



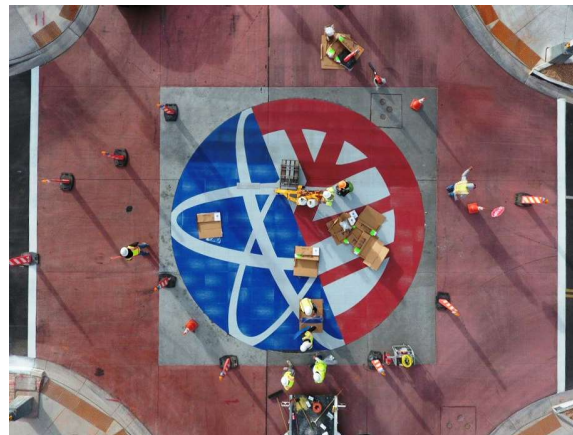
**LOS ALAMOS**  
where discoveries are made



# Brand Action Plan

**TABLE OF CONTENTS**

Purpose of the Brand Action Plan ..... 1  
Glossary..... 2  
Executive Summary..... 3  
Brand Action Plan Matrices..... 6  
Related Costs to Execute the Strategies & Tactics..... 13  
Conclusion..... 13  
Appendix A - Los Alamos Global Brand Perception Indicators..... 14  
Appendix B - Brand Action Plan Budget..... 15



Los Alamos County Public Works staff putting the finishing touches on the Balance brand logo on 15th and Central in downtown Los Alamos.

## PURPOSE OF THE BRAND ACTION PLAN

The Idea Group of Santa Fe, LLC and HK Advertising are excited to present the **Los Alamos Brand Action Plan** (The Plan).

The Plan provides a practical approach or road map for the community to follow to successfully enhance the overall reputation of Los Alamos. Implementing the strategies and tactics identified in The Plan will ensure that residents, businesses, organizations and local government share a clear understanding of what Los Alamos stands for and will work together to make the community a great place to live, work, play and stay.

The proper execution of The Plan will positively shape the perceptions of Los Alamos in the minds of business and talent prospects as well as tourists and visitors.

The Plan complements the research, strategy and brand marketing plan previously delivered by North Star Destination Strategies and Atlas Advertising. We have utilized this past work to prepare detailed actionable tasks that address the following: 1) *Community Engagement*; 2) *Business and Talent Attraction*; and 3) *Tourist and Visitor Attraction*.

The Plan prioritizes strategies and tactics to launch immediately, such as enhancing the customer experience at this year's ScienceFest, and to develop and manage new programs and campaigns beginning in April 2017 through June 30, 2019. This document also highlights top objectives, key perception indicators, success measures, general assumptions, timeline and budget.

The budgets reflected in The Plan represent priorities for FY 2018. Many strategies such as the Discoveries Action Team, Discovery Zones, brand ambassadors and business traveler conversion will continue into FY 2019 and beyond. Further, as community engagement evolves, new opportunities to enhance Los Alamos' reputation will emerge and shift future priorities and timelines. More information about the funding initiative is located in the **Related Costs to Execute the Strategies & Tactics** section later in this document.



**GLOSSARY**

To assist the reader to better understand the terminology used in The Plan, a glossary follows.

<b>Term</b>	<b>Definition</b>
<b>Aha Moments</b>	An aha moment is the instant a resident or visitor makes a discovery and experiences something new to them.
<b>Brand</b>	A reputation, such as how Los Alamos is perceived by residents, businesses, prospective talent, and visitors.
<b>Branding</b>	The formal process of managing the reputation and perceptions of Los Alamos.
<b>Brand Action Plan</b>	Actionable strategies and tactics to ensure that a clear understanding of Los Alamos is achieved by positively changing perceptions about the brand for all target audiences.
<b>Brand Ambassador</b>	A member of the community who is excited about the Los Alamos brand, understands its meaning and is able to speak about all there is to see and do in Los Alamos to enhance visitor experiences.
<b>Brand Essence</b>	The fundamental nature or quality of a brand. For Los Alamos the essence is "cultivating curiosity and creating aha moments."
<b>Brand Integration</b>	The formal process to positively change target audience perceptions about Los Alamos.
<b>Brandline</b>	Short, memorable phrase that summarizes the brand. The Los Alamos brandline is "where discoveries are made."
<b>Brand Marketing Plan</b>	A strategic document created by Atlas Advertising that defines target audiences, and the most effective way to reach them.
<b>Brandprint Study Report</b>	A strategic document created by North Star Destination Strategies that provides research and findings as a baseline for the development of the Los Alamos brand.
<b>Brand Promise</b>	A claim that a brand makes. It sets expectations in the minds of customers that the brand must deliver.

<b>Cooperative Marketing</b>	When organizations partner to promote a unified marketing message and share resources to produce and distribute marketing deliverables such as websites, brochures, print ads and television commercials.
<b>Customer Experience (CX)</b>	The process a customer follows while engaging a brand. It starts when the customer first encounters Los Alamos and continues through all interactions with the community.
<b>Discoveries Action Team</b>	A proposed Los Alamos volunteer group who collaborate to enhance the Los Alamos brand, integrate the brand wherever possible and strive to make Los Alamos a better place to live, work, play and stay.
<b>Discovery Zones</b>	Specific locations designated as places "where discoveries are made."
<b>Journey A2D</b>	A customizable customer service training program developed by the New Mexico Hospitality Association.
<b>Target Audience</b>	As defined by the brand marketing plan, the groups to whom brand integration efforts are focused, including the community (residents, local businesses), prospective business owners & talent, and tourists & other visitors.
<b>Where Discoveries Are Made</b>	Brandline of Los Alamos that captures what the community stands for in a clear and concise phrase. This is the claim that Los Alamos is making to its residents, businesses, organizations and visitors.

## EXECUTIVE SUMMARY

### PROJECT HISTORY

Los Alamos is a place that has been creating world-changing science and technology since the 1940s. It is also a community that seamlessly blends amazing culture and history with spectacular outdoor beauty and adventure. Despite these attributes, many people do not have a clear perception of what Los Alamos stands for.

Los Alamos launched a branding initiative in 2014 to proactively manage and market their brand. This action ensures that the public develops a good understanding of the community and the benefits it offers residents, businesses & talent and visitors. Consultants North Star Destination Strategies and Atlas Advertising performed significant research, and provided findings and marketing strategies to direct future Los Alamos reputation management.

## BRAND ACTION PLAN

In late 2016, Los Alamos retained HK Advertising and The Idea Group of Santa Fe, LLC to prepare a Brand Action Plan (The Plan) to identify strategies and tactics that will favorably change perceptions about Los Alamos. This plan is different from a marketing plan which is designed to drive behavior and performance. The goals of The Plan are to instill the mindset of the brand into the fabric of the entire community, build a support network that will collaborate to deliver on the brand promise of "where discoveries are made," and promote Los Alamos with strong, unified voice and identity.

HK Advertising and The Idea Group distilled the Los Alamos brand down to a simple statement to resonate with the community: *cultivating curiosity and creating aha moments*. This brand essence reflects the heart and soul of Los Alamos and emphasizes what makes the town unique, compelling and attractive to prospects who seek out the places, products and experience existing residents and businesses love about the community.

## PROJECT APPROACH

The Plan embraces a major rule of community branding: **Before sharing the brand outside the community you must first have alignment inside the community.**

To ensure strong community engagement, emphasis has been placed on outreach and education with all Los Alamos County departments, Los Alamos County Council, Los Alamos Public Schools, boards and commissions, residents, businesses, organizations, the media and Los Alamos County consultants. The Plan also identifies programs to further engage and excite the community, including the Discoveries Action Team, Journey A2D Training, Los Alamos brand ambassadors, Discovery Zones, and a formal process to convert visitors to residents and employees.

The Plan introduces several marketing campaigns including "Go. See. Do." which targets existing travelers in Taos, Santa Fe and Albuquerque and encourages them to visit Los Alamos. A unified community hashtag campaign is proposed along with a strategy to leverage the marketing clout and resources of the New Mexico Tourism Department through its New Mexico True brand.



Lastly, The Plan highlights several marketing and outreach tools that should be produced to perpetuate ongoing brand outreach and education within the community, including orientation presentations for recent hires and new board and commission members, general brand overview materials, and specific branded recruitment materials to attract new businesses and talent.

**CAMPAIGN OBJECTIVES**

The Plan embraces the high-level objectives previously noted in the Brand Marketing Plan that relate to the three overarching marketing campaigns: Community Engagement, Business & Talent Attraction, and Tourist & Visitor Attraction. These objectives are:

CAMPAIGN	OBJECTIVES
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>❖ Create awareness, excitement and general buzz for the branding effort community-wide</li> <li>❖ Engage Los Alamos businesses and residents, provide information and tools to compel them to become ambassadors of the brand and deliver on the brand promise</li> <li>❖ Inform Los Alamos County employees about the new brand through department presentations, use of the logo in County applications, and formal training</li> </ul>
<b>Business &amp; Talent Attraction</b>	<ul style="list-style-type: none"> <li>❖ Promote Los Alamos as a great place to live and work</li> <li>❖ Attract new businesses to Los Alamos County</li> <li>❖ Attract new talent to Los Alamos County</li> </ul>
<b>Tourist &amp; Visitor Attraction</b>	<ul style="list-style-type: none"> <li>❖ Increase tourist visitation</li> <li>❖ Extend stays and spends</li> <li>❖ Enhance visitor experience within Los Alamos County</li> </ul>

**KEY PERCEPTION INDICATORS**

To measure the success of a community branding initiative, target audience perceptions and overall community brand stature should be measured. The Plan includes a list of global brand perception indicators (**Appendix A**) that can be monitored to determine whether or not Los Alamos brand perceptions are changing and evolving in the right direction.

## BRAND ACTION PLAN MATRICES

The Brand Action Plan matrices below segment action items into three categories: Campaign One - COMMUNITY ENGAGEMENT, Campaign Two - BUSINESS & TALENT ATTRACTION, and Campaign Three - TOURIST & VISITOR ATTRACTION. The matrices detail recommended strategies and tactics, anticipated results and measures, and estimated timing and related budgets. Some action items are slated for immediate implementation (QTR 1 2018) while others will be initiated during Fiscal Year 2018 and 2019. A budget of \$50,050 is estimated to launch and support brand integration of these strategies during FY 2018. See **Appendix B** for additional budget assumptions and deliverables.

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign One - COMMUNITY ENGAGEMENT</b>					<b>\$ 32,400</b>
1.01	ENGAGE LOS ALAMOS COUNTY COUNCIL AND SHARE NEW BRAND PLAN	1) Host brand overview and brand integration plan workshop for County Councilors. 2) Share how County Councilors can be brand ambassadors. 3) Create a brand overview presentation for County Councilors to use in future meetings, discussions and community outreach.	<ul style="list-style-type: none"> <li>• Brand engagement by County Councilors</li> <li>• Brand outreach by County Councilors</li> </ul>	QTR 1 2018	\$450
1.02	CELEBRATE METZGER'S 70TH ANNIVERSARY	1) Provide ongoing brand support for Metzger's 70th Anniversary to show how local businesses can participate with the brand. 2) Support and guide Metzger's development of Los Alamos-branded marketing and promotional materials. 3) Cross promote Metzger's anniversary to enhance their exposure.	<ul style="list-style-type: none"> <li>• Visible integration of brand into celebration</li> <li>• Expands community understanding of brand usage</li> </ul>	QTR 1 2018	\$450
1.03	LAUNCH DISCOVERIES UNIFIED HASHTAG CAMPAIGN	1) Create unified Los Alamos hashtag campaign (e.g. #ahamoments, #wherediscoveriesaremade, #livelosalamos, #worklosalamos, #playlosalamos, #staylosalamos). 2) Promote and encourage all Los Alamos residents to use unified hashtags when posting social media content.	<ul style="list-style-type: none"> <li>• Participant engagement and understanding of brand</li> <li>• Expanded use of hashtags</li> <li>• Enhanced SEO and user generated content</li> </ul>	QTR 1 2018	\$1,050
1.04	CREATE BOARD & COUNTY COMMISSIONS ORIENTATION PRESENTATION	1) Develop presentation materials about brand tailored to the purview of the group to be shared with all new Los Alamos board and commission orientations.	<ul style="list-style-type: none"> <li>• Orientation tool available to drive understanding</li> </ul>	QTR 1 2018	\$300



#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign One - COMMUNITY ENGAGEMENT</b>					<b>\$ 32,400</b>
1.05	CREATE LOS ALAMOS COUNTY NEW HIRE ORIENTATION PRESENTATION	1) Develop presentation materials about brand tailored to the purview of the group to be shared with all future Los Alamos County new hires during orientation.	• Orientation tool available to drive understanding	QTR 1 2018	\$300
1.06	PROMOTE AND ENCOURAGE JOURNEY A2D TRAINING	1) Develop Los Alamos-specific Journey A2D Training Program that will promote good customer service and how to be a top-notch, well-informed Los Alamos brand ambassador. (Note: This program is offered by the New Mexico Hospitality Association.) 2) Promote benefits of program to community. 3) Encourage all residents, businesses and organizations to take the class. 4) Recognize community members who have completed course.	• Participant engagement and understanding of brand • Expanded base of ambassadors • Improved customer service • Increased discoveries and aha moments	QTR 1 2018	\$1,050
1.07	FOSTER LOS ALAMOS MEDIA RELATIONS PROGRAM	1) Develop brand overview presentation designed to inform and excite appropriate media outlets about new brand. 2) Meet with press to identify best ways to share brand stories. 3) Share with press and media outlets how aligning with the brand can improve advertising opportunities and enhance local and visitor experiences. 4) Create formal press kit for media.	• Understanding by media • Brand stories and coverage • Cooperative marketing	QTR 1 2018	\$300
1.08	INFORM ALL LOS ALAMOS COUNTY DEPARTMENTS AND STAFF ABOUT NEW BRAND	1) Schedule and share brand overview with all LAC department staff. 2) Encourage departments to embrace brand through all levels of internal operations and customer products, services and experiences. 3) Initiate Discoveries/Aha Moments Challenges for each department.	• Engagement by County employees • Pride in community • Integration of brand in County activities	QTR 1 2018	\$3,450
1.09	LAUNCH DISCOVERIES ACTION TEAM	1) Form the Discoveries Action Team (DAT). 2) Invite interested residents, business owners, LAC employees and others to meet on a monthly basis. 3) Encourage development of tasks/projects that will unite the community to work together to ensure Los Alamos is a place "where discoveries are made." 4) Form Live, Work, Play, Stay and Marketing subcommittees championed by local residents to support efforts of overarching Discoveries Action Team.	• Participation by community members • Projects conceived & delivered by Discoveries Action Team • Expanded awareness about initiative • Expanded awareness about community brand	QTR 1 - QTR 4 2018	\$7,500

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign One - COMMUNITY ENGAGEMENT</b>					<b>\$ 32,400</b>
1.10	ESTABLISH 15TH AND CENTRAL AS BRAND EPICENTER	1) Design and install a monument or signage that explains the meaning behind the balance logo at intersection of 15th & Central. 2) Ensure marker shares information about the Los Alamos brand and "where discoveries are made." 3) Emphasize Los Alamos as a place that cultivates curiosity and creates aha moments. 4) Explain that Los Alamos has "Discovery Zones" and encourage visitors to explore them.	<ul style="list-style-type: none"> <li>• People reading the monument sign</li> <li>• Engagement and understanding</li> <li>• Visitation of Discovery Zones</li> </ul>	QTR 2 2018	\$450
1.11	DEVELOP WHERE DISCOVERIES ARE MADE BRAND EDUCATIONAL MATERIALS	1) Create "where discoveries are made" branded educational materials to share meaning of brand and how residents, businesses and organizations can participate with the brand. 2) Distribute materials to Discoveries Action Team partners. 3) Make materials available to general public.	<ul style="list-style-type: none"> <li>• Standardized messaging</li> <li>• Expanded distribution</li> <li>• Engagement and understanding</li> <li>• Increased request for materials</li> </ul>	QTR 2 2018	\$2,550
1.12	ENGAGE AND EXCITE LOS ALAMOS BUSINESS COMMUNITY ABOUT NEW BRAND	1) Obtain a list of all Los Alamos businesses. 2) Review and identify top 10 key businesses to maximize reach of branding efforts. 3) Engage with these business owners and their teams and share overview about the brand. 4) Support efforts to integrate brand into their businesses and advertising to enhance operations and customer experience.	<ul style="list-style-type: none"> <li>• Participation by business community</li> <li>• Journey A2D participants</li> <li>• Brand integration into operations</li> <li>• Brand cooperative marketing</li> </ul>	QTR 2 2018	\$1,950
1.13	ENCOURAGE DEVELOPMENT OF DISCOVERY ZONES	1) Convene community meeting to explain meaning and purpose of Discovery Zones. 2) Encourage community to develop formal Discovery Zones that cultivate curiosity and create aha moments. 3) Support development of discoveries where possible. 4) Promote Discovery Zones	<ul style="list-style-type: none"> <li>• Increased Discovery Zones</li> <li>• Increased aha moments</li> <li>• Enhanced customer experiences</li> </ul>	QTR 3 2018	\$1,050
1.14	PERFORM CUSTOMER EXPERIENCE (CX) AUDITS	1) Identify top Los Alamos process points that are currently delivering live, work, play and stay offerings (e.g., ski hill, museums, working in the community). 2) Perform three customer experience (CX) audits to identify improvements that are needed to enhance the Los Alamos brand experience. 3) Share findings and support efforts to improve customer engagement.	<ul style="list-style-type: none"> <li>• Improved customer experience processes throughout community</li> <li>• Improved customer service</li> </ul>	QTR 3 2018	\$3,000

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign One - COMMUNITY ENGAGEMENT</b>					<b>\$ 32,400</b>
1.15	ENGAGE AND EXCITE LOS ALAMOS ORGANIZATIONS ABOUT NEW BRAND	1) Obtain a list of all Los Alamos organizations. 2) Review and identify top 10 key organizations to maximize reach of branding efforts. 3) Engage organization boards, staff and members and share overview about the brand. 4) Support efforts to integrate brand into their organizations and advertising to enhance operations and member experience.	<ul style="list-style-type: none"> <li>• Participation by organization</li> <li>• Journey A2D participants</li> <li>• Integration into operations</li> <li>• Cooperative marketing</li> </ul>	QTR 3 2018	\$1,950
1.16	ENGAGE LOS ALAMOS BOARDS & COMMISSIONS AND SHARE OVERVIEW OF BRAND	1) Host brand overview and brand integration workshops for each board and commission. 2) Share how board members and commissioners can be brand ambassadors. 3) Create a brand overview presentation for boards/commissions to use in future meetings, discussions and community outreach.	<ul style="list-style-type: none"> <li>• Engagement of board members and commissioners</li> <li>• Outreach by board members and commissioners</li> </ul>	QTR 4 2018	\$1,050
1.17	ESTABLISH "GO. SEE. DO." LOCAL CAMPAIGN	1) Create campaign to encourage Los Alamos residents to seek out and explore Discovery Zones. 2) Track participation through stamped passports. 3) Reward participants with prizes.	<ul style="list-style-type: none"> <li>• Increased Discovery outings by residents</li> <li>• Increased knowledge of community amenities, activities and events</li> <li>• Enhanced pride of community</li> </ul>	QTR 4 2018	\$1,050
1.18	DEVELOP FUN AND EDUCATIONAL PROGRAM TO INTRODUCE BRAND THROUGHOUT LOS ALAMOS PUBLIC SCHOOLS	1) Working with superintendent, faculty and staff, develop fun ways to share brand messaging with students and parents. 2) Encourage schools to embrace brand through all levels of internal operations, academics and experiences. 3) Create Youth Ambassadors Program to welcome new students into the school system. 4) Create innovative and fun Discovery Zones to enable students to cultivate curiosity and create aha moments.	<ul style="list-style-type: none"> <li>• Engagement by entire school system</li> <li>• Youth brand ambassador program</li> <li>• Discovery Zones</li> <li>• Pride in community</li> </ul>	QTR 4 2018	\$4,050
1.19	DEVELOP DISCOVERIES THANK YOU PROGRAM	1) Create Discoveries Thank You cards that a person can hand out within Los Alamos when someone has piqued their curiosity or created an aha moment. 2) Promote Discoveries Thank You cards usage. 3) Readily distribute cards throughout community.	<ul style="list-style-type: none"> <li>• Participant engagement and understanding of brand</li> <li>• Improved customer service</li> <li>• Increased discoveries</li> </ul>	QTR 4 2018	\$450

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign Two - BUSINESS &amp; TALENT ATTRACTION</b>					<b>\$ 8,100</b>
2.01	GUIDE WATERMELON WEB MARKETING CONSULTANCY IN BRAND USAGE	1) Host brand workshop with consultancy. 2) Share how brand can be integrated into all web-based marketing. 3) Support efforts to share brand with potential business and talent recruits.	<ul style="list-style-type: none"> <li>• Understanding by outside consultancy</li> <li>• Integration into outbound Los Alamos web content</li> </ul>	QTR 1 2018	\$1,050
2.02	DEVELOP LOS ALAMOS ECONOMIC DEVELOPMENT SUPPORT PROGRAM	1) Identify marketing needs of LAC economic development. 2) Support development of LAC economic development marketing materials to include brand. 3) Support recruitment efforts with brand ambassadors.	<ul style="list-style-type: none"> <li>• Increased awareness of brand by business prospects</li> <li>• Increased projects that align with initiative</li> <li>• Increased support system through Discoveries Action Team</li> </ul>	QTR 1 2018	\$750
2.03	ENGAGE AND PARTNER WITH LOS ALAMOS COMMERCE AND DEVELOPMENT CORPORATION	1) Host brand overview and brand integration workshop for all departments of LACDC. 2) Share how LACDC can be major brand ambassador. 3) Create a brand overview presentation for LACDC to use in future meetings, discussions, community recruitment and outreach.	<ul style="list-style-type: none"> <li>• Engagement by LACDC</li> <li>• Pride in community</li> <li>• Integration in LACDC messaging, activities and events</li> <li>• Community will follow LACDC leadership</li> </ul>	QTR 2 2018	\$1,500
2.04	ESTABLISH LOS ALAMOS RECRUITMENT AMBASSADOR PROGRAM	1) Create a program to provide free tours of Los Alamos to talent recruits. 2) Identify Discoveries Action Team members who will participate as Los Alamos ambassadors to show off attributes and activities of Los Alamos. 3) Extend program usage to LANL and any business or organization recruiting new talent.	<ul style="list-style-type: none"> <li>• Increased community brand ambassador participation</li> <li>• Enhanced recruitment experiences</li> <li>• Enhanced recruits' opinion about Los Alamos as place to live and work</li> </ul>	QTR 2 2018	\$1,050
2.05	ENGAGE AND PARTNER WITH LANL—HR GENERALISTS, COMMUNITY PROGRAMS OFFICE, LANL COMMUNICATIONS	1) Host brand overview and brand integration workshop for LANL partners. 2) Share how partners can be brand ambassadors within LANL. 3) Create brand overview presentation for partners to use in their meetings, discussions and lab outreach. 4) Encourage and support system-wide presentations to existing LANL employees. 5) Encourage branding overview at all LANL new hire orientations. 6) Support all LANL recruitment efforts with new brand.	<ul style="list-style-type: none"> <li>• LANL engagement and understanding of brand</li> <li>• Integration into LANL messaging, activities and events</li> <li>• Enhanced recruitment experiences</li> <li>• Improved recruitment conversions</li> </ul>	QTR 3 2018	\$3,000

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign Two - BUSINESS &amp; TALENT ATTRACTION</b>					<b>\$ 8,100</b>
2.06	DEVELOP BUSINESS TRAVELER CONVERSION PROGRAM	1) Create local marketing program to entice Los Alamos business travelers to consider living and working in Los Alamos. 2) Create formal process for business visitors who express interest in living in Los Alamos to obtain specific information regarding employment, housing, etc. 3) Capture all leads. 4) Ensure follow-up with leads to support conversion.	<ul style="list-style-type: none"> <li>• Increased awareness of brand by business travelers</li> <li>• Increased inquiries by business travelers to live and work in Los Alamos</li> <li>• Increased conversion of new live and work prospects</li> </ul>	QTR 4 2018	\$750

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign Three - TOURIST &amp; VISITOR ATTRACTION</b>					<b>\$ 9,600</b>
3.01	PROMOTE LOS ALAMOS BRAND AT SCIENCEFEST	1) Meet with planning committee to share the brand message and how the brand can be integrated into the event. 2) Identify ways to enhance experience and general understanding of new brand for visitors at the event. 3) Promote formal activities at ScienceFest that align with brand.	<ul style="list-style-type: none"> <li>• Excitement to integrate brand into event by planners</li> <li>• New discoveries and aha moments at event</li> <li>• Enhanced customer experiences</li> </ul>	QTR 1 2018	\$1,500
3.02	GUIDE GRIFFIN & ASSOCIATES IN BRAND USAGE	1) Host brand workshop with consultancy. 2) Share how brand can be integrated into all outbound traditional and social media tourism marketing, visitlosalamos.org, social media sites and Los Alamos Visitors Guide. 3) Support efforts to share brand with tourists and visitors.	<ul style="list-style-type: none"> <li>• Understanding by outside consultant</li> <li>• Integration into outbound Los Alamos tourism marketing content</li> </ul>	QTR 1 2018	\$1,050
3.03	LAUNCH DISCOVERIES UNIFIED HASHTAG CAMPAIGN	1) Promote unified Los Alamos hashtag campaign (e.g. #ahamoments, #wherediscoveriesaremade, #playlosalamos, #staylosalamos). 2) Encourage all Los Alamos visitors to use hashtags when posting social media content. 3) Create campaigns to reward social media posts.	<ul style="list-style-type: none"> <li>• Participant engagement and understanding of brand</li> <li>• Expanded use of hashtags</li> <li>• Enhanced SEO and user generated content</li> </ul>	QTR 1 2018	\$300

#	Strategy	Tactics	Results & Measures	Timing	Budget
<b>Campaign Three - TOURIST &amp; VISITOR ATTRACTION</b>					<b>\$ 9,600</b>
3.04	UTILIZE NEW MEXICO TRUE PROMOTIONAL OPPORTUNITIES	1) Review nearly 40 possible marketing elements provided by NM True. 2) Prioritize top activities to embrace and cooperatively market with New Mexico Tourism Department and its New Mexico True Campaign. 3) Leverage True opportunities and develop content to provide to NM True.	<ul style="list-style-type: none"> <li>• Greater recognition and recall for Los Alamos</li> <li>• Greater reach and frequency of messaging</li> <li>• Increased tourist interest and visitation</li> </ul>	QTR 2 2018	\$3,000
3.05	PARTNER WITH THE THREE NATIONAL PARKS	1) Host brand overview and brand integration workshop with Bandelier National Monument, Manhattan Project National Historical Park, and Valles Caldera National Preserve. 2) Share how national parks can be brand ambassadors. 3) Develop marketing collateral, Discovery Zones and cooperative marketing to co-brand national parks with Los Alamos brand. 4) Support ongoing NPS marketing and programs that align with brand.	<ul style="list-style-type: none"> <li>• Greater awareness of three national parks</li> <li>• More discoveries and aha moments</li> <li>• Enhanced customer experiences</li> </ul>	QTR 3 2018	\$1,500
3.06	ESTABLISH "GO. SEE. DO." LOS ALAMOS CAMPAIGN	1) Design campaigns to keep Los Alamos top of mind with Albuquerque, Santa Fe and Taos visitors. 2) Develop marketing materials that highlight Los Alamos as a place that cultivates curiosity and creates aha moments. 3) Promote Los Alamos discoveries (things to see and do). 4) Identify and distribute promotional materials through best channels in Taos, Santa Fe and Albuquerque.	<ul style="list-style-type: none"> <li>• Increased media impressions</li> <li>• Increased click-through rates</li> <li>• Increased visitor traffic</li> <li>• Increased web traffic (event-generated)</li> <li>• Increased reach and engagements of social media posts</li> </ul>	QTR 3 2018	\$1,500
3.07	DEVELOP TOURIST AND VISITOR CONVERSION PROGRAM	1) Create local marketing program to entice Los Alamos tourists to consider living and working in Los Alamos. 2) Create formal process for visitors who express interest in living in Los Alamos to obtain specific information regarding employment, housing, etc. 3) Capture all leads. 4) Ensure follow-up with leads to support conversion.	<ul style="list-style-type: none"> <li>• Increased awareness of Los Alamos by visitors</li> <li>• Increased inquiries by visitors to live and work in Los Alamos</li> <li>• Increased conversion of new live and work prospects</li> </ul>	QTR 4 2018	\$750

## **RELATED COSTS TO EXECUTE THE STRATEGIES & TACTICS**

The costs outlined in the matrices on the preceding pages are exclusive to the time that is projected for guidance, consultation, or facilitation by the Idea Group and HK Advertising. Additional budget will be needed to execute The Plan. The branding budget in the Economic Development Division will pay for these items, which will cover a range of costs and needs, especially in the first two years of community outreach. Funds will be spent to supplement resources not available in the County department budgets. For example, the project budget will be used to design, purchase and install the sign explaining the brand epicenter at 15<sup>th</sup> and Central. The budget will also be used to purchase materials, conduct media buys or pay fees for specialized training such as the JourneyA2D course. Under the provisions of the branding contract, the County will pay HK Advertising for graphic design of ads, media buys, and new collateral needed to launch and support the Discoveries Action Team or Discovery Zones. Other opportunities may arise in the next two years that have not been identified in The Plan but which align with its objectives, such as a request to partner in a complimentary New Mexico True tourism promotion or program. These are just a few examples of related costs that will be incurred to successfully implement The Plan. The Idea Group and HK Advertising will work with the County to identify the best use of the budget, focusing on items that provide the most cost effective options or offer the best return on investment.

## **CONCLUSION**

There is no easy button when it comes to community branding. Once a formal branding process starts, it becomes a 24/7/365 effort that never ends. Consequently, The Plan is a living document. As community residents, businesses and organizations embrace the brand and participate more readily, new projects and resources will emerge. It is anticipated that priorities, specific budgets and timelines may shift and change. The Plan should be reviewed at the end of each fiscal year based on return on investment measures and emerging opportunities.

**APPENDIX A - LOS ALAMOS GLOBAL BRAND PERCEPTION INDICATORS**

Key Perception Indicators	Measurement Criteria
Community united under a single theme speaking with one voice across a wide variety of groups, organizations, interests	<ul style="list-style-type: none"> <li>• Demonstration of brand adoption</li> <li>• Goals accomplished leveraging the brand (e.g., Discoveries Action Team)</li> </ul>
Community members understand the mindset of the brand and deliver on brand promise	<ul style="list-style-type: none"> <li>• Survey indicating increased brand awareness</li> <li>• Residents/businesses integrating the brand</li> <li>• Number of discoveries and aha moments throughout the community</li> </ul>
Desired perceptions about the community	<ul style="list-style-type: none"> <li>• Favorable public comments</li> <li>• Enhanced online presence</li> <li>• Amount of earned media</li> </ul>
Branded offerings provided by the community	<ul style="list-style-type: none"> <li>• Number of businesses and organizations offering Discovery Zones, aha moments and branded programs</li> <li>• Increased branded merchandise</li> </ul>
Improved customer service	<ul style="list-style-type: none"> <li>• Number of employees participating in Journey A2D training</li> <li>• Favorable public comments</li> <li>• Use of Discoveries Thank You Cards</li> </ul>
Increased interest in the community by target audience	<ul style="list-style-type: none"> <li>• Number of requests for brand related materials</li> <li>• Increased visitation to online sites / visitors to community</li> </ul>
Increased community participation	<ul style="list-style-type: none"> <li>• Number of residents exploring Los Alamos amenities</li> <li>• Cooperative advertising</li> <li>• Number of attendees at Discoveries Action Team &amp; Live, Work, Play &amp; Stay meetings</li> </ul>
Enhanced quality of life	<ul style="list-style-type: none"> <li>• Increased amenities and activities aligned with the brand mindset</li> <li>• Initiatives to make Los Alamos a better place to Live, Work, Play &amp; Stay</li> </ul>
Increased community pride and goodwill	<ul style="list-style-type: none"> <li>• Positive public sentiment</li> <li>• Demand for branded merchandise</li> <li>• Use of Discoveries Thank You Cards</li> </ul>
Increased understanding of brand by business and talent recruits	<ul style="list-style-type: none"> <li>• Increased interest in Los Alamos as a place to live and work</li> <li>• Number of visits by prospects to Los Alamos</li> <li>• Number of recruitment conversions</li> </ul>
Increased understanding of brand by prospective tourists and visitors	<ul style="list-style-type: none"> <li>• Increased interest in Los Alamos as a place to play and stay</li> <li>• Number of visitors to Los Alamos</li> </ul>



Brand Action Plan Budget						
#	Strategy	Timing	Hours	Rate	Total	Deliverables*
<b>Community Engagement</b>						
1.01	Los Alamos County Council	QTR 1 2018	3.00	\$ 150	\$ 450	Presentation at County Council work session
1.02	Metzger's 70th Anniversary	QTR 1 2018	3.00	150	450	Meet with Metzger's re: detailed brand integration in store/advertising
1.03	Discoveries unified hashtag campaign	QTR 1 2018	7.00	150	1,050	Design marketing campaign to support # efforts
1.04	Boards and County Commission orientation	QTR 1 2018	2.00	150	300	Develop presentation
1.05	LAC New Hire orientation	QTR 1 2018	2.00	150	300	Develop presentation
1.06	Journey A2D training program	QTR 1 2018	7.00	150	1,050	Work with designated owner to create LAC specific program
1.07	Los Alamos media relations program	QTR 1 2018	2.00	150	300	Develop media kit
1.08	Los Alamos County Department integration	QTR 1 2018	23.00	150	3,450	Meet with individual LAC departments
1.09	Discoveries Action Team	QTR 1 - QTR 4 2018	50.00	150	7,500	Establish team and committees; facilitate monthly meetings
1.10	15th and Central brand monument signage	QTR 2 2018	3.00	150	450	Develop narrative for signage
1.11	"where discoveries are made" education materials	QTR 2 2018	17.00	150	2,550	Develop content and graphics for branded material
1.12	Los Alamos business integration	QTR 2 2018	13.00	150	1,950	Provide brand integration overview to top businesses
1.13	Discovery Zones	QTR 3 2018	7.00	150	1,050	Document the concept and work with one location to implement
1.14	Customer Experience (CX) audit	QTR 3 2018	20.00	150	3,000	Visit selective LAC businesses to research the current experiences provided to customers
1.15	Los Alamos organization integration	QTR 3 2018	13.00	150	1,950	Provide brand integration overview to top organizations
1.16	Los Alamos Boards & Commissions integration	QTR 4 2018	7.00	150	1,050	Workshop and presentation support
1.17	"Go. See. Do." local campaign	QTR 4 2018	7.00	150	1,050	Design marketing campaign
1.18	Los Alamos Public Schools integration	QTR 4 2018	27.00	150	4,050	Meetings and presentations with school groups
1.19	Discoveries Thank You program	QTR 4 2018	3.00	150	450	Develop program and graphic approach
	<b>Subtotal Community Engagement</b>				<b>\$ 32,400</b>	

Brand Action Plan Budget						
#	Strategy	Timing	Hours	Rate	Total	Deliverables*
<b>Business &amp; Talent Attraction</b>						
2.01	Watermelon Web Marketing Consultancy integration	QTR 1 2018	7.00	150	1,050	Presentation and follow-up meetings and support
2.02	Los Alamos Economic Development Division integration	QTR 1 2018	5.00	150	750	Presentation and follow-up meetings and support
2.03	LACDC Integration	QTR 2 2018	10.00	150	1,500	Presentation and follow-up meetings and support
2.04	Los Alamos Recruitment Ambassador Program	QTR 2 2018	7.00	150	1,050	Work with designated owner to create program
2.05	LANL HR Generalists, Community Programs Office, LANL communications integration	QTR 3 2018	20.00	150	3,000	Presentations and follow-up meetings and support
2.06	Business Traveler Conversion Program	QTR 4 2018	5.00	150	750	Design approach and narrative for a conversion tool kit
	<b>Subtotal Business Talent Attraction</b>				<b>\$ 8,100</b>	
<b>Tourist &amp; Visitor Attraction</b>						
3.01	ScienceFest integration	QTR 1 2018	10.00	150	1,500	Presentation, ideas, support and follow-up meetings
3.02	Griffin and Associates integration	QTR 1 2018	7.00	150	1,050	Presentation and follow-up meetings and support
3.03	Discoveries unified hashtag campaign	QTR 1 2018	2.00	150	300	Design marketing campaign to support # efforts
3.04	New Mexico True partnership	QTR 2 2018	20.00	150	3,000	Assist LAC efforts to access NMTD materials/programs
3.05	National Park integration	QTR 3 2018	10.00	150	1,500	Presentations and follow-up meetings and support
3.06	"Go. See. Do." Los Alamos campaign	QTR 3 2018	10.00	150	1,500	Design marketing campaign
3.07	Tourist and visitor conversion program	QTR 4 2018	5.00	150	750	Design approach & narrative for conversion tool kit
	<b>Subtotal Tourist &amp; Visitor Attraction</b>				<b>\$ 9,600</b>	
	<b>Total Budget</b>				<b>\$ 50,100</b>	

**\*Assumptions**

1. All materials developed will be delivered electronically
2. Budget amount is the estimated cost of labor for The Idea Group of Santa Fe/HK Advertising to provide brand integration support for the implementation of each task. Actual cost may vary.
3. Cost of signage, printing, copies, media buys, etc. are not included