

Report 4:
MARKETING PLAN



Presented to:
TRI-CITIES RESEARCH DISTRICT

REPORT 4: Marketing Plan

TABLE OF CONTENTS

INTRODUCTION 1

MARKETING VISION AND GOALS 5

MARKETING SELLING POINTS 8

RESEARCH DISTRICT BRAND 11

MARKETING RECOMMENDATIONS 18

Final Report
January, 2006

Delivered to:

Tri-Cities Research District

Prepared by:



Introduction

Economic development promotion is ultimately a marketing activity that has two functions, to promote a community and to improve the community's product. To be complete, an economic development plan should include community development recommendations as well as those for marketing to an external audience. Great economic development initiatives involve the entire community working together to improve the local "product" while the economic development organization works to improve awareness and perception of the community in the outside world.

In the case of the Research District, we aim to make improvements (primarily land use) to the District and promote it to future tenants/companies (marketing). The implementation of the *Land Use and Marketing Plan* will depend on both physical and marketing changes.

In this *Report 4: Marketing Plan*, AngelouEconomics has outlined three primary areas of recommendations: branding, internal marketing, and external marketing. AngelouEconomics has maintained throughout the project that marketing will drive land use decisions, both short- and long-term. Simply stated, without the prospects that marketing generates, land use issues will be irrelevant. While some communities in the U.S. enjoy a natural trend of technology growth, the Tri-Cities will need to rely heavily on marketing activities to generate demand for the Research District.

The consulting team led by AngelouEconomics believes that the Research District's top priority should be stronger national public relations. Information is simply not flowing out of the Tri-Cities as it should about the research and technology capabilities of the community. While PNNL does engage in some business development activities (e.g. conferences, sales visits), the largest "gap" for this project is the technical capabilities of the Tri-Cities versus its awareness across the U.S. One case in point, observe the lack of results on search engines when you type "Tri-Cities and technology" on Internet and news research sources.

These reports are part of a strategic effort, the *Research District Land Use and Marketing Plan*, whose goal is to bring more jobs and investment to the Tri-Cities in science and technology industries. In addition to the *Research District Land Use and Marketing Plan*, AngelouEconomics recently completed an update to the TRIDEC marketing plan. The TRIDEC effort provided a parallel plan to enhance the overall economic development marketing activities of the region, and the Research District will benefit from a reinvigorated marketing campaign by TRIDEC. As the regional marketing agency, TRIDEC will play a large role in the recruitment of companies to the region and the District. In addition, marketing efforts by Pacific Northwest National Laboratory will be an integral part of marketing the Research District.

AngelouEconomics strongly believes that numerous Tri-Cities organizations, together, can make a significant impact on the awareness of the Research District's assets in the eyes of the target audiences. With a specific list of marketing recommendations that should be implemented, the Research District Plan will begin a process of making clear advances in growing a successful research park.

The Process

This endeavor will yield 6 separate reports that will guide the community through the development of the Research District:

Report 1: Economic Assessment

Provides an overview of the Tri-Cities economy and highlight unique strengths that will support future economic development

Report 2: Research Park Case Studies

Examines 6 leading research parks and national labs in the U.S. to identify their best practices

Report 3: Target Industry Recommendations

Identifies specific industries and sectors that are most suited to attract to the Research District based on Tri-Cities assets

Report 4: Marketing Plan

Recommends actions that will best promote the Research District and Tri-Cities to target industries for relocation or expansion

Report 5: Land Use Plan

Will offer recommendations on how the physical environment should be prepared or developed for new corporate investment in the Research District

Report 6: Organizational Plan

Will outline specific steps that should be taken by local institutions and governments to support the Marketing and Land Use plans

AngelouEconomics uses a variety of sources of quantitative and qualitative information that aids our analysis. To begin, the consulting team collected numerous studies and plans that were previously conducted for the Tri-Cities. **Several studies in particular connected to our current effort:**

- "Business and Industry Targeting Study," TRIDEC, June 2004
- "2005 Work Plan", TRIDEC Commerce and Industry Division, January 2005
- "A Strategic Plan for Richland, Washington", November 2003
- "Higher Education in the Three Rivers Community", Higher Education Task Force Report, Three Rivers Community Roundtable, August 2004
- Richland Comprehensive Plan, 2004 Update

Our intent is not to recreate any work that has already been done, but to evaluate it, verify it, and build on it so that a clear plan of action can be created and pursued by the community.

AngelouEconomics also gathered qualitative data through focus groups, face-to-face interviews, telephone interviews, and community tours. AngelouEconomics has engaged individuals across the region: local economic development officials, city and county elected officials and staff, city planners and managers, civic leaders, major employers, startup companies, lab officials, developers, representatives of secondary and higher education institutions, and citizens. **An online survey was also created to gather input from a larger number of citizens and businesses.** The survey focuses on the perceptions of individuals who work or live in/around the Research District. The survey can be taken through the project website: www.ResearchDistrictFuture.com

In addition to past studies and public input, quantitative data were collected from national, state, and regional sources, including the U.S. Bureau of Labor Statistics, the U.S. Census Bureau, the American Chamber of Commerce Researchers Association (ACCRA), the State of Washington, and the cities, counties, and ports within the Tri-Cities.

The process began in late January and will continue into early 2006:

**Process:
Research District Land Use and Marketing Plan**

PHASE ONE	PHASE TWO	PHASE THREE	PHASE FOUR
SET UP	ASSESSMENT	TARGET INDUSTRIES	STRATEGIC PLANS
Introduce project team Define expectations, timelines and Advisory Committee Launch Project web site	Economic Assessment Research Park Case Studies Trip 3: Deliver Economic Assessment and Case Studies reports, Collect Additional Input July: Deliver Assessment reports	Identification of target industries and businesses	Trip 5: Deliver Recommendations to the Advisory Committee • Marketing Plan • Land Use Plan • Organizational Plan Finalize all Plans
COMMUNITY OUTREACH		MARKETING	
Trip 1: Collect public input 20-30 one-to-one interviews 3-4 focus groups Online survey Trip 2: Additional input		Marketing theme and park name Internal marketing External marketing Trip 4: conduct marketing and land use focus groups	BEGIN IMPLEMENTATION

Report Format

This report, "*Marketing Plan*," is divided into five sections:

1. **Marketing Goals**
2. **Marketing Selling Points**
3. **Branding**
 - *Elements of a Brand*
 - *Review of Branding Best Practices*
 - *Research District's Target Audiences*
4. **Internal Marketing Recommendations**
5. **External Marketing Recommendations**

The Research District's marketing plan is organized around six topics: marketing goals, marketing strengths, branding, internal marketing recommendations, and external marketing recommendations.

The first section, **Marketing Goals**, defines a vision for the Research District and shows how the perceptions of the Research District provided by the online survey support these goals. The second section, **Market Selling Points**, provides selling points that were identified in past research including *Report 1: Economic Assessment*. The third section, **Branding**, provides a review of how branding is done for economic development purposes and profiles the brands of other competing research parks. Target marketing audiences are defined so that future marketing activities can be customized.

The fourth section, **Internal Marketing Recommendations**, discusses ways to improve communication within the region to enhance the image of the Research District and build support for this plan's implementation. The fifth section, **External Marketing Recommendations**, offers strategies for promoting the Research District to its target audiences.

A *Marketing Implementation Guide* will be presented to the Advisory Committee of the Research District to be used confidentially throughout the implementation of marketing activities in the coming years. **Please contact the Advisory Committee to learn more about the specifics of this Plan and how you can contribute to the effort.**

What is the Research District's vision?

The success of the Research District will involve numerous players within the Tri-Cities. With this in mind, AngelouEconomics and the Advisory Committee designed a process that would collect public input from officials, citizens, and businesses from the cities neighboring the Research District: Richland, Kennewick, Pasco, and West Richland. AngelouEconomics conducted numerous focus groups, face-to-face interviews, telephone interviews, and community tours. AngelouEconomics engaged local economic development officials, city and county elected officials and staff, city planners and managers, civic leaders, major employers, startup companies, lab officials, developers, representatives of secondary and higher education institutions, and citizens. An online survey was also created to gather input from a larger number of citizens and businesses to measure their perceptions of and goals for the Research District. Due to strong marketing efforts by PNNL and Richland, 550 individuals responded to the online survey, far surpassing our original goal of 200 responses.

Input was received throughout the planning process regarding a vision for the District. We profile the various comments by stakeholder groups:

Tenants / Companies

Research District tenants are interested in the district offering a **high quality environment** in which to work. They feel that an appealing environment (landscaping, pedestrian trails, attractive architecture, for example) will make it easier for them to recruit and retain workers.

PNNL

PNNL is interested in the Research District providing opportunities for **collaboration** with its current and future corporate clients. It wants to be in an environment that leads to **stronger connections** with neighboring businesses. Overall, PNNL wants the Research District's land and marketing plan to complement its own campus growth plan.

Local government

Local governmental entities look to the Research District as a strong tool for economic development and a **job and tax revenue creator**. Regional organizations, such as city and county governments, ports, and business organizations view the Research District as a resource whose **impact will reach far beyond the District's boundaries**. They see the Research District leading to region wide **job growth, a stronger regional brand identity, and mechanism for new business startup**.

Developers

The Tri-Cities real estate community views the Research District as a tool they can use to **generate new investment opportunities** and support their current investments in the area.

AngelouEconomics created a clear vision for the Research District to guide the implementation of this plan. A vision statement essentially describes “who” the Research District seeks to become. This vision should be adopted or supported by organizations that collaborate with the Research District.

The Research District’s vision is to be a world-class location for companies to grow and to collaborate for the advancement of science and technology.

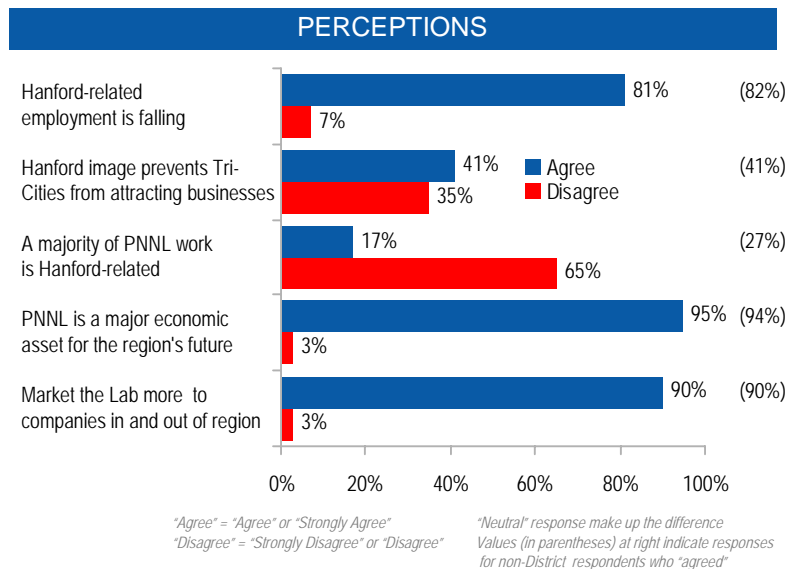
This vision statement recognizes several top priorities and themes that will strongly support the District’s success:

- The Research District is a strong, marketable asset that should be promoted on a national and worldwide basis.
- The Research District is one of the region’s top selling points and should receive the internal support needed to make it a truly competitive location for science and technology.
- The Research District should be closely linked to the region’s economic development efforts. It is a distinguishing asset of the Tri-Cities.
- A more prominent national role is needed for the Research District and its tenants.

What existing perceptions will affect the marketing of the Research District?

AngelouEconomics asked respondents to an online survey to give their perceptions on several issues affecting the Research District: its image, its amenities, and its goals. Respondents answered:

- **95% of respondents indicated that PNNL is a major asset for the region’s future.** *Selling the Research District as an economic asset that benefits the entire Tri-Cities population will enhance the District’s chances for success.* In fact, 49% of all 548 respondents to the survey live outside the city of Richland, and 51% of people who work inside the Research District live outside Richland. Clearly, the Research District affects all parts of the Tri-Cities.
- **Only 17% indicated that over 50% (a “majority”) of work at PNNL is Hanford-related.** *We know that today, a small percentage of PNNL work is Hanford-related – less than 15%. Underscoring this new fact should become a priority in internal marketing within the Tri-Cities.* A higher percentage, 27%, of non-District workers believes that PNNL is a primarily Hanford-related.
- **41% of respondents indicated that the Hanford image still prevents Tri-Cities from attracting new companies to the region.** *Redirecting perceptions of the Tri-Cities toward new technologies, not Hanford work, will benefit the region and the Research District.*



- **81% of respondents believe that Hanford-related employment is falling.** *Recent cutbacks at Hanford due to lower federal budgets underscore this fact. The survey response indicates that most people understand that Hanford jobs cannot be relied on long-term to support the economy.*
- **90% of respondents indicated that more should be done to market PNNL to companies both inside and outside the region.** When combined, these survey results indicate strong desire for a renewed effort to market and grow the lab and the surrounding Research District.

What should be the marketing goals for the Research District?

While this plan is described as a "Land Use and Marketing Plan" for the Research District, AngelouEconomics strongly believe that marketing should have a higher priority than land use. Without adequate marketing, land use decisions will simply not have the chance to impact the District's future success. **Marketing** must drive all activities at the Research District, and land use should follow as the market demands it.

Any future action that takes place on behalf of the Research District should seek to accomplish one of two marketing goals:

GOAL ONE: Create stronger awareness of the Research District and the Tri-Cities

GOAL TWO: Expand the number of regional participants supporting the growth of the District

The recommendations in this plan are designed to help the Research District attain greater awareness, a strong brand image, and regional support. All recommendations seek to entice new development and activity inside the Research District.

What are Research District's strengths to guide marketing efforts?

In Report 1, AngelouEconomics conducted an economic assessment of the Tri-Cities and the Research District. From this analysis, we can identify several selling points that will guide future marketing campaigns by the District:

Research District Selling Points

- **Low cost of doing business.** The cost of doing business in the Tri-Cities is lower than the national average and significantly below those within other west coast locations. Land and worker costs are very competitive, though construction costs are comparable to the U.S. Energy costs are low in the Tri-Cities, and the tax environment is comparable to the U.S, though not a strong selling point.
- **Technical capabilities.** WSU-Tri-Cities and PNNL were both cited as available to assist local businesses and create new partnerships. Research conducted at PNNL greatly enhances the region's image in the technology community, but more can be done to assist the commercialization and growth of technologies in the private sector.
- **Highways, rail, and ports.** Multiple interstates provide excellent connection to major west coast markets. Ports and rail provide multi-modal options to distributors and manufacturers. Air service into the region is limited but should be considered good for a region this size.
- **Educational institutions.** Local post-secondary institutions such as WSU-Tri-Cities and Columbia Basin College have received high marks for their education of local residents. However, neither attracts many students from outside the region. Local school districts are competitive, and several have received national awards for excellence. However, the region overall still lags behind the U.S. in educational attainment.
- **Quality of life.** The Tri-Cities offers a lifestyle of recreation in a natural setting (river, trails, and sports), while a growing tourism industry offers new amenities such as wineries and retail. Overall, the cost of housing is competitive in the Tri-Cities, but there is a lack of executive housing. The temperate climate is appreciated by residents, and many choose to retire in the Tri-Cities.
- **Land availability.** The Research District (and Tri-Cities) enjoys a high availability of land for future development. Several thousand acres of land are available for development in and around the Research District. More land in and around the Research District is available than will be needed for 50+ years, considering land consumption trends over the past decade.
- **Highly educated technical workforce.** Educational attainment of Richland's workforce is high due to the presence of so many Lab scientists and Hanford engineers. The Tri-Cities boasts one of the highest number of PhD's per capita. However, the region's small size naturally means that the labor pool from which businesses can draw will be limited, suggesting smaller companies will be more likely to relocate than large facilities.

Proper marketing will also address the challenges that exist for the Research District, and when possible, change the external perceptions of these:

Research District's Top Challenges

- **Location.** While the Tri-Cities offers a good location relative to major markets in Washington and Oregon, the region's relative distance to most of the U.S. will be a major barrier to attracting companies from outside the bi-state area. The Research District's location in north Richland provides some insulation from surrounding area (a good thing), but this requires that workers commute above-average distances to the District from all over the metro. Some technology companies will prefer to locate in central Tri-Cities to maximize their ability to draw workers.
- **Low awareness.** The Tri-Cities brand is known in Washington State and surrounding regions but has little name recognition in the rest of the country. The Research District (or S&T Park) is not well known outside the region, and more should be done to create its image in the eyes of Tri-Citizens. Negative images relating to Hanford and the industrial areas to the north of the Research District will cause some concern among prospective District tenants. Future marketing efforts should work to build awareness on a national scale among the District's target audiences.
- **Low availability of buildings.** While plentiful land is available throughout the Tri-Cities, few buildings are available, and little sublease space is available. Costs are clearly competitive, but the lack of buildings will require most relocating companies to build their own facility. Some businesses, particularly those in technology, will be hesitant to make significant new investment in facilities, preferring flexible leasing space that allows for growth.
- **Hanford uncertainty on job base and office market.** While the Tri-Cities benefits tremendously from jobs at Hanford, with 12,000 Hanford-related jobs, federal budgets for Hanford fluctuate and are falling long-term. Lack of certainty in Hanford budgets has meant that contractors could vacate space in the Research District area with short warning. Likewise, an accelerated timetable would create a space crunch. Developers have been hesitant to speculate in this office market, and, as a result, few Class A office products are available.
- **Few Public Incentives.** Few public incentives are available in the Tri-Cities. Most involve loan programs. The lack of state assistance for major projects means that the Tri-Cities will have to rely on its assets to influence the location decisions of companies, not financing incentives. Furthermore, the State of Washington does not have a pro-business image. No Research District-specific incentives exist.
- **Low curb appeal.** Several older buildings in the Research District are incompatible with a high-tech research park. Many of the buildings are original construction to support Hanford, and most are now being used by non-Hanford companies for uses outside their original intent. Facades of existing office buildings are dated and institutional in appearance. Sidewalks and connectors between buildings are not present in most cases.

-
- **Few Research District amenities and housing.** With a small number of restaurants (open only for lunch), workers either choose to leave the Research District for lunch or stay inside their office buildings (the more frequent choice). Hiking trails along the river offer some opportunities for relaxation and exercise for breaks, but no parks or public spaces intended for social breaks or lunchtime locations further requires workers to “go it alone” in their buildings or their cars. Some investments seek to change these conditions. There is some housing available within Research District but no mixed-use residential developments typical of other research parks in the U.S.
 - **Shrinking young professional workforce.** The region is losing its percentage of residents in the younger end of the working age segment that is critical to technology employers. A systematic strategy to attract and retain young workers is needed. Current and planned improvements in quality of life and recreation will enhance the region’s attractiveness to this important demographic.

Each of these issues will help shape the brand of the Research District, as well as the Tri-Cities. We discuss the District’s brand in the next section.

Elements of a Brand

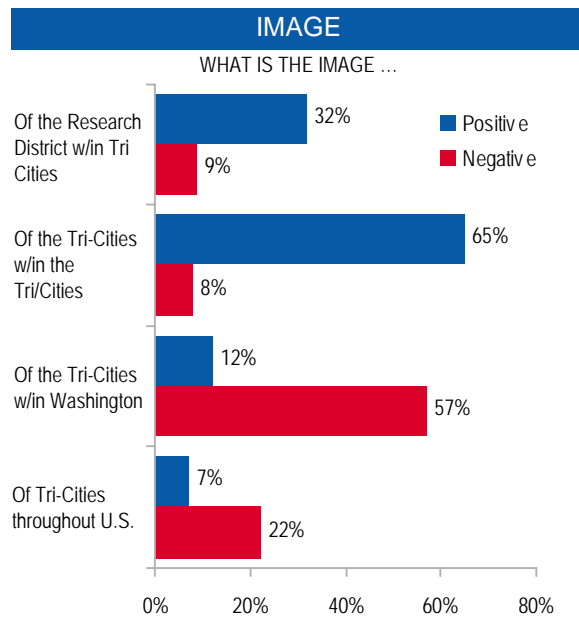
A research park's brand is an important component of a marketing strategy. Some of the most successful research parks are so well known that the mention of their name conjurs specific business sectors or companies located within the park.

When considering the Research District's brand, it is first important to acknowledge that its identity will be intimately tied to that of the Tri-Cities. As the Tri-Cities becomes better known at a national level, the Tri-Cities Research District will also. Conversely, the more successful the Research District is in establishing its brand (and benefiting from the increased prospect activity that is generated), the more active economic development will be for the region.

Throughout AngelouEconomics' work in the Tri-Cities, it has emphasized the need for internal adoption of a single marketing image and message. Successful national brand recognition will be much easier to accomplish if everyone is speaking in one voice. In TRIDEC's marketing plan, AngelouEconomics recommends a new logo and marketing theme that will boost the image of the region and help it better resonate within the minds of its target audience. The same applies for the Research District. In fact, we recommend that the two organizations adopt the same logo graphic.

AngelouEconomics has also reiterated the need for targeted marketing. The Tri-Cities should not try to be all things to all businesses, and neither should the Research Park. Economic development will be highly targeted at those businesses that will contribute to achieving the region's vision. Targeting helps concentrate marketing efforts to a point in which the Research District's leaders become experts within those industry sectors, able to communicate with and expend marketing resources in areas that directly reach those companies.

The Research District currently suffers from a lack of awareness both locally and nationally. When asked what the image of the Research District is within the Tri-Cities, a majority of survey respondents provided a "neutral" or "no image" response.



Source: AE Survey; Neutral and No Image Answers make up the difference

Branding Practices

To help identify strategies that the Research District can adopt to solve its image and brand problems, AngelouEconomics examined the branding activities of several leading research parks. For each, we evaluated branding themes, logos, and websites. We highlight the findings here:

Purdue Research Park heavily leans on its association with Purdue University when creating its brand and image. Its website design uses the university colors, and the park logo uses a similar font type. PRP uses a tagline, “The Idea Economy is Here,” which correctly connects Purdue University to the local and state economies as the place where ideas take shape and become economic drivers. The website does a good job of listing all of the companies that are involved with the research park. The website also does a good job of displaying the latest news and press releases for the research park. Overall, PRP does a good job of branding itself as a biotechnology park.

Sandia Science & Technology Park uses a variety of taglines and themes for its branding. The tagline, “It’s a community where technology works” straightforwardly incorporates the idea of building a community around technology. The tagline is shortened for simplicity when needed to “where technology works” and used right underneath the logo, which uses similar blue color tone geometric patterns to create unity with the Sandia National Laboratories logo. Also used is “The Premiere High-Tech Address in New Mexico,” as well as “Breaking New Ground,” which cleverly connects innovation with the new construction of the park. By keeping the copy and graphics simple and non-technical, the site underscores the role of the research park to reach a broad business audience as well as scientists.

The **North Carolina Centennial Campus** is promoting an image that balances research, work, and lifestyle needs. Its goal is to create a truly interactive technopolis community surrounding the university, corporate, and government facilities, with pedestrian-friendly walkways, courtyards, a town center, and golf course as part of the master plan. NCCC uses several taglines: “Campus of the Future”, “Building a community of partners today...to create the innovations of tomorrow”, and “Visions of the Future.” While the word choice underscores the goals, the taglines aren’t very original and aren’t used much in the website. NCCC does a good job of incorporating a young professional image in its marketing and website.

Rensselaer Technology Park is strongly allied with (and owned by) the Rensselaer Polytechnic Institute, a 6000-student (graduate and undergraduate) university with a focus on technology studies. The Park aims to develop interactions between tenant companies and the university, and all companies in the Park automatically become members of the “Venture Affiliates” of the university. The brand of the Park is not focused on any one technology area, and relying on the colors and themes of the university’s, the park underscores its supporting role. If the Park were to choose one theme, it would probably be “discovery”.

Idaho National Laboratory is known for its involvement in nuclear technology for weapons and energy purposes. However, the lab is now trying to disassociate itself with its past by re-branding itself as a progressive and cutting-edge facility that is working aggressively to development new and more efficient energy technologies. INL reinforces its character as a national lab by presenting a simple, straightforward image with little mention of its connection to local businesses on its website. Partnerships are emphasized with other national labs and agencies, and corporate research appears geared toward companies outside the state. No prominent tagline is presented, but the logo is prominently displayed throughout the site. The only phrase found

on the website that could serve as a tagline is “Generating growth in emerging fuel technologies,” but this is likely a heading selected by a division within INL.

Oak Ridge National Laboratory’s tagline is “Building on a History of Science and Service.” This tagline brands the lab as a place that emphasizes past accomplishments as sources of motivation for the anticipated future discoveries in science and technology. Overall, the lab is attempting to market itself as an exciting place to work and an exciting place for companies to relocate. Perhaps one of the lab’s greatest accomplishments in its branding efforts has been in the creation of the quarterly news publication, Oak Ridge National Laboratory Review. This free magazine highlights the lab’s latest discoveries in science and technology. The lab has also successfully created a 12-page brochure that is available in a downloadable PDF format. The brochure does a good job of marketing the lab as a state-of-the-art facility that jointly pursues advancements in science and technology with its university and private sector partners. The lab has been in existence since the 1940’s, and is believed to be the primary source in the creation of nuclear weapon technology in the formerly top-secret Manhattan Project. In an effort to shed the image of its secretive past, the lab is now making a successful attempt at re-branding itself as a community-friendly, environmentally conscious, and an economically stimulating asset to the region.

Target Audiences

From Report 3: Target Industry Recommendations, we know that the Research District’s primary targets are:

1. **Biotechnology**
2. **Clean Energy**
3. **Software & Computation**
4. **Environmental**

Each of these industries will have companies and organizations that should be approached in new ways that enhance the awareness and perception of the Tri-Cities Research District:

Technology Firms

The Research District should work to attract both large and small technology firms, targeting business managers responsible for site selection, strategy, and finance. Division research directors should also be targeted. Any marketing information created for the Research District should be broad enough to encompass all types of managers and be easily understood by those with a non-technical background.

Entrepreneurs / Venture Community

The concentrated number of PhD’s and highly educated workforce in the region will prove attractive to start-up companies and entrepreneurs desiring peer support for their new venture. Some newly established companies may seek to relocate to the Research District to benefit from the prestige and awareness found by locating next to PNNL. Others may simply seek to use the high-end equipment and facilities for early demonstration research. The Research District should strive to create an entrepreneurial community with plenty of networking opportunities in a campus-like atmosphere.

Institutes / Associations

PNNL is not the only research center in the area. WSU's Tri-Cities campus is expanding its research capabilities, and several incubators are supporting research and product development. National institutes and associations are constantly forming and growing, and the Tri-Cities should explore the attraction of new and relocating non-profit research groups.

Young Technology Professionals

The Research District's marketing efforts should appeal to young professionals who are largely involved in research and technology. They are most likely located in the high-tech metros of the U.S., and some would be drawn to the active, outdoor lifestyle the Tri-Cities area has to offer. Young professionals also have the ability to relocate much more easily, take more risks, and branch out in new directions than those who have already established themselves in a business and are rooted in a community.

In addition, we recommend that the Research District market to service providers for these groups, including real estate brokers and developers, technology law firms, and financial services firms.

Branding the Research District

A brand encapsulates an organization's vision. Establishing a brand identity takes place in all of the images and words that an organization uses to describe itself. In marketing, there are many tools that can represent a brand, such as a logo, tagline, pictures, or the written copy within a website or printed publication.

In this section, AngelouEconomics offers recommendations to change the name of the Research District, create a new logo and tagline that underscores the goals and offerings of the Research District, and finally, specify marketing activities that will enhance the Research District awareness and perception by local and national companies. All recommendations within this section closely connect the Research District to TRIDEC, an essential ingredient if the Tri-Cities expects to attract investment at a national and international level.

The Name

One of the first tasks that the Tri-Cities Science and Technology Park must accomplish is changing the name of the park. A better name for the park would be one that would shorten the title to a simpler name:

TRI-CITIES RESEARCH PARK

By dropping "science and technology" from the title, and replacing it with just "research," the name conforms to common naming seen throughout the country. This shorter name would be easier to remember, easier to find on the Internet, and easier to say. The term "research" applies to all activities in science and technology, and it is the term used by companies in their product development divisions. A simpler name also implies a more unified purpose, not that "science" refers to federal research and "technology" to private corporations.

Using "Tri-Cities" in the name is imperative. The name will leverage existing marketing activities for the region, but more importantly, underscores that the park is a regional asset and seeks to benefit and receive support from every city in the metro.

AngelouEconomics recommends that the park register a domain name that matches the park’s new name, such as www.tricitiesresearchpark.com, or www.tcrp.com, its acronym. Using a dash in “Tri-Cities” is not necessary, as few other organizations choose to include their dashes (it is simply too hard and annoying to explain it to people: “Tri-Dash-Cities”... Eliminating the hyphen in the word Tri-Cities in the website address is a favorable change that further simplifies the ability of outside organizations to find the District on the Internet. However, the hyphen in the title does not have to be removed for the official name in the logo. Having a website address that is clean and easy to remember brings a higher level of respect and legitimacy to the research park.

Brand Themes and the Website

Like the Tri-Cities area marketing themes, the park should also include a sun theme. This portrays a positive image of the region and its natural environment, relation to science, and even links to the environmental research done at PNNL.

Ideally, the Research Park will adopt a marketing theme that provides commonality with the Tri-Cities region and PNNL. While this might be possible to do using TRIDEC’s new proposed logo, it will be difficult to use existing PNNL themes or imagery. PNNL’s logo lacks identifying qualities: its only unique trait is the teal, white, and gold colors used on the website. We recommend that the Research District recreate the current image of PNNL so that it is more closely linked to that of TRIDEC and other organizations in the region. The new image should carry over into all future marketing activities, from its logo to its website and printed materials.

Wording

Words that should be used or implied in the Research District’s new marketing materials should convey positive images of the advancement in technology, a supportive community, and sun descriptors when appropriate. These words should echo those that will be used by local economic developers.

During focus groups and interviews conducted for this project and TRIDEC’s marketing plan, AngelouEconomics asked participants to describe the Tri-Cities (the most popular are listed in the box to the right).

What words describe the Tri-Cities region?	
Caring	Patriotic
Camaraderie	Relaxing
Small town attitude	“Smell the grapes”
Overachievers	Stimulating
Big sky, open spaces	Intelligent
Fun	Welcoming
Approachable	Accepting
Discovery	American

Many of the descriptors discussed during focus groups will appeal to science and technology companies. Open spaces, for example, describe a place where opportunities are limitless. “Stimulating” and “intelligent” are also themes that directly touch upon science and technology, emphasizing the Tri-Cities’ high concentration of knowledge workers. “Accepting” interests technology companies, whose workers are often multi-cultural and look for an environment in which they and their families are welcome. Overlaid on these descriptions are words that convey the area’s lifestyle: fun, relaxing, approachable.

These descriptors led AngelouEconomics to select several words that inspired the Tri-Cities' and Research District's logo design and marketing themes. As with TRIDEC, we recommend that the Tri-Cities integrate the following words in its marketing materials:

Discovery	Beacon	Illuminate
Community	Rising	Collaboration
Expansion	Growth	Horizon
Emanate	Enlighten	Emerge

Imagery

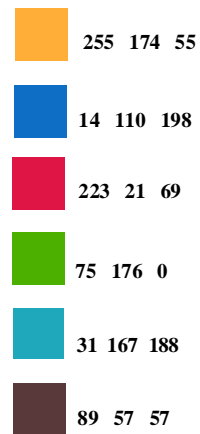
Use images and pictures of the surrounding environment that might appeal to the young professional target. This can include **pictures of outdoor activities, a diverse community, images of planned amenities, and the PNNL facilities and proximity of the park.** More abstract images that convey the notion of **enlightenment, discovery, and far-reaching horizons** are also recommended.

Location awareness is an issue suffered by all Tri-Cities organizations. Within focus groups, many people talked about their concern that the location of Tri-Cities region is not known outside of the Northwestern U.S. To counteract this, AngelouEconomics encourages the **region to use the word “Washington” within its umbrella logo.** It is also important for every organization, including the Research District, to include good maps of the state, region, and location of the park within the region. As the District formalizes a land use plan, include plan layout on the website and within marketing materials so that prospects can visualize how they can fit into the Park. Sandia does an excellent job of this on their site.

Colors

Although color scheme may seem to be of minor importance, it serves as a subtle reinforcement that organizations belong to the same region. AngelouEconomics recommends that all groups within the Tri-Cities adopt the same color palette. The colors are to be used on websites, within the region's logo, and on all marketing collateral.

Colors should reflect the region's sunny environment (contrary to visions of a rainy Northwest) and contrast any negative perceptions that have resulted from the Hanford site cleanup. We suggest colors such as those to the right (color and RGB numbers), including bright primaries like yellow, blue, and kelly green, as well as a lighter blue and chocolate brown as complements.



Logo and Tagline

The existing logo that the Research District has is decipherable but appears out-dated and indistinct. Since much of the research and technology that will be performed in the park will stem from the Pacific Northwest National Laboratory (PNNL), it is important to talk about the PNNL and its history of accomplishments. However, the connection of the Research District (and PNNL) to the activities of the region's marketing organization, TRIDEC, will be much more important.

For this reason, we offer a new logo that closely resembles TRIDEC's, using the same font, sun and water image, and color scheme. As discussed in the beginning of this report, the Research District and TRIDEC's success is intimately connected. The closer the images of the two organizations, the stronger the reinforcement of the brand will be in the marketplace.

Below we provide TRIDEC's recommended logo and examples of the Tri-Cities Research Park. We also offer three potential taglines. "Make history" is a tagline that opens the door for describing PNNL's long history of success in scientific and technological advancements while speaking to future history-makers. "Enlighten the world" speaks to many positive attributes of the region, "enlightenment" being a universal concept of science and "world" connecting to the marketability of the Park on a worldwide basis. "Science beyond horizons," the third tagline connects the Tri-Cities geographic attributes with the limitless possibilities of scientific endeavors.

The "Make History" tagline is the preferred choice by the consulting team. It offers wide-open opportunities to rebroadcast the history of the Lab in areas that still impact us today. Marketing Tri-Cities' history in areas beyond Hanford will provide an opportunity to reinvigorate local pride and recreate the image of the region.



Internal Marketing

Internal marketing informs citizens and business leaders of the economic development vision, persuades the region to adopt the target industries, and trains individuals to promote the community using a cohesive message. Through building local awareness, buy-in is established, and the community becomes a promoter of economic development. The resulting internal support considerably increases the chance of successful economic development.

Internal Marketing Recommendation 1: Promote “technology” as a top target industry for the Tri-Cities.

The selection of target industries is a necessary action by state and local economic development agencies so that all marketing, workforce, and incentive policies are focused on areas with a high chance of success.

Target industry selection helps to coordinate partner organizations that seek to support economic development: community colleges, universities, small business centers, local governments, and planning organizations.

Clearly, the Tri-Cities is today a center for research in the state and U.S., but by targeting “technology” specifically, the leadership will signal to the public that the technology industry will be promoted and supported. Replacing the “Hanford” image with a “technology” image will be a significant step forward for the region. Other targets for the region should be agriculture/food, tourism, and distribution. The updating of the TRIDEC marketing plan provides new opportunity to re-task more of the organization’s effort toward technology industries.

Internal Marketing Recommendation 2: Promote the Research District as a regional collaborative effort, not a Richland project.

The success of the Research District will clearly benefit all cities and counties in the metro area, as many of the Research District employees live and shop outside Richland.

Internal Marketing Recommendation 3: Simplify the name to “Tri-Cities Research Park”.

The need to strengthen the image of the Tri-Cities is of utmost importance across all economic development recruitment organizations.

Internal Marketing Recommendation 4:

Establish a contract with TRIDEC to initiate marketing activities for the Park during the first 6 months to 1-year of its formation. Then, hire a Park director with research-related marketing and business development expertise.

The funding and selection of a Park Director will be an important step in the Research Park's long-term success. Short-term action will need to occur before this can be done.

Internal Marketing Recommendation 5:

Establish a Leads Network within the Tri-Cities to share information on technology companies in target industries.

Many economic development prospects are found through a local network of companies, service providers, and government. Create a system that will pass leads to the new Park Director and direct collaborative action toward the prospect.

Internal Marketing Recommendation 7:

Find opportunities to build local awareness of the Tri-Cities Research Park by placing PNNL-sponsored pilot projects throughout the Tri-Cities.

Pilot projects in all parts of the Tri-Cities will build "regionalism" in support of the Research Park.

External Marketing

External marketing is promoting a community to the outside world -- specifically target industry business executives, influencers (site selectors and media representatives), entrepreneurs, and young professionals. External marketing builds regional and national awareness and strives to put the Tri-Cities top-of-mind among its target audiences.

AngelouEconomics recommends that the Research District begin an external marketing campaign in Spring 2006 that emphasizes marketing leverage with local and national partners.

Because of the Tri-Cities' and Research District's low national name recognition, we recommend that external marketing activities first concentrate on building brand awareness among its target audiences at a national level. The best three methods for building name awareness will be investing in a **website**, **public relations**, and **direct selling activities**.

External Marketing Recommendation 1: Invest in a new Park Website.

Websites are a critical part of marketing for any organization, company, or community. The Research Park's highest priority is to create a presence for itself on the Internet.

External Marketing Recommendation 2: Focus early marketing efforts on a public relations effort aimed at raising awareness of the Tri-Cities and the research done at PNNL.

"Public relations" describes activities that seek to enhance overall visibility to a wide audience. Effective PR will create awareness of the Park, so that other more direct marketing activities are more effective and successful.

External Marketing Recommendation 3: Fund a marketing effort by the Research Park to a level that will have a noticeable impact and that can be sustained for 5 years at a minimum.

AngelouEconomics does not believe that marketing should be expensive, particularly in the Age of the Internet. However, a stable marketing budget for supporting efforts in this Plan will be necessary.

External Marketing Recommendation 4:

Create a Research Park e-newsletter for quarterly distribution.

As the Research Park starts to develop a contact list, also create a quarterly e-newsletter to share updates on Park activities.

External Marketing Recommendation 5:

Join relevant associations featuring the target industries identified in this Plan and attend their tradeshow and conferences.

Industry associations and their tradeshow provide excellent opportunities for networking and marketing the Research District.

External Marketing Recommendation 6:

Maintain ongoing communication with state economic developers and state industry associations.

Strong state support and awareness will be very valuable in driving prospect activity to the Research District. Speaking at various economic development and industry events are excellent public relations opportunities.

External Marketing Recommendation 7:

Conduct 4 marketing missions each year to target industry cities

Relationship building face-to-face with companies is an important part of marketing and recruitment. Commit the time and budget to meet with target industry executives and visit peer research parks.

External Marketing Recommendation 8:

Maintain a target company database of prospects for the Research District.

Tracking your customers and prospects is an important part of economic development, and today's technologies and data companies allow an even more precise level of company research.

External Marketing Recommendation 9:

Identify a national broker-partner to assist with marketing and negotiations.

Real estate brokers are a top 3 source for attracting tenants to research parks.

External Marketing Recommendation 10:

Consider hiring an outside PR consultant with excellent contacts at major industry publications.

Enhancing the perception of technology expertise and opportunity in the Tri-Cities can be help through placing articles.

External Marketing Recommendation 11:

Form a Content Committee to generate new material to be used in Park public relations efforts.

AngelouEconomics places high emphasis on generating new content for use in PR. Today, communities can become their own brand "broadcasters" with a minimal amount of time and money.

External Marketing Recommendation 12:

Pursue stronger co-branding of the Park and the region with PNNL.

Co-marketing is a highly recommended tactic to leverage the interests of numerous entities for a common purpose: better awareness. PNNL will benefit from a long-term co-marketing campaign with the Research Park and TRIDEC.

External Marketing Recommendation 13:

Support and promote networking by local institutional researchers and industry executives.

Professional interaction among peers is an excellent source for business development.

External Marketing Recommendation 14:

Recruit additional conferences to the Tri-Cities in technology industries.

“Showcasing” the Park by the use of conferences will be an effective marketing tool.

External Marketing Recommendation 15:

Create a distinct marketing effort aimed at service providers to technology companies.

Site selection and corporate strategy is now included in the domain of service providers such as construction companies, accountants, lawyers, and developers.

External Marketing Recommendation 16:

Target science non-profits to relocate to the Research Park.

Numerous technology and science associations and institutes have been formed to promote the education and adoption of new technologies and to ensure that political support for these technologies remains strong. Identify associations in the Research District's target industries to establish relationships with the Tri-Cities and in the future establish local offices.

External Marketing Recommendation 17:

Include international firms as part of the external marketing targeting effort.

The State of Washington has historically been a point of entry for Asian firms accessing the U.S. market. Today, Asia has been a research powerhouse in numerous technology sectors, including biotechnology and electronics.