

City of El Paso Integrated Communications Strategy

*Presented by
Glass Beach Marketing
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Assignment

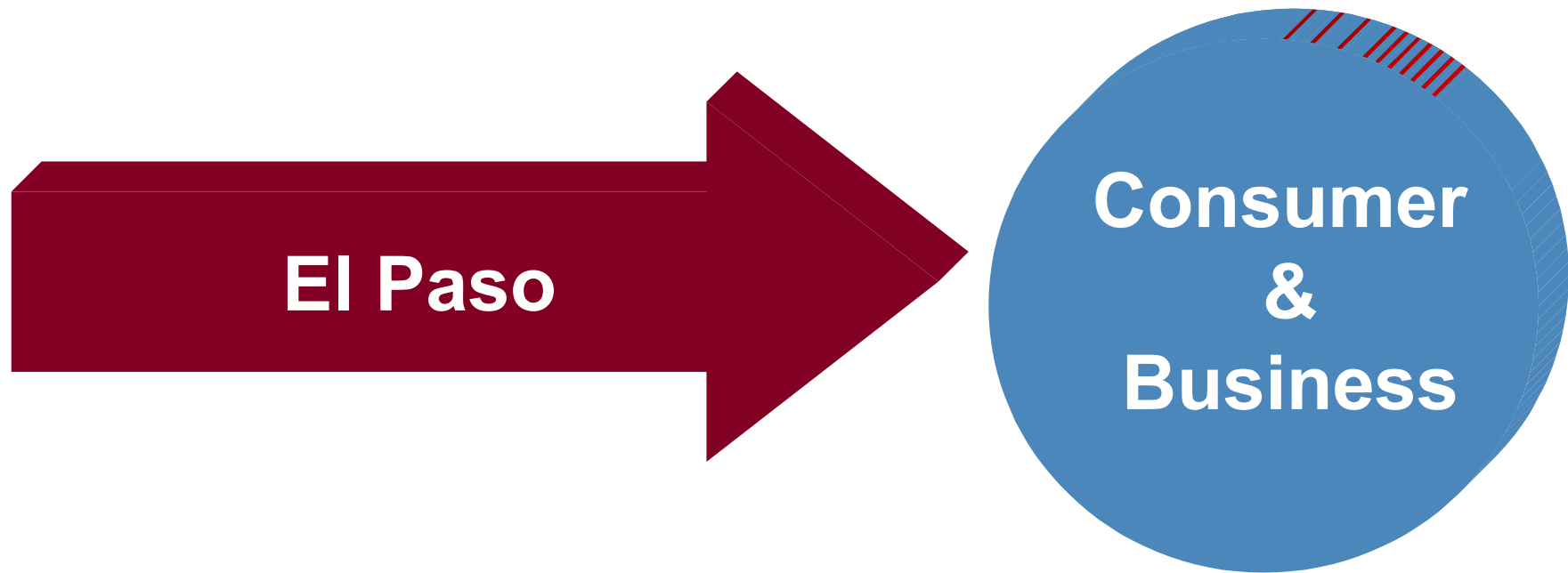
- ❖ Develop an integrated communications plan that can be launched in Q4 2006 that will serve as the platform for:
 - ❖ Branding (brand driven messaging)
 - ❖ Consumer
 - ❖ Business

OBJECTIVES AND STRATEGIES

2006-2007 Marketing Goals

- ❖ Build awareness of the City of El Paso brand
 - ❖ Increase consumer tourism
 - ❖ Increase business relocation
- ❖ Support other efforts made by key stakeholders
 - ❖ Education
 - ❖ Medical
 - ❖ Transportation
 - ❖ Etc.

Transition Strategy



Where Is The El Paso Brand?

- ❖ El Paso is currently not clearly in the consideration set for the consumer & business decision makers
- ❖ Research indicates that consumers & business decision makers are looking for clear differentiation in destinations
- ❖ Target audience embraced the historical value of the “old” with the energy of the “new”
- ❖ Tagline: “El Paso. It’s Your Canvas”

El Paso Positioning

❖ BRAND POSITIONING

El Paso is a place that helps you to respect the values of the old with the innovation of the new so you, your family and colleagues can experience the birthplace of the renaissance in the South West.”

❖ BRAND PROMISE

❖ El Paso. Creating a new world from the old west.

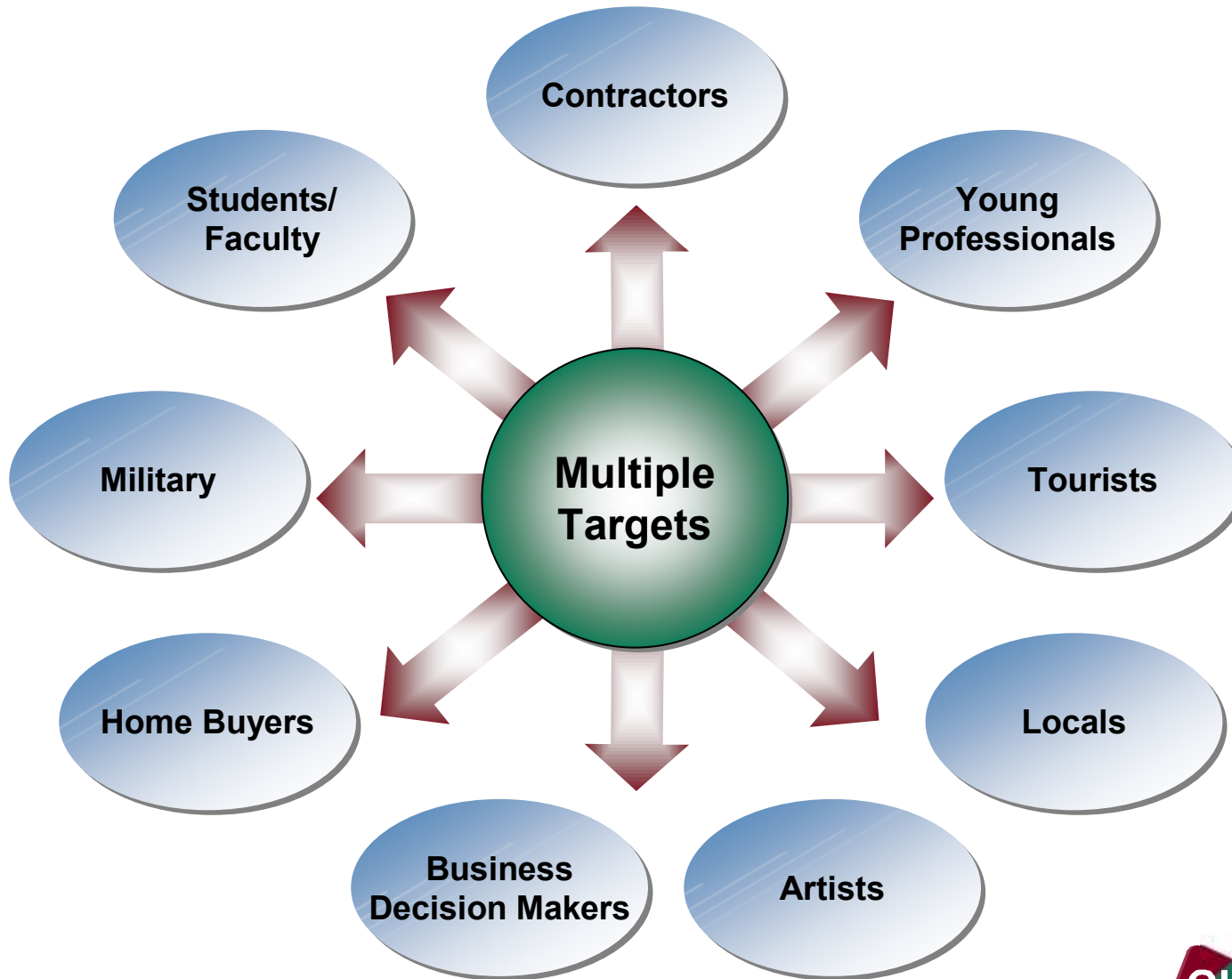
❖ BRAND TAGLINE

❖ El Paso. It's your canvas.

WHO ARE WE TALKING TO?



Multiple Targets



Target Audience

- ❖ Primary:
 - ❖ Consumers
- ❖ Secondary:
 - ❖ Businesses
 - ❖ Site consultants

Consumers

- ❖ 18-49 years old
- ❖ HHI \$50K +
- ❖ Gender split male to female (40/60)
- ❖ Some College
- ❖ Looking for a different type of vacation
- ❖ Caters to both family and singles
- ❖ Need for History, culture, entertainment and outdoor attractions

Businesses

- ❖ Targeting Fortune 2000 companies
 - ❖ Emerging market -- medium enterprise (100 to 499 employees)
- ❖ Conservative mindset
- ❖ Often makes decisions which are safe and revolve around data, workforce, proximity to major transportation hubs
- ❖ Looking for a city that is growing, reliable, affordable and leading the pack

Target Needs

- ❖ Clarity
- ❖ Differentiation
- ❖ Information

TACTICAL RECOMMENDATIONS

Tactical Considerations

- ❖ Time for implementing phase 1 for Q4 2006
- ❖ Implementing programs across South West region in phase 1
- ❖ Integrated messaging -- build brand equity at every point-of-contact
- ❖ Regional considerations
 - ❖ Unique targets, competition, brand awareness, needs, messaging localization
- ❖ Budget considerations

The Integrated Elements



Facets Of Tactical Plan

- ❖ Brand advertising
 - ❖ Ad media plan
- ❖ Direct mail
 - ❖ Customer acquisition
- ❖ Events
- ❖ Retail partnerships/promotions
- ❖ Online/Digital media

Jenga Approach

El Paso Brand

Business Programs

Relationship Marketing

Vertical Defining

Strategy

Create “Jenga” approach that represents building blocks in the brand experience of the target audience

- ❖ Education of the category (revitalization/renaissance)
- ❖ Realization of El Paso as leader in the travel category
- ❖ Attraction launches defined by quarterly highlighted events

Jenga Approach

El Paso Brand

- ❖ Television
- ❖ Print
- ❖ Online
- ❖ Events

Building the Brand in Television

- ❖ Develop branded “Canvas” television ads (:30/:60)
- ❖ that highlights the South West renaissance taking place in El Paso
 - ❖ Placements to include regional/local buys on:
 - ❖ CNN
 - ❖ Discovery
 - ❖ HGTV
 - ❖ ESPN
 - ❖ Oxygen

Building The Brand In Print

- ❖ Advertise the “revitalization, renaissance, canvas” message to creative soul community in FY 2006
 - ❖ Communities could be defined as:
 - ❖ Business community
 - ❖ Small business
 - ❖ Family/friends
 - ❖ Hobbies/interest
- ❖ Utilize full page to half page ads for high-impact and visibility to reach consumers and businesses in appropriate publications.
- ❖ Use advertorial content “3 days in El Paso”

Brand Online

- ❖ Online media is multifaceted
 - ❖ Effective as a direct response and general awareness medium
 - ❖ Total interaction with brand defines brand perceptions
- ❖ As a fulfillment vehicle online plays central role for integrating brand messaging

Brand Online

- ❖ Online's ability to target is a key asset that must be utilized for the El Paso
- ❖ More than just banner ads and web sites
 - ❖ Sponsorships
 - ❖ Email
 - ❖ Sitelets
 - ❖ Interstitials
 - ❖ "Beyond the banner" concepts

Brand Online

- ❖ Recommend two phases
 - ❖ 1) Test variety of programs
 - ❖ 2) Focus efforts based upon learnings
- ❖ Shift to “creative class” taxonomy markets provides an opportunity to position El Paso as a viable option:
 - ❖ Dallas, Chicago, New York, San Francisco, Los Angeles
- ❖ Select sites and areas within sites that can reach the target audience
- ❖ Maximize reach through a variation of site numbers and impression volume
- ❖ Utilize pay-per-click to maximize budget

Event Marketing

“Live” events drive, support & augment existing and future Advertising/Marketing platforms and can be used as a means to market brands and tap into target lifestyle and interests:

Sample Event Disciplines Include:

- ❖ Sun Bowl
- ❖ El Paso Latin Music and Film Festival
- ❖ Taste of El Paso
- ❖ Cultural Arts Festivals

Events

Sun Bowl - Winter 2006

- ❖ Launch new personality of El Paso
- ❖ Official welcome and the world-renowned hospitality of El Paso begins when the plane arrives and extends through until departure
- ❖ Integrate El Paso message through all planned activities working with host committee
- ❖ Potential for City of El Paso to sponsor team barbecue dinner, golf party or cocktail reception and dinner

Events

Taste of El Paso - Spring 2007

- ❖ 4 day event featuring all the tastes South West has to offer a delicious combination of ethnic items, family favorites, exotic and Mexico's specialties
- ❖ Feature local restaurants
- ❖ Celebrity cooking demonstrations
- ❖ Cooking lessons
- ❖ Daily Specials
 - ❖ Salsa competition
 - ❖ Tamale competition

Events

El Paso Latin Music and Film Festival - Late summer 2007

- ❖ Three-day film and music festival featuring Latin music and films that will showcase Latin artists achievements.
- ❖ The vision of the El Paso Latin Music and Film Festival is to create, through its various activities, a sense of pride, historical understanding and greater self-esteem among all citizens living in El Paso.
- ❖ We also wish to share with the general public the beauty of the Latin American cultures and promote a better understanding and respect for all those living in the multicultural setting that surrounds us.

Events

Cultural Arts Festival - Fall 2007

- ❖ 2 day event art festival will give you an opportunity to bring some love for all things Southwest into your home. Local merchants will be selling artwork in addition to jewelry and clothing
- ❖ We have this vibrant population in El Paso and we will create an event that would make an impact at the national level.
- ❖ We envision centering the event on art from Southwest

Deliverables And Time Frames

- ❖ October 2006
 - ❖ TV Ad Campaign launches
- ❖ November 2006
 - ❖ Banner Ads launches
- ❖ January 2007
 - ❖ Print Ad Campaign launches
 - ❖ Digital Sponsorships launches
 - ❖ Email campaign launches
- ❖ Next Step: Meeting to discuss event opportunities

Jenga Approach

El Paso Brand

Business Programs

- ❖ Online
- ❖ Collateral
- ❖ Events

Business

- ❖ Develop business relationship marketing program that links closely to overall program activity
 - ❖ Define top tier business target
 - ❖ Site consultants
 - ❖ Business decision-makers

Business

- ❖ Strategy:
 - ❖ Evaluate effectiveness of current promotion programs:
 - ❖ Has messaging been successful?
 - ❖ Have program goals been met?
 - ❖ Is program participation at appropriate levels?
 - ❖ What is ROI?
 - ❖ Conduct competitive audit
 - ❖ Provide sales tools to business target

Business

❖ Tactics:

❖ Collateral

- ❖ Revise content, structure and design of collateral based on feedback
- ❖ Incorporate “Canvas” brand positioning into all communication elements
- ❖ Develop process to incorporate new data

❖ Events

- ❖ Develop and execute a series of Business events to drive decision-maker interest
 - “CEO Round-tables”
 - Innovation Conference

Business

- ❖ Program components:
 - ❖ Develop partnerships with content providers whose information focuses on:
 - ❖ Innovation
 - ❖ Workforce development
 - ❖ Mexico relations
 - ❖ Border updates
 - ❖ Themed collateral/communications
 - ❖ Launch kit developed to support specific industries

Jenga Approach

El Paso Brand

Business Programs

Relationship Marketing

- ❖ Direct
- ❖ Online
- ❖ Collateral
- ❖ Events

What Is Relationship Marketing?

- ❖ Customer-focused marketing program that builds and leverages the existing relationship between the El Paso brand and consumers to increase future revenue
- ❖ An ongoing program to establish and maintain a dialogue with consumers in a way that puts their needs, desires and expectations first
- ❖ Delivers relevant, valuable information to the consumer, on time, and on brand

How Relationship Marketing Increase Return on Investment

- ❖ Provides a way to integrate customer data and communications to build product awareness and customer loyalty
- ❖ The leverage of your marketing dollars resides in the ability to capture customer data and use this data to effectively target your communications
- ❖ Relationship marketing provides the structure for capturing this data and using it for targeted communications, effectively increasing ROI

Process

Input

- Customer Assessment
- Customer Database
- Customer Mgmt SW
- Customer Valuation
- Cust. Loyalty Factors
- Economic Models
- Contact Strategy

Process

- Gather Info
- Apply cust/prdt knowledge
- Customer Communications
- Apply Customer Investment

Output

- Increased Revenue
- Identifiable HV Customers
- Customer Loyalty
- Strong Customer Relationships

Tools used in process:

- Customer database
- Contact Management Software
- Economic Models

Determine Optimum Contact Frequency

- ❖ Establish Objective
 - ❖ Initial response percentage
 - ❖ Number of Downloads
 - ❖ Cost per trial
- ❖ Verify ability to measure objective
- ❖ Complete sufficient set of continuously refined tests of frequency
 - ❖ Consistent control group
 - ❖ Matrix must eliminate/allow for influencers

New Customer Acquisition

- ❖ Utilize integrated marketing communications as a tool for acquiring new El Paso leads
- ❖ Role in overall communications mix:
 - ❖ Communicate with prospects on a one:one basis
 - ❖ Gather relevant prospect information at every opportunity
 - ❖ Leverage brand advertising message to deliver personalized, robust and compelling sales message with a strong call to action
 - ❖ Drive prospects to channel/web to purchase

Prospect/Data Acquisition Program

❖ Concept

- ❖ Provide prospects with a reason to provide information about themselves and enterprise
- ❖ Offer must be a valuable tool for Consumers
- ❖ Fulfillment provided must:
 - ❖ Tell the El Paso story
 - ❖ Focus on “canvas” positioning
 - ❖ Provide “personal” rewards
 - ❖ Entertain

Prospect/Data Acquisition Program

- ❖ Proposed Fulfillment: NEW El Paso CD-ROM
 - ❖ Site/CD-ROM includes
 - ❖ Attractions, restaurants, museums
 - ❖ Regional data
 - ❖ Downloadable coupons: 5000 free FF miles, % on travel bags, baggage tags, etc.
 - ❖ Download “Canvas” game

List Development Strategies

- ❖ Use outside lists to:
 - ❖ Reach suspected targets
 - ❖ Identify actual targets via self-selection (response) and intelligence gathering (survey)
 - ❖ Initiate one-to-one dialogue made more relevant by use of acquired intelligence

List Development Strategies

❖ List sources

❖ Recipient/subscriber are the backbone

- ❖ Most information about each name for very targeted selection
- ❖ Most deliverable and recently verified
- ❖ Capitalizes on awareness generated in TV, print and on-line to increase response to call-to-action from most likely prospects
- ❖ Potential for free names via merchandising

List Development Strategies

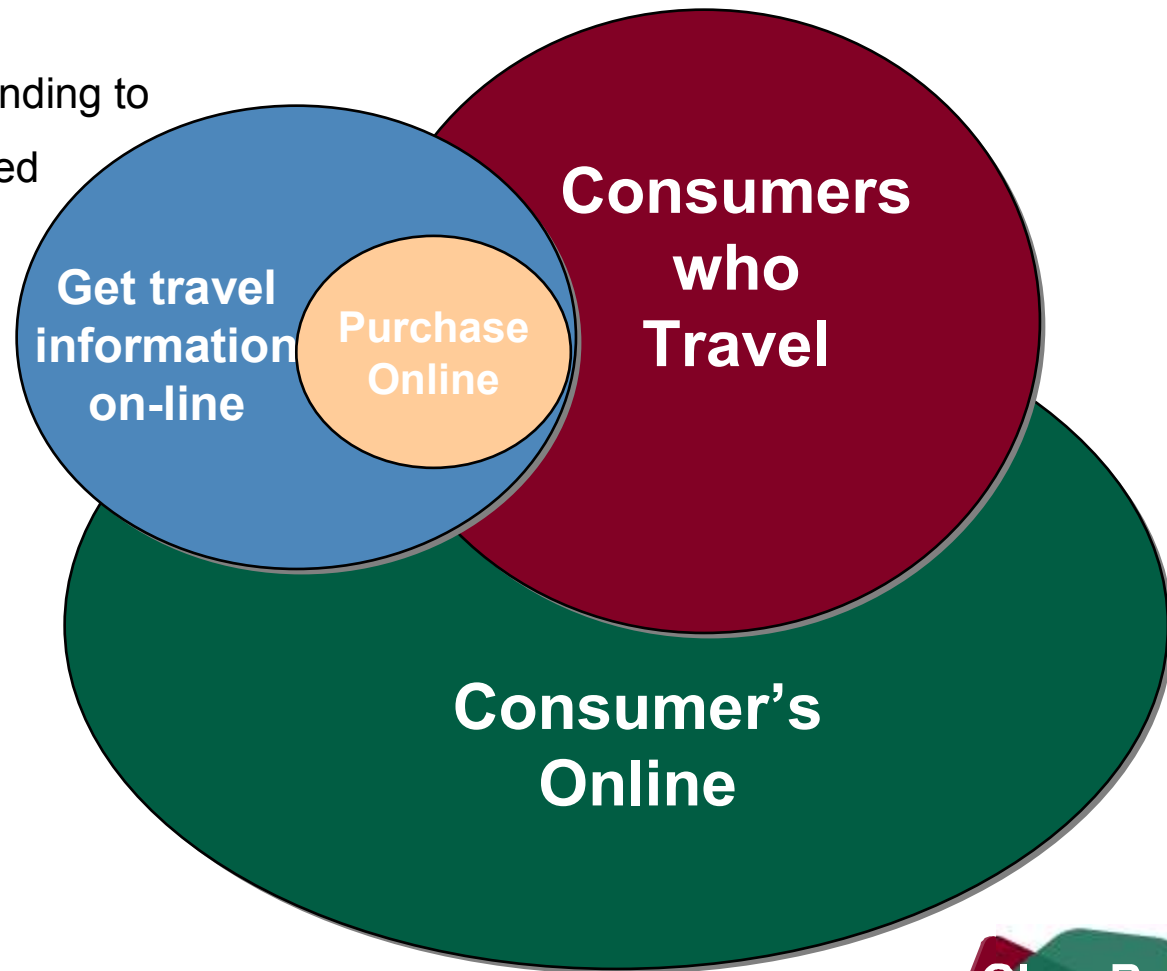
- ❖ Names have varying degrees of targetability
 - ❖ Ideal selection factors include (track to taxonomy)
 - ❖ Single/Family
 - ❖ Geography
 - ❖ Interests
 - ❖ Etc.

WHY IS ONLINE OUR LYNCHPIN?

Customer contact strategy

Build usage in layers corresponding to the degree of targeting achieved

Measure response and qualification by source and combination of KNOWN attributes



Deliverables

- ❖ Agree to targets and lists
- ❖ Purchase data and ready to mail
- ❖ Agree metrics.campaign reporting
- ❖ First reports
- ❖ Launch Kit
- ❖ Online sponsorships

Jenga Approach

El Paso Brand

Business Programs

Relationship Marketing

Vertical Defining

- ❖ Direct
- ❖ Online
- ❖ Events

Vertical-Defining Campaign

- ❖ Campaign focusing on vertical interests
 - ❖ Culture
 - ❖ Spas
 - ❖ Food
 - ❖ Music
 - ❖ Sports
- ❖ Messaging communicates interest hierarchy to the target with associated city benefits
- ❖ Not too limiting that shrinks target audience

Vertical-Defining Efforts

- ❖ Campaign elements consist of:
 - ❖ Print
 - ❖ Direct mail
 - ❖ Email, banner

Vertical-Defining Support In Direct Mail

- ❖ Promote 2 categories every quarter via direct mail
- ❖ Begin with broad mailings in Q4 and Q1
 - ❖ To purchased lists of Consumers
 - ❖ To existing El Paso Customers
- ❖ Continue to segment list as learnings and relationship marketing programs are refined
- ❖ Direct mail package consists of letter, detailed category brochure with strong call-to-action, and responder with segmentation questions in envelope

Vertical Support Online

- ❖ Use other advertising programs to delivery vertical leadership messages
- ❖ Fulfill vertical category marketing with prominent web site presence tied to timing of direct mail
- ❖ Follow up direct mail with email

Master Brief

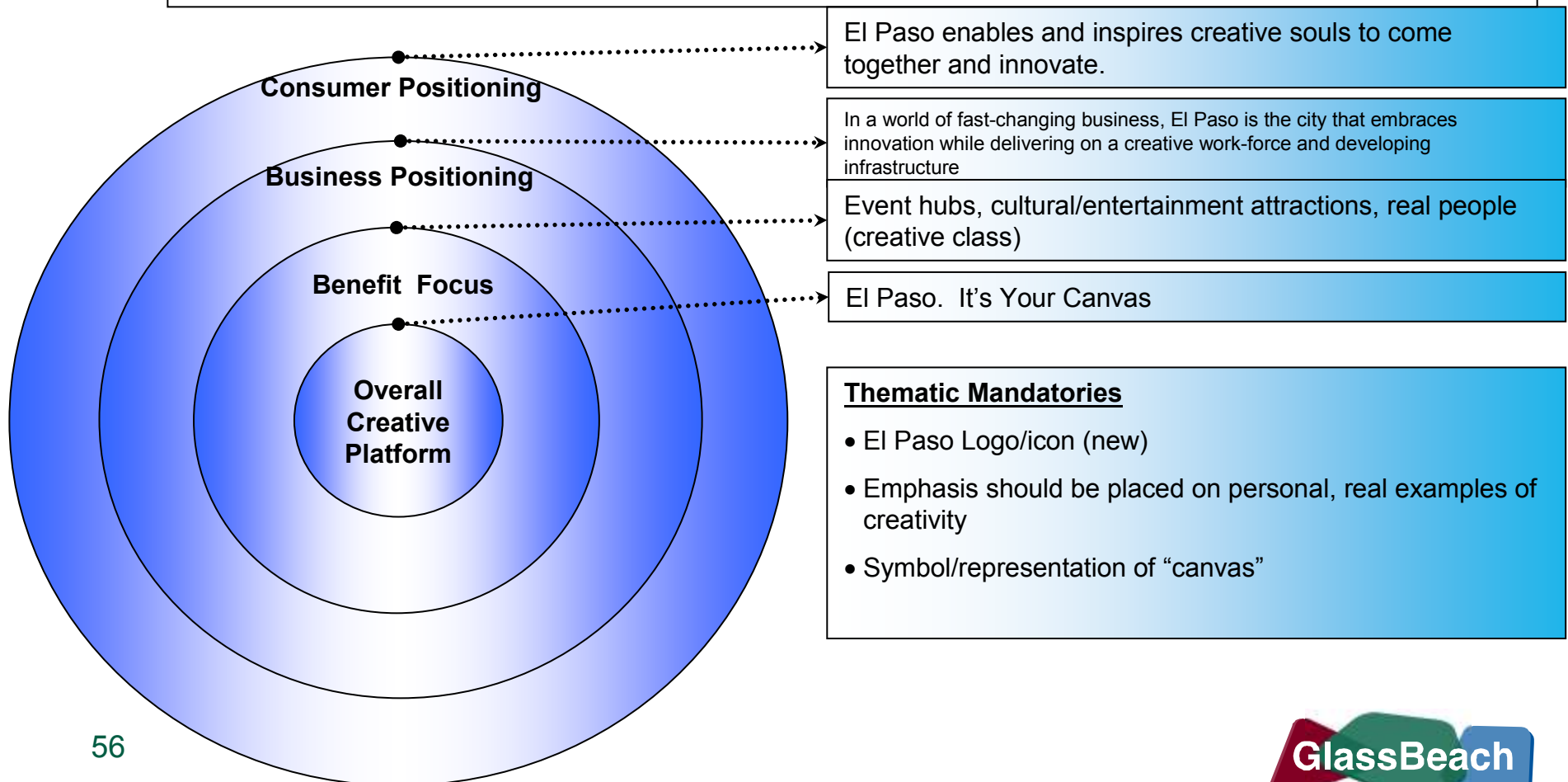


Master Brief: El Paso

Overall Communications Objective:

Encourage our target to consider visiting or relocating to El Paso by:

- Illustrating how El Paso's benefits/attractions enable you to become more creative in your business and pleasure
- Inspiring consumers to visit the city in the SW that allows them to create their own innovative worlds



El Paso enables and inspires creative souls to come together and innovate.

In a world of fast-changing business, El Paso is the city that embraces innovation while delivering on a creative work-force and developing infrastructure

Event hubs, cultural/entertainment attractions, real people (creative class)

El Paso. It's Your Canvas

- Thematic Mandatories**
- El Paso Logo/icon (new)
 - Emphasis should be placed on personal, real examples of creativity
 - Symbol/representation of "canvas"

Next Steps



Moving Forward

- ❖ Quantitative brand tracking study
- ❖ Glass Beach to brief El Paso agencies with master brief
- ❖ Development of El Paso logo and identity
- ❖ Determine consolidated budget
- ❖ Follow up qualitative research Q2 07