



**MARKETING SERVICES FOR**

*Eureka, CA*

PROPOSAL  
SUBMITTED BY:

**Humboldt  
Made**





# Table of Contents

4	Organization Overview
6	Implementation Timeline
8	Road Map to Success
10	Collaboration & Partnerships
13	Research, Analysis, and Customer Profile Development
17	Branding
20	Marketing
26	Regional Marketing Strategy
30	Metrics of Success
33	Operations
35	Our Team
42	Financial Plan





# Organization Overview

## About Humboldt Made

In 2010 the County of Humboldt chartered Humboldt Made to raise awareness and spur the growth of a diverse array of local makers and producers. The concept was to bring interested entrepreneurs together; identify their common strengths and weaknesses, their common aspirations and challenges, and through networking, brainstorming, collaboration, and co-operative marketing, overcome obstacles, identify and seize opportunities, and together achieve higher profits, reduced expenses and ultimately healthier businesses, well beyond what an individual small business might be capable of by themselves.

Creating brand awareness and increased sales beyond Humboldt's borders has always been vital for the members of Humboldt Made, the end goal being a local economy that is both vibrant and sustainable. Humboldt Made's keen "sense of place" is a strong component of everything we do to brand and market our member businesses within and beyond Humboldt's borders. As the 'beating heart' of Humboldt, we believe Eureka is THE outstanding Humboldt 'product,' with significant competitive advantages, features and benefits and numerous compelling talking points that create tremendous upside potential. Likewise, we at Humboldt Made believe that as locals, and enthusiastic 'users' of Eureka, we are perfectly poised to groom her, brand her, and present her to her own and the world at large, and in so doing, at all times and in all ways, honor her.

Having grown to over ninety members, Humboldt Made believes tourism is a strong economic driver with untapped potential.

Bringing tourists into a community gives it new life, and creates opportunities for entrepreneurs to establish new services, products, and facilities, that could not be sustained by the local population alone. Both residents and out-of-town visitors are the potential customers of the Eureka 'brand. With authentic branding and marketing that includes local voices and buy-in, we will create a business strategy that makes for fantastic success, serving the local population and tourists while enriching the experience and overall quality of life for all. With that said, good work starts at home with City and County residents.

Humboldt Made has operated the Eureka Visitor Center since October of 2017. Since then, the Eureka Visitor Center has increased walk-in traffic from a yearly average of 8,000 to 18,090, or well over a 100 percent increase. We promote all things Eureka through social media platforms and the 'Visit Eureka' website. Humboldt Made leveraged increased visitor success and the hugely popular "Eureka Friday Night Market" to obtain a contract with the Eureka Lodging Alliance in which we are tasked with planning and executing a series of tourism-boosting annual events that are heavily marketed outside the area. The successful "Eureka Friday Night Market" averages over 1200 attendees each market. Currently, we are spearheading numerous community-centric tourism development projects that revolve around beautification, safety, and upbeat local marketing. If awarded, the City of Eureka's Marketing Services contract will allow us to continue to expand on the great work we are already doing and realize much of our vision for Eureka. Our purpose, mission, vision, and values are:



## PURPOSE

Visit Eureka is an economic development program under the umbrella of Humboldt Made, whose function is to create an effective mix of marketing, sales, service, and development programs designed to produce a positive economic impact in Eureka. Developing and implementing these programs results in enhancing the city's livability, workability and playability. Visit Eureka, in partnership with key stakeholders, sells the entire city to both local residents and outside visitors.

## MISSION

Developing and promoting Eureka as the place to live, work and play in Humboldt County to both residents and visitors.

## VISION

Visit Eureka's vision is to be the most effective marketing program in Northern California; to be the marketing resource of choice for businesses in Eureka; to provide the best delivery of tourism service and information to Eureka visitors, and to be an industry leader in financial management and stewardship of public funds.

## VALUES

- Innovation, Creativity, and Excellence in All That We Do
- Optimum Trust and Relationship with Citizens of Eureka and Eureka City Council and Staff
- Collaboration with Key Partners
- Highest Level of Ethical Standards
- Excellence in Stewardship of Public Funds
- Transparency
- At all Times Reflect the Warmth, Friendliness, and Welcoming Nature of the Community

# Implementation Timeline

- Community Engagement
- Launching a research program
- Implementation of development projects
- Promotion of positive development
- Finalizing of brand development
- Finalizing two-year marketing plan with all components of the tasks laid out in the request for proposals



**JULY 2019 -  
DECEMBER 2019**

- Increase development activity
- Organic / Guerrilla marketing to locals
- Launch of a brand awareness campaign
- Stakeholder engagement / Brand implementation / Adoption

**JANUARY 2020 -  
JUNE 2020**



- Continue development projects
- Continue implementation of brand
- Market to a 400-mile radius with a heavy emphasis on Silicon Valley and the northeastern parts of the State



**JULY 2020 -  
DEC 2020**

## OBJECTIVES

- To develop marketing infrastructure including a Eureka brand; refresh the Visit Eureka website and develop marketing programs designed to effectively promote the City as a destination to residents and visitors alike
- Attract and retain the Millennial and Gen-X generations and their families while changing the perception from the failing timber/cannabis industry to a vibrant, affordable place to live, work and play.
- Together with key stakeholders make Henderson Center, Downtown, and Old Town the economic drivers and the main attraction.
- Create and market inclusive, frequent activities and atmosphere for tourists and ALL residents of Eureka and Humboldt.
- Establish an ongoing set of development projects that aim to increase positive experiences within City limits and the image of Eureka as a whole.
- Prioritize the collection of real data on an ongoing, frequent basis. Data is widely available, sharable and the go-to sounding board for all future opportunities.

**At the core, these objectives are about bringing overall prosperity to the community and are compatible with all the objectives laid out in the City Council's 2017/2018 Strategic Plan as well as the 2040 General Plan.**





# Road Map to Success

## DATA GATHERING

Research is the core of everything we do. We will use both quantitative and qualitative methods to understand our current climate, identify targets of opportunity, and create customer profiles which will be the beginning of our marketing strategy. We firmly believe that the research process will be the fundamental building block upon which the success of all our efforts will depend. The research will be ongoing and a key component of our metrics of success. We will outsource this portion of the contract to a reputable firm we have previously worked with.

## DEVELOPMENT

We currently recognize the areas in need of improving the “Eureka Experience” and look forward to having the opportunity to spearhead, engage the community, organize the necessary stakeholders and see projects through. Being active in the physical improvements of Eureka will make a profound impact in our efforts of shifting the negative conversation and increasing the positive perception of Eureka to the surrounding community.

## STAKEHOLDER ENGAGEMENT AND MANAGEMENT

To be successful, whether we are working on a development project or brand adoption, we need the right people in the room to get the job done. Humboldt Made’s consistent value on community engagement and heavy emphasis on the power of collaboration puts us at an advantage. Years of relationship building, strong organizational management, brand recognition, and board leadership gives us a competitive advantage over any new or outside firm.

## CREATING A BRAND THAT RESONATES WITH LOCALS

Eureka has a story. Her story will dictate the brand. Under strong leadership by our local creative team, we will seek out a reputable branding firm to create a state of the art branding tool kit. This tool kit will be an easily adoptable marketing resource that brings value and cohesion to what we offer as a City. Similar to the stakeholder engagement, Humboldt Made values the importance of a story/place branding strategy. Much of what we currently do is backed solidly by our deep sense of place.

## CREATING AND IMPLEMENTING A MARKETING STRATEGY THAT IS BACKED BY SOLID DATA

Many of our current marketing efforts as a County has us questioning the why behind what we choose to do. It has also left us pigeonholed, marketing to the same demographics year after year leaving little room for innovation or thinking out of the box. We appreciate the, “here first” approach in the RFP. The work starts at home with our community and the changing of the current negative perception of Eureka. Once we all get on board, our community becomes our sales force, and our excellent customer service becomes an experience to remember and come back for. Our community members are our brand ambassadors. It’s our job to give them the tools they need to be successful ambassadors.

## INNOVATION - IMPROVING THE MODEL EACH YEAR

Implementing an ongoing research program allows us to monitor our success in a way that has not been done before. It will enable us to identify new opportunities while lowering the financial risk to pursue them as well as bringing to light marketing pitfalls that allow us to pivot our strategy quickly and successfully.



**This road map to success puts Eureka at a clear advantage. Clarity and consensus of purpose free up citizens and stakeholders to move forward, take action and achieve dozens of small successes that will revitalize the community and make Eureka a Northern California showcase.**

# Strategy for Collaboration & Partnerships

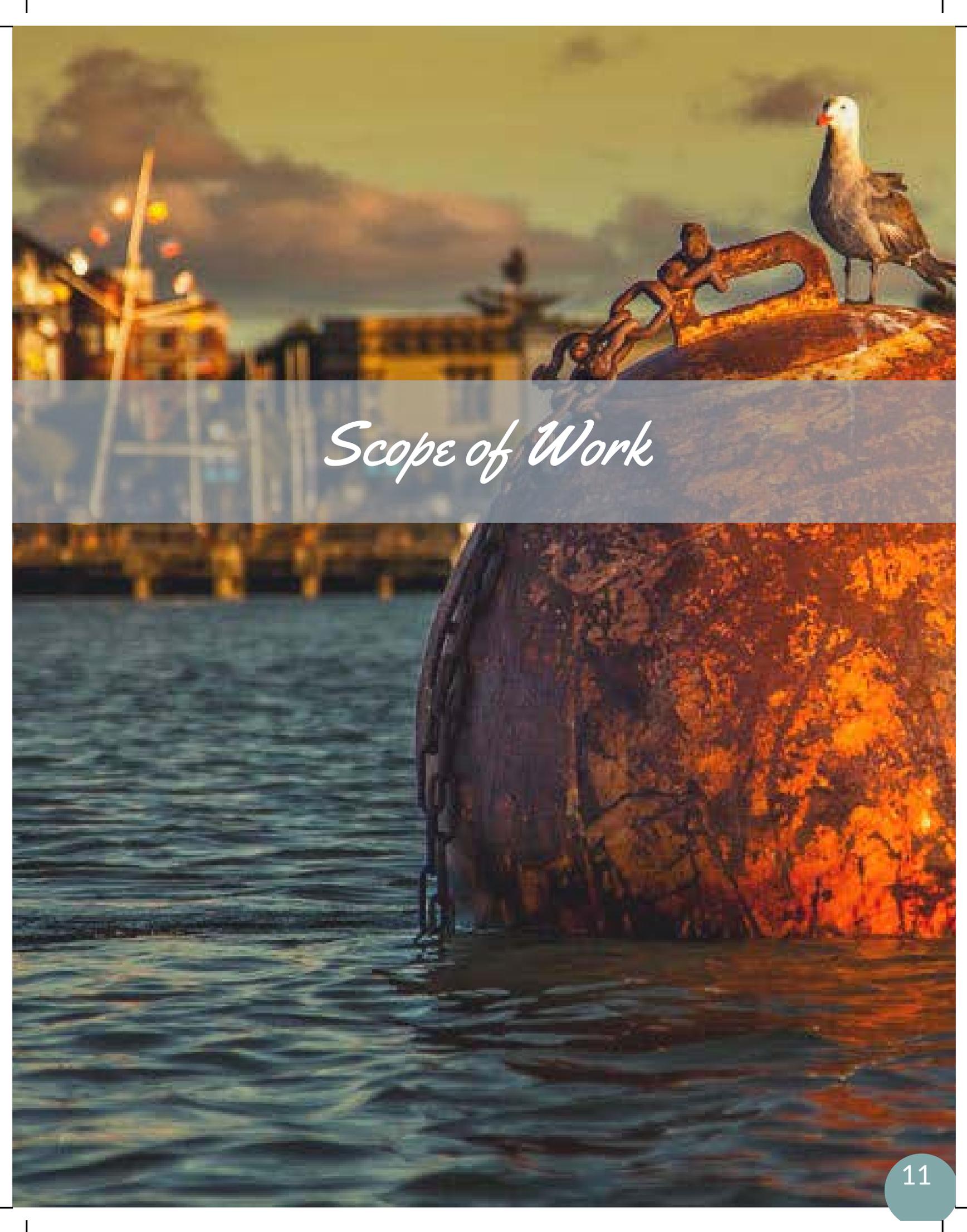
Collaboration and partnerships are the core values of Humboldt Made. As an organization, we've honed in on the importance of what we call "co-opetition" through our work with our members.

Over the years, Humboldt Made has developed strong relationships with many of the stakeholders needed to make our vision for Eureka a reality. Here are a few notable stakeholders we envision being key collaborators.



- City of Eureka Staff
- Eureka Lodging Alliance
- Eureka Main Street
- Eureka Chamber of Commerce
- County of Humboldt's Economic Development Department
- Humboldt County Growers Alliance
- Humboldt Film Commission
- Humboldt State University
- Humboldt Bay Harbor District
- College of the Redwoods
- Southern Humboldt Business and Visitor Bureau
- Arcata Chamber of Commerce
- Trinidad Chamber of Commerce
- Ferndale Chamber of Commerce
- Fortuna Business Improvement District
- Humboldt Lodging Alliance
- State and National Parks
- Visit California
- Visit California Rural Committee





## *Scope of Work*



# Research, Analysis, and Customer Profile Development

## DATA GATHERING

The reputation of every great city starts with its most passionate residents and visitors who share stories about why they love living or visiting there. These “love stories” will inspire locals and potential tourists alike to come and explore Eureka for themselves. Our core philosophy is that great marketing focuses on the “most passionate few.” As such, we will narrow our research objectives to identify and deeply understand the motivations, needs, and desires of the most likely local and external audiences that want to experience Eureka and its surrounding area.

## EUREKA CUSTOMER PROFILES RESEARCH BY CATEGORY

- Local brand ambassadors
- Locals who are most likely to spend more time in Eureka
- Most passionate current visitors to Eureka
- Most likely future visitors to Eureka

Our research will define the characteristics that each target audience has in common and identify key messaging and activities that will resonate across all audiences. These messages and activities will become fundamental components of the new Eureka brand. To support the unique needs and desires of each group, we will also focus on insights that will allow us to create sub-campaigns that will engage each group directly.

## THE FOLLOWING CATEGORIES PROVIDE AN EXAMPLE OF THE INFORMATION THAT WE WILL SEEK:

- Demographics and market size by category
- Psychographics and lifestyle metrics by category
- Perceptions of Eureka (Why Eureka?)
- What is their attitude about Eureka?
- Why do they want to visit?
- Barriers to spending more time/money in Eureka
- “Net Promoter Score” (measured over time, on a scale of 0-10, 10 = very likely) - “How likely is it that you would recommend Eureka to a friend or colleague? This will be one of the most important measurements of the success of our campaign. Higher scores over time indicate the probability of an increased “network effect” (the likelihood that we will create a virtuous referral cycle) generated by the campaign.
- Understanding what they want to do while in Eureka
- Current activities - what are they here to do presently
- Desired activities - what do they wish they could do?
- Frequency - how often do they visit and how much time do they typically spend?
- Awareness of current Eureka marketing and related activities
- What media are most likely used to learn about what’s “going on” in Eureka?
- How aware are they of things to do while in Eureka?
- For visitors, what media was used to choose to visit Eureka?
- Intent and likelihood to visit and spend more time/money in Eureka (segmented by existing and potential activities)
- Alternatives to Eureka
- How does Eureka rate by most desired activities?

# Methodology

We will use both quantitative and qualitative methods to create Customer Profiles for each segment mentioned above. We firmly believe that the research process will be the fundamental building block upon which the success of our efforts will depend.

- Isolating our Customer Profiles to the “most passionate few,” and understanding the core motivations of each, will allow us to utilize the limited budget effectively by keeping our marketing strategy focused, consistent and compelling to the most impactful audiences.
- Our process of research involves developing a deep connection with the customer segments through in-depth video interviews, small group discussions, and large group collaborations.
- Our quantitative approach will supplement the direct customer interactions with objective measures of what matters most for each customer segment.

In addition to the above, we believe that Eureka’s branding and marketing campaign will rely heavily upon leveraging our unique cultural values of transparency, authenticity, and collaboration. It is our opinion that previous marketing efforts have struggled because they haven’t profoundly connected with key stakeholders in the process. Our strategy will be to identify and collaborate with a series of key stakeholders in the process to help provide essential support for the effort.

Why do we believe that transparency, authenticity, and collaboration are so crucial for effective research and development efforts? Each is core to the values of our team, this project, and our community for the following reasons:

## TRANSPARENCY

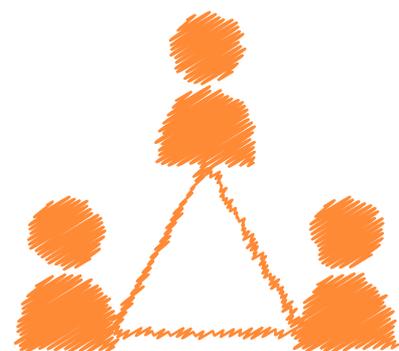
Research processes and findings, especially on behalf of a community with multiple stakeholders, needs to be transparent and shared broadly. Every marketing campaign will have successes and failures built on the fundamental insights from our research, and we believe that we need to address both openly, including how we will address shortcomings.

## AUTHENTICITY

Great research efforts involve stakeholders and customer groups in ways that authentically aim to listen to each group, including negative opinions and emotions, in such a way that all parties know that the effort seeks to provide value for each group.

## COLLABORATION

A transparent and authentic process will create “buy-in” for the effort. However, the ultimate goal of our team is to create a collaborative process whereby our stakeholders and customer groups are actively assisting us in developing new and creative ways to accomplish our objectives. From our experience, a cooperative research and development process is where the most insightful innovations occur.



# TIMELINE AND RESEARCH TEAM

The research will be taking place constantly as we measure the success of our individual efforts (both in-person and digital) throughout the year. That said, the bulk of our research efforts would fall into an annual rhythm that will mimic the following development cycle.

## INITIAL RESEARCH REVIEW AND COMPILATION REPORT

Our initial research will be conducted May-July of 2019 with the support of student interns and full research team. This report would identify the following, in summary: what we know, what we need to know, and the process for obtaining this information. We realize that many efforts have been underway in collecting meaningful data, so we assume the biggest challenge of this effort will be to distill the information into actionable pieces for our research team to work with. Also, much of the data measures perception and awareness of Humboldt County versus Eureka as a destination. We suspect that much remains to be learned in this area, specifically concerning Eureka.

Our quantitative plan for the summer of 2019 would be to generate baseline data for all three customer segments above in three geographical areas: Greater San Francisco, Greater Sacramento, and Humboldt County. Other areas outside of these key regional areas, including national and international markets, would be targeted as we expand our campaign.

One complementary study that we plan to undertake is to understand better the local and visitor cannabis market, including what each consumer group wants with regard to a cannabis experience in Eureka and outlying areas. We hypothesize that Eureka is the ideal 'basecamp' for day trips to cannabis farms and walking tours of Eureka's cannabis retailers. We believe that a marquee event, held annually in Eureka, would leverage this potential. Further research is needed to better understand this adventure through the mindset of our target markets.

## ANNUAL RESEARCH AND DEVELOPMENT

To be conducted May - July of each year with the final report, including longitudinal variances, finalized by August 15th of each year. The report (Customer Identification Plan) would include longitudinal survey and qualitative research from interviews, small and large group sessions, and stakeholder feedback.

A key component of our Customer Identification Plan will be monitoring brand perceptions over time across all target market groups. After a strong baseline for this information is set in our initial report, we will measure directional movements of our key indicator of brand perception and awareness.

## ONGOING RESEARCH

Conducted throughout the year, focused on measuring the success of specific efforts such as events, social media campaigns, digital marketing, and public relations.

## RESEARCH TEAM

Consistent with our strategy of building the strongest local team of expertise supported by talented external firms as needed, we plan to work with Chris Gaines (Team Lead, Professor of Business at CR and HSU and marketing consultant), Lynette Nutter (Qualitative Lead, Marketing consultant), and Denise Vanden Bos (Stakeholder Management Lead, Humboldt Made board member). In addition to our core team, we plan to collaborate with HSU and CR to identify qualified students who can support our research efforts as paid interns. Finally, to develop a robust methodology for collecting and analyzing external data on tourist markets, we will engage Vernon Research (<http://www.vernonresearch.com/>). Vernon Research has been a strong partner for our team in the past identifying consumer preferences in the Greater Bay Area, Greater Sacramento Area, and other key tourism markets for Eureka.



# Branding

Our strategy is to build a team of our best research, creative, and marketing assets, in collaboration with the Humboldt Made ecosystem and its deep connection with our local community. As needed, we will work with trusted experts from our networks outside the area to support our efforts. We firmly believe that this collaborative approach will create the most resonate and authentic voice for the Eureka brand.

Eureka's brand identity needs to work for everyone, both for our internal team (e.g., brand ambassadors and local creative talent ) and the people who will interact and react to it (e.g., visitors, city and county residents).

Our challenge will be to understand how Eureka will stand out in the decision-making process of where to spend a much-needed vacation.

Eureka's branding vision needs to be big and aspirational while being true to the city and its residents. Our branding language needs to make a visual, oral, and written-word impact comparable to the best anywhere. In addition, the Eureka brand needs to be flexible and scalable: It can grow and evolve with the City and its brand. Also, most importantly, it needs to be easy to apply. It must be intuitive and clear for designers, videographers, and writers to use and apply while it resonates positively with City and County residents. In so doing it will be adopted widely by City government, businesses and the community at large across the board, and for once in Eureka's modern age, deliver to the City and its residents an identity that fosters satisfaction and pride.

Developing a brand that is an authentic representation of a product is a significant process. Here is our Strategy.

## RESEARCH AND IDENTIFICATION PLAN

### TIMELINE - AUGUST 2019

Understanding the customer is the first step. Through our robust research and identification plan, we will develop a working understanding of who our customer is, the strengths and weaknesses of our product ( the City of Eureka) and identify targets of opportunity. These preliminary targets of opportunity will help give a starting point to the branding process.

## ESTABLISHING A GO-TO LOCAL TEAM OF EXCEPTIONAL CREATIVES

TIMELINE - SEPTEMBER 2019

Having the right team is the next step. Our team comprises a broad cross-section of our creative and artistic community talent. This team of exceptionally talented creatives will help establish direction and scope-of-work for an experienced and professional branding firm.

*See team bios*

## DEVELOP DRAFT OF CREATIVE BRANDING AND STORY WORKING DOCUMENT

TIMELINE - SEPTEMBER 2019

This working document will be used to steer the contracted branding firm. It will clearly outline the direction in which we, as locals, want to go.

Example of the direction we will be giving them:

*“Eureka has grit and personality. We are not slick or polished, but our natural backdrop and our stately Victorians convey a timeless sophistication that speaks to a glorious past, present, and future.*

*As a community, we are adventurous and wildly creative. We embrace our fog and rain and celebrate the sun when it comes out, which it does, often. We are the heart of commerce for the north coast. We are skilled merchants and proprietors of unique, locally owned shops and stores. When we choose to compete, we compete at the top of the marketing pyramid. We create exceptional beer, chocolate, and whiskey, to name just a few.*

*We are the home of fine restaurants, farmers markets, and street festivals of every stripe and appeal; and all of this, a convenient hop, skip, and a jump from the rest of Humboldt’s many amazing natural and cultural assets.*

*Eureka is colorful; she is resilient; we are fast becoming the preferred destination for partaking in Humboldt’s world-renowned cannabis.*

*We value clean air, clean water, fat, succulent oysters, sweet Dungeness crab, short commutes, windswept beaches and giant redwoods, local art and music and perhaps most significant, a tight, loyal, active community of people, our friends and neighbors, who are the cherry on top of this place we call home.”*





## **CONTRACT WITH A REPUTABLE BRANDING FIRM**

### **TIMELINE - OCTOBER 2019**

After solidifying the direction of the Eureka brand, we will contract with a reputable branding firm. The branding firm's scope of work will be narrow in focus with a short, clear deadline. Under close management by our staff with input from our local creative team, they will develop the Eureka Branding Tool Kit. This collaboration will ensure the end product is one that represents the City to its fullest and will subsequently be embraced by our residents and successfully expanded upon by our creative team.



Tool Kit will provide the following:

- Logo
- Colors
- Typography
- Design System
- Photography
- Illustration
- Iconography
- Data visualization
- Interactive elements
- Video and motion
- Web design



The final product – A Eureka Branding Tool Kit; perfectly packaged and ready to be implemented, and importantly, one with 'legs,' allowing the kit to grow and evolve organically along with the City's evolution in coming years.

## **IMPLEMENTATION**

### **TIMELINE - OCTOBER 2019**

This process will be completed through extensive community outreach to gain buy-in and brand adoption citywide.



- Local/regional press blast
- Large reveal event, showcasing the research, process, stakeholder involvement and the final product.
- Social media campaigns
- Email B2B marketing
- Window decals for all Eureka Businesses
- Free downloadable toolkits with a list of suggested applications

# Marketing

Within the Eureka Marketing Plan our vision, targets, implementation strategies, milestones, and tactics for measuring success will be laid out in a linear timeline with two distinct phases; Community Marketing and Regional Destination Marketing.

Our current work as the operator of the Eureka Visitor Center and years of community building through Humboldt Made puts our team at a clear advantage. From skill set to consolidation of efforts and budgets, we have what it takes to deliver what is requested. Both our management team and creative team are comprised of highly invested Eureka residents and Humboldtians who come with strong community ties and possess exceptional skill sets. Where we need additional support in the realm of research and branding we will contract with reputable companies that we have had positive working experiences with in the past.

## COMMUNITY MARKETING

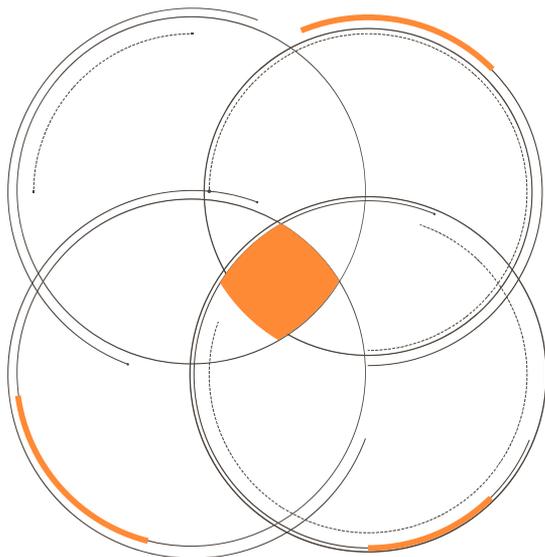
TIMELINE JULY 2019 - JULY 2023

### MISSION

Positively change the current perception of Eureka, increase community engagement, increase attendance at events and maximize the use of Eureka's unique assets.

### APPROACH

Four pronged approach - story, activity, change and assets.



## STORY DRIVEN MARKETING

Eureka was built by hard-working people with vision and grit. We have a sense of adventure, a strong work ethic, and are independent thinkers who know who we are and what we want. We stand on the shoulders of the hardworking generations of those who toiled and faced challenges in timber, fishing, ranching, and business to build this beautiful gem. To be authentic, place branding has to be “mined rather than forged... it has to be dug out of the history, culture, geography, and the society of the place.” (Anholt, 2007). We have embraced this idyllic place to be a part of a real community; a place with grit and polish; a place to live, work, explore, and play.

Eureka has the best of both worlds - small town feel with a growing, energetic city vibe that makes people feel like we are a part of something special. Anyone can feel Eureka’s potential with its emerging cannabis manufacturing, arts and culture scene, its maker movement and entrepreneurial spirit, and its unforgettable events and activities that celebrate Eureka and need to be experienced.

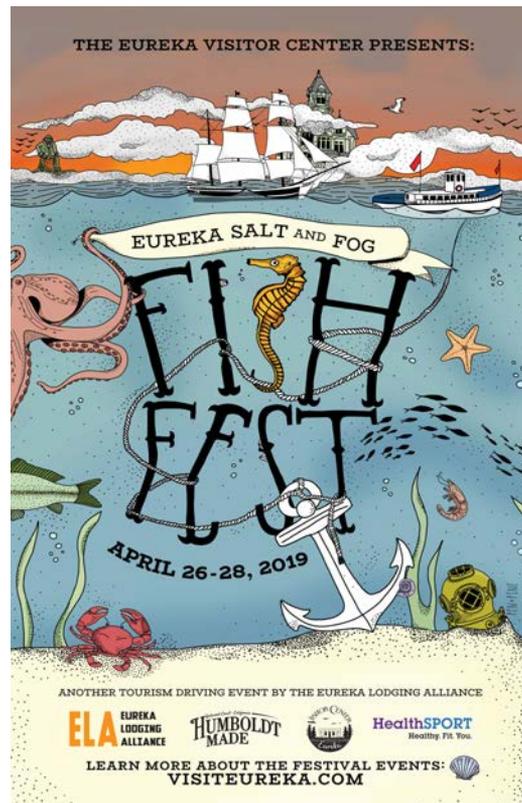
We will do this by selecting members in our community - artists, makers, entrepreneurs, City employees, and locals who believe in Eureka’s story. Who better to tell the Eureka story than those who embrace it, love it and want to shout it out? They will share favorite places to go, events they love and will share collective beliefs and values that will resonate with those who see this content messaging. These on-the-ground, brand ambassadors are our most important partners. With each message will be a simple call to action - visit the website to learn more about what’s going on in Eureka.



## PROMOTION OF EVENTS AND ACTIVITIES THAT AIM TO INCREASE ATTENDANCE AND UTILIZATION

Eureka has fantastic events throughout the year and an abundance of activities that appeal to all ages. Events like the Friday Night Market, Salt & Fog Fish Fest., Eureka Fringe Fest, and Eureka Street Art Festival, to name a few, showcase Eureka’s new vibrant direction, its rich arts and culture, its history and architecture, and its booming maker movement. The creative energy pulsing throughout Eureka is something that will inspire anyone who experiences it. Events give great positive word-of-mouth and social media buzz during and after, and it’s the most efficient and cost-effective way to increase audience attendance year-in and year-out for both locals and visitors.

Building attendance at events is an evolutionary process, particularly with new events. The Visitor Center has six first-time events plus seventeen Friday Night Markets currently scheduled for 2019/20. We are taking a mid to long term view on building attendance. Each event is chosen to further what we see as the new vibrant direction the City has been taking. Each event gives us an opportunity to communicate this vibrancy and allows us to further the positive experiences to be had in Eureka. These positive experiences will build upon themselves, creating true brand ambassadors who champion the Eureka story.

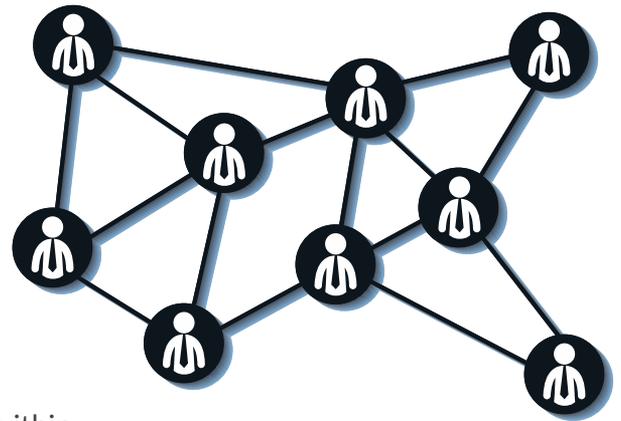


## CREATE PHYSICAL CHANGE

Creating physical change gives real depth to our goal of changing the current perception. As we clean up the streets, put flowers on the lamp posts, have more colorful art to look at, we are giving the community reasons to think more positively about the place they call home or the place they go to just shop, get their brakes worked on or go to jury duty. This longer, more grassroots approach provides real community engagement opportunities that can be used strategically in our community marketing strategy. We are, as an organization, roll-up our sleeves and get the job done types.

Some sample projects our organization would like to spearhead in partnership with local government, partner organizations, and passionate community members:

- Hanging succulent baskets throughout downtown and Old town
- Art installs on planters and benches
- Lights in street trees
- Window decals in vacant storefronts
- Small facade improvements such as paint on trim
- Window washing
- Weed removal in gutters and tree wells
- Establishing a monthly clean up in our core areas
- Establishing an “Adopt a plot” program for green spaces
- Find creative solutions for alcove areas
- Much more apparent street signs at every intersection within downtown and Old Town



## LEVERAGE OUR CURRENT ASSETS

We have discussed at some length our ‘ground-up’ strategy for elevating the perception of Eureka on the part of City and Humboldt residents. The above list is a fine example of the cumulative positive impact a host of ‘little things’ can have, especially if they are presented, executed and managed as a package. Then they become a ‘big thing’ with the desired effect among the local populace, our brand-ambassadors, who in turn communicate positive mojo to visitors from out-of-town.

We will work to increase utilization of Eureka’s unique existing assets; from visiting Old Town shops to taking waterfront strolls, we want more people doing more things in Eureka. By leading with the positive and tapping into the enthusiasm of our existing “brand ambassadors,” we will drive authentic engagement with our community. This contract allows for a marketing budget which will expand the work the Visitor Center is already doing to promote all things to do in Eureka. We will collaborate directly with all asset managers to become their marketing muscle.

**This four-pronged approach will feel authentic because it is. It will spark conversations. It will be shared. As a result, the perception and awareness of Eureka will shift to the positive. This is step one. Getting people to talk positively about what they love about Eureka will reinforce that conversation and when we start saying, hearing and seeing positive things our focus shifts from the negative to the positive.**

## OUR LOCAL MARKETING PLAN WILL INCLUDE THE FOLLOWING:

- 10 ways to Experience Eureka social media campaign
- #EurekaMoment Instagram campaign
- 10 things you should know about Eureka social media campaign
- Meet the people who love Eureka social media campaign
- Website
- Movie theater pre-rolls throughout the county - including the free movie nights at Arcata ballpark in the Summer
- TV spots
- Radio ads - using the audio and for well produce spots
- Print articles and advertisements
- Purchase frequent Eureka focused content in local media outlets
- Purchase ad space in all Chambers newsletters
- Monthly Community E-Newsletter - “Experience Eureka”
- Keep all community calendars updated with everything happening in Eureka
- Work with partners like Eureka Main Street and the Henderson Center’s Merchant Association to create more opportunities to drive traffic to our core districts



## OUT OF THE BOX MARKETING

This style of marketing is inexpensive to execute. Whether using a simple stencil or a giant sticker, guerrilla marketing tends to be much cheaper than traditional advertising. It allows us as a City to be creative thinkers. With this style of marketing, imagination is more important than budget. It also grows with word-of-mouth which we've identified to be a useful tool for changing perception on a local level. Word-of-mouth marketing is considered by many to be one of the most potent weapons in a marketer's arsenal.

There's nothing better than getting people to talk about our campaign on their own accord. Another perk is that the wilder and more creative you get, publicity on it can snowball. Some especially noteworthy or unique guerrilla marketing campaigns will get picked up by local (and even national) news sources, resulting in a publicity powerhouse affect that marketers drool over.

## EXAMPLES

**Utilize vacant stores as messaging boards:** Transform with full window decals with positive messaging or a phantom art gallery showcasing a local's art.

**Treasure Hunts:** Creating custom, high-quality treasure hunts is a tactic that can energize audiences. Guerrilla marketing treasure hunts often involve posting online clues to hidden items scattered across the City. Winners are rewarded with digital codes, prizes, or a hint for the next level of the treasure hunt.

**Passport for the Arts:** Similar to the treasure hunt, but supporting our arts on an ongoing basis. By encouraging people to post pictures to social media using selected hashtags, we can keep this program in the public's eye and create a wide catalog of photos of our murals, sculptures, and utility boxes to further identify Eureka as the regional hub for arts and culture.

**Wayfinding Art Program:** Transform our wayfinding kiosks and signs into works of art. By using the existing Utility Box Art program, we can turn our wayfinding into art. This will further enhance the sense of place in Old Town and Downtown. Artists will be encouraged to include unique landmarks from the People's Map of Eureka, this will create talk triggers, an important component of guerrilla marketing.

**Art Crosswalks:** Enhances the sense of place, and creates another talk trigger.

**Phantom Art Galleries:** Enhances the sense of place, and creates another talk trigger.

**On a side note, guerrilla marketing campaigns don't have to be strictly physical but can also have a significant online presence whether in the form of viral videos, user content competitions, and landing pages. For example:**

- Create a film loop with captions and project it on the side of buildings
- Clarke Museum during events and festivals
- Arcata/Fortuna and other spots we can utilize to run it
- Show as an art installation at galleries through Humboldt County



# REGIONAL MARKETING

TIMELINE JUNE 2020 - JULY 2023

## MISSION

Capture existing customers and continue community-based marketing to promote Eureka as an accessible urban environment for young families to live, work, and play.

Ensuring we are still building our tourism economy is extremely important. We see the two efforts, community marketing, and regional marketing, very much as a cycle, one feeds into the other. Our friends at Strong Towns put it nicely.

*“By creating a downtown where residents want to live now and continue to live long(er) term, we create a happier, healthier community with a sense of pride and ownership over their urban center. And when you have a place with happy people, they create cool things. And cool things... you guessed it... usher in tourism, as outsiders travel from outlying areas to see the city that “does it the right way.”*

*And when you have a healthy local economy where people live, work and play, as well as tourism based on happy, healthy communities with a unique local flavor, developers, investors, and local governments will have a multitude of opportunities to see a return. And what does this all-positive end create that is as important as anything? A thriving, attractive place with happy, motivated residents where businesses want to expand and relocate, bringing jobs to your area.”*

This statement pretty much sums up the heart of our strategy, which is very much at the core of many of our partners' missions as well. We are confident that in working together this vision will come to fruition and make a profound impact.

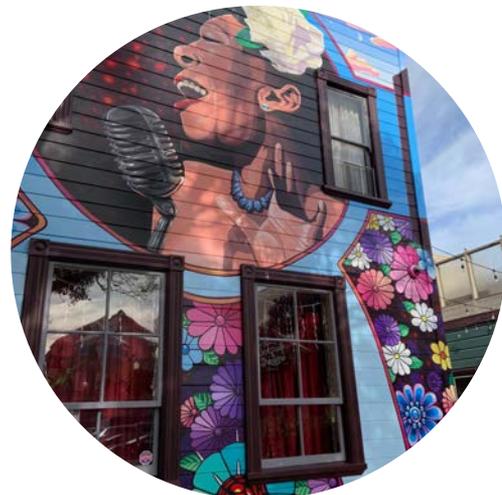
We have two primary challenges when it comes to tourism marketing, reliable data, and budget.

Due to how tourism marketing has been done up to this point, our primary challenge is lack of data on the following:

- What are our current traveler's perceptions of Eureka
- Level of awareness of Eureka as a destination in our target markets
- Which destinations are we in real competition with
- Where do we competitively stand next to our presumed competition of Tahoe, Mendocino, Portland, and Bend

We need to start with understanding with whom we are trying to communicate. Luckily the funds we are allocating for research will identify these key questions and as a result, will give strategic direction to our marketing plan that is solidly backed in real data.

After completing the research and identification component of the scope of work, we will have identified our targets of opportunity, and we will be able to monitor them in the coming years. Eureka has so much to offer to visitors with a wide variety of interests. Through this in-depth research and analysis, we will identify our top five key customer profiles.



These profiles will include the following:

- Measurement of Net Promoter Score over time (as detailed in the Research section above)
- Exact Age, Sex, Income, Marital Status, Location, family status
- What books they like to read, what TV shows they watch, their favorite food, their past times/hobbies
- What keeps them up at night, what gets them excited, what they value in life, why they value it
- With whom they travel, why they travel, what questions they have when planning travel, what emotions they have when planning travel
- What questions do they ask during the stages of travel? (Dreaming, Planning, Booking, Pre-Travel, In-Destination, Post-Travel)

All marketing will then be tailored to these top five targets; allowing us to pinpoint our messaging, resulting in a higher percentage of success.

Our secondary challenge falls under funding.

This contract's budget does not allow for the level of outside marketing it would take to acquire new visitors on a broad scale. Our organization will seek additional/matching funds to reach the "New Visitor" and build out a more traditional tourism marketing plan. What this budget does allow for is to strategically capture and increase, through low cost, highly-effective tactics, what we are calling "existing customers." An "existing customer" is someone who has been in Humboldt County recently or is passing through the area on the 101. We know that acquiring a new customer can cost five times more than retaining an existing customer and that the success rate of selling to a customer you already have is 60-70%, while the success rate of selling to a new customer is 5-20%. When looking at our budget, we feel strongly that honing in on our existing customer is the right move to get the highest return on our investment. Secondly, we know that increasing customer retention by 5% can increase profits from 25-95% which is outlined in our regional marketing methodology.

## **SAMPLE MARKETING CONTENT, METHODOLOGIES, AND STRATEGIES**

Without outlining the full marketing plan in this proposal, here are a few sample directions we intend on taking based off of our current experience operating the Eureka Visitor Center as well as our close to a decade of working in marketing and assisting countless businesses in their marketing efforts. We aim to increase the number of visitors we capture and retain.

**Our team will take a 100% experiential marketing approach to our marketing content. The premise is to create a closer bond between the visitor and the City by immersing them in a wide variety of authentic, memorable experiences. If an experience within the City stirs genuine positive emotions within a visitor, they are more likely to associate those emotions with Eureka, which is more effective than just showing them a Facebook ad or a billboard on the side of the road. In turn, they are more likely to share their experience through word of mouth to their family and friends.**

Our team offers an exceptional insight into "How to Humboldt." We are business owners, educators, and active community members who go out and do the things we will be marketing to our visitors every weekend. Samples of our content themes:

**Eureka - Base camp to Humboldt County**  
**Eureka - The place to Partake in Boutique Humboldt Grown Cannabis**  
**Eureka - City of Colors All things Arts and Culture**  
**Eureka - A Trip Back in Time**  
**Eureka - Creative Entrepreneur Haven**  
**Eureka - Harbor City**

## SAMPLE TACTICS TO MARKET OUR “EUREKA EXPERIENCES”.

### WORD OF MOUTH

Essentially, word of mouth marketing can be summed up in a single word: Trust. People trust other people and the experiences they have to report, which means that when they hear from a friend about what a great experience they had visiting a place, they are more likely to make the trip themselves. Consumers trust their friends; this is why word of mouth marketing (WOM) is the most valuable source of marketing. One person will tell another, and that person will tell someone else. Then that person will continue the chain and spread the word further. Word of mouth marketing statistics prove that people trust their friends and family more than they trust advertisements. According to a Nielsen study, 92% of consumers believe suggestions from friends and family over other advertising. If 92% of consumers prefer suggestions from their friends, then WOM marketing is valuable. Here are a few strategies we will implement to boost our WOM.

### ENCOURAGE USER-GENERATED CONTENT (UGC)

UGC is content created and shared by consumers. It's honest, builds trust, and gives marketers extra collateral to work with.

- 86% of millennials say UGC is a good indicator of the quality of a brand or service.
- UGC videos can increase sales effectiveness by 20%
- Millennials spend 5.4 hours a day with content created by their peers

A few tactics on how we will encourage UGC:

- Promote the use of unique Eureka centric hashtags like #visiteureka #Eurekaca to identify content created by customers
- Incentivize creating and sharing pics, videos, and gifs on social media. Offer a gift at the Visitor Center, a happy hour discount in Old Town, or feature them on our social media.
- Create a sense of community. Showcasing our user-generated content prominently.

### CONNECT WITH INDUSTRY INFLUENCERS & THOUGHT LEADERS

Influencers are precisely what their name suggests; individuals with a strong following and power to influence the beliefs and behavior of those in it. Because of their already established reputation, word-of-mouth marketing from an influencer is undoubtedly the most valuable.

- 40% of people say they've purchased an item online after seeing it used by an influencer on Instagram, Twitter, Vine, or YouTube.
- 49% of people say they rely on recommendations from influencers when making purchase decisions.
- 73% of marketers say that they have allocated a budget for influencer marketing.

Will we appeal to influencers by quoting them in our content, featuring them prominently and creating fun Eureka weekend away packages for let them try for free.

At the end of the day, the easiest way to generate word-of-mouth marketing is to offer unique, share-worthy experiences. If we give our visitors something memorable they cannot get anywhere else, they'll want to share it with their friends and loved ones whether or not you ask them to.

### ONLINE

Most travelers do their research online before they travel, even if it's hours ahead of passing through, whether it's a quick stop for lunch or dinner, figuring out where to get the kids' wiggles out or just how to make the most of the road trip in general. Having a compelling, engaging online presence is critical. This includes a content-rich website, strong rating on rating sites, engaging social media presence, and tons of eye-catching photos and videos easily found. All will help those who might have otherwise driven through our City choose to stop and explore.

### EARNED MEDIA

Earned media is about two things; building relationships and understanding the media's needs - good content.

Our team already has strong ties to regional media and a master list of over 1200 media contacts statewide that currently receive our press releases. By utilizing Visit California's content submission on a frequent basis, we will join our rural regional committee and connect with other rural counties marketing efforts to cross promote among us. Just as we want to build a seamless process for customer pass-offs within the county, building outside the county is vital. That means Mendocino is successfully passing customers off to Humboldt and we are successfully passing off to Butte, Shasta or Del Norte.

### PHYSICAL IMPRESSIONS

Create the impression that one is coming into a new district, with murals, wayfinding, banners, flowers, clean streets and storefronts encouraging the curious road traveler to stop and explore.

**These are just a few tactics and strategies we will utilize. Our complete marketing plan will follow this outline and be a living document.**

**We will submit the final Eureka Marketing Plan to City Council in December 2019. Here is an outline of the final document.**



## OUTLINE OF THE CITY OF EUREKA DESTINATION MARKETING PLAN

### Two Year Strategic Overview for the City of Eureka - 2020/2021 (Intro to Marketing Plan)

- Introduction
- Mission, Vision, Values
- Long term goals
- Long term objectives
- Challenges to running the business
- Best practices of Tourism Marketing
- Building the team

### City of Eureka Destination Marketing Plan 2020/2021

- Mission & Value Statements
- Destination Marketing Goals
- Destination Marketing Objectives
- Customer Segments & Target Markets
- Destination Marketing Strategies & Tactics
- Destination Media Strategy
- Campaign Specific Plans
- Destination Brand Strategy
- Crisis Communication Plan
- Digital/Social Media Plan
- Activity Based Marketing Plans
- Nature Tourism Plan (Eco, Fishing, Redwoods, Harbor, Etc.)
- Arts, Culture and Heritage Plan (Events, Murals, Museums Etc)
- Market Intelligence
- Destination Situation Analysis
- Strengths, Weaknesses, Opportunities, Threats
- Competitive Analysis
- Measuring Results
- Operating Budget 2020 - 2021

# Metrics of Success

## KEY PERFORMANCE INDICATORS

The core of our philosophy is rooted in data and transparency. We will use our customer identification plan and marketing plans to build our self-assessment tools. Visit Eureka is committed to the creation of a dynamic marketing plan based on measurable outcomes. We will share these outcomes annually in our review. This report will also be made available on our website.

As with the rest of the plan, the research conducted will shape our key performance indicators which will evolve with the hiring of an outside marketing agency. The following performance indicators are based on our current best knowledge of how to measure our success; this is the way we create our annual report for the Visitor Center, with additional metrics we think it will be important to track when tasked with bringing people into Eureka.

The metrics we track fall into two categories, those measuring the reach of our marketing efforts, and those measuring quantifiable outcomes of the marketing effort. By separating these, we can see our progress in marketing.

## WEBSITE

We will monitor the total number of visits, average number of visits per month and per day, number of page views per visitor, average time spent on our site, and most importantly, the geographic origin of our website traffic. By tracking where our traffic is coming from and how they use our site, we can measure the success of our marketing efforts. We will also follow where our web traffic originates and engage with key stakeholders to promote click-throughs where appropriate.

## VISITOR CENTER

The Eureka Visitor Center will be our eyes and ears on the ground. Our staff currently tracks daily, monthly, and annual visitors who come through our doors. Our team also tracks the geographic origin of our guests through conversation and guest book signatures.

## SOCIAL MEDIA

We will track their success and brand awareness through overall likes and engagement metrics, as well as through specific, targeted marketing campaigns. Social media is an extremely cost-effective way to hone your brand since it is free to use and cheap to run ads; this allows our marketing plan to be dynamic and able to change based on real-time metrics.



## FACEBOOK

To measure our success in using Facebook to promote Eureka, we will use the following metrics: likes, engagement, page visits, and post engagement. We will measure and track our total, and net page likes monthly, with additional notes to understand if there was a driving factor for the monthly change, i.e., an event or large media story about our region. We will track and optimize our posts based on the level of engagement. Engagement with posts determine the success of a page; it is not enough to post often, the posts must also drive likes, comments, and shares. When using sponsored posts, we will track the success of our posts based on the proportion of paid and organic reach. Most importantly, we will stay well read on the ins and outs of Facebook and their algorithm so we can ensure our marketing efforts are reaching as far as possible.

## INSTAGRAM

Instagram's audience tends to be much more visual, making it the perfect platform to show off Eureka's beautiful waterfront, architecture, and unique art. The metrics of success on Instagram are quite similar to Facebook. We will measure our success based on the total number of followers our page has, level of engagement on posts, the net number of followers gained, unique story views, and hashtag engagement. In addition to the above, we will stay well-versed in related travel hashtags to increase the visibility of our posts, with an emphasis on using hashtags that get reposted to popular pages like Visit California. We will track the number and types of posts that get reposted and ensure we are prioritizing those types of posts.

## PRESS COVERAGE

We will keep track of our press coverage, both local and outside of the area to ensure our press releases are adequately covered. We will work with local and regional press to create compelling content that drives people to visit Eureka.

## MARKETING OUTCOMES

### HOTEL OCCUPANCY

We will also track hotel occupancy levels through the purchase of quarterly STR Destination Trend Reports which will give us an accurate occupancy rate and changes in supply and demand month over month. Additionally, we will purchase a one time STR historic report going back to the year 2000 to assess our current standing.

### TAXES

Transient Occupancy Tax collections (TOT) will serve as the primary metric to measure the ebbs and flows of Eureka's tourism industry. Due to the demand-driven nature of lodging pricing (the higher the demand, the higher the lodging rates), TOT collections provide a blended metric of rate and occupancy, effectively approximating the overall demand for a destination's lodging inventory.

Additionally, we will record sales tax data to capture spending trends in Eureka; giving us perspective on our success on marketing to Humboldt County residents and those who are unlikely to use hotels.



## EVENTS

We will keep track of the number of events and activities in Eureka on an annual basis. We hope that more individuals and organizations see Eureka as a desirable and viable event location following our marketing efforts. We will track year over year change and note the number of attendees at each event to ensure we are meeting our goal.

## SURVEYS

We will utilize surveys to measure our success with three different populations; visitors who are here, potential visitors from key markets, and Humboldt County residents. For visitors who are here, we will measure their market origins, visitor satisfaction, and travel motivations. For potential visitors, we will measure their overall awareness of Eureka, likelihood to travel, and travel motivations.

For residents of Humboldt County, we will measure their perception of Eureka, how often they come to Eureka and why, as well as the likelihood of visiting key parts of town. We will conduct these surveys annually and use the data to adjust our marketing strategies. We will also conduct annual audits of rating sites like Trip Advisor and Yelp to assess perception.

As mentioned above, one of the most important metrics that we will measure over time will be the “Net Promoter Score” which measures the likelihood that our efforts are generating referrals or “network effect.”

## COMPARISON TO LOCAL TRENDS

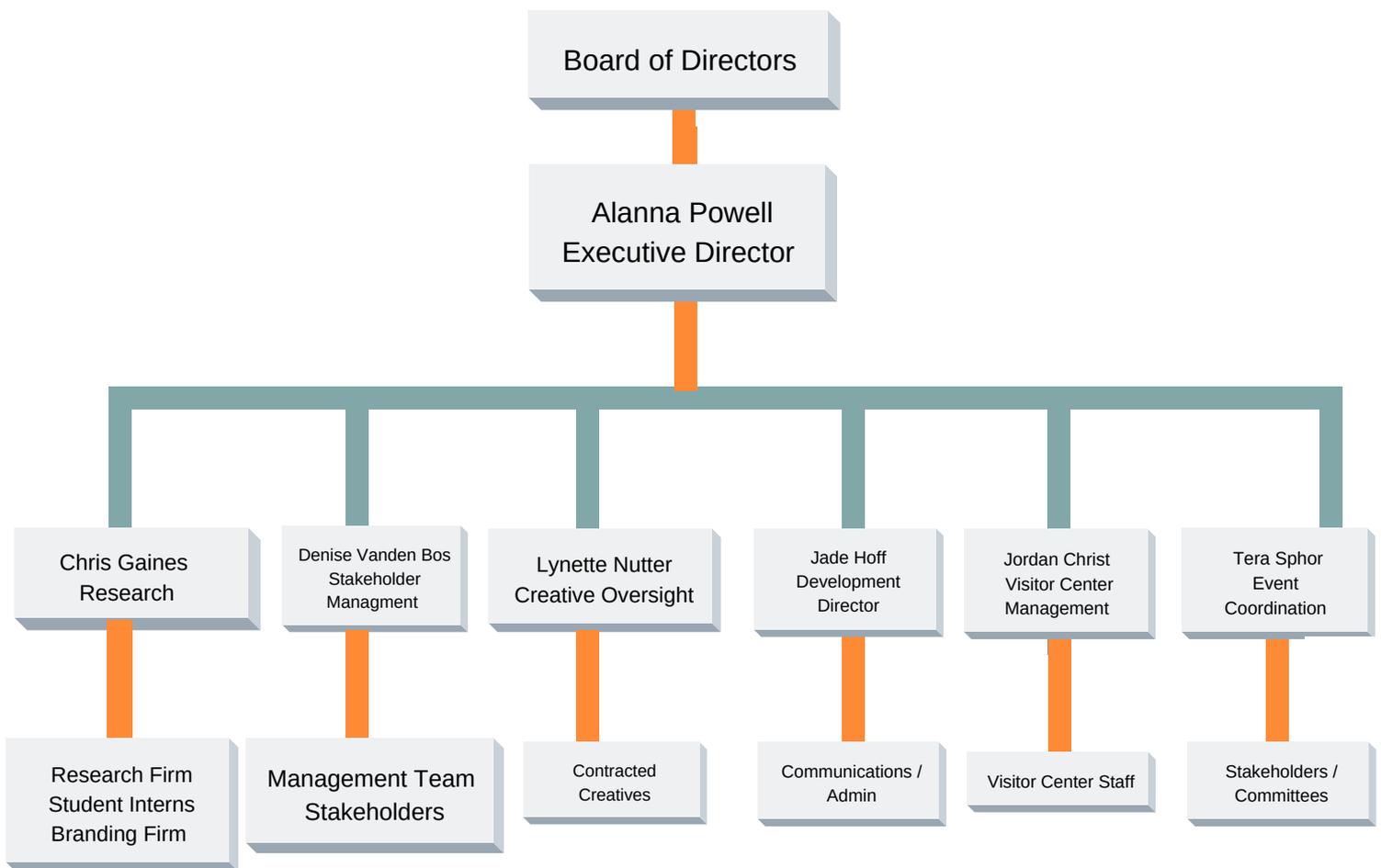
It is essential to measure the flow of traffic into the county overall, attendance at top county destinations, and trends in travelers to nearby locations. We will work with CalTrans, Fly Humboldt, stakeholders in surrounding cities, and the National and State Parks to gain an understanding of local travel trends and where Eureka stands in comparison.



# Operational Plan

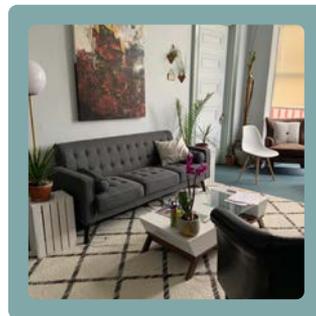
Humboldt Made is a registered 501-c3 non-profit corporation with an existing 11 member Board of Directors. As such, the Board has the fiduciary responsibility for the Humboldt Made budget, which includes all grant and contract funds, like the contract we currently hold for Eureka Visitor Center services, sales, event revenue, other service fees, etc. All operational oversight is delegated to the Humboldt Made Executive Director, Alanna Powell. Currently reporting to Alanna is Jade Hoff, Development Director, and the Eureka Visitor Center manager and staff.

If successful in our bid to market Eureka, we envision a portion of both the Executive Director (40%) and Development Director (25%) being devoted to this project, and we would add a full-time communication/ administrative position as well as several private contractors to implement this contract's scope of work.



# LOCATION

Our offices are located in two iconic Eureka buildings in the heart of Old Town. The Clarke Historical Museum at 240 E street and the Carson Block Building at 517 3rd street. Our commute from office to office is short, sweet and filled with lots of friendly hellos to shop keepers and community members along the way.



# Meet the Management Team

## EXECUTIVE DIRECTOR



**ALANNA POWELL**

In a Word: Conductor

Alanna is an adventurous visionary who followed her bliss from running a tourism business in Croatia to directing an economic development non-profit in Eureka - she came home. Alanna is a master collaborator. As the Executive Director of Humboldt Made, she creates elegant solutions that bring Humboldt Made brands and their users closer through engaging events and 'co-opetition.' Her pursuit to foster strong relationships, manage many disparate brands under one umbrella, and develop key community relationships, has made her somewhat of a master conductor. Coupled with her deep understanding of entrepreneurial spirit and her passion to make a difference in our community, her leadership has grown Humboldt Made beyond the organization's original vision. Combining leadership skills with a strong managerial aptitude and uncanny conflict resolution skills, Alanna is also a talented artist in her own right with an unsparing eye. The above skills make her the perfect conductor for the marketing and branding of Eureka.

Professional Mashup/Experience: Executive Director of Humboldt Made (2015 - Present) Marketing Consultant (2014 -Present) General Manager for [REDACTED] (2013 - 2015), General Manager for [REDACTED] (2011 - 2013). Business Owner - [REDACTED] (2003 - 2010)

**Scope of Work: Oversees all staff, manages finances, oversees the implementation of marketing scope of work, and is the branding firm liaison to the management group.**

## RESEARCH / ANALYSIS



**CHRIS GAINES**

In a word: Strategist

Chris Gaines has an uncanny ability to see strategy. He is a strategist to the core. Like a coach he sees the strengths in everyone and knows how to manage each player to make the overall team win by achieving goals. He's a big picture and results guy. Chris is the "go to" for businesses big and small; creating strategy, teaching workshops, and delivering measurable results. He was instrumental in changing perception and increasing sales of redwood decking for the local timber industry through the Real Strong Redwood campaign. Chris is committed to forging a better future for our community by his tireless work with promising businesses and students. Whether it's matching HSU business students with local businesses as Humboldt State's Internship Director, or teaching Business Marketing Strategy to hopeful students at College of the Redwoods, he has a deep understanding of tapping into potential, plugging into local business, and getting desired outcomes. Chris is clearly dedicated to making Humboldt County thrive by creating work that drives significant results.

Professional Mashup/Experience: Lecturer and Internship Director - HSU (2014-present); Professor of Business (2004-present), Division Chair - Business and Technology Division, - [REDACTED] (2208-2009); President - Flatiron Group (2004-present); Vice Chair, Board of Directors - [REDACTED] (2013-2016); Product Line/Category Business Manager - [REDACTED] (2001-2004)

**Scope of Work: Oversees R&D, strategy, students, and outside research agencies.**

## STAKEHOLDER MANAGEMENT



**DENISE VANDEN BOS**

In a word: Playmaker

With Denise on your team you instantly have an all-around player and a born leader. In other words, she makes things happen. She knows project development, grant writing, fundraising, marketing, and is a graceful leader and collaborator. The Humboldt State psychology graduate is passionate in her belief that understanding human psychology and behavior makes for better communication. Her 5 years as CEO for Six Rivers Planned Parenthood is an example of how to lead with passion, tenacity, and grace. As Director of Project Development at Humboldt State University, Denise demonstrated her diverse and effective strengths in marketing, outreach, and resource development for hands-on learning opportunities - gracefully reconciling their different goals. Denise believes place and community runs deep. She has called Humboldt County home for 40 years and dedicated her broad skillset to improve our collective communities by serving as a board member to a myriad of organizations, including Humboldt Made.

Professional Mashup/Experience: Director Project Development - [REDACTED] (2013-2018); Director of Development (2003-2007), CEO (2008-2013) - [REDACTED]

**Scope of Work: Oversees Stakeholder, Management Team Planning**



### JADE HOFF

In a Word: Project-Whisperer

## DEVELOPMENT DIRECTOR

Jade brings a fresh outlook to our work. She joined the Humboldt Made team through an internship her junior year for a class on sustainable rural economic development. This is where her love for community-driven economic development blossomed. Since then she has come alongside on every project, including the launch of the Eureka Visitor Center and Friday Night Market, bringing her strong organizational and analytical skills to the table. As Director of Member Services, Jade has wrestled to the ground the sometimes unwieldy needs and wants of 96 different Humboldt Made businesses. Jade is a project and goal oriented person who brings drive and passion to everything she does. She possesses razor sharp prioritization skills, is a champ when it comes to streamlining processes, and possesses an authentic enthusiasm to learn more in any given situation. Jade is one of those unique individuals who has the ability to make decisions quickly on her feet, she's determined to get the job done yet flexible when the situation requires it. As Development Director, this strong, compassionate leader, will continue as the Director of Member Services for Humboldt Made, bringing the story of our makers and entrepreneurs to the forefront. She will also spearhead community projects centered on the development of Eureka as a tourist destination and a beautiful place to live.

Professional Mashup: Project Manager for Humboldt Made, Assistant Editor of the Humboldt Economic Index, Supplemental Instructor of Intermediate Microeconomics, Steering Committee Member for Next Gen Eureka.

**Scope of Work: Oversees Communications Admin, Event Coordinator, Interns; continues to develop member services for Humboldt Made, leads the overall development of the organization, and leads projects focused on the development of Eureka as a tourist destination.**



### LYNETTE NUTTER

In a word: StoryExcavator

## CREATIVE DIRECTOR

Lynette is deeply driven by story - other people's story. Whether it's used for entertainment, to connect to a brand, increase community or company morale, Lynette maintains story is the key ingredient to successful engagement; it influences creative, steers marketing strategy, and moves people into action. She has that rare ability to dig deeper and deliver emotional compelling content across many platforms. Lynette is a true creative and has managed creative teams to develop and deliver assets and content for local and national organizations. Lynette loves coming up with one-of-a-kind ideas and collaborating with a team to execute them. In a previous life Lynette was a television producer where she honed her skills at capturing stories for studios like Sony, Paramount, and Warner Brothers. She is devoted to branding local businesses through story-driven marketing; working with WING, Baroni, Cypress Grove, Dirty Business Soil and more. She put her tv chops to use working with a team to produce the first ever live-streamed 2017 Golden Tarp Awards and created story content for the Get Ready Humboldt initiative. Lynette continues to evangelize the many captivating stories of entrepreneurs, artists, and business and leaders who make our community shine.

Professional Mashup/Experience: Creative Director A Nutter Production 2007-present; Marketing Communications Manager - [REDACTED] (20015-2016); Project Manager/Line Producer - [REDACTED] (2011-2013); Development Producer - [REDACTED] Digital Marketing Specialist

**Scope of Work: Oversees creative team content, including: video, photography, social media, web and graphic design.**



### DON BANDUCCI

In a word: BonVivant

## LEAD COPYWRITER

Don is an entrepreneur to the core. After starting Yakima Car Racks 40 years ago, his creative voice, sense of adventure and "can do" attitude put Yakima on top of the car rack game. Since selling the company in '97 Don has committed his passion for all things Humboldt County, working with and investing in local businesses. Don has been a close advisor to Humboldt Made since its earliest days and currently serves as its board president and resident "marketing insultant". When he's not exploring Humboldt or working the AI's Oysters booth, Don is with his beloved springer spaniels, fishing with friends on the Klamath or grilling and serving up wild game at the house that Yakima built. A wildly unsuccessful unpublished author, Don's wry, tongue in cheek, breezy style led the marketing for Yakima and now bubbles up often in scripts and narratives promoting Eureka and Humboldt. Both of Don's parents were born and raised in Humboldt, justifying his claim that Humboldt is in his blood.

Professional Mashup: Co-founder and President Yakima Products (1979-1997); Co-owner Terra Mai Reclaimed Wood (1997-2001) Humboldt Made Board of Directors; (2010-2019) AI's Oysters (2018-) Web copy and content, Yakima, T

**Scope of Work: Strategic and creative thinking, marketing insulting, web narratives, press-releases, ad copy, radio and video scripts.**

# Meet the Creative Team



## MIKE DRONKERS

**In a Word: Philomath (lover of learning)**

### Scope of work: Social Media

Mike is the Digital Communications Coordinator with Humboldt State University, but that doesn't begin to describe him. He is a lover of learning, especially anything you can't Google. Dronkers is a recipient of the national Edward R. Murrow radio documentary award, two Radio Advertising Production awards, and two North Coast Journal "Best DJ" awards. He is a TEDx alum, a radio host and multimedia content producer whose proudest moments always involve piquing someone's interest.



## NELS ISRAELSON

**In a Word: Lensman**

### Scope of Work: Photographer

For over 30 years Nels has been creating award-winning images for music packaging and film campaigns. His album covers include Red Hot Chili Peppers, James Brown, RATT, Def Leppard, Blur, and Jackson Browne. You may have seen his images on theatrical film campaigns, including The Big Lebowski, X-Men, Spider-Man, Pirates of the Caribbean, The Hobbit, and Captain America: The Winter Soldier. Nels is also obsessed with creating solutions to break images out of the 20th century 2D paradigm and into 3D and immersive / extended realities. He founded Altered Reality where he is building a platform for sharing photorealistic mixed-reality experiences, using only a smartphone. <http://www.nelslens.com>



## MATT HODGSON

**In a Word: Webman**

### Scope of Work: Web design

Matt is the Web Manager and web team lead at Humboldt State University. "With over a decade of web experience I have had the opportunity to design and develop dozens of successful websites and wear many different hats. I'm a web designer and front-end developer, but play many other roles on most projects. Since I am part of a small team, I end up digging into information architecture & site planning, content strategy, user experience and project management." <https://www.matthodgson.net/>

# Meet the Creative Team



## WILL GOLDENBERG

In a Word: Collaborator

### Scope of Work: Videography

Will Goldenberg is an award winning cinematographer with advanced degrees in animal behavior and wildlife filmmaking. Will's passion for documenting the natural world has led to assignments around the world producing BAFTA and EMMY award winning television series for broadcasters such as the BBC, PBS and NATGEO WILD. Work includes: Our Planet (2019) Aerial Cinematographer, Silverback Films for NETFLIX; The Mighty Northwest (2018) Camera Assistant, Red Rock Films for NATGEO WILD; David Attenborough and the Giant Elephant (2017) Additional Camera Operator, Humble Bee Films for BBC1; Blue Planet II (2017) Camera Assistant, BBC Natural History Unit for BBC1; Locally Grown (2017) Director of Photography, Orpheus Picture for KEET; Wild West: America's Great Frontier (2016) Additional Cinematographer, BBC Natural History Unit / PBS <https://www.willgoldenber.com/>



## JEN MCFERRIN

In a Word: LifeSommelier

### Scope of Work: Graphic Design

Jen is a graphic designer, social media and branding consultant. She has a deep appreciation for all things Humboldt and her creative and energetic mind has been a catalyst for promoting local products and businesses, including, Eel River Brewing, 6 Rivers, and Humboldt Made brands. She is the gal you want to know. She possesses a full grip on the tap into the fun and importance of our community.



## JONATHAN DESOTO

In a Word: Inventive

### Scope of Work: Visual Arts /Video

Johnathon DeSoto is a multi-disciplinary visual artist whose work is concerned with the personal, social and political dynamics of our current world. He is a Humboldt County native, with no formal art education. He is the art director and graphic designer for Cooperation Humboldt and Humboldt Artist Guild founder. Johnathon views art as a profound human expression that is essential to creating thriving, complex and powerful societies. His work is focused on the interplay of what it means to be a person with privilege, joy and abundance and what responsibilities one has to act and collectivize in order to expand access to ways of thriving. "Artists are not just a fundamental ingredient of society. Artists are cultural leaders". <http://www.jdesoto.com/>



## JENNA CATSOS

In a Word: Imaginative

### Scope of Work: Illustrator

Jenna Catsos is a Eureka artist, small business owner, and community organizer. Jenna has worked with many local organizations through her illustration business, Pen+Pine, including drawing maps and Eureka illustrations for the Eureka Visitor's Center, illustrating tsunami evacuation maps and interpretive signs for the Redwood Coast Action Agency, and drawing graphics for the City of Eureka. Her Humboldt-centric products can be found in stores throughout the region, and she has drawn custom products for many local businesses. She painted a utility box (on the corner of Buhne and I Streets) with the City of Eureka's Utility Box Program, and is one of the key organizers of the Eureka Street Art Festival. She is also an organizing member of Next Generation Eureka, and sits on the board of SCRAP Humboldt. <https://www.penandpine.com/>

# Meet the Visitor Center Staff



**TERA SPOHR**

In a Word: Wrangler of people

**Scope of Work: Event Coordinator**

Tera most enjoys the entrepreneurial spirit found in young businesses, that impulsive “just make stuff happen” attitude and the consequent challenges of avoiding disaster and keeping things together. Tera is that person that every growing business needs, a calm, thoughtful mind in the midst of chaos. Tera put those skills to work yet again beginning 8 years ago when she was recruited for the Humboldt Made Board through her position at Mad River Brewery. In the ensuing years Tera has taken on all kinds of weird accounting and “sticky wicket” projects for Humboldt Made and seen them through to resolution, in true heroine fashion. She says she does it because she’s proud to be part of an organization that is focused on bettering the community through opportunity and growth. Hers is a noble sentiment, to be sure, but we think she does it because she can’t stand a mess. Tera will be overseeing Visit Eureka’s event planning and promotion, where yet again she hopes to make the trains run on time with her feminine but firm touch..



**JORDAN CHRIST**

In a Word: Joygiver

**Scope of Work: Visitor Center Manager**

Jordan has worked in customer services (and retail) in Humboldt county for 7 years and has grown professional, and interpersonal relationships with the community throughout her time in Humboldt. In her spare time she enjoys browsing local businesses and restaurants, cooking, reading, and spending time with close friends.



**LYNN INTERSIMONE**

In a Word: Sailor

**Scope of Work: Visual Arts /Video**

I am a native of Eureka and a recently retired teacher. I absolutely love both of my part-time jobs: being a concierge at the Eureka Visitor Center and working on the historic vessel Madaket. In my spare time, I enjoy sipping a Cosmopolitan on the fantail of the Madaket or walking with my family at Falk, the birthplace of my Grandmother.



**AL BROCCA**

In a Word: The guy

**Scope of Work: concierge**

Eureka Visitor Center Concierge, Albert Brocca was drawn to the area for its natural beauty and its vibrant sense of community. As an Avid hiker and outdoorsman he has enjoyed countless moments exploring Humboldt's vast backcountry. He's extremely knowledgeable about local sight-seeing and Eureka's Historical Interests, He also enjoys living in a 1886 Italianate Victorian home. "Al's a valuable asset to the visitor center always greeting people with a smile and he knows where all the best shops and local eats are" - Quoted Eureka Resident

# *Humboldt Made Board of Directors*

**DON BANDUCCI, MARKETING CONSULTANT**

**DENISE VANDEN BOS, CONSULTANT**

**CLINT VICTORINE, OWNER EEL RIVER ORGANIC BEEF AND PACIFIC  
PASTURES GRASSFED BEEF**

**MEREDITH MAIER, OWNER SIX RIVERS BREWERY**

**BILL PRESCOTT, MARKETING COMMUNICATIONS SPECIALIST**

**CEDAR REUBEN, HUMBOLDT INVESTMENTS**

**TERA SPOHR, MARKETING CONSULTANT**

**ARA PACHMAYER, HUMBOLDT STATE UNIVERSITY**

**JESSICA MONTAGUE, PSYCHOLOGIST**

**JOHN RICHMOND, PUBLISHER AND GENERAL MANAGER/ ADVERTISING  
DIRECTOR TIMES STANDARD**



# Contracting Firms



Since 1987, Vernon Research Group has worked with businesses and non-profit organizations to help them better understand brands, markets, competitors, customers, prospects, members, and employees through qualitative and quantitative market research services. They also help government, civil, and political organizations obtain insights on taxpayer satisfaction, public issues, and voter/member preferences through needs analysis and opinion surveys. Their team places a high value on multiple interdisciplinary perspectives and methods. Vernon research analysts and strategists come from a variety of backgrounds, including business, statistics, and social sciences. Their analysts have advanced degrees and are trained experts in the field of survey design and statistical analysis.

**Methodology:** Vernon's experienced research team will identify research objectives and specifically engineer the most effective custom methods for obtaining the answers and insights key to the client needs. The data collection specialists execute the research, reaching the people whose perspectives most relevant to the project goals. .

They take the results and then analysts provide a clear, easy-to-understand research findings. Finally, strategists take the findings and provide recommendations based on client study goals and business objectives. They are thorough and issues are examined from all possible angles, leading to more insightful, useful, and authentic results. You always benefit from the thinking of our experienced team members.

Vernon Team:



**LINDA KUSTER**

President, Partner

Melding deep experience in marketing, research and management from multiple industries, Linda guides clients throughout a project - from selecting the appropriate market research strategy to applying the findings. As president, she keeps hers eyes glued on your research goals and makes sure you gain the insights you need to take action. Linda loves looking at the big picture, the details within and finding the story in it all.



**DR. LORI DOCKERY**

Director of Quantitative Research,  
Partner

Lori, with a background in the areas of psychology, statistics, educational research, and program evaluation, leads quantitative projects at Vernon Research. Her advanced analysis skills help our clients understand the motivations behind customer, prospect or member behaviors. Lori has a hand in all aspects of our projects, from start to finish, and loves to see when clients apply the results we obtain for them.



**ANDREW JUHL**

Director of Qualitative Research,  
Partner

Andrew leads qualitative projects and has nearly two decades of research experience in a variety of industries and fields, such as psychiatry, neurology, social work, oncology, pediatrics, agriculture, organizational management and education. As a skilled mixed-methods researcher, he excels at analyzing transcripts and written responses, finding a distinct "voice" and stories that complement and enrich many studies' findings. Andrew enjoys discovering new and helpful methods of data visualization for our clients, allowing them to literally see their results.

# Contracting Firms



**DORY ANDERSON**

Partner

Having always worked in agencies, Dory has spent more than 20 years creating and executing consumer and business-to-business marketing campaigns. She has strong focus on home products and other consumer packaged good brands, and has worked with brands like Maytag, Sherwin-Williams, Clorox, Andersen Windows, Noodles & Company, Dunkin' Brands and others.



**JAY LEMKE**

Partner

Jay leads all influencer and media outreach for the agency. His early work as a newspaper journalist contributes to his ability to effectively influence and inform. He's created award-winning campaigns for a variety of national brands across a variety of categories, including business/investor, health care, outdoors, home and garden, food and beverage, oil and gas and non-profit.

## Potential Branding Firms

Novio: <https://www.novio.com>

Odysseus Arms: <https://www.o-arms.com/>

TBD: <https://www.tbd.ooo/>

Copper, Levy & Partners: <https://cooperandlevy.com/>

### A few of the brands these firms have represented:

AAA  
Ameristar Casinos  
Apple  
AT&T  
Bare Escentuals  
BEA Systems  
Birkenstock  
Carmel Valley Ranch  
Nike  
Northstar

Commune Hotels  
Diamond Nuts  
Disney  
Dolby  
Google  
HP  
Hyperion  
Microsoft  
Mondavi

Norwegian Cruise Line  
Oakland A's  
Peet's Coffee  
Platfora  
Porsche  
Pottery Barn  
Proactiv  
Radius  
Samsung

San Jose Earthquakes  
Silicon Valley Bank  
Squaw Valley  
Sun Valley  
Thomas Weisel Partners  
UCSF  
Virgin America  
Visa  
Williams-Sonoma  
Xerox

# Financial Plan

2019 - 2020

## Staffing

Executive Director	\$41,146
Development Director	\$8,092
Admin and Communications	\$35,976

## Management Contractors

Creative Management	\$28,000
Research Management	\$28,000
Stakeholder Management	\$28,000

## Intern Research Program

HSU Intern Team	\$10,000
-----------------	----------

## Creative Contractors

Photo/Video	\$15,000
Copy	\$15,000
Graphic Design	\$15,000

## Outside Expertise

Branding Firm	\$50,000
Research Firm	\$30,000

## Fixed Costs

Rent & Utilities (40% of current rent)	\$5600
Insurance	\$3500
Licensing & Permits	\$700
Subscriptions	\$1200
Office Supplies	\$400

## Marketing / Development

Marketing	\$49,386
-----------	----------

**Total Project Budget** **\$365,000**

# Financial Plan

2020 - 2021

## Staffing

Executive Director	\$41,146
Development Director	\$8,092
Admin and Communications	\$35,976

## Management Contractors

Creative Management	\$28,000
Research Management (20% decrease)	\$22,400
Stakeholder Management ( 20% decrease)	\$22,400

## Intern Research Program

HSU Intern Team	\$10,000
-----------------	----------

## Creative Contractors

Photo/Video	\$10,000
Copy	\$10,000
Graphic Design	\$10,000

## Outside Expertise

Research Firm	\$30,000
PR Firm	\$25,000

## Fixed Costs

Rent & Utilities (40% of current rent)	\$5600
Insurance	\$3500
Licensing & Permits	\$700
Subscriptions	\$1200
Office Supplies	\$400

## Marketing / Development

Marketing	\$100,586
-----------	-----------

<b>Total Project Budget</b>	<b>\$365,000</b>
-----------------------------	------------------

# List of Qualifications

- Consumer Awareness Activities including: Go Local campaign, Buy local -local purchase total shown on purchase receipt, Humboldt Made Premier night attended by over 400 residents. Numerous in-store demonstrations of food and wellness products. Anniversary celebrations with product demonstrations at Humboldt County grocery stores: Rays Food Place, Wildberries Market, and Eureka Natural Foods.
- Sunset Weekend Show (Palo Alto, CA)
- Developed regional branding materials in the name of Humboldt Made, including logo, values, photography etc.
- Attraction of buyers from institutions outside the region to be introduced to local producers
- Workshops, one-on-one technical assistance and mentoring for entrepreneurs-Direct to Consumer Selling, IDEO training in product innovation, Preparing for Trade Shows, Testing Price Sensitivity, packaging for high end markets, etc.
- Development of tourism materials-manufacturing facility tours to encourage tourists to stay another day
- Consumer awareness campaign-Join the Movement-promoting Humboldt Made membership
- Consumer awareness and community development activities- "Love Where You Live Campaign" including promotional materials and community activities.
- Local events including Oyster Festival, Fourth of July Celebration, HumArts Holiday Celebration
- Fundraising: annual dinners, ongoing corporate and community donations, community events
- Developed and began running Eureka Visitors Center and gift shop in Clarke Museum. Created new staff positions to support local tourism, including concierges to assist tourists.
- Creation of Oysters and Ales (local seafood and brewers), Fervor Fest (local fermented products), and other smaller events that highlight specific segments of the local Humboldt County manufacturing businesses.
- Buyer Tours expansion into industry segments beyond food and wellness
- Attended Seatrade exposition in Florida to attract cruise ships to Humboldt Bay. Planned and implemented the hosting of a cruise ship in May of 2018.
- Humboldt Made booth at the Expo West Natural Products Show in Los Angeles
- Created Friday Night Market in the Clarke Plaza across the street from the Visitors Center.
- Awarded contract from the Eureka Lodging Alliance to plan, market, and implement five major Eureka events in the off and shoulder season. This allowed for the hiring of a Eureka Event Coordinator who has in addition to planning these events has also partnered with various other local events to help drive attendance.



*Thank you.*