoods. Create branded signage that identifies each park and recognizes the neighborhood it supports.
- Hold a series of community-wide events organized through the different neighborhoods. For example:
  - “A Great Deal More Scavenger Hunt”: Print branded bags and distribute a certain amount to all neighborhoods interested in participating. Encourage each participating neighborhood team to create a team shirt. Hold the hunt on a designated date and give neighborhood representatives a copy of the list of search items to be found throughout the community right before the hunt begins. Give each neighborhood team a designated amount of time to find the objects and have them check in at a designated central location. Reward winners (all items found in least amount of time) with fun prizes and recognition.
  - Work through neighborhoods to organize a series of art projects or competitions for kids including the shopping bag art competition and a photo competition visually answering the question, “What does “more” mean to you?”

## **4) Do more good**

Work with local churches to launch an interfaith initiative called the “Doing a Great Deal More” that combines resources, passion and volunteers for the good of all local charities. Around the holidays this group can sponsor a retail-based food drive. Design bags for the cans around the look of the brand. For every bag of cans contributors get a discount at a local store. Other ideas, encourage all charities to work together to feed the hungry in Lynnwood and

surrounding regions. Build more houses to give young families a leg up. Work to get the homeless off the street, sponsor underprivileged children's educational, athletic and arts aspirations, etc.

Keep track of the "Doing More" team's progress online and with a public billboard, both branded. Make sure to publicize that Lynnwood is a marketplace of mercy.

### **5) Invite residents to blog**

Residents are a great source of inspiration in Lynnwood. Invite them to share their successes, their stories, even their idea of fun via a "Lynnwood Marketplace of Ideas" blog forum. Blogs can be facilitated through the Alderwood Mall site, the Edmonds Community College site and the library site. Have a new discussion topic every month around another relevant idea related to Lynnwood.

### **6) Introduce the brand in schools**

Children and students living in Lynnwood can make a huge contribution to promoting the brand.

#### ***Ideas for elementary, middle and high school***

- Give each local child a disposable camera and invite them to capture pictures of their concept of "more" throughout their community. Pictures can be shown in an exhibit in an empty storefront, art gallery or school. Other ideas include writing or art contests. The best work can be included on a series of postcards, on the city website, on billboards, etc.
- Create an entire generation of individuals well trained in retail management by offering a retail management class at the high school and college level. Invite local retail success stories to speak at the class. Other relevant class ideas include a stock exchange class or the history of marketplaces.
- Facilitate an intern program between senior high school students and local businesses. The program should culminate during the end of the year with a job or career day. To accommodate the diversity of your population, try to connect people who speak the same language or have the same background.
- Offer a "Great Deal More" scholarship for that high school student who has gone above and beyond academically and supported the community's marketplace of ideas.

#### ***Ideas for Edmonds Community College:***

- Work with the Edmonds Community College to start a small business or entrepreneurial incubator for graduating students and others. Give the initiative a physical presence in a space near the proposed City Center project or work with the college to find space. Focus on industries that align with Lynnwood's strategic brand platform and promote the exchange of ideas (i.e., telecom, information technology, etc), commerce or social activity.
- Familiarize college students (from out of the area) with the assets of Lynnwood. As part of Freshman Orientation, ask the college to require all members of the freshman class to participate in one Lynnwood learning experience. Allow students to preference

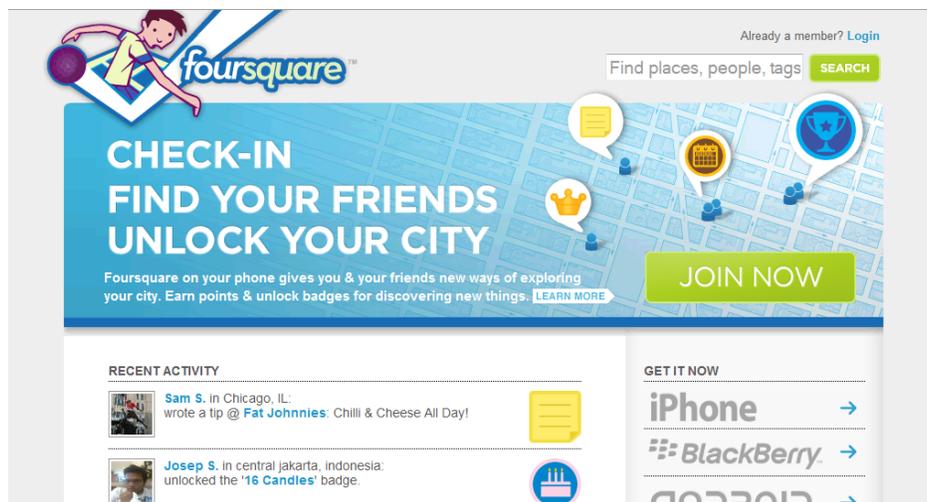
which attractions/events they would prefer to attend and have the school divide students into groups.

- Welcome new freshmen to the Edmonds Community College campus in the Lynnwood area with “A Great Deal, More” goodie bag. Include coupons and goodies from local merchants that depend on the college market: restaurants, movie theatres, book stores, drug stores, local retail, etc.
- Connect with international students by producing materials written in their language or including representatives from their culture (i.e., for the incubator).
- Partner with the college to host a book exchange representative of the exchange of ideas that is so important in the Lynnwood marketplace. Residents of all ages community-wide are invited to bring in a bag of books; for each book contributed he or she is allowed to select another book.

## 7) Make Foursquare a part of your culture

Foursquare is a location-based social networking website and software for mobile devices. It is also a game that allows users to connect with friends, get to know their community better and post recommendations for various attractions around town. Essentially, Foursquare allows users (who are usually residents) to “check-in” at venues using a mobile website, text messaging or a device-specific application. Users are awarded points for checking-in and work toward obtaining “badges”.

Foursquare is such a great boon to communities that some places such as Tampa, Florida and Manchester, NH have declared designated “Foursquare” days. Use your website to promote use of Foursquare by residents and visitors. Add to the fun by offering prizes from retailers for obtaining a certain status or badge. (This will benefit retailers if players check-in from malls or stores.) If someone obtains mayor status of Lynnwood make them an honorary mayor on your website as well. Learn more at foursquare.com.



## **8) Turn residents into visitors**

Once or twice a year, offer residents an opportunity to “visit” their own community. (Consider doing this in conjunction with Foursquare.) For a discounted price locals can eat in the restaurants, stay in the hotels and visit the attractions typically frequented by visitors. End this “A Tourist in your Town” weekend with an outdoor barbeque and street dance under tents.

### **🔼 Visitors**

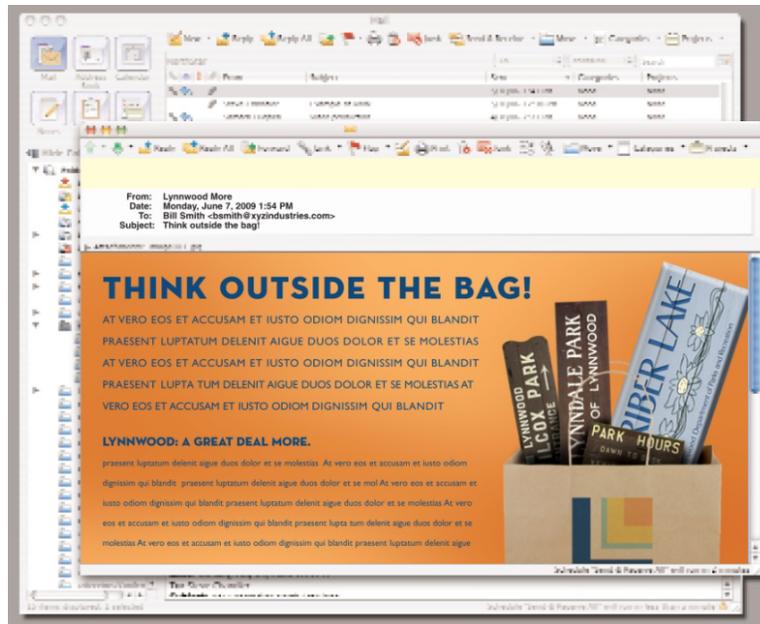
#### **1) Brand your website**

Integrate the brand strategy, language and graphic identity into your tourism website. Some specific ideas:

- Create a Deal of the Day on your homepage. Encourage retailers to submit their best deals in exchange for the high-profile exposure.
- Offer an “I Bagged a Big Deal” blog where visitors and residents can brag about who got the best deal.
- Design or purchase a package goods finder app that allows the user to enter a specific item they are looking for. The search will show all the stores that sell that type of item along with a map showing the location of those stores.
- Link to a restaurant guide that helps organize and promote your many unique and diverse ethnic restaurants (for more on this, see p. 151.)
- Link to online shopping games like the popular Shopping Cart Hero 2.
- Other examples can be found at [http://www.girlgamesnow.com/games/shopping\\_games.html](http://www.girlgamesnow.com/games/shopping_games.html).

#### **2) Build your database**

Every interaction with a visitor or prospective visitor represents an opportunity to build your database. On a regular basis hold a drawing for some merchandise item in exchange for participant’s email address. Solicit addresses at the Visitors Center, hotels, mall kiosks, festivals, events, Edmonds Community College registration and online. As your database grows, consider development of a quarterly e-newsletter with information on upcoming sales, attractions and events in Lynnwood. Showcase existing restaurants and hotels and introduce new offerings.



### 3) Educate and involve locals about tourism benefits

The social and economic benefits of tourism can be numerous – ranging from lower tax burdens and new jobs to additional recreation opportunities and community pride. But if residents do not understand the power of tourism, they may be less than gracious hosts. Implement a public participation strategy/information campaign called “Tourism Benefits Lynnwood.” Organize the most meaningful facts, such as return on investment, number of visitors, jobs created, taxes collected, revenues generated and economic multipliers to present the impact of tourism on the local community. A popular tactic is to inform the community how much each citizen saves on his or her personal tax bill because of the contribution of tourism. This information should be updated each year and should be presented to the public with great fanfare.

Beyond economics, tourism can positively impact the quality of life in Lynnwood in other ways. Examples include:

- Tourism can be built upon existing infrastructure
- It can be developed with local products and resources
- It broadens educational and cultural horizons
- It reinforces preservation of heritage and tradition
- It justifies environmental protection and improvement
- It provides recreational facilities and amenities that can also be used and enjoyed by the local population
- Visitor interest in local culture provides employment for artists, musicians and other performing artists enhancing cultural heritage for all in the community
- It breaks down language barriers, socio-cultural barriers, class barriers, racial barriers, and religious barriers.

#### **4) Develop a reward card**

Offer visitors and residents a rewards card that allows users to collect points for shopping, dining, visiting attractions or staying overnight around town. The goal of the card is to reward people for shopping while at the same time encouraging them and rewarding them for experiencing the many other assets of the city. Points can be redeemed for merchandise from local retailers, dinners, free hotel nights, etc. from participating merchants. Call the program “Great Deal More Rewards” and make it available at retailers and via your portal and tourism websites.



#### **5) Leverage your restaurant base**

The diversity and quality of Lynnwood’s many restaurants – particularly its unique ethnic offerings – presents a tremendous tourism opportunity. These restaurants are the essence of an international marketplace and very much embody the idea that there is a great deal more to Lynnwood than most people think. And while you currently reference the numerous ethnic options on your website, it can be hard for a visitor to know what is available, much less find those off-the-beaten path prizes. Consider purchasing a restaurant finder app that allows users to get the location for a specific restaurant name or widen the parameters to a type of restaurant (Greek or Italian, for example). Ideally this interactive listing could show locations of all restaurants on a map in relation to each other and could give the visitor directions to a specific restaurant from their current location, including mileage and how long it will take to get there.

Many visitors may not have access to online information regarding restaurants. But they still want an interesting place to finish off their day of shopping. A written restaurant guide could be part of all brochure racks containing attraction information and could be available at malls, hotels, movie theaters, the student union building of Edmonds Community College, etc. Also provide all front-line sales people and concierges with the list so that if a guest inquires after a restaurant, the service person can give an answer.

Secure an outside publisher to produce the guide annually. Include photographs, user reviews and a rating system.

## **6) Create an impression with shopping bags, wrapping paper**

Make a purchase in Lynnwood something to remember. Purchases should be wrapped in branded tissue paper and placed in branded shopping bags. (Tissue paper and bags can be sold to retailers at deeply discounted prices.)



## **7) Elevate the retail experience**

Turn shopping in Lynnwood into an experiential event that guests will remember. The Lynnwood Tourism Department should partner with the Market Lynnwood Partnership to offer a branded intensive customer service training for front-line personnel. In addition, look for unique ways that like businesses can come together to better serve the customer. For example, consider tying the businesses and car dealerships along the Highway 99 corridor together visually with landscaping and co-branded pole banners. Car dealerships along the corridor can add a car concierge to take guests shopping while their car is being serviced. The paper mat that is placed in cars during servicing can be co-branded.

The goal is to transform a row of unrelated car dealerships into a Luxury Car Row that offers a great deal more.

Malls are another good place to turn ordinary shopping into an event. The city or tourism bureau can sponsor a rest area where shoppers can recharge their own batteries as well as cell phone batteries. Public art, live music and free coffee are additional ways to add to the experience.

## **8) Develop new events**

Consider developing new events or activities that extend your tourism offerings beyond shopping but stay on strategy. A couple of ideas:

- An arts festival modeled after a world marketplace. Include artists and artisans whose work represents all the cultures that are prevalent in Lynnwood. In addition, the festival should feature the food, music, performances and costumes of these cultures.

The festival can be held in a major park such as Heritage Park or Lynndale Park or can be held at different venues throughout the community. The event should span a period of several days in order to increase overnight stays.

- A barter festival can be a fun way for residents to come together and trade things they are ready to be rid of for things they would like to have. Consider hosting the barter festival at a park or the Lynnwood Convention Center.

### **9) Take your Visitors Center on-the-road**

In addition to your bricks and mortar Visitors Center, purchase a portable center that allows you to take the Lynnwood marketplace on the road. (Pop-up retail centers are a current trend. Check out: [www.kioskiosk.co.uk](http://www.kioskiosk.co.uk).) This portability allows you to showcase various events and attractions for a minimal amount of money. In addition, your Center should offer a sampling of the products available in Lynnwood.

Try to make the portable Visitor's Center experiential. If there is room, include comfortable couches and Wi-Fi. Put in a station where, for a small fee, they can download music, movies, books on tape or any of your customized tours. Include an area where visitors can charge computers and cell phones for free. Offer/sell local coffee and snacks.

A sleek Airstream trailer makes an ideal mobile Visitors Center bring a great deal more right to the consumer.

### **10) Make your Visitors Guide mobile**

Make sure that visitors have everything they need at their fingertips at all times by creating a mobile guide app for smart phones. Work with a developer to create a guide with up-to-the-minute news, offers and special events, in addition to a GPS-enabled map listing Lynnwood's points of interest. See the example of Keystone, Colorado's iPhone App here:

<http://visitmobile.com/keystone/>.

## **Business**

### **1) Hold a brand roll-out meeting for businesses**

- Host a meeting within the business community that introduces the brand and talks about its role in Lynnwood's growth. Lunch at a nice restaurant can increase attendance (charge per attendee).
- Do not roll out the brand publicly until there is visible evidence of it throughout the community. 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 strap line. At every table, include tent cards with the brand strategy on one side and the logo and strap line on the other.
- Customize the brand PowerPoint presentation for the business audience. **REMEMBER**, a roll-out is for sharing what you've learned about the new brand direction, it should not be about unveiling the new logo and strap line.

- Keep it short and simple. The presentation should be about 35-45 minutes with questions afterward.
- Don't make this roll-out about one person. Involving others sends a public message that everyone is united and excited about moving forward. Distribute sections of the event among the brand manager, city, economic development, tourism, the Market Lynnwood Partnership and public officials.
- Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- Encourage businesses to pay homage to their community in marketing, signage, product packaging, etc. Give them examples of how this could work.
- Supply businesses with the brand toolkit to help them bring the brand to life.
- Give away branded merchandise as door prizes.
- Following the event, email each attendee thanking them for coming and quickly reviewing the goal of the new brand. Attach the Power Point presentation for their use.

## **2) Help realtors benefit from the brand**

The Lynnwood brand works well as a platform to help local realtors connect buyers with their new dream homes. Develop a branded label (A Great Deal, More) that can be put on For Sale signs, in advertising and on websites and housing databases that promote real estate. On websites, designate real estate agents as “personal home shoppers”.

## **3) Challenge resident chefs**

Challenge resident chefs to create a recipe that can be deemed “A Great Deal More”. These signature dishes should reflect the cultural diversity in the community and should feature some special ingredient, technique or history that could be considered “more”. Special dishes should be featured on your website (along with their stories) and identified on restaurant menus with a “More Menu Item” tag. Consider holding a taste of Lynnwood to roll out the new dishes.

## **4) Partner with the Business Advisory Group**

The Business Advisory Group (BAG) has its finger on the pulse of the challenges and opportunities Lynnwood businesses are facing. Make sure to include BAG members on the Market Lynnwood Partnership. Look for ways the brand can be incorporated into BAG initiatives and use the organization to help educate businesses on the possibilities for the brand, customer service, etc. Finally, talk to BAG leadership about incorporating the brand into their marketing materials. For example, “Business Advisory Group . . . Success is in the BAG”.

## **5) Make good use of signage**

Use branded signage to designate the status of available property. For example:

- Certify potential building sites as “Shovel Ready and A Great Deal More” and post appropriate signage on the actual property and on the city/economic development website.
- For empty offices, retail, warehouse and industrial space certify it as “A Great Deal, More”. Again, post signage and include on the website.
- Provide local businesses with window slicks or stickers that read, “A proud contributor of more.”

## **6) Start an incubator program**

Partner with the Edmonds Community College to start an entrepreneurial business incubator. Focus on industries that align with Lynnwood's platform; in other words, businesses that promote the exchange of ideas (information technology), commerce or social activity. The incubator should offer these start-ups the business assistance, support and resources they need to succeed. For example, one of their programs could work to identify companies that are typically affiliated to strong retail or commerce. The incubator could provide special recruitment for and support of such companies. (Research shows that 87% of start-ups that graduate from an incubator succeed.)

Give the incubator a physical presence, a place where entrepreneurs can go for meetings, seminars or to use office equipment. Find an unused building near the proposed City Center or work with Edmonds Community College to find space.

## **7) Keep businesses informed**

Start a newsletter for small businesses and entrepreneurs called the Marketplace of Ideas. Include case studies and testimonials from successful Lynnwood businesses.

Also include information about available resources and programs to assist business growth and development. In every issue, feature an article on small business success from a local or regional expert.

## **8) Help them put up a facade**

Work with a city designer/planner to create a series of building facades for some of the city's service and retail areas. Lynnwood businesses in need of a facelift can choose one of the facades and the city will provide them with grant money to help pay for its application. In this way Lynnwood can slowly makeover blighted areas with a consistent unified appearance.

## **9) Brand your prospect recruitment package**

Create an updated prospect recruitment package that focuses on the message that in the Lynnwood marketplace businesses get so much more than they would elsewhere. Make sure to include lots of current and relevant statistics demonstrating how Lynnwood offers more. Support this package with endorsements from some of the CEOs that currently operate in Lynnwood talking about why they chose to locate there and how they got a great deal more than expected.

Couple the recruitment package with a branded gift that will help them remember you. A few ideas:

- A welcome mat with the Lynnwood logo and a branded shopping bag with food/products from the area.
- An experience in Lynnwood offering A Great Deal more such as tandem skydiving, a dream dinner or a dream round of golf.
- A GPS pre-programmed to help you Find A Great Deal More. Program with directions to shovel ready sites, Edmonds Community College resources, available office space, housing development, primary schools, retail, etc.
- "More" t-shirts

## **10) Commission a Buxton Study**

To assist Lynnwood economic development with conducting targeted, effective recruitment, commission a Buxton Retail Analysis Study. Buxton research regarding consumer proximity, demand, economic level, buying habits and other factors supports the likelihood that rightly matched retail businesses can be successfully added to Lynnwood's existing inventory of retail choices. Another aspect of the study could help Lynnwood understand its retail opportunities. The report indicates how well the retail needs of local residents are being met by showing the gap between actual and potential sales. Once you have identified Lynnwood's gaps in service you can design incentives specifically to those types of businesses to set up shop in Lynnwood.

## **11) Brand "buy local"**

Develop a "Buy Local, Buy More" program designed to educate residents on the benefits to the community of keeping their purchase power local. Include the information in Lynnwood University. Delineate how the money from local purchasing helps schools, infrastructure, etc. Dovetail this initiative with the Rewards Card program.

## **12) Give businesses a way to play**

There is a direct relationship between the success of your community brand and the businesses that call Lynnwood home. Meet with local businesses to explain the history and purpose of the brand for the community and for them. Give them ideas for ways they can promote the brand. Ideas can be as simple/low-cost as having your businesses discuss and promote the brand with their employees. Or, businesses can actually create products or promotions that are in line with the brand. For example,

- *Retailers* – Retailers can use the line and the strategy in a number of ways. "We've got more in store" could be a campaign to promote a wide selection of inventory. Sales, specials and discounted goods can be marketed using the strapline of "A Great Deal More." Stores with exceptional service can tout that edge as "more". Branded shopping bags and tissue paper can be used by retailers to help them package up the idea of more.
- *Farmers Market* – Partner with the Farmers Market to help visitors and residents find "More at the Market". Start by using that language on your website to describe the market. Work with participants and owner/operators on the idea of banners, t-shirts or recyclable shopping bags that read "Find More at the Market". In addition to fresh fruits and vegetables "more" can include arts and crafts, fair-type food (funnel cakes), music, etc.
- *Movie Theatres* – Barter with local movie theaters offering them police services in exchange for ad space to promote various Lynnwood programs, events, retail sales, etc. All advertising should be developed in the context of the brand.
- *Hotels* – Hotels could put together a list of concierge services (dry cleaning, room service, shoe shines, CDs of relaxing music. . . whatever they offer that is above and beyond) and promote them as "A Great Deal More".

### 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 Lynnwood's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends that Lynnwood focus efforts on growing its inquiry database for both visitors and business prospects. In addition, the city should strive to create a resident database of email addresses
- Six months – North Star's Research Director will conduct an assessment call to outline a plan for measuring brand performance moving forward
- One year – Lynnwood 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 measures at Lynnwood's one-year mark may include:

- Resident and Inquiry Tapestry Profile Who and What Reports update (Community Tapestry Study)
- Economic Opportunity Analysis update
- Community Brand Barometer
- Online Community-wide Survey
- Consumer Awareness and Perception Study
- Business Development Awareness and Perception Study
- Return on Marketing Investment Study

## **LYNNWOOD TAPESTRY PROFILE STUDY**

### ***Purpose***

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This included profiling reports for Lynnwood residents, area attraction visitors, overnight guests and inquiries.

### ***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-three years.

## **ESRI ECONOMIC OPPORTUNITY ANALYSIS**

### ***Purpose***

The Economic Opportunity Analysis is conducted by the Environmental Systems Research Institute, Inc. (ESRI) – a national leader in business information systems and analysis. The information associated with this analysis, including data on Lynnwood and select competitive markets, enable data driven decision making and provide supporting evidence for attracting investment into the community.

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

The results from the Economic Opportunity Analysis can be classified into four main reports:

- **Market Profile:**
  - Economic statistics, demographics and consumer spending data
- **Business Summary:**
  - Information on supply in a community. Lists numbers of businesses and employees by industry sector
- **Retail Goods and Services Expenditures**
  - Information on a community's demand. Gives demographic data and lists consumer expenditures by household and sector
- **Retail Marketplace Profile:**
  - Compares demand with supply within a community.

Key findings from Economic Opportunity Analysis allow for clearer economic picture of your community. Combined with your community's resident Tapestry What Report, you can pinpoint underserved sectors where your community is not meeting demand, and cross-reference those with the activities and habits of your resident base.

### ***Timing***

The Economic Opportunity Analysis should be conducted every one-three years.

## **LYNNWOOD COMMUNITY BRAND BAROMETER**

### ***Purpose***

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

- Resident satisfaction/advocacy with the brand as a place to live, work and play
- 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 Lynnwood to a friend or colleague?
- Would you recommend traveling to Lynnwood to a friend or colleague?
- Would you recommend conducting business in Lynnwood to a friend or colleague?

More information about the study has been provided in **APPENDIX J**.

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 launch (when there is visible implementation of your brand in the community).

## **LYNNWOOD 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 Lynnwood.

### ***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 Lynnwood
- Strengths and weaknesses of Lynnwood
- Resident suggestions on what is missing from Lynnwood
- Measurements of Lynnwood 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 launch (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 Lynnwood.

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

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

- Overall top-of-mind perceptions of Lynnwood and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Lynnwood identified within community attributes
- Consumer suggestions on what is missing from Lynnwood
- Measurements of Lynnwood delivery of hospitality
- Measurements of Lynnwood 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 launch (when there is visible implementation of your brand in the community).

## **BUSINESS AWARENESS AND DEVELOPMENT STUDY (BDAP STUDY)**

### ***Purpose***

The purpose of this study is to gain insight into how business leaders in the region make site selection decisions. It also tests consumer awareness, visitation and perceptions of Lynnwood.

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

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

- Behavior and decision patterns of consumers (prospective businesses)
- Overall top-of-mind perceptions of Lynnwood and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Measurements of Lynnwood business attributes
- Measurements of Lynnwood quality of life indicators

### ***Timing***

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

## **LYNNWOOD RETURN ON MARKETING INVESTMENT STUDY**

### ***Purpose***

The Return on Marketing Investment (ROI) Study measures how well you convert visitor inquiries into actual visits. The findings from this study will help refine the media plan and communications in order to ensure media efficiency.

### ***Methodology***

The ROI Study is a quantitative methodology which acts as a report card to evaluate Return on Investment (ROI) for advertising efforts. An online survey will be sent out to a database of inquiry email records gathered by the Lynnwood Tourism Department. Specifically, the survey will measure:

- Consumer views about the new brand and ads
- Advertising and brand recall
- Reactions to the new brand
- Advertising conversion to visitation
- Why consumers have NOT visited
- Community perceptions
- Changes in perception brought about by advertising and the new brand
- Visitation expenditures
- Visitation primary purpose and other activities
- Lodging choice
- Length of stay
- ROI report card calculation.

### ***Timing***

The ROI Study should be conducted annually. The first survey should be conducted no sooner than one year from the release of visitor-targeted marketing materials (e.g. Visitors Guides, visitor-targeted mailings, maps, etc.)