



# City of Appleton

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***Hello Sheng,***

I speak on behalf of the entire Unlisted team in saying how thrilled we are to submit a response to become The City of Appleton's preferred partner for Rebranding, Positioning, and Marketing Services.

We look forward to showing the city why we are a strategic solution that will address the current and future challenges that Appleton is facing with their current brand. With Unlisted as your partner, we will help:

- Execute market research (both quantitative and qualitative) that will inform our development of brand messaging, values and positioning statement.
- A City of Appleton logo
- Cohesive logo family including:
  - City of Appleton seal
  - Unique complementary logos for the Fire and Police departments,
  - A logo/badge system for departments of Public Works, Parks and Recreation, Human Resources, Utilities, Finance, Health, Community and Economic Development
  - A guide for applying brand consistency with related institutions such as Appleton Public Library and Valley Transit
- A full visual identity and associated graphic standards.
- Recommendations for implementation — ranging from the initial rollout to the final transition to the new brand.

Included in the attached documents you will find responses that meet and exceed your requirements along with the fee structure you requested. Should you need any other information to move this process forward and further validate your decision, please let us know.

We are grateful for this opportunity with The City of Appleton.

Thank you for your time,



***Michael Ziemann***

*Appleton, Wisconsin is the home of Unlisted. With our roots firmly planted in the community, the city's brand is extremely important to us.*

From a functional perspective, this means we are connected to local businesses and residents. It means that we understand the more nuanced aspects and DNA of the culture. It even means that as we execute our research, our pre-existing understanding of the physical and social geography will allow us to dig deeper, more quickly, and far more authentically than an agency from outside our community..

But maybe more importantly, this project carries a personal and deeply heartfelt meaning to us. We are as committed and invested in the process and results as every single member of the internal committees, employees and residents that will participate in each aspect of this rebrand. This isn't just another job to us. We will be honored to partner with the City of Appleton in creating a brand that we are proud to experience, as we live within this community — day in and day out — long after the project has concluded.

*From the conception of Unlisted in 2019, we set out to disrupt the traditional marketing agency model. We build true partnerships through honest communication and ethical billing, delivering nothing but the highest quality creative, branding and marketing.*

You might notice Unlisted operates a little differently. We don't subscribe to the old school model of bloated overhead funding a cookie-cutter, expensive, long chain of command. Instead, our core team, Michael and Kristi, possesses the experience and capabilities to manage or execute each phase of your branding and marketing project. That means when we need to expand, we're able to tap into our international network of seasoned creative professionals to assemble a lineup that fits your specific needs and budget — we call this *Unlisted+*.

When it comes to developing a brand that reinforces the City of Appleton's values, our approach allows us to customize a team of experts that uniquely offers local and national perspectives.

Unlisted+ has a rich history and belief in using strategy rooted in research to develop and promote the consistent use of brand elements. We plan to prioritize these elements of brand development in order to strengthen the City's brand identity and instill confidence around official documents.

With the Unlisted duo's combined four decades of experience in managing teams and giving brands life — including successful campaigns, strategic creative and branding initiatives for the likes of Disney, Nike, Microsoft, Motorola, Jim Beam, Bed Bath & Beyond, and Frigidaire — our expertise will capitalize on the City of Appleton's competitive advantages with a consistent and effective identity that serves as a point of pride for the community.

**I. BACKGROUND & STABILITY OF UNLISTED**

Since opening in 2019, Unlisted has executed hundreds of projects, working with over 50 satisfied clients, starting the development of 26 logo and comprehensive brand identities, all rooted in fine-tuned strategies.

Our progressive, on-demand scaling model also results in unparalleled stability, with our low overhead allowing us to continue operating at zero-debt and a 200% increased profit year over year.

**IV. CONFLICT AND ERROR RESOLUTION**

When hurdles arise the ability to pivot becomes paramount. This is why our over-communication and agile approach to project management allows us to catch any errors or missteps early on and correct for them immediately.

For the rare instances when things don't go exactly as planned, we're known for off-hours responses and answering all project "fire drills". Our response time for emails is always same-day, and the core team being local allows us to prioritize urgent meetings in-person, video chat, or by phone. When it comes to error resolution we are available nearly 24/7.

**V. QUALITY CONTROL AND ASSURANCE**

Quality control begins with excellent project management. Staying organized and on-schedule allows time for an effective and detailed internal and external review process. At project kick-off we input all project data into our project management system (Toggl) and utilize an internal team RACI chart that identifies key review milestones and responsibilities.

To further enhance the QA process, we leverage industry-leading proofing software (Ziflow + Acrobat) that offer version comparison tools, collaborative markup capabilities and version management to help minimize potential errors.

**VI. FIRM RESOURCES**

The Unlisted core team maintains a 20% buffer of availability above schedule production at all times to absorb urgent tasks and needs with an ability to urgently cover all aspects of project (in-person or remote). We have access to a predetermined network of experts with availability in the event we need to bring on additional or replacement team members, with no change to the budget. Unlisted oversees all project aspects with consultants operating at their rates and fees. In the event of overages in hours or scope, the Unlisted core team absorbs those costs.

## II. BACKGROUND OF SUB-CONSULTING FIRM(S)

### II-A: UNLISTED+ CONSULTANTS *Adrienne Palm, Dawn Dubinka, Shannon Easter*

All Unlisted+ contracted consultants are hand-selected for their unique specialties and relevance to each project's needs. Each will have worked on at least ten successful projects in collaboration with members of our core team and have proven expertise through at least 10 years of relevant experience in their respective field.

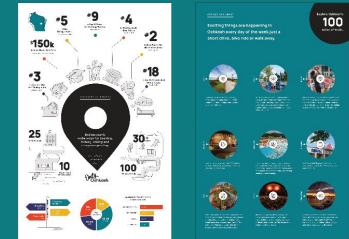
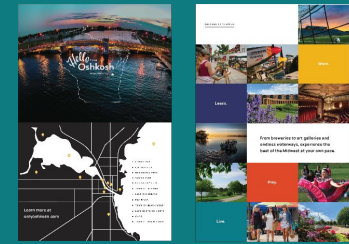
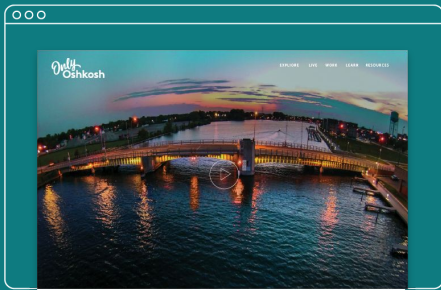
### II-B: MISSION MARKETING *Chad Fulwiler*

After working almost 30 years in corporate leadership roles, on the client-side hiring marketing firms, and in several local branding/marketing agencies; Chad knew there must be a better way to develop and market brands. Like Unlisted, Mission doesn't force clients' projects into a limited pool of in-house talent. Rather, they contract with the best and most appropriate talent, allowing them to deliver on marketing strategies that more closely align with our clients' overall business strategy. The Unlisted/Mission partnership and combined networks have been over-delivering for several years now on a wide variety of projects. Our diverse backgrounds and complementary skill sets have created the perfect symbiotic relationship and has delivered great results for clients in both the private and public sectors.

### II-C: ATOMIC RESEARCH *Stacy Stanton*

Atomic is a creative research group located in the Fox Valley that combines the powers of scientific expertise, creative energy, and strategic intuition to transform businesses, empower leaders, engage workforces, innovate products, and bring brands to life in a new era of human experience. Atomic begins each project with a mindful and collaborative exploration of the full context of the research need, exploring multiple perspectives to create a complete understanding of the current situation to generate ideas for our approach.

Using their expertise, creativity, and a diverse range of research tools to design a customized and powerful research plan. They are experienced and talented in using both qualitative and quantitative methods, as well as developing mixed method approaches that leverage the strength of each. Atomic's services are supported by innovative technology, skilled staff, and an on-site focus group facility.



**ONLY OSHKOSH**  
From beverages to art galleries and indoor recreation, experience the best of the Midwest at 400+ great jobs.

**OUT AND ABOUT IN OSHKOSH**  
Experience the beauty of Oshkosh City and the area's unique surrounding to life in Oshkosh.

**OUR OSHKOSH**  
Living in Oshkosh - where great communities meet sustainability - means living your best life.

**OSHKOSH OPPORTUNITIES**  
The location, talent pool, and government support, follow the path to your next great idea.

**OSHKOSH ON THE RISE**  
From one of the greatest scenic locations in the Midwest to a growing economy, Oshkosh is the place to live, work, and learn.

# Only Oshkosh

LIVE | WORK | LEARN | THRIVE

# Only Oshkosh

LIVE | WORK | LEARN | THRIVE



## City of Oshkosh and Partner Organizations Branded Organization Campaign

LEARN MORE AT [unlistedllc.com/brand-case-studies/only-oshkosh](http://unlistedllc.com/brand-case-studies/only-oshkosh)

The Only Oshkosh project, backed by ten local organizations and businesses, was formed with the core purpose of short- and long-term goals. These goals included positively impacting community perception, retaining college graduates, increasing C-suite level job opportunities and talent, and attracting new residents and businesses to the area over the course of the following decade. In order to achieve this goal, we created a long-term campaign to unify the Oshkosh area organization under the umbrella of a campaign name, messaging, marketing strategy and visual presence to tout all the opportunities that could be found in Oshkosh. This project was executed in collaboration with Mission Marketing as well as other consultants making up the team. The project's initial overall budget was \$90k, with an ongoing implementation budget of \$70k/year, with 25% dedicated to account and project management and a media budget of \$1k/month.

- CAMPAIGN RESEARCH
- CAMPAIGN STRATEGY
- CAMPAIGN IDENTITY
- LOGO DESIGN
- MESSAGING GUIDELINES

- VISUAL GUIDELINES
- PHOTOGRAPHY
- PRINT/DIGITAL LOOKBOOK DESIGN
- SOCIAL MEDIA CONTENT DESIGN
- WEBSITE DESIGN

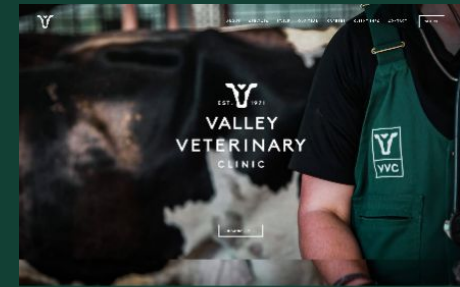
### REFERENCE

KATIE NEITZEL, Development & Communications Manager

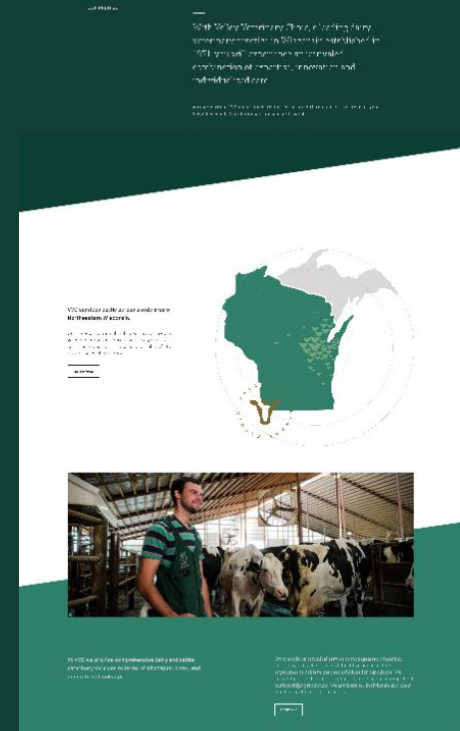
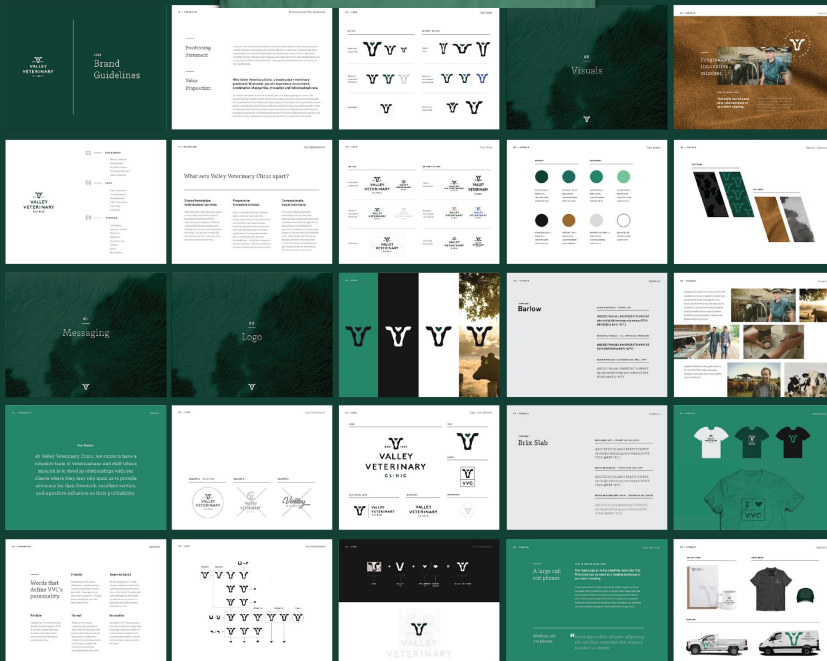
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EST. 1971  
**VALLEY  
 VETERINARY  
 CLINIC**



## Valley Veterinary Clinic Strategic Rebrand and Launch

LEARN MORE AT [unlistedllc.com/brand-case-studies/valley-veterinary-clinic](https://unlistedllc.com/brand-case-studies/valley-veterinary-clinic)

Valley Veterinary Clinic, a leading dairy veterinary practice in Wisconsin, needed our help developing a strategic platform and modernized brand identity that would set them apart while respecting their history. We conducted surveys and interviews with the 10 owners, additional stakeholders, and the entire VVC team to understand the core of who they were, and how that impacted the services they provide. We discovered key attributes like “down-to-earth” but also unparalleled innovation. We set out to reveal this in everything from the design of the logo, copy tone and aesthetics of the brand elements. Ultimately, our success was determined through staying within \$35k budget (with 15% going toward account management) and four month timeline while delivering a brand that drew tangible attraction — including clients asking for branded merch and Unlisted having to put off a digital campaign until they were able to hire new team members due to the influx of work.

- BRAND RESEARCH
- BRAND STRATEGY
- MESSAGING PLATFORM
- COPY VOICE AND TONE
- VISUAL IDENTITY DESIGN

- VEHICLE GRAPHICS DESIGN
- MERCHANDISE DESIGN
- BRAND PHOTOGRAPHY
- ACTIVATION TEMPLATES DESIGN
- WEB DESIGN AND DEVELOPMENT

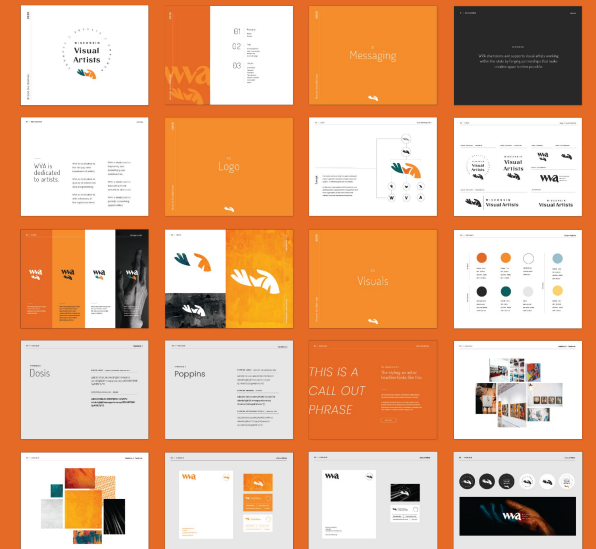
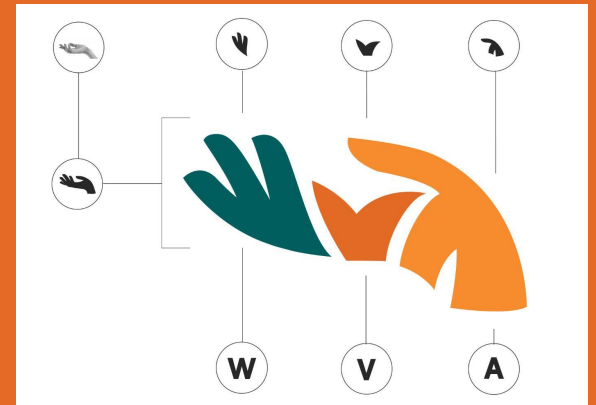
### REFERENCE

STEVE COVE, Owner

(920) 621-1367

scove@wcvets.com

707 Woodland Plaza, Seymour, WI 54165



## Wisconsin Visual Artists Strategic Rebrand and Activation

LEARN MORE AT [unlistedllc.com/brand-case-studies/wisconsin-visual-artists](https://unlistedllc.com/brand-case-studies/wisconsin-visual-artists)

Wisconsin Visual Artists (WVA), the state's oldest art organization, champions visual artists. WVA utilizes its collective creativity to instigate productive dialogue and positive change within its communities. Their new Director was brought on to help breathe fresh air into the organization to attract young, new membership. The first priority was bringing the brand into the 21st century with a new messaging, logo and brand identity. Our goal was to establish Wisconsin Visual Artists as a trusted resource for artists, investors, museums, galleries, art venues, and buyers. To do this, we needed to create a brand that was both visually impressive, dynamic and inclusive to sufficiently represent the artists who make up the organization's membership. Our core team of two ultimately brought this brand to life under the \$20,000 budget with only 10% of that budget directed toward account and project management fees, due to our upfront management of feedback loops, and communicating detailed expectations each step of the way. The success of the brand was obvious in the rollout and implementation across all of their internal and external outlets as well as overall satisfaction on behalf of the key stakeholders.

BRAND RESEARCH  
LOGO DESIGN  
VISUAL IDENTITY  
PATTERN DESIGN

STATIONARY DESIGN  
BRAND PHOTOGRAPHY  
BRAND GUIDELINES

### REFERENCE

ALLY WILBER, Executive Director

(715) 853-9617

[director@wisconsinvisualartists.org](mailto:director@wisconsinvisualartists.org)



*City of Appleton**Rebranding, Positioning, And Marketing Services**Project Team**Bios, Roles + Responsibilities***MICHAEL ZIEMANN***20 Years Experience*

Michael has spent two decades leading creative teams for Fortune 500 brands in the likes of Nike, Disney and Facebook across a variety of industries. A print, web, and social media expert, Michael insists on taking a holistic approach to brand development and marketing. His dynamic experience gained from spending 10+ years working for big agencies in Chicago and Columbus means he has done (and does) just about everything from planning, strategy, brand development, execution and production.

An Appleton native who recently moved his family back after living and working abroad, Michael has a firsthand understanding of the appeal, advantages and opportunities our community offers. He has an intense passion for seeing and helping Appleton's culture evolve, which is why he chooses to live, build, and operate the Unlisted business right here in the heart of Appleton's downtown.

<b>Role</b>	<b>Hrs</b>	<b>%</b>
CREATIVE DIRECTOR	<b>120</b>	<b>55%</b>
RESEARCH + BRAND STRATEGIST	<b>45</b>	<b>20%</b>
GRAPHIC DESIGNER	<b>50</b>	<b>25%</b>

**KRISTI POPP***13 Years Experience*

A business-minded creative focused on branding, marketing and design, Kristi's motivation is rooted in understanding people. Regardless of title held, from graphic designer to brand manager, or hat worn — be it strategist, copywriter, project manager, team lead or photographer — a love for creative problem solving exists at the core of everything she does.

Prior to her years as an owner of Unlisted, Kristi ran a thriving freelance design business, spent three years working at a local agency and four years on in-house marketing teams all in the Fox Valley Area. During that time, she has led successful brand development and marketing campaigns for clients from local nonprofits to international corporations. Her time as senior designer on the University of Wisconsin Oshkosh marketing team offers unique insights to the local communities and work with municipal organizations that will prove invaluable in the execution of this project.

<b>Role</b>	<b>Hrs</b>	<b>%</b>
GRAPHIC DESIGNER	<b>150</b>	<b>60%</b>
RESEARCH + BRAND STRATEGIST	<b>45</b>	<b>20%</b>
CREATIVE DIRECTOR	<b>50</b>	<b>20%</b>

**CHAD FULWILER***30 Years Experience*

For over 30 years, Chad has held numerous agency and corporate leadership roles in the strategic marketing and business development/account management capacity. He was born and raised in the area, and currently lives in Green Bay with his wife of 30 years and three children, where he most recently started his own virtual marketing agency, Mission Marketing, which focuses on connecting the dots between clients' business and marketing strategies.

Chad is obsessed with turning clients into raving fans. He's constantly thinking about how to provide the best, most memorable experience every time they interact with the brand. Your business goals are always at the forefront of our branding efforts when you work with him. Infact, he most recently worked with the City of Oshkosh on branding and marketing initiatives in attraction, retention and tourism.

<b>Role</b>	<b>Hrs</b>	<b>%</b>
ACCOUNT EXECUTIVE	<b>50</b>	<b>50%</b>
PROJECT MANAGER	<b>40</b>	<b>40%</b>
COMMUNITY ENGAGEMENT	<b>10</b>	<b>10%</b>

*City of Appleton**Rebranding, Positioning, And Marketing Services**Project Team**Bios, Roles + Responsibilities***ADRIENNE PALM***10 Years Experience*

<b>Role</b>	<b>Hrs</b>	<b>%</b>
COMMUNITY ENGAGEMENT DIRECTOR	<b>50</b>	<b>100%</b>

Long time Appleton resident Adrienne has been at the heart of progressive community initiatives, including project managing/producing Bazaar After Dark, The Artery, and consulting for La Crosse's Uptowne redevelopment project. Her unrelenting passion for social architecture has led to diverse roles across multiple industries and work at the cross-section of fund development, attraction and retention strategy, experiential marketing, and startup consulting. Whether working aboard a vintage rail car or in her own backyard, for Capitol Records or the City of La Crosse, Adrienne's creativity, pragmatism and vision provide returns on her clients' long term goals.

Adrienne's community roots bring unique insight, perspective and experience that will be invaluable in executing an Appleton brand that connects with its residents during development, roll-out and beyond.

**SHANNAN EASTER***20 Years Experience*

<b>Role</b>	<b>Hrs</b>	<b>%</b>
LEAD COPYWRITER	<b>46</b>	<b>100%</b>

Shannan is a strategic storyteller and creative leader. For over 20 years, she's led multi-disciplinary teams and clients to tell their stories in a more exciting, empathetic and strategic way. She began her career as an agency copywriter, followed by two decades of independent consulting.

Versed in social, digital, print and video, she's written award-winning creative for retail, real estate, finance, healthcare and more. Whether she's composing a flowing manifesto, organizing web content, or keeping it real with social, she's got your brand and your best interests in mind.

**STACY STANTON***20 Years Experience*

<b>Role</b>	<b>Hrs</b>	<b>%</b>
RESEARCH DIRECTOR	<b>90</b>	<b>100%</b>

Stacy Stanton is the owner and experience analyst at Atomic Research. She aims to bring market research into the era of human experience.

With an academic background is in Psychology with a focus on I/O Psychology and a intuitive ability to "feel" patterns in data, Stacy possesses a unique combination of talents rarely found in one brain. This allows her the ability to explore complex data, strategizing several steps ahead. Her high-level analytical ability, driven creativity, and fierce curiosity for the human experience paired with a remarkable ability to guide respondents through the process of articulating their perceptions and experiences with total honesty drives an innovative and effective approach to her work.

**DAWN DUBINKA***17 Years Experience*

<b>Role</b>	<b>Hrs</b>	<b>%</b>
BRAND STRATEGY CONSULTANT	<b>20</b>	<b>80%</b>
RESEARCH CONSULTANT	<b>10</b>	<b>20%</b>

Dawn is an astute, senior strategist who has worked in municipal, tourism, FinTech, consumer packaged goods, retail, place-based marketing, manufacturing, hospitality and healthcare.

Her proven track record delivering major marketing programs that combine the rigor of experience design with the artistry of unlocking powerful insights to drive organizational growth.

Dawn was the lead strategist in rebranding the City of Atlanta and the Metro Atlanta Chamber of Commerce. Implementation and tactics consisted of detailed media planning using traditional, digital and social — including an OTT channel for the city of Atlanta focused on technology and design creators called The A.

**Kick-off, Planning, Research + Discovery**

R= Responsibility; C= Consult; A= Approval

KICK-OFF	PLANNING	RESEARCH	SUMMARY + STRATEGY	MAINTAIN
<p><b>Meet</b> Conduct internal stakeholder meeting to understand what information is available, what methods have been successful, where underrepresented demographics are, and what the goals of the research are.</p> <p><b>R:</b> Michael, Kristi, Stacy, Adrienne</p> <p><b>Survey</b> Conduct a wider reaching internal digital survey as well as any additional individual or small group interviews internally, as needed.</p> <p><b>R:</b> Stacy</p>	<p><b>Data Capture Plan</b> We solidify any additional, unique ways to best reach our desired demographics and capture the data needed.</p> <p><b>R:</b> Michael, Kristi, Adrienne, Stacy <b>A:</b> CoA</p> <p><b>Develop Questions</b> We then write and refine survey and interview questions and approaches fitted to the city's needs.</p> <p><b>R:</b> Stacy <b>A:</b> Kristi, Michael, CoA</p>	<p><b>Quantitative Research</b> Conduct focus groups, online, media and digital audits to understand the core drivers of community engagement, and to find out what the residents, businesses and internal stakeholders want the brand to express.</p> <p><b>R:</b> Stacy <b>C:</b> Kristi, Michael</p> <p><b>Qualitative Research</b> Engage residents in the community and host listening sessions with structured outlines and questions formatted to engage the public, encouraging feedback on the current perception of the City of Appleton brand.</p> <p><b>R:</b> Adrienne, Chad <b>C:</b> Kristi, Michael, Stacy</p> <p><b>Competitor Analysis</b> Make analysis of how other cities, regions and even countries talk to their audiences and what they offer to residents, businesses and visitors.</p> <p><b>R:</b> Stacy <b>C:</b> Kristi, Michael</p>	<p><b>Aggregate</b> After reviewing the information, we summarize the findings and provide the aggregated data to the City of Appleton in PDF and printed format.</p> <p><b>R:</b> Stacy, Michael, Kristi <b>C:</b> Chad</p> <p><b>Summarize</b> Compile and prioritize insights to create a realistic set of branding objectives and a strategy from which we develop the concepts and messaging.</p> <p><b>R:</b> Kristi, Michael <b>C:</b> Dawn, Adrienne, Chad <b>A:</b> CoA</p> <p><b>Messaging Strategy</b> We present this data as the key attributes, city values and differentiators.</p> <p><b>R:</b> Kristi, Michael <b>C:</b> Dawn, Chad, Adrienne <b>A:</b> CoA</p>	<p>The brand messages and narratives must be constantly cross-checked to ensure they are still in tune with the values, moods and realities of the city, which sometimes shift over time. This can be kept current by creating a plan and empowering a team of brand advocates that represent the residents and the city's businesses.</p> <p><b>R:</b> CoA <b>C:</b> Kristi, Michael</p>

PHASE I-A / Development

PHASE I-B / Development

**Brand Strategy + Messaging Platform**

Our community roots paired with unique outside perspective of our consultants allows us to take an honest, yet aspirational approach to unveiling the City of Appleton’s DNA, values and unifying narratives. The brand strategy will serve as an anchor and point of consistency for all design, branding, communications and marketing. It will be ownable, resonate with all sectors and drive the value of the city and encompasses several deliverables: **Vision:** What future does the city want to create?; **Mission:** What is the city here to do?; **Values:** How does the City of Appleton portray itself in support of the mission and vision?; **Personality:** The personality of the city must be informed by its values and instantly understood and distinctive.; **Reasons to Believe:** What makes the city unique, viable, adaptable, and accessible; **Voice and Tone:** what does ‘humanization’ of the City of Appleton sound like to its audiences.

All of this combined, allows for an objective and consistent approach to messaging and increases impact directed toward specific audiences/ segments and within specific media outlets.

PHASE II-A / Development

**Logo + Brand Development**

**City Logo**

Based upon the research and strategy, Unlisted will present at least three(3) logo and visual identity concepts. During that meeting committee members may ask questions and provide initial comments. We will follow up with a survey for comprehensive feedback and ranking favorites. Upon selection of a concept direction, there will be three iterations, again with a survey to aggregate responses of the committee. We will then move forward with final adjustments. During this phase we suggest a point person or small group that is able to provide real-time feedback if needed.

**Visual Identity**

Unlisted will develop a comprehensive set of brand guidelines. The guide will include the primary logo suite and usage, brand typography and color palette and messaging platform.

PHASE III / Implementation

**Marketing + Roll-out Plan**

**Strategy**

We will work in tandem with internal stakeholders to establish where the current brand is implemented (print and digital), existing vendor relationships, budgets, implementation protocols, etc., and use this as a starting point for new brand’s implementation plan.

**Brand**

Our plan will include a phased hierarchical approach that implements the new brand’s rollout based on high/medium/low priority. The brand’s creative assets will be centralized on an online portal, allowing internal and external partners easy access and clear direction on what, how, when, and who will execute collateral and tactics.

**Marketing**

As the brand is implemented in the community, it will be important for The City to invest in ongoing marketing efforts and engage a PR firm to maximize the community buzz using media - social, news, digital, out-of-home advertising, and interactive/ guerilla marketing.

PHASE I-C / Development

**Tagline Development**

As part of the discovery we will gather criteria for the tagline. This, along with the strategic platform, will be the catalyst for a brainstorm session where we collaboratively generate a list of raw ideas. In the refinement phase, the strongest options are selected and tested for copyright availability, marketability, useability, brand voice and objectives until we arrive at the final selection.

PHASE II-B / Implementation

**Logo + Brand Implementation**

**Logo Family**

Once the final City of Appleton logo has been finalized, we will create complementary unique logos for the Police and Fire departments, a logo/badge system for the departments of Public Works, Parks and Recreation, Human Resources, Utilities, Finance, Health, Community and Economic Development, and a guide for brand consistency with related institutions such as Appleton Public Library and Valley Transit.

**Visual Identity Expansion**

With approval of the logo and visual direction, Unlisted will develop a comprehensive set of brand guidelines. The guide will include the logo animation, image library, icon library, graphic elements, stationery, and layout references.

PHASE IV / Development

**Transfer Deliverables**

**Brand Handoff:** Logo files will be provided to you in a secure shared Google Drive folder to use as needed. All final design files will be delivered in color formats of full-color, grayscale, one-color, black and white and in AI, SVG, EPS, JPG and PNG file formats. The comprehensive brand style guide will be delivered in PDF format.

**Success** goes beyond handing off a beautiful new brand that represents the vibrant community we live in. It will also leave each stakeholder with a deep understanding of the “why” behind every strategic and creative decision each step of the way.

CLIENT	PROJECT	SECTION	DESCRIPTION
City of Appleton	Rebranding, Positioning, And Marketing Services	Project Understanding	Community Engagement Methods + Approach

## **APPROACH TO RESEARCH AND DATA COLLECTION**

The role of residents and the importance of listening are crucial features for inclusivity in the City of Appleton's branding. Our process ensures residents are not considered as one homogeneous target; research participation options and channels would be adapted to the demographics and geographic area of different neighborhoods and resident groups (i.e. the City's Neighborhood program and the NextDoor app).

We start by interviewing and listening to the City's primary stakeholders to assess what input methods have been the most, and least, successful. Using these learnings, we tailor our approach to ensure our research is as effective and comprehensive as possible. We will also utilize any of the City's existing database of email addresses, physical addresses, demographic info and engagement data to help us reach a broad audience and ensure maximum demographic and geographic diversity.

There will be two main approaches, one level meant to have the widest reach focusing on the masses and general awareness, and another level meant to target feedback from specific or underrepresented demographics.

We don't use the same tools for every group, as that ensures a fairly homogeneous set of data. We consider factors such as economic disparity, access to technology, and demographic trends dictate which tools people might have access to or prefer to use. There are notable differences in areas like internet access and preferred communication methods based on geographic location and ethnicity.

We consider if our survey, interview methods, or other data collection tools are optimized for the technology people have access to or prefer. For example, some groups may prefer to answer via a mobile device while others may be more open to sitting at their laptop. Some may be more likely to respond to the initial recruitment if we target them via social media channels instead of over email, while others prefer to click through a link sent from a city newsletter. And of course, many will be more comfortable responding using a more traditional paper survey or by participating in an in-person focus group.

The most essential element to ensure ongoing engagement is this: there must be strong city leaders who are motivated to protect the brand, guarding against anything that will diminish its value over time. This person also must engage key stakeholders over time to rally support and progression for the long term; when stakeholders (politicians, businesses, residents, local media) understand the city's brand from the inside out, they are likely to give long-term support and promote community awareness/engagement.

## **EXAMPLE METHODS**

### **Community Awareness**

- Social Media posts and polling
- Public signage with QR and links

### **Internal Interviews**

- Group meeting
- Individual interviews
- Digital survey

### **Community Interviews**

- "Boots on the Ground"; strategically visit businesses and areas of the city to engage with community in short Q+A and Surveys
- Cold call phone list
- Focus group with \$ incentive
- Direct connect with community leaders of organizations to distribute surveys

### **Digital Surveys**

- Email list/Community Newsletter
- QR Codes posted throughout community

### **Listening Sessions**

- Public listening sessions (day + night sessions) through pre-established community meetings
- Host a public listening session advertised through social media and flyers

# Example Scenarios

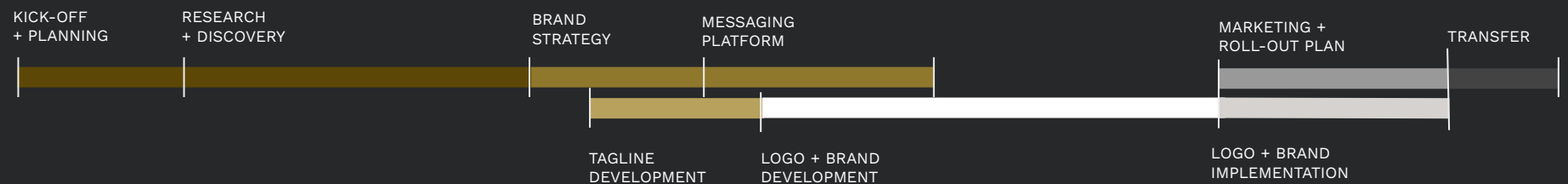
	Kick-off	Planning	Execute Research
SCENARIO I	<p>Through our internal meeting we determine that the LGBTQ+ community has been underrepresented in decisions made by the City of Appleton, but will be key in contributing feedback that leads us to the ultimate goals of our research for this rebranding initiative.</p>	<p>As we plan our strategy and execution for research we identify that our approach to reaching the LGBTQ+ community will need to fall under the 'boots on the ground' or direct connect method. We then research and determine what locations or organizations we might be able to reach out to or have a direct presence within to engage this specific group of the community in our process.</p>	<p><b>Location</b> Diverse and Resilient</p> <p><b>Event</b> Social Support and Connection Group</p> <p><b>Approach</b> Provide information to leader(s) -or- visit and deliver the information through our Community Engagement Director</p> <p><b>Tactic(s)</b> Printed poster/flyer with QR codes to digital survey</p>
SCENARIO II	<p>Through our internal meeting we determine that the POC community has been underrepresented in decisions made by the City of Appleton, but will be key in contributing feedback that leads us to the ultimate goals of our research for this rebranding initiative.</p>	<p>As we plan our strategy and execution for research we identify that our approach to reaching the POC community would best be done in person through a listening and learning session.</p> <p>We would then leave a 3-4 week advertisement period to inform the community through social media and flyers, with a potential incentive to attend such as catering snacks from a local business like Cozzy Corner.</p>	<p><b>Location</b> The Appleton Library</p> <p><b>Scenario</b> Public Listening Session</p> <p><b>Approach</b> A host greets attendees, a brief welcome and intro by a City representative and Unlisted Community Engagement Director on the Rebranding Project, a structured Q+A session, a short survey, closed out by any final questions from the community and information on any additional resources on the project.</p> <p><b>Tactic</b> Video and audio record the session, printed and digital survey options</p>

**Project Stage**

**Client Hours / INVOLVED PERSON**

**Timeframe**

Kick-off + Planning	4-7	3 WEEKS
Research + Discovery	5-10	6 WEEKS
Brand Strategy	2-4	3 WEEKS
Messaging Platform	5-10	4 WEEKS
Tagline Development	5-10	3 WEEKS
Logo + Brand Development	5-10	8 WEEKS
Logo + Brand Implementation	5-10	4 WEEKS
Marketing + Roll-out Plan	10-15	4 WEEKS
Transfer Deliverables	8-10	2 WEEKS



**TOTAL TIMELINE**

**26 Weeks**

## Fee Structure

BLENDED HOURLY BILLING RATE

**\$110**

### BRAND DEVELOPMENT

KICK-OFF + PLANNING  
RESEARCH + DISCOVERY  
COMMUNITY ENGAGEMENT  
BRAND STRATEGY  
MESSAGING PLATFORM  
TAGLINE DEVELOPMENT  
LOGO + BRAND DEVELOPMENT  
TRANSFER DELIVERABLES  
PROJECT AND ACCOUNT MANAGEMENT

**\$4,780**  
**\$13,600**  
**\$5,000**  
**\$4,080**  
**\$6,000**  
**\$4,800**  
**\$11,900**  
**\$2,640**  
**\$5,900**

### BRAND IMPLEMENTATION

MARKETING + ROLL-OUT PLAN  
LOGO FAMILY DEVELOPMENT  
VISUAL IDENTITY EXPANSION  
COMMUNITY ENGAGEMENT  
TRANSFER DELIVERABLES  
PROJECT AND ACCOUNT MANAGEMENT

**\$8,700**  
**\$7,840**  
**\$3,760**  
**\$2,700**  
**\$2,640**  
**\$4,500**

**\$58,700**

**\$30,140**

### Project Total

**\$88,840**

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