



City of Santa Clara
MARKETING COMMITTEE
MEETING MINUTES
Wednesday, August 20, 2014, 4 p.m.
Central Park Library

Organization	Name
City of Santa Clara	Debi Davis, Chair Lisa Gillmor Sheila Tucker Gaurav Garg Stuart Grooby Yvonne Galletta Jamie Calnan Michelle Eglesia
Santa Clara Unified School District	Stan Rose
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	Lisa Moreno
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	Annette Manhart
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	David Andre
Triton Museum	Jill Myers
Silicon Valley Power	Larry Owens
California's Great America	Kent Russell
The Plaza Suites	JP Rollet

GUESTS:

Red Peak	Cathy Mevs Liz Solomon
Resident	Shellie Woodworta

1. **Welcome and Introductions**

Chair Debi Davis convened the meeting at 4:12 p.m. She welcomed everyone to the meeting and started with introductions.

2. **Presentation of City's New Brand Positioning Options and Taglines**

Red Peak Branding Group gave a presentation highlighting two (2) brand positioning options and approximately six (6) tagline options for reach. (See Attachment A) The first positioning was more business focused, based on the centrality of Santa Clara. The second positioning described more the essence of Santa Clara, citing intangible benefits. In general:

- a. The Committee liked both brand positions, though overall, the focus landed on #1 as it stayed truer to the goal of economic growth while instilling pride in the community.
- b. However, the Committee asked that Red Peak infuse some of the "heart" or "essence" of Santa Clara into Positioning #1.

- c. Specific additions requested from both Committee members and community members in attendance:
 - The fun side of Santa Clara—not just Silicon Valley, its sports, arts, entertainment, etc.
 - The future of Santa Clara is what we have our eyes on—let’s talk about it.
 - The manifesto should exude the progressive quality of the City and its government.
- d. There was much discussion about including a reference to Silicon Valley, and the pros and cons of doing so.
 - International exposure benefits from Silicon Valley association.
 - Locally (and domestically), referring to Silicon Valley is not as differentiated.
- e. Four taglines were agreed to move forward with for research, with several revisions, and the directive to possibly develop 1-2 more:
 - The Center of What’s Possible (*previously “At the Center of What’s Possible”*)
 - Where Silicon Valley Comes Together (*previously “Where the Valley Comes Together”*)
 - Local Feel, Global Scale (*to evaluate possible alternatives to the word “scale”*)
 - Community of Big Thinkers

3. **Next Steps & Schedule**

- a. Red Peak will review tag lines and make changes as necessary.
- b. The next Marketing Meeting is September 17th. Final decision on branding option and tagline will be made at this meeting after hearing public feedback.
- c. Visual and graphic designs to be presented in October for approval in November and Council approval in December.

4. **Marketing & Branding Updates**

- a. There are several businesses, such as the Hilton Tailgate Party, around the stadium and throughout the city that are participating in various different game day promotions.
- b. The Super Bowl Host Committee is scheduled to visit The City of Santa Clara for a planning brunch in November.
- c. The city website has made great improvements in resident participation. The e-notify list has reached a total of over 25,000 sign-ups and over 9,000 viewers watched the traffic cam on the first football game of the season.

5. **Public Comment**

Audience members gave feedback and requested clarification regarding the focus of the taglines introduced.

6. **Adjournment**

Meeting adjourned at 6:02 p.m.



SANTA CLARA

BRAND POSITIONING STRATEGY AND TAGLINES

August 19, 2014





OBJECTIVE OF TODAY'S SESSION:
Choose one brand positioning for Santa Clara
and three to four tagline options.

Overview

1. Progress to date, Goal, Target, Deliverables
2. Positioning Approach 1
3. Positioning Approach 2
4. Work session



Progress to date

Harvard Business School Community Partners (HBSCP) conducted research

- 30 interviews: City Council members and staff, stakeholders, business leaders, residents, outsiders
- Two workshops with the public (April 2014)
- Online survey
- Proposed 6 potential brands for Santa Clara: (1) Nexus of Silicon Valley, (2) Valued Partner of Silicon Valley, (3) Bigger Slice of Silicon Valley, (4) Playground of Silicon Valley, (5) Entrepreneur, (6) Cornerstone

Red Peak presented preliminary analysis and strategy

- Analyzed the landscape of West Coast cities' branding approaches
- Conducted Simmons Research (quarterly survey of 30K consumers) analysis of California visitors, U.S. small business owners and California residents to determine audience values: newness, creativity, leadership
- Proposed a new brand positioning: Intersection of Creativity and Innovation
- Developed preliminary tagline examples

Goal of the City of Santa Clara rebrand

Promote economic growth, while encouraging pride in the community.



Target audiences

Given the goal, we will be communicating to various targets in different media:

BUSINESSES



Includes commercial and residential brokers and developers, current business owners, potential business owners of various types: retail, entertainment, restaurants, etc.

VISITORS



Includes sports-based tourism, family entertainment, arts, history, conference attendees, etc.

RESIDENTS



Includes current and potential, legacy and young families.

What we're delivering

At the end of this process, we'll deliver assets that speak to all three targets:

- Logo
- Interior and exterior signage examples
- Website design
- Brochure
- Advertising examples
- Co-branded communication examples
- And much more...

While these pieces will have slightly different tones/messages depending on whom they're targeting, we will have **one positioning and one tagline** that reinforces to all audiences what Santa Clara stands for. True differentiation takes reinforcement of one key message.



Clarifying examples

It's important to recognize that brands have one tagline and then can tailor their messages for different target audiences.

Consider University of San Francisco's tagline "Change the world from here" and Virgin America's "Dream of flying, again."



A tall palm tree with a textured trunk and a full, green canopy of fronds, set against a clear, bright blue sky. The tree is positioned on the left side of the frame, with its trunk extending towards the bottom center. The fronds are dense and fan out, creating a large, triangular shape. The sky is a uniform, vibrant blue, occupying the upper two-thirds of the image. The overall composition is simple and clean, with a strong contrast between the green of the palm and the blue of the sky.

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Brand Positioning #1

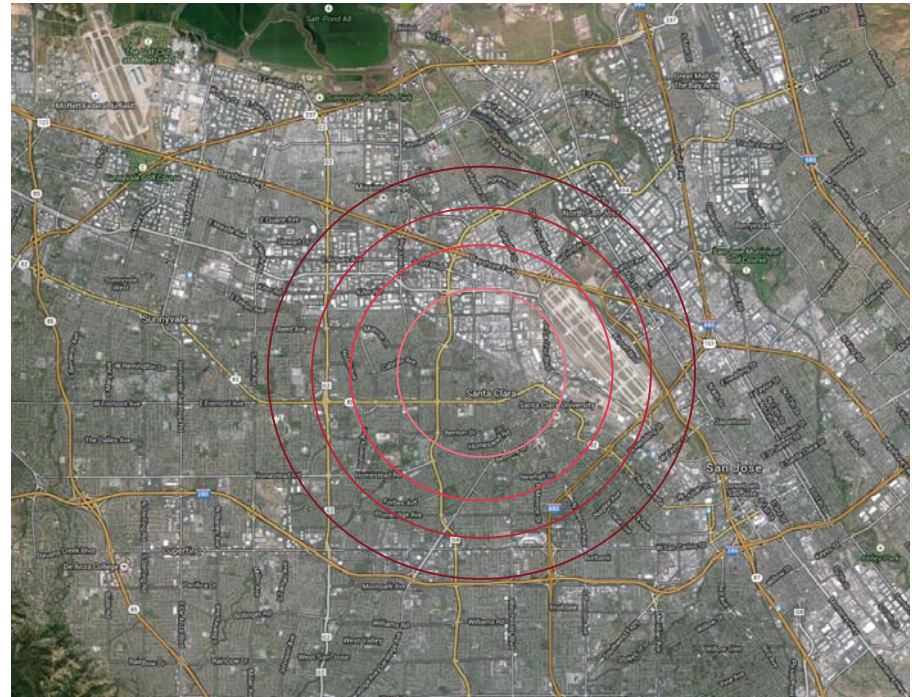
Brand Positioning #1 Strategy

Approach: Become a magnet for businesses and developers

Let's make this rebranding about luring in people who contribute to fixing issues revealed in research.

Areas to improve:

- Low walkability
- Need for more affordable housing
- Inadequate retail/restaurants



Source: HBSCP Research Final Report July 2014

Investors need a reason to choose Santa Clara

We know from research (Simmons, HBSCP) that business owners and developers are seeking the next big thing and need to justify their choice.

They **need a shorthand** to convey, from an investment standpoint, what's unique about Santa Clara.



Source: HBSCP Research Final Report July 2014

Centrality is very obviously true

- 3 highways
- 4 expressways
- 13 arterial roads
- El Camino Real
- CalTrain
- Amtrak
- Airport
- VTA rail and bus
- (BART, to come)

The idea of centrality can resonate with all targets

Literal Interpretation:

- Developers/businesses easily understand its value
- Potential residents see easy commutes
- Visitors attracted to ease of the trip

Figurative Expansion:

- Can express the city's history in the Valley
- Can be used to imply a creative and innovative mindset
- Crossroads for ideas, where thinkers congregate



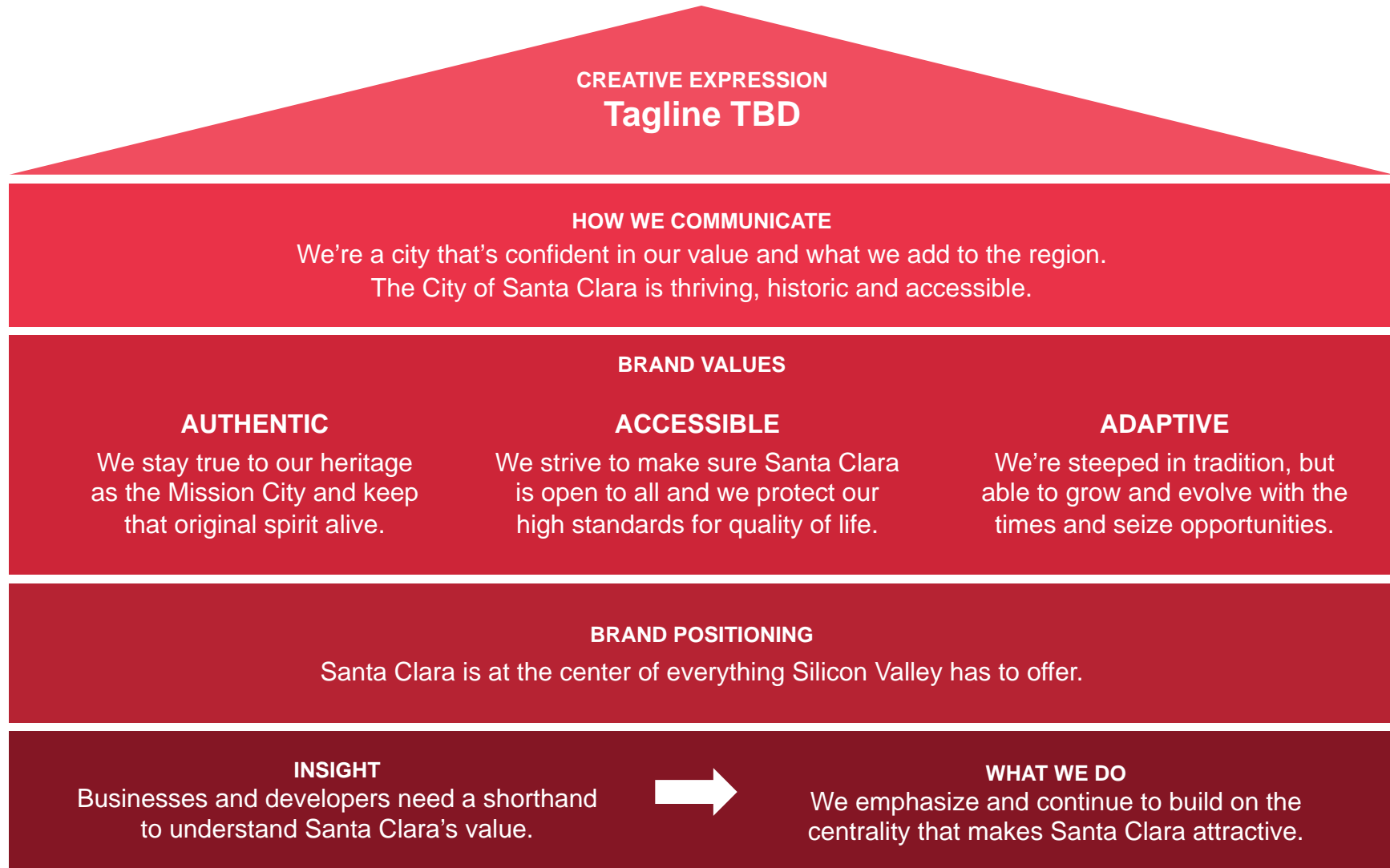
“Center of Silicon Valley” Positioning

Everyone knows Silicon Valley is the springboard for innovation and a gathering place for brilliant minds. There are many cities to choose from in the area, but one in the exact center of the region has gone largely undiscovered.

Santa Clara is perfectly positioned to be the next big Bay Area city. Between the CalTrain, Amtrak, VTA bus system and access to 7 main highways and expressways, no other city in the area is so central and so convenient. And there's a reason Santa Clara is in the center of Silicon Valley—it's where the silicon chip was invented. Today, the city still retains that smart, motivated mentality. With global companies like Intel and Citrix, world-class education like Santa Clara University, a historic, diverse and cultured community and the new 49ers Levi's® Stadium, the city has a bright future.

At the center of everything Silicon Valley has to offer, Santa Clara is poised for greatness and is waiting to be discovered by someone bold enough to lead the way to something new.

Brand House #1



Taglines for Positioning #1

Opportunity Central

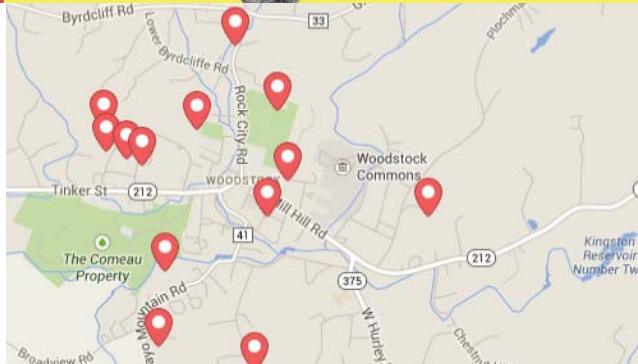
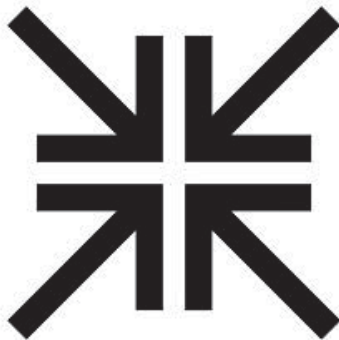
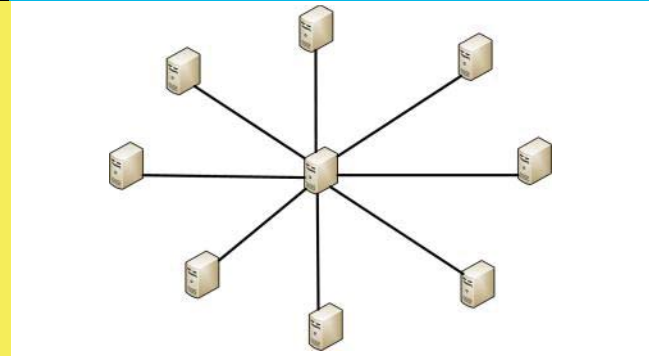
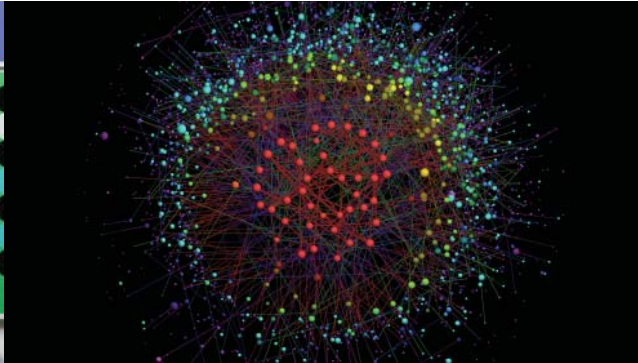
At the Center of What's Possible

Find Your Mission Here

Where Creativity Finds Its Mission

Where the Valley Comes Together

The Valley's Central Link





Brand Positioning #2

Brand Positioning #2 Strategy

Approach: Make the essence of the city our selling point

A bit more emotional, we try to capture the spirit of the city in a way developers can understand and citizens desire.



What is the essence of the City of Santa Clara?

Hometown

Always run into someone you know

Not living in a mini San Francisco

Close, quiet and peaceful

Diverse

Cares about citizens

Safe, peaceful, historical

Accommodating, friendly environment

Rich in culture

Low electric bill

Source: April 2014 public meeting quotes, HBSCP Research

That inclusive spirit is getting harder to find in the area

*“Artists, educators and ethnic enclaves continue to get squeezed out of housing—pretty much **the worst thing that can happen to a city’s culture.**”*

- *The New Yorker* on San Francisco



Source: *The New Yorker* <http://www.newyorker.com/magazine/2014/07/07/california-screaming>

And from a business standpoint, it's marketable

*“When you’re making a big investment,
intangibles make a huge difference.”*

– Developer Interview from HBSCP Research

Source: April 2014 developer quotes, HBSCP Research

Santa Clara has a compelling combination of factors

This is a place:

- Where fairness, generosity, culture, and diversity win the day
- With a rich history in the Valley
- That advanced technology companies call home
- That isn't pretentious or cutthroat like other tech cities



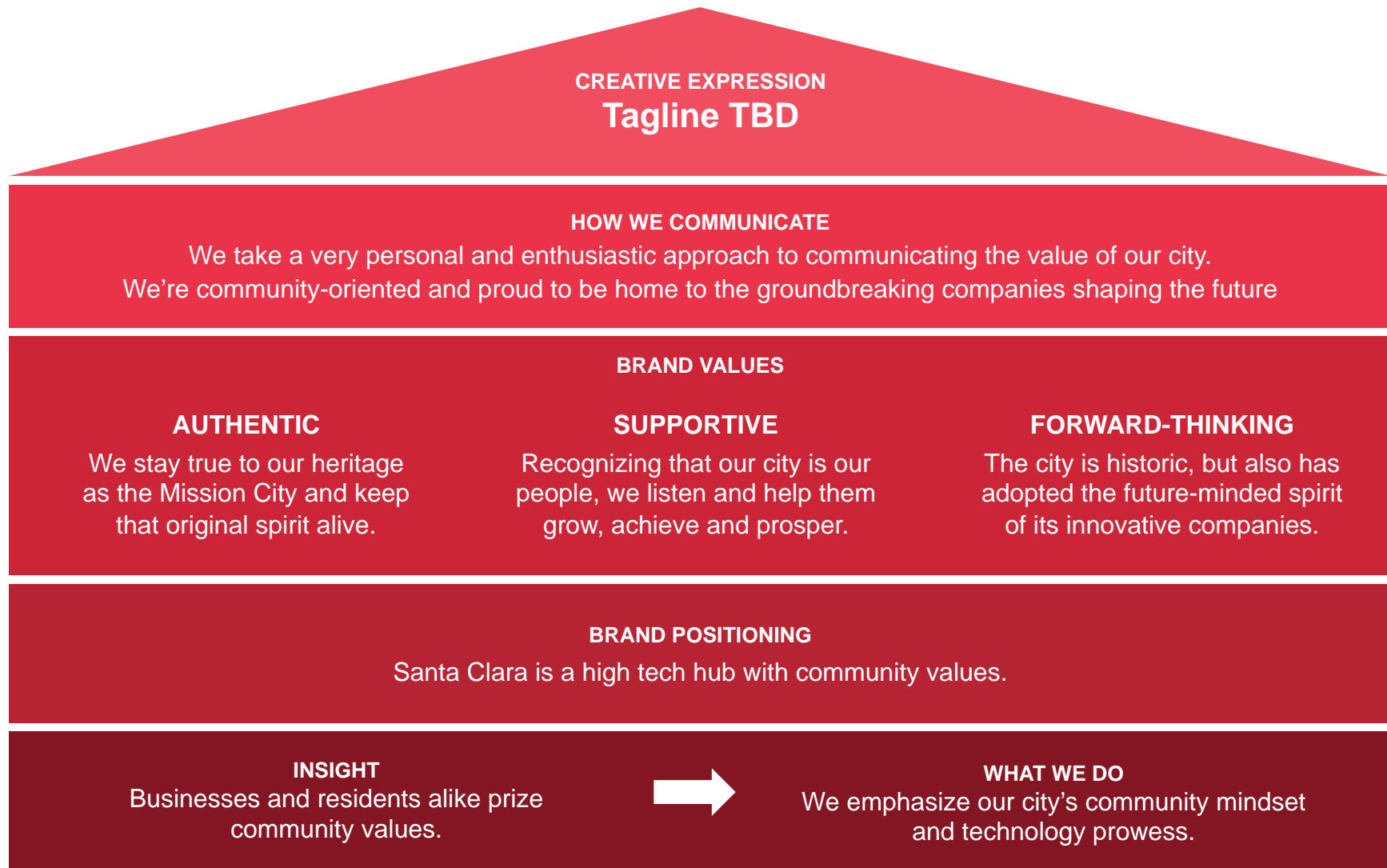
“High Tech Hub with Community Values” Positioning

In recent years, the Bay Area has grown progressively more inaccessible and cutthroat. The City of Santa Clara, though, has its own style and approach.

It's a city with personality, heritage and a supportive network of municipal services. From the rich history of the Mission, to engaged local government and a diverse citizenry, Santa Clara has the draw of a small town with the benefits of an established city. On a world stage, Santa Clara is home to groundbreaking technology companies like Intel and Citrix that are shaping our world. Plus, with the opening of the new 49ers Levi's® Stadium, there's a fresh, fun spirit flooding the city.

Santa Clara is a community that in many ways reflects the values of the American dream: celebrating innovation, diversity and democracy. Bringing together the best of both worlds, it's a high tech hub with community values.

Brand House #2



Taglines for Positioning #2

Ideas on a Mission

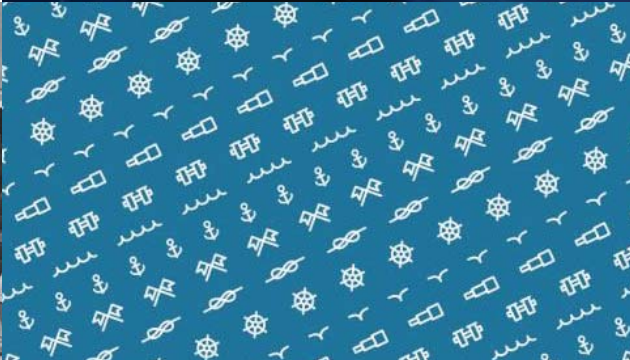
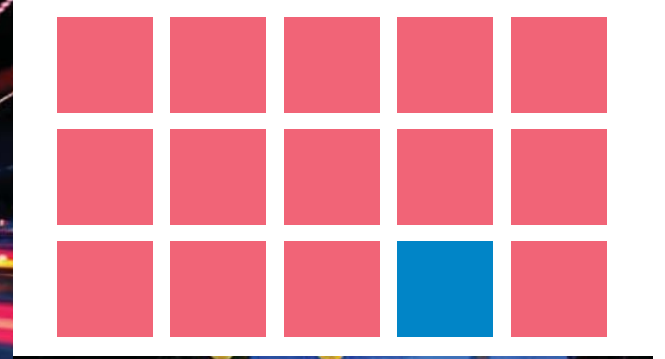
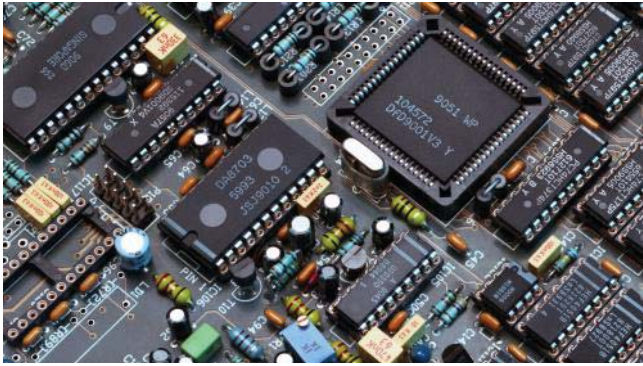
Your Mission Is Our Mission

Local Feel, Global Scale

Where Local Goes Global

Hometown of Ideas

Community of Big Thinkers



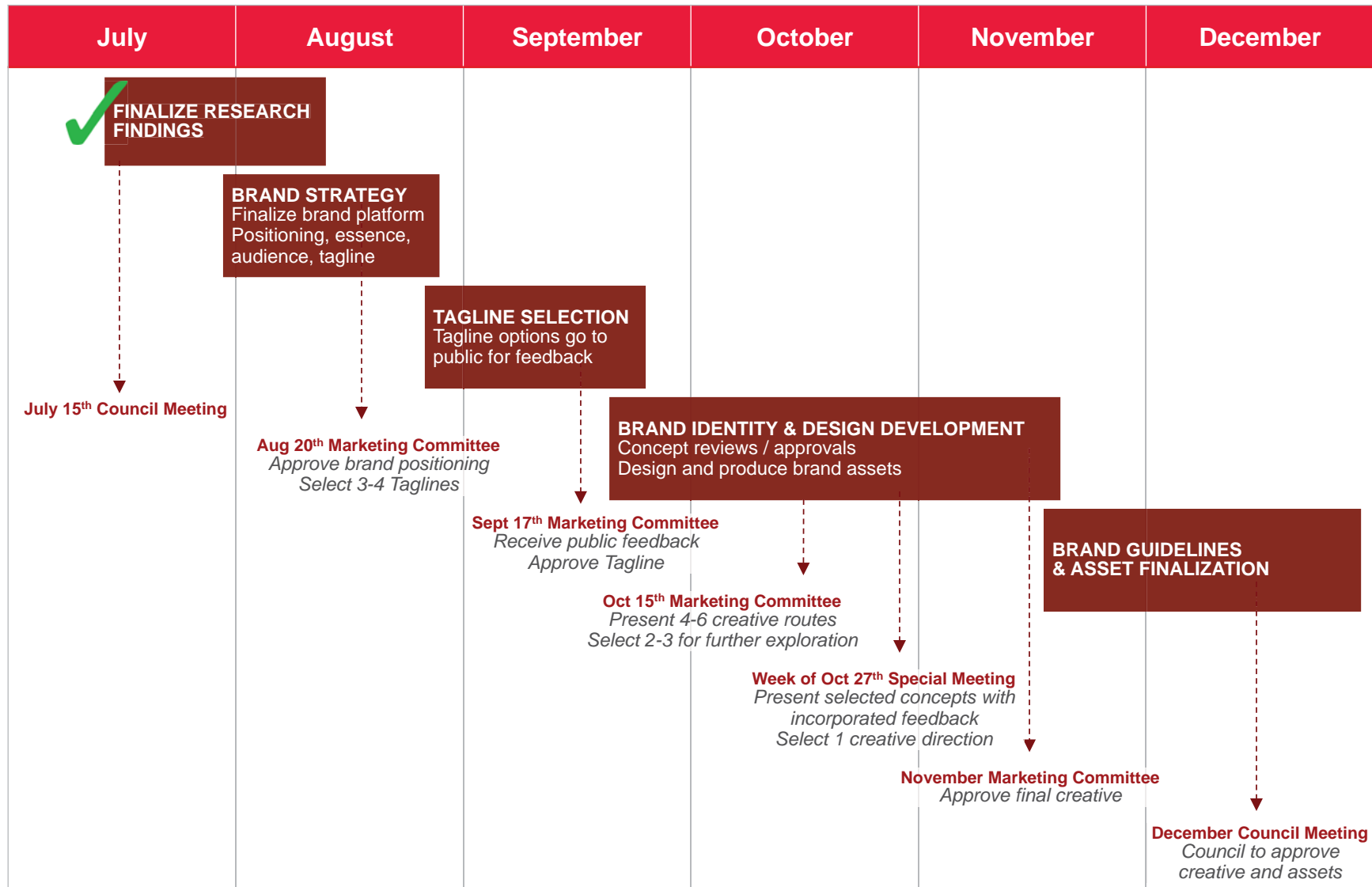


Worksession



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Next Steps



THANK YOU

