

WORK SESSION MINUTES

November 12, 2013

10:00 a.m.

Commissioners' Office Conference Room

PRESENT: Commissioners Kathy George, Mary P. Stern, and Allen Springer.

STAFF: Laura Tschabold, Chuck Vesper, Jeff Lorton, and Valerie Anctil

TOPIC: Economic Development Marketing Plan

Kathy called the meeting to order at 10:05 a.m.

Jeff Lorton discussed plans for the upcoming conference on unmanned aerial systems, and a grant application that Oregon State University will be submitting for a UAS precision agriculture project.

Jeff reviewed the 2013-14 Economic Development Marketing Plan (see attached handout). The Board scheduled a follow-up work session for November 14 at 1:30 p.m. to discuss the proposed budget items and decide how to move forward.

The meeting adjourned at 11:36 a.m.

Anne Britt
Secretary



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Yamhill County Economic Development
2013-14 Economic Development Marketing Plan

YAMHILL COUNTY... YOU CAN GET THERE FROM HERE

Executive Summary

The 2013-14 YC Economic Development Marketing Plan is founded on two main concepts: The Unique Selling Proposition and Brand Advertising. Both are explained below. To deliver our brand message we will employ a visual communication strategy featuring rich story-telling images, subject video and a copy writing style that is clear and concise. The graphic design effort will utilize the existing GROW brand color palette, complimented by a generous use of whitespace.

The tag line "You can get there from here" will be used as the brand's only slogan. This tag line works because it takes an iconic joke punchline and turns it 180 into a positive thought-provoking concept. The double entendre implied in the slogan speaks to the attainability of both geographical and aspirational goals.

The brand message will be broadcast via social media platforms, the GROW website, print advertising and county-owned marketing materials. The final marketing piece, a county-owned magazine focused on economic development, will be in print by June.

The Unique Selling Proposition Concept

Rosser Reeves was an American advertising executive and pioneer of television advertising. During the 1950's and 60's, Reeves generated millions of dollars in revenue for his advertising agency clients and is considered to be one of the most influential personages in American marketing.

In 1961 Reeves published his best-selling book **Reality in Advertising**. In it he explains the basics of the "Unique Selling Proposition" as a principle marketing concept. Like any other science-based discipline, marketing communication has rules which when followed, will achieve results.

The basic rules for creating a Unique Selling Proposition are:

1. Each advertisement must make a unique proposition to the consumer.
2. Each advertisement must say "Buy this product, for this specific benefit."
3. The proposition must be strong enough to motivate people to a desired action.

Our Unique Selling Proposition (USP) must tout a specific benefit, that is unique and be persuasive enough to lure new customers over to you.

Exhibit A 1/10

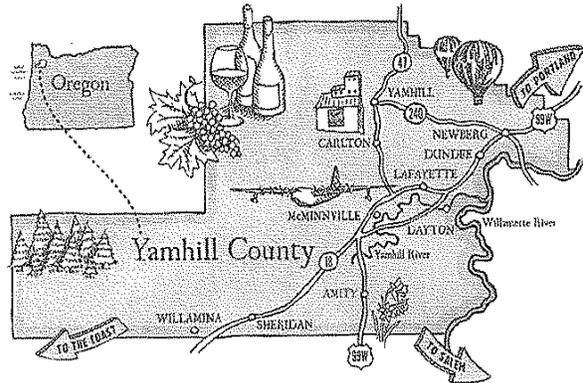
Yamhill County has a Unique Selling Proposition

In the world of theater, a performer who can sing, dance and act is called a "Triple Threat". In the über competitive world of regional economic development, Yamhill County could also be considered a Triple Threat as we too have three equally strong attributes - Location, Culture and Workforce. When combined, these three qualities differentiate the value of our brand and create a Unique Selling Proposition.

1.) UNIQUE LOCATION

Located at the top of one of the richest, most productive and agriculturally diverse valleys on earth, Yamhill County is brimming with bounty. That abundance, and the nearby pathways to national and global markets, are key factors in why the region has provided billions in past wealth creation and continues to do so today.

Yamhill County residents are in a position to enjoy the sea, sand, snow, rivers, lakes and the big city all within an hour's travel. Yamhill County is the most "livable" county in the state. Visitors to Yamhill County are equally delighted with the valley - particularly our agri-tourism features. Our wine country is often compared with the beautiful and charming European wine regions of Burgundy and Tuscany.



That this rich and beautiful area is still relatively underpopulated, unspoiled and undiscovered is more a result of the national economic recession than any local detriment. Undeveloped land in the county is still largely affordable, the housing market is stable and the county's services are easily accessed and navigated. All of these facts of our place contribute to the assurance that the area's economy will continue to expand at a moderate rate for the foreseeable future.

2.) UNIQUE CULTURE

Since the earliest wagon trains arrived via the Oregon Trail, people in Yamhill County have depended on each other not only to survive but to prosper. Yamhill County has enjoyed a reputation as a highly cooperative society, as well as the kind of place that trailblazers call home. That spirit of cooperation has expanded with every passing year and is exemplified today in the hundreds of charitable events in the region that are staffed by thousands of volunteers. Yamhill County is a place where people support one another and that cultural characteristic is passed from one generation to the next.



The region's wine industry has been nationally celebrated in the New York Times for its collaborative nature, but that spirit of community was found in the county long before the first grapes were harvested, and it permeates the culture as a whole.

3.) UNIQUE WORKFORCE

Resourceful, dedicated and talented people are in high abundance in Yamhill County. The uniquely high level of education and mechanical aptitude, analytical thinking skills and scientific understanding found in the region's workforce can be attributed in large part to our diverse agriculture industry. Because we have a wide variety of crops that thrive here, our workers are multi-skilled, open to change and learn quickly. There is great value in this.



There are well over two thousand farms operating in Yamhill County, and 90% of them are single family operations. Thus many in our workforce understand what it takes to own a business, as they were raised in families where it was the norm.

We are a mechanically advanced people and our workforce can learn to do almost any manufacturing job with a high level of productivity, thus strengthening our small yet successful and diverse manufacturing sector.

Yamhill County offers entrepreneurs the opportunity to achieve both commercial success and a high quality of life because of its superior location, culture of collaboration, and a smart, motivated workforce.

Yamhill County Brand Advertising

Great and effective brands are built upon a solid foundation made up of three components: Brand Personality, Brand Position and Brand Promise. All three are essential, and work together to create a brand's overall identity.

The purpose of marketing Yamhill County - actively engaging in an advertising effort - is to establish in the minds of our target audience the gut feeling that Yamhill County is the right place - for business, family, and life in general.

How to use your Brand Strategy in your Brand Advertising

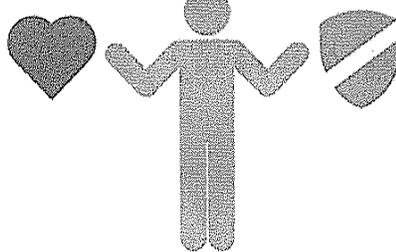
Target Audience

Your Brand

Competitors



Your target audience has a **need**.



Your brand **promise** fits their need and reflects your passion.

Your brand **personality** is the style with which you deliver your promise.



Your brand **position** makes you no.1 so the audience resolves their need with you not the competition.

A clear & honest brand is a barrier to the **competition**. It helps you simply, sell, and succeed.



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#1 YC BRAND PERSONALITY - What people are thinking about us..

Every brand has a personality and it is both how people perceive the brand and how the brand differentiates itself from the competition. The YC brand personality is what people think of when they hear the words Yamhill County, read our slogan or see our logo.

Ultimately we want our target audience to know that: ***Yamhill County is a unique, attractive and conveniently located region that has smart, talented and motivated people who share an historic culture of working collaboratively.***

To develop the YC brand's personality we will combine the three (Triple Threat) brand attributes aforementioned with other traits tailored to appeal to the target audience who we earlier agreed on. The brand personality must attract those who will be most receptive to our Unique Selling Proposition.

#2 YC BRAND POSITION - Who we are talking to and what we are offering them.

Although there are different definitions of brand positioning, probably the most common is: identifying and attempting to occupy a market niche for a brand, product or service by utilizing traditional marketing placement strategies (i.e. price, promotion, distribution, packaging and competition).

In our September work session, we worked together to create a draft Brand Positioning Statement. Below is the updated version, revised to reflect the feedback that we received. Please note how the statement conveys the three brand attributes of location, culture and workforce.

The YC Brand Position Statement

To emerging, established and expanding businesses led by entrepreneurs who enjoy community and seek a high quality of life, Yamhill County offers a significant opportunity for continued success.

Because of its exceptional workforce, culture of collaboration, rural traditions, strategic location, business-friendly government, affordable land, abundant water and modern utilities, Yamhill County is a unique region that should be seriously considered when determining business location.

This statement is designed to guide the message of our marketing efforts. It speaks to who we are targeting, what that audience values and why they should be motivated to consider the value of our brand.

#3 BRAND PROMISE - What is being delivered and why to believe it.

A brand promise is the commitment to deliver made by the brand to its audience. Often the hardest for marketers to quantify, the brand promise is typically the deciding factor that incites action among the target audience.

The example slogans below demonstrate how the brand's commitment can be communicated in a simple way:

"Folgers is good to the last drop" *Promise: A great cup of coffee.*



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"You're in good hands with Allstate". *Promise: Security and peace of mind.*

"When it absolutely, positively has to be there overnight." *Promise: Guaranteed on-time delivery.*

These simple to understand values are what stick in people's minds and keep them coming back when a brand repeats them with consistency.

Yamhill County..."You can get there from here" *Promise: Opportunity, success and satisfaction.*

2013-14 Yamhill County Economic Development Marketing Plan

Mission: To create a Yamhill County brand marketing plan and execute it both in and outside the County using strategic advertising and communication methods.

MARKETING STRATEGY SUMMARY

- 1.) Establish and communicate the Yamhill County brand's unique selling proposition.
- 2.) Establish the Yamhill County brand personality traits.
- 3.) Distill the YC Brand Promise.
- 4.) Use the USP, Brand Personality, Promise and Position to create a brand identity sheet to be used as a marketing communications guide.
- 5.) Create visual communication to support the brand goals.
- 6.) Deliver the brand message assets via a strategically-released schedule using a well-conceived mix of online and physical print pieces.
- 7.) Sustain target audience efforts by continuing to add fresh content on a regular basis.
- 8.) Recycle content when and where possible to increase campaign reach.

2013-14 Brand Marketing Timeline

Nov. 12	Marketing Plan Review with BOC
Nov 13-14	Shortlist & Confirm Industry Feature Subjects
Nov. 15	Approve Plan and Budget
Nov. 18-20	Request, Receive and Review Competitive Creative Services Vendor Quotes - Finalize YC Brand Identity
Nov. 25-27	Award Creative Contracts - Script & Schedule 1-2 Manufacturing Sector Features

- Dec. 2-4 Organize & Shoot 1-2 Manufacturing Sector Features - Plan Social Media Campaign
- Dec. 10-11 Review Manufacturing Shoot - Develop Community Profile Content Form
- Dec. 16-18 Develop Print Magazine Design - Script & Schedule Healthcare Sector Features
- Dec. 23 VACATION
- Jan. 02-03 Reconnect with marketing team - Update progress with BOC.
- Jan. 6-8 Organize & Shoot 2 Healthcare Sector Features
- Jan. 13-15 Review Print Magazine Design - Develop Social Media Campaign - Review Healthcare Shoot
- Jan. 20-22 Script & Schedule Education Sector Features
- Jan. 27-29 Review Education Shoot - Develop GROW Website Content Restructuring
- Feb. 3-5 Publish Manufacturing & Healthcare Sector Features on Website - Script & Schedule 1-2 QOL Features
- Feb. 10-12 Organize & Shoot 2 Education Sector Features - Meet with Community ED Reps - Launch Social Media
- Feb. 17-19 Script & Schedule 3-4 Manufacturing Sector Features - Start Print Mag Copywriting - Review Mag Graphics
- Feb. 24-26 Organize & Shoot 3-4 Manufacturing Sector Features - Script & Schedule Forestry Sector Features
- Mar. 3-5 Organize & Shoot 1 Forestry Sector Feature - Review 3-4 Manufacturing Shoot - Review Print Copywriting
- Mar. 10-12 Review Forestry Sector Shoot - Meet with Community ED Reps - Review Project in BOC Work Session
- Mar. 17-19 Organize & Shoot 1-2 QOL Features - Review Rack Card Design - Publish Education and Forestry Online
- Mar. 24-26 Script & Schedule 2 Wine Sector Features - Publish 3-4 Manufacturing Online - Update Social Media
- Mar 31-Apr 2 Organize & Shoot 2 QOL Wine Sector Features - Finalize Community Features Content
- Apr. 7-9 Script & Schedule 3-4 QOL Features - Distribute YC ED Rack Card - Review & Publish 1-2 QOL Features
- Apr. 14-16 Review & Publish 2 Wine Sector Features - Organize & Shoot 3-4 QOL Features
- Apr. 21-23 Script & Schedule 2 Culinary Features - Script & Schedule 2 Agriculture Features - Pub Community Feature Content
- Apr. 28-30 Review & Publish 3-4 QOL Sector Features - Organize & Shoot 2 Culinary Sector Features



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- May. 5-7 Organize & Shoot 2 Agriculture Sector Features - Review Print Copywriting
- May. 12-14 Review & Publish 2 Culinary Sector Features - Update Social Media
- May. 19-21 Review & Publish 2 Agriculture Sector Features - Review Final Print Magazine Design
- May. 26-28 Review Print Copywriting - Press Check Print Magazine

BRAND MESSAGE CREATION - INDUSTRY SECTORS

To support our goal of communicating the unique promise of the YC brand, we must tell the story of the opportunity for success that is currently being enjoyed in Yamhill County, and then distribute it via multiple media channels.

For maximum effectiveness, these industry success stories will be released in teaser, vignette and full-length formats. This varied release method will simultaneously drive interest, organic sharing and promote repeat viewings.

Using the theme "You can get there from here", each story will demonstrate the business successes and quality of life satisfaction experienced by 16 different business owners/representatives from all around Yamhill County, representing a variety of industries. Each story will feature a scripted interview, video and still photographs.

The subjects interviewed will be requested to provide an in-context answer to the question: What does "You can get there from here" mean to you personally, and how has being in Yamhill County tangibly helped your business succeed?

Questions will be broad and include subjects like workforce, market, materials, supply chain, regulation, utilities and other site determination criteria so as to get as much usable content as possible. Strategies to ensure content that is gathered for a multiple of media will be employed.

Each story will be accompanied by scripted photos that support the message and show the principle in an attractive way that inspires optimistic and aspirational thoughts. Video footage of each business site will also be gathered.

These story gathering missions will each require a five person team on every outing. The team shall consist of a Photographer, Cinematographer, Sound Man/Production Assistant, Interviewer, and Producer/Director.

Val will act as the Interviewer. Jeff will act as Producer/Director. The other positions will be hired on a contract basis.

Each business will be chosen on their ability to support the over-arching message of opportunity found and employed. All of the candidates will be established businesses and a methodology of selection that enables equal municipal representation will be used to ensure fairness to each community.

BRAND MESSAGE CREATION - QUALITY OF LIFE CONTENT

Continuing with the theme "You can get there from here", four of the above sixteen profiles will be chosen to highlight the



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quality of life here in Yamhill County. These business owner subjects of these four stories will be chosen based on their content and performances in the business story segments.

CREATED CONTENT USE

The resulting variety of written, photographic and video content will be suitable for either physical print publication and/or on-line distribution. A strategy of cross-media promotion will be employed throughout the content production.

All materials produced will be licensed for unlimited use by Yamhill County and/or its public entity designate. All story subjects will sign a standard talent release form that ensures the County uncompensated use.

Channels of digital distribution will include: GROW website, Facebook, LinkedIn, Twitter, Media Press Releases, Email and other Online resources like Slide Share, Pinterest, blogs and local, state and independent journalistic websites featuring economic development or entrepreneurial stories. An on-line version of the YC ED Magazine will be delivered in a page-turner app.

Offline channels of distribution will include a county-produced economic development magazine that will feature both the brand message stories as well as individual community economic development profiles.

Other YC Economic Development print collateral will include a YC ED rack card and digital PDF industry-specific one-sheets.



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2013-14 YC ED Advertising Budget ESTIMATE

Photography (16 Business Sector Photo Features & 4 Quality of Life Features)	10,000 Shoot Cost 2,000 Editing
Video Production (16 Business Sector Video Features & 4 Quality of Life Features)	10,000 Shoot Cost 2,000 Editing
Magazine & Website Copy Writing	7,500
Magazine Layout & Design	5,000
Magazine Print X200 County-owned copies	1,000
Website Content Management - 6 Months	6,000
Social Media Campaign - 6 Months Facebook, LinkedIn, Twitter	6,000
Print Ad Campaign Advertising	10,000
On-Line Ad Campaign	2,000
YC ED Rack Card X1000	500
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Budget Total	62,000

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Conclusions from the September Brand Position Statement Work Session

One line thoughts

Yamhill County: You can get there from here!
If you love your family, you'll move to Yamhill County.
Family based businesses build confidence.
The dream is bigger than one generation.
Each community should have thriving businesses.
Yamhill County businesses are motivated to succeed.

Shared Conclusions

The majority of successful Yamhill County businesses are founded by highly motivated and entrepreneurial residents who both appreciate and make use of the opportunities that affordable land, power, water, and cooperative neighbors and government provide. Incoming businesses are attracted to the visible work ethic, family values, community spirit, public safety, progressive health care and excellent educational opportunities that form the foundation of an ideal work/life environment. Yamhill County's manufacturing savvy and business-friendly government is an asset to light industrial enterprises. The county's central location offers easy supply and connectivity to highly diverse local, regional, national and pan-Pacific markets, making the county an ideal home for traded sector businesses.

Quality of life is Yamhill County's greatest product. Opportunity is bountiful. Nature-focused activities, artistic creativity, cultural events and a famously cooperative-collaborative ethos are all assets that encourage locals to stay, live, work and play. The well-balanced population of aspirational young families and successful retirees offers businesses both local labor talent and a well-heeled consumer market.

Featuring a stable yet expanding local economy that is vibrant and diverse, Yamhill County offers real and tangible growth opportunities to established local businesses and incoming trend-setters alike.