



2019-2020 Strategic Communications Plan

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introduction

This document contains the 2019-2020 Strategic Communications Plan for the City of Kingsport, developed by ARO. This multifaceted strategy will begin in late summer 2019 and incorporates four initial pillars of Kingsport: Economic Development, Lifestyle, Neighbors and Strategic Partners. These pillars are further explained in the table below:

Pillars

LIFESTYLE	NEIGHBORS	ECONOMIC DEVELOPMENT	STRATEGIC PARTNERS
<ul style="list-style-type: none"> Aquatic Center Bay's Mountain Cultural Arts Festivals Greenbelt Kingsport Parks Renaissance Center Farmer's Market Senior Center 	<ul style="list-style-type: none"> Citizen Announcements City Info FAQ City School Updates KATS Neighborhood Commission Pave Kingsport Petworks Public Works Week Sanitation Your Gov 	<ul style="list-style-type: none"> AccelNow City of Kingsport ETSU HBDC KOSBE Inventor Center Northeast State Networks RCAM Streamworks Sync.Space 	<ul style="list-style-type: none"> Academic Village Chamber of Commerce DKA Greater Kingsport Family YMCA Healthy Kingsport Keep Kingsport Beautiful Kingsport City Schools KOSBE Move to Kingsport Office of Cultural Arts United Way of Greater Kingsport Visit Kingsport

Personas



Susan

Personal Background

- 36
- Married
- 2 Children (5, 16)
- Kingsport Native

Lifestyle

- Stay at home mom
- Always on-the-go
- Heavily involved in extracurricular activities
- Parents are local

Challenges

- Balancing kids' activities with personal interests
- Not knowing what's happening in Kingsport
- Can't find a single source for all information

Gets Information From

- Facebook
- Various Partner Websites
- Word-of-mouth



Mark & Barb

Personal Background

- Married Couple
- Mark, 58, Engineer
- Barb, 60, Nurse
- From Ohio

Lifestyle

- Mark loves outdoor activities such as golfing, fishing, and biking
- Barb loves to volunteer
- Both are looking for a community to retire in

Challenges

- New to the area, not sure about neighborhoods
- Curious about what this area offers
- Mark's relocation affects Barbara's job
- Needs to know where to get City info

Gets Information From

- City websites
- Google searches
- Realtors



Brad

Personal Background

- 23
- Single
- MBA
- Entrepreneur
- Dog Owner

Lifestyle

- Went away for college
- Moving back to Kingsport to start a business
- Enjoys learning and networking
- Active lifestyle

Challenges

- Doesn't know where to start
- Needs resources and connections
- Needs venture capital

Gets Information From

- Online searches
- Social networks
- Chamber of Commerce

The personas above can represent Kingsport citizens or visitors coming to Kingsport.

general overview

The “This is Kingsport” year II strategy has been designed to build upon the foundation of our communication efforts established in 2018.

The year II strategy will have a large focus on launching “This is Kingsport” as an official campaign and integrating new, exciting tactics provided by each participating creative agency. Year II will focus on incorporating verbiage and tone that speak directly to our target personas, solidifying the “This is Kingsport” branding and visuals, and slowly establishing our place in the Appalachian Highlands region.

statement of intent

The objective of the “This is Kingsport” year II strategy is to officially launch the campaign to the public and showcase the best of Kingsport. The first approach will be continuing our audience-driven emphasis with a secondary emphasis on achievements. The strategy and its outlined tactics are designed to draw attention to the unique benefits of Kingsport with a strong focus on innovation as a key differentiator from other cities. All tactics described in the following pages were developed to work with the city’s communication efforts, while officially promoting visibility and awareness for current and future Kingsport residents using the “This is Kingsport” campaign. The strategy is designed to work alongside each of Kingsport’s Strategic Partners as well as the established Creative Coalition to promote Kingsport and achieve a common goal. ARO will conduct meetings throughout the planning phase with the Creative Coalition in order to successfully implement year II tactics.

lifestyle

Overview

In order to strengthen the city's message in recruitment and retention efforts, we will continue to align our strategy with existing data and highlight the unique advantages and benefits that Kingsport has to offer residents: outdoor recreation, shopping, dining, a strong education system, and cultural activities.

Demographics

Growing Families:

- Many of the best public schools in the state
- New housing development options
- Multiple colleges accommodating the Tennessee Promise
- Several parks including handicap accessible playgrounds and educational exhibits

Young Professionals and Students:

- A strong job market for beginning a career
- Growing entrepreneurial ecosystem for starting a business
- Vast outdoor experiences including rivers, mountains, and a state park

Seniors and Retirees:

- Growing quality of life
- Community events
- Strong public transportation and accessibility
- Opportunities to become a mentor



Outdoor Enthusiast Website | Summit Marketing

With the completion of the “Passport to the Parks” outdoors campaign, Summit will now push their Outdoor Enthusiast Website live. This website will highlight the many things Kingsport has to offer catering to outdoor enthusiasts of all ages and interests. This responsive, clean website will allow locals and visitors to find their outdoor activity quickly and easily.

Community-Wide Events Calendar | ARO Creative Inc.

ARO will develop a comprehensive event calendar for the entire city of Kingsport. By working with dedicated Strategic Partners and City employees, the calendar will be constantly monitored and updated, informing the public of all the events happening in Kingsport in one, organized, easy-to-find location.

Portal Updates with Blog Infrastructure | Hillhouse Creative & ARO Creative Inc.

The portal will be rebranded to support and communicate the vision and voice of “This is Kingsport” moving forward. The visuals will be clean and sophisticated, adding energy and pop to the website. The blog will have a constant stream of relevant and engaging content. Hillhouse Creative will be creating content, such as a series geared towards grandparents in Kingsport.

4 Mini Videos | 5 Points Media

5 Points Media will create four vignette style videos highlighting the “This is Kingsport” campaign initiatives as well as a few lifestyle highlights. These videos will focus on showcasing tactics that will be public facing, such as Passport To The Parks and a full look inside the “This is Kingsport” portal, as well as navigating the events calendar, showcasing and promoting the Neighborhood Maps project and the flourishing arts community in Kingsport.

neighbors

Overview

We will champion the city's brand as the region's leading community for economic opportunity, quality of life and neighborly atmosphere. Kingsport has strengths for all stages of life, and the campaign will elaborate and communicate them, uniquely, to each segment of the population. When implemented, the following tactics will further demonstrate that Kingsport is a city that listens and is attentive to their citizens.

Demographics

Recruitment:

- New and developing housing market
- Strong job market with numerous job opportunities
- Great quality of life with local events and recreational activities

Retention:

- Strong public transportation and accessibility
- Expanding city infrastructure that addresses citizen needs
- Quick and easy access to all Tri-Cities offerings



Search Engine Optimization | Net360

The City of Kingsport has taken great lengths to provide citizens with relevant information via their website. Building upon the SEO audits from fiscal year 2019, Net 360 will continue to optimize search capabilities on the city's website as well as the "This is Kingsport" portal, making this information easily searchable and accessible by both citizens and visitors alike. Strong SEO will assist in improved site performance and search engine rankings, helping retainment and recruitment efforts across the board.

Social Media Management | High Road Agency

The High Road Agency will continue to manage the "This is Kingsport" social media accounts and will play an integral part in the official launch of the campaign in 2019. ARO suggests the implementation of a weekly mini series, classified by catchy hashtags, that resonate with each of the 3 personas outlined above, as well as a dedicated launch campaign series highlighting "This Is Kingsport" initiatives.

Blog Creation and Interactive Map Updates | Hillhouse Creative

As stated in the previous pillar, Hillhouse Creative will provide blog content for "This is Kingsport." In addition, they will continue to monitor and upgrade the interactive neighborhood maps.

economic development

Overview

In order to strengthen the city's message, we will align our strategy with messaging that is used for industry recruitment and communicates both the economic opportunities and quality of life strengths that Kingsport has over other areas. As previously mentioned, there will be an underlying message that speaks directly to the innovation that lies at our city's core. In doing this, we will draw attention to the many benefits of living and working in Kingsport, along with the intricate entrepreneurial ecosystem that our area houses.

Demographics

Entrepreneurs:

- Unique 3-tier incubator resources for entrepreneurs (AccelNow, HBDC, Sync.Space)
- Access to mentors and business consultants

Small Businesses:

- Fast internet speeds available
- Business loan, planning and development support

Industry:

- Job opportunities with large industries
- Network of ongoing education opportunities to train and prepare workers (RCAM, local colleges)



4 Mini Videos | 5 Points Media

5 Points Media will be tasked with creating 4 mini videos highlighting innovation in our city. These videos can center around people, organizations, or initiatives that speak to the innovation that is exclusive to Kingsport within the realm of our region.

Innovation-Driven Events | Strategic Partners

In order to spearhead the economic development initiative, ARO suggests the facilitation of 1-2 innovation-driven events. In partnership with the City of Kingsport's strategic partners these events will host local and regional innovators, creative thinkers, industry leaders, and more for summit-style gatherings.

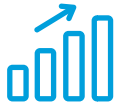
creating with a purpose

As each agency begins to develop their respective tactics, ARO recommends the following checkpoints to ensure consistent targeting to the appropriate audiences:

1. Out of the three personas, who is this content being created for?
2. What underlying message is being conveyed?
3. Does this content serve a purpose relating to Lifestyle, Neighbors, or Economic Development?
4. Is this content visually/tonally on brand with the “This Is Kingsport” campaign?
5. Does this content already exist from a Strategic Partner? Can it be shared? (i.e. - Visit Kingsport, DKA, Aquatic Center, etc.)

summary

The goals of the 2019-2020 Strategic Communications Plan are as follows:



- Continue to build upon the foundations and success of the fiscal year 2019 strategy



- Solidification of the “This is Kingsport” campaign and the promotion of our efforts through social media, video, promotional materials and other tactics



- Continue to build and refine a single portal of information for recreation, events, and activities that is easily and quickly accessible to all age groups and demographics



- Further integrate and create initiatives to engage the community with Kingsport’s beautiful surroundings, parks, art communities and city leadership



- Establish “This is Kingsport” as a leading marketing tool that contributes to the economic vitality of our city



- Provide Kingsport with the tools needed to keep current residents informed and to recruit potential citizens

calendar

The calendar below is the tentative order that all tactics should be implemented in.

AUGUST 2019	SEPTEMBER 2019	OCTOBER 2019	NOVEMBER 2019
<ul style="list-style-type: none"> • Year II Strategy • This is Kingsport Branding • SEO 	<ul style="list-style-type: none"> • This is Kingsport Portal • This is Kingsport Launch Video • Social Campaign Kickoff • SEO 	<ul style="list-style-type: none"> • Innovation Video #1 • Begin Launching Blog Content • Passport to Parks • Outdoor Enthusiast Website • SEO 	<ul style="list-style-type: none"> • Lifestyle Video #1 • SEO
DECEMBER 2019	JANUARY 2020	FEBRUARY 2020	MARCH 2020
<ul style="list-style-type: none"> • Innovation Video #2 • SEO 	<ul style="list-style-type: none"> • Lifestyle Video #2 • SEO 	<ul style="list-style-type: none"> • SEO 	<ul style="list-style-type: none"> • Interactive Map Updates • SEO
APRIL 2020	MAY 2020	JUNE 2020	JULY 2020
<ul style="list-style-type: none"> • Innovation Video #3 • SEO 	<ul style="list-style-type: none"> • Lifestyle Video #3 • SEO 	<ul style="list-style-type: none"> • Innovation Video #4 • SEO 	<ul style="list-style-type: none"> • Lifestyle Video #4 • SEO

let's kick off the branding...

Overview

With the official launch of "This is Kingsport," ARO recommends a full brand be created. This will require a logo system for "This is Kingsport," which includes an official logo and a simple text-version that partners can easily use. ARO recommends the logo be simple, modern, and flexible so it can exist as different illustrated versions for different events, pillars, and themes. Along with the logo, a full branding guide outlining colors, fonts, and imagery styles will need to be created to ensure consistency across all creative and strategic partners.

Promotions

Once branding is defined, it will be used in all tactics including promotional products. Materials such as stickers, apparel, and signage will be the fastest and most effective way for the general public to become familiar with the brand and gain a personal connection to and ownership of it. Branded will lead the initiative of creating all promotional items to communicate the brand and provide support to other creative and strategic partner's tactics and events.

"this is kingsport" brand

ENERGETIC • CHARMING • MODERN • POSITIVE

Family fun, innovative energy, scenic beauty. These are just a few things that Kingsport has to offer. "This is Kingsport" is a movement to celebrate and share all of the achievements and special moments in our beautiful city. The branding for this movement must be bold, yet simple and easily recognizable. It must also uplift the 4 pillars of Kingsport ...

LIFESTYLE IS ENERGETIC

With vibrant colors and imagery, we can highlight the exciting events and activities Kingsport has to offer. Photography of people and graphics with overlapping shapes should be utilized to keep things feeling light and energetic.

NEIGHBORS ARE CHARMING

Our small-town charm will be communicated through handcrafted elements, such as the custom illustrated logo versions for special events. Making the logo easily accessible by assigning a type style version will bring additional ownership to the citizens of our city.

ECONOMIC DEVELOPMENT IS MODERN

An underlying tone of economic development and innovation should be communicated in our branding. By utilizing bold, modern font styles and clean layouts we present our city as sophisticated, technologically advanced, and business-friendly.

PARTNERS ARE POSITIVE

The act of everyone coming together to work towards the betterment of the city should be celebrated. We can emphasize positivity with the tone, bright colors, light and legible fonts, and any photography of people that is happy and accepting.



the logo



this is **kingsport**



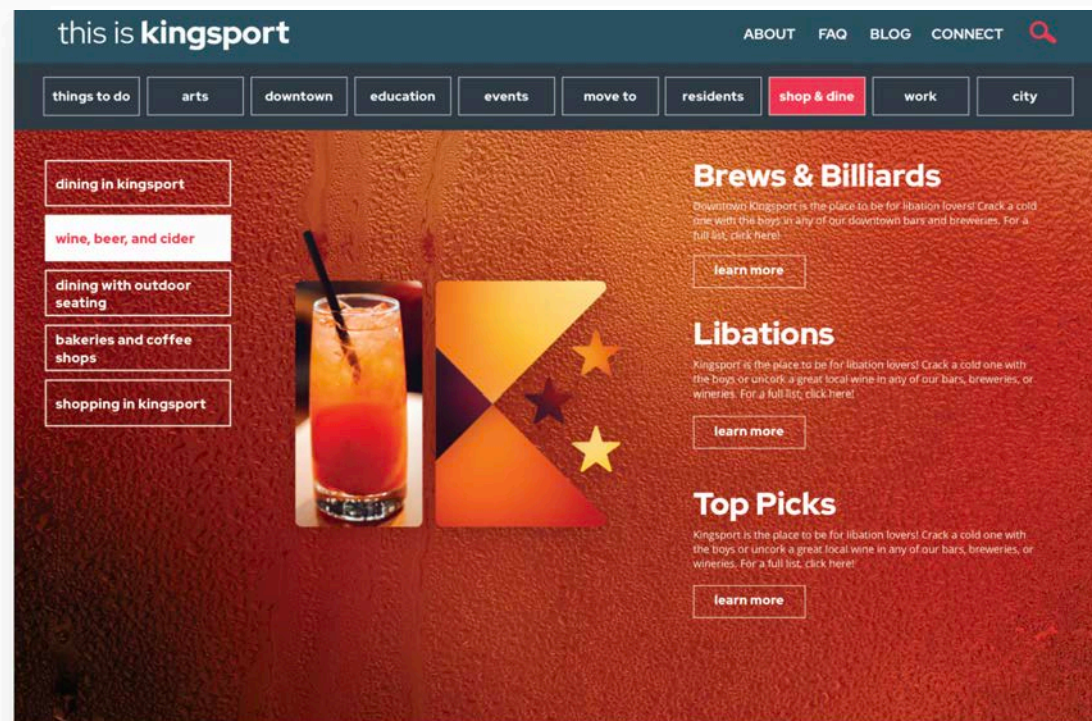
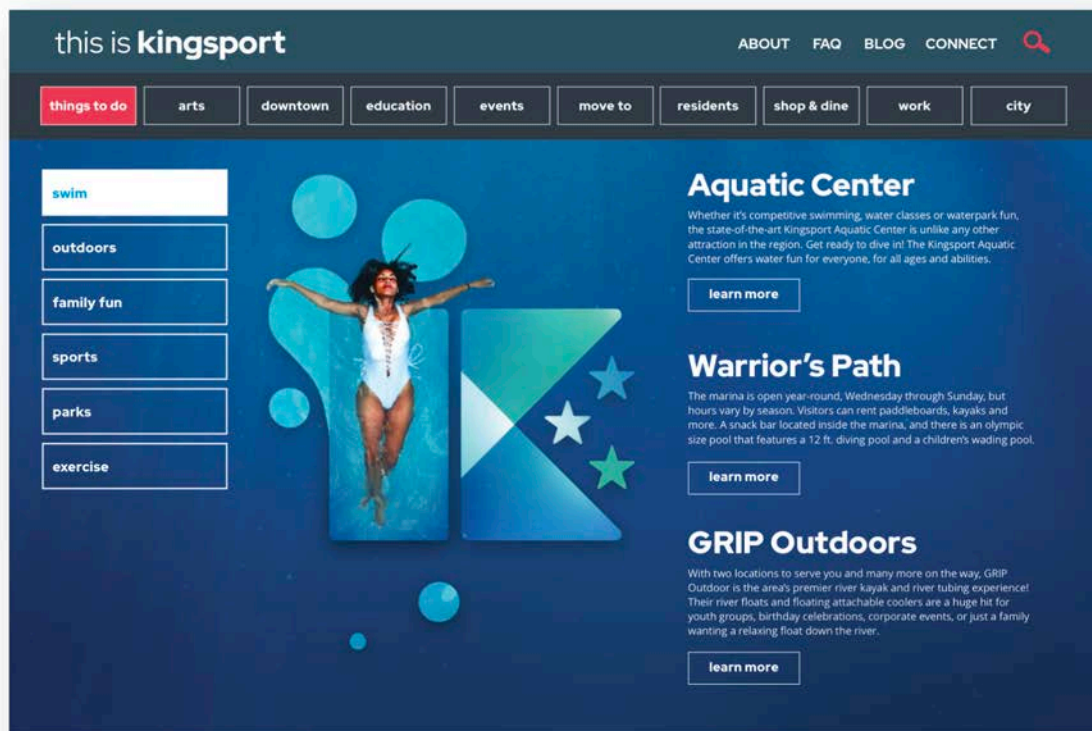
The logo has been crafted to function as a bold symbol that can be easily customized for events, themes, and more. The left part of the K shape is intended to be filled with photography and illustrations. The right side can function as a crown, relating to the "king" within our city's name, and subtly hinting towards the many achievements our city has made. The three stars from the Tennessee state flag have been added to further tie Kingsport to its state, and add additional visual charm.



this is **kingsport**



portal implementation



conclusion

The 2019-2020 Strategic Communications Plan will build upon the foundation of Kingsport's communications efforts. The direction for the "This is Kingsport" campaign will reinforce Kingsport's bright future and vision, with a focus on innovation as the city's key differentiator as we move forward with the regional branding initiative, Appalachian Highlands. All collateral and metrics will be shared for with strategic partners when and if needed.

