



Creating a Successful Brand Strategy: Three Rivers Park District Case Study

**Best Practices for Parks and Recreation
Summit**

Presented by Cindy Diamond
President, Diamond Marketing Solutions

Agenda

- What is brand strategy?
- Creating a meaningful brand:
Three Rivers Park District case study
- Discussion: Brand stewardship



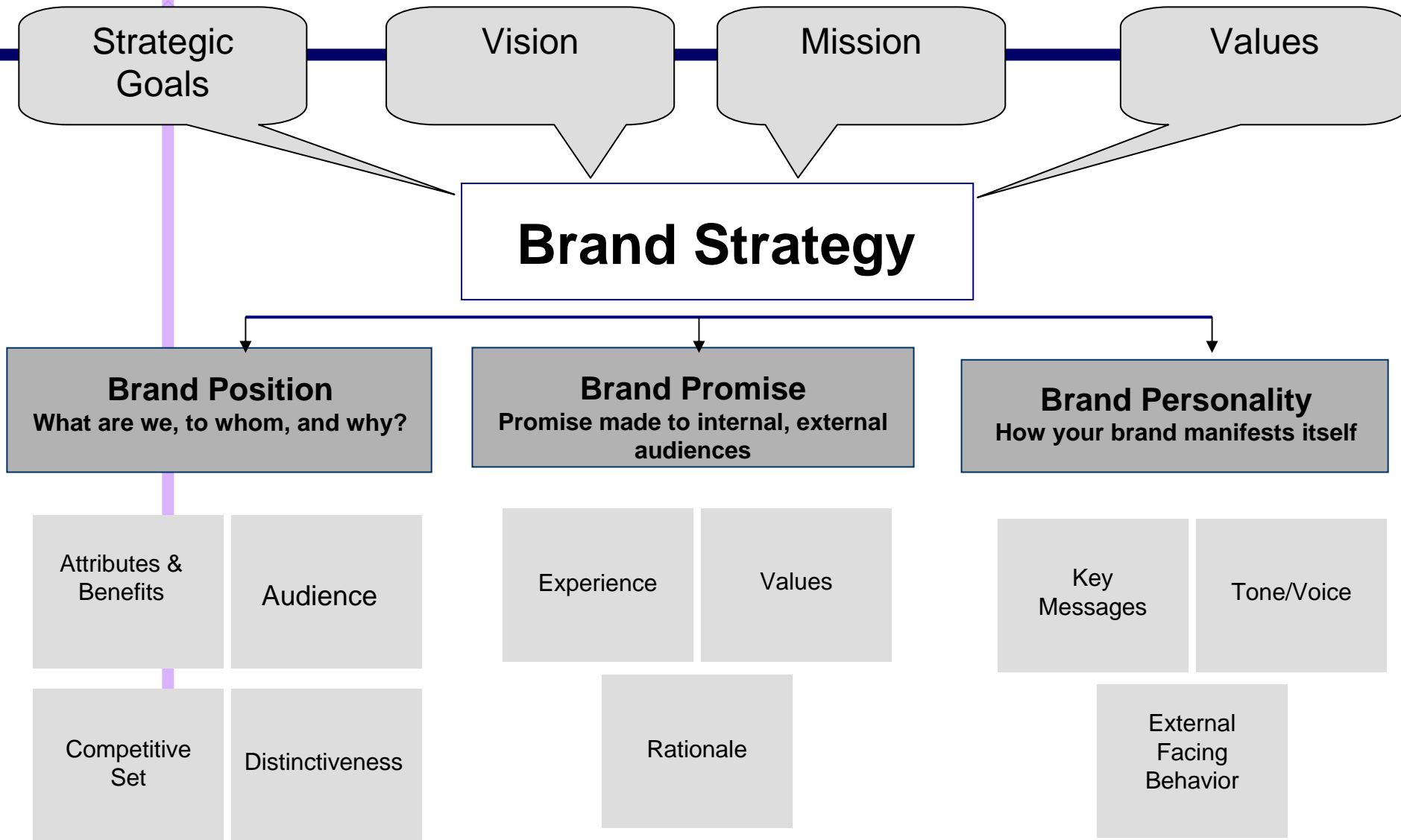
What is Brand Strategy?


What is Brand Strategy?

- ◆ Brand Strategy defines
 - ❖ Who you compete with
 - ❖ What you stand for
 - ❖ To whom
 - ❖ What benefit you provide
 - ❖ What you uniquely do

- ◆ Brand Strategy drives your business & marketing strategies
 - ❖ Products
 - ❖ Markets
 - ❖ Customers
 - ❖ Communications

Brand Strategy Overview





Creating a Meaningful Brand: Case Study



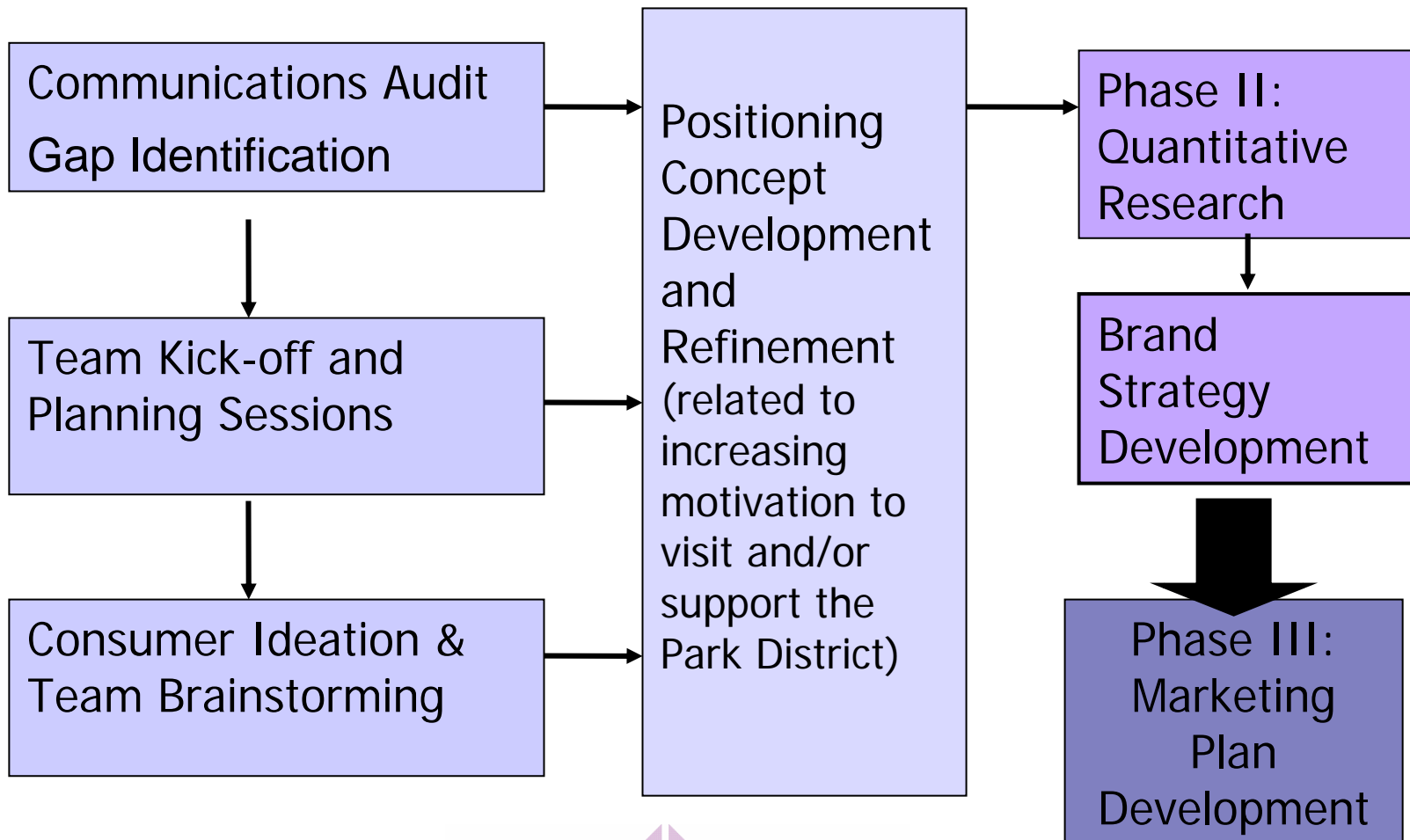
Marketing Objectives

Primary: Attract new visitors

Secondary:

- **Increase frequency of visits**
- **Maintain the interest and support of tax payers for the Park District**

Brand Strategy Planning Process



Brand Strategy Planning Process

Communications Audit
Gap Identification

Communications Audit

Process: Reviewed a large sampling of communication pieces to identify objectives, use of branding, target audiences, and key messages.

Key findings:

1. Very broad “target audience” (*no focus*)
2. Independent marketing by all areas (*lacking synergy*)
3. Responsible use of tax dollars (*appearance of frugality*)
4. Sub-brands stand alone (*lacking synergy*)
5. Communications are distributed and displayed opportunistically, without a coordinated plan

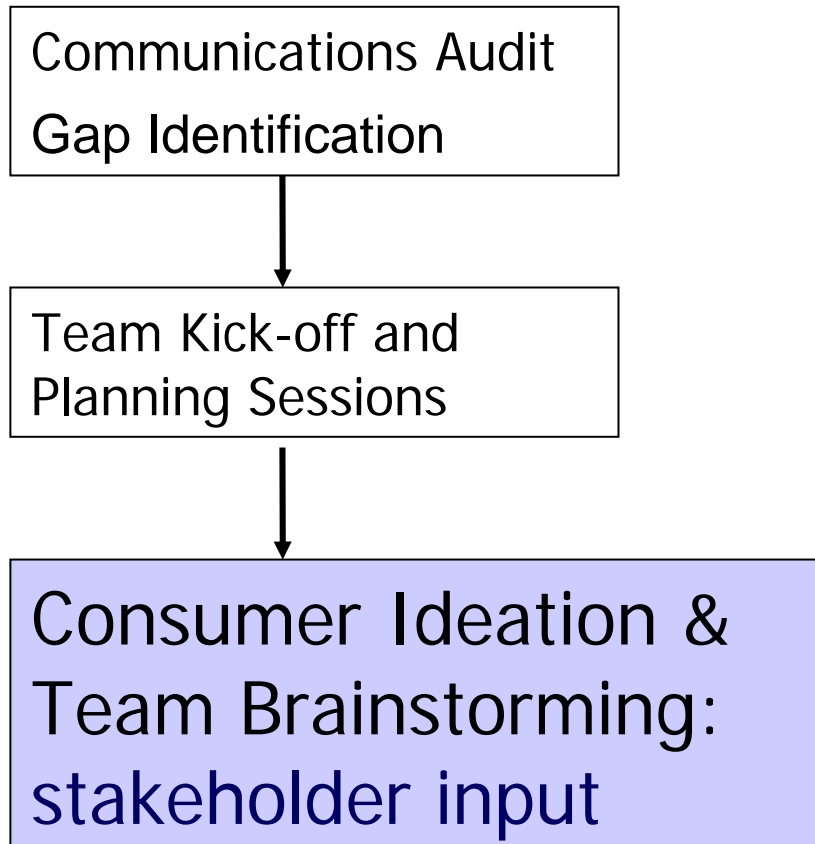
Brand Strategy Planning Process

Communications Audit
Gap Identification



Team Kick-off and
Planning Sessions:
collaboration

Brand Strategy Planning Process



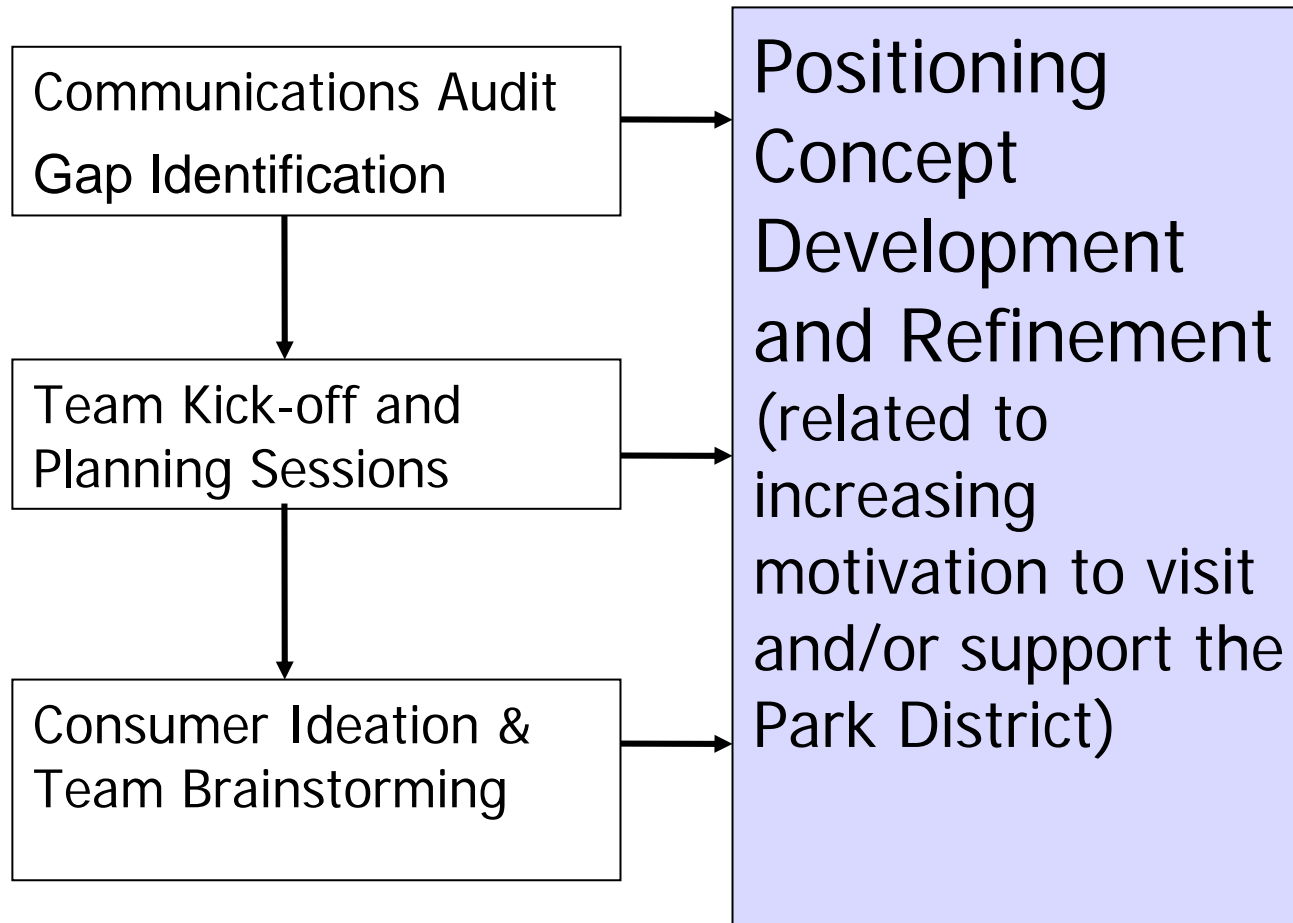
Consumer and Team Brainstorming

Process: Assembled Three Rivers Park District team and a cross-section of imaginative consumers for a day of brainstorming.

Results:

1. Generated hundreds of communication ideas
2. Selected most motivating messages
3. Formatted lead ideas into consumer test input

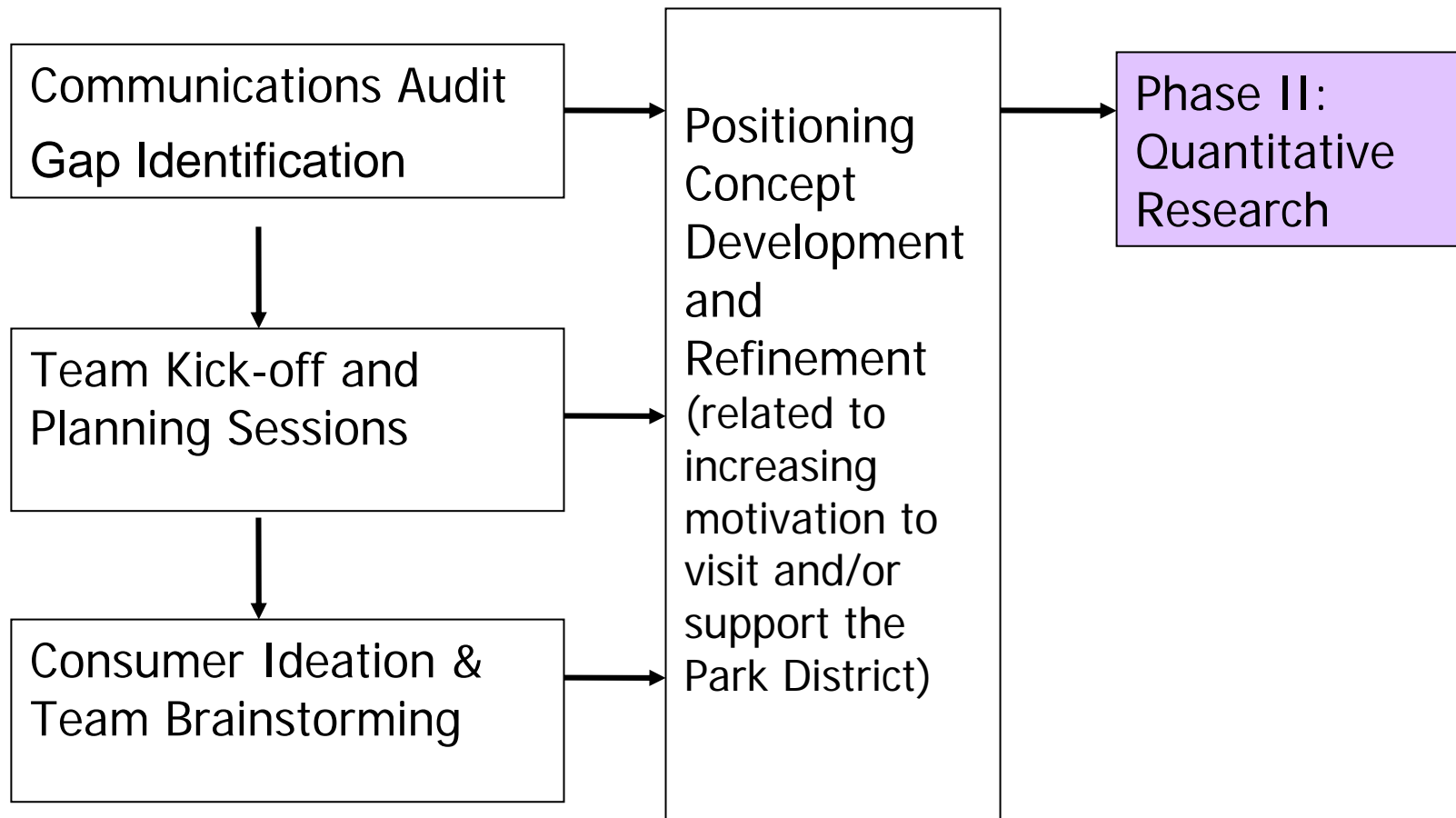
Brand Strategy Planning Process



Brand Positioning

- A *position* is what the brand stands for (or what you would like the brand to stand for) in the mind of the prospect.
- Positioning becomes the foundation to guide the marketing and communication strategy
- Elements
 - For... (primary target audience)
 - Who... (key audience insight or belief)
 - Three Rivers Park District is the... (competitive frame of reference)
 - That... (key benefit)

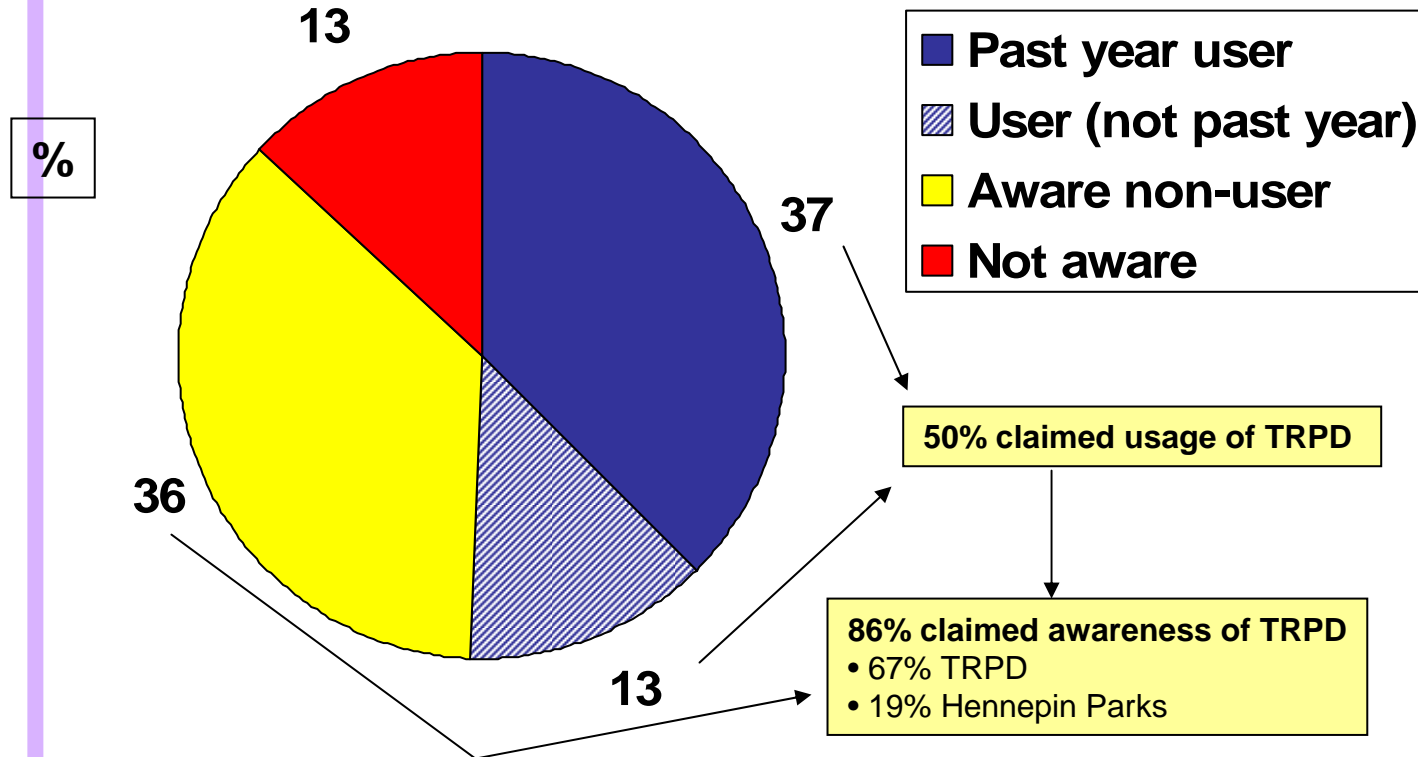
Brand Strategy Planning Process



Key Research Finding

Audience Awareness

Most (86%) were aware of TRPD. The greatest opportunity may be increasing usage among Aware Non-users and Non-recent Users.

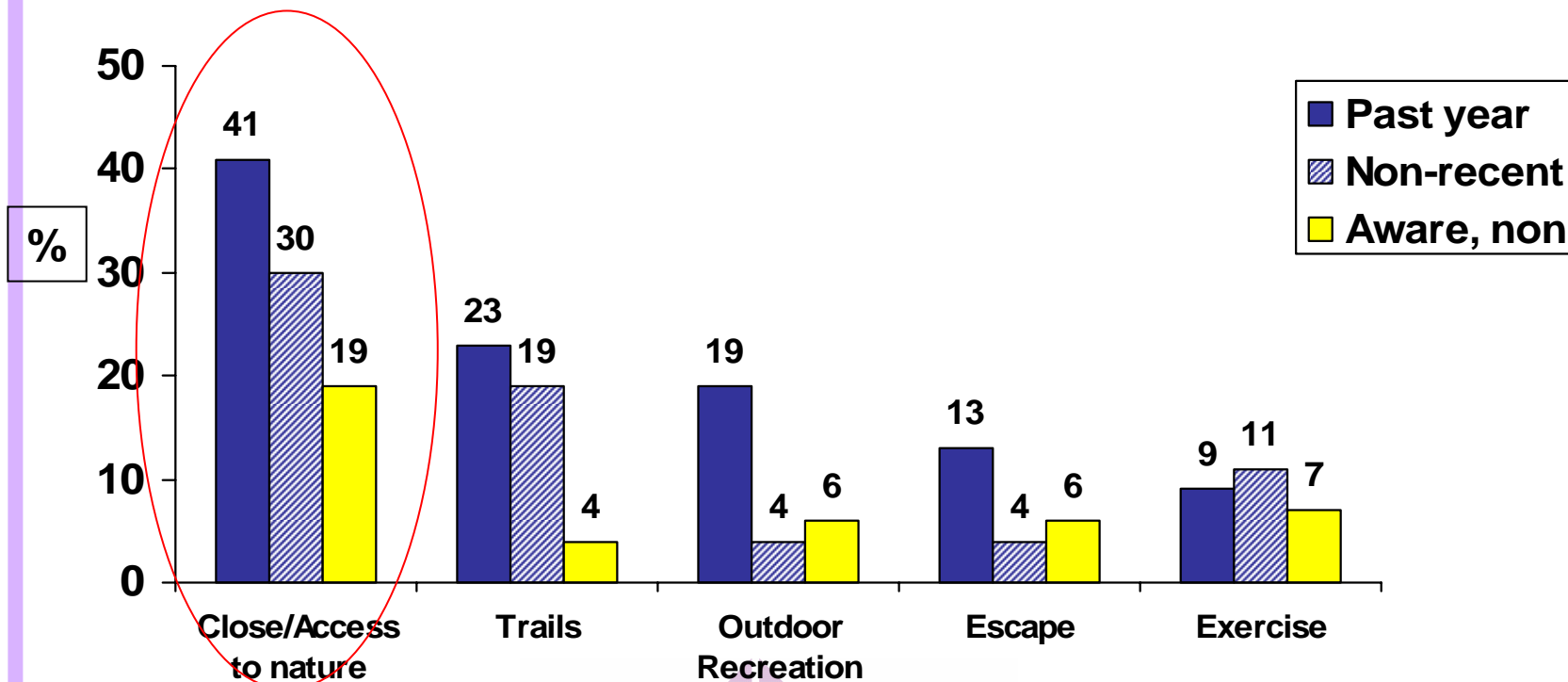


Key Research Finding

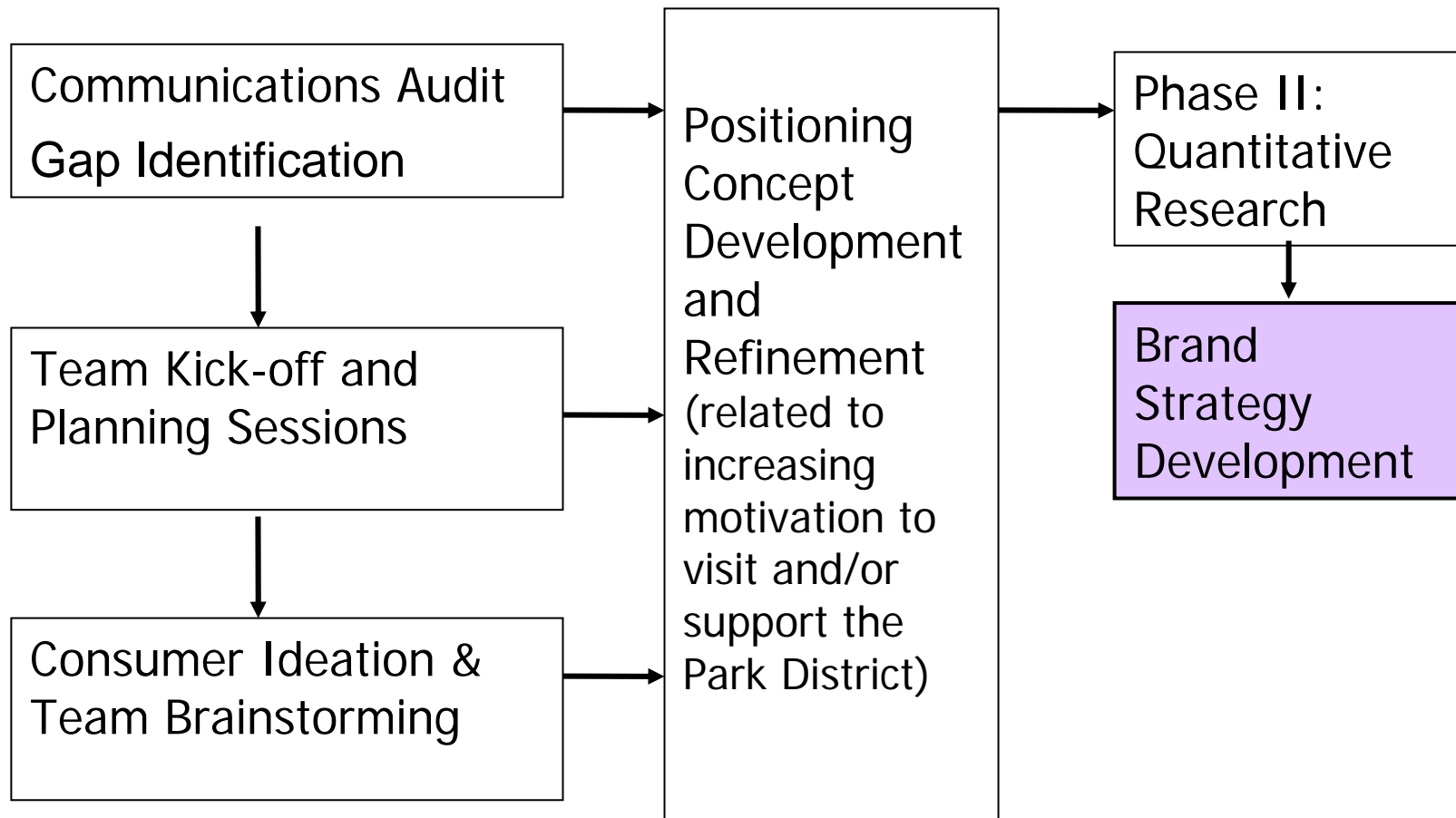
Primary Benefits

The primary benefits of TRPD are close access to the parks and nature; the trails; and outdoor recreation opportunities.

Primary Benefit of TRPD Park Facilities, Trails and Programs



Brand Strategy Planning Process



Key Strategic Elements of the Brand Strategy

The Brand Strategy will guide all marketing related execution decisions

Elements:

- ◆ Target Audience – *Who are we talking to?*
- ◆ Brand Positioning – *What sets us apart?*
- ◆ Brand Personality – *How will the brand be expressed?*
- ◆ Brand Values – *What are the most important parameters around the brand?*
- ◆ Consumer Touchpoints – *Where is the brand communicated to the target audience?*

Target Audience: Who Are We Talking To?

The Primary Target Audience: people we must reach in order for us to meet our primary objective; the central focus of our marketing communication

- ◆ Primary Target: Aware, non-recent park visitors, both lapsed and non-visitors (largest single group at 49% of population; current visitors are 37%)
 - ❖ Households with children ages 3-12
 - ❖ Reside within the Three Rivers Park District geographic boundaries
 - ❖ Demographics, attitudes and interests closely resemble those of current visitors

Target Audience: Who Are We Talking To?

The Key Insight guides us to the benefit most important to motivating the target audience.

- ◆ Key Insight: The audience is deprived of outdoor, natural experiences

Brand Positioning: What Sets Us Apart?

Benefit (the promise): Three Rivers Park District is the free time activity that improves your quality of life

Support (reasons to believe the promise will be delivered):

- ◆ We offer an individualized, personalized experience
- ◆ We offer a variety of options in an outdoor, natural environment
- ◆ We provide the best value for family free-time activities
- ◆ We provide a family friendly, safe and secure environment
- ◆ Our parks and facilities are conveniently located
- ◆ We are committed to protecting natural resources

Final Brand Positioning

FOR aware non-users and lapsed users who have children in their household ages 3-12 and live in the Three Rivers Park District geographic area (*primary target audience*)

WHO are deprived of outdoor, natural experiences (*key audience insight*)

Three Rivers Park District IS the free-time activity (*competitive frame of reference*)

THAT improves your quality of life (*key benefit*)

Brand Personality:

How will the brand be expressed?

The Brand Personality is the image of the brand. It is used to bring the brand to life through all creative and environmental design (such as in photography, copywriting, layout, themes, interior and exterior design etc.)

playful

Fun, flexible, family oriented, entertaining, active

welcoming

Authentic, helpful, friendly, inviting, comfortable, safe

personalized

Customized, providing choices, providing value, focused on filling customer needs

natural

Authentic (down-to-earth), connected, alive, fresh, lightly manufactured setting

Brand Values:

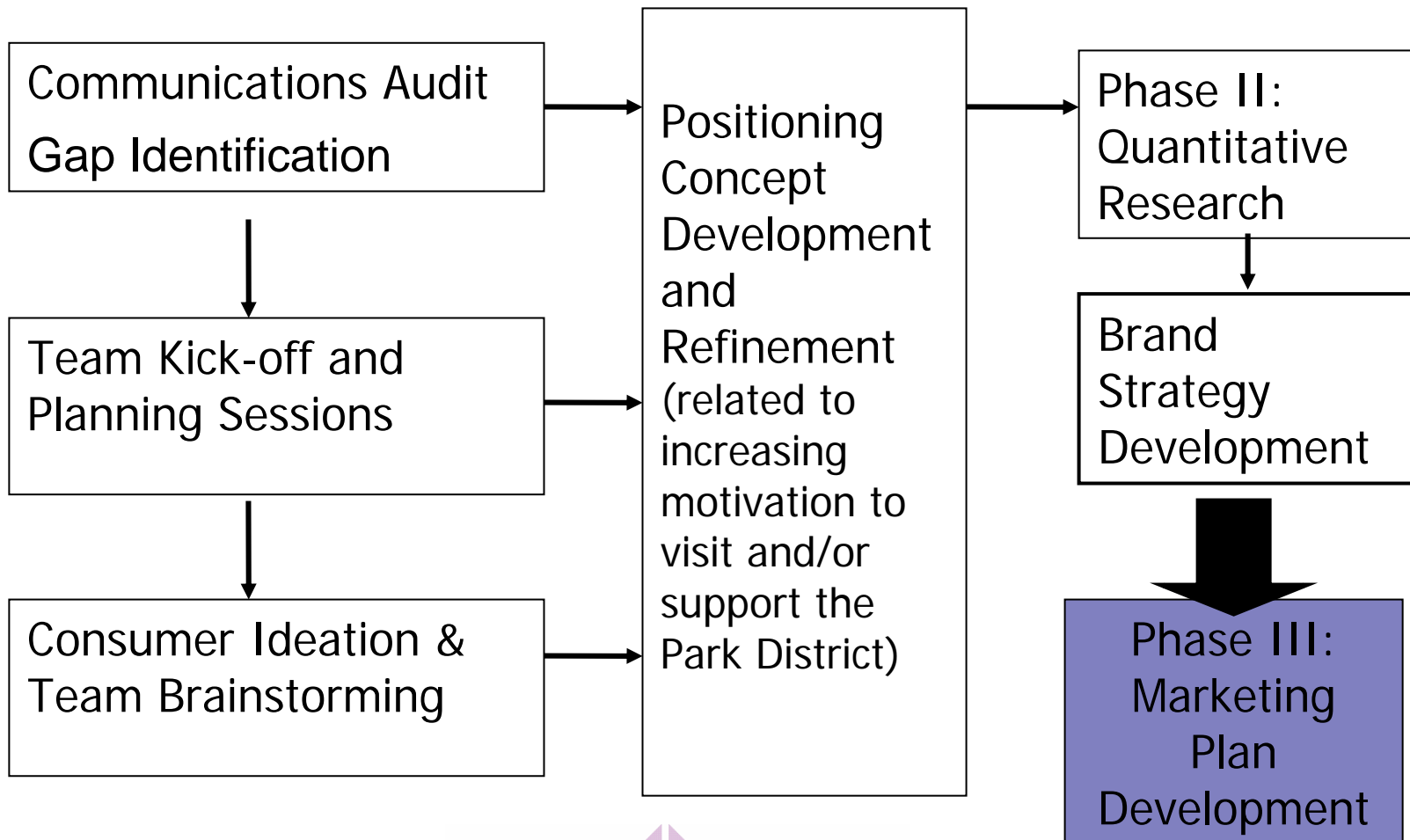
The Most Important Parameters of the Brand

The brand values reflect the mission of the Park District. The values are always considered in conjunction with any strategic decision.

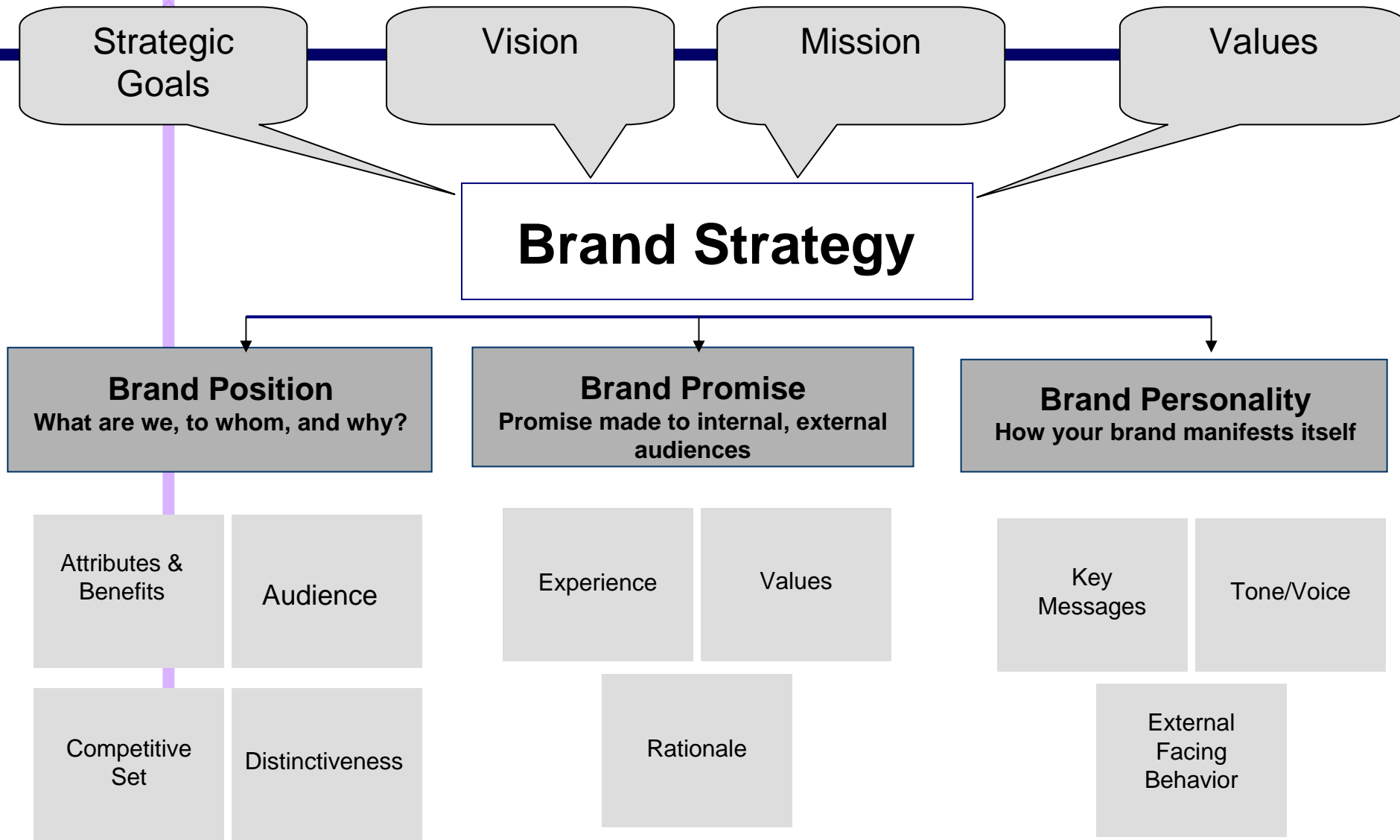
Brand Values for Three Rivers Park District

- ◆ Protecting the natural environment & educating the public
- ◆ Promoting outdoor recreation for fun, fitness and relaxation
- ◆ Provide a safe and secure environment for visitors
- ◆ Providing opportunities to learn new skills and enjoy activities in an educational setting
- ◆ Community minded

Brand Strategy Planning Process



Brand Strategy Summary



Marketing Plan Overview

Marketing Plan Objectives & Strategies

Brand Strategy



Key Marketing Strategies

"Product" Enhancements

Customer Experience

Communication Concepts

Public Relations Strategy

Communication Vehicles

Critical Success Factors

Timing

Risks & Contingency Plans



Strategic Marketing Goals

Strategic Goal #1: Establish the Three Rivers Park District brand and brand image

Strategic Goal #2: Provide a consistent, integrated and relevant experience at every consumer touchpoint

Strategic Goal #3: Create “news” that gets the interest and attention of target audience members and the media

Consumer Touchpoints:

Where is the brand communicated to the audience?

Consumer touchpoints are those points of contact where the Three Rivers Park District brand and messages are communicated.

- To build the brand, we must deliver a consistent brand message and experience at each of the key consumer touchpoints
- To motivate non-visitors to visit we will focus initially on touchpoints outside of the parks and facilities

Communicate a Consistent Brand Position at Each of These Key Consumer Touchpoints



Brand Stewardship

1. What are you doing to nurture and care for your brand?
2. How could you make your brand more relevant and accessible to your target audience(s)?