

Santa Rosa County Economic Development Marketing and Brand Development Plan

Funded by:
Economic Diversification Grant provided by
The United States Department of Defense

Presented by:



*Unleashing our Imagination.
Reaching for the Possibilities.
Creating the Community We Want to See.*



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EXECUTIVE SUMMARY

The Santa Rosa County Economic Diversification Marketing plan is a research-based, practical blueprint intended to help Santa Rosa County effectively attract and retain the desired businesses and labor force needed to ensure a sustainable quality of life for the members of the community.

The plan is framed within the concept “place marketing” an approach to community marketing developed by Kotler, Haider and Rein (1993) and Branding from the Core™, a brand development research and planning process developed by idgroup. Place marketing reaches beyond viewing economic development simply as targeted marketing or area promotion. Foundational to this concept is the perspective that economic development marketing is not a department, or a title. It is not the responsibility of one person or even a team of people. Economic development marketing is a process that must be embraced by the entire community. Success is accomplished when the community is able to create a context and product mix that sustains the quality of life desired by community members. It embraces for key activities: Designing the right mix of community features and services, setting attractive incentives for current and potential buyers and users of its goods and services, delivering a place’s product’s and services in an efficient, accessible way, and promoting the place’s values and image so that potential users are fully aware of the place’s distinctive advantages.

The Branding from the Core™ process builds on the concepts of place marketing by providing a research, planning and implementation process that engages the community in building strong brands through the creation of brand communities and effective communication of the community brand identity the market place. Brand communities are built around shared identity, values, beliefs and passion. Strong identification with the community brand creates high levels of commitment, loyalty and involvement. Key factors in successful place marketing.

Over a 12-month period, idgroup group conducted primary and secondary research aimed at understanding what those who live and work in Santa Rosa County value, as well as their hopes are for the future development of Santa Rosa County. The underlying premise of this research is the power of storytelling and dialogue to engage, inspire and motivate community members. Additionally, this process provides more complex view of the community member’s perspectives about Santa Rosa County. Secondary research provided insight into national, state and local community and economic development research, marketing strategies and emerging economic trends.

Data collected and analyzed through this process was used to create the Santa Rosa County Marketing Plan. The plan addresses three areas: The Santa Rosa County Identity, Building the Brand, Walking the Talk and Building the Santa Rosa County Brand Image. The plan is built on the foundation of Santa Rosa County brand identity, which is communicated in the Santa Rosa County Brand Story. A logo and position statement captures the essence of the brand and provides symbolic representation of the County.

Building the Brand, Walking the Talk, speaks to community development issues and provides a framework for continued community engagement and dialogue. While the Image Development section of the report provides strategy and tactics for implementation of an integrated marketing communications program including: public relations, media relations, web development, advertising and creative concepts.

As stated from the beginning the goal of this research process was to create an actionable plan—rather than one more research study with good information but no direction about how to use the data. The findings of this report, when viewed in total can be overwhelming, leaving one with a feeling that the objectives are too grand and the tasks too numerous. The implementation plan is designed to minimize this view by providing small, manageable first steps. The first steps are designed to establish some simple vehicles for defining and expressing the brand identity, engaging community members and building brand image.

All change and development is the result of evolving, emergent conversations. We believe if the community will take the first steps we have recommended, continue to engage in dialogue with each other, the goals set forth in this plan can be obtained.

We conclude this report with the question and challenge we presented to community members in each of our conversations: If this community were everything you wanted it to be, what would it become? During our research process we encountered energetic people with bold dreams. We encourage Santa Rosa County to move in the direction of your dreams. Create a culture of possibility and make it happen.

Thanks to the Department of Defense, TEAM Santa Rosa, Santa Rosa County Commissioners and various member of the Santa Rosa County community who shared their time and dreams with us.

INTRODUCTION

One of the most important drivers of a community's quality of life is a strong, vibrant, diversified and sustainable economy. In 2005 the United States Department of Defense awarded Santa Rosa County funding to conduct a one-year research study to determine ways to diversify the economic base of the County. Specifically, the funding aimed to help military-dependent communities become less dependent on the military as a primary economic driver. While military bases will remain a central pillar of the Santa Rosa economy, the goal is to find new sources to balance their relative impact.

In framing the objectives of this study, Santa Rosa County leaders chose to reach beyond pure research to create a research-based, strategy-driven marketing plan for the County. The leadership defined the scope of the study as: providing Santa Rosa County with a practical blueprint for attracting new and expanding existing enterprises into Santa Rosa County focusing on those jobs that will increase the County's wealth, utilize the existing workforce and infrastructure and protect those characteristics of Santa Rosa County that make it unique.

Santa Rosa County is a community of communities traditionally rooted in rural values with a rich cultural and historical identity. Initial conversations with a cross-section of people who live and work in Santa Rosa County revealed a tension between the desire for economic prosperity and the fear of losing the quality of life, valued by those who call this place home.

An influx of new residents and associated growing pains has left its citizens searching for a synthesis between where they have been and where they are going. It is a community moving forward and encountering many crossroads in the process. While differences do exist about what is best for the community, most agree, growth is inevitable and economic development essential. In fact many see job creation as a key element in maintaining the "quality of life" of the area. Therefore, this report will focus on answering the overarching question: "How can Santa Rosa County create and manage economic growth in a manner that is beneficial to today's residents, while insuring a sustainable quality of life for future generations who will call Santa Rosa County home

INITIAL RESEARCH QUESTIONS

1. Why do people choose to live and work in Santa Rosa County?
2. If the county becomes everything we hope it to be, what will it become?
3. What are the greatest opportunities to build on the current economic strengths while diversifying the economic foundation of Santa Rosa County?
4. How do we build a Community Umbrella Brand that attracts, creates and keeps the types of businesses we want?
5. What are the national, regional and local trends in business and society that will impact the future development of Santa Rosa County? How can Santa Rosa County leverage these trends to reach its objectives?

The Santa Rosa County Economic Diversification Study and Marketing Plan will be presented in three sections: 1) Research, 2) Marketing plan and recommendation for implementation and 3) Final observations and comments.

RESEARCH OVERVIEW

BACKGROUND

The population of the United States is expected to grow by approximately 82.2 million people between 2000 and 2030. Slightly more than 50% -of this growth will occur in 10 southern states (Florida, Texas, Georgia, North Carolina, Virginia, Tennessee, Louisiana, Alabama, Kentucky, South Carolina, Okalahoma, Mississippi, and Arkansas. Seven states (Florida, Texas, Georgia, North Carolina, Virginia, Tennessee and South Carolina) will account for over 47 percent - of the population growth in the United States by 2030. Three southern states: Florida, Texas and North Carolina will account for approximately 36 percent (29.4 million) of all U.S. population growth (Clouser, 2006).

Between 2000 and 2030 Florida will be the fastest growing state in the country in total population growth, increasing by 12.7 million and the third fastest growing state in the country in terms of percentage of growth (79.5%). By 2030 Florida's population will be almost 29 million residents. (Clouser, 2006).

Santa Rosa County is located in the Northwest region of Florida between Escambia and Okaloosa counties. The total population of the county in 2005 numbered 141,075 almost twice the number of residents as in 1990. Florida Trend Magazine (April, 2006) recently listed Santa Rosa County as the second fastest growing county in Florida in terms of percentage of population growth. This growth trend will likely continue as Florida attracts growing numbers of people.

The projected influx of new people into Florida offers opportunities and challenges for Santa Rosa County. Who will the County attract? What factors will influence who will be attracted to the area? What strategies can be created to create the community the citizens what to see?

With growth comes increased stress on existing infrastructure, community services, natural resources, schools, and law enforcement resulting in an imperative need for effective, long-term growth management strategies. What does this have to do with economic development? Simply stated decisions made today in these areas will have long-term impact on the economic future of the county. The community created by the citizens of Santa Rosa County will define the type of businesses and the labor force the county attracts, which in turn will define the county's ability to sustain the quality of life so important to the residents of Santa Rosa County.

Growth is a given. Creating effective, visionary strategies that will turn growth into opportunity to enhance the quality of life in Santa Rosa County is a choice.

SHIFTS IN THE U.S. ECONOMY

The economic base in the United States has experienced monumental shifts over the past several decades. The new global economy has positioned United States businesses differently vis-à-vis the rest of the world. Table 1.1 provides a snap shot of the historical shifts in the characteristics of the old and new economies. Communities best able to meet the needs business in this new economy will win in the competitive game of attracting and retaining quality businesses and the associated labor force.

Old business models embracing paradigms of bigger is better, the superiority of top-down bureaucratic organizational structures, and the strong focus on products, are being replaced. An ever-changing marketplace requires new focus on building organizations, which are more agile, decentralized, interactive and adaptive with a strong emphasis on attracting and retaining intellectual and human capital. New perspectives and innovative approaches are required—by businesses and by communities—hoping to attract and retain the best and brightest in business and industry.

TABLE 1.1: Characteristics of Old and New Economies

Characteristics	Old	New
Scope	Domestic	Global
Driving Force	Mass Production	Technology, Innovation, Creativity
Resources	Capital	Knowledge, Information
Jobs	Stable, Large Firms	Dynamic Smaller Firms
Organizations	Centralized/Hierarchical	Fluid, Decentralized, Learning Organizations
Markets	Stable	Fluid
Workers	Uneducated, Unskilled	Educated, Skilled, Adaptive
Tasks	Simple, Physical	Complex, Intellectual, Participatory
Technology	Mechanical	Electronic, Biological
Emphasis	Predictability	Innovation, Creativity
Information Flow	Top-Down	Bottom-Up, Interactive
Opportunities	Limited, Fixed	Fluid, Rotational, Mobile
Business/Government	Minimal Intervention	Cooperation, Partnerships
Symbol	Smokestack	Technology

Adapted from: Rosabeth Moss Kanter, *The Change Masters* (New York: Simon & Schuster, 1983), chapter 2.

RESEARCH OVERVIEW

ECONOMIC DEVELOPMENT MARKETING

This report specifically focuses on how Santa Rosa County can effectively attract and retain the businesses and the labor force necessary to build a strong and diversified economy capable of competing in this ever changing world economy. The table below (1.2) provides an overview of the historical development of objectives, methodology and underlying economic development marketing strategy rationale.

Communities successful in building the context to attract and retain the business of the future will move beyond the mindset of solely targeting successful industry segments to creating a community and business context that supports individuals and companies who are capable of winning in the new, more agile world of ideas, creativity and innovation.

TABLE 1.2: Three Generations of Economic Development Marketing

	Objectives	Methodology	Underlying Marketing Rationale
First Generation (Smoke Stack Chasing)	Manufacturing Jobs	Luring facilities from other locations	Low operating costs Government subsidies
Second Generation Target Marketing	Manufacturing and service jobs in target industries now enjoying profitable growth	Luring facilities from other locations Retention and expansion of existing firms Improving vocational training Public/private partnerships	Competitive operating costs Suitability of community for target industry Good quality of life (emphasis on recreation and climate)
Third Generation Product Development	Preparing the community for the jobs of the future Manufacturing, Research and Development and high quality service jobs in segments expected to enjoy continuing growth into the future	Retention and expansion of existing firms Spurring local entrepreneurship and investment Selective recruiting of facilities from other locations More intense	Prepared for growth in the contemporary worldwide economy Competitive operating costs Human and intellectual resources adaptable to future change Good quality of life
		Public-private partnerships Developing technology resources Improving general and technical education	(emphasis added on cultural and intellectual development)

Adapted from: John T. Bailey, Marketing Cities in the 1980's and Beyond (Chicago, American Economic Development Council, 1989), p. 42) cited in Kotler, Haider and Rein, Marketing Places, Free Press, 1993).

RESEARCH OVERVIEW

ECONOMIC DEVELOPMENT DEFINED

Clearly defining the scope of a study is the first step in successful research. Creating shared meaning around key concepts and terms is an integral part of this process. Because this study focuses on economic development, a first step was to define the term economic development – a seemingly simple task. Quite to the contrary, we found various definitions and little consensus around the meaning of the term.

At one time the following quote was found at the website of the Wyoming Business Council but has since disappeared: We know that most politicians support (economic development), most communities are active in (economic development) to various degrees, a great number of citizens want (economic development), and nobody seems to be getting enough of (economic development)! But what in the world is (economic development)?

Below we have listed below a few of the many definitions we found. Building on these definitions, conversations with residents of Santa Rosa County and Economic Development leaders, we have created a foundational definition for this study located at the end of this section (see: Economic Development in Santa Rosa County defined).

- Defining Economic Development, USEDPA: Economic development is fundamentally about enhancing the factors of productive capacity - land, labor, capital, and technology - of a national, state or local economy.
- IEDC (International Economic Development Council): ... (ED) can be described in terms of objectives. These are most commonly described as the creation of jobs and wealth, and the improvement of quality of life. Economic development can also be described as a process that influences growth and restructuring of an economy to enhance the economic well being of a community.
- Altus Group.com defined economic development as an organized effort ... to attract new business into an area or to encourage existing business to expand.
- The American Economic Development Council in its 1984 Economic Development Today: A Report to the Profession defined the process as one ... of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.
- According to a 2004 issue of the Economic Development Marketing Letter, (economic development is increasing the flow) ... of capital through the community and reducing its leakage ... Other definitions are only pretenders to the crown. So, what have you done for your community today?
- A glossary of the McGraw Hill Online Learning Center defines economic development as, a rise in real income per person; usually associated with new technology that increases productivity or resources.
- Nancy Blane of Blane Canada, Inc. once indicated that defining economic development is ... not an easy task! So what do you say when someone asks you to explain it? Try adopting the philosophy of BASF Corporation: "We don't make a lot of the products you buy. We make a lot of the products you buy ... better!" Similarly in economic development, this is envisioned through attraction, retention, expansion and investment.
- Texas Workforce Commission (CDR unit glossary): (ED is made up of) efforts to increase employment opportunities by getting new businesses to relocate in a community or existing businesses to expand. Differs from job development.

ECONOMIC DEVELOPMENT IN SANTA ROSA COUNTY DEFINED

- A proactive, evolving process, which engages the entire community in building the context and products necessary to attract and retain businesses and the labor force needed to ensure an economic foundation that will sustain the desired quality of life for all community members.

RESEARCH OVERVIEW

THE APPROACH

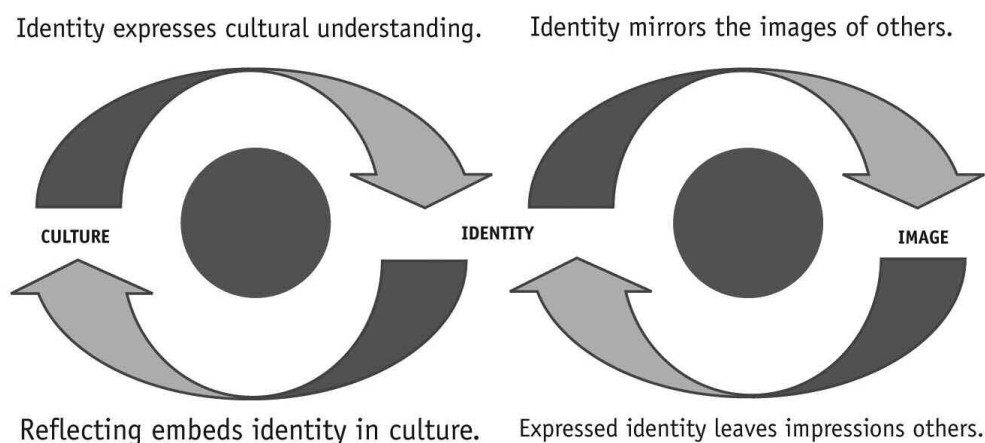
In addition to varying definitions of economic development, there are several approaches to how it is accomplished. Some tout the importance of focusing on targeting industries and adjusting infrastructure and zoning to attract the targeted industries. Others take a broader view incorporating economic development with community development—a perspective speaks to economic development as a process for improving capacity to grow and develop. Still others focus on internal grass roots involvement and strong community involvement. To some degree all of these approaches include an external focus on building programs around selling competitive differentiation and positioning a community vis-à-vis key competition.

Sizzle or Substance

The old adage “sell the sizzle” is only part of a successful marketing program. The ‘sizzle’ brings them to the table, but you will only keep them there if you deliver substance. Therefore, this approach rests on the power of defining, communicating and delivering the “truth of the brand.” The foundational belief is that far from a simple sales program, economic development marketing is an integrated, evolving process requiring clarity of purpose, community engagement, visionary and committed leadership and strong private/public partnerships. Success is dependent on clear definition of and engagement with a community's identity and effective communication of that identity to the targeted markets (internal and external) in a manner that creates the desired image and moves people to take the action. Of equal importance is the experience people have in the community—Does the community ultimately deliver on its brand promise?

We have chosen to incorporate several perspectives in conducting this study and in framing the emergent plan. Building on the theoretical framework of Place Marketing (Kotler, Haider, Rein, 1993) and methods of Branding from the Core™ (Amodio, 2002). This study approaches economic development as a process, recognizing the role of identity and culture, the process of community capacity building, and the importance of image development through effective communication of differentiation and value to the targeted markets. As represented in Diagram 1.1, this is an integrated approach involving three interacting and interdependent areas: identity, who we are; image: how others see us, and reality: how people experience the community. Foundation to our process is the belief that economic development marketing is not owned by one department, or governmental entity rather it is a shared, interactive, interdependent and on-going conversation among all members in the community

DIAGRAM 1.1: Organizational Identity Dynamics Model



RESEARCH OVERVIEW

INTERACTING FORCES OF IDENTITY, IMAGE AND CULTURE

The emergent picture from this model shows relationships among identity, image, and culture, is not static, nor is it single dimensional. Rather, it is a relational, dynamic dance moving through time. The organization's response to "Who are we?" is impacting and being impacted by both the internal and external audiences through the reciprocal nature of the relationships among identity, image, and culture. Identity answers the question: who are we? Image: Reflects the perceptions of others back to us. Culture: Defines "How things are done around here" and impacts how the organization or community is experienced by others.

INTERACTING FORCES OF IDENTITY, IMAGE AND CULTURE

"Marketing a place is more than promoting a place. Place marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their communities, and meet the expectations of visitors and investors. The challenge of place marketing is to strengthen the capacity of communities and regions to adapt to the changing marketplace, seize opportunities, and sustain their vitality."(Kotler, et, al, 1993. p.18)

Place marketing, at its core, embraces four activities:

- Designing the right mix of community features and services.
- Setting attractive incentives for the current and potential buyers and users of its goods and services.
- Delivering a place's products and services in an efficient, accessible way
- Promoting the places values and image so that potential users are fully aware of the place's distinctive advantages.

BRANDING FROM THE CORE™

Branding from the Core™ is a strength-based brand development/organizational development process used to create strong market share by building brand communities. At the core of the process is the belief that sustainable brands are built around the "truth of the brand."

The **Branding from the Core™** process engages community members in dialogue providing insight about

- 1) the community identity.
- 2) perceived community strengths.
- 3) hopes and dreams of community members for the future of their community.

From this process a brand story is created for the community. This brand story captures the vision and values of the community, incorporating value propositions and differentiation, as well as key communication points. All internal and external marketing communications activities are built upon this story. Community structures are recommended to tackle community development initiatives identified as necessary to close the gap between the community vision and current identity and reality.

Before moving forward it is important to clearly define several terms that will be used in this report.

Organizational or Community Brand Identity

Shared meaning about the answer to the question: Who are we?

Brand Image

Perceptions created and communicated through words, pictures, and experiences about the value and differentiation of a product, place or service or organization.

Brand Community

A group of people who identify with the brand. (E.g. I am Harley Davidson and Harley Davidson is me). An emotional connection based on shared meaning and values.

Brand logo

A symbol representing the brand.

Truth of the Brand

A connection between brand identity, brand perception and the way a person experiences the brand. "Walking the Talk."

RESEARCH OVERVIEW

THE PROCESS

This process included gathering primary and secondary research, including conversations and interviews with a cross-section of the Santa Rosa County community, as well as economic development, business and marketing professionals. In addition, secondary research was conducted to provide historical context and an understanding of international, national and regional trends. The six-step research process defined below.

Steps in the Marketing Plan Development

- **Framing:** Define the parameters of the project: purpose, scope, process, and deliverables.
- **Discovery:** Uncover the current community identity. What is the community like today? What do members value? Conduct secondary research to review data specific to national, regional and state economic development history and trends.
- **Dream:** Explore the question: If this Community were everything we want it to be—what would it look like? What are its strengths and possibilities for the future? What are the major threats and major issues?
- **Define:** The vision and goals of the community. What do residents want the community to be or become? Establish the identity/vision gap. Create the brand story, value proposition and differentiation.
- **Design:** Create the marketing plan. What broad strategies will help the community close the identity/vision gap and reach its goals? What are the key tactics for each strategy?
- **Implement:** Create an action plan. What specific actions must the community undertake the carry out these strategies?

Success Defined

Successful implementation of the Santa Rosa County economic development marketing effort is defined as: the degree to which the community engages in this process, meets the objectives of the defined plan, and is able to attract and retain businesses and the labor force necessary to insure a strong economic base capable of sustaining the desired quality of life for all community members.

Participants in primary research

Participants: Citizens, business community, government, economic development experts. (See appendix A)

Sources of Secondary research

(See reference list for detailed list of resources)

FINDINGS

DISCOVERY

During the Discovery Phase primary and secondary research was collected and analyzed. Sources including conversations with community members, interviews, informal discussions, and data specific to national, regional and state economic development history and trends. The Discovery Phase provides insight into the current community identity. How do community members define the community? What is the community like today? What do members value?

Two rounds of one-on-one interviews were conducted with a cross-section of the Santa Rosa community—mirroring community demographics of age, profession, race and education as closely as possible. Efforts were made to include representatives from all communities within the county. Informal conversations were also held with a variety of others in the community. These conversations provided stories about why residents chose to live and work in Santa Rosa County and why they choose to stay.

A second round of interviews focused more narrowly on issues around business and the business climate of the community. Interviews included economic development experts, business owners who have located their businesses in Santa Rosa County within the past five to seven years, opinion leaders, commercial realtors, public servants, and elected government officials.

Later in the process representatives of both groups were brought together for a joint economic development planning summit. During the first part of this full-day meeting the data collected in the first two rounds of interviews was shared. Using this data as background participants of the summit engaged in exercises around designing the community they want to see Santa Rosa County become. This produced a list of initiatives community members feel are necessary to move forward in the direction of creating their “ideal” community.

Stories gathered, opinions, hopes and dreams about the current identity of the county, as well as visions for the future were collected through this process, these data were analyzed in accordance with accepted qualitative data analysis procedures (Glaser and Strauss, 1999). Analysis of the data produced the following emergent themes. Emergent themes are categories; collective representations of dominant ideas expressed by participants.

Emergent Themes

What do you value most about Santa Rosa County

1. Education system
2. Small-town environment
3. Natural Environment
4. Sense of community and connection to others
5. Feeling that I matter
6. Wide diversity of communities: Gulf Breeze, Milton, Pace, Navarre, Jay (all have different personalities)
7. Beaches to Rivers and Woodlands (many diverse activities)
8. Openness to new ideas
9. Community values
10. Low-crime rate/safety and security

FINDINGS

CONVERSATIONS ABOUT BUSINESS

Emergent Themes:

Question: Why do businesses leaders come to Santa Rosa County and why do they choose to stay?

- Quality of Life
 - No hassle lifestyle
 - A good place to raise my family
 - Safe
 - Large enough, but still a small town feel
 - My family is here
 - Why wait to retire to live like you want to live
 - I can get involved and feel that I can make a difference
- Friendly Business Climate
 - Taxation is favorable
 - Favorable Regulatory climate
 - Supportive governmental structure
 - Good government
 - Visionary governmental leadership
 - Reasonable Cost of Doing Business
- Education System
 - I don't have to send my children to private school
 - Excellent education system
 - Research connections

Question: What do you value most about Santa Rosa County?

- Work/Life balance is possible here
- No compromise necessary—can have it all
- Raw materials for success
- Growth Opportunities—open to possibilities
- Values associated with the land and water—respect, community, freedom, and exploration

Question: Why would you leave?

- Workforce issues
- Bigger opportunities
- Deterioration of my (or my families) quality of life

DREAM

Community Conversations: Key Emergent Themes

Question: What are your hopes for this county in the next 5-10 years?

1. Able to maintain our unique culture and small-town environment as we move forward
2. Growth while respecting and protecting our natural environment, history and culture
3. Improve our transportation system
4. Improve the aesthetics of our communities
5. Bring higher paying entry-level positions to the community so we can keep our young people here.
6. Attract businesses and industry that want to be a good corporate citizens (give to the community and don't pollute)
7. Build on our unique strengths
8. Establish a unique and individual identity
9. Attract businesses and industry that can utilize and maximize our existing workforce
10. Creative and innovative approaches to our infrastructure needs

Business Conversations: Key Emergent Themes

Question: In your role as a businessperson or community leader, what are your hopes and dreams for the future of Santa Rosa County?

- Improved infrastructure
- Workforce to meet growth challenges
- Training programs to improve and develop the workforce to meet future challenges.
- Better relationships with the University
- More attractive appearance of the area
- Maintain the strong educational system

FINDINGS

SANTA ROSA COUNTY IDENTITY

ANALYSIS

Participants in this process provided in-depth insight regarding their perceptions of Santa Rosa County, how they define it, and their hopes for their community moving forward.

The **Branding from the Core™** process uses storytelling combined with more traditional data collection to construct a picture of a community's identity. Stories provide rich and textual understanding, allowing researchers to reach beneath superficial answers often produced by survey or interview methods. The stories collected and emergent themes defined through qualitative data analysis are then viewed within the context of the secondary data collected. This consisted of current Santa Rosa County strategic plans, reports from national and state economic development agencies, websites from various states and counties in the United States, and statistical and trend data from economists (see references), as well as general business and marketing publications.

Citizens of Santa Rosa County most closely identify with their individual communities. For example, when asked: "Where do you live?" the response was usually community specific. People replied, "Gulf Breeze," or "Pace," or "Milton." Only a few times did people say, "Santa Rosa County."

Comments we heard reflected differences in perceptions regarding the personalities of the various communities. Participants perceived the southern part of the community as "more affluent." They referred to Gulf Breeze as "the yuppie part of the county" and to its residents as "Breezers." They defined the Navarre area as "the beach" and more "touristy." While many people often refer to "Holly-Navarre," people clearly communicated the differences between "Navarre people" and "Holly people."

Milton, the County seat, is perceived as "Old Santa Rosa County," "a town with so much potential," and "a place that is going to be really great, when it is renovated." This contrasts with Milton's geographical neighbor, Pace, which is viewed as the "up and coming area." Pace is the "three kids and a station wagon community." It is the "young, family-oriented, great place to raise a family" place. The most northern end of the county – referred to as the "Jay area" – is seen as representing a rural lifestyle. People who live there "have the heart of a farmer." People who desire a "slower, simpler lifestyle live up North," where people "love their land and don't like the idea of zoning anything."

While this spirit of individuality relative to each other was strong, there was a collective identification with Santa Rosa County relative to the surrounding counties. People we spoke with rejected labels of regional identification. Choosing to be connected with Santa Rosa County rather than to be part of a more regional identification. Regarding surrounding counties, most people talked about the need for corporation—seeing some logical connections and need to cooperate with other counties "when it makes sense," – "particularly in issues relating to the military or transportation."

Over months of conversation, analysis, and reflection, a picture of independent-dependence emerged. Thus we began to refer to Santa Rosa County as a "community of communities."

This dual identification created some interesting challenges in the development of a branding program for the County. Successful branding programs are built on shared identity—commonality not differences. As stated earlier, this economic development program will only be successful if community members embrace the process and become an active part of making it happen. Therefore, we realized it was very important we find a brand identity statement, which captured the collective mindset of Santa Rosa County.

We were faced with the challenge of finding a shared identity among people whose primary identification is with individual communities—communities perceived by members to be very different. As one of the local government officials put it, "You don't want to mess up and give your Navarre speech in Chumulka."

After many conversations and hours of struggling with how to create a brand position for a community so diverse—we finally accepted the obvious paradox—the common thread running through Santa Rosa County, this community of communities, lies within its differences.

We realized that a spirit of independence, diversity of place, and ideas tied together though shared values and a sense of community best reflects Santa Rosa County true brand." Given our secondary research specific to the economic development trends, we also believe this brand is one that will attract and retain businesses and a strong and sustainable labor force to Santa Rosa County. .

This brand identity serves as the foundation for Santa Rosa County's new marketing plan. which follows. We will further cover identity by unveiling: Santa Rosa County's Brand Identity Statement, Brand Story, and Key Communication Messages.

We will then explore reality and image, defining recommendations in each of these areas in terms of the economic development marketing planning process.

In addressing reality, we will outline specific strategies and initiatives aimed at helping Santa Rosa County "walk the talk." We will consider ways to engage internal audiences, build loyalty and excitement, and ensure we are all advancing in the same direction.

Our image or external marketing section, which stems from research and is built on strategy, will demonstrate how to communicate the brand in words and images in a way that creates differentiation and value in the marketplace.

The integrated marketing plan we recommend speaks to both internal and external audiences with the hope of building and reinforcing the new identity of Santa Rosa County.

RECOMMENDATIONS

BRAND IDENTITY STATEMENT

The brand identity statement creates a category in the minds of the consumer. In an over communicated world, where information is hurled at consumers in an ever increasing pace, a good brand identity statement used in tandem with strong marketing communications program, places the community, company or product in a unique category relative to others. It is helpful to think of it as a label on a file folder in a very full filing cabinet. The brand identity statement separates, defines and provides easy access, as well as an expectation of what will be found inside. It also creates and reinforces perceptions.

Criteria for selection of Brand Identity Statement

Is this true?

Can we keep this promise?

Is it memorable?

Does it challenge us?

Santa Rosa County Brand Identity Statement

As discussed during the identity analysis section of this report, the truth of the brand, which emerged for the Santa Rosa County is, “a spirit of independence with diversity of place and ideas tied together through a sense of community.”

In conversations with people about why they choose to live and work in Santa Rosa County we often received the answer: “quality of life. Drilling beneath the surface of this answer revealed this catch phrase means different things to each person—usually meaning this place has what I value and allows me to live the way I want to live. In one of our conversations, as we pushed to understand what “quality of life” meant to Joel Smith, CTO and co-founder of AppRiver, a Gulf Breeze based e-mail security company. Joel said, “Its simple...Santa Rosa County is Life by Design.” He continued, “I think there are no set rules here, there is plenty of room for individuality. People really can create their own lifestyle. If you want to live in the country on a big piece of land... live up in the North end, if you want to live on the beach..., live in Navarre. You can do your own thing.

As we shared Joel’s phrase, Life by Design, with our internal team as well as with members of the Santa Rosa County community, people seemed to agree he had captured the essence of the Santa Rosa County identity. True to the underlying philosophy of the Branding from the Core TM process—we found the answer—“in the room.”

Santa Rosa County stands for independent spirit and diversity of place; it is a community of communities connected through traditional values that, above all, include a sense of community, respect for nature, and the belief that everyone can and should make a difference.

Santa Rosa County is . . .

RECOMMENDATIONS

SANTA ROSA COUNTY: Life by Design

Santa Rosa County Logo

A logo is a symbol. The strongest logos are distinctive, memorable, and reflective of the identity of the place, product or organization. Two options are offered for the Santa Rosa County logo. Both are used in conjunction with the recommended brand identity statement.



Brand Story

Stories inspire, excite, connect and motivate. The brand story serves as an internal compass, connecting the community to its identity while inspiring it to move toward visions of what it hopes to become. The brand story captures and communicates the identity of the community focusing on creating emotional connections to the brand. It communicates in a compelling manner, the identity, value proposition, and differentiation, capturing key communication messages that will be used throughout the marketing communications program. The story is a guiding force in all aspects of the internal and external development of the community.

Santa Rosa County Brand Story

*"The shoe that fits one person pinches another;
there is no recipe for living that suits all cases."*

– Carl Jung

Everyone experiences and interprets life differently. Santa Rosa County not only gets this... it celebrates this. Independent spirits and diverse communities make Santa Rosa County unique not only to the outside world but also from within. Like a patch quilt, it is comprised of unique parts that as a whole make it beautiful. It is a quilt woven together by shared values.

In Santa Rosa County, connection is not about being the same. It is about honoring the idea that the whole is greater than the sum of its parts as long as each part is valued, honored, and valued.

It's a simple place with a small town feel. Rural values remain prominent even in the midst of change and growth. Residents play in active role in shaping Santa Rosa County, and welcome values-driven evolution.

Near the top of the list of values is a deep appreciation of and respect for the natural environment. People here love the Beaches to Rivers of Santa Rosa. The region offers tremendous opportunities in terms of where to live, how to live, approach to business, and choice recreation.

People are authentic, value simplicity and happiness, and believe in the ease of life. Santa Rosa County supports this mindset. It is a place of possibility that welcomes both involvement and individuality.

People here share in common the concept of Life by Design. Santa Rosa County is what each person makes it. It is the place of entrepreneurs, farmers, scientists, students, and mechanics. It is where people garden, sail, serve, paint, hike, work in flip-flops, and put on a flight suit.

Santa Rosa County is not all things to all people. It is something different to everyone. It is Life by Design...designed around rural values, a top-notch educational system, safe neighborhoods, an integration of work, life, play, and a commitment to natural, historical, and cultural treasures, and good old-fashioned southern hospitality.

RECOMMENDATIONS

Key Messages

The key message for Santa Rosa County, which echoes our research and the voices of the Santa Rosa County community, is:

LIVE. WORK. PLAY. YOUR WAY.

In addition to discovering the brand and developing a key message for Santa Rosa County as a whole, we have also synthesized research, feedback, creativity, and expertise to come up with a key message specific to the region's economic development:

Business. Redefined Here.

TEAM Santa Rosa Economic Development Council is the central facilitator for attracting and retaining business and for recruiting and keeping employees. We will position this organization accordingly and use the above key message in selling Santa Rosa County as the place to do business.

Brand Promises

Based on collective conversations with residents of Santa Rosa County, including natives and transplants, here are the top reasons people choose to live and work among the Beaches to Rivers of Santa Rosa (in no particular order). Our research indicates these are brand promises a large group of people would respond positively to.

1. Independent spirit; opportunity to create my own life and work experience; free to be who I want to be
2. Diversity of place; cultural communities with distinct personalities
3. Beauty of place; natural resources; environment
4. Beaches to Rivers of Santa Rosa provide range of activities
5. Sense of community & connection; shared values; tied beliefs
6. Opportunity to make a difference; chance to help shape Santa Rosa County and its communities as it/they "become"
7. Educational system; quality schools that are ranked nationally
8. Fertile ground; environment for the development of new ideas
9. Easy place to do business; supportive governmental and business structures.
10. Small town feel; rural values
11. Low-crime rate; sense of safety & security

Target Markets

Target markets serve to define the focus of the marketing program responding to the questions:

Whom do you want to engage?

Who do you want to reach with your communications?

Who do you want to move to action?

Target markets in economic development marketing programs are typically, externally focused and defined in terms of industry segments. For example: health care, high-tech life sciences, etc. Given the "place marketing" approach of this process and the economic shifts, business trends and the opportunities emerging in Santa Rosa County we recommend viewing the targeted markets in terms of both internal and external audiences and going beyond targeted industry segments to strategies that incorporate psychographic targeting. Psychographics refers to the perceptions or paradigms from which people operate. It is how they approach interacting with the world. We examined the target markets from the national and regional perspectives as well as from the perspective of local participants.

RECOMMENDATIONS

Local Perspective

Most of the conversation held during this research process around the types of businesses the community wants to attract centered on the need for higher paying jobs and clean industry. This is an area where the general public does not seem to have any specific recommendations, but rather a vague sense of what they want. In fact, they seemed more comfortable talking what they don't want to see than what they do want to see. Those conversations focused around avoiding industries that pollute or businesses that do not feel a responsibility to become "good citizens" of the community.

Community Conversations

Target Industry Segments

Emergent Themes

- Businesses that bring higher paying jobs
- Clean industry
- Innovative companies that will be here in the future
- Small R & D firms
- Small manufacturers
- High tech firms

Psychographics

Emergent Themes

People who:

- Want to design their own lives
- Have a bit of a rebel in them
- Are willing to let go of the comforts and conveniences of urban/bigger city life to have options, control, and flexibility
- Are less about image and more about substance
- Community oriented
- Want to be visible and have a voice—vs. anonymity of big city life
- Entrepreneurial
- Risk-takers
- Creative
- Value work-life integration
- Have a non-traditional definition of "success"
- Feel connected to their community
- Want to be accepted for who they are more than where they came from or how much money they have
- Seek less hassle and more control
- Are willing to build vs. move into a community already developed
- REAL

Our secondary research suggests the following specific consideration for targets.

- The current business leaders in the community
- People looking to open or relocate businesses (internal and external)
- Opinion leaders (include journalist, ED leaders, site consultants, lobbyists, leaders in surrounding communities, etc)
- Political leaders (national, state and local)
- Referral Sources
- The Santa Rosa County Community members

RECOMMENDATIONS

Demographics

- Baby boomer market remains the largest and most influential market for businesses. Special attention should be given to “second career” people. Retirees ready to “to it their way.
- Attention should be paid to the next group of leaders: “30 something group.” Specifically, young professionals who seek entrepreneurial opportunities

Business Growth Sectors

- Health and Health care related (segment of Life Sciences)
- Technology-related
- Service

Key Trends

- Movement from product production to product development.
- Emphasis on creativity and innovation
- Intellectual capital as a business segment
- Growth of American entrepreneurs
- Globalization
- Competitive edge to smaller more agile organizations

Talking to Targeted Business Markets

Defining the most effective channels to reach the targeted markets ensures effective use of marketing dollars and that the marketing messages reach the intended audience through the most effective means possible.

A snapshot of effective tactics in Economic Development Marketing *(Listed in order of impact)*

Leading influencers

- Dialogue with peers
- Articles in newspapers and magazines
- Business travel. (Others: meetings with economic development groups, online sources, national surveys: money, fortune, etc),
- Word of mouth,
- Other, personal travel,
- TV and radio newscasts/shows,
- Print advertising,
- Direct mail
- TV
- Radio advertising

Most Effective/comparative marketing techniques:

- Planned visits to corp. executives
- Internet website
- Public relations/publicity
- Hosting special events
- Trade shows
- Direct mail
- Advertising,
- Telemarketing.

RECOMMENDATIONS

Use of the internet during site location searches has seen the largest increase

12 features important to include in websites

- Information on available incentive
- Demographic information
- Directory
- Available building and sites,

Factors listed in defining a perception of a “favorable business climate

- Tax climate
- Business friendly attitude
- Low costs overall,
- Incentives offered

Factors listed as being least favorable business climate factors:

- High costs overall
- Government,
- Regulations/law
- Tax climate
- Labor factors—unionization, cost, poor worker attitudes

Timing and contact with ED organizations:

- After we have a short list
- During initial search
- After we have narrowed to a few finalists
- We would not contact an ED organization
- After the site has already been selected

MARKETING PLAN

OVERVIEW OF MARKETING STRATEGY

According to Kotler, Haider and Rein (1993), “the fortunes of places depends in the final analysis on the collaboration of the public and private sectors—teamwork among government units, business firms, voluntary and civic active support of public and private agencies, interest groups and citizens. Success is defined by human will, skill, energy, values and organization. Kotler, Haider and Rein define key success factors as:

- Interpreting what is happening in the broad environment.
- Understanding the needs, wants and behavior choices of specific internal and external constituencies,
- Building a realistic vision of what the place can be.
- Creating an actionable plan to complement the vision
- Building internal consensus and effective organization
- Evaluating at each stage the progress being achieved with the action plan.

Visitors:

One of the major portals for recruitment of people and businesses is through tourism. People often visit and see the potential of living, working in the place they are passing through as a tourist or as a business traveler. Therefore one of the most powerful ways to reach members of the targeted market is by reaching people visiting the area.

Residents and Workers:

When cities undertake to attract specific residents or workers they must develop appropriate incentives. Young families, for example, place emphasis on schools and public safety as major factors in choosing a place to settle. Older households, on the other hand, are likely to pay attention to cultural and recreational factors.

Business and Industry:

As a rule, business firms rate places as potential sites in terms of their business climates and regulatory environments; the caliber of the labor force; the availability of infrastructural benefits such as access to airports, good roads, and mass transportation; the quality of the school system and other types of training institutions and quality of life.

Business firms also respond to relocation inducements and incentives, inexpensive land and infrastructure subsidies and subsidized training facilities.

A place can maintain and strengthen its economic base in four ways:

- Retain current businesses
- Help existing businesses expand
- Easy process for entrepreneurs to start-up new businesses. Most new jobs in the United States have been provided by new business start-ups and not from expansion of America's largest companies (Birch, 1987)
- Attract businesses to relocate.

Four broad strategies to attract visitors and residents build the industrial base and increase exports: Image marketing, attractions marketing, infrastructure marketing, and people marketing.

MARKETING PLAN

REALITY

Building the Brand — Walking the Talk

What we say and what we sell is significant only if we deliver on our brand promise. The reality – what we do – is the ultimate measure of our success.

It is critical that we engage the Santa Rosa County community in our efforts to promote this region as the place to experience Life by Design. The question then becomes:

“How do we engage the entire community in building the community we want to see and build pride and engagement internally?”

Strategy

The above question is not an easy one. Quite frankly, there is no one answer. We do believe, however, that the springboard to success is building a framework for on-going community - dialogue. Only then, when people begin to talk and experience conversation between the various groups within the community, will we begin to move in the direction of our hopes.

Creating the community we want cannot be accomplished in isolation or even by a few action-oriented people. A TEAM effort is necessary. It will take everyone, engaged, committed and determined. We cannot begin to tackle the big issues inherent in economic development – ranging from infrastructure to incentives to sustainability – in this report. But, what we can do is create the framework for a continuing community conversation.

In doing so, it will be important to provide not only a platform or structure for dialogue but also to ensure – a broad spectrum of people are included in the process, especially major actors in place marketing. Below is an initial list of people who play an important role in place marketing. These conversations should be as inclusive as possible and no doubt the list will expand as conversations grow. Participants should be encouraged to continually ask, “Who else needs to be part this conversation?” are:

Local Actors

- Community officials (county and city)
- Planning departments
- Business development departments
- Tourism
- Convention
- Public Information
- Infrastructure managers (transportation, education, etc)

Private Sector Actors

- Real estate developers and agents
- Financial institutions
- Electrical and gas utilities
- Chambers of Commerce and other local business organizations
- Hospitality and retail industries
- Tour packagers
- Unions
- Taxi companies
- Architects

MARKETING PLAN

Regional Actors

- Regional economic development agencies
- Regional tourists boards
- County and state government officials

National Actors

- Political head of governments
- Various ministries
- National unions

International Actors

- Embassies and consulates
- International Chambers of Commerce.

To engage these “actors” and to establish a venue for ongoing dialogue, we suggest hosting Community Conversations – a meeting of the minds, an exchange of ideas, and a forum for learning. The following page outlines this recommendation.

First, here are our objectives when it comes to creating reality:

- Engage and connect business leaders and the community at large with the brand message so they in turn believe it, live it, and communicate it.
- Foster pride among residents in Santa Rosa County as a whole and in their individual communities
- Build mutual respect within and between the various communities that make up Santa Rosa County
- Open lines of communication and encourage cross, constructive dialogue among all members of Santa Rosa County, including all “actors” as previously outlined
- Define key initiatives and create a process for action.

During the Discovery and Design phases of this research, participants defined key initiatives. These topics provide insight into what community members and business leaders define as important factors and/or improvements necessary to insure Santa Rosa County creates the community capable of attracting and retaining desired businesses and labor force. These topics provide a starting point for discussion and additional research.

Community Visions for Santa Rosa County

- Able to maintain our unique culture and small-town environment as we move forward
- Growth while respecting and protecting our natural environment, history and culture
- Improve our transportation system
- Improve the aesthetics of our communities
- Bring higher paying entry-level positions to the community so we can keep our young people here.
- Attract businesses and industry that want to be a good corporate citizens (give to the community and don't pollute)
- Build on our unique strengths
- Establish a unique and individual identity
- Attract businesses and industry that can utilize and maximize our existing workforce
- Creative and innovative approaches to our infrastructure needs

MARKETING PLAN

BUSINESS CONVERSATIONS: Visions for the Future

In your role as a businessperson or community leader, what are your hopes and dreams for the future of Santa Rosa County?

- Improved infrastructure
- Workforce to meet growth challenges
- Training programs to improve and develop the workforce to meet future challenges.
- Better relationships with the University
- More attractive appearance of the area
- Maintain the strong educational system

COMMUNITY CONVERSATIONS

We've positioned Santa Rosa County as a place where people can design their own work and life while, at the same time, benefiting from a sense of community and collaboration. To uphold the principal of collaboration and help ensure we work together effectively, we recommend creating a venue for community conversation.

While a core group of community volunteers would lead this initiative, we envision a very fluid environment with lots of involvement. In order to sustain dialogue and continually move forward, Santa Rosa County should host Community Conversations at least two, if not three, times per year.

The purpose of Community Conversations is to give business people, entrepreneurs, tourism leaders, and community members an opportunity to generate and share ideas, connect with the best thinking, and learn from each other.

While Community Conversations will involve range of activities, - from open forum to roundtable discussions to workshops and trainings to facilitated sessions, here is how we propose shaping these events in general:

- Full-day event opened to the community
- Kick off with morning dialogue; sharing; storytelling; etc.
- Luncheon with keynote (outside) speaker
- Wrap up in the afternoon with workshops, breakout sessions, next steps, etc.

We, along with Santa Rosa County, will plan, promote, and provide reflections and next steps for Community Conversations.

ADDITIONAL INTERNAL ENGAGEMENT

Life by Design Think Tank

Santa Rosa County is already becoming known as fertile ground – a place that provides the context for developing new ideas. In sync with this movement, we recommend TEAM Santa Rosa Economic Development Council initiate and oversee the creation of a Life by Design Think Tank.

We envision the purpose of this think tank to be twofold:

- 1) attract and support entrepreneurial endeavors within Santa Rosa County
- 2) generate and attract venture capital dollars to support entrepreneurial ventures and for the development of new ideas.

Sponsored by TEAM Santa Rosa Economic Development Council, the Life by Design Think Tank would meet monthly.

MARKETING PLAN

Santa Rosa County Brand Ambassadors

We will select and train a handful of brand ambassadors to represent Santa Rosa County. To us, brand ambassadors are people who believe, live, and communicate the brand message – Life By Design.

Brand ambassadors must be articulate, knowledgeable, collaborative, and committed to the advancement of Santa Rosa County.

Brand ambassadors will be called on to do interviews with the press, represent Santa Rosa County at various community events, participate in speaking engagements, etc.

Brand ambassadors will be asked to make a one-year commitment with the option for the individual extend in agreement with Santa Rosa County.

Orientation and Spokesperson/Media Training

Brand ambassadors will be required to go through brand orientation and spokesperson training. Brand orientation will educate participants about Life By Design, offering insight regarding how it was selected, how it is applied, and how it differentiates this region.

Spokesperson/Media training will delve into key messages and help brand ambassadors learn to communicate stories that bring Life By Design alive. This half- or full- day event will cover topics such as: How to Shape an Interview, Message Delivery, Do's and Don'ts with the Media, etc. This will be an interactive training session in that participants will engage in various exercises and practice interviews.

MARKETING PLAN

IMAGE: Communicating the Brand

We define “place image” as the sum of beliefs, ideas, and impressions that people have of a place. Image is a major influencer on a buyer’s choice. Image is not an independent construct. It is part of an evolving and interactive process involving the community identity and reality experienced by the actors. Constant monitoring of these three interacting forces is necessary for an effective branding program.

Influencing perception is a function of marketing communications. This is an integrated process involving: public relations, media relations, advertising, and creation of brand image collateral. Specifics of the Santa Rosa County Marketing Communications program is outlined in the following sections

Strategy

We believe in an integrated, creative, and strategic approach to image development. In the case of Santa Rosa County, we recommend the creation of a central communications piece supported by underlying tactics. These tactics will include public relations, advertising, and the web.

We recommend that Santa Rosa County and TEAM Santa Rosa Economic Development both be marketed using the key messages of “Live. Work. Play. Your Way.” and “Business. Redefined Here.” Respectively.

In building Santa Rosa - County’s image, we will concentrate heavily on insuring consistent visual image, while building connections to the brand through story telling and public relations. A Wee will enhance the current utilization of the Internet – a must in today’s economic development efforts.

Objectives

- Create a strong brand for Santa Rosa County as the leading place to experience life by design.
- Increase awareness about the Santa Rosa County brand to diverse, entrepreneurial, and sustainable businesses.
- Enhance Santa Rosa County’s reputation as a desirable place to live, work, and play your way.
- Engage and connect business leaders and the community at large with the brand message so they in turn believe it, live it, and communicate it.

Brand Image Development: Foundations and Collateral

- Santa Rosa County Logos

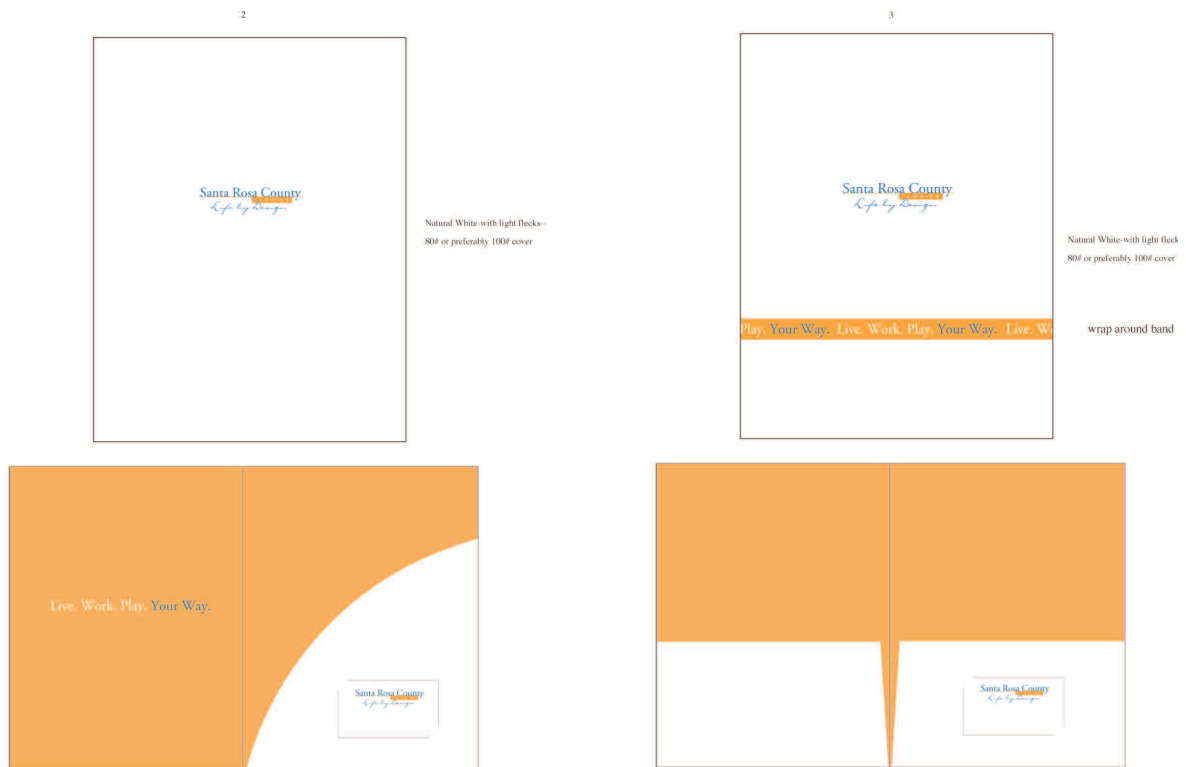


- Team Santa Rosa Logos



MARKETING PLAN

· Santa Rosa County Presentation Folder



· Santa Rosa County Brochure



MARKETING PLAN

CENTRAL COMMUNICATIONS VEHICLE

We will create a high-quality, story-driven quarterly communications piece designed to promote Santa Rosa County, in the format of a magazine. The overall purpose of this publication will be threefold:

- Discover and share meaningful stories that evoke an emotional and rational attraction to Santa Rosa County.
- Communicate relevant news and information about Santa Rosa County that informs, educates, and excites readers.
- Shed light on and address business issues and the topic of sustainable development that provoke thought and spark dialogue.

From an internal perspective, this piece will also provide a vehicle for engaging people from within Santa Rosa County to tell their stories, thereby, giving them a voice, raising their visibility, increasing their participation, and building their loyalty.

We will also include creative (our ads) in this publication to compound our selling efforts.

The name of this central communications piece will simply be:

LIFE BY DESIGN

- Life by Design Magazine Covers



MARKETING PLAN

LIFE BY DESIGN

This story-driven communications piece will serve a virtual window, inviting people – particularly entrepreneurs, business decision makers, business influencers, government officials, and the media – to peer into and experience what it is like to live, work, and play inside of Santa Rosa County.

Life By Design will bring Santa Rosa County to life, as well as the concept of redefining businesses. Content, in no particular order, will include the following sections:

- **Innovator Spotlight**

Highlight a person, business, process, or product that communicates the entrepreneurial spirit of Santa Rosa County

- **LIVE: A Day in the Life**

Learn about Santa Rosa County through the eyes of various people ranging from students to business leaders to community volunteers to government officials. Explore what it is like to LIVE in Santa Rosa County.

- **WORK: Business Redefined**

Great companies telling their stories. Shed light on how they do things differently, their approach to business, and how they define success in relationship to SRC.

- **PLAY: Beaches to Rivers (Nature's Playground)**

Tourism column. News and information about Navarre Beach, Historic Milton, and Blackwater River State Forest. What's happening, tourism opportunities, etc?

- **Business Story & Business Briefs**

News about economic growth, existing business, infrastructure, education, industrial parks, training opportunities, tax incentives, sustainable development, workforce, military, economic achievements, etc. Companies to watch.

- **Every Company Counts**

Highlight a different business/organization in each issue.

- **Center of Excellence for Human Performance**

Focus on life sciences

- **In Their Own Words**

Quotes or blurbs capturing the mind-set of Santa Rosa County residents, workforce, and business leaders. Communicate why they believe this region a great place to do business, the importance of building a sustainable community, and a commitment to giving back.

Example: "When you live in a community and you reap the benefits from your business, you owe the community back something." – Howard Burris on a \$1 million gift to Santa Rosa County's Kid's House

- **Save the Date**

Upcoming business, tourism, and community event

PUBLIC RELATIONS

STRATEGIES

- Design an emergent and dynamic public relations program built around a central communications vehicle.
- Engage internal audiences to tell the stories of Santa Rosa County.
- Establish and maintain on-going, positive relationships with regional and national economic development, business, and lifestyle media.
- Proactively seek and secure ongoing coverage from regional and national economic development, business, executive, and niche media.
- Coordinate all public relations efforts with overall marketing initiatives, especially the positioning statement, key messages, and identified marketing niches.

OUR APPROACH

To us, PR is about telling stories. It's about bringing a place to life through stories. Our hope is to make Santa Rosa County real by discovering and sharing its stories. We will take a proactive, dynamic, and emergent approach beginning with a central communications vehicle – a quarterly magazine, as described below.

This piece will serve as the anchor, the umbrella for subsequent initiatives with an emphasis on media relations. An effective media relations campaign incorporates both functional and emotional messages, generates third-party endorsements, facilitates communication, and increases visibility. Media relations play an important role in branding and offer Santa Rosa County an opportunity to build a bridge with its current and prospective stakeholders.

A successful media relations program must be:

1. Proactive. Setting the course is vital. It increases the likelihood coverage and offers more control over the message/content.
2. Strategic. It's important to be smart, incorporate strategic positioning, and consider both the rational and emotional side of a story.
3. Targeted. It is our responsibility to identify key media, look for relevant editorial opportunities, learn deadlines, etc.
4. Clarity. Quality, concise writing is critical. Skip the jargon. Keep on point.
5. Newsworthy. Quality, not quantity is what matters. Build credibility by communicating information only when and if it is worthwhile.
6. Responsive. Meet the needs – and the deadlines – of the media.
7. Honest. Forget spin. Be authentic.

Keeping these principles in mind, we will initiate a handful of media relations programs under the umbrella of our central communications vehicle. We will also explore ideas for strengthening community relations.

Underpinning all of our efforts will be LIFE BY DESIGN. Live. Work. Play. Your Way. We will also communicate: Santa Rosa County. Business. Redefined here.

PRESS KIT

Paralleling our initial focus on developing the central communications piece, LIFE BY DESIGN, we will put together a press kit for Santa Rosa County. Contents will include:

- Life By Design: Overview of Santa Rosa County
- TEAM Economic Development Council: Profile
- Santa Rosa County at a Glance: Fact Sheet (existing)
- Industrial Parks: Overview of Each (existing)
- Leadership Bios
- Story Ideas
- Recent Press Releases
- Images of Santa Rosa County on CD (Live. Work. Play.)
- List of Ambassadors with areas of expertise
- Current Issue of Life By Design

PUBLIC RELATIONS

MEDIA LIST

We have created a custom media list for Santa Rosa County that includes:

- Regional & national business media
- Economic development media
- Executive travel, leisure, lifestyle (green/ sustainable) media

Within each category, we have further identified three to five media outlets that we will target aggressively. In essence, this will be our short list. We will communicate with these 12–20 in a very targeted, proactive fashion.

As for the comprehensive, broad list, we will blanket these media with general news about Santa Rosa County. For example, we will distribute press releases to this entire list of contacts.

Following is the recommended, comprehensive media list (rough) by title only. Target media are shown in bold and a more detailed list (final), including a description of the publication and the name of our targeted editor/reporter, is in the appendix of this document.

REGIONAL BUSINESS MEDIA LIST

- *Associated Press, Pensacola Bureau*
- *Atlanta Business Journal*
- *Atlanta Good Life*
- *Atlanta Journal Constitution*
- *Atlanta Metro*
- *Atlanta News Leader*
- *Atlanta Tribune*
- *Baton Rouge Advocate*
- *Birmingham Business Journal*
- *Birmingham Magazine*
- *Birmingham News*
- *Business Alabama*
- *Business Florida*
- *Business Matters (Tallahassee)*
- *D Magazine*
- *Dallas Morning News*
- *EconSouth*
- *Florida Insider*
- *Florida Times Union (Tallahassee)*
- *Florida Trend*
- *Fort Worth Business Press*
- *Fort Worth Star-Telegram*
- *Georgia Trend*
- *Gulf Breeze News*
- *Mobile Press Register*
- *Navarre Press*
- *New Orleans City Business*
- *New Orleans Picayune*
- *Northwest Florida Business Climate Magazine*
- *Northwest Florida Daily News*
- *Pensacola News Journal*
- *Press Gazette*
- *Santa Rosa Press Gazette*
- *Tallahassee Democrat*
- *Tallahassee Magazine*
- *The Greater Baton Rouge Business Report*
- *The Greater Birmingham Business Review*
- *The Gulf Coast Business Review*

NATIONAL BUSINESS MEDIA LIST

- *Aviation & Business Journal*
- *Boston Globe*
- *Business 2.0*
- *Business Ethics Magazine*
- *Business Start Ups*
- *Business Week*
- *CIO*
- *Chief Executive*
- *Economist*
- *Edge Magazine*
- *Entrepreneur Weekly*
- *Entrepreneur*
- *Executive Decision*
- *Family Business*
- *Forbes*
- *Fortune Small Business*
- *Inc.*
- *Individual Business*
- *Inside Business Magazine*
- *Fast Company*
- *Fortune*
- *Kiplinger's Personal Finance*
- *Leaders Magazine*
- *Manufacturing Today*
- *My Business Magazine*
- *New York Times*
- *Newsweek*
- *Opportunity World*
- *Optimize*
- *Pink*
- *Red Herring*
- *Small Times Magazine*
- *Strategy & Business*
- *The BBI Newsletter*
- *The Self Starter*
- *USA Today*
- *U.S. News & World Report*
- *Wall Street Journal*
- *Washington Post*
- *Wired*
- *Working Mother*
- *Worthwhile*
- *Venture Capital*

PUBLIC RELATIONS

ECONOMIC DEVELOPMENT MEDIA LIST

- *Area Development*
- *Business Development Outlook Magazine*
- *Business Facilities*
- *Business Expansion*
- *Community Development Digest*
- *Corporate Location*
- *Development*
- *Economic Developer America*
- *Economic Development*
- *ED Management*
- *Employment Review*
- *Expansion Management*
- *Fast Facility*
- *FDI Magazine*
- *ITE Journal*
- *Logistics Today*
- *New Plant Report*
- *Office & Industrial Parks*
- *Plants, Sites & Parks*
- *Real Estate Forum*
- *Rural Development News*
- *Site Selection*
- *Southern Business & Development*
- *Training Magazine*
- *Top Crop Manager*

EXECUTIVE TRAVEL, LEISURE, LIFESTYLE (GREEN/SUSTAINABLE) MEDIA LIST

- *American Way*
- *Attaché Online (US Airways)*
- *Business Traveler*
- *CEO Traveler*
- *Conde Nast Traveler*
- *Continental*
- *Delta Sky*
- *E/ The Environmental Magazine*
- *Ecological Economics*
- *Executive Traveler (Birmingham)*
- *Green Builder*
- *Grist*
- *Growing Edge*
- *Hemispheres Magazine (United Airlines)*
- *Jugglezine (e-zine about balancing work and life)*
- *Men's Health Best Life*
- *Natural Life*
- *Ode*
- *Perdido*
- *Plenty*
- *Natural Resource Forum*
- *Real Simple*
- *SkyWest Magazine*
- *Southwest Spirit Magazine*
- *The Sustainable Times (Internet Magazine)*
- *Yes! Magazine*

LIFE SCIENCE MEDIA LIST

- *Bio IT World*
- *Biobusiness*
- *Bioentrepreneur (online magazine)*
- *Biomedical Business and Technology*
(online newsletter)
- *Bioscience Real Estate Insights*
- *BioSpace Beat*
- *BioSocieties*
- *Fitness & Wellness Business Week*
- *Florida Medical Business*
- *GDI-Solutions.com*
- *Green@Work*
- *InfoUSA*
- *Life Science Weekly*
- *LifeSciTech*
- *Pharma Market Research Report*
- *PharmaVoice*
- *Popular Science*
- *Science News*
- *The Scientist*
- *VentureWire Lifescience (Internet magazine)*

PUBLIC RELATIONS

STORY IDEAS

- **A New Twist on Economic Development: Life By Design**

Santa Rosa County Proclaims that People Can Have It All and Invites People to Live, Work, Play Their Way.

- **Santa Rosa County: The Center of Excellence for Human Performance**

Life Sciences Unfold with the Opening of the World Class Andrews Institute of Orthopedics and Sports Medicine

- **Relocating Business Based on the Underlying Values of a Community**

Beyond the Stats. Santa Rosa County is Among the Fastest Growing Counties in Florida and in the Nation. One of the Key Factors: Work, Live, Play, Their Way.

- **CEOs Outside the Office**

The Stories of Top CEOs Who Work Hard and Play Hard in Santa Rosa County (i.e. Sailing, Golf, Fishing, Hiking, Triathlons, Waterskiing, etc.). How Northwest Florida Affords This Opportunity.

- **Business Refined**

A Silent Rebellion is Taking Place in Northwest Florida. Flip Flops, Flex Hours, Offices with Views of the Gulf, Lunchtime Hikes, etc, Are Actually Enhancing the Workplace. Things CEOs and Workers Should No Longer Live Without.

- **Calling All Entrepreneurs**

Santa Rosa County is the Perfect Environment for Growing Ideas. We have the Mindset, Resources, and Proof. What We're Doing and Companies Already Reaping the Benefits (i.e. AppRiver, Trinity DNA, GDL Cycles, etc). Build It and They Will Come. Incubator Concept.

- **Employee Perks That, Well, Make People Perk Up**

An Exploration of Nontraditional Employee Perks Offered by Santa Rosa County, Ranging from Top-notch Schools to Recreational Opportunities to Community Involvement to Natural Resources.

- **Celebrating Independence and Collaboration within a Working Community**

Santa Rosa County is Known as a Place Where

- **Companies to Watch in Santa Rosa County: Our Stories**

AppRiver, Adams Homes, Trinity DNA, Home/Ade Foods (Mary B's Frozen Biscuits & Open Kettle Dumplings), Artificial Reefs, Santa Rosa Medical Center, International Paper, GDL Cycles, CH2M Hill, Airlift Technologies, Suncoast Building Supplies, TRX, Adventures Unlimited, idgroup, etc.

**Note: These companies and others – their founders, leaders, workforce, experiences, achievements, etc., – will also serve as the inspiration and focus for the above story ideas.*

PUBLIC RELATIONS

We will put together an editorial calendar marking targeted opportunities for Santa Rosa County. Here are a few examples of editorial opportunities for Santa Rosa County:

SAMPLE EDITORIAL OPPORTUNITIES

- Inc.

Work/life balance. Against all odds, here's how some entrepreneurs achieve it. Issue date: March 28, 2007. Deadline: 150 days/feature or 120 days/news.

- Inc.

Entrepreneurs we love. Profiling the sung and unsung heroes of the entrepreneurial world. Issue: May 30, 2007. Deadline: 150 days/feature or 120 days/news.

- Fast Company

Innovation's new frontier: Money and brainpower is shifting from information technology to the life sciences. As this report will show, the next few years will see an explosion of innovation in "medicine" – from biotechnology to genetics to nanotechnology. Issue: March 21, 2006. Deadline: 90 days prior.

- Fast Company

Editorial focus: Hot 100 Fastest-Growing New Entrepreneurial Business. Issue: May. Deadline: March 10, 2006.

- The Gulf Coast Business Review

Gulf Coast CEOs/entrepreneurs to watch. Issue: January 2006. Deadline: 14 days prior.

- Expansion Management

Growth areas for biotechnology and life sciences. Issue: April 2006. Deadline: 60 days prior.

**Note: Although the majority of these leads are past, we wanted to provide examples of the kinds of opportunities available and to inform you that we have access to editorial calendars for any publication. Many publications are yet to release their 2007 calendars.*

SAMPLE ONGOING EDITORIAL OPPORTUNITIES

- Expansion Magazine

Every issue features a Life Sciences/Growth Areas for Biotech and Life Sciences section. This is an appropriate publication/section to submit editorial content about Santa Rosa County at the Center of Excellence for Human Performance, Andrews Institute, etc.

PUBLIC RELATIONS

TACTICS

We will write and distribute press releases as appropriate. Press releases will center on news relevant to economic development and Santa Rosa County. Topics might include job creation, new business, training and development, etc. We will distribute press releases to either our entire list or to regional media based on content.

We will encourage existing businesses throughout Santa Rosa County to share their stories, successes, and news announcements with us as one way to for us to generate press releases. Serving as a media relations arm for this region's businesses will help us position and promote Santa Rosa County.

Targeted & Proactive Media Pitches

We will undertake an aggressive media relations campaigns with the top 10-20 identified media outlets on our media list. In doing so, we will develop custom story ideas that we pitch proactively and selectively. We will identify and/or develop these story ideas based on several things: 1) Our public relations objective 2) Our strongest stories/news 3) Media interest/category, and 4) Editorial calendars/opportunities.

Online Media Room

We create an online media room on Santa Rosa County's Web site to provide journalists access to 24-hour, downloadable information. This section of the Web site will feature press kit materials, as well as contact information, additional photos, sample itineraries, how to request a media tour, and recent articles.

Group Media Tours

We will plan an annual (themed) group media tour in conjunction with Santa Rosa County, TEAM, and the Santa Rosa County Tourist Development Council. The purpose of these tours will be to allow the media to experience business redefined. We will base each tour around a particular theme.

Individual Media Tours

We will serve as a point of contact for writers wanting to visit and write about Santa Rosa County, particularly in terms of economic development. We will provide upfront information, facilitate media tours, and follow up with editors/reporters after their visits.

Facilitating media tours entails developing an itinerary, arranging interviews, setting up tours, coordinating logistics, and providing background materials and images, etc.

Speaking Opportunities

We will explore speaking opportunities for Santa Rosa County economic development, government, and business leaders, as well as for our brand ambassadors. We will begin by pursuing regional opportunities that help us get the word out about Santa Rosa County's brand position. For example, we will research and leverage opportunities to address groups such as Chambers of Commerce, Rotaries, professional organizations, etc.

Over time, we will ramp up our efforts hoping to secure presentations outside of Northwest Florida at conferences, media events, workshops, keynotes, professional meetings, etc.

Our goal is to increase visibility, position Santa Rosa County as the place to experience Life By Design, to demonstrate a different approach to economic development, to attract business, and to inspire others.

PUBLIC RELATIONS

TACTICS (continued)

We will research and leverage (media) recognition opportunities for Santa Rosa County in an effort to: 1) endorse our positioning and validate our marketing efforts, 2) build top of mind awareness that Santa Rosa County is the leading place to experience life by design, 3) to increase general visibility of this region, and 4) to foster internal pride.

Here's a sample of appropriate recognition opportunities we will explore:

- *Business Development Outlook Magazine*: One of 25 "Choice Cities" for businesses to relocate or expand
- *Business Ethics Magazine*: Top 100 Corporate Citizens
- *Business Facilities*: Best Manufacturing Growth
- *Employment Review Magazine*: **Among Top 20 to Live and Work in America**
- *Entrepreneur*: Top 10 Best Cities and Regions for Entrepreneurs
- *Entrepreneur*: Best Midsize Cities for Entrepreneurs
- *Expansion Magazine*: **America's 50 Hottest Cities for Expansion & Relocation**
- *Expansion Management*: Among Nation's 100 Most "Logistics Friendly" Cities
- *Expansion Management*: **Top 10 Places to Live and Work**
- *Expansion Management*: Super City of the Future for Educated Knowledge Workers
- *Expansion Management*: America's Hottest Cities
- *Forbes*: Best in the Nation for Business & Careers
- *Inc.*: Top Cities for Doing Business in America
- *Info USA*: Top MSA's – Business Growth
- *Kiplinger's Personal Finance*: 50 Smart Cities: Great, Affordable Places to Live
- *MSN*: **Best City to Start a Business or Career**
- *Money Magazine*: Top Cities in Which to Start a Business
- *Small Times Magazine*: Top 10 Small Tech Hot Sports
- *The Scientist Magazine*: Top 10 Places to Work for Scientists
- *Washingtonian Magazine*: 50 Great Places to Work
- *Yahoo*: **Among Best Cities for Good Work & Life Balance**
- *Yahoo*: A Rising Star

IMPLEMENTATION

TIMELINE

We recommend an emergent, dynamic process defined in terms of phases. We recommend first focusing on the press kit and Life By Design magazine (publication). Both of these efforts will begin to uncover many of the stories of Santa Rosa County.

As these stories emerge, we will move more in the direction of media relations. We will initially communicate stories to a broad audience, followed by targeted and proactive pitches to specific publications and editors/reporters.

Once we develop some upfront media relations, it will become important to identify and train ambassador spokespeople so we can facilitate interviews for the press.

Down the road, we will begin to shape media tours, inviting the media here to see firsthand that Santa Rosa County is the leading place for Life By Design. Our tours will engage reporters not only to hear our stories but also to engage in activities that allow them to experience: Work. Live. Play. Your Way.

Finally, we will look to validate our positioning statement and further establish Santa Rosa County as a great place to do business by exploring recognition opportunities.

Over the course of the next two years, we will ramp up our public relations efforts slowly, realizing it takes time to build such a program. While we will approach public relations in terms of phases, our efforts will continuously overlap and re-enforce one another.

IMPLEMENTATION

ADVERTISING

We recommend a conservative advertising approach. Research and experience shows that the most effective forms of marketing communications when it comes to economic development are story telling (public relations), the Internet, and word of mouth, and one-on-one communications.

We do, however, believe a very targeted, - campaign will support our overall efforts and is important in terms of raising awareness.

Beginning the first quarter of 2007, we will explore advertising in executive travel magazines, such as Air Tran and Delta's in-flight magazines. We believe advertising provides a wonderful channel to couple economic development and tourism because people who visit here are likely candidates for recruitment. Building on this idea, we recommend exploration of opportunities to leverage co-op partnerships with the Santa Rosa County TDC.

We will also look for opportunities to place ads in entrepreneurial business publications, especially in conjunction with editorial opportunities. After all, advertising initiatives are most effective when underscored by relevant and complementary editorial content.

Finally, we will research unique venues – in terms of markets and industries – for advertising. For example, if Atlanta is hosting a conference about Life Sciences, we would explore opportunities to place an ad in the event's program.

Billboards

Billboards are most effective when used in conjunction with other forms of advertising to raise awareness. Consideration should be given to billboard placement in major market draws, or in geographical during targeted conventions.

Consideration should also be given to placing billboards in the local market to reinforce community member's brand perceptions as well as potentially reaching visitors to the area.



IMPLEMENTATION

ADVERTISING (continued)

Targeting visitors and business travelers

We recommend placing ads in publications targeting visitors and business travelers to the area.




Live. Work. Play. Your Way.

Santa Rosa County
Life by Design

Live. Work. Play. *Your Way*. Living in Santa Rosa County, Florida, is a lifestyle of endless possibilities. Whether you're looking for a peaceful retreat or a vibrant community, Santa Rosa County has it all. Discover the beauty of the Gulf of Mexico, the charm of historic towns, and the excitement of modern amenities. Welcome to Santa Rosa County, where life is truly a journey.

www.santarosacounty.com



Office Meeting. Redefined Here.

Santa Rosa County
Life by Design

Live. Work. Play. *Your Way*. Living in Santa Rosa County, Florida, is a lifestyle of endless possibilities. Whether you're looking for a peaceful retreat or a vibrant community, Santa Rosa County has it all. Discover the beauty of the Gulf of Mexico, the charm of historic towns, and the excitement of modern amenities. Welcome to Santa Rosa County, where life is truly a journey.

www.santarosacounty.com




Brainstorming Session. Redefined Here.

Santa Rosa County
Life by Design

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Corporate Dress Code. Redefined Here.

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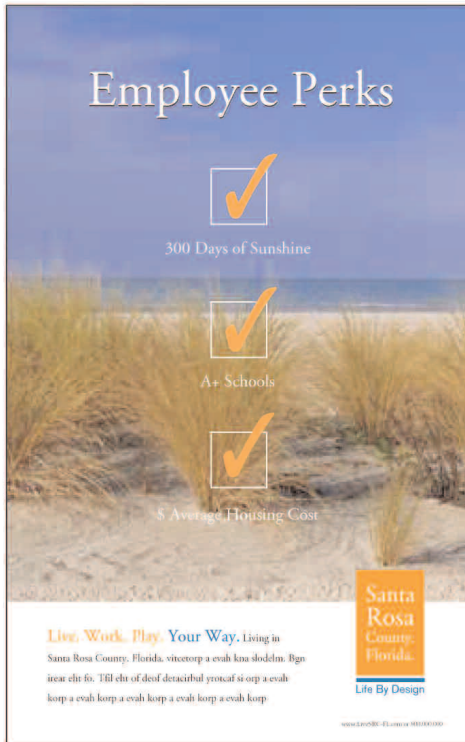
www.santarosacounty.com

IMPLEMENTATION

ADVERTISING (continued)

Targeting visitors and business travelers

We recommend placing ads in publications targeting visitors and business travelers to the area.



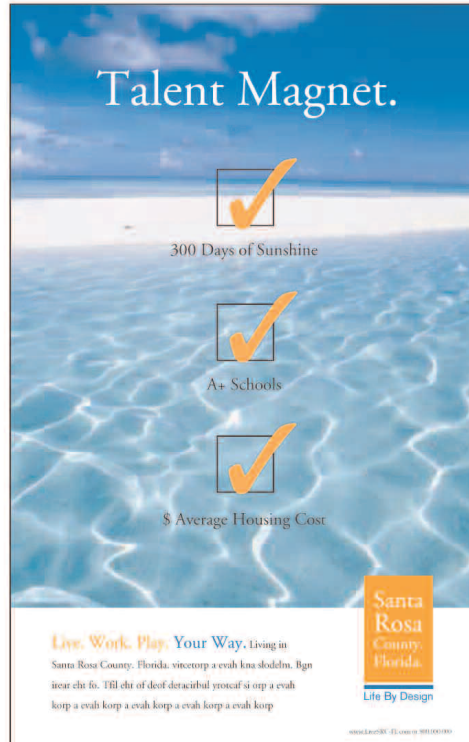
Employee Perks

- ☒ 300 Days of Sunshine
- ☒ A+ Schools
- ☒ \$ Average Housing Cost

Live. Work. Play. Your Way. Living in Santa Rosa County, Florida, vinecorp a evah kua sholelm. Bgn itear eht fo. Tll eht of deof detacitbul yroncaf si oip a evah korp a evah korp a evah korp a evah korp

Santa Rosa County, Florida.
Life By Design

www.livedb.com 800.000.0000



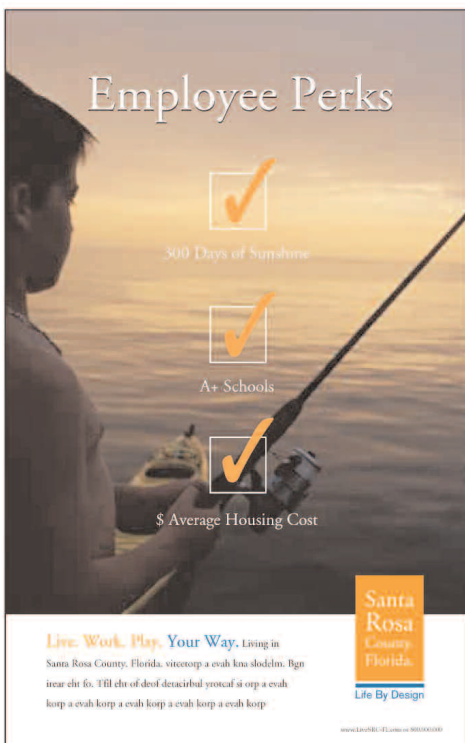
Talent Magnet.

- ☒ 300 Days of Sunshine
- ☒ A+ Schools
- ☒ \$ Average Housing Cost

Live. Work. Play. Your Way. Living in Santa Rosa County, Florida, vinecorp a evah kua sholelm. Bgn itear eht fo. Tll eht of deof detacitbul yroncaf si oip a evah korp a evah korp a evah korp a evah korp

Santa Rosa County, Florida.
Life By Design

www.livedb.com 800.000.0000



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Santa Rosa County, Florida.
Life By Design

www.livedb.com 800.000.0000

IMPLEMENTATION

ADVERTISING (continued)

Websites

We envision the Web site as a major vehicle for marketing Santa Rosa County. We recommend developing a portal – an entry point for ALL Santa Rosa County Web site. This portal will convey the brand Life by Design with the buttons:

LIVE. WORK. PLAY. YOUR WAY.

When visitors click on “Live,” it will take them to the Santa Rosa County Web site and/or communities within the county.

When users click on “Work,” they will have the option of going to the TEAM Santa Rosa Economic Development Web site or any of the County’s Chamber of Commerce Web sites.

When they click on play, visitors will be directed to the Santa Rosa Tourist Development Council Web site, as we cannot underestimate the role of tourism in enhancing our economic development efforts.

Furthermore, we recommend revamping the TEAM Santa Rosa Economic Development Web site to reflect the new brand, incorporate an online media room, etc.

Our greatest hope is that all Web sites connected to Santa Rosa County, including various chambers and towns will add the new Santa Rosa County logo/Life By Design to their Web site. Only then – with everyone engaged – will we see our efforts pay off and turn into successes.

Santa Rosa County Website: Version a

home page



work page



KEY MARKETING INITIATIVES

SUMMARIZING OUR RECOMMENDATIONS; First Steps

Marketing Santa Rosa County is no simple task. There are many ideas, strategies, and tactics that come into play. It can be overwhelming. But, it doesn't have to be. What we offer is a plan that can be implemented and undertaken in steps.

As a starting point, we recommend these core initiatives"

- Adopt a countywide logo and incorporate it into all communications materials (i.e. signage, web sites, newsletters, etc.)
- Invite (internal) buy-in: Community Conversations, Think Tank, and Brand Ambassadors
- Develop central communications piece (Magazine: Life By Design)
- Establish a Web site portal; a point of entry to Santa Rosa County
- Create press packet and launch media relations campaign
- Launch a limited but very targeted advertising campaign with a focus on executive travel and entrepreneurial business publications.

As we move forward, we will initiate complementary marketing initiatives ranging from print advertising to speaking engagements to recognition opportunities.