



*City of Santa Clara*  
MARKETING COMMITTEE MINUTES  
Wednesday, March 19, 2014, 4 p.m.  
Central Park Library

**Attendees:**

<b>Organization</b>	<b>Name</b>
City of Santa Clara	Debi Davis, Chair Julio Fuentes Sheila Tucker Dan Beerman Gaurav Garg Stuart Grooby Larry Owens
Santa Clara Unified School District	Stanley Rose III
Santa Clara Convention Center	Lisa Moreno
Santa Clara Convention-Visitors Bureau	David Andre
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	Annette Manhart
Santa Clara University	Butch Coyne
California's Great America	Kent Russell
The Plaza Suites	JP Rollet
Hilton Santa Clara	Erich Smith
HBR Community Partners	Chris Greene

**GUESTS:**

Juan Carlos, Harvard Business School  
Carolyn Schuk, Santa Clara Weekly  
Jill Meyers, General Manager Triton Museum  
Star Contreras

**Matters for Council Action:** None

1. **Welcome and Introductions**

The meeting was called to order at 4:06 p.m. by Chair Davis. Chair Davis invited attendees to introduce themselves and give a brief update on the organization they represent on the Committee.

- Stuart Grooby noted that a link to the City's Facebook page would be emailed to the Committee Members.
- Chair Davis informed the Committee that the Franklin Mall Post Office will remain open and is no longer slated for permanent closure.
- Larry Owens indicated that Silicon Valley Power (SVP) is evaluating proposals for a marketing consultant.
- Gaurav Garg gave an update on the Emerge Santa Clara webpage, noting that it is still a

draft page but will be going live soon.

- Sheila Tucker informed the Committee that two public meetings have been scheduled to engage the community on their opinions about the City's unique attributes. In addition, an online portal, Open City Hall on the City's web-site was launched to invite perspectives online.
- Butch Coyne noted that Santa Clara University (SCU) is attempting to reach more community members through its webpage *SCUPresents.org*. Mr. Coyne indicated that the site promotes the arts and entertainment programs with a goal of integrating the University with the community.
- Erich Smith noted that the Tax Improvement District (TID) will hold a board meeting in April and will discuss a potential increase in funding.
- Annette Manhart stated that the Santa Clara Chamber of Commerce & Convention-Visitors Bureau is working with the hotels in the TID and that there will be an internal marketing meeting to discuss new ideas to bring more meetings, events, and people to Santa Clara.
- Lisa Moreno added that the Santa Clara Convention Center is working to build investment money into future contracts to help fund improvements to the convention center.
- David Andre noted that the date for Super Bowl L will likely be released next week. Mr. Andre added that the Bureau is working with Levi's Stadium on upcoming meetings and events and that the *Visit California* publication will soon feature Levi's Stadium. Mr. Andre also noted that the Bureau is updating the *SantaClara.org* website, including the virtual tour feature.
- Kent Russell announced that California's Great America would have its season opener on March 29, 2014, and that work on the Pavilion is underway with a target completion estimate of late July.

## 2. **Branding: What is it and why is it important?**

Sheila Tucker introduced Juan Carlos of the Harvard Business School who gave a presentation on branding (see Attachment A). The presentation focused on the following highlights:

- A brand represents the essence of what an organization is and pronounces "who you are."
- If your space is crowded by many similar organizations, you need to make yourself stand out so that you are not lost in the crowd.
- Research is necessary to establish a foundation to build upon for marketing.
- A brand has to be unique and different in order to be a successful identifier.
- A brand should tell a story that is relatable to the target audience.
- If people can relate to your story, it forms an emotional bond that attracts people to your brand.
- A brand should give a reason why your organization is the one to choose, and not give a reason to question the brand.
- If a brand "fits", it will act like a compass and always point the organization in the right direction.
- A good brand is efficient and effective with all its moving parts working together.
- A brand's "soul" broadcasts an organization's culture, message, people, and what it has to offer.
- A brand is a single, enduring idea that tells the story of who you are; it is not a guess or wishful thinking of who you would like to be.
- A brand must find the balance between being relevant and being different.

- The branding process involves four main phases:
  1. Discovery – What does everyone say about Santa Clara, what do they do in Santa Clara, where do they go?
  2. Positioning – What is the “pain” we are solving, who has the “pain”, and how is it solved in a unique way?
  3. Defining the Brand “Soul.”
  4. The brand Story will follow.

The Committee engaged in discussion about how to build upon the brand that Santa Clara has naturally acquired over the years. It was noted that it is important to make sure Santa Clara is seen as more than just where Levi’s Stadium is, but also to use that perception as a building block to enhance Santa Clara’s overall brand. Julio Fuentes added that Santa Clara is an innovative City that is always progressing and that our brand will reflect those qualities.

3. **Santa Clara’s Marketing & Branding Strategy & High Level Schedule**

Sheila Tucker presented a high level overview of the timeline and schedule. See Attachment B. It was noted that a consultant will be hired to assist with positioning and the development of a tagline and logo. The Harvard Business Partners group is helping with the initial research and development and will present findings to the City Council in May, at which point the hired consultant will begin work. It is anticipated that the Marketing Committee will continue to meet monthly and that the Committee will make a recommendation for Council action in fall, 2014. The cost of the positioning and development phases is anticipated to be \$45,000 to \$50,000, and the cost of implementation will depend on the extent the City chooses to market itself.

4. **Harvard Business School Alumni Community Partners Project Update**

Chris Greene stated that stakeholder interviews are underway and that the interviews have been going well. Butch Coyne inquired about the composition of the stakeholders list and requested that representatives from ethnic groups be added to the list. It was noted that Maria Ricardo might be a good contact for the Portuguese community.

5. **Marketing & Branding Updates**

Chair Debi Davis stated that she had met with a representative from the *Silicon Valley Business Journal* to discuss a 16-page supplement that would include a stadium update, employer profiles, development update, and other facts about Santa Clara. The cost is unknown at this time. The Committee discussed the timing of the publication in context of the opening of Levi’s Stadium. It was noted that the stadium opening will command a great amount of media attention and that the publication promoting Santa Clara might get lost in the excitement of the Stadium. It was recommended that the publication run after the first few events have taken place at the Stadium so that the City can capitalize on the media presence the Stadium brings while not competing for the spotlight.

Julio Fuentes stated that Santa Clara is home to wonderful businesses and a community that harnesses a “can-do” spirit. It was noted that businesses go where they are wanted and stay where they are appreciated, and Santa Clara appreciates and takes care of its businesses. Chris Greene added that Santa Clara has a great opportunity to have growth and development while keeping its historic core intact.

6. **Public Presentations**

Carolyn Schuk, Santa Clara Weekly, requested that local committees be included in the list of stakeholders. Ms. Schuk began her presentation to the Committee stating that support

and funding of the arts is imperative and gave examples of successful programs in Pennsylvania and Oregon. Ms. Schuk noted that art programs and events can drive revenue and business and that Santa Clara is not capitalizing on that opportunity; failure to do so will leave Santa Clara out of potential revenues, visitors, and branding opportunities.

The Committee invited Jill Meyers, the Executive Director of the Triton Museum to participate on the Committee.

7. **Adjournment**

Meeting adjourned at 6:04 p.m.

# BRANDING:

What is it?  
Why is it Important?

Prepared for:  
The City of Santa Clara



YOUR SPACE  
is crowded?



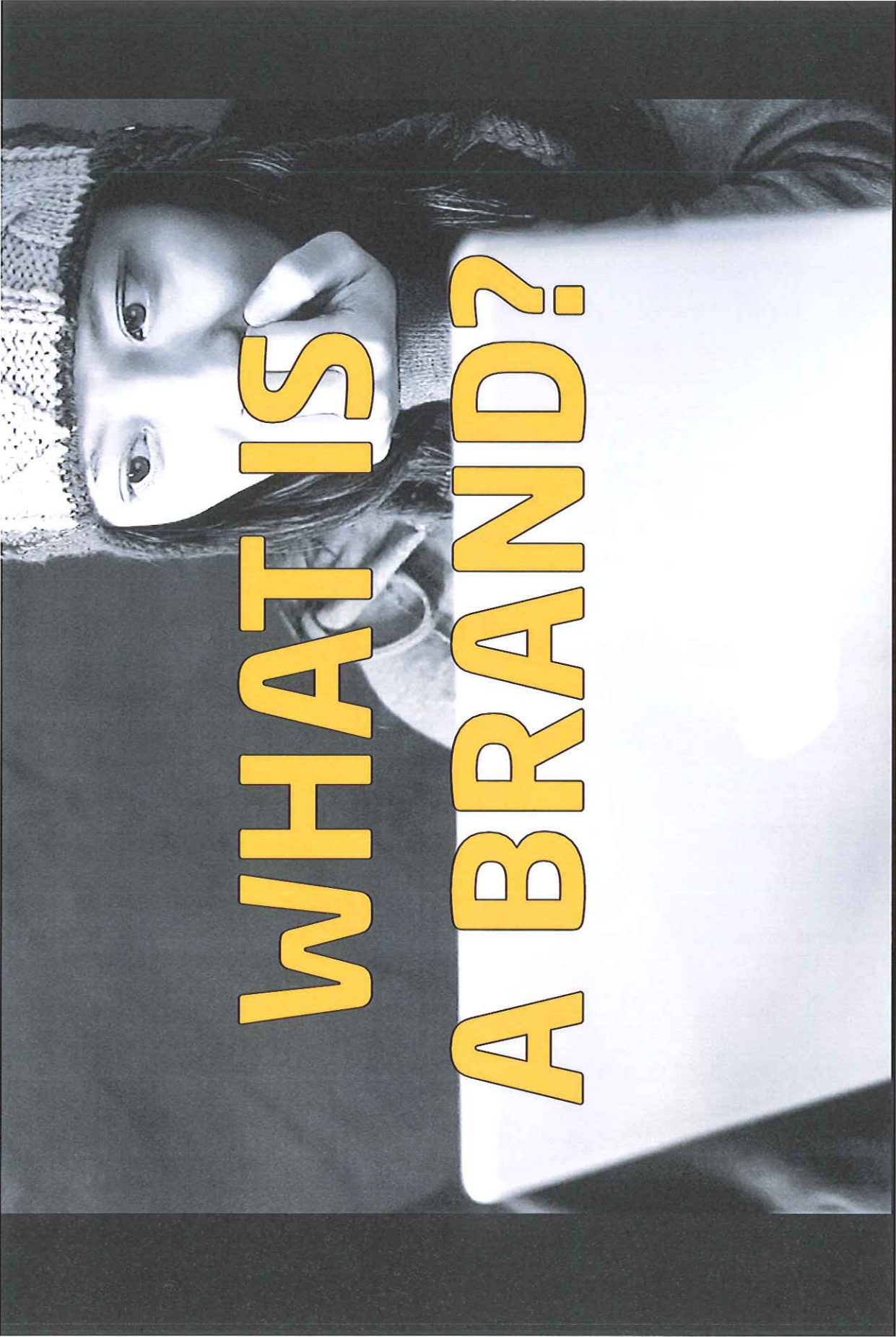


POSITIONING  
let you down?

# LOOKING FOR THE ANTIDOTE TO SAMENESS?





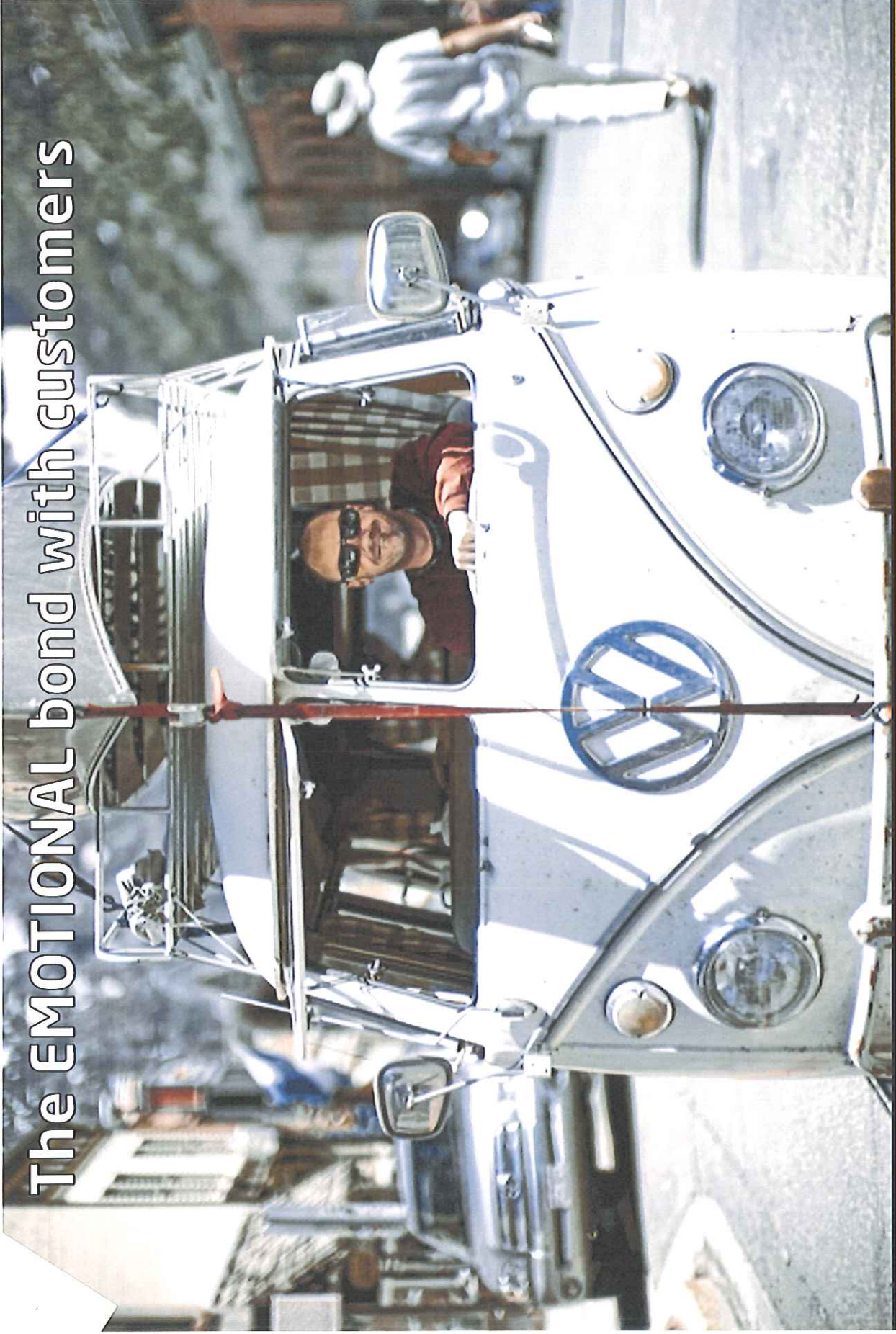
A woman with long dark hair, wearing a grey knit beanie and a dark sweater, is looking at a laptop screen. The laptop screen is bright and shows a blurred image of a person. The text "WHAT IS A BRAND?" is overlaid on the image in large, bold, yellow letters with a black outline. The text is oriented vertically, reading from top to bottom.

# WHAT IS A BRAND?

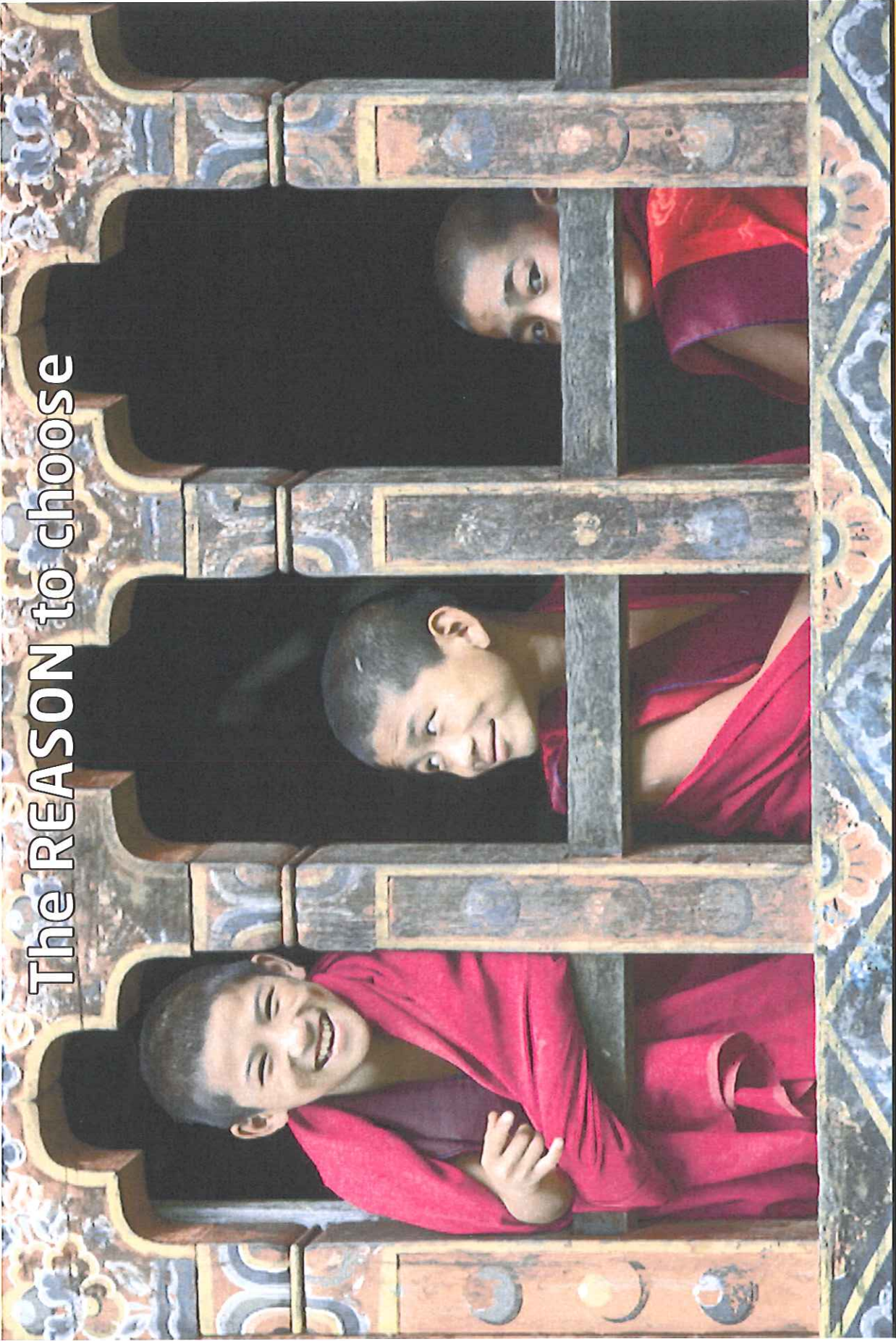
# The ESSENCE of one's own unique story

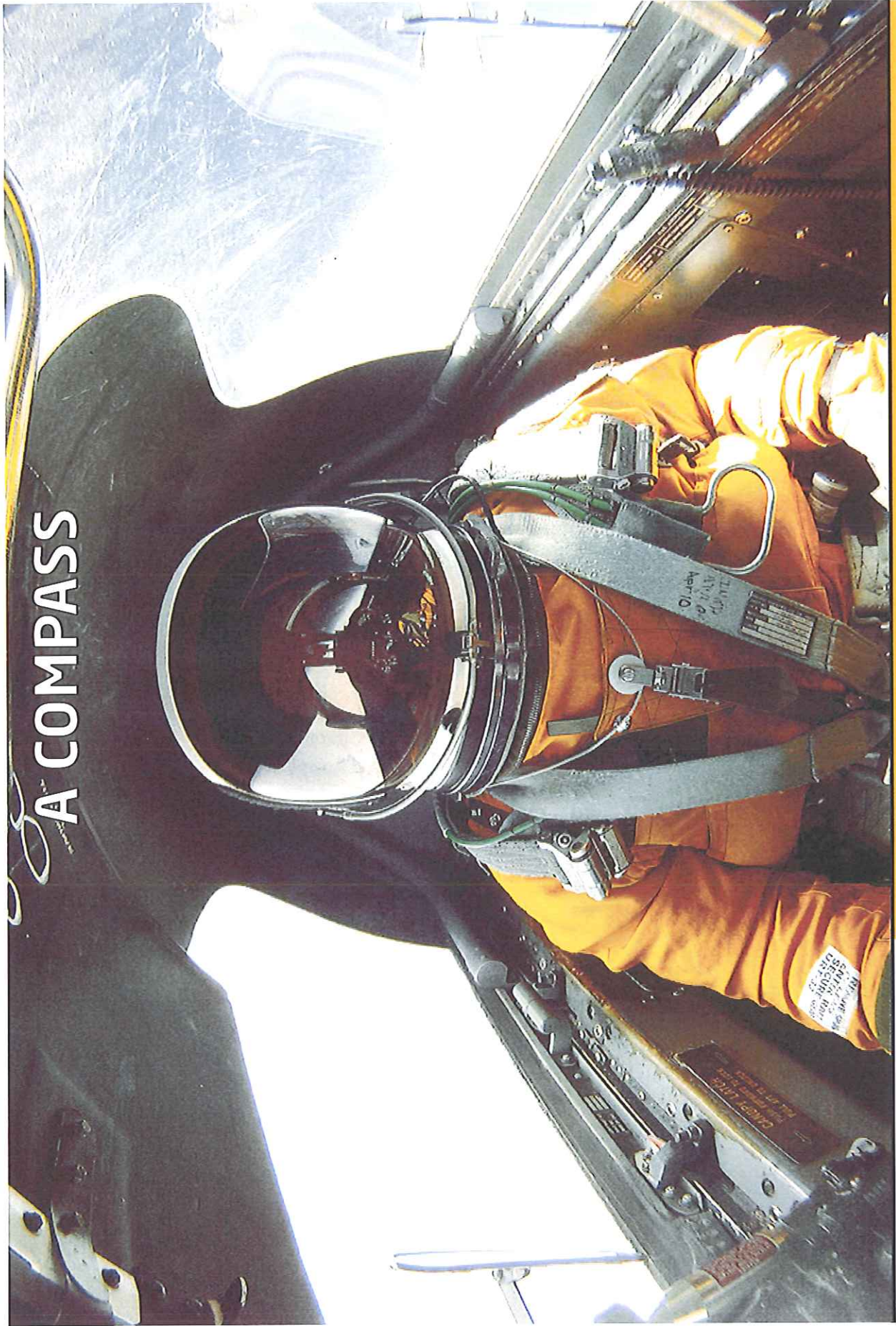


# The EMOTIONAL bond with customers



The REASON to choose





# A COMPASS



Once you understand what the brand is about, it gives direction to the whole organization.

offering

BRAND  
SOUL

culture

people

messaging

DEPARTURES FROM  
THE ORDINARY.



REBEL

CLICK TO WATCH VIDEO





# Life, liberty and the pursuit of happiness

Keep Calm  
And  
Carry On

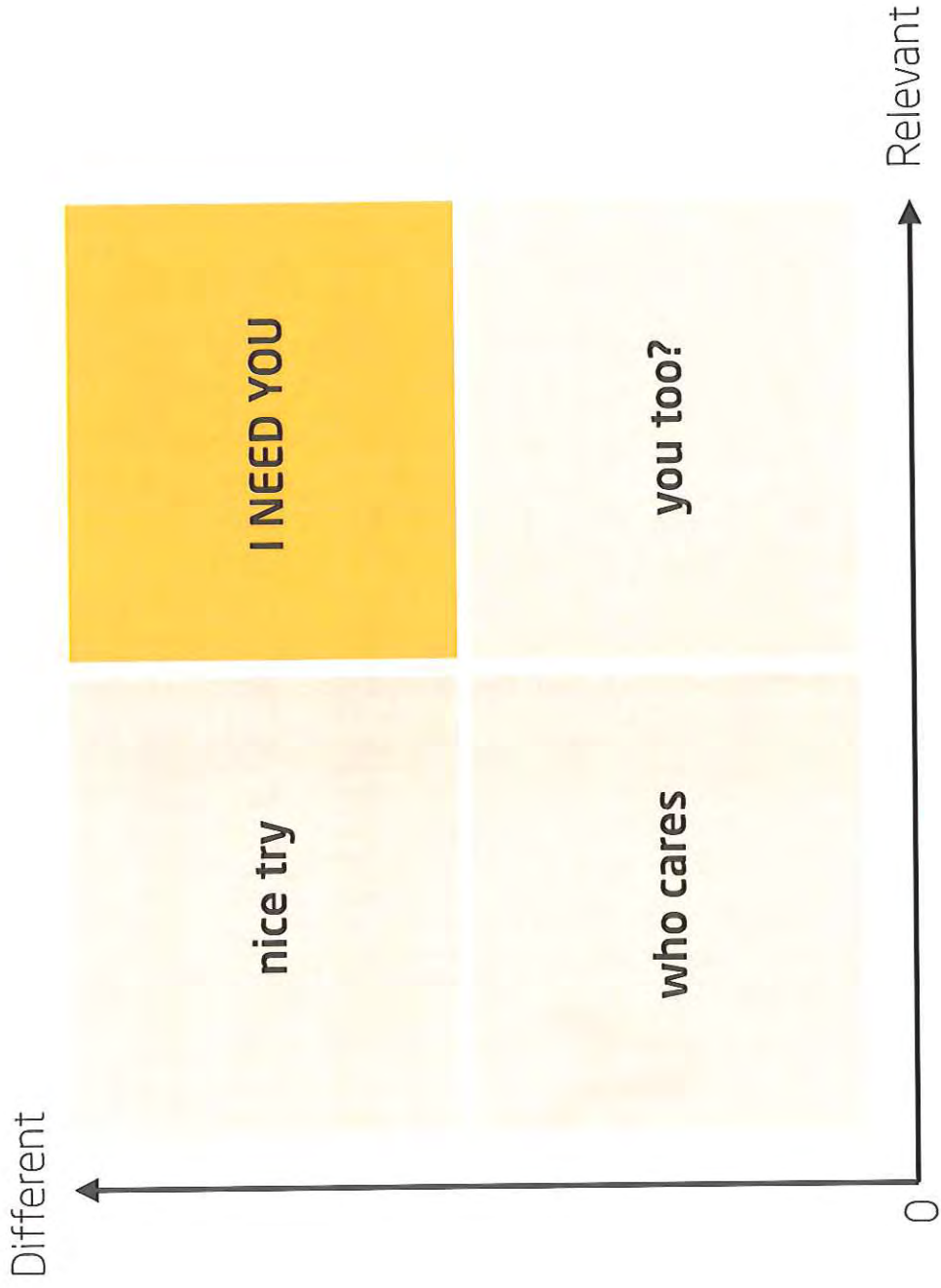


The world's most compelling brands are  
built on a single, enduring...

# IDEA

...that stirs the emotions of its audience,  
that fires curiosity and engenders  
fanatical preference.

# NO GUESSING: A PROCESS



HBS  
Brand Driver Matrix

## 1. Discovery

## 2. Positioning:

- What is the PAIN we are solving?
- WHO has that PAIN?
- How do we SOLVE it in a unique way?

## 3. Defining the BRAND SOUL

## 4. BRAND STORY follows

LOOKS RIGHT?

***The leading provider of  
carbonated drinks for consumers***

*Coca-Cola*

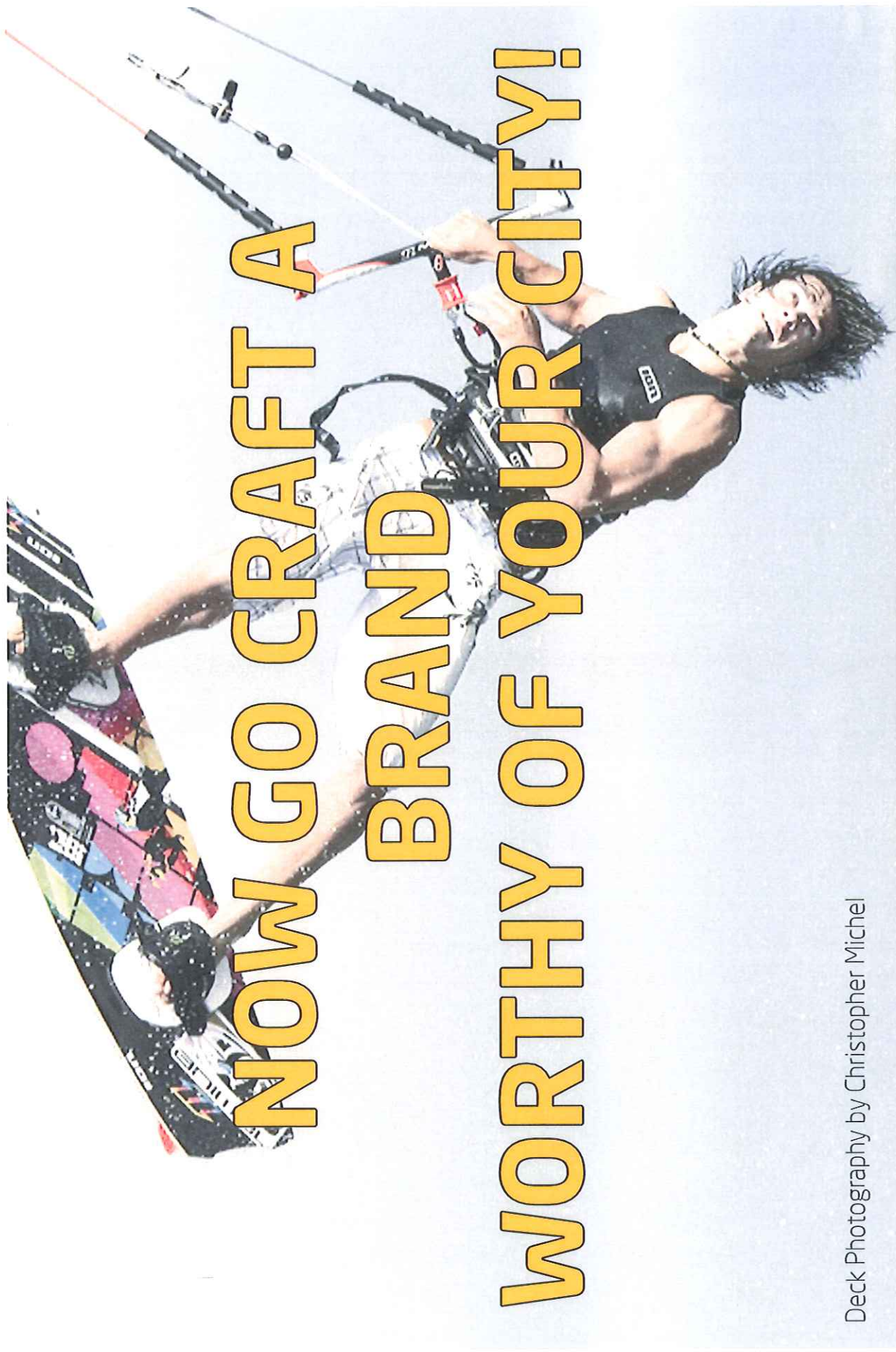
**Find out why**

# The Leading Provider of Social Infrastructure for Business

[Find Out Why](#)

The screenshot displays the GIGYA website interface. At the top, a navigation menu includes the following items: Products, Solutions, Partners, Customers, Developers, Resources, and Company. The main content area features a large central banner with the heading "CONNECT CLOSER" and the subtext "Establish authentic relationships with consumers from the moment they connect with your brand." A green button labeled "DISCOVER HOW" is positioned below the text. The banner is surrounded by a collage of images, including a hand holding a pen, a car, a person's face, and various abstract scenes. The GIGYA logo is visible in the top left corner of the page.

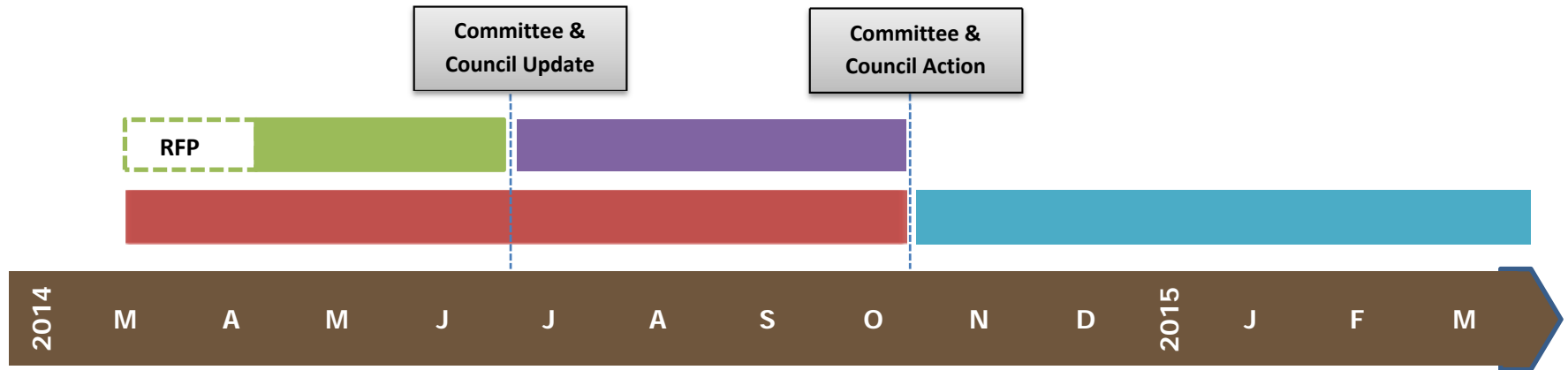




# NOW GO CRAFT A BRAND WORTHY OF YOUR CITY!

Deck Photography by Christopher Michel

# High Level Branding and Marketing Development & Implementation Schedule ---DRAFT---



### Research/Discovery Phase

- Audit of the positioning of other cities
- Interviews with stakeholders
- Community engagement (Public Meetings, Survey & Online)
- Audit of branding trends in other successful cities
- Internal alignment of branding goals and direction

### Positioning Process

- Identifying core audience(s)
- Articulation of positioning
- Articulation of your brand persona
- Brand Essence: the 1 to 3 words that form the soul of what Santa Clara can be

### Logo/Tagline Development

- Translating positioning and brand essence into a logo and tag line to be used everywhere
- Providing the messaging guidelines that all communication should follow (tone, language, character, etc.)

### Implementation/Execution of Brand

- Develop marketing campaign strategy
- Secure resources/funding
- Implementing strategies in plan
- Evaluating whether the strategies are contributing to marketing goals
- Refining your marketing plan