
Shreveport-Bossier, LA BrandPrint™

January 2008



TABLE OF CONTENTS

(■) Indicates a correlating appendix.	
(☞) Indicates additional rich content on the Final BrandPrint CD.	
** Indicates a bound version of this piece has been provided with this Final Report.	
INTRODUCTION	1
<i>About North Star Destination Strategies</i>	1
<i>About The BrandPrint Process</i>	1
EXECUTIVE SUMMARY	2
UNDERSTANDING (<i>Research Findings</i>)	3
INSIGHTS (<i>Conclusions Based on Research</i>)	7
IMAGINATION (<i>Creative Ideas for Building the Brand</i>)	9
EVALUATION (<i>Tracking the Brand Performance</i>)	11
UNDERSTANDING	12
IN-MARKET STUDY	13
<i>Purpose, Methodology & Results</i>	13
STAKEHOLDER VISION SURVEY (■)	16
<i>Purpose, Methodology & Results</i>	16
ONLINE COMMUNITY SURVEY (■)	19
<i>Purpose, Methodology & Results</i>	19
PERCEPTION STUDY	22
<i>Purpose, Methodology & Results</i>	22
ROI-CONVERSION STUDY**	25
<i>Purpose, Methodology & Results</i>	25
INQUIRY ORIGIN STUDY (■) (☞)	27
<i>Purpose, Methodology & Results</i>	27
VISITOR ORIGIN STUDY (■) (☞)	29
<i>Purpose, Methodology & Results</i>	29
COMMUNITY TAPESTRY STUDY (☞)	31
<i>An Introduction to Community Tapestry™</i>	31
<i>Purpose, Methodology & Results</i>	32
<i>Who Reports Shreveport-Bossier Residents & Visitors</i>	33
<i>What Report Understanding the What Report</i>	36
ESRI ECONOMIC OPPORTUNITY ANALYSIS (☞)	39
<i>Purpose, Methodology & Results</i>	39
INSIGHTS	44
INSIGHTS ABOUT SHREVEPORT-BOSSIER	44
SHREVEPORT-BOSSIER BRAND PLATFORM	48

IMAGINATION (☺)	49
CREATIVE DELIVERABLES	50
<i>An Introduction to Shreveport-Bossier Louisiana's Other Side</i>	50
<i>Descriptive Vocabulary</i>	51
<i>Colors & Type</i>	52
<i>Recommended Logo & Organizational Logos</i>	53
<i>Street Banners</i>	55
<i>Gaming & Casino Ad</i>	56
<i>Dining Ad</i>	57
<i>Attraction Ad</i>	58
<i>Event Ad</i>	59
<i>Economic Development Ad</i>	60
<i>Small Business Ad</i>	61
<i>Visitor Web Portal</i>	62
<i>Community Web Portal</i>	63
<i>Visitor's Guide Cover</i>	64
BRAND ACTION IDEAS	65
<i>S. . . Succeed by organizing for brand support</i>	66
<i>P. . . Present the brand with a launch</i>	69
<i>I. . . Integrate the brand with communications</i>	72
<i>C. . . Capitalize on the brand using your infrastructure</i>	75
<i>Y. . . Yoke residents to the new brand</i>	77
<i>C. . . Cater to visitors using the brand</i>	79
<i>I. . . Invite new economic development using the brand</i>	83
<i>T. . . Tout your city with branded events and attractions</i>	85
<i>Y. . . Yell out your brand message using the internet</i>	86
EVALUATION	88
SHREVEPORT-BOSSIER VISITATION STUDY (☑)	89
<i>Purpose, Methodology</i>	89
SHREVEPORT-BOSSIER PERCEPTION STUDY (☑)	90
<i>Purpose, Methodology</i>	90
SHREVEPORT-BOSSIER CONVERSION STUDY (☑)	91
<i>Purpose, Methodology</i>	91
APPENDIX A: STAKEHOLDER VISION SURVEY	
APPENDIX B: ONLINE COMMUNITY SURVEY	
APPENDIX C: ORIGIN MAPPING	
APPENDIX D: SAMPLE BRAND CHARTER	
APPENDIX E: BRAND MANAGER JOB DESCRIPTION	
APPENDIX F: STUDY OUTLINES FOR EVALUATION MEASURES	

ABOUT NORTH STAR DESTINATION STRATEGIES

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing destination brands through integrated marketing solutions. In fact, North Star is the *only* branding company to offer destinations a combination of research, strategy and creative communications. This process – called Community BrandPrint™ – provides direction for the destination's brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community BrandPrint™ are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

ABOUT THE BRANDPRINT PROCESS

Through the Community BrandPrint™ process, North Star determines Shreveport-Bossier's most relevant and distinct promise. From that promise, we create a positioning philosophy intended to generate a brand identity in the minds of visitors and residents. We then develop powerful Brand Action Ideas and effective creative communication, all of which reinforce the positioning and ensure brand equity and growth.

This process is divided into four stages: Understanding, Insights, Imagination and Evaluation.

EXECUTIVE SUMMARY

The Shreveport-Bossier Convention and Visitors Bureau hired North Star Destination Strategies to develop and clearly identify Shreveport-Bossier's destination marketing brand for businesses, visitors and residents. The unique process – developed by North Star and called Community BrandPrint™ – is known throughout the United States for its ability to effectively generate positive, strategically aligned marketing growth within the various entities that comprise a community.

While the details of North Star's involved process are discussed in-depth in the appropriate sections, the Executive Summary represents a snapshot of our most important findings, suggestions and outcomes.

UNDERSTANDING | RESEARCH FINDINGS

The goal of this stage is to better understand perceptions of the following groups regarding Shreveport-Bossier:

- Community stakeholders and residents (as a place to live, work and play)
- Current and potential visitors (as a tourism destination)

Research also looked at demographic and psychographic information about residents of and visitors to Shreveport-Bossier.

IN-MARKET OBSERVATIONS:

From the FAM Tour, Stakeholder Interviews, Focus Group and Undercover Interviews:

- *Primary assets include:* The Red River (festival area, The Boardwalk, Red River District), music history and culture, CenturyTel Center/Mudbugs, transportation access, festivals (Revel, Mudbug, Mardi Gras, etc.), museums, Barksdale Air Force Base, the people, wealth of attractions
- *Primary challenges include:* Confusion about location and the effects of hurricane Katrina, financial reliance on casinos, identity confusion, void of young professionals, unnoticed connections to the arts, underappreciated Red River
- *Primary opportunities include:* New convention center, burgeoning film industry, strong music heritage, more family-oriented activities, unification through selling the Red River region, new areas of economic focus
- *Descriptions of Shreveport:* Friendly, high-rise downtown, casinos, festivals, sophistication, good restaurants, seafood, arts, entertainment, business, medical/biomedical, older and more conservative
- *Descriptions of Bossier City:* Safe, family-friendly, construction/traffic, shopping, The Boardwalk, CenturyTel Center, faith-based, Mudbugs hockey, casinos, good schools, Barksdale Air Force Base.

SHREVEPORT-BOSSIER STAKEHOLDERS SAY:

From the Stakeholder Vision Survey

- *Describe Shreveport-Bossier as:* Twin Cities split by the Red River (each with distinct characteristics), a great place to live and raise a family, a blend of East Texas and Southern Louisiana, recreational/fun, beautiful, growing, friendly, diverse, conservative
 - *Greatest opportunities:* Medical field, I-49 expansion, riverfront development
 - *Most historical aspects of the community:* The Red River, Municipal Auditorium, music heritage
 - *Building or structure that best represents the community:* Municipal Auditorium, Texas Street Bridge, Texas Street Methodist Church
- *What attracts people to Shreveport-Bossier:*
 - *Residents:* Employment, small-town feel, family atmosphere, low cost of living
 - *Visitors:* Casinos, shopping, Mardi Gras parade, festivals, Independence Bowl
 - *Businesses:* Low cost of labor, productive workforce, proximity to interstate and large cities, position as a transportation hub

- *Defining the importance of...*
 - *Community wall murals*: Show history and culture; demonstrate arts community
 - *Mardi Gras*: Allows for celebration with family; good for tourism and culture
 - *Crawfish/mudbugs*: City trademark; festival attracts a large number of people
 - *Texas*: Their residents provide the majority of casino revenue and tourists.

SHREVEPORT-BOSSIER RESIDENTS SAY:

From the Online Community Survey

- *Defining Shreveport-Bossier*:
 - *Best described as*: Growing and diverse; two separate and distinct cities
 - *Greatest assets*: Barksdale Air Force Base, growth potential
 - *Greatest hidden assets*: Southern hospitality, wide array of activities/things to do
 - *Biggest opportunities for growth*: Film industry, I-49 expansion
 - *Biggest opportunities for improvement*: Add more for families to do, reduce crime
 - *Reputation to outsiders*: A friendly place to gamble
 - *What differentiates Shreveport-Bossier*: Blended culture and mixed influences
- *What attracts people to Shreveport-Bossier*:
 - *Residents*: Low cost of living, jobs and employment
 - *Visitors*: Gaming and casinos
 - *Businesses*: Low cost of living/tax incentives, location/transportation access
- The Red River and downtown skyline are the facets of the community said to best represent Shreveport-Bossier.

CONSTITUENTS IN THE PERCEPTION STUDY SAY:

From the State Level Economic Development Perception Study

- *Assets*: Excellent personnel, accessible location proximate to other major cities, variety of transportation options, diverse economy
- *Challenges*: Perception of poor school systems, lack of political clout compared to bigger players like New Orleans or Baton Rouge, perceived lack of cultural offerings
- *Opportunities*: Regional biotechnology, increased accessibility by opening I-49 further into Arkansas and Texas, fostering regional cooperation.

From the Area Business Owner and Economic Developer Perception Study

- *Assets*: People are easy to work with and dedicated to improvement, good location and infrastructure, diverse economy with multiple industries and resources, comfortable community size fosters a small-town atmosphere, new convention center, gaming
- *Challenges*: Blighted areas feel unsafe and are hard to sell, no company headquarters, strict regulations limit growth, misperceptions about the effects of Katrina, perceived racial tension.

From the Meeting Planner Perception Study

- **Assets:** Location and accessibility (make for less-stress travel planning), casinos, historical attractions, The Boardwalk, outdoor activities, helpful hoteliers
- **Challenges:** Highway signage should be improved, limited hotel space is inconvenient (larger groups are forced to be housed in separate hotels), blighted and unsightly areas are a turn off
- **Opportunities:** Improve signage, revitalize rundown areas, attract larger hotels.

From the Group Tour Leader Perception Study

- **Assets:** Casinos and other activities are enjoyed by many senior groups, The Boardwalk, great hospitality, variety of things to do, friendly CVB staff
- **Challenges:** Lack of understanding about complete range of offerings, misconceptions about the effects of hurricane Katrina
- **Opportunities:** Provide group leaders with more information about all area attractions.

SHREVEPORT-BOSSIER VISITORS and PROSPECTIVE VISITORS SAY:

From the ROI-Conversion Study:

- **Top adjectives to describe Shreveport-Bossier:** Fun, southern, recreational
- **Highest attribute ratings of the area:** Restaurant experiences, shopping values, overnight accommodations
- **Information delivery:** The majority of respondents (66%) received the information they requested, most within two weeks
- **Visitation trends:**
 - **Decision to travel:** 9% of all respondents traveled to or through Shreveport-Bossier after receiving the information they had requested
 - **Overnight visitation:** 63% of those who visited stayed overnight; 70% of those staying overnight stayed 1-2 nights
 - **Overnight accommodations:** 41% of those who visited stayed overnight in a casino hotel; 29% stayed in a hotel/motel
 - **Trip activities:** 71% of those who traveled to Shreveport-Bossier visited the Louisiana Boardwalk on their trip, 59% visited a casino.

INQUIRY ORIGIN STUDY SHOWS:

A profile of 4,700+ Shreveport-Bossier Inquiries

- **Top inquiry states:** Texas (38.9%), Pennsylvania (8.7%), North Carolina (6.4%)
- **Top inquiry cities (CBSA's):** Houston-Bay-Sugarland, TX (13.4%); Dallas-Ft Worth-Arlington, TX (7.4%); San Antonio, TX (4.3%); Washington-Arlington, VA (3.4%); Pittsburgh, PA (2.6%).

VISITOR ORIGIN STUDY SHOWS:

A profile of 2,800+ Shreveport-Bossier Visitors

- **Top visitor states:** Louisiana (37.5%), Texas (23.7%), Arkansas (6.3%)
- **Top visitor cities (CBSA's):** Dallas-Fort Worth-Arlington, TX (9.70%); Baton Rouge, LA (7.90%); New Orleans-Metairie-Kenner, LA (7.60%); Houston-Sugar Land-Baytown, TX (6.30%); Monroe, LA (4.10%).

TAPESTRY STUDY SHOWS:

Top Tapestry Segments for Shreveport-Bossier Residents (28% of residents)

- *Modest Income Households (13%):* Young singles and single-parent households with a strong family focus. Residents are predominantly black, have a median HHI \$20,900 and work in service or blue-collar occupations. Avid viewers of daytime and primetime TV, shop at discount stores and restrict non-essential services like internet and gym memberships to save money.
- *Metro City Edge (8%):* Home to single parents, singles and multigenerational families. Median age is 28.8, median HHI \$30,200 and most are employed in service and skilled labor occupations. Primary concern is promoting children's welfare and money is spent wisely to do so. Residents enjoy news and sports on cable, have limited internet access and prepare most meals at home.
- *Rustbelt Traditions (7%):* The backbone of older industrial cities. Median age is 36, median HHI \$44,000. Residents are a mix of married and single-parent households. Most previously worked in the manufacturing industry but now work mainly in the service sector. Have lived, worked and played in the same area for years. Don't follow fads, financially conservative, enjoy bowling and fishing.

INSIGHTS | CONCLUSIONS BASED ON RESEARCH

- Shreveport-Bossier is like a thick, hearty gumbo with enough flavor and zest to please everyone.
- Shreveport-Bossier's roux is the Red River, which winds its way between the two cities both connecting their souls and defining their independent natures.
- Residents love the river and point to it as one of your biggest assets.
- Many of Shreveport-Bossier's attractions have flourished in the twists and turns of the Red River.
- Much of Shreveport-Bossier's economic development has grown in the current of the river.
- In fact, past research and planning efforts have recommended Shreveport-Bossier stake its future on the Red River.
- North Star agrees that the Red River is a vital ingredient, but a good gumbo is more than just its roux. It is loaded with spices to heat things up.
- Your spiciest and most colorful ingredient is, without a doubt, your casinos!
- But casinos alone don't add enough nuance to the flavor.
- Shreveport-Bossier's more subtle flavors come from your many festivals and events.
- Flavor is also derived from your liberal sprinkling of arts and music.
- Of course the meat of Shreveport-Bossier – the ingredient that makes visitors, residents and businesses come back for more – is your fearless blend of Louisiana and East Texas tastes.
- Shreveport-Bossier has a lot of the things Louisiana is known for, but all that Louisiana flavor is made richer with the addition of East Texas texture. Shreveport-Bossier is a true blend of East Texas and Louisiana.
- In fact, you are a blend of many cultures.
- This variety of cultures is also evident in your resident base, your economy and your natural landscape.

- This same blend of flavors and cultures fills people up, inspiring them to pursue their dreams related to music and art influences, casinos, professional development and cultural heritage.
- This inspiration has allowed you to:
 - Turn a river into a waterway
 - Turn talent into stars
 - Turn vision into art
 - Turn urban divides into urban renewal
 - Turn cadets into fighters
 - Turn something stagnant into something progressive
 - Turn natural landscape into Hollywood.
- Like a good gumbo, Shreveport-Bossier’s essence is the blend of its many flavors.
 - The Red River
 - Casinos
 - Festivals and events
 - Music and Arts
 - Louisiana and East Texas.

SHREVEPORT-BOSSIER BRAND PLATFORM

<i>Target Audience:</i>	For people seeking variety and a taste for life
<i>Frame of Reference:</i>	Shreveport-Bossier is the other Louisiana, moving along the Red River
<i>Point-of-Difference:</i>	Where its spicy blend of tastes, textures and cultures creates a feast of experience
<i>Benefit:</i>	So life is inspiring and filled with flavor.

IMAGINATION | CREATIVE IDEAS FOR BUILDING THE BRAND

STRAP LINE

Shreveport-Bossier ...Louisiana's Other Side

RECOMMENDED LOGO



BRAND ACTION IDEAS

Community brands are not just about taglines and logos. They are about emotion and experience. For that reason, North Star provides custom brand action ideas designed to get Louisiana's other side off the page, onto the street and into people's hearts and minds.

Following are 9 big strategies for establishing Shreveport-Bossier as a place totally unique in Louisiana. Where different cultures, textures and tastes blend in a feast for the senses. Where every day serves up a new flavor sure to please. Where the people are as warm as the climate and the nightlife is as spicy as the food. Where a variety of experiences and attractions leave visitors and residents satisfied. A place that invites you – with its attitude, excitement and energy – to dig in and enjoy. *A city spiced for life . . . now that's worth sampling!*

- S . . . Succeed by organizing for brand support
- P . . . Present the brand with a launch
- I . . . Integrate the brand with communications
- C . . . Capitalize on the brand using your infrastructure
- Y . . . Yoke residents to the new brand

- C . . . Cater to visitors using the brand
- I . . . Invite new economic development using the brand
- T . . . Tout your city with branded events, attractions
- Y . . . Yell out your brand message using the internet.

S . . . Succeed by organizing for brand support

The best way to establish your brand is to first build support for your brand with the stakeholders and leaders of Shreveport-Bossier. The bottom line: brands don't grow and thrive if no one takes responsibility for them. Successful implementation of the Shreveport-Bossier brand requires ownership, accountability, passion, understanding and respect for the branding effort. And that requires organization.

P . . . Present the brand with a launch

North Star does not necessarily recommend that you hold a public launch of the new Shreveport-Bossier brand. Some of the most effective brands quietly inundate the community through low-key grassroots efforts. However, if you decide on a launch, we have plenty of ideas to get you started.

I . . . Integrate the brand using communications

Shreveport-Bossier is clearly energized about its new brand! And when you're passionate about something, what's the point of keeping it under wraps? The following communication strategy integrates ideas from advertising to online initiatives to special events – all designed to get the good word out.

C . . . Capitalize on the brand using your infrastructure

Shreveport-Bossier should wear its brand like a second skin. One of the most effective means for accomplishing this is to use your infrastructure as a high-profile city-owned medium for promoting the brand.

Y . . . Yoke residents to the new brand

At the heart of the Shreveport-Bossier brand are the citizens who are connected to it. The key to success for this brand is to make it “of the people,” offering opportunities for them to be an integral part of its launch, implementation and life.

C . . . Cater to visitors using the brand

As Shreveport-Bossier works to further build its reputation as a tourist destination, it's important that you don't make visitors “search” to find information about your tourism attributes. Put your new brand up front and center for the purposes of tourism.

I . . . Invite new economic development using the brand

Show economic development prospects that Shreveport-Bossier is a place where each business matters, where the resources and opportunity to grow and thrive are abundant. Where your voice is heard in the business community. Shreveport-Bossier is sized for success . . . yours!

T . . . Tout your city with branded events and attractions

Branded special events are a great platform for increasing brand awareness and recognition and Shreveport-Bossier's spicy background is the ideal launching pad for some great ideas.

Y . . . Yell out your brand message using the internet.

The internet is one of the first places residents, visitors and business prospects alike go for information. Make your presence online loud and highly visible.

EVALUATION | TRACKING THE BRAND PERFORMANCE

North Star provided Shreveport-Bossier with three do-it-yourself measurement tools to track how the brand is performing.

SHREVEPORT-BOSSIER VISITATION STUDY

- Continuously track visitation characteristics in order to note and respond to changes in visitation trends including length of stay, party size and composition, demographics, visitor activities, and spending.

SHREVEPORT-BOSSIER PERCEPTION STUDY

- Three years after brand implementation, measure the changes in perceptions among all markets. Fine-tune the media and messaging based on the findings.

SHREVEPORT-BOSSIER CONVERSION STUDY

- Conversion studies help refine the media decision to ensure media efficiency as well as achieve conversion benchmarks for future measurement.

WHERE THE BRAND HAS BEEN AND WHY

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

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

IN-MARKET STUDY

Purpose

The purpose of the In-Market Study is to gain understanding of the perceptions and attitudes of Shreveport-Bossier among its residents and to experience, first-hand, what makes it a unique destination for residents, visitors and businesses.

Methodology & Results

The following summary reflects observations and input received from the North Star Destination Strategies In-Market Study on October 3rd-5th, 2006. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes the FAM tour, stakeholder focus group, stakeholder one-on-one interviews and local community undercover interviews.



MOST MENTIONED ASSETS

- Red River:
 - Festival area
 - The Boardwalk (shopping/restaurants)
 - Red River District (restaurants, River Walk, casinos, night clubs)
- Music history and culture:
 - Municipal Auditorium (Louisiana Hay Ride, where Elvis got his start)
 - Hank Williams history
 - Birth place of Faron Young
- CenturyTel Center/Mudbugs hockey
- Transportation:
 - Interstate, airport, river, port
- Festivals:
 - Revel, Mudbug, Mardi Gras, etc.
- Museums:
 - Multicultural Center of the South
 - Southern University Museum of Art
 - Stage of Stars Museum
 - Mardi Gras in the Ark-La-Tex Museum

- Barksdale Air Force Base
- The people:
 - Hospitable, kind, trained by casino industry
- Attractions:
 - Casinos
 - Independence Stadium/Bowl
 - American Rose Center
 - Gator & Friends Alligator Park
 - SciPort Discovery Center/Planetarium
 - Louisiana Oil and Gas Museum
 - Shreveport Convention Center
 - Black Bayou Nature Park.

MOST MENTIONED ISSUES

- Confusion about location:
 - Outsiders perceive the city to be near New Orleans and assume it was devastated by Hurricane Katrina
- Shreveport-Bossier must be more than casinos:
 - “They saved us, but they too, could leave [if and when Texas or Arkansas legalizes gambling].”
- Identity confusion – “We have no idea who we are”:
 - Louisiana? New Orleans? Texas? Shreveport? Bossier City?
- Void of young professionals
- Strong connection to art, but not sold as a sophisticated arts area.

MOST MENTIONED OPPORTUNITIES

- New Convention Center:
 - Expanded from 75,000 square feet to 350,000
 - Puts the city on a completely different playing field for conventions
- Film industry:
 - Cost effective and convenient, diverse southern landscapes
- Strong music heritage:
 - Louisiana Hayride
 - Ledbetter/Elvis/Hank/Burton/Brooks
- More family-oriented activities:
 - Amusement park, water park, zoo, etc.
- Unification through selling the Red River region
- New areas of economic focus:
 - Distribution (businesses that cater to East Texas but want access to the southeast), health sciences, oil and gas.

MAJOR OBSERVATIONS FROM STAKEHOLDER INTERVIEWS

- Perception of Louisiana:
 - Crooked politics, bad school systems
- Perception of Northwest Louisiana:
 - Reputation for better schools among many of the parishes
 - More “Texas” than Louisiana (especially compared to South Louisiana)
- Bossier City:
 - Overcame rough beginnings to become conservative and progressive
 - Perceived to have fewer crime issues than Shreveport
- The Red River is underappreciated:
 - Needs restoration and economic development to create stronger community admiration.

MAJOR OBSERVATIONS FROM THE FOCUS GROUP

- Shreveport is seen as:
 - Friendly
 - High-rise downtown/skyline
 - Casinos
 - Festivals
 - Sophistication
 - Good restaurants/seafood
 - Arts
 - Entertainment
 - Business
 - Medical/biomedical
 - Older and more conservative
- Bossier City is seen as:
 - Safe, family-friendly
 - Construction and traffic
 - Shopping at The Boardwalk
 - CenturyTel Center
 - Faith-based
 - Mudbugs
 - Casinos
 - Good schools
 - Barksdale Air Force Base
- The one picture most representative of Shreveport-Bossier would be:
 - The Red River
 - “Stand on the boardwalk facing the Red River”
 - “New downtown Convention Center looking over the river”
 - “The Red River development showing both sides”
 - “Face the river and capture downtown and fiber optic roses”
 - “An overhead shot of the river to capture the roses, boardwalk and fountains.”

STAKEHOLDER VISION SURVEY

Purpose

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

Methodology & Results

To understand stakeholders' perceptions, a Vision Survey was mailed to many of the key stakeholders in the community. Many of the questions in the surveys focused on Shreveport-Bossier's direct strengths, weaknesses, opportunities and threats. Other questions focused on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

Approximately 50 stakeholders responded to the survey. The top answers most reflective of all stakeholders are shown below.

Please see Appendix A for a copy of the Stakeholder Vision Survey. Additionally, all responses to the Stakeholder Vision Survey have been provided in a binder accompanying this final report.

When you first think of Shreveport-Bossier City, what adjectives come to mind?

- Recreational/fun
- Beautiful
- Growth
- Friendly
- Diverse
- Conservative
- Family-oriented

What is Shreveport-Bossier City?

- Twin Cities split by the Red River (each with distinct characteristics)
- A great place to live and raise a family
- A growing metropolitan area

What is Shreveport-Bossier City's greatest asset?

- The citizens
- Location

What is the biggest hidden secret about Shreveport-Bossier City?

- Art community and museums
- Quality of life
- Southern hospitality

What do people who have never been to Shreveport-Bossier City think about it?

- It is a place to gamble/has casinos
- It is considered a small town
- It exceeds their expectations

What are the top things that attract residents to Shreveport-Bossier City?

- Employment
- Small-town feel
- Good place to raise a family
- Low cost of living

What are the top things that attract visitors to Shreveport-Bossier City?

- Gaming and casinos
- Shopping
- Mardi Gras parade and festivals
- Independence Bowl

What are the top things that attract businesses to Shreveport-Bossier City?

- Low cost of labor
- Productive workforce
- Proximity to interstate and large cities
- Position as a transportation hub

What are the biggest opportunities for growth in Shreveport-Bossier City?

- Medical community
- I-49 expansion
- Riverfront area

Where do you see Shreveport-Bossier City in five years?

- Large and progressive city
- Less reliant on gaming and casinos

How important will casinos be to the economy in five years?

- Split responses...
 - Important – the backbone of the economy and an exciting form of entertainment
 - Not as important – as more states adopt gaming, people will go elsewhere

How is Shreveport-Bossier City different from the rest of Louisiana?

- It is a blend of East Texas and Southern Louisiana
- It is more diverse

What about Shreveport-Bossier City is the most historically significant?

- The Red River
- Municipal Auditorium and music heritage

What building or structure best represents the community?

- Municipal Auditorium
- Texas Street Bridge and Texas Street Methodist Church

Why are wall murals an important element of the Shreveport-Bossier landscape?

- They show history and culture
- They demonstrate the lively arts community

Why is Mardi Gras important to Shreveport-Bossier City?

- It allows people to celebrate and have fun but is a family affair
- It is good for tourism and culture

Why are crawfish or “mudbugs” important to Shreveport-Bossier City?

- They act as a trademark for the cities
- The Mudbug festival attracts a large number of people

Why is Texas important to Shreveport-Bossier City?

- Texas residents provide the majority of casino revenue and area tourists

If Shreveport-Bossier City were a person, who would this person be?

- Middle-aged to older – Set in their ways, somewhat resistant to change
- Laid back – Wears causal cloths, is friendly and outgoing
- Family is important – Married and has children, drives an SUV to accommodate family

What consumer product brand does Shreveport-Bossier City most resemble?

- Wide variety of brands:
 - HP – Getting better and better
 - Honda – Continuously improving and expanding
 - Bass Pro Shop – Universal appeal in this region
 - An old Ford – Still runs but needs some work
 - Izod – Wants to be trendy but is a day late.



ONLINE COMMUNITY SURVEY

Purpose

The purpose of the Online Community Survey is to gain a qualitative and quantitative measure of the community's perceptions of Shreveport-Bossier.

Methodology & Results

North Star developed an online survey based on the results of the Stakeholder Vision Survey, and the community was encouraged to participate.

347 residents participated in the survey. The results below highlight the top two responses for each question. Please see Appendix B for graphs that detail all results for the survey. Open-ended and "other" responses can be found on the Final BrandPrint CD.

In my opinion Shreveport-Bossier City is best described as...

- Growing (46%)
- Diverse (16%)

What is Shreveport-Bossier City?

- Two separate cities in Northwest Louisiana, each with distinct characteristics (39%)
- Two sister cities in Northwest Louisiana (24%)

What attracts most visitors to Shreveport-Bossier City?

- Gaming/casinos (73%)
- Festivals/Mardi Gras Parade (11%)

What attracts most businesses to Shreveport-Bossier City?

- The low cost of living/tax incentives (33%)
- Its location/status as a transportation hub (31%)

What attracts most residents to Shreveport-Bossier City?

- Low cost of living and affordable housing (36%)
- Jobs/employment (24%)

What is Shreveport-Bossier City's greatest asset?

- Barksdale Air Force Base (28%)
- Growth potential (22%)

If someone has never been to Shreveport-Bossier City what is their first impression?

- It's a place to gamble/casinos (31%)
- It's a friendly place to visit (26%)

What is the biggest hidden asset of Shreveport-Bossier City that should be leveraged more?

- The Southern hospitality (24%)
- The wide variety of activities available (24%)

If you could make Shreveport-Bossier City even better what would you do to improve it?

- Create more things for families to do [zoo, amusement park, etc.] (33%)
- Other [reduce crime, revitalize rundown areas] (16%)

What is the biggest challenge currently facing Shreveport-Bossier City?

- Crime/gangs (32%)
- Racial division (18%)

What is the biggest opportunity for growth in Shreveport-Bossier City?

- Film industry (27%)
- I-49 expansion (24%)

How is Shreveport-Bossier City different from the rest of Louisiana?

- It's the perfect blend of East Texas and Southern Louisiana (38%)
- It has less of a Cajun culture (24%)

How important will the casino business be for the economy of Shreveport-Bossier City over the next 5-10 years?

- Less important – as more states allow gambling (45%)
- Very important – it is the backbone of our economy (31%)

What aspect of Shreveport-Bossier City is the most historically significant?

- The Red River (35%)
- Our music heritage [Municipal Auditorium and Louisiana Hayride] (28%)

What building structure or piece of architecture in Shreveport-Bossier City best represents the community?

- The Red River (32%)
- The downtown skyline (22%)

What makes Shreveport-Bossier City different from anywhere else?

- Our Cajun and Texas influences (41%)
- The influence of the Red River (18%)

Is Shreveport-Bossier City more influenced by Texas or Louisiana culture?

- Louisiana (62%)
- Texas (38%)

What does the emphasis on festivals say about the community of Shreveport-Bossier City?

- We like to have fun (36%)
- We are family-friendly (25%)

What is the primary role of the Red River in Shreveport-Bossier City?

- Provides a landscape of natural beauty (31%)
- Separates Shreveport from Bossier City (24%)

Outsiders perceive Shreveport and Bossier City as one entity.

- Agree completely (33%)
- Agree somewhat (32%)

Shreveport and Bossier city are always unified in their efforts.

- Disagree somewhat (38%)
- Neutral (27%)

Shreveport and Bossier city work well together.

- Disagree somewhat (29%)
- Neutral (24%).

PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Shreveport-Bossier among target audiences. These include: state level economic development officials, area business owners and local developers, meeting planners and group tour leaders. What do these various constituents of the Shreveport-Bossier brand have to say about the city as a place to do business, visit and host meetings?

Methodology & Results

North Star consultants conducted perception interviews via telephone with various Perception Study contacts. Phone lists were provided to North Star by the brand drivers. Questions were phrased to gather qualitative information. An executive summary of the results for each set of calls is outlined over the following pages.

STATE LEVEL ECONOMIC DEVELOPMENT

- **Assets:**
 - *Personnel:* Professional, timely, responsive, forward-thinking and optimistic
 - *Location:* Between Memphis, Houston, San Antonio; easy access to New Orleans and Texas
 - *Transportation:* Interstate crossroads, port/water transport, railroads and airport
 - *Diverse economy:* Will provide stability for the economy in the future
- **Challenges:**
 - *Poor school systems:* Perceived to contribute to a demographic of uneducated citizens (not good for economic development and recruitment)
 - *Lack of political clout:* Less leverage than New Orleans or Baton Rouge
 - *Lack of cultural offerings:* Fewer cultural offerings compared to Dallas or St. Louis
- **Opportunities**
 - *Biotech:* Healthcare center holds regional biotech potential
 - *Increased accessibility:* Opening I-49 further into Arkansas and Texarkana
 - *Regional cooperation:* Capitalize on and cooperate within Ark-La-Tex area
 - *Logistics:* Would make use of tremendous transportation assets.

AREA BUSINESS OWNERS AND ECONOMIC DEVELOPERS

- **Assets:**
 - *People:* Dedicated to improving the community, friendly, easy to work with
 - *Accessibility:* Good location, infrastructure makes for timely travel
 - *Diverse economy:* Multiple industries and resources (mfg., gaming, retail, leisure)
 - *Community size:* Easy to get to know people, contributes to a laid back/small-town environment
 - *Convention center:* Opportunity to build a new market around this
 - *Gaming:* Undeniable positive impact on local economy

- Challenges:
 - *Blighted areas*: Hard to sell and promote growth, feels unsafe
 - *No company headquarters*: Makes it harder to attract professionals to the area
 - *Racial tension*: Race-related issues said to negatively affect the business community
 - *Strict regulations*: Especially in Bossier City; limits growth and success
 - *Misperceptions about the effects of Katrina*: Developers/businesses think the area was devastated by Katrina
 - *State's political reputation*: Past corruption casts a negative shadow on the business climate.

MEETING PLANNERS

- Assets:
 - *Location*: Central location makes for less-stress travel planning
 - *Accessibility*: Plenty of transportation options
 - *Casinos*: Offer great lodging and entertainment for visiting groups
 - *Historical attractions*: African American Museum, Municipal Auditorium
 - *The Boardwalk*: Shopping and dining are good for non-casino goers
 - *Outdoor activities*: Fishing, Rose Gardens
 - *Helpful hoteliers*: Make planning events easy and less stressful
- Challenges:
 - *Signage*: Some highway signage should be improved
 - *Limited hotel space*: Insufficient space for larger meetings and conventions (have to house people in separate hotels and arrange extra transportation)
 - *Blighted areas*: Unsightly areas are a turnoff
- Opportunities:
 - *Improve signage*: Make sure visitors can easily get to top sites
 - *Revitalize rundown areas*: Would add to the overall experience
 - *Attract a large hotel*: Could house larger groups without extra overhead and hassle.

GROUP TOUR LEADERS

- Assets:
 - *Good for seniors*: Offer activities enjoyed by many seniors, creating repeat visitors
 - *Casinos*: Said to be the biggest draw; most consider the area a gaming destination
 - *The Boardwalk*: Also mentioned as a large attraction during area visits
 - *Always a pleasant experience*: Those who really know the area love it and mention great hospitality, a wonderful CVB staff and wide variety of things to do
- Challenges:
 - *Lack of understanding about offerings*: Few people are familiar with offerings available outside of casinos that might turn day trippers into overnight visitors; "I had a positive experience in terms of working with the CVB, there just isn't enough to do there to warrant more than an overnight stay."
 - *Misconceptions about effects of the hurricane*: "After the hurricane, [Shreveport-Bossier City] was not as much of an attraction destination as it was at one time."

- Opportunities:
 - *Provide more information:* Many said they would like to know about offerings outside of casinos – providing it could increase overnight visitation
- Also worth noting: Tour leaders see Shreveport and Bossier City as one in the same and say they visit both cities when they come to the area.

RETURN ON INVESTMENT-CONVERSION STUDY

Purpose

The purpose of the Return on Investment-Conversion Study is to gain a greater understanding of consumers who made inquiries about Shreveport-Bossier City, and uncover how those inquiries translate into patterns of visitation. Specifically, this survey was developed to measure:

- Conversion of inquiries based on advertising to Shreveport-Bossier City visitors
- The nature of visitation, including trip activities and expenditures
- Attitudes concerning Shreveport-Bossier City as a whole and specific attractions
- Associated perceptions of the information sent to those who made inquiries based on Shreveport-Bossier City advertising
- General demographics of visitors to the area.

Methodology & Results

A telephone survey was conducted among consumers who responded to Shreveport-Bossier City Convention and Tourist Bureau print advertising that ran in 2006. A total of 300 telephone interviews were conducted, allowing for a margin of error of +/- 5.77% at a 95% confidence level. The sample was as follows:

- Southern Living (100 Interviews)
- Midwest Living (100 Interviews)
- Southeast Tourism (100 Interviews)

The respondents were selected from a list secured through the Shreveport-Bossier City Convention and Tourist Bureau inquiry database. Respondents were further screened to ensure that they had indeed requested an information packet from Shreveport-Bossier City.

North Star Research developed the survey instrument, fielded the research, tabulated, and analyzed the data. The interviews were conducted between March 12th and March 21st, 2007. The analysis was completed immediately thereafter.

An executive summary of the results follows. A bound version of the entire results set has been provided as a supplement to this Final Report.

EXECUTIVE SUMMARY OF ROI-CONVERSION STUDY

- Respondents were asked what three adjectives come to mind when they think of Shreveport-Bossier City. The most mentioned adjectives were fun, southern and recreational.
- Sixty-six percent (66%) of the respondents received the information from the city. Forty-six percent (46%) of respondents who received the information received it within two weeks.
- Nine percent (9%) of all respondents traveled to or through Shreveport-Bossier City after receiving the information.
- Respondents who visited Shreveport-Bossier tended to stay overnight. Sixty-three percent (63%) of the respondents stayed overnight while visiting.
- Seventy percent (70%) of those staying overnight stayed 1-2 nights, eighteen percent (18%) stayed 3-4 nights, and twelve percent (12%) stayed 5 nights or more.
- Forty-one percent (41%) of those who visited stayed overnight in a casino hotel and twenty-nine percent (29%) stayed in a hotel/motel. Twenty-three percent (23%) of overnight visitors who requested information selected the place to stay based on the materials they received.
- When asked to rate the following attributes on a scale of 1 to 10, with 10 being “excellent” and 1 being “poor,” respondents who visited gave the highest average rating to “restaurant experiences” (8.48). This was followed by “shopping values” (8.38) and “overnight accommodations” (8.05).
- Seventy-one percent (71%) of those who traveled to Shreveport-Bossier City visited the Louisiana Board walk and fifty-nine percent (59%) visited a casino on their trip.

ROI REPORT CARD

35,391 inquiries* x 30%** conversion = 10,617 visits
10,617 x avg. stay 2.24 nights x \$66.351 = \$1,577,986
+ Additional Avg. Trip Expenditures of \$2,733 x 10,617 = \$2,898,441
Total leisure direct from CVB = \$4,476,427
Total direct revenue generated by SBCCTB = \$4,476,427
Direct expenditures by SBCCTB = \$1,613,901.98***
ROI Ratio (w/o web site conversion) → 2.77:1

*Number of inquiries were provided by SBCCTB. (does not include web site inquiries)

**Conversion Rate is based on 9% actual conversion at the time of interview and 21% planning a trip later in the year.

***YTD Tourist Bureau Expenditures as of December 31, 2006 are directly from the Shreveport-Bossier City Convention and Tourist Bureau 2006 financial statements.

INQUIRY ORIGIN STUDY

Purpose

An Inquiry Origin Study was conducted to understand the markets from which inquiries to Shreveport-Bossier originate.

Methodology & Results

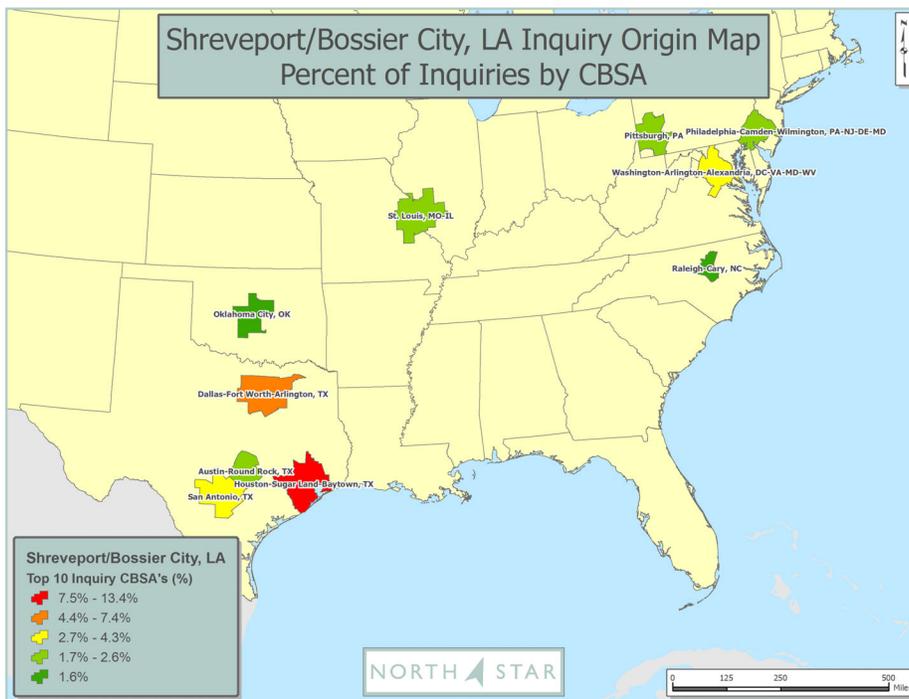
Over 4,700 inquiry records were collected from five sources – Compass Marketing, Texas Monthly, Woman’s Day, Southern Living and Southeast Tourism Society. Each record was geocoded (assigned) to a Core Based Statistical Area (CBSA) – the geographic area used to define advertised markets. The following information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Shreveport-Bossier should also be taken into account.

The complete set of results and associated reports for the Inquiry Origin Study can be found on the Final BrandPrint CD.

TOP INQUIRY STATES		
Rank	State	Percent
1	Texas	38.9%
2	Pennsylvania	8.7%
3	North Carolina	6.4%

TOP INQUIRY CBSAS		
Rank	CBSA	Percent
1	Houston-Bay-Sugarland ,TX	13.4%
2	Dallas-Ft Worth-Arlington, TX	7.4%
3	San Antonio, TX	4.3%
4	Washington-Arlington, VA	3.4%
5	Pittsburgh, PA	2.6%
6	St. Louis, MO-IL	2.6%
7	Philadelphia-Camden, PA	2.1%
8	Austin-Round Rock, TX	2.0%
9	Oklahoma City, OK	1.6%
10	Raleigh-Cary, NC	1.6%

INQUIRY MAPPING



Please see Appendix C for larger versions of all origin mapping.

VISITOR ORIGIN STUDY

Purpose

A Visitor Origin Study was conducted to understand the markets from which visitors to Shreveport-Bossier originate.

Methodology & Results

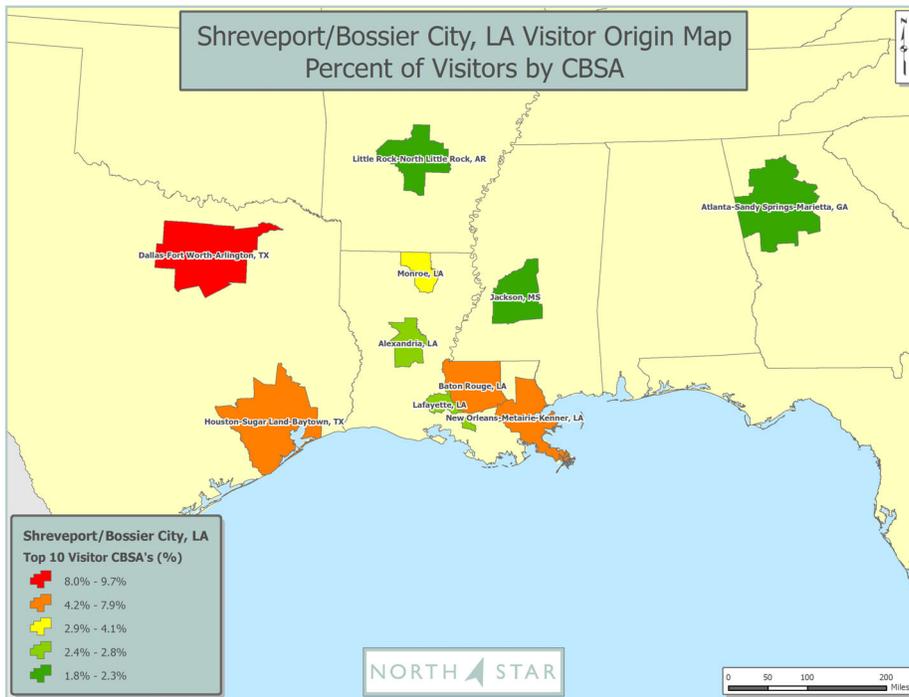
Over 2,800 visitor addresses were collected and geocoded (assigned) to a Core Based Statistical Area (CBSA) – the geographic area used to define advertised markets. The following information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Shreveport-Bossier should also be taken into account.

The complete set of results and associated reports for the Visitor Origin Study can be found on the Final BrandPrint CD.

TOP VISTOR STATES		
Rank	State	Percent
1	Louisiana	37.5%
2	Texas	23.7%
3	Arkansas	6.3%

TOP VISTOR CBSAS		
Rank	CBSA	Percent
1	Dallas-Fort Worth-Arlington, TX	9.70%
2	Baton Rouge, LA	7.90%
3	New Orleans-Metairie-Kenner, LA	7.60%
4	Houston-Sugar Land-Baytown, TX	6.30%
5	Monroe, LA	4.10%
6	Alexandria, LA	2.80%
7	Lafayette, LA	2.50%
8	Little Rock-North Little Rock, AR	2.30%
9	Jackson, MS	2.10%
10	Atlanta-Sandy Springs-Marietta, GA	1.80%

VISITOR ORIGIN MAPPING



Please see Appendix C for larger versions of all origin mapping

COMMUNITY TAPESTRY STUDY

An Introduction to Community Tapestry™

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

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

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

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

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

A customer profile reveals the demographics, lifestyles and product preferences of an organization’s customers. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

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

Copyright © 2004 ESRI Business Information Solutions. All rights reserved.

Purpose

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for Shreveport-Bossier City residents, inquiries, and visitors.

Methodology & Results

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

- LifeMode Groups:
 - 12 summary groups based on lifestyle and lifestage
 - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)
- Urbanization Groups:
 - 11 summary groups based on geographic/physical features and income
 - Members share a physical location and the traits of that physical location (population density, size of city, proximity to a metropolitan area, etc.)
- Community Tapestry Segments:
 - 65 groups based on sociographic and demographic composition
 - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle and media patterns
 - Most distinct level of segmentation.

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

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

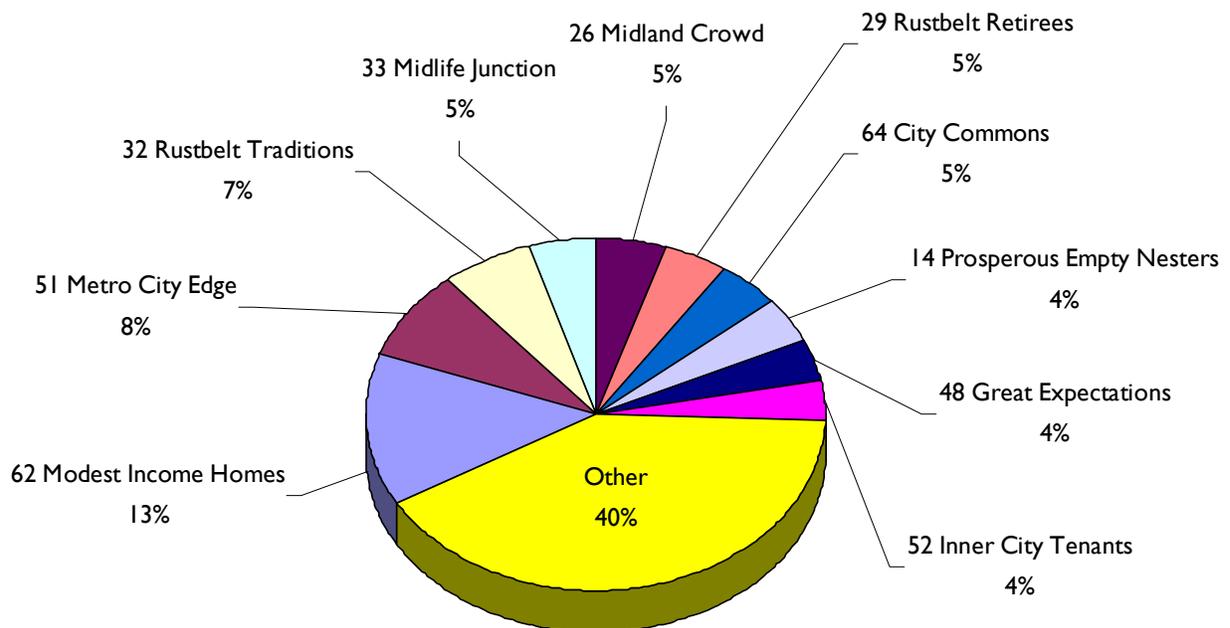
Key findings from the Community Tapestry reports are shown on the following pages.

For the comprehensive Tapestry Who and What reports, please refer to the Final BrandPrint CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Handbook.

COMMUNITY TAPESTRY WHO REPORT

SHREVEPORT-BOSSIER RESIDENTS | TOP 10 COMMUNITY TAPESTRY SEGMENTS

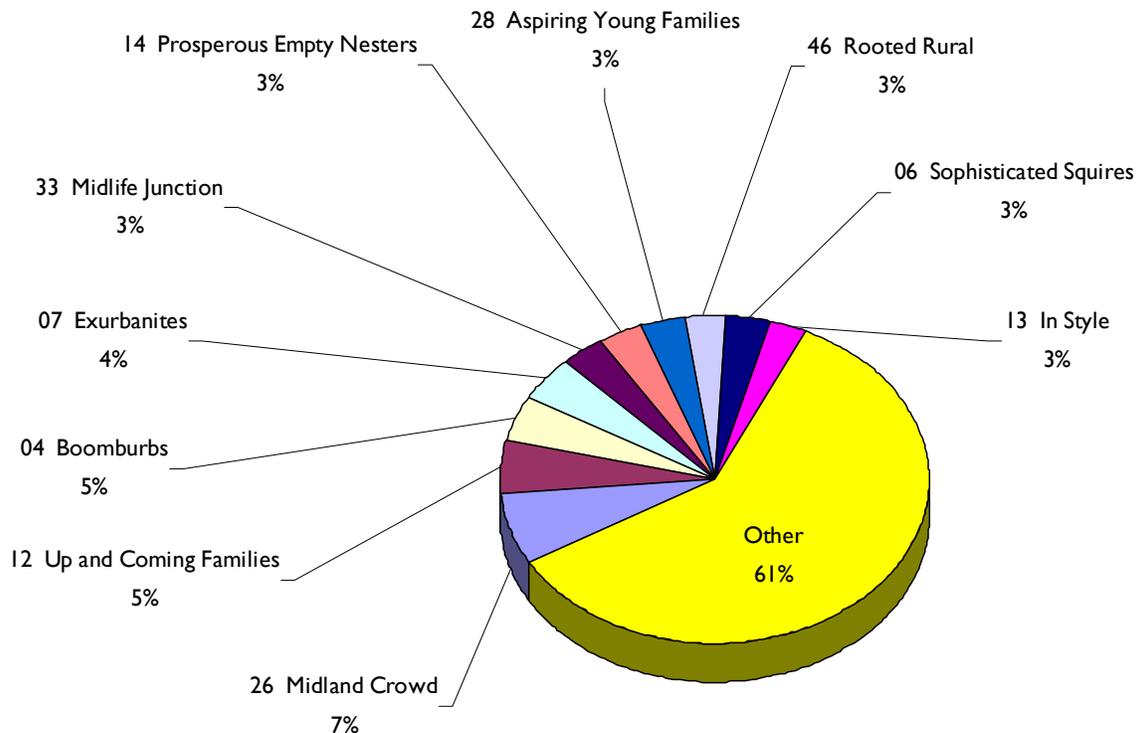
- Top 10 Segments (60% of residents)
- Top 3 Segments (28% of residents)
 - *62 Modest Income Households (13%): Young singles and single-parent households with a strong family focus. Residents are predominantly black, have a median HHI \$20,900 and work in service or blue-collar occupations. Avid viewers of daytime and primetime TV, shop at discount stores and restrict non-essential services like internet and gym memberships to save money.
 - 51 Metro City Edge (8%): Home to single parents, singles and multigenerational families. Median age is 28.8, median HHI \$30,200 and most are employed in service and skilled labor occupations. Primary concern is promoting their children's welfare and money is spent wisely to do so. Residents enjoy news and sports on cable, have limited internet access, and prepare most meals at home.
 - 32 Rustbelt Traditions (7%): The backbone of older industrial cities. Median age is 36 and residents are a mix of married and single-parent households. Median HHI \$44,000. Residents previously worked in the manufacturing industry and now work mainly in the service sector. Have lived, worked and played in the same area for years. Don't follow fads, financially conservative, enjoy bowling and fishing.



**This number correlates with the segment number designated in the Community Tapestry Handbook. Please refer to the Community Tapestry Handbook and CD provided for more in-depth information on each tapestry segment.*

SHREVEPORT-BOSSIER CITY VISITORS | TOP 10 COMMUNITY TAPESTRY SEGMENTS

- Top 10 Segments (39% of visitors)
- Top 3 Segments (17% of visitors)
 - *26 Midland Crowd (7%): Tapestry’s largest segment with nearly 4% of the U.S. population. Median age of 36, characterized by married-couple families, half with children and half without. Median HHI is \$47,000 and workers are employed in blue-collar jobs. Rural location and traditional lifestyles dictate consumer preferences. Residents have a do-it-yourself mentality, are more conservative and show strong TV viewership.
 - 12 Up and Coming Families (5%): Second highest growth market and youngest of Tapestry’s affluent family markets. Residents are more Generation Xers than baby boomers with a median age of 32. Most are married couples with children at the beginning of their careers. Purchase basics in household furniture and yard care products, enjoy fast food, domestic travel and have little free time.
 - 04 Boomburbs (5%): Younger families with a busy and upscale lifestyle, median age 34. Mostly two-income households, median HHI \$100,000. Product purchases reflect their suburban lifestyle and they are one of the top markets for SUVs, lawn care, new trees and casual apparel. Active in golf, tennis and swimming, they are also technically savvy.

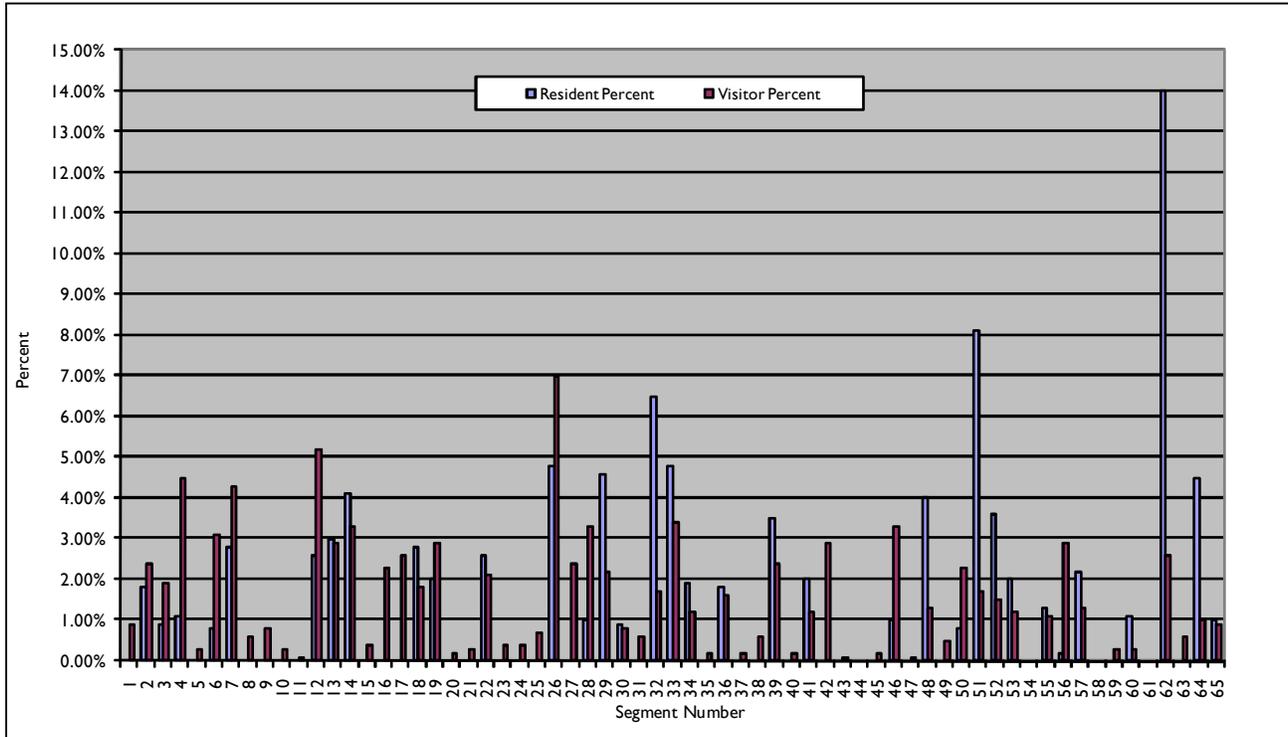


*This number correlates with the segment number designated in the Community Tapestry Handbook. Please refer to the Community Tapestry Handbook and CD provided for more in-depth information on each tapestry segment.

COMPARISON CHART | SHREVEPORT-BOSSIER RESIDENTS VS. VISITORS

This chart allows for comparison of Shreveport-Bossier residents and visitors.

Seeing the segments comparatively illustrates the increased affluence and diversity of Shreveport-Bossier visitors compared to residents. We see this in many of the communities we work with – it makes sense that those who travel often have more disposable income.



COMMUNITY TAPESTRY WHAT REPORT

Understanding the What Report

The Shreveport-Bossier Resident, Inquiry and Visitor What Reports can be found in their entirety on the BrandPrint CD. The information below (and on the following pages) can be used as a guide to help you more fully understand the What Report. When used correctly, this report will help you gain a much deeper understanding of these various populations *and* act as a fantastic tool for economic development.

We encourage you to look at the What Reports and challenge economic development entities to recruit as many new businesses as possible with this renowned tool.

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

Complete list of all Tapestry Lifestyle and Media groups:

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

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

As an example, your residents index 248 in eating at Church’s Fried Chicken in the past 6 months. This means, should a Church’s choose to open up shop in Shreveport-Bossier, your residents would be more than twice as likely to eat there compared to the average U.S. resident. Conversely, your residents index 72 in shopping at Nordstrom, meaning they would be much less likely to shop there compared to the average U.S. resident.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. Let’s return to the Church’s Fried Chicken example: If you already have a Church’s in Shreveport-Bossier, that’s great – you are delivering exactly what your residents want. If there isn’t a Church’s, however, you should have an easy time convincing them to set up shop because you can almost *prove* your residents would keep their tables (or drive-thru window) full.

Restaurant



Category	Index
Fast food/drive-in last 6 mo: Church`s Fr. Chicken	248
Fast food/drive-in last 6 mo: Popeyes	167
Fam rest/steak hse last 6 mo: Ryan`s	159
Fast food/drive-in last 6 mo: Krystal`s Hamburgers	155
Fam rest/steak hse last 6 mo: Perkins	146

Shopping



Category	Index
Dept/clothing/variety store/3 mo: Belk	144
Dept/clothing/variety store/3 mo: Lerner	133
Dept/clothing/variety store/3 mo: Lane Bryant	131
Appl/hardware/electr store/12 mo: True Value	128
Dept/clothing/variety store/3 mo: Nordstrom	72

Travel



Category	Index
Hotel/motel stayed in/12 mo: Super 8	124
Visited on domestic trip last 12 mo: North Central	114
Hotel/motel stayed in/12 mo: Ramada Inn	113
Hotel/motel stayed in/12 mo: Motel 6	112
Hotel/motel stayed in/12 mo: Holiday Inn	111

For the purpose of creating the strongest possible profile of the residents of Shreveport-Bossier (and because you might not have time to scrutinize all 2,000+ categories) we isolate those categories that index higher than 126 and lower than 75. Patterns within a lifestyle or media group are then summarized, and a basic profile is created.

HIGHLIGHTS OF SHREVEPORT-BOSSIER RESIDENT HABITS



Ryan's



Maintain a moderate lifestyle and prefer function over fashion:

- Don't own many household "extras"
 - Trash compactors, hot tubs, espresso makers, etc.
- More conservative than liberal
- Own pickup trucks and standard-sized cars, not SUVs
 - Buy Oldsmobile, Pontiac and Buicks
- Do-it-yourselfers
 - Change their own oil and take on basic household projects
- Own multiple TVs and older computers
- Don't spend lots of money on new electronics
- Not very concerned with investing
 - Own some CDs and annuities, have smaller life insurance policies
- Not big into home remodeling, but do buy new furniture
- Listen to urban, gospel and country radio
- Prefer fast food and casual dining
 - Church's Chicken, Popeye's and Ryan's
 - NOT Marie Calendar's, Cheesecake Factory or Tony Roma's
- Shop at value-oriented stores
 - Belk, J.C. Penney's and Wal-Mart
 - NOT Macy's, Nordstrom or Banana Republic
- Leisure: Like hunting, play the lottery, like to gamble, smokers, not avid readers, not very civically active, less than average internet users
- Not frequent travelers, look for value when they do travel
 - Stay at Super 8, Ramada and Motel 6
 - NOT Hilton or Courtyard.

ESRI ECONOMIC OPPORTUNITY ANALYSIS

Purpose

The Economic Opportunity Analysis conducted by ESRI – a national leader in business information systems and analysis – allows the user to compare consumer expenditures in Shreveport-Bossier and select competitive markets. The analysis consists of four main reports and several sub-reports including:

- Market Profile
 - Includes a Graphic Market Profile Report
 - Includes select consumer expenditure reports for:
 - Financial Expenditures
 - House and Home Expenditures
 - Household Budget Expenditures
 - Medical Expenditures
 - Recreation Expenditures
 - Automotive Aftermarket Expenditures
- Retail Goods and Services Expenditures
- Retail Marketplace Profile
- Business Summary.

Methodology & Results

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

- Dallas, TX
- Houston, TX
- New Orleans, LA
- Baton Rouge, LA
- Little Rock, AR.

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

MARKET PROFILE

The Market Profile – and accompanying reports – provides an overview of key demographic attributes and consumer spending patterns for Shreveport-Bossier. This set of data should be used in the evaluation process for site selection, market analysis and general trend evaluation. A Graphic Market Profile – with graphic representations of the demographic data – is also included.

The Market Profile provides demographics of the selected population including breakdowns by:

- Age
- Sex
- Race & ethnicity
- Educational attainment
- Employment status
- Employment by industry
- Transportation
- Housing units
- Household income
- Household value
- Various Consumer Spending Potential Indexes

Key demographic indicators used in the Market Profile include:

- Census 2000, 2007 and 2012
 - Population by age, sex, race/ethnicity
 - Civilian population 16+ in the labor force
 - Total households and housing units
 - Total households by income
- 2007 data
 - Employed population 16+ by industry and occupation
- Census 2000 population
 - 3+ by school enrollment
 - 25+ by educational attainment
 - Females 16+ by employment status and age of children
 - Workers 16+ by means of transportation to work
 - 16+ by travel time to work
 - Households by vehicles available
 - Households by size
 - Households by year householder moved in
 - Housing units in structure
 - Housing units by year structure built
- Top Three Community Tapestry Segments for population under study
- Select consumer expenditure reports including:
 - Financial expenditures
 - House and home expenditures
 - Household budget expenditures
 - Medical expenditures
 - Recreation expenditures
 - Automotive aftermarket expenditures

RETAIL GOODS AND SERVICES EXPENDITURES

The Retail Goods and Services Expenditures Report looks at the spending potential index, average amount spent, and total amount spent in 12 categories and 74 sub-categories. It details total and average amount per household spent on retail goods and services such as food, apparel, travel, and insurance. A spending potential index (SPI) is used to compare the amount spent in the area under study to the U.S. average.

Key variables used in this report include:

- 2007/2012 population, households, families, median age, and median household income
- 2007 total and average amount spent on retail goods and services including: Apparel and services, child care, computers, entertainment fees and admissions, food at home, food away from home, gasoline and motor oil, household furnishings and equipment, housekeeping supplies, insurance, investments, pets.

RETAIL MARKETPLACE PROFILE

The Retail Marketplace Profile provides an industry summary report, leakage/surplus factor for each industry group and sub-sector, and total supply and demand for each industry sub-sector.

Key variables used in this report include:

- 2007 population, households, median disposable and per capita income
- Total retail sales for retail trade and food and drink industry sectors
- Total retail potential for retail trade and food and drink industry sectors
- Leakage/surplus factor for retail trade and food and drink sectors
- Total business in retail trade and food and drink industry

BUSINESS SUMMARY

The Business Summary provides a breakdown of the total number of businesses and employees per industry within 30 different sectors of the marketplace. It also provides a comparison of daytime versus residential population for the given area.

Key variables used in this report include:

- 2007 total businesses, employees, residential population and daytime/nighttime population ratio
- Total number of businesses and employees for select industry groups.

WHERE THE BRAND SHOULD BE

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Shreveport-Bossier’s goals.

Because Shreveport-Bossier’s primary goals include increasing visitation, growing interest in business development opportunities and extending the brand into the community, we need to focus the branding strategy in the markets that will be most receptive to the brand communication. Furthermore, the brand strategy must differentiate Shreveport-Bossier from surrounding markets using a position that is relevant to its core customer base. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and perspective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking a number of provocative questions: What emotional attachments can the brand hold for the consumer (visitor, business or resident)? How does the brand fit into his or her lifestyle? How can the brand stand out in the marketplace? These insights will become the framework of our creativity on behalf of the brand.

INSIGHTS | CONCLUSIONS BASED ON RESEARCH

- Shreveport-Bossier is like a thick, hearty gumbo with enough flavor and zest to please everyone.
- Shreveport-Bossier’s roux is the Red River, which winds its way between the two cities – both connecting their souls and defining their independent natures.
- Residents love the river and point to it as one of your biggest assets.
- Many of Shreveport-Bossier’s attractions have flourished in the twists and turns of the Red River.
 - Casinos
 - The Boardwalk
 - Festivals and events.
- Much of Shreveport-Bossier’s economic development has grown in the current of the river.
 - Port of Shreveport
 - Petrochemical industry
 - Casinos
 - Tourism.
- In fact, past research and planning efforts have recommended Shreveport-Bossier stake its future on the Red River.
 - “Rebrand the entire metro area as the Red River Communities.” – *Urban Land Institute (April 2006)*
 - “Take advantage of the remarkable assets of the Red River shared by the two cities.” – *Economic Innovations International*
 - “Recommend development of a Riverfront Entertainment District with emphasis on appealing to existing gaming and growing family visitation.” – *Randall Travel Marketing (2000)*.
- North Star agrees that the Red River is a vital ingredient, but a good gumbo is more than just its roux. It is loaded with spices to heat things up.
- Your spiciest and most colorful ingredient is, without a doubt, your casinos!
 - They are the #1 tourism driver and provide huge economic impact.

Casino	2004 Gaming Revenue (in millions)
Sam’s Town	\$154.7
Diamond Jacks	\$110.6
Horseshoe	\$249.4
Boomtown	\$105.7
ElDorado	\$130.9
Harrah’s LA Downs	\$84.2

- But casinos alone don't add enough nuance to the flavor.
 - "Shreveport-Bossier has so much more than casinos." – *Tour operator*
 - "We cannot afford to depend on one industry again." – *Resident*

- Especially since they are also found in:
 - New Orleans
 - Lake Charles
 - Alexandria
 - Baton Rouge
 - Acadiana.

- Shreveport-Bossier's more subtle flavors come from your many festivals and events.
 - These are a major destination driver that consumers, planners and residents remember and enjoy so much so that Festival Plaza is a permanent designated area downtown. To name a few of them:

African American History Month Festival	American Rose Center Spring Bloom	Twelfth Night Celebration
Annual Sunflower Trail & Festival	ArtBreak	Bee Gum Festival
Black Arts Festival	Black Eyed Pea Festival	Benton on the Square Folk Art Festival
Boomtown Days Festival	Christmas on Caddo	Cinco de Mayo Festival
Dogwood Festival	Gusher Days Festival	Holiday in Dixie
Holiday Trail of Lights	James Burton International Guitar Festival	Jazz and Gumbo Music Festival
Krewe of Aesclepius Mardi Gras Parade	Krewe of Barkus/Meoux Mardi Gras Parade	Krewe of Centaur Mardi Gras Parade
Krewe of Gemini Mardi Gras Parade	Krewe of Highland Mardi Gras Parade	Let the Good Times Roll Festival
Louisiana Red Bud Festival	Monterey Days Heritage Festival	Mooringsport Fall Festival
Mudbug Madness	Pioneer Days Festival	Poke Salad Festival
Pumpkin Shine on Line	Red River Revel Arts Festival	Riverblast
Rockets Over the Red	Scottish Tartan Festival	Springhill Lumberjack Festival
State Fair of Louisiana	SuperDerby Festival	

- Flavor is also derived from your liberal sprinkling of arts and music.
 - Louisiana Hayride
 - Ledbetter/Elvis/Hank/Burton/Brooks
 - Museums
 - Wall murals.

- Of course the meat of Shreveport-Bossier City – the ingredient that makes visitors, residents and businesses come back for more – is your fearless blend of Louisiana and East Texas tastes.
 - Remember, gumbo is indigenous to both regions!

- Shreveport-Bossier City has a lot of the things Louisiana is known for:
 - Fun, recreation, gaming, hot weather, good food
 - Mardi Gras & Mardi Gras Museum
 - Claude the Cajun Crawfish
 - Mudbug Madness Festival
 - Mudbug's hockey team
 - Bayou riverboat rides.

- But all that Louisiana flavor is made richer with the addition of East Texas texture.
 - You say you're "more Cowboy fans than Saints fans" – *Focus Group*
 - Dallas is a destination for day trips
 - Largest tourism and retail customer base comes from East Texas.

- Shreveport-Bossier City is a true blend of East Texas and Louisiana.

- In fact, you are a blend of many cultures:
 - East Texas & Louisiana
 - Southern & Cajun
 - Fried catfish & boiled crawfish
 - Big steaks & shrimp gumbo
 - Lakes & bayous
 - Cowboys & Mudbugs
 - Antebellum homes & urban living.

- This variety of cultures is also evident in:
 - Your resident base
 - Community Tapestry profiling revealed a wide variety of segments present in your resident population
 - Your economy
 - "The Shreveport-Bossier area has the most balanced base of goods and service clusters of any metro its size in America."
– *Northwest Louisiana Strategic Action Plan (2003)*
 - Your natural landscape
 - The film industry is booming in Shreveport-Bossier City due to your variety of landscapes and settings; used for movies set in Louisiana, Texas, Alaska and Kentucky.

- This same blend of flavors and cultures fills people up, inspiring them to pursue their dreams related to:
 - Music and art influences
 - Casinos
 - Professional development
 - Cultural heritage

- This inspiration has allowed you to:
 - Turn a river into a waterway
 - Turn talent into stars
 - Turn vision into art
 - Turn urban divides into urban renewal
 - Turn cadets into fighters
 - Turn something stagnant into something progressive
 - Turn natural landscape into Hollywood.

- In summary, like a good gumbo Shreveport-Bossier's essence is the blend of its many flavors.
 - The Red River
 - Casinos
 - Festivals and events
 - Music and Arts
 - Louisiana and East Texas.

SHREVEPORT-BOSSIER BRAND PLATFORM

<i>Target Audience:</i>	For people seeking variety and a taste for life
<i>Frame of Reference:</i>	Shreveport-Bossier is the other Louisiana, moving along the Red River
<i>Point-of-Difference:</i>	Where its spicy blend of tastes, textures and cultures creates a feast of experience
<i>Benefit:</i>	So life is inspiring and filled with flavor.

- This Brand Platform:
 - Acknowledges your unifying asset – the Red River
 - Recognizes that people wanting what you've got – including your residents – are more colorful and interested in distinct offerings
 - Shows that you don't just sit on the rich and colorful Red River – you are active and make things happen
 - Strategically calls out the other side of Louisiana (that is very different from what most associate with New Orleans) and geographically claims the other side of the state
 - Speaks to the fun and flavorful culture that exists throughout your community in your festivals, art, film, music heritage and food.
- Your Brand Personality is:
 - Action-oriented
 - Festive
 - Southern-Cajun-Creole
 - Friendly and inviting
 - Colorful
 - Spicy and flavorful
 - Diverse in its offerings
 - Positive and opportunistic.

WHAT WILL GET US THERE?

In this section, we discuss which elements of communication need to be created or altered – and in what ways – to influence the responses and behavior of Shreveport-Bossier’s various target audiences (residents, tourists, business prospects) toward its brand. A number of brand-shaping issues often must be confronted: overall positioning, packaging, budget allocation, stakeholder participation, sponsorship association, cooperative efforts and of course, advertising and promotions.

Several major initiatives occur at this point:

- A logo and strap line are created
- Foundation creative is developed
- Brand Action Ideas are generated.

AN INTRODUCTION TO
SHREVEPORT ★ BOSSIER
LOUISIANA'S OTHER SIDE

Colors explode at every corner, music wafts through open air, and flashing casinos bloom along the winding river. This is a place as vibrant as the finest Mardi Gras parade, with a little Texas kick thrown in.

Welcome to Louisiana's other side.

Made up of Shreveport and Bossier City, this riverside community is a living, playing, working kaleidoscope of multihued excitement. Its rich musical heritage, combined with a blend of Louisiana pride and larger-than-life Texas spirit, makes for quite the party.

From the shop-lined boardwalk, awe-inducing Sci-Port Discovery Center and array of local cuisine, to fine museums and never-ending festivals and celebrations — everything here is served up with a dash of local seasoning.

So, whether you're looking for a weekend getaway with the kids or want to lasso something a little rowdier, come on over to Louisiana's other side.

You never know what might happen.

DESCRIPTIVE VOCABULARY

Vibrant

Eclectic

Festive

Unexpected

Spicy

Unique

Larger-than-life

Generous

Spirit

Entertaining

Kaleidoscope

Culture

Local Flavor

Joie de vivre

Diverse

Inspired

Heritage

Family

Embrace

Art

COLORS & TYPE



SHREVEPORT

P22 FRANKLIN CASLON

shreveport

BICKHAM SCRIPT STD REGULAR

shreveport

GILL SANS STD

SHREVEPORT

BLAIR ITC MEDIUM

RECOMMENDED LOGO



SHREVEPORT ★ BOSSIER

SHREVEPORT ★ BOSSIER

ORGANIZATIONAL LOGOS



DOWNTOWN DEVELOPMENT
AUTHORITY



CITY OF SHREVEPORT



CITY OF BOSSIER CITY



CHAMBER OF COMMERCE



SHREVEPORT
CHAMBER OF COMMERCE



SHREVEPORT-BOSSIER
CONVENTION & TOURISTS
BUREAU

STREET BANNERS



GAMING & CASINO AD



WITH LUCK LIKE THIS,
WHO NEEDS VOODOO?™

Six casinos. Thousands of games. One great place to hit it big. This is where the copy goes. This is where the copy goes. This where the copy goes. This where the



This is where the copy goes. This where the

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

DINING AD



NOTHING GOES WITH CRAWFISH
LIKE A LITTLE STEAK SAUCE.

Enjoy a little Texas and a lot of Louisiana.
This is where the copy goes. This is where
the copy goes. This where the copy goes.
This where the copy goes. This is where



This is where the copy goes. This is where
the copy goes. This is where the copy
goes. This is where the copy goes. This
is where the copy goes. This where the

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

ATTRACTION AD



THEY SAY THE BAYOUS ARE FILLED WITH MAGIC.
OURS HAVE A LITTLE SCIENCE TOO.

SHREVEPORT
LOUISIANA'S
other side
BOSSIER

The Sci-Port Discovery Center is home to more than a few surprises. This is where the copy goes. This is where the copy goes. This where the copy goes. This where the

This is where the copy goes. This where the

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

EVENT AD



MARDI GRAS ISN'T THE ONLY TIME
OUR STREETS ARE FILLED WITH FUN.

MUDBUG MADNESS FESTIVAL • MAY 22 – 25, 2008

The party never ends when you have as many festivals as we do. This is where the copy goes. This is where the



This is where the copy goes. This is where the

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

ECONOMIC DEVELOPMENT AD

WHEN YOU DO BUSINESS HERE,
EVERYTHING COMES UP ROSES.

Shreveport / Bossier is proud to be home to the American Rose Society. This is where the copy goes. This is where the copy goes. This is where the copy goes. This where the copy goes.

SHREVEPORT
LOUISIANA'S
other side
BOSSIER

This is where the copy goes. This where the copy goes. This where the copy goes.

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

Alternative Headline
**THINGS ALWAYS GROW BETTER HERE.
LIKE BUSINESS, FOR INSTANCE.**
Shreveport-Bossier is proud to be home to the American Rose Society.

SMALL BUSINESS AD



IF THERE'S ONE THING WE KNOW HOW TO COOK UP
IT'S PLENTY OF BUSINESS.

From small-town values to incentives the size of Texas, we have plenty to offer. This is where the copy goes. This is where the copy goes. This where the copy goes.

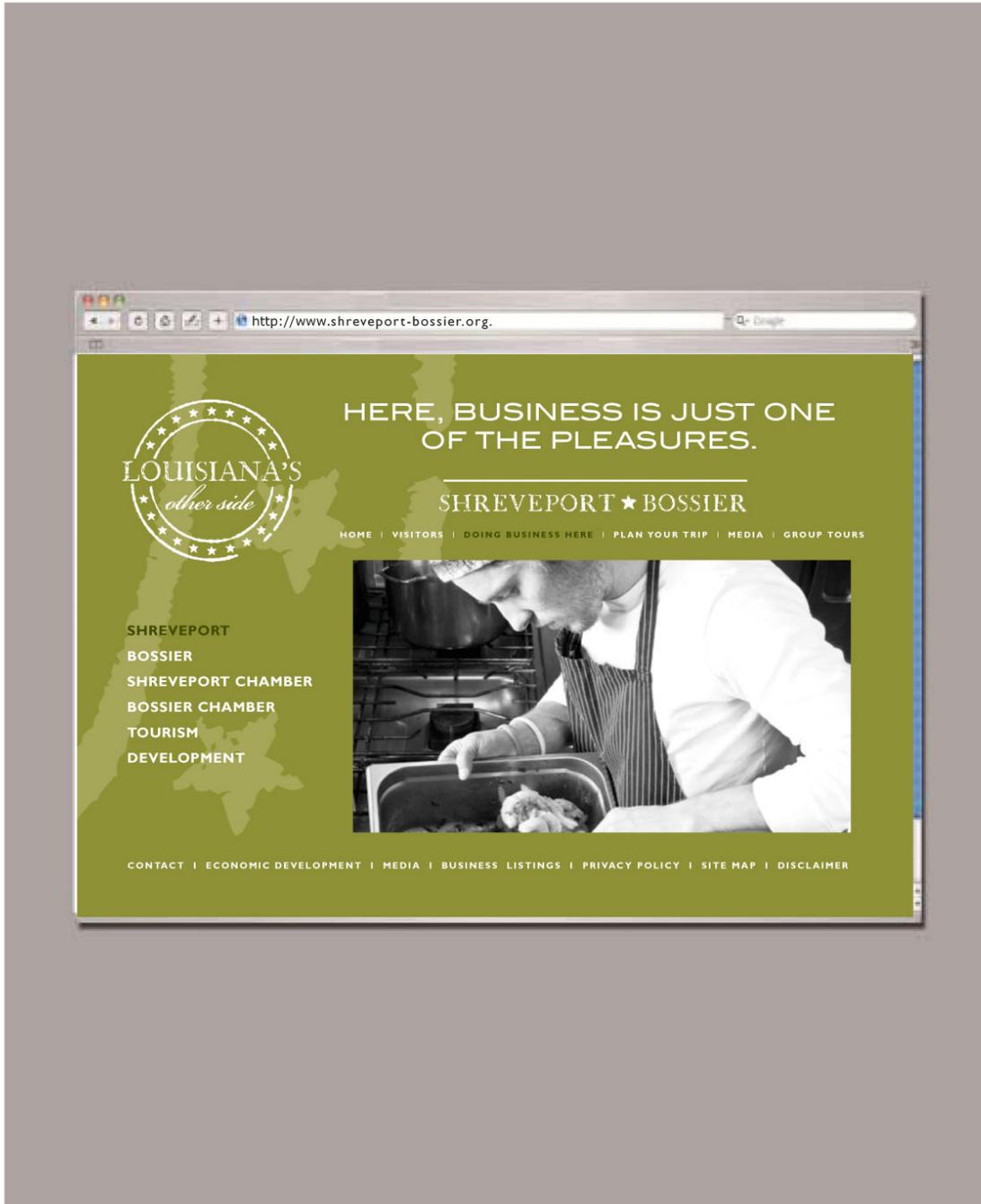


This is where the copy goes. This where the

For more information, please call 888.888.8888 or visit shreveport-bossier.org.

Alternative Headline
HERE, BUSINESS IS JUST ONE OF THE PLEASURES.

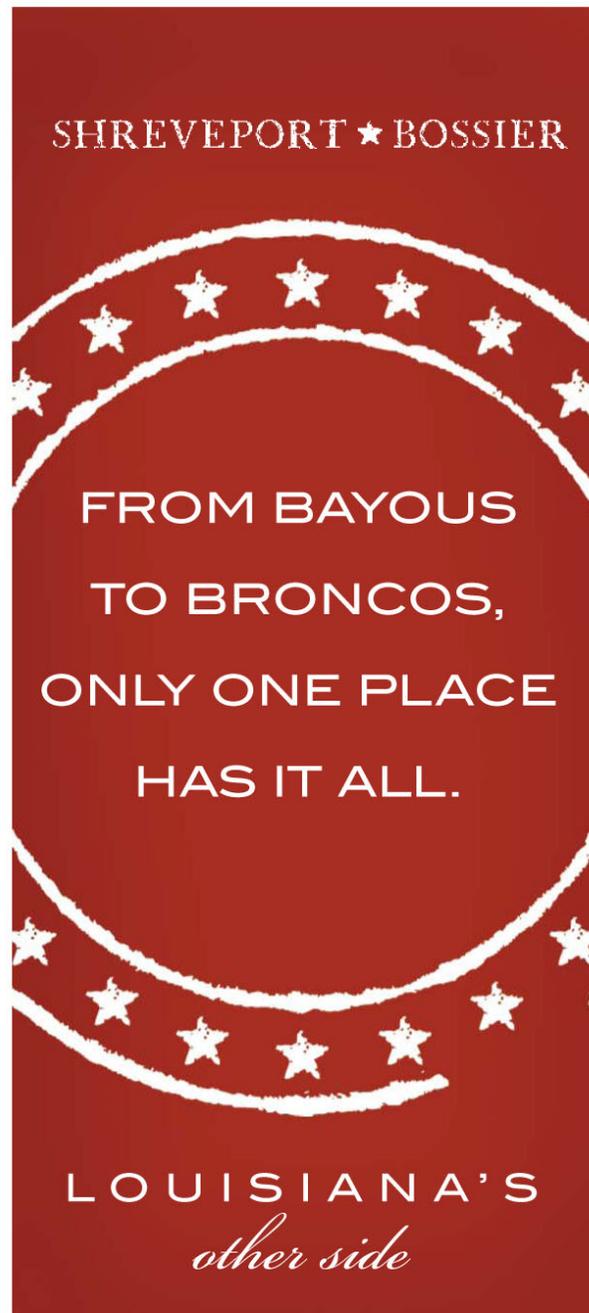
COMMUNITY WEB PORTAL



Alternative Intro

A GREAT PLACE TO SHOOT SWAMP SCENES,
ALLIGATORS AND THE ALASKAN WILDERNESS.
Around here, even the views are unexpected.

VISITOR'S GUIDE COVER



BRAND ACTION IDEAS

Community brands are not just about taglines and logos. They are about emotion and experience. For that reason, North Star provides custom brand action ideas designed to get Louisiana's other side off the page, onto the street and into people's hearts and minds.

These ideas come in all shapes and sizes. Some are serious, others are pure fun. They range from aesthetic overlays to educational programs to initiatives for turning residents into brand advocates. Use those ideas that work with your resources and vision for the future. File away those that don't. The goal is to get you thinking about three-dimensional ways to build your brand.

Following are 9 big strategies for establishing Shreveport-Bossier as twin cities totally unique in Louisiana. Where different cultures, textures and tastes blend in a feast for the senses. Where every day serves up a new flavor sure to please. Where the people are as warm as the climate and the nightlife is as spicy as the food. Where a variety of experiences and attractions leave visitors and residents satisfied. A place that invites you – with its attitude, excitement and energy – to dig in and enjoy. *Two cities spiced for life . . . now that's worth sampling!*

S . . . Succeed by organizing for brand support

P . . . Present the brand with a launch

I . . . Integrate the brand with communications

C . . . Capitalize on the brand using your infrastructure

Y . . . Yoke residents to the new brand

C . . . Cater to visitors using the brand

I . . . Invite new economic development using the brand

T . . . Tout your city with branded events and attractions

Y . . . Yell out your brand message using the internet.

S . . . Succeed by organizing for brand support

The best way to establish your brand is to first build support for your brand with the stakeholders and leaders of Shreveport-Bossier. The bottom line: brands don't grow and thrive if no one takes responsibility for them. Successful implementation of the Shreveport-Bossier brand requires ownership, accountability, passion, understanding and respect for the branding effort. And that requires organization.

- ***Put together a Market Shreveport-Bossier Partnership***

Develop a "Market Shreveport-Bossier Partnership" comprised of public, private and non-profit sector organizations of all sizes interested in marketing Shreveport-Bossier for future growth and success. Members should include businesses, arts alliances, hospitals, newspapers, casinos, city and chamber organizations, economic development entities, SBCTB, small businesses and local marketing firms from both cities.

A team approach (including the private and public sector) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture for the community, and it weathers changes in political administrations. This group can solicit funds for brand implementation from its members (typically the bigger the organization, the bigger the financial support).

- ***Sign a brand charter***

Members of the Market Shreveport-Bossier Partnership should sign a brand charter pledging their support and financial commitment to the brand.

See Appendix D for a sample brand charter.

- ***Appoint a brand manager***

The most important contribution the cities can make to the ongoing success of your brand is appointing/hiring a brand manager to champion the process. Without a designated employee to handle brand responsibilities, it is easy for the brand message to fall through the cracks. This individual can be designated from within or brought in from the outside. Brand management duties can be all or part of what he or she does. However, North Star cautions against assigning this job to an individual who already manages full job responsibilities. Establishing a brand – especially during the first two years – can require a great deal of time.

See Appendix E for a sample Brand Manager job description.

- ***Create a brand presentation***

The Brand Manager should work with a graphic designer and writer to develop a professional PowerPoint presentation for the brand. The presentation should summarize research, insights, brand strategy and creative. The presentation should be customizable for different audiences.

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

- Why was this project started?
- Who else was involved?
- Why did you choose North Star?
- What did you learn from the research?
- Explain the strategy – your brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- How do you plan on using it immediately and long-term?

In addition to the presentation, put together a brand toolkit that can be used as a leave-behind after presentations. Include a CD with camera-ready art for the logo, a one-page slick highlighting the brand and a brand promotional item such as a pin (with logo and strap line). Work with a graphic designer to create packaging for the toolkit reflective of the brand.

• ***Initiate a planning meeting with peers***

The Brand Manager should invite his/her peers from other public sector organizations representing Shreveport-Bossier (i.e., tourism, the Chamber, ECD, etc.) to a brand planning meeting. Attendees should bring their marketing plans from the previous year along with a list of available resources that each organization brings to the table. For example, does one group have a graphic designer everyone could use? Factor this information in as you ascertain what resources need to be obtained for brand implementation.

During this meeting, the Brand Manager should review the brand platform and its creative manifestation, answering questions and clarifying the goals of the brand. Attendees should share their past year's marketing plans. The Brand Manager should facilitate a discussion of how various activities could be branded in the future.

It should also be determined which activities might be coordinated between cities and organizations in the future both to save resources and to create a bigger impact in the marketplace. For example, several organizations might be interested in placing an ad talking about the new brand. Rather than five smaller ads, consider joining forces for a full-page ad featuring all the organizations. Other areas in which to consolidate resources include annual reports, informational brochures, broadcast, radio spots, outdoor boards, etc.

This group should try and meet on a monthly or bi-monthly basis.

- ***Meet regularly with the Market Shreveport-Bossier Partnership***

The Brand Manager should meet regularly with the Market Shreveport-Bossier Partnership and/or its representative advisory board. Discuss public sector initiatives and identify opportunities for cooperative efforts. Also, develop a branding toolkit that partners can use to put the brand to work in their businesses. Include history and explanation of the brand, camera-ready art of the logo and strap line, bumper stickers, window decals and a premium item such as a t-shirt or pin.

- ***Take your show on the road***

The Brand Manager or other passionate ambassadors of the brand should meet one-on-one with community stakeholders to reinforce and answer questions about the brand. (Use the brand PowerPoint presentation.) Meet with newspaper editors, church leaders, developers, etc. The goal is to create a strong support base for the brand amongst community leaders.

Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community. Months later, the developer contacted the Brand Manager, interested in flying a flag with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

- ***Develop a sleuth creative group***

Assemble a group of some of Shreveport-Bossier's most creative brain power. This group of "Creative Detectives" is charged with meeting "undercover" at various attractions and activities around town and developing additional creative ideas for bringing the brand to life.

P . . . Present the brand with a launch

North Star does not necessarily recommend that you hold a public launch of the new Shreveport-Bossier brand. Some of the most effective brands quietly inundate the community through low-key grassroots efforts. However, other communities have held successful brand launches for both residents and businesses using the following guidelines:

- **Host a brand roll-out “gathering” for residents**
 - Once some of the brand communications (web site, signage) are initiated, host a roll-out meeting for the public. You do not want to roll out the brand publicly until there is visible evidence of it throughout the cities. The more residents can see the brand in use, the more excited they will get about it.
 - For example, another North Star client, Columbus, Indiana, had several banners featuring their brand color palette, logo and strap line. Brand brochures and lapel pins were given to everyone as they arrived at the roll-out event.
 - Showing real working examples makes it easier for people “to get.” Columbus introduced their new city buses at their roll-out event. The buses were wrapped in the new brand. Street banners were posted the day of the roll-out.



- Use your brand PowerPoint presentation, but customize it for residents. For example, as you explain how the brand will impact the community, use examples that people can relate to, (i.e., how growth can improve public services or increase retail availability). REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, it should not be about unveiling the new logo and strap line.
- Keep it short and simple. Columbus introduced their brand to the public in an event lasting only 35 minutes. They invited everyone with questions to stick around afterward
- Don't make this roll-out about one person. Involving others sends a public message that everyone is united and excited about moving forward. Divide sections of the event among the Brand Manager, members of the Market Shreveport-Bossier partnership and public officials.
- Present residents with volunteer opportunities to participate in the brand.
- Give all attendees some brand merchandise – a pin, bumper sticker or a t-shirt. If it is not economically feasible to give all attendees a gift, draw door prizes. Another North Star client, Lancaster, California, gave away clear clocks and calculators at the public launch to celebrate a brand based on the city's clear air, clear vistas and clear opportunities.
- Give them a number of ways for keeping up with the progress of the brand. For example, allow them to sign up for brand update e-mails or dedicate space on the Shreveport-Bossier website for regular updates.
- Collect e-mail addresses for all attendees.
- ***Hold a brand roll-out meeting for businesses***
 - Host a meeting within the business community that introduces the brand and explains the importance and impact of the brand to Shreveport-Bossier's growth. Lunch at a nice restaurant can increase attendance (charge per attendee). You can hold a single meeting or meetings in both cities.
 - Do not roll out the brand publicly until there is visible evidence of it throughout the cities. The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
 - Hang banners at the event locale with the brand color palette, logo and strap line. At every table, include tent cards with the brand strategy on one side and the logo and strap line on the other. Have a branded bus or other public vehicle such as a police car on hand.

- Customize the brand Power Point presentation for the business audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, it should not be about unveiling the new logo and strap line.
- Keep it short and simple. The presentation should be about 35-45 minutes with questions afterward.
- Don't make this roll-out about one person. Involving others sends a public message that everyone is united and excited about moving forward. Distribute sections of the event among the Brand Manager, Market Shreveport-Bossier Partnership and public officials.
- Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- Encourage businesses to pay homage to their community in marketing, signage, product packaging, etc. (And give them some leeway in using the brand so that it works for their business.) Show examples of how this could work. Standard usage could be: Ed's Café...A Proud Part of Louisiana's Other Side. Customized usage could be something like, Ed's Café...Come Taste Louisiana's Spicy Side.
- Supply businesses with the brand toolkit to help them bring the brand to life. In the brand toolkit include an order booklet for brand merchandise. Include a place on merchandise where the retailer can get its name embossed. Post cards, matches, coffee mugs, t-shirts, bumper stickers and window clings are a few ideas.
- Give away merchandise from the catalogue as door prizes.
- Following the event, email each attendee thanking them for coming and quickly reviewing the goal of the new brand. Attach the PowerPoint presentation for their use.
- Encourage businesses to keep the Market Shreveport-Bossier Partnership up-to-date regarding their brand use. Develop a place on your website that thanks businesses and individuals by name for their brand support.

I . . . Integrate the brand using communications

Shreveport-Bossier is clearly energized about its new brand! And when you're passionate about something, what's the point of keeping it under wraps? The following communication strategies integrate ideas from advertising to online initiatives to special events – all designed to get the good word out.

- ***Create a media plan for communicating about the brand and brand-related activities.***

- A single source of contact for media relations should exist within the community. This centralized approach will help you control the brand message and helps guarantee that the story you want to see in the paper is actually the story that runs in the paper.
- Develop a series of talking points and graphics to use for every brand-related encounter with the media. Remember to emphasize all the different ways that Shreveport-Bossier is Louisiana's Other Side. Discuss ways you will bring that idea to life both within the cities and externally.
- Use the following mediums for distributing information about the brand:
 - News releases, electronic and paper
 - Fact sheets
 - Media advisories
 - News conferences
 - Tours
 - Roundtables
 - Briefings
 - Special events
- Seek coverage for positive activities associated with the brand such as new events, awards, new signage, etc.

- ***Brand stationery***

Reprint letterhead, cards, envelopes and folders with the new brand logo for all participating public sector organizations. Give groups a timeframe within which to use up old materials. Make a production out of presenting them with the new branded materials (package them in a fun way, hold a lunch, etc.) Set a roll-out date after which only the new materials may be used.

Existing brochures, recruitment packages, etc. will also need to be reprinted with the new logo. Eventually these pieces should be reworked to reflect the new brand in copy, color, style and tone.

- **Create a joint ad**

Develop a joint ad with the Market Shreveport-Bossier Partnership (or all the public sector entities) announcing the new brand. Place it in the Shreveport Times, the Minden Press-Herald or in top visitor markets such as Dallas-Ft. Worth, Baton Rouge and New Orleans. Also consider purchasing branded outdoor boards and advertising at local movie theatres, ball fields, gyms and arenas.

- **Develop brand merchandise**

One of the best ways to introduce your brand is with promotional items and merchandise that people can wear, drive, mail and use. General ideas include hats, t-shirts, bumper stickers, stamps, license plates, bottled water, etc. – all imprinted with the logo and strap line.

However, the spicy Shreveport-Bossier brand opens up the door for some unique and relevant premium items including:

- Tums or breath mints imprinted with the Shreveport-Bossier logo and a line such as “Sample the Spicy Side.”
- Welcome mats that read Welcome to Louisiana’s Other Side
- Nice shopping bags featuring retailers in the community. On one side it could read, “Shop Louisiana’s Other Side.”
- Java wraps with the logo on one side. On the other side print short messages and ideas under the headlines “Louisiana’s Other Side.” Have residents submit their ideas via the website and print the best ideas on future generations of the wraps. It might be fun to make this a spoof of “The Far Side” cartoon.
- Branded wooden spoons, cookware, aprons, oven mitts, etc. labeled with something like, “Shreveport-Bossier...Spiced for Life” or “Shreveport-Bossier...Come Feast on the Fun.”
- Branded private label products such as “Louisiana’s Other Side Coffee with Rare, Robust Flavor” or “Shreveport-Bossier Hot Sauce...So spicy it’ll take ya to the other side.”
- Notepads, note cards and stationery printed with the Shreveport-Bossier logo at the top. Then on the bottom right-hand side, include an arrow and the line, “Check out the other side,” like people do when they are writing letters and want the reader to turn over the page.

Merchandise can be sold on all websites, at the Visitor’s Center and gift shops. It can also be given away as prizes for various contests, promotions, etc. The bottled water can be served at all government meetings and sold at other major events around town.

- ***Tell it on a t-shirt***

Produce a series of t-shirts that play off “on the river” as a poker term. Make sure shirts are branded with your logo and line.

- “Who says you shouldn’t bet on the river?”
- “All in, on the river.”
- “A full house on the Red River.”
- “Rookies bet on the river. Poker stars go all in.”

- ***Reach young people on the tube***

Partner with young creatives in the area to develop a video clip that showcases Shreveport-Bossier in some capacity. Have some fun with the idea of Louisiana’s Other Side. Place the clip on viral websites like YouTube.com.

- ***Get things cooking***

Publish a “Louisiana’s Other Side Cookbook” featuring recipes that are Louisiana specialties along with chef’s favorites from Shreveport-Bossier’s finest restaurants and contributions from residents. Create a series of direct mail postcards showcasing top recipes from the book and use them in tourism and economic development promotions.

- ***Book ‘em***

Create a coffee table book of all murals and other significant art in Shreveport-Bossier entitled something like “Louisiana’s Other Side...An Artistic Exploration.” Once again, create a series of direct mail postcards based on works in the book.

Another book idea: target children with a scratch and sniff book featuring all the best smells of Shreveport-Bossier including the food, the Red River and the Rose Garden.

- ***Redesign the Annual Report and Visitors Guide***

Redesign the Annual Report and Visitors Guide to reflect the new brand. For example, in the annual report include profiles of economic development, the arts, charity, etc. Each profile could be titled something like, “Art on Louisiana’s Other Side,” “Industry on Louisiana’s Other Side,” “Education on Louisiana’s Other Side,” etc.

An idea for the Visitor’s Guide: Stick an “Enjoy the Other Side” card to the front of the Visitor’s Guide that offers visitors discounts for shopping, dining, visiting or lodging.

C. . . Capitalize on the brand using your infrastructure

Shreveport-Bossier should wear its brand like a second skin. One of the most effective means for accomplishing this is to use your infrastructure as a high-profile city-owned medium for promoting the brand.

- **Identify opportunities**

Successful brand implementation requires the best use of available resources.

Shreveport-Bossier owns a number of assets ideally suited for high-profile presentation of the brand. Develop department inventories of city-owned physical assets that exist today. Prioritize which property should be branded. North Star recommends the initial branding of water towers, city vehicles, dumpsters, government buildings and city uniforms.

- **Consider new channels**

As you take inventory of Shreveport-Bossier property, think outside the box to relationships the cities have with cable, satellite and cellular providers within city and parish limits. In exchange for what you provide them, request time on their stations and frequencies to promote Shreveport-Bossier and its connections to entertainment, outdoor recreation, and dining, shopping and other activities.

- **Create Public Art**

Pursue a public art program that represents your brand. A few ideas:

- Commission local artists to create outdoor collages for some of the public gathering spots out of mixed mediums. Literally and symbolically blend taste, texture and culture through a variety of medium (paint, plaster, clay, fabric, etc.). Along with the collages' unveiling, consider conducting or sponsoring art classes to teach such techniques.
- Have a new mural painted by a local artist to reflect Louisiana's Other Side.
- Supply local artists with large fiberglass hot peppers or die, charging them with using their art to make the objects representative of their vision of Shreveport-Bossier. Display completed art downtown. At the end of the exhibition, auction works of art off to local businesses as a fundraising effort.
- Based on the idea that the "grass is always greener on *the other side*" (the food spicier, the people warmer, the opportunities bigger, etc.) commission an artist to do a work downtown (or on the waterfront) that changes seasonally. It could include a fence with a wide open gate (so people know everyone is welcome) and a sign that says "Welcome to Louisiana's Other Side." One side of the fence should have things representative of Louisiana (plantations, things you would find in New Orleans, Creole, etc.) and the other side should feature things representative of the Shreveport-Bossier community. The featured pieces could change seasonally based on different events that are hosted that time of year (Red River Revel, Mudbug Festival, Independence Bowl, etc.) with the goal of showing that Shreveport-Bossier is *anything* but stagnant.

- ***Create a rose by any other name***

Partner with the Gardens of the American Rose Center to create a Louisiana's Other Side hybrid rose. The rose should be hardy with a spicy, playful color. Unveil the rose to the public as your Brand Rose. Plant it liberally around government buildings, in parks, etc.

- ***Define borders with signage***

Develop a branded signage system for identifying Louisiana's Other Side points of interest. Nashville did this, indicating venues where live music is played with Music City Live Venue signs in the shape of a guitar pick. Various attractions and sites in Shreveport-Bossier can be designated "Certified Spicy...delivering the flavor of Shreveport-Bossier." Use the signs for casinos, landmarks, art, famous restaurants, The Rose Garden, architecture, the site of the Louisiana Hayride, etc.

Y . . . Yoke residents to the new brand

At the heart of the Shreveport-Bossier brand are the citizens who are connected to it. The key to success for this brand is to make it “of the people,” offering opportunities for them to be an integral part of its launch, implementation and life.

- ***Teach them to cook***

Offer a week-long series of cooking classes on a community-wide basis through a number of venues including schools, restaurants, community colleges, etc. The week should culminate in the Red River Cook Off. This community-wide event should take place along the banks of the Red River. Contestants submit dishes in various “red” categories including meats, sweets, red berries and randomly red foods (foods you wouldn’t expect to be red – like the best red hot omelet, red bread or red chip dip). Consider tying this cook off into a fundraising effort for the American Heart Association’s Red Campaign.

Another cooking contest idea: Hold a “Melting Pot” (or “Cultural Cook-off”) competition where contestants compete with dishes featuring a variety of cultural influences. Winners will be chosen from various categories including most cultural influences, spiciest, greatest texture, etc.

- ***Throw a Feast for Famine***

Compassionate citizens are a big part of Louisiana’s other side. Recognize this with a major fundraiser called Feast for Famine. During the week leading up to the event hold a city-wide food drive in conjunction with one or more local food banks. Make sure and brand the drive, i.e. Compassion from Louisiana’s Other Side. Consider developing a logo that dovetails with your new brand logo, placing it on all communications and collection areas. Encourage local businesses to compete for donations and recognize their generosity. Enlist the aid of Boy Scouts, Girl Scouts and other youth organizations to scour the neighborhoods for donations. Ask public officials and local celebrities to pledge silly antics in exchange for meeting different goals. Put collection boxes in restaurants and grocery stores, schools and City Halls. Throughout the event, seek local, regional and even national publicity.

At the end of the food drive, hold a huge benefit dinner called “Feast for Famine.” Announce food drive results and raise money for the food banks to help them throughout the year. Honor top corporate donors and volunteers who make it all happen.

- ***Get a kid’s-eye view***

Introduce community children to the idea of the brand with a community-wide photography contest – Kids Capture Louisiana’s Other Side. Participants can sign up online, at libraries, at city halls, etc. All participants will be given disposable cameras and challenged to capture a photograph depicting what the community means to them. Display photographs in an exhibit; turn the best photos into a series of billboards and postcards.

- **Reach out to young professionals**

Host a series of Louisiana's Other Side Friday-night events for young professionals at various locations around Shreveport-Bossier. Over wine and appetizers, attendees can mingle, network and listen to a special program. The first such program should showcase the new brand and identify participation opportunities for young people. Consider holding a focus group with these young professionals to get more ideas for bringing the brand to life.

- **Start a OneBookOneTown program**

Connect all your residents on the same page with an OneBook program administered through the public library system. Each month select a book on a topic connected somehow to the brand. Conversations could be held at libraries, schools, and bookstores or even online. Encourage kids to get in on the action with books geared toward their reading levels.

- **Brand the ball teams**

Create a Shreveport-Bossier brand patch that teams in ball leagues sponsored by both cities (baseball, football, soccer, basketball, cheerleading, etc.) can wear on their uniforms. Whatever the design or language on the patch, it should be reflected on signage at ball fields.

- **Keep it clean**

Reach out to your residents with branded programs designed to clean up Shreveport-Bossier's streets and keep them that way. A few ideas:

- Host a day when employees of both cities go out in teams to perform volunteer work in the community. Make the day very high-profile and encourage residents and businesses to volunteer themselves.
- Recruit a group of concerned citizens and businesses to clean up eyesore areas around town. In a single afternoon or weekend, this group can convert an ugly median into a natural flower area or a blighted empty lot into a growing garden. Make sure the group performs periodic maintenance on upgraded areas. Leave behind a branded plaque or marker and seek media exposure every time the guerilla gardeners hit.
- Launch a children's art program through the schools. Art will be converted into tiles for use cleaning-up and brightening the underside of blighted bridges. Providence, Rhode Island has had success using this program to improve the aesthetics of bridges while Dayton, Ohio uses it to update old buildings.
- Start a community-wide "Respect the Red River" campaign targeting short-term clean up of her shores and long-term protection of her waters.

C. . . Cater to visitors using the brand

As Shreveport-Bossier works to further establish its reputation as a tourist destination, it's important that you don't make visitors "search" to find information about your attributes. Put your new brand up front and center for the purposes of tourism. Here are a few ideas to get you started.

- ***Create an informational CD***

Create a CD that includes interesting facts and history about the attractions, events, shopping, neighborhoods, natural beauty and outdoor recreation in Shreveport-Bossier. Visitors can download the information off the website onto a CD or MP3 player. The tour allows visitors to learn more about your history on an individual basis as they are driving, biking or hiking around town.

- ***Create a series of pod casts***

What could be better than having an insider walk you through his or her favorite spots in Shreveport-Bossier? Use residents with different areas of interest and expertise to create a series of pod cast tours that visitors can download right to their iPod or MP3 players. Pod casts can feature cycling tours from bicyclists, restaurant tours from foodies, gambling tours from gamers, retail tours from shopping gurus, home and yard tours, etc. If possible, tours should feature downloadable maps to accompany the audio footage. Make tours available on your website.

- ***Make a map***

Partner with local rental car dealers to develop rentals with GPS systems programmed with tours of the city. Create maps to showcase all of your flavorful and spicy destinations, including:

- *Hot food finds:* Red Louisiana's Other Side logos
- *Spicy shopping spots:* Green Louisiana's Other Side logos, complete with coupons for shopping at all of these destinations
- *Hot historical stops:* Brown Louisiana's Other Side logos

- ***Welcome them in style***

Redesign your Visitors Center, making it more than the typical brochure racks and bathrooms. Use the Center to create a brand space where guests go to relax, recharge and educate themselves. Include comfortable couches, WiFi and closed circuit television featuring information on Shreveport-Bossier. Put in place a Fuel Center where for a small fee visitors can download music, movies, books on tape or any of your customized Shreveport-Bossier tours. Include an area where visitors can charge computers and cell phones for free. Partner with a company like Starbucks to offer great coffee and snacks.

- ***Hit the water during Mardi Gras***

Show visitors a new side of Mardi Gras by taking traditional ideas and putting a Shreveport-Bossier twist on them. For example, take the idea of the Mardi Gras parade one step further by planning a boat parade along the Red River. Promote all Mardi Gras

activities on your website with Experience the Other Side of Mardi Gras packages featuring discounts on hotels, dining, attractions and transportation.

- **Focus on foodies**

Foodie tourism is red hot, just like Shreveport-Bossier! According to a recent study in *Gourmet* magazine, of the 160 million U.S. residents who travel for leisure, about 1 in 6 have recently taken a food tour, enrolled in a cooking class, toured a winery or otherwise participated in culinary activities as part of a vacation.

Capitalize on this trend and develop foodie tours that highlights local cuisine. Tours could focus on different things such as the spiciest dishes in town (give visitors who complete this tour the Hot Lips Award) or Louisiana's Other Side featuring unique and exotic dishes. Another idea, hold Cajun cooking classes on a riverboat as you glide down the river. The tour could culminate with a big feast.

- **Maximize income from business travelers**

It is well worth your time to forge relationships with local businesses and hoteliers to offer business travelers added value when they visit Shreveport-Bossier. The following two-pronged campaign – called a push and pull strategy – is designed to increase length of stay and party size.

The Push . . . Make em wanna stay

Top businesses in the area should be provided with communication tools offering additional value to their vendors, associates, professional partners, out-of-state employees, etc. when they come to Shreveport-Bossier for business purposes.

<i>The Message:</i>	Stay an extra day and play in Shreveport-Bossier
<i>The Audience:</i>	Anyone who travels for business and is on the radar of participating local businesses
<i>The Vehicle:</i>	A fax or e-mail provided by the city and distributed by the business
<i>The Offer:</i>	No charge for additional occupancy Discount for weekend stay with weekday stay 20-minute phone card, free internet access, etc.

Local businesses will be motivated to participate because the program provides value to their business partners as well as captures additional discretionary time from these individuals. Businesses can also revel in the knowledge that they are good corporate citizens helping to contribute to the Shreveport-Bossier tax base.

Initial contact with local businesses should be made with the top Human Resource employee. You can then request that individuals spread the program to other employees working with out-of-town business guests.

The Pull . . . Make em wanna play

Participating hoteliers should be identified and recommended in the fax and/or email sent to prospective business travelers. The discount(s) provided should be universal and deal in percentages in order to work with varying hotel rates.

Quid pro quo, for being included in the business push program, the hoteliers must agree to participate in a pull strategy specific to Shreveport-Bossier attractions. Display space in their hotel should be made available to communicate various attractions. Such space can and will vary from property to property and might include elevator boards, tabletop cards, and bedside tent tops.

The purpose of the pull is two-fold. First, it motivates visitors to see Shreveport-Bossier's attractions. Second, it motivates them to return at a later date. Thus, the message should be seasonal, promoting both current and upcoming special events, as well as year-round attractions. The city should pay the production cost of the materials.

- ***Capture discretionary business spending***

Provide participating hoteliers with the tools to keep travelers' discretionary dollars in Shreveport-Bossier such as maps displaying a 3-mile radius (from the hotel) with relevant stores identified with icons. The goal is to make it easy for visitors to buy items from drugstores and department stores while in the area rather than waiting until they get home.

- ***Lull them to sleep***

Help visitors fall asleep in hotel rooms by providing a complimentary CD of relaxing music and nature sounds. Make sure and brand the CD with the line "A good night's sleep brought to you by Shreveport-Bossier...Louisiana's Other Side!"

- ***Listen to the pros***

Meeting planners interviewed during North Star's research phase offered the following suggestions for attracting top meetings:

- Highway signage should be improved – make it easy for visitors to get to top tourism sites.
- Advertise your new LARGE hotel! Research from meeting planners said that limited hotel space makes Shreveport-Bossier an "insufficient place for larger meetings and conventions." Show and tell planners that recent improvements/additions mean Shreveport-Bossier is more than ready for larger groups.

Tour operators suggested:

- They would like to know about offerings outside of casinos. Develop an e-newsletter or have a weeklong call-a-thon to promote your offerings outside of game rooms.

- ***Reward Red Hot Hospitality***

Research repeatedly said you are famous for great hospitality as a result of countless employees trained in the casino industry. Recognize exemplary performance in the service industry each month with the Red Hot Hospitality award. Make this award high-profile, featuring it in local newspapers/media and on your website.

I . . . Invite new economic development using the brand

Show economic development prospects that Shreveport-Bossier is a city where each business matters, where the resources and opportunity to grow and thrive are abundant. Where your voice is heard in the business community. Shreveport-Bossier is sized for success...yours!

- ***Offer tasty trade***

At trade shows, convert your booth to a kitchen and serve up the unique local tastes of Shreveport-Bossier. Hire a local jazz band to play, hand out Mardi Gras beads and make it an all-encompassing experience.

- ***Encourage mixed use development***

Shreveport-Bossier is a tempting mix of cultures, flavors and experiences. In the spirit of mixing things up, encourage more mixed-use development ...literally incorporating variety downtown or in neighborhoods. As part of this effort, provide tax credits to businesses that add “flavor” to the community through music, arts, restaurants, etc. Merchandise this effort with citizens and businesses.

- ***Lure new business***

Reach out to economic development prospects with a customized feast. Blend their business culture into the food and/or theme of the evening. At the end of the feast give them a goodie bag full of branded food products from the other side (hot sauce, seasonings, coffee, etc.).

- ***Cache in economic development prospects***

Send top economic development prospects a hand-held GPS programmed with the longitude and latitude of places critical to business success in Shreveport-Bossier including top industrial sites, small business resources, downtown, Chamber of Commerce, etc. Include a card that reads, “You’re invited to find success in “Louisiana’s Other Side.” The card should include details for an in-person site visit that will include a geo-cache event using their new GPS. (For more on geo-caching, see p.85)

- ***Show economic development entities What to do***

Use the Community Tapestry What Reports for Shreveport-Bossier residents and visitors to recruit businesses to the area. Resident What Reports reveal that Shreveport-Bossier residents enjoy:

- *Restaurants like:* Church’s Fr. Chicken, Popeye’s, Ryan’s, Krystal’s Hamburgers, Perkins, Captain D’s, Ponderosa, Shoney’s, Bob Evans Farm, Checkers, Steak n Shake
- *Stores like:* Belk, Lerner, Lane Bryant, True Value, J.C. Penney, Dillard’s, Lowe’s, Sam’s Club, Wal-Mart Pharmacy, The Limited

If you already have these in your community, that’s great – you are delivering exactly what your residents want. If not, you can recruit these businesses using cold hard numbers that prove your residents will keep their registers ringing. For more about the Tapestry What Reports, see p.36.

- ***Cut them off***

At ribbon cuttings for new businesses, imprint the ribbon with the line, “Welcome to Shreveport-Bossier...Louisiana’s Other Side.” Make sure the line and the Shreveport-Bossier logo are on all plaque or certificates presented to new businesses.

- ***Reward green thinking***

Louisiana’s Other Side can also be Louisiana’s Green Side. Start by implementing green building and other sustainable guidelines. Help local businesses “feast” on success. Along with other tools, provide sustainability assistance to conserve resources and thus maximize rewards. Consider offering a “Green Side” award to the business that does the most in the way of sustainability.

T . . . Tout your city with branded events and attractions

Branded special events are a great platform for increasing brand awareness and recognition and Shreveport-Bossier's spicy background is the ideal launching pad for some great ideas:

- ***Give them a run for their money***

Amateur sports are a great way to entertain both residents and visitors to your area. Consider hosting an event or race in conjunction with May's Mudbug Madness. Plan for the race course to go through local landmarks such as the Rose Garden and over the bridge. The race could end in Independence Stadium and have finish line food characteristic of Shreveport-Bossier.

- ***Wed a lucky couple***

Sponsor an "Other Side Wedding," where one lucky couple gets to marry in the Rose Garden and have a reception at the new Convention Center. Along with local businesses, partner with HGTV, Wedding TV and Bridal Magazine to host the contest.

- ***Reveal your riches with a Geo-Cache Treasure Hunt***

Geo-caching is a high-tech new form of treasure hunting perfect for discovering more about Louisiana's Other Side. Adventurers use handheld GPS devices to find hidden treasures using latitude and longitude coordinates. Interesting riddles about the location can spice up the hunt. Have the Parks and Recreation Department develop a set of clues and hide treasure caches around Shreveport-Bossier. Caches must be waterproof – army surplus ammo boxes, film canisters, plastic food container – and should be cleverly hidden (in hollow trees, suspended from a string, underneath benches). In the caches, place some interesting facts or trinkets associated with the location (i.e., the hollow tree might have plastic insects, some botanical information or a short essay by a local schoolchild about nature). All caches have a logbook that "cachers" sign.

Shreveport-Bossier's "Other Side" Cache should reflect your new brand by taking participants to spots that are unique to your area. Include stops at the Gardens of the American Rose Center, the Red River, Sci-Port Discovery Center, the Mardi Gras Museum, Artspace, favorite casinos, area parks and historical buildings. Don't worry about trying to cover everything in one hunt – you can always change your trail periodically and include new locations. When you're ready to launch the program, the Recreation Department can offer a "how-to" class on geo-caching and even rent the handheld GPS devices to the public during specific times (be sure to get a deposit to cover damage or loss). Post the clues on the web portal and publish them in the newspaper. Give a branded premium prize to those who find all locations on the treasure trail. For more information about geo-caching, visit www.geocaching.com.

Note: If you do hold a public launch of the brand, a geo-cache event is a fun icebreaker for helping residents get to know Louisiana's other side. Also, consider developing a "business-oriented" geo-cache that takes business leaders to various sites of economic interest.

Y . . . Yell out your brand message using the internet

- ***Create a central portal***

One identified web site should exist as the hub for all information regarding Shreveport-Bossier. Call the site “Louisiana’s Other Side” and make sure it reflects the brand in both design and content. It should link to all community-related sites including both cities Chamber of Commerce, SBCTB, economic development entities, hospitals, newspapers, schools and major industries. Ideally, it would let the user link to any of the partners in the Market Shreveport-Bossier Partnership. This type of centralization allows internet users to easily access comprehensive information while allowing each industry/organization/business to maintain independence.

A central portal is a win-win-win for all involved. Visitors enjoy the ease of finding all the information they need on one site. Constituents within any given area can share and benefit from the traffic that others bring to the site. Finally, a central portal represents a cohesive, comprehensive way to rein in the many diverse on-line initiatives of the community partners.

Richmond.com and uniquebynature.org are excellent examples of this concept. McKinney’s uniquebynature.org represents an interim portal that only includes public sector entities. The community is slated to add private sector information in the coming months.

- ***Brand all public sector websites***

Which came first, the chicken or the egg? That is the nature of the question regarding whether you should brand all of Shreveport-Bossier’s public sector websites first or develop a central portal first. Ideally, both initiatives would roll out at the same time. If that is not possible, we recommend first having all appropriate organizations brand their websites. If, however, you are running into considerable resistance, develop the portal first so that all entities fall under some sort of brand umbrella.

Branding public sector websites is an excellent example of coordinating efforts and resources. Using a single provider to perform these services will undoubtedly result in economies as well as consistency. Check out uniquebynature.org. Everything from the URL to the centralized portal to each website accessed carries the McKinney brand. And yet, each site maintains its individuality.

- ***Set up a single website for the entire Red River District***

Highlight the restaurants, River Walk, casinos and night clubs of the Red River District with its very own website. See Memphis’s Beale Street website (<http://www.bealestreet.com>) or Louisville’s *Fourth Street Live!* website (www.4thstlive.com) for ideas on where to start. Start a partnership between the businesses of this area (if one isn’t in place already) to host more special events and promotions to energize and draw in your young professionals.

- ***Give them a link***

Create links off the portal site that appeal to the special interests of residents, tourists and businesses. For example:

- Develop a blog called “Thoughts from the Other Side” where residents can share ideas, inspirations, and issues. Residents can also use this blog to report infrastructure problems or other issues to local officials as well as check on the progress of repairs, etc.
- Link to the “Job Sharing” site where professionals can post available jobs and individuals can post resumes.
- Link to a recipe site that shares recipes from residents and famous chefs along with cooking tips.

- ***Link them to the Other Side***

Create a series of links where people can post their own creative representations of Louisiana’s Other Side. Develop categories to help give direction but also invite them to create their own

- Louisiana’s Other Side through Photography
- Louisiana’s Other Side through Poetry
- Louisiana’s Other Side through Language
- Louisiana’s Other Side through Cartoons.

HOW IS THE BRAND PERFORMING?

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

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

SHREVEPORT-BOSSIER VISITATION STUDY

Purpose

Although we have qualitative information about the perceptions of visitors and what motivates them to visit, there is little information on the fundamentals of Shreveport-Bossier visitors: length of stay, party composition, trip expenditures, etc. It would be valuable to have this information in order to monitor any change in visitor trends.

Methodology

- Conduct annually.
- Gather samples from lodging records from each season.
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Shreveport-Bossier.

An outline of the study has been provided in Appendix F.

SHREVEPORT-BOSSIER PERCEPTION STUDY

Purpose

We now have an understanding of current brand perceptions among visitors. Because the brand strategy encapsulates those brand perceptions and takes them even further with the refined Shreveport-Bossier positioning, this study would allow us to see if we successfully refined the brand further in the eyes of the visitor. If brand perception did not change as we intended, then we can fine-tune the media and messaging accordingly.

Although the primary purpose of this study is to track brand perception, it is recommended to explore the issue of business development to see what the consumer desires in this arena.

Methodology

- Conduct annually.
- Gather samples from lodging records.
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Shreveport-Bossier.

An outline of the study has been provided in Appendix F.

SHREVEPORT-BOSSIER CONVERSION STUDY

Purpose

Conduct a Conversion Study in order to evaluate media. The findings from this study will help refine the media plan in order to ensure media efficiency.

Methodology

- Capture inquiry contact information (name/address/media vehicle at a minimum).
- Append phone numbers to inquiry addresses using a data append service.
- Conduct telephone interviews.
- Perform a minimum of 100 interviews per media vehicle.

An outline of the study has been provided in Appendix F.