



City of Round Rock , Texas
Tourism Game Plan

February 2017

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ROUND ROCK, TEXAS

Tourism Development & Marketing Roadmap

INTRODUCTION

As the second fastest growing city in America, Round Rock has always been forward thinking and innovative, with an attitude that “we make things happen here.” In 2005, Roger Brooks International (then Destination Development International) was retained by the city to create a Tourism Development Plan. This was part of an economic diversification strategy. At the time, 49% of the city’s annual budget was a result of tax revenues generated from the sale of Dell computers, but as Dell began selling merchandise from call centers around the country and abroad, those revenues were declining. The need for broadening the economic base was obvious.

The city, with 60,000 residents in 2005, already had a rich sports heritage through the development of Old Settlers Park—the largest single amateur sports complex in Texas, and one of the largest in America. The city also established a partnership with baseball legend Nolan Ryan, who brought a minor-league team to Round Rock. Dell purchased the naming rights to the team’s baseball stadium—The Dell Diamond. Now an AAA team, The Round Rock Express has one of the highest number of season ticket sales and attendance numbers in the minor leagues.

It was an obvious choice to brand Round Rock as the “Sports Capital of Texas,” thus leveraging Old Settlers Park, the Dell Diamond, other sports facilities in neighboring and “partnering” communities, local golf courses, and a recreationally-oriented lifestyle. Round Rock’s central location along Interstate 35 and close proximity to the urban center of Austin were also great assets.

Based on this brand focus, and with strong support from city staff and council, the city created a convention and visitors bureau (CVB), its first true official foray into the tourism industry.

While 92% of all destination marketing organizations are stand-alone non-profit entities, the Roger Brooks team recommended that the CVB be part of a city department due to the progressive nature of the city, its forward-thinking leadership, and its strong progressive council. After working in the travel industry for 35+ years, Round Rock was the only time that the Roger Brooks team ever recommended that a convention and visitors bureau be part of city government.

Within 60 days of the plan, Nancy Yawn was asked to move from Economic Development to head the new CVB with the mission of telling the world that Round Rock is, indeed, The Sports Capital of Texas.

A film was produced, starring then Mayor Nyle Maxwell, showcasing Round Rock, complete with film clip endorsements from Governor Rick Perry, Longhorns’ football coach Mack Brown, senators, Dallas Cowboy players, and other dignitaries all enthusiastically saying “Game on, Round Rock!”

Nearly every regional television station ran the story of Round Rock claiming the sports brand, noting that 90% of the state’s population lives within a 2.5 hour drive of Round Rock. IKEA, whose site selectors were looking for a central location in Texas for a new flagship retail store, caught wind of the story, and instead of locating in Austin or another community being considered, chose Round Rock.

Real estate professionals, working with Simon Properties, also saw the story and decided that Round Rock would be an excellent location for a major outlet shopping center. Thus was born the Round Rock Premium Outlets. The top criteria for outlet malls include freeway proximity and a strong tourism industry. This is why you’ll find premium outlets in smaller communities such as Pigeon Forge, Tennessee (population 6,000); Branson, Missouri (population 11,000); and Wisconsin Dells (population 5,000), to name a few.

These two projects involved hundreds of millions of dollars of investment in Round Rock, created hundreds of jobs, and increased retail sales tax revenues to the city exceeding those initially brought in through the sale of Dell computers and merchandise.

Additionally, Round Rock became a city to be considered for those looking to move to the greater Austin-Round Rock area. Real estate agents took note, site selectors and lending institutions paid attention, and Round Rock went from being a suburban bedroom community to a stand-alone city worthy of notice.

In fact, instead of being part of a “Metroplex,” as dozens of Dallas area cities are, or part of the “greater Houston metropolitan statistical area,” this area is now referred to as the Austin-Round Rock metropolitan area.

With Round Rock’s brand focus on sports and the initial tag line of “game on,” the local hospital, when recruiting new workers, used “Game On” to attract talent. The brand was beginning to take hold. “Game on” could be used to promote economic development: “Game on! We mean business in Round Rock.” For those looking to locate to Round Rock, messaging by real estate agents included “You’ll love Round Rock. Sports and recreationally-oriented, top notch schools, incredible parks—it’s Game On in Round Rock.”

It didn’t take long before Bass Pro Shops took notice and also opened a flagship store, not in Austin or other locations along I-35 or I-45, but in Round Rock. The store opened in mid-2015, creating additional increases in jobs, tourism spending, and sales tax revenues to the city.

Then, just this past year, Kalahari Resorts announced a new \$400 million convention resort project would be built in Round Rock. The Resort could have chosen Austin, San Antonio, New Braunfels, or Fredericksburg, but settled on Round Rock due to its location, the fact that it is already growing a stand-alone tourism industry, and due to the forward thinking city staff, council and the economic development team.

While this amazing metamorphosis has been based on more than just the Sports Capital brand, that initial branding effort put Round Rock solidly “on the map” as more than a bedroom community to Austin.

Over time the sports brand was played down to “Nancy’s little thing” and never became part of the city’s overall “brand focus,” as the city, with tremendous growth, had other issues to deal with. It was just a “sideline” marketing effort.

Roger Brooks returned to Round Rock, and at an annual council retreat worked to convince the council and staff to not lose sight of how important it is for any and every city to be known for something specific. To find that “unique selling proposition” that lets the world know what you’re about and what you stand for. The best branded cities are among the most successful in terms of residential, business, and tourism development. Nashville, Orlando, Napa Valley, Silicon Valley, Hollywood and many others. Fredericksburg, a town of just 5,000 residents in the “Texas Hill Country,” and known for its shopping and German heritage, is the most visited town of under 500,000 residents in Texas. It has strong “brand recognition,” as does the Hill Country.

San Antonio’s River Walk has made this city one of the top destinations in the country—something the Alamo could never accomplish on its own as a historical museum. The city’s “brand”—what it’s known for, revolves greatly around the Riverwalk.

Brands are about ownership, and Round Rock was beginning to see lots of competition pop up in cities around the state. When you have success, others will try to emulate that, eroding your ownership position. In the case of Round Rock, the end of the sports brand in terms of product development was clearly in sight. After all, is there a more sports-oriented state in the country?

And why shouldn’t the city that carries the “we are obsessed with sports” torch for the state be Round Rock?

The city tossed around the idea of building an indoor sports facility so the brand could become more of a year-round draw to the city, but the cost and other issues kept it on the back burner.

That is, until a chance meeting took place at the Halifax International Airport in Nova Scotia, Canada.

Roger Brooks, who has worked with the province of Nova Scotia for more than ten years, was heading back to Seattle when, out of the blue, Mayor McGraw walked up and asked, "Roger Brooks, right?" Roger and the Mayor talked, and Roger asked, "How is that indoor sports center coming along?" They talked a bit more about the importance of branding and not slipping back into the "bedroom community" role, and the Mayor left vowing to help the city take ownership of the Sports Capital brand.

The Mayor, supported by the voters, made it happen, and the Round Rock Sports Center opened to rave reviews. The facility is often booked months and months in advance. Sports were back on Round Rock's front burner.

The sports marketing effort produced by Round Rock's Convention & Visitors Bureau has put Round Rock front and center, nationally, within the sports marketing industry, and the accolades continue to pour in:

- 2005: Best use of promotional items (TAMI award for the Texas Chair – Texas Association of Municipal Information Officers)
- 2005: People's Choice Award for the Sports Capital of Texas website (TACVB – Texas Association of Convention & Visitors Bureaus)
- 2005: People's Choice Award for Best Local Awareness Campaign (TACVB)
- 2005: People's Choice Award for Best Marketing Video (TACVB)
- 2005: People's Choice Award for Best Sports Marketing (TACVB)
- 2008: Cable Television award for Best Public Service Announcement (TAMI)
- 2008: Television & Video PSA campaign (3CMA Silver Circle Award – City, County Communications & Marketing Association)
- 2009: Sports Marketing Award (First place – TACVB)
- 2010: Sports Events Magazine Readers Choice Award
- 2010: Best web home page (TAMI Silver Star award)
- 2010: Outstanding Communications/Advertising (NASC – National Association of Sports Commissioners)
- 2010: 3CMA Silver Circle Award for Digital/Interactive Website
- 2011: 3CMA Award of Excellence for Printed Publication & Website
- 2011: Sports Events Magazine Reader Choice Award
- 2014: Marketing Campaign of the Year (NASC)
- 2014: Sports Events Magazine Eclat Award
- 2015: Campaign of the Year (NASC)
- 2015: Sports Events Magazine Readers Choice Award
- 2016: Sports Events Magazine Readers Choice Award

The advent of the Sports Center, the much-needed asset to solidify the brand, has really helped cement Round Rock's sports brand positioning. It has extended the brand further into winter and summer months when field sports are minimal. Sports, as a brand, has been a highly successful economic development tool in making sure Round Rock is seen as a stand-alone metropolitan city with its own dreams, ambitions and goals.

Meanwhile, the city wisely continues to invest in its sports facilities and offerings with the new Multipurpose Complex coming on line in just a few months (Spring of 2017).

THE CHALLENGES

There are 19,500 cities and towns in the United States, 1,214 in Texas alone. Information about every one of them is available to us, in a few seconds, via the web. In this Internet age, we've entered the era of specialization. Doctors now specialize. So do real estate agents. Attorneys. Architects. Engineers. Marketing firms. Consultants. And cities. If you want to stand out from the crowd, you must be known for something specific. Besides San Antonio and Fredericksburg, other Texas examples include:

- New Braunfels: Known for the Schilitterbahn Water Park
- Fredericksburg is now the heart of Texas' wine country
- Houston: Oil, Gas, NASA
- San Marcos: Shopping (the two major outlet centers)
- Dallas (Metroplex): Cowboys (perhaps next year, they'll get there, again)
- South Padre Island: Winter Texans
- Galveston: Texas sugar sand beaches
- Marfa: The funky West Texas arts town
- Austin: Music, 6th Street (State capitol is secondary. So is UT.)
- Jefferson: The antique and B&B capital of Texas
- Salado: Visual arts

According to a list found through an online search of what cities are known for in Texas, Round Rock is the "Daffodil Capital of Texas."

In November of 2016, Roger Brooks and John Kelsh spent several days in Round Rock. At every restaurant, hotel front desk, or person they met on the street, they asked "What's Round Rock known for—besides the round rock in the creek?" Not one single person had any idea, other than mentioning the Round Rock Express, or being a "bedroom community" to Austin. Of course, this is not official research, but even a few city workers out of the office had no idea.

Roger Brooks was recently meeting with sports-facility developers in St. George, Utah, who have worked throughout Texas. When Roger mentioned that Round Rock was the Sports Capital of Texas, he was told that five other cities had more to offer and were better known for sports than Round Rock. He went down the list of cities and new facilities for five minutes. The Texas Bank Sports Center in San Angelo, Legends Sports Complex in the Woodlands, Fieldhouse USA in Frisco, the 85,000 square foot indoor sports complex in Bee Cave, and the list went on and on. This proves a point: You cannot rest on your laurels. Every movie studio, Disney, IKEA, professional sports teams, even Kalahari Resorts knows this and they all work tirelessly to maintain their brand ownership position.

If you visit the City of Round Rock's website, the Chamber of Commerce site, the economic development web pages, downtown Round Rock's website, even local real estate and hotel and business websites, there is no clear focus, no clear brand, and other than the tourism website, SportsCapitalOfTexas.com, there's rarely, if any, mention of sports at all in Round Rock. The Round Rock Chamber Investor Directory has one mention of "Sports Capital of Texas"—on Page 18! And the Parks & Recreation 2016-2017 program catalog does not even mention the brand at all.

Even Wikipedia and sites that promote the "top 10" and "top 20" reasons to live in or visit Round Rock do not mention sports. Other than the Round Rock Express and an occasional mention of Old Settlers Park, no other sports facilities, events, or sites are noted.

Some may say, "In that case, Nancy and team were not doing their jobs," and this couldn't be further from the truth. The CVB's sole focus has been to bring visitors into Round Rock. A mission for every CVB is to put "heads in beds" – to fill local hotels, by whatever means. So, rightfully, the job of a destination marketing organization is to market the visitor attractions and amenities to those who live outside of 50 miles from the community. Visitors within that radius can simply go home at the end of the day, which doesn't improve hotel occupancies.

You'd be hard-pressed to find any regional or national sports-based organization that hasn't heard of Round Rock. Unfortunately, brands need to be embraced, supported, and promoted within the community as well. At every level and in every department, so that there is a unified message of "who we are" and "what we are about" and "what we stand for."

You are far more effective as one loud voice than a number of separate smaller voices (each city department, each partnering organization) that are hardly noticed.

This being said, it does not imply that someone is not doing his or her job at the city. It just needs to become a focus so that when the opportunity arises, the tools and messaging are there, and each department should embrace and use the brand at every opportunity.

THE BRANDING RULES

1. Logos and slogans are not brands. Brands are perceptions, what people think of the city when you tell them you're from Round Rock. Many say the current "perception" of Round Rock is "the nice bedroom community next to Austin."
2. Branding is the art of differentiation. Focusing on that one thing that sets you apart from everyone else. Your brand puts you "on the map" as THE place to invest, live and visit in your market area.
3. Successful brands are built on product, not just marketing. Round Rock has an incredible product to sell, has invested millions in the process, and it's getting better and better.
4. Brands are about ownership: owning your niche in the marketplace. You must loudly claim it and drive your stake in the ground. Napa Valley still stands out as the wine capital even though there are 65 "wine countries" in northern and central California alone. Nashville owns the country music brand. Orlando owns the kids and family brand. San Antonio's River Walk owns the nightlife brand in Texas.
5. Winning brands have continuity. Everyone on the same page pulling in the same direction. Imagine what would happen if each Coca-Cola bottling plant was charged with designing its own logo, its own cans and its own marketing campaigns. Coke wouldn't even exist as a brand.
6. Successful brands are built through public relations. Advertising is used to maintain your ownership position.
7. Brands last for generations. No matter how hard Green Bay tries to change it, they are still known for the Packers and as "the Frozen Tundra." Huntsville, Texas will be known as a prison town, no matter how hard it works to promote being the real home of Sam Houston.
8. Great brands evoke emotion. That creates top of mind awareness.
9. You never "roll out" a brand until you can first deliver on the promise it represents. Round Rock has been ready to roll out its brand for years and has done so in the sports industry, but now must move into being a full well-rounded destination for more than just sports tournaments.
10. Brands must be more than just skin deep. It needs to be inherent in everything you do. For Round Rock, the "sports and recreational lifestyle." Team sports, individual sports, a competitive spirit – "Game on!" It needs to be in the schools, medical facilities, retail shops and restaurants, hotels and supporting attractions and amenities.

THE CROSSROADS

As noted before, no city, including Orlando, can rest on its laurels. When you're successful, people will be gunning for you, and that is happening now in Texas. The entire state is home to a sports-crazy lifestyle where high schools are spending tens of millions of dollars for indoor football stadiums, and dozens of communities are outspending Round Rock in the development of new sports fields and facilities. Does this mean Round Rock needs to spend more? Yes and no. This plan details the next steps in the evolution and ownership of the Round Rock brand.

What's more important is Round Rock telling everyone in Texas (and beyond) that it "owns" the sports-capital brand, and then letting them know, "and look what else we have for you." When you're the first at your brand, and you loudly claim it, then you own it. Period. That still needs to happen in Round Rock.

When this branding effort was initiated in 2005, hotels were developed in Round Rock to primarily support Dell. Then Marriott came along and built a major hotel that could also be home to conferences, conventions and trade shows. Then the sports brand followed, bringing teams to the city from around the United States. Over time there were additions and improvements to fields and facilities, and then came the Outlet Center, IKEA, Bass Pro, the Sports Center and now the Multiplex.

The Convention & Visitors Bureau has always been, since day one, the "sports marketing arm" of the city. It's now time for the CVB to step out from that single focus and become a full-fledged Convention & Visitors Bureau, with three strong areas of focus:

1. Sports, sports-related shows, exhibitions, and support of the recreational lifestyle including the water park, golf courses, trail systems, and local parks.
2. Conventions, conferences, trade shows and meetings
3. Leisure travel – The combination of Dell Diamond, Old Settlers Park, the new Multipurpose Complex, the Sports Center, golf courses, the water parks in Round Rock, the Premium Outlets, IKEA, Bass Pro Shops, Kalahari's convention center including its 100,000 square foot indoor water park and other family-oriented attractions. And, the city's exceptional performing and visual arts programs and facilities, your expanding trail system, as well as an emerging downtown with terrific restaurants and nightlife, now make Round Rock a well-rounded business, sports, and leisure travel destination that should be marketed and embraced.

WHY TOURISM

Tourism, by definition of the U.S. Travel Association, is the ability to attract spending from at least 25 miles away, and most importantly, 50+ miles away. People come, spend money, then go home. Overnight visitors (from 50 miles or farther away) spend four times that of day visitors. Putting "heads in beds" is the ultimate goal of tourism for that reason. That being said, there's certainly nothing wrong with attracting spending from Austin, Pflugerville, Georgetown and Cedar Park. Wouldn't it be great if more people visited Round Rock from Austin than the other way around?

Tourism is also the front door to your non-tourism economic development efforts. Site selectors, real estate professionals, investors, potential residents, and small businesses first check out the city as visitors. Is Round Rock a place their clients would want to locate or relocate to? Is it a place they would want to live? Would their employees want to live and raise families in Round Rock? Is it a place where they can make a good living? Do the city's amenities, such as parks and downtown, make it a great place to live over the many other nearby choices?

For the first time in U.S. history, quality of life is leading economic development. And nothing sells quality of life as well as tourism promotion does through professionally produced video content, photography, and selling "experiences" – things to do. Tourism marketing showcases vibrant downtowns full of life and activity, the top activities available in the city, the parks, aquatic center, sports facilities, and a recreationally oriented lifestyle. Then add to that Round Rock's top-rated schools, cultural depth in the arts, and a progressive city to support it.

Texas is the third most visited state in the country behind California and Florida. It is a \$69 billion industry and the third largest industry in the state behind petroleum and agriculture. It brings to the state and local communities \$6.2 billion in tax revenues and supports nearly 650,000 direct jobs across the state. Secondary impacts of tourism include another 490,000 jobs and an additional economic impact of \$28 billion in earnings.

In the Austin-Round Rock area (they are measured as a single MSA), tourism generates \$154 million in local tax revenues. Without tourism, each household in the Austin-Round Rock metropolitan area would have to pay an additional \$800 a year in taxes. In a nutshell, visitors are covering nearly 8% of the tax burden for the metropolitan area.

Tourism should never be your only form of economic development, but it's a great way to compensate for the leakage of locally earned money being spent in Austin, San Antonio, San Marcos and other areas of the state and country.

What is Round Rock to do? This plan includes a number of recommendations. Implementation of them will result in a substantial increase in visitor spending, will put Round Rock on the national stage for more than just sports, will cement ownership of the brand across the country and, particularly, in the State of Texas. It will allow Round Rock to step out from the shadows of Austin as a bedroom community and become a stand-alone business, sports and leisure destination city, next to Austin with a different but compatible focus.

The following is a summary of five major initiatives included in the twenty-three recommendations.

HOW TO MAKE THIS HAPPEN

1. Make sure that sports are at the core of the city and supporting organizations' marketing efforts and messaging. This can be done with the use of sports-focused taglines, promotion of the phrase "Sports Capital of Texas," and through the promotion of Round Rock as a sports-oriented lifestyle. BUT while it's the core message, Round Rock will be known for far more than just sports.
2. The Round Rock Convention & Visitors Bureau should become the city's public relations, social media, advertising, and marketing agency for all areas outside of a 25-mile radius. The City's Communications & Marketing Department is already charged with marketing and outreach to local residents, and the Sports Management & Tourism Department, where the CVB currently resides, does a great job of promoting the Sports Center and other facilities to local organizations and users.

The CVB, with more rounded promotional offerings, would be the marketing arm of the city to visitors, and would not only market the sports facilities and offerings, but also promote downtown as a visitor destination. They will promote the city's visual and performing arts programs, the aquatic center, the local parks and golf courses, and would create a cooperative marketing program that promotes the combination of Kalahari Resort, Bass Pro Shops, IKEA, the Premium Outlets that in themselves, make Round Rock a premier leisure destination. And then to promote meetings, conferences, conventions and trade shows. This would include letting that meetings market know that Round Rock has the ability to host meetings as small as a dozen people, to conventions of thousands of attendees. This way meeting planners will see all that Round Rock has to offer, from small meeting spaces and limited-service hotels, to larger meeting and conference spaces at the Marriott and Kalahari Resort.

While the CVB is currently part of the Sports Management & Tourism Department, it should have the autonomy to grow beyond just sports. This does not diminish sports at all, and those marketing efforts would continue, but staffing and financial resources would be added so that the CVB can tap into the meetings market and leisure tourism – both requiring a broader marketing, advertising, and public relations program.

We might suggest that the department become the Tourism & Sports Management Department, so that city department, local non-profits, and the business community see that the CVB will be promoting Round Rock as one of the state's premier

leisure and meetings destinations – not JUST a sports management department. Few cities outside of Houston, Dallas/Fort Worth, and San Antonio have the facilities, the retail, and supporting activities to become a premier meetings and leisure destination.

There is stiff competition for leisure travel dollars, but Round Rock is well positioned, particularly on the heels of Kalahari's resort development, and the city's companion activities, hotel offerings, and cultural depth.

The bottom line: The department would no longer be just a sports-marketing office, but a full-fledged Convention & Visitors Bureau as you'll find in Austin, San Antonio, Beaumont, Corpus Christi, Dallas, Fort Worth, Houston, Lubbock, Abilene, South Padre Island, and Galveston – to name just a few of the more than 30 in Texas.

The CVB would work hand in hand with the Arts & Entertainment Foundation, Round Rock Arts, and the City's Department of Cultural Affairs to help promote events and productions, and to put Round Rock "on the map" as a culturally rich arts destination.

It would work with hoteliers on more than just accommodating sports teams, but for smaller meetings, conferences, trade shows and for the creation of leisure travel shopping and entertainment packages.

It would work with the economic development office in getting the word out that Round Rock is THE place, centrally located in the state, for business expansion, and for new business opportunities – including small shops and eateries, that are needed in downtown Round Rock.

It would also work with the Round Rock Chamber of Commerce to help market events and their efforts, where it would be beneficial that messaging go beyond the local community.

To accomplish this the CVB would:

- Produce top-notch television and radio ad campaigns to the general public letting them know that Round Rock is one of the state's best, and easily accessible, destinations.
- Produce print ad campaigns to run in state and regional print publications, such as Southern Living Magazine.
- Produce outdoor advertising campaigns using billboards to create "brand awareness." For instance, just putting the words "Welcome to Round Rock. The Sports Capital of Texas" on billboards along I-35 will tell tens of millions of commuters – and visitors – that Round Rock owns that brand. And for commuters, once they see it five times (or more), it sticks in their minds what Round Rock's brand is. BUT the outdoor advertising campaign can be a cooperative effort with Bass Pro, the Premium Outlets, IKEA, Kalahari, Marriott, Downtown, and others. Messaging along the lines of "Play hard, shop even harder. Round Rock. Next three exits." Then the logos across the bottom of the billboard showing the shopping venues and sports facilities.
- The public relations effort would move to a much broader approach, and included in public relations is social media, which, through the CVB, would focus on a much broader market than the locally produced efforts, which should continue.

The bottom line: Sports Marketing is a fairly narrow niche, and now the marketing will move to the getting the word out to the 27 million people that call Texas home, and those who are visiting Texas.

3. CVB Staffing would consist of seven professionals:

- I. CVB Director (Nancy Yawn) – Her efforts are to coordinate the various efforts so there is strong continuity between all outreach, advertising, PR, and marketing efforts, including working with other city departments to create continuity in outreach efforts.
- II. Sports Sales and Services Coordinator (Alan Bradley)
- III. Meetings & Conventions Sales and Services Coordinator (TBD)

- IV. Public Relations Coordinator (who also oversees social media, works with the city's public information office to coordinate marketing messaging) with a focus on putting Round Rock on the "top 10" list of leisure destinations in Texas.
- V. Marketing & Advertising Coordinator (which includes advertising, website and digital marketing, app development, printed guides, distribution, outdoor, broadcast and print media placement) (TBD)
- VI. Support Services Assistant Coordinator (the glue that binds the private sector and city efforts into a cohesive marketing, branding and outreach effort) (Stacey Dempsey)
- VII. Visitor Information Services Assistant Coordinator - A mobile VIC staff person. The best way to provide information to visitors is to bring the visitor information center to them, instead of hoping that they will find the visitor information office. This is done by having a mobile visitor information office that can be set up at large tournaments, conventions, trade shows, etc. It moves around to wherever the events are, so visitors can ask questions and will learn about other attractions and amenities in Round Rock. Since the city has no wayfinding system, this is another alternative to help visitors learn what all Round Rock has to offer, and how to find it.

Nancy Yawn is well suited to fill the lead role. She has been awarded the "Certified Sports Events Executive" designation through the National Association of Sports Commissions, and beyond sports, she also holds the highest designation available in the travel industry, "Certified Destination Marketing Executive" by the Destination Marketing Association International (DMAI). Fewer than 200 executives in the industry hold this designation.

- 4. The CVB would work with other city departments on brand inclusion – making it obvious that Round Rock owns the "Sports Capital of Texas" brand. This would include public art, wayfinding signage, graphic design and messaging for various city departments and partnering organizations such as Downtown Round Rock, economic development, and the Chamber of Commerce. The CVB would work with these organizations to create continuity in the look and feel of Round Rock's brand and positioning.

While the focus is on sports, it will showcase that Round Rock has a lot of depth beyond JUST sports. Using messaging that includes phrases such as "We've upped our game," or for leisure marketing "Round Rock is a slam dunk," and this overall marketing effort is "Round Rock's Full Court Press." Even the original "Game On! We mean business in Round Rock" could be used for economic development efforts. Or "We go the distance for you," or "We're in your corner" in Round Rock." The goal is to make the brand visible throughout the city.

As part of this effort, pole banners would be designed and placed throughout the city making the brand obvious, but also showing that the city has more than just sports. The words "Sports Capital of Texas" might be on pole banners at Old Settlers Park, the Sports Center and other sports facilities, but in downtown, they might be "Hat trick: Shop, Eat, Play" – promoting the local shops, eateries, and the plaza. In promoting Kalahari Resorts' development, it can be promoted as "Round Rock hits another home run." There are many ways to use sports metaphors to promote Round Rock as more than sports, without losing sight of the brand.

- 5. The city would concentrate on product development initiatives. After all, all sustainable brands are built on product, not just marketing. Foremost would be investment in the city's Trails Plan, creating off-highway and off-roadway trails that would create traffic-free bike and pedestrian links from downtown Round Rock, the Sports Center, and other west side neighborhoods, to Old Settlers Park, Dell Diamond and Kalahari Resort. Projects like this might include bike tunnels under highways, would provide a viable venue for 10k runs, Road Rash bike events, would expand the sports brand to individual and competitive sports, and would be a terrific amenity for the residents of Round Rock, so they can better live the sports and recreational lifestyle brand.

It could also be the catalyst for guests staying at Kalahari, or workers on the "east side" to visit downtown, see historical sites (like the Round Rock and the Chisholm Trail), and shopping areas, via bike (perhaps there's a bike rental vendor opportunity?) or pedestrian access, allowing visitors to jump into the sports and recreationally-oriented lifestyle that Round Rock residents enjoys.

Every five to seven years a capital project should be developed so you retain ownership of the brand. Perhaps after the trail system, the investment could be a second indoor sports facility to complement the nearly over-booked Sports Center.

THE BOTTOM LINE

Round Rock is an amazing city and continues to be one of the fastest growing cities in the U.S., and for good reason: It enjoys an amazing quality of life with excellent schools, excellent medical facilities, an incredible array of parks, sports, and recreational amenities, a vibrant emerging downtown, terrific shopping and dining opportunities, an AAA baseball team playing in one of America's premier minor-league stadiums, a culturally rich arts community with outstanding performing and visual arts programs, a terrific history, those famous Round Rock doughnuts, all wrapped up in a country-living atmosphere.

Your CVB – your “advertising, marketing and public relations agency” – is ready to accomplish the goal of putting the world on notice that Round Rock has arrived, big time, and just keeps getting better. This plan provides the tools to make that happen.

Game on! It's time to tell the world.

RECOMMENDATIONS

1. Retain the “Sports Capital of Texas” brand for Round Rock, Texas

Timeline: February, 2017, ongoing

Who takes the lead: City Council, Convention & Visitors Bureau

Approximate cost: Various marketing and product development components and personnel costs. About \$1.2 million in additional budget. (Summary number)

Possible funding idea: HOT (Hotel Occupancy Tax) funds

Rationale and implementation details: Leverage and build on the value of the existing Sports Capital of Texas brand identity and the investments in sports related assets that the city has already made.

For twelve years, the sports brand has been used, nurtured and grown, along with huge expansions in sports facilities and programs throughout the city. A change in brand direction would lose the valuable currency of the sports brand as a positive identifier of Round Rock, and its loss would create confusion in the sports marketplace among potential sports organizations, visitors and consumers.

2. Develop a new sports brand logo (graphic identity)

Timeline: February, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate cost: \$5,000 – \$15,000

Possible funding idea: HOT (Hotel Occupancy Tax) funds

Rationale and implementation details: Create a new logo that represents the sports brand and can be used for more than sports, including leisure travel and meetings and conventions. The current logo for the Sports Capital of Texas has been doing a great job, but now that the city is expanding its branding effort to include additional target markets, it can use a new graphic identity. Here are the basic rules for logo development:

- The logo should not try to visually include everything that the brand stands for. Don't make it try to convey a complete message. Remember, logos are simply representations of the brand, not the brand itself. They only need to call to mind the brand image in the minds of the consumer. That is why abstract logos work.
- Do not try to approve a logo by committee. Have two or three people approve it. The idea is not to satisfy everyone but to have something they can live with. Logos are about 2% of a brand, but garner about 80% of political and local attention when being developed.
- At the beginning, logos have no currency. They develop importance when they become associated with the brand experiences of the consumer.
- Logos should be able to be recognized in color and in black and white or gray tones, and also when scaled down in size such as on stationery, or in lower resolution.
- Use fewer rather than more separate colors.
- Balance the weight of the graphics, colors and size. (aspect ratio)
- Avoid more than two fonts.
- Strive for instant recognition.

- Clear is better than clever. Simple is better than complicated.
- Strive for timeless design since brand logos should last for many years.

Use the base logo to create a “family” of logos that can be used by different departments and organizations – sports and sports facilities, convention centers, leisure travel brochures, the Chamber of Commerce, etc. This will allow individuality along with continuity.

3. Apply for trademark status of any new logos or tag lines

Timeline: When needed

Who takes the lead: Convention & Visitors Bureau, City legal department

Approximate cost: \$2,500

Possible funding idea: HOT funds

Rationale and implementation details: Protect your brand. We recommend that you make it one of the city’s top priorities to trademark any logo graphics or new brand tag lines (see examples in Recommendation # 14.) And then protect them from use by competitive destinations in your market area.

A “trademark” or “TM” is used when people have sent in an application to have something registered with the Trademark Office. It basically says, “Hands off—we’re applying for ownership.” A registered trademark “R” means it is registered with the federal government and the applicant owns it.

A registered US Trademark Attorney can accomplish this for less than \$2,500 or so depending on what you are registering. If you wish, the Roger Brooks Team can recommend an attorney. The “trademark” Round Rock folding chair, as an icon, could also be trademarked.

Note: The next nine recommendations (# 4 – #12) are dedicated to making the brand obvious, bringing all local and regional residents into the brand, and driving a stake in the ground that Round Rock OWNS the Sports Brand in Texas.

Approximate Cost: The approximate cost of these ten recommendations is \$465,000 to implement them. Billboard rentals are the single largest expenditure in this group.

Possible funding idea: HOT funds

4. Development of a Brand Style Guide

Timeline: March, 2017, ongoing

Who takes the lead: Sports & Tourism, Convention & Visitors Bureau

Approximate Cost: \$15,000

Possible Funding Idea: HOT funds

Rationale and implementation details: Increase local visibility and messaging of the sports brand. As mentioned in the Vision section of this plan, significantly more needs to be done to generate awareness of the brand among the community residents and stakeholders, and solidify their ownership of the brand promise. Once a visitor arrives in Round Rock, each local person they meet is a potential ambassador for the Sports Capital of Texas identity. This is particularly true of front line service people at hotels, restaurants, retail shops, attractions and other services.

Update the Sports Brand of Texas visual graphic identity of the sports chair. Make it a stronger image.

Every local organization should use the Sports Capital of Texas brand identity and its messaging, including the Chamber of Commerce, City, Parks & Recreation, and the Arts groups.

Create a new Brand Style Guide, so that all city departments and partnering organizations have a common look and feel to their marketing efforts. Show applications for each department and non-profit user of the brand graphics. Before people start redeveloping brochures, websites, new letterhead and business cards, the top priority is to create a community-wide “Style Guide” or “Brand Standards and Practices Manual” showing how the visual identity and taglines should be used by various groups.

The Style Guide is the “bible” every organization will use to create continuity with your brand direction. There may be enthusiasm in Round Rock to use the new graphics immediately, but you can’t let it get out of control, so the Style Guide is a top priority.

Right now you have a general look and feel of the brand, but it’s time to get down to specifics and particulars. That’s what a Brand Style Guide does.

The Brand Style Guide, or standards and practices manual, will contain graphic design standards for logo and tag line use, guidelines for website development, guidelines for the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising and promotion messages.

The CVB will be responsible for overseeing proper use of the graphic identity. This Style Guide will provide the official guidance for how to use the community’s graphic identity.

Here is the Guide’s sample Table of Contents:

- Brand Overview
- The Brand Identity
- Clear space and sizes
- Proper uses
- Improper uses
- Sub logos
- Tag lines
- Brand fonts and colors
- Business cabinet
- Printed materials
- Signage and pole banners
- Electronic media
- Usage guidelines and sample usage agreement

Examples of approved logo and brand use should be provided in the guide. This includes dimensions and minimum sizes, as well as fonts and colors. Logo colors must be identified as specific Pantone colors and/or as percentages of the four process colors: cyan, magenta, yellow and black (CMYK). Guidelines for reproducing the logo in black and white and in one color need to be included.

Wrong usage of the logo (in structure, color or fonts) needs to be spelled out. Combining the logo with other logos or branding elements should never be permitted. Web design concepts should be illustrated showing use of the logo, color palette, and structure. Examples of PowerPoint presentations with the logo should be incorporated.

Continuity and consistency are critical when developing a strong branding program that creates top of mind awareness of the brand. The logo and brand design should give the community an easily recognizable identity—a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind images of enjoying the community.

Repetition helps reinforce the viewer's perception, but consistency is the only way to ensure logo and brand recognition. Specific examples of logo use should be provided for the City, the Sports Center, Dell Diamond, Old Settlers Park, the Chamber of Commerce and local non-profit organizations that will utilize the logo, as well as for signage and wayfinding.

The Style Guide helps get everyone on the same page, pulling in the same direction. The CVB should work with all marketing organizations that promote the community on proper use of the logo and other graphic elements to create a unified, consistent look and feel.

The Guide should also include the color schemes, patterns, font styles for headlines, body text, and other elements of your websites and printed materials, and print advertising, guidelines for photography styles and other imagery, tag lines and key marketing messages, guidelines for brochure covers, website home pages and interior pages, outdoor (billboard) marketing, and print advertising.

If you take this out to bid, we advise you issue a Request for Qualifications, not an RFP. Find the very best, then negotiate a deal, scope of work and timeline with them. If you'd like an example of a Style Guide, let us know and we'll send you a PDF for you to review.

5. Develop pole banners for different areas of the city

Timeline: April, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: \$15,000 for 160 banners in four designs

Possible Funding Idea: HOT funds

Rationale and implementation details: Develop pole banners for different areas of the city, as noted in the Vision section of this plan. Messaging would be different in downtown Round Rock, as opposed to Old Settlers Park, but sports would play a role in the messaging. Pole banners at all sports fields and facilities would simply say "Round Rock. The Sports Capital of Texas" or simply, "Game On! Welcome to Round Rock." There could be a mix, with some saying "Play for Keeps. Round Rock."

Downtown pole banners, by contrast, might say "Hat Trick: Shop. Eat. Play." promoting the mix of shops, eateries, and activities in the plaza. You can have fun with it as well. For instance, if towels were offered when the splash pad in the plaza is running, there would be a place to deposit them with a sign that says, "Throw in the towel!" Consider stenciling on the building walls around the plaza "Sidelines" where parents sit as they watch the kids playing in the fountain. This can be fun, and every mention solidifies ownership of the sports brand.

Use three or four colors to make the downtown feel vibrant and attractive. Down the road, the downtown pole banners can change by season, but to start, have two or three designs.

6. Develop Sports Capital of Texas logo gear

Timeline: May, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate costs: Revenue source with third party fabrication and distribution.

Rationale and implementation details: Find a third party wholesaler to manage a logo merchandising effort who would pay the city a percentage of all sales of logo gear. They would receive city approval of designs, and provide the city with a quarterly commission and sales report. The funds could come back to support school sports programs, or for Special Olympics and other local causes.

Have them develop Sports Capital of Texas logo gear that can be sold at local retail stores, and in mobile visitor information centers at the sports fields. Use the brand identity and taglines that might include "Game On! Round Rock," or "I play for keeps in Round Rock," or "Heavy Hitter. Round Rock." Collectibles and logo gear would include:

- Polo and T-shirts
- Baseball caps
- Branded baseball bats and gloves
- Water bottles and branded sports drinks
- Car decals
- License plate frames

Logos on outdoor recreational clothing and gear is a perfect fit. Make sure they are colorful and something a visitor would want to wear and want to have. Sell the experience – not just the destination. Get together and think of clever and edgy slogans that would sell. Remember to sell the experience – not just the destination.

The distributor should set a maximum price that the vendor can sell the items for – at retail. You don't want the items to be so expensive that no one buys them. The idea is to get them bought and worn, at home and around the country.

7. Apply branded graphics to city vehicles to solidify ownership of the brand

Timeline: June, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau or General Services

Approximate Cost: \$1,500+ per vehicle. Less for multiple vehicles.

Possible Funding Idea: HOT funds, or General Services

Rationale and implementation details: Apply branded graphics to city vehicles to promote the brand and solidify "ownership" of the brand. Perhaps not on police or fire vehicles, but on utilities and parks department vehicles. Below are a couple of concepts of branded city vehicles.

Over time municipal vehicles may need to be repainted, and when that opportunity arises, include the new brand. Because the brand is sports-oriented, it may not be appropriate for police and fire vehicles, which is fine. But for those vehicles used for other departments, it's perfectly appropriate and fitting and will help reinforce "ownership" of the brand.

8. Keep Round Rock residents informed about branded city assets

Timeline: July, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: \$10,000 per year

Possible Funding Idea: HOT funds

Rationale and implementation details: Include cards in utility billings that, perhaps each month, have “Did you know” facts about Round Rock. One month it might include historical facts about Sam Bass, or the Round Rock, or the Chisolm Trail. The next month might be about Kalahari Resort coming to town, including timelines and “did you know” teaser facts about Kalahari. And the next month might be about sports, “Did you know... that Round Rock is THE Sports Capital of Texas.” And include other facts about the Round Rock Express, Dell Diamond, etc. etc. And then the next month produce one about the performing and visual arts in Round Rock.

These could also be handed out at local events, fairs, downtown, and with visitor information and relocation packets.

9. Promote the city's brand using all city websites

Timeline: July, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: Staff time

Rationale and implementation details: Every local website should promote the brand on its home page. This does not mean every city department or local non-profit needs to use the same logo, but there should be mention that “Round Rock’s full court press is all about sports, the arts, a great downtown, and THE place to plant your business.” It can be done through sports metaphors, or the “Sports Capital of Texas” logo, using the Brand Style Guide as the bible for the look and feel of the brand. This would apply to social media sites including Instagram, Facebook, Twitter, and others.

Specifics regarding this are included in Recommendation #18, later in this plan.

10. Develop a citywide wayfinding system

Timeline: August, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: Design – already completed. Fabrication & Installation – \$250,000+

Rationale and implementation details: The city is sorely in need of a wayfinding system. One was designed several years ago, but disagreement revolving around graphics shelved the project. The city should revisit the wayfinding design they have (including location placement and messaging), and update it to reflect any changes in street configuration. Get a fabrication and installation quote based on phasing the system over several years. If the city cannot agree on using a sports-related graphic on the system, then use the city’s current logo. Having a wayfinding system is more important than what the graphics on them are.

Even after spending a lot of time in Round Rock, over the years, Roger Brooks and his team would be hard pressed to figure out how to get downtown from the Sports Center, or how to get to Old Settlers Park from a hotel on the west side of the freeway, or how to get to Dell Diamond from Downtown.

People often ask why a wayfinding system is needed when many drivers use a GPS based guide. GPS is mostly used to find places that the driver already knows about. Wayfinding's purpose is to educate drivers as to what is available in the destination and where to find it.

Wayfinding is about "environmental graphics" and is substantially different than "institutional wayfinding" as you might find in a hospital, college campus or mall. This is part marketing, part branding, part traffic mitigation, and it is as much a science as an art. Only hire professionals with expertise in developing systems like this.

A typical wayfinding system includes the following elements:

- Vehicular directional signage on freeways, highways, primary thoroughfares, and community surface streets. It must include attractions, amenities, and local services for visitors.
- Pedestrian wayfinding in the downtown core area, which includes panels showing districts and how walking connects them. (RBI can provide examples)
- Amenities wayfinding (public parking, restrooms, public Wi-Fi and visitor information)
- Redesign of typical street signs including "do not enter", "left turn only" and other traffic signs so that they fit the branded ambiance of Round Rock.
- "More to Explore" signage (use Greenville, SC as an example). This will encourage visitors and shoppers to explore side streets and other areas besides downtown.
- Where there is only two-hour parking, include "All day parking" and directional signage to that parking. Two-hour parking is a good way to kill a downtown.
- Marquee or "place identifiers" in front of public buildings, services and parks. (E.g. Sports Center, Dell Diamond, Convention Center, Old Settlers Park, Performing Arts Center, etc.)
- City and downtown gateways, arches, or defining structures/markers.
- Visitor information kiosks, with weather resistant brochure distribution, in various locations throughout the City.
- Making sure the wayfinding system uses the international symbols for parking, restrooms and ATM locations.
- Seasonal pole banners. (Spring, Summer, Fall and Holidays)

Make sure the final product includes bid-ready construction drawings, approximate fabrication and installation costs, and have the system designed to a pre-determined fabrication/installation budget. You can have a community gateway fabricated for a million dollars, or a complete wayfinding system installed for \$250,000. Start with a predetermined budget and have the system designed to that budget—including possible fabrication and installation phasing over a number of years.

It should take about 90 days to design the system.

If the design firm offers to manage the bid, fabrication and installation process, seriously consider having them do this. Sign fabricators speak their own language when it comes to materials, color mixtures and specifications. Some will try to cut corners, and you may end up with a sign that looks very different from the graphic artist's design. Having someone who speaks their language and knows the ropes can keep the fabrication on track and within budget, while maintaining the quality.

View Roger's video entitled "The Art of Wayfinding" in the RBI Video Library and "The 20 Ingredients of an Outstanding Downtown (Part 2)" for more information.

11. Create an outdoor ad campaign using billboards

Timeline: September, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: \$144,000 or about \$6,000 per sign per month.

Possible Funding Idea: HOT funds

Rationale and implementation details: The CVB should create an outdoor advertising campaign using billboards along Interstate-35, touting a different message every three months (four messages over a year) that solidify ownership of the brand. Each would have one simple graphic, a key marketing message, and all would include a line at the bottom that says "Round Rock. The Sports Capital of Texas." Messages might include:

- A photo of a kid sliding into home plate, with the umpire standing over the play arms outstretched in the "safe" position and the words "Play to win."
- A basketball player in the midst of a slam-dunk, with the words "Slam dunk!" in large letters.
- Fans looking to the sky with the words "Another home run!" and the Round Rock. Sports Capital of Texas logo, and the Kalahari Logo and "Coming soon" next to it. This could be a co-op effort.
- Just words "Full Court Press" and under those, the logos of the Outlet Mall, IKEA, Bass Pro Shops, Kalahari, Marriott, downtown's logo, and "Welcome to Round Rock" under those. Each would pay for a share of the billboard. This would REALLY get the attention of visitors of what all Round Rock has to offer – beyond just sports.
- A photo of a referee yelling, in large print, "Game on!" and beneath it the words "Eat. Shop. Win." with the logos of downtown, IKEA, Bass Pro, Premium Outlets, downtown, and Old Settlers Park. Of course, the bottom line would say "Round Rock. The Sports Capital of Texas."

This type of campaign, using billboards both north and southbound (perhaps one in each direction), for a year, with four different messages will educate commuters and visitors of what Round Rock is about, and will also create a "call to action" through the cooperative marketing effort of the local attractions and the city. Normally, billboard companies use vinyl wraps so the art can be reused.

12. Encourage school participation in the national program "Fuel up to Play 60"

Timeline: October, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: \$18,000 (\$1,500 a month for materials)

Possible Funding Idea: HOT Funds, or non-profit organization donations

Rationale and implementation details: The NFL, partnering with the National Dairy Council, have joined forces in creating "Fuel up to Play 60," a national in-school program mobilizing youth to combine physical activity with nutritious eating habits. The CVB would work with the school districts in Round Rock, encouraging them to take an active role in this program. The NFL also promotes the American Heart Association's "NFL PLAY 60 Challenge," another in-school program encouraging teachers, parents and students to spend 60 minutes a day involved in physical activities.

Getting involved and promoting these types of programs makes the brand more than just marketing, more than just skin deep. It becomes an inherent part of the city and why people live in Round Rock. The goal would be to get Round Rock identified as the healthiest city in Texas, through sports and recreation. The CVB would work with the appropriate city departments and schools to work with programs like these.

Additionally, Round Rock, due to its central location, can involve both the Texans and Cowboys in bringing players and personnel to Round Rock, reinforcing the brand, and making the effort newsworthy.

These nine projects #4 – #12 could be fully implemented in 2017, and would absolutely solidify Round Rock’s brand, ownership of the brand in the face of increasing competition, and would showcase the city as a stand-alone visitor destination, and the community of choice for new residents looking for a recreational and sports-oriented lifestyle.

13. Design, print, frame and distribute brand awareness posters

Timeline: October, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate Cost: 100 posters – \$11,800 plus staff assembly time

Rationale and implementation details: This would be a series of posters that would be mounted, framed and displayed at local retailers, restaurants, hotels, city buildings, library, schools, colleges, and other public places, to promote the brand. Consider asking local artists to submit graphic concepts and then hire one or more of them to execute the posters.

Create an initial series of three or four posters and make them 24” x 36” (movie poster size), print 100 of each, have them matted, mounted and framed. These will begin to inform the city residents about Round Rock’s brand. These are a fantastic way to cement “ownership” of the brand. After all, brands are about ownership. Napa Valley owns the wine brand. Nashville owns the country music brand. Orlando owns the family vacation brand.

The focus of the posters:

- Sports
- Dining, entertainment and shopping
- Local cultural and recreational activities

Once you have them framed, distribute and offer to hang the posters in city offices, the library, in every organizational office, hotel meeting rooms and lobby areas, at restaurants, at the schools, in local banks—everywhere you can. This will spread the word and create additional buy-in for the brand direction.

The posters should be “collectibles” with strong imagery, and each year a new poster would be developed and added to the collection. After a couple of years, people will purchase the posters to add them to their “Sports Capital of Texas” art poster collection.

The reason for actually taking the time and expense of framing, mounting and matting them is to make sure they do get hung in key locations. Handing someone a rolled up poster they can hang at their convenience will result in a lot of posters sitting in back rooms to be put up when or if they have time. Make it easy, and you’ll see it happen. This is a big part of your local brand identification efforts.

Posters

- 24”x 36”
- Art development cost not included. Local artists should participate.
- Quantity: 100-400 (per year)
- Single sided, 16pt C2S Cardstock. High Gloss UV on one side

- Printing: \$2,000 per 100 (Chicago quote)
- Framing: wood, black medium width, shallow. \$60.00. (internet purchase)
- 100 @ \$6,000
- Clear acrylic Sheet (glass front), 24" x 36" \$26.00 100 @ \$2,600 (internet purchase)
- Precut mats: with opening of 18" x 30". \$1,000.00 (internet purchase)
- Total: \$11,800 not including assembly.

Make sure you offer to hang the posters for those willing to put them up! And put them up in series—with perhaps six inches between each frame. Brands start within—with local knowledge and support. It's imperative that local residents and businesses know what Round Rock is all about.

14. Expand the Brand Promise beyond the city's sports programs to include new experiences in meetings and conventions, leisure tourism and general economic development

Timeline: November, 2017, ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate cost: \$350,000 additional funding annually for increased publicity, advertising, marketing and collateral materials to a much wider consumer audience.

Possible funding idea: HOT funds

Rationale and/or details: Expand what the brand stands for, in essence, telling the world "We love and live all things sports, but look what else we have for you." With the introduction of additional visitor attractions, the meeting and convention space at Marriott and Kalahari, and the addition of the new Multipurpose Field Complex, the brand is developing "legs," that is, expanding to include Round Rock as one of the state's premier meetings and conventions destinations, and as a stand-alone leisure destination.

We recommend that work begin on solving the traffic and congestion problems associated with individual challenge sports like running and biking by focusing on the extended trail system that will accommodate these popular "individual" and "competitive sports" to help the city grow beyond just team sports. These lures will support and help the economy with the many complementary activities available to athletes, teams, convention attendees and their families – places to spend more time and money in Round Rock.

The major focus of the Convention & Visitors Bureau, besides improving local visibility of the brand, is to create greater awareness of the brand 50 and more miles from Round Rock. This will be its main focus, to generate interest not only for sports, but also for an expansion into meetings, conventions, leisure travel and additional individual challenge sports.

In order to create brand messaging that is inclusive of these new market focuses, refresh and expand the brand messaging. To promote to the meetings, trade shows, and conventions market, implement the following:

- Bring back the "Game On" tag line, or similar tag lines that in their broad form, can apply to non-sports activities, but use a sports metaphor. For example:
 - Game On! Rally your association team members to higher achievements.
 - Up your game! Encourage your sales team to higher profits.
 - On your mark! Challenge yourself to a personal best. (Individual challenge sports, or other goals)
 - Play for keeps! (Team sports, arcade games, water park events, etc.)

- b. Promote the fact that Round Rock can host “winning” meetings of just two people to two thousand people with trade show space to spare. The city has a “slam dunk” solution for anyone looking for a “winning combination” of meeting space, trade show space, more than 100 restaurant choices, every type of accommodation, 300+ retail shops, a vibrant downtown, and a myriad of activities to enjoy at the end of the day – for family, friends, and cohorts.

This type of messaging that, of course, needs to be refined, will be inclusive of all Round Rock’s activities and businesses.

- Kalahari Water Park, Meetings & Conventions Center, Arcade, Shopping, Dining, Hotel.
- Austin Marriott North Conference Center
- Holiday Inn
- Wingate by Wyndham Conference Center
- United Heritage Center at Dell Diamond
- William County Old Settlers Assoc. Main Hall
- A myriad of smaller meeting and wedding sites
- New sports fields and centers
- In the future – Parks & Recreation trail runs

Promoting leisure visitors would revolve around a primary focus: “Exhilaration.” Messaging might include “Shop till you drop, Drop till you splash,” playing up Kalahari’s indoor water park, and the shopping options in Round Rock. Once again, a cooperative marketing partnership orchestrated by the CVB.

Another concept might be a “back to school” promotion with IKEA (getting organized), Premium Outlets (getting clothed), Bass Pro (getting outfitted), and Old Settlers Park (getting fit) for the mad rush every school day morning.

There are a number of consumer campaigns that can be developed and implemented, each of them a cooperative effort, that would include a mix of broadcast (television and radio), print (magazines, direct mail, news publications), outdoor (billboards), public relations (press articles, social media, e-newsletter), and digital (online advertising, website updates, etc.).

Marketing sports, because it’s a niche market, is less expensive than both the meetings market and the consumer market. Instead of reaching perhaps a thousand sports organizations, media, and event planners, the CVB will be charged with reaching the general public within a 2.5 hour drive of Round Rock (90% of the state’s population), which requires a great deal more funding.

By comparison, Wisconsin Dells (population 5,000), where Kalahari Resorts is based, has an annual marketing budget of \$11 million. Its major market areas include the greater Chicago and Minneapolis markets. Round Rock’s primary markets stretch from Houston to San Antonio, up and down the I-35 corridor, to the Dallas Metroplex area. While Chicago is the third largest city in the U.S., Dallas and Houston are the fourth and fifth largest markets. There is a lot of competition in Texas, Oklahoma, Louisiana and other states vying for a share of these market areas, but Round Rock’s central location can easily make the city the destination of choice for sports, meetings, shopping, and leisure activities. Not even San Marcos, with its two outlet malls, can compete with the complementary activities of Kalahari Resort’s enormous indoor water park, and the other family-oriented activities that Round Rock, and neighboring communities, have to offer.

15. Increase funding to the Convention & Visitors Bureau

Timeline: April, 2017

Who takes the lead: The City of Round Rock, City Council

Approximate cost: Included in other recommendations

Possible funding idea: HOT funds

Rationale and/or details: In order to implement the recommendations in this plan, the CVB's annual budget will need to be increased significantly. It's amazing the progress that's been made considering the limited funds the CVB has operated under over the past dozen years. But with a considerable expansion in the scope of work the CVB, under this plan, is charged with, funding will need to be inline with those of other similar cities in Texas.

In reviewing the budgets and staffing of fifteen Texas cities with populations between 50,000 and 150,000, the average percentage of HOT funds allocated to the CVB is 82 percent. In Round Rock, it's currently 34 percent. The CVB will need double their current budget in order to reach its expanded markets. The current CVB Budget is just under \$1.1 million in total. These recommendations add about \$1 million to the budget.

According to Texas state law, hotel occupancy tax funds must be used for the promotion and development of tourism, and adding to that, we believe these funds should be invested into the industry; thus the uses of the funds should be spent on efforts (product development and marketing) that bring visitor spending (outside money) into Round Rock – the benefit of tourism to local economies.

While the city has been a terrific steward with these funds, with this new marketing mandate, and on the heels of a major leisure visitor attraction, Kalahari Resort, (Bass Pro and IKEA already pull people from the entire region), Round Rock needs to invest in its marketing effort to compete with Fredericksburg, San Marcos and other cities, which currently outcompete Round Rock when promoting meetings and leisure travel. This marketing investment will also bring in cooperative marketing dollars, stretching the budget to where the combined effort will result in increased HOT fund revenues (hotel lodging), sales taxes, and increased commercial property values (property taxes).

16. Staff the CVB in order to accomplish its expanded marketing and sales functions for sports and new markets.

Timeline: July, 2017

Who takes the lead: City of Round Rock

Approximate cost: \$300,000 per year in personnel (four new positions, including taxes & benefits)

Possible funding idea: HOT funds

Rationale and implementation details: With this broader marketing effort, the CVB will need to increase its current marketing staff to include the following:

- a. CVB Director (Nancy Yawn)
- b. Sports Sales and Services Coordinator (Alan Bradley)
- c. Meetings & Conventions Sales and Services Coordinator. This person will work directly with all hotels and resorts to create a cooperative marketing and sales effort putting Round Rock front and center as one of the best places in the state for meetings, retreats, conferences, conventions and trade shows. Currently each hotel and/or facility does its own marketing, but as one loud voice with many choices, Round Rock can easily become one of the top meetings destinations in the state (new position).

- d. Public Relations Coordinator, who oversees social media and contracted publicity efforts, including content development: professionally produced videos, blogs, photography, forums, press releases, public service announcements, etc. This position will also work with the city's public information office to coordinate local marketing messaging with a focus on putting Round Rock on the "top 10" list of leisure destinations in Texas (new position).
- e. Marketing & Advertising Coordinator will oversee advertising, website and digital marketing, app development, printed guides, distribution, outdoor, broadcast and print media placement. This is a major area of emphasis that includes the development and creation of a cooperative marketing program and budgets, and management of creative, copywriting and other services. Additionally, this person will work hand in hand with hotel Meetings and PR Directors to create a unified marketing program and campaigns. (new position)
- f. Support Services Assistant Corrdinator (the glue that binds the private sector and city efforts into a cohesive marketing, branding and outreach effort) (Stacey Dempsey).
- g. Visitor Information Services Assistant Coordinator (new position). This position would be charged with developing visitor information kiosks in several locations throughout the city, and to manage two portable visitor information centers, which would be moved from place to place – wherever visitors to the city are congregated. This would include sports tournaments, conventions and meetings, special events such as golf tournaments, and downtown events. This job includes the management of visitor information requests via phone and mail, distribution of marketing materials, working with brochure vendors such as Certified Folder Display and others. Recommendation #21 provides additional information about mobile visitor information kiosks or vehicles.

It is very important that the new positions come from within the tourism industry, and a statewide or even nationwide recruitment effort is put in place. These new positions require a mix of leisure travel, lodging and convention sales expertise (five years of industry-specific experience), marketing and advertising acumen, and leadership skills for managing their individualized needs: specific website tools, video and photography content, top notch copy writing expertise, and the creativity to create a seamless messaging platform that does not erode, but adds to, the sports capital brand.

Key to this effort will be creating cooperative marketing efforts, and subsequent partnership funding, to expand the marketing reach. Typically, for every \$10 spent by a CVB in cooperative advertising, \$3 of that would come from partnerships. There are times, as might be the case with outdoor (billboard) advertising, where the co-op partners are funding 80% of the cost, with the CVB covering the cost of downtown logo placement, or that of an arts organization.

Without support of increased HOT funds available for this effort, cooperative marketing dollars will be in short supply.

17. Initiate efforts to add new sports assets every five years to the local mix.

Timeline: November, 2017

Who takes the lead: City of Round Rock, Parks & Recreation and the Sports & Tourism Department

Approximate cost: To be determined by project

Possible funding idea: HOT funds, general funds, locally issued bonds

Rationale and implementation details: In order to expand the sports brand opportunities in Round Rock and maintain its branded leadership position in Texas, the city should undertake to create a significant new sports product every five years.

We recommend that the first project be carried out in conjunction with the development of the →Round Rock Parks and Recreation Master Plan – "Game Plan 2020." One of the early efforts for the CVB was the development of individual and "challenge sports," that is, personal achievement sports like running and biking competitions. A major obstacle in the development of this niche sports market was the overwhelming logistics and cost associated with the use of state-owned highways and streets to accommodate these races. A second challenge was attracting the many volunteers needed to manage these races. Improving local awareness of the city brand will help in attracting more volunteers.

We encourage the city to plan for a significant length of the trail system to accommodate foot and bike races, and to link to the Dell Diamond, Old Settlers Park and Kalahari sites. The Brushy Creek Corridor seems the most likely trail plan for this effort. For example, links between Brushy Creek Trail to the west would connect to the Cedar Park trail system, while the Brushy Creek East Trail would link to the Lake Creek Trail. Links (preferably tunneled under major streets) to Dell Diamond, Old Settlers Park and Kalahari allow for end of race events, and participant shopping and dining opportunities. This will help monetize the event and contribute to the city's tax revenues. Trail length for running and biking events should be at least 10 kilometers. In addition, this would provide safe passage for athletes, visitors and residents alike between sports venues or meetings venues and the downtown.

All running and biking trails should be, over time, off road, with tunnels under major thoroughfares that keeps traffic moving and creates a much safe experience for trail users.

A project like this provides a terrific asset for local residents AND builds the sports brand by providing a "venue" to accommodate challenge sports. Secondly, it helps Round Rock residents "live" the brand in terms of health, fitness, and activity and builds the "recreational lifestyle" side of the brand, which is currently lacking.

Other capital projects should follow every five years. Second on the list might be the development of an additional Sports Center so that the city can attract even larger regional and national events, and to accommodate teams and tournaments now being turned away due to a shortage of availability at the one location.

18. The CVB should collaborate with local arts groups in order to encourage branded public art that portrays the sports theme.

Timeline: January, 2018 and ongoing

Who takes the lead: Convention & Visitors Bureau

Approximate cost: Staff time, perhaps \$25,000 in grants to arts organizations for public installation of sports art: murals, statues, monuments.

Possible funding idea: Grants, sponsorships, attendance fees

Rationale and/or details: The arts are a vibrant part of Round Rock, with over 130 performances annually, over 30 art exhibitions, and two significant arts festivals. Over 500 art events are held each year in Round Rock. The CVB, under this program, will help these traditionally underfunded endeavors, market these exhibitions, festivals and art installations, giving Round Rock the cultural depth it has and deserves.

The arts provide a valuable activity for leisure visitors, sports participants, their families and fans and is an important complementary activity for meeting and convention attendees. Under this effort, the CVB would help coordinate local performances and visual art displays or shows at sporting events, conferences and trade shows, at the Premium Outlets, and other commercial venues. Over time, the arts can become an important lure on their own for leisure visitors to Round Rock.

It would be a natural extension for the arts, particularly visual arts and public art installations, to incorporate the sports brand into creative sculpture, murals, castings, and other artistic forms that would be displayed throughout Round Rock. Some examples, from around the country are included here.

To accomplish this, we recommend that the CVB work with the Round Rock Arts & Entertainment Foundation, Round Rock Arts (visual arts) and the Department of Cultural Affairs to support sports-themed public art: athletes in action, children at play, locally historical sports figures, etc. Work with local art teachers on similar school art projects.

One approach would be to produce several large iconic sculptures that would encourage group photos and "selfies" that would end up on consumer social media sites, and promote the Round Rock brand.



Think of free Wi-Fi as a marketing investment, not a freebie for bored visitors. For today's traveler, the most credible information they get on an activity or destination is from their friends and family. Wi-Fi enables visitors to instantly upload "selfies" on location at events showing them having a great time. These are sent to their social networks of friends, and many will forward them on to others. Multiply that several times and you have a huge third-party endorsement of Round Rock. Having free Wi-Fi at the Sports Center, throughout downtown, even at Old Settlers Park, is a terrific way to get visitors to spread the word about Round Rock.

Additionally, include hash tags and Facebook page names on signage at popular photographic spots, so it's easier to build on your social media platforms.

19. Refresh the CVB and city marketing materials and include coverage of the newer target market activities: meetings and conventions, and leisure travel.

Timeline: Summer, 2017

Who takes the lead: Convention & Visitors Bureau

Approximate cost: In other recommendations

Possible funding idea: HOT funds

Rationale and implementation details: As has been noted in prior recommendations, getting everyone on the same page, pulling in the same direction will make Round Rock the undisputed owner of the Texas sports brand. It will also educate locals, at very little cost, of what the city is about. Specifics include:

- City Website: Add the "Sports Capital of Texas" graphic on the top of the city website's home page masthead. Add a home page link or menu button for the CVB site at the top. It's your brand. Every local website should have a "VISITORS" link that links them to the Sports Capital of Texas website. And on that website, the homepage should have a link that says "Beyond sports" that might have a drop down menu that lists: The Arts, Nightlife, Downtown, Shopping, Eats & Treats, Festivals and Events. And each link would showcase what else Round Rock has to offer. Don't include just lists, and don't pass viewers along to other sites for more information. Include the information in the Sports Capital website.
- The Sports Capital of Texas home page should be a newly developed splash page with three major options: Sports, Conventions & Group Travel, and Getaways.
- The CVB website should include a full press-room, complete with downloads, photography, Fast Facts, Community Profile, contacts, etc. A perfect example is the pressroom on the ExploreAsheville.Com website, for Asheville, North Carolina.
- City Facebook site: Add the "Sports Capital of Texas" graphic on the city Facebook masthead. Add a link to the CVB Facebook site.
- City Twitter page and Flickr: Add the "Sports Capital of Texas" graphic on the city Twitter and Flickr mastheads.
- Downtown Round Rock website: Add the "Sports Capital of Texas" graphic on the top of the downtown website home page masthead. Add a home page link or menu button for the CVB site at the top.
- Do the same for the downtown Facebook page and Twitter sites.
- Redesign the SportsCapitalofTexas.com website, Facebook page and Twitter site to include coverage of meetings and conventions, and leisure travel in greater detail.
- Consider redeveloping the "Sports Capital of Texas" logo. The challenge with the folding chair is that it ran its course ten years ago, the chairs are not available for purchase, and when the logo is reduced to a small size, or is placed on a billboard, it's too complicated of a brand mark to stand out or be easily recognizable.
- Design, print and distribute a "Very Best of Round Rock" brochure. See Recommendation # 22.

- Create a “Guide to Event Production in Round Rock” brochure – getting others to do more of the work in putting on events and activities.
 - Say WHY they should host their events in Round Rock. “The top 10 reasons why Round Rock is the perfect host for your event.” And this can work for weddings, reunions, team building events, conferences, conventions, trade shows, sporting events, challenge sports competitions, car shows, motorcycle shows, etc.
 - Contact info, city services, private industry services such as catering, portable staging and seating, lights, sound systems, projection equipment, tent structures, food trucks and other vendors, entertainers, etc.
 - Logistical information: What you need to know about hosting an event in Round Rock.
 - Layouts, schematics and capacities of various public and private assets: Sports fields, meeting rooms, festival grounds, etc.
- Create a “Community Profile” and “Opportunities” brochure for economic development, including light industry, retail stores you want, restaurants, etc. Be specific about what you are looking for. See Recommendation #23.

20. Collaborate with local resorts and hotels in joint marketing efforts

Timeline: February, 2018

Who takes the lead: Convention & Visitors Bureau

Approximate cost: Staff time

Possible funding idea: HOT funds combined with a local co-op program

Rationale and implementation details: This has been brought up in other recommendations in this plan, but by the beginning of 2018, the co-op marketing would begin in earnest. Conventions and trade show locations are typically determined two years prior to the event, and marketed a year prior – often at this year’s conference, they will promote where next year’s will take place.

With this in mind, once Kalahari breaks ground, the cooperative marketing should take place. In fact, an initial holiday season retail campaign could be put in place and promoted beginning October 1st of 2017. This would promote Round Rock as a major shopping destination, with the marketing power and recognition of the Premium Outlets, Bass Pro Shops, and IKEA.

Round Rock would promote the experience along the lines of “avoid the malls and head to best of the best: for home organization and furnishings, you simply can’t beat IKEA. For all things outdoors: hunting, fishing, camping and every type of outdoor gear, you can’t beat Bass Pro Shops. And for the best deals on the best home accents and clothing, Round Rock’s Premium Outlets is decked out for the holidays.”

Tied to this could be heavily discounted overnight shopping stays. Perhaps a co-op program could include, for every \$100 you spend at IKEA, Bass Pro, or the Premium Outlets, you get \$10 off your stay, credited back to your card when you check out. In this example, the hotel would discount it \$5 and the store or outlets would reimburse the other \$5.

While 2017 is the “getting ready year,” beginning in January of 2018, it’s time to set the stage for all three major markets in Round Rock. Your new and expanded brand, brand messages, graphics, brochures, digital assets, sales, and service staff should be set. In some segments (leisure travelers), the CVB will test out new geographic markets with public relations and advertising where it would otherwise be costly for a single business to do so. In other cases social media, online marketing and print ads may create leads that are shared with the CVB’s partners.

Another element of cooperative marketing includes attendance at industry-specific trade shows such as Meeting Planners International shows, consumer travel shows, and business-to-business marketing expositions.

21. Develop a mobile visitor information kiosk program

Timeline: May, 2018

Who takes the lead: Convention & Visitors Bureau

Approximate cost: \$1,000 to \$10,000

Possible funding idea: Hotel tax revenues to the city

Rationale and/or details: Throughout the country, only about 5% of visitors ever go to a permanent visitor information center (VIC).

If visitors are already downtown they will be out of their cars in the midst of a concentration of retail and dining options.

But what about those at Dell Diamond or Old Settlers Park, or the Sports Center, or Kalahari and the convention facility? A trend in the destination tourism industry is the deployment of mobile visitor information centers. A recent study of 850 destination marketing organizations (DMOs) shows that 25% have mobile visitor information centers, and 50% of those are in very high pedestrian traffic areas. (It should be 100%!) The real payback on investment for VICs is serving a high volume of visitors.

Put your mobile VICs where the crowds are—the sports events, music and arts events, at the convention center. The mobile VICs should be designed for the pedestrian visitor who has already parked and is looking for things to do. Make it fun. One idea is to use a small airstream trailer, and convert it into a workable space for an information specialist, brochures, maybe even branded/logo merchandise you sell to help defray the cost.

Printed brochures are important at this stage of a visitor's trip. Before traveling, the Internet rules as the "go-to" place for travel information, but brochures are the most important resource once the visitor arrives in the destination. Visitors don't want to take notes; they want the physical brochure they can read on the street or in the car. Once on the road, 81% of visitor decisions come from brochures.

Move the mobile VICs where and when they needed. One or two people should staff each one. In fact, city officials and staff should consider a four-hour shift once a month to put them in touch with Round Rock's visitors. If you can't afford to staff them, make an agreement with a private business or a service organization, and let them sell their wares while at the same time providing visitor information. This might be different for different seasons: hot chocolate in the winter, iced tea in the summer.



22. Design, print and distribute “The Very Best of Round Rock” rack brochure

Timeline: June, 2018

Who takes the lead: Convention & Visitors Bureau

Approximate cost: \$20,000, split 50/50 with featured businesses

Possible funding idea: Hotel tax revenues to the city

Rationale and/or details: Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. You cannot let politics or memberships get in the way of promoting your “best of” attractions, so this is a job for the CVB or a neutral organization to manage, not the Chamber or another membership organization.

The reasons for creating this brochure are many:

- The most asked question at any hotel, B&B or visitor information center is “where’s a good place to eat?” Visitors don’t want to be handed a list. By promoting your best restaurants, retail shops and activities, you ensure a good experience, which is often instantly noted on Facebook, in Twitter posts and in on-line reviews such as Yelp and TripAdvisor. If friends or family were visiting you, where would you take them to eat?
- Success breeds success. No successful mall was ever developed until the anchor tenants were committed. And most people go to the malls, not because there’s a Hallmark store, GNC Nutrition outlet, or a dozen cell phone dealers, but for the anchor tenants. Chances are good they’ll stop at Hallmark or a number of other smaller shops while they’re at the mall. The anchor tenants attract the shoppers to the mall, and all the other shops benefit as well. Would you go to Orlando if Disney World weren’t there? If you said no, you just insulted 171 other attractions. But they all know that Disney is the anchor tenant and does the heavy lifting in terms of promotion, and they all benefit from Disney being there. Additionally, Disney is glad Universal Studio, Wild Kingdom and the other attractions are there because, collectively, they make Orlando worth a trip from just about anywhere on earth.
- By promoting your very best restaurants, retail shops and activities, you encourage the others to improve so they can be included in future “Very Best of” guides, which should be re-examined and newly produced each year. Note the selection criteria below, and encourage those not selected to work on those criteria so they too can be promoted in the guide.
- One of your recruitment objectives is to have more retail, dining and activity anchor tenants in downtown Round Rock. Just like malls, few downtowns become successful destinations without those anchor tenants. You need to encourage existing businesses to raise the bar, or recruit them, and then make sure you help market them, specifically, creating an incentive for them to invest in Round Rock, and specifically downtown.

The “Very Best of” guide is a folded 4-inch x 9-inch rack brochure that can include up to 20 businesses and activities, and is typically made up of 24 4-inch panels (12 panels per side). It should include perhaps 12 to 20 businesses and activities, plus front and back cover, a panel explaining how these were chosen, and a panel that talks about Round Rock, its location, and what the city is all about (your brand promise).

Here are the criteria you might use to determine who should be invited as a participant:

- They must be open at least six days a week. The day they can be closed is Monday.
- They must be open until at least 8:00 pm all six nights. As an FYI, 70% of all consumer retail spending now takes place after 6:00 pm. This is why all successful malls are typically open until 9:00 or 10:00 pm seven days a week.
- They must have good curb appeal. They must be inviting.
- They must be highly regarded by someone other than themselves. This means that they must have 80%+ positive reviews on TripAdvisor, Yelp, Urban Spoon and/or have been written up in regional publications such as Southern Living, Texas Monthly, or similar magazines.

- They must be organic to the Round Rock area. This means you can't include franchises and businesses that can be found in just about every town. Why drive to Round Rock if I can enjoy the same shop or restaurant right near my home?
- They do not all need to be located in the downtown. While we hope they can be recruited to downtown, it's not a requirement to be included in the guide.

These business folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership. Typically each business or activity would pay in the range of \$400-\$500 for a panel. The remainder of the costs will have to come from a source that does not generate legal or political problems for the city because they have to be inclusive. Many activities, such as recreational or historical attractions and parks have little or no marketing budgets, and if they qualify, their panel may have to be subsidized.

It's very important NOT to include businesses just to sell more panels. You should have a good balance between restaurants, retail shops, and activities. But if you only have four restaurants that are truly outstanding (remember you MUST deliver on the promise of it being worth an hour's drive) only promote four. The same goes with retail shops and activities.

Finally, the reason no lodging facilities are included is so that hotels and motels will hand the brochure to visitors without fear of promoting their competitors.

We recommend printing at least 50,000 copies and distributing them as follows:

- Every hotel and motel should put the "The Very Best of Round Rock" guide in every room or have them available at the front desk. Guests, of course, are encouraged to keep the copy they pick up. An alternative would be to hand one to each guest upon check-in.
- Put them in your visitor information center or mobile VIC booths, Community Development office and at visitor information kiosks designed and installed as part of your wayfinding system. You should have kiosks at the downtown plaza, the sports centers and at park kiosks. All should include brochure distribution where the "The Very Best of Round Rock" guide is included.
- One should be sent to every one of the 35,000 households in the greater Round Rock area, in a #10 envelope (yes, snail mail) with a small card that reads, "The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when you host visitors, you will show them the very best of what Round Rock has to offer. After all, every dining room table should be a concierge desk."
- At other state visitor information centers at highway info centers within an hour's drive of Round Rock.
- At city hall, the county courthouse, the convention center, the local library and at other public assembly spaces.

This one brochure is a good way to entice regional visitors to stop in Round Rock, to get commuters to explore downtown, and to educate locals about what you've got and where it's located.

For each featured business, include a photo (interiors sell the experience better than exterior shots), their logo, address, phone number, website address and a description of why they are so good and are a "must visit" and "worth the drive" destination. Be specific about some feature, dish or experience that makes it special. Each would get a full panel. Add a website address or a link next to the logo or at the bottom of each panel where a person could easily pull up their website or menu.

The guide should also be available on the Sports Capital of Texas website for viewing and for download.

The guide should be reproduced every year.

23. Design, print and distribute a new “Community Profile & Opportunities” brochure

Timeline: July, 2018

Who takes the lead: Convention & Visitors Bureau, Planning & Development Department

Approximate cost: \$16,000 (Quantity 12,000)

Possible funding idea: Hotel tax revenues to the city

Rationale and/or details: Before proceeding with this recommendation, make sure you have excellent professional photography and a good copywriter. Create a Community Profile and Opportunities brochure or make them separate brochures if you intend to update one more frequently than the other.

The profile should be a simple, straightforward snapshot of Round Rock that can be used by local real estate agents (commercial and residential), by the Chamber as part of relocation packets, by Development for business recruitment purposes, and by the CVB to attract meetings, festivals and events. It should include demographic information, weather, some history, and economic information. Provide copies to your major employers, hospitals, medical facilities, banks, etc.

Emphasize your points of differentiation with competing communities and use third party testimony as long as it is not older than five years. Economic development examples should focus on the outcome, not just be about assets. Use case studies whenever possible.

Be sure to include new features in town, such as sports facilities, public Wi-Fi, wayfinding signage, programmed event days, awards and designations—things that potential retailers, new businesses, and future residents will be looking for. Mention the sports brand. Let potential sports-related companies know that the community supports them.

Update the brochure every year and keep it available as multi-page, printable, formatted downloads in PDF format on every official website. Consider printing 12,000 copies. Distribute perhaps 25 to every real estate office within a 100-mile radius, and distribute the rest as needed. They should be available in each partnering organization office and at City Hall.

With the “Opportunities” piece, list the top seven retail opportunities for downtown Round Rock. Consider the following:

- Additional restaurants—mid-scale, perhaps ethnic, but family-oriented and have music whenever possible
- Office space
- Boutique retail shops
- Specialty food outlets
- Recreation, outdoor and sports stores

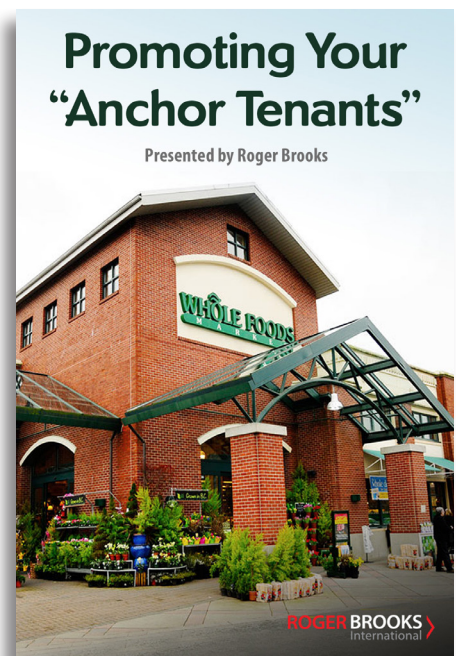
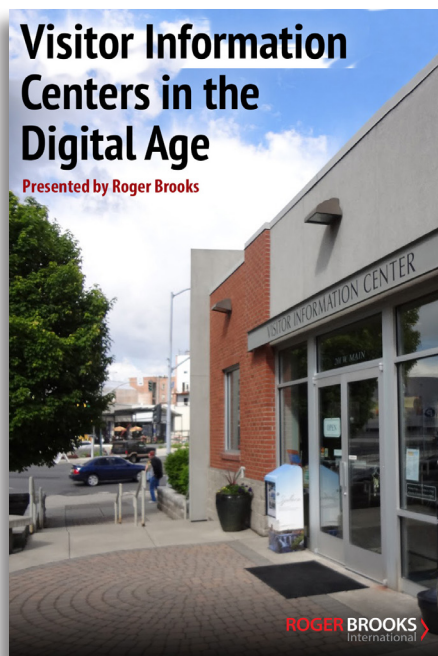
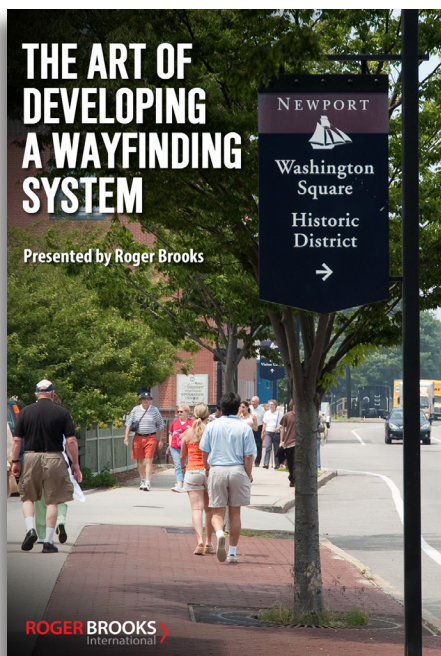
Make sure you concentrate the marketing on WHY Round Rock — not just what you have or where it’s located. WHY should I move or start a business in Round Rock?

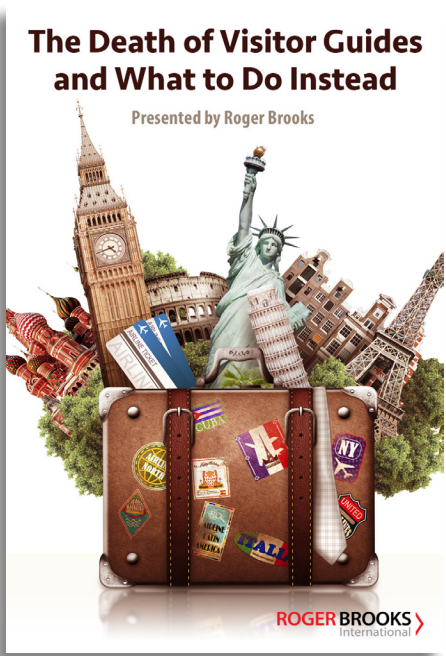
ADDITIONAL RESOURCES

The Roger Brooks Team has developed a series of how-to videos that go into deeper detail for many of these recommendations, show real-life examples, cover costs and funding of them, as well as step-by-step implementation instructions.

Here is a list of the videos most relevant to recommendations made in this plan:

- The Art of Developing A Wayfinding System
- Visitor Information Centers in the Digital Age. This video shows a number of portable visitor information ideas and examples, including costs.
- Promoting Your Anchor Tenants. This is the definitive guide on how and why promoting your “Best Of’s” is the most important brochure you will develop.
- The Death of Visitor Guides and What to do Instead. Now that Round Rock is moving into consumer travel, this will be an important guide to that transition.
- Leveraging Trip Advisor. This includes sponsoring the Round Rock pages on TripAdvisor (the most visited travel website on earth), managing what is being said and promoted, and what’s free, and what it costs to take it to the next level.
- Multi-Generational Travel. This is HUGE in sports tourism, and grandparents are traveling great distances to see grandkids compete in tournaments or play in their first T-Ball game.





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