

Toledo Region Brand 1.0

Presented to Toledo Region Stakeholders

June 16, 2010

applied
storytelling

Applied storytelling for companies,
products & brands

Why we're here today

- Why this initiative?
- Assignment overview
- Toledo Region brand platform
- Toledo Region brand messaging
- Toledo Region brand story
- Toledo Region touchpoint sketches
- Toledo Region implementation
- Q & A

Why this initiative?

Why this initiative?

- Growing competition among cities and regions for talent, businesses, awareness, dollars.
- Increasing sophisticated marketing.
- Growing awareness by regions of themselves as brands.

Rollin' on a River
A view of downtown Milwaukee and its Historic Third Ward from the Walker's Point neighborhood.

Meet Milwaukee

Brewing up a fresh New Urbanism, with arts and culture centered in a lively downtown

SAY THE WORD "Milwaukee," and it's likely to conjure up an image of brats on the grill, cheese curds, and ice-cold beer. But there is *much* more to this Midwestern city on Lake Michigan's shoreline.

Summertime is when Wisconsin's largest city is most vibrant, but the other seasons have their special moments, too. County parks are favorite gathering spots for locals to hike amid autumn color, or strap on cross-country skis and glide

through fresh snow.

Milwaukee's downtown revitalization has been in the works since the late 1990s. Former mayor John Norquist vowed to cultivate a place that illustrates New Urbanism, where one could work, shop, eat, and play without ever leaving the neighborhood. Today, the Milwaukee RiverWalk is completely developed, with public art, restaurants, and a pedestrian pathway.

TATTA M901K66

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for jostle to hike amid autumn color
County parks are favorite gathering spots

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MEET MILWAUKEE

Talent Pool
Fred Binkowski and Dr. Rick Goetz, scientists at the Great Lakes WATER Institute, are developing new aquaculture technologies.



Learn

With 24 public and private colleges, universities, and technical schools, the Milwaukee area is home to more than 100,000 students.

The University of Wisconsin–Milwaukee recently began a \$240 million expansion project, which includes the new School of Freshwater Sciences.

U.S. News and World Report featured Marquette University in its 2010 edition of America's Best Colleges. Its law school's new water-law course bolsters Milwaukee's efforts to become a global leader in water policy and research.

Milwaukee Area Technical College, Wisconsin's largest technical school, offers more than 65 associate programs, such as culinary arts and information technology.

Waukesha County Technical College is known for its popular associate-degree program in nursing; students practice their skills in the college's human patient simulator lab.

At the Milwaukee Institute of Art and Design, students can enroll in a PowerSports vehicle design course in partnership with Harley-Davidson.

The Milwaukee School of Engineering offers 17 bachelor's degrees and 10 master's degree programs. Its Grohmann Museum houses the world's largest art collection dedicated to the evolution of human work.

Work

Manufacturing has deep roots, but new industries secure Milwaukee's economic future.

MANUFACTURING IS IN THE Milwaukee region's DNA, but other industries are paving the way for a diverse and stable economy.

"We support manufacturing in our educational and research institutions," says Pat O'Brien, executive director of Milwaukee 7, a regional economic development group. "Our manufacturers, because they embrace innovation and technology ... are succeeding."

The region ranks behind only San Jose, California, in the number of manufacturing jobs per capita, and the list of Milwaukee-based manufacturers includes Johnson Controls Inc. (an international leader in sustainability, producing batteries for automobiles and hybrid-electric vehicles) and Rockwell Automation (industrial automation systems), both of which are Fortune 500 companies.

Other major companies in the region include Harley-Davidson, MillerCoors, Northwestern Mutual, Fiserv Inc. (information management and e-commerce systems for financial institutions), national retailer Kohl's Corp., S.C. Johnson (household products), and Manpower Inc., one of the world's

largest employment-services firms. Milwaukee's concentration of Fortune 1000 companies stimulates business and air travel. *Condé Nast Traveler* ranks General Mitchell International Airport one of the country's best for business travel, and new development plans are taking off. The Airport Business Gateway Association, a group of airport area businesses, is exploring ways to create an aerropolis, which combines pre-existing economic-development hubs around the airport with outlying corridors, aviation-linked businesses, and residential development. "It's been a great airport to foster development at," says airport director Barry Bateman.

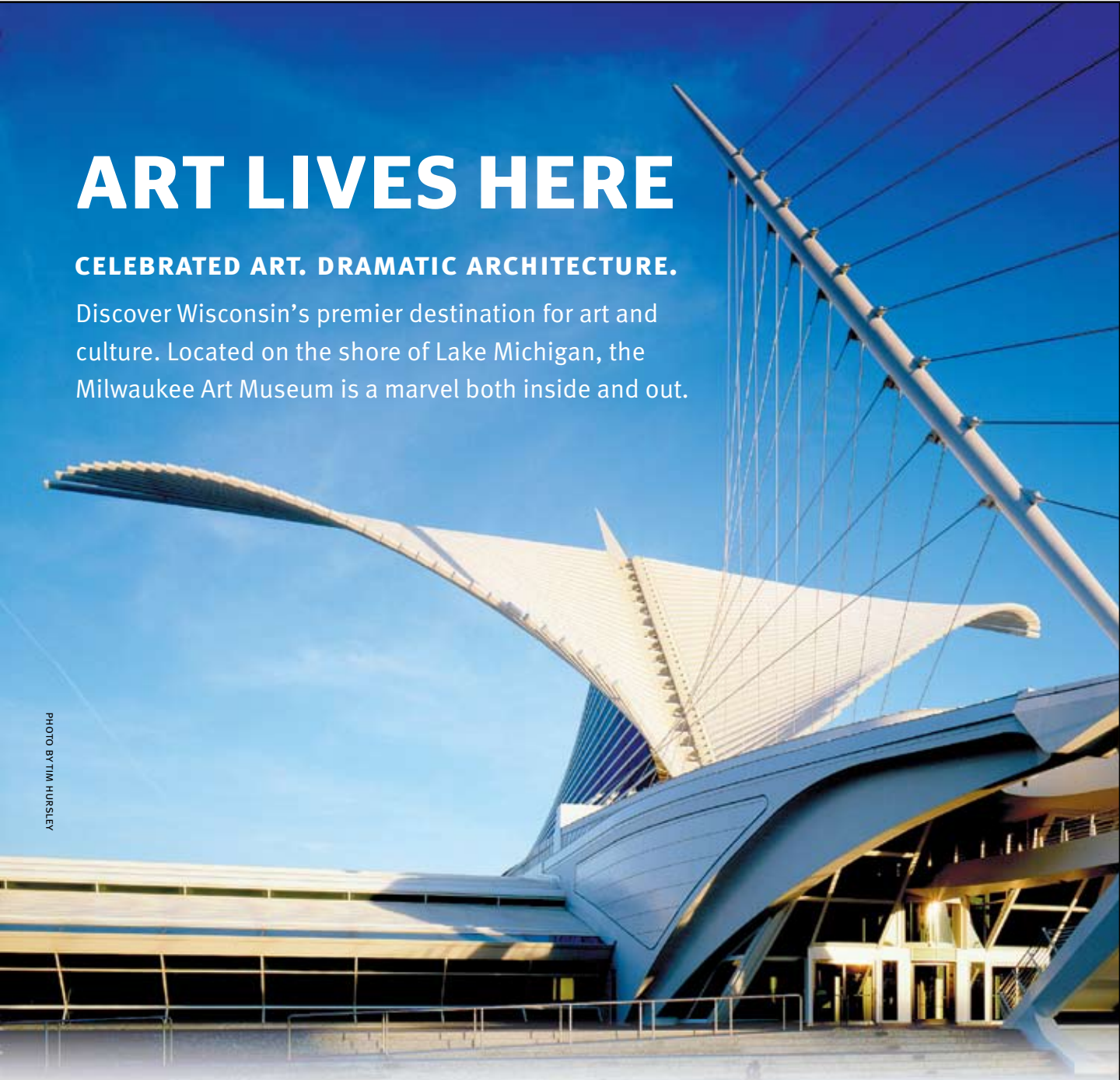
Could an aquatropolis be next? Milwaukee's lakefront location, along with the three rivers that come together there, makes it a hub for water research and technology. More than 120 water-related companies call the region home, representing a \$10.5 billion market and employing 20,000 workers. Companies include A.O. Smith Corp., which recently introduced a line of environmen-

ART LIVES HERE

CELEBRATED ART. DRAMATIC ARCHITECTURE.

Discover Wisconsin's premier destination for art and culture. Located on the shore of Lake Michigan, the Milwaukee Art Museum is a marvel both inside and out.

PHOTO BY TIM HURSELEY

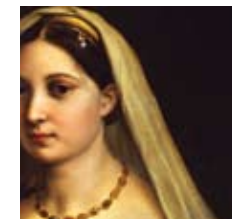


Street Seen

THROUGH APRIL 25, 2010
New visions in American
Photography 1940–1959

Major support for Street Seen comes from the Richard and Ethel Herzfeld Foundation, National Endowment for the Arts, and MetLife Foundation.

William Klein, *Christmas Shopping, Macy's New York, 1954* (detail). The Metropolitan Museum of Art, Purchase, The Horace W. Goldsmith Foundation Gift, through Joyce and Robert Menschel, 1989. © William Klein

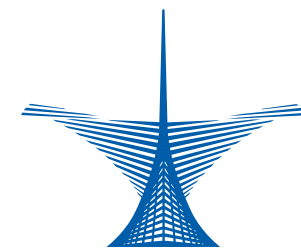


Raphael: The Woman with the Veil

THROUGH JUNE 6, 2010
View a Renaissance masterpiece rarely seen outside of Italy.

PNC ARGOSY FOUNDATION

Raphael (né Raphael Sanzio), Italian, 1482–1520, *La Donna Velata or La Velata (The Woman with the Veil)*, ca. 1516 (detail). Oil on canvas. Collection of Istituto Museale della Soprintendenza Speciale per il Polo Museale Fiorentino.



MILWAUKEE ART MUSEUM

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Tasty Trio
Clockwise from left:
festival on the river,
Miller Park, and the
Harley-Davidson
Museum

Play

In Milwaukee, it's all about the water.

Lakefront Libations

Visit Lakefront Brewery on a Friday night for a long-standing Wisconsin tradition: the fish fry. The mood is boisterous, the setting is family-friendly, and the beer is ice-cold. lakefrontbrewery.com

Mark Your Calendars

Summerfest takes the stage June 24–July 4 at the lakefront Henry Maier Festival Park. The 11-day event features more than 800 bands, and 2010 headliners include Tim McGraw and Carrie Underwood (summerfest.com). For the full listing of Milwaukee's events and attractions, go to visitmilwaukee.org.



MILLIOKI—"gathering place by the waters"—is what Algonquian Indians long ago called this robust area where three rivers converge and flow into Lake Michigan. Much of life in modern-day Milwaukee still follows and depends upon these waterways.

The three-mile RiverWalk leads to the Historic Third Ward neighborhood, awash with hip boutiques, bistros, galleries, and the edgy Eisner American Museum of Advertising and Design. Foodies should follow the RiverWalk to Old World Third Street for a taste of the city's German culinary and ethnic heritage (don't miss Usinger's Sausage and Wisconsin Cheese Mart). And beer lovers can enjoy a brews cruise to Rock Bottom Brewery and Milwaukee Ale House on the RiverWalk.

Milwaukee's rivers (the Milwaukee, Menomonee, and Kinnickinnic) and lakefront are accessible, and it's easy to get out on the water. Check out the lake's freshwater surfing scene, or rent a canoe or kayak from Laacke and Joys, a local outfitter since the 1800s. Rather stay on shore? Take a blanket to Bradford Beach to be lulled by the gently lapping waves, or explore the 100-mile-long Oak Leaf Trail.

Milwaukee is nicknamed Festival City, and during summer weekends, celebrations stretch along the lakefront festival grounds, from the city's oldest ethnic festival, Festa Italiana, to the world's largest celebration of Irish music and culture, Irish Fest. The weekend of Memorial Day, the Family Kite Festival features hundreds of colorful kites dancing on the banks of

Lake Michigan. Want more? There's also PrideFest, Mexican Fiesta, Polish Fest, Arab World Fest, German Fest, and Indian Summer Festival—whew!

But summer isn't the only time for fun along the lakeshore. The Milwaukee Art Museum's dramatic postmodern "wings" are a city icon (they "flap" with the winds coming off the lake). Just as stunning is the collection of works by Pablo Picasso, Winslow Homer, and Georgia O'Keeffe. Next door at the hands-on museum Discover World, Les Paul's House of Sound

honors the Wisconsin native through audio and visual exhibits. You can even jam with a virtual Les Paul in a video studio.

Rain or shine, sports fans can take in a Brewers game (Miller Park has a retractable roof), cheer on the Bucks at the Bradley Center, or watch Olympic hopefuls train at the Pettit National Ice Center. Every Long Track U.S. speed skater from the last four Winter Olympics has competed or trained here.

Rev up your motorcycle knowledge



at the Harley-Davidson Museum, a way-cool place for even non-bikers to visit. Check out the steel rivet wall, where bikers can customize a message on a rivet for display outside the museum. Many are dedicated to favorite rides, and there are even a few marriage proposals.

Ready to play the odds? Potawatomi Bingo Casino's recent \$240 million expansion means it's flush with slots and table games. Enjoy dinner at Dream Dance Steak—the only Wisconsin restaurant to receive an Award of Ultimate Distinction from *Wine Enthusiast*—and take in a show at Northern Lights Theater.

Arts patrons flock to the Milwaukee Repertory Theater and Milwaukee Chamber Theatre. The Marcus Center for the Performing Arts is home to the city's symphony, ballet, and opera. And the opulent Pabst Theater, a National Historic Landmark, is popular for its comedy shows. You'll find the Pabst name on a few attractions, such as the Captain Frederick Pabst Mansion, the Gilded Age home of the late beer baron.

Toasting Brew City heritage is easy: Tours of MillerCoors feature ice-cold samples in its Bavarian-style Miller Inn. Now add spirits to the city's tasting menu: Great Lakes Distillery produces award-winning artisan liquors made with local ingredients.

It's all good—and it's all authentic Milwaukee.



PHOTOGRAPHY BY (FROM LEFT): ROBERT ISRAEL, MARK BERTIERI, DAVID BERNACCHI, MARK BERTIERI / IMKE IMAGES

Take a blanket to Bradford Beach to be lulled by the gently lapping waves, or explore the 100-mile-long Oak Leaf Trail.



on the RiverWalk. Brewery and Milwaukee Ale House enjoy a brews cruise to Rock Bottom Brewery and Milwaukee Ale House on the RiverWalk.

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Milwaukee. It's all good—and it's all authentic Milwaukee.

MEET MILWAUKEE

Fresh Fix
What began as Commission Row in the 1880s evolved into the vibrant Milwaukee Public Market, featuring about 20 specialty food vendors and a florist.



Live

There's no better way to get to know Milwaukee than to explore its diverse neighborhoods.

AFFORDABILITY, VARIETY, and exceptional quality of life make Milwaukee a sought-after place to live, whether you're looking for a hip downtown loft or a spacious home in the suburbs.

Similar to New York City's SoHo neighborhood, the six-block Historic Third Ward features warehouses converted to condos, trendy boutiques, and cool restaurants. The Milwaukee Institute of Art and Design opened here in 1974, encouraging art galleries to move in (check out the contemporary art at the Tory Folliard Gallery).

The Third Ward's *pièce de résistance* is the Milwaukee Public Market. Much like Seattle's Pike Place Market and San Francisco's Ferry Building, the Milwaukee market houses some of the state's best artisan food producers and retailers, including bakers, fishmongers, cheese makers, and a wine shop. One block south, the Milwaukee Ale House brews craft beer (try the golden ale, Solomon Juneau). The views of the Milwaukee River

from its two-story deck just can't be beat.

About three miles north, the nine-block stretch of Brady Street used to be called "Little Italy" in honor of its immigrant community, but today it has a Bohemian feel. You can still pick up Italian goods at Glorioso Bros. Specialty Foods and Peter Sciortino's Bakery, and you can also shop for vintage clothing, grab a latté, or buy a bottle of Champagne at The Waterford Wine Company. Perhaps Oscar Wilde said it best: "If what you want isn't on Brady Street, you probably don't need it."

A mix of bungalows, Victorians, and older homes line the streets stretching from the University of Wisconsin-Milwaukee to Wisconsin Avenue, known as the East Side. Neighborhood hot spots include local chain Alterra Coffee and the Oriental Theatre. Decked out in East Indian decor, the Oriental has an authentic pipe organ that plays before the 7 p.m. shows every Friday and Saturday.

Often referred to as Milwaukee's "other

East Side," the Bay View neighborhood lies just a 10-minute drive south of downtown. Young families start out here, drawn to the many coffee shops, unique grocers (Outpost Natural Foods and G. Groppi Food Market), friendly neighbors, and lakefront access. Walker's Point, or the Latin Quarter, is an up-and-coming neighborhood where artists are starting to display their works at Walker's Point Center for the Arts.

And even in the suburbs, you're just 10 or 15 minutes from downtown. Trees line the pedestrian-friendly streets of "Tosa" (local-speak for Wauwatosa), where everybody knows their neighbors.

From downtown's city streets to the area's many suburbs, Milwaukee is a good place to call home.

Voices of Milwaukee Greg Marcus

CEO, THE MARCUS CORPORATION
The Marcus Corporation is an entertainment and hospitality titan, operating dozens of movie theaters and 20 hotels, three of which are downtown: The Pfister Hotel, The Hilton Milwaukee City Center, and InterContinental Milwaukee.

Greg Marcus, the family's third generation to serve as CEO,

returned to Milwaukee 18 years ago after living in California, Chicago, Boston, and Indiana. "I came back; that says a lot," Marcus says. "It's a humble community with a strong work ethic, making it a great place to raise a family."

Ben Marcus, Greg's grandfather, opened his first movie theater in 1935 in nearby Ripon. Today, Marcus Theatres is the seventh-largest

theater circuit in the country, with about 670 screens at 55 movie theaters, and construction is under way on a sophisticated multiplex in downtown Milwaukee. "We've got great cultural assets," Marcus says. "We have a symphony, a ballet . . . with baseball, basketball and football up the road. . . add up all those things and you get a community that's a good place to do business."

"Good news for passengers seeking low fares and more destinations."

—Milwaukee Journal Sentinel, October 31, 2009



Hospitality Titans
Greg Marcus (right) with his father, Steve Marcus



PHOTOGRAPHY (FROM LEFT) BY: MARK BERTIEN / MKE IMAGES, COURTESY OF MARCUS HOTELS & RESORTS

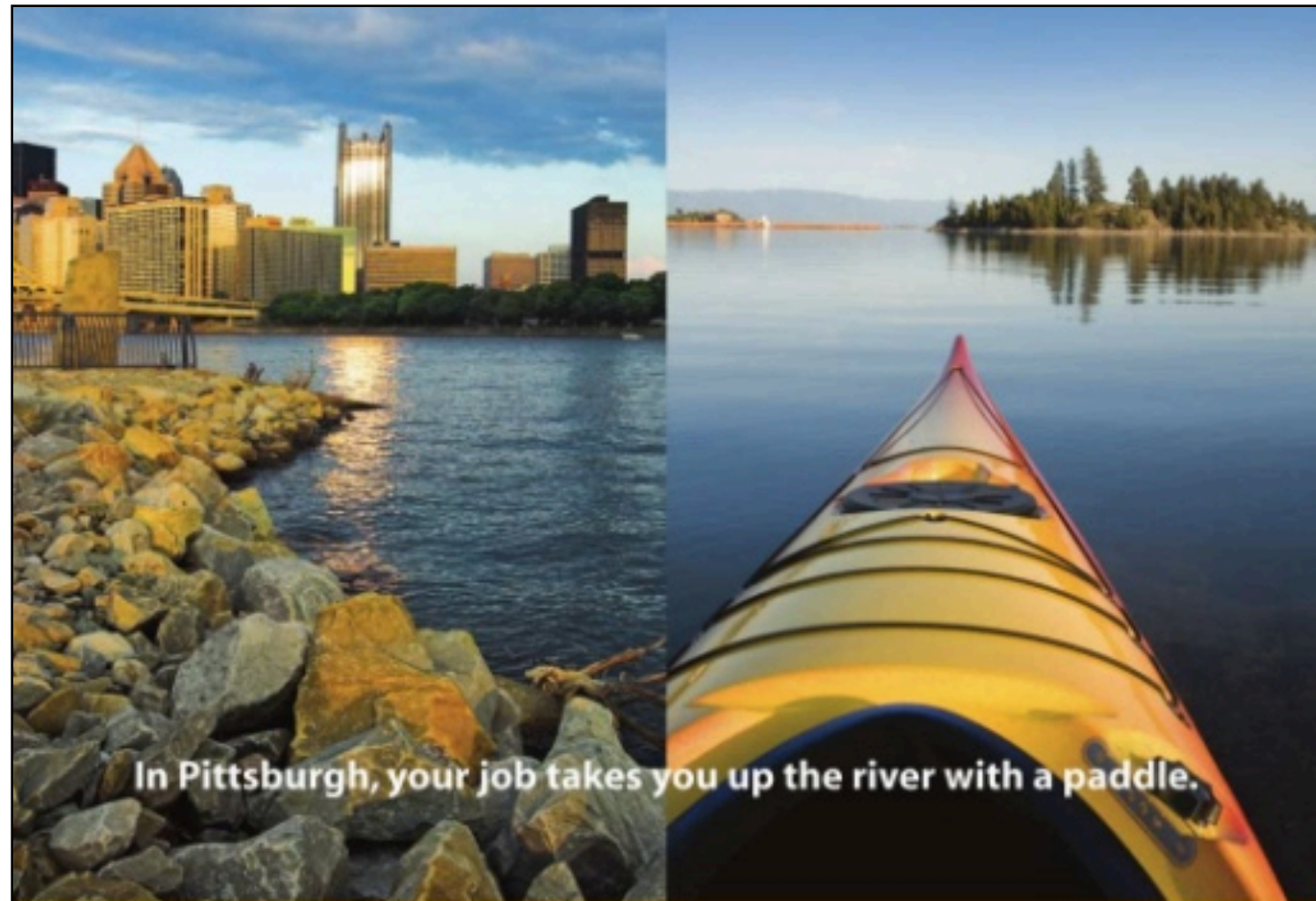
General Mitchell International Airport (MKE):

- Close and convenient to southeastern Wisconsin and northern Illinois
- Low fares to 48 nonstop cities
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- Easy train-to-plane via airport Amtrak station

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In Pittsburgh, your job takes you up the river with a paddle.

The secret's out. *Places Rate Almanac* named Pittsburgh, PA the most livable city in the nation. But with our abundant jobs available right now in pioneering fields, the Pittsburgh region is also one of the greatest places to work. With a wealth of dynamic career opportunities – in everything from health care and finance to advanced manufacturing and next-generation energy solutions – Pittsburghers are building robots for NASA and hitting our three rivers in their free time. Learn more about our available jobs and vibrant way of life at imaginepittsburgh.com, then get your career in motion.

pittsburgh
imagine what you can do here.®



SPOTLIGHT // PITTSBURGH

People. Progress. Pittsburgh.

➔ Within a solid infrastructure of industry bubbles a creative, forward-thinking pool of people who keep Pittsburgh working—and playing—like no other American city.



p102
PITTSBURGH WORKS
The city's diverse economy spans energy, eds and meds.

p116
BIG-CITY CULTURE
The 'Burgh is big-city culture wrapped in small-town charisma.

Did You Know?!!

- Pittsburgh is **1st** in the nation in the number of men and women ages 25 to 34 who hold a graduate or professional degree (22%).
- Pittsburgh is **5th** in the nation in the number of men and women ages 25 to 34 who hold at least a bachelor's degree (46%).
- Pittsburgh is **1st** in the nation in the number of immigrants employed in high-paying white-collar occupations (107%).

To read this special section online, go to deltskymag.com.



Pittsburgh Works

New technologies in **energy, robotics, biotechnology and medicine** pump vitality into southwestern Pennsylvania's metro area and its centuries-old neighborhoods. *By Christine O'Toole*

Innovation. It's as much a part of Pittsburgh as the rivers that course through the city's heart, and it's the lifeblood of this economy. Innovation has made it possible for Pittsburgh manufacturers to produce globally competitive goods with fewer people, and it has helped create 170,000 jobs in education and medicine to replace 150,000 jobs lost in manufacturing over the past 30 years. With lower unemployment levels than its peer markets, the nation's strongest commercial real estate market and even some population growth in key areas, the city also has grabbed several "most livable" rankings (including last year's from *The Economist*). By evolving, Pittsburgh has managed to stand tough during the recession. You might even say it's grooving. ➔



Economic Engine

The University of Pittsburgh consistently demonstrates that it is one of the world's finest and most productive universities. As a public research institution with more than 34,000 students and more than 12,000 employees, Pitt is a primary driver of the region's economy. More than \$1.7 billion in local expenditures, nearly 33,800 jobs generating \$1.3 billion in personal income, nearly \$700 million in funded research, and \$145.2 million in local government revenues can be attributed to the presence of the University in Allegheny County.*

*Source: University of Pittsburgh 2009 Economic Impact Report.



University of Pittsburgh

LEADER IN EDUCATION • PIONEER IN RESEARCH • PARTNER IN REGIONAL DEVELOPMENT



UNIVERSITY OF PITTSBURGH



How Pittsburgh Works As a Multi-Industry Hub

Business in Pittsburgh revolves around flourishing diversity, with more jobs in the area today than during its steel-producing heyday. Leading globally in manufacturing, health, education, energy and business, here is how Pittsburgh works today.

Jeffrey Romoff

President and CEO of UPMC in September 2009 BusinessWeek:

“The cities of the future, of which Pittsburgh will be one, will be driven by companies like UPMC and sophisticated universities that take intellectual property and translate it into services and commerce.”



James Rohr

Chairman and CEO of The PNC Financial Services, on how PNC weathered the banking crisis, in American Banker:

“Subprime was good until it wasn't, and large [leveraged buyout] exposures were good until they weren't. So frankly, we maintained discipline through that whole period of time, and that has put us in a better place today.”



John Surma

Chairman and CEO of U.S. Steel in the company's 2006 Citizenship Report:

“As we look to a next generation labor pool that is growing increasingly diverse, we are intensifying efforts to bring its most talented members on board.”



Sean McDonald

President and CEO of Precision Therapeutics, upon receiving Smart Business magazine's 2009 Pacesetter Award:

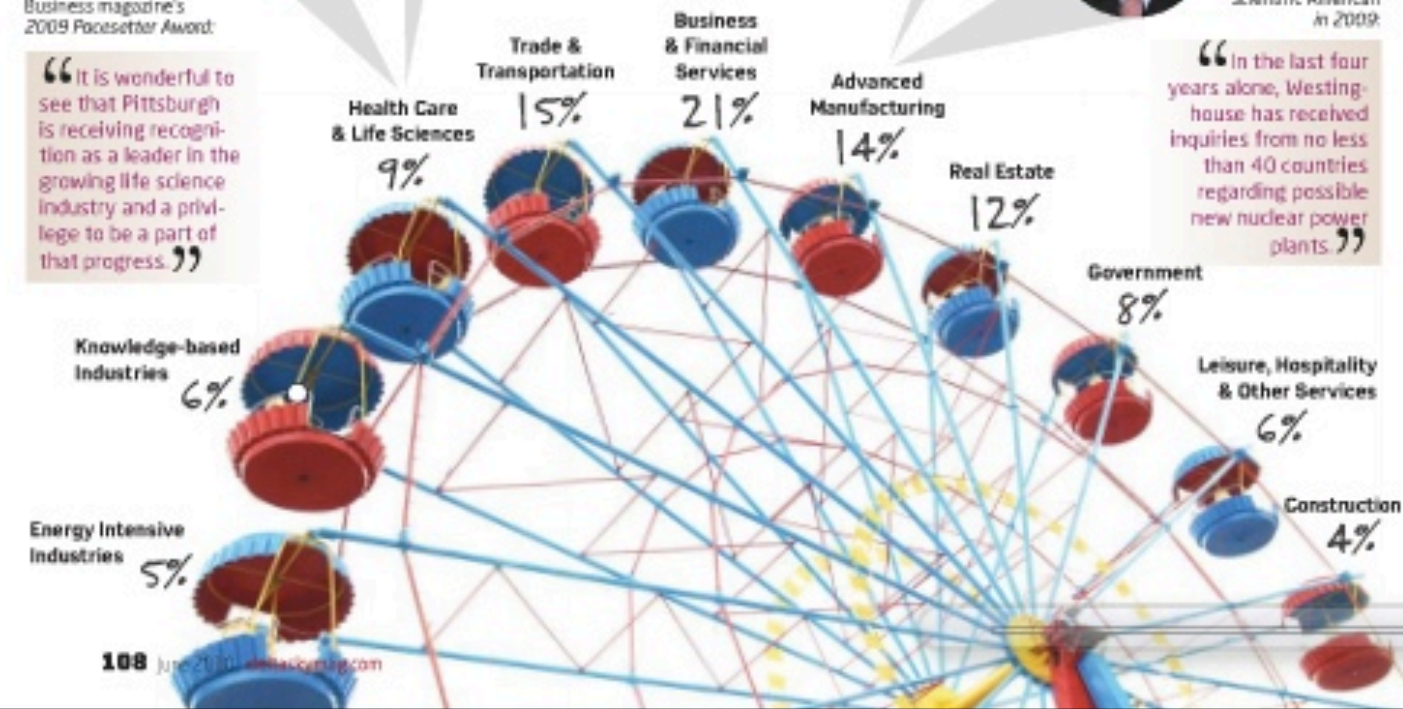
“It is wonderful to see that Pittsburgh is receiving recognition as a leader in the growing life science industry and a privilege to be a part of that progress.”



Aris Candris

President and CEO of Westinghouse Electric Company in Scientific American in 2009:

“In the last four years alone, Westinghouse has received inquiries from no less than 40 countries regarding possible new nuclear power plants.”



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Overview

How this will help?

This brand will:

- express what's most relevant and appealing to key audiences we want to reach.
- bring together the messages, tools, assets and strategies to help communicate with key audiences in the best way.
- ultimately, help to give the region competitive edge.

Assignment Overview

Introduction

Applied Storytelling and the Toledo Region Committee are working together to develop a compelling brand for the Toledo Region.

Key goals of this initiative:

- Tell a better story
- Communicate what makes us uniquely compelling.
- Clear set of promises
- Positively influence residents and cultivate regional pride.

Steps leading up to today

Phase 1: Intake Phase

Phase 2: Stakeholder Insights

Phase 3: External Insights

Phase 4: Findings

Phase 5: Brand Platform

Phase 6: Brand Story and Messaging

Phase 7: Beta Testing [June 16, 2010]

Phase 8: RFQ and RFP to region's agencies [July, 2010]

Phase 9: Brand Guidelines [July, 2010]

Phase 10: Development of visual assets [August, 2010]

Background materials

- Internal, external and competitor communications:
 - Economic development materials
 - State of Ohio brand initiative and research
 - IBM economic development research
 - University of Toledo and Bowling Green State University research
 - Civic and regional web sites
 - Lake Erie West campaign
 - Committee organization materials
 - Toledo environment and image study

Information Sources

Community Forums and Work Session constituted one of many sources of information.

- Community Forums [6]
- Work Sessions [5]

Information Sources

Work sessions and community surveys yielded extensive material to analyze and review.

- 12 hours of audio
- 676 pages of transcripts
- 489 completed community surveys
- one-to-one interviews with 30 business leaders
- survey of approximately 100 additional business leaders

Intro: What a good brand is—and isn't

A good brand adheres to three key principles of strategy:

- It is built on a unique and valuable position.
- It requires you to make tradeoffs in competing—to choose what *not* to be and do.
- It involves creating a “fit” among the region’s various assets and amenities.

Intro: What a good brand is—and isn't

Behind these principles of strategy live some hard truths:

- A strong regional brand does not offer “something for everyone”.
- A strong regional brand is not a laundry list of assets and amenities.
- Based on the brand position, some industries and assets will get a leading role. Others must settle for a supporting role.
- A strong regional brand is not about what makes you feel good. It's about accomplishing goals and winning in the marketplace.

What's been established so far

- The primary aim of the brand should be economic development.
- A focus on “internal job creation” should shape audience focus.
- Universities and colleges should play a major role in the story.
- “Smart manufacturing” can be the region’s key differentiator.
- Many communities throughout the region can be a part of a unified story.
- “Toledo” is central to the story.

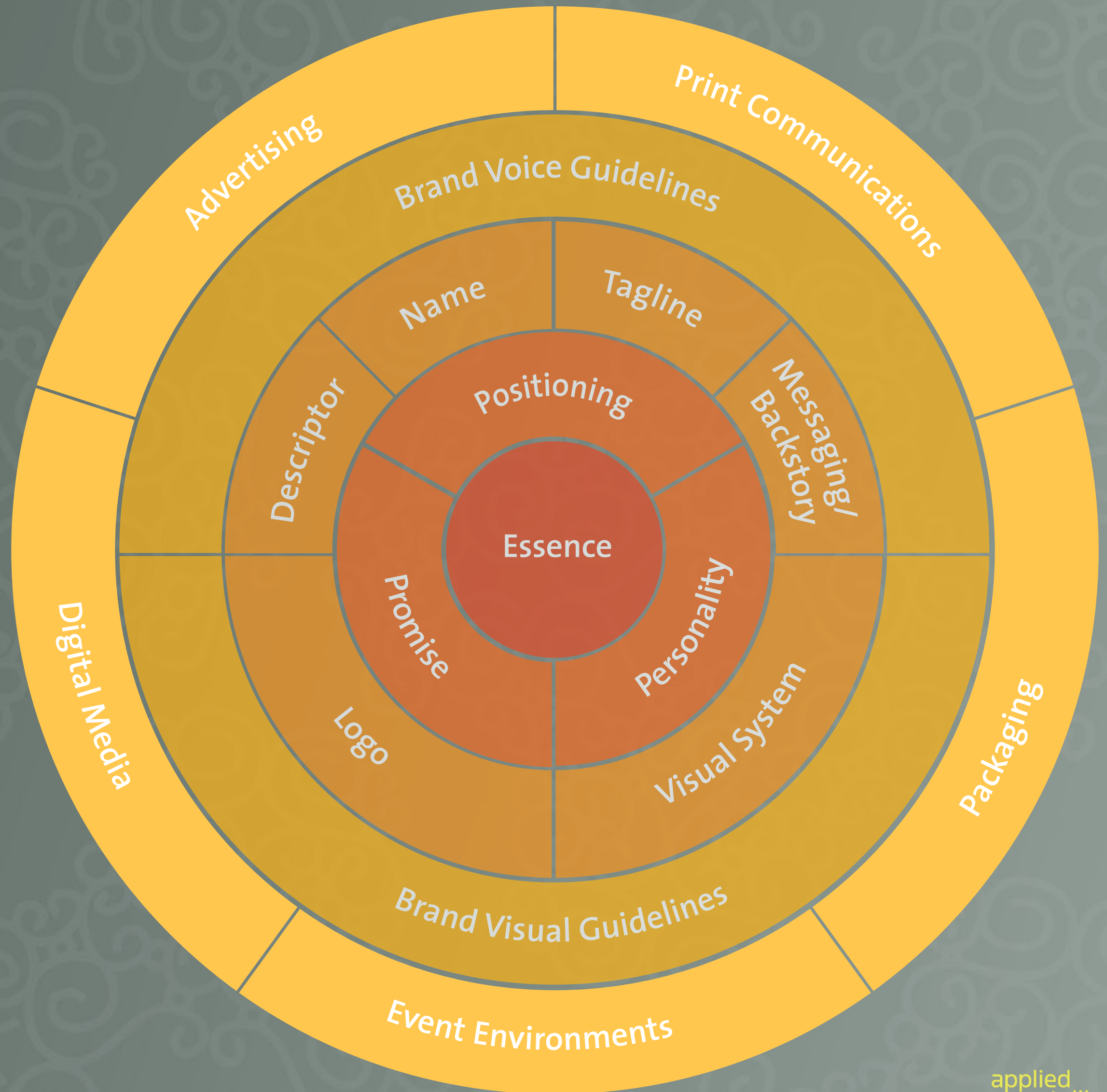
What's been established so far

- Downtown Toledo has an important place in the story.
- The Toledo region story should be a clear part of a larger Ohio story, but also possess its own unique strengths and messages.
- The region's turnkey infrastructure capabilities are a key differentiator.
- Water in its various forms should play a major role in the story.
- Toledo Region provides "world-class assets in a mid-sized package".

Toledo Region Brand Platform

Brand Platform

The brand platform is the sum of communications, strategies and tactics used to tell a brand story.



Essence

The brand distilled
to its simplest terms.

Every single
attraction and
amenity you offer
will embody your
essence.



Toledo Region Essence

appealing region in
the state of Ohio.

here's why:

- **Appealing** signifies something that is attractive and interesting.
- **Region** denotes a geographic area with widely shared interests and characteristics. A region is bigger than a city.
- **State of Ohio** indicates the larger geographic entity that includes the Toledo Region and others, and that shares many underlying qualities with the region.

Essence

If you're not clear about your essence, you risk talking about your brand in vague terms, or in the wrong way.

If the region markets offerings that aren't true to its brand essence, the region risks losing its way.

Brand Essence for Some Familiar Products and Companies

Name	Essence
Chrysler	nostalgic American cars
Hewlett-Packard	inventive technology
Ikea	cheap modular furniture
Porsche	performance sports cars
Oil of Olay	younger skin
Wells Fargo	historic bank
The Henry Ford	inspiring American history destination
Toledo Region	appealing region in the State of Ohio

Brand Drivers

Powerful, recurring themes or ideas deriving from the brand's core strengths.

Brand drivers help to unify and focus the other components of the brand platform.



**Toledo Region
Brand Drivers**

Access

+

Affordability



Toledo Region Brand Drivers

Access

+

Affordability

here's how we define the drivers:

Access

- The idea of access is all about making the audience feel that the region's many assets and amenities are easily available to them—and that the region itself opens the door to new possibilities.

Affordability

- The idea of affordability is all about making the audience feel that the region's many assets are reasonably priced—both in their own right and relative to other regions.

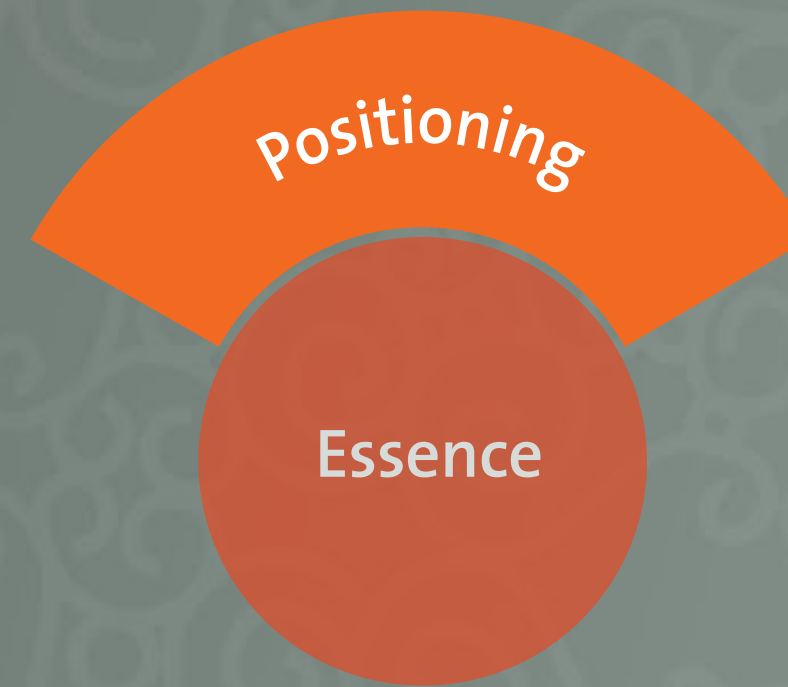
The Toledo Region Committee identified Economic Development as a primary focus of the Regional Brand.

For this reason, we have developed a **primary positioning** geared to Economic Development.

Three additional **secondary positionings** focus on additional important facets of the regional brand: (1) Education [Learn], (2) Quality of Life [Live] and (3) Leisure Tourism [Play].

Positioning

The brand's defining point of difference. The premise of the brand story.



Positioning

If you are not clear about your positioning, customers have a harder time knowing why to choose you.

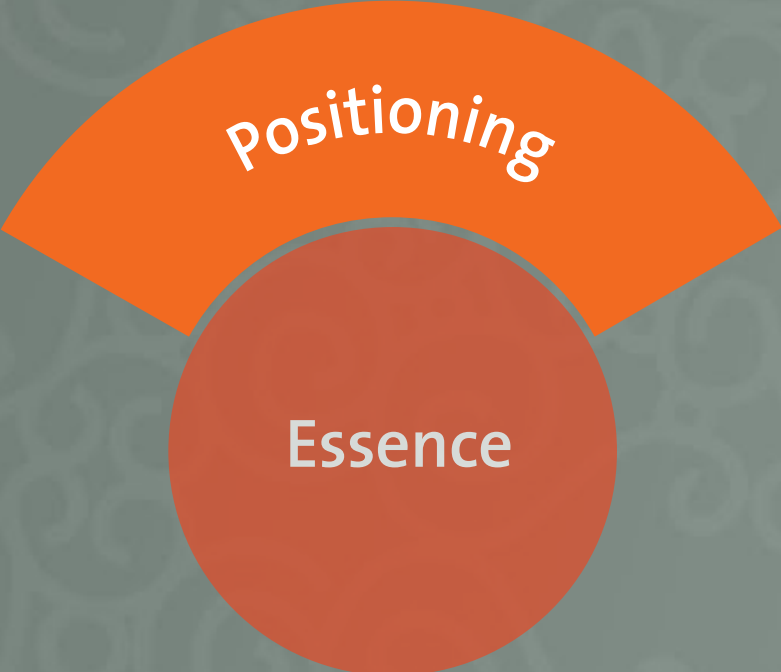
If you create products or messages that don't support your positioning, customers risk becoming confused and uninterested.

Sample Positionings in the Mass Discount Retailing Sector

Name	Positioning
Wal-Mart	leader in everyday low prices
Target	leader in "mass with class" (style and design)
Costco	leader in wholesale-style retail
Kmart	leader in exclusive brand and labels

Toledo Region Positioning

The Toledo Region
is the heart of the
New Manufacturing
Economy.

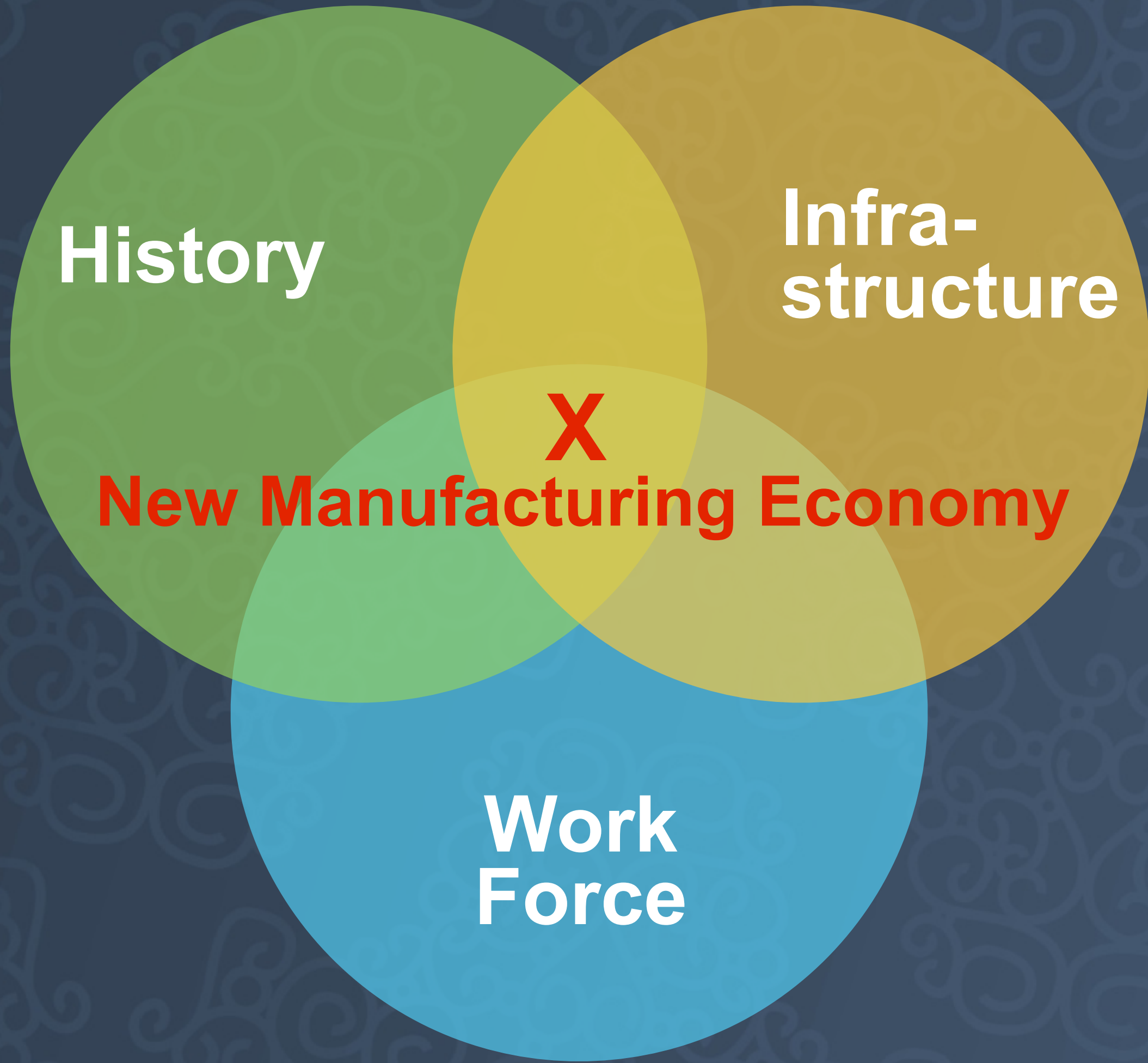


New Manufacturing Defined

New Manufacturing is manufacturing enhanced by computing and microelectronics.

As such, New Manufacturing is characterized by a spirit of continuous innovation in how they deploy their workforce, technology and supply chains to increase their global competitiveness, their environmental sustainability and the customization of their products and associated services to meet customer demands.

It applies to all areas of manufacturing and has the potential to extend to all sectors of industry.



Toledo Region Positioning

The Toledo Region
is the heart of the
New Manufacturing
Economy.

here's why:

- **Credible:**
- **Ownable:**
- **Defensible:**
- **Relevant:**

Toledo Region Positioning

The Toledo Region is the heart of the New Manufacturing Economy.

- **Credible: Yes.** Smart Manufacturing leadership is the region's core strength from an economic development perspective, and stakeholders have agreed that economic development is the region's top priority.

Toledo Region Positioning

The Toledo Region
is the heart of the
New Manufacturing
Economy.

- **Ownable: Yes.** Our research shows that few other cities or regions communicate a strong smart manufacturing message. Among the small number that do, none emphasizes this message to the extent that we are proposing for the Toledo Region.

Toledo Region Positioning

The Toledo Region is the heart of the New Manufacturing Economy.

- **Defensible: Yes.** The region's New Manufacturing strength is solidly supported by findings presented as part of the Ohio Business Development Coalition's statewide brand development work. Additional sources provide further substantiation.

“The Toledo Region is dominated by a strong manufacturing base in glass, plastic, primary and fabricated metal, motor vehicle and parts manufacturing, and advanced and environmental technology, as one of the world's premier locations for thin-film photovoltaic R&D and production.”

Toledo Region Positioning

The Toledo Region
is the heart of the
New Manufacturing
Economy.

“Out of seven key industries,
Manufacturing is viewed as our
most important to maintain a
strong national economy.”

Source: “Public Viewpoint on Manufacturing” Deloitte/Manufacturing Institute, June
2009

Toledo Region Positioning

The Toledo Region is the heart of the New Manufacturing Economy.

- **Relevant: Yes.** Studies show that New Manufacturing has an important role to play in a healthy U.S. economy.
- To the extent businesses are seeking to grow in this sector and relatively few regions market it very strongly, New Manufacturing strength and support represents a **significant unmet need.**

Toledo Region Positioning

A good positioning will sharpen the way the Toledo Region sets itself apart from competitors and brings its unique value into focus.

It will help audiences to remember the region better and to have clear, compelling reasons for choosing it.

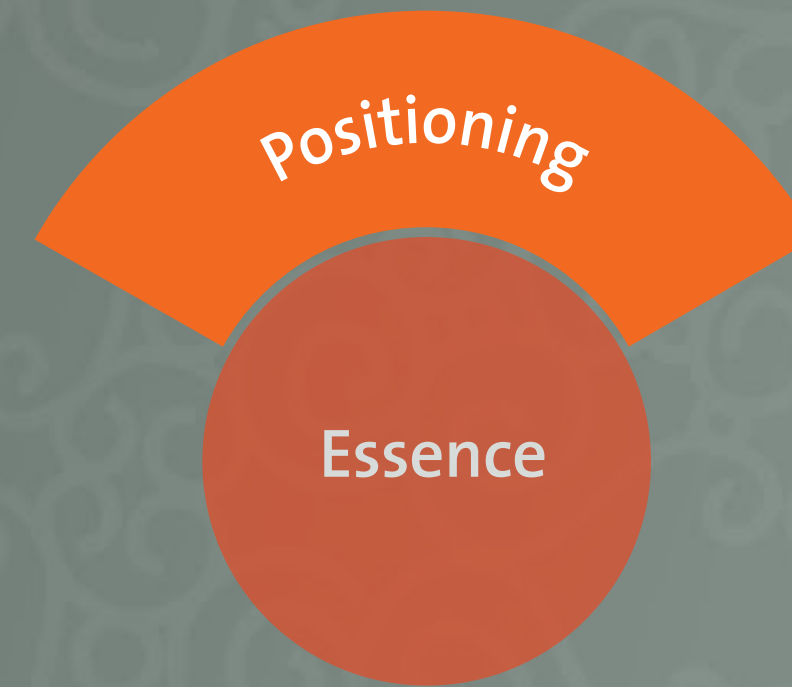
how it will help:

- a better understanding of who the key audiences are, and of how to appeal to all audiences.
- sharper, more focused value propositions
- clearer priorities about what assets and amenities to feature—and about the best ways to present them.
- a clean, clear point of reference for comparing Toledo Region messages and initiatives with those of competitors.
- a single, powerful “big idea” to organize and inform the region’s story.

Secondary Positioning

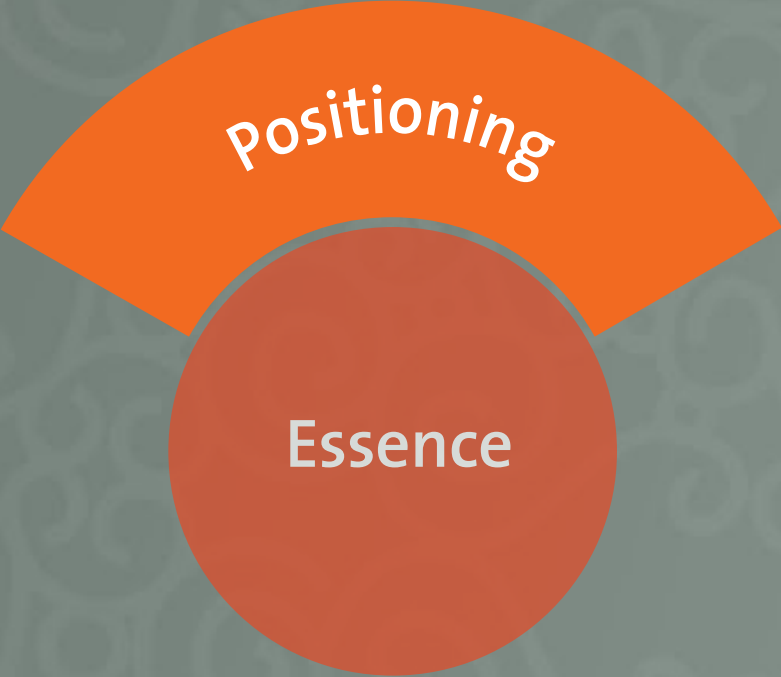
A defining point of difference geared to a distinct yet secondary audience and marketplace.

Secondary positionings often draw upon the same brand drivers—in this instance, **access + affordability**.



**Toledo Region
Education Positioning**

The Toledo Region is the destination of choice for tomorrow's entrepreneurs and leaders in the New Manufacturing Economy.



Toledo Region Education Positioning

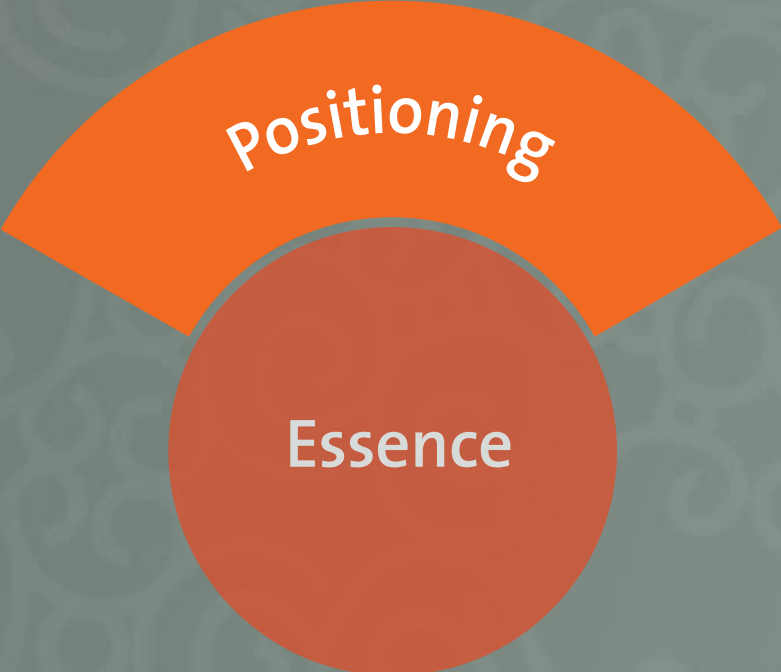
The Toledo Region is the destination of choice for tomorrow's entrepreneurs and leaders in the New Manufacturing Economy.

here's why:

- **Credible:** The region's key universities are dynamic players in the talent and business incubation arena.
- **Ownable:** it leverages the primary positioning.
- **Defensible:** as long as the schools continue to strengthen relevant initiatives and partnerships.
- **Relevant:** The region's schools are geared towards entrepreneurship and growing business sectors.

**Toledo Region
Quality of Life
Positioning**

The Toledo Region offers the highest quality of life at the most reasonable cost of virtually any other place in the nation.



Toledo Region Quality of Life Positioning

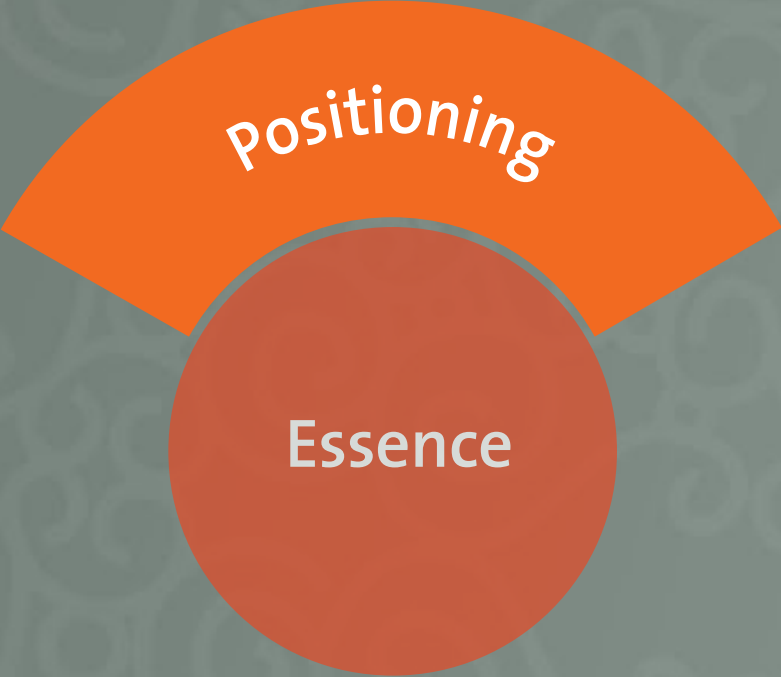
The Toledo Region offers the highest quality of life at the most reasonable cost of virtually any other place in the nation.

here's why:

- **Credible:** Low housing costs with good availability. Low commercial land costs with good availability. Convenient access to a wide range of resources and amenities.
- **Ownable:** 72.2 percent of all new and existing homes sold in the first quarter were affordable by families earning the national median income of \$63,800.
- **Defensible:** Among metro areas with 500,000 or more people, Toledo ranked seventh most affordable in the nation in the first quarter
- **Relevant: Yes.**

**Toledo Region
Leisure Tourism
Positioning**

The Toledo Region
is the water
recreation capital of
the Midwest.



Toledo Region Leisure Tourism Positioning

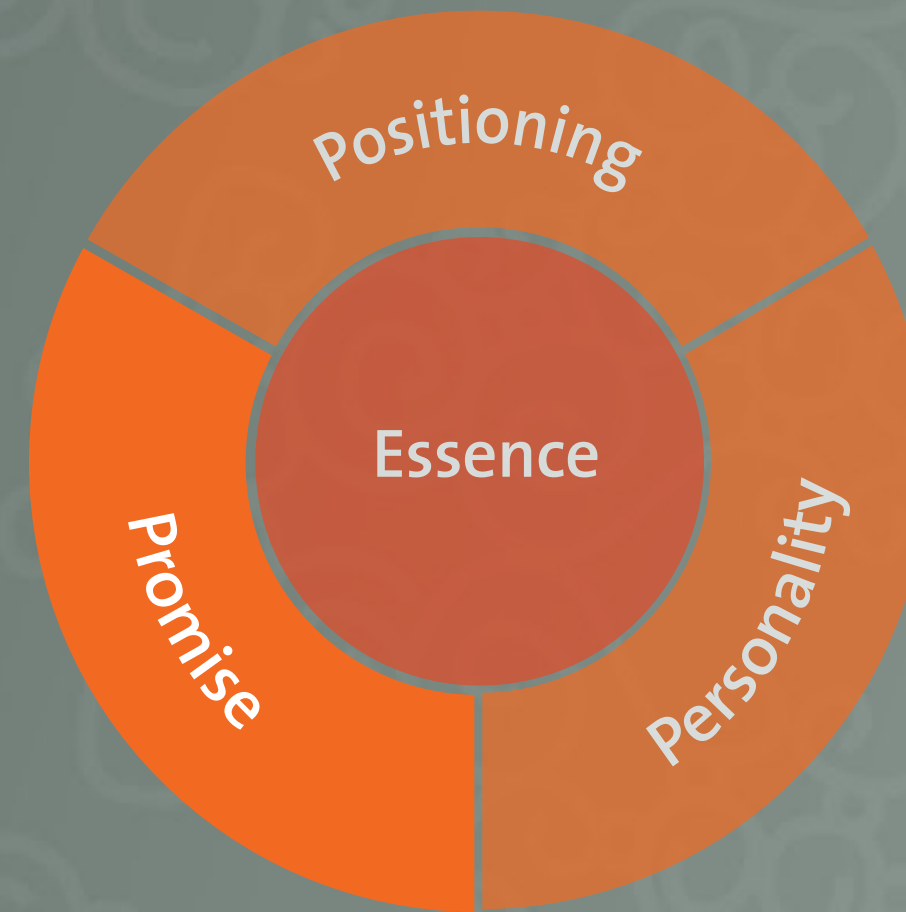
The Toledo Region
is the water
recreation capital of
the Midwest.

here's why:

- **Credible:** The region is strategically situated on the water, It can claim the best assets of Lake Erie and the Maumee Valley, many of which are already well-developed from a tourism standpoint and highly differentiated from other Great Lakes-oriented destinations.
- **Ownable:** based on strong physical and geographic assets—so long as Cleveland+ remains focused on telling a different story.
- **Defensible:** again based on strong physical and geographic assets.
- **Relevant:** Water has the potential to be a powerful tourism draw. The diversity of Toledo's water-oriented offerings can support especially broad appeal.

Promise

A succinct, highly distilled statement of the brand's primary relevance and value.



Toledo Region Promise

long form

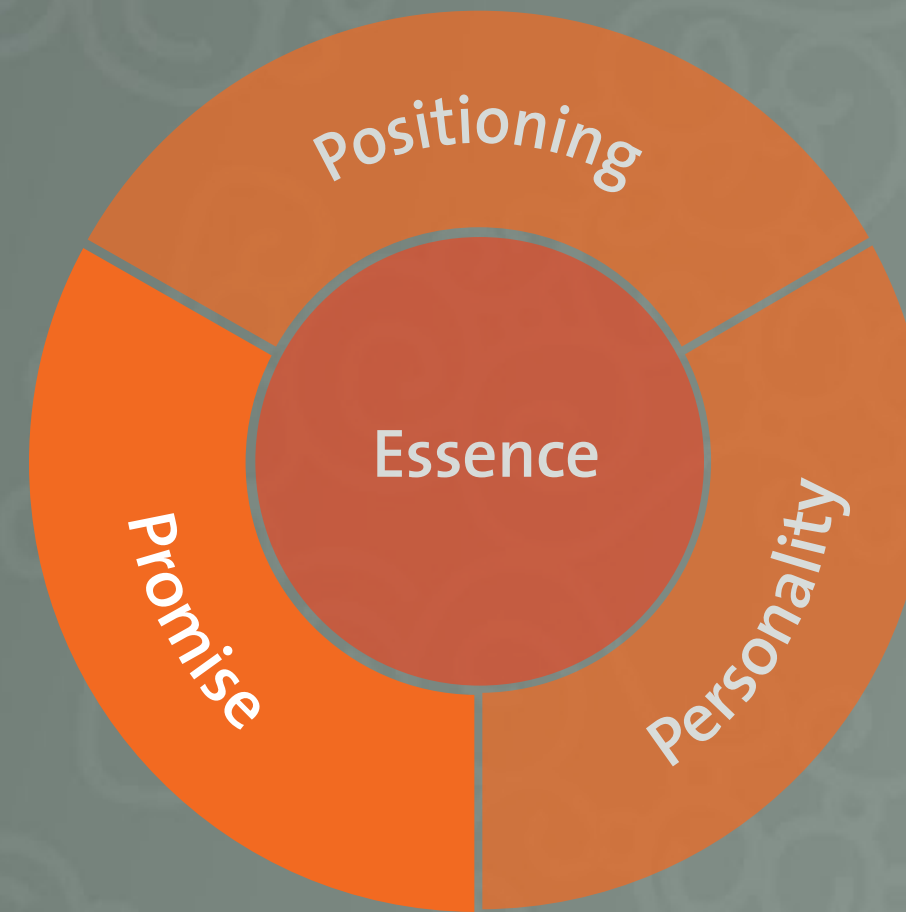
Find everything you need to accelerate your opportunity—in the heart of the New Manufacturing Economy.

medium form

Find everything you need to accelerate your opportunity.

short form

Opportunity,
accelerated.



Toledo Region Promise

long form

Find everything you need to accelerate your opportunity—in the heart of the New Manufacturing Economy.

medium form

Find everything you need to accelerate your opportunity.

short form

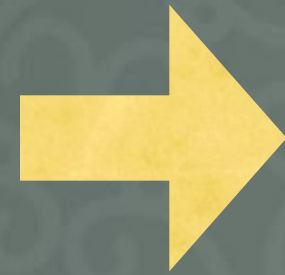
Opportunity,
accelerated.

here's why:

- **It's simple and clear—and stakes a big claim.**
- It places Toledo on the national map.
- **It draws on a key business strength—an efficient business model—identified during the Findings phase of the initiative and already promoted by key organizations within the region.**
- It speaks to in-region as well as out-of-region audiences.
- **It does a good job of setting up supporting promises for Education and Quality of Life.**

**Toledo Region Promise:
Education**

Find everything you
need to fast track your
opportunity



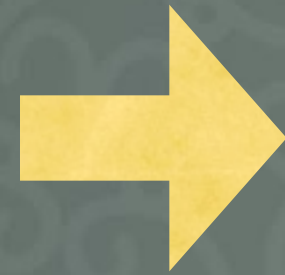
Put yourself on the fast
track to opportunity

[in the heart of the
New Manufacturing
Economy.]

[at the heart of the
New Manufacturing Economy.]

**Toledo Region Promise:
Quality of Life**

Find everything you
need to fast track your
opportunity



**Stop deferring your dream
and start living it now.**

[in the heart of the
New Manufacturing
Economy.]

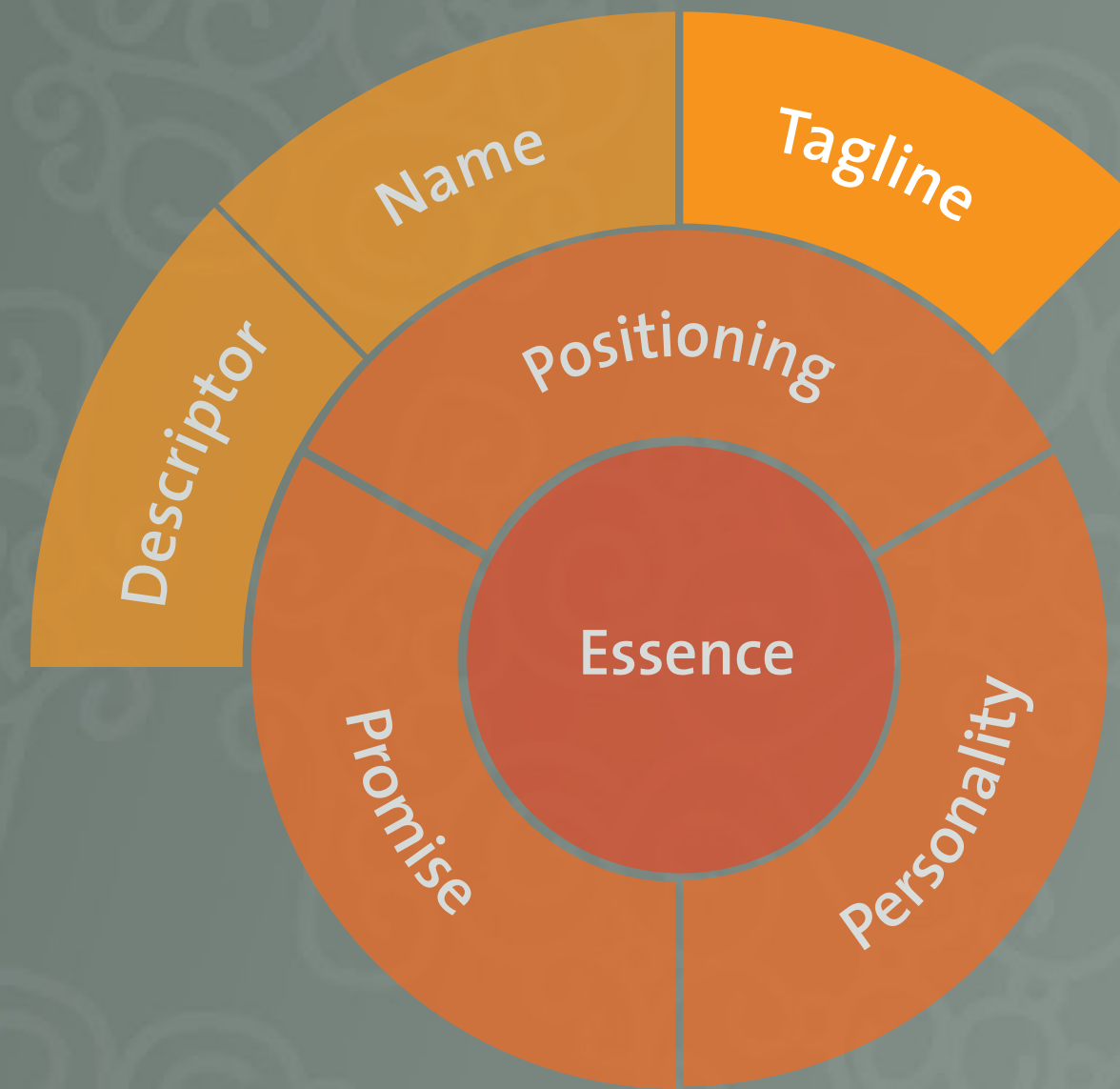
**[in the region where quality
of life still comes easy.]**

**Toledo Region Promise:
Leisure Tourism**

Enjoy life on the water
to its fullest.

Slogan/Descriptor

Provides an engaging “instant read” on who and what the brand is.



Slogan/Descriptor

Plug and play.™

here's why:

- It's simple and sticky.
- It aligns perfectly with the promise [Find everything you need to accelerate your opportunity.]
- It evokes the Accessibility + Affordability brand driver.
- It sets up a strong, bold brand personality.
- It sets up the story for regional readiness.

Education Descriptor and Storyline

Plug in and
learn.™

The Toledo
Region's schools
excel in cultivating
the talent and
business
partnerships to
power the New
Manufacturing
Economy.

here's why:

- **It's simple and sticky.**
- It builds on the brand's *Plug and play* lead descriptor.
- **It reinforces the idea of accessibility + affordability.**
- It sets up a strong, bold brand personality.

Quality of Life Descriptor and Storyline

Live the best for
the least.™

From housing to
cultural attractions
to accessibility to
amenities, the
Toledo Region
offers a quality of
life that's no longer
within easy reach
elsewhere.

here's why:

- **It's simple and direct.**
- It aligns perfectly with the QOL promise [Stop deferring your dream and start living it now.]
- **It reinforces the idea of accessibility + affordability.**
- It sets up a strong, bold brand personality.

Leisure Tourism Descriptor and Storyline

More scenic. More
shoreline. More
fun.™

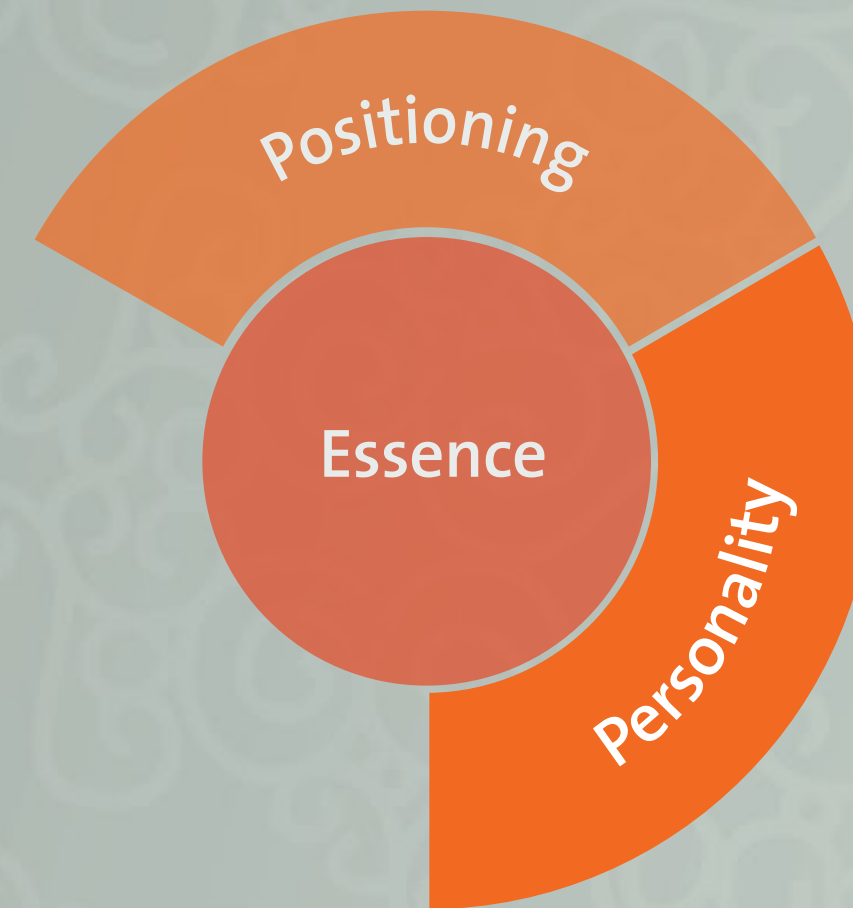
The Toledo
Region's scenic
waterways,
coastlines and
islands anchor a
wealth of
unforgettable
activities and
experiences
year-round.

here's why:

- **Simple and clear, it sets up the expectation of a total, connected set of offerings.**
- It creates an opportunity to tell a strong, coherent story.
- **It leverages and expands on the region's defining physical feature—without limiting reference to the lake itself.**
- It sets up a focus on water without excluding other types of activity.

Personality

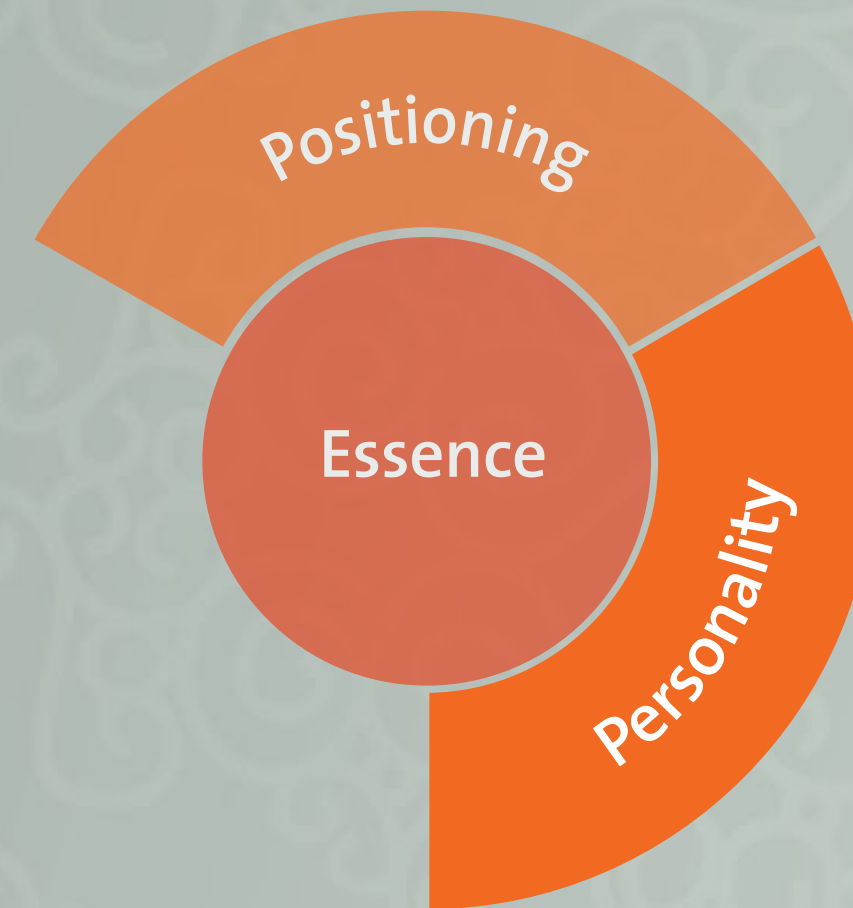
The character of the brand defined in human terms. It helps to guide the brand's look, feel and voice.



Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be warm, worldly and enterprising.

Together, these qualities will add up to the impression of a committed category champion.



Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be warm, worldly and enterprising.

Together, these qualities will add up to the impression of a committed category champion.

here's why:

- The quality of warmth derives from the region's Midwest character—and from metro Toledo's "big small town" character.
- The quality of worldliness is somewhat aspirational. But its roots lie in the region's strong cultural offerings and in the region's role as a highly accessible hub.
- The quality of enterprise is grounded in the region's heritage of manufacturing strength and innovation, and aligned with its new focus on entrepreneurship.

Toledo Region Personality

A good personality will help Toledo Region's communications to become more distinctive and engaging.

Boldly expressed, it will also help to evolve perceptions of the region at a purely emotional level.

here's how it will help:

- a clearer, sharper and more workable understanding of how best to represent the region visually.
- a clearer, sharper and more workable understanding of how best to represent the region verbally.
- enhanced ability of audiences to recognize and recall the Toledo Region and what it offers.
- faster and better decision-making regarding the development and choice of brand assets = cost and time-savings in creative development.

A Note on Regional Brand Personality

Personality is an under-used component of the regional brand toolbox. Most civic and regional brands do not possess a truly distinctive look and feel:

They do not achieve a memorable presence. Emphasis is placed on the rational side of the brand to do the selling, to the neglect of simple attention-getting.

We believe the Toledo Region stands to benefit enormously not only from a differentiated tone and manner but also simply from making a strong first impression.

Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be **warm**, **worldly** and **enterprising**.

Together, these qualities will add up to the impression of a committed category champion.

here's how we define these qualities:

Warm accessible personable accommodating

- showing enthusiasm, encouragement and kindness
- pleasant to engage with; respectful

Worldly well-informed sophisticated experienced

- possessing a firsthand knowledge of the marketplace
- critically aware of, and interested in, the world at large
- poised and self-possessed

Enterprising motivated resourceful focused

- highly motivated to achieve goals
- energetic and outgoing

Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be **warm**, worldly and enterprising.

Together, these qualities will add up to the impression of a committed category champion.

warm accessible personable accommodating

“The Toledo Region and its people are welcoming and helpful. I feel genuine goodwill when I’m dealing with them.”

- **supports:** the perception of a region that is sincerely interested in people and their well-being.
- **expressed as:** a conversational tone and manner; a willingness to engage; responsiveness; a willingness to share information; plenty of real people; a color palette that features warm tones.
- **not:** distant, formal, uncaring, unhelpful

Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be warm, **worldly** and enterprising.

Together, these qualities will add up to the impression of a committed category champion.

worldly well-informed sophisticated experienced

“The people I’m dealing with in the Toledo Region know what’s out there and know what’s what. They’re well-informed about what they bring to the table.”

- **supports:** the perception of a sophisticated, competitive and market-savvy region
- **expressed as:** consistent placement of information within a competitive context; sophisticated identity and visual design
- **not:** parochial, out of touch, inexperienced

Toledo Region Personality

In the way Toledo Region expresses itself and in the way others perceive it, Toledo Region will be warm, worldly and **enterprising**.

Together, these qualities will add up to the impression of a committed category champion.

enterprising motivated resourceful focused

“The Toledo Region is keen on advancing its agenda, and in helping me to succeed as part of it.”

- **supports:** the perception of a region represented by talented and motivated decision makers; the perception of disciplined, coordinated leadership
- **expressed as:** dynamic presentation of information (continual updates, “push” communications, robust response mechanisms, etc.); vigorous verbal communications; dynamic visual design; sense of motion
- **not:** unfocused, rigid, passive, slow-paced

Manufacturing, Redefined

Part of building awareness for the Toledo Region, and of changing Rust Belt stereotypes, is likely to involve changing perceptions of “manufacturing” itself.

Think about the cool, lively, turned-on way that digital technology is often portrayed? Why not bring some of that spirit and attitude to manufacturing? After all, the boundary between the two is blurry at best...

Toledo Region

Brand Platform Summary: Primary Elements

Brand Essence



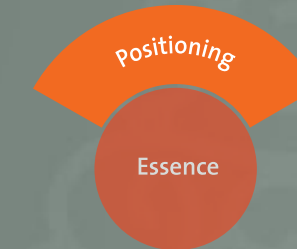
appealing region within the State of Ohio

Brand Drivers



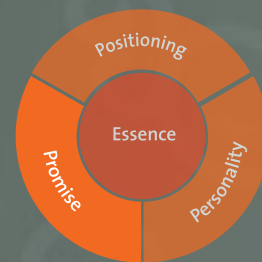
accessibility
+
affordability

Positioning



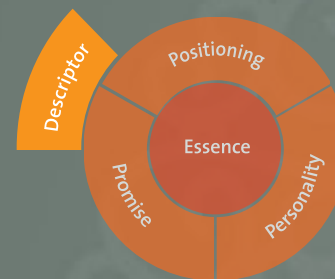
The Toledo Region is the heart of the New Manufacturing Economy.

Promise



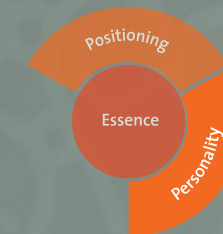
Find everything you need to accelerate your opportunity.

Descriptor(s)



Plug and play.™
The heart of the New Manufacturing Economy.

Personality

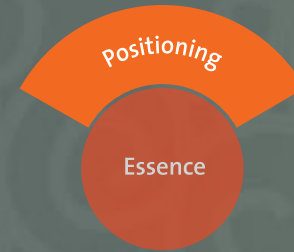


- warm
- worldly
- enterprising
committed category champion

Toledo Region

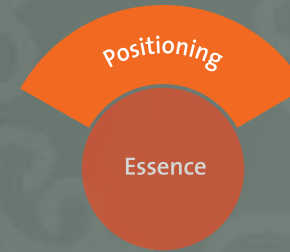
Brand Platform Summary: Add'l Elements 1

Education Positioning



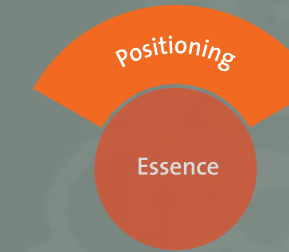
The Toledo Region is the destination of choice for tomorrow's entrepreneurs and leaders in the New Manufacturing Economy.

Quality of Life Positioning



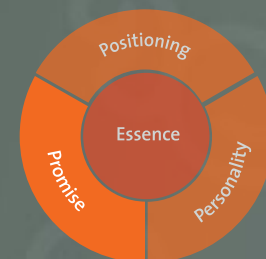
The Toledo Region offers the highest quality of life at the most reasonable cost of virtually any other place in the nation.

Leisure Tourism Positioning



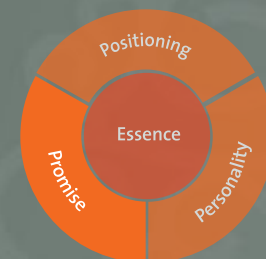
The Toledo Region is the water recreation capital of the Midwest.

Education Promise



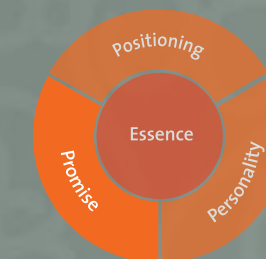
Put yourself on the fast track to opportunity [at the heart of the New Manufacturing Economy].

Quality of Life Promise



Stop deferring your dream and start living it now [in the region where quality of life still comes easy].

Leisure Tourism Promise

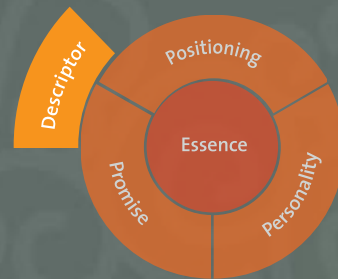


Enjoy life on the water to its fullest

Toledo Region

Brand Platform Summary: Add'l Elements 2

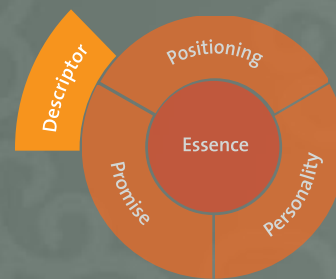
Education Descriptor



Plug in and learn.™

The Toledo Region's schools excel in cultivating the talent and business partnerships to power the New Manufacturing Economy.

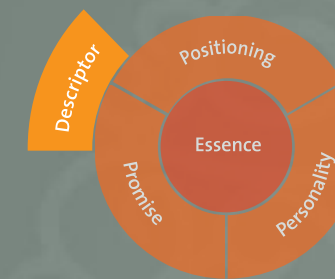
Quality of Life Descriptor



Live the best for the least.™

From housing to cultural attractions to accessibility to amenities, the Toledo Region offers a quality of life that's no longer within easy reach elsewhere.

Leisure Tourism Descriptor



More scenic. More shoreline.
More fun.™

The Toledo Region's scenic coastlines, islands and waterways anchor a wealth of unforgettable activities and destinations year-round.

Toledo Region Brand Messaging

Goals: Messaging

Articulate a compelling way to talk to our various audiences about our regional offering—today and tomorrow.

- **relevant and resonant**—understanding and defining the distinct interests and priorities of each audience segment
- **clear and organized**—tool for developing communications that builds on top-level messages and insights presented in the Toledo Region brand platform
- **well-integrated**— identify the broad objectives (awareness, preference, understanding, etc.) and functional criteria associated with communications
- **differentiating**—captures and underscores the Toledo Region advantage, why the region is better than alternatives.

Toledo Region Messaging: Introduction

Messaging Framework

- a tool for developing consistent, on-target communications
- builds on top-level messages and insights presented in the Toledo Region brand platform.
- building on the **brand promise**, provides value propositions and supporting proof points geared to specific audience priorities and communications goals

Toledo Region Messaging Framework: Economic Development: Entrepreneur

Audience	Support/Rationale
<p data-bbox="325 626 635 697">Priorities</p> <p data-bbox="325 757 1015 870">What's most important to this audience</p>	<p data-bbox="1110 737 1800 781">List key priorities for each segment</p>
<p data-bbox="325 1176 610 1248">Promise</p> <p data-bbox="325 1308 952 1473">The single most important statement of value you can make to this audience</p>	<p data-bbox="1110 1228 2825 1324">Secondary value propositions supported by proof points: examples, statistics, third party validation, etc.</p>

Economic Development Messaging Detail:
Toledo Region-Based Entrepreneur

Toledo Region Messaging Platform: Economic Development: Entrepreneur

Priorities

The Toledo Region is the destination of choice for tomorrow's entrepreneurs and leaders in the New Manufacturing Economy.

- resources and infrastructure to support operations
- access to talent
- incentives, programs, support from peers
- business friendly climate, low COB
- ultimately wants the opportunity for his or her idea to succeed
- ultimately wants for business to achieve sustainable competitive advantage
- ultimately wants opportunity for business to achieve its market potential

Toledo Region Messaging Platform: Economic Development: Entrepreneur

Promise

Find everything you need to accelerate your opportunity.

- Strong existing New Economy activity, resources
- Strong physical, transportation and business infrastructure; efficient business model.
- Strong networking and support from the academic and business communities.

When you want to give your New Economy business the edge it needs to succeed and grow, the Toledo Region is the place to begin.

Quality of Life Messaging Detail: Talent Attraction/Retention

Toledo Region Messaging Platform: Quality of Life: Talent

Priorities

The Toledo Region offers the highest quality of life at the most reasonable cost of virtually any other place in the nation.

- access to quality, affordable housing
- access to diverse, affordable cultural and leisure amenities
- good neighbors; healthy communities
- access to quality, affordable schools
- access to quality, affordable medical care
- a safe environment
- ultimately wants to live in an environment that provides professional and personal fulfillment

Toledo Region Messaging Platform: Quality of Life: Talent

Promise

Stop deferring your dream and start living it now.

- Low overall cost of living, beginning with affordable housing.
- The region provides world-class cultural amenities in a smaller, more intimate scale.
- Ready access to world-class healthcare
- Good social programs
- Metro Toledo has the appealing feel of “a big small town”

The Toledo Region is a place where you can enjoy a superb quality of life more easily and affordably than just about anywhere else.

Education Messaging Detail: Prospective College Student

Toledo Region Messaging Platform: Education: Student

Priorities

The Toledo Region is the destination of choice for tomorrow's entrepreneurs and leaders in the New Manufacturing Economy.

- wide range of relevant options
- access to top instructors, programs
- conduit to attractive career opportunities
- affordability
- ultimately want to gain the knowledge and skill to embark on a satisfying career in the New Manufacturing Economy

Toledo Region Messaging Platform: Education: Student

Promise

Put yourself on the fast track to opportunity—at the heart of the New Manufacturing Economy

- Universities with a wide range of relevant academic options.
- Universities that cultivate strong academic-business relationships.
- Employment opportunities in the New Manufacturing Economy

The Toledo Region has the range of academic options to allow you to find your place in the New Manufacturing Economy—starting right here in the region itself.

Tourism Messaging Detail: Leisure Tourist

Toledo Region Messaging Platform: Tourism: Leisure Tourist

Priorities

The Toledo Region is the water recreation capital of the Midwest.

- a place with distinctive character
- a wide range of amenities and experiences
- friendly, welcoming people
- a place that's easy to get to
- ultimately wants a place that can be counted on to deliver satisfying, memorable experiences time and again.

Toledo Region Messaging Platform: Tourism: Leisure Tourist

Promise

Enjoy life on the water to its fullest

- Rich water-related attractions and amenities.
- Diverse, wide-ranging leisure and recreation activities.
- Strong, dynamic regional sports teams.

The Toledo Region is the place to find the wealth of water-related leisure activities and destinations you're looking for.

Toledo Region Brand Story: Economic Development

Heart of the New Manufacturing Economy

For those who think this nation is no longer an industrial or manufacturing powerhouse, think again. In America, a new industrial revolution is beginning. And it's standing everything you thought you knew about manufacturing on its head. It's every bit as smart and digital as Silicon Valley software development. In fact, it incorporates software development. It incorporates open source product development and other nimble new ways of doing business, too. And it responds to individual customer and community needs with remarkable sensitivity.

Heart of the New Manufacturing Economy

In fact, this New Manufacturing Economy showcases American imagination and ingenuity—too often regarded as in short supply—at its best.

Heart of the New Manufacturing Economy

The revolution is taking place all over. But not every region is equally aware of it, equally ready to reap its rewards, or equally committed to making this revolution all it can be. Among those handful that *are*, one region stands out: a slice of Northwestern Ohio that's centered around Toledo. A region that's been at the heart of industrial activity since the time it was founded as a terminus of the Miami & Erie Canal, then as a key railway center between New York and Chicago, and then as a cornerstone of the automobile industry.

Heart of the New Manufacturing Economy

With so much in place as a center of the nation's earlier manufacturing economy, it's no surprise the region is poised to become the capital of the **New Manufacturing Economy.**

Heart of the New Manufacturing Economy

The Toledo Region is taking its place at the forefront of this new economy because it has manufacturing in its DNA. Think of the region as possessing the very best of the manufacturing mindset. It's ingrained in the business community, upheld by the universities, and proudly embraced by the region's people in general.

Heart of the New Manufacturing Economy

The new industrial revolution, the days of centralized command and control are drawing to a close. The New Manufacturing Economy is distinctly entrepreneurial in spirit. The Toledo Region recognizes and celebrates this spirit—and goes to great lengths to nurture it.

Heart of the New Manufacturing Economy

From research to design to manufacturing and logistics, the region supports a business model so efficient it can seem downright plug-and-play for business builders and leaders. As an entrepreneur, the conclusion is clear: Here you'll find everything you need to **accelerate your opportunity**.

Heart of the New Manufacturing Economy

Talent? Here. Capital? Here. Networks? Here. Universities powering business growth at its core with relevant education, imaginative programs and farsighted partnerships? You'll find them here, too.

Heart of the New Manufacturing Economy

To listen to all the Toledo Region has to offer, you might envision a landscape of limitless commerce parks and relentless pavement. And there, again, you'd be entirely mistaken. The very same confluence of river and lake that made the region a transportation and logistics hub in the very beginning also make it a scenic and recreational jewel today, if anything more celebrated cherished now than ever.

Heart of the New Manufacturing Economy

With mile upon mile of shorelines, islands and riverbanks shaping the terrain almost wherever you turn, the Toledo Region abounds in striking geographies and abundant nature. More species of freshwater fish and birds make their home here than just about anywhere else in the nation, and an impressive string of parks and reserves makes all this wildlife readily accessible.

Heart of the New Manufacturing Economy

Generations of the region's residents and their neighbors recognized their region's rare combination of opportunity and beauty and made the commitment to strike deep, lasting roots here. The cultural and social investments they made, and the distinctive neighborhoods and communities they created, remain to welcome new generations today.

Heart of the New Manufacturing Economy

For people looking for a true sense of belonging in an era of upheaval and change, the Toledo Region extends a particular welcome. Here, the remarkable combination of **affordability and accessibility** that one finds only at rare moments and places converges to create a quality of life that others can only dream of.

Heart of the New Manufacturing Economy

And that's entirely right for a region that will attract and retain the best talents from elsewhere as well as within as the heart of the New Manufacturing Economy, where good ideas can reach global proportions, and life can be good every step of the way.

Communications Channels

How does our audience (like to) receive information?

Where does our audience go to connect?

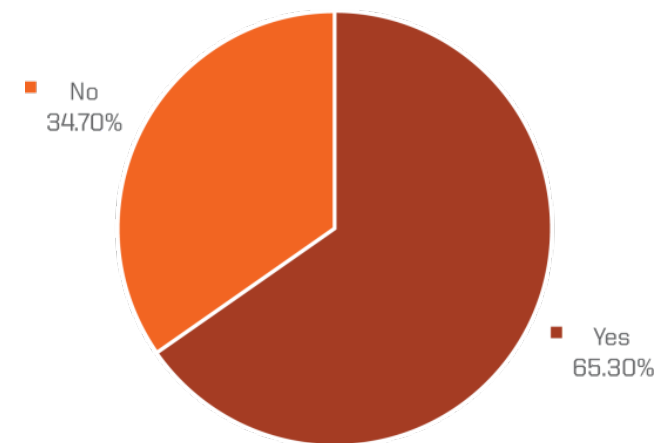
Channels: Introduction

Creating the never-ending story.

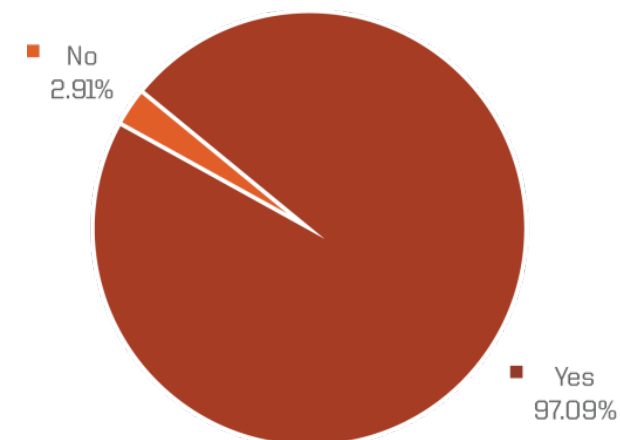
- It's increasingly about distributing experiences—through social networks, videos, widgets and applications, branded content and ad placements.
- People want access to your brand from all their channels.
- The big idea can happen on any channel.
- Every channel has the ability to engage your target audience emotionally.

Yes, You Can Build A Brand Online. You Have No Choice

HAS AN EXPERIENCE YOU HAVE HAD ONLINE EVER CHANGED YOUR OPINION (EITHER POSITIVELY OR NEGATIVELY) ABOUT A BRAND OR THE PRODUCTS AND SERVICES IT OFFERS?



HAS THAT EXPERIENCE INFLUENCED WHETHER OR NOT YOU PURCHASED A PRODUCT OR SERVICE FROM THE BRAND?



Marketers have never thought of digital as a wonderful place to build a brand, but they should:

- 65% of consumers have had a digital experience change their opinion about a brand
- 97% of them report that experience influencing whether or not they purchased a product or service from that brand



Recommendation! Digital Channels

Make digital channels the cornerstone of the region's communications strategy.

- Digital channels satisfy communications strategy criteria.
- Use them to foster relationships and build communities.
- Use them to transcend geography.
- Use them to generate accurate, continuous feedback & metrics.
- Use print only where audience requests it.
- Use the web site as your hub.
- Use social media channels to feed the hub—and live away from it

Toledo Region Brand: Touchpoint Sketches

Goodbye web page, hello web experience.

- Standard web pages are steadily transforming into interactive applications.
- How users engage emotionally with your region's assets and offerings through digital channels will define your brand.
- Web 2.0 means that you can leverage your connected consumer to authenticate your content, assets, products and services in ways never before possible.

Apple Mac Google Amazon eBay Yahoo!

Google

Toledo Region Sylvania 76° Toledo 74° Bowling Green 78° Sandusky 73° Coastal Water 68° **Ohio**

中文 | 日本語 | Español

Search

Welcome to the heart of the New Manufacturing Economy.

SPOTLIGHT

In The News

- > ipsum dolor sit sed diam
- > amet, consetetur
- > sadipscing elit sed diam
- > sed diam nonumy
- > eirmod tempot.

New Manufacturing


- > ipsum dolor sit
- > amet, consetetur et manus
- > sadipscing elit tu
- > sed diam nonumy hoc
- > eirmod tempot

Happenings

- > ipsum dolor sit agricolae
- > amet, consetetur cuomo et verus
- > sadipscing elit manus
- > sed diam nonumy et supestra
- > eirmod tempot sum

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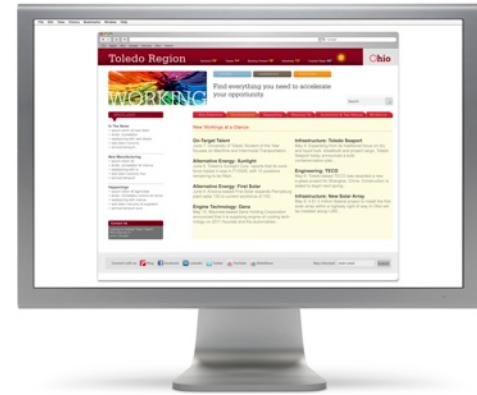
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Looking for funding? Sites? Talent?
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Site Selection

Developments

Expanding

Starting Up

Incentives & Tax Reform

Workforce

New Workings at a Glance:

On-Target Talent

June 7: University of Toledo Student of the Year focuses on Maritime and Intermodal Transportation..

Alternative Energy: Xunlight

June 5: Toledo's Xunlight Corp. reports that its workforce tripled in size in FY2009, with 15 positions remaining to be filled...

Alternative Energy: First Solar

June 4: Arizona-based First Solar expands Perrysburg plant adds 135 to current workforce of 700...

Engine Technology: Dana

May 10: Maumee-based Dana Holding Corporation announced that it is supplying engine oil cooling technology on 2011 Hyundai and Kia automobiles...

Infrastructure: Toledo Seaport

May 9: Expanding from its traditional focus on dry and liquid bulk, breakbulk and project cargo, Toledo Seaport today announced a bold containerization plan...

Engineering: TECO

May 6: Toledo-based TECO was awarded a new e-glass project for Shanghai, China. Construction is slated to begin next spring...

Infrastructure: New Solar Array

May 6: A \$1.5 million federal project to install the first solar array within a highway right of way in Ohio will be installed along I-280...

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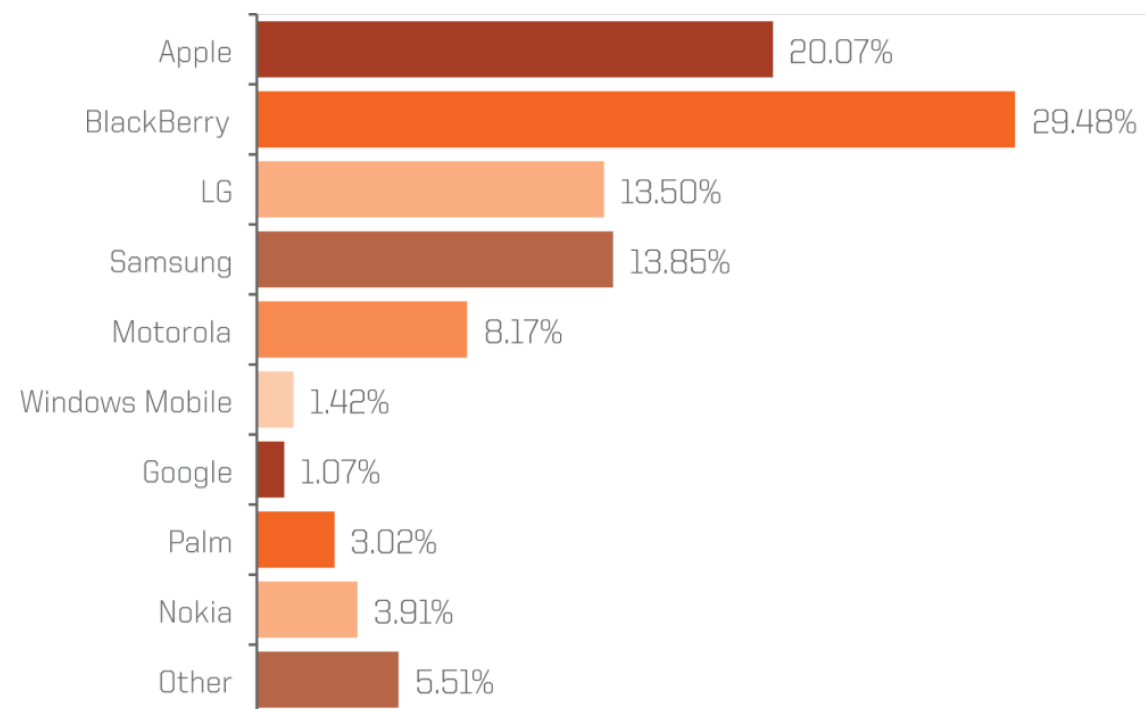
Your mobile customer.

- Mobile offers a variety of information formats, including SMS, e-mail, picture messages, video messages, social networking, and voice.
- It provides content choices via mobile search, maps, and widgets as well as delivery alternatives and entertainment (including games).
- The Toledo Region should leverage this channel particularly for talent attraction and technology entrepreneurs.

Mobile Internet Service Use Skyrocketing

Mobile Internet services are being consumed broadly. Majority of consumers own a smartphone and use it actively.

WHAT TYPE OF SMARTPHONE DO YOU HAVE?



- 57% access the Internet from their phone
- 50% have downloaded an app for their phone
- 30% have interacted with an ad banner on their phone

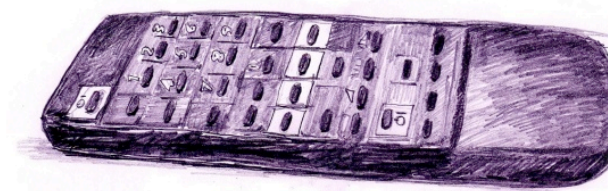


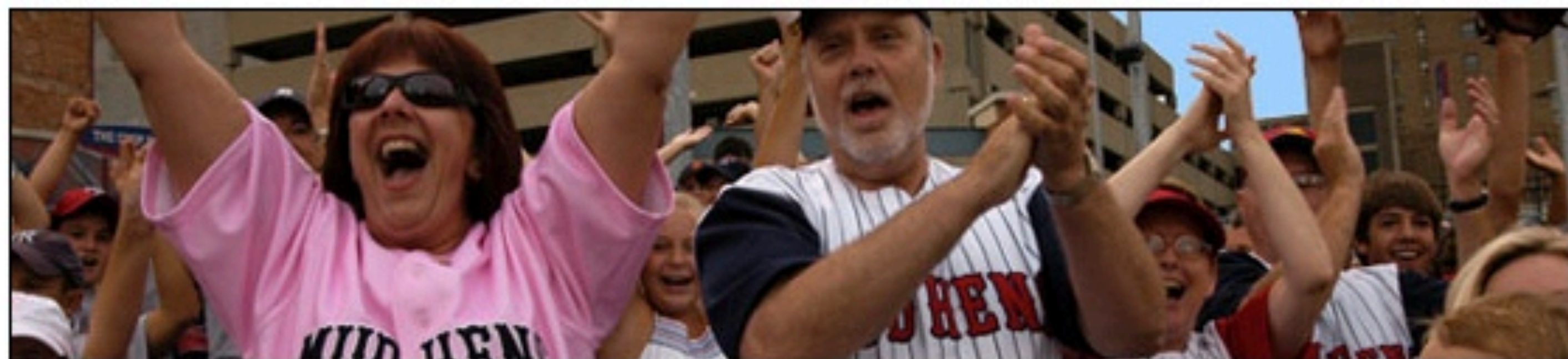
Figure One: REMOTE.



Figure Two: CONNECTED.

How to integrate brand messaging into your marketing.

NEIGHBORHOOD NIGHTS



Get the neighbors together for a Mud Hens game! Make it a Neighborhood Night 'Block Party'! Order your tickets online using the form below and receive these special benefits:

- Reserved seating - all your group members will be able to sit together!
- Tickets will be printed in advance - no waiting in line!
- Neighborhood name (or whatever group name you decide on) will be presented on the scoreboard

NEIGHBORHOOD NIGHTS 'BLOCK PARTY' PRICING

- \$8 for Groups of 25+ on non-fireworks nights/Opening Day
- \$9 for Groups of <25 on fireworks nights

Group space is limited! Make your Neighborhood Night reservation today by contacting the Mud Hens at 419-725-HENS (4367).



Great neighbors.
Great get-togethers.
Great games!

NEIGHBORHOOD NIGHTS

Call (419) 725-HENS

Register online to tell us what makes your community so fan-tastic.
The winning entry will get a free Neighborhood Night Block Party—on us.

mytoledoregion.com



Great neighbors.
Great get-togethers.
Great games!

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Communities matter more than clicks.

- Social media enables dialogue because consumer and marketer can post messages to each other.
- While social media gives users and the Toledo Region an environment in which to connect and interact, the Toledo Region needs to exercise care and participate in a transparent manner. (Twitter, Facebook, etc.)

PepsiCo Internet Week New York 2010 Zeitgeist

http://pepsicozeitgeist.com/

Webmail QuickBooks Apple (3) News (615) Google Hootlet iLeonardo Save to iLeonardo Clip to Evernote Enterprise Pandora Radio Add to S|B

Google

Nerdfight: 6 hours into the #rwwsummit I'm in a panel where there's still significant debate on the definition of what the realtime web is.

 [jstylman](#)

Jenna jantsch - write on the back of ur biz card #12hoursoftech

 [ramonray](#)

Who wants a FREE pass to TWTRCON? MediaPost Communications is giving one away here:... <http://bit.ly/ahG...>

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check in at Drom Lounge

check in at Metropolitan Pavilion

check in at Metropolitan Pavilion

check in at The Lott

check in at The Lott

check in at Conc Conf

PEPSICO ZEITGEIST brought to you by  **PEPSICO**

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The new prime time.

- YouTube provides audiences with an alternative research or browsing tool for products and brands.
- Behaviors and users' actions will send a clear message that relevance is key to a great online video experience.
- A powerful 3-minute video posted on YouTube can do more to bolster the success of the Toledo Region than almost any other, often more costly, communication vehicle.
- A study by Google found that YouTube ads generated the “same amount of engagement and intent to purchase” as those on TV and that online ads are better at “communicating the brand” than those on TV.

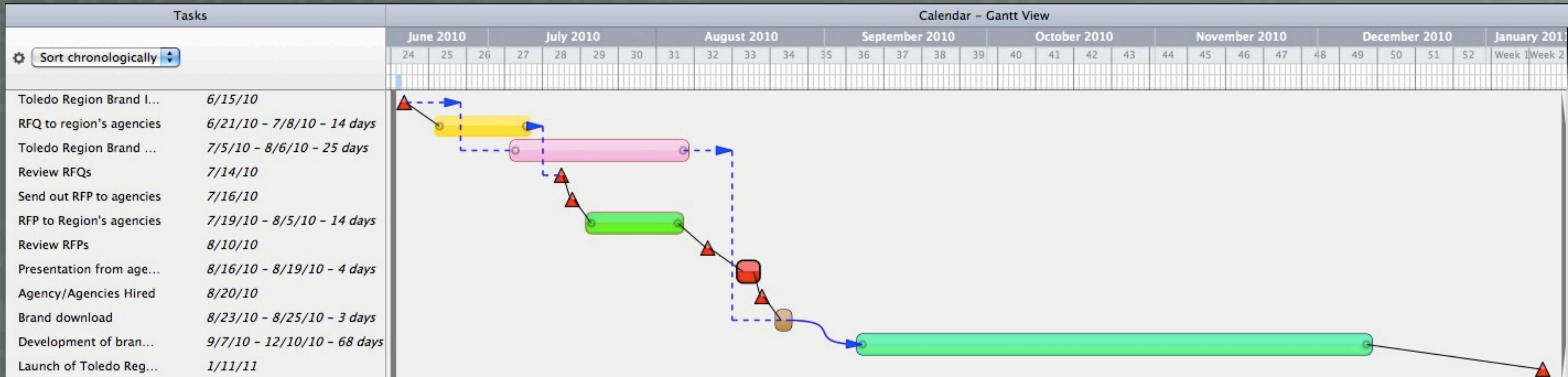
Digital Communications Channels: Digital Broadcast

The new prime time.

The screenshot shows a web browser window displaying the YouTube channel page for 'The State of Perfect Balance'. The browser's address bar shows the URL 'http://www.youtube.com/OhioPerfectBalance'. The YouTube logo is visible in the top left, and navigation links for 'Search', 'Browse', 'Upload', 'Create Account', and 'Sign In' are in the top right. The channel header includes the name 'The State of Perfect Balance', the channel name 'OhioPerfectBalance's Channel', a 'Subscribe' button, and tabs for 'Uploads' and 'Playlists'. The main content area features a large video player with a red background and a white play button. Below the video player are controls for play/pause, volume, and a progress bar showing '0:00 / 8:01'. To the right of the video player is a search bar and a list of recommended videos. The video description below the player reads: 'The Ohio Story' from OhioPerfectBalance | July 21, 2009 | 1,197 views. The text describes Ohio as the 'State of Perfect Balance' and mentions world-class companies and unique qualities. A 'Like' button is visible next to the description. The recommended videos list includes: 'Ohio Executive Interview with Warren' (63 views - 2 weeks ago), 'Ohio Executive Interview with Jaime' (69 views - 1 month ago), 'Ohioans' Keys to Success' (103 views - 1 month ago), 'Ohio Industries, Grow Your Future' (60 views - 1 month ago), 'Ohio Executive Interview with Cara' (89 views - 2 months ago), and 'Entrepreneurs, Find Your Opportunities' (442 views - 2 months ago).

Toledo Region Brand: Implementation

Implementation



Thank you

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