

GREENE COUNTY, OHIO THREE-YEAR DEVELOPMENT PLAN

**COMMUNICATIONS / MARKETING
COMMITTEE**

FINAL REPORT



April 1, 2010

GREENE COUNTY, OHIO
THREE-YEAR DEVELOPMENT PLAN

COMMUNICATIONS / MARKETING COMMITTEE REPORT

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COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER ONE

BACKGROUND - ROSTER, MISSION STATEMENTS & PLAN FOR THE COMMITTEE

GREENE COUNTY, OHIO
THREE YEAR DEVELOPMENT PLAN

COMMUNICATIONS / MARKETING COMMITTEE

ROSTER

1. Paula Saunders, Professor Emeritus, Wright State University – College of Business, Department of Marketing Chair
2. Clete Buddlemeyer, Beavercreek Area Chamber of Commerce
3. Steve Brodsky, Xenia Economic Growth Corporation
4. Herb Brown, Professor Emeritus, Wright State University, Advisor to the Committee
5. John Dalton, Fairborn Area Chamber of Commerce
6. Dave Duebber, Glimcher / The Mall at Fairfield Commons and the Dayton Mall
7. Chris Ewing, Bellbrook / Sugarcreek Area Chamber of Commerce
8. Phil Houston, Greene County Department of Development
9. David Kell, Greene County Department of Development
10. Judy Madden and Reed Madden, Spring Valley Area Chamber of Commerce
11. Joe Manter, Universal Technology Corporation
12. Kristie Miller, Glimcher / The Mall at Fairfield Commons and the Dayton Mall
13. Eileen Minamyer, City of Bellbrook
14. Paul Newman, Fairborn Area Chamber of Commerce
15. Alan Raney, Greene County Convention and Visitors' Bureau
16. John Siehl, Wright State University Nutter Center
17. Karen Wintrow, Yellow Springs Chamber of Commerce
18. Kathy Young, Greene County Convention and Visitors' Bureau
19. Barb Zajbel, Xenia Area Chamber of Commerce

MISSION STATEMENT (FROM GREENE COUNTY)

To assure Greene County and its communities stand out in the region as an ideal place to work, live and grow businesses. Specifically, the Committee should

- Identify highlights and selling points of each community throughout Greene County.
- Collectively summarize highlights into a county wide statement to market Greene County.
- Identify tag line and continue developing market strategy to better promote amenities of our communities.

MISSION STATEMENT (AS SET BY THE COMMITTEE)

The mission of the Communications / Marketing Committee is to:

- 1 Develop a viable brand description that accurately reflects the relevant value of the county and represents a positive and competitively desirable image (positioning); this description would be recommended as a candidate brand description for Greene County. The description may or may not include slogan or logo recommendations,
- 2 Develop a strategic integrated marketing communications plan for the county capable of: (a) conveying a consistent and effective image to the region and beyond, and (b) providing effective and efficient communication and promotional messages,
- 3 Provide specific recommendations for integrating the brand image into communication and promotional materials (message content, appearance, resources, etc.), and
- 4 Make recommendations of short-term marketing actions in response to immediate needs of committees and organizations.

PLAN FOR THE COMMITTEE (AS SET BY THE COMMITTEE)

The plan of execution for the committee is to:

1. Decide on the role of the Committee (its mission, etc.)
2. Develop a brand position (identity):
 - a. Identify the Strengths of the County - personality traits, characteristics (features, values, etc.), offers, etc.
 - b. As specifically as possible, describe the current markets and what they care most about (governments, businesses, organizations, residents)
 - c. As specifically as possible, describe the markets that the county wants to attract (what kinds of residents and organizations)
 - d. Match the identified strengths of the county with the desires of the target market
 - e. Develop a Brand Position for the County
3. Develop an Integrated Marketing Communications Plan
 - a. Identify the communications objectives
 1. communicate the county image to the region and beyond
 2. communicate and promote the assets and services available to current residents and organizations
 3. communicate and promote the assets and services available to outside organizations and individuals
 - b. Identify the targeted audiences and match with specific messages and media
 - c. Identify potential resources, timing, and responsible parties

COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER TWO

DEVELOP A BRAND POSITION - IDENTIFY STRENGTHS OF COUNTY

The Committee identified the strengths of the County, including personality traits, features, values, and other attributes. The results are documented in Table 1.

Table 1. The Attributes and Descriptions of Greene County, City by City

City	Attributes	Description
Beavercreek	<ul style="list-style-type: none"> · Centralized shopping areas with no real sprawl · Restaurants and dining opportunities · Good traffic flow · Ranked 84th in Money Magazine's "Top 100 Best Places to Live in the Country" · Offers reasonable housing prices · High Quality School System · Low to nonexistent crime · No income tax · Room still available for new industry & infrastructure · Research and high tech jobs · Sense of Community 	Beavercreek is a high tech community that builds on aerospace research to create other innovative spinoffs. This business model has created one of the top residential and business opportunities with exceptional schools, retail and green space; all leading to an exciting future of growth and opportunities.
Bellbrook	<ul style="list-style-type: none"> · Excellent school system · No city income tax · Unique residential opportunities · Scenic community · Accessibility to highways 	A city with a small town living atmosphere and big city services and amenities nestled in the rolling hill of southwestern Greene County and located just minutes away from desirable employers, shopping and other commercial and cultural opportunities.
Bowersville	<ul style="list-style-type: none"> · Small agricultural community 	Bowersville is a small agricultural community.
Cedarville	<ul style="list-style-type: none"> · Cedarville University - a strong Christian University · Faith based · Farming community that celebrates its heritage 	Cedarville is a farming community that celebrates its heritage and is the home of a strong Christian university.
Clifton	<ul style="list-style-type: none"> · Historical, Mill, Gorge · Oldest continuing mill · Celebrates timelessness · Nostalgic 	Clifton is a nostalgic town that has the oldest continuing mill and celebrates its timeless community.
Fairborn	<ul style="list-style-type: none"> · Traditional nostalgic downtown with safe, welcoming neighborhoods · An internationally diverse population and business community · Proud home of WPAFB, WSU, AFIT, a national major entertainment venue (Nutter Center) and access to major transportation arteries, including rail · High tech research center building on the tradition of the Wright Bros. 	Fairborn is a high tech research center which builds on the tradition of the Wright Brothers and as such is the proud home to Wright-Patterson AFB, Wright State University, the Air Force Institute of Technology and a national entertainment venue. It has a traditional, nostalgic downtown, serving an internationally diverse population and a thriving business community with access to major transportation arteries including rail.
Jamestown	<ul style="list-style-type: none"> · Vintage; pure farm town 	Jamestown is a historical farm town.
Spring Valley	<ul style="list-style-type: none"> · Hamlet that maintain the best traditions of the area 	Spring Valley is a community of hamlets that maintain the best traditions of the area.

Table 1. The Attributes and Descriptions of Greene County, City by City (Cont'd)

City	Attributes	Description
Xenia	<ul style="list-style-type: none"> · Xenia is home to traditional manufacturing · The county seat is located in Xenia · Xenia is the center for Athletes in Action · Bike hub for the County · City of Xenia has a historic downtown · Affordable and diverse housing · The Legacy Center · It is located near the National Afro American Museum · Helen Hooven Santmyer's residence 	<p>Xenia is the centrally located county seat in which people can maintain traditional values in a desirably progressive community where they choose to both live and work.</p>
Yellow Springs	<ul style="list-style-type: none"> · A progressive community · Alternative lifestyle community, perhaps attractive to employees relocating from the east coast or from 'artsy' cities · Important to capture the 'green' side (walkable, bike path, organic) · Intellectual community with progressive schools · Named one of Budget Magazine's top 10 coolest small towns 	<p>Yellow Springs incorporates a lifestyle where individualism, intellectual thinking, arts and culture, activism and a healthy lifestyle are valued.</p>
Greene County		<p>Located in southwest Ohio at the I-70/I-75 interchange, Greene County is a destination with small-town values that offers big-city amenities (2,200+ rooms, superstar concerts, four-star restaurants and the National Museum of the Air Force) without the big-city headaches (traffic jams and security).</p>

COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER THREE

DEVELOP A BRAND POSITION - CURRENT MARKETS AND WHAT THEY CARE ABOUT

As specifically as possible, the Committee set out to identify the markets the county wants to attract; that is to which organizations and residents does the Committee recommend the county market. Firstly, the Committee identified the care-about of targeted organizations and residents.

WHAT ALL MARKETS WANT FROM GREENE COUNTY GOVERNMENT

- Cooperation/ Collaboration
- Communication
- Infrastructure for development
- Good reputation and honesty
- Vision of how it all works together
- Research support
- Ombudsman
- Friendly, responsive, customer-oriented
- Promotion
- Tax incentives
- Quality education infrastructure
- Reasonable government oversight
- Professional support – fire, police, etc.
- Accessibility – transportation
- Job training to support new and existing business
- Support, encouragement for entrepreneurial activities
- Support for cultural and recreational activities
- Support for the needs of senior citizens
- Support the active lifestyle of young professionals

Next, the Committee identified all current markets and their detailed care-about.

CURRENT MARKETS AND WHAT THEY CARE ABOUT (detailed)

Governments:

- Cooperation
- Communication
- Infrastructure for development
- Offer human or other resources
- Coordinating, and facilitation of services (collaboration among units rather than with just with the county government itself)
- Ethical government – good reputation and honesty
- Support of each respective community’s local vision as well as vision from the county of how it all works together
- Research support

Organizations:

- Communication with organizations/responsive County and departments
- Professionalism
- Positive liaison with industries
- Money
- Volunteer Support
- Promotion
- Easy to do business with - ombudsman
- Friendly responsive service people
- Cooperation
- Money for special projects

Businesses:

- Tax incentives
- Easy to do business with
- Location, Location, Location
- Quality, educated work force
- Less restriction
- Laissez-Faire

- Excellent Infrastructure
 - High speed networks
 - Fiber optics
 - Extra capacity water, sewer, electricity
- Professional Support with mentoring programs (Aileron, Universities, Entrepreneurial Signature Program)
- Customer Base
- Quality of life for employees
- Easy access to government
- Professional support from fire, police, etc.
- Cheaper land

The Committee also briefly discussed why businesses move and concluded that businesses often move because of their own needs and because location and/or needs not met by their current location.

Finally, the Committee documented the care-about of current and new residents, with specific attention given to segments of current and new residents.

Residents:

- Good but inexpensive services
- Efficient response services (emergency, police, fire, etc.)
- Easy to do business with; customer service
- Diverse and quality educational opportunities
- Good reputation
- Good infrastructure
- Good communication
- Low taxes
- Accessibility of highways
- Stable population growth
- Quality jobs available
- High property values
- Walkability
- Green Space
- Accessible, affordable education

Entrepreneurs:

- Support
- Non-adversarial help

Sr. Citizens:

- Services
- Transportation
- Culture
- Activities
- Fresh air

Young People:

- Entertainment venues
- Colleges and universities
- Green space for sports and recreation
- Arts and culture
- Restaurants, coffee shops, and other places for gathering

Military and Retired Military

- Good place to live as residents
- Close proximity to base facilities

COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER FOUR

DEVELOP A BRAND POSITION - THE MARKETS THE COUNTY WANTS TO ATTRACT

The Committee identified high payoff markets the county should attract. The Committee chose four industries based on current activity within Greene County and planned and anticipated growth areas as understood by the Committee. The Committee then identified common attributes these markets needed from the county and organizations within the county.

THE MARKETS THE COUNTY WANTS TO ATTRACT

Prospective Employers and prospective employees from the following industries:

- Aerospace
- Information Technology
- Distribution & Manufacturing
- Medicine and Life Sciences

IN THE SHORT TERM, THE MARKETS THE COUNTY WANTS SPECIFICALLY TO ATTRACT

Prospective Employees (Civilian, Military, Contractor) coming from other military bases due to the base realignment and closure (BRAC) results.

WHAT DO THEY WANT FROM THE COUNTY?

1. Infrastructure to facilitate high tech industry:
 - a. Free/widespread wireless communication
 - b. High-speed data networks
 - c. Convention center, hotels, conference rooms (secure and unsecured)
2. Close proximity to efficient transportation modes:
 - a. Air
 - b. Highways
 - c. Rail
3. Educational opportunities:
 - a. High quality secondary and post-secondary education
 - b. Technical education
 - c. College and post-baccalaureate and doctoral degrees
 - d. Advanced and continuing professional education
4. Labor pool:
 - a. Unskilled
 - b. Skilled
 - c. Technical
 - d. Professional

5. Existing critical mass of the markets the county wants to attract:
 - a. Engineers, scientists, and technicians at Wright-Patt and at Wright-Patt's adjunct contractors
 - i. Current: ASC, AFRL, AFMC HQs, NASIC, AFIT, many others
 - ii. Ramping up: 711th Human Performance Wing (New Center of Excellence for Aerospace Medicine)
 - b. Current: IT Community
 - c. Current: Distribution and manufacturing centers
6. Lifestyle amenities that will attract employees the county needs:
 - a. Desirable residential living
 - b. Arts and culture
 - c. Recreation

COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER FIVE

DEVELOP A BRAND POSITION - MATCH THE IDENTIFIED STRENGTHS OF THE COUNTY WITH THE DESIRES OF THE TARGET MARKET

In Chapter 4, the Committee identified the four markets the county should target. They were:

- Aerospace
- Information Technology
- Distribution & Manufacturing
- Medicine & Life Sciences

Also, in Chapter 4, the Committee identified the many requirements (attributes) these markets needed from the County and organizations within the county. In the following Table, the Committee’s assessment of whether the County meets those requirements is documented:

Table 2. Assessment of County Meeting the Requirements of Markets the County Wishes to Attract

Requirements	Available in County?	Comments
1. Infrastructure to facilitate high-tech industry		
a. Free/ Widespread Wireless Communication	No	
b. High-speed data networks	Yes	At government & universities
c. Convention center, hotels, conference rooms	Yes	
2. Close proximity to efficient transportation modes		
a. Air	Yes	Dayton, Cincinnati, Columbus
b. Highways	Yes	I-75, I-70, I-675
c. Rail	Yes	
3. Educational opportunities		
a. High quality secondary & post-secondary education	Yes	
b. Technical education	Yes	Sinclair, Clark State
c. Undergraduate, Masters, and Doctoral Programs	Yes	AFIT, Cedarville, Central State, Dayton Area Graduate Studies Institute (DAGSI), UD, Wilberforce, Wright State
d. Advanced and continuing professional education	Yes	AFIT, Cedarville, Central State, Defense Acquisition University, UD, Wilberforce, Wright State
4. Labor Pool		
a. Unskilled	Yes	
b. Skilled	Yes	Wright-Patt
c. Technical	Yes	Wright-Patt
d. Professional	Yes	

Table 2. Assessment of County Meeting the Requirements of Markets the County Wishes to Attract (Cont'd)

Requirements	Available in County?	Comments
5. Existing critical mass of markets County wants to attract		
a. Engineers, scientists, technicians, contracts specialists, financial analysts,	Yes	ASC, AFRL, AFRMC HQs, NASIC, AFIT, 711 th HPW, healthcare industry, and associated contractors
b. IT Community	Yes	“ditto”
c. Distribution & Manufacturing	Yes	Existing facilities
6. Lifestyle amenities that will attract employees the target markets needs		
a. Desirable residential living	Yes	
b. Arts & culture	Yes	
c. Recreation	Yes	
d. Bicycle Trails Network	Yes	200 paved miles
e. Abundance of Green Space	Yes	
f. Organized athletics	Yes	For children and adults

Although Table 2 documents the crucial desires of the targeted markets, it is helpful to remember, that the desires of these targeted businesses also include the same services desired by current markets since once these businesses and their employees and families are a part of the area, their wants become those of current markets.

The following current markets and current market needs were previously identified in Chapter 3. While many of these needs are similar to those requirements wanted by the targeted markets, some needs are unique to the current markets.

CURRENT MARKETS:

- Governments
- Organizations
- Businesses
- Residents
- Entrepreneurs
- Senior Citizens
- Young People
- Military and Retired Military

WHAT CURRENT MARKETS CARE ABOUT:

- Cooperation/Collaboration
- Communication

- Infrastructure for development
- Good reputation and honesty
- Vision of how it all works together
- Research Support
- Ombudsman
- Friendly, responsive, customer-oriented
- Promotion
- Tax Incentives
- Quality education infrastructure
- Reasonable government oversight
- Professional support – fire, police, etc.
- Accessibility – transportation
- Job Training to support new and existing business
- Support, encouragement for entrepreneurial activities
- Support for cultural and recreational activities
- Support for the needs of senior citizens
- Support the active lifestyle of young professionals

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CHAPTER SIX

DEVELOP A BRAND POSITION – DEVELOP BRAND POSITIONING STATEMENT, TAGLINE, AND LOGO

BRAND POSITIONING STATEMENT:

A positioning statement clearly identifies how the entity or product wants to be thought of by its markets. It portrays an image of what the entity or product represents. To develop a positioning statement for Greene County, the descriptions of all the communities of Greene County were used for defining the strengths and uniqueness of the County. The statement should be used by all Greene County entities as a basis for continuing and consistent communications and promotions. Following is the final positioning statement:

Greene County is positioned in the minds of current and potential residents, businesses and visitors as being a unique county of diverse communities with positive attitudes and fulfilling lifestyles. Our distinct character honors our heritage, respects our natural environment and encourages progressive business development from Agriculture to Aerospace.

BRAND TAGLINE FOR GREENE COUNTY DEVELOPMENT:

The following tagline was developed from the brand positioning statement for Greene County Development but is certainly appropriate for the county in general.

Growing Greene: Agriculture to Aerospace

It is expected that this tagline will be used most of the time with the words “Greene County, Ohio.”

LOGO:

A logo was developed to be used with the tagline. It is understood that in many cases the tagline will be used without the logo. The logo may also be altered to fit the need; however, the logo should always be based on the concept of the positioning statement which is expressed in the tagline developed. An altered logo should not be used without the permission of Greene County Department of Development. Following is the suggested logo:



COMMUNICATIONS / MARKETING COMMITTEE REPORT

CHAPTER SEVEN

**GREENE COUNTY DEVELOPMENT INTEGRATED MARKETING
COMMUNICATIONS PLAN**

This final chapter documents the Committee’s recommended Greene County Development Integrated Marketing Communications Plan.

**GREENE COUNTY DEVELOPMENT INTEGRATED MARKETING
COMMUNICATIONS PLAN**

(A 3-Year Plan)

OVERALL COMMUNICATIONS/PROMOTION OBJECTIVES:

1. Develop communications (signs, brochures, websites, speeches, etc.) that effectively and consistently inform and remind targeted audiences of the high quality businesses, institutions, assets, and features and attributes of the county and its communities as well as the county brand, tag line and logo.
2. Develop communications (signs, brochures, website, speeches, etc.) that effectively inform and remind targeted audiences of activities, events, services and benefits of the county and its communities.
3. Inform targeted audiences of new, ongoing and planned development and growth opportunities.
4. Communicate needed information to all target audiences in a timely and accurate manner.

TARGETED AUDIENCES:

1. Prospective New Labor Force and Prospective County Residents
2. County Businesses and Prospective County Businesses
3. Governmental and Economic Development Entities
4. County Residents

IMPLEMENTATION DETAILS FOR YEAR 1:

1. Preparation for Implementing Year 1 Plan: December 2009 – February 2010
2. Roll-Out Date for Year 1 Plan: March 2010
3. Primary Media:
 - a. Greene County Development Website
 - b. Social Networking
 - c. Billboards (local and maybe out-of-state)
 - d. Text Messaging
 - e. Print Media in BRAC cities (with potential to incorporate text messaging into print media)
 - f. Local City and Township Newsletters and Web Media

Details of the
**GREENE COUNTY DEVELOPMENT INTEGRATED MARKETING
COMMUNICATIONS PLAN**
(A 3-Year Plan)

SPECIFIC OBJECTIVES INCLUDING TARGETED MARKETS

Services:

1. Communicate new service offers of the county to appropriate new and existing businesses
2. Communicate ongoing services, activities, and events to appropriate targeted audiences
3. Communicate special activities and events to appropriate targeted audiences
4. Communicate the opportunity for individuals to further their knowledge and education using the 7 colleges and universities in the county
5. Communicate the opportunities for training programs and dollars for existing employees and/or employers and for prospective employees and/or employers
6. Communicate that Greene County and its communities have an established business retention and expansion program which is used to assist businesses and provide a single point of contact when looking for resources to help them with their bottom line

Brand:

1. Communicate, educate and persuade elected officials and employees of the importance of using the county brand, tag line and logo and of emphasizing the information in the positioning statement in their communications.
2. Develop communication materials which continuously and consistently communicate the county brand, tag line, and logo so that appropriate audiences recognize and/or recall them
3. Develop communication materials that effectively communicate the quality attributes of the county (including physical assets and human skills and competencies to targeted audiences
4. Create and respond to opportunities to present the county tag line, logo, image, attributes and services

Other:

1. Refine the Department of Development website by clarifying its objectives, incorporating the brand identity, and improving graphics and usability where needed.
2. Integrate the website with other government entities and communities

**GREENE COUNTY DEVELOPMENT INTEGRATED MARKETING
COMMUNICATIONS PLAN**
(A 3-Year Plan)

PRIORITIES FOR FIRST YEAR - 2010

Roll-out Date: No later than March 2010

Primary Media:

1. Electronic (email, website, text messaging, twitter),
2. Billboard, and
3. Press Release (local paper – Skywriter)

Targeted Markets:

1. Prospective Employees coming from military bases for BRAC
2. Communities,
3. Community Agencies,
4. County Employees
5. Local Businesses
6. Local organizations and residents

SPECIFIC OBJECTIVES INCLUDING TARGETED MARKETS

Services:

1. Communicate ongoing services, activities and events to appropriate targeted audiences
2. Communicate new service offers of the county to appropriate new and existing businesses
3. Communicate special activities and events to appropriate targeted audiences
4. Communicate that Greene County and its communities have an established business retention and expansion program which is used to assist businesses and provide a single point of contact when looking for resources to help them with their bottom lines

Brand:

1. Communicate, educate and persuade elected officials and employees of the importance of using the county brand, tag line and logo, and of emphasizing the information in the positioning statement in their communications
2. Develop communication materials which continuously and consistently communicate the county brand, tag line, and logo so that appropriate audiences recognize and/or recall them

3. Create and respond to opportunities to present the county tag line, logo, image, attributes and services

Other:

1. Refine the Department of Development website by clarifying its objectives, incorporating the brand identity, and improving graphics and usability where needed
2. Integrate the website with other government entities and communities.