

FRESNO BRAND PLATFORM

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Providing the strategic base to define who we are

The Fresno Convention & Visitors Bureau's primary goal is to market Fresno, so it's only natural that they take lead in defining the Fresno brand. Working in collaboration with key stakeholders and polling public perceptions, the FCVB has defined the Fresno brand platform. This platform provides the strategic base to define who we are — both how we act and how we communicate about ourselves.

A place branding effort cannot be the property of one entity. It must have the ability to transcend political considerations to focus on significant and compelling aspects of differentiation.

Our approach in creating the Fresno brand platform is to develop the strategic base for all organizations in the area that are communicating about Fresno. There is no one tagline or iconic image because no one tagline or image will translate to every organization or target audience. Instead, we encourage local organizations to use the brand platform in a way that makes sense for their organization.

This brand book includes an overview of branding basics, defines the Fresno brand, and includes a workbook to help you infuse the Fresno brand into your organization.

We are excited about this new approach and look forward to collaboration with you on this branding effort and future Fresno marketing opportunities.

INTRODUCTION

FRESNO IS A REGION

Fresno is not just a city.
It is not only a county.
Fresno is a region.

The Fresno brand defines the region as the city and county of Fresno including the surrounding rural and mountain areas.

“A brand is the intangible sum of a product’s attributes: its name, packaging, and price, its history, its reputation, and the way it’s advertised.”

—DAVID OGLIVY

“A brand is a promise, made with the customer and built up over time through consistent communication and delivery of that promise.”

—BRADLEY MCGURK

“Brands are not about you.
Brands are about them.”

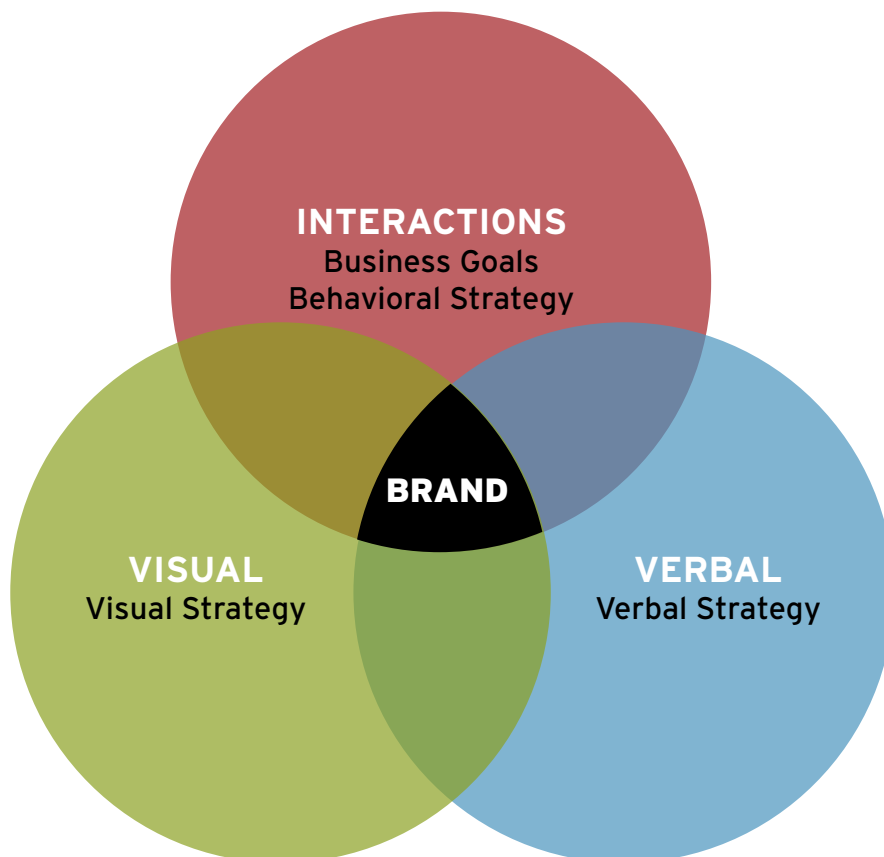
—ROB FRANKEL

A brand is a thought

It is the thought that someone else has about you, your product, or your organization. By consistently acting, sounding, and looking like your desired brand, you can help shape the brand. But the brand is not yours. It is in the hands of others.

The goal of this brand book is to define the Fresno brand platform. Many organizations represent Fresno. Often those organizations are targeting different groups of people or audiences. The selling point of that organization needs to show through. However, Fresno is Fresno. This brand book defines Fresno and should impact how each of us act, conduct business, and communicate about Fresno.

BRANDING BASICS



BRAND TRIAD

A brand can be characterized by the impressions made on a person through first hand or second hand experience with the company, product, service or place.

BRAND TOUCHPOINTS

Every interaction a person has with your organization reinforces your organization's brand. You can help to define your desired brand based on your organization's strategy and goals, but your brand is a thought that others have about your organization.

It is achieved through consistent communication and experiences:

- Does your marketing material reflect your brand?
- Does the person answering your phone reinforce your desired brand?
- What about the design and cleanliness of your office, does it reflect your desired brand?

Because of the expansion of user-driven content on the Internet, now more than ever each interaction can have a profound impact on your brand. If a dissatisfied customer can write an online review that spreads like wildfire. Every person is a potential reporter or critic of your company.

Be sure that each interaction builds your brand in a way that reinforces the brand you want. Think about the following touchpoints and determine how these touchpoints could be improved to reinforce your desired brand.

Advertising	Exhibits	Products	Signage
Affinity	Letterhead	Proposals	Speeches
Marketing	Networking	Public Relations	Telephone
Business Cards	Newsletters	Publications	Trade Shows
Civic Marketing	Online Ads	Publicity	Voicemails
Direct Mail	Packaging	Sales Promotion	Web Sites
E-Mails	Presentations	Services	Word of Mouth
Employees			

Tagline Basics

(from "Designing Brand Identity" by Alina Wheeler)

1. A tagline must be short
2. It must be differentiated from its competitors
3. It must be unique
4. It must capture the brand essence and positioning
5. It must be easy to say and remember
6. It cannot have any negative connotations
7. It is typically displayed in a small font
8. It can be protected and trademarked
9. It evokes an emotional response
10. It is difficult to create

Types of Taglines

There are a number of different tagline strategies and styles:

IMPERATIVE

Commands action and usually starts with a verb

DESCRIPTIVE

Describes the service, product, or brand promise

SUPERLATIVE

Positions the company

PROVOCATIVE

Thought-provoking, frequently a question

SPECIFIC

Established leadership of a category

What is the Fresno brand and what does it stand for?

It is essential that the Fresno brand should be visible, tangible, and reflect authentically who we are. From the moment individuals arrive in the region to the moment they leave, all interactions should globally represent the positioning behavior.

FRESNO
BRAND
PLATFORM

Fresno Brand Snapshot

PILLARS	<ul style="list-style-type: none">• Land Stewardship• Authentic America• Big City Amenities• Small Town Ease• Diverse Culture• Innovation
BRAND VISION	Be world-class. Be Fresno.
BRAND POSITION	Fresno is a culturally and geographically diverse region of California that offers authentic experiences and big city amenities with small town ease.
BRAND STATURE	<ul style="list-style-type: none">• Respectful• Resourceful• Entrepreneurial• Collaborative• Lots of potential• Determined
BRAND PERSONALITY	<ul style="list-style-type: none">• Authentic• Friendly• Diverse• Relaxed• Honest/Honorable

Brand Pillars

When there is an interaction with a brand, the foundation is either strengthened or weakened. The purpose of building a brand upon specific pillars is to encode a degree of accountability into the brand's DNA. Furthermore, the existence of pillars will allow individual stakeholder groups to behaviorally define what it means to strengthen a pillar. Similar to values, brand pillars provide the framework to correct potentially brand-damaging behavior and reinforce those behaviors that strengthen the brand.

QUESTIONS TO BEHAVIORIZE THE BRAND:

1. In what way is my current level of service supporting the brand pillars?
2. Which are the easiest pillars to uphold? Why?
3. Which are the most difficult to uphold? Why?
4. What role do my current (or future) strategic partners play in the maintaining of the brand pillars?
5. What is the return-on-investment of maintaining these pillars?
6. What costs are associated with pillar maintenance?
7. What does pillar accountability look like within my scope of influence?

The research showed that the Fresno brand is built upon the following pillars:



PILLAR 1:

LAND STEWARDSHIP



We are our location. We are agriculture. We are mountains, rivers, forests, fields, and lakes. This mixed land is in our care and custody to cherish, manage and maintain.

- Agriculture
- Outdoor Recreation
- Smart Growth
- Environmentally Conscious

As a region, we are home to some of the most picturesque landscapes in the world. From rivers and lakes, mountains and canyons, fields and forests, we provide a topographical mix that is unparalleled. The region's agricultural heritage has paved the way for a future of stewardship.

Knowing the dominant impact we have on the nation's food supply, we also have the opportunity to lead the way in green, clean, and water technology development. Solutions to local problems can be exported to address a global crisis.

The City of Fresno was recently recognized as a national leader in the area of recycling, is committed to smart growth, and understands the importance of bringing all the regional interests together to succeed.

Fresno is committed to maintaining and sustaining its unique natural beauty as the only area in the U.S. to be found at the base of three national parks — Yosemite, Sequoia and Kings Canyon.

PILLAR 2:

AUTHENTIC AMERICA



The region's authenticity is rooted in core values such as hard work, fairness, honesty, and friendliness.

- Family-Focused
- Strong Work Ethic
- Honest/Fair
- Friendly

The region's authenticity is rooted in core values, such as hard work, fairness, honesty, and friendliness. The spirit of entrepreneurship is part of the fabric of Fresno. We are home to many family-owned business. This foundation is supported by the region's commitment to supporting locally-owned enterprises. The region is a collection of unique neighborhoods and quaint small towns. At the hub is the metropolitan area of the cities of Fresno & Clovis.

People are helpful, hopeful, and hospitable with a strong family focus and appreciation for various walks of life.

PILLAR 3:

BIG CITY AMENITIES



Within the region, there are big city amenities such as shopping, restaurants, spas, and sports, because Fresno is a big city — the fifth largest in California.

- Retail
- Restaurants
- Arts
- Events

Shopping, restaurants, spas, and sports. Within the region, there are big city amenities because Fresno is a big city — the fifth largest in California. We are home to amazing museums and galleries, have quality lodging and event venues, and offer the out-of-the-way experiences passed down through word-of-mouth, myth and lore.

There is music and entertainment nightly throughout the area.

The presence of our higher education institutions provides continuous new life flowing through the region. When outsiders connect with our city, they experience a quality sense of place and a quality scene of people.

There are diverse neighborhoods which allow for a multi-sensory experience: food, sound, colors, and people.

PILLAR 4: SMALL TOWN EASE



Easy to enjoy solitude or stimulation.

- Farmers Markets
- Quaint Small Towns & Neighborhoods
- Easy Access
- Easy Going

Easy. Easy to get here. Easy to get around. Easy access to fresh produce at the numerous farmers markets — and direct from the farmer. Easy access to shopping and amenities. Easy on the budget due to the affordable nature of the region and the diversity of opportunities/experiences suited for any situation.

The communities of the region vary in size and sophistication. There are chances to experience small town diners, collect crafts and works from local artisans, and escape to quaint mountain communities.

PILLAR 5: DIVERSE CULTURE



The region supports and celebrates a variety of lifestyles, forms of artistic expression, belief systems, and entertainment options.

- Cultural Arts & Festivals
- Ethnic Food/Restaurants

There are more than 100 languages spoken in the region. Visitors and residents alike are able to taste the world any given night. From small mom and pop-style restaurants to annual cultural festivals, the region supports and celebrates a variety of lifestyles, forms of artistic expression, belief systems, and entertainment options.

PILLAR 6: INNOVATION



Fresno's innovative history in agriculture has allowed the region to discover other innovative paths.

- Legacy of Innovation
- Incubators & Innovation Centers
- Effective Civic Organizations
- Higher Education
- Water & Green Technology

Fresno's innovative history in agriculture has allowed the region to discover other innovative paths.

The region is now home to several collaborative civic organizations known throughout the country as innovative models for doing work in the areas of creating a healthy business environment, infrastructure improvement, and human development.

There are a number of business and technology incubators, a strong system of higher education (public and private), and a burgeoning collection of industry clusters. All of these efforts have resulted in the growth of intellectual and risk capital within the region.

Brand Vision

Be world-class.

Be Fresno.

All interactions within the Fresno area need to reflect our commitment to, not only being world-class (raising the bar where necessary), but to also be authentically Fresno.

This vision speaks to a commitment to progress and authenticity. While some vision statements are too philosophical and complex, this vision is action oriented and simple.

It lends itself to both internal and external validation. This will allow the image of Fresno to be tested and proven.

FRESNO BRAND PLATFORM

BRAND VISION

This is an internal message and goal. It is the brand's guiding insight.

It is not a tagline to be used for marketing to the public.

Brand Position

Fresno is a culturally and geographically diverse region of California that offers authentic experiences and big city amenities with small town ease.

Fresno and the San Joaquin Valley embodies the American spirit. The people are culturally diverse, hard working, community-minded entrepreneurs. We are the caretakers of some of the most beautiful and fertile land in the world. Not only do we provide 1/4 of the nation's food, but we are home to some of nature's most breathtaking wonders.

KEY ELEMENTS OF THE BRAND POSITION

- Reinforced by the pillars
- Easy to believe
- Provides differentiation
- Allows for choice (opt in or opt out)

BRAND POSITION DIAGRAM



How to use this book

WORKBOOK

The components of this book can be used to audit ideas as they relate to marketing communications, internal applications, and policy development. Every interaction someone has with the Fresno brand either strengthens or weakens the overall brand. In the next few pages you can prioritize, assess, and identify actions that will allow you to find ways your organization can start supporting — or continue to support — the Fresno brand.

Begin with prioritization.

Take a few moments to really think about the pillars of the Fresno brand platform.

- To what degree does each pillar resonate (or apply) to your specific audience?
- What is the level of importance of each pillar as it related to your target audience?

Identify the importance of each pillar to your organization by placing an “X” in the appropriate corresponding column below:

PILLAR	IMPORTANT	NEUTRAL	UNIMPORTANT
LAND STEWARDSHIP We are our location. We are agriculture. We are mountains, rivers, forests, fields, and lakes. This mixed land is in our care and custody to cherish, manage and maintain.			
AUTHENTIC AMERICA The region's authenticity is rooted in core values such as, hard work, fairness, honesty, and friendliness.			
BIG CITY AMENITIES Within the region, there are big city amenities such as shopping, restaurants, spas, and sports, because Fresno is a big city – the fifth largest in California.			
SMALL TOWN EASE Easy to enjoy solitude or stimulation.			
DIVERSE CULTURE The region supports and celebrates a variety of lifestyles, forms of artistic expression, belief systems, and entertainment options.			
INNOVATION Fresno's innovative history in agriculture has allowed the region to discover other innovative paths.			

Now that you have prioritized the pillars for your specific audience, you can use this information to align your organization's brand in a way that both brands (your organization's and the Fresno brand) can be enhanced.

HERE ARE SOME QUESTIONS TO CONSIDER

1. What efficiencies are created by aligning with the Fresno brand platform?
2. What risks do the pillars marked "unimportant" pose on your brand?
3. How does your organization's brand tell the story of Fresno?
4. How does the Fresno brand tell the story of your organization?

PRIORITIZATION PLAN

My organization will continue to support the following pillars because they are important to our target audience:

Brand Attributes

There are attributes associated with the Fresno brand that give the brand stature and personality. These attributes should be considered when developing the shape and tone of messaging.

BRAND STATURE

- Respectful
- Resourceful
- Entrepreneurial
- Collaborative
- Lots of Potential
- Determined

BRAND PERSONALITY

- Authenticity
- Friendly
- Diverse
- Relaxed
- Honest/Honorable

BRAND STATURE

An organization's professional demeanor, business reputation, mental attitude or posture.

BRAND PERSONALITY

An expression of the characteristics of a brand described and experienced as human personality traits. The relationship between the consumer and the brand.

DESIGN CONSIDERATIONS

Color, line, shape, font, image are all elements of the language of design. You will need to add the attributes of your organization to the list before translating the brand platform into design elements.

Below are some examples of how attributes may be translated:

- Friendly translates to round shapes and sunny yellow and other bright or soothing colors
- Relaxed translates to round shapes and analogous colors including blues, greens, and purples
- Respectful translates to serif font and darker tones
- Diverse includes contrasting colors such as purple and gold

Three-phase Brand Assessment

While some believe that branding is only important in external communications, the truth of the matter is that a brand must be consistent throughout an organization or agency. The three-phase approach outlined on the following pages will allow your organization to assess the degree of brand alignment from getting people in the “showroom” to how you treat people in the “break room” to decisions made in the “boardroom”.

RETURN-ON-INVESTMENT

Two people pushing a rock up a hill, gets the rock up there faster, takes fewer resources by each person, shares the risk, and creates mutual success. This is the premise behind the brand alignment. All parties involved have an interest in getting the biggest return on their individual investment.

Maintaining alignment between brands lends itself to increased opportunity for success. So we must all be pushing in the same direction.

In the end we will get up the “mountain” faster, or we will be able to achieve new heights and summit taller peak.

PHASE 1: COMMUNICATIONS (EXTERNAL & INTERNAL)

Suggested items to align with the Fresno brand:

- ### ASSESSMENT PROCESS:

Assess the degree to which your organization's communication mix aligns with each pillar.

FOLLOW UP QUESTIONS

- ## ACTION PLAN FOR ALIGNMENT

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

THE BOARDROOM

PHASE 2: POLICY DEVELOPMENT

This is the longer term view of the brand’s existence. Policy helps align the promises and reality from a strategic point of view. While most of this occurs behind the scenes, it sets in motions initiatives which impacts external audiences.

Suggested items to align with the Fresno brand:

- Governance
- Budgeting
- Accountability

ASSESSMENT PROCESS:

Look at how policies are made. Assess the degree to which your organization’s policy development aligns with each pillar.

DEGREE OF ALIGNMENT										
	LOW 10%	20%	30%	40%	50%	60%	70%	80%	90%	HIGH 100%
Land Stewardship										
Authentic America										
Big City Amenities										
Small Town Ease										
Diverse Culture										
Innovation										

FOLLOW UP QUESTIONS

1. In what way is my current level of service supporting the brand pillars?
2. What are the easiest pillars to uphold? Why?
3. Which are the most difficult to uphold? Why?
4. What is the ROI of maintaining these pillars?
5. What does pillar accountability look like within my scope of influence?
6. What role do my current (or future) strategic partners play in the maintaining of the brand pillars?

ACTION PLAN FOR ALIGNMENT

PHASE 3: INTERNAL APPLICATIONS

This is the reality of the organization. The reality can either support or contradict the promises. Some times there is a disconnect between the marketing messages (promises) and the internal reality or experience.

This is true from the customers' standpoint, but is also true from the perspective of employees and stakeholders.

Suggested items to align with the Fresno brand:

- Human Resources Practices (hiring/training/etc.)
- Customer/Stakeholder Experience
- Leadership

Look at the entire internal situation. Assess the degree to which your organization's internal culture and reality aligns with each pillar.

[illegible]

1. In what way is my current level of service supporting the brand pillars?
2. What are the easiest pillars to uphold? Why?
3. Which are the most difficult to uphold? Why?
4. What is the ROI of maintaining these pillars?
5. What does pillar accountability look like within my scope of influence?

[illegible]

Translating the brand

CASE STUDY

The Fresno Convention and Visitors Bureau has taken the brand platform, mixed it with their goals and target audiences and developed a logo that they will use to market Fresno.



California's year-round playground

LAND STEWARDSHIP

Our location is a key differentiator when marketing our area as a destination. The FCVB "Fresno" logo honors our land by incorporating the two key elements that geographically identify our region: mountains and valley agriculture.

FRIENDLY

Blue sky and sunny weather not only describes our climate, but also are considered friendly.

RELAXED

Colors next to each other on the color wheel (i.e. purple, blue, green) evoke an easy-going relaxed feeling.

INNOVATIVE ENERGY

Contrasting colors, or colors opposite on the color wheel, like gold and blue, create energy when appearing next to each other. This energy can be interpreted as innovative.

TAGLINE

FCVB markets Fresno as a place. The target audiences range from travellers and tours to convention planners.

What is the one common thing the FCVB's audience wants? Something interesting to do.

What makes our area different than most other cities our size? Our geography and weather.

Mix together who we are with what our audience wants, and the tagline, "California's year-round playground" emerges.

The tagline is both positive and authentic to who we are.

Now, it's your turn.

What can you or your organization do
to help strengthen the Fresno brand?



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