# 1. TRANSMITTAL/ COVER LETTER

*The cover letter must be signed by a representative authorized to legally bind the firm, and include:*

+    *Name, telephone number, and e-mail address of a contact person with authority to answer questions regarding the proposal.*
+    *Identification of the firm as a corporation or other legal entity*

**PLEASE NOTE: CULT MARKETING IS SUBMITTING A COMBINED PROPOSAL FOR PHASE 1**

**RFP RESPONSE AND PROPOSAL FROM:**

**Cult Marketing, LLC**
175 South 3rd Street, Suite 820
Columbus, Ohio 43215
Office: (614) 885.2858
Fax: (614) 321.3988
cultmarketing.com

**CONTACT:**

**Angie Homan, Sr Account Strategist**
Email: angie@cultmarketing.com
Mobile: (614) 301.1989

**PROVIDED TO:**

David Kusz, Director of
Marketing and Communications

City of Gahanna
200 S. Hamilton Road
Gahanna OH 43230

**AUTHORIZED REPRESENTATIVE FOR CULT MARKETING, LLC:**

_____        _____

Douglas McIntyre, CEO                                   Date

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# 2. FIRM'S EXPERIENCE

*Outline your agency's experience and other credentials that illustrate its qualifications to undertake this project. If proposing on Phase 1, provide at least two examples of community or destination branding that your firm has completed within the last three years. If proposing on Phase 2, provide at least three examples of translating a brand strategy into an implementation plan including re-imaging brand touchpoints, media planning and buying and developing creative materials for production.*

## CULT MARKETING IS UNIQUELY QUALIFIED AND EXPERIENCED TO COMBINE PHASE ONE AND PHASE TWO

Cult Marketing is an insights, innovation, strategy and creative firm—in that order for a reason. We provide a fresh perspective to the creative process. Our approach is straightforward: Creative work must be built on a solid foundation based on insights and strategy to be effective. As a company, Cult believes the only way to truly deliver truly exceptional creative is to develop strategies from consumer insights uncovered by intensive and sound research. Discovering the emotional motivations of the consumer must be the first step. Cult replaces creative ego with objective rationale, resulting in a smoother process and a more compelling and effective brand strategy and creative.

The Cult creative team is passionate about this process and is uniquely experienced in interpreting research and translating it into effective and impactful creative executions. This approach, coupled with the fervor and talent of Cult's award-winning creative marketing team, yields compelling creative executions that are emotionally engaging to a brand's target audience—ultimately fostering brand fanatics and "cult" followings.

## THREE REASONS TO HIRE CULT MARKETING

1. **Unique and Breakthrough Insights:** Cult uses a unique combination of narrative and social-science based research and strategic development methodologies. The end result is a brand story that connects on an emotional level with its audiences to deliver breakthrough results.

2. **Innovative Ideas and Creative Brand Strategies:** If you want the brightest and most experienced minds in the business working on the Gahanna brand strategy and creative development, Cult is where to turn. Our team consists of senior-level experts that work directly on your business.

3. **Proven Results:** Cult Marketing clients have grown their businesses exponentially over the years.

Please review additional details about our company at **www.cultmarketing.com.**

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# CLIENTS AND PARTNERS

CULT'S CLIENTS

- OhiO find it here. ohio.org
- 1OI Mobility®
- BIG LOTS!
- facilitysource®
- Sam's CLUB
- DURANGO
- MR. COFFEE®
- Georgia Boot
- carhartt
- CROCK·POT · THE ORIGINAL SLOW COOKER ·
- OPERA Columbus
- Quantum HEALTH
- Bath & Body Works
- Walmart
- MILESTONE AVIATION GROUP A GECAS company
- Wayne Dalton
- Velvet ICE CREAM

CULT'S MEDIA PARTNERS' CLIENTS

- LOUISIANA Pick your Passion LouisianaTravel.com
- Visit Baton Rouge OFFICIAL TRAVEL RESOURCE
- AMELIA BELLE Casino
- ISLAND VIEW CASINO RESORT
- Bienville House
- NEW ORLEANS CONVENTION & VISITORS BUREAU

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# 2. EXPERIENCE: CASE STUDIES

Cult Marketing is uniquely qualified and experienced to seamlessly integrate the proposed Phase One and Phase Two. For our combined proposal, Cult is providing three case study examples. Each case study fulfills one or more of the example criteria.

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# CASE STUDY: TOURISMOHIO

## THE RESEARCH

**Situation:** How do you brand a state that is not known for anything iconic? This is the challenge that Cult's ethnography and narrative science-based research tackled. Consumers from six states were studied to understand their perceptions of Ohio.

The vision was to craft a single, overarching brand identity for the state that could work for the state's tourism marketing as well as other agendas including job and economic development and other government agencies.
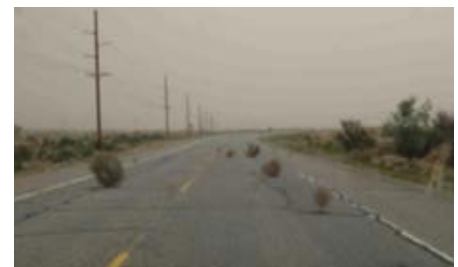


Above: Video frame from the ethnographic research. Respondents were asked "What comes to mind when we say Ohio?" The majority were not able to come up with something immediately.

Above: Research respondents were asked to bring imagery that they felt represented Ohio.

## THE INSIGHTS

We found it was essentially a blank slate for tourism—Ohio was considered normal, flat, and vanilla, with sprawling farmland and full of crazy Buckeye fans. Not satisfied, we dug deeper for an insight and found that travel in Ohio delivered on something interesting and potentially powerful: it facilitates deep, intimate connections with family and friends.

Cult conducted in-home ethnographic one-on-one interviews in Ohio, Tennessee, Pennsylvania, and Illinois, collecting 142 hours of audio and video recordings of consumer interviews. This resulted in brand strategy concepts that we quantitatively tested across the U.S.



Above: Video frame from the ethnographic research. Respondents told us about why they travel. We learned it was not just about what you do, but with whom you share it.

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# TOURISMOHIO: BRAND EXECUTION
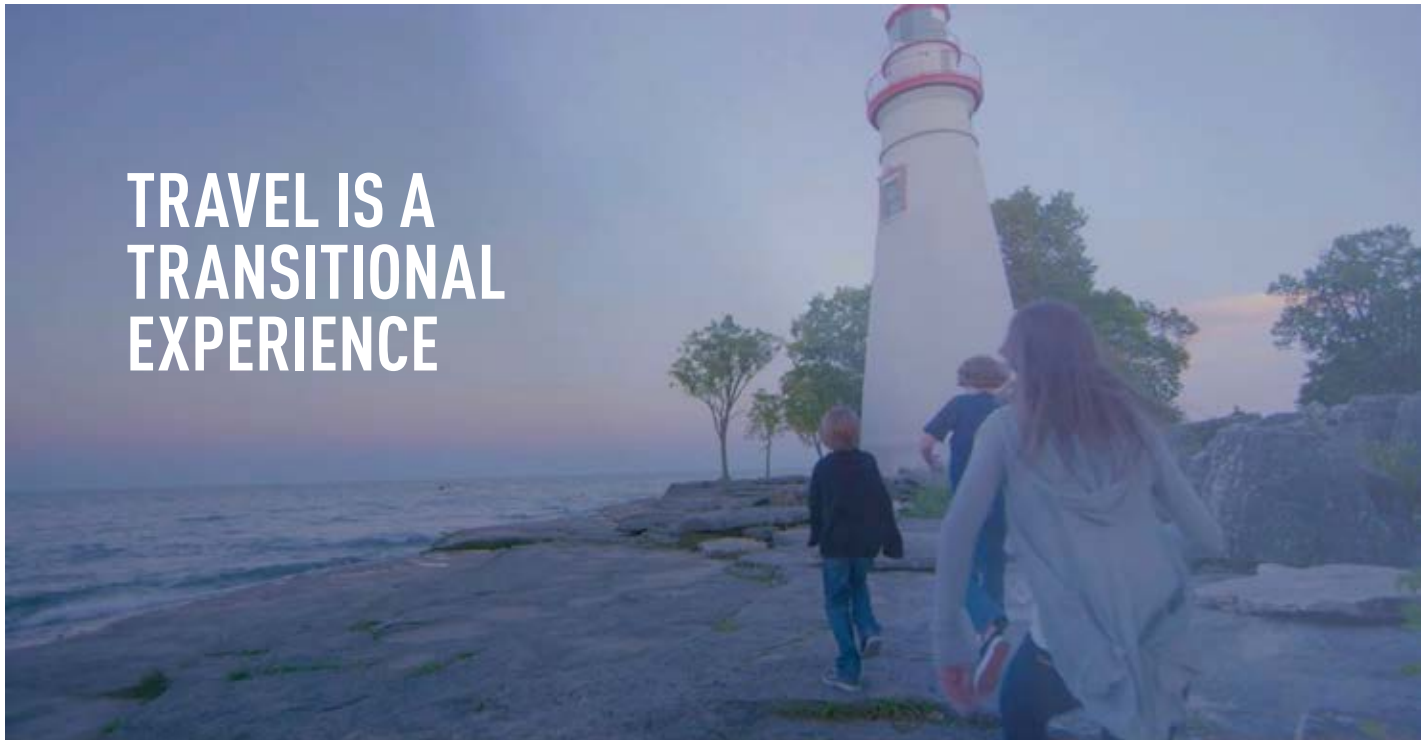


TRAVEL IS A
TRANSITIONAL
EXPERIENCE

## Ohio
## find it here.™
### ohio.org

**BRAND GUIDELINES, LOGO
AND TAGLINE**

Cult created a comprehensive
brand manual covering the new
brand positioning, logo, and tagline.
The new branding and tagline "Ohio.
Find It Here." have been so well
received, they are being deployed
by numerous state agencies.

## THE DELIVERY

The foundational insight was that travel was a *transitional experience*—
the very act of traveling altered people's mental state and created strong
and positive emotions. We leveraged that insight and developed a creative
toolkit that shows people experiencing deep, emotional connections, followed
by the tagline: Ohio. Find It Here.

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shore joy.

**What will you find in Ohio?**
Visit this landmark lighthouse with your family to take in the magnificent views of Lake Erie and soak up the little moments in life. Grab a picnic basket and let your kids delight in making memories they won't soon forget.

**Download or order the FREE 2017 Spring/Summer Calendar of Events and Ohio Travel Guide at ohio.org to find out more.**

*Marblehead Lighthouse in Marblehead*

OhiO find it here. ohio.org


happy glampers.

**What will you find in Ohio?**
Take camping to new heights with a one-of-a-kind, super-fun treehouse adventure your family will never forget. Get away and reconnect with the ones you love the most!

**Download or order the FREE 2017 Spring/Summer Calendar of Events and Ohio Travel Guide at ohio.org to find more.**

*The Mohicans Cabins & Treehouses in Glenmont*

OhiO find it here. ohio.org


freaky love.

**What will you find in Ohio?**
Whether exploring eclectic new hot spots or longtime hangouts, you'll discover endless opportunities to step out of your comfort zone and make memories you won't soon forget.

**Download or order the FREE 2016 Ohio Travel Guide at ohio.org to find more.**

*HighBall in the Short North Arts District*

OhiO find it here. ohio.org



Brand video: **https://vimeo.com/channels/tourismohiocult**



## ACROSS MEDIA CHANNELS

The new campaign included full creative development for TV commercials, print, digital, outdoor advertising (including state road signs), and many other media.

Organic web traffic to ohio.org for the month of July 2016 was up almost 200% compared to the previous year. Early validation research shows an increase in awareness and revenue for the state. The needle is moving.

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# TOURISMOHIO: BRAND EXECUTION, CONT.



### VIRTUAL OHIO

To promote the benefits of Ohio, Cult orchestrated and produced 18 virtual reality videos from select locations across the state. People watching the videos experienced parasailing, rollercoasters, hiking, and visiting parts of Ohio they may not have known existed. Videos were promoted on social media and VR stations were set up at trade shows and events around Ohio.

**http://www.ohio.org/vr**

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## THE BUS AND THE RNC

The Joy Ride virtual reality bus was sent to the 2016 Republican National Convention (RNC). Visitors could sign up for contests and experience virtual reality in the comfort of an air-conditioned bus. 2,000 Custom Google Cardboard VR Viewers were distributed, allowing attendees continued access to experience the VR/videos via ohio.org/VR on cell phones.



## MEDIA BLITZ

A massive media campaign was launched during the RNC in Cleveland and the NAACP convention in Cincinnati to generate brand awareness as well as direct visitors to the virtual reality videos and locations. The buzz generated earned media coverage in Ohio, contiguous states and nationally in Washington, D.C., San Francisco, and Miami.

**Audience Reach:  244,774,871 (source: ohio.org, Aug. 10, 2016)**

**Out-of-Home media placements included:**

+ Red Line Rail interior ads
+ Tower City platform ads
+ Arena entrance and walkway banners
+ Red Line train wrap
+ Airport terminal platform banners
+ Tower City platform kiosks
+ Trolley signage
+ 80 ft. tall digital wallscape signage

+ Playhouse Square digital kiosks
+ Digital advertising
+ Advertising in taxi cabs
+ Hotel key cards for 23k rooms
+ TravelHost magazine, 10-page insert in 23,000 hotel rooms
+ Paid social media
+ Landing page: ohio.org/RNC
+ Pop-up events at select hotels

# CASE STUDY: DUBLIN IRISH FESTIVAL

**Situation:** The Dublin Irish Festival (DIF), which is managed by the city of Dublin, Ohio and is the second largest Irish festival in the world, had attendance hovering around 92,000. Cult Marketing was hired to focus on a new approach for the festival and meet the goal of bringing in over 100,000 visitors despite the challenging economic times.

## 104,000
### NEW ATTENDANCE RECORD

## "IT'S JUST A BEER FEST"

# THE RESEARCH

**RESEARCH FINDINGS: FESTIVAL PERCEPTIONS ARE NON-SPECIFIC**

Research found several distinct audiences, each of which attended for specific festival events or reasons. The current marketing did not reflect these interests. Others were not aware that the festival had more to offer than drinking and loud music.

# THE INSIGHTS

Cult Marketing carefully segmented the Irish Festival audiences and delivered highly targeted, unique messages to each group. For instance, local dance companies received ads about the Irish Dancing competition and young professionals heard about the beer tasting and live music. Unlike the blanket "all-things Irish" messaging of past festivals, the 2009 Dublin Irish Festival was able to support multiple unique messages for each of its target audiences, which captured visitors' attention and drove attendance.

**DUBLIN IRISH FESTIVAL**
**LIKE IRELAND, EXCEPT SMALLER**

**CULT RECOMMENDATION: CUSTOMIZED APPROACH**

| PERSONALIZE THE EXPERIENCE BY SEGMENT | EXPAND TARGET AUDIENCE TO INCLUDE GEN Y AND FAMILY-MINDED ATTENDEES | USE QUIRKY, ENGAGING MESSAGING TO ENGAGE ALL TARGET AUDIENCES AND EDUCATE THEM ABOUT SPECIFIC ACTIVITIES |

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# THE DELIVERY

With a new, fun attitude and quirky messaging, Cult developed an engaging fresh campaign targeted to DIF's "Cult audience." This effectively increased interest and built engagement with the festival.



## TV SPOTS

Cult created six TV spots that focused on messaging with a quirky attitude that specifically appealed to multiple different audience segments.

**https://vimeo.com/channels/dublinirishfestival**
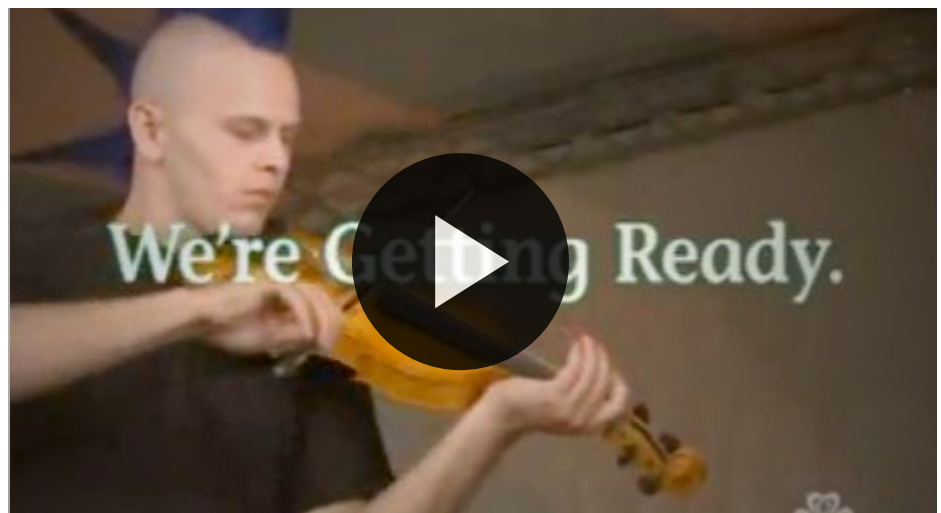


## MOBILE APP

Being a complex day of events and activities on multiple stages, a mobile app was created to allow attendees to plan and curate their experience.



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# DUBLIN IRISH FESTIVAL: BRAND EXTENSION

## CULT MAINTAINED A LONG STANDING RELATIONSHIP WITH THE DUBLIN IRISH FESTIVAL FROM 2007 TO 2013.



### EVENT MAP

Every attendee of the festival receives an illustrated map with all activities, food and drink locations, sponsors, schedule and vendors. Like an Irish amusement park, the festival is impossible to navigate without it.



### DIGITAL MEDIA

Each year Cult and the DIF directors partnered to create a digital plan including display ads, paid social and contests. We maximized the social media tools, such as Facebook, Twitter, blogging and YouTube videos.

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## VIP PROGRAM

To support the segment looking for exclusivity, Cult developed private VIP club packages that included special access and catering.

## EVENT APPAREL

Apparel is one of the largest drivers of word-of-mouth, keeping the festival top of mind year round. Loyal attendees buy a new one every year.
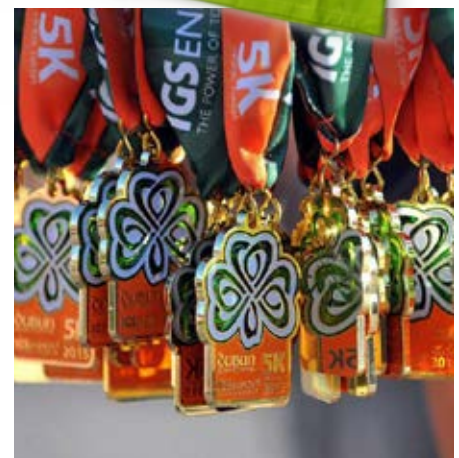
## 5K RACE

Cult supported ongoing community events like the annual DIF 5K & Kids Dash.

**DUBLIN IRISH FESTIVAL AND CULT WON 7 INTERNATIONAL FESTIVAL AND EVENTS ASSOCIATION CREATIVE BEST AWARDS**

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# CASE STUDY: QUANTUM HEALTH

The brand strategy and creative development project for Quantum Health was a game-changer for their organization. Our work included in-depth insights and research as well as developing and implementing a new brand story and creative elements. This impacted all external and internal communications including a new corporate identity, brand collateral elements, internal brand behaviors, sales strategies, print and digital advertisements, direct marketing as well as social media campaigns. We continued to work on a retainer basis on creative projects and brand executions. Quantum Health has grown 80% in the three years since the development of their new brand story.

## 80%
### GROWTH SINCE THE LAUNCH OF THEIR NEW BRAND STORY

**For Employers.**
We save employers 7-8% in their healthcare costs with a 100% guarantee on delivering results.

Quantum's original messaging only focused on facts and figures.

**Situation:** Fast-growing Quantum Health's messaging was not connecting with its customers on an emotional level, just with facts and figures. For a company that delivers an amazing healthcare experience to members at a time of need, this was a significant opportunity to differentiate from the competition by demonstrating benefits beyond just saving a company money.

# THE RESEARCH

Using qualitative ethnography and NarrativeLogic™ techniques, we were able to uncover the subconscious need members had to not only be taken care of, but to also be defended. This stunning revelation highlighted consumers' perception of being at war against the healthcare system and was very different from the original hypothesis of Caregiver. This warlike image—and images like it—served as the foundation for an entirely new brand strategy and creative direction.

OUR RESEARCH SHOWED MEMBERS NEED TO BE BOTH TAKEN CARE OF AND DEFENDED: THE PERCEPTION IS THEY'RE AT WAR AGAINST THE HEALTHCARE SYSTEM AND THEY NEED A CHAMPION TO HELP THEM GET THROUGH

**BUNNIES WITH GUNS?** A respondent in an elicitation exercise provided this image, which illustrates how members feel about Quantum Health.

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# THE INSIGHTS

Without Quantum, the healthcare journey is scary, uncertain, and unpleasant. Research uncovered that consumers who were thrust into the healthcare system felt like Dorothy in Oz—lost in a land full of apple-throwing trees, monkeys with wings, and flame-throwing witches. Like Dorothy, they are scared and confused, and Quantum provides a path to a better experience.

**WITHOUT QUANTUM**



**WITH QUANTUM**







I AM YOUR HEALTHCARE WARRIOR

### THE WIZARD WARRIOR

Narratology uncovered "The Wizard of Oz" as the source myth for the brand story. This, combined with our other research, resulted in a brand archetype of **Wizard Warrior.**

A new brand direction was born around the message: **I am your healthcare warrior.**

I AM YOUR HEALTHCARE WARRIOR. I WILL TAKE YOU BY THE HAND. I WILL WALK WITH YOU THROUGH EVERY STEP OF THIS JOURNEY, NO MATTER WHERE IT LEADS. I WILL PROTECT YOU AND FIGHT FOR YOU. I WILL BE YOUR FRIEND. YOU WILL NOT BE ALONE.

# I AM YOUR HEALTHCARE WARRIOR

### THE WARRIOR CREED

As representatives of the Quantum brand, it is important that employees understand their commitment to clients and members. The Warrior Creed represents the knowledge, wisdom and character to display to those they help on a daily basis.

**Elevator message:** We're experts who guide you through the complex healthcare process.

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# QUANTUM HEALTH: BRAND EXECUTION

# THE DELIVERY

Cult helped revamp the brand from head to toe with identity, messaging, and a sales and marketing plan. Clients now understand that Quantum Health provides a sanctuary from the harsh, unpleasant healthcare system.

## LOGO AND TAGLINE

The logo subtly represents the foundation of the brand—The Wizard of Oz—and conveys a sense of the more positive healthcare journey that Quantum's healthcare warriors deliver. The tagline "control your healthcare journey" evokes the positive emotions of safety, peace of mind, and signals a better experience ahead.



Quantum HEALTH
Control Your Healthcare Journey

| SANCTUARY | STICK WITH THEM | WARRIOR | EXPERTISE | FRIENDSHIP |

## THE PILLARS OF SUCCESS

To help employees live the new brand, pillars of success were created to ensure consistent use of brand terminology. The pillars are a reminder of the company philosophy and how to treat their customers.



https://vimeo.com/82789861

## BRAND VIDEO

The brand video is a distillation and visualization of our research findings to emotionally communicate the essence of the brand internally. It illustrates how Quantum Health helps consumers control their emotional healthcare journey.

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## INTERNAL BRANDING

When a brand makes this big of a change, an internal roll-out is necessary to get all employees on board and speaking the new language. Cult helped facilitate "Brand Week"—five days of celebrating their pillars, one day for each. Cult also created the employee sanctuary called the Q-Space, along with several internal and external environmental installations.
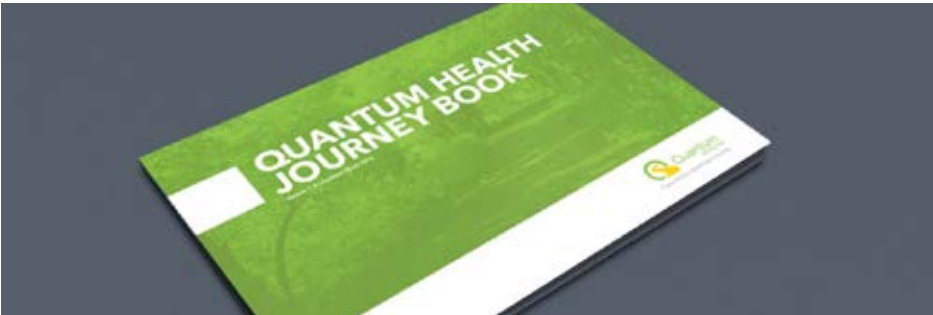


## WARRIOR VIDEO

This video illustrates the important role of Quantum's Care Coordinators. It is used for onboarding and new business presentations.

**https://vimeo.com/113957828**

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# 3. PROJECT TEAM COMPOSITION

*Provide a description of the team that will be assigned to the project including resumes for all team members. Identify the capacity in which team members will be used, and identify the Project Manager for on-going contact. Only include descriptions and resumes for individuals who will have continuous or substantial involvement in the project. Any work intended to be subcontracted must be disclosed, including the name of the subcontractor and specific tasks that will be subcontracted.*

Cult Marketing believes in a collaborative approach with our clients. Transparency and honesty are at the core of our beliefs. For efficiency, we use a single point of contact and ask that our clients do the same. Behind the scenes, we use project management software to keep everything organized.

**We rely on:**
+ Clear communication
+ Weekly status calls (and in-person meetings as much as possible)
+ Creative briefs for new projects
+ Milestones, approvals and sign-offs
+ Adherence to timelines and feedback in a timely manner

Cult is well-versed in ensuring that each of our clients are treated as if they are the 'only' client we have. Our flexible staff approach enables Cult to expand and contract as needed. That said, the City of Gahanna account will have an experienced team with travel and tourism expertise. Cult will utilize additional staff as well as outside specialists to supplement when necessary.

## CONTRACTOR POLICY

Cult Marketing occasionally uses trusted sub-contractors. These sub-contractors range from production specialists such as videographers, editors, photographers, and professional talent, to other professionals in PR, media buying, or software programming.

We sign agreements with our sub-contractors and they must agree to comply with the required terms and conditions or other contractual terms in order to work with Cult Marketing.

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## DOUG MCINTYRE
CEO, Founder

Doug has 26 years experience in the marketing industry and has directed brand architecture, positioning strategy and creative projects for leading brands around the world. He earned his MBA from the Fisher College at Ohio State, and holds two degrees from the University of Texas at Austin. He will directly guide and manage the engagement for the City of Gahanna and be involved in developing the Gahanna brand and campaign strategy as well as its creative development.

## KYLE HICKMAN
VP, Creative Strategy

Kyle has more than 20 years of creative marketing and insights experience. His role is to bring brand strategies to life. His personal involvement with the consumer during field research helps him lead and develop powerful brand manifestation concepts including brand videos, brand identities, and all other creative executions. Relevant client experience includes Experience Columbus and TourismOhio. He has earned several awards and honors including local Addys along with Addy Certificate of Merit Awards, Gold Mark Award, two Ruby Awards, two Aster Awards, Recognition in Communication Arts, and a Certificate of Design Excellence from Print's Regional Design Annual. He earned his BFA from Columbus College of Art & Design with a focus on Graphic Design, Advertising and Illustration.

## ANGIE HOMAN
Senior Account Strategist

Angie has over 10 years of marketing experience in brand management, innovation, research, marketing strategy and integrated marketing communications. Her work experience ranges several different industries and types of businesses. Angie was formerly the Director of Marketing at HealthSpot, a telemedicine start-up company. She also worked for Bob Evans Farms, Inc as a Brand Manager for the 570 restaurant chain. Additionally, Angie worked for McCann Erickson, a global advertising agency network, on accounts such as Wendy's and Buick/Buick Golf. Angie went to Miami University for her undergraduate degree in Marketing, and she's also an MBA graduate of the Fisher College of Business at The Ohio State University.

## KATE CRUMRINE
Designer

As an honors graduate from the School of Advertising Art, Kate's career was jump-started when she was awarded Addys for both her collegiate and internship work. Her presence would soon be noticed within the design world when she received three American Graphic Design Awards presented by GDUSA. Kate has impressed such clients as TourismOhio, the National Air Force Museum, Cedar Fair Entertainment, Dollywood Theme Park, Presto Foods, Pies & Pints Pizzeria, and Adventure Aquarium with not only her design skills, but also with her innovation and conceptual thinking.

## KATE DAVIS
Designer

Thoughtful and passionate, Kate Davis builds impactful designs with conceptual weight. She has experience working in branding, packaging, retail, web, and print design with clients such as Procter & Gamble, Fossil Group, KAO brands, Boston Society of Architects, and Milestone Aviation. With all clients, Kate continuously strives to create work that is thoughtful, accessible, and visually arresting. She holds a BS in Design from the University of Cincinnati's school of Design, Art, Architecture and Planning.

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# 4. CLIENT REFERENCES

*Provide a minimum of three references for services comparable to this project. Include the reference's name, address, project owner's representative, title, telephone number, the time period when the services were rendered and description of services rendered.*

## TOURISMOHIO

Mary L. Cusick
Chief, TourismOhio
(614) 466.3704
Email: mary.cusick@development.ohio.gov
**Services:** Currently agency of record for research and creative, since 2015.

## CITY OF DUBLIN, IRISH FESTIVAL

Mary Jo DiSalvo
Event Marketing Administrator
(614) 410.4545
Email: mdisalvo@dublin.oh.us
**Services:** Agency of record for strategy, creative and media from 2007–2013. Also, delivered qualitative research.

## QUANTUM HEALTH

Kara Trott
Founder/CEO
(800) 257.2038 x1103
Email: kara.trott@quantum-health.com
**Services:** Agency of record for research, strategy and creative from 2013–2017.

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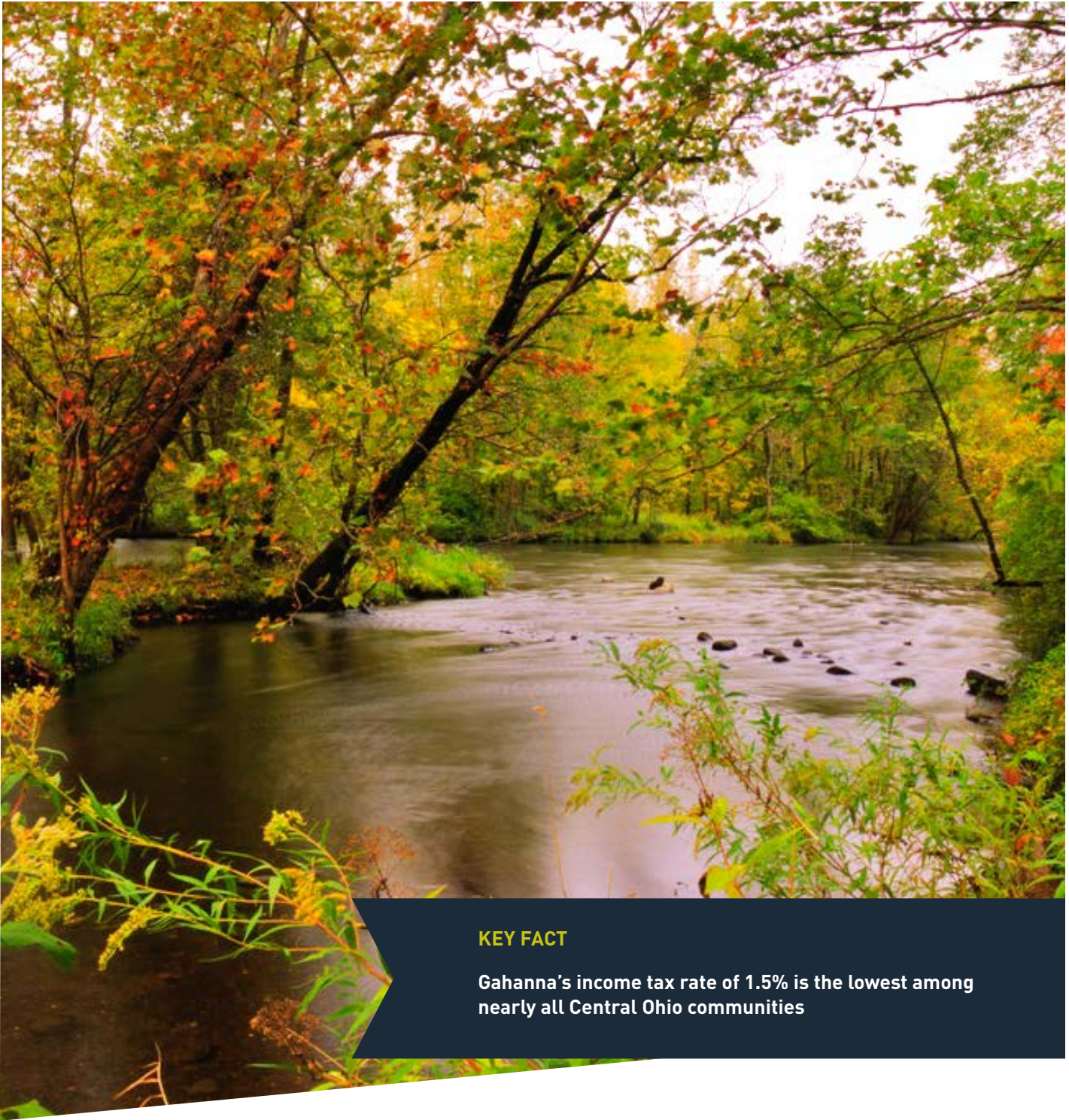
**KEY FACT**

**Gahanna's income tax rate of 1.5% is the lowest among nearly all Central Ohio communities**

# 5. APPROACH TO THE PROJECT

*Provide a detailed description to your firm's approach to achieve the Scope of Work. The Scope of Work elements may be expanded to provide further detail or modified to reflect specific or proprietary procedures unique to your firm.*

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# 5. APPROACH TO THE PROJECT

**GAINING INSIGHTS**

First we start with a Management Immersion process and conduct in-depth interviews with the key Gahanna stakeholders.

Next, to gain the level of insights Cult needs to drive Gahanna's brand narrative and positioning strategy—and to GRAB the results it wants—Cult has a scientific and fun process that is both unique and powerful.

Cult's proprietary approach to research and insights uses a combination of ethnography, narrative science and quantitative concept testing. We have used this approach for many years, and the breakthrough insights it yields have been stunning. We are able to understand the emotional and subliminal thoughts and feelings that people have about brands or products—where over 90% of decision-making actually happens.

**HOW IT WORKS**

Ethnography uses observation and interviewing techniques to give us a deep dive into the actual lives and behaviors of target audiences. We visit homes offices, restaurants, stores or anywhere else our subjects live, shop, work, learn or play. By being in the subjects' actual environments, we are able to learn much more about them and how they live and what they value. We video these sessions and are able to compile and present interesting and enlightening insights right from the mouth of the target subjects.

Within these sessions, we use narrative science and psychology techniques to delve into the minds of the target subjects. These include story-telling exercises, image projectives and brand archetype mapping.
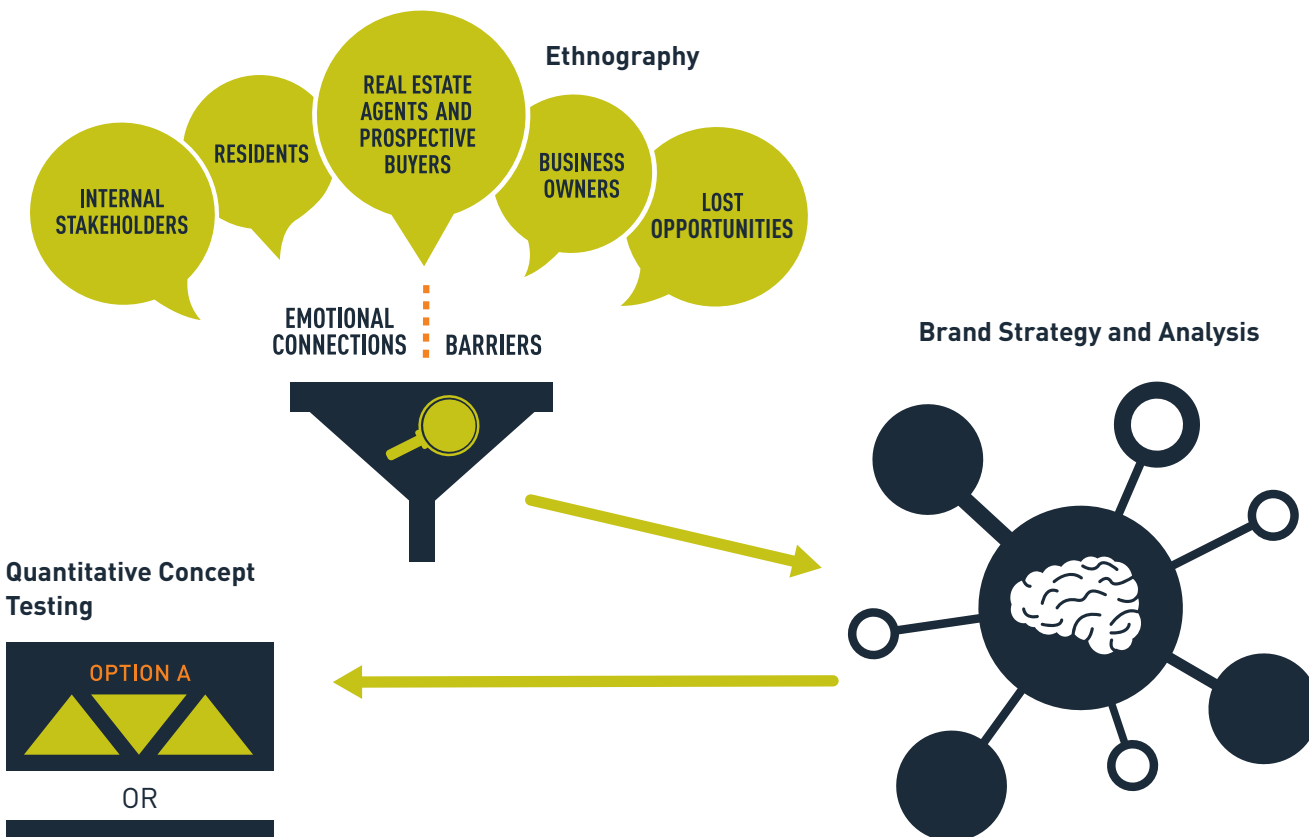
**WHAT YOU CAN EXPECT**

After the research stage, we conduct an extensive analysis to define the key insights and strategic implications. We infuse these learnings into our strategic brand and creative development process where we define and execute on the transformational "Big Idea."

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# CULT BRAND STRATEGY PROCESS

**Ethnography**

INTERNAL STAKEHOLDERS

RESIDENTS

REAL ESTATE AGENTS AND PROSPECTIVE BUYERS

BUSINESS OWNERS

LOST OPPORTUNITIES

EMOTIONAL CONNECTIONS : BARRIERS

**Brand Strategy and Analysis**

**Quantitative Concept Testing**

OPTION A

OR

option b

OR

Option C

**PHASE 2**
Implementation of the Umbrella Brand

G

**Metrics**
**Media Mix**
**Marketing Plan**

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# APPROACH TO THE PROJECT:
# PHASE ONE

## OVERALL PROJECT GOAL

To develop an insights-based, distinctive brand identity that achieves marketing continuity and synergies across the Gahanna community while elevating the City as a leading, progressive community.

## IMMERSION (JUNE)

**Objective: Deep understanding of the status quo**

+ Review and analyze completed findings/surveys including: citizen surveys, 2016 mayor and city development team visitations to 100 local businesses, Open Town Hall Branding Survey, 2009 Gahanna audit, 2016 National Citizen Survey and corresponding reports, 2015 Economic Development Strategy, GoForward Gahanna Strategic Plan, and information available on gahanna.gov

+ Host two immersion sessions with internal stakeholders and project team including: project manager, internal team, advisory committee and executive committee



+ Review the competitive landscape as provided by City of Gahanna and determine if further competitive analysis is required of neighboring cities and their corresponding branding/marketing/communications efforts—specifically the ones that have experienced the most recent growth

## RECRUITMENT AND QUALITATIVE RESEARCH (JUNE–AUGUST)

**Objective: Determine "Why Gahanna" for current residents/businesses and why non-residents/businesses/visitors chose another city over Gahanna**

+ Recruit and schedule interview sessions with up to 30 individual and/or group interviews including; business leaders (10); current residents (10); and visitors / prospects / recent homebuyers in neighboring cities / real estate agents / recent lost business opportunities (10)



+ Develop a discussion guide that seeks to uncover the essence and aspiration of the City of Gahanna, including reactions and connections to current branding
+ Conduct and videotape ~30 interviews to determine the emotional connections and barriers with Gahanna
+ Of the research participants, create a "Cult Committee" that will be used for quantitative testing later in the process
+ Start research analysis and provide early high-level insights to key stakeholders

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## ANALYSIS AND STRATEGY DEVELOPMENT (AUGUST–SEPTEMBER)

**Objective: Determine the most high-impact opportunities/ideas to transform Gahanna into a place people want to live, work and play**

+ Deep analysis of research findings
+ Align findings with the goals and objectives of the Mayor's office and Gahanna Economic Growth Strategy, where applicable
+ Determine the brand strategy including positioning, brand persona, brand story, tagline, and functional/emotional benefits
+ Create high-impact opportunities / idea(s) to signal change of brand direction and connect with target audience (new and current residents and business owners, as well as city employees)
+ Obtain approval for concepts to be used in quantitative testing
+ Design scorecard for branding and marketing, and establish brand metrics for the city

## BRAND CONCEPTS QUANTITATIVE TESTING (SEPTEMBER–OCTOBER)

**Objective: Determine the brand concept that resonates the most with the target audience**

+ Finalize up to three concepts for testing purposes
+ Initial testing will be done via the "Cult Committee," obtained in earlier research, to gauge reactions before the quantitative study
+ Conduct online surveys with goal of 600 completed surveys: 300 Gahanna residents, 100 Gahanna business owners, 100 Central Ohio visitors, and 100 business / residential prospects
+ Select the concept that resonates the most with target audiences for client approval
+ City of Gahanna to provide residents, business owners, business / residential prospects, and most recent (last 12 months) visitors contact lists to perform quantitative testing (online surveys)

## UMBRELLA BRAND DEVELOPMENT (OCTOBER–NOVEMBER)

**Objective: Deliver a creative platform and brand guidelines that achieve a distinct style and voice while also creating synergies across departments**

+ Based on research, design the umbrella brand for the City of Gahanna, its various departments and how it works with the eight community stakeholder organizations
  • City of Gahanna
  • City of Gahanna departments
  • Ohio Herb Education Center
  • Gahanna-Jefferson Public Schools
  • Gahanna Convention and Visitors Bureau
  • Gahanna Area Chamber of Commerce
  • Gahanna Community Improvement Corporation
  • Creekside District Alliance
+ Deliver brand standards manual with finalized and approved positioning, brand persona, brand story, and brand identity (including logo and logo treatments)

## TRAINING (DECEMBER)

+ Conduct up to two brand training workshops for the City as required

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# 6. TIMELINE: PHASE ONE

| JULY/AUGUST 2017 | AUGUST/SEPTEMBER 2017 | SEPTEMBER/OCTOBER 2017 |
|---|---|---|

**Immersion**
+ Project kickoff
+ Collect and review the City's existing background information and recent research
+ Review and analyze existing Gahanna branding and competitive benchmarks of similar markets
+ Analyze corresponding branding, positioning, marketing investments and communication efforts of similar markets
+ Clarify and update key research goals and objectives (research program)
+ Define research target audiences and develop recruiting screener
+ Immersion with key stakeholders and project team
+ Gahanna is divided into four wards; With the help of Gahanna, research will include representation from all four wards
+ Weekly project timeline updates and team meetings (ongoing)
+ Weekly/Monthly project deliverable sign-offs (when required)

**Recruitment and qualitative research**
+ Recruit for interviews
+ Develop discussion guide and seek client approval

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+ **Project milestone: approval**
+ Conduct Phase One research
+ Interviews with targeted audiences

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**Analysis and strategy development**
+ Analysis of all research interviews
+ Review and present key research findings to Project Manager to revise for City Audience presentations
+ **Project milestone: approval**
+ Review and present key research findings at key milestones to project team
+ **Project milestone: approval**
+ Attend and/or present research finding and/or project milestones/ status at public meeting (when required)

**Brand development and concept testing (quant)**
+ Design up to three brand concepts from research findings
+ Review three brand concepts with project team and stakeholders
+ **Project milestone: approval**
+ Market research (quant), data collection and analysis
+ Review and analyze quant concepts results with the project team

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DISCLAIMER: This project is a six to seven month project and work will commence when the client officially engages CULT Marketing with an approved purchase order (P.O.).

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| NOVEMBER/DECEMBER 2017 | JANUARY 2018 | FEBRUARY 2018 |
|---|---|---|

**Umbrella brand**

+ Choose concept direction for final brand design and direction

+ Design umbrella brand (targeting residents, businesses and visitors)

+ Illustrate umbrella brand with logo treatments for eight groups

+ Present brand concept direction to City Council and other stakeholder groups

+ Moderation of meetings, if needed, by Cult

+ Develop final creative brief to include master brand story, brand positioning, brand essence, and brand personality

+ **Project milestone: approval**

+ Finalize comprehensive brand standards manual (strategy, positioning, and brand)

+ Conduct up to two brand training workshops for city staff, community stakeholder organizations, and the City's agency partner

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# 7. COST & COMPENSATION

*Provide a detailed outline of project costs for completing the Scope of Work. This should list the phase of the work, the tasks associated with each phase and the estimated material and labor hours and costs to accomplish each task with a "not to exceed" figure. The cost information you provide will illustrate your understanding of the scope of the project. If your proposal includes Phase 2, it should detail the markup on media and other outside purchases.*

| PHASE 1 | TASKS | COST |
|---|---|---|
| **Immersion and Research** | Everything documented on page 24 under "Immersion" and "Recruitment and Qualitative Research" sections | $31,000 |
| **Analysis and Strategy Development** | Everything documented on page 25 under "Analysis and Strategy Development" | $15,000 |
| **Brand Concepts Quantitative Testing** | Everything documented on page 25 under "Brand Concepts Quantitative Testing" | $12,000 |
| **Umbrella Brand Development** | Everything documented on page 25 under "Umbrella Brand Development" and "Training" | $22,000 |

**TOTAL: $80,000**

| Optional Costs (not included in the above project costs for Phase One) | Additional brand training workshops | $2,000 per session (including materials) |
|---|---|---|

*Note: Cult Marketing typically operates on a fee basis and does not mark up any outside or production expenses

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# 8. STATEMENT OF PROJECT COLLABORATION

*Provide a statement confirming your firm's willingness to collaborate with the City's partners including its agencies that may be involved in other phases of the project.*

Cult Marketing completely embraces collaboration between agencies and client teams. As an example, for TourismOhio, Cult handles all creative assignments and we work hand-in-hand with a media agency in Cleveland, a web development specialist in Florida, and a PR firm in Columbus.

**Assumptions:**

+ In order to achieve the quantitative work proposed above, Cult requires access to the residential and business email database
+ Cult to attend and/or moderate public meetings during all phases of the project as required by the City



**KEY FACT**

**Gahanna's 3.8% unemployment rate from 2010-2013 is still one of the top 50 lowest in Ohio**

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# 9. SERVICE AGREEMENT

By signing this Service Agreement, The City of Gahanna ("Client") has retained Cult Marketing ("Service Provider") to proceed with the requested services, and agrees to the terms and conditions as set forth in this Statement of Work Agreement, dated June 19, 2017.

## SERVICES

Client has retained Service Provider to support and execute the aforementioned Phase One project scope as outlined in this proposal and agreement described above commencing on or after June 19, 2017. Project dates are on or after June 19, 2017 through February 2018, as included in the above-stated timeline and costs detail.

## EXPENSES

Expenses included in the project costs are any images/photos provided by Gahanna and/or taken by CULT team for research and concept testing only. Reimbursable expenses include travel, media/video production costs, and professional photography used for marketing materials produced/approved by the City of Gahanna. Any deliverable design items (such as wayfinding, stationery, and branded elements) will be separate from the total brand refresh project cost.

## PROPERTY

Rights to all intellectual property (content and materials developed by Service Provider on behalf of Client) will be transferred to Client whenever possible.

## PAYMENT TERMS

Service Provider will invoice the Client in the amount of $20,000 at project inception (July 2017) and will invoice three additional invoices in the amount of $20,000 per invoice on September, 2017, November, 2017 and on February, 2018. September invoicing will be sent upon analysis and strategy development completion. November invoicing will be sent upon completion of the brand concepts quantitative testing completion. February invoicing will be sent based on project completion. The four (4) invoices sent will retain Cult as Service Provider for total cost of $80,000. Payment terms are net 30 days from the date of invoice.

The terms and conditions of this Agreement may be modified or amended as necessary only by written instrument signed by both parties.

In Witness Whereof, the parties hereto have executed this agreement as of the date below:

_____     _____

Thomas R. Kneeland, Mayor                Date
City of Gahanna


_____     _____

Douglas McIntyre, CEO                    Date
Cult Marketing, LLC

# THANK YOU

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**KEY FACT**

**The Cult team is excited to work with the City of Gahanna!**