



October 24, 2021

City of Lafayette

Brand Study and Marketing RFP





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We're Excited.





To the City of Lafayette Team:

We are thrilled to submit our proposal to become the brand marketing agency of the City of Lafayette. Everything included in this proposal is true and complete to our best knowledge, and we believe this is the beginning of a successful relationship between our two teams that will drive awareness, engagement and ongoing advocacy to City of Lafayette for years to come.

COHN has been a proud Colorado company for 21 years—in fact, our first real client was the Downtown Boulder Business Improvement District (B.I.D.) back in 2000! While our clients have spanned the country and even extended into Canada and Puerto Rico, I must admit that our work just always means more to the team when it's local. Over the last six months, the entire COHN team has fallen in love with Old Town Lafayette through our partnership with Lafayette Old Town Association, and this RFP represents a rare opportunity to blend our passion for your incredible community with our deep technical expertise in brand building. I truly believe the stars have aligned for our teams to make a real difference for the City of Lafayette and generations to come.

As the founder and leader of COHN, I am personally responsible for the quality of our work, the sharpness of our ideas and the impact of the results that COHN creates—and I can promise that our teams will live and breathe your mission as if it were our own. Along with our real passion for achieving your goals, I also want to highlight a few other important differentiators that I hope you will recognize about our team at COHN.

- **Relationships First:** Nothing matters to us as much as the relationship we form together as a team. This is always first and foremost at COHN, in part because impactful results can be achieved only through a shared vision, by a unified team. We strongly encourage you to choose a partner that you believe can go the distance with you because great ideas can often fail without rock-solid relationships.
- **Commitment Always:** It's not just a word. You can count on us to do the right thing every time, and when we begin our work together, we'll be here for the long haul. That means if something doesn't go quite right, for whatever reason, you know that we'll make it right.
- **Creativity and Innovation Throughout:** Striving for a fluid blend of strategy, service and creativity in everything we do is at the heart of how we view our role. Our strategic team will continue to seek new ideas and develop innovative solutions for you in a fast-changing world. And our creative team always seeks to wow our clients.

Respectfully submitted,



Jeffrey A. Cohn
President & CEO

COHN Marketing
501 S. Cherry Street
Suite 1100
Denver, CO 80246



An Agency Built on Brand.

21 Years & Counting

Born into a retail family, Jeff Cohn has always had a deep desire to drive people to places and destinations. From his start at Neiman Marcus Executive Development to his 15 years of marketing destination-retail attractions, Jeff has lived for “placemaking” his entire career. Through his experiences, Jeff learned two key insights that have informed everything we do at COHN: Critical stakeholders must be incorporated into the planning, and building a clear and strategic brand foundation is the only path to generating magnetism. By blending a strong and certified brand capability with precision in our skill sets, COHN has developed a unique perspective that has helped many of our clients reach their marketing and PR objectives.



Agency

Founded
2000



MEMBERS OF

 THE BRAND ESTABLISHMENT



Leadership



Jeff Cohn, President & CEO

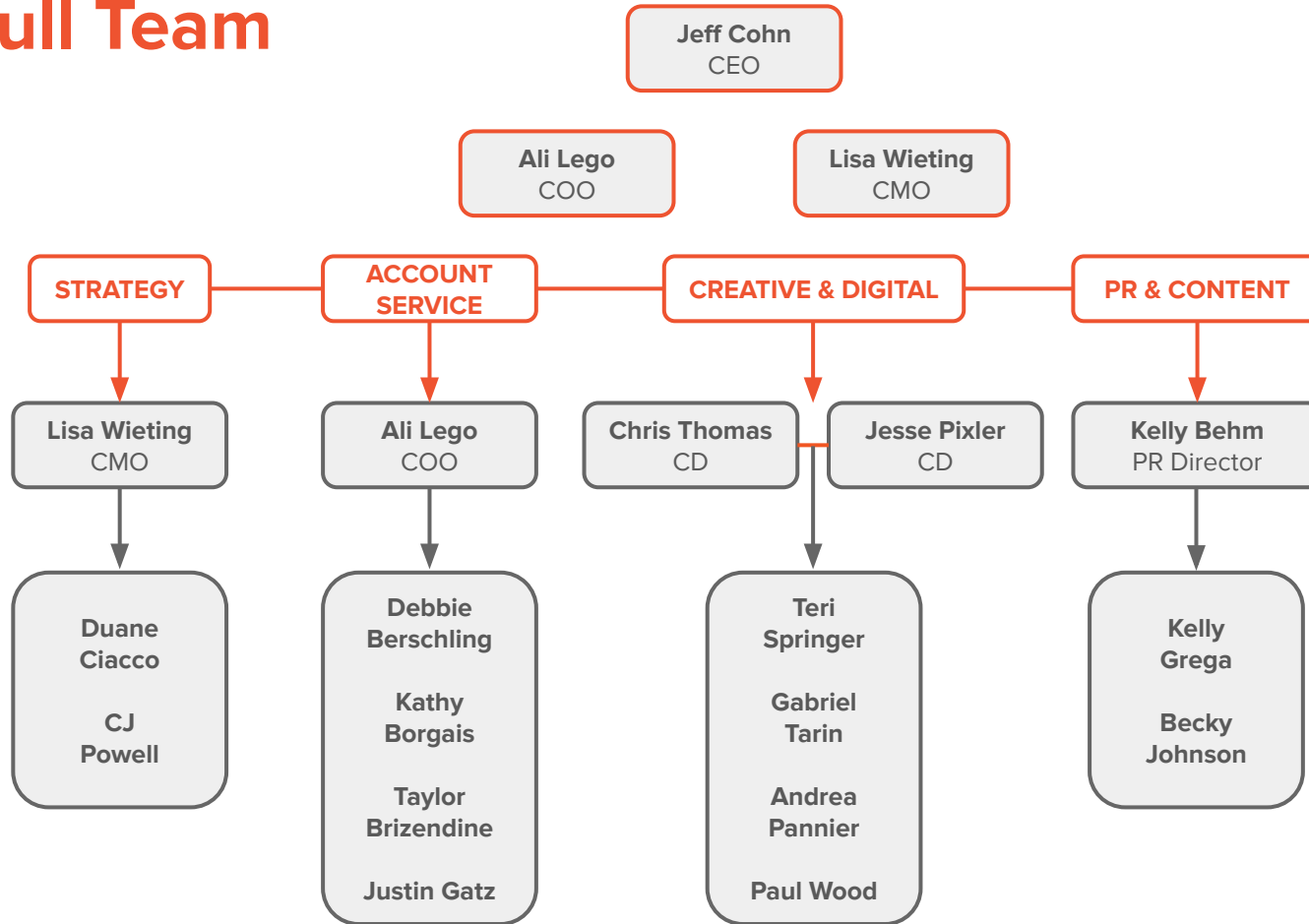


Lisa Wieting, CMO



Ali Lego, COO

The Full Team



Jeff Cohn

FOUNDER & CEO



Using his decades of marketing experience, Jeff has been COHN's fearless leader for 21 years. One of his many—and most important—roles is to lead and inspire the company and ensure client goals are achieved.

Similar Projects: 35 years of retail, real estate and destination experience including cities, business districts, retail destinations and economic development authorities across the United States.

Education: Vanderbilt University (BA), Loyola University (MBA), The Brand Establishment (Certification in Brand Development)

Why I want to work with the City of Lafayette: From Boulder to Long Beach, Golden to Washington D.C., my career has focused on driving people to destinations from both a business and consumer marketing perspective. I am excited to support, guide and lead the COHN team to bring our strategic brand and marketing capabilities to the City of Lafayette and build a long-term relationship with the City's team and stakeholders.

Lisa Wieting

CMO



Lisa enhances every facet of the agency. She approaches strategy from the end user's perspective, ensuring that the intended audience is at the heart of every marketing touchpoint.

Similar Projects: Old Town Lafayette, Park Meadows Shopping Center, Regency Centers, Downtown Superior, DDR, Belmar Shopping Center, Larimer Square

Education: University of Nebraska - Lincoln (Bachelor of Journalism)

Why I want to work with the City of Lafayette: The simple answer: it's fun! I have been marketing "places" my entire career and it's by far my favorite work – from pulling together scrappy tenant activations at Larimer Square to doing a big budget sculpture tour with artist Romero Britto at 15 shopping centers across the country. The City of Lafayette is bursting with opportunity to tell stories and engage the community and we are excited to bring the brand to life!

CJ Powell

SENIOR BRAND DIRECTOR



As a former reporter, CJ sees the world from the client's perspective so he can tap into brand storytelling and create content that generates awareness, nurtures engagement and converts sales. Since 2017, CJ has written 60 brand strategies for a range of B2C and B2B clients across the country.

Similar Projects: The Aurora Highlands, Visit Aurora, Credit Union of Colorado, Fulenwider Inc., Valley View Hospital, Regency Centers, Rappaport Properties, 9NEWS,

Education: University of Colorado - Boulder (Bachelor of Science, Journalism)

Why I want to work with the City of Lafayette: Sometimes you just read an RFP and think, "Ahh! I really want this one!" The scope outlined in your smart and thorough RFP really spoke to me as COHN's lead brand strategist. Furthermore, as a brand-first agency that also happens to adore the Lafayette community, COHN will bring passion and proficiency to this partnership in a way I'm not sure other agencies can. Listen, I know it's unbecoming to beg, but I really want to work with you!

Duane Ciacco

DIRECTOR OF BUSINESS DEVELOPMENT



Duane has spent his career in marketing and advertising, both on the client and agency sides. He enjoys forging strong client relationships, truly becoming a partner for his clients. The satisfaction of seeing a client excited about creative and impressed with the results is what drives him. Duane is also our video director/producer and loves using video to tell your story.

Similar Projects: City of Westminster, Old Town Lafayette, Belmar.

Education: University of Denver (BA Mass Communications + Studio Art)

Why I want to work with the City of Lafayette: As a Colorado native I have witnessed many of the small towns, cities and communities grow and evolve over time. Lafayette is one of those cities, and the opportunity to help you embrace that growth and create a strong brand presence is exciting. Lafayette has embraced its uniqueness and diversity, which makes it such a strong community.

Jesse Pixler

CREATIVE DIRECTOR



Jesse does it all—from managing creative deliverables to campaign conceiving to directing the creative team on brand design and strategy; he’s been a go-to guy at COHN for 11 years.

Similar Projects: Regency Centers, Downtown Superior, Visit Black Hawk, Guildford Town Centre, Galleria Dallas, Our Response: Ability, Rappaport Properties

Education: Art Institute of Colorado, BA

Why I want to work with the City of Lafayette: I think that the City of Lafayette is a hidden gem. I’ve always loved the range of things to do in Lafayette and the proximity to Denver and Boulder. It’s just far enough to get away from the city and not too far from the foothills. PLUS, I got married in Lafayette so it holds a happy place in my heart.

Taylor Brizendine

ACCOUNT SUPERVISOR



You’re going to love working with Taylor. As one of the most wickedly smart and meticulously organized members of our team, Taylor is an integration powerhouse, working each day with COHN’s creative, digital and social teams on client research, projects and campaigns..

Similar Projects: Old Town Lafayette, Downtown Superior, Visit Black Hawk, UDR: Cirrus, The Aurora Highlands, The SSA Group, Naviswiss

Education: Colorado State University, BA

Why I want to work with the City of Lafayette: Through my experience working directly with Old Town Lafayette and the Lafayette Urban Renewal Authority, I have fallen in love with the Lafayette community. I have a strong understanding of the local business owners’ aspirations for their thriving community. I’ve started to forge relationships with the ACRC, Chamber and City staff, and I would love to be able to bring my knowledge and passion for Lafayette together in an account supervisor role to define the new Lafayette brand.

Kelly Grega

CONTENT MANAGER



A natural storyteller and trained journalist, Kelly has the “secret ingredient” for elevating brands through imaginative writing, resourceful execution and authentic delivery.

Similar Projects: Old Town Lafayette, Downtown Superior, The Aurora Highlands, Credit Union of Colorado, Valley View Hospital, Visit Black Hawk

Education: University of Colorado - Boulder (Bachelor of Arts - Journalism) Graduate of the Technology, Arts, Media School (TAM)

Why I want to work with the City of Lafayette: As a social media marketer, I’ve had the pleasure of working on many Colorado-based brands but in all honesty... nothing compares to Lafayette. Between the artistic, energetic residents and businesses to the everlasting spirit of diversity, this is a city that understands the power of inclusion and individuality. During every visit to Lafayette I am reminded that this city defies uniformity and I would love the opportunity to translate that feeling into a lasting brand.

Andrea Pannier

SENIOR DIGITAL PRODUCER



Andrea manages the day-to-day production and execution of the digital team including web, app and email development projects.

Similar Projects: Old Town Lafayette, Visit Aurora, Fulenwider Inc., Downtown Superior, Visit Black Hawk, Guildford Town Centre, and The Aurora Highlands,

Education: University of Colorado - Boulder (Bachelor of Business Marketing)

Why I want to work with the City of Lafayette: There are no projects I get more excited to work on than those that are local in Colorado! It is so fun (and rewarding) to get to create for local clients and see the direct impact on the community.

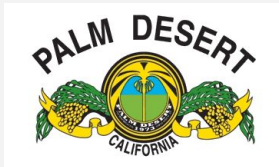
Susan Baier

RESEARCH CONTRACTOR: AUDIENCE AUDIT



As a trusted partner for over seven years, Susan specializes in custom, quantitative attitudinal audience segmentation research identifying the issues target audiences are struggling with, the attitudes driving their search for solutions and how they determine their final choice of provider. Her audience research helped define our brand and creative strategy for 9NEWS and she has applied her attitudinal approach to destination clients from coast to coast.

Sample Destination Experience:



audienceaudit



Diversity, Equity & Inclusion

Our Commitment:

At COHN, we cultivate open-mindedness in every interaction—with our people, our clients and our partners. Diversity fuels creativity, so we intentionally elevate varied voices to connect with all audiences. When we remain committed to fostering diverse and inclusive perspectives in everything we do, there's no limit to what we can achieve together.

A Company Evolves

Progress

Contracted [McCord Consulting Group](#) to help facilitate and guide COHN's DEI training and action plan development.

Developed internal processes and creative brief templates to make sure anything we create has been scrutinized for bias and blind spots.

Expanded our vendor pool and are currently discovering new partners and freelancers to help bring a more racially diverse perspective to our work.

Ushering in more diverse and inclusive voices into the advertising industry as a whole by building a mentoring program with local youth partners (in progress).



A GOOD PARTNERSHIP IS SIMPLE

Working relationship with clients.

RESPECT

It is our job to bring something different to the conversation. That means we aren't going to be order takers, but we will give our best all the time, every time. Having open, productive, creative and exploratory discussions requires respect and trust.

Let's have each other's backs.

Actionable feedback and revisions.

CLARITY

Good ol' Winston said, "Perfection is the enemy of progress." It won't always be perfect the first time, and it's not possible to progress without clear feedback. "I don't like it" doesn't fuel progress. "I don't like it *because*" pushes us forward. When there is clarity, revisions are streamlined, and we work hard to keep them to two rounds or less (for the sake of everyone). But we are committed to getting it right, no matter what it takes.

Let's collaborate & have fun.

Resetting when things go off course.

FOUNDATION

It's why we talk on repeat about distinction, brand, data, strategy and a clear point of view. Alignment. Shared vision. Clear goals. These are the foundational elements that keep us on track.

Let's rally around a shared vision.

Celebrating your successes.

HIGH-FIVES & BEERS

Celebrating success together is actually our favorite part of the job. When you succeed, we succeed.

Let's high-five 'til our hands hurt.



Approach.



Situation

The City of Lafayette is a charming, inclusive, vibrant community that currently does not have a consistent brand or brand image. Lafayette is committed to investing in the future to better connect with the community verbally, visually and conceptually; and apply and unify the City's brand consistently across all departments and divisions. In this RFP, we identify our approach to:

Identifying brand concepts and guidelines

Developing a strategy for the internal and external rollout of the brand

Designing a local community brand initiative; e.g., Shop Local

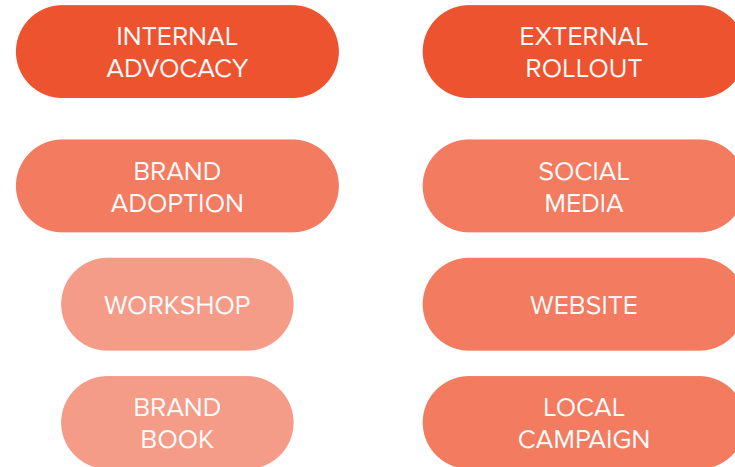


APPROACH SUMMARY

Phase 1



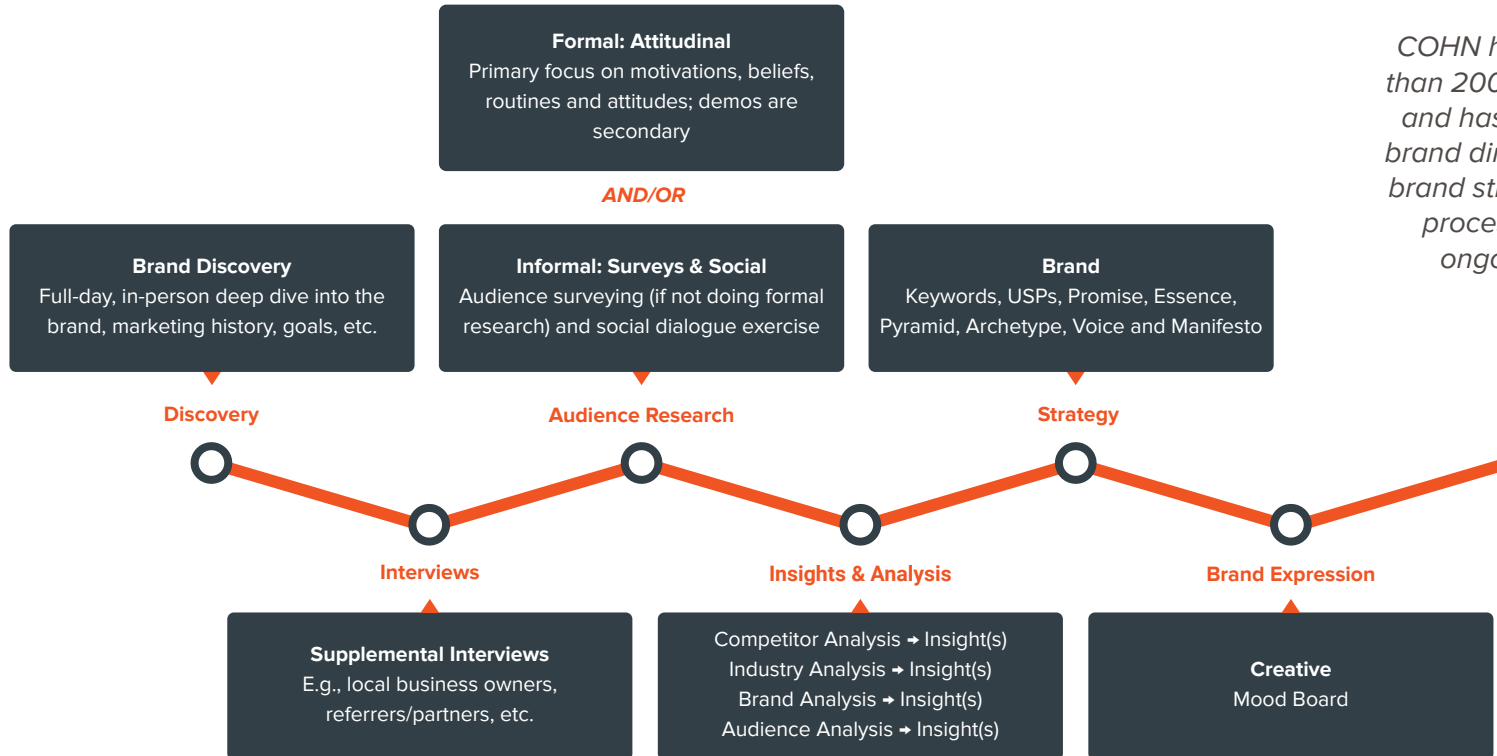
Phase 2



Identify Brand Concepts & Guidelines

A successful brand is more than a cool logo or sharp tagline—it's a complex series of distinctions that are built upon every day, inside and outside your organization. COHN's certified brand experts help you find those distinctions and bring them to life. The process begins by collaborating closely with your team, stakeholders and customers to uncover your unique selling propositions. These are what make you SPECIAL. From there, we articulate the brand vision through clear, strong brand positioning. This is what makes you DIFFERENT. This is our approach to brand strategy at COHN.

Brand Strategy



COHN has developed more than 200 brands since 2008 and has a dedicated senior brand director who owns the brand strategy development process. He serves as the ongoing steward of your brand across every touchpoint.

Brand Discovery

Even before our first meeting together, the COHN team will be up to our waist in homework. We, as a team, will put the Lafayette brand through a rigorous, objective study so that we can come to the table with momentum and knowledge before our first meeting.

During this stakeholder meeting with you, we'll become members of the Lafayette squad. We will leave this meeting seeing the world from your point of view, reaching consensus on questions like:

- Why are we here?
- What makes Lafayette truly distinct?
- What is the heart of our story?
- How do the City of Lafayette and Old Town Lafayette work together? How do they work alone?
- What do we know about your residents & visitors? What do we want them to think about Lafayette?

And many, many more questions.

The two most fundamental concepts in an enduring brand strategy are distinction and authenticity, and this immersive discovery meeting kicks off our pursuit of tapping into those two elements. When we do, we will be able to finally plant our flag in the ground and deliver a brand promise: What is the one thing our brand can claim that nobody else can?



BRAND DISCOVERY

Supplemental Interviews

Following discovery, we conduct supplemental interviews to observe different perspectives outside of the core stakeholders. This could include additional staff members, business owners, city officials, residents, etc.

- 5 - 7 interviews; individuals provided by Lafayette
- 20-30 minutes each
- Anonymous (as possible) to encourage transparency
- Summary of responses will be incorporated into the brand deliverable (but will exclude specific names)



**SUPPLEMENTAL
INTERVIEWS**

Audience Research

From brand discovery, we'll digest and analyze. We will theorize and test various ideas against research, strengthening our brand insights. This includes the following:

- Review Lafayette research/materials
- **Tier 1:** Conduct **grassroots research** to understand the needs of your audiences:
 - Leverage efficient, low-cost strategies such as grassroots surveys and interviews to collect audience data
- **Tier 2:** Conduct formal, **audience audit research** to procure formal data around audience attitudes and behaviors
 - Commission a research agency to facilitate a larger scale research study using both owned contacts and panels

We will dive into research details in later slides.



RESEARCH

Insights

Brand comes from within; however, we will look both inward as well as analyze outside factors to ensure we have a complete view of not only who we are but how we fit into a broader environment. As part of our brand work, we will incorporate insights from:

- Competitors/Regional Locales
- Old Town Lafayette
- Brand (Lafayette)
- Audiences



INSIGHTS

Brand Strategy

Together with your team, we'll distill everything we've heard, researched and learned to date. The goal of brand strategy will be to refine the brand's overall purpose, positioning and attributes into a single story.

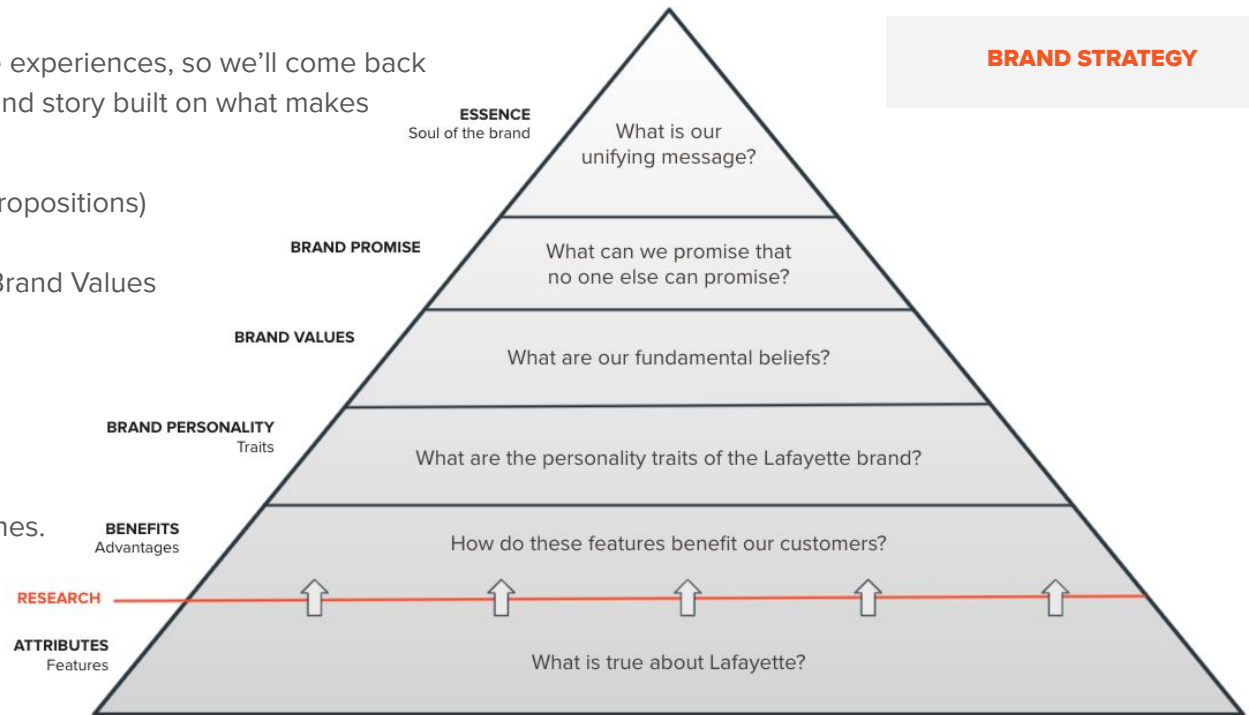
We are developing a brand full of multiple experiences, so we'll come back to you with a strong, clear, meaningful brand story built on what makes Lafayette distinct and authentic:

- 4-6 Brand Pillars (Unique Selling Propositions)
- Brand Positioning Statement
- Brand Attributes, Brand Benefits, Brand Values
- Brand Promise, Brand Essence
- Brand Story
- Brand Expression + Mood Boards

All of this will be delivered in a custom Brand Book, complete with Brand Guidelines.



BRAND STRATEGY



Brand Expression

It's all about distinction and insight, working together. We believe brands must stand for something that distinguishes them in the minds and hearts of the customer. That distinction must come from within. No customer can tell you the distinction. It should be at the core of the brand. We find that “nugget” and tell the story. Once that story is written and the essence of the brand is found and agreed to, we build upon it by finding ways to express the brand with words, visuals and other assets that represent that unique position. And we stick with it. The brand distinction builds over time through creativity, ideation and consistency.

Creative Process

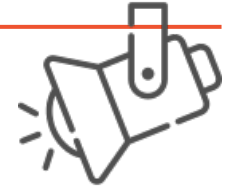
The creative process starts with understanding client objectives and figuring out how we can stand out from the crowd—while ALWAYS keeping the brand and objectives in mind. We ask ourselves, what emotional trigger are we going for? What are we communicating? What's the “get it” factor? It HAS to feel right and be on-brand.



BRAND EXPRESSION



SPOTLIGHT ON RESEARCH



Market Intelligence:
Understanding the
Lafayette Community &
Behaviors

Finding Available Audiences:
Developing Personas



MARKET INTELLIGENCE: UNDERSTANDING THE LAFAYETTE COMMUNITY & BEHAVIORS





Creating Audience Segments that Drive Content:

- Attitudes
- Demographics
- Behaviors
- Wants/Needs
- Pain Points/Barriers
- “What Matters” vs. “Message that Resonates”



Research Tiers

TIER 1

Grassroots Research

We roll up our sleeves and get creative with the resources and channels we have to reach out to residents and visitors through direct outreach:

Pros:

- Cost effective
- Quick turnaround
- Provides foundational data

Cons:

- Reliant on existing database; respondents may be biased/skewed
- Less quality/quantity control

TIER 2

Formal Research

Work with a research partner to conduct formal, more comprehensive research designed to better understand attitudes around a variety of subjects and topics.

Pros:

- Extensive data
- Large panel/data pool beyond existing contacts
- Ability to segment audiences
- Longer shelf life
- High level of quality control

Cons:

- Higher cost
- Longer rollout timeframe



AUDIENCE DATA

TIER 1: GRASSROOTS





Grassroots Research

We have effectively deployed informal research tactics to help better understand audience sentiments, attitudes and behaviors for a variety of clients. There are few things that are critical to helping achieve successful results from this approach:

- **Depth of owned lists/contacts** → In our experience, we need a list with a minimum of 1,000 contacts OR a highly engaged list of participants
- **Ability to send the survey via the client's email database system** → COHN can't upload a list of contacts to our system unless they have opted in to receive emails from us, therefore the survey will have to be distributed through Lafayette channels
- **Diversity within the lists** → We need to reach out to people who represent different segments within our audience to ensure we have a holistic view versus a one-sided perspective

Survey Development

COHN will develop a survey with 10-20 questions covering a variety of topics and demographic prompts through Google Forms or Survey Monkey.

Existing Database & Channels

Lafayette will pull its existing contact lists for review and segmentation (if applicable).

Deployment

Upon survey approval and list finalization, COHN will provide the Lafayette team with distribution guidance and copy points; Lafayette will send via its email and social channels.

Follow-up Interviews

If we feel a need for more context or elaboration, COHN will work with the Lafayette team to schedule supplemental interviews with locals.



AUDIENCE DATA

**TIER 2:
FORMAL**



Audience Attitudes

Lafayette wants to better understand its community and its view towards the city of Lafayette. This will enable them to unify their voice across all departments and create better engagement with the community. .

A custom Audience Audit quantitative attitudinal segmentation research initiative will provide this insight, giving Lafayette a breadth of information about its current residents. The purpose is to dive deep into motivations, beliefs and routines.

While the final content of the survey will be developed in conjunction with Lafayette, we will explore Lafayette's brand positioning within the market.

The role of a community in the lives of residents.

How involved are your residents in the community?

Current attitudes about Lafayette.

How does today's attitude compare to that of years past? If attitudes have changed, why? How do longtime residents attitudes compare with new residents?

How do residents engage with Lafayette?

Where do residents turn for information? Website, Facebook, etc? What do they expect?

Obstacles and concerns.

What are the challenges facing the Lafayette brand? What improvements would residents like to see?



Intended Outcome

Organic Segmentation

These audience segments won't be predetermined or based on preexisting assumptions about the market, but instead:

- Will arise organically out of an in-depth attitudinal analysis that allows consumers to tell Lafayette how they feel
- Won't be based on superficial information such as age or income (although that information will be collected to see how attitudes differ between demographic groups)
- Will be based on needs and the attitudes that lead them to the news and information sources they use

Usage

The segmentation will allow Lafayette to see not only who their target aspirational audiences are, but more importantly, to:

- Develop audience personas, brand values, marketing tactics, messaging and content specifically designed to respond to those attitudes
- Examine the differences between these groups with respect to demographics, brand awareness, resources used, content priorities and more



Research Process

Respondents + Phases

Respondents will be sourced from the client's existing email database of customers and prospects. Additional responses from respondents not in the client's database can also be secured via our panel provider.






AUDIENCE DEVELOPMENT EXAMPLES

When building a campaign, we always go through an audience development exercise. The following snapshots show different “persona” deliverables/layouts for a variety of clients, each of which leveraged different audience research tactics.

ILLINOIS / MIDWEST CONSUMER PROFILE



Security Shoppers
Melody Farm

Data Analysis + Insights

Consumer Preferences by the Numbers

- 93%** Said they would be **mostly shopping online** this year but still prefer going in-person for select items
- 82%** Said **safety is the most important** factor for choosing whether to shop online or in-person
- 18%** Still prefer **in-person shopping** and rank the experience as the biggest influence

Biggest Insights

The greatest factors influencing our Illinois consumers include:

- Perceived safety at the center
- Supporting small business
- Virtual ordering and delivery
- Nostalgia for the season

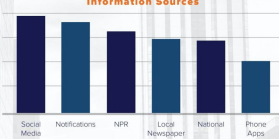
Biggest Surprise

Consumers who had shopped in person almost forgot how much they enjoy the experience of being at the property. They were happy to be reminded of how much joy and emotion they get from physically being in the stores.

7


MEDIA DIET

Information Sources



65% watched local news in the last week (exceeds any other TV programming)

Daypart



MEDIA CONSUMPTION HABITS:

- Most likely to watch movies, particularly comedies
- Least likely to watch sports
- News programming they are drawn to:
 - NBC Nightly News
 - Last Week Tonight with John Oliver
 - SNL
- Prefer quick, short, key points over in-depth reporting
- The news topics they are drawn to are reflective of their personal interests - art, music, wellness, nature, etc.
- Most likely to want “feel-good” stories

HOW TO WIN THEM OVER:

- Solution-oriented content
- Infuse hope/positivity into the stories
- Engage them in the content/solution
- Tie up loose ends - if there is a resolution or positive outcome to a story they want to know about it.
- Be Colorado’s biggest advocate/act local
- They have a desire to know how to get involved and want to engage with their communities

CHANGE:

- > Empowered
- > Hopeful
- Peace of Mind
- > Energized/Activated

events/conferences, a diverse range of outlets and search. Social media is not a primary channel.

Go-To Resources:

- Technical Literature
- Forbes
- Wired
- Fast Company
- Wall Street Journal
- New York Times
- Curated Blogs
- Multifamily Executive
- Multi-Housing News

ROI

- Partnership
- Early Collaboration
- Smooth Product Integrations
- Engineering Customizations


Frustrations:

- “Don’t Waste My Time”
- Too Flashy
- Re-Do’s/Accommodations Late in the Game
- Clunky Installation Process
- Vendor Management

“ I like looking at the whole picture. I want someone that does a good job putting it all together for me. ”

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CONSTRUCTION/DEVELOPMENT



Partner

ARCHITECT, DIR. DEVELOPMENT, GC, CONSTRUCTION MGR, PROJ. COORD.

They are trusted resources and partners on new projects and/or existing structures.

They are expected to be “in the know” when it comes to technology integrations and what is current/coming in building trends within the industry.

Their opinions hold weight, and if they guide Decision-Makers in the right direction, it can reap long-term benefits.

They take an active role in mining ideas and vendors.



Brand Activation

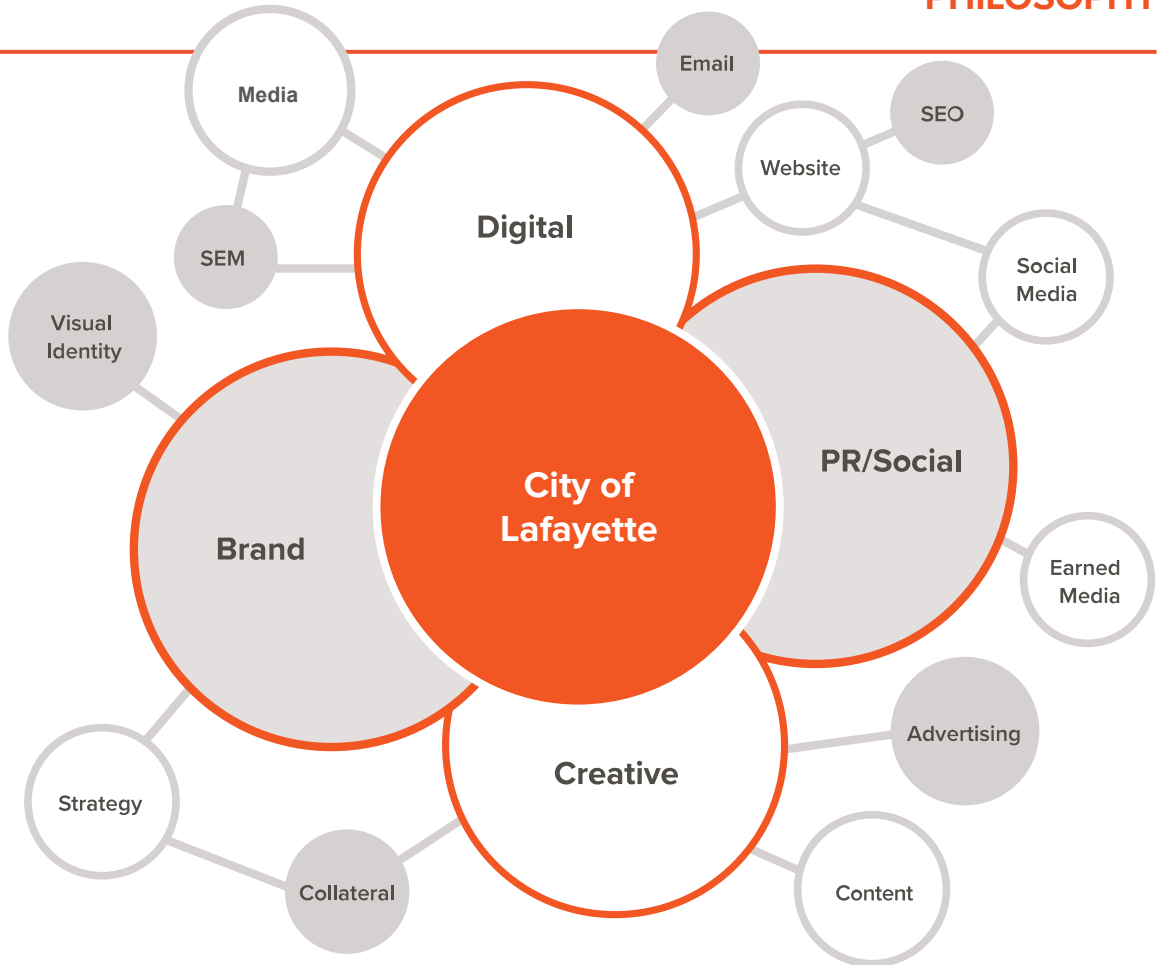
In its truest form, a brand strategy is an internal-facing deliverable that aligns key stakeholders under one shared vision. A rallying cry that ignites pride and fuels excitement. It's incredibly important and a cornerstone of our brand development process.

But, one of the biggest questions after going through the brand process (and gaining that internal advocacy) is – how do we use this? External rollout is about activating the vision in a way that helps our audiences organically absorb the essence of the brand versus telling them what the brand is or should be. For example, we don't necessarily “tell” them we are inclusive— we show them through our actions, initiatives, support, social content, etc.



Every Interaction Matters

We believe that marketing, media and PR form a thriving, interconnected ecosystem. Each strategy is intertwined, and each tactic feeds off another. When every interaction is connected under a single entity, the results come together more organically and yield stronger outcomes.



Internal Advocacy

Once we are aligned on brand strategy—*woo hoo!*—we'll begin strategic planning for internal rollout. This comes after **we enroll, support and listen** to key stakeholders.

This is a critical step that must not be overlooked in any branding effort, particularly with destinations with multiple stakeholder groups.

Brands are built from the inside out, and it's paramount that each stakeholder understands, appreciates and embraces the new brand identity we worked so hard to create for Lafayette. Internal advocacy includes the following:

- Coordination and communication
- Stakeholder outreach
- Internal advocacy approach and brand reveal
 - Workshop with internal Department Managers
 - Brand Book / Collateral



INTERNAL ADVOCACY



Brand Workshop

The Brand Workshop will help build a brand that lasts for two very important reasons: objectivity and consensus. We must get internal adoption and consensus in order to ensure that every interaction with the new brand is consistent. We want your various city departments to embrace and support the refreshed brand completely. We propose an internal brand workshop with the department leads to unveil the brand and get them aligned and immersed in the refreshed brand.

In addition, we know that consensus is earned, and when rolling out a new brand both internally and externally, consensus is also compulsory. Bringing key voices into the process will enable a feeling of ownership throughout your organization (and beyond), so that when we do launch the brand externally, everyone will feel pride and a sense of belonging.

Workshop Creation

COHN will develop a workshop strategy and agenda for an internal brand unveiling session with city department stakeholders.

Content Development

COHN will create all needed content and materials for the workshop.

Facilitate Workshop

COHN, alongside key Lafayette team members, will facilitate the workshop – including guiding discussions, working through challenges/concerns, etc.



Brand Book

The Lafayette Brand Book & Style Guide will be one of the most important outcomes of this entire process. Acting as the genetic code for the new brand strategy, the Brand Book provides detailed guidelines and instructions to carry out the City of Lafayette brand in design, marketing, copy, content, public relations and more.

Our Brand Books are not meant to simply live on a shelf or in someone's desk drawer. This reference guide is created to be functional for your team, and we intend for your team to get a lot of use out of it. Included are the brand unique selling propositions, brand story, brand promise, brand essence, brand keywords, brand voice, brand persona/archetype, brand position, brand messages, brand pyramid, mood board, logo & usage guidelines, style guide, photo library and photography style, brand typography, brand color palette, art and patterns/textures. It is comprehensive and will provide clear direction for your teams.

BRAND BOOK & STYLE GUIDE

BRAND STRATEGY

Unique Selling Propositions

Brand Essence & Brand Promise

Brand Story & Key Messages

Brand Voice & Tone

Brand Archetype & Personality

BRAND EXPRESSION

Mood Board

Typography

Photography Style

Logo Guidelines

Art Texture & Patterns



Consistent Collateral + Materials

With so many brand touch points across the City of Lafayette the consistency of all collateral is essential. Based on the new brand style guide and brand book COHN will create a set of standardized templates for use by the different departments. This would include email signature, letterhead, newsletter template, etc. We want to ensure that the brand is always represented properly. These templates will become part of an “off the shelf kit,” providing a simple way for the different departments to stay on brand with their communication.



External Rollout

The City of Lafayette brand is what it is because of the people who fuel it. We want to curate their personalities, attitudes, diversity and vibrancy into all of our outbound efforts. Whether it's an ad, a piece of content or a micro campaign/activation, we know to achieve this takes connective storytelling.

We have a three-part rollout strategy that activates paid, owned and earned tactics. **Each tactic serves a different purpose**; e.g.,

- Digital Media → Awareness
- Content → Information/Entertainment
- Activations → Engagement/Inclusion

Paid Media

- **Social:** Leverage targeting features on Facebook, Instagram and other potential social channels to customize campaigns based on interest, lifestyle, etc.
- **Other Media:** Through our discovery process we may identify potential media opportunities; e.g., SEM, display, retargeting, etc.

Content (Social & Website)

COHN will build out monthly content calendars that outline both the copy and the visual components of planned posts throughout the month. We will integrate existing imagery/video as well as identify asset gaps (video, images, etc.) and structure a plan on obtaining/building supporting assets. Upon approval, COHN will post and manage online communities.

Activations (Digital & Experiential)

In addition to our “regularly scheduled” organic content, COHN will develop community activation ideas that are focused on engaging people in an inclusive, personal, welcoming and authentic manner.



1. Audit, Optimize + Refine Channels

A key part of developing an effective content marketing plan, we need to critically examine current channel performance as well as how your brand compares in the saturated market of social media.

- Analyze how social channels are being used
- Measure effectiveness for overall goals
- Use competitor channels as a baseline grading scale
- Introduce methodology for long-term success



2. Curate a Digital Presence

Per its namesake, social media was built for interactions. It is essential to always be engaging with new and existing users, as well as generating meaningful content that supports your greater brand.

- Develop frequent, timely and customized content to populate your channels
- Engage in social listening by responding to inquiries, comments and staying conversational



Our
Process

4. Test, Track, Transform

Organically evolve the brand through a “measurement-first” approach that entails experimentation, measurement and adaptation.

- Invest in your audience over time by delivering new concepts, themes and messaging
- Take learnings from monthly reports to understand how to evolve the brand and continue growth



3. Stay Agile + Engaged

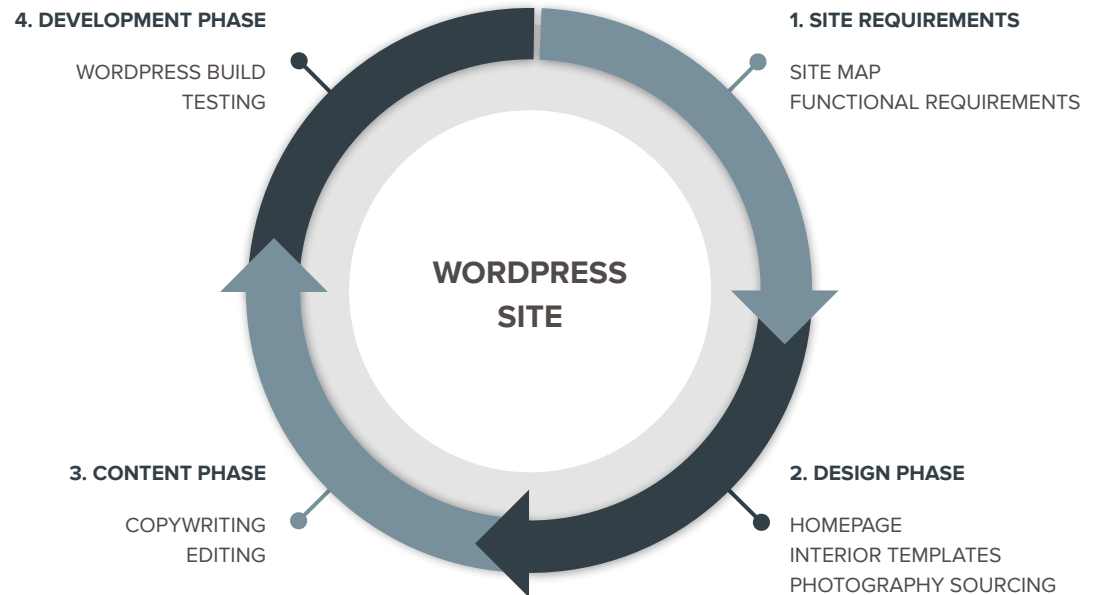
The content audiences want to engage with can change at the click of a button – literally. It’s critical to stay fresh and authentic and create experiences that keep users coming back.

- Use social media as a tool to understand user sentiment and then customize our ongoing content to fulfill those needs
- Stay informed on current trends across the industry to weave into new creative and strategic messaging across platforms



Discovery → Development

Websites come in a variety of sizes and functionality. We always start the website process with a discovery to understand how the site will be used and the depth of content that is needed. From there we will present estimates based on those needs. That said, if there is a budget that we need to adhere to, we will work with your team to scope a site within those parameters.





Implement

Put the vision into effect.

Test

Return to the user(s) for feedback.

Prototype

Build real, tactile representations for a range of your ideas.

Empathize

Conduct research to develop an understanding of the user(s).

Define

Combine all research, and observe where problems exist for the user.

Ideate

Generate a range of crazy, creative ideas.





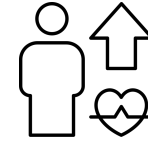
CONSUMER SNAPSHOT



Home now represents much more than where you live. **It's a reflection of your personal values** and many people are relocating to align that vision.



Rapidly shifting lifestyles means **brand loyalty is up for grabs;** with audiences saying they are twice as likely to try new brands and experiences this year.



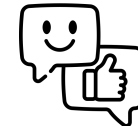
We are just beginning to witness a widespread **reinvestment in self** where audiences are seeking brands that support their personal growth and desires.



Despite ongoing uncertainty, **people have embraced a cautious optimism** and are more likely to give themselves permission to be surprised.



Fueled by the necessity of lockdowns, we have **a new kind of conscious consumerism called localism** where authenticity and ethics intersect.



The pandemic magnified our desire for a **pleasant and frictionless experience**, making it evermore important for brands to provide people additional value.

Community Snapshot

Authenticity

Lafayette has a risk-taker reputation that promotes equitable, inclusive services to the city. From sustainability to mobility, it's all part of forging a new path forward.

Responsibility

Safe, welcoming, small town livability. It's what Lafayette is known for and built upon. Every service, infrastructure and city voice should be a reflection of this.

Many Sides, One Whole
Accepting any one has made Lafayette a place for everyone.

Prosperity

Small businesses are the backbone of Lafayette. Part of sustaining this diverse, resilient and thriving community is ensuring economic security for residents and local entrepreneurs alike.

Connectivity

There's a clear dedication to providing a high quality of life in Lafayette, but locals are weary of change that feels unnatural to the city. Community pride depends on community-driven growth.

Bye Big, Shop Local

It's time to Stop, Shop and Roll.

Since 1889, Lafayette's been a community for changemakers. Farmers, miners and manufacturers all chose to make this pocket of Colorado their home, and decades later, that "locally built" spirit still remains. While most cities are still chasing a cookie-cutter path to perfection, Lafayette pushes convention aside and does what's most authentic to its trailblazing roots.

For purposes of this RFP, we have thought through a sample activation concept that addresses the importance of supporting our local community and attracting small businesses. "**Bye Big, Shop Local**" is a campaign that captures both the irreverent humor of the city while also firmly staking your support and protection of local entrepreneurs and businesses.

**Stop the BS
(Big Stores)**



**Shop Down
the Street**



**Roll Into a
Better Future**



LOCAL INITIATIVE

As part of our partnership with the City of Lafayette, we will be continually looking for ways to connect to audiences through localized content, campaigns and experiential activations.

ACTIVATION EXAMPLE

STOP

- It's time to free the city of its BS. Residents and businesses are invited to a community-wide "donation day" where items bought from chain stores can be collected for donation and help cleanse the city. It's a pledge for shopping smarter and smaller.

SHOP

- Now that Lafayette has said "Buh Bye" to the big stores, the city is able to provide ongoing tips for shopping local and hosting bi-monthly events that help residents and visitors discover their next favorite small shop.

ROLL

- How does it feel to be a local patron? How about the perspective of a small business owner? The city will spotlight various Lafayette voices on how their lives have changed by joining this community-wide effort to shop small.

Breaking the Mold

After 2021, most "cookie-cutter" cities know the importance of supporting small businesses, or at the very least know that it's a reputation maker or breaker. This campaign isn't about saving face. It's about owning Lafayette's longstanding history of being a place for makers, creators and artists to thrive.

Theme

- "Bye Big, Shop Local"
- Timing: February 2022 - Ongoing

THEME: "Bye Big, Shop Local"

People want to support small businesses, but sometimes those chain stores and mega-shops just seem like the best (or easiest) option. It's our mission to reframe this thinking with a fresh, brazen concept that calls out the BS and gets our city back to its locally loved roots.

AS EASY AS 1,2,3

Expansion

Despite your unique nature, Lafayette always plays nice in the sandbox. Invite another municipality, such as Superior or Erie, to say "Bye Big" and join the movement. City officials and community leaders are the pathway to help us roll into a brighter future for Boulder County.

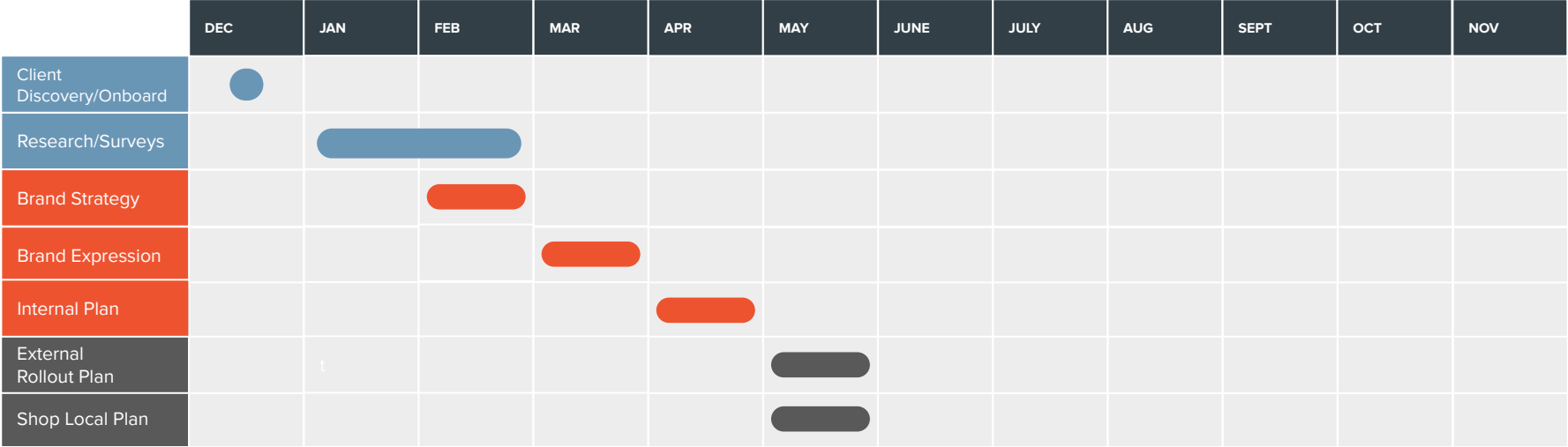
Campaign Engagement Ideas

- Launch a social media pledge that invites citizens to post why they #ByeBigShopLocal
- Create a series of thematic content pieces centered around different ways to shop local (e.g. women-owned businesses to shop at this week)
- Create an online portal for small business owners to post about upcoming events or promotions that get automatically reshared to the city newsletter, social media and other outlets



Getting it Done.

Preliminary Timeline



Final timeline to be agreed upon with City of Lafayette, based on discovery session outcomes and final scope.



Nimble & Collaborative.

Maximizing Your Budget

Our Approach to Meeting Your Needs

We appreciate the opportunity to provide a proposal to handle the marketing needs for Lafayette. There are many variables and factors that will impact the final scope of work. It is our desire to maximize your budget. We will work with you through the discovery phase to finalize and refine the deliverables as needed. We approached the budget considering the following factors.

- Reviewed historicals from similar projects
- Layered in small buffers for unexpected opportunities/costs
- Allowed for agility across channels; e.g., reallocation, expansion, etc.
- Focused on authenticity vs. flash
- Have the fluidity to shift and adjust the budgets as needed
- Collaboration with your team to align and finalize budgets

COHN is committed to being your partner, striving always to be more than just a vendor.

Brand Estimates

BUDGET	FEES
BRAND STRATEGY/ARCHITECTURE <ul style="list-style-type: none">• Stakeholder/Principal Discovery Meetings• Supplemental Interviews (clients, partners, etc.)• Insights & Analysis (competitor, industry, brand & audience)• Keywords• USPs• Brand Promise• Brand Essence• Brand Pyramid• Brand Archetype• Voice / Manifesto• Brand Book (PDF)	\$15,000
TOTAL	\$15,000 <i>(one-time project fee)</i>

Brand Estimates

BUDGET	FEES
<p>BRAND EXPRESSION</p> <ul style="list-style-type: none">• COHN will develop and present 3 design mood boards to illustrate a few approaches to the brand's visual expression or "look and feel." The mood boards include color palette, typography and imagery style options. The client team may select one of these mood board directions and request up to two rounds of reasonable revisions on the selected mood board.• Brand Style Guide including logo usage guidelines, color palette, typography, photography styling, etc.• Expression of selected brand moodboard to a collateral piece such as an ad for real-life context.• Deliverable: Final Brand Style Guide in PDF format	\$17,500
TOTAL	\$17,500 <i>(one-time project fee)</i>

Research Estimates

BUDGET	FEES
TIER 1: GRASSROOTS <ul style="list-style-type: none">• Survey Development• Deploy survey to existing contact list (through Lafayette channels)• Follow-up interviews• Analysis and insights• Personas <i>or</i> audience summary	\$7,500
TIER 2: AUDIENCE AUDIT (ATTITUDINAL RESEARCH) – SUBCONTRACTOR FEES INCLUDED <ul style="list-style-type: none">• Development• Collection• Analysis• Sharing• Panel• Persona Development	\$35,000
TOTAL	\$7,500 OR \$35,000 <i>(one-time project fee)</i>

Brand Activation Estimates

BUDGET	FEES
INTERNAL ADOPTION PLAN <ul style="list-style-type: none">COHN will create an internal rollout plan for the brand<ul style="list-style-type: none">Internal communications planOff the shelf kit for departments (how-to-guide for applying the Brand)<ul style="list-style-type: none">Designed templates up to 5 (email signature, letterhead, newsletter, etc.)COHN will lead an in-person adoption workshop for all department managers	\$12,500
EXTERNAL ROLLOUT/SHOP LOCAL PLAN <ul style="list-style-type: none">COHN will develop an activation strategy for external rollout, including Shop Local, social media support and paid media	\$8,500
TOTAL	\$21,000

Website Estimates

BUDGET	FEES
<p>WEBSITE REFRESH</p> <ul style="list-style-type: none">• COHN will provide direction to update the website with the refreshed brand• COHN will provide graphic direction and assets• COHN will provide copywriting for web content• Does not include development, programming or implementation	<p>\$3,750 Website Discovery Fee + TBD for Development</p>
<p>TOTAL</p>	<p>\$3,750 + TBD Website Development</p>

Hourly Billing Fees

Per your request, we've included a la carte pricing for other marketing services we offer at COHN. These are our hourly rates for the services you've requested, but our proposal is based on total project estimates not necessarily hourly rates by role. .

SERVICE	HOURLY RATE
Account Management	\$125-\$150/hour
Print Design	\$100-\$150/hour
Web Design	\$150/hour
Web Development	\$100-\$150/hour
Content Writing	\$150/hour
Research	\$150-\$200/hour
Video Production	\$150/hour



Work That Fills Us With Pride.



Visit Black Hawk

Insight:

Sometimes you just need an escape from everyday life.

Scope: Audience Research, Creative Advertising Campaign, Event Activations, Paid Media (traditional and digital)

Budget: \$2.8M

Tenure: 5 years (ongoing)



Client Challenge

Just 40 minutes from Denver, Colorado, Black Hawk is a tourism destination known for its gaming (gambling) and historic mining roots. Black Hawk's Business Improvement District (BID) needed a new brand agency partner to build upon its "Escape Ordinary" effort and evolve it into a meaningful campaign that would drive consumers to engage, endorse and escape to Black Hawk. At the same time, Black Hawk's refreshed campaign needed to augment and complement—not compete against—the marketing efforts of businesses in Black Hawk.

Visit Black Hawk

CONSUMER RESEARCH

We wanted to test the campaign mascot, a realistic Hawk character that was inherited, and get a better understanding of the campaign performance and awareness of Black Hawk and visitor data. We conducted location-based research that leveraged mobile devices (visits, time on site, where else they visit/shop, etc.) and overlaid that data with a quantitative regional survey that dug deeper into attitudes around Black Hawk and the existing campaign.

Research Findings:

- Gaming needs to continue to be a core piece of the marketing.
- Promotions are important.
- Black Hawk's convenient location and unique scenery are strengths.
- Awareness of the City of Black Hawk is strong; however, we need to promote the "variety" of the area.
- Scale back the "Hawk" mascot's role in the campaign.



Visit Black Hawk

COHN SOLUTION

The marketing campaign for Visit Black Hawk was centered on the concept of “Escape Ordinary,” with the goal of providing not only a sense of urgency and fun, but also a unique perspective on what Black Hawk has to offer.

Using the “Hawk” brand mascot as a supporting character versus the hero, COHN implemented a targeted messaging campaign that positioned Black Hawk as a “can’t miss” destination for frequent and infrequent gamers alike. The plan included English and Spanish media placements for digital and traditional advertising, social media programs, special event promotions, sponsorships, and grassroots and guerrilla activations.



Visit Black Hawk

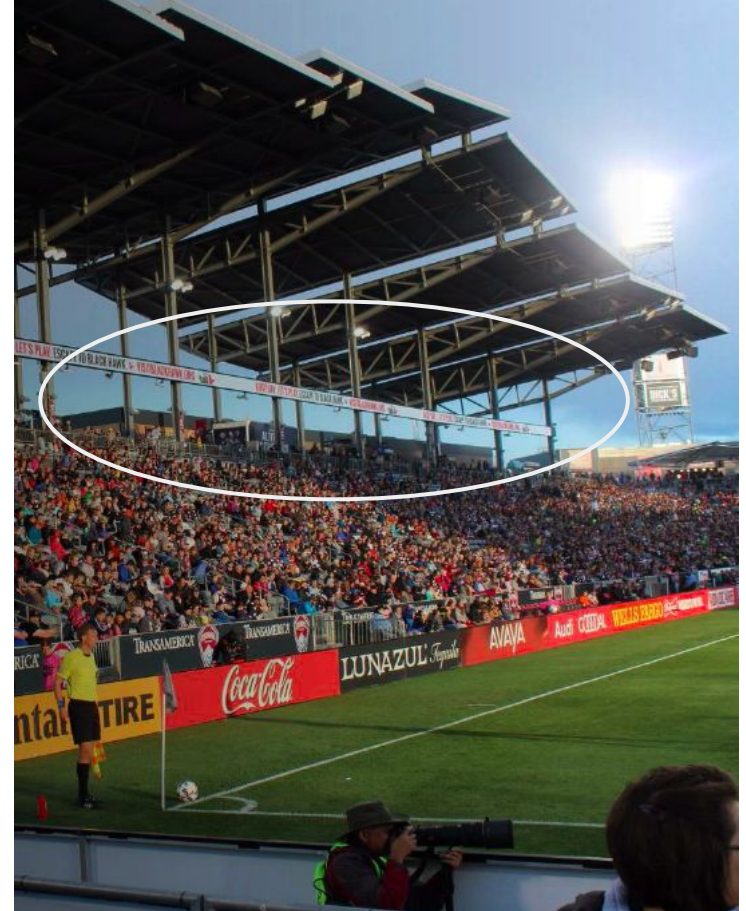
Dick's Sporting Goods Park Sponsorship



Newsletter Inclusion



Tower Sign



LED Fascia

Visit Black Hawk

Activations



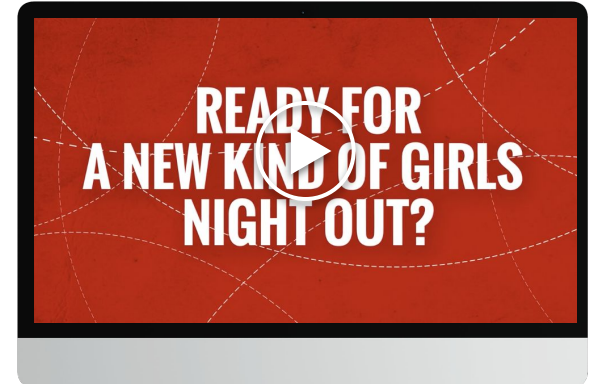
DMV Escape: We crashed a local DMV and offered up a free in-the-moment trip to Black Hawk to the first person who accepted.

→ Video generated 2,000 views on YouTube



Big Head Todd & The Monsters

Red Rocks Event Series: We brought the Black Hawk experience to the Front Range by partnering with Red Rocks for a summer concert event series; we selected shows that had fans who aligned with our target audience. → Distributed 19,000 gaming voucher cards = 5% redemption rate



Contest: We segmented audiences into two primary groups—those who were in need of a couples getaway and those who were looking for a fun weekend adventure with friends—and built out targeted campaigns/contests directed at these two groups. → 875 entries

OUTCOME

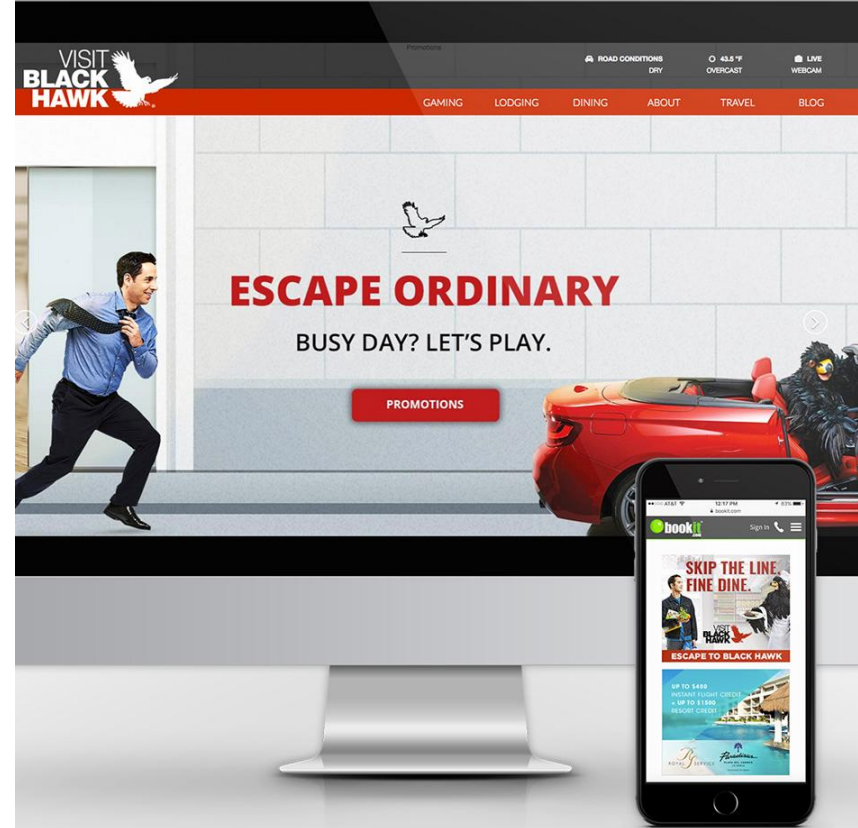
Real Results

STRATEGIC MESSAGING → MEDIA PLAN → CAMPAIGN

“Our goal is to increase the number of visitors to Black Hawk, and we feel COHN’s vision helped us achieve that,” said Lynnette Hailey, district manager, Black Hawk BID. “We are thrilled to already see Black Hawk with a more concrete and relatable brand identity and representation throughout the Denver area.”

The “Escape Ordinary” campaign rolled out across various billboards throughout the metro area and was heard on local and digital radio channels, including iHeartRadio and Pandora, and played out in various guerrilla tactics:

- Improved website traffic by 188%
- Improved dedicated search traffic by 200%
- Saw clicks to Black Hawk business sites at a rate of 4,000/month (24% conversion rate)
- Increased AGP (Adjusted Gross Proceeds) by 24%



Old Town Lafayette

Insight:

Peer success is my success.

Scope: Market Research & Analysis, Strategic Planning, Website, Content/Social Media Management & Community Initiatives/Activations

Budget: \$200,000/year

Tenure: April 2021 (ongoing)

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Client Challenge

Old Town Lafayette is a small, tight-knit community of artists, entrepreneurs, advocates and passionately loyal residents all mixing together in one downtown district. After years of declining sales and the lasting impact of a global pandemic, it was time to take a more organized approach to unifying the businesses and getting them the marketing support they needed. The challenge, however, was marketing a destination that doesn't want to feel like it's being marketed. This campaign needed to ring true to the organic, artisan vibe of the community and steer clear of any signs of perfection. It couldn't feel too planned or purposeful, and most importantly, the people of Lafayette needed to stay at the heart of the project.

Old Town Lafayette

RESEARCH AND STAKEHOLDER OUTREACH

To get to the core of the community, we conducted interviews and surveys with over 60 local businesses spanning retail, experiential, professional services and hospitality to ensure everyone in the district who wanted to be heard had an opportunity to voice its ideas, opinions and concerns.

Research Findings:

- Business owners felt disconnected from one another.
- The physical location included “dead zones” that impeded visitors from further exploration.
- “Artist/Artisan/Art” felt too “contrived” as a descriptor for the community.
- Inclusion and focus on the Hispanic community was critical.
- Owners wanted visitors to have impromptu, unexpected and unplanned experiences throughout the downtown.



Old Town Lafayette

COHN SOLUTION

We always start with an overarching insight to guide our strategy. In this case, it was simple: interconnectivity.

This fueled our strategic approach to focus on:

- Leaning into the impromptu, spontaneous, welcoming and unexpected spirit
- Fueling collaborations between businesses, residents, local artists and the greater community
- Pursuing happiness as a lifestyle
- Facilitating wayfinding and exploration
- Prioritizing the people of Lafayette

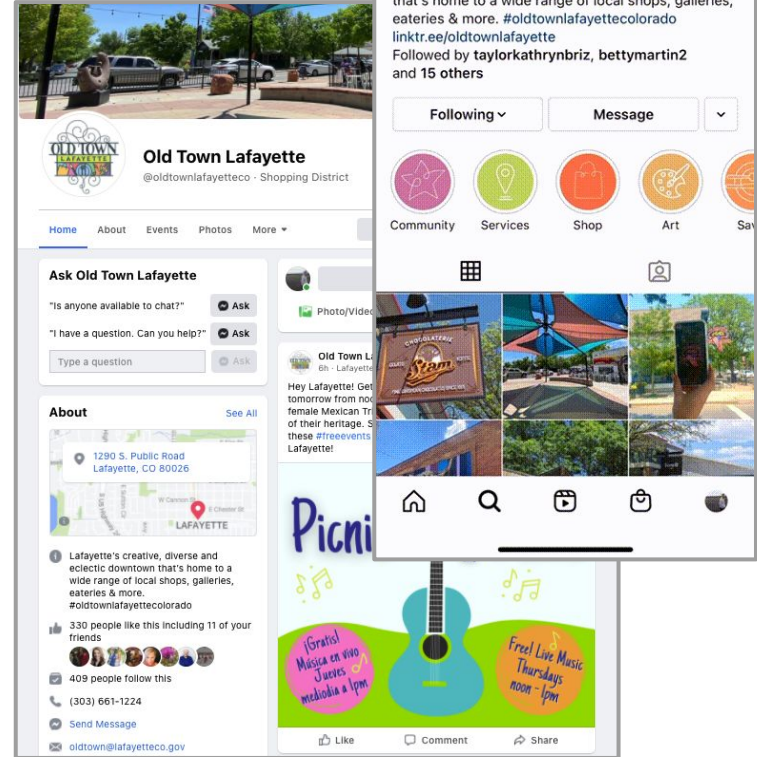


Old Town Lafayette

DIGITAL INTERCONNECTIVITY

Despite its stronghold as a unique downtown community, Old Town Lafayette never had an online presence that was dedicated to the businesses, events or experiences possible there. To help boost awareness and begin telling the story of its uncommon streets, COHN launched two social channels from scratch in June 2021 and grew followers (REAL, authentic followers) from 0 to 1,000+ in a few short weeks. These accounts included a variety of franchised content initiatives, such as “shoppable shows” that allowed business owners to share their passion and inspiration behind their businesses, paired experiences between different merchants, and a bird’s-eye view of the district to help visualize how all the businesses are interconnected.

Additionally, we recommended building out an ADA-compliant website that could serve as a central hub of information for all Old Town Lafayette happenings, such as a business directory, an events calendar, a trails map, a walking tour and a historical overview of the city. Together, these online entities brought the vision of community under one brand.



Old Town Lafayette

PROJECT HOPSCOTCH CONTINUED...

As the first-of-its-kind event in Lafayette, Project Hopscotch relied on the participation and promotion from multiple entities and stakeholders. To ensure this marketing effort truly rooted within the community, our team engaged the city government, the arts commission, business owners, library and public school staff members, local ambassadors and influencers to help spread the word.

Components of this promotion included:

- A custom map design of the downtown to encourage exploration
- Reusable shopping bags printed with the illustrative map
- Posters and flyers distributed throughout various city locations
- Press release distribution and regular postings to NextDoor
- “Hop, Skip & Jump” content series, which paired different merchants and businesses to create one, uniquely Old Town Lafayette experience
- Local scholarship donated to a Lafayette high school student pursuing a career in the arts

Results pending; campaign launched September 15, 2021



9NEWS

Insight:

Know your audience to know thyself.

Scope: Audience Research, Brand Strategy, External Brand Rollout via Programming; e.g., NEXT with Kyle Clark and Mile High Mornings, Advertising Spots

Budget: \$100,000/year

Tenure: 2 Years (ongoing)



Client Challenge

9NEWS has been the market leader for local news for decades, but shifting demographics and new consumer behavior made leadership want to reevaluate its brand strategy. Was the 9NEWS brand still resonant with its audiences, even after nearly 70 years?

9NEWS has historically relied on Nielsen data to pull audience insights and guide products, stories and live broadcasts. As “personalization” became more and more important to consumers, the station leadership team realized that it needed to look beyond quantitative data, such as demographics and day-parts, and approach its viewing audience differently if it was going to maintain relevancy and the station’s No. 1 local news status.

COHN Solution

COHN presented a new type of research that organized persona groups by shared beliefs versus age, income, ethnicity and location. Our attitudinal research efforts led to four distinct audience personas and their defining “perspectives.” With 100% buy-in from the 9NEWS leadership team, COHN and 9NEWS mapped out “vision strategies” for these personas, which have fueled all new brand messaging, a revamped morning show, an Olympics rallying cry and a repositioned “NEXT with Kyle Clark.”



WATCH: [“Perspectives”](#)

COHN supported 9NEWS in brand vision, campaign concept, tone and script development; video production was managed in-house by the 9NEWS production team.

Won an Emmy in 2021.





References

Lynette Hailey

District Manager
Black Hawk | Silver Dollar Metropolitan District
lhailey@centurylink.net



“Our goal is to increase the number of visitors to Black Hawk, and COHN’s vision helped us achieve that.”

Brigid Keating

Executive Director
Lafayette Urban Renewal Authority
brigid.keating@lafayetteco.gov



“COHN provides excellent project management that makes my job easy. I have been most impressed with how they listened to community feedback. They figured out who we are at our core!”

Blair Nelson

Director of Marketing and Brand
9NEWS
blair.nelson@9news.com



“We had been hitting our head up against a wall trying to really discover what our [KTVD] brand is. We brought team COHN in to help us. They brought us a much needed branding overhaul.”

**We stand ready, and excited, to be your
long-term partner for excellence.**

Together, we will deliver meaningful results for Lafayette.

Duane Ciacco, Director of Business Development | Duane@cohnmarketing.com | 303-839-1415
Lisa Wieting, CMO | Lisa@cohnmarketing.com | 720-233-3791

