
Downtown Plymouth BrandPrint™

June 2006

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EXECUTIVE SUMMARY

The Downtown Development Authority of Plymouth, Michigan hired North Star Destination Strategies to develop and clearly identify Downtown Plymouth's marketing brand. The unique process developed by North Star, called Community BrandPrint, is known throughout the United States for its ability to effectively generate a community's positive marketing growth with visitors, residents and businesses. In order to brand downtown Plymouth, information was gathered from stakeholders, past visitors, residents and business leaders to help North Star pinpoint where the community should target its marketing efforts for 2006 and beyond. The BrandPrint process for downtown Plymouth consisted of four stages: Understanding, Insights, Imagination and Evaluation.

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

Understanding (Research findings)

Strengths and Opportunities

- Downtown Plymouth's greatest competitive differentiator is the park. Everyone in the community recognizes the strength and uniqueness of this great asset.
- Downtown Plymouth has a uniqueness that is valued by the community and reflected in the types of stores and the people who run them. Variety, character and one-of-a-kind merchandise are the trademarks of the many retail stores found around downtown Plymouth. Each store reflects the unique personality of the entrepreneurs behind them.
- There are no "big-box" stores in downtown Plymouth. Although mass retailers surround the city, they aren't part of the Plymouth shopping experience. The "anti-big box" shopping experience is part of what makes downtown Plymouth unique.

Challenges and threats

- Although Plymouth is often described as a great small town for shopping, other area "small towns" exist that provides strong shopping and entertainment options.
- Downtown owner/operators are divided regarding how to approach progress. Should Plymouth embrace "big name" retailers into the downtown to attract more foot traffic or should they preserve their uniqueness?
- Business has been difficult. Many downtown retailers have been struggling to sustain a profit due to high rent and low customer traffic. If a store is not on Main Street, directing traffic is a challenge (even during events).

- The business community of downtown Plymouth believes promotion of the downtown area is below par.

Vision Survey

- Self-described as a “Norman Rockwell-like” town and a great small town for families.
- Overwhelmingly, Kellogg Park was believed to be downtown Plymouth’s greatest asset. It is a gathering point for events, festivals, leisure strolls and the picture of downtown.

Community-wide Online Survey

- Describes downtown as the community’s gathering spot, driven by events and festivals.
- Takes pride in being unique from other communities and believes Kellogg Park is the driver in this distinction.

Perception Interviews

- Local businesses need something to rally behind. They want a stronger way to drive traffic without bringing in “big box” retailers. Retailers have been disappointed at local support.
- State tourism officials have no strong image of downtown Plymouth.

Resident and Visitor Lifestyles

- Downtown Plymouth residents are very affluent and fashionably characteristic of urban style.

Visitor origin and impetus:

- Visitors come from Plymouth and Detroit (92%)
 - Plymouth (25%), Dearborn (13.7%), Canton (12%), and Northville (6%).

Competition

- Nice small towns and shopping drive promotion of nearby competitive communities. Pedestrian-friendly upscale shopping is prevalent in the area.

Insights (Conclusions based on research)

The research revealed everything in downtown Plymouth (people, shopping, events and gathering) stems from Kellogg Park. Digging beneath the surface, the following are key insights gleaned from the research:

- Your park is your differentiator.
- Good news – Downtown Plymouth is defined by the Park.
- Bad news -- Downtown Plymouth is defined by the Park.
- Downtown Plymouth provides a unique experience.
- Your town portrays a picturesque image of family life.
- Plymouth is a community looking for common ground.

Brand Strategy

- Celebrate your uniqueness and your individuality.
- Expand the park from a triangle to a circle. (To bring more stores into the Park)

Brand Positioning Platform

<i>Target audience</i>	For people who value distinctive places and personable experiences,
<i>Frame of reference</i>	Downtown Plymouth is a cozy picturesque park-centered downtown,
<i>Point of difference</i>	Where the people, places, events, products and services feel like a picture of self expression,
<i>Benefit</i>	so you feel rewarded.

Imagination (Creative ideas for building the brand)

How do you package the charm of downtown Plymouth's diverse offerings in one succinct message? Leverage the combination of your greatest asset, the park, with your most unique attribute, the character of the people of downtown Plymouth. Downtown Plymouth is filled with interesting personalities, each with their own story. It has a leisurely pace not found when visiting larger mainstream shopping areas. And of course, it has a picturesque charm that is rare in today's highly commercialized world.

Keeping those factors in mind, the goal of the creative must be to:

- Capture the personality.
- Capture the picture.
- Capture the pacing.

Positioning line

Several positioning lines were developed. Each with a unique way of saying downtown Plymouth is somewhere special. Here is the chosen positioning line.

Not Just a Walk in the Park

Brand-building ideas

The most brilliant positioning line – even coupled with an eye-catching logo – isn't enough to build your brand. You need an arsenal of inventive ideas for incorporating downtown Plymouth's new brand identity into your community structure. Following are strategies in four categories for developing Plymouth's picture perfect brand. (A more detailed explanation of the ideas behind these categories is found later in the report):

- ***P***ut "Park" in the name.
- ***A***llow merchants to take center stage.
- ***R***each out with the park.
- ***K***eep merchants and residents connected.

INTRODUCTION

About North Star Destination Strategies

North Star Destination Strategies comprises 30 talented people dedicated to growing destination brands through integrated marketing solutions. In fact, North Star is the *only* branding company to offer destinations a combination of research, strategy and creative. This process – called Downtown BrandPrint – provides direction for the destination's brand development, like a blueprint provides the agreed-upon direction for building a house. And just like a construction blueprint, the priorities and targets of each Downtown BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

About Downtown Plymouth

Named after Plymouth, Massachusetts, the City of Plymouth, Michigan or Plymouth Township is a suburb of greater metropolitan Detroit. Downtown Plymouth is the historical center of the community and today's central point for activities and shopping. Although it provides immediate access to an area bustling with over 500,000 people, it is a laid back affluent family friendly community known for its charm and quite settings.

The sprawl of Detroit and strong commercial development in the surrounding communities near Plymouth has created a tough competitive environment. The Plymouth Downtown Development Authority set out to develop a stronger identity for the area in order to build an advantageous position against these external threats and provide a vision for further development.

About the BrandPrint Process

Through the Downtown BrandPrint process, we determine Downtown Plymouth's most relevant and distinct promise. From that promise, we create a positioning philosophy that generates a brand identity in the minds of visitors and residents. We then develop precise strategic planning, powerful business-building ideas and effective communication, all of which reinforce the positioning and ensure brand equity and growth.

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

Where the brand has been and why

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

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

IN-MARKET STUDY

Purpose

The purpose of the In-Market study is to gain understanding of the perceptions and attitudes of Downtown Plymouth among its residents.

Methodology

While in-market on January 18-20, 2006, the North Star research team conducted stakeholder focus groups, stakeholder one-on-one interviews, local community one-on-one perceptions interviews and man-on-the-street interviews.



Results

Assets of Downtown Plymouth:

- Kellogg Park is open and inviting, a gathering spot for the community
- Small-town atmosphere
- Quaint-Cute
- Friendly
- Family-oriented
- Close-knit
- Walk-ability
- Unique restaurants and shops
- Festival/Event Friendly
- Safe
- Independent/ entrepreneurial spirit
- Culture

Most profound statements:

- You can just “be”
- It’s better than you expect
- Best small-town in Michigan

- People of all ages love Plymouth
- There are only one-of-a-kind stores here
- Without the park, we'd be just another downtown
- We're quaint, but cutting edge
- We're Normal Rockwell in real life
- It makes you feel like this is something special that you can't get anywhere else
- Unpretentious sophistication

Challenges

- Community needs something to rally behind
- Opening of the Penn Theatre
- Hours of business retail
- Maintain shopping experience with continued declining retail business
- Maintaining character while bringing in more business
 - Retail vs. restaurants
 - Chain/brand-name vs. unique
- Motivating more to come downtown
- Use of property- contemporary look vs. old-unique building (ex. The Mayflower Hotel/Building)
- Many merchants feel residents of Plymouth do not support downtown, they shop elsewhere
- Need more signage "old village" can be confused with Downtown Plymouth

VISION SURVEY STUDY

Purpose

Part of the Understanding stage includes understanding stakeholders' perceptions of the community. After all, no one knows Downtown Plymouth better than those that form its backbone.

Methodology

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

Results

Thirty-five surveys were completed, returned and analyzed. The summary below lists the answers most reflective of all stakeholders. The comprehensive verbatim from the Vision Survey can be found in Appendix A.

When you first think of Downtown Plymouth, what 3 adjectives first come to mind?

- Friendly
- Quaint
- Unique.

What is Downtown Plymouth?

- A gathering spot for the community
- The Park
- Restaurants
- A destination to enjoy festivals and activities.

In your opinion, what are the top three things in/about Downtown Plymouth that attract visitors?

- Events and Festivals
- Kellogg Park
- Restaurants.

What is Downtown Plymouth's greatest asset?

- Kellogg Park.

In your opinion, what do people that have never been to the area think about Downtown Plymouth?

- A nice small town with cute, interesting shops
- A small, friendly, clean town
- Quaint.

In your opinion, what are the top three things in/about Downtown Plymouth that prevent people from learning more about the area?

- Lack of publicity
- Bad parking
- Lack of signage.

What are the biggest challenges currently facing Downtown Plymouth?

- Parking
- Re-opening of the Penn theatre
- No downtown grocery store.

What are the biggest opportunities for growth in Downtown Plymouth?

- Residential downtown
- More variety of bars and restaurants
- Retail.

If you could make Downtown Plymouth even better, what would you do to improve it?

- Open the Penn theatre
- Improve parking
- Better variety of shopping.

Where do you see Downtown Plymouth in 5 years?

- More businesses, restaurants, condos and retail stores downtown
- The next Birmingham.

In 10 years?

- Same as in 5 years, but with a more urban feel.

What does Downtown Plymouth add to Michigan?

- An attractive place to live
- Small town wholesome atmosphere
- A great small town destination
- A quaint, nice and attractive place with cute stores and nice restaurants.

If Downtown Plymouth was a person, who would this person be?

Age: 30-40 youth oriented, young and punky

Married: yes, stable, family-friendly environment

Children: yes, family is important and it's a great place to raise a family

Occupation: small town shop owner, works or has been fired from auto industry, lawyers, salespeople

Wardrobe: anything in style, upscale casual, casually elegant

Personality: Yuppie, friendly, competitive, aspiring, confident, aggressive

Current Issues: getting ahead in the competitive world, unemployment, equality, morals

Kind of Car: anything trendy (BMW, Mercedes), SUV or van for the kids, American-made-Ford Country.

If Downtown Plymouth was a famous person, who would it be? Why?

- Norman Rockwell
- John Kusak- good actor on the verge of becoming great
- Tony Bennett-self-assured, classy with a multi-generational appeal
- Mel Gibson-family-oriented, adventuresome and successful.

What consumer product does Downtown Plymouth most resemble? Why?

- Kellogg's- health conscious, for athletes, attractive to both kids and adults
- Starbucks- artsy, upscale and trendy
- Cadillac- quietly elegant
- Maxwell House coffee- good to the last drop.

What does Downtown Plymouth want to be?

- A friendly, hip, prosperous destination
- Upscale, family-oriented, cool city
- No one knows
- Still trying to figure that out
- A destination hub.

What is the one thing Downtown Plymouth is known for better than anywhere else?

- Events and Festivals in the Park
- Activities for every age
- Ice Festival.

ONLINE COMMUNITY SURVEY

Purpose

The purpose of the community survey is to gain a qualitative and quantitative measure of the community's perceptions of Downtown Plymouth.

Methodology

North Star developed an online survey developed from the more significant findings of the vision survey. The community was encouraged to participate. A comprehensive report of the quantitative results can be found in Appendix B. All qualitative responses can be found on CD provided.

Results

242 total respondents:

- 59% believe Downtown Plymouth is best described as a gathering spot for the community.
- The greatest thing about Downtown Plymouth is also what it is best known for; Events and Festivals, 38% and 34% respectively.
- 73 % believe Downtown Plymouth aspires to be a friendly, charming destination unique from anywhere else.
- Restoring the Penn Theatre is the biggest opportunity for growth (54%).
- Kellogg Park makes Downtown Plymouth unique from other communities (46%).

PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Downtown Plymouth among the target audience.

Methodology

North Star consultants conducted perception interviews-via telephone with newcomer residents, businesses, and state level officials in order to gain perceptions of Downtown Plymouth. This sample size is adequate, as the questions were phrased to gather qualitative information. The telephone interviews were conducted with people from lists provided by the Downtown Development Authority.

Results

Descriptions of Downtown Plymouth

Newcomers Club

- Community Park
- Family atmosphere
- It is the center core - the heart of the community
- A friendly, welcoming community
- Not enough variety of shops and restaurants
- A place for interesting people
- More family oriented than Birmingham
- Wholesome atmosphere kind of town
- People are still holding back - don't realize potential

Best asset: Kellogg Park and community atmosphere

Businesses

- Morale is down
- Businesses are closing left and right
- Residents do not shop downtown but they say they do
- There is a perception that other places have better prices
- Downtown businesses provide the customer with personal service
- It is difficult to attract customers if you are not located on Main Street
- It is a mirror image of Northville, but the park gives us something to work around
- Division over business hours
- Proudful despite challenges

Perception Interviews-State level

Travel Michigan and Business Marketing

- No strong awareness or imagery of Downtown Plymouth
 - Places it in the same context of communities that are nice areas in southeast Michigan for eating and shopping; Royal Oak, Birmingham, and Ann Arbor
- When asked why Plymouth wasn't top-of-mind for marketing on a state level - "those who raise their hand to promote themselves get our attention"; we never hear from Plymouth or downtown Plymouth

VISITOR ORIGIN STUDY

Purpose

A Visitor Origin Study was conducted to understand the markets from which the visitors originate. The resulting information should be used as a guide for choosing geographic target areas.

Methodology

A random selection of 23,949 records, totaling 1,946, from seven different retail stores was collected and geocoded (assigned) to a CBSA- Core Based Statistical Area-the geographic area used to define market coverage and boundaries.

A visitor origin report using all 23,949 records was also requested by the Plymouth Downtown Development Authority. It is located in Appendix C.

Visitor Origin

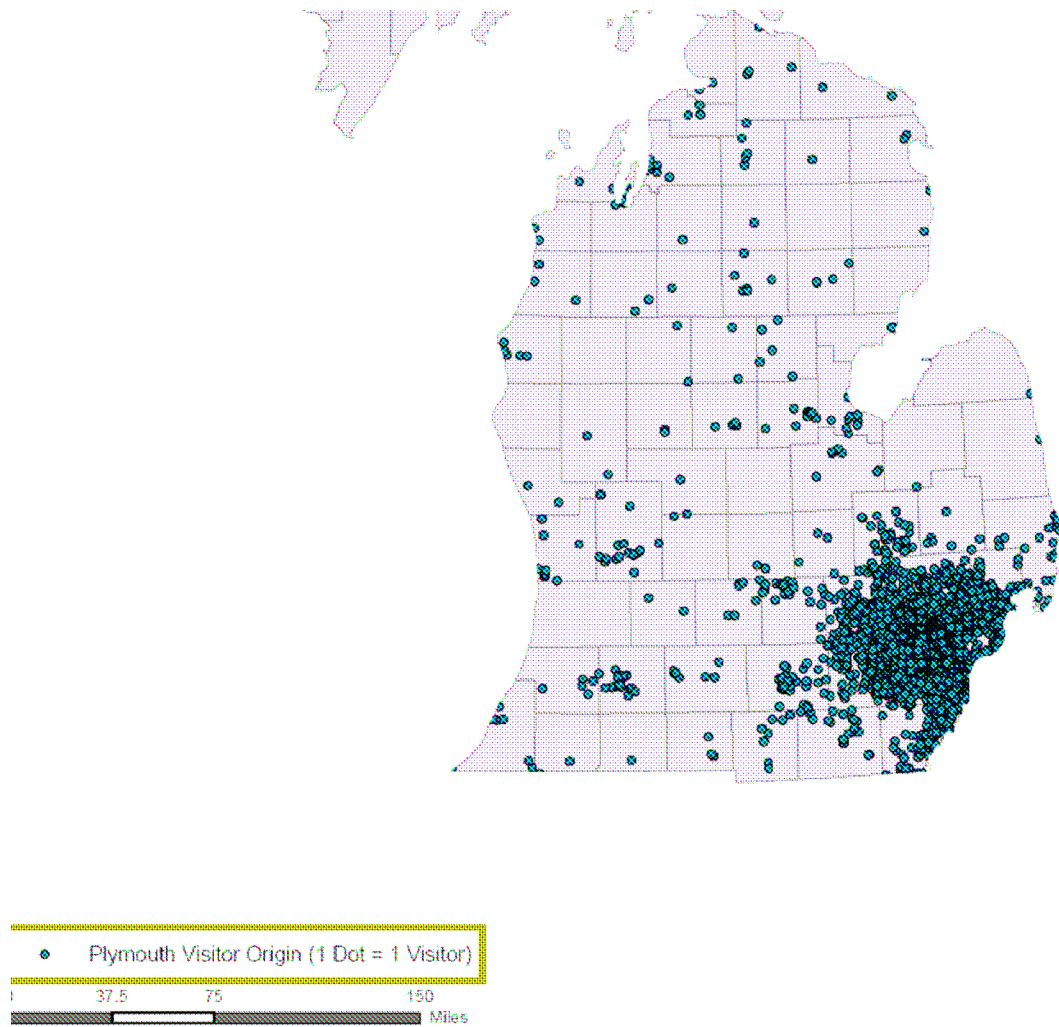
- The Detroit CBSA represents the largest visitor market with almost 92% of total visitors, while Ann Arbor ranks second with only 3.6% of visitors.

Top 10 CBSA's	Percentage
Detroit-Warren-Liv. (19820)	91.70%
Ann Arbor, MI (11460)	3.60%
Monroe, MI (33780)	0.50%
Cleveland-Elyria, OH (17460)	0.40%
Toledo, OH (45780)	0.30%
Chicago-Naperville (16980)	0.20%
Lansing-E Lansing M (29620)	0.20%
Gr Rapids-Wyoming, M (24340)	0.20%
Holland-Gr. Haven, M (26100)	0.20%
Jackson, MI (27100)	0.20%
Raleigh-Cary, NC (39580)	0.20%

- Within the Greater Detroit area, 25% come from Plymouth, 13.7% from Dearborn, 12% from Canton, 6% from Northville.

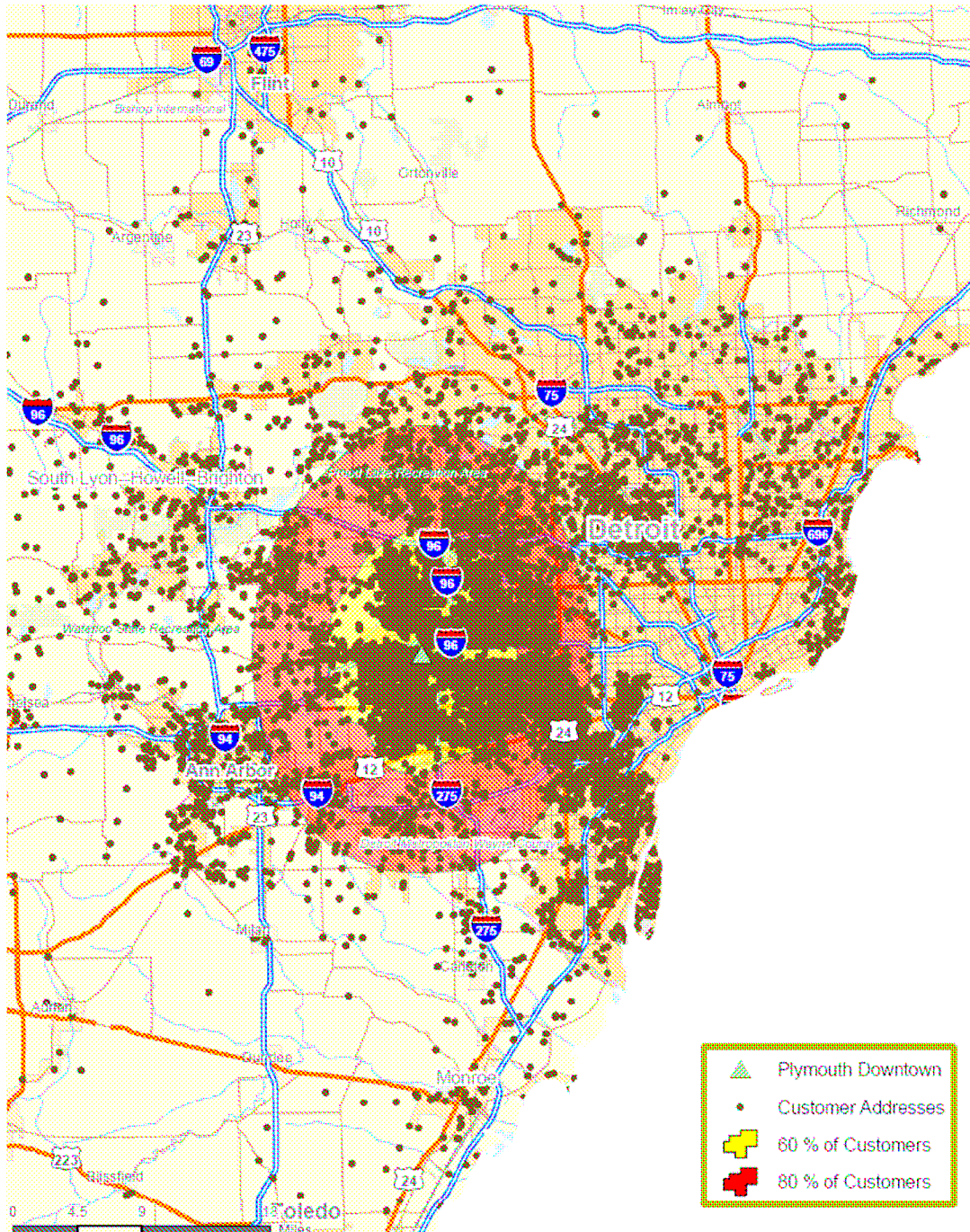
Top 20 Zip Codes	Percentage
48170 Plymouth, MI	25.40%
48187 Canton, MI	7.80%
48124 Dearborn, MI	7.30%
48167 Northville, MI	5.90%
48188 Canton, MI	5.60%
48154 Livonia, MI	3.90%
48150 Livonia, MI	2.70%
48185 Westland, MI	2.60%
48128 Dearborn, MI	2.50%
48152 Livonia, MI	2.20%
48127 Dearborn Heights, MI	2.10%
48178 South Lyon, MI	1.30%
48126 Dearborn, MI	1.00%
48135 Garden City, MI	1.00%
48186 Westland, MI	0.90%
48375 Novi, MI	0.90%
48125 Dearborn Heights, MI	0.80%
48335 Farmington, MI	0.80%
48111 Belleville, MI	0.70%
48183 Trenton, MI	0.70%
Other ZIP Codes	23.70%

Visitor Origin Map



Downtown Plymouth Visitor Origin Map- Zoom to City

- 60% of visitors to Downtown Plymouth are located within the identified yellow diameter.
- 80% of visitors to Downtown Plymouth are located within the identified red diameter.
- This radius is approximately 8 miles east to west and 16 miles North to South.



TAPESTRY STUDY

Purpose

A Tapestry study was conducted to understand the target audience's lifestyle in detail.

Methodology

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods into 65 mutually exclusive lifestyle segments based on their socioeconomic and demographic composition. In addition to a detailed lifestyle profile of your customer, Tapestry's versatility provides several methods of dividing the 65 segments into summary groups for a broader view of the U.S. neighborhoods including:

- Lifestyle Groups: 12 summary groups based on lifestyle and life stage
- Urbanization Groups: 12 summary groups based on geographic and physical features along with income

Several thousand addresses from lodging records were run with Tapestry for analysis. Each address was geocoded and assigned to one of the 65 Tapestry segments. Very detailed information about Downtown Plymouth's core visitor was computed based on the percent of each cluster in the visitor database.

Results

The results from the Tapestry reports can be classified into two categories: Who and What. The Who Report profiles the demographic and lifestyle segmentation of the audience. The What Report provides a very detailed analysis of the audience based on 37 different lifestyle and media categories. The key findings from the Tapestry Who and What reports are shown on the following pages.

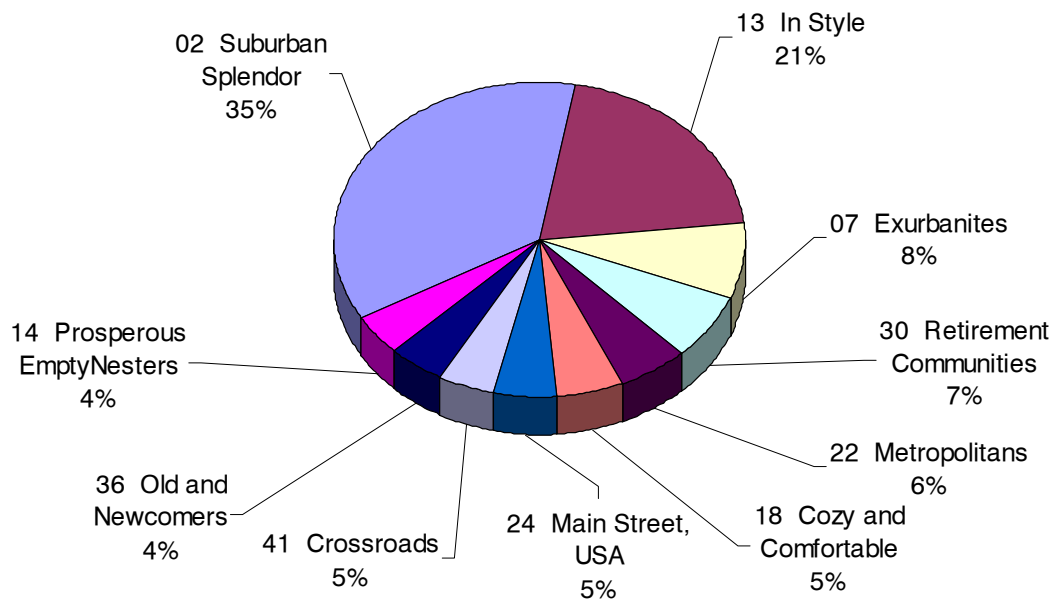
For the comprehensive Tapestry Who and What analysis, please refer to the Tapestry reports provided on CD.

TAPESTRY WHO REPORT

Residents

The top three resident segments alone represent 67% of total Plymouth residents. This demonstrates a very specific resident lives in Plymouth. The top segment, Suburban Splendor accounts for 35% of total residents. Residents of Suburban Splendor live with maturing families in growing neighborhoods. They are slightly older with adolescent children. They live an affluent lifestyle in luxurious homes and enjoy free time devoted to family, self-expression, and self-improvement. Tennis, golf, skiing, reading and shopping are just a few activities these savvy families partake in. Please see Appendix D for a comprehensive Resident Who report.

**Top Tapestry Segments
Plymouth Residents Lifestyle Segments**

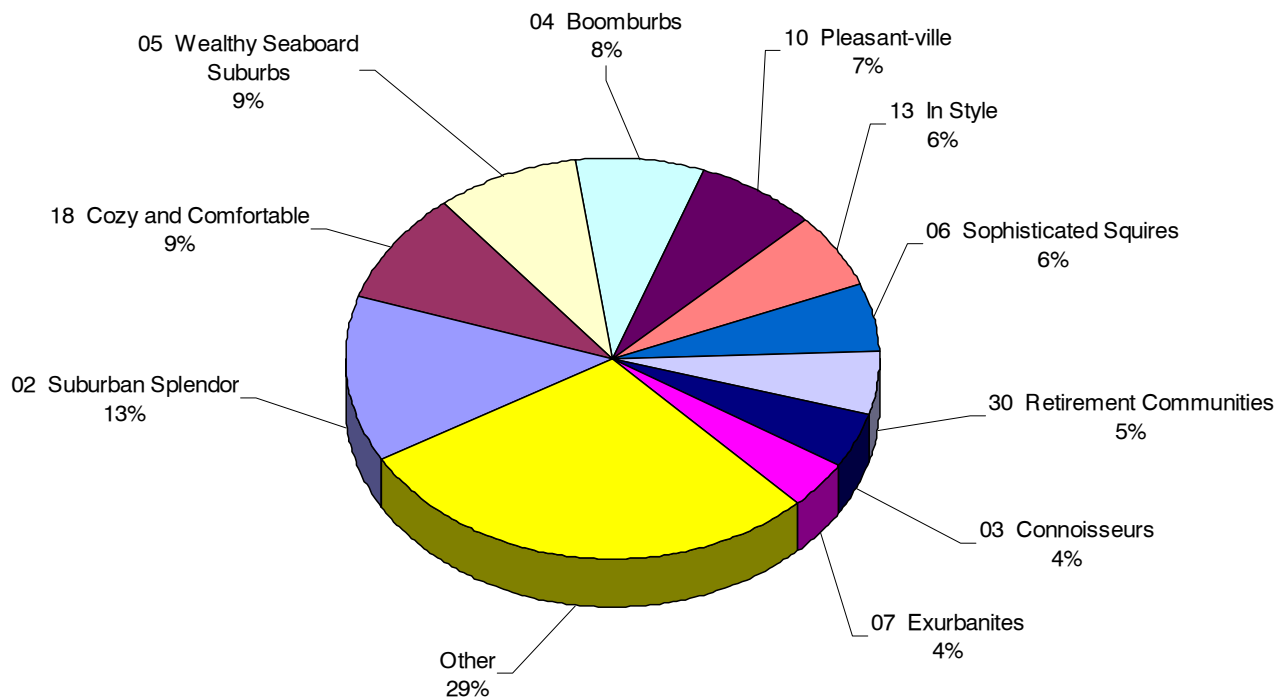


TAPESTRY WHO REPORT

Visitors

Downtown Plymouth's top 10 visitor segments account for about 71% of all visitors. Each segment has its own distinct profile; however, to enable a broader profile of these top segments, Tapestry classifies each cluster into a LifeMode Group, based on lifestyle and life stage composition. For Downtown Plymouth visitors, 44.5% are classified into the High Society LifeMode Group, which consists of the seven most affluent segments. Please see the charts and descriptions below for a more detailed breakdown of LifeMode groups for both visitors and residents of Plymouth. Please see Appendix E for a comprehensive Visitor Who report.

**Top Tapestry Segments
Downtown Plymouth Visitors Lifestyle Segments**



LifeMode Groups

LifeMode Groups	Percent of Visitors	Percent of Residents
L1: High Society	44.5%	38.4%
L2: Upscale Avenues	28.5%	21.6%
L5: Senior Styles	11.9%	17.4%
L10: Traditional Living	4.6%	5.4%
L3: Metropolis	3.4%	6.8%
L12: American Quilt	2.4%	5.2%
L4: Solo Acts	2.0%	5.1%
L7: High Hopes	1.1%	0%
L9: Family Portrait	1.1%	0%
L8: Global Roots	.4%	0%
L11: Factories & Farms	.3%	0%
L6: Scholars & Patriot	.1%	0%

L1: High Society- 44.5%

The Tapestry segments in High Society are affluent and well educated. Employment in high-paying positions such as managerial or professional occupations is common. As a result, the median household income for this group exceeds \$94,000, almost twice that of the national median. Most households are married couple families residing in affluent neighborhoods where median home values surpass \$290,000.

L2: Upscale Avenues-28.5%

Prosperity is the overriding attribute shared by the segments within Upscale Avenues. Success has been earned from years of hard work. Like High Society, many in this group are also well educated and above average earnings. However, the choice of housing among these segments reveals their distinct preferences. Some prefer town homes, some single-family homes, while other enjoy open green spaces.

As you will notice, the top two LifeMode Groups for visitors, High Society, and Upscale Avenues, are also the top two groups for residents. This demonstrates Downtown Plymouth does a good job of attracting visitors similar to their residents.

GAME PLAN CHART

The game plan chart takes the Tapestry segment analysis a step further by categorizing each cluster into one of four quadrants: Core, Expansion, Conversion and Non-target.

Core

Core segments are those segments that are more likely to visit Downtown Plymouth than the U.S. population and consist of a significant percentage of Downtown Plymouth visitors. A large proportion of customers reside in these segments, and households are more likely than average to visit.

Expansion

Expansion segments are those segments that are more likely to visit Downtown Plymouth than the U.S. population and consist of a relatively small percentage of visitors. These segments represent the greatest opportunity.

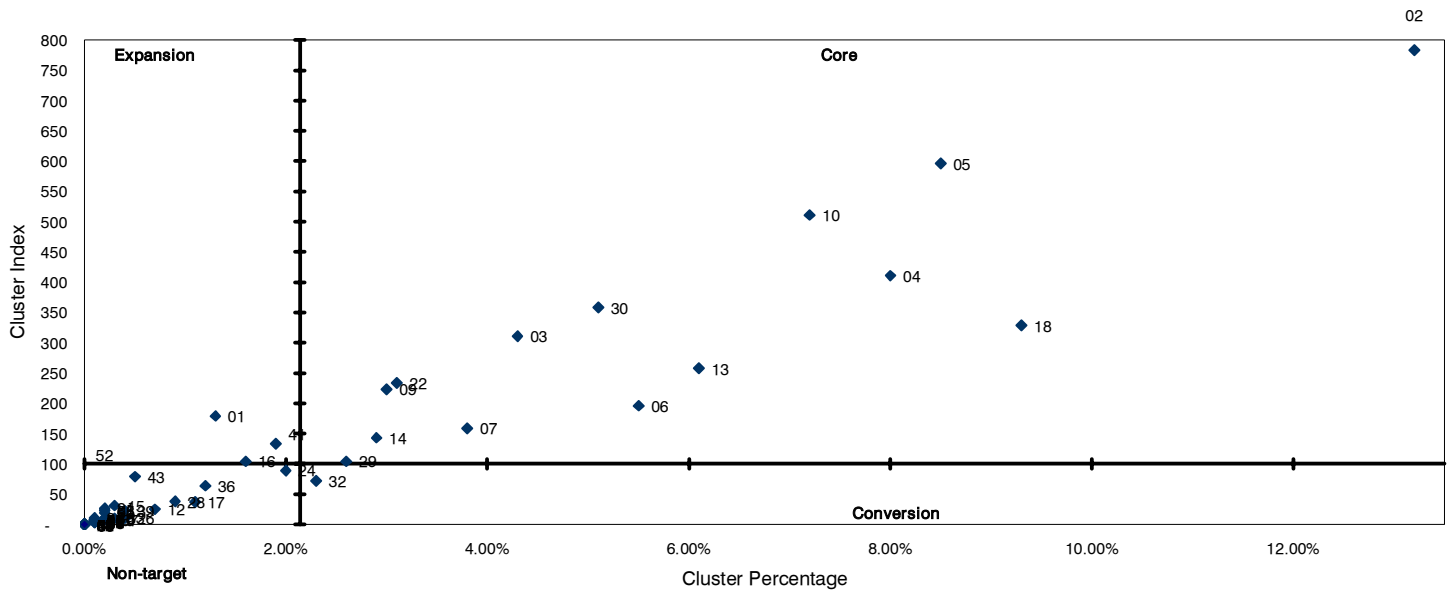
Conversion

Conversion segments are those segments that consist of a significant proportion of visitors (possibly since they constitute a large percentage of the population) but are less likely to visit Downtown Plymouth.

Non-target

Non-target segments are those segments that consist of a relatively small percentage of visitors and are not as likely to visit Downtown Plymouth.

Downtown Plymouth Visitors Game Plan Chart



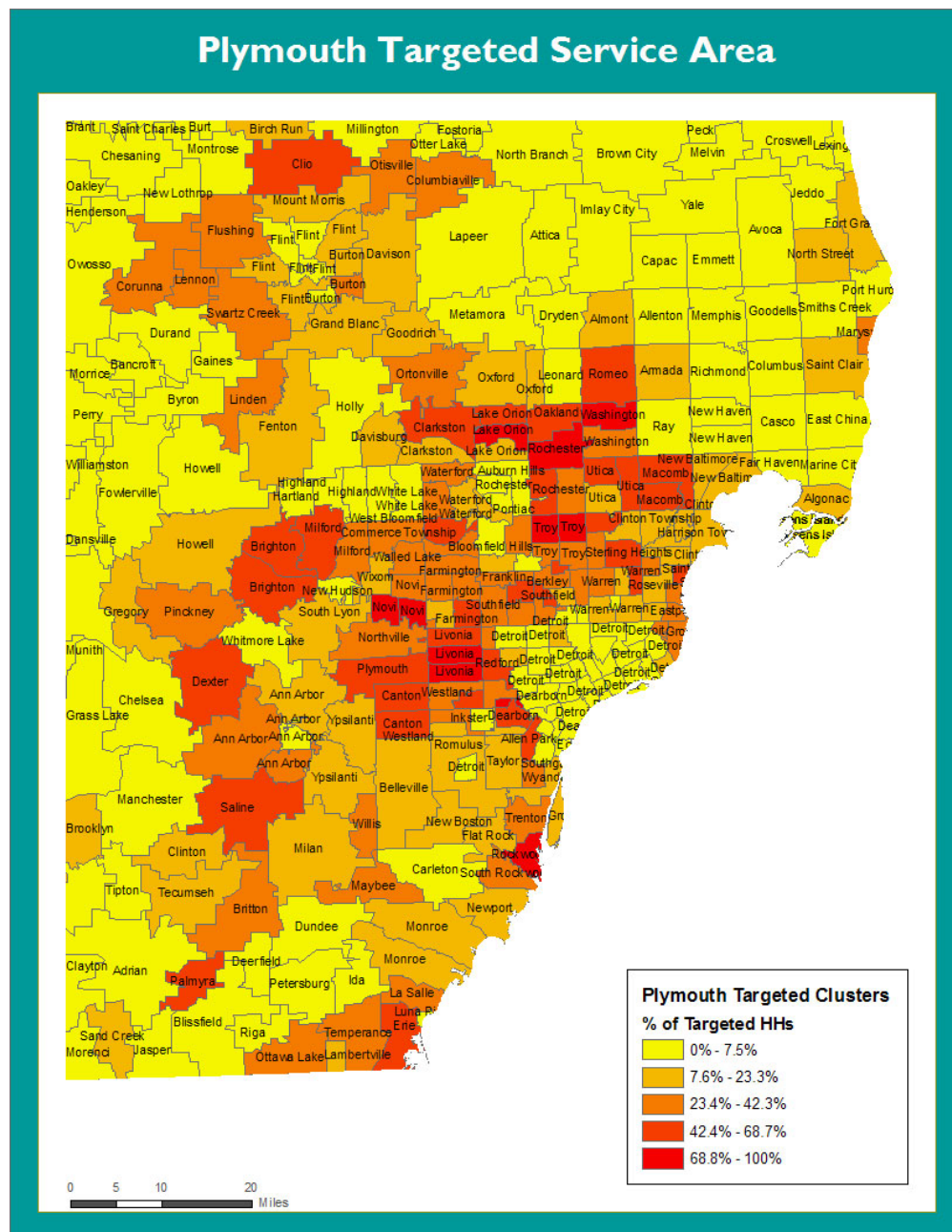
Downtown Plymouth needs to continue targeting those segments within the core quadrant since these segments have been fruitful for the city in the past and are more likely to visit Downtown Plymouth than the U.S. population. Specifically, segments 02, 18, 05, 04 and 10.

Expansion markets are often considered when a particular segment indexes higher than many core markets. The largest expansion group for downtown Plymouth is segment 01 (Top Rung - the wealthiest profile in the U.S.). Although it appears a natural fit for the offerings of downtown Plymouth, we recommend focusing on the existing core segments.

WHERE REPORT:

In order to effectively market to visitors that are most likely to visit Downtown Plymouth, based on interest and lifestyle characteristics, it is important to know where those individuals live. The top ten core visitor clusters are combined to create a core. This core is then mapped against the surrounding areas to determine where the highest percentage of those target clusters can be found. Please see the map below; the darker the color, the higher penetration of those target clusters. A target cluster origin report can be found in Appendix F.

Downtown Plymouth Target Cluster Areas



TAPESTRY WHAT REPORT

The Tapestry analysis reports contain many lifestyle characteristics about Downtown Plymouth visitors. Some of the key findings show:

Downtown Plymouth visitors are more likely to:

• Shopped at grocery store/6 mo: Pathmark	258
• Have life insurance w/total value: \$500000+	220
• Dept/clothing/variety store/3 mo: Lord & Taylor	217
• Radio format listen to: all news	214
• Dept/clothing/variety store/3 mo: Macy's	196
• Dept/clothing/variety store/3 mo: Nordstrom	181
• Visited Disneyland (CA) in last 12 months	175
• Fast food/drive-in last 6 mo:	174
• Warehouse/club store/6 mo: BJ's Wholesale Club	168
• Took 3+ foreign trips by plane in last 3 yrs	165
• Spent \$100+ on dry cleaning in last 6 months	164
• Used service for property/garden maint last 12 mo	163
• Took 3+ domestic trips by plane in last 12 months	163
• Hotel/motel stayed in/12 mo: Hilton	163
• Spent on foreign vacations last 12 mo: \$3000+	161
• Spent on home improvements in last 12 mo: \$1000+	161

Downtown Plymouth visitors are less likely to:

• Obtained medical insurance: Medicaid	31
• Fast food/drive-in last 6 mo: Church's Fr. Chicken	38
• Shopped at grocery store/6 mo: Piggly Wiggly	41
• Watch Syndicated TV (M-F): Judge Mathis	41
• HH owns 1 TV	41
• Radio format listen to: gospel	42
• Watch Syndicated TV (M-F): Maury	43
• Drug store shopped at last 6 mo: Wal-Mart Pharmacy	44
• Watch early morning TV (M-F): The Early Show	45
• Shopped at grocery store/6 mo: IGA	47
• Fast food/drive-in last 6 mo: Krystal's Hamburgers	47
• Shopped at grocery store/6 mo: Winn Dixie I	47
• Drank malt liquor in last 6 months	50
• Used devilled ham in last 6 months	50
• Watch TV aired once/wk: Outer Limits	51
• Fam rest/steak hse last 6 mo: Ryan's	51
• Radio format listen to: Hispanic	53
• Shopped at grocery store/6 mo: Wal-Mart Supercenter	53

Complete listing of all Tapestry Lifestyle and Media characteristics

**Please see the CD provided for a comprehensive WHAT report for both residents and visitors.*

- **Apparel**
- **Appliances**
- **Attitudes**
- **Automobiles**
- **Automotive/Aftermarket**
- **Baby Products**
- **Beverage Alcohol**
- **Books**
- **Cameras**
- **Civic Activities**
- **Convenience Stores**
- **Electronics**
- **Financials**
- **Furniture**
- **Garden Lawn**
- **Grocery**
- **Health**
- **Home Improvement**
- **Insurance**
- **Internet**
- **Leisure**
- **MailPhoneYellow Pages**
- **Watch**
- **Read**
- **Listen**
- **Personal Care**
- **Pets**
- **Restaurant**
- **Shopping**
- **Smoking**
- **Sports**
- **Telephone**
- **Tools**
- **ToysGames**
- **Travel**
- **VideoDVDs**
- **Misc**

COMPETITIVE ANALYSIS

Purpose

What are others doing to grab their share of visitors? Two people cannot occupy one space in the mind of a consumer; so therefore, we must look at how others are promoting themselves.

Methodology

Brand message assessment was reviewed for all competitors identified by the Downtown Plymouth Development Authority in the situation analysis and from insight gained during the in-market visit. This is a subjective look at what others are doing. We look for common themes and messages.

Findings

Novi

- Home of the Novi Expo Center
- Regional Shopping Mecca; Twelve Oaks
- Home of the Motorsports Hall of Fame
- Within minutes of Maybury State Park, Proud Lake State Park, Island Lakes State Recreational Area, and Kensington Metropar
- Exceptional lodging and dining for business travelers and casual visitors
- The hottest growth corridor in the Metro area.

Royal Oak

- The place to come to, not pass through on your way to somewhere else
- Conveniently located near several major thoroughfares
- The appeal of a small town while with amenities of a larger metropolis
- Where tradition and trendy walk hand in hand.

Birmingham

- A lively, pedestrian friendly downtown offering one of the Midwest's premier shopping districts
- A diverse assortment of fine shops, restaurants, art galleries, antique dealers, and clothiers await visitors
- A retreat for wealthy Detroit business owners.

Canton

- Many retail, entertainment, and recreation opportunities available
- Situated between Detroit and Ann Arbor in Southeastern Michigan
- Home to IKEA
- Many sports championship events.

Northville

- Rolling hills and attractive countryside
- Small-town atmosphere
- Stately Victorian-era architecture
- A "walk to" downtown
- Old-fashioned street lamps, benches, specialty shops, galleries, theaters, restaurants, businesses, and preserved landmarks.

Livonia

- “Where People Come First”
- One of the finest, most stable family communities in the US.
- Outstanding family-oriented recreational opportunities and thriving commercial sector
- Just 20 to 30 minutes from the museums, professional sporting events, theaters and casinos in downtown Detroit
- If it is elegant shopping at Laurel Park Place Mall or treasure hunting at the Town Peddler, the Midwest’s largest antique and craft mall, Livonia has something to fit everyone’s interests.

Summary of Competitive Positioning

Although “a nice small town for families,” is often a description downtown Plymouth residents and businesses give themselves; by itself, this description is not unique. In fact, many of the characteristics of downtown Plymouth are found elsewhere. Here are many of the common themes or experiences from other communities:

- Nice small towns
- Convenience to the amenities of Detroit
- Pedestrian friendly; great to walk
- Affluent family communities
- Great place to live, work and play
- Great shopping districts; upscale shopping

Where the brand should be

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

Using the research gathered as fuel for thought, our insights come from asking a number of provocative questions: What emotional attachments can the brand hold for the consumer? How does the brand fit into his or her lifestyle? These insights will become the framework of our creativity on behalf of the brand.

The following insights – gleaned from our research – point like a compass to the strategic position that best supports Downtown Plymouth's goals:

Insights about Downtown Plymouth:

- Your park is your differentiator
 - 44% say park makes downtown Plymouth different from other communities (community survey)
 - “Other communities are trying to create what we have. They can’t”
- Good news – Downtown Plymouth is defined by the park
 - Gathering spot; events & festivals
- Bad news - Downtown Plymouth is defined by the park
 - Not enough foot traffic
- Downtown Plymouth provides a unique experience
 - “no one has a park like us”
 - All stores (almost) are one of a kind and reflective of the owner operators.
- You have a picturesque town of family-life
 - “What Norman Rockwell would have painted today”
- Community looking for common ground
 - Big box foot traffic vs. preservation
 - Reinvent vs. stay stagnant
 - More restaurants vs. more shops
 - Consistent hours vs. individual preferences

So how do you create a strong brand identity for Downtown Plymouth.....

that overcomes the challenges of...

...other area “small towns” provide stronger shopping and entertainment options
...sense of division that exists among downtown owner/operators on how to embrace progress
...downtown retailers have been struggling due to high rent and low traffic
...perceptions of sub par promotion of downtown

and embraces...

...your greatest aesthetic and community building differentiator – the park
...the uniqueness valued by the community and reflected in the types of stores and people who run them
...there are no “big-box” stores in downtown Plymouth

Downtown Plymouth Brand Strategy

Connect the park to the people (celebrate your uniqueness and your individuality)
Expand the park from a triangle to a circle.

- **Rationale**

- The uniqueness of the independent retailers and restaurants are a reflection of the unique people and stories behind them.
 - Being different is what makes you special. Embrace it!
- Kellogg Park defines the community, but your community is more than the small park. Expanding the idea of the park into the entire downtown area will expand your identity.

Brand Positioning

A community brand must have an architecture or blue print for guiding and shaping its development. It must always start with understanding the brand essence, the fundamental core that defines the community. Once the brand architecture is understood, it lays the foundation for building the brand positioning platform.

- **Brand Essence**

- The community-feel created by Kellogg Park.

- **Brand Benefits**

- Buy items not available anywhere else
- Personal service with personality
- Attractive for new businesses because an entrepreneurial attitude is encouraged
- Learn stories of owner/operators and local residents

- **Brand Promise** (what you can provide that others cannot)
 - An experience (people, places, events, products and services) filled with self expression and cultural enrichment so you feel special and rewarded.
- **Brand Personality**
 - Affluent
 - Relaxing & Casual
 - Family-minded
 - Entrepreneurial
 - Personable
 - Festive
 - Clean & Safe
 - Rewarding
 - Distinct
 - Picturesque
 - Expressive

Brand Positioning Platform

Keeping in mind the overall brand strategy and the brand architecture, we recommend using the following brand positioning platform for Downtown Plymouth.

<i>Target audience</i>	For people who value distinctive places and personable experiences,
<i>Frame of reference</i>	Downtown Plymouth is a cozy picturesque park-centered downtown,
<i>Point of difference</i>	Where the people, places, events, products and services feel like a picture of self expression,
<i>Benefit</i>	so you feel rewarded.

What will get us there?

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

Two initiatives occur at this point:

- Positioning lines are created.
- Business-building ideas are generated.

POSITIONING LINES

The positioning line is the tip of the iceberg when it comes to branding. It is the catchy phrase or statement that visitors will come to associate with Downtown Plymouth. It is one of the most “visible” aspects of our research because it is what people will see most often. Truthfully, a tagline is an expression of the brand. For this reason, it should be simple, concise and memorable.

Positioning Line Criteria:

- Does it fit your brand promise? Can you deliver?
- Can it be memorable and unique?
- Does it convey a key benefit?
- It should be simple.
- You should like it.

What a positioning line should not do?

- Communicate everything
 - It's not an ad and it's not a brochure
 - It will most often be in a context of a much larger message

Downtown Plymouth Positioning Lines

Many lines were developed for downtown Plymouth. Some focused on the “Rockwellian-like” park setting. Others attempted at grabbing interest by stating downtown Plymouth is for people who appreciate different things. Each communicates something special about the area in a way that will hopefully, be memorable enough for visitors to want to find out more.

Final short-list of potential positioning lines:

- Picture. Perfect. Park.
- Not your everyday walk in the park
- Full of character(s)!
- Worth the Walk
- Live Outside the Box
- Step into a Story
- Hot stores. Cool stories.

Chosen line:

Not Just a Walk in the Park

BRAND-BUILDING IDEAS

- ***Put “Park” in the name***

Downtown Plymouth’s current moniker does little to illuminate the unique nature of your city. Everyone has a downtown. Everyone does not have what you have. Consider changing the name slightly (would still contain Plymouth!) to convey a feeling more in keeping with your park paradise.

Some options for this could include, but not limited to, are:

- Plymouth Park Village
- Plymouth Park District
- Plymouth’s Kellogg Park District

Rationale:

- Retains equity in Plymouth name.
- Incorporates Park into the name, which is critical in light of the role Kellogg (sp?) Park plays in defining your city. The idea of expanding the park to the shopping district makes it even more important to put the Park front and center in your name.
- The concept of a village is unique, bohemian, creative, unified, arty and character-driven. You would find unusual treasures – people, events and things – in a village. In a downtown you would find office buildings, parking problems and big box stores.
- Like your city, Plymouth Park Village is different and memorable.
- Lends itself well to creative translation in ads, brochures, logos, etc.

- ***Allow merchants to take center stage***

The 75+ wholly unique merchants and shops that populate Downtown Plymouth are what make your city so special. Launch a “Meet the Merchants” campaign. Search out interesting ways to tell their stories and soon people will be searching out your city, just to meet the characters who define it.

➤ **Capture their images**

Hire a photographer to photograph each merchant with whatever sparks his or her passion. For example, photograph pet owners with pets, Harley riders with their bikes, artists with their art, etc. Make the photos unique and avant-garde. The same photographer should shoot all the images to keep the campaign uniform in look and feel.

➤ **Tell their stories**

Hire a writer to create biographies on each merchant. Stories should include unusual facts about their childhoods, interests, philosophies, adventures, stores, etc. The bio should come from the perspective of the retailer for a more personal feel. For consistency, the same writer should pen all the bios.

➤ **Show them on shopping bags**

Create a universal shopping bag focused on and available for use by all the retailers. Bag should be very artsy, featuring the new logo along with the faces of select merchants in different colored squares. Every time new bags are printed the merchants' faces could change. In keeping with the "feel" of downtown Plymouth the design would be reminiscent of Andy Warhol (similar to the cover of Rolling Stone magazine) and printed on opaque paper.

➤ **Create customized postcards**

Create a custom postcard for every merchant that contains the merchant's photo, bio and store information. Merchants can slip their custom cards into shopping bags after sales, place them in boxes of mailed purchases, leave them out on counters for people to take, distribute them at festivals and art shows, etc.

➤ **Weave them into the web**

Show all the merchants photos on the website. Visitors click on a photo to learn more about the store owner and his or her store. Should have links to store's individual websites as well.

➤ **Launch an outgoing email campaign**

Introduce unique retailers – along with new merchants – to the public via periodic outgoing email campaigns. Use snippets of info from the original bio along with the pictures.

➤ **Get retailers some press**

Work with the Downtown Plymouth paper on a series of articles featuring the unique lives of the retailers. Use the series to introduce new merchants.

• ***Reach out with the park***

It has been said that Kellogg Park *is* Downtown Plymouth. If the goal of your branding campaign is to move visitors from the Park toward the nearby stores and shops, then expand the park to stores.

➤ **Point visitors to the stores**

Place signage in the park and throughout the village that mirrors the look of the shopping bags and directs visitors to various stores in the shopping district. Make the signs interesting and unique.

Consider placing an interactive kiosk in a covered position in the park. Users can touch a merchant's face to get more information about his or shop along with directions.

➤ **Bring landscaping to the storefronts**

Place park benches and landscaping on the street just in front of stores and shops. Benches and landscaping should mirror the look and feel of those found in the park.

➤ **Use the sidewalk as your palette**

Incorporate design elements from your shopping bag, merchant cards, signage, etc. into the asphalt and curbs in front of stores. For example, dog prints could lead to and away from stores where owners have dogs. Curbs could be painted different colors according to the color square a particular merchant has on the shopping bag.

- ***Keep merchants and residents connected***

If you want to draw more foot traffic to the merchants then get the merchants out of their stores to meet the people (similar to the Downtown Plymouth Street Fair). These promotions and events offer fun ways to bring together the public and the retailers.

➤ **Launch a frequent shopper program**

Create a swipe card (mirroring the look of the shopping bag) that people can have swiped during a purchase at a participating store. Shoppers who purchase from all stores get some big ticket prize along with publicity in the paper, on the website, etc. Shoppers who buy at 75% of stores get a smaller promotional item and so on. The card could also be used to keep track of purchases at individual stores so that interested merchants could reward frequent shoppers.

➤ **Sponsor a scavenger hunt**

Create an ongoing scavenger hunt requiring shoppers to obtain certain small items from various stores (stir stick from Starbucks, etc.). Clues to items could be found in biographies, newspaper articles, on the website, etc. Relevant prizes should be awarded to the winners. Winners should be promoted via the newspaper, on the website, etc.

➤ **Offer more Art in the Park**

This festival exemplifies the creative feel of Downtown Plymouth Merchants. Since it is so much a part of your personality, offer Art in the Park more often (maybe on a smaller scale).

➤ **Put on a pet show**

Or a talent show or a parade. Invite Plymouth residents and merchants to participate. Make sure the event is publicized in local and even regional papers.

➤ **Let local kids show their colors**

Place a big tub of sidewalk chalk by inside door of every store. Encourage kids and even adults to decorate the sidewalks in front of the stores. Photograph any spectacular drawings and use them in future promotions.

➤ **Make the park wireless**

It's all about networking. Help visitors to the Park and shops stay connected. Install wireless internet throughout the park and encourage visitors to pull up a park bench for a little wireless exploration.

APPENDIX A: VISION SURVEY RESULTS

APPENDIX B: COMMUNITY SURVEY RESULTS

APPENDIX C: VISITOR ORIGIN TEXT REPORT

APPENDIX D: TAPESTRY- RESIDENT WHO REPORT

APPENDIX F: TARGET CLUSTER ORIGIN REPORT

APPENDIX G: TARGET CLUSTER MAPS