





City of Bristol
Proposal for Tourism
Marketing Services

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Engagement Letter

To Whom it May Concern,

ARO Creative Inc. gratefully submits our proposal to lead the strategic marketing plan and creative design implementation for the branding of The City of Bristol.

As a women-owned creative agency, we proudly represent the <1% of minority-owned agencies, and our work reflects the passion, cultural awareness and determination it takes to succeed in this industry.

We are a full-service agency that prides itself on creating stunning branding, comprehensive communication strategies, and immersive digital media experiences. We work hand-in-hand with your team, and our partner network to ensure seamless collaboration and award winning results.

ARO is confident in our ability to develop a strategic roadmap that describes the vision of where the City strives to be in the next 1-2 years. We look forward to setting a path forward to accomplish the community's highest priorities by utilizing our extensive experience with municipal branding and communication strategy.

We are excited for this opportunity and believe we will be a terrific partner with you as we assist with offering collaborative frameworks for designing effective public sector organizations, programs & services.

We invite you to take a deeper look into our work and ethos, and we look forward to working with you soon!

Sincerely,



Ashley Shutt
President + Creative Director



Executive Summary

Bristol, Tennessee is known for being a cultural staple of the region. The birthplace of country music, a world-renowned NASCAR race and a downtown in two different states, Bristol has so much to offer tourists. Nestled in the Appalachian Highlands on the border of Tennessee and Virginia, Bristol's tourism department requires a brand identity that sets them apart, and invites others in. From picturesque foothills to a historic downtown full of local treasures, Bristol is the place people go to be culturally, musically and personally enriched. At ARO, our goal is to create experiences that will enhance the lives of our local and national community. We specialize in strategic marketing communication and creating breathtaking brands that create lasting memories.

Inside this proposal, you'll find our vision for the City of Bristol, our extensive experience, a bit about our team, and letters of recommendation from our partners.



Vision Statement for Success

ARO Creative is a woman-owned, full service creative agency headquartered in Tennessee. Through comprehensive strategies, ARO is focused on cultivating partnerships, promoting community initiatives, and creating impactful work for our brands and clients.

OUR PROCESS

Our experienced, interdisciplinary teams work in close collaboration with clients, creating strategies to solve problems, communicate from vision and achieve bold goals.

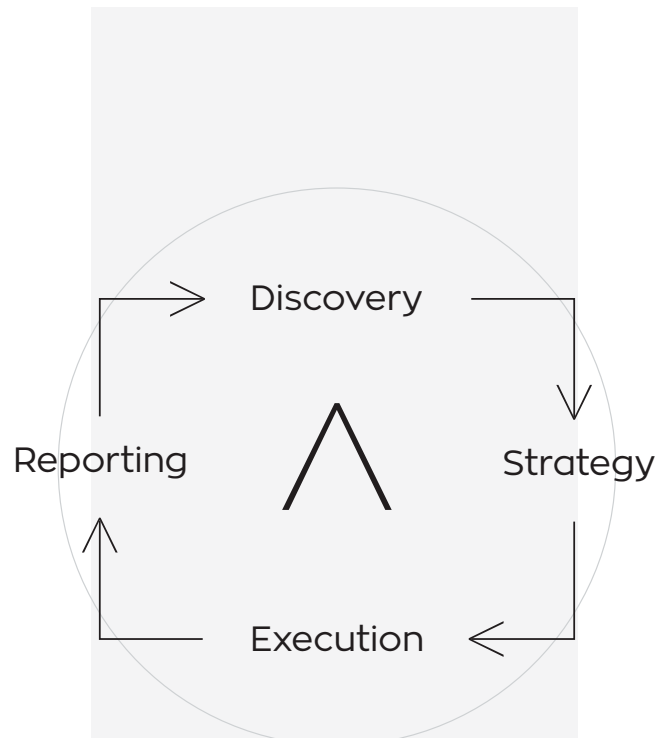
We believe that cohesive brand experiences result in consumer trust that's achieved with consistent, impactful, and thoughtful design thinking across all channels. These channels are best determined when research and strategy are applied before the execution stage. With the use of informed planning and decision making, our strategies continually meet our standards of success. To further improve future endeavors, all projects are reviewed on their levels of success to educate and inform our team on how to adapt and evolve in this ever-changing industry.

OUR APPROACH

ARO begins each project with a sincere understanding of our client's values and goals.

Together, we develop a strategy to connect the values of those goals across an array of communication tactics, creating engaging content as well as visual impact.

Our process also includes a strategic method for measuring our success with the ability to pivot quickly to ensure the inclusion of all our desired outcomes.



Capabilities

We are a full-service creative agency — and we don't take that description lightly. When we work with our partners, they can be assured that we deliver quality work that exceeds expectations and our goals.



NAICS Codes

- 541810** - Advertising Agencies
- 512110** - Video Production
- 541430** - Graphic Design Services
- 541511** - Web Page Design Services
- 541820** - Public Relations Agencies
- 541613** - Marketing Consulting Services

Strategy

- Growth
- Data Research
- Branding
- Strategic Planning
- Market Research

Marketing

- Campaigns
- Content Strategy
- Social Strategy
- Advertising
- Social Media
- Email
- Photography
- Event & Installation Design

Design

- Brand Identity
- Website & Web Management
- Prototypes
- Packaging
- Print & Digital Collateral

Implementation

- Content
- Experiential Design
- Film & Video
- Print Management
- SEO
- Analytics
- Public Relations

Questionnaire

1. Please list your firm's name, business address, and phone number, including a point of contact for additional information.

- ARO Creative Inc. 227 E Sullivan St. Kingsport, TN || Ashley Shutt, 423-262-6339

2. When was your agency established?

- January of 2018

3. Please explain your agency status

- Fully Independent, Woman-Owned

4. If you have more than one office, which would serve the account?

- N/A

5. Please list the total number of full-time personnel on your staff, identify them by the department and by professional support status.

ARO's business model and operational structure includes the incorporation of staff (including full-time, part-time, and contractors) from all over the country and Europe. This allows us the flexibility in both talent and budget to accommodate all types of client needs. This structure has been extremely successful in allowing us to custom-create teams based on experience and specialities which provides the greatest outcome for our clients. Our in-house staff includes:

- Ashley Shutt - President & Creative Director
- Samantha Culbertson - Art Director
- Kaylee Silvers - Account & Project Manager
- Kennedy Peacock - Brand Strategist & Copywriter
- Meghan Gaffney - UX Designer & Developer

Questionnaire Cont.

6. Please outline tourism related experience of your current staff members who would work on this account (include experience outside your agency and outside the advertising field).

- Our agency, as well as our staff, is well-versed in the art of tourism marketing and economic development. It has been a joy to accomplish tourism related goals for The City of Kingsport, This Is Kingsport, Kingsport Chamber, Greene County Partnership, and Chattanooga. Members of our staff have also designed and implemented tourism campaigns for Visit Knoxville, Bristol Motor Speedway, Hendersonville, and Trinity Falls, Texas. Each of our staff members and contractors listed in this proposal will have roles within this specific project and have been chosen based on their tourism and economic development expertise. 7. Describe the firm’s approach to completing the project.
- ARO’s approach and processes have been near perfected over the years and always begin with strategy above all else. Our ethos surrounds tailoring creative output to target the demographics, personas, and population buckets that are defined by first executing the necessary market research and analysis. We deem this process “Data Driven Creative” that allows us to achieve maximum ROI for our clients. In this case, our strategy for Bristol would drive the creative output for all other marketing initiatives in this campaign.

8. Exactly who in your agency’s management would be assigned to the City’s account, and how much of their time would be spent on the account?

- Ashley Shutt, ARO President & Creative Director, manages our accounts closely. Her time is broken down between overarching strategic goals of the client and directing all creative output to achieve outlined KPI’s. Clients who enlist ARO for comprehensive marketing strategies receive the bulk of Ashley’s time, as she specializes in creative strategy and production.
-

9. Who, within the agency, would take prime responsibility for and have final authority on the account?

- Ashley Shutt, President & Creative Director

Questionnaire Cont.

10. Include a brief discussion of your media and creative department's operational structure.

- Our interdepartmental structure largely contributes to the success of our agency's output and allows for seamless communication between our team and clients. Our process is outlined below in our "Vision Statement For Success".

11. How do you normally charge for your services?

- Our services are custom billed and take into account the necessary hours for completion, special accommodations, intricateness, and cost of production. For smaller projects (less than 6 hours) we bill an hourly rate of \$125. ARO's retainer clients receive a discount of \$15 per billable hour.

12. If you would like to make any additional comments indicating how you could contribute to the growth of Bristol as a tourist destination, please do so.

- ARO gratefully submits this proposal and is excited for the opportunity to contribute to our beloved region. As you will see below, we have a passion for place marketing and sharing our home with the world, in a new, fresh light. If you have questions about our work, or this proposal, please don't hesitate to reach out. We are always happy to help.

Work Plan

ARO's experience related to city-specific strategic communication plans allows us to have a comprehensive knowledge of what it takes to make Bristol's tourism strategy and branding initiative successfully operate as a road map for tourism and prosperity. Our scope of work will include the following key components:

Research & Discovery: (4 to 6 weeks)

Identifying the city's "buckets". This includes city departmental configurations, economic development drivers, tourism and shareholder wants and needs, tourism efforts, and current or future strategic partnerships. In addition to the buckets, ARO will work to identify both strategic priorities and essential KPI's.

Research will be gathered through a combination of internal and external focus groups, the City's core project team, current and past data analysis, and other means of collecting information including ARO's conclusive brand identity exercises. The City of Bristol will be expected to provide any relevant research conducted in the past, a verbal or written brief of any past or current marketing initiatives, completed brand identity exercise (provided by ARO) or other materials that will otherwise provide us with necessary data.

During this phase, ARO may suggest procedural innovations or concepts that we have implemented successfully on similar engagements. Upon completion, ARO will develop a comprehensive strategic marketing plan. This document (15-25 pages) will outline a communications roadmap, a detailed explanation of 1-3 year goals and initiatives, and finally a list of suggested marketing tactics with defined schedules of implementation.

Creative Development: (4 weeks)

ARO will begin to derive our creative development based on key information compiled during the research phase. Samantha Culbertson, our Artistic Director, is incredibly well versed in the art of human-centered design. She will work hand in hand with our creative and design teams to craft three to five logo options for review. The DMO's core project team will have the opportunity to review the logos in detail and provide any necessary changes or feedback.

Final Design & Development/Implementation: (2 weeks)

Upon approval of the initial logo and branding, Samantha Culbertson will refine the design with any provided feedback. From there, she will work to create a conclusive branding and style guide with corresponding colors, fonts, applications, and logo usage guidelines to be delivered as the final step in our process.

Upon delivery, The city will own all rights to the artwork, and be provided with packaged files, including fonts, icons, textures, and other aspects of the final brand. The City will be assigned a direct line of communication to ARO's President & Creative Director, Ashley Shutt, for any needs or questions, and quality assurance calls. A second account manager, Kaylee Silvers, will manage tasks and timelines as well as be available to answer questions.

Ongoing Campaign Development

The strategic marketing plan and branding are the first steps in the proposed tourism marketing services. Once these assets have been developed, it will allow ARO to begin building out the remainder of the campaign assets, including but not limited to: a microsite, visitors guide, digital marketing (blog, email, social media, influencer campaigns), video production and photography asset creation.

Related Work



this is **kingsport**

THE PARTNERSHIP

Strong heritage, focus on family and a vision to build on a foundation of innovation. “This is Kingsport” was a city-wide movement to celebrate and share 101 years of achievements and the continuation of an inspired outlook in the mountainous city of Kingsport, TN. After the implementation of a well-planned strategy, new and versatile branding, a brand video encompassing the vision, and website to showcase it all, Kingsport is leveraged to increase economic development initiatives, and encourage community engagement. Projects completed within this contract: comprehensive city-wide marketing strategy, “This Is Kingsport” campaign design and development, full branding package with logo and style guide/usage examples, campaign video, and a community website portal.

THE RESULTS

Comprehensive Strategic Communication Plan

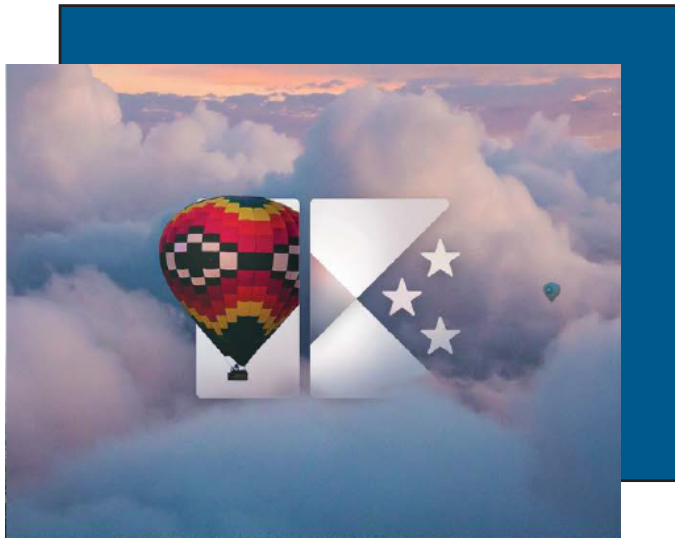
An In-Touch Community Website

Full Branding Package

Inspiring Hero Video



Strategy



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

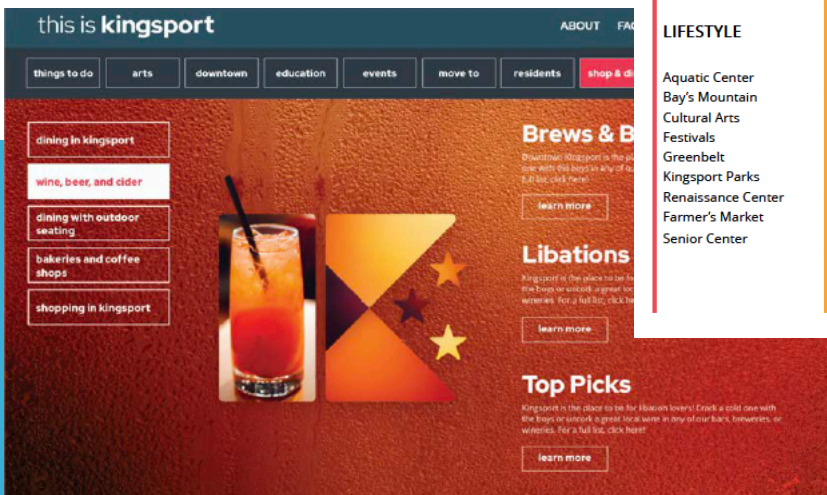
Challenges

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

Gets Information From

- Online searches
- Social networks
- Chamber of Commerce

Pillars



LIFESTYLE

- Aquatic Center
- Bay's Mountain
- Cultural Arts
- Festivals
- Greenbelt
- Kingsport Parks
- Renaissance Center
- Farmer's Market
- Senior Center

NEIGHBORS

- Citizen Announcements
- City Info FAQ
- City School Updates
- KATS
- Neighborhood Commission
- Pave Kingsport
- Petworks
- Public Works Week
- Sanitation
- Your Gov

ECONOMIC DEVELOPMENT

- AccelNow
- City of Kingsport
- ETSU
- HBDC
- KOSBE
- Inventor Center
- Northeast State
- Networks
- RCAM
- Streamworks
- Sync.Space

STRATEGIC PARTNERS

- 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

THE PARTNERSHIP

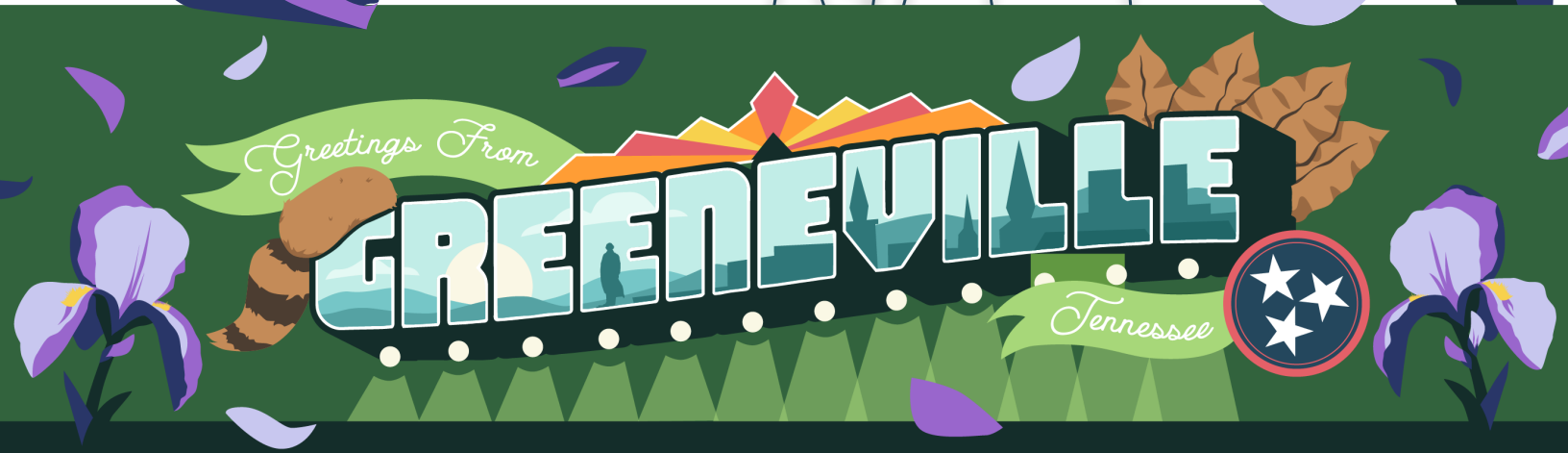
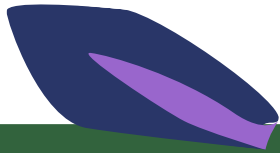
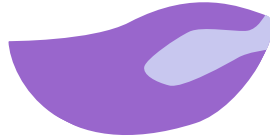
A partnership for the greater good. ARO partnered with the city of Greeneville, TN to capture the beauty, history, and rich community of the city and create a modern representation of future plans for their continued economic development and tourism initiatives. ARO designed and hand-painted a “Greetings From...” mural inspired by the heritage, adventure and hospitality of Greeneville, all while creating a fresh, user-friendly website to support the needs of the community.

THE RESULTS

Custom Wall-Mural

Cohesive Website

Modern Representation
of a Historic City







THE PARTNERSHIP

ARO's partnership with the City of Kingsport is largely centered around tourism and economic development initiatives. Most recently, ARO was tasked to create a city-wide marketing booklet to be used as a tool in recruitment. Additionally, throughout recent Opportunity Zone legislation, we have created a Kingsport prospectus document used to better inform both local and external shareholders in downtown revitalization projects.

THE RESULTS

Branded Marketing Booklet

Informed Prospectus

Digital Flipbook



KINGSPORT
TENNESSEE

2021 City Overview

KINGSPORTTN.GOV | CITY-SERVICES | ECONOMIC-DEVELOPMENT

5/26 CITY OF KINGSPORT

KINGSPORT LIFE

KINGSPORT HAS INVESTED OVER \$92 MILLION IN INFRASTRUCTURE AND QUALITY OF LIFE PROJECTS IN THE LAST FIVE YEARS

Kingsport, Tennessee is a charming town filled with community spirit, with countless opportunities for you and your family to grow.

HOLSTON VALLEY MEDICAL CENTER NAMED AS ONE OF THE TOP 50 CARDIOVASCULAR HOSPITALS

Kingsport offers quality living for anyone at any stage of their life. With great education systems, nationally-ranked healthcare facilities, a bustling art and culture scene and a booming manufacturing industry, anyone can put down roots here.

State of the Art Public Transit Center

Cost of Living is **12.8% Lower** than the National Average

No Income Tax in the State of Tennessee

Kingsport boasts over 100 neighborhoods. [Click the link here for more details.](#)

6/26 CITY OF KINGSPORT

RESULTS OF VISION

- AFFORDABLE.**
Tennessee is one of the lowest cost states in the nation and Sullivan County is one of the lowest cost regions in the state
- TOP EDUCATION.**
Higher Education Initiatives receive Innovations in American Government Award from John F. Kennedy School of Government at Harvard University
- HEALTHY COMMUNITY.**
City of Kingsport is the first in Tennessee to be named a Gold Healthier Tennessee Community from the Governor's Foundation
- SMART PLANNING.**
National award from the Small Town and Rural Division of APA for the best Comprehensive Plan for the Downtown Masterplan
- INVESTMENT IN MAKERS.**
Downtown Kingsport is home to its first ever makerspace encouraging inventors, artists, and tinkers to further their work into entrepreneurship
- PROMOTES LOCAL GOODS.**
Award winning Farmer's Market in the downtown Opportunity Zone bringing shoppers and vendors from all over the region

4/26 CITY OF KINGSPORT

GREAT PLACE TO LIVE

Safe Community
Internationally recognized as a Safe Community by **Safe Communities America**. One of only 19 International Safe Communities across the nation and the **only city with the distinction in Tennessee.**

Low Cost of Living
Kingsport continues to maintain the **lowest cost of living** in the region and has been recognized as the **2nd most affordable city in the nation.**

Top Retirement City
Named one of the **"best cities for early retirement"** in the nation by Magnify Money. Kingsport ranked fifteenth on its list of top 20 cities for a FIRE retirement — an acronym for "financially independent, retire early."

Miracle Field
Free and non-competitive, the field removes barriers that keep children and young adults with mental and physical disabilities from participating. **It is the first state-of-the-art baseball field in the Appalachian Highlands.**

Brickyard Park
A 43 acre premier sports facility and community park, this smoke-free facility includes **4 fenced and lighted ball fields with electric scoreboards and bleachers.** This is a perfect place to enjoy some sports and fun.

CHATTANOOGA

THE PARTNERSHIP

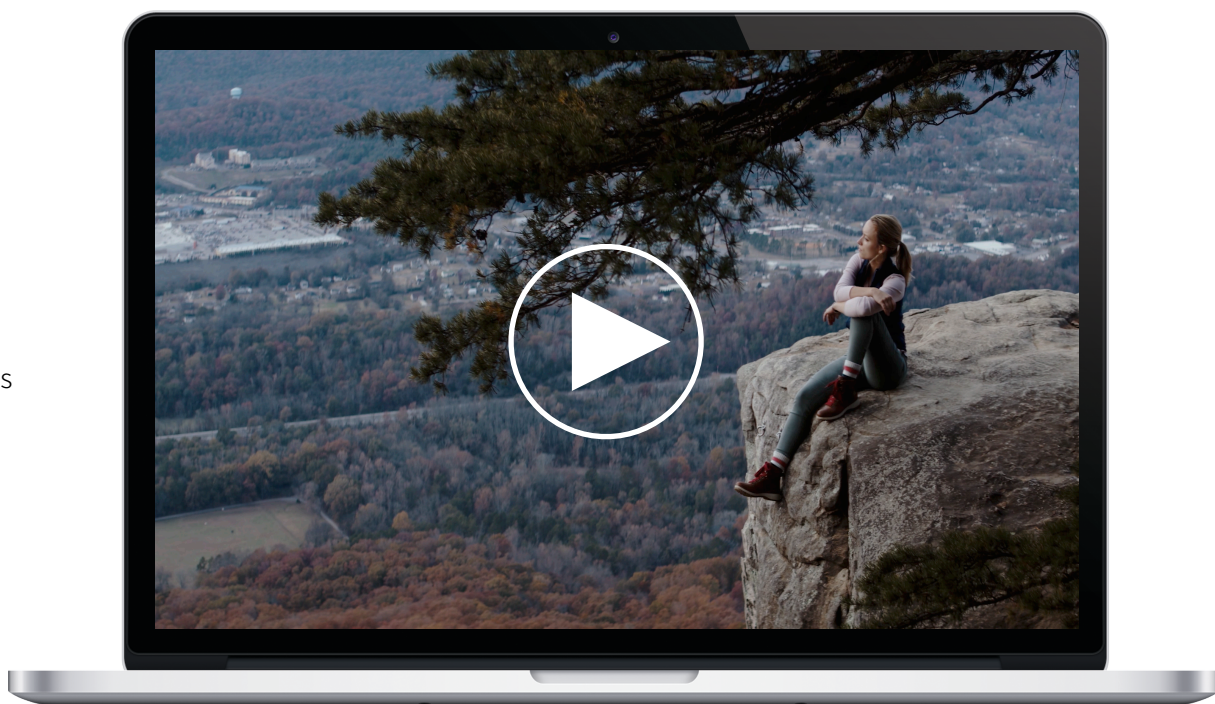
ARO created a spot for Visit Chattanooga catered towards a millennial demographic. This spot featured the numerous things to experience throughout the city, as well as the ease of travel to and from larger cities. With a bit of wit and a lot of beauty we created a video fully showcasing the experience of Chattanooga.

THE RESULTS

Cool Visuals

Relatable Story

New Experiences





**YOU'RE ALWAYS GOING
TO NEED ANOTHER DAY
IN CHATTANOOGA.**





THE PARTNERSHIP

A social event for the ages. ARO partners with the Kingsport Chamber of Commerce to create a brand and strategy for their annual dinner. An event that is sold out every year with over 1,700 people in attendance, it is the largest Chamber of Commerce Dinner in the United States. ARO reimagines the theme each year and develops the overall brand and the collateral for the evening. As a staple in the region, this event allows inspiring and creative work while also requiring us to be aware of the marketing and branding strategies resulting in an unforgettable evening for all. Yearly theme development, logo design and graphics package as well as print material design and fulfillment.

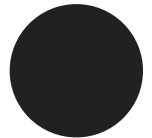
THE RESULTS

Stunning Collateral

Opulent Branding

Dignified Design

A Night to Remember



Sync.Space

Entrepreneur Center

THE PARTNERSHIP

As a primary partner of the State of Tennessee in recruiting start-ups, Sync Space promotes economic development through entrepreneurship and innovation. ARO has created elevated branding and communication tactics to deliver on Sync Space's goal of connecting entrepreneurs with opportunity throughout the Appalachian Highlands and the nation, helping to recruit businesses from California, North Carolina, Florida, Washington DC, New York, Texas, Ohio, Michigan and more.

THE RESULTS

Logo & Branding

Fresh Website

Appalachian Highlands
Brand Hero Video



APPALACHIAN HIGHLANDS

The Nations Epicenter for Rural Entrepreneurship

OCS

Optimal
Concept
Solutions

OCS creates effective learning experiences for clients of all types.



Stephanie Barham & Chelsie Dubay

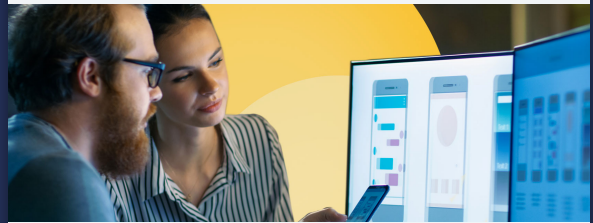
SS



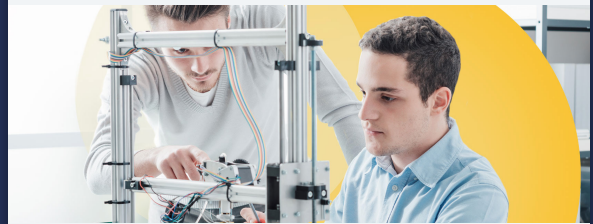
Sync.Space

Located in Northeast Tennessee, Sync Space is a business accelerator providing opportunities and resources to Tennessee startups.

Our mission is to be a leader in rural entrepreneurship, the epicenter of rural health, and a pioneer of advanced manufacturing innovations for startups.



Healthcare Innovation



Advanced Manufacturing & Materials



Empowering a Workforce for Startups

syncspace.org | info@syncspace.org | (423) 430-9675



Makers, Creators and
Online Retail Boot Camp

SYNC SPACE VIDEO To view the full video, visit: aroinc.com/cityofbristol



General Shale

THE PARTNERSHIP

Over the last two years General Shale has gone from being a leader in the building materials industry to becoming the largest brick manufacturer in the world. ARO was selected as the agency of record to help guide the brand through these transitions and has continuously provided the support needed for their international marketing. The General Shale team was looking to modernize the way they connected with their consumers and businesses. As their strategic marketing partner, ARO has helped usher in new, digital tools to connect with customers. Since the partnership began, ARO has delivered many successful campaigns from marketing strategy, print management, social media strategy and a multi-national website development transition. Work examples shown in this proposal are composed of projects spanning over a 2.5 year time period.

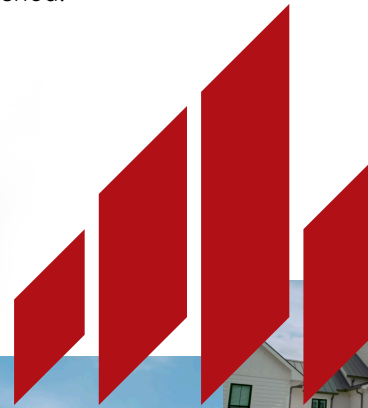
THE RESULTS

Video and Photography Library

Comprehensive Marketing Strategy

B2C, B2B and Internal Marketing Campaigns

Modernized Branding and Collateral





VIDEO SERIES

To see a small sampling of the multiple video series ARO created for General Shale, visit: aroinc.com/cityofbristol



Designing Interiors with Thin Brick

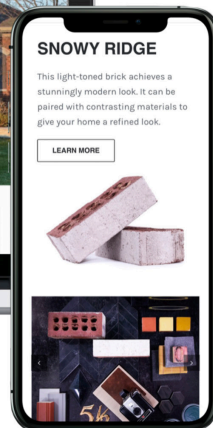


RUSTIC AND REFINED

GENERAL SHALE LOOKS

ARO created a look-book and microsite to feature some of the company's most popular bricks. Taking a fresh, interior design approach, custom photography was created to aid and inspire customers who are still picking their product.

To see this site, visit: generalshalelooks.com



Related Work

BRANDING PROJECTS



Our Team



ASHLEY SHUTT
PRESIDENT & CREATIVE DIRECTOR

A California native -- Ashley has extensive agency experience with a background including work in creative production, marketing strategy, and content for B2C and Fortune 500 companies. She has also implemented product brand strategies to assist the joint-venture of two Fortune 200 companies and has produced content for Clorox, General Electric, Camelbak, Goodwill, and other major brands. Among her professional accomplishments, she obtained a 40 Under 40 recognition, she is featured in "Who's Who In America, Top Professionals" and has received multiple, regional awards for entrepreneurship and business excellence in Tennessee.



HEATH GUINN
**VICE PRESIDENT OF BUSINESS DEVELOPMENT
AND STRATEGY**

Heath Guinn serves as ARO's in-house business strategist. With over 20 years of experience, he has launched multiple successful companies: from strategic communication consulting for online and traditional campaigns, to visual arts production, to consumer product lines. He has also led teams of employees and external agencies on various scales of design, interactive and media production in the marketing and communications industry. Notably, he consults and leads presentations to community leaders, business owners and marketing departments helping them understand their needs and successfully implement technology and communication methods into their businesses to promote economic development initiatives and market awareness. He is also the Northeast Tennessee partner for Launch Tennessee, helping to make Tennessee the most entrepreneur friendly state in the nation. He has partnered with businesses and higher education such as: Cleveland Clinic, Ballad Health, Northeast State University and East Tennessee State University.

Our Team Cont.



SAMANTHA CULBERTSON
ART DIRECTOR

Samantha works hand-in-hand with creative teams and individuals to guide projects to completion. She is an award-winning creative, and the woman behind many of ARO's famous designs. She dictates the visual direction needed for each project and sets processes to streamline agency output. Samantha has created engaging work for a wide array of target audiences, including a state-wide health campaign targeted at students, and an identity package that led to a city being recognized as one of Tennessee's healthiest communities. Having successfully launched and completed dozens of websites and branding projects including logo design, brand guidelines, and supporting collateral design, Samantha uses her client experience and design processes to give back to the community and help teach young designers how to quickly integrate into the workforce. She has created work for Fortune 500 companies, international companies and nonprofits.

A handwritten signature in black ink that reads "Samantha Culbertson".



KAYLEE SILVERS
ACCOUNT EXECUTIVE

Kaylee is a detail-oriented and organized leader who is dedicated to managing ARO's accounts, finding solutions, and problem solving. She has extensive experience in brand strategy and social media content creation; pitching ideas to better serve client's needs. She is dedicated to creating new and interactive content that helps support the missions and ideas of our client portfolio. Kaylee specializes in interpersonal communication, data management, and various other content development and management assets.

A handwritten signature in black ink that reads "Kaylee Silvers".



KENNEDY PEACOCK
COMMUNICATIONS SPECIALIST

Kennedy is an outstanding brand strategist who uses her experience in journalism and communications to create consistent messaging and engaging content. A storyteller by trade, she has marketing experience for Fortune 500 companies and universities, as well as extensive journalism experience. Her education has encouraged her to be a life-long learner, passionate about modern technology, relevant messaging and innovative marketing solutions. Kennedy specializes in key messaging, public relations, strategy and web development.

A handwritten signature in black ink that reads "KP".

Our Team Cont.

EDY RECENDEZ **DIRECTOR/VIDEOGRAPHER**

Edy Recendez is a director based out of Knoxville, TN. He started working in the industry from an early age which led him to understand and value every aspect of film making. Edy specializes in tourism and place advertising. He's a problem solver by nature, his creative vision along with his passion for collaboration is what has led him to work with a number of different brands and artists from all over the globe.

MEGHAN GAFFNEY **UX DESIGNER**

Megan is an awarded UX Designer with experience in the tourism, government and music industries. She creates flawless websites, conducting research, wire framing, prototyping and building. Megan prides herself on building websites that are user-friendly, modern and provides amazing user experience. With a Master's degree in business and branding, she knows what is needed to create an innovative site that -- while stunning -- invites users to be immersed in technology that creates actionable experiences.

TAYLOR STERN **DIGITAL MEDIA/CONSUMER EVENT STRATEGIST**

Taylor works on the Consumer Marketing team as the Sr. Marketing and Events Manager for USA TODAY producing corporate events and overseeing marketing strategy. She has worked with ARO for 3 years on developing and implementing digital strategy. Taylor has experience with social media management, event production, and building brand presence. She coordinates and facilitates events for The National Sports Awards with VIP guests including Shaquille O'Neal, Clay Matthews and Von Miller. This touring event brings in several million dollars a year for the USA Today Network.

CHARITY HONEYCUTT **HONEYBEE STYLING & DESIGN**

Charity is an art director, event designer, and stylist. She designs sets for global production companies, HGTV, Travel Channel, and Discovery Network. Among her many accolades, Charity was the stylist and set designer for a John H. Daniels marketing campaign that featured Chris Blue. She works alongside stars such as The Property Brothers Drew and Jonathan Scott, Patricia Nash, Erin and Ben Napier of Hometown, and many more. In 2016, she planned Jordan Smith's (winner of The Voice) wedding which was featured in People Magazine, one of over 30 weddings she produces each year. Charity has worked hand in hand with ARO over the years and is considered an integral member of our creative team.

TO SEE MORE OF OUR TEAM, VISIT AROINC.COM/CREATIVE-PARTNERS

Relevant Clients



Letters of Recommendation



Friday, January 22, 2021

It is our joy at the City of Kingsport to strongly recommend ARO Creative Inc. for any branding/communications work and partnerships.

We began working with ARO after deciding we needed to implement a fresher look in our city's branding. We had been watching the ARO team for some time and it was evident that they were extremely talented. After seeing their work be so successful, we were so glad to partner with them to work on rebranding our city.

ARO Creative orchestrated the city-wide strategy and the campaign development, and exceeded our expectations. Their design and campaign expertise are, frankly, unmatched. They were extremely collaborative with internal and external partnerships and agencies and encouraged us many times to think outside the box.

On top of their work, they are simply a great team. They are personable and communicate well; we were always in the loop. They meet deadlines and truly seek out to best understand the goals and values of their clients.

If you need any more specific examples of why ARO is a wonderful team to work with, do not hesitate to contact us.

Sincerely,

Adrienne Batara
Public Information & Communications Director
City of Kingsport

To whom it may concern,

ARO continues to be a quality partner in working with General Shale marketing as our agency of record. After multiple years of collaboration and planning, the team continues to approach each project with a genuine interest and investment in understanding our brand, products, customers, and employees.

The team's technique in providing solutions and ideas is thoughtful and professional, with a refreshing sense of creative enthusiasm. The results of the multiple projects we've completed with ARO have yielded overwhelmingly positive responses from our employees and industry colleagues, as well as measurable results that have grown our business.

We look forward to a continued partnership with ARO. and would highly recommend them for business and marketing solutions.

Regards,

A handwritten signature in black ink that reads "Luke Guinn". The signature is fluid and cursive, with the first name "Luke" being larger and more prominent than the last name "Guinn".

Luke Guinn

Marketing Manager, General Shale



Partnership for Progress™

Tuesday, January 26, 2021

Letter of Recommendation for ARO Creative

To Whom It May Concern:

It is with great pleasure I write to enthusiastically endorse the outstanding team at ARO Creative for any communications/marketing/branding project or contract.

I have worked with this amazing company for the past few years on the Kingsport Chamber's Annual Dinner. Dubbed "Kingsport's Social Event of the Year!," this popular, sold-out event is the major fundraiser for our organization. With more than 1,700 in attendance, it is the largest Chamber of Commerce Dinner in the nation and a high-profiled, very visible affair. And a big reason for the evening's huge success is due to the dedicated, talented, creative and consummate professionals at ARO Creative.

ARO Creative served as the creative design and brand sponsor for the event. Their design work was stellar, the creativity unparalleled and the professionalism first-class. They were always ahead of schedule and exceeded expectations at every turn. Their detailed planning and constant communications with us relieved any worry or stress as they managed their efforts with a calm and reassuring presence.

ARO Creative created the design theme for the evening and produced the event's invitation, tickets, program and stage backdrop and helped with the event's marketing/branding strategies. We continue to receive numerous compliments on their fabulous work. It is because of their branding genius, superb creative design and marketing ideas that the event had another record, sold-out crowd. The event continues to garner enormous media attention and it has received national acclaim, including award recognition from the Tri-Cities TN/VA Public Relations Society of America (PRSA).

In addition to ARO Creative's superb design and marketing skills, their team's personable and friendly demeanor makes working with this fine group a true pleasure. I have worked with ARO Creative on other city projects and business endeavors and their work is always first rate and their results highly successful.

As one who constantly plans and attends numerous events and who produces a variety of marketing campaigns, I can attest without hesitation that the superb team at ARO Creative is first-class in every aspect of marketing, social media, creative design and brand development and will take any promotional endeavor to the highest levels of excellence.

I strongly and proudly applaud ARO Creative and highly recommend them to any potential client.

With much appreciation,

Robert H. Feagins
Executive Director of Communications & Development
Kingsport Chamber

Appendix

OWNERSHIP

Upon project completion and payment, The City of Bristol maintains sole ownership of all content created or procured. Any licenses or fees purchased during the development of all marketing and branding materials will become ownership of The City of Bristol.

WARRANTY AND ONGOING SUPPORT

ARO Creative provides a 60-day warranty on all work starting at the final launch date. During that time, we guarantee all deliverables are functional. Any work performed after this time is handled as additional support and billed separately at an hourly rate of \$125/hr.

NAICS Codes

541810 - Advertising Agencies

512110 - Video Production

541430 - Graphic Design Services

541511 - Web Page Design Services

541820 - Public Relations Agencies

541613 - Marketing Consulting Services

ARO is proud to represent the < 1% of minority-owned agencies, and we look forward to the opportunity to work with The City of Bristol. For further questions or to request additional work examples, please contact:

Ashley Shutt, President & Creative Director

ashley@aroinc.com | 423-262-6339 | aroinc.com





ashley@aroinc.com | [423-262-6339](tel:423-262-6339) | aroinc.com