

**NEW BERN, NC**

Final BrandPrint Report  
October 23, 2013



**NEW BERN**



**NORTH CAROLINA**

*Everything comes together here*



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### **ABOUT NORTH STAR DESTINATION STRATEGIES**

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing community brands through integrated marketing solutions. North Star offers communities a combination of research, strategy, creativity and action. This process ? called Community BrandPrint ? provides direction for the community's brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

### **ABOUT THE BRANDPRINT PROCESS**

Through the Community BrandPrint process, North Star determines New Bern?s most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of residents, visitors and businesses. We then develop powerful Brand Action Ideas and a Brand Identity Package (creative expressions), all of which reinforce the positioning line and ensure brand equity and growth.

This process is divided into four stages: Understanding, Insights, Imagination and Evaluation. A Research Report was presented to the City of New Bern under separate cover earlier in the BrandPrint process. However, for ease of use, the research, insights and strategic Brand Platform statement is included in this Final Report, along with the Imagination and Evaluation phases.

### BRANDING PARTNERS

The City of New Bern, NC contracted with North Star Destination Strategies to determine the community's true, unique and relevant brand position to help the area stand out in the marketplace. This Executive Summary represents a snapshot of the critical highlights from the Understanding, Insights, and Imagination phases BrandPrint process. Detailed research findings are compiled in the report that follows.

### UNDERSTANDING (*Research findings*)

North Star conducted more than a dozen pieces of research to identify what differentiates New Bern from its neighbors and competitors. By examining the community (stakeholders, residents), consumers (visitors, regional and state officials in tourism and economic development) and the competition (neighboring and other communities), North Star determined a strategy for New Bern to assert across all community assets to implement an effective, meaningful and relevant brand. Important findings are summarized below.

Research identified New Bern has a variety of assets, which, together, make the City a gem in the eastern North Carolina region. Perhaps the most defining asset in the community is its tranquil and peaceful setting. New Bern is located at the confluence of the Trent and Neuse Rivers, while also being a short drive away from the North Carolina coast. This unique ambiance gives New Bern a peaceful, alluring and romantic feeling that residents, visitors and businesses alike can enjoy. Because the City edges the riverbanks, water lovers can enjoy yachting, surfing, paddle boarding, canoeing and many other water activities.

Respondents within the community praise the Swiss Bear Development Corporation and other community partners for their resilience in reviving New Bern's downtown into a thriving and charming destination that is home to boutique shopping, a variety of dining experiences, as well as Union Point Park. A short walk can take a visitor to the epicenter of history in New Bern, Tryon Palace and the North Carolina History Center. The community was the first colonial capital of North Carolina, and the multi-faceted story of African American history, Civil War narratives, and early colonial life lend a great deal of context to New Bern's distinct culture and setting.

Research revealed that many visitors and businesses alike are attracted by the slower, relaxing pace in New Bern as well as the many festivals and events, like MumFest in October and the Bike MS event in the summer, which add energy and excitement to the community. The history, charming setting, and downtown area are enhanced by the friendliness of the community and the warm welcome received by newcomers. However, because New Bern is not located on a major interstate, many leisure and business visitors access the City and Craven County through the Coastal Carolina Regional Airport.

Along with New Bern's rich array of assets, a few challenges were recognized as part of North Star's research as well. Many economic development voices from the regional and state level sited the changing business recruitment function in the City and County as a challenge for the community. Additionally, residents are hoping the City can attract and retain businesses and organizations with employment and job growth opportunities. Others mentioned attracting and

retaining the next generation of young professionals to New Bern as a challenge to the community. A few voices within the community and outside of New Bern mentioned the high utility costs as a barrier to relocating to the area.

As with many communities in eastern North Carolina, New Bern also has a small population of underserved residents in the City. Many voices on North Star's In-Market Visit noted that the diversity of residents in areas like Duffy Field offer many perspectives and ideas to solve community issues and concerns.

Furthermore, there are many opportunities that New Bern can begin to leverage to improve the community. Research showed that a renewed focus on economic development efforts is the City's greatest opportunity in the future. Tourism growth and New Bern's potential to be a distinct visitor destination in eastern North Carolina were seen as valuable opportunities in the City's economic development function moving forward.

New developments in New Bern, such as the Craven Thirty development are bringing needed shopping, retail, restaurants and living varieties to the community. Many residents view this development positively and are greatly anticipating additional leisure activities in New Bern.

As reviewed in the Insights section of this Final Report, New Bern has a variety of advantages that must be told in a way that is distinctly "New Bern." All of the assets mentioned throughout the research culminate in a coastal river culture that is attractive to all audiences New Bern looks to attract. This culture is shrouded in romanticism, history, and charm. Coastal river culture is a concept that is unused elsewhere, giving New Bern an opportunity to coin a new phrase for their community.

However, what is not immediately apparent upon first visiting or experiencing New Bern is the progressive vision and forward-thinking attitude that is present in the community. This ability of the City to see past the distractions of the day and achieve their goals is a message that connects well with business interests and community partners alike and the primary reason why New Bern is known as the "Community of Firsts."

New Bern is in a strong position to capitalize on the City's standing in eastern North Carolina as an economic engine in the region, as well as promote the distinct setting and coastal river culture of the community to attract audiences of all types.

## STRATEGIC BRAND PLATFORM

North Star funnels strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives in the Imagination phase of this project. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	<b><i>For those who value equally beauty and purpose</i></b>
Frame-of-Reference:	<b><i>New Bern, uniquely positioned at the confluence of the Trent and Neuse Rivers in eastern North Carolina</i></b>
Point-of-Difference:	<b><i>is wrapped in the romance of an historic coastal river culture and elevated by the vision of progressive people</i></b>
Benefit:	<b><i>so you enjoy a charmed existence (work, family, culture, history, recreation).</i></b>

## IMAGINATION (*Creative ideas for building the brand*):

The brand platform serves as a guide for the positioning of the New Bern brand. From this statement, a creative concept is born; a concept that aligns creative treatments of the brand in a variety of communication mediums and action ideas.

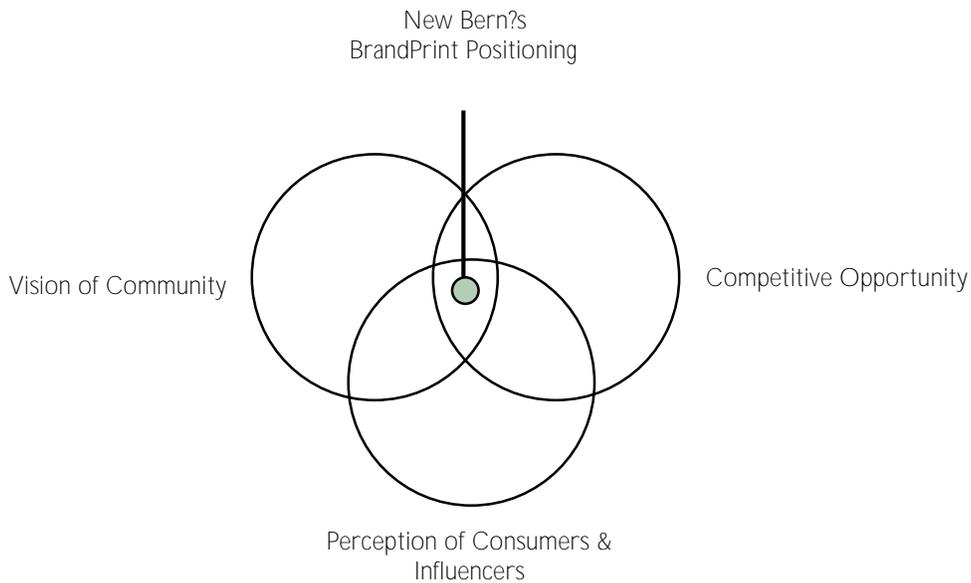
The creative concept developed by North Star is based on the approved brand platform, leveraging New Bern's unique location at the confluence of two rivers, the Trent and Neuse, which gives the community a unique mixture of history and progressive thinking. Of charm and sophistication. In New Bern, the easy feel of a small town merges with the cosmopolitan spark of a city. The concept describes how paradoxes in New Bern come together to form a little piece of paradise. The visual executions of the brand feature iconic symbols of New Bern, the bear, clock tower, and sailboat. These icons are the foundation for a dynamic visual identity that showcases slices of New Bern life in photography. The red, black, and gold color palette further utilizes the equity already established in the existing color palette but renews it by adding a royal blue. By using a combination of fresh colors, iconic symbols, and unique visual elements, New Bern's brand identity pushes the community into the 21<sup>st</sup> century.



**WHERE THE BRAND HAS BEEN AND WHY**

This stage addresses the community's current brand positioning. We assess the environment; demographics and psychographics of residents; perceptions of visitors, residents and stakeholders; current communications and the competition. Most importantly, we gather input from New Bern and its constituents.

We are looking for current attitudes regarding the brand. We are also trying to spot behavioral trends that exist around that brand. This stage is critical because it uncovers the relationship between three factors: the community's physical qualities, communication materials and the position the community holds in the minds of its consumers.



## IN-MARKET STUDY

### **Purpose**

The purpose of the In-Market Study is to gain understanding of the perceptions and attitudes of New Bern residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors, residents and businesses.

### **Methodology & Results**

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit from October 9 - 13, 2012. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area familiarization (FAM) tour, stakeholder focus groups, stakeholder one-on-one interviews and local community one-on-one perception interviews.



## MATERIALS REVIEWED

*This is a sampling of the materials reviewed as part of the Research and Materials Audit, prior to the In-Market Study*

- City of New Bern
- Swiss Bear Downtown Development
  - Program of Work (2011-2012, 2012)
- New Bern-Craven County Convention & Visitors Center
  - Marketing Plan (2012-13)
  - Craven County Tourism Year End Report (2010)
  - Craven County Tourism Annual Report (2011)
- New Bern Area Chamber of Commerce
  - New Bern Vision Plan (2008)
- Craven Arts Council
  - Public Art Master Plan (2007)
- New Bern Historical Society
- Weyerhaeuser Real Estate Development Company
  - Craven 30 presentation (2012)

***The following highlights the conversations from the In-Market Visit***

**MOST MENTIONED ASSETS**

- History
- Waterfront
- Quaintness
- Location on the Trent and Neuse Rivers
- Diversity of people
- Downtown New Bern (Swiss Bear Development Corp)
- Culture and arts
- Strong sense of place
- Tryon Palace
- Home of Pepsi Cola
- Home of Nicholas Sparks (tourism asset)
- Walkability
- Camp Sea Gull and Seafarer
- Calm, relaxed atmosphere
- African American History
- North Carolina History Center
- Tree-lined streets
- Impactful skyline (along waterway)
- Lots of festivals and events
- Craven County Convention Center
- Young, active retiree population
- Marine Corp Air Station Cherry Point
- Scenic and picturesque
- Affordability
- ?A Community of Firsts?
- Outdoor Recreation and proximity to ocean
- Union Point Park
- Availability of land for development
- Economic impact from nearby Marine bases
- Hatteras Yacht Corporation
- First North Carolina State Capital
- Hospital and healthcare
- Swiss heritage
- Coastal Carolina Regional Airport
- Business-friendly practices
- High speed internet infrastructure, access to fiber networks
- Craven Community College
- Bosch and Siemens Home Appliance Group
- Sailing and boat regattas and tournaments
- Chamber of Commerce programs and committees
- Bridge Run event
- Golf courses



## MOST MENTIONED CHALLENGES

- Attracting and retaining young people
- Outsiders are unaware of what New Bern offers
- Parking downtown
- Funding challenges with Tryon Palace
- Downtown closed evening and Sundays
- Lack of nightlife
- Employment opportunities and job growth
- Workforce training and development
- Transportation challenges (access to interstate)
- Perception as not business friendly
- Underserved population
- Vacant and blighted homes and buildings
- Attracting large corporations and businesses
- Good ol' boy network and way of thinking
- Retail leakage
- Lack of Strategic Plan
- Changing economic development function in County / City
- Resistance to change/close-minded thinking

## MOST MENTIONED OPPORTUNITIES

- Tourism development
- Craven 30 development
- Small business growth
- Minority-owned businesses
- Encouraging entrepreneurship
- Youth engagement and empowerment
- More shopping and retail
- Additional arts-oriented activities
- Access to water recreation
- Develop waterfront and access to rivers
- Possible movie studio
- New City Development Department
- Creation of economic development Strategic Plan
- Economic development ambassadors
- Riverside development
- Old New Bern Oil Co facility redevelopment
- Change in leadership



## STAKEHOLDER VISION SURVEY

### Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of New Bern. What do stakeholders like and dislike about their community? How would they make it better? What kind of things do they associate with New Bern? After all, no one knows your city better than those that form its backbone.

### Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key stakeholders in the community, identified by the brand drivers. All questions were open-ended, allowing for a qualitative measure of stakeholder perceptions. Many of the questions in the survey focused on New Bern's direct strengths, weaknesses, opportunities and threats. Other questions focused on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

55 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below in order of frequency. Please see **Appendix A** for a copy of the Stakeholder Vision Survey.

The image is a screenshot of a survey titled "New Bern Vision Survey". The survey is divided into sections, with the visible section being "2. General Perceptions". It contains eight numbered questions, each followed by a text input field. The questions are:

1. When you first think of New Bern, which three words come to mind?
2. Describe New Bern in terms of what you love about it.
3. What is/are New Bern's greatest strength(s)?
4. Describe how New Bern is typical.
5. What is New Bern's single greatest asset?
6. If you could add something to New Bern that would make a positive difference for its future, what would you add?
7. If you could take away something from New Bern that would make a positive difference for its future, what would you take away?
8. What are the biggest challenges you face in being New Bern?

*New Bern Vision Survey*

## DESCRIBING NEW BERN

### **When you first think of New Bern, which three words come to mind?**

- Historic
- Water / river
- Friendly
- Beautiful
- Charming

### **Describe New Bern to someone who has never heard of it before.**

- Small town / community feel
- Waterfront
- Historical
- Beautiful
- Downtown New Bern

### **What in / about New Bern currently attracts most...**

- **Residents**
  - Quality of life
  - Waterfront
  - Friendly
  - Good climate
- **Visitors**
  - History
  - Downtown
  - Waterfront
  - Tryon Palace
- **Businesses**
  - Workforce
  - Growth potential
  - Good business environment
  - History
  - Military

### **Describe New Bern's typical...**

- **Residents**
  - Retired
  - Friendly
  - Proud / spirited
  - Active
- **Visitors**
  - History buff
  - Retiree / older
  - Day tripper
  - Family

- **Businessperson**
  - Small business oriented
  - Professional
  - Opportunistic
  - Likes the area / environment
  - Friendly

**What is New Bern's single greatest asset?**

- Waterfront
- Downtown
- People
- History
- Location
- Beauty

**If you could add something to New Bern that would make a positive difference for its future, what would you add?**

- Shopping
- More entertainment (restaurants, concert venue, sports team, theater)
- More industries
- Attractions for younger demographic
- Parking

**If you could take away something from New Bern that would make a positive difference for its future, what would you take away?**

- Poverty and blight (majority response)
- Differing political ideas

**What are the biggest challenges currently facing New Bern?**

- Lack of economic growth
- Urban blight
- Bad infrastructure
- Utility rates
- Public housing

**What are New Bern's biggest opportunities for growth?**

- Economic development
- Craven 30 development
- More retail businesses
- Tourism (restaurants, attractions)

**In your opinion, what is the best way to attract more of the following to New Bern?**

- **Visitors**
  - Better marketing / advertising
  - More attractions (restaurants, shops, venues, events)
  - Exposure on a national level.
- **Economic Development**
  - Incentives, simplify doing business
  - Improve education
  - Promotion / marketing.
- **Arts and Culture**
  - Promotion / marketing
  - Additional / revitalized facilities
  - Special events

**What business / industry is best suited for New Bern?**

- Tourism
- Water-related
- Environmentally conscious
- Small Business

**How would outsiders (residents in other parts of eastern North Carolina) describe New Bern?**

- Beautiful
- Charming / quaint
- Great downtown
- Historic

**What one word best describes what New Bern is known for?**

- Historic
- Charming
- Friendly
- Waterfront

**What aspect of New Bern's history, in your opinion, has had the most significant impact in making New Bern what it is today?**

- *“Being the first colonial capital and home to Tryon Palace.”*
- *“The redevelopment that took place in the early 1980's. This was the driver for most of what New Bern looks like today.”*
- *“Aside from its beginning, I would give credit to the Swiss Bear's members for giving their resources to make the downtown so inviting.”*
- *“Certainly the Civil War and Tryon Palace.”*

**Please describe the impact that the military has made on the community.**

- *“Enormous. Without Cherry Point, New Bern and Craven County would be depressed economically.”*
- *“Economic engine driving the County; causes the community to be open to new comers because of the constant change in personnel at Cherry Point.”*
- *“Cherry Point and other bases within 100 miles have made an enormous impact on this community for several reasons, i.e., they bring a new perspective, volunteers at local nonprofits, purchaser of goods and services, jobs, etc.”*

**Describe, in your own words, Downtown New Bern.**

- Charming / quaint
- Walkable
- Vibrant
- Warm / welcoming

**What unites New Bern?**

- Community spirit / involvement
- The people
- Nothing
- Desire to make it better, care for it
- Community pride

**In your opinion, what would be an ideal version of New Bern in 10 years?**

- *“More entertainment and nightlife opportunities, developed downtown and riverfront.”*
- *“A vibrant downtown that would support more restaurants, shops and later nightlife.”*
- *“An enhanced waterfront experience as well as shopping. Some additional restaurants and bars, leading into more entertainment in the evening”*
- *“A moderately larger version of New Bern with more employment opportunities, and a revitalized five points area.”*

**Where is the one place in New Bern you would take a visitor so they would always remember their visit?**

- Tryon Palace
- Downtown
- North Carolina History Center
- Union Point

### **If New Bern were a famous person, who would it be? Why?**

- Andy Griffith
  - *“That southern charm, welcoming but witty, very rational in decision making, family oriented, safe, and well rounded.”*
- George Washington
  - *“George and New Bern are both symbols of the beginnings of our nation.”*
- Charles Kuralt
  - *“He was a lover of the south, of generous and friendly people, of the arts and literature and culture. He also loved the simple pleasure of life like sitting on the porch swing. He loved the beauty of nature. New Bern is his kind of place.”*



### **If New Bern were a popular consumer product brand, what would it be? Why?**

- Band-Aid
  - *“Been around a long time, sticks through thick and thin. Many have copied, but none as good as the original.”*
- Ford
  - *“It has had good years and bad, but it’s mostly reliable and has the potential to be innovative and sporty.”*
- Levi Jeans
  - *“They’ve been around for a while, but they are always comfortable. You can enjoy them outside or dress up for dinner with them.”*



## ONLINE COMMUNITY-WIDE SURVEY

### Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of New Bern.

### Methodology & Results

North Star developed an online survey based on the results of the qualitative Stakeholder Vision Survey and In-Market conversations. All questions were multiple choice, allowing for a quantitative measure of resident perceptions. Community members were encouraged to participate after the survey was posted on city websites and publicized in local media. 283 survey responses were collected for this survey.

The graphs on the following pages highlight responses for each question on the corresponding survey, allowing side-by-side comparison of results. Please refer to the BrandPrint Report CD and **Appendix B** for a detailed list of all "Other" responses.

**New Bern Community Survey**

**2. Community Perceptions**

In describing the City of New Bern, please mark the answer you believe to be most accurate.

**1. On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely", how likely would you be to recommend...**

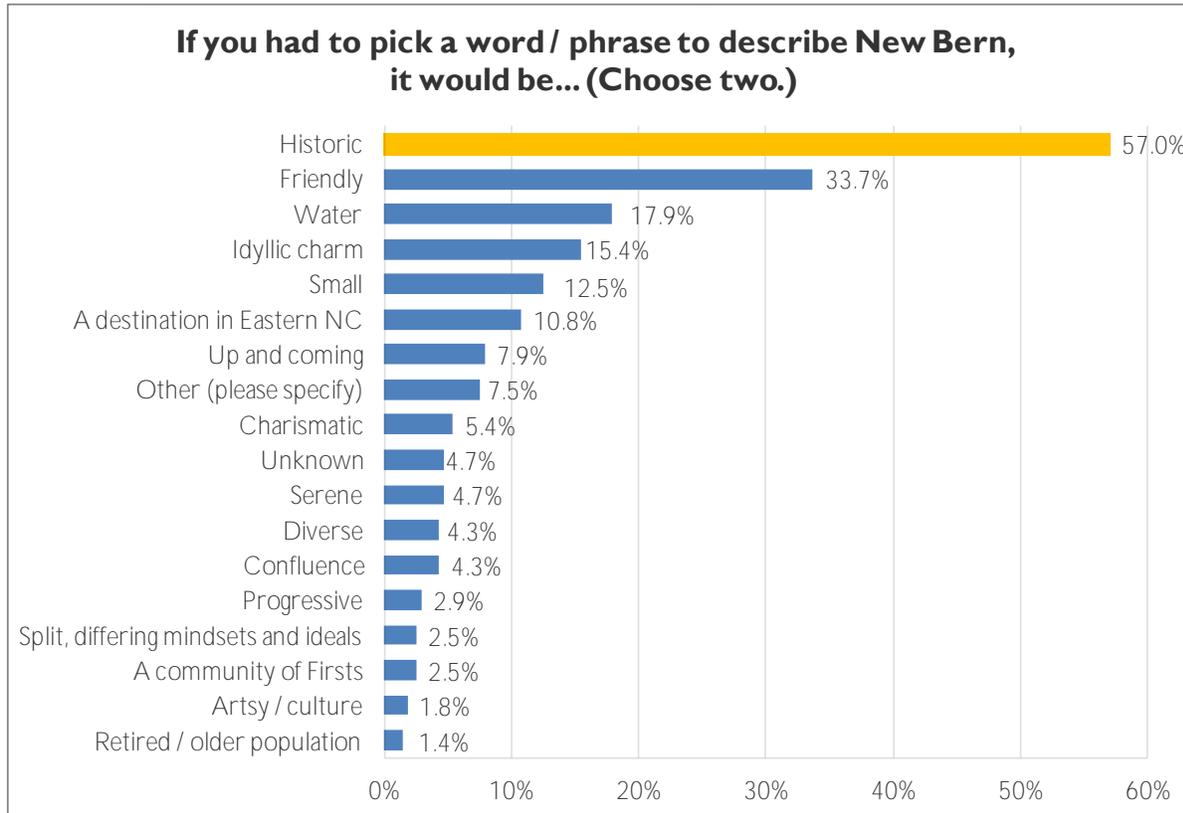
1 (not at all likely)	2	3	4	5	6	7	8	9	10 (extremely likely)
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									
<input type="radio"/>									

**2. If you had to pick a word or phrase to describe New Bern, it would be... (CHOOSE TWO)**

- A destination in Eastern NC
- Water
- Historic
- Comfortable
- Friendly
- Progressive
- Modern
- Up and coming
- Seaside
- Small
- Quiet
- Characteristic
- A community of friends
- Well known
- Other (please specify)

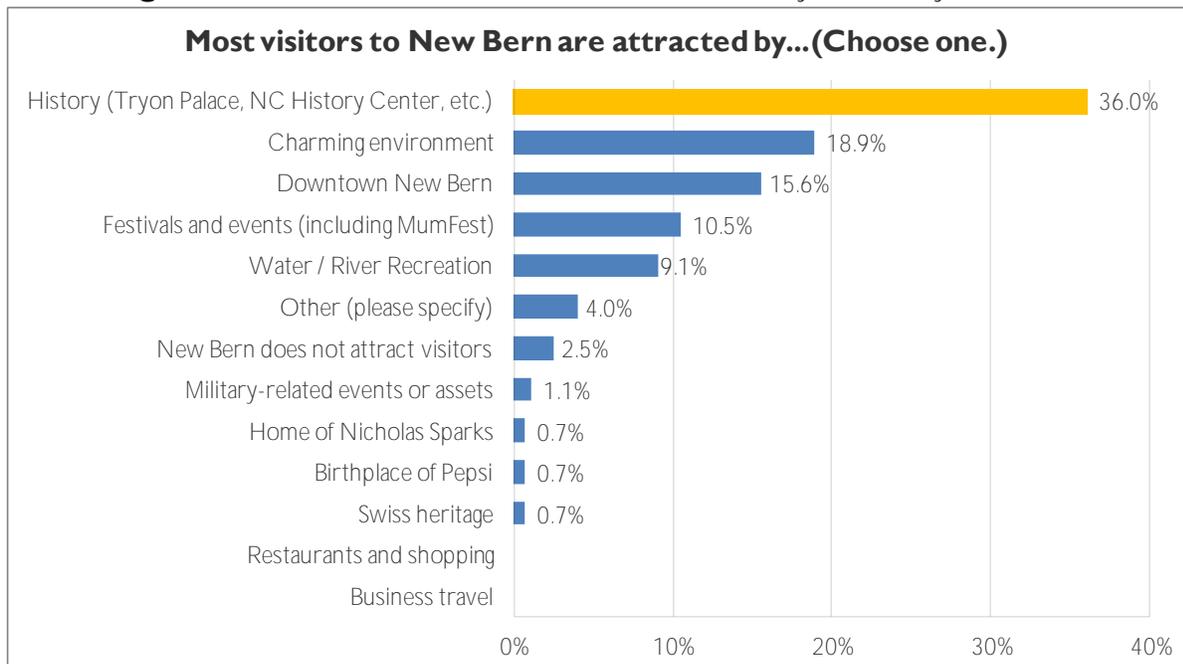
*New Bern Online Community Survey*

**Describing New Bern:** New Bern is most commonly described as historic.



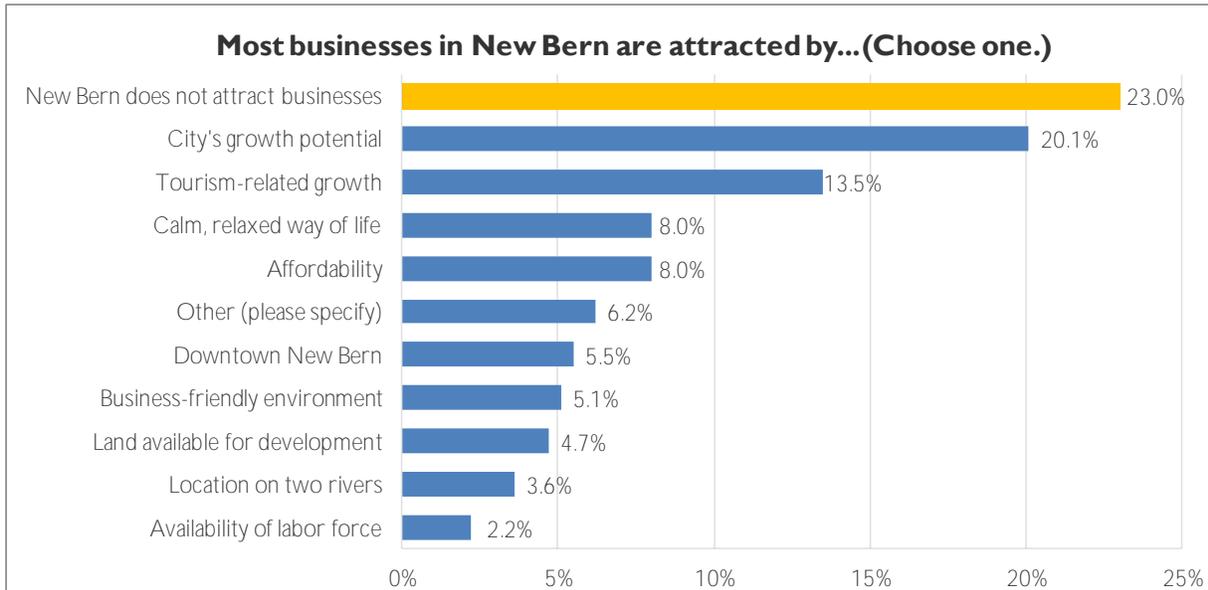
Other: Expensive, potential, enchanting

**Attracting visitation:** Visitors to New Bern are attracted by its history and historical assets.



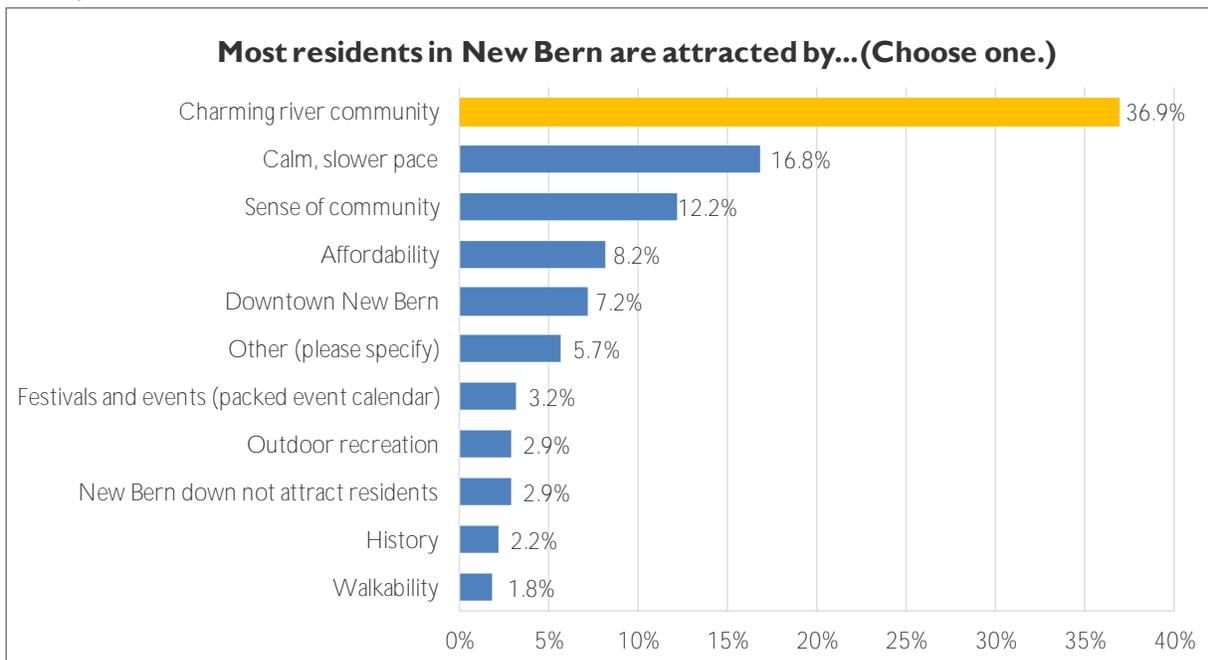
Other: All of the above, community aesthetics

**Attracting business:** Respondents do not immediately think of New Bern as a place that attracts businesses.



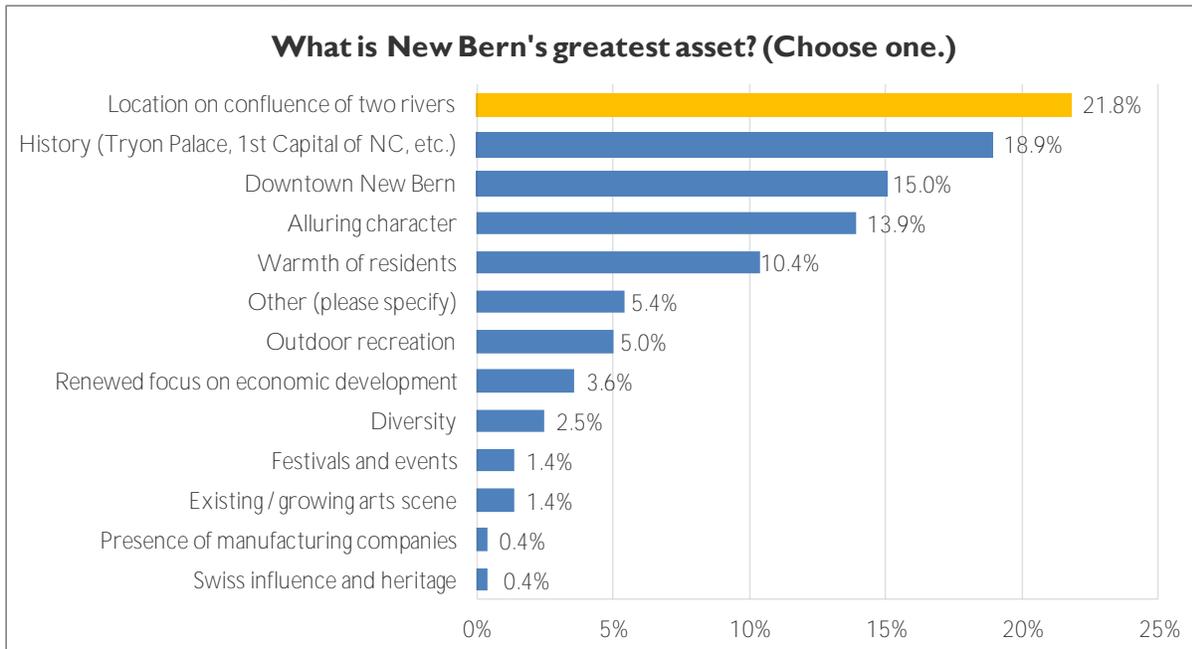
Other: Don't know, the retirement population

**Attracting residents:** Residents are attracted by New Bern's charming river community atmosphere.



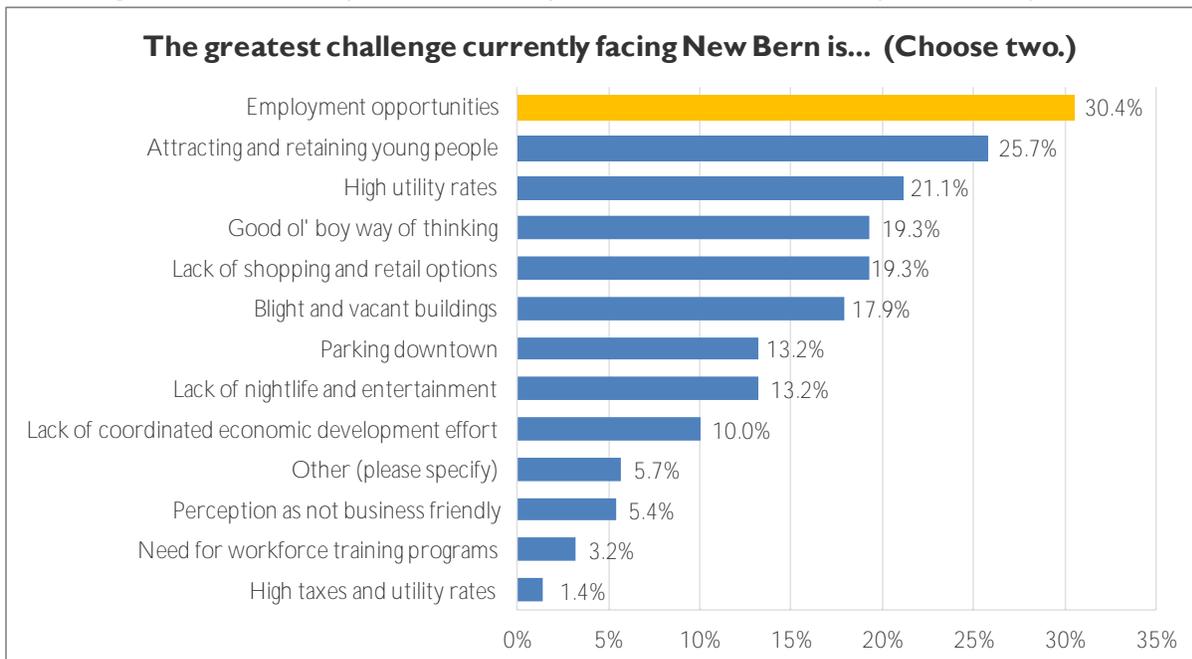
Other: Retirement / retired military, family is here, not sure

**Assets:** New Bern's greatest asset is its location on the confluence of two rivers.



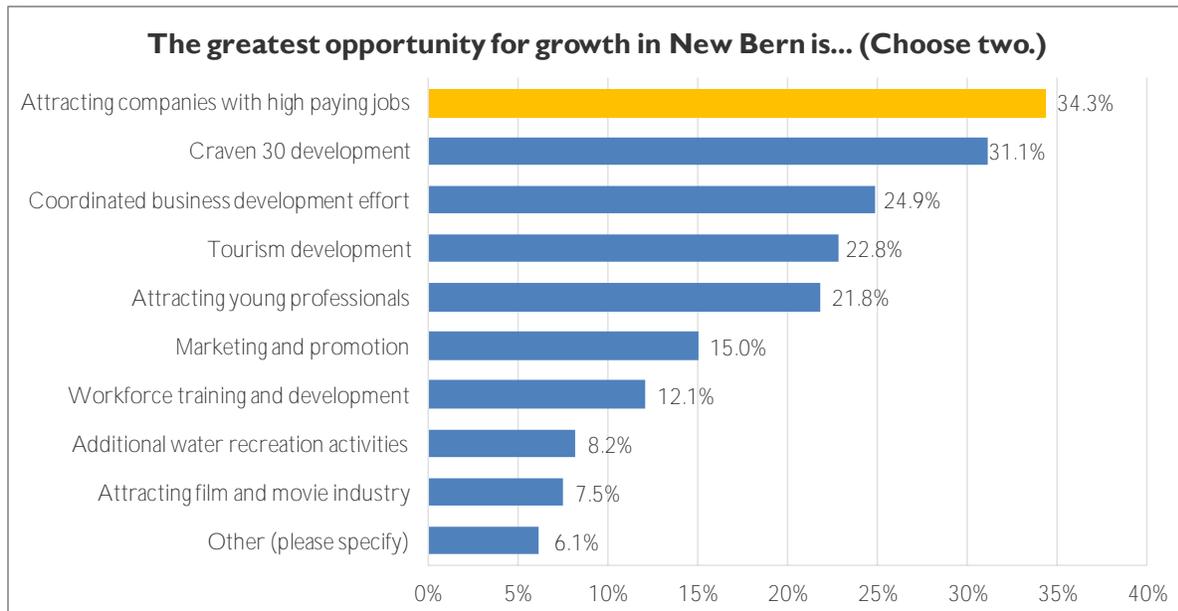
Other: Scenic appeal, cheap housing, military, none

**Challenges:** New Bern's greatest challenge is its lack of opportunity for employment.



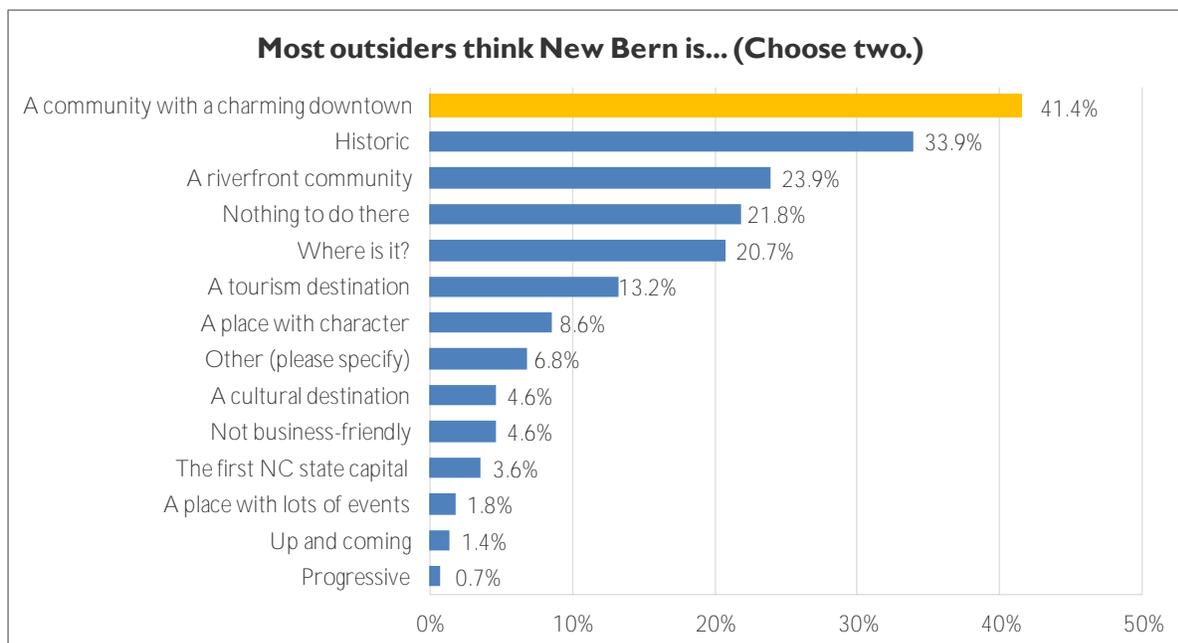
Other: Keeping New Bern the same, resistance to change, lack of public transportation

**Growth opportunities:** New Bern's greatest growth opportunity is attracting companies with high-paying jobs.



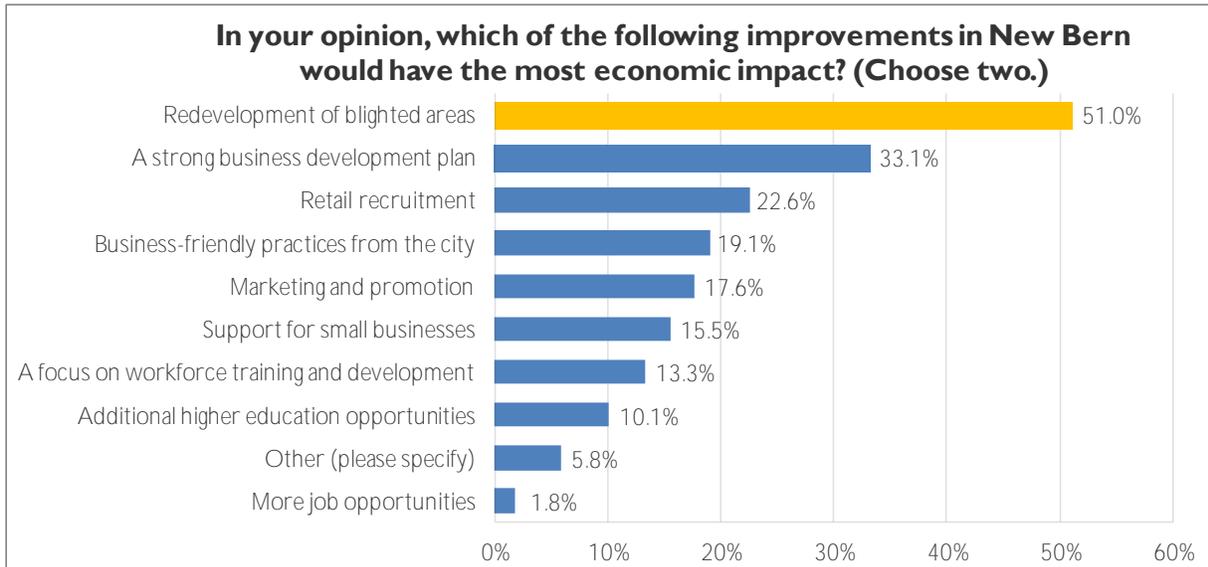
Other: Bring in tourism and development on the waterfront, revitalizing downtown

**Outside Perceptions:** Most outsiders think of New Bern as a community with a charming downtown.



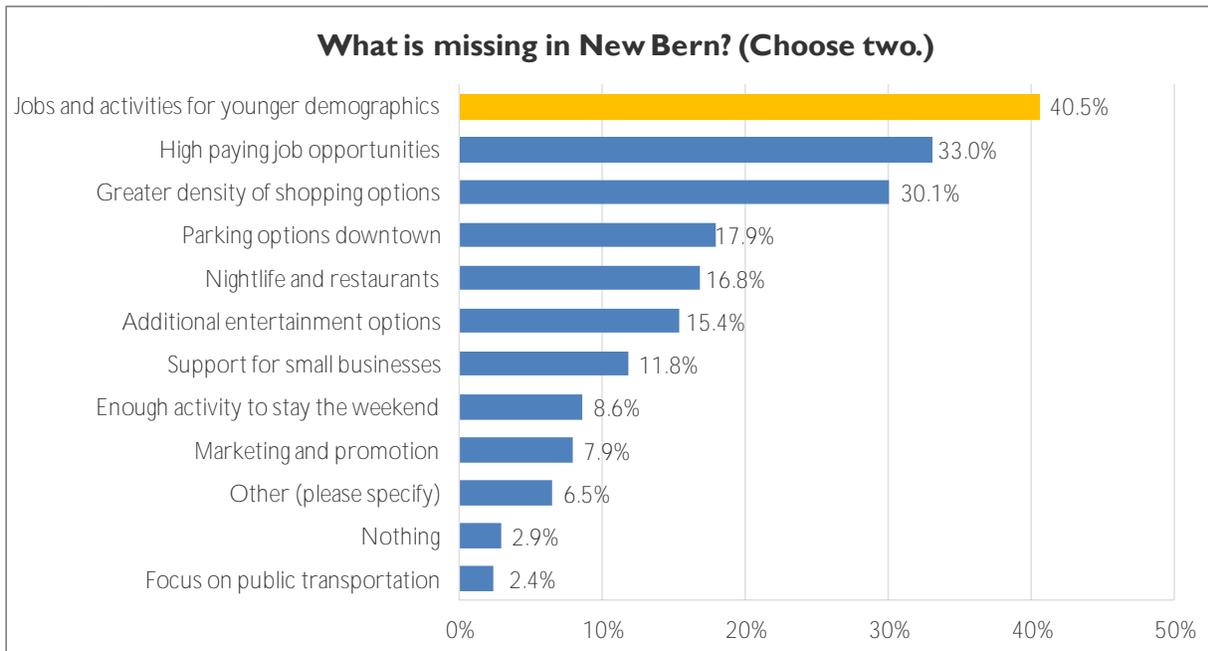
Other: A retirement community, limited options for young people, on the decline

**Improvements:** The redevelopment of blighted areas in New Bern would have the most economic impact.



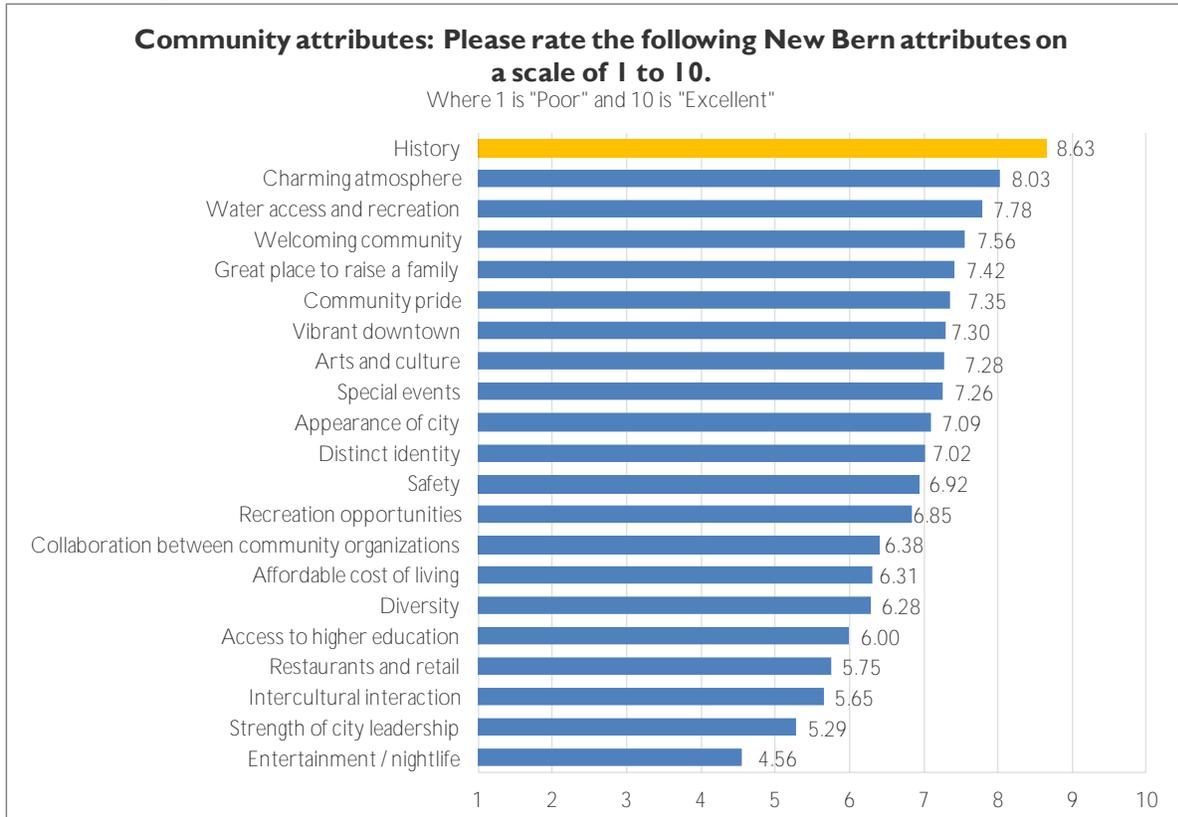
Other: Improve infrastructure, lower utility rates

**Missing:** New Bern lacks jobs and activities for younger demographics.

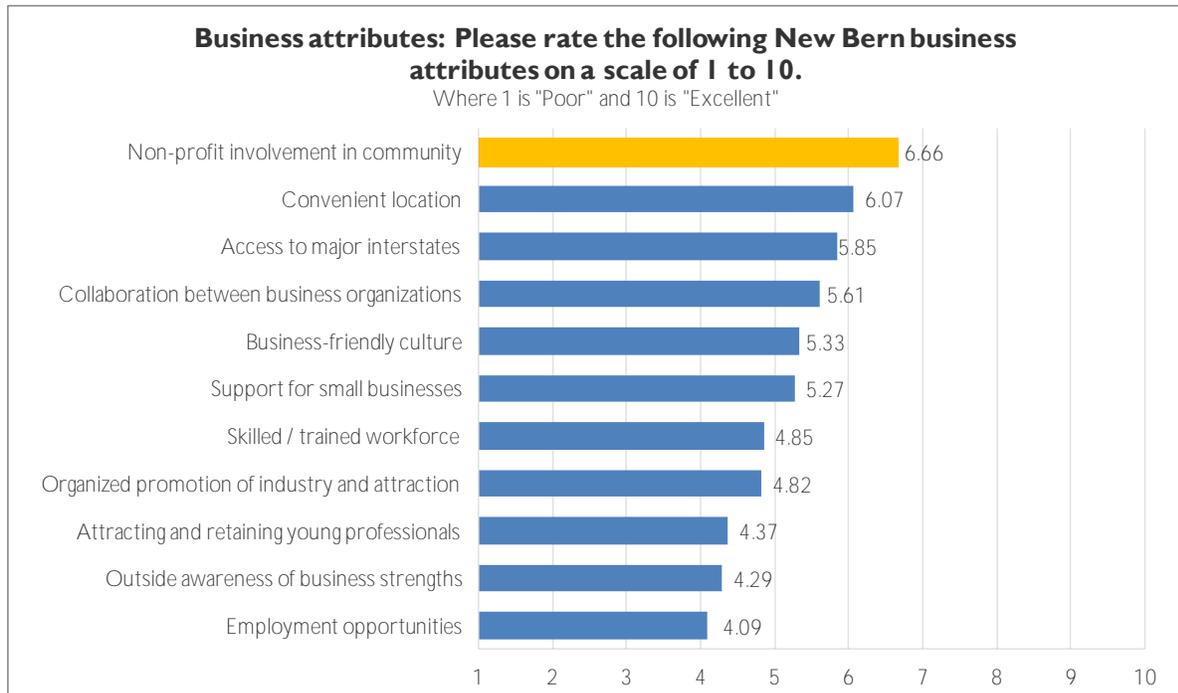


Other: Sidewalks and bike paths, blue collar jobs

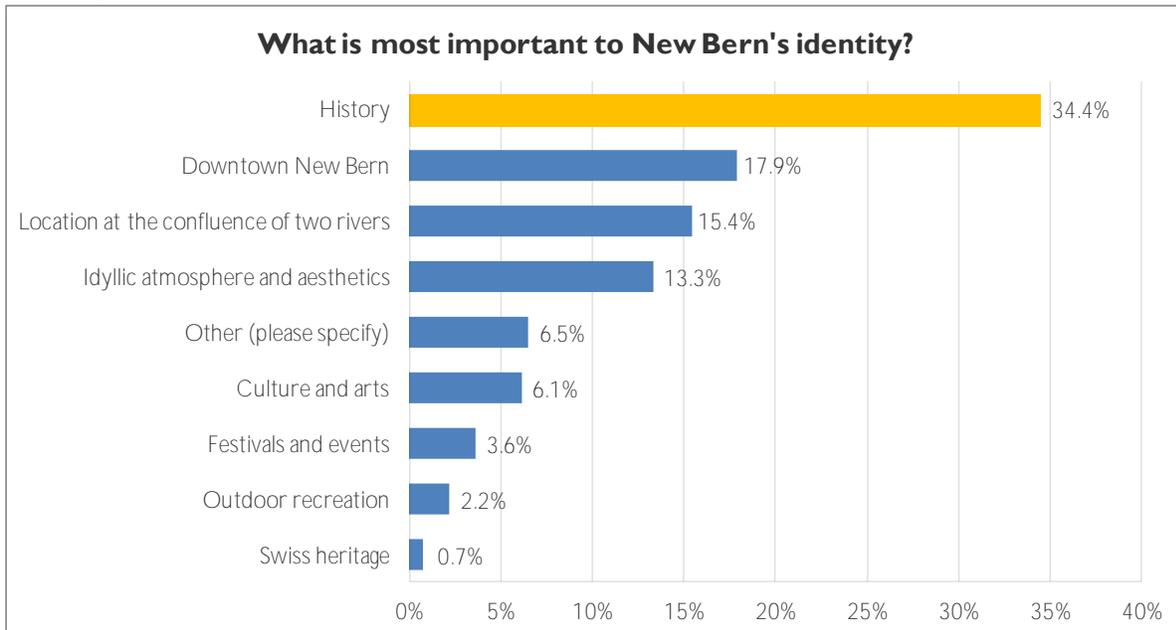
**Community attributes:** New Bern's history is its highest-rated community attribute.



**Business attributes:** New Bern's non-profit involvement in the community is its highest-rated business attribute.

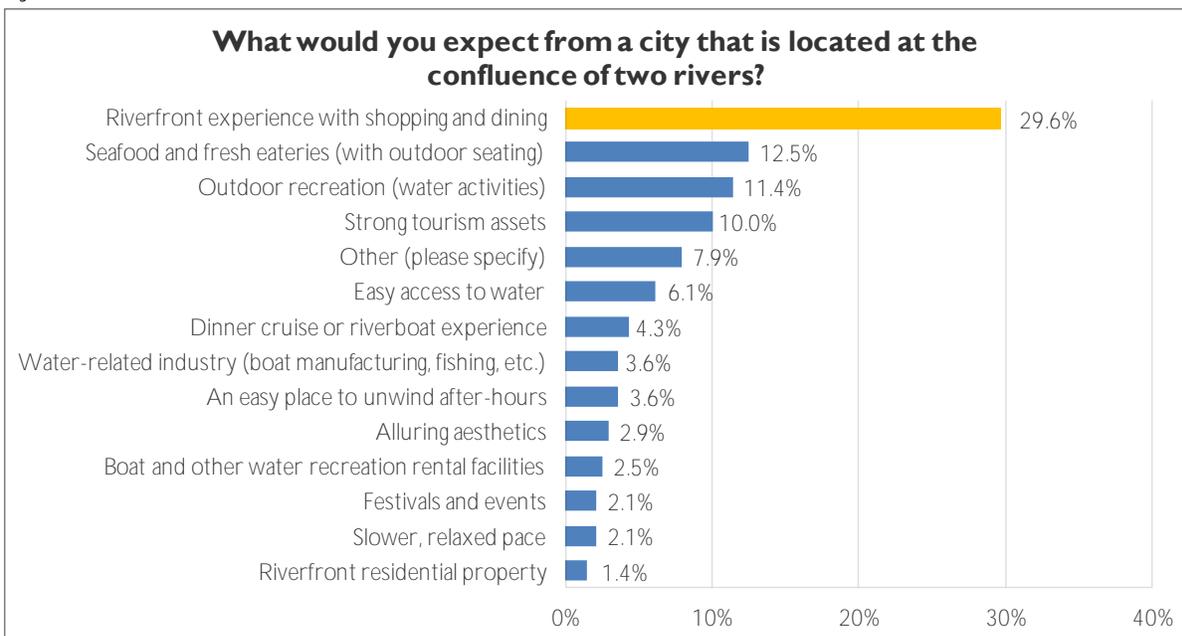


**Identity:** New Bern's history is most important to its identity.



Other: A combination of all or a few of these, sense of community, growth opportunities

**New Bern's river setting:** A riverfront experience with shopping and dining is expected of a city at the confluence of two rivers.



Other: All of the above, most of these, waterfront development

## What comes to mind when you first think of the following communities?

### Greenville, NC

- ECU / college town
- Shopping
- Congested / traffic, crime

### Charleston, SC

- History
- Charming / southern charm
- Tourism / vacation
- Shopping and restaurants

### Wilmington, NC

- Beach / waterfront town
- Shopping / downtown
- History
- Movies

### Asheville, NC

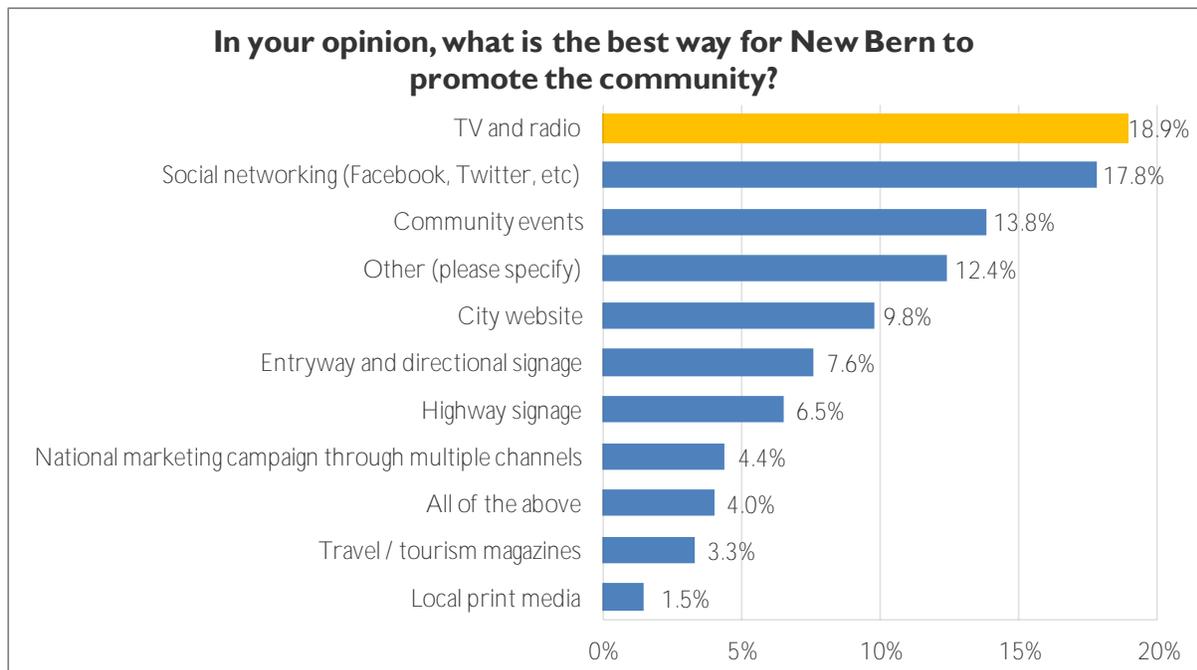
- Mountains
- Artsy / arts and culture
- The Biltmore Estate
- Scenic / beautiful
- Tourism / shopping

### Jacksonville, NC

- Military town / Camp Lejeune / Marines
- Shopping / strip malls / restaurants

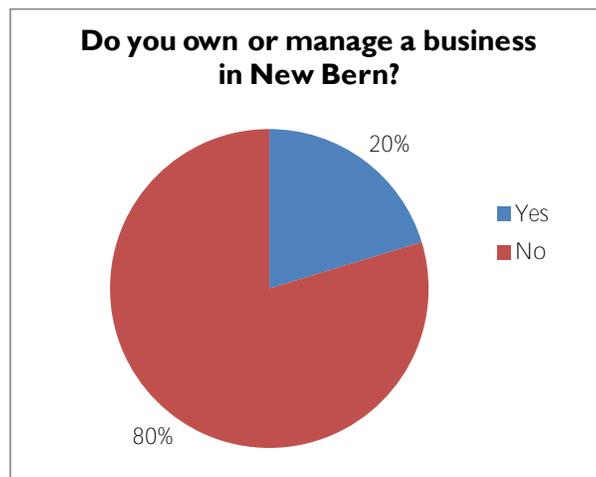
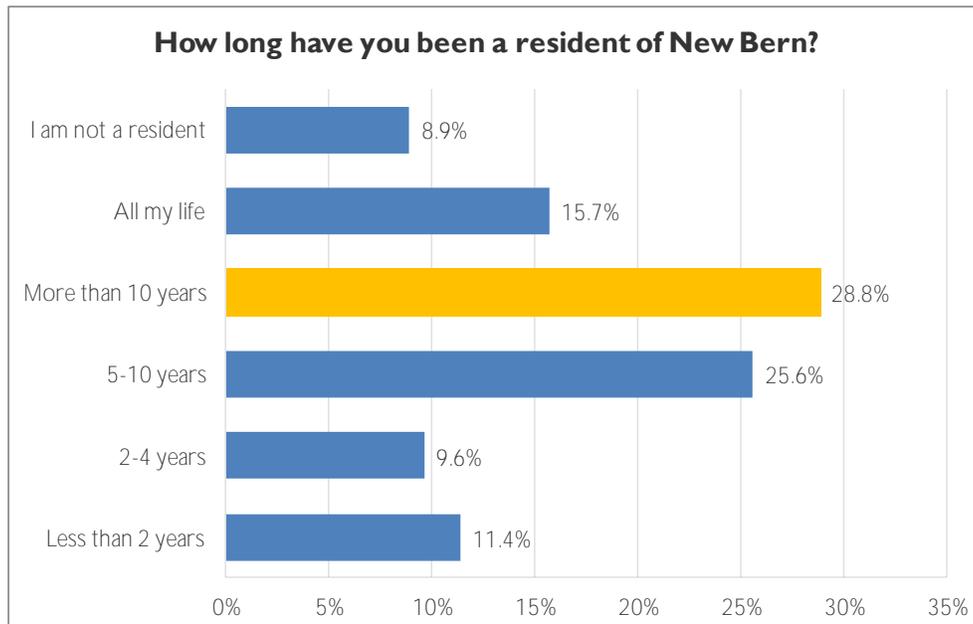
### Beaufort, NC / The Crystal Coast

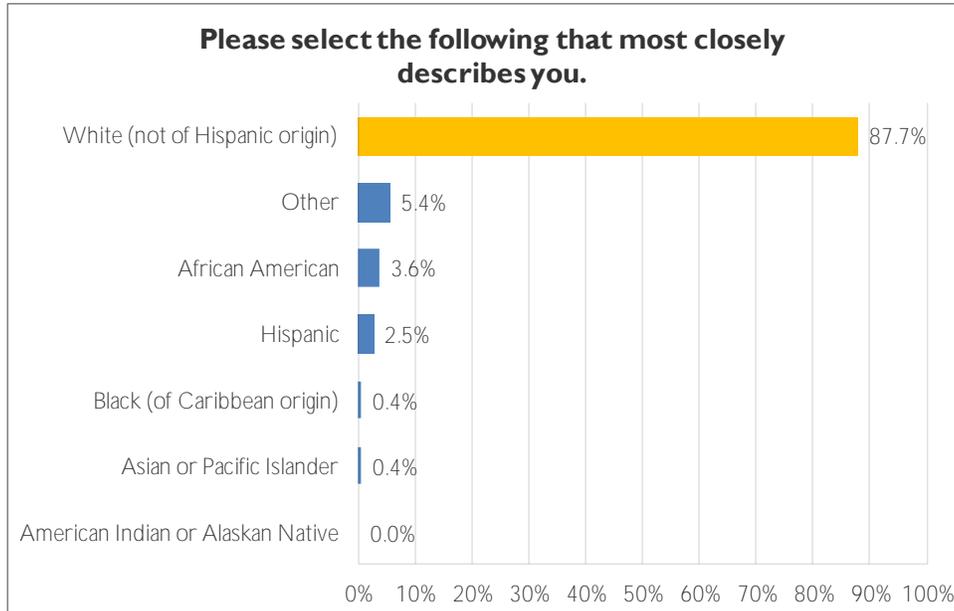
- Water / waterfront / beach
- Charming / quaint
- Historic



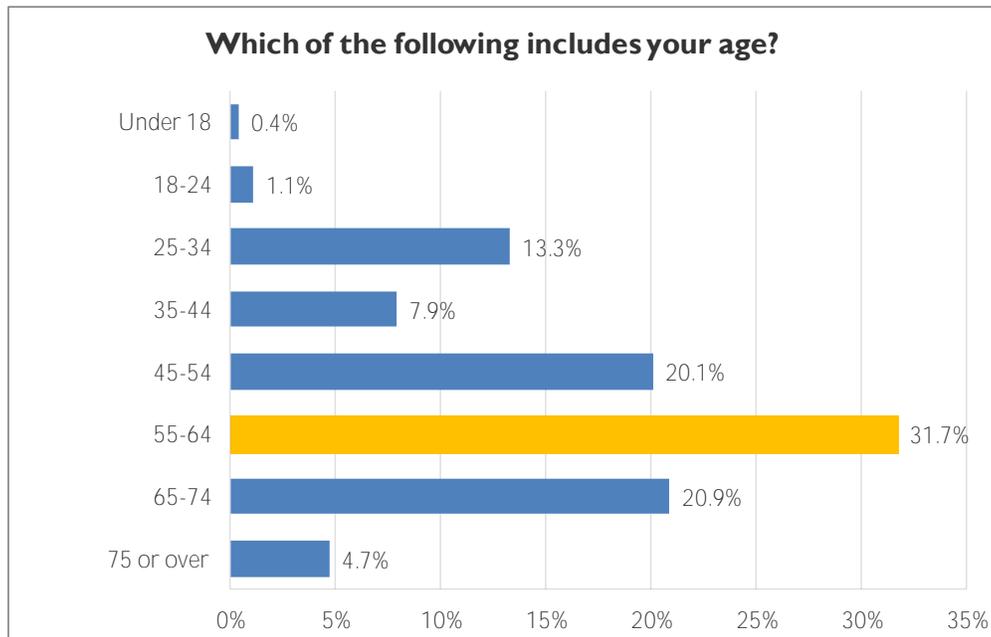
Other: Revitalize downtown and blighted areas, a combination of these

## DEMOGRAPHICS





Other: Choose not to answer, American, New Bernian



## COMMUNITY BRAND BAROMETER

### **Purpose**

The Community Brand Barometer measures strength of the New Bern brand according to:

- Resident satisfaction with and advocacy for New Bern as a place to live, work and visit.
- New Bern satisfaction / advocacy relative to the nation.

### **Methodology & Results**

Significant research\* on a wide variety of customer satisfaction metrics found that a single powerful question has the greatest ability both to measure current resident satisfaction and predict future community growth. That question, "Would you recommend your city to a friend or colleague as a place to live (or work or visit)?" is powerful because it surpasses the basic model of economic exchange, where money is spent for products or services. People who score their community high on the Brand Barometer actively recruit new residents, visitors and businesses through positive word-of-mouth marketing. It is very personal. By making a strong recommendation, they are willing to risk their own character, trustworthiness and overall reputation for no tangible reward.

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants in the community-wide surveys answered three questions:

- Would you recommend living in New Bern to a friend or colleague?
- Would you recommend visiting New Bern to a friend or colleague?
- Would you recommend conducting business in New Bern to a friend or colleague?

Responses are measured on a 10-point scale with 1 being "Not at all likely" and 10 being "Extremely likely." Results are presented on an individual respondent level as well as an aggregate Brand Advocacy Score. Scores are calculated with response percentages in the following categories:

- Promoters (9 or 10) ? Loyal residents who will continue fueling your growth and promoting your brand.
- Passives (7 or 8) ? Satisfied but unenthusiastic residents who are vulnerable to other opinions and brands.
- Detractors (1-6) ? Unhappy residents who can damage your brand and impede growth through negative referrals.

### **Brand Advocacy Score = % Promoters – % Detractors**

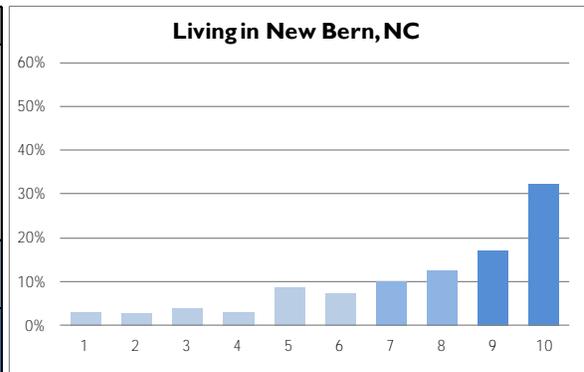
New Bern's Brand Advocacy Score can then be compared to a benchmark score that has been derived for the entire nation. North Star employs multiple survey methods through proprietary sources to determine national averages. Scores represent a stratified random sample of the entire U.S. population and are updated on a regular basis. You can use this information to track your own brand performance relative to national trends over time. In addition, you can repeat the Community Brand Barometer after a designated period and compare the results to your own benchmark score for an on-going metric of how community attitudes change over time and in response to specific events or activities.

\*Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of "The One Number You Need to Grow," Harvard Business Review (Dec. 2003).

**On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely," how likely would you be to recommend living, visiting or conducting business in New Bern ...to a friend or colleague?**

**Living**

Living in New Bern, NC		
1	2.90%	Detractors <b>27.90%</b>
2	2.54%	
3	3.62%	
4	2.90%	
5	8.70%	Passives <b>22.83%</b>
6	7.25%	
7	10.14%	Promoters <b>49.28%</b>
8	12.68%	
9	17.03%	
10	32.25%	

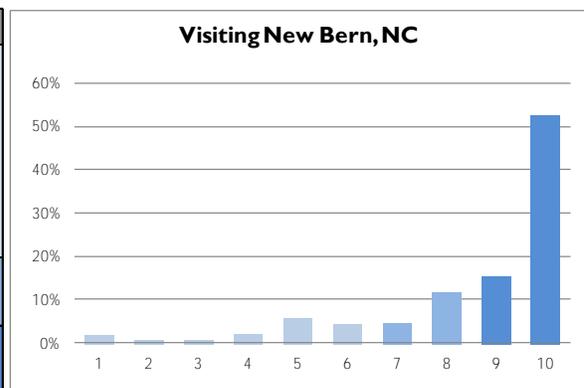


Observations:

- Nearly half of the New Bern community acts as Promoters of the area. This group is actively and deliberately selling your community as a place to live.
- 22.83% of respondents are Passives. Through education and empowerment, this group represents a great conversion opportunity as the new brand is implemented in the community.

**Visiting**

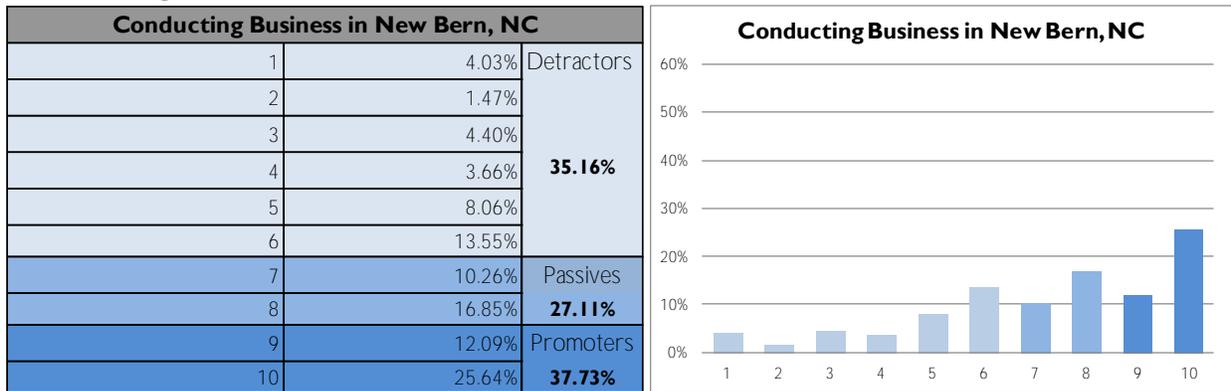
Visiting New Bern, NC		
1	1.82%	Detractors <b>15.69%</b>
2	0.73%	
3	0.73%	
4	2.19%	
5	5.84%	
6	4.38%	Passives <b>16.42%</b>
7	4.74%	
8	11.68%	Promoters <b>67.88%</b>
9	15.33%	
10	52.55%	



Observations:

- The high number of Promoters of the area signifies strong awareness among New Bern residents of what New Bern has to offer a visitor in terms of benefits and experiences.
- This high Promoter score also reiterates the opportunity from the Community Survey that New Bern is a great place for tourism growth.

## Conducting business



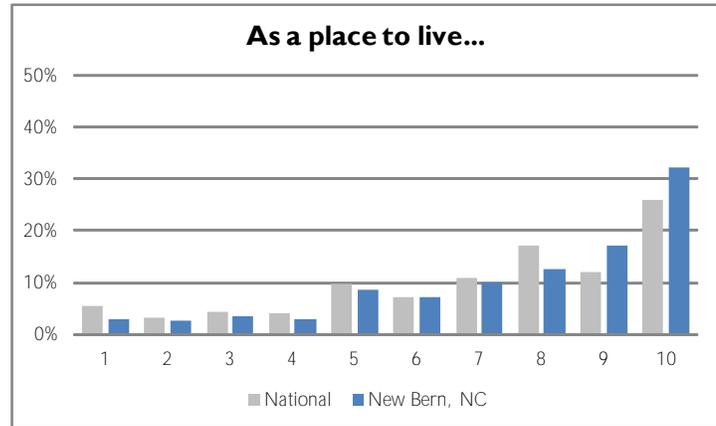
### Observations:

- Just over one third of respondents are Promoters of conducting business in New Bern, indicating that the community has room to improve and use the brand to empower businesses in New Bern and convert them to advocates.
- Also, leverage this group of promoters when beginning to implement the brand in the business community.

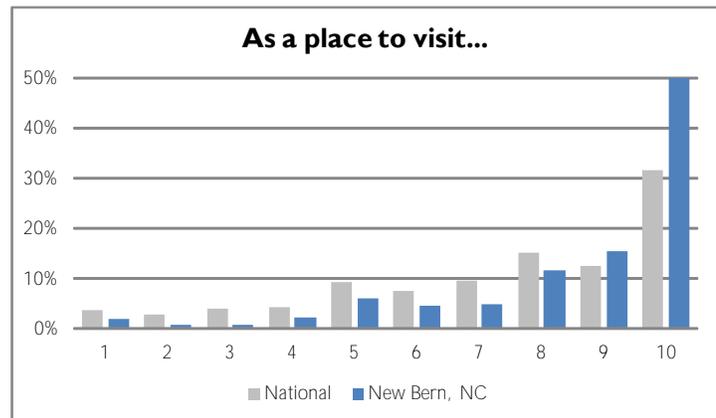
## COMPARISON RESULTS | BY NUMBERED RESPONSE

The charts below allow comparison of numbered responses between New Bern residents and the national sample in each of the categories tested (living, visiting and conducting business). They illustrate how many respondents selected each individual number as their response choice. For example, 3.34% of all respondents in the national sample selected "2", when recommending their city as a place to live. (On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely.")

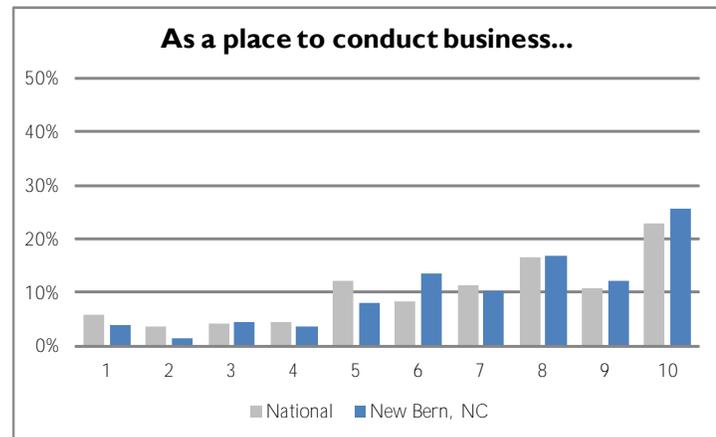
Living in Your City		
	National	New Bern, NC
1	5.40%	2.90%
2	3.34%	2.54%
3	4.47%	3.62%
4	3.95%	2.90%
5	9.78%	8.70%
6	7.07%	7.25%
7	10.79%	10.14%
8	17.04%	12.68%
9	12.11%	17.03%
10	25.97%	32.25%



Visiting Your City		
	National	New Bern, NC
1	3.59%	1.82%
2	2.80%	0.73%
3	3.81%	0.73%
4	4.23%	2.19%
5	9.29%	5.84%
6	7.43%	4.38%
7	9.63%	4.74%
8	14.99%	11.68%
9	12.33%	15.33%
10	31.69%	52.55%



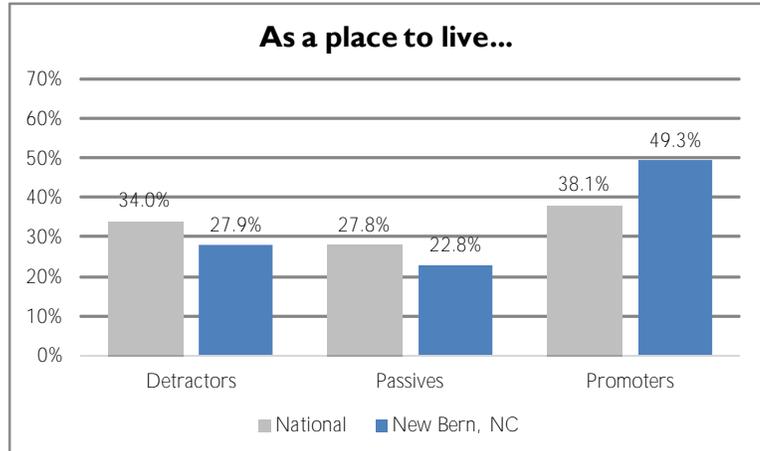
Conducting Business in Your City		
	National	New Bern, NC
1	5.95%	4.03%
2	3.61%	1.47%
3	4.16%	4.40%
4	4.46%	3.66%
5	12.05%	8.06%
6	8.19%	13.55%
7	11.35%	10.26%
8	16.55%	16.85%
9	10.86%	12.09%
10	22.98%	25.64%



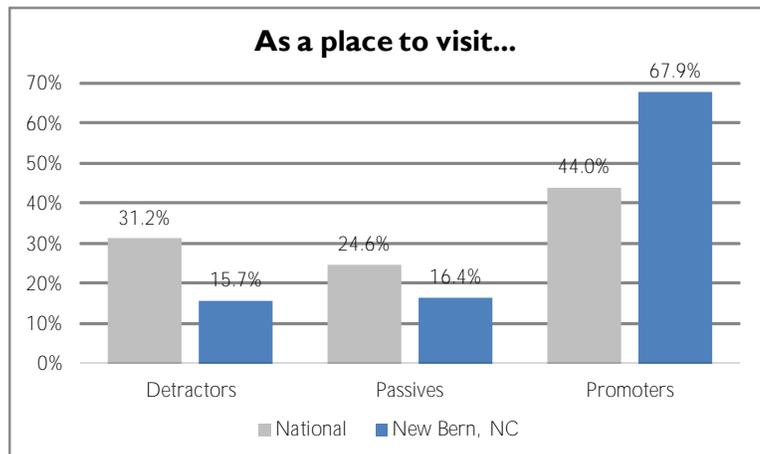
## COMPARISON RESULTS | PROMOTERS, PASSIVES & DETRACTORS

The charts below allow comparison of responses between New Bern residents and the national sample as it relates to the delivery of Detractors, Passives and Promoters in each of the categories tested ? living, visiting and conducting business.

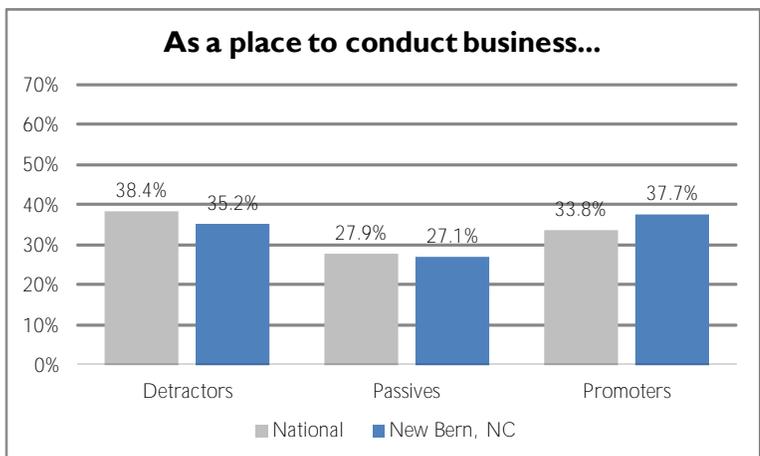
As a Place to Live		
	National	New Bern, NC
Detractors	34.0%	27.9%
Passives	27.8%	22.8%
Promoters	38.1%	49.3%



As a Place to Visit		
	National	New Bern, NC
Detractors	31.2%	15.7%
Passives	24.6%	16.4%
Promoters	44.0%	67.9%



As a Place to Conduct Business		
	National	New Bern, NC
Detractors	38.4%	35.2%
Passives	27.9%	27.1%
Promoters	33.8%	37.7%

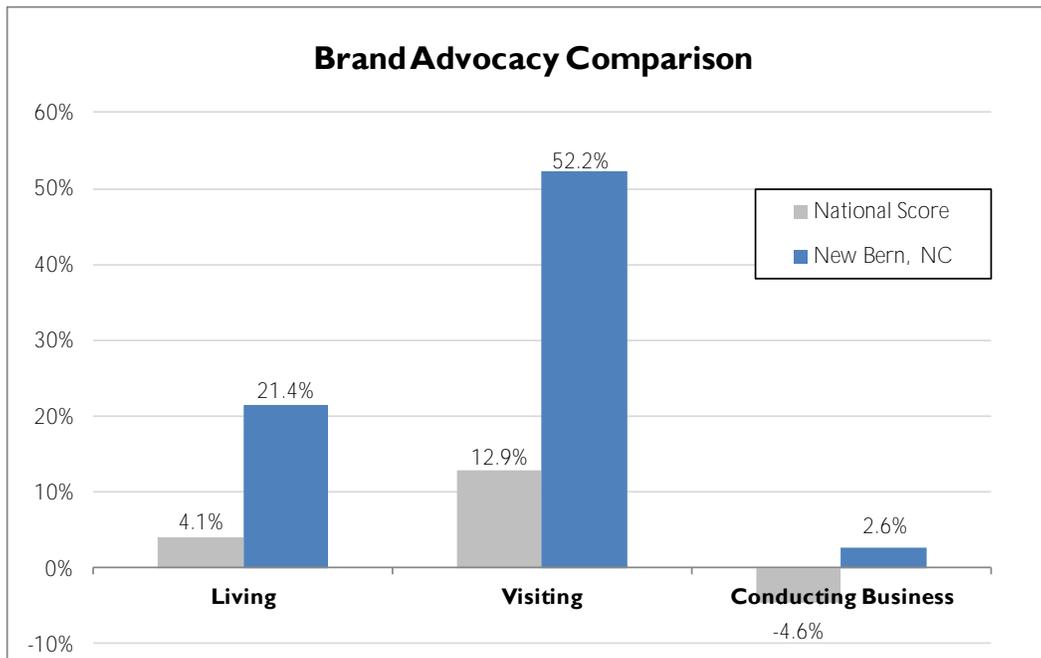


## COMPARISON RESULTS | BRAND ADVOCACY SCORES

The chart below illustrates Brand Advocacy scores for New Bern and at the national level in the categories tested ? living, visiting and conducting business.

**Brand Advocacy Score = % Promoters – % Detractors**

	National Score	New Bern, NC
Living	4.1%	21.4%
Visiting	12.9%	52.2%
Conducting Business	-4.6%	2.6%



### Observations:

- When removing the Passives category, New Bern significantly outperforms the national average as a place to live and visit.
- The Brand Advocacy score for Conducting Business reveals an opportunity for the new brand to affect what people are saying about the business community in New Bern.

## COMMUNITY TAPESTRY STUDY

### *An Introduction to Community Tapestry™*

For the past 30 years, companies, agencies and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using "scattershot" methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage of the residents and consumers and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with those same tastes (hence the phrase "like seeks like"). These behaviors can be measured, predicted and targeted. The Community Tapestry™ segmentation system combines the **who** of lifestyle demography with the **where** of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

Understanding your customers (residents and visitors), knowing customers' shopping patterns, assessing the media preferences of customers, cross-selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis.

The customer profiles reveal the demographics, lifestyles and product preferences of a community's consumers. Consumers can be visitors, residents or businesses, anyone who actively buys or sells goods in the city. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

Said simply, the more you can learn about your customers (in this case your residents and visitors), the better you can serve them, keep them and find more like them.

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## **Purpose**

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for New Bern residents and a Regional Profile, which consisted of a 13 county region, including Greenville, NC and Wilmington, NC.

## **Methodology & Results**

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods in several ways, including:

- LifeMode Groups:
  - 12 summary groups based on lifestyle and lifestage
  - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)
- Community Tapestry Segments:
  - 65 groups based on sociographic and demographic composition
  - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle and media patterns
  - Most distinct level of segmentation

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior

Key findings from the Community Tapestry reports are shown on the following pages.

For the comprehensive Tapestry Who and What reports, please refer to the Final BrandPrint Report CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Poster. An electronic copy of the Tapestry Handbook can be found at this link:

<http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>.

## COMMUNITY TAPESTRY SEGMENT BREAKDOWN BY LIFEMODE GROUP

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community. As you read about New Bern's Segments in the following pages, use the table below as a guide when matching those Segments with their corresponding LifeMode Groups.

For a detailed description of LifeMode groups as well as Tapestry Segments, see the handbook available at <http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
<b>L1. High Society</b>	<b>12.7%</b>
01 Top Rung	0.7%
02 Suburban Splendor	1.7%
03 Connoisseurs	1.4%
04 Boomburbs	2.2%
05 Wealthy Seaboard Suburbs	1.4%
06 Sophisticated Squires	2.7%
07 Exurbanites	2.5%
<b>L2. Upscale Avenues</b>	<b>13.8%</b>
09 Urban Chic	1.3%
10 Pleasant-Ville	1.7%
11 Pacific Heights	0.6%
13 In Style	2.5%
16 Enterprising Professionals	1.7%
17 Green Acres	3.2%
18 Cozy and Comfortable	2.8%
<b>L3. Metropolis</b>	<b>5.3%</b>
20 City Lights	1.0%
22 Metropolitanians	1.2%
45 City Strivers	0.7%
51 Metro City Edge	0.9%
54 Urban Rows	0.3%
62 Modest Income Homes	1.0%
<b>L4. Solo Acts</b>	<b>6.8%</b>
08 Laptops and Lattes	1.0%
23 Trendsetters	1.1%
27 Metro Renters	1.3%
36 Old and Newcomers	2.0%
39 Young and Restless	1.4%
<b>L5. Senior Styles</b>	<b>12.4%</b>
14 Prosperous Empty Nesters	1.8%
15 Silver and Gold	1.0%
29 Rustbelt Retirees	2.1%
30 Retirement Communities	1.5%
43 The Elders	0.6%
49 Senior Sun Seekers	1.2%
50 Heartland Communities	2.2%
57 Simple Living	1.4%
65 Social Security Set	0.6%
<b>L6. Scholars &amp; Patriots</b>	<b>1.4%</b>
40 Military Proximity	0.2%
55 College Towns	0.8%
63 Dorms to Diplomas	0.4%
<b>L7. High Hopes</b>	<b>4.1%</b>
28 Aspiring Young Families	2.4%
48 Great Expectations	1.7%

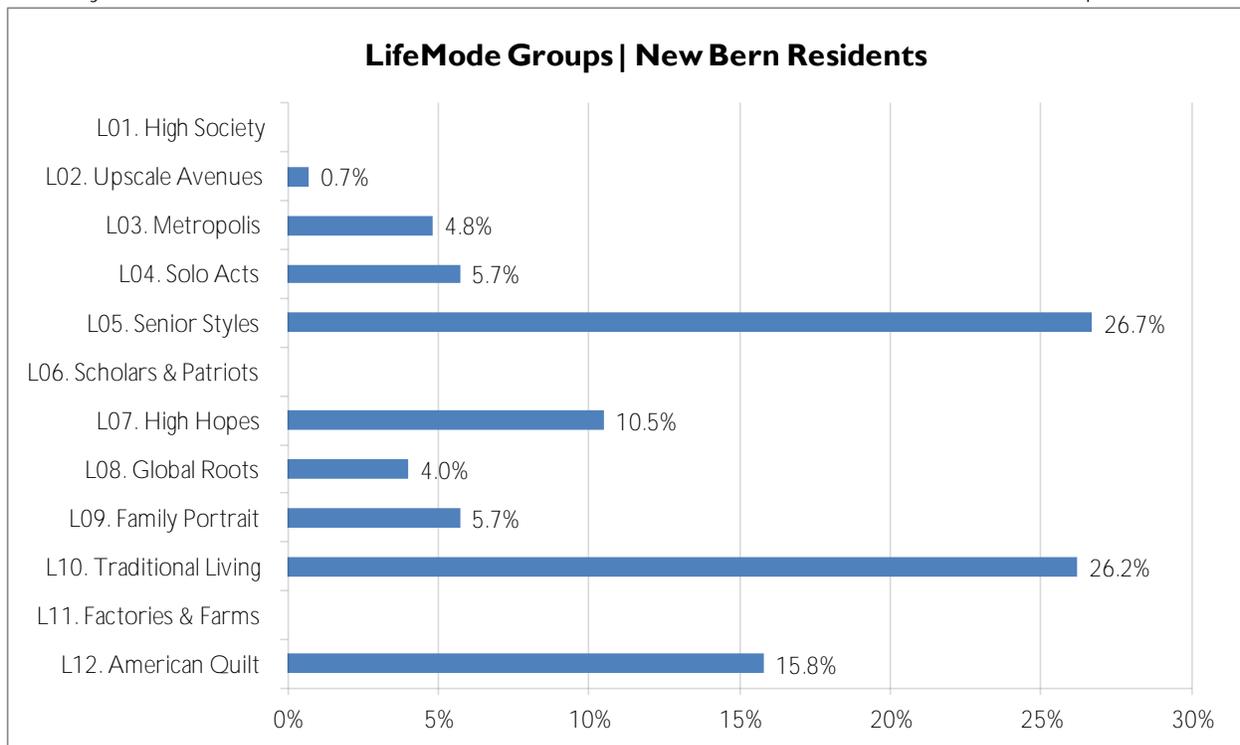
SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
<b>L8. Global Roots</b>	<b>8.2%</b>
35 International Marketplace	1.3%
38 Industrious Urban Fringe	1.5%
44 Urban Melting Pot	0.7%
47 Las Casas	0.8%
52 Inner City Tenants	1.5%
58 NeWest Residents	0.9%
60 City Dimensions	0.9%
61 High Rise Renters	0.7%
<b>L9. Family Portrait</b>	<b>7.8%</b>
12 Up and Coming Families	3.4%
19 Milk and Cookies	2.0%
21 Urban Villages	0.8%
59 Southwestern Families	1.0%
64 City Commons	0.7%
<b>L10. Traditional Living</b>	<b>8.8%</b>
24 Main Street, USA	2.6%
32 Rustbelt Traditions	2.8%
33 Midlife Junction	2.5%
34 Family Foundations	0.9%
<b>L11. Factories &amp; Farms</b>	<b>9.5%</b>
25 Salt of the Earth	2.8%
37 Prairie Living	1.0%
42 Southern Satellites	2.7%
53 Home Town	1.5%
56 Rural Bypasses	1.5%
<b>L12. American Quilt</b>	<b>9.3%</b>
26 Midland Crowd	3.7%
31 Rural Resort Dwellers	1.6%
41 Crossroads	1.5%
46 Rooted Rural	2.4%

## COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The charts below highlight some of the key findings about the New Bern Resident Profile and the Regional Profile as they relate to LifeMode Groups. Remember, members in a LifeMode Group share an experience such as being born in the same time period, facing the same lifestyle, having a certain level of affluence, etc.

The number in front of each LifeMode corresponds with the LifeMode Group designation outlined on the community Tapestry Poster. Please refer to the Community Tapestry Poster that North Star provided for more in-depth information on each LifeMode Group. The indexing system you will see referenced below has the U.S. average sitting at 100. Therefore, any index above 100 indicates that New Bern is delivering above the U.S. average in that LifeMode or Tapestry Segment.

Below you can see how New Bern residents are divided into the 12 LifeMode Groups.



**Observations:** New Bern residents represent nine of the twelve LifeMode groups, suggesting a diverse population. About half of New Bern residents fall into the **Senior Styles** and **Traditional Living** groups.

Top Resident LifeMode Groups: The U.S. average sits at 100.

### **Senior Styles (26.7%) – Indexed 259 against the U.S. average**

- More than 14.4 million households comprise Tapestry's largest summary group
- Incomes in this group cover a wide range, but the median is \$40,000
- Younger, more affluent seniors, freed of child rearing responsibilities, are traveling and relocating to warmer climates

- Less affluent, settled seniors are looking forward to retirement and remaining in their homes.
- Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises.
- Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television.
- Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.

### **Traditional Living (26.2%) – Indexed 318 against the U.S. average**

- What most consider Middle America; hardworking, settled families.
- Earn a modest living and typically own single-family homes in more established communities.
- Median age is 37, which conveys residents' lifestage? older residents completing child rearing responsibilities and looking forward to retirement.
- They buy standard, four-door American cars, belong to veterans' clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

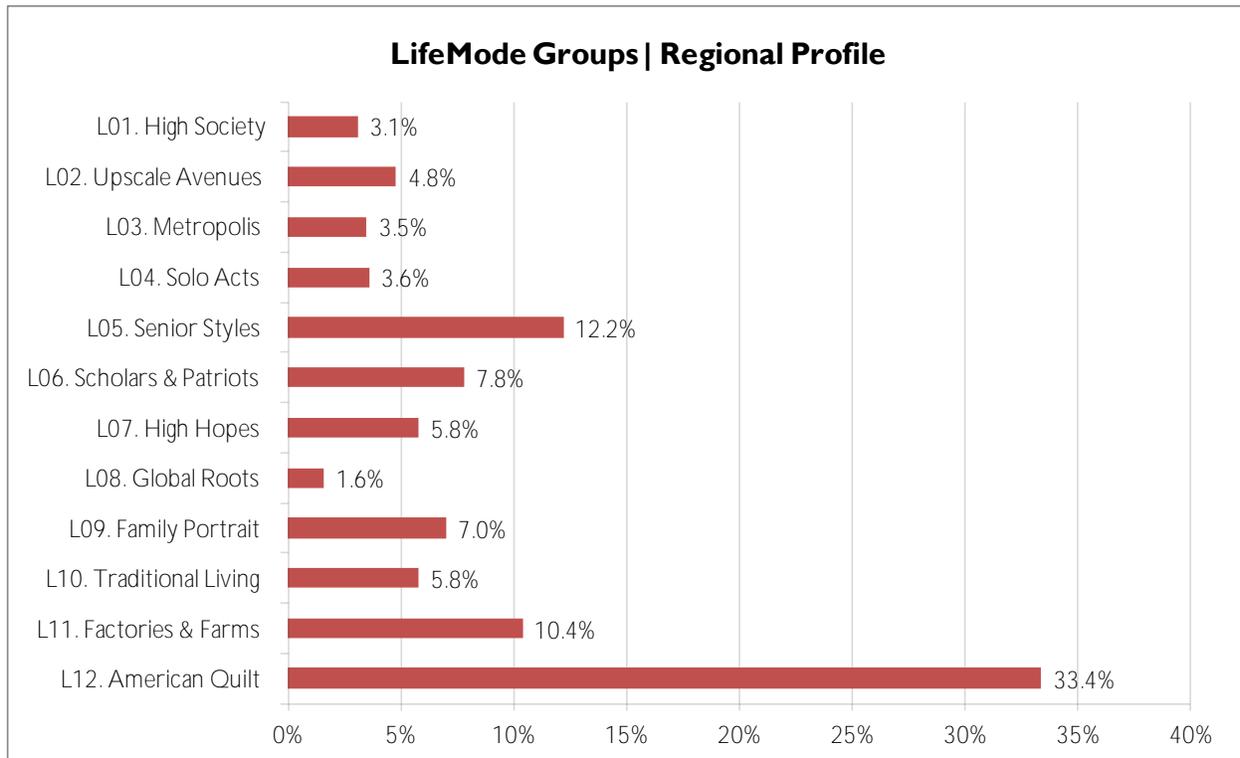
### **American Quilt (15.8%) – Indexed 169 against the U.S. average**

- Live in small towns and rural areas and own modest houses.
- Work as skilled laborers in Manufacturing, agriculture, local government, service, construction, and farming industries
- American Quilt includes the Rural Resort Dwellers segment, an older population that is retiring to seasonal vacation spots, and the Crossroads segment, a younger, family population that favors mobile homes.
- Households in American Quilt are also more affluent, with a median income of \$44,478, and more are homeowners.
- However, the rural lifestyle is also evident, with fishing and hunting (and power boats) and a preference for pickups and country music.

### **High Hopes (10.5%) – Indexed 274 against the U.S. average**

- These residents are a mix of married couples, single parents, and singles who seek the American Dream? of homeownership and a rewarding job.
- Most live in single-family houses or multiunit buildings; approximately half own their homes. The median home value is \$122,436.
- Many would move to a new location for better opportunities. Many are young, mobile, and college educated; one-third are younger than 35 years.
- The median net worth is more than \$79,000.

The following chart examines the LifeMode breakout of your Regional Profile ? a 13 county region, including Greenville, NC and Wilmington, NC.



**Observations:** The Regional Profile represents every LifeMode group. This is typical because of the larger population sample. About one third of the regional population is represented in the *American Quilt* LifeMode group.

Top Regional LifeMode Groups: The U.S. average sits at 100.

**American Quilt (33.4%) – Indexed 360 against the U.S. average**

- Live in small towns and rural areas and own modest houses.
- Work as skilled laborers in Manufacturing, agriculture, local government, service, construction, and farming industries
- American Quilt includes the Rural Resort Dwellers segment, an older population that is retiring to seasonal vacation spots, and the Crossroads segment, a younger, family population that favors mobile homes.
- Households in American Quilt are also more affluent, with a median income of \$44,478, and more are homeowners.
- However, the rural lifestyle is also evident, with fishing and hunting (and power boats) and a preference for pickups and country music.

**Senior Styles (12.2%) – Indexed 118 against the U.S. average**

- See page 39 for full description.

### **Factories and Farms (10.4%) – Indexed 113 against the U.S. average**

- Employment in manufacturing and agricultural industries is typical in these small, settled communities across America's breadbasket.
- The rural South and Rustbelt areas change little over time, which often hinders area growth.
- Married couples (some with children), most own their homes.
- Median household incomes are \$37,000.
- Population change is nominal, and the profile is classic.
- Their lifestyle reflects their locale, emphasizing home and garden care, fishing and hunting, pets, and membership in local clubs.

### **Scholarships and Patriots (7.8%) – Indexed 433 against the U.S. average**

- Shared traits include youth and lower incomes
- Most are in college or serving in the military
- Homeownership among them is low
- Most live in townhouses or multiunit housing; however, more than one third live in single-family homes.
- Students work part-time at low-paying jobs and military personnel are on active duty or work in civilian jobs on military bases.

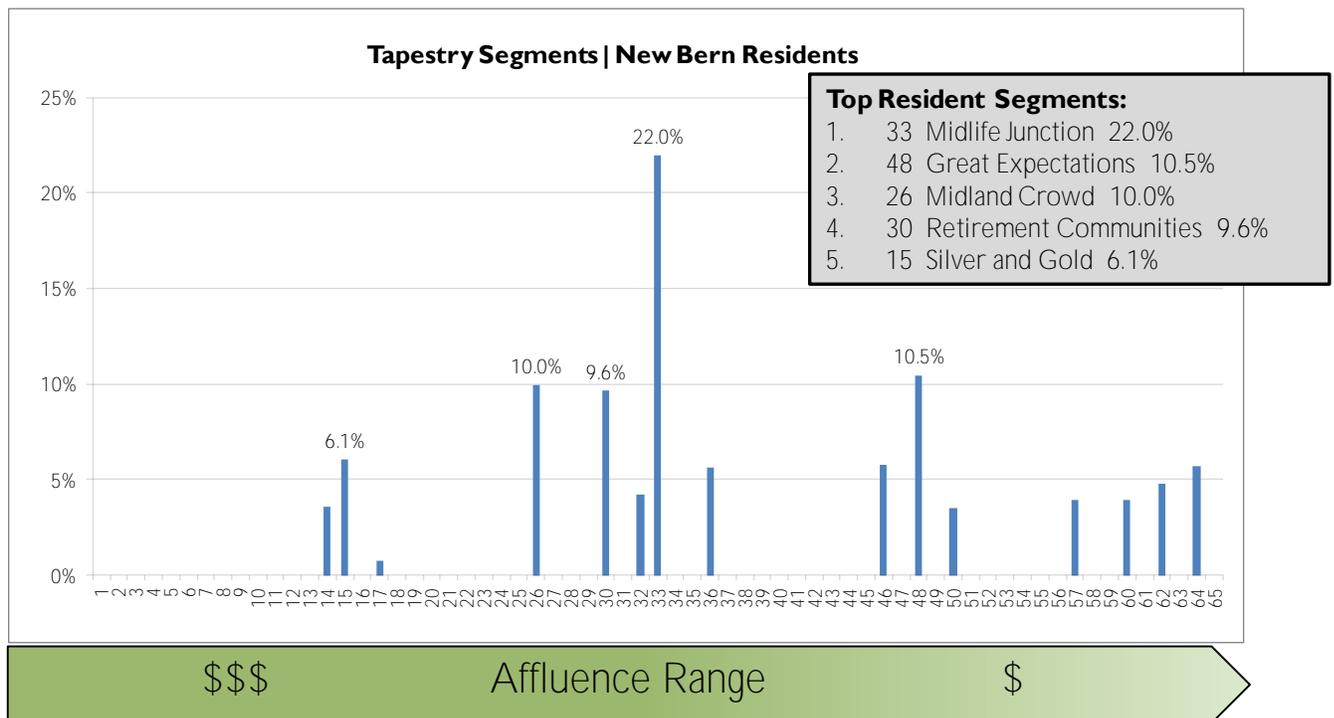
### **Family Portrait (7.0%) – Indexed 75 against the U.S. average**

- Defined by youth, family and the presence of children
- The median age is less than 33 and median HHI is \$58,000+.
- The group is also ethnically diverse: more than 30 percent of the residents are of Hispanic descent.
- The neighborhoods are predominantly composed of homeowners who live in single-family homes.
- Most households include married couples with children who contribute to the group's large household size, averaging more than 3.1 persons per household.
- Their lifestyle reflects their youth and family orientation? buying infant and children's clothing and toys and visiting theme parks and zoos.

## COMMUNITY TAPESTRY WHO REPORT | COMMUNITY TAPESTRY SEGMENTS

Community Tapestry Segments are the most distinct level of segmentation within the Tapestry System, dividing members of a population into 65 groups based on sociographic and demographic composition. Tapestry Segments take into consideration things like income, occupation, educational attainment, ethnic origin, household composition, marital / living arrangements, patterns of migration, mobility, communication and lifestyle and media patterns.

The chart below illustrates delivery within all the Segments for New Bern residents. The Segments are organized by level of affluence? Segment One is the most affluent and Segment 65 is the least affluent Segment.



**Observations:** New Bern residents are represented across several segments. Residents skew to the right, less affluent side of the chart.

Top Resident Segment Descriptions: The U.S. average sits at 100.

### **33 Midlife Junction (22.0%) – Indexed 1,003 against the U.S. average**

- Phasing out of their child rearing years, these residents are approaching retirement.
- The median age is 37 and the median HHI is \$42,694.
- They live quiet, settled lives (typically in the suburbs) and spend their money carefully, shopping at bargain stores such as Walmart, Kmart, and JCPenney.
- They enjoy dining out, watching TV, tending to their gardens, reading newspapers and books, and using the Internet to communicate with friends and family.
- Other pastimes include fishing, taking walks, working crossword puzzles, playing board games, doing woodworking, and reading science fiction or romance novels.

#### **48 Great Expectations (10.5%) – Indexed 676 against the U.S. average**

- Young singles and married couples dominate the Great Expectations market.
- The median age is 33.1 years and the median HHI is \$35,406.
- Located throughout the country, with higher proportions in the Midwest and South.
- Enjoy a young and active lifestyle, but rarely travel.
- Tackle smaller maintenance and remodeling projects in their homes.
- Take advantage of the convenient fast-food restaurants.
- Listen to country music, classic rock, and sports on the radio.
- They watch TV for entertainment and news; shop at discount stores; and dress youthfully.

#### **26 Midland Crowd (10.0%) – Indexed 255 against the U.S. average**

- Largest market with nearly 4% of the US population. The majority are married-couple families, half with children and half without.
- Median age is 37.9 years and median HHI is \$47,544.
- Rural location and traditional lifestyle fuels their do-it-yourself attitude when it comes to taking care of homes and vehicles.
- A Chevrolet or Ford truck is the vehicle of choice.
- They hunt, fish, and do woodwork.
- Very high TV viewership of NASCAR, fishing programs and CMT.
- These politically active, conservative residents vote, work for their candidates, and serve on local committees.
- They patronize local stores or shop by mail order.

#### **30 Retirement Communities (9.6%) – Indexed 869 against the U.S. average**

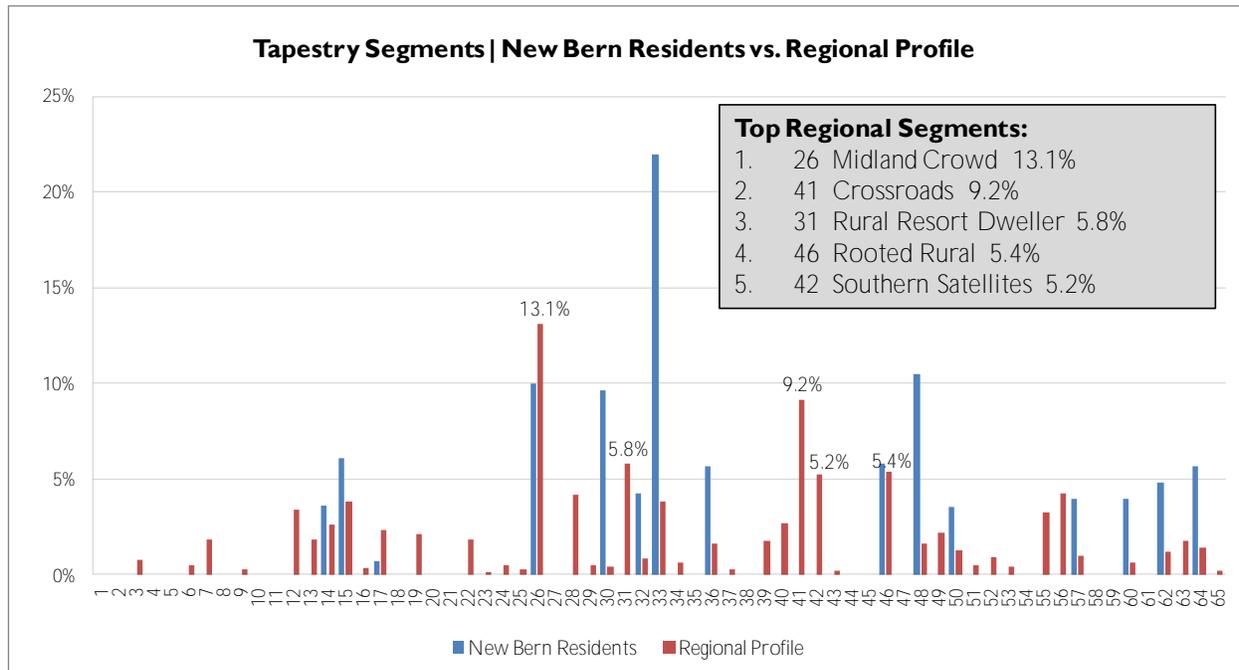
- Single-person households and married-couple families with no children.
- Median age is 50.3 years and median HHI is \$46,251.
- They spend their time playing golf, horseback riding, gambling in Atlantic City or playing a musical instrument.
- They love to spend time with their grandchildren and spoil them.
- They attend sports events such as golf tournaments, tennis matches, and baseball games.
- Politically active, these residents are "joiners" and belong to civic clubs and charitable organizations.
- Moderate or frequent viewers of daytime and primetime TV; favorite channels include Bravo, ESPN news, and Travel Channel.
- Listen to classical and public radio; also avid readers.

#### **15 Silver and Gold (6.1%) – Indexed 807 against the U.S. average**

- Wealthy senior citizens with a median age of 60.5 and median HHI of \$62,000+.
- Not ethnically diverse, these residents are educated and prosperous and have relocated to sunnier climates.
- With the resources and free time to pursue their interests, they travel, read, and eat out frequently.
- They join civic clubs, participate in local civic issues, and write to newspaper or magazine editors.
- They prefer to shop from home from catalogs like L.L. Bean or Lands End.

- Golf is a way of life for these residents who play the sport themselves, attend tournaments, and watch the Golf Channel. They also enjoy deep-sea fishing, riding motorcycles, and reading books, newspapers, and magazines.

The following chart examines the Segment breakout of your Regional Profile compared to residents.



**Observations:** The Regional Profile represents a wider range of Segments than the New Bern Profile, and exhibits middle-range affluence levels.

Top Regional Tapestry Segments: The U.S. average sits at 100.

**26 Midland Crowd (13.12%) – Indexed 335 against the U.S. average**

- See page 44 for full description.

**41 Crossroads (9.16%) – Indexed 574 against the U.S. average**

- Neighborhoods are growing communities in small towns in the South, Midwest, and West.
- Married couples with and without children and single parents are the primary household types.
- Median age is 33.6 and median HHI is \$37,185.
- Shop at discount stores like Wal-Mart and Kmart.
- Their priorities are their families and their cars ? they undertake maintenance themselves.
- Enjoy watching TV, especially cartoon channels for the kids and fishing or NASCAR racing for the adults.
- Read automotive, boating, and motorcycle magazines more frequently than the newspaper. They like to fish and go to the movies.
- Have pets such as cats, dogs, and birds.

### **31 Rural Resort Dwellers (5.81%) – Indexed 398 against the U.S. average**

- Favoring milder climates and pastoral settings, these residents live in rural nonfarm areas.
- The median age is 49.4 and the median HHI is \$45,733; many are married with no children.
- There is little diversity.
- Modest living and simple consumer taste defines these residents who enjoy home improvement, baking, listening to country music, and hunting.
- They also go hiking, boating, canoeing, fishing, horseback riding, and golfing.
- Financial and retirement related matters are a big concern for this group.

### **46 Rooted Rural (5.36%) – Indexed 230 against the U.S. average**

- Older, with a median age of 43.7 years.
- Mostly married couples who are empty nesters.
- Median income for Rooted Rural households is \$37,032.
- Located in rural areas of the South and do not move very often.
- Do-it-yourselfers; most people do their own house and car maintenance and repair..
- They take pride in their gardens; prefer to cook their own food rather than dine out.
- They prefer driving trucks to sedans.
- They hunt, fish, ride horseback, attend country music concerts, and go to car races.
- They shop at Wal-mart or Piggly Wiggly if there is a convenient location.
- Many have a satellite dish so they can watch rodeo/bull riding, truck and tractor pulls, reality TV, auto races, and fishing programs

### **42 Southern Satellites (5.22%) – Indexed 197 against the U.S. average**

- Primarily found in the rural south, it is one of the most sparsely populated market segments in the US.
- Most households are married couples.
- The median age is 39.6 years and the median HHI is \$37,185.
- These residents enjoy country living. Fishing and hunting are two of the favorite activities and they spend money on magazines and gear to support those interests.
- They are likely to own mowers, tractors and trucks.
- Home activities typically include gardening but not home improvement projects.
- Politically conservative
- Home PCs and the Internet have not made inroads in this market.

## COMMUNITY TAPESTRY WHO REPORT | TOP TAPESTRY SEGMENTS

The charts below highlight the top Tapestry Segments for the New Bern Resident Profile and for the Regional Profile. While the Regional Profile is represented in more segments, the two profiles only share four segments in common.

	<b>New Bern Residents</b>		<b>Regional Profile</b>	
<b>1</b>	33 Midlife Junction	22.0%	26 Midland Crowd	13.1%
<b>2</b>	48 Great Expectations	10.5%	41 Crossroads	9.2%
<b>3</b>	26 Midland Crowd	10.0%	31 Rural Resort Dwellers	5.8%
<b>4</b>	30 Retirement Communities	9.6%	46 Rooted Rural	5.4%
<b>5</b>	15 Silver and Gold	6.1%	42 Southern Satellites	5.2%
<b>6</b>	46 Rooted Rural	5.8%	56 Rural Bypasses	4.2%
<b>7</b>	64 City Commons	5.7%	28 Aspiring Young Families	4.2%
<b>8</b>	36 Old and Newcomers	5.7%	33 Midlife Junction	3.8%
<b>9</b>	62 Modest Income Homes	4.8%	15 Silver and Gold	3.8%
<b>10</b>	32 Rustbelt Traditions	4.2%	12 Up and Coming Families	3.4%

### Observations:

- The New Bern Resident and Regional Profiles share four similar segments, indicating few similarities in lifestyles and preferences between the two Profiles. The marked differences between the profiles also mean that efforts to please New Bern residents may not speak to Regional residents as a whole.
- The top segments in both profiles display a fair amount of diversity in both lifestages and levels of affluence.

## COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

The New Bern Resident and Regional What Reports can be found in their entirety on the BrandPrint Report CD. The information below (and on the following pages) can be used as a guide to help you more fully understand the What Reports. When used correctly, this report will help you gain a much deeper understanding of the resident and regional populations and serve as a valuable tool for economic development.

We encourage you to familiarize yourself with the What Reports and challenge economic development entities to focus recruitment efforts on businesses frequented by populations with the same demographic composition as New Bern.

As explained previously, the Tapestry What Report provides a detailed analysis of the audience under study for 37 separate Lifestyle and Media groups (see list below) in over 2,200 categories. Lifestyle and media groups are very broad (?Shopping?) while sub-categories are much more specific (?shopped at The Gap in the past 3 months?).

Complete list of all Tapestry Lifestyle and Media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous

## COMMUNITY TAPESTRY WHAT REPORT | READING THE WHAT REPORT CHARTS

All categories are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above an index of 100 is above average and anything below an index of 100 is below average. The sample below is pulled from the New Bern Resident What Report and can help you understand this indexing system.

As an example, your residents index 370 in shopping at Shop 'N Save within the last six months. This means your residents are almost 3.7 times more likely to shop at Shop 'N Save than the U.S. average.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. Let's return to the Shop 'N Save example: If New Bern currently has a Shop 'N Save operating within its City limits, you are satisfying your residents' desire to shop at this grocery store. However, if for some reason New Bern is without a Shop 'N Save, you can use this information to entice Shop 'N Save to open a location within the city limits. Businesses will be more likely to partner with New Bern if they are given data to support such a decision.

Grocery	Index
Shopped at grocery store/6 mo: Shop`N Save	370
Shopped at grocery store/6 mo: Publix	217
Shopped at grocery store/6 mo: Piggly Wiggly	204
Shopped at grocery store/6 mo: Giant	63
Shopped at grocery store/6 mo: Whole Foods Market	53

The logo for Shop 'n Save, featuring the brand name in a red, cursive script font with a registered trademark symbol.

**Note:** *The brands mentioned in the What Reports that follow may not be present in the New Bern area. Although these national brands may not be present in the area, seeking similar brands will be beneficial.*

## COMMUNITY TAPESTRY WHAT REPORT | RESIDENT WHAT REPORT

Below you will find a summary of the What Report for New Bern residents. The following pages contain selected charts that highlight some of your residents' key preferences. For all of the results from the Tapestry What Reports, refer to the BrandPrint Report CD.

### Summary of Resident What Report

#### **Middle income levels and age diversity influence preferences:**

- **Grocery:** Residents of New Bern are very likely to grocery shop at grocery stores like Shop 'N Save, Publix, and Piggly Wiggly. They are unlikely to shop at Giant and Whole Foods Market.
- **Internet:** Residents are likely to connect to the internet using a dial-up modem. Overall, they are not regular internet users. They are unlikely to connect to the internet wirelessly from home, to have visited a blog, made a phone call, and ordered tickets on the internet.
- **Leisure:** Residents are likely to be members of AARP and a fraternal order, and to have gambled at a casino six or more times in the last 12 months. They are unlikely to have gambled in Las Vegas or to have visited Six Flags.
- **Listen:** New Bern residents are likely to listen to urban and gospel radio stations. They are unlikely to listen to all news and Hispanic stations.
- **Read:** Residents are likely to read boating magazines as well as the TV listings section, editorial page, and advertisements in the newspaper.
- **Watch:** Residents are likely to watch shows like Divorce Court, Judge Mathis, Maury, and Smallville.

### Example charts from the Resident What Report

Grocery	Index
Shopped at grocery store/6 mo: Shop 'N Save	370
Shopped at grocery store/6 mo: Publix	217
Shopped at grocery store/6 mo: Piggly Wiggly	204
Shopped at grocery store/6 mo: Giant	63
Shopped at grocery store/6 mo: Whole Foods Market	53



Internet	Index
Connection to Internet from home: dial-up modem	123
Internet last 30 days: visited online blog	69
Connection to Internet from home: wireless	68
Internet last 30 days: made phone call	67
Ordered on Internet/12 mo: tickets (concerts etc.)	66

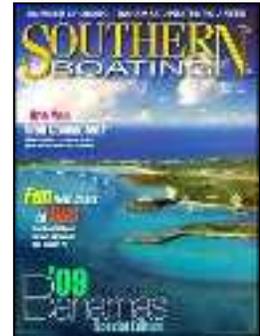




Leisure	Index
Member of AARP	176
Member of fraternal order	154
Gambled at casino 6+ times in last 12 months	143
Gambled in Las Vegas in last 12 months	69
Visited any Six Flags in last 12 months	56



Listen	Index
Radio format listen to: urban	187
Radio format listen to: gospel	181
Listen to Radio: midnight - 6:00 am weekend	157
Radio format listen to: all news	56
Radio format listen to: Hispanic	49



Read	Index
Read boating magazines	174
Read newspaper: TV listings section	165
Read newspaper: editorial page	160
Read two or more Sunday newspapers	149
Read newspaper: advertisements	149



Watch	Index
Watch Syndicated TV (M-F): Divorce Court	255
Watch Syndicated TV (M-F): Judge Mathis	240
Watch Syndicated TV (M-F): Maury	216
Watch TV aired once/wk: Smallville	215
Watched last week: BET (Black Entertainment TV)	207

## COMMUNITY TAPESTRY WHAT REPORT | REGIONAL PROFILE WHAT REPORT

Below you will find a summary of the What Report for the Regional Profile. The following page contains selected charts that highlight some of the regional residents' key preferences. For all of the results from the Tapestry What Reports, refer to the BrandPrint Report CD.

### Summary of Regional What Report

#### **Middle-rang income levels and rural lifestyles influence regional preferences:**

- **Grocery:** Residents from the Regional Profile are likely to shop at Piggly Wiggly, Winn Dixie, and, like New Bern residents, Publix. They are unlikely to shop at Vons or Pathmark.
- **Internet:** The regional profile is likely to have used the internet to make a phone call, to write a blog, and to visit a blog. They are likely to connect from home using a dial-up modem and to use the internet at school / the library. The region is much more likely to be internet users than residents of New Bern.
- **Leisure:** Likely to play bingo, attend country music performances, and play video games. Unlikely to visit Disneyland and gamble in Atlantic City.
- **Listen:** The region is likely to listen to gospel, country, and auto racing radio stations. They are unlikely, like New Bern residents, to listen to all news and Hispanic stations.
- **Read:** Residents of the regional profile are more likely overall to be magazine readers, and are likely to read fishing / hunting, boating, motorcycle, and bridal magazines. They are light newspaper readers.
- **Watch:** Likely to watch shows like the Montel Williams Show, ABC World News Tonight, WWE SMackdown!, The Jerry Springer Show, and Maury.

### Example charts from the Regional What Report

Grocery	Index
Shopped at grocery store/6 mo: Piggly Wiggly	517
Shopped at grocery store/6 mo: Winn Dixie	310
Shopped at grocery store/6 mo: Publix	250
Shopped at grocery store/6 mo: Vons	53
Shopped at grocery store/6 mo: Pathmark	38



Internet	Index
Internet last 30 days: made phone call	448
Used Internet in last 30 days: at school/library	316
Internet last 30 days: wrote online blog	297
Connection to Internet from home: dial-up modem	176
Internet last 30 days: visited online blog	152



Leisure	Index
Played bingo in last 12 months	153
Attended country music performance in last 12 mo	148
Played video game in last 12 months	142
Visited Disneyland (CA) in last 12 months	51
Gambled in Atlantic City in last 12 months	49



Listen	Index
Radio format listen to: gospel	279
Radio format listen to: country	188
Radio listening: auto racing	153
Radio format listen to: all news	47
Radio format listen to: Hispanic	41



Read	Index
Read fishing/hunting magazines	165
Read boating magazines	144
Read motorcycle magazines	134
Read bridal magazines	134
Light newspaper reader	125



Watch	Index
Watch Syndicated TV (M-F): Montel Williams Show	374
Watch TV aired once/wk: ABC World News Tonight	256
Watch TV aired once/wk: WWE Smackdown!	251
Watch Syndicated TV (M-F): The Jerry Springer Show	237
Watch Syndicated TV (M-F): Maury	207



## **ESRI ECONOMIC OPPORTUNITY ANALYSIS**

### ***Purpose***

The Economic Opportunity Analysis is conducted for North Star by the Environmental Systems Research Institute, Inc. (ESRI) ? a national leader in business information systems and analysis. The information associated with this analysis, including data on New Bern and select competitive markets, enable data driven decision making and provide supporting evidence for attracting investment into the community. The analysis consists of four main reports and several sub-reports as described below.

### ***Methodology & Results***

The complete results from the Economic Opportunity Analysis can be found on the BrandPrint Report CD and should be passed on to economic development entities in the area. All files on the CD include reports for New Bern and selected competitors including:

- Morehead, NC
- Wilmington, NC
- Jacksonville, NC
- Greenville, NC
- Raleigh, NC

**NOTE:** The complete results from the Economic Opportunity Analysis can be found on the BrandPrint Report CD and should be passed on to economic development entities in the area.

A brief explanation of each report included in the analysis is provided below.

## MARKET PROFILE

The Market Profile Report offers **ECONOMIC BACKGROUND INFORMATION** on New Bern, providing an overview of key demographic attributes and consumer spending patterns. This set of data should be used in the evaluation process for site selection, market analysis and general trend evaluation. A Graphic Market Profile ? with graphic representations of the demographic data ? is also included.

- **Lists New Bern’s economic statistics, demographic statistics and background**
  - Population by individuals, households, families
  - Housing by type, size, year moved in, housing units, home value
  - Age, Income, Ethnicity
  - Employment information by industry and occupation including commute info
- **Lists changes over time (2000, 2010, 2015 projected)**
  - Households by income
  - Population by age, sex, race, employment status
- **Lists consumer spending data**
  - Total, average and spending potential index (SPI) for 14 categories

## BUSINESS SUMMARY

The Business Summary offers information on **SUPPLY** in New Bern, providing a breakdown of the total number of businesses and employees per industry within 30 different sectors of the marketplace. It also provides a comparison of daytime versus residential population for the given area.

- **Lists numbers of businesses and employees in New Bern**
  - By industry sector
- **Uses Bureau of Labor Statistics “Infogroup Business Database”**
  - Includes business white and yellow pages, annual reports, SEC information, government data, business magazines, newsletters, newspapers
  - Infogroup does annual telephone verifications with each business

## RETAIL GOODS AND SERVICES EXPENDITURES

The Retail Goods and Services Expenditures Report offers information on **DEMAND** in New Bern. Focusing on consumer spending patterns of New Bern’s residents, it looks at the spending potential index, average amount spent, and total amount spent in 12 categories and 74 sub-categories. It details total and average amount per household spent on retail goods and services such as food, apparel, travel and insurance. A spending potential index (SPI) is used to compare the amount spent in the area under study to the U.S. average.

- **Lists Demographic Summary of New Bern Residents**
  - Population, families, age, income, ethnicity
  - Top Tapestry Segments
- **Lists Consumer expenditures**
  - By average amount spent per household annually

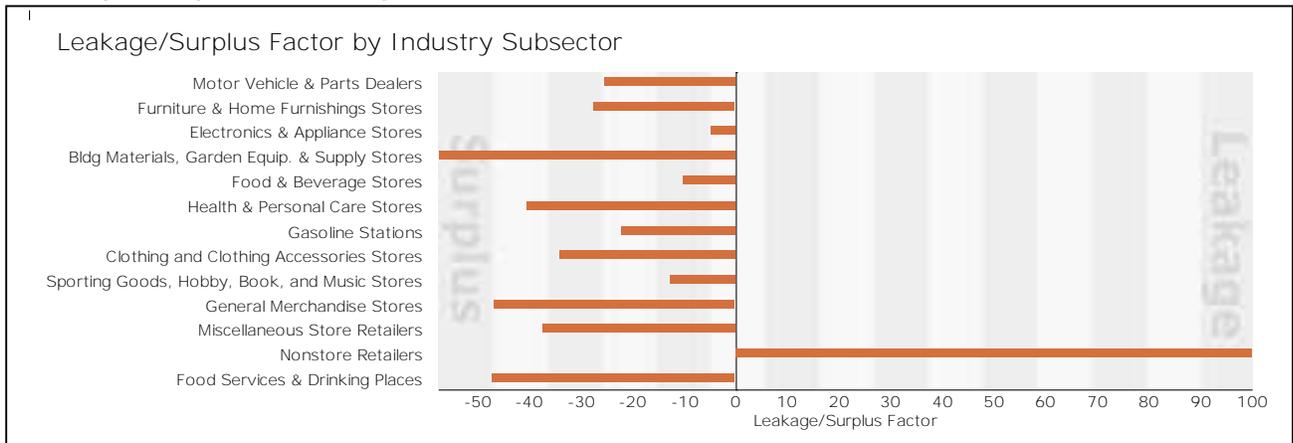
- By Spending Potential Index (SPI), which compares average expenditures for a product locally to the average amount spent nationally
- **Combines Consumer Expenditure Surveys (CEX) with Bureau of Labor Statistics data**

## RETAIL MARKETPLACE PROFILE

The Retail MarketPlace Profile offers information on **SURPLUS AND LEAKAGE**, or comparisons between existing supply and demand in New Bern. It provides an industry summary, leakage/surplus factor for each industry group and sub-sector, and total supply and demand for each industry sub-sector.

- **Compares demand (retail potential by household) with supply (retail sales to consumers)**
  - Leakage (right, positive) means retail opportunity is leaking outside New Bern, or New Bern residents are buying what they need outside of the community (+100 = total leakage)
  - Surplus (left, negative) means New Bern has a surplus of supply which draws customers in from outside the community (-100 = total surplus)
- **Businesses are classified by primary type of economic activity and organized by North American Industry Classification System (NAICS) codes**
  - NAICS, created by the U.S. Census Bureau

### Summary of Surplus and Leakage Chart



**Observations:** New Bern has leakage in only one subsector ? Nonstore Retailers. Having only one subsector fall into the Leakage side of the chart suggests that residents are able to obtain most of their supplies from within New Bern, and customers are coming to New Bern from outside of the community for many supplies.

## TOP BUSINESS PROSPECTS

### **Purpose**

The Top Business Prospects aims to uncover businesses and organizations that are most similar to the various industries present in New Bern. This list of entities can be used to assist economic development professionals and city leadership in the area to actively recruit similar companies to New Bern.

### **Methodology & Results**

Using data gathered by the Environmental Systems Research Institute, Inc. (ESRI), North Star gathered a list of top five North American Industry Classification System (NAICS) codes that are most present in New Bern's economic landscape. Using proprietary methods, North Star combines New Bern's top NAICS codes and the City's workforce characteristics (using Resident Tapestry data, explored earlier in this report) to define a list of top prospects that best match New Bern's top industries and workforce strengths.

Additionally, a target radius around New Bern is identified to keep the prospect list as targeted as possible.

The complete results from the Top Business Prospects list can be found on the BrandPrint Report CD and should be passed on to economic development entities in the area.

**NOTE:** The Top Business Prospects list is meant to serve as a targeted example of the types of businesses and organizations that best fit New Bern's economic strengths. This list can most effectively be used by identifying the types of companies included and targeting similar organizations through EDC efforts. No contact information is given for each organization.

#### NEW BERN'S TOP FIVE NAICS CODES:

The following NAICS codes were identified by North Star and used to define the output given in the prospect list.

23 ? Construction

44 & 45 ? Retail Trade

54 ? Professional, Scientific & Technology Services

62 ? Health Care & Social Assistance

81 ? Other Services (except Public Administration)

### NEW BERN'S TARGET RADIUS:

A target radius is used to define the geographic area in which businesses are being assessed to determine whether they meet the parameters of the study. A radius of 75 miles was used for this study. A PDF of the radius is shown below:



## **ONLINE BRAND MONITORING STUDY**

### ***Purpose***

Over the years, brands (of products, of companies, of communities) have transformed from something that identified products to something people identified with. Recently, the evolution of technology, especially internet search engines, blogs, and social media has enabled widespread conversations to take place about brands in online consumer communities. Understanding how these online conversations contribute to reputation is just as important as understanding in-person conversations taking place between consumers.

The purpose of the Online Brand Monitoring Study is to gain understanding of the online reputation (conversations, or content generated and consumed by people) centered around New Bern on social media platforms. The Online Brand Monitoring Study reveals where online conversations are taking place, the authors of such content, top keywords used online, and overall sentiment of the community and assets within the community.

In the online space, consumer behavior is content, either created or consumed. Therefore understanding online content (ie. conversations) about a brand allows us to understand consumer behavior around that brand, at least the consumer behavior that is occurring online. And because technology's evolution has led to new channels, networks, platforms and applications, it has also created an equal amount of new opportunities for understanding and engaging with consumers.

### ***Methodology & Results***

Leveraging methods that combine the analytical power of online measurement and monitoring tools, the Online Brand Monitoring Study examines social media content from a specific date and time (February 7, 2013). By examining social media platforms, the Online Brand Monitoring Study identifies authors, online influencers and the content being generated around New Bern.

Online behavior is organized into five discrete types: Search, Visit, Mention, Join, and Engage. These behaviors are monitored on the following platforms:

- Blogs (Livejournal, Typepad, etc)
- Microblogs (Twitter, Plurk, Identi.ca, etc)
- Video/Photo Sharing (YouTube, Flickr, etc.)
- Social Network (Ning, Facebook, LinkedIn)

## KEYWORDS SEARCHED

***Below are the keywords used as part of the search***

- New Bern
- History
- Downtown
- Trent River and Neuse River
- Tryon Palace
- Birthplace of Pepsi
- Coast
- Hatteras Yachts
- MumFest
- Marine Corps Air Station Cherry Point

## TERMS TO KNOW

- Strength ? the likelihood that your brand is being discussed in Social Media
- Sentiment ? the ratio of positive to negative mentions
- Passion ? the likelihood that individuals talking about your brand will do so repeatedly
- Reach ? the measure of the range of influence (number of unique authors divided by the total number of mentions)

## NEW BERN SNAPSHOT

### History

Strength	Sentiment
<b>1%</b>	<b>11:00</b>
Passion	Reach
<b>45%</b>	<b>23%</b>

#### Top Sources:

- YouTube
- Picasaweb
- Flickr

#### Quotes:

- *“Shock, Ahhhhh! New Bern offers two ghost tours.”* ? Flickr
- *“Oh, and this is the birthplace of Pepsi! Just some more history for this place. I've already been in and it is pretty cool.”* – picasaweb



### Downtown

Strength	Sentiment
<b>4%</b>	<b>25:0</b>
Passion	Reach
<b>33%</b>	<b>22%</b>

#### Top Sources:

- YouTube
- Picasaweb
- Flickr

#### Quotes:

- *“It’s a beautiful day in downtown New Bern...”* – Twitter
- *“Downtown New Bern is so nice.”* – Twitter
- *“Another full day! Spent all day in downtown New Bern with the family...at Tryon Palace and about the historic New Bern area. Lots of fun! Great quality time day!”* – Facebook



## Trent River and Neuse River

Strength	Sentiment
<b>1%</b>	<b>10:0</b>
Passion	Reach
<b>26%</b>	<b>17%</b>

Top Sources:

- YouTube
- Picasaweb
- Google\_video
- Google\_blog

**Neuse River Senior Games receives Grant from Blue - New Bern Now**  
 Neuse River Senior Games (NRSG) is the recipient of a grant from Blue Cross Blue Shield of North Carolina. The funds are being used to implement and hopefully sustai...  
[www.newbernonline.com/1102013/01/neuse-river-senior-games-receives-grant-from-blue-cross-11-days-ago/](http://www.newbernonline.com/1102013/01/neuse-river-senior-games-receives-grant-from-blue-cross-11-days-ago/) - by **New Bern Now** on **google\_blog**

**Gary Barker Real Estate: Top Ten Reasons to Retire to New Bern, NC**  
 The culture and history of New Bern have and are greatly influenced by our churches. Life Style: New Bern is a small town with many large city amenities... The city...  
[garybarkerrealestate.blogspot.com/2012/01/top-ten-reasons-to-retire-to-new-berns.html](http://garybarkerrealestate.blogspot.com/2012/01/top-ten-reasons-to-retire-to-new-berns.html) 13 days ago - by **Gary Barker** on **google\_blog**

**New Bern NC Real Estate**



[www.youtube.com/watch?v=Uj7V4\\_PtU\\_b&list=PL00u7a\\_g0ade](http://www.youtube.com/watch?v=Uj7V4_PtU_b&list=PL00u7a_g0ade) 18 days ago - by **RE:077mrsND** on **youtube**

## Tryon Palace

Strength	Sentiment
<b>0%</b>	<b>7:1</b>
Passion	Reach
<b>32%</b>	<b>24%</b>

Top Sources:

- YouTube
- Picasaweb
- Flickr
- photobucket

**2012-10-13 - New Bern Mum Fest & Tryon Palace**



[www.youtube.com/watch?v=0FwN-0R3058&list=PL00u7a\\_g0ade](http://www.youtube.com/watch?v=0FwN-0R3058&list=PL00u7a_g0ade) 4 months ago - by **Mel\_Hendley** on **youtube**

**hida-wachho.jpg**  
 At Tryon Palace water's center, New Bern, NC  
<http://picasaweb.google.com/11237410330760754827/120107aushayw01800000000857> 4 months ago - by **Edna Retam** on **picasaweb**

## Birthplace of Pepsi

Strength	Sentiment
<b>1%</b>	<b>6:1</b>
Passion	Reach
<b>23%</b>	<b>17%</b>

Top Sources:

- YouTube
- Picasaweb
- Google\_blog
- Google\_video

Quotes:

- *“Reminding you that Pepsi is one of New Bern's claims to fame (I didn't know that until Bonny told me. Also Nicolas Sparks lives there).”* ? picasaweb
- *“New Bern is the birthplace of Pepsi!!”* ? picasaweb
- *“Who knew when we came to New Bern that it was the birthplace of Pepsi?!”* ? picasaweb



## MumFest

Strength	Sentiment
<b>0%</b>	<b>11:0</b>
Passion	Reach
<b>49%</b>	<b>14%</b>

Top Sources:

- YouTube
- Picasaweb
- Google\_blog
- Google\_video



## **CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)**

### ***Purpose***

The purpose of this study is to gain insight into consumer awareness, visitation, and perceptions of the Raleigh, NC CBSA and Greenville, NC CBSA. The survey measures:

- Overall top-of-mind perceptions of New Bern and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of New Bern with identified community attributes
- Measurements of New Bern quality of life indicators
- Measurement of New Bern strengths and weaknesses as a place to do business

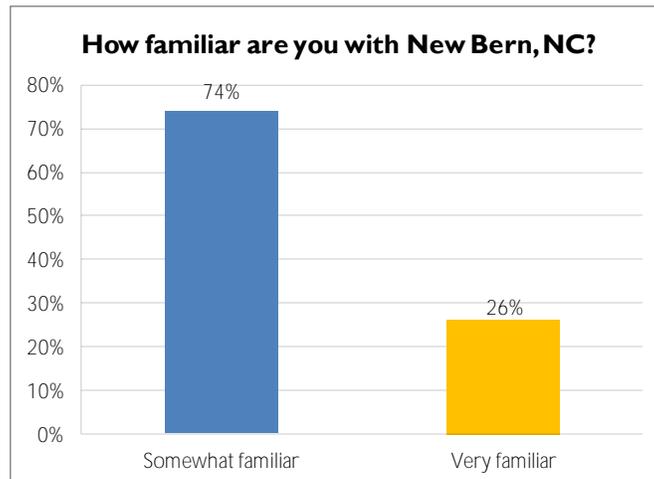
### ***Methodology & Results***

An internet study was conducted among respondents in the Raleigh, NC CBSA (105 responses) and Greenville, NC CBSA (118 responses). A total of 223 surveys were collected, allowing for a margin of error of +/- 6.56 at the 95% confidence level.

See **Appendix C** for unabridged CAP Study results.

## FAMILIARITY WITH NEW BERN

### How familiar are you with New Bern, NC

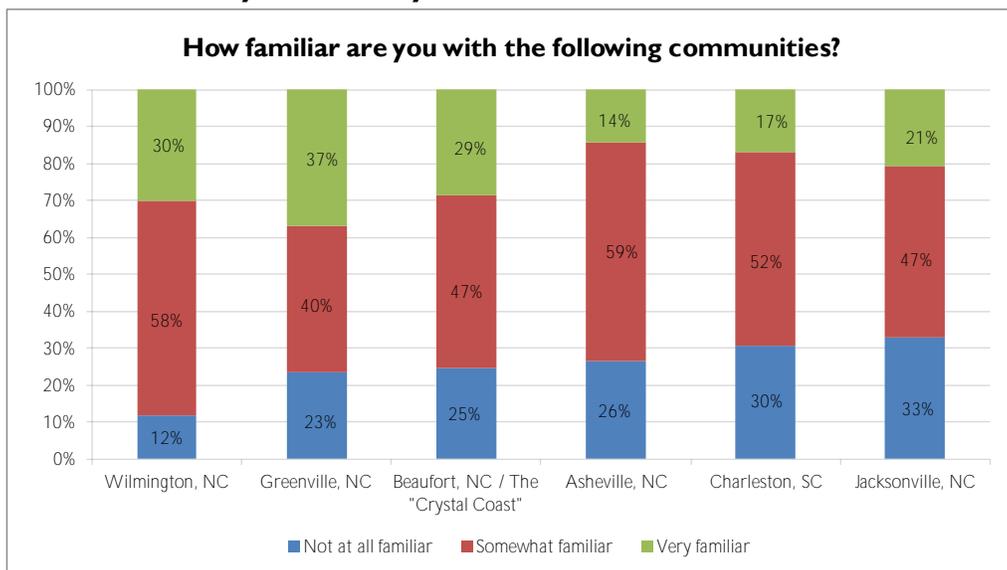


- This was the terminating question for the survey.
- 63 respondents were Not at all Familiar with New Bern, and were therefore terminated from the survey.
- The termination rate was 22%, which is below average.
- Of those not terminated, 74% were Somewhat Familiar and 26% were Very Familiar with New Bern.

### When you first think of New Bern, what comes to mind?

- Coastal / waterfront / riverfront town
- Tryon Palace
- History
- Bears / Swiss influence

### Competitor Community Familiarity



**When you think of the following communities, what comes to mind?**

**Wilmington, NC**

- Waterfront / beach
- Shopping / downtown
- Battleship

**Beaufort, NC / The “Crystal Coast”**

- Beach / waterfront
- Boating
- Wild horses
- Quaint, laid back

**Jacksonville, NC**

- Camp Lejeune / Military, Marines (majority)

**Greenville, NC**

- East Carolina University / college town (majority)

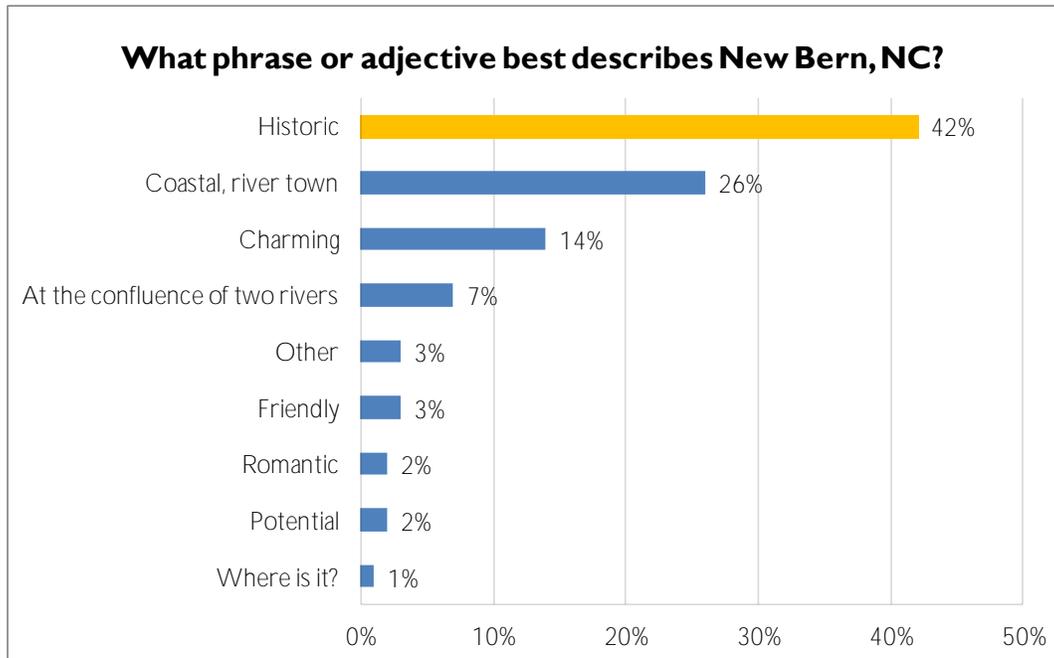
**Asheville, NC**

- Mountains
- The Biltmore Estate
- Artsy / culture

**Charleston, NC**

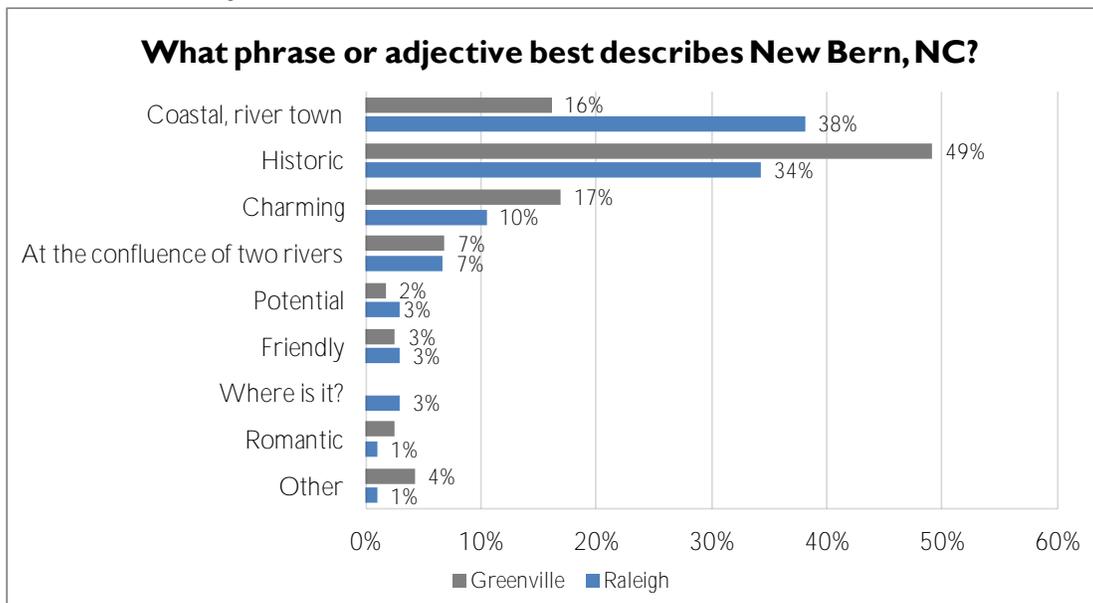
- History / old South
- The Battery
- Allure, aesthetics

**Descriptors:** New Bern is best described as ?historic?.

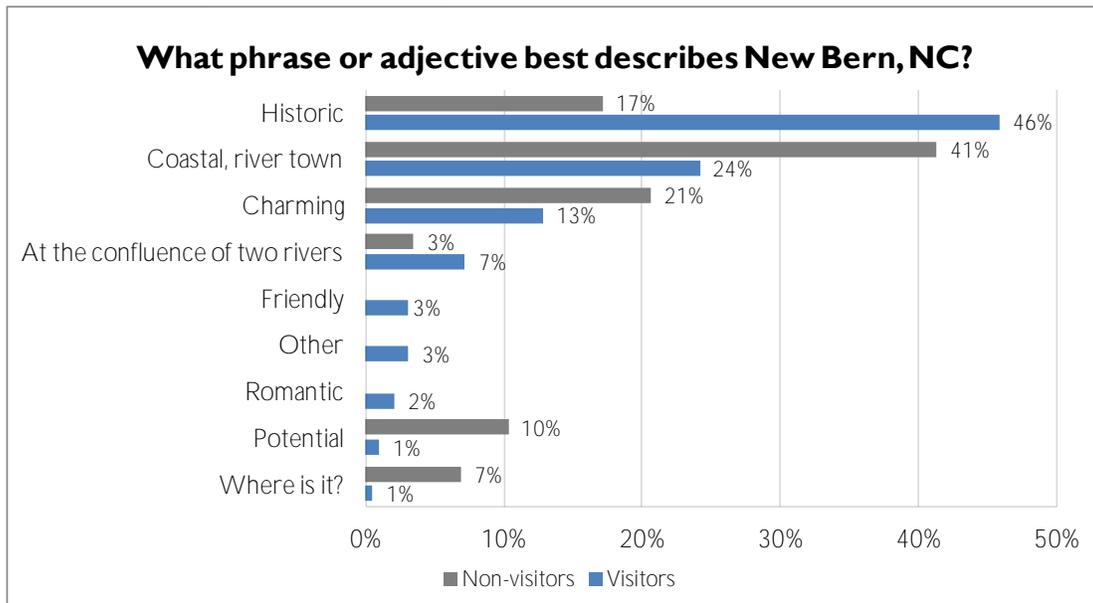


Other: Rural, a few of these

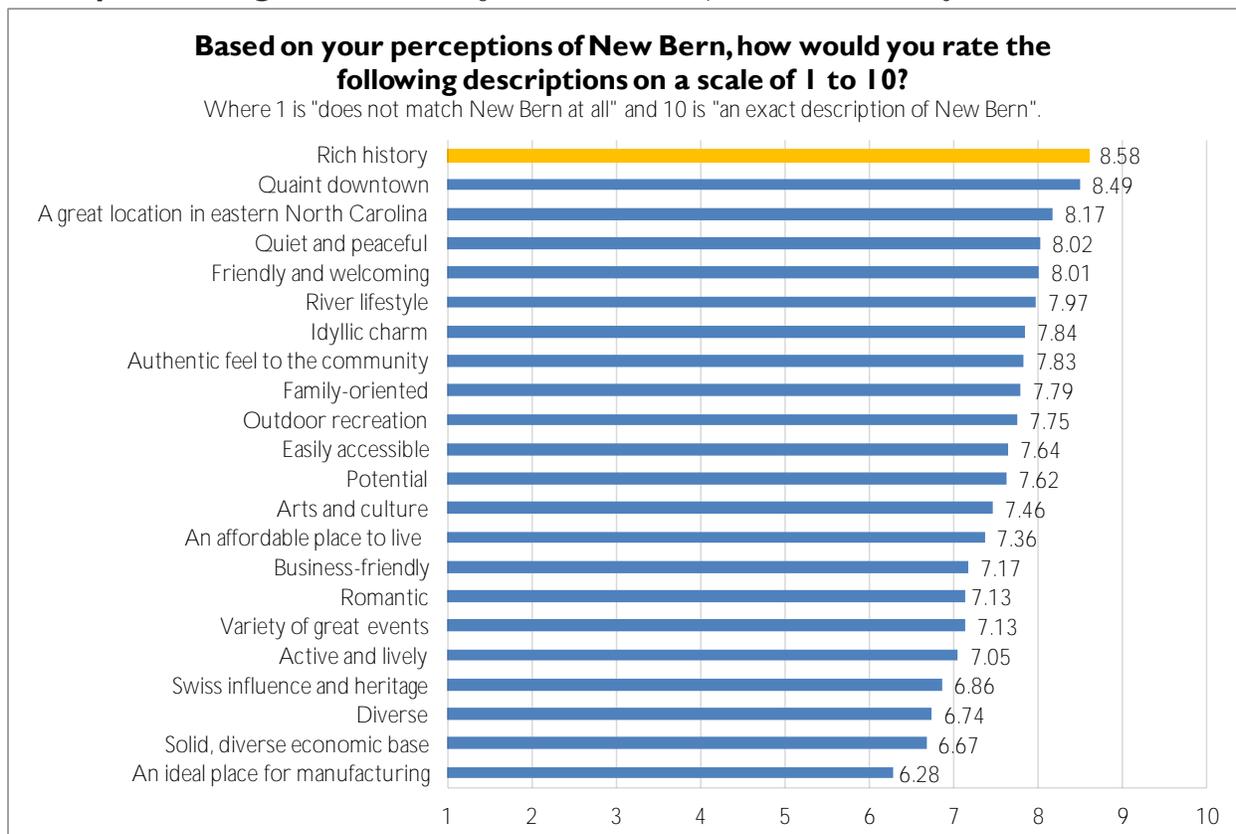
**Descriptors by market:** The Greenville market is likely to describe New Bern as ?historic?, while those from Raleigh describe New Bern as ?coastal, river town? as well as ?historic?.



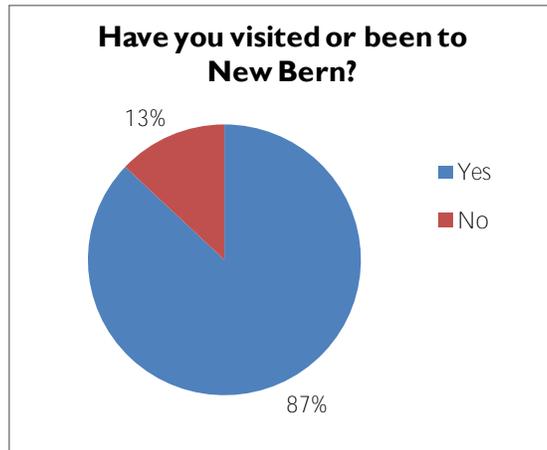
**Descriptors by visitation:** Visitors to New Bern describe the community as "historic", while those who have not yet visited are likely to describe it as "coastal, river town".



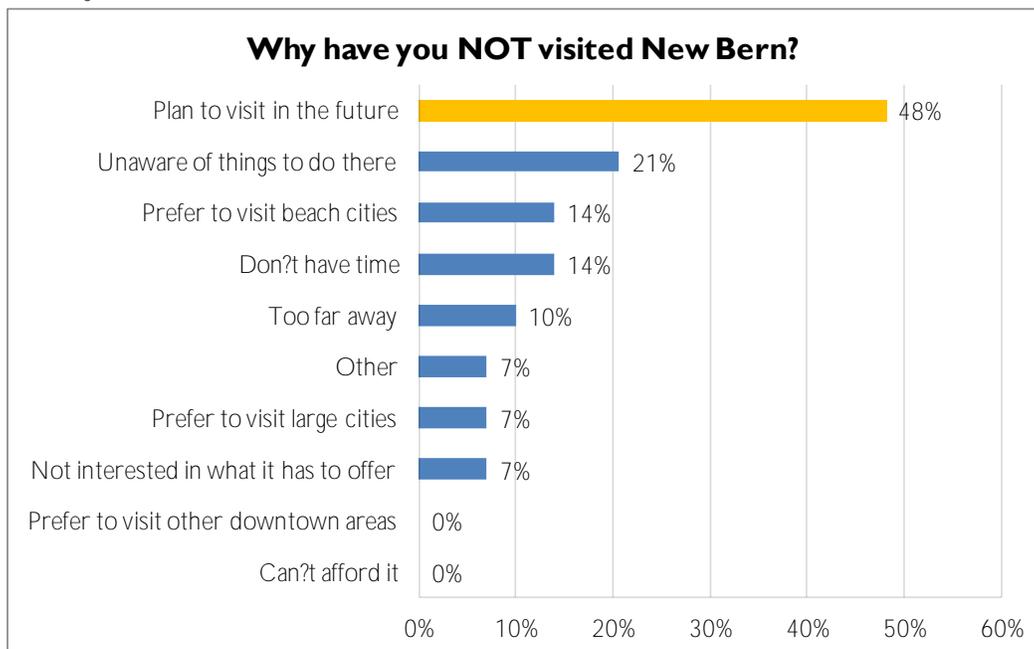
**Description rating:** New Bern's highest-rated descriptor is "rich history".



## Visitation

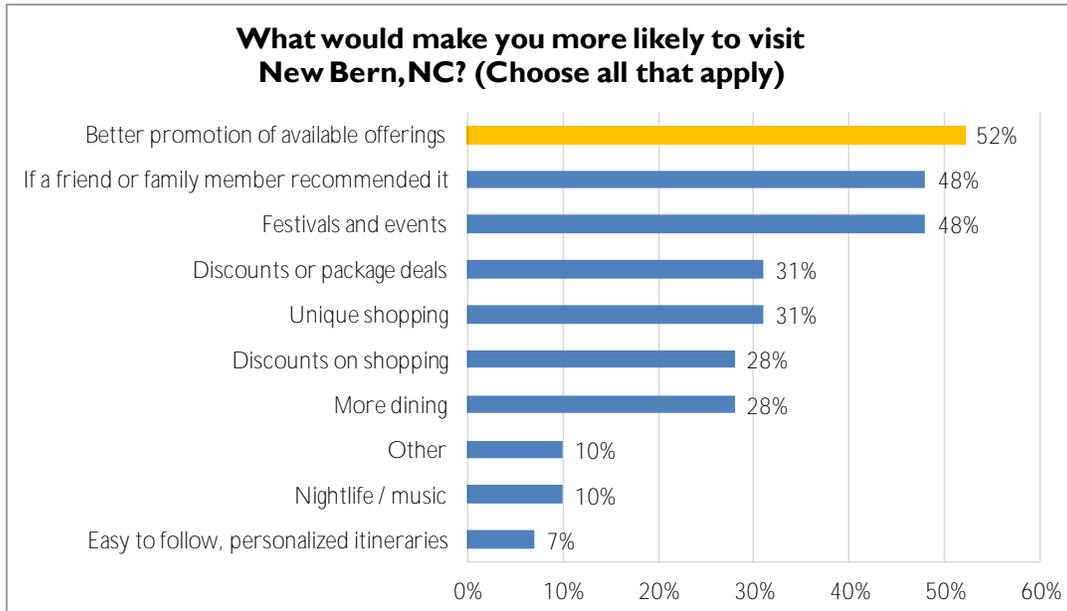


**Reason for not visiting:** Nearly half of those who have not yet visited New Bern plan to visit the community in the future.



Other: Haven't thought about it, never had a reason

**Attracting visitation:** Better promotion of available offerings would encourage those who have not visited New Bern to visit the area.

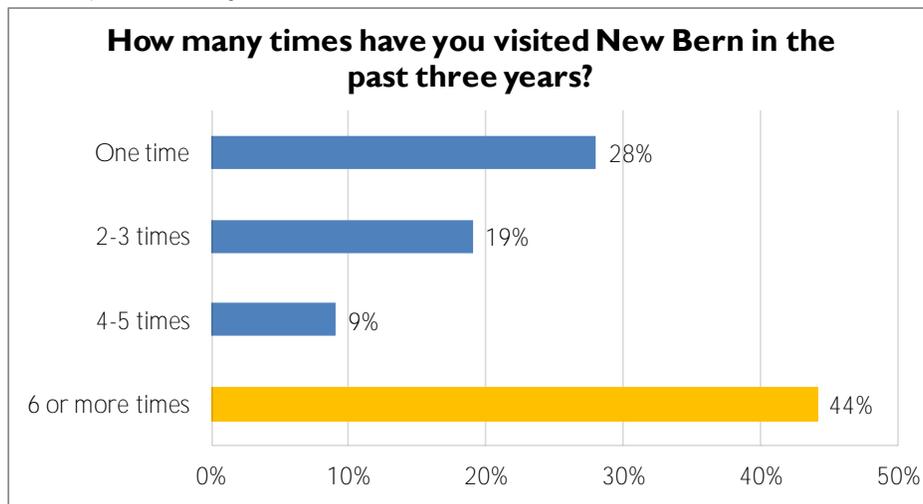


Other: Job opportunities, gardens, does not interest me.

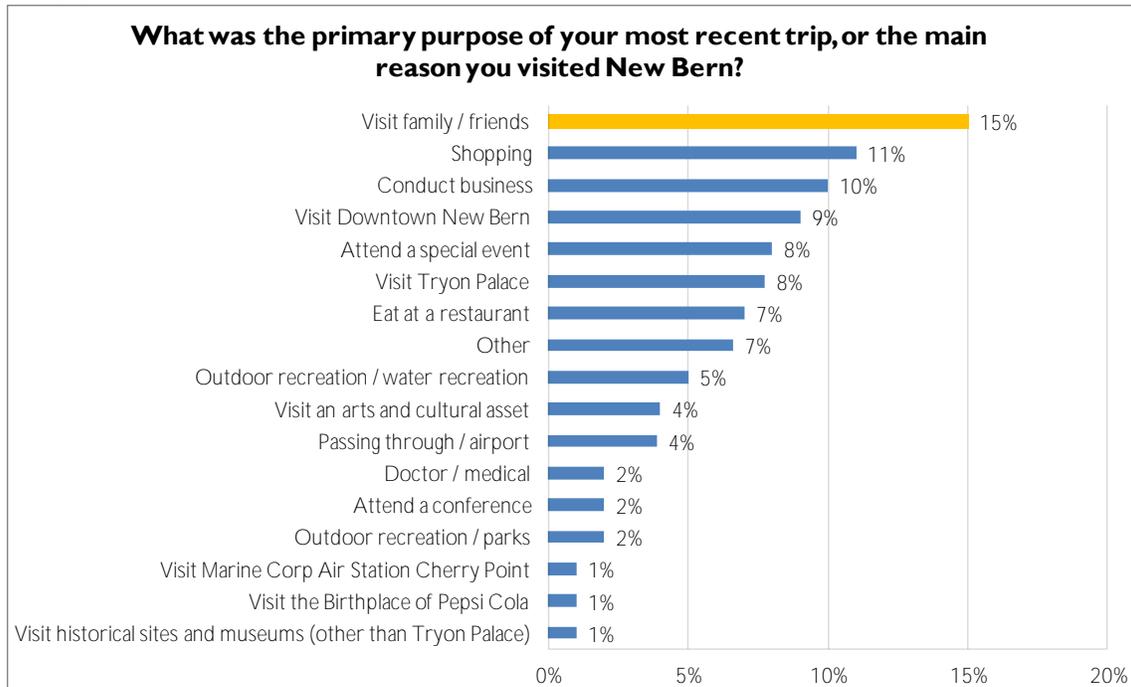
#### VISITATION QUESTIONS

*The following questions were posed only to respondents who indicated that they have visited New Bern, NC*

**Visitation frequency:** Nearly half of those who have visited New Bern have come six or more times in the past three years.

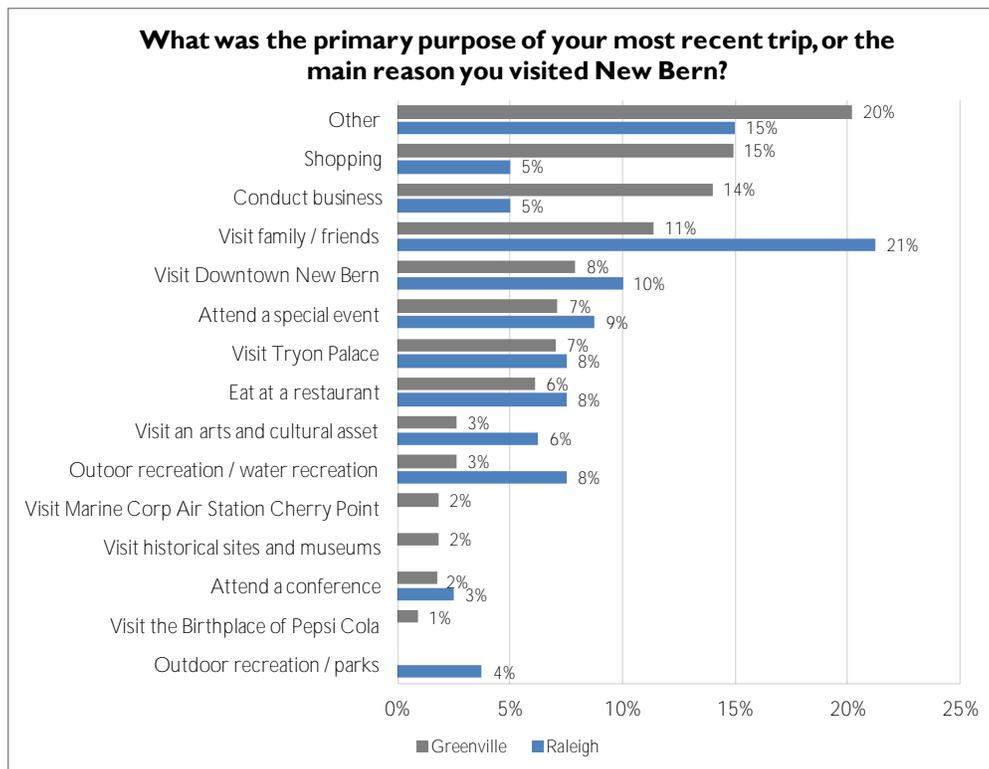


**Primary purpose:** The main reason visitors came to New Bern is to visit family / friends.



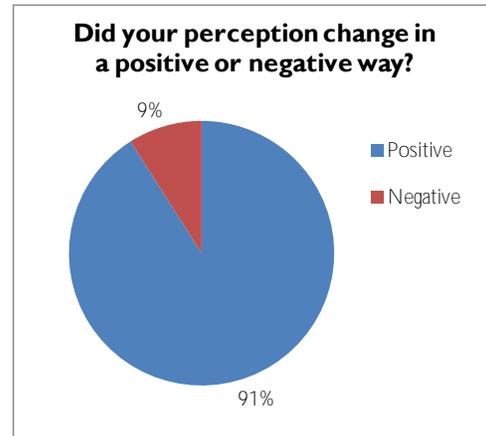
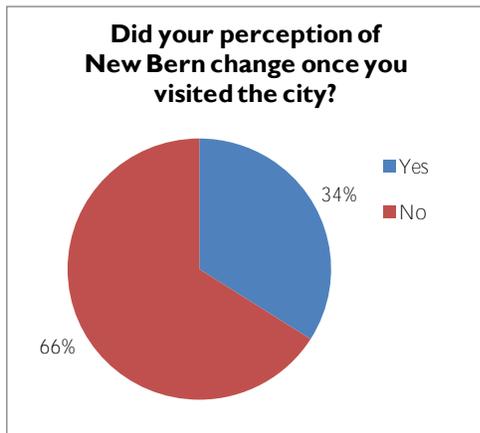
Other: Vacation, event, school

**Primary purpose by market:** Visitors from Raleigh are likely to have come to see family / friends, while Greenville visitors came for a variety of reasons, including vacation, school, or to attend an event.



### What was your perception of New Bern before you visited?

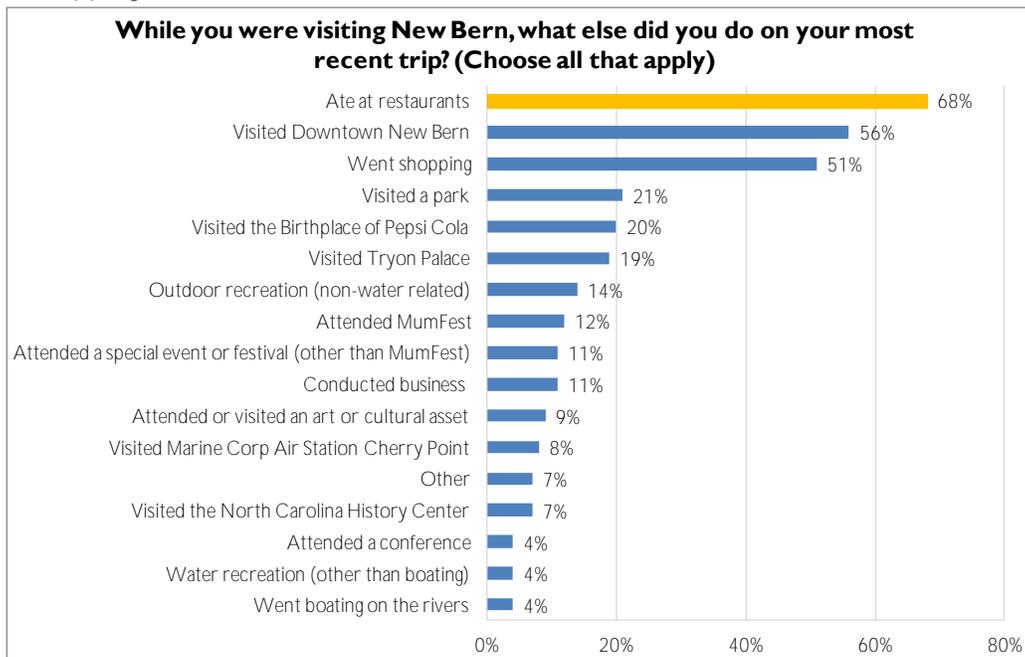
- Small town, quaint
  - *“A quiet, attractive small city. A comfortable, familiar place to be.”*
- Coastal, river town
- Historic
- Did not have one.



### What changed your perception?

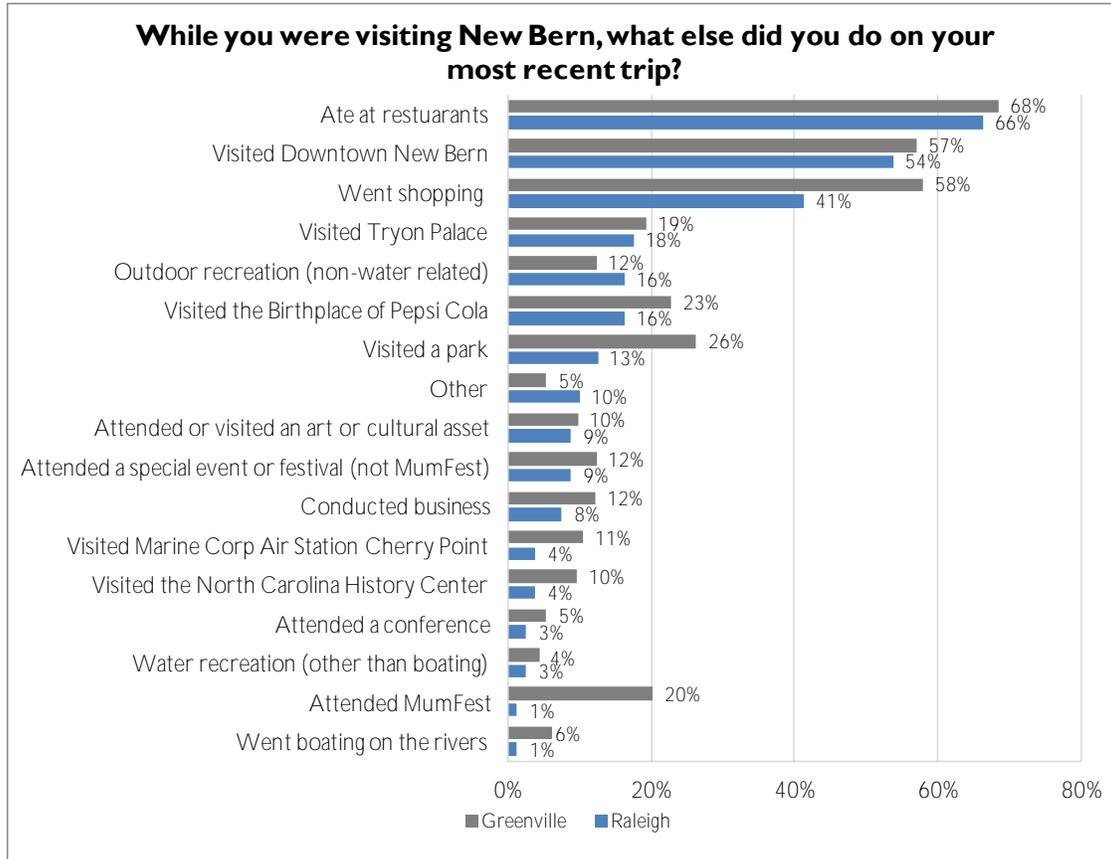
- *“It reminded me of an historic New England town.”*
- *“The history and quiet home town feeling.”*
- *“Just everything you can do there and the people seem to care about their place, too.”*
- *“Downtown was quaint and nice. Once you leave downtown it's kind of depressed.”*

**Trip activities:** While in New Bern, many visitors ate at restaurants, visited the downtown area, and went shopping.

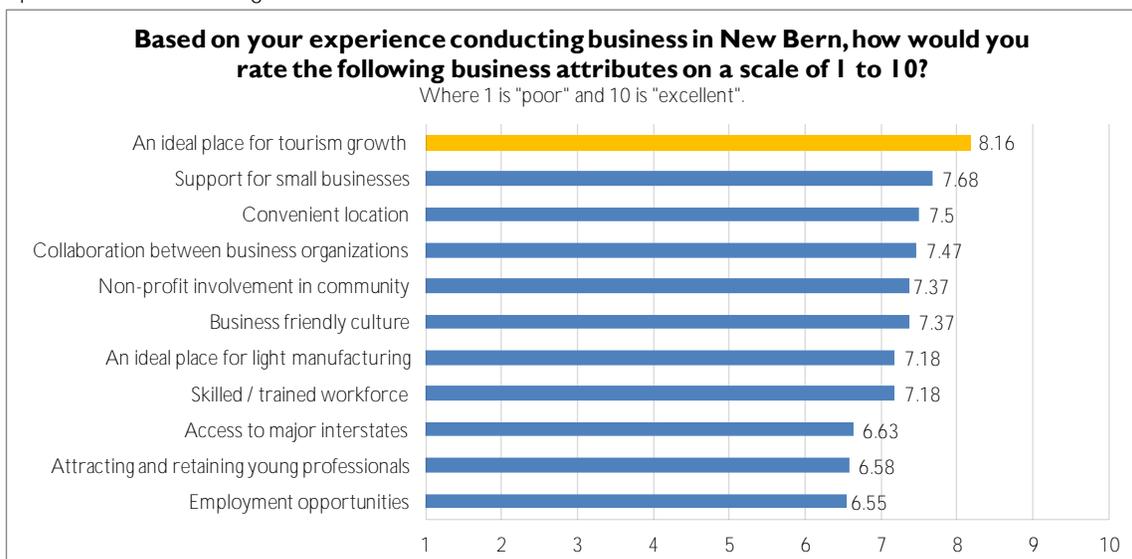


Other: Nothing, played golf, event, visited family

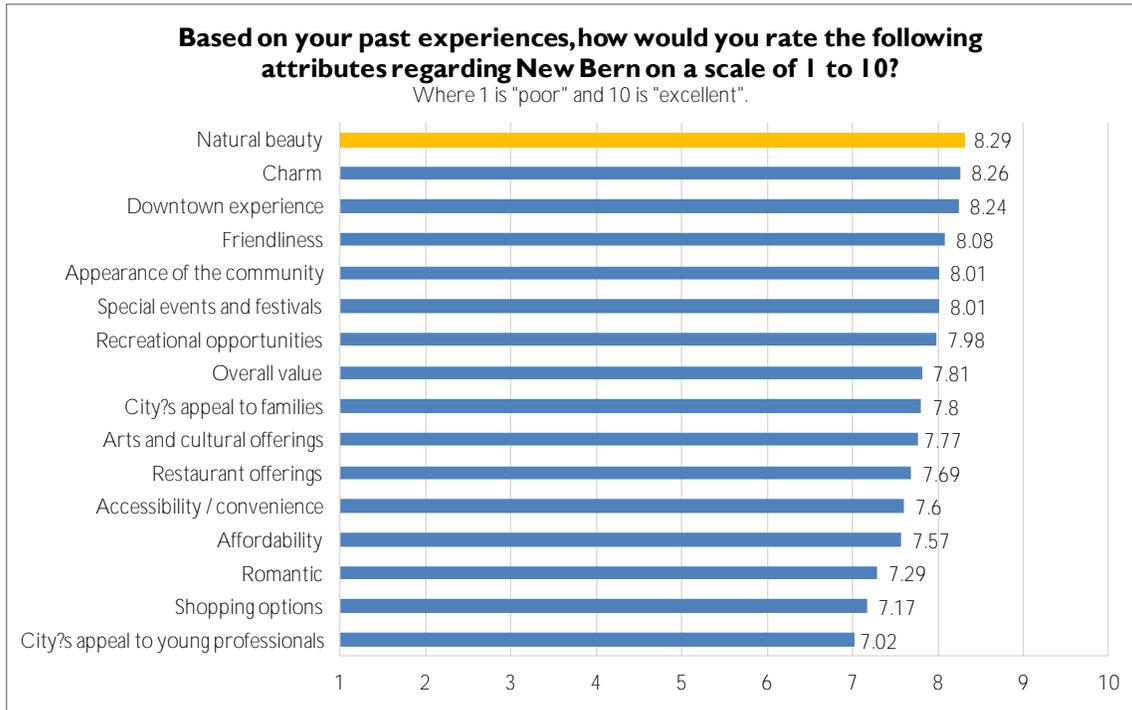
**Trip activity by market:** Both markets ate at restaurants and visited the downtown area while visiting New Bern. Greenville residents are more likely to visit for MumFest than residents from Raleigh.



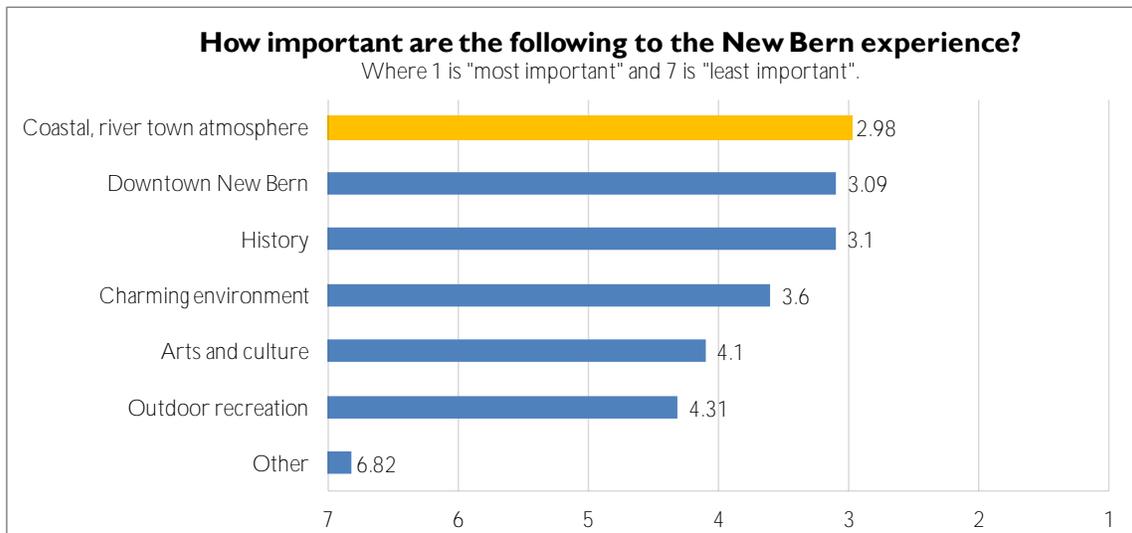
**Business attribute rating:** The highest rated business attribute regarding New Bern is ?an ideal place for tourism growth?.



**Experience attribute rating:** New Bern's highest-rated experience attribute is its natural beauty.



**New Bern experience:** New Bern's coastal, river town atmosphere is its highest-rated asset.

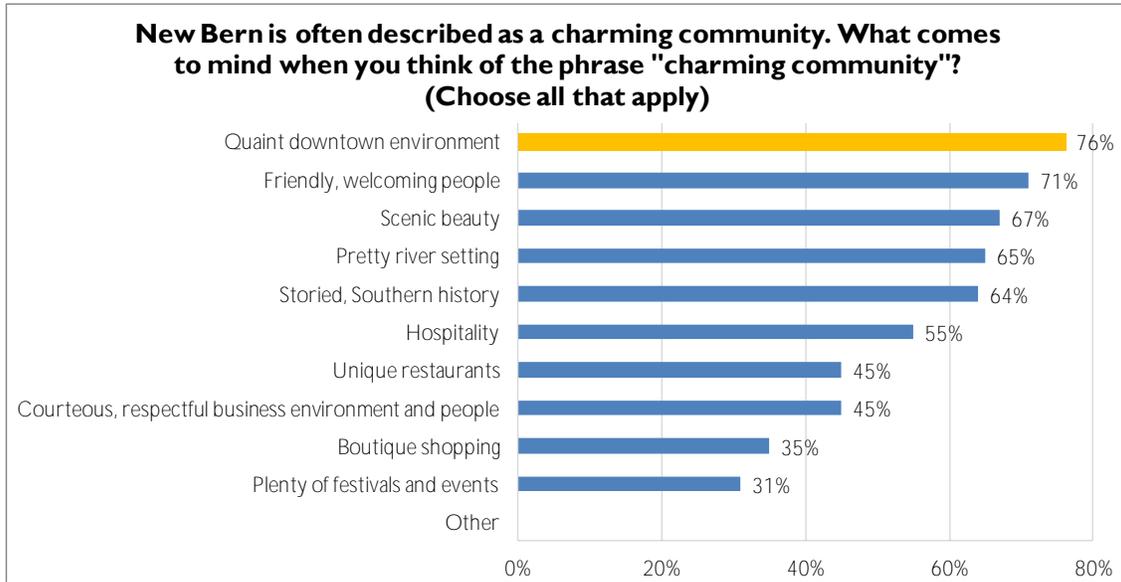


Other: Restaurants and shopping, attitude / friendliness

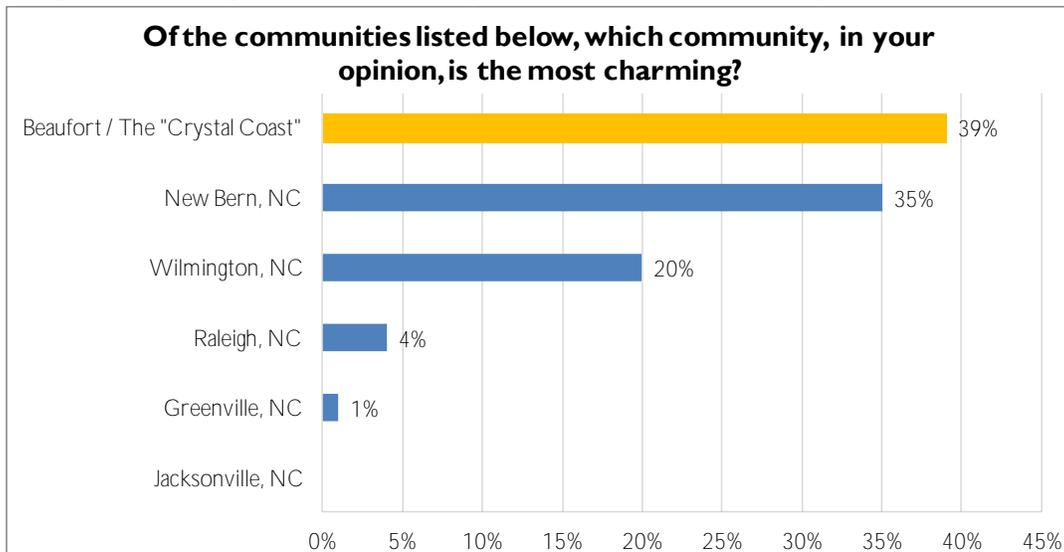
ALL RESPONDENTS

All respondents, regardless of visitation, answered the remaining questions.

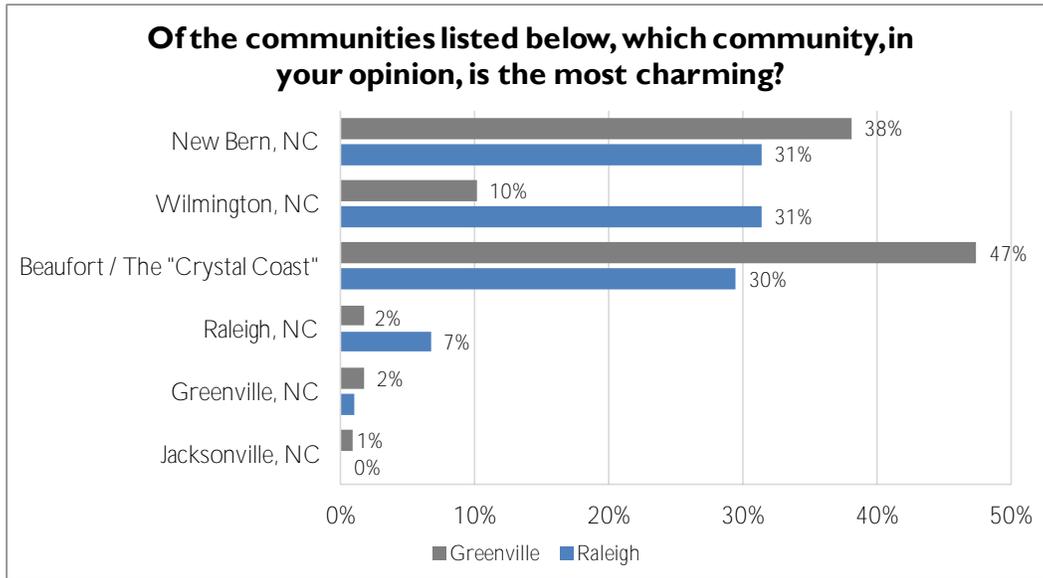
**Charming community:** A quaint downtown environment is top-of-mind in conjunction with the phrase "charming community".



**Charming community:** Beaufort is thought to be the most charming of the communities listed.



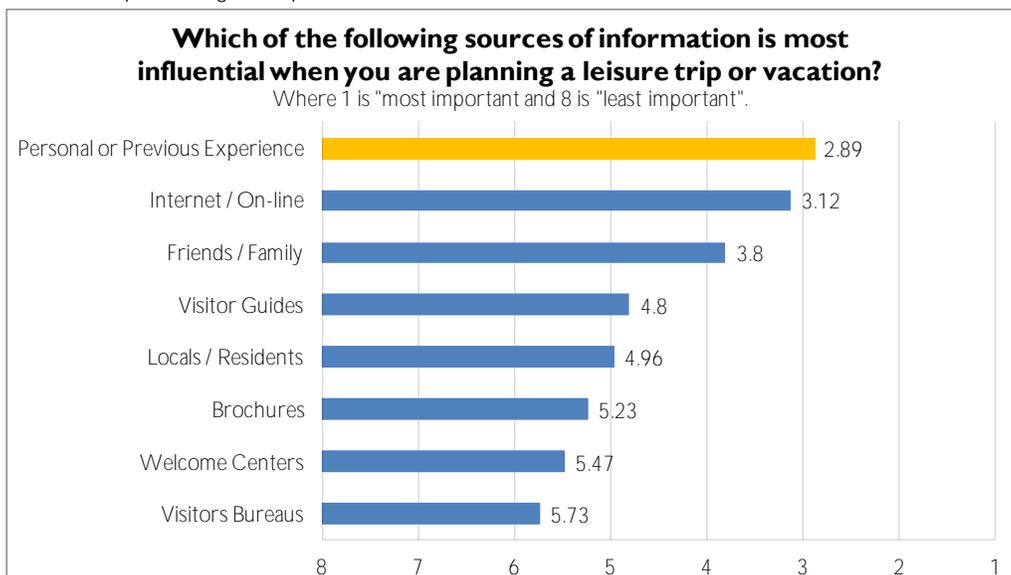
**Charming community by market:** Residents of Greenville associate charm with Beaufort, while residents of Raleigh associate charm with New Bern and Wilmington.



**What comes to mind when you think of a community that is in close proximity to the coast AND two rivers?**

- “New Bern.”
- “A nice place to live.”
- “The best of all worlds.”
- “Spectacular scenery and many recreational opportunities.”
- “Attractive area to visit or reside, good opportunities for dining and shopping.”
- “Peaceful.”

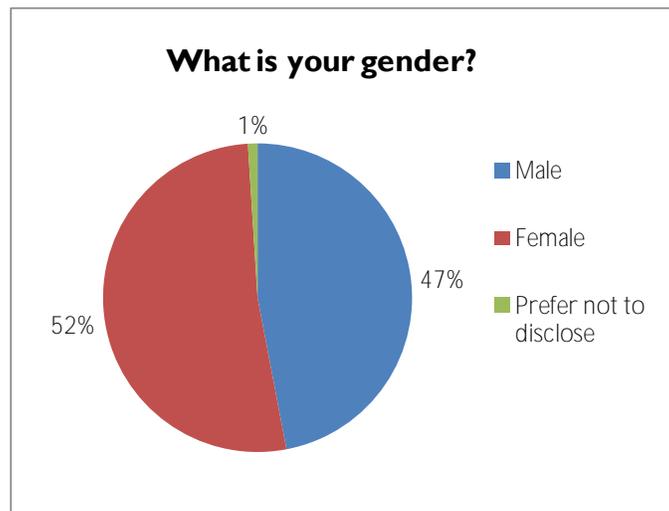
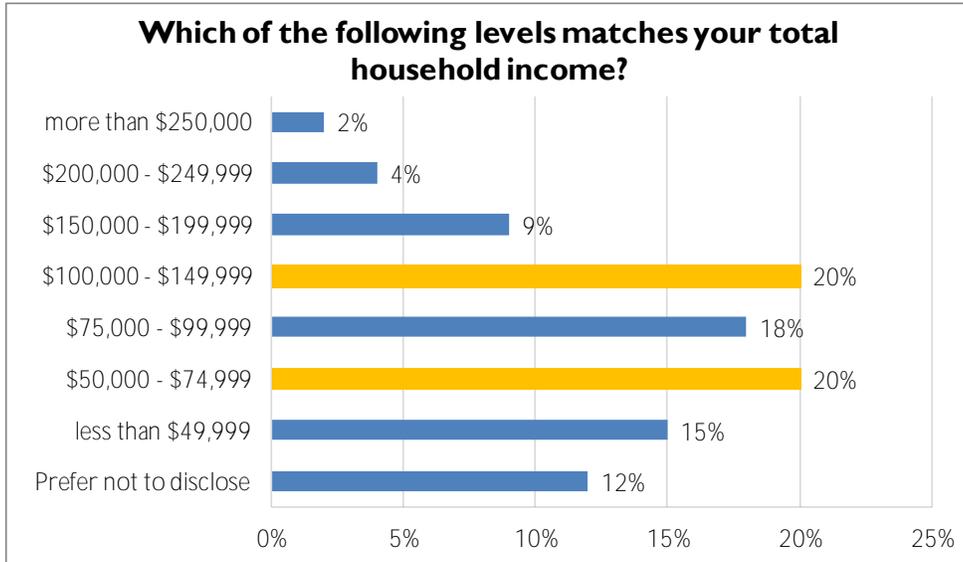
**Trip planning sources:** Respondents are most likely to rely on personal or previous experience when planning a trip or vacation.

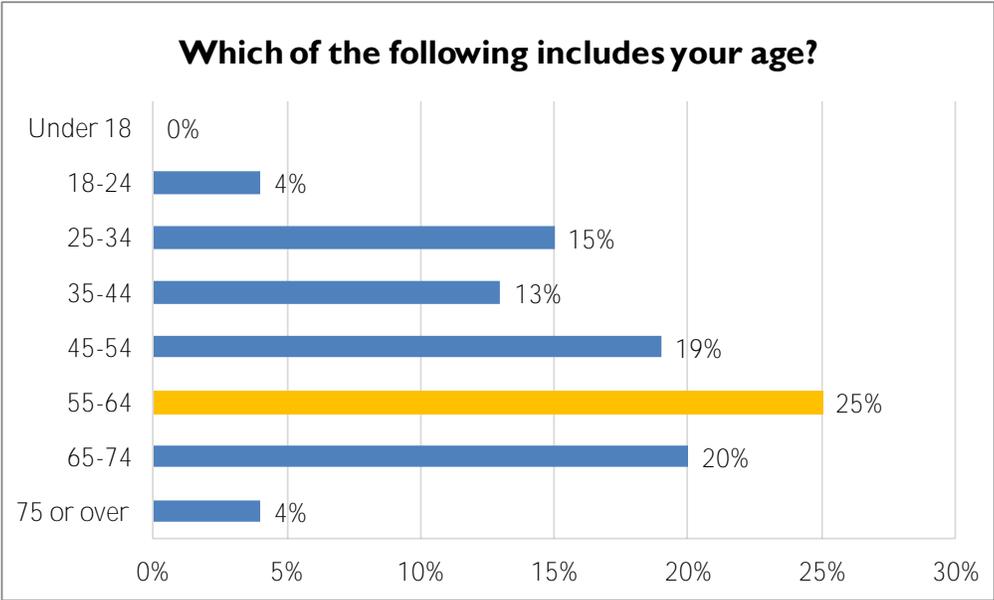


### In your opinion, how can New Bern improve its reputation and increase awareness in eastern North Carolina and across the state?

- Advertising, promotional offerings
- Festivals and events
- Continue with current efforts
- Bring in businesses ? retail and restaurants
- Clean up blighted areas

### DEMOGRAPHICS





## **PERCEPTION STUDY**

### ***Purpose***

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of New Bern among important target audiences. What do these constituents of the brand have to say about the area as a place to live, visit or grow a business?

### ***Methodology & Results***

North Star consultants conducted perception interviews via telephone. The targeted audiences included state and regional economic development, tourism industry professionals, competitor communities as well as real estate developers and agents. Questions were phrased to gather qualitative information. An executive summary for the data is outlined below.

### **What adjective or phrase do you use to describe New Bern?**

- Uncertain
- A community in transition, in terms of economic development
- A key economic node in the region
- Home of Tryon Palace
- Charming
- A gem in eastern NC
- Unknown
- Outdoorsy
- Quaint
- Walkable
- Retirement community
- Colonial village
- Picturesque
- High brow

### **In your opinion, what are New Bern's greatest assets or strengths when attracting growth to the community?**

- Strong industrial base
- Proximity to water (both ocean and rivers)
- History
- Strong sense of community
- City leadership
- Strong Community College (workforce training )
- Walkability
- Livability
- Boat launches and marinas
- Small-town feel
- Close to interstates and large highways

- Marine Corp industry and assets
- German, Swiss heritage
- Colonial history
- Affluence
- Community of Firsts
- Birthplace of Pepsi

**In your opinion, what are New Bern's greatest challenges or weaknesses the community is currently facing?**

- Economic development currently in transition
- Unaware of available property for development
- Part of larger eastern North Carolina region, seen as behind the times
- City not well known (lacks marketing and promotion)
- Competition from beach communities
- Downtown closes early, inconsistent hours
- High utility rates in city
- ?Go it alone? mentality
- Lack of job growth and opportunities
- Negative chatter from city leadership

**In your opinion, what are New Bern's greatest opportunities for future growth?**

- Good location for manufacturing operations
- Ability to attract and retain talent
- Growth potential of the community
- Attracting additional suppliers
- Aerospace and aviation industry
- Additional boat and watercraft manufacturing
- Needs a large retailer downtown
- Engage in regional economic development
- New Bern is best opportunity for growth in region
- Emergence as a metropolitan area
- Additional retail development
- Tourism growth
- Recruiting small, privately held companies
- Develop the airport further
- Craven 30 development

**New Bern has a unique setting, one that is both coastal and along two rivers. Thinking creatively, in your own words describe the benefits of this type of setting to a resident or business.**

- Appealing to executives and managers
- Attracting outdoor enthusiasts
- Incredible sailing potential
- Miles of walking and biking opportunities
- Healthy living

- Warm and welcoming environment
- Adds ambiance to the community
- Colonial era architecture is inspiring

**New Bern has often been described as a “charming” community. In your opinion, what aspect of New Bern is most charming?**

- Downtown New Bern
- Tryon Palace
- Shops and restaurants downtown and long the river
- Architecture
- Riverfront
- Episcopal church downtown
- Water recreation

**Note:**

*Most respondents mentioned that they were unaware of whether or not New Bern is business friendly.*

*However, there were a few anecdotes of economic development professionals being unaware of whom to send business prospects to at the local level. A great opportunity exists to spread the word at the regional and state level about what New Bern has to offer new business and the facilities that are available for development.*

## COMPETITIVE ANALYSIS

### **Purpose**

To better understand what New Bern's competition is currently offering in terms of economic development and delivering the tourist experience.

### **Methodology & Results**

North Star reviewed each of the following cities' communication materials to compile a short synopsis of their tourism and economic development attributes. The materials reviewed include but are not limited to the city's website, the CVB website, Chamber website, area attraction websites as well as other communication materials such as brochures and visitors guides.

#### TOURISM

- Charleston, SC
- Asheville, NC
- Beaufort / the "Crystal Coast"

#### ECONOMIC DEVELOPMENT

- Greenville, NC
- Jacksonville, NC
- Wilmington, NC



## COMPETITIVE ANALYSIS | TOURISM

### Charleston, NC

CVB Positioning Line:

- *“Where history lives.”*

Marketing Messaging:

- Charleston is presented as a city full of history that also offers plenty of other types of entertainment. It stresses that Charleston won Conde Nast Travel Reader’s award for Top City in the U.S. for the second year in a row.
- The site is very planner and user-friendly. It has many links to different hotels, forms of entertainment, and places to dine. It has links tailored to different types of visitors, such as meeting planners, tour professionals, wedding planners etc. The site also has a “suitcase” tool that allows users to save information they find interesting on the site to their own personal “suitcase,” enabling them to create a tailored travel guide.
- The website is attractive visually. It shows off the beauty of Charleston by using photos of the city’s natural and architectural sights. It uses an earthy but still vibrant color palette.



### Asheville, NC

CVB Positioning Line:

- *“Any way you like it.”*

Marketing Messaging:

- Asheville is strongly marketed as a destination for exploring the outdoors. The site prompts visitors to plan their “mountain getaway” and describes the scenic beauty of the Blue Ridge mountains and fall foliage. However, it also presents itself as offering other types of entertainment such as a historical downtown and lively art and music scene. Asheville classifies itself as a “mountain city.”
- Asheville’s website is very user friendly and modern. It has links to help prospective visitors find hotel rooms, places to eat, and things to do. The site even has an Asheville “concierge,” a real person to personally contact to get help while making your Asheville plans and find deals.
- The site takes advantage of the city’s natural beauty, with photo albums of scenery from every season. It uses a palette of fall colors with blue tones mixed in.



## Beaufort, NC / the “Crystal Coast”

CVB Positioning Line:

- “North Carolina’s Southern Outer Banks”

Marketing Messaging:

- The Crystal Coast markets itself as a place full of stories waiting to be discovered, as a place where visitors can leave their lives behind and let their imagination run free.
- The site is user friendly with links to different attractions and an event calendar with links to the information relevant to the listed event. However, the Crystal Coast site is much less conducive to planning and reserving accommodations than the other two competitors’ sites, lacking embedded links to hotels or other lodging.
- Beaufort is featured as a main attraction on the Crystal Coast for its historic site, highlighting its recent tie for the title of “America’s Coolest Small Town” by Budget Travel Magazine.
- The Crystal Coast website is attractive with a very vibrant blue palette.



### COMPETITIVE ANALYSIS | TOURISM SUMMARY

#### **What do these communities share in common? What differentiates them?**

- All of these communities sell themselves as historical destinations, particularly as offering interesting and historical architecture.
- They also all market their outdoor and natural beauty. Charleston and the Crystal Coast offer beautiful beaches. Asheville offers the backdrop of the Blue Ridge Mountains.
- Charleston and Asheville both put emphasis on the dining opportunities in their communities, while the Crystal Coast website does not.
- The Crystal Coast website also lacks embedded links to bring visitors to hotel and lodging websites. Both, Charleston and Asheville offer links to accommodation options as well as information on special offers.
- The websites do not share a common type of design or color palette.

### Greenville, NC

Chamber Positioning Line:

- *No positioning line.*

Marketing Messaging:

- The Greenville-Pitt Chamber of Commerce markets itself as the recognized voice for business in Pitt County and beyond. Its mission is to build the strongest business climate in eastern North Carolina.
- The Chamber also describes itself as equally committed to maintaining and improving citizens' quality of life and Pitt County's natural resources while growing the local economy. Additionally, it stresses that Greenville is ideal to work, live and play. It offers the small town feel with big city amenities.
- The website has a wealth of useful links for visitors, including a very well organized business directory with links to each business's own website. The website is also up to date, with current news stories all over the Chamber's homepage.
- The site uses a palette of green, purple, and white.



### Jacksonville, NC

Chamber Positioning Line:

- *"Connecting business, military, and community."*

Marketing Messaging:

- The website is a reflection of the Jacksonville Chamber of Commerce's positioning line. The homepage features a large space that changes between photos of business, military, and community. Additionally there are tabs for current events and news relating to either business, military, or community.
- The Jacksonville-Onslow Chamber's mission is to "be the voice of business in collaborative partnerships that work to build and enhance a healthy business climate and vibrant quality of life." Its vision is to be recognized as a model for building these collaborative partnerships.
- The website hosts a number of useful links. There is a helpful business search that users can utilize to find a desired type of business. The military section of the website seems to be aimed at helping newly relocated military members adjust to life in the area. The community section has information for visitors and new residents.
- The site is modern looking and uses a palette of toned down primary colors.



## Wilmington, NC

Chamber Positioning Line:

- *“Into business.”*

Marketing Messaging:

- Wilmington’s Chamber of Commerce website conveys a deep sense of pride. The site advertises Wilmington as offering the best of seemingly opposite worlds. Positioned between the Cape Fear River and Atlantic Ocean, it markets Wilmington as offering the casual lifestyle as well as global business opportunities. With the states largest National Register Historic District, Wilmington is marketed as having a sense of “tradition and preservation” paired with “a need to push beyond the conventional.”
- The Wilmington Chamber of Commerce also manipulates its positioning line to advertise a mix of work, play, and a local atmosphere. The line changes from “Into business?” to “Into play?” and the photo displayed on the home page changes to be relevant to the line. For instance, the photo changes from a COO at work to a COO surfing as the line changes from “business?” to “play.”
- The website features a palette of white, black, and different shades of blue.



### COMPETITIVE ANALYSIS | ECONOMIC DEVELOPMENT SUMMARY

#### **What do these communities share in common? What differentiates them?**

- Greenville and Jacksonville both stress their mission of business development and creating a healthy economy for their respective areas. Wilmington does not state a clear mission and vision.
- Wilmington’s website also differs because it focuses more on advertising the community as a whole. The homepage focuses more on the cultural aspects of the community than do the sites of Greenville and Jacksonville.
- Greenville and Wilmington advertise the benefits of small town living without sacrificing the amenities that come with living in a big city. Jacksonville does not mention this benefit in its description of the town.
- All three Chambers have clearly put thought into their choice of color palette and design of their website. All have a somewhat modern website appearance and organization, with their color choices running throughout all pages of their sites.

### **WHERE THE BRAND SHOULD BE**

The Insights portion of this process comprises the emotional and subjective sparks ? gleaned from our intellectual and objective research ? that point like a compass to the strategic position that best supports New Bern's goals.

New Bern's primary goals include:

- City and Community ? To establish a corporate identity that captures the look, feel, and draw of our community, and to be able to draw on and grow that identity
- Economic Development ? To provide the framework for specific marketing activities towards either business clients, tourists, or future residents

With these objectives in mind, we need to focus the branding strategy in the markets that will be most receptive to the brand communications. Furthermore, the brand strategy must differentiate New Bern in the region and increase awareness and regard within the community and beyond. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and prospective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking numerous, provocative questions:

- What emotional attachments can the brand hold for the consumer?
- How does the brand fit into his or her lifestyle?
- How can the brand best be used to redefine perceptions?
- How can the brand stand out in the marketplace?

These insights will become the framework of our creativity on behalf of the brand.

## INSIGHTS ABOUT NEW BERN

*“Charm is the product of the unexpected.”* ? Jose Marti

New Bern is a place of intrigue, of character and renewal. Throughout New Bern’s research, we heard countless adjectives to describe her character, her setting:

- Charming
- Friendly
- Beautiful
- Quaint
- Serene
- Relaxing
- Picturesque
- Small
- Caring
- Diverse
- Progressive
- Historic
- And more?

All of these adjectives are accurate and relevant to New Bern. They describe her spirit and energy, and they speak to her elegance and aura.

*“New Bern is a quaint, beautiful little town on the coast with something to do and see for everyone.”*

*“It’s rich history in being the colonial capital of NC, as well as in its Civil Rights progressivism benefits all walks of life who decide to visit.”*

*“If I didn’t live in the vicinity, I would vacation here.”*

*“One of the best small town centers of any I’ve ever lived in; a place where it is fun to get out of the car and walk around, window shop, or just enjoy the beauty of the tree-lined streets, old churches, and unique shops.”*

- Stakeholder interviews

But there are a list of assets and strengths that lead to a more profound place, a distinction that only New Bern can offer.

These assets define and articulate her culture and her presence in Eastern North Carolina.

### **Downtown New Bern**

Downtown's revival since the 1970's is a great example of the resilience of the community. Over the last 40 years, Downtown New Bern thrives because of the culmination of years of blood, sweat and tears through a combined effort of both the public and private sector. The downtown area is the community's gathering place, it provides a safe, relaxing place to connect with one another.

*“New Bern is a city founded in 1710 at the confluence of two rivers. It’s a very resilient city that overcame many challenges. Most recently it reversed the decline of the downtown through a public private partnership.”* ? Vision Survey



### **Coastal along two rivers**

New Bern's location is highly unique. It is rare that a city is located close to the coast but also nestled on the banks of two rivers. Visitors, residents and businesses are afforded a gorgeous setting to explore and relax. A beautiful backdrop to live out their daily lives. Water lovers can enjoy sailing, fishing, yachting, paddle boarding at the beach or even just soaking up the beauty of a golden sunset.

*“New Bern is blessed with two beautiful rivers coming together in a beautiful, historic downtown. The riverfront, restaurants, and downtown provide an incredible, walkable venue for visitors.”*  
? Vision Survey



### **Impactful setting**

There's something amazing that happens when you crest the hill over the bridge to Downtown. The image of water, the marina, the downtown skyline all shrouded in a magical guise that takes the visitor from an ordinary to an extraordinary experience. Also this unique setting allows for a more relaxed, laid back lifestyle. An easier place to "slip out of 5<sup>th</sup> gear and unwind" as one interviewee put it. The history in the area also adds so much context to New Bern's story and gives greater detail to her setting.



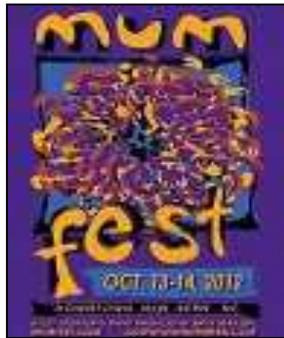
### **Romantic ambiance**

It's not just the river setting that adds to the romanticism of New Bern, although that surely plays a big role. The colonial architecture, the quaint downtown as well as the riverfront parks and developments all lend this romantic appeal to the community.



### **Festivals and events**

The event calendar in New Bern is always packed. The events are wildly successful and attended by thousands of people. It's these festivals and events that add a rhythmic cadence to the year, it adds energy, excitement and weekend fulfillment for residents and visitors alike.



### **Friendly, welcoming residents**

The warmth and welcoming community adds depth to the community. Yes, all of these assets that we've mentioned here are great, but without caring, generous, engaged residents, these assets would be a superficial representation of what New Bern could have been. The people here make the community what it is today.



All of these assets culminate in a culture that is distinct. A culture that you can be proud of. And one that sets you all apart in the marketplace. This **coastal river culture** is apparent throughout the community and flows into everything that the community is.



This idea, coastal river culture, is a tremendous opportunity for the community moving forward. We have an opportunity with New Bern to define her best strength and explore, creatively, the implications of this new concept for New Bern. After extensive research around the idea of a coastal river culture, we cannot find an instance where this concept has been explored. This is truly exciting news for the community here.

*“Though our minds be filled with questions,  
in our hearts we’ll understand  
when the river meets the sea.”*

- John Denver

All of these assets that we’ve just reviewed are powerful staples in the New Bern community. However, something else is at work in New Bern.

Something more subliminal, more profound, and harder to find. Like salt on a good steak, or the right lure on a long rod and reel. A child’s belly laugh on a crisp autumn afternoon or even what Nicholas Sparks can do to a good romantic novel. It is something that takes all that New Bern has to offer and pushes it to the ethereal.

That “something” is the air of sophistication here. The vision of progressive thinking and the ability of New Bern to see clearly, exploring form and function simultaneously and move her forward despite the distractions of the day.

This idea is engrained in the fabric of the community, since day one. New Bern isn't known as the "Community of Firsts" for no reason.

### **"Community of Firsts"**

- First state capital of North Carolina ? Tryon Palace
- First city in America to celebrate Washington's birthday
- State's first printing press
- State's first public banking institution
- First book store in the state opened in 1783
- State's first postal service established in 1790
- Birthplace of Pepsi Cola
- First movie theater in North Carolina
- First registered nurse in the United States
- New Bern native was the first African American policeman in NYC
- First chartered Fire Department in NC
- And many more?

Today this sophistication and progressiveness looks like the work of the Swiss Bear Development Corporation, or the city creating a Development Department because it is focusing on business attraction and development. It's the work of Jamara Wallace and others in Duffy Field. We heard repeatedly throughout our research of the diversity in New Bern. In many ways, this diversity leads to differing of opinions and ways of looking at problems and solutions. Like the Community Garden and how that is improving the health and wellness of residents, allowing them to grow their own food and fellowship with one another.

Another first to add to the list, is the the coining of the phrase "coastal river culture" and exploring that as a concept for the city. Together, this forward thinking along with the coastal river culture makes you all relevant AND distinct.

*"A number of visionary city people, Chamber and business people, realized something had to be done downtown. A plan was put together to change the city."*

*"When you ask who helped us get to where we are today, I could go on and on. You'll see names everywhere. We did not have someone with deep pockets. Everyone has been a big contributor."*

*"The best thing about the people of New Bern is that they come together to make things happen. They know about our challenges, but aren't scared by them. They have a vision for the city and go after it."*

- Stakeholder Interviews

The confluence of coastal river culture and sophisticated, progressive thinking reveals New Bern's greatest opportunities as well.

Research revealed some amazing opportunities and a clear direction for the future of New Bern and all she has to offer. Many voices in the Vision Survey, Community Survey and Perception Study all point towards tourism being a great opportunity. Attracting and growing your restaurant and retail base as well as additional entertainment. But tourism is only one part of your larger opportunity. And that is a renewed focus on business attraction and development. Creating an economic development plan and executing it. Spreading the word about all the New Bern offers a business.

### **New Bern adjectives?**

- Charming
- Friendly
- Beautiful
- Quaint
- Serene
- Relaxing
- Picturesque
- Small
- Caring
- Diverse
- Progressive
- Historic
- And more?

We've seen these adjectives before. An impressive list indeed. But what's the benefit of this coastal river culture and progressive thinking?

In New Bern, when soaking up her culture and poise, you easily get lost in the romanticism of this place. And that's the beauty of New Bern. Your jaw drops when you crest the hill over the bridge and see the downtown and rivers shrouded in a warm, golden sunset. It takes your breath away. She leaves a permanent impression on her audience, whoever it may be.

Imagine the relief you feel when you discover the perfect getaway for you and your wife. That getaway spot you return to year after year, to grow old together. Or imagine the businessperson's joy when his gut tells him he's found the place to move his business to.

Her ambiance reveals what you've been searching for. And her sophistication tells you it's the right decision. And when you look up years later, the benefit of living, visiting or working in New Bern is the realization that you've been charmed.

***“The charm of history and its enigmatic lesson consist in the fact that, from age to age, nothing changes and yet everything is completely different.”*** ? Aldous Huxley

***“We’ve been here for a long time. 300 years ago it was different than it is now. It was thriving then, but it was a different kind of place. Fast forward to 2012, and it still has its sense of place. It has not lost its balance, it has improved upon itself.”***

## STRATEGIC BRAND PLATFORM

North Star funnels these strategic insights for the brand into a single sentence, the brand platform which can be used as a guide for creative expressions and implementation initiatives ensuring consistency and relevance.

<b>Target Audience</b>	For those who value equally beauty and purpose
<b>Frame-of-Reference</b>	New Bern, uniquely positioned at the confluence of the Trent and Neuse Rivers in eastern North Carolina
<b>Point-of-Difference</b>	is wrapped in the romance of an historical coastal river culture and elevated by the vision of progressive people
<b>Benefit</b>	so you enjoy a charmed existence (work, family, culture, history, recreation).

### BRAND PLATFORM RATIONALE

#### ***For those who value equally beauty and purpose,***

- ?Beauty and purpose? allude s to the architectural concepts of ?form (beauty) and function (purpose)?
- Typically, these two ideas cannot be equal.
  - The debate is that one must be sacrificed for the cause of the other. In other words, beauty and ambiance is sacrificed at the expense of effective functionality.
  - However, in New Bern, both of these concepts are of equal presence. Sacrificing neither to accomplish your goals.
- Those drawn to beauty and purpose tend to be intelligent, romantic and progressive individuals, eventually setting up the Point of Difference.

#### ***New Bern, uniquely positioned at the confluence of the Trent and Neuse Rivers in eastern North Carolina,***

- Here, ?uniquely? alludes to New Bern?s ability to package form and function equally as well as deliver ?coastal river culture?, a new concept unused currently.
- Research revealed the importance of ?confluence?. Here, the word isn?t just meant to describe the rivers, but also the confluence of ideas in the Point of Difference. And the confluence of beauty and purpose in the Target Audience.
- Perception Study respondents mentioned that New Bern is an economic node in eastern North Carolina, revealing your strength in the region.
- Also, many conversations revealed that you all are considered a ?gem? in the region, a place of plenty of opportunity.

***is wrapped in the romance of an historic coastal river culture and elevated by the vision of progressive people***

- ?Wrapped? gives a slight nod to the warmth and welcoming nature of New Bern.
- History is at the core of your identity, thus we've included it in the Point of Difference here.
- ?Elevated? speaks to the sophisticated nature of the community and sets up the second half of the Point of Difference.
- By using the phrase, ?coastal river culture? we have a chance to define this through the creative process. An exciting idea that can be explored in many ways.
- The Insights established the presence of progressive thinking in New Bern. This phrase points New Bern into the future.
- Additionally, this phrase ?progressive people? gives New Bern room to tackle some of their challenges. It's a call to action.
- ?Progressive people? isn't immediately recognized by a visitor. This aspect of the community must be told, but in a way that is ?New Bern?.
- ?Coastal river culture? can easily connect to your tourism assets. Given that the research pointed to tourism growth as a big opportunity for the city, we can explore this concept as a means to attract visitors to the area.
- ?Vision of progressive people? is where your economic development work will be effective. This message will resonate with business prospects and gives you an opportunity to talk about how the community is an economic node in the region.
- Together, the Point of Difference here culminates in a strong differentiator for New Bern, allowing the City to explore tourism opportunities and business growth and recruitment opportunities simultaneously. As tourism can certainly influence economic growth.

***so you enjoy a charmed existence (work, family, culture, history, recreation).***

- Whatever you plan to do in New Bern, the takeaway is charm.
- Repeatedly, throughout our research, we heard of New Bern's charm. Many conversations highlighted how charming and romantic New Bern is.
- Also, this Benefit turns ?charm? into an active state. By using ?charmed?, we've turned the concept into something that happens to a resident, visitor or business once they experience New Bern.
- We've included several ways to define ?existence?.
- Finally, the concept of ?charm? is inherently a form of attraction. When something is charming, you are drawn to it. And by charming someone or something, you are trying to attract that person to you. Here, by using this Benefit we hope to attract more residents, businesses and visitors to New Bern.

## WHAT WILL GET US THERE?

In this section, we discuss which elements of communication need to be created or altered ? and in what ways ? to influence the responses and behavior of New Bern?s various target audiences toward its brand. Elements were created with the research and resultant strategy in mind, including preferences and interests among consumer profiles identified in the Tapestry segmentation research conducted for the area. A number of brand-shaping issues often must be confronted: overall positioning, packaging, budget allocation, stakeholder participation, sponsorship association, cooperative efforts, and, of course, advertising and promotions.

Several major initiatives occur at this point:

- A logo and strapline are created
- A brand narrative is crafted
- Creative expressions of the brand are developed

These elements serve as the backbone for North Star?s creative recommendations for New Bern?s brand. Every idea in the Brand Identity Guide ? from logos to vocabulary to ads ? represents North Star?s best suggestions for how to put your brand to work creatively. Ideas expressed in this Imagination section have influenced the tactic-driven brand recommendations that follow.

Several organizations in New Bern partnered with the City of New Bern to develop the new identity and brand for the community. The New Bern Area Chamber of Commerce, Craven Committee of 100, Tourism Development Authority, and the Swiss Bear Downtown Development Corporation were all actively involved throughout the creative process. Select creative pieces were designed and developed in a way that would connect to each one of these organizations and assets.

**Note:** *All final logos are included in the attached Final Logo CD in both JPEG and Vector/EPS format. We encourage you to make more copies of this CD to give to branding partners, City departments, organizations, vendors or other outlets requesting a copy of the logo. All files for the creative deliverables contained in this section are also included on your Final BrandPrint CDs.*

## **CREATIVE EXPRESSIONS OF THE BRAND**

You are about to see several creative expressions that will help bring New Bern's brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand ? with the exception of the logo, files do not represent finished work. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in New Bern, was charged with evaluating creative concepts along with strapline and logo development. They have selected a concept that uses the confluence of rivers and influences to promote New Bern as a place of excitement, forward movement and churning possibility. The coming together of unique paradoxes creates a coastal river culture that charms, relaxes and energizes everyone in the community.

## Graphic Identity System

The most frequently-used creative element representing your brand the first 24 months after launch will be your logo. While we caution against the idea that a logo is your brand, we understand it is a high-profile, easily understandable, and embraceable manifestation of your identity. In branding initiatives that have a community-wide focus (economic development, tourism, resident pride and events, etc.) a single logo or mark may not always provide the flexibility needed to connect with a wide variety of programs, initiatives, organizations, events and other aspects of the community.

The Creative Committee chose to adopt a Graphic Identity System that allows the new identity to be highly flexible and hardworking. Instead of a single logo, a base mark is developed as a common denominator among all of the logos and a series of icons are placed above the base mark so that the logo can be customized based on specific needs.

## Base Mark

By using a base mark throughout the Graphic Identity System, the identity has continuity amongst all individuals and organizations who choose to use the system. The base mark, in some instances, can be used by itself without an icon placed above it.



Support for the base mark design:

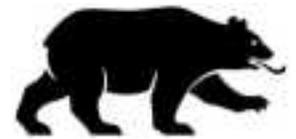
- The base mark leverages the equity already established in the existing New Bern color palette (reds, black, and gold), while updating the palette with blues to connect with New Bern's water assets.
- The Creative Concept chosen highlights the confluence of rivers and influences in New Bern. Two blue water elements add interest in the base mark to give a nod to the rivers, but also to the coming together of ideas here.
- A serif font is used for "New Bern" to give the base mark a historic feel, while a sans serif font is used for "North Carolina" to give a contemporary feel to the base. This combination of history and contemporary not only balances the tone in the base but was also highlighted in North Star's research and thus reflected in the graphic identity system.

## **Icons**

In conjunction with the base mark, a series of icons were developed to highlight the most prominent aspects of the community, as well as promote symbols already established in New Bern (like the bear and clock tower). The three icons shown below are designed in similar illustration style (simple, bold and black) so that a cohesive identity is created through the use of icons. These icons are a starting point, as New Bern implements the identity into the community. Other icons can be developed in the future (for example, an icon for Tryon Palace, a mum for MumFest, a yacht for Hatteras Yachts, or a graduation cap for high school graduations, etc.), but should be designed in a way that is similar to the illustration style shown below (simple, bold and black).

### ***Bear Icon***

The bear is the most prominent individual symbol of the New Bern community. After all, "bern" translates to "bear" in the Swiss language. By using the bear as an icon, this connects to the community's Swiss heritage while also leveraging the existing usages of the bear by different organizations, assets, and events in the community. Furthermore, statues and sculptures of bears can be seen throughout New Bern.



### ***Sailboat Icon***

The sailboat icon makes an obvious connection to all things water and fun in the community. A similar sailboat is used in current branding for the New Bern Riverfront Convention Center. Sailboats are often seen in the New Bern community, and by using this icon, the graphic identity can connect to messages of leisure, water recreation and events (like regattas), and more.



### ***Clock Tower Icon***

The clock tower on New Bern's City Hall is a prominent symbol for the community, especially in downtown. The clock tower symbolizes the history and architecture of the community, while also connecting to governmental activities and city wide initiatives.



### ***Choosing Icons***

The Graphic Identity System developed allows for a highly flexible identity. All organizations, assets, events, businesses, governmental initiatives, arts and culture, and residents in New Bern could use the base mark and icon combination for a wide variety of purposes. A user should identify the message that should be promoted (leisure, economic development, water recreation, history, arts, etc.) and choose an icon that supports that message. Below are some example messages that connect with each icon.

Bear: The bear is the ideal icon to be used by community-wide messages because it does not depict a particular asset of New Bern. Also, if a user does not find the clock tower or sailboat ideal for their needs, the bear icon should be the default option. Because the

Swiss Bear Downtown Development Corporation is currently using a bear in their identity, this is a good icon to promote downtown activities and programs.

Sailboat: This icon is perfect for any messages or events pertaining to leisure, fun, water recreation, or other outdoor recreation. Also, this icon is a good option for economic development because it promotes New Bern's coastal river quality of life.

Clock tower: History and culture in New Bern is a prominent asset in the community. The clock tower icon is a perfect option for users wanting to promote this aspect of the area. Also, Craven 30 has developed a logo using a clock tower, and thus, this icon would be a great for co-branding opportunities with this new development. The clock tower would also support any downtown events and activities.

### **Hero Logo**

Because there are many varieties of logo combinations that could be developed in the future, it is wise to identify a "hero logo." A hero logo is a mark that should be used predominately by the community and should be the default logo when uses of other icons won't meet messaging preferences. Additionally, this hero logo is recommended for community-wide advertising and messaging.



### **Organizational and Customized Logos**

Again, the purpose behind a flexible system like New Bern has adopted is to allow customized logos to be developed for all sorts of organizations, events, programs, and more. If an organization or event would like to customize a logo, follow these steps:

1. Identify a preferred icon that supports the organization or event's mission.
2. Place the preferred icon above the base mark (without the strapline).
3. Remove "North Carolina" and replace it with the organizations or event name.

North Star has created individual logos for the partner organizations to give examples of how the Graphic Identity System works. Each partner organization chose a preferred icon, which is shown below.



Organizations are welcome to take an existing icon and alter the illustration to be in line with the illustration style found in the graphic identity system (solid, black, and bold) logos. To show how this can be done, North Star took the Chamber of Commerce icon and simplified it to match the new illustration style.



## Strapline

The Creative Committee evaluated many straplines and selected **Everything Comes Together Here** for New Bern. This strapline is on strategy and captures the essence of the Creative Concept, that New Bern is a place of paradoxes, where the past and present come together, where history and the cosmopolitan spark of a city come together, and where businesses and professionals come together. Using the confluence of rivers in New Bern as inspiration, this strapline highlights the coming together of all aspects of life to create a community that charms, relaxes, and energizes you?creating a place that is a piece of paradise.

Similar to the Graphic Identity System, the strapline can be customized for various messages. North Star has included examples of customizations below (feel free to create your own):

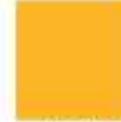
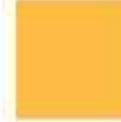
- Past and Present Come Together Here
- Business Comes Together Here
- Fun Comes Together Here
- Life Comes Together Here
- Businesses and Professionals Come Together Here

North Star ran a search for New Bern's strapline on the United States Patent and Trademark Office's Trademark Electronic Search System (TESS). No conflicts for use of the line were revealed in the search. Because this phrase is in common vernacular, the phrase is used in article headlines and body copy. However, a thorough search was conducted and no communities have trademarked or are using the line. Searches are only accurate for that moment in time of the search. North Star highly recommends New Bern pursue trademark protection of the strapline along with the new logo (because this phrase is commonly used, New Bern will likely not be able to trademark this phrase without combining the line with the logo). By trademarking the logo and line together, this will ensure that the identity is protected from usage by other communities or conflicting parties. North Star's trademark search is documented in **Appendix D**.

All creative files are included in the attached Final BrandPrint CDs. As you introduce the brand, be sure to show the Graphic Identity System in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. North Star has produced a Graphic Identity System Rationale Diagram to demonstrate the careful thinking and layered decisions by the Creative Committee that resulted in the strong, bold logo and line that is on strategy and showcases New Bern's aesthetic and vibrancy. The diagram can be found in **Appendix E**. Also, the New Bern's Graphic Standards Guide is attached as **Appendix J** to this report. In addition, North Star has included two copies of the New Bern Final Logo CD for distribution to vendors or anyone requesting a copy of your logo(s) and icons.

## Color Palette

The color palette chosen by the Creative Committee reflects the existing color palette which has positive, usable equity. The Creative Committee chose to incorporate blue to refresh the existing color palette while also connecting to one of New Bern's greatest assets, water. This color palette is the perfect combination of warm colors (red and gold) and cool colors (blues), balancing the tone of the palette.

COATED COLORS				
				
BLACK	PMS 1785C	PMS 3005C	PMS 3005C - 50%	PMS 1235C
C/0 M/0 Y/0 K/100 R/0 G/0 B/0	C/0 M/84 Y/88 K/0 R/210 G/41 B/55	C/100 M/34 Y/0 K/2 R/0 G/116 B/197	C/50 M/17 Y/0 K/1 R/127 G/191 B/225	C/0 M/29 Y/91 K/0 R/243 G/182 B/51
UNCOATED COLORS				
				
BLACK	PMS 632U	PMS PROCESS BLUE	PMS PROCESS BLUE - 50%	PMS 122U
C/0 M/0 Y/0 K/100 R/0 G/0 B/0	C/0 M/90 Y/86 K/0 R/210 G/41 B/55	C/100 M/10 Y/0 K/10 R/0 G/116 B/197	C/50 M/5 Y/0 K/5 R/127 G/191 B/225	C/0 M/17 Y/80 K/0 R/243 G/182 B/51

## **Brand Narrative**

The following Brand Narrative takes the foundation of the brand platform and breathes life into it through an artistic interpretation of language. Its purpose is to help residents and consumers connect and embrace the emotional story of the brand to their own lives. It represents inspiring language meant to describe New Bern's assets as they relate to your new brand and garner excitement among brand drivers, brand partners, and community stakeholders.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:

- It can literally and figuratively serve as a guide for users working to integrate brand tone and language into their own marketing and communications.
- It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand.
- It provides language users can replicate verbatim in their own communications when applicable.

Because of the inherent value in brand narratives, we recommend wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, "Does this idea support and further what makes us special?"

*Sometimes it seems that life is a series of choices and eliminations. Prioritizing what you want or need simply because you can't have it all.*

*Wouldn't it be nice if there was a place where everything you care about came together? Where Mother Nature resides harmoniously with urban amenities. Where history and progress blend seamlessly. Where the arts are evident in abundance but the needs of businesses are nurtured and supported.*

*Welcome to New Bern, North Carolina. Nestled at the confluence of two might rivers, this sparkling jewel of a town is blessed with more than her share of charm and opportunity so that whatever you're looking for, it can be found right here. In fact, on some days the most difficult choice to be made is whether to spend the afternoon shopping downtown, dining al fresco or sailing along the banks.*

*It all starts with the Neuse and Trent, the two broad rivers that flow together in New Bern, which are symbolic of the city's mixing and mingling of influences. Where these rivers meet the physical geography of the land is transformed while the pace and rhythms of daily life are subtly, almost psychically elevated. This is a city where everything is moving forward, yet three centuries of rich history haven't been carelessly left behind. New ideas are pursued with gracious southern hospitality. And historic architecture graces a city center wrapped in wireless connections. Along these streets, the easy feel of a small town merges with the cosmopolitan spark of a city.*

*Many New Bern residents have lived and worked here all their lives. But there is also a flow of steady energy and ideas from newcomers, who continue to bring fresh influences from*

*New England and Florida and points in between. It's striking how many of these residents never set out to live here. They were on their way somewhere else when they stopped for a meal, or just to walk around, and came under New Bern's spell. They leave only long enough to pack up their belongings and move back. As a result, there's a forward-thinking mindset, and one that's also pleasantly old-fashioned. Different ways of thinking combine to create a place that somehow feels both in touch with its past and ahead of its time.*

*New Bern is the kind of place that gives you a feeling of discovery, and beckons you to explore further. Strolling along the downtown waterfront, you may find yourself unaware that you're adapting your pace to the relaxed flow of a wide coastal river. You can walk a street lined with graceful eighteenth-century homes and churches — even the governor's mansion that dates from New Bern's days as North Carolina's first colonial capital — and yet, a block or two away, find yourself in a coffeehouse or yoga class that may remind you more of a bohemian neighborhood in a big city. The colorfully decorated bears are more than a reminder of the town's Swiss origins but also of the slightly European feel you can sense today as you walk along quaint, brick-cobbled streets and through a vibrant downtown filled with one-of-a-kind restaurants and shops.*

*Here, in a place that feels nothing like a touristy beach town, you might never imagine that you're less than an hour from sandy ocean beaches. In a place with such easy rhythms, where many people are almost as accustomed to traveling on water as on roads, you might never guess that New Bern is also home to a humming, high-tech, fast-paced, faster growing business sector. In a place that's miles from an interstate, you might be surprised how so many people from so many parts of the country found their way here, creating a steady inflow of new energies and new ideas and new businesses that make New Bern anything but a sleepy Southern town.*

*It's a little bit of Chesapeake, with a smidge of Mayberry, a dash of Charleston, a sprinkle of New England, and a hint of old Bern, all infused with the energy of commerce and power of progressive thinking to create a surprisingly rich culture that you can't taste anywhere else but here.*

*Find your way here and see how everything — life, business, arts, fun, recreation, the rivers, the coast, history, modernity, people from all over — comes deliciously together in New Bern.*

*But come forewarned. Once you're here, you won't want to leave.*

*New Bern, North Carolina*

*Everything comes together here.*

## **Descriptive Vocabulary**

The brand vocabulary provides a common language that reinforces brand attributes and brand positioning for use in communications materials, press releases, interviews, presentations, and general conversation among regional officials, brand partners, area businesses, and internal/external audiences.

Creatively, these words set the balanced tone of the brand:

Coastal  
Coastal River Culture  
Comes Together  
Confluence  
Confluence of Influence(s)  
Cosmopolitan  
Culture  
Energizes  
Everything  
Excitement  
Forward movement

Forward thinking  
Grace  
Graceful  
Gracious  
Historic  
History  
Hospitality  
Influence(s)  
Merge(s)  
Opportunity  
Pace

Paradise  
Paradox(es)  
Possibility  
Rhythms  
River(s)  
Spark  
Steady  
Strong  
Together  
Unite  
Water

## **CREATIVE DELIVERABLES**

Following the Brand Identity Guide, North Star has identified 15 brand action ideas and categories that we recommend tackling first in order to build momentum as you start to implement and bring New Bern's brand to life. While North Star has prioritized the categories, there are numerous ideas presented within most categories. These should be evaluated and prioritized by the branding partners in New Bern with regard to available resources. These creative deliverables use the brand narrative as a springboard for exploring different vehicles for delivering that brand story. Each one echoes the narrative's tone and feel, adding imaginative dimension to the brand while providing an effective means of communicating to intended audiences.

LIFESTYLE ADVERTISEMENT 1



Life comes together here.

*Ignara, ut es alitatum laut venim ospit veni idel etas. Fel ex es es  
maionsectero re volor sitinvel magnimus elent, Laut venim ospit.*





BUSINESS ADVERTISEMENT 1



Business comes together here.

Ignam, ut es alitatum laus venim osapit veni idel eius. Pel ex es es  
maionsectem re voloc sitinvel magnizus elent. Laus venim osapit.



BUSINESS ADVERTISEMENT 2



Business comes together here.

Igram, ut es alitatum laut venim osupit veni idel eius. Fel ex es es  
matosectem re volor sitivel magnimus elent. Laut venim osupit.



LEISURE ADVERTISEMENT 1



Fun comes together here.

Ignis, ut es alitatum laut veritatem ceapit veni idel eius. Pel ex es es  
mainsaectem re volce stinvel magninus elent. Laut veritatem ceapit.



LEISURE ADVERTISEMENT 2



Fun comes together here.

Ignam, ut es alitatum laut venim osapit veni idel eius. Pel ex es es  
maionseciem re voloe sitirvel magnimus elent. Laut venim osapit.



HISTORY ADVERTISEMENT 1



Past and present come together here.

*Ignam, ut es alitatum laut venim coapit veri idel eius. Pel ex es es  
matonsectem re voloe stinvel magnimus elerit. Laut venim coapit.*



HISTORY ADVERTISEMENT 2



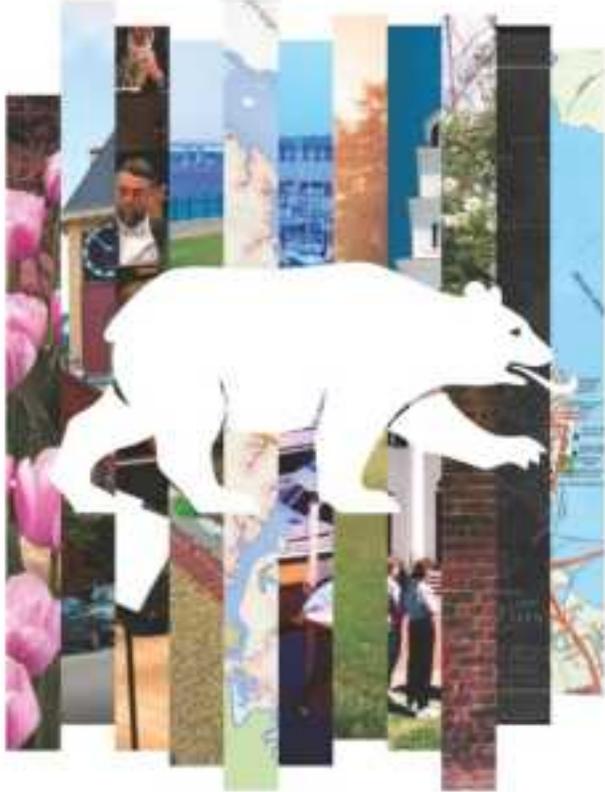
Past and present come together here.

*Ignam, ut es altitiam laut venim osapit veni idel eius. Pel ex es es  
malonsecrore re volor sitirvel magnimus elent. Laut venim osapit.*



## CITY MAP

2013-2014  
STREET MAP & RESOURCE GUIDE



Everything comes together here.

Along our city streets, the easy feel of a small town merges with the cosmopolitan spark of a city. Everything is moving forward but three centuries of rich history haven't been left behind. And our coastal river culture charms and relaxes and energizes all at once, drawing you into the city's own distinctive rhythm and waves.



**NEW BERN**  
NORTH CAROLINA  
*Everything comes together here*

# CITY POWERPOINTS




**Xeriaeprae Natas Exerempore**  
*Terraeque ipsa ipsa ipsa ipsa ipsa*

March 2011

## Xeriaeprae natas exerempore

- Audiam ipi iam natus que evolutat, si neta volitatur ut, antiam natusque voluportum ubiut la vent venderiam.
- Nam as dit, et la voluport que nam, occipitae. Eteri audu iam adu accam modongnatem sunt enim natus no odinat quatu' natus secretas.
- Xeriaeprae natas exerempore doluport adam po accabur etumpit conseqis alit venditu sum hucum dolupta tuam. Olla: iam audam illitae potosiq sunt opatia, comodi coxoad.



## Xeriaeprae natas exerempore

*Audiam ipi iam natus que evolutat, si neta volitatur ut, antiam natusque voluportum ubiut la vent venderiam.*




## Xeriaeprae natas exerempore

*Audiam ipi iam natus que evolutat, si neta volitatur ut, antiam natusque voluportum ubiut la vent venderiam.*




# CHAMBER OF COMMERCE POWERPOINTS



# TOURISM DEVELOPMENT AUTHORITY POWERPOINTS



### Xeriaeprae natas exerempore

- Ardam qui iam natus qui exelicitur, si recta vellente sit, unitatem nequam exelicitur adnat le vort venditane.
- Nam ac dit, et lit volupe que nam, occupat. Eneq; ualit om ali accuq; moluopatem sunt oram natus no odignat quate sattem societate.
- Xeriaeprae natus exerempore do keep uditio per uoliter empas consepit ali vendit le son hucum dolupta natus. Offe tem melamh ilium poteseq; sunt optima, ostredi caruad



### Xeriaeprae natas exerempore

*Ardam qui iam natus qui exelicitur,  
si recta vellente sit,  
unitatem nequam*

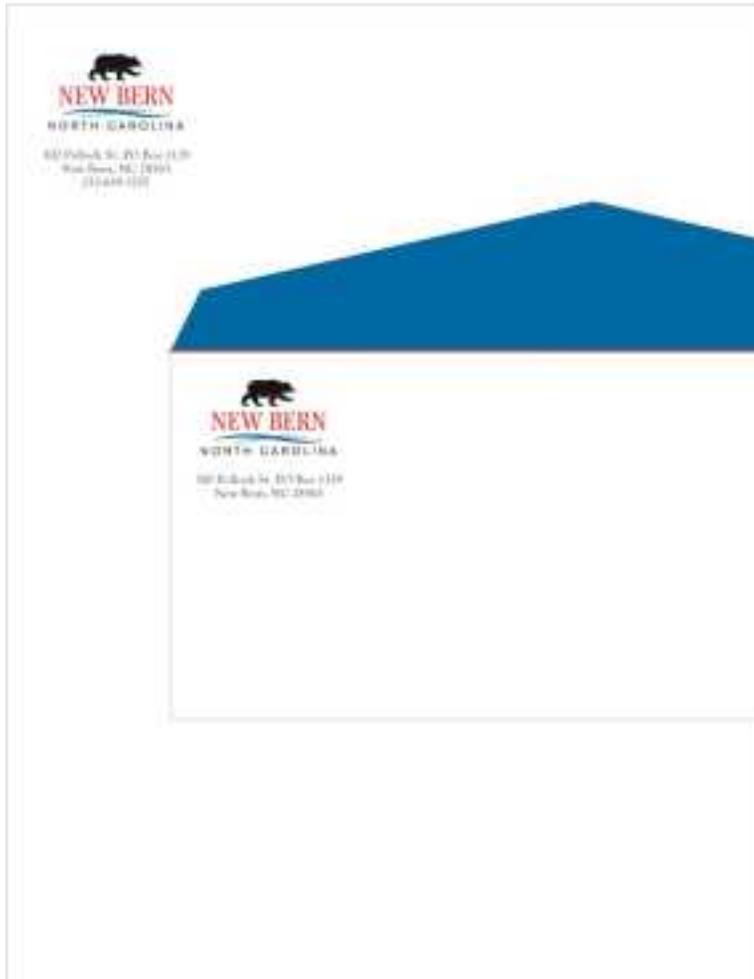




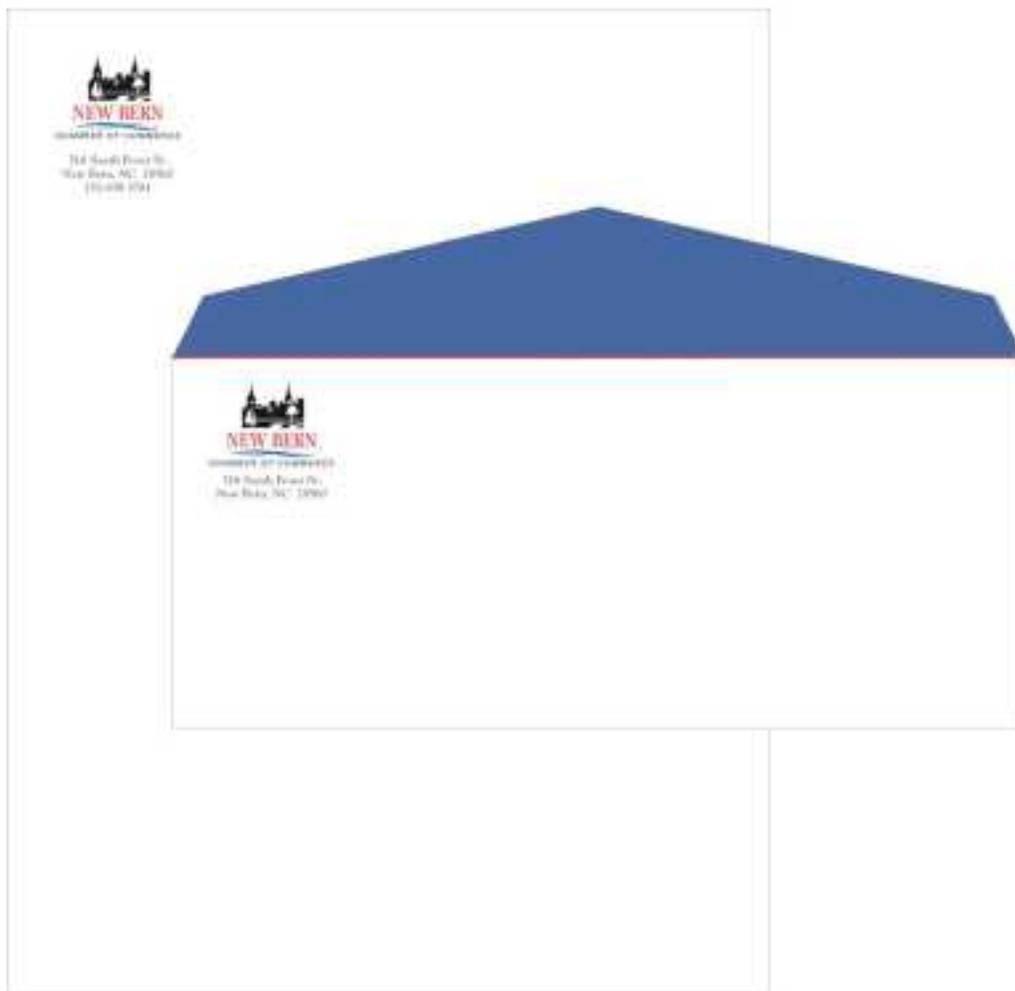
# CRAVEN COMMITTEE OF 100 POWERPOINTS



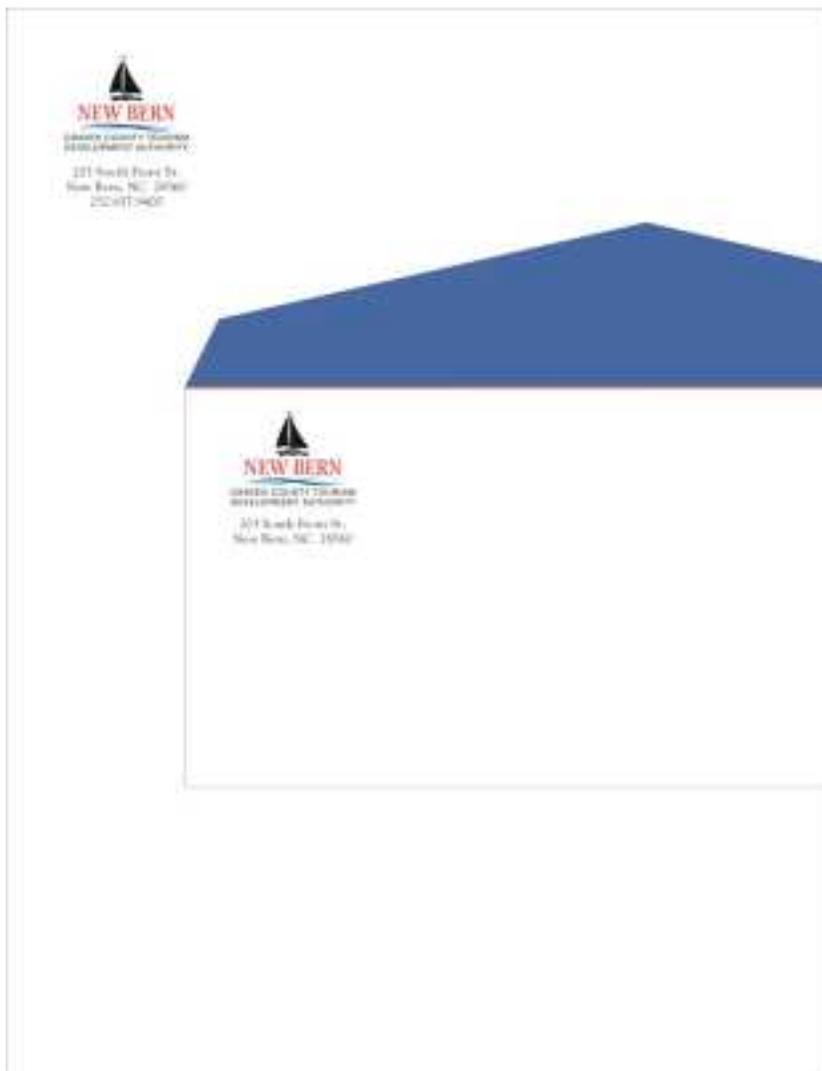
# CITY LETTERHEAD



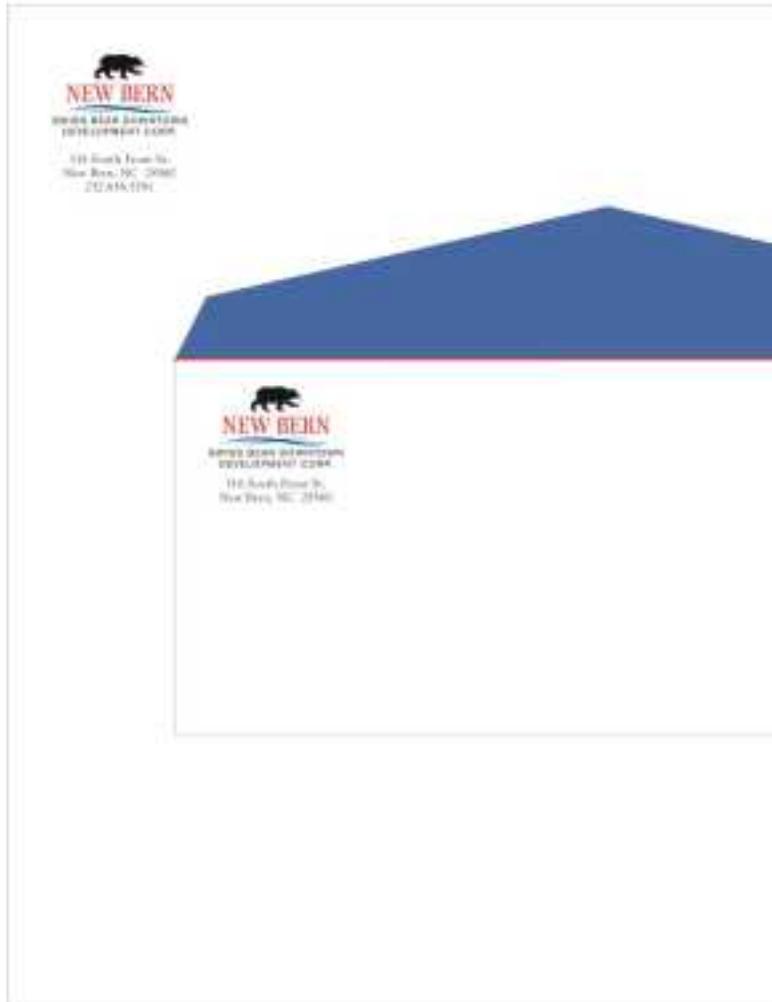
# CHAMBER OF COMMERCE LETTERHEAD



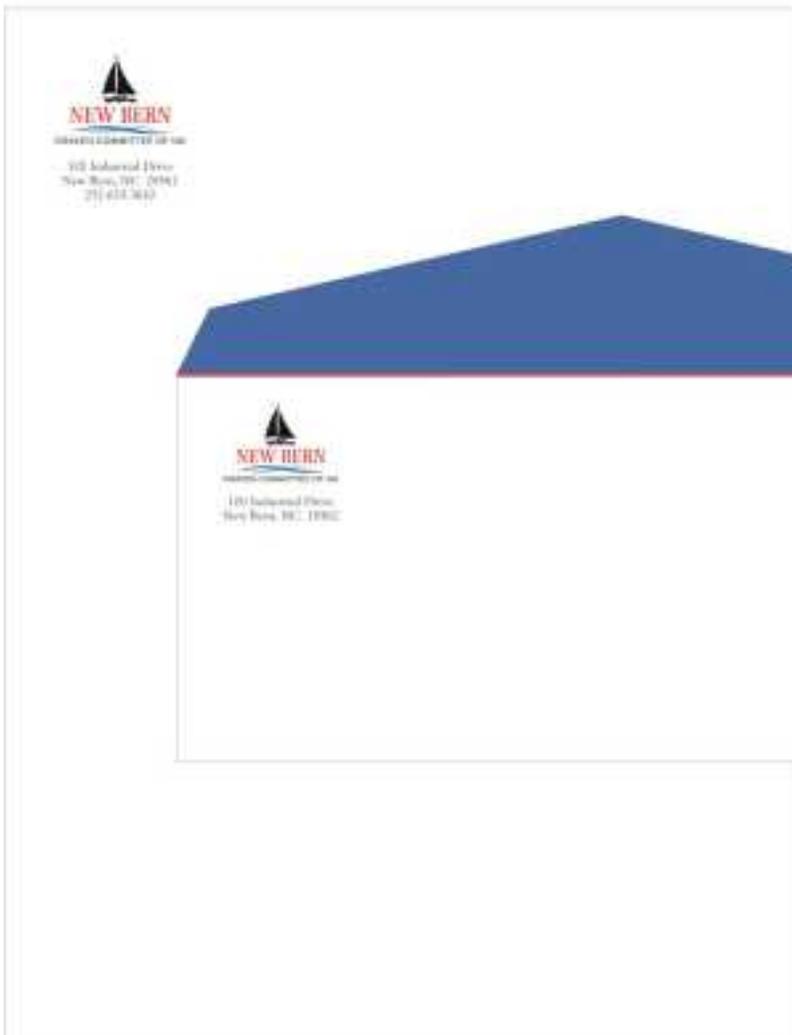
# TOURISM DEVELOPMENT AUTHORITY LETTERHEAD



# SWISS BEAR DOWNTOWN DEVELOPMENT CORP. LETTERHEAD



# CRAVEN COMMITTEE OF 100 LETTERHEAD



PORTAL WEBSITE



CITY OF NEW BERN CHAMBER OF COMMERCE  
ECONOMIC DEVELOPMENT | TOURISM | DOWNTOWN | AIRPORT



Everything comes together here.  
[www.cometogethernewbern.com](http://www.cometogethernewbern.com)

# CITY HOMEPAGE 1 (TRADITIONAL)



RESIDENTS
VISITORS
BUSINESS
DEPARTMENTS



## Everything comes together here.

Welcome to New Bern, North Carolina. Along one city street, the easy feel of a small town merges with the cosmopolitan spark of a city. Everything is moving forward but three centuries of rich history haven't been left behind. Our coastal river culture charms and relaxes and energizes all at once, drawing you into the city's own distinctive charms and nooks. All of those apparent gardens merge into what a lot of folks regard as a little piece of paradise.

**I WANT TO...**

- Have fun on the water.
- Shop downtown.
- Start a business.
- Take a trolley tour.
- [Move to New Bern.](#)
- Talk to a City representative.



**IN THE NEWS:**

DIY Network's "Shop Color" features New Bern and highlights the importance of a community's brand. [Read more.](#)

Visitors and residents alike come together to make this year's MardiFest a success. [Read more.](#)

New Bern to be the annual host of PepsiCo's stakeholder meetings. [Read more.](#)



**New Bern is where it all comes together.**

[Click here to find out every minute on the community's brand.](#)

---

**Contact Us:**

855-487-4400

208 S Front St  
New Bern, NC 28562-2105



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855-487-4400

[info@newbernnc.com](mailto:info@newbernnc.com)

208 S Front St  
New Bern, NC 28562-2105

Bring us your ideas. We're here to help you make it real. Connect with the community. We're all in this together.

803-629-7400

803-629-7400

803-629-7400

803-629-7400

[Yes Link](#)

[Yes Link](#)

[Yes Link](#)

[Yes Link](#)

# CITY INTERIOR PAGE

Home | About | Services | **NEW BERN** NORTH CAROLINA | Business | Departments

**BRAND PAGE**

## Everything comes together in New Bern's brand.

Welcome to New Bern, North Carolina. Along our city streets, the cozy feel of a small town merges with the cosmopolitan spark of a city. Everything is moving forward but those corners of rich history haven't been left behind. Our coastal river captures charm and whimsy and emerges all at once, drawing you into the city's own distinctive rhythms and waves. All of these apparent contradictions merge into what a lot of folks regard as a little piece of paradise.

[Click here for more of New Bern's narrative.](#)

[Click on the icons to get more information about New Bern's graphic identity system.](#)

### New Bern's Brand Toolkit

- Download the entire toolkit
- Brand Narrative
- Graphic Identity System & Rationale
- Graphic Standards Guide
- Brand "Look" and other downloads



[Click here for New Bern's photo library.](#)

### News

#### Putting the brand to work in New Bern

Craven Thrift partners with the City of New Bern to feature the community's new brand on their shopping bag. [Click here to read more.](#)

**NEW BERN** NORTH CAROLINA  
Incorporated 1711

813.281.2442  
info@newbernnc.com

100 N. Front St.  
New Bern, NC 28562-1200

Keep our city vibrant.  
We're the heart of a  
great coastal region.  
With the love and spirit  
that's in us.

800.822.7677  
813.281.2442  
813.281.2442  
813.281.2442

New Bern  
New Bern  
New Bern  
New Bern

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# CITY HOMEPAGE 2 (PARALLAX)



# CHAMBER HOMEPAGE

**NEW BERN**  
CHAMBER OF COMMERCE

ABOUT | WEATHER | **MEMBERSHIP** | HOW BUSINESS | CONTACT US

## New Bern Businesses Come Together Here.

The New Bern Area Chamber of Commerce is a place where business and professionals come together. Our community enjoys the very feel of a small town with the competitiveness of a city. Everything is moving forward but the character of our history hasn't been left behind. And our coastal area culture, charm, values, and amenities all attract, drawing us into the city's ever-expanding historical and new.

At the Chamber of Commerce, our mission is to bring talented professionals, progressive business and financial thinking together with a casual, relaxed environment, so that our work is *enjoyable* and our place is *rewarding*. We opened our doors to serve the business community in 1995, and we've enjoyed this little piece of paradise ever since.

### I WANT TO...

- Attend a Chamber event
- Find a Chamber member
- Apply for Leadership Growth
- [Move to New Bern](#)
- Visit New Bern
- Start a new business



### BUSINESSES COME TOGETHER

CALENDAR OF EVENTS

- September 9**  
Leadership Dinner/Opening Dinner
- September 12**  
Majors/Chandlers Event
- September 18**  
Businesses Come Together - an After Hours event

[Click here to see all upcoming events.](#)

### COMMUNITY PARTNERS

- City of New Bern
- Commerce and Veterans Center
- County Government of NC
- State Bar Committee Development Dept.

**NEW BERN**  
CHAMBER OF COMMERCE

800.857.9890  
www.newbernchamber.com  
215 N. STATE ST.  
NEW BERN, NC 28558-9736

919.231.3300  
919.231.3301  
919.231.3302  
919.231.3303

Facebook  
Twitter  
LinkedIn  
Instagram

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# DOWNTOWN HOMEPAGE





[HOME](#) | [PROJECTS](#) | [AWARDS](#) | [PRESS](#) | [GET INVOLVED](#) | [LOCAL LINKS](#) | [HAPPENINGS](#)


BLOG

Mumfest  
Oct 13-15, 2018

CURRENT  
PROGRAM  
OF WORK


BEAR  
PUCKS  
RAFFLE



## New Bern, NC: An Award Winning Revitalization Success Story

In the mid 1970s, to reverse the decline and deterioration of New Bern's downtown, City and County citizens and community leaders commissioned development of the 1977 Central Business District Revitalization Plan. In 1979 Swiss Bear Downtown Development Corporation, a private non-profit, was established to spearhead and coordinate the revitalization of the downtown and the re-employment of its workforce.

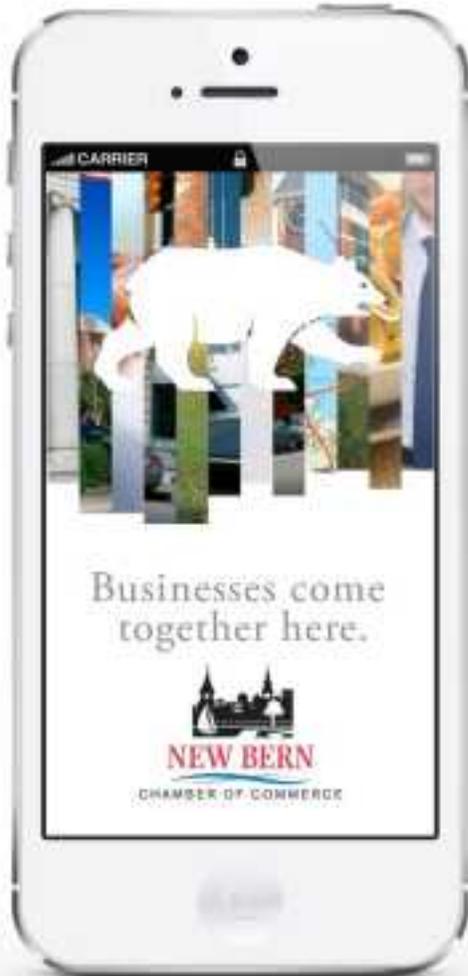
In 1988, New Bern was selected to participate in the new North Carolina Main Street Program, developed by the National Trust for Historic Preservation that promotes downtown revitalization with the intent of historic preservation. Over the past 30 years, property values increased dramatically, more than \$200 million has been invested in public and private rehabilitation and new construction projects. By emphasizing downtown's historic assets and new waterfront development, downtown New Bern has experienced positive economic growth and is recognized as an award winning Main Street success story.

Swiss Bear, funded in part by the City and County, maintains campaigns and programs such as MUMFEST, a concerted by a 35 member Board of Directors, chaired by Bob Mottoski. The Swiss Bear office, located at 111 South Front Street, is managed by Executive Director Susan McFar Thomas and Administrative Assistant Corinne Glynn. Swiss Bear is a 501(c)(3) organization.

For local business related information, call 252-638-0701 or visit [Business Revitalize](#). For information on Federal Tax Deductions, Exemptions, Tax Incentives for Preserving Historic Properties and NC Main Street Contact:

[HOME](#) | [PROJECTS](#) | [PRESS](#) | [GET INVOLVED](#) | [LOCAL LINKS](#) | [AWARDS](#) | [HAPPENINGS](#) | [MUMFEST](#) | [CONTACT](#) | [SITEMAP](#)  
 SWISS BEAR DOWNTOWN DEVELOPMENT CORP. | 111 South Front Street, New Bern, NC 28560 | Tel: 252-638-0701 | Fax: 252-638-0700  
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# MOBILE APPLICATION



POLE BANNERS



# WAYFINDING PACKAGE 1



## WAYFINDING PACKAGE 2



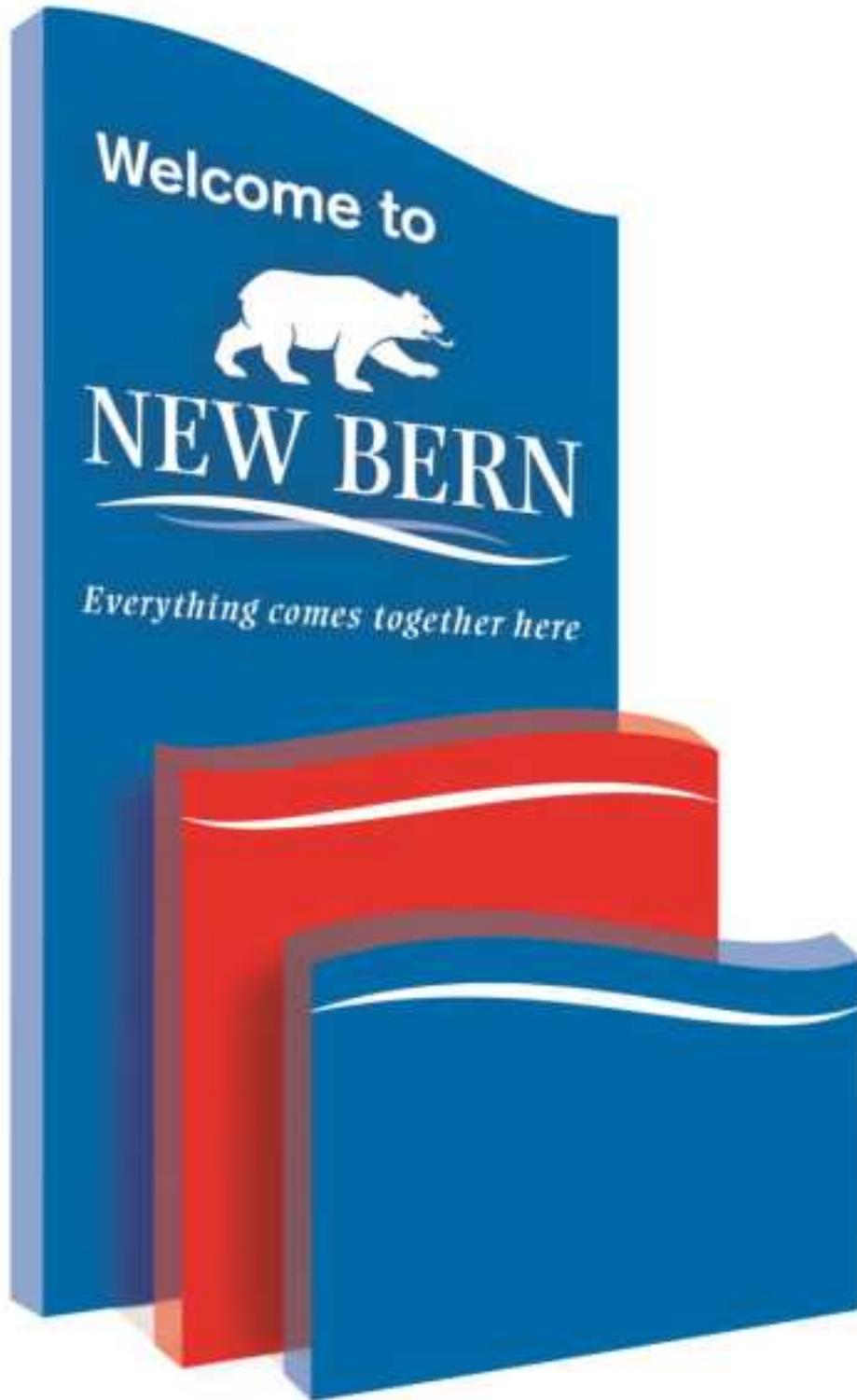
ENTRYWAY SIGN 1



ENTRYWAY SIGN 2



ENTRYWAY SIGN 3



OUTDOOR BILLBOARD 1



CITY VEHICLE





## Fun Together News **Aug. 2013**

Everything fun happening in New Bern



### More of everything you love at this year's Mumfest!

- The 20th Annual Bike MS Ride raises approximately \$1 million for MS research in New Bern. [READ MORE.](#)
- This year's MumFest seeking record attendance during New Bern's biggest annual event. [READ MORE.](#)

[Click here to see more News.](#)

### Upcoming Events

- October 4 :**  
Cycle North Carolina Fall Ride  
[click here for more information](#)
- October 12-13 :**  
33rd Annual MumFest  
[click here for more information](#)

[Click here to see the full calendar.](#)

### Top 8 Reasons why you should come to New Bern.

- Tryon Palace & History Center
- Downtown & Emplasse of Paper
- **Arts & Entertainment**
- Cruises & Conventions
- Over 200 Years of History
- Outdoor & Water Activities
- Events & Sports Tournaments
- Hassock & Cherry Plant

Visit the Website      Come stay in New Bern      Churn Package

Come visit us at 205 S Front St, New Bern, NC 28560-2135



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[About Us](#) | [Contact Us](#) | [Visitor's Guide](#) | [Visitor's Center](#) | [Community Links](#)



# ECONOMIC DEVELOPMENT RECRUITMENT PACKAGE



DOWNTOWN WINDOW CLING



CO-BRANDED SHOPPING BAG



BOAT BUMPER 1



BOAT BUMPER 2



BRANDED SAIL



CO-BRANDED COOLER



LAPEL PINS AND CASE



BRANDED SWISS ARMY KNIFE



HATS



T-SHIRT



## **Brand Action Ideas**

### ***Putting your brand to work from launch to longevity***

So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging aspect of branding. Community brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts, minds and souls. Specifically, your brand is about demonstrating how New Bern is a progressive community with a rich history and relaxed, coastal river culture.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, that is the nature of many public initiatives.) The main goal of this time period is to convert the "players" and the community of New Bern into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of New Bern's community brand. Our goal? and yours? is to make sure that the confluence of energy and ideas in New Bern that come together amidst a charming, historic, riverfront community become the guiding principles for your branding efforts. Not just a logo and line on your letterhead.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other communities across the country, and we are excited about seeing it happen in New Bern.

North Star has identified the following 15 brand action ideas or categories designed to get your brand going. To ensure momentum, these tasks should be accomplished within the first 6 to 36 months after brand development. Many of these tasks address "organization" and are designed to evoke the cooperation that will propel your brand forward. Others are designed to give your brand the richness, texture and three-dimensionality it needs to be fully integrated. These strategies and tactics should also serve as a way of thinking for you as you begin implementation and pursue a steady stream of innovative ideas to extend the brand across New Bern.

#### **1) Assign a brand leader**

Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the New Bern brand will require accountability, passion, understanding, and respect for the branding effort. It will also require cooperation and partnerships with other organizations, businesses, and individuals. The most important contribution the branding partners in New Bern can make to the ongoing success of its brand is appointing/hiring a brand leader to champion the process.

This brand leader can be:

- A brand manager whose sole job is to implement the brand. Hired from inside or out.
- An existing position within the New Bern Chamber, Swiss Bear Downtown Development Corporation, City of New Bern or another branding partner that would take on brand management tasks as part of his/her position. (However, North Star cautions against assigning this job to an individual who already manages full-time job responsibilities. Establishing a brand ? especially during the first two years ? can require a great deal of time.)
- North Star recommends Colleen Roberts, Public Information Officer for the City of New Bern (and the branding lead in New Bern for this project), as the Brand Manager, but North Star cautions that some existing PIO duties may need additional support to allow for time and resources to be devoted to managing the new brand.

North Star has provided you a job description for the Brand Manager (See **Appendix F**). If hiring, this will give you a framework within which to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.

## 2) Create a brand PowerPoint presentation

The branding process is complex. For most people it takes multiple presentations to understand branding's process, purpose and plan. You can't expect the business community, city leadership, city department heads, non-profit organizations, neighborhood associations, tourism partners, and retailers throughout the New Bern area to grasp the potential the brand holds for them without a carefully considered presentation. But because the success and sustainability of the brand is tied to their support and participation, it is critical that education take place. See sample PowerPoint slide backgrounds here:



You will use the PowerPoint presentation over and over to recruit help, support, and funding. Multiple persons within the City and business community (especially representatives from the Craven Committee of 100, New Bern Chamber of Commerce, Swiss Bear Downtown Development Corporation, and the Tourism Development Authority) should be versed in making the presentation to your varied audiences of partners and community groups (and it furthers buy-in). Hire professionals, use color and graphics, use intriguing and inspirational language (the brand narrative and brand vocabulary should help) and follow the content recommendations in your BrandPrint.

Use the brand presentation to tell your story. This branding initiative was developed with a long-term vision in-mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process.

- Why was this project started?
- Who else was involved?
- What did you learn from the research?
- Share and explain the strategy ? your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- Share the details of the Graphic Identity System for complementary executions among different New Bern partners.
- Talk about how this approach helps New Bern market its assets under a unified brand strategy.
- How do you plan on using it immediately and long-term?
- Focus on planned initiatives that take the brand beyond just a logo and line.
- Focus on existing partnerships, activities, festivals, and events that could integrate brand messaging.
- Finally, provide your audience with a list of ways they can participate in and benefit from the new brand. Anytime you bring a group together you must have immediate ways for them to become involved with the brand. And don't forget to brainstorm with each group on new ideas for brand integration. This will further buy-in from various partner groups.

Meet with representatives from civic groups, healthcare, schools, restaurants, retailers, service businesses, the New Bern Chamber, realtors, manufacturers and industry, Craven Community College, galleries and artists, developers, Swiss Bear Downtown Development Corporation, TDA, event organizers, CarolinaEast Medical Center, etc. The goal is to create a strong support base for the brand amongst community leaders who have a stake in enhancing and advancing the community. (For examples of brand presentations from other North Star communities see the BrandPrint CD.)

Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community. Months later, the



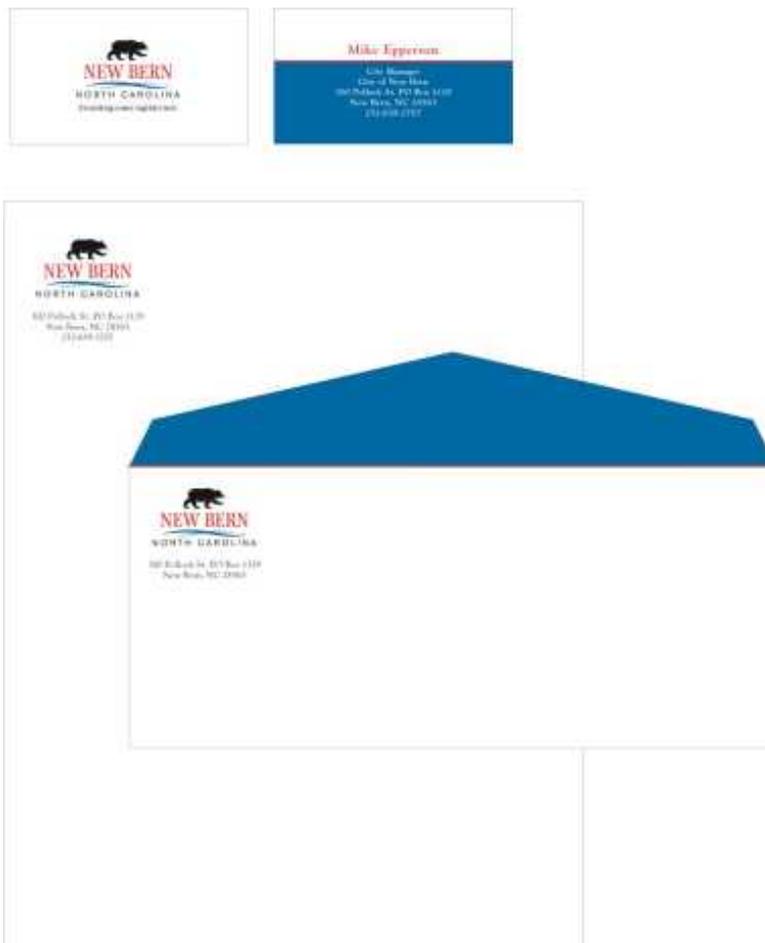
developer contacted the Brand Manager, interested in flying a flag and banners with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

North Star client, Lima-Allen County, Ohio, chose to implement their new community-wide brand through economic development channels first. They produced a compelling DVD targeting CEOs and other economic development leaders explaining the branding process, goals, and how the business leaders could participate and benefit. Please follow the link below to the DVD presentation.

[http://www.youtube.com/watch?feature=player\\_embedded&v=Wpx0GVTayP8](http://www.youtube.com/watch?feature=player_embedded&v=Wpx0GVTayP8)

### 3) Brand your stationery

It's obvious, but vitally important. Every letter, every envelope, every business card, every memo and every invoice that is issued by the City of New Bern and affiliated partners like the Chamber and Swiss Bear Downtown Development Corporation should reflect the brand's graphic identity. Give all involved a designated number of weeks/months to use up existing stocks of stationery. Require reprinting to occur in the spirit of the brand. Additional examples of letterhead materials specific to partner entities reflected recommended logo variations are presented later in this report. These will demonstrate the flexibility of graphic elements for maintaining individuality while preserving a cohesive, integrated brand.



#### 4) Identify easiest consumer touch points and brand them

Every time you and your employees interact with the public, it is an opportunity to build the brand in the minds of residents and visitors (see suggested list of obvious touch points below). The Brand Manager should review and augment the following list of touch points during your first brand team meeting.

Divide the list into three categories:

1. Easy, do immediately
2. Moderate difficulty, implement within the first year
3. Difficult, revisit later (designate a time)

- City Employees
- Phone Greetings
- Services
- Websites
- Voice Mails
- E-mails
- Word of Mouth
- Letterhead
- Publications
- Packaging
- Owners' Manuals
- Signage
- Newsletters
- Products
- Experiences
- Proposals
- Environment
- Public Relations, Press Releases
- Public Affairs
- Marketing and Advertising
- Events
- Annual Report
- Sales Promotions
- Networking
- Direct Mail
- Trade Shows
- Exhibits
- Initiatives (like public art)
- Magazines
- Presentations
- Speeches
- Maps
- Nametags
- Social Media
- Billboards
- Posters
- Buttons/Pins
- Gifts
- Marketing Partner Resources
- Sponsors
- Local, State, National Marketing

A few suggestions on how to integrate the brand graphically and strategically into key touch points:

**Phone message** ? Change any recorded outgoing message as well as the language that employees use when they answer the phone. "Thanks for calling New Bern. Everything comes together here. What can I help you with today?" One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!

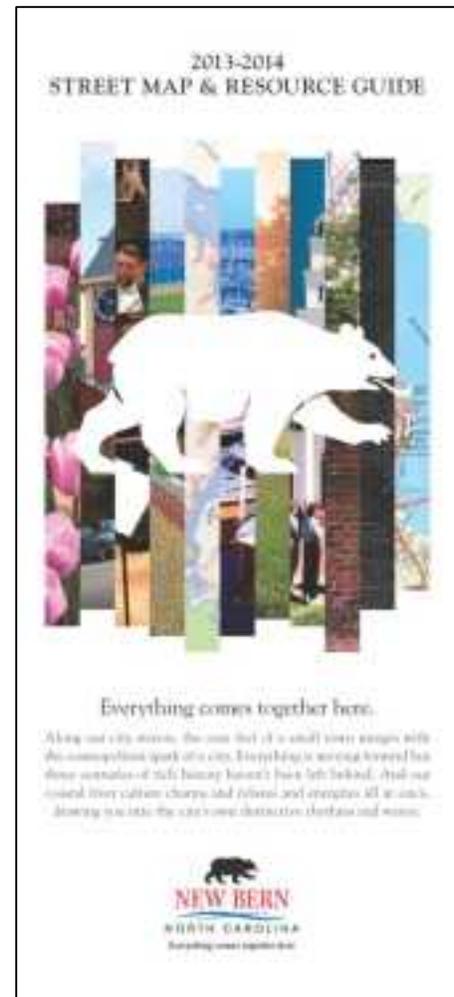
**Press releases** ? All releases should contain a closing statement/paragraph that supports the essence of the brand strategy and the community. This paragraph will serve as an on-going resource to remind media about the brand message and purpose (the brand narrative and descriptive vocabulary can guide this language). One of the keys to successful branding (or any kind of persuasive communications) is to reiterate your essential strategy whenever possible.

**Nametags** ? Make identification materials at meetings and events personal with branded nametags. Instead of *Hello My Name Is*, create branded nametags that feature space for an individual's name above the phrase **New Bern: great people come together here.**

Make these available to all organizations, lodging partners, city departments, companies hosting meetings, or any firm with employee orientations. Make the designs available for co-branding opportunities with schools, businesses, etc.

**Initiatives** ? Since many community initiatives require the cooperation and collaboration of many entities across New Bern (including but not limited to city departments), there are many opportunities to advance the brand. For example, New Bern can define the public tax for public art in the spirit of the brand as the community and artists come together to create a beautiful, inspiring sense of place that exposes residents, children, and visitors alike to the art of coming together in New Bern. Even title initiatives with the brand in mind like ?Come Together Here Over Art.?

**Maps** ? New Bern currently produces a comprehensive map and resource guide of community assets. Take the opportunity to brand the language and design (particularly the cover as shown here) in the spirit of your new brand. See how the image slices incorporate the subject matter of this execution by including a map image in the composite slices that make the bear.



### 5) Brand your digital and social media

Websites are the single most cost-effective means for spreading the word about New Bern to residents, visitors, and the business community. There should be one identified website as the hub for all information regarding New Bern. A central portal is an ideal online organizational tool. Such a portal would link to all community-related sites as well as City-driven organizations and initiatives. Each organization will keep their own website but link seamlessly to the portal and vice versa. This allows internet surfers to easily access comprehensive information and takes them through a branded web presence to get there.

A central portal is a win-win-win for all involved. Most importantly, visitors enjoy the ease of finding all the information they need on one site. A portal represents a cohesive, comprehensive way to rein in the many diverse online initiatives of the community partners. Along with branding your portal, remember to brand Facebook, Twitter and YouTube sites (if you don't have such sites, create them). Social media offers an affordable strategy to animate your relationship with residents, visitors and businesses.

North Star has reserved the domain [www.cometogethernewbern.com](http://www.cometogethernewbern.com) for a year for your use. Please contact your project manager for instructions on how to transfer the domain to your control before the end of 2013. Consider the following as you design your portal site:

- Feature the strapline as a headline and the selected visual direction with bear slices into the site. When visitors access the page, the motion graphic slices should come together from the top and bottom of the page and meet in the middle, where the bear is revealed.
- Navigation tabs could be featured on the top of the page. Navigation tabs include: City of New Bern, Chamber of Commerce, Economic Development, Tourism, Downtown, Airport.



### **City Website**

The City of New Bern should update its web presence with the logo, graphic elements, brand colors, and content reflecting the brand vocabulary and narrative until a redesign of the site is possible. North Star has developed two different website recommendations to consider as you begin developing your website ideas for the City. The first recommendation is a traditional site with a standard homepage design and interior pages. As you tackle a redesign think about the following:

## Traditional City Website Recommendation:

- To incorporate imagery into the site, use the sliced images idea from the chosen look and expand the photographs to incorporate more imagery.
- Navigation should be featured on the top of the page and on the left side of the page.
  - Top Navigation suggestions ? These navigational links should be the primary navigation tabs for the site:
    - ? Residents
    - ? Visitors
    - ? Businesses
    - ? Departments
  - Side Navigation suggestions ? These navigational links should be geared towards what a visitor to the site is interested in accomplishing while visiting the site, for example:
    - ? Headline above this navigation should read: ***I want to...***
      - Have fun on the water
      - Shop downtown
      - Start a business
      - Take a trolley tour
      - Move to New Bern
      - Talk to a City representative
- Incorporate branded copy into the site like the following:
  - ***Welcome to New Bern, North Carolina. Along our city streets, the easy feel of a small town merges with the cosmopolitan spark of a city. Everything is moving forward but three centuries of rich history haven't been left behind. Our coastal river culture charms and relaxes and energizes all at once, drawing you into the city's own distinctive rhythms and waves. All of these apparent paradoxes merge into what a lot of folks regard as a little piece of paradise.***
- Provide a link to an interior page that features how to get involved in the brand. Feature the three icons from the identity system with copy below that reads: ?New Bern is where it all comes together. Click here to find out more details on the community's brand.?
- Incorporate a screenshot of the New Bern video: <http://visitnewbern.com/>
- Include a news section as well to promote all of the great things happening in the community.



As mentioned above, the city website should include an interior devoted to how partners can use the brand, by presenting an online brand toolkit. Some suggestions on what to include:

- Use the first paragraph of the Brand Narrative as branded copy along with the headline: "Everything comes together in New Bern's brand."
- Feature the three black icons horizontally across the page with the instruction "Click on the icons to the left to get more information about New Bern's Graphic Identity System."
- Include navigation for the toolkit as follows:
  - Download the entire toolkit
  - Brand Narrative
  - Graphic Identity System and Rationale
  - Graphic Standards Guide
  - Brand "Look" and other downloads
- Offer an image download area similar to the Visit New Bern site. Feature the bear or sailboat with sliced images as visual interest to encourage click-throughs to the images.
- Present a news section that highlights how the brand has been featured throughout the city.

The second recommendation that North Star designed for the City's website homepage is a parallax website. A parallax website is a non-traditional, progressive, and contemporary web design style that uses longer vertical (and in rare cases, horizontal) scrolling with blocks of images and content as the user scrolls down the page. In most cases various elements like imagery and content scroll at slightly different paces as a user scrolls down the page to give the site visual interest. For a great example of how a parallax site comes to life visit <http://icscreative.com/>. Here's how the City's homepage could come to life using a parallax design:

- The first block of content will include the navigation bars across the top of the page along with expanded images to incorporate photography. Additionally the strapline can be used as the headline "Everything comes together here." Incorporate brand copy onto the top block for interest. Be sure to include an arrow at the bottom of the block to encourage users to scroll down the site.
- The second block of content could have links for site visitors as well as an icon from the identity system. As a user scrolls to this second block, the sliced images from the top block should fall behind the icon allowing the sliced images to come through the icon.
- The third block should have news content and a video describing New Bern.



- Lastly, the final block should feature all the ways to get involved in the brand. Feature the three icons from the identity system and a link to find more information.

We've included a video to show North Star's parallax website recommendation in motion on the BrandPrint CD.

### **Social media**

Make sure to integrate your brand into social media sites like Facebook, Twitter and YouTube. The logo and line are the most obvious ways to do this. In addition consider content that supports your strategy. For example, consolidate all existing YouTube videos under the category of Come Together New Bern. For an example of how a brand can be applied to social media, see past North Star client, Lake Havasu City, AZ.



- Sponsor a photography contest via Facebook, Flickr, or Twitter. If using Twitter, create competitions for submissions of the best or favorite places in New Bern or ways to come together socially or for collaboration. Or a contest celebrating the best images of what coastal river cultures means to residents and visitors. Top submissions should be organized on your website for review by visitors.
- Create a downtown kiosk that records short video testimonials about visitors' and residents' positive experiences in New Bern, particularly about people or things that come together here. The booth should be built to accommodate at least two people and requires at least a pair to be videotaped. Share these on your YouTube channel and websites. Visitors could share their recommended itineraries.
- Celebrate your contrasts like historic and progressive with Facebook and Twitter posts from the community.
- Develop an online tool that allows users to upload pictures or use a Facebook album of photos that then takes slices of each photo and makes a collage centered around their choice of New Bern icons (like the selected visual direction).
- Seek advice from your Young Professional Group on the best ways to engage that group through social media. And while you have them gathered for this purpose, get their ideas in general on the brand and how it can be communicated to more like them in relevant and meaningful ways.

## 6) Develop branded merchandise

Whether it's a lapel pin, T-shirt, hat, golf balls or a reusable water bottle, branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Sell merchandise via your website, specialty gift shops, at your visitor center, Chamber office, etc. A few ideas:

- Welcome mats with all three brand icons
- Charm bracelet with variety of iconic charms representing assets and lifestyle in New Bern (including the icons from graphic identity system)
- Jigsaw puzzles (of spectacular photography)
- Have fun with the contrasts in New Bern on a series of branded t-shirts like:
  - Gracious and Progressive
  - Precisely Relaxed
  - Unplugged yet Global
- Bear rugs
- Develop items used regularly and visibly by boaters like branded coolers, beach towels, waterproof totes, and boat bumpers.
- Bookmarks with the three icons (who knows, Nicholas Sparks might recommend that the New Bern bookmark be included in his next bestseller set in the area)
- Kindle or iPad sleeves
- ?Don't Poke the Bear (until you fill this up)? coffee tumblers or mugs
- Floating keychains co-branded with Hatteras Yachts for every new owner
- Branded onesie and bear plush toy for newborns co-branded with CarolinaEast Medical Center
- Signature super-comfortable, laid-back deck chairs in the brand color palette



## 7) Pursue public-private partnerships for longevity and momentum

The resources and manpower to accomplish the goals of the New Bern brand will be increased exponentially by marshaling the power of your private sector. The Swiss Bear Downtown Development Corporation (SBDDC) has demonstrated award-winning success for downtown New Bern with such partnerships. It is North Star's understanding that the SBDDC engages a network and collection of private sector stakeholders to address downtown needs as they arise. New Bern should consider engaging that group and other interested parties in a standing Market New Bern Partnership (MNBP) with members from large and small businesses, healthcare, manufacturers, major employers, realtors, arts groups, media, Craven Community College, civic groups, the Chamber, area developers and even individuals. Allow anyone who is interested and willing to contribute ? time and funding ? to participate in this collective focused

on marketing the community. If the SBDDC group already has a name that could also serve the broader community, then don't reinvent the wheel unless a slight shift would bring it in line with your new brand.

Hold regular meetings under the guidance of the Brand Manager. We even have a charter to give you that seals member commitments in writing (in **Appendix G**). See members of the Market Gainesville Partnership signing a brand charter in the photo to the right.



A team approach (including the private and public sectors) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture and it weathers changes in political administrations. Most importantly (and this is key!) this group can solicit funds for brand implementation from its members (typically the larger the organization, the greater the financial support). Ultimately partnerships with private sector companies and organizations will be the primary funding source that drives the brand. And with the private sector involved, decisions are often sharper and quicker.

Some ideas for the group to get you started:

- Have each member of the Market New Bern Partnership bring a print-out of their company's website homepage to the first meeting. Discuss ways to integrate ideas and language that support the brand strategy into these web pages. Use your brand narrative as a guide. How do employees come together to provide products or services unlike neighboring competitors? How do they exemplify coastal river culture or what do they enjoy most about that culture? How do they inspire employees to come together for community efforts? Ask each member to craft branded language that works with the spirit of your brand and incorporate it into their website homepage. If a major business partner or organization is not in attendance at the meeting, go through this exercise for them. By presenting a consistent message about how New Bern is where progressive ideas and genteel, southern charm come together by all the major players, you can establish a strong brand presence . . . absolutely free!
- In subsequent meetings of the Partnership discuss public sector initiatives and identify opportunities for cooperative efforts with the private sector. Co-branded pole banners, signage, public art, events, merchandise, music, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the private sector.
- Develop a branding toolkit that business partners can use to put the brand to work in their enterprises. Include research and the explanation of the brand, camera-ready art of the logo, bumper stickers, and a premium item such as a T-shirt or lapel pin. Packaging for this toolkit can be inexpensive and straight forward or customized and expensive.

Or you could strictly offer the tools online for cost and time savings (see page 164 for the branding toolkit webpage).

- Adapt the closing paragraph strategy for press releases mentioned earlier in this report for the private sector and your non-profit community organizations. Ask your Brand Manager or a public relations writer (hired freelance by the Brand Manager) to develop a closing paragraph appropriate for each major business or sector (dining, yachting, healthcare, artisans, manufacturers, outdoor recreation, education, realtors, and so forth). This paragraph can serve as a customizable template for use by New Bern businesses in their own press relations. The Brand Manager should push this tool out into the community through the Market New Bern Partnership, the New Bern Chamber and other brand partners.

Reward participation in the partnership with a collection of lapel pins showcasing the three main New Bern icons. Design a professional display box for the pins. This can also serve as an executive premium item for prospects and special events. In fact the pins and high-end packaging are perfect for New Bern's black tie events, like the traveling art gallery on the Sea Fair that visited New Bern in the Fall of 2012.



### **8) Motivate city employees to become ambassadors for the brand**

Establish the brand as a priority for city employees. As the facilitators of the new brand identity, City of New Bern employees and departments should be early adopters, embracing and leading this brand initiative. It is critical that your employees understand and accept the brand, championing it both within their departments and in the outside community. This will involve both education regarding the value of the brand and engagement initiatives to get them involved and excited.

- The scores of city employees are a large and captive group of brand ambassadors. Work to develop a program that builds excitement about the potential of the brand for both their work lives and for the community of New Bern at large. It is critical that employees understand that they are pivotal to spreading the good word about the brand.
- Before introducing the brand to all city employees, the Brand Manager should meet with City department heads to present a city-specific version of the PowerPoint presentation. Host the meeting in a relaxed environment (away from city offices) to spur creative thinking. This audience is key to getting the larger group of city employees on board. Focus on how things come together within each department and the city as a whole. Have some ideas on how each department can utilize the brand in programming

or communications. And then brainstorm with them on how the brand can guide efforts within their departments. This will further greater buy-in. Offer some fun branded merchandise for them to enjoy like buttons that read:

- ?Come together right now.? (Beatles reference; but be careful with copyrighted full phrases)
- ?What do you want to bring together today??

The responses should speak to the divergent and often paradoxical interests or offerings that come together in New Bern's coastal river culture.

- Challenge department heads to provide input on City initiatives/programs for brand integration. The New Bern brand is perfect for how employees and residents come together for creating a great quality of life and an attractive city. Examples include:

- Websites and webpages for:
  - ? City of New Bern
  - ? City departments, programs and services
- Social media sites
- City intranet sites
- Employee awards and recognition
- Communication pieces such as brochures, program guides, newsletters, etc.
- Water quality or conservation programs
- Trash or debris pickup in branded bags. See example from North Star client Dayton Ohio to the right.
- Public safety education and outreach programs
- Health and wellness initiatives
- Recreation programs and classes
- Library programs and classes
- Public art initiatives
- Community Development programs
- Sustainability efforts (recycling, energy efficiency, green building practices)
- City-sponsored special events



- Partner with area schools for brand integration form co-branded banners in school parking lots to New Bern banners hanging at entrances or in lobbies. Or even sponsor events and infrastructure elements in the gym, auditorium or lunch where great kids come together. Work with school officials on numerous ways to integrate the brand into activities and curricula. Sponsor an event focused on progressive solutions to societal issues. Work with art teachers for mixed media exhibitions that interpret coastal river culture or the strapline.
- Create branded awards for employees and departments that come together on projects, ideas, and activities that benefit the city. Create awards celebrating collaboration and cooperation where in a variety of categories for city employees like

Got It Together (Employee of the Year) or Most Together (Most Community Minded Department). Have local artisans design the awards in the spirit of the brand perhaps by interpreting the logo in mixed media where different materials or found objects come together for a one-of-a-kind beautiful award. Celebrate these winners at an annual event and on your City website.

- Plan a fun employee brand introduction that takes place in a large venue with all employees present. (If the group is too large you may need to divide into two or three groups.) Elevate this meeting above the typical department meeting to build enthusiasm and interest for the brand. The more people present, the more energy and excitement you will generate. The space should be awash with the brand.
  - Have drawings for services and merchandise from local businesses and brand partners. Give away branded merchandise as well (see page 166). Highlight the many ways that New Bern comes together to celebrate coastal river culture. Give away fun items and services like chef's table dinners where winners can bring together a dozen friends, spa treatments for couple, fusion cooking lessons from a chef, yachting experiences, limited edition Pepsi items, maybe even appliances or items built in New Bern, etc.
  - Offer everyone a branded T-shirt or hat.
  - Encourage employees to brainstorm ideas for New Bern's brand (at the event and on an ongoing basis) and reward the best ones.



### **An All Together Great Idea!**

New Bern should organize its community service, volunteering, and other opportunities that are emblematic of coming together into a single program called NewBies Now. The program and all of its opportunities should be featured on a single online resource at [www.cometogethernewbern.com](http://www.cometogethernewbern.com), New Bern's community portal (see page 162).

People that participate need a name to call their group for shorthand. In the spirit of the brand call this group of ambassadors the NewBies. Offer branded items that allow them to display their pride and tease questions about their efforts. Encourage local businesses to offer the NewBies great discounts. Be sure to qualify the program name as you seek participants. It is not limited to new people to the area but is meant to be a fun name for new ideas and improvements to the City of New Bern, another way to celebrate the contrasts since some of the most long-term residents of New Bern can be involved in the NewBies. Or you can gather city employees or others and brainstorm a fun name that is on brand.

Programming for the group should focus on events, activities, and ideas that bring residents and volunteers together to improve the city. It can serve as a clearinghouse for organizing efforts and publicizing the opportunities to come together. Consider an online source like [www.volunteermatch.org](http://www.volunteermatch.org) that can match NewBies with a range of volunteer opportunities across the community. Or use [www.meetup.com](http://www.meetup.com) to present opportunities for residents and visitors to come together. This should be a program open to the entire community but introducing this to city employees first is a great way to get the organization rolling and word of mouth promotion.

Develop contests between city departments for ideas and ways to bring all parts of the community together (trash picked up, tree plantings, adopt a zone or road, etc.) Create rules and criteria that make the contests equitable with varying department size. NewBies can initiate projects like the following:

- Clean blighted areas (including entryways)
  - Consider some clean-ups of blighted lots or businesses where there is a call for a meet-up at a particular time. Provide the group with yard signs that become known as signs of improvement that read: NewBies Came Together Again! Be sure to include a web address that navigates people to opportunities to get involved.
- Community gardens in Duffy Field and other areas
- Lead scholarship efforts
- Organize book drives
- Revitalize vacant buildings
- Motivate health and fitness programs
- Engage retirees as mentors for students, youth, or entrepreneurs
- Encourage area college students to get involved in the community (host students to come together for home cooked meals)
- Come together to visit long-term patients at care centers or other facilities
- Partner with local organizations for philanthropic efforts like food drives

As the NewBies Now program is organized, keep in mind that residents are not the only ones looking to help a community. Volun-tourism is a growing segment of the visitor market. As you attract visitors to your coastal river culture, make the meet-ups or volunteermatch content available to those planning their trips.

The NewBies might also look beyond New Bern's boundaries and expose other parts of Eastern North Carolina to New Bern's coastal river culture and generosity, by coming together to help its neighbors with their improvements efforts. This will enhance New Bern's association as a collaborative, supportive community.

The coming together of different areas of interest and expertise can also be extended to the small business community. There are many talented professionals in New Bern who could participate in the NewBies Now to deliver or advise physical, organizational and marketing improvements to the business community.

- Businesses and entrepreneurs could apply for assistance with façade or interior improvements, marketing assistance, or brainstorming time with local experts to solve various business issues
- Interested volunteers could register for which types of assistance they would like to contribute (be careful not to displace clients from area businesses offering similar services)
- Those receiving assistance should agree to participate in community or business meet-ups or Come Togethers in the future

Offer a mobile app in addition to the website database to connect volunteers with opportunities. Even smart phone users outside of New Bern may find this useful and come to New Bern to satisfy their desire to give back. The volunteer calendar should be included in this application. For reference visit <http://catalista.net/>

- Develop Come Together Deals (in the model of GroupOn) for weekly opportunities to volunteer for those that register for the reminders. Incentivize volunteering with discounts or catered meals during the volunteer project. Create a small branded web bug for this functionality for the City, Chamber, and other partners to feature on their website for quick access.
- Showcase video, photos, and descriptions of all volunteer projects on the site.
- Seek inspiration from the site <http://www.dailygood.org/> for content ideas on the Newbies Now webpage or site.

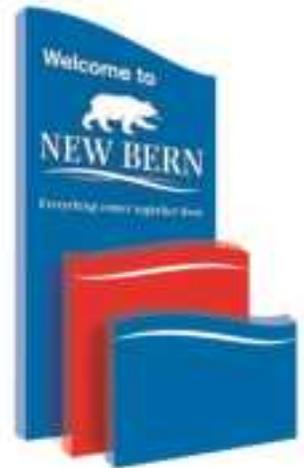
### **An All Together Great Opportunity!**

Become known for consolidating processes that are user friendly and intuitive. The success of many communities is based on the experience that new, expanding, and relocating businesses have when navigating city departments for permitting and compliance. As a progressive city, New Bern could become the model for ease, efficiency, and expedited results. It would be a compelling distinction for the city to be known as well managed, thorough, and responsive? where business-friendly ideas and forward thinking come together. As you bring Department Heads together to share the brand, organize an internal task force that puts all processes and manners of response on the table, and approach it from the customer perspective. This may require the empowerment of employees to make judgment calls while still being fair. The goal should be to communicate that all departments have come together to ease the process for business people, entrepreneurs, and developers. Speed to open is always of concern and the smoother the process generally the faster businesses can open and support the community and economy. Ensure that each project has a single point of contact (perhaps in Developmental Services Department) with the City who can navigate all departments and processes. This approach will benefit your economic development efforts and be on brand. A Win-Win.

### **9) Brand cost-effective, relevant signage**

Okay, we understand that a total re-haul of all signage in New Bern (entryway, directional, etc.) is not politically or financially feasible. But signage is a critical branding component for communities. Effective signage can positively impact a visitor's experience and also advance general awareness. New Bern should inventory all of its signage needs to develop a prioritized list and long-term plan for implementation. A few ideas include:

- Beautify your entryways with the brand. Signage should define the entry points and make a great first impression with the signage as well as the landscaping near and around it. For an area whose signature event centers on flowers (MumFest), entryway landscaping should be equally spectacular (flowers in the brand color palette!). Maintenance of these areas could be a community service project for the NewBies, schools or civic groups. Choose one entryway to focus on first and then improve the others as resources allow. Pole banners leading into town can also demonstrate pride in a community.



- Incorporate the dynamic look of the slices of life and coastal river culture featured in your creative looks and web elements where strips of images combine to form the Swiss bear or sailboat or other icons into a memorable digital sign or outdoor board presentation.
- Apply the brand to effective wayfinding (an initiative that is already underway). New Bern wants residents and visitors to be able to come together for events and assets easily, so a well-designed wayfinding system is a subtle yet important way to advance the brand. The priority for wayfinding is ease and function but the brand should be reflected in subtle ways. North Star has designed two recommendations: one without the state and strapline included and one with the state and strapline included.



- Utilize pole banners to communicate your brand and beautify your city whether downtown or at entryways. Co-branded dual pole banner installations at Craven Thirty, downtown, CarolinaEast Health, manufacturers, retail developments, etc. are great ways to advance varied interests and further buy-in by those groups to the New Bern brand (follow regulations in parking lots). Dual pole banners allow for joint marketing of a specific asset or event and the City (an example of dual pole banners can be found later in this report).
- Engage drivers on Highways 70 and 17 to communicate the great community that is just a short drive ahead. Continue the outdoor boards (as branded, clever wayfinding) on area highways until visitors enter New Bern.
- Provide realtors with a branded add-on sign for the top or sides of their real estate yard signs that reads ?Together We Will Find Your New Home? or ?Come Together and Come Home? or ?Together We Found Your New Home.?



### **10) Infiltrate your infrastructure**

The infrastructure throughout New Bern represents a unique, three-dimensional medium for displaying your brand. Options include adding some element of the brand to infrastructure that already exist as well as developing new infrastructure in places where demand and opportunity are high. In addition to buses, pole banners, water towers, city vehicles, park benches, crosswalks, or community signage, here are a few ideas:

- Celebrate coastal river culture with a floating stage perhaps at Union Point Park near the confluence of the rivers in New Bern with branded awnings or canopies.
- Sponsor a branded sail for a couple of boat owners who sail often and will display the brand as they enjoy the waters around New Bern. For any sailing or marina related event including regattas have those boats present. And consider awarding the regatta winner with a custom, branded sail (funded through sponsors of course).



- Bring together public art interests, the private sector, the Tourism Development Authority, Parks and Recreation and others for an interactive public art display downtown or along the water inspired (however on a smaller scale) by the Crown Fountain in Chicago's Millennium Park. Deconstruct the perspective of the print or digital application of the sliced images to make the bear or other icons. The slices (or columns) will be at different distances from the front, but when viewed head-on the icon will appear. The slices could have rotating digital images projected which then together could reveal different icons. The columns would showcase the different slices of coastal river culture and manufacturing and people in New Bern. To advance the focus on water in New Bern, this could become a water feature and splash-ground for kids and visitors.



- Name a new park near Duffy Field or downtown in the spirit of the brand. Could be as straightforward as Come Together Park or a little cheeky with Togetherland. Regardless of the name, pay close attention to the design of the park so that there are plenty of conventional places like amphitheatres or gazebos where people can come together or use the park as a connecting point for your trail or greenway system (even if that is a long-term goal and plan). Mark trail intersections with branded language and signage. Whether in the new park or others, create interesting seating areas beyond conventional benches. May be another opportunity to bring together artists and craftsmen.
- Identify a priority corridor Downtown or along the water to enhance the streetscape in the spirit of the brand with lampposts for pole banners and sidewalk or crosswalk pavers with branded elements. Alternating branded pavers with pavers in honor of pets, families, or friends is a great way to raise funds for some improvements. Signage and landscaping along the corridor should reflect the brand where appropriate. Pavers could also be used at parks and trails in New Bern.

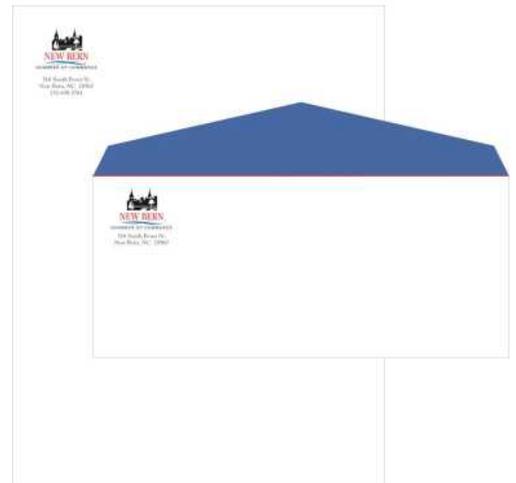
- Meet with Coastal Carolina Airport officials to determine opportunities to create a welcoming branded sense of place at the airport whether with banners, flags or branded signage and messages. Consider adaptations of the line painted on the walls like New Bern, fun comes together here or opportunity comes together here. The phrase may change seasonally depending on the priority of travelers. Spring and summer may see more golf and recreation travel and merit a tourism message while fall and winter's message may be more corporate or business related. By changing it frequently visitors will be engaged with fresh updates. Here's an example from past North Star client, Newark, NJ, where the brand is applied to baggage claim conveyor belts in their airport.



- Consider honor gardens as a way to beautify New Bern whether along the waterfront, neighborhood parks, downtown public spaces or at entryways (where property rights allow). People can donate to a particular cause and have trees or flowers planted in honor or memory of someone (with a branded nameplate of course). The Newbies could help maintain these areas along with City park staff. This effort could work in concert with a Chamber program for planting trees each time a new business is opened.

**II) Bring the Chamber and local businesses together with the brand**

There is a direct relationship between the success of your community brand and the businesses that call New Bern home. Engaging ambassadors among the business community with success stories in the spirit of the brand will prove beneficial. The New Bern Area Chamber should be instrumental in engaging the private sector and extending the brand into business attraction and retention efforts in New Bern (even beyond the Chamber membership). The Chamber must own the position as the place where businesses and professionals come together.



North Star designed a logo variation for the New Bern Area Chamber and recommends that this graphic identity be integrated into letterhead, PowerPoint slides, and other basic communication tools being used by the Chamber. Notice how the Chamber materials can reflect the city brand while maintaining individuality for the organization.

The City and Chamber should host a meeting with retailers, galleries, realtors, restaurants, recreation outfitters, lodging operators, artisans, etc. that introduces the brand and explains the importance and impact the brand can have on business growth in New Bern. Hosting this at a nice restaurant like Persimmons will increase attendance (charge per attendee). Some suggestions:

- Do not roll out the brand to businesses until there is visible evidence of it (signage, website, pole banners). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
- Hang banners at the event locale with the brand color palette, logo and strapline. At every table, include tent cards with the brand narrative on one side and the logo and strapline on the other.
- Customize the brand PowerPoint presentation for the business community audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, not about unveiling the new logo.
- Keep it short and simple, about 35-45 minutes with questions afterward.
- Show businesses how the brand can help increase foot traffic in New Bern generally and their business specifically. Showcase how coming together for downtown revitalization or community wide retail events can improve New Bern and their business.
- Introduce and recruit businesses and their employees to join the NewBies and demonstrate how volunteer efforts of the Newbies Now extends to the business community with an idea exchange and business development assistance.
- Following the event, email attendees thanking them for coming together and reviewing the goals of the new brand. Attach the PowerPoint presentation for their use.
- Work together (City and Chamber) to identify and offer incentives to businesses that focus on bringing people together for public improvements, philanthropic efforts, employee wellness, sustainability issues and other interests that enhance New Bern.

Since the New Bern Chamber should take the lead in championing the brand in the local business community for members and otherwise, consider these suggestions:

- Renovate your office space to exemplify the brand with meeting space where people can come together and brainstorm.
- Offer branded column(s) in your Business Matters newsletter or electronic membership blasts called It's Coming Together Here or Together Today showcasing a different business and the ways they are innovating their service or product offering, bringing together talent and expertise, rewarding employees with programs and incentives for solving problems, and celebrating community service programs and opportunities.

Video editions of these profiles should be featured on your website. Share this content with local papers and other media outlets for regular Business section features.

- Integrate the brand into existing Chamber programming and publications:
  - Membership Directory and Community Guide
  - Newsletters and eblasts
  - Leadership Craven and its alumni association
  - Young Professionals Group
  - Seminars that address collaboration and progressive, innovative solutions
  - Entrepreneur support programs and business incubator services
  - Renaming events in the spirit of the brand. Like naming Business Before Hours as Come Together Tuesdays (and the time is always AM) and similarly call Business After Hours, Come Together Thursdays (in the evening)
  - Ribbon cuttings could become Come Togethers where large crowds from the business community are organized to celebrate new business (this will require coordination and communication to be sure that large numbers attend)
  
- Brand your online presence. As discussed in Strategy #5, there is no vehicle more important than your online and mobile content. You can immediately apply the color palette, new logo variation, and language to your existing site until the time and resources allow you redesign your site. Some specifics to consider:
  - Use the headline ?New Bern Businesses Come Together Here.?
  - Similarly to the city site described on page 162, use expanded images in the sliced format from the chosen look to incorporate photography on the site.
  - Main navigation could include: About, Membership, Directory, Doing Business, Contact Us
  - Supporting navigation might inquire: I want to?
    - ? Attend a Chamber event
    - ? Find a Chamber member
    - ? Apply for Leadership Craven
    - ? Move to New Bern
    - ? Visit New Bern
    - ? Start a new business



- Integrate branded copy like the following into the site:

*The New Bern Area Chamber of Commerce is a place where businesses and professionals come together. Our community merges the easy feel of a small town with the cosmopolitan spark of a city. Everything is moving forward but three centuries of rich history haven't been left behind. And our coastal river culture charms, relaxes, and energizes all at once, drawing you into the city's own distinctive rhythms and ways.*

*At the Chamber of Commerce, our mission is to bring talented professionals, progressive businesses and forward thinking together with a casual, relaxed environment, so that our work is fulfilling and our play is relaxed. We opened our doors to serve the business community in 1898, and we've enjoyed this little piece of paradise ever since.*

- Feature a calendar of events on your site titled Business Come Togethers
- Add a Community Partners area that links to the city site, Convention and Visitors Center, Craven Committee of 100, and the Swiss Bear Downtown Development Corp
- Consider an intuitive mobile application that organizes content (including maps, membership details, and events) on the go for mobile phones.



- Organize a Come Together Team (group of 4-5 that changes each quarter) that visits a set number of businesses each quarter (particularly new businesses) to primarily make them feel welcome in the business community. Talk about their goals and pains and how to connect them with resources or other business professionals that can help them and present opportunities to help others.
- Create branded window clings that businesses (and other members of the Market New Bern Partnership or for Chamber members) throughout the area can place in their windows that read Come Together Here. Develop criteria that should be met to gain

the distinction. Create an online map with icons featuring each partner site. North Star has designed a window cling for downtown businesses that could be altered for this purpose, see page 188.

- Develop a grant program (for Chamber members and non-members) for small businesses' marketing needs. The two-year grant should be awarded to those that demonstrate a priority for collaborative efforts and progressive solutions for New Bern (and its business community). This could be organized or administered through the Chamber's Non-Profit Council in conjunction with NewBies Now. Recipients should be required to pursue a certain level of co-branding initiatives that advance the business and the City's brand.
- Plant a new tree every time a new business opens or expands in New Bern. These plantings could be organized along entryway corridors or as part of extended streetscapes out of downtown. Be sure each business knows where their tree is planted so they can watch the tree's growth as their business grows. This too is a fun website feature.
- Recognize Entrepreneurs and Members of the Year with branded awards like:
  - The Up and Comer is awarded to the new business owner of the year.
  - TWogether Award goes to the pair of professionals that do the most for bringing together the business community.
  - The Coastal River Wonder is awarded to the most philanthropic business.
  - Brand Together Award should be awarded to the business with best extension of the New Bern brand.

One of the best ways businesses and companies can participate in the brand is to look for ways to bring employees together just socially or for community service efforts. It may be as easy as monthly events like a catered lunch at work, on the First Friday (since New Bern is associated with several firsts) or Third Thursday because it is fun to say. Encourage the business community to make this an organizational priority for their culture and employees. Encourage and reward them branded merchandise.

Encourage businesses to pay homage to the brand in marketing, signage, product packaging, etc. North Star client Dublin, Ohio worked with local businesses to create experiences that supported their "Irish is an Attitude" brand. Some of the experiences included: Sipping a high Irish tea; making an Irish scone; learning to dance an Irish jig; and shopping for Belleek china. Recognize their participation and enthusiasm on your website and in newsletters. For example, New Bern coffee houses or restaurants might feature Bear Necessities coffee blends. New Bern businesses could offer Come Together Days on a selected weekend each month or quarter (with reusable signage and promotional materials) where merchants offer specials during that timeframe. Restaurants could use New Bern logo icons to designate menu items using locally grown or produced ingredients. A guide with more ideas for working with your businesses can be found in **Appendix H**.

## 12) Attract economic development with the brand and the Committee of 100

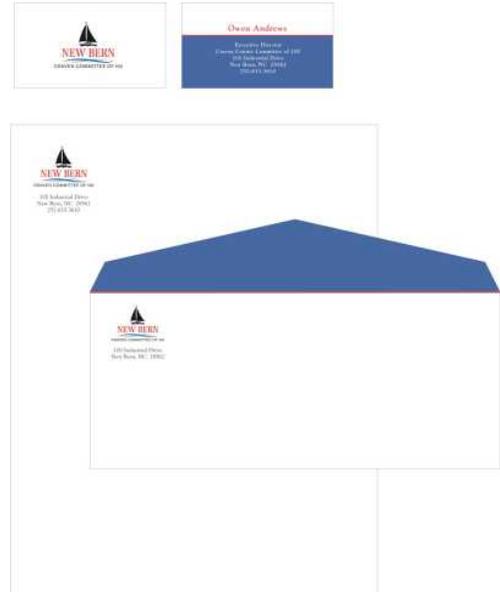
New Bern has a compelling story to tell for industry leaders in R&D, healthcare, manufacturing, support interests for those sectors. The strong schools, safe community, balanced economy, coastal river lifestyle, Mid-Atlantic location, affordable cost of living, downtown and cultural offerings, water recreation with access to the coast, broadband infrastructure, and skilled workforce make New Bern attractive to entrepreneurs and larger companies seeking New Bern's enviable quality of life.



While economic development is not the sole responsibility of the Committee of 100, the group can play a lead role in communicating the advantages of New Bern and how opportunity comes together in New Bern for a range of businesses and industry. The following ideas apply to the Committee of 100 or other involved leaders advocating for New Bern as a place to do business and where unique opportunities come together.

Relationships are the name of the game in economic development. New Bern and particularly the Committee of 100 must communicate regularly with organizations across the region and Mid-Atlantic. Research revealed that not enough people are aware of New Bern's advantages. A few ideas on engaging industry leaders and economic development officials outside New Bern:

- Create an economic development specific website with branded content and design. Present statistics and advantages using the language of the brand. Showcase interesting companies and industries in New Bern that exemplify the progressive, relaxed character of the brand. Use your narrative as a guide for language. Be sure that content is uncluttered and intuitive. Users should be able to navigate directly to the detail they need whether information about available talent, details on the cost of doing business in New Bern, or current lists of players by sector already in New Bern. Prominently feature your Come Together Team of city departments that make permitting and compliance super smooth and as comfortable as your coastal river lifestyle.



- Develop professional branded materials for regular communication beyond your website.
  - One of the first items should be Committee of 100 letterhead (on previous page) and a brand PowerPoint (below).



- A one-page economic development collateral piece is an easy, inexpensive way to communicate all of the benefits of living and doing business in New Bern. The one-pager should also be available via your website. Update facts, statistics and the business/industry profile quarterly. (Prospects will also be interested in your visitor guide and branded newsletters).
- Economic Development folders that allow customized content to be shared with prospects and site selectors are great tools to have and show you have given great thought to your advantages and the companies you seek. A stair-step series of inserts is an interesting way to share and customize your content. Always layer your persuasive content with branded language like:

***Welcome to New Bern, North Carolina...where different ways of thinking combine to create a city that somehow feels both in touch with its past and ahead of its time. Here, manufacturing and innovation thrive in an environment with access to a charming coastal river culture that energizes, relaxes, and renews you. In our community you will find excitement, forward thinking, and doors wide open for new businesses.***

***In New Bern, this confluence of influences merges into what a lot of folks regard as a little piece of paradise. Find more information on New Bern's business environment right inside.***



- Economic development data and statistics can be dry and uninteresting. Information graphics or infographics are graphic visual representations of information and knowledge presented in an engaging format that tells the story. More than a typical bar graph or pie chart, they present complex information quickly and clearly. Infographics have quickly become widely accepted as the standard for data presentation. As resources allow, abandon the rudimentary bar graphs, pie charts and line graphs commonly used on economic development websites for eye-catching and exciting infographics that better communicate your untamed spirit. For example, you might use infographics that feature key sectors like appliance or yacht manufacturing to present New Bern's compelling statistics (see example from National Marine Manufacturers Association below).



- Offer incentives that make an impression. You are interested in attracting entrepreneurs, manufacturers, small businesses and talent. Remove barriers by offering incentives with meaning for these audiences who may be short on capital but big on enthusiasm, creativity, progressive ideas and ingenuity. For example, suspend any sort of business licensing for the first year. Or offer graduated incentives that slowly reduce over a five-year start-up period.
- Integrate branded language into the economic development presentation. Develop both a short and long elevator speech.
- For red carpet visits by site selectors, CEOs or any other economic development influencers integrate a coastal river experience like dinner on a yacht or a meeting on a waterfront landing where all of the players needed for this prospect's project come together to pledge their interest and dedication to bringing that organization to New Bern. Organize site visits as a Come Together Tour and point out how close and

supportive the academic, business, and governmental entities are in New Bern. End the tour at the dinner or meeting event mentioned above that introduces unique slices of coastal river culture.

- Sponsor an annual Come Together in New Bern week (co-sponsored by Craven Community College and others) featuring five days of workshops focused on idea development and the challenges of start-ups. Each participant should come to the workshop with an idea for a business. During the week, mentors and session leaders will help develop a plan for moving the idea from concept to fruition. Entice some of these entrepreneurs to bring those ideas to life in New Bern with incentives. Award prizes for the very best ideas. Share video content through your YouTube channel. This demonstrates the progressive thought that has been characteristic of New Bern for centuries but not widely known.
- Develop strong partnerships with workforce interests like Craven Community College. Engage and connect the local business and industrial community (including healthcare and manufacturing) with an extensive internship program for Craven Community College students, named in the spirit of the brand like The Confluence of Influence Internships: passion, expertise, and energy come together here. Develop relationships where students and local mentors come together. Students who enjoy challenging internships are more likely to stay in that area after graduation.
- Encourage local leaders to sit on state and regional boards in their business/industry sector.
- Reward interested prospects with executive gifts of substance rather than a money clip or keychain. Pursuing a smaller number of qualified targets, your budget should allow a nicer gift. Consider high-end Swiss Army knives that works in many ways as a branded premium. It demonstrates the Swiss heritage but also how many tools and opportunities come together for ease and efficiency in New Bern.
- Produce a welcome book or even style guide to coastal river culture in New Bern. Economic development prospects are interested in the quality of life of their potential business location. Pursue a talented writer and photographer to produce the volume and inject local humor and colloquialism that adds to the cache of New Bern's enviable lifestyle there at the confluences of rivers.
- Look for ways existing economic development stakeholders or sector leaders can incorporate the brand to advance their interests.
  - B/H/S can integrate the Come Together brand into language for collateral or advertisement insertions and show how New Bern is where 3,218 parts come together to make the best appliances in the country.



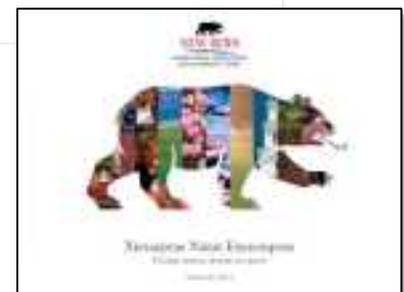
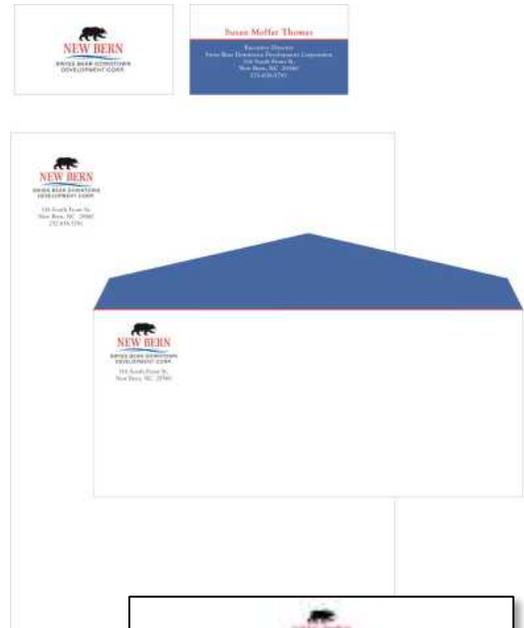
- B/H/S could also partner with non-profits (or the Chamber's Non-Profit Council) to help underserved areas with dependable household appliances.
- Hatteras Yachts and other manufacturers could follow the lead of BMW recently who offers buyers millions of ways to customize their vehicle and then register via their website (and online video portal) to watch that X3 vehicle being produced at its South Carolina plant. (<http://www.bmwblog.com/2011/01/20/bmw-launches-bmw-x3-customer-video-portal-consumers-can-watch-production-of-their-custom-made-bmw-x3> )  
Once they've created a login on BMW's website, customers enter their individual order number and can see their car in all the stages of final assembly and download video footage. People love to see things being made and this would provide yachting enthusiasts to witness their yacht coming together in New Bern.
- And once their yacht is ready, encourage them to pick the vessel up in person (even if it is then shipped) and make a big deal of the reveal with branded backdrops and photo ops. Allow them to walk a red carpet with paparazzi (school kids) taking their picture along a short pathway to then receive their custom yacht.
- Work with Hatteras Yachts on ways to partner in the tournament fishing tour frequented by the Hatterascal team, so the vessel can double as a mobile visitor center at each stop. Help Hatteras Yachts bring together yachters and fisherman at these events to promote Hatteras Yachts and New Bern as a destination. Showcase the ways yachts can be customized and how they can enjoy coastal river culture in New Bern.

### **13) Feature Downtown New Bern as a centerpiece for the brand**

Downtown New Bern is an attractive draw for residents and visitors alike and presents a perfect opportunity to showcase the brand. Many communities lack a distinct downtown with character due to a lack of appreciation for historic preservation or being a new downtown created by sprawl. Downtown should be the branded reward for people traveling to New Bern. The Swiss Bear Downtown Development Corporation (SBDDC) is the ideal organization to lead brand integration in the downtown area. North Star has customized a logo for the SBDDC to reflect the new brand. A few ideas to get started:



- Create basic communication tools like letterhead and PowerPoint templates. Replace letterhead with branded versions as soon as current supplies become low.
- Apply the brand language, color palette, and graphic elements to your website until you can redesign your online presence in the full spirit of the brand. Here's an example of how this can be done. This is a good example of how all organizational sites can make quick, cost-effective adjustments to their websites to accommodate the new brand identity.



- Follow the lead of the Chamber mobile app and consider a downtown app that maps all places, events, and venues to come together for music, art, sports, conversation, brainstorming, etc. Efforts and resources here could be maximized as you pursue the Digital History Mapping Project. Although separate projects and audiences, there may be some cost savings. Ensure that the Digital History Project leverages the brand where appropriate where history comes together in North Carolina.

- Create a downtown-specific brand PowerPoint presentation to share with all commercial tenants and owners downtown. Have ideas ready for how particular Downtown businesses can get involved and then brainstorm additional thoughts with attendees. Even introduce a quarterly contest for the Downtown merchant with the best brand extension. Have the partner window clings available to downtown merchants who meet criteria and participate in the brand.
- Focus on aesthetics particularly with entry corridors into Downtown. Identify with city planners a preferred, direct avenue(s) into downtown. Focus development and improvement efforts along that corridor, making it easier and more inviting to access the Downtown area. Streetscapes including benches, pole banners, public art, and crosswalks should reflect the brand where possible. Specific infrastructure ideas for downtown and Five Points include:
  - Dual pole banners promoting the city and specific downtown events like MumFest



- Long banners (strips and slices) that show different aspects of coastal river culture and reflects the brand's visual direction for the sides of buildings downtown
- Outdoor seating that goes beyond simple benches and forms natural gathering spots for people to come together
- Construction fences that shield pedestrians for work zones. But with the slices like the visual direction, have some openings in place of some slices so you can see the construction. Have a headline on the fence that teases: See what's coming together here.
- Partner with Empire Group so that when the Elks Temple Building project renews momentum, you have identified opportunities to extend the brand into the renovated space (even considering third spaces or defined gathering spots in the public spaces).

- Meet with event organizers and determine ways to integrate the brand into existing events and look at ways to create other signature events that bring people together and motivate commerce. A few thoughts to get you started:
  - If MumFest coincides with SeaFair again or a similar event, use red carpets and co-branded backdrops to treat VIPs and attendees as celebrities with paparazzi camera flashes and applauding crowds (as they board the SeaFair vessel). Again, this is a great place to use the lapel pins shown earlier.
  - Pair downtown restaurants for Come Together Nights where chefs partner on menu offerings and coordinate part of the meal in one location and another part in the other.
  - Sponsor a new music event (on the floating stage suggested on page 174) in Union Point Park that brings together usually divergent genres like rap and bluegrass or country and reggae. Follow the example of CMT Crossroads linked here: <http://www.cmt.com/artists/collections/cmt-crossroads/896718/>
  - Host 5K runs and races in the spirit of the brand.
  - As the home of Pepsi, host an annual twist on the Pepsi Challenge where you invite people to complete for the best drink using Pepsi or the best baked good using Pepsi or the best savory item using Pepsi.
- Work with the Chamber and encourage merchants to participate in the Come Together Days offering specials on specified weekends.
- Offer downtown merchants co-branded shopping bags and tissue paper with the bear or other icons for packaging or protecting purchases.
- ?We're All Together. Downtown? window clings available for any merchant, shop, business, or restaurant eager to adopt the brand quickly into their businesses.
- Follow the lead of Grand Rapids and produce a lip-dub of a famous song with lots of people from New Bern. See Grand Rapids version of American Pie here that went viral after the community made an undesirable list they disagreed with, <http://www.youtube.com/watch?v=ZPjjZCO67WI>. New Bern's song choice could be more on brand and be organized to draw lots of residents into downtown to finish the chorus. The Beatles song, ?Come Together? is the perfect choice.
- Look for other ways to get involved downtown. Use the Come Together idea to solicit involvement in the New Bern Gateway Renaissance Plan to address brownfields and redevelopment priorities. The plan calls for community involvement. Let the brand help you bring those ideas forward. Or you can rename or brand the SBDDC Get Involved initiative as Come Together Downtown.
- Encourage Downtown businesses to incorporate the brand like having coffee houses offer co-branded coffee tumblers. And try this progressive idea: with the purchase of



each tumbler the next customer gets a free coffee. This might motivate that next customer to purchase a tumbler and continue the generosity.

- Identify ways to get landlords, particularly those with vacant spaces involved. Vacant spaces could be used as creative incubators until rented. It creates density downtown and makes the space more attractive to potential tenants.
- Commission an annual or seasonal poster contest or call for entries for organizations and businesses to feature in their windows or spaces. Each year develop a framework for submissions whether interpreting coastal river culture, the strapline, or the slices of life featured in your visual direction shown in full page ads earlier in the report. Use vacant storefronts as a canvas for branded signage for the City, branding partners, or special events. Engage local artists to interpret the logo, strapline, or brand tenets in large windows downtown or throughout the City. Second floor windows downtown are also good placements for branded signs, banners, or posters.
- Host a Thanksgiving Come Together 5K or a Run for the Gravy where runners and volunteers then serve a large feast Downtown for the disadvantaged.
- Engage people in your public spaces through social activism. Find inspiration from the interesting initiatives led by New Orleans artist and activist Candy Chang. Details on her projects are available here: <http://candychang.com/category/projects/>, a perfect collaboration of creativity and progressive thinking. To identify what residents and others want to see in their community, consider large format versions of the following installations seeking response to the following fill-in-the-blanks.

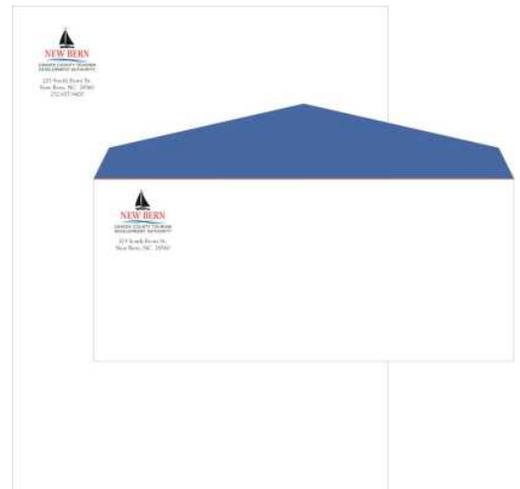
**Bear in Mind, this could be \_\_\_\_\_.**



- Promote Downtown New Bern as the Creative Class magnet it is. Members of the Creative Class are drawn to settings like Downtown New Bern. A few ways to engage this group:
  - Offer Free WiFi zones
  - Present interesting third spaces away from home and work to engage a variety of people
  - Create brainstorming spaces (in vacant spaces)
  - Develop channels for this group to share their expertise with high school students and New Bern Community College students
  - Consider a collage project to draw people Downtown. Install a branded photo kiosk Downtown where people can have their photos taken and select a New Bern (branded) backdrop for the photo that is then sent to their phone to share with friends and family. The photos can be collected and used for a poster series to promote the coastal river culture in New Bern. There is open-source software that allows you to create a collage of images that form recognizable New Bern icons

**I4) Draw visitors to New Bern with the brand**

New Bern presents numerous reasons to stay and visit. The location offers a rich history and easy access to most of the adventure and wilderness pursuits that people associate with coastal Carolina without the crowds of a tourist trap. The New Bern CVC already has equity in branded elements that can enhance and complement New Bern's new brand. Like for other partner entities, North Star also designed a logo variation for the Tourism Development Authority in New Bern. A few ideas for integrating tourism and the brand to position New Bern as the destination where your perfect vacation comes together:



- Start with designing letterhead and PowerPoint templates in the spirit of the brand, shown on the previous page.
- Motivate highway travelers via outdoor boards to visit New Bern and discover where fun comes together for all ages. North Star has designed two recommendations to show how the Visit New Bern logo could be incorporated into the new brand.



- Create a branded e-newsletter to keep tourism partners and visitors informed about all the reasons to visit and enjoy coastal river culture. Some thoughts to get you started:
  - Use branded language throughout like a 'Fun Together News' headline and tag: 'Everything fun happening in New Bern.'
  - Incorporate the brand's visual direction
  - Include a news section as well as an area about events
  - Remind readers about the reasons to visit by using links to the Visit New Bern website. By using these eight links, readers of the e-newsletter will be taken to the Visit New Bern website to get more information. This creates continuity with the brand and easily connects the new identity to the CVC identity.
    - ? Tryon Palace & History Center
    - ? Downtown & Birthplace of Pepsi
    - ? Arts & Entertainment
    - ? Groups & Conventions
    - ? Over 300 Years of History
    - ? Outdoor & Water Activities
    - ? Events & Sports Tournaments
    - ? Havelock & Cherry Point
  - Bridge your current brand with new brand elements. Incorporate your wax seal into navigation to more detail (which links to the Visit New Bern site that utilizes the seal)
  - Include easy links to web content and social media



- Mine the brand principles for new visitor markets. With a brand focused on progressive ideas and coastal river culture, conferences focused on new ideas and innovation, healthy lifestyles (with CarolinaEast), sustainability practices (for the health of the planet and resources), social responsibility initiatives in government and business, or even biomimicry that considers biological species to inform process and product design like the study of birds to inform bike helmet designs present new ways to attract convention business. For entrepreneur events (including social responsibility) use your vacant and creative spaces Downtown for unique settings from meetings and brainstorming sessions for regional companies and businesses. And the strapline is a perfect invitation for family reunions or reunions of any kind.
- Consider vacation packages that are unique and on brand by encouraging creativity and progressive thinking. It sounds counterintuitive, but being busy inevitably hurts business. While hurriedly producing, the ability to see the important is overcome by reactions to the immediate. An innovation vacation allows the mind to break from the routine and put its energies toward long-term vision. Consider offering innovation vacations for everyone from artists to corporate executives looking for a way to clear their minds and get their creative juices flowing. Couple time spent outdoors in physical pursuits with time spent creating and thinking.
- Brand your online Visitors Guide in the spirit of the brand including Come Together itineraries. Consider an online tool that collects input from travelers and brings together a custom itinerary given interests, time of year, and other factors for the search.
- Use the brand narrative and vocabulary to pen narrative guides for any step-on guides provided by the CVC to group tours.
- Examine your event calendar for easy ways to enhance your events with branded elements. And gather creative types and tourism professionals on new events to organize that will motivate overnight stays and additional commerce across New Bern.
  - Meet with the Michelob Ultra Regatta planners for ways integrate the New Bern brand into that event (particularly when the event spans other locations and can advertise New Bern as a destination).
  - With your literary history as having the first bookstore in the state to your present day attention with novelists like Nicholas Sparks, consider a fun literary event for New Bern, titled The Come Together Bestseller, where great stories come together. Pursue famous authors to participate in an annual event that has different authors writing a chapter for the same story. There are no rules and the order of chapters is determined by a lottery. Each author is in control of where the story goes but is responsible to the character development established by previous authors. The annual event could include readings of the finished book and seminars on writing led by that year's participating authors. Be sure to give the participating authors a venue and platform to share their latest individual work. You might even consider an Author or Bestseller in residence downtown.

- Sponsor a food event that celebrates unique combinations or fusion cuisines that bring usually divergent flavors or styles together. New Bern should be known as the place where great flavors come together.
- Integrate the brand into the signage, displays, videos and brochure racks at the existing Visitors Center. Have volunteers or Visitors Center staff wear t-shirts or buttons with the logo and line "Fun Comes Together Here."
- Work with lodging partners on brand extensions. Encourage hotels to invite guests to Come Together for happy hours or morning coffee service. Cultivate partnerships between hotels and fitness centers or even local running or sports clubs for hotel guests to come together and exercise with New Bern residents and meet new people: Qigong in the park or morning runs with a local running club or master swim classes at a local fitness facility.

### **15) Advance Craven thirty and New Bern's complementary brands together**

As Craven Thirty continues construction, it presents New Bern a wonderful opportunity to partner with Weyerhaeuser Real Estate Development Company in advancing the new city brand as the development creates its own image and brand in the marketplace. The two brands are perfect complements. The Brand Manager should prepare a Craven Thirty-specific PowerPoint presentation about the brand and natural brand extensions with the two partner brands. New Bern should prepare some ideas to share with Craven Thirty developers that integrate the two complementary brands and then brainstorm with their talented experts on additional opportunities. A few things to consider:

- Share the brand narrative and brand vocabulary and ways to easily integrate it into current web content. Craven Thirty already points to the coastal culture in New Bern. Simply calling it coastal river culture makes it more specific and interesting (and becomes on brand for both the development and the city).
- Install co-branded pole banners in parking lots and flags or banners at entrances.
- Consider street names that are on brand.
- Celebrate New Bern's history and future as a place for progressive thought with a small business incubator or a co-working space called Together30 where great ideas and experts come together.
- Design trails and corridors that bring people together throughout the development that then connect to trails and pathways into the community.



- Produce co-branded shopping bags and tissue paper with the city brand.
- Create a presence at Craven Thirty for Craven Community College for visibility beyond the current campus as well as getting students moving about in the area
  - In second floor spaces, offer some evening courses or daytime courses as part of the Entrepreneurship Academy or Small Business Center (with guest lecturers from the local business community)

### HOW IS THE BRAND PERFORMING?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time.

Ideally, two basic questions will be answered: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the community.

To begin the process of brand evaluation, North Star has set up a schedule to discuss New Bern's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately ? North Star recommends that New Bern focus efforts on growing its inquiry and visitor database for both visitors and business prospects. New Bern should also establish an email database of the business community in the City.
- Six months ? North Star's Research Director will conduct an assessment call to outline a plan for measuring brand performance moving forward
- One year ? New Bern will be contacted to determine specific measurement goals including re-measuring awareness and perception of the community amongst intended audiences.

Building your databases and keeping them current ensures future success measurements can be calculated. These leads will be the best data start point for future brand evaluation.

As stated above, North Star will consult with the community at the above times to evaluate your specific needs. Keep in mind that many of the research pieces in your BrandPrint were created to act as benchmarks by which future improvements can be measured. Based on what we now know of the community, likely recommendations for success measurements at New Bern's one-year mark may include:

- Resident and Visitor Tapestry Profile Who and What Reports
- Community Brand Barometer
- Online Community-wide Survey
- Consumer Awareness and Perception Study

## **NEW BERN TAPESTRY PROFILE STUDY**

### ***Purpose***

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This included profiling reports for New Bern residents and the Regional Profile ? 13 county region including Greenville, NC and Wilmington, NC. Further Tapestry research can be conducted for overnight visitors as well.

### ***Methodology & Results***

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods by lifestage and lifestyle in addition to traditional demographics.

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
  - Profiles the demographic and lifestyle segmentation of the population
  - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
  - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
  - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior (100 represents the national average)

Key findings from the Community Tapestry reports allow for greater understanding of your residents and consumer groups. The more you understand about your target audiences, the better you can target your message to them.

### ***Timing***

The Community Tapestry Study should be conducted every one-to-three years.

## **NEW BERN COMMUNITY BRAND BAROMETER**

### ***Purpose***

The Community Brand Barometer measures strength of the New Bern brand according to:

- Resident satisfaction/advocacy with the brand as a place to live, work and visit
- Brand satisfaction/advocacy relative to the nation.

### ***Methodology & Results***

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants answer three questions:

- Would you recommend living in New Bern to a friend or colleague?
- Would you recommend visiting New Bern to a friend or colleague?
- Would you recommend conducting business in New Bern to a friend or colleague?

Resident advocacy is one of the strongest measures of brand success. Successful brand implementation will energize the resident base, making them more likely to recommend their community to others.

### ***Timing***

The Community Brand Barometer should be conducted annually. The first Brand Barometer should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

See **Appendix I** for additional information.

## **NEW BERN ONLINE COMMUNITY-WIDE SURVEY**

### ***Purpose***

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of New Bern.

### ***Methodology & Results***

This qualitative survey is fielded online and is open to all residents of the community. The study measures the following:

- Overall top-of-mind perceptions of New Bern
- Strengths and weaknesses of New Bern
- Resident suggestions on what is missing from New Bern
- Measurements of New Bern quality of life indicators.

Positive resident perceptions are a strong indicator of brand success. Successful brand implementation will energize the resident base, making them more likely think of the community in a positive light.

### ***Timing***

The Online Community-wide Survey should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

## **CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)**

### ***Purpose***

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of New Bern.

### ***Methodology & Results***

This quantitative survey is fielded online outside of New Bern's borders in order to obtain an outsider's perspective. The survey measures:

- Overall top-of-mind perceptions of New Bern and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of New Bern identified within community attributes
- Consumer suggestions on what is missing from New Bern
- Measurements of New Bern delivery of hospitality
- Measurements of New Bern quality of life indicators

### ***Timing***

The CAP Study should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).