

Farragut, TN

Final Report



July 17, 2015

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INTRODUCTION

About North Star Destination Strategies

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing destination brands through integrated marketing solutions. North Star offers communities a combination of research, strategy, creativity and action. This process – called Community BrandPrint™ – provides direction for the community’s brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual’s fingerprint, and just as unique.

About the BrandPrint Process

Through the Community BrandPrint process, North Star determines Farragut’s most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of consumers (residents, businesses, shoppers). We then develop powerful Brand Action Ideas and a Brand Identity Package (creative expressions), all of which reinforce the positioning and ensure brand equity and growth.

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

EXECUTIVE SUMMARY

Branding Partners

The Town of Farragut contracted with North Star Destination Strategies to determine Farragut's true, unique and relevant brand position to help the community stand out in the marketplace. This Executive Summary represents a snapshot of the critical highlights from all phases of the BrandPrint process. Detailed findings are compiled in the report that follows.

Understanding

North Star conducted more than a dozen pieces of research to identify what differentiates Farragut from its neighbors and competitors. By examining the community (residents and stakeholders), consumers (visitors, site selectors, regional/state officials in tourism and economic development) and the competition (neighboring and other communities), North Star determined a strategy for Farragut to assert across all community assets to implement an effective, meaningful and relevant brand. Findings are summarized on the following slide.

EXECUTIVE SUMMARY

Much of the research about Farragut pointed to an emphasis on quality. In the Knoxville area, Farragut seems to be associated with a higher standard on all fronts from the aesthetics of the town, to well-manicured lawns, to housing stock, to a strong public education system. The town's access to quality nature were also noted throughout research. Residents remarked on the value of the town's parks and greenway system.

From a business standpoint, Farragut is renowned in east Tennessee for its wealth of retail offerings. Along with outdoor amenities and entertainment options, retail is what attracts most visitors according to community leaders. While retail offerings may attract visitors, they certainly benefit residents in more ways than one. Residents reported low property taxes (in light of the sales tax revenue) as a key asset.

Farragut was identified as an affluent, residential suburb of Knoxville by residents and consumers. While community members described their town as family-oriented and tight-knit, they felt as though outsiders viewed the town as snobby and pretentious. Consumer research validated that perception to some degree. Survey participants in Knox, Blount, Anderson and Loudon Counties agreed that Farragut citizens seemed to view themselves as part of an upscale community.

EXECUTIVE SUMMARY

Research revealed advantages for businesses including the fact that Farragut rated highest among its neighboring competition as a progressive, forward thinking area. Other business advantages that were evident in research included a business-friendly culture, available workforce and a low overall cost of doing business. Despite these benefits, community stakeholders agreed that Farragut's biggest opportunity for growth would be to attract new business. The types of development that should be targeted included small businesses as well as additional retail and restaurants.

While research found there to be many pros for locating in Farragut, there were also some negatives. Research participants mentioned the town's reputation for not being business friendly, empty storefronts, and the community's tax structure. And, as is often the case with high-end communities that people aspire to live in, some outsiders perceive Farragut as snobby or unwelcoming. In actuality, Farragut residents are very warm, close and connected, which means the brand is a real opportunity to work on that misperception in the marketplace.

Other opportunities abound as well. The research identified a chance to purchase the Russell House, expand the greenway system, enhance community events, and pursue additional retail development. Additionally, community members agreed that creating a defined downtown would have the most significant impact on the future of Farragut.

EXECUTIVE SUMMARY

INSIGHTS (Conclusions based on research):

As mentioned previously, research overwhelmingly pointed to Farragut's emphasis on quality. In fact, Farragut's brand barometer score rating the community as a place to live outranked the national average by over 75%! Because Farragut is the most sought after community in the Knoxville area according to research participants, North Star recommended that Farragut extend an open invitation to residents, businesses and visitors to discover all the ways they can go further in life by living closer.

STRATEGIC BRAND PLATFORM

Strategic Brand Platform

North Star funnels strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives. All communications, actions and product development should connect to the essence of this relevant and defining statement.

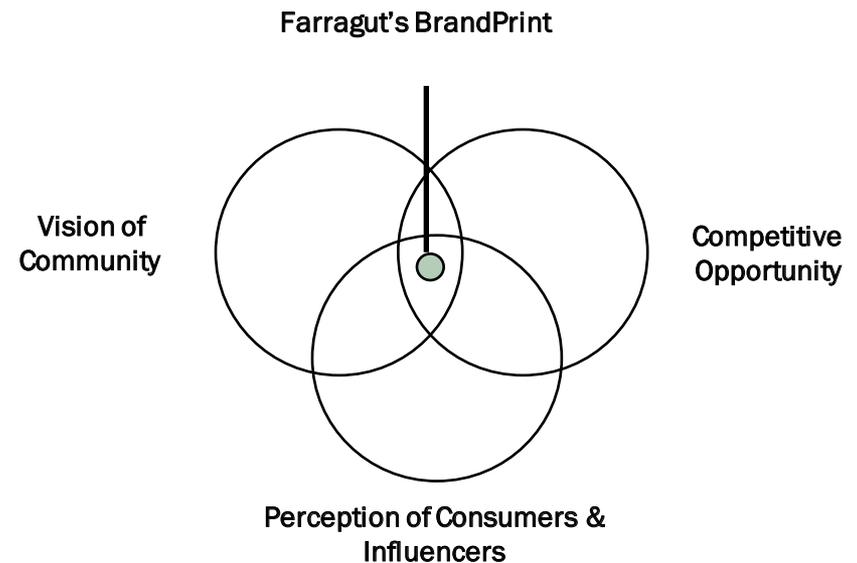
Target Audience	<i>For those who appreciate beauty and forward thinking in equal measure</i>
Frame-of-Reference	<i>Farragut, TN, the Knoxville area's most desirable community</i>
Point-of-Difference	<i>is a premier destination (for living, shopping, ease and amenities) built by the hard work and ideals of high achievers</i>
Benefit	<i>allowing your opportunities for growth to come with an assurance of established excellence.</i>

UNDERSTANDING

Where the Brand Has Been and Why

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

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



IN-MARKET STUDY

Purpose

The purpose of the In-Market Study is to gain an understanding of the perceptions and attitudes of Farragut residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors, potential residents or business prospects.

Methodology & Results

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit from June 2-5, 2014. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area familiarization (FAM) tour, stakeholder focus groups, stakeholder one-on-one interviews and local community one-on-one perception interviews.

MATERIALS REVIEWED

Materials Reviewed

This is a sampling of the materials reviewed as part of the Research and Materials Audit, prior to the In-Market Study.

- 2012 Stormwater Matters Brochure
- 2013 Farragut Finance Budget Overview
- 2013 Business Friendly Cities: The Beacon Center Report
- 2014 Town of Farragut Annual Report
- Honoring Admiral Farragut Brochure
- 2011 (2013 revision) Town of Farragut Emergency Management Plan
- 2013 Parks and Leisure Services Master Plan
- The Civil War: Battle of Campbell Station
- 2013 Strategic Plan Summary
- Farragut Comprehensive Land Use Plan for 2025
- Town of Farragut Attraction Information
- Farragut Business Alliance Brochure
- Farragut Folklife Museum Advertisement
- Farragut Hotel/Motel Information
- Farragut TN College Degree Infographic
- Farragut Aerial View Map
- 2010 Retail Marketplace Profile
- 2012 Farragut Retail Overview
- Farragut Profile Report for Kingston Pike and North Campbell Station Road
- 2011 Estimates for Dominant-20 MOSAIC Lifestyles Report + other documents
- 2013 Farragut Area Employers
- Kingston Pike Retail Map
- Expanded Demographic Profile for Kingston Pike and Campbell Station
- Expanded and Summary Demographic Profile for Knoxville's MSA
- Farragut Overview Retail Map
- Farragut TN Thematic MOSAIC Map
- Profile Employment Report
- Restaurant Market Potential Report, Overview
- Farragut Schools Map
- Farragut Household Segments + Household Group Profiles
- Farragut STDB Trade Area
- Turkey Creek Retail Map

MATERIALS REVIEWED

Materials Reviewed

This is a sampling of the materials reviewed as part of the Research and Materials Audit, prior to the In-Market Study.

- 2013-2014 Fiscal Budget
- Mayor-Aldermanic Charter
- 2012 McFee Park Expansion Master Plan
- Farragut Folklife Museum Full Page Ad
- 2013 Folklife Museum Info
- Folklife Museum Rack Card
- 2010 Pedestrian and Bicycle Plan
- Farragut Folklife Museum: Preserving History in East Tennessee
- 2011 The Historic Russell House Brochure
- 2014 Folklife Museum Newsletter
- 2011-2025 Strategic Plan
- Summary of Farragut's Historical Assets
- 2014 Talk of the Town Publication
- Farragut Homeowner's Monthly Associates
- Town of Farragut Parks and Leisure Services
- Volunteer Voice Update

IN-MARKET STUDY

Most Mentioned Assets

- Look and feel of Farragut
- Sense of community
- Turkey Creek Shopping Center
- Affluent resident base
- Location
- Great public schools
- Residential community (high-end housing)
- Parks and greenways
- Quality of life
- Educated residents
- Low property taxes / no local property tax



IN-MARKET STUDY

Most Mentioned Challenges

- Negative external perception
- Busy residents
- Considered not to be business-friendly
- Volunteer leadership
- Local retail struggles
- Empty storefronts – Kingston Pike area
- Tax structure



IN-MARKET STUDY

Most Mentioned Opportunities

- Purchase of the Russell House
- Expansion / connection of greenways
- Community events
- Retail development



BRAND BAROMETER

Purpose

The Community Brand Barometer measures strength of the Farragut brand according to:

- Resident satisfaction with and advocacy for Farragut as a place to live, visit, and conduct business
- Farragut satisfaction/advocacy relative to the nation

Methodology & Results

Significant research* on a wide variety of customer satisfaction metrics found a single powerful question has the greatest ability both to measure current resident satisfaction and predict future community growth. That question, “Would you recommend your city to a friend or colleague as a place to live (or work or visit)?” is powerful because it surpasses the basic model of economic exchange, where money is spent for products or services. People who score their community high on the Brand Barometer actively recruit new residents, visitors, and businesses through positive word-of-mouth marketing. It is very personal. By making a strong recommendation, they are willing to risk their own character, trustworthiness and overall reputation for no tangible reward.

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants in the community-wide surveys answered three questions:

- Would you recommend living in Farragut to a friend or colleague?
- Would you recommend visiting Farragut to a friend or colleague?
- Would you recommend conducting business in Farragut to a friend or colleague?

**Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of “The One Number You Need to Grow,” Harvard Business Review (Dec. 2003).*

BRAND BAROMETER

Methodology & Results

Responses are measured on a 10-point scale with 1 being “Not at all likely” and 10 being “Extremely likely.” Results are presented on an individual respondent level as well as an aggregate Brand Advocacy Score. Scores are calculated with response percentages in the following categories:

- Promoters (9 or 10) – Loyal residents who will continue fueling your growth and promoting your brand.
- Passives (7 or 8) – Satisfied but unenthusiastic residents who are vulnerable to other opinions and brands.
- Detractors (1-6) – Unhappy residents who can damage your brand and impede growth through negative referrals.

$$\text{Brand Advocacy Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Farragut’s Brand Advocacy Score can then be compared to a benchmark score that has been derived from the entire nation. North Star employs multiple survey methods through proprietary sources to determine national averages. Scores represent a stratified random sample of the entire U.S. population and are updated on a regular basis. You can use this information to track your own brand performance relative to national trends over time. In addition, you can repeat the Community Brand Barometer after a designated period and compare the results to your own benchmark score for an ongoing metric of how community attitudes change over time and in response to specific events or activities.

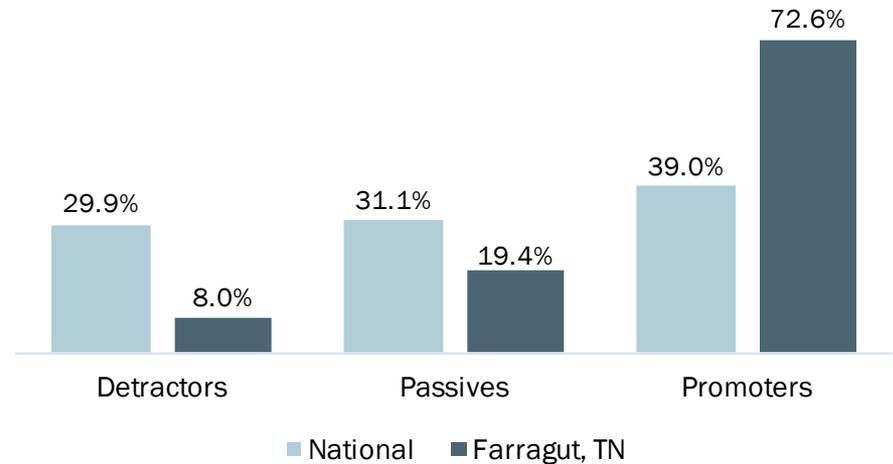
See **Appendix D** on the Research Report CD for a description of the Brand Barometer.

Brand Barometer

On a scale of 1 to 10 with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend **living** in Farragut to a friend or colleague?

Living in Farragut, TN			
1	2.0%	Detractors	7.96%
2	0.5%		
3	1.0%		
4	1.5%		
5	1.5%		
6	1.5%		
7	5.0%	Passives	19.40%
8	14.4%		
9	19.9%	Promoters	72.64%
10	52.7%		

As a place to live...



Observations:

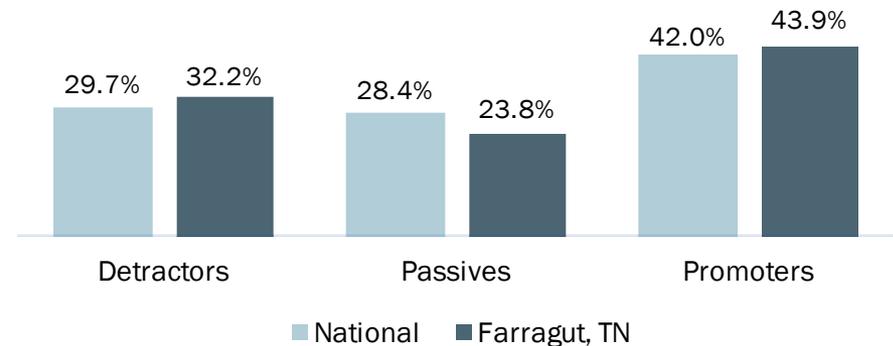
- Promoters: Your high promotion score is not a surprise but it is impressive. Involved, invested residents are part of your DNA. These are likely the people who enjoy the residential atmosphere of Farragut, who participate in community groups and who have a vested interest in Farragut’s schools.
- Detractors: Possibly the group that is concerned with the vacancies on Kingston Pike or the lack of core downtown area.
- Almost 53% of respondents gave Farragut a perfect 10. This is a very high score. These are the brand ambassadors who are promoting the community and will be helpful when the new brand is presented.

Brand Barometer

On a scale of 1 to 10 with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend **visiting** Farragut to a friend or colleague?

Visiting Farragut, TN		
1	1.9%	Detractors 32.2%
2	3.2%	
3	0.6%	
4	5.2%	
5	12.9%	Passives 23.8%
6	8.4%	
7	9.0%	Promoters 43.9%
8	14.8%	
9	12.3%	
10	31.6%	

As a place to visit...



Observations:

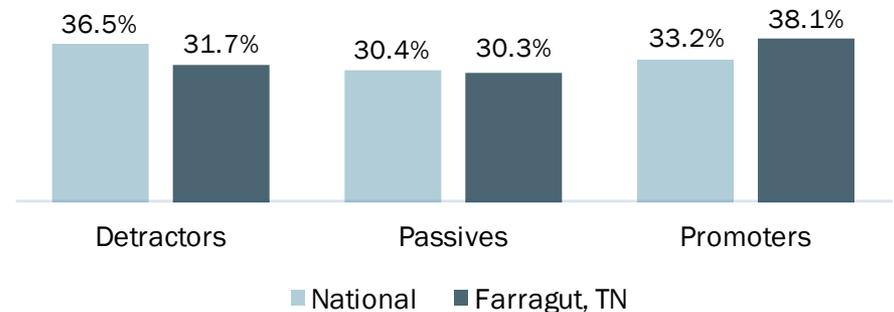
- Promoters: For visitation, Farragut is in line with the national average. Promoters are likely invested residents who view the town’s parks, aesthetics and shopping as visitor draws.
- Detractors: This group probably has a more “vacation” definition for visitor. They likely perceive a lack of nightlife and major commercial attractions as deficits for visitors. They may consider Farragut to be residential rather than a destination.

Brand Barometer

On a scale of 1 to 10 with 1 being “not at all likely” and 10 being “extremely likely,” how likely would you be to recommend **conducting business in Farragut** to a friend or colleague?

Conducting Business in Farragut, TN		
1	4.5%	Detractors 31.7%
2	5.2%	
3	6.5%	
4	2.6%	
5	7.7%	
6	5.2%	
7	13.5%	Passives 30.3%
8	16.8%	
9	12.3%	Promoters 38.1%
10	25.8%	

As a place to conduct business...



Observations:

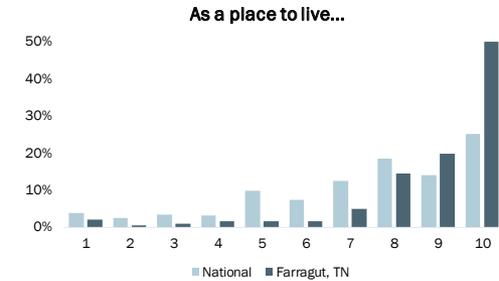
- General pessimism toward the national economy usually affects this score negatively.
- Promoters: Farragut is slightly higher than the national average. Promoters likely perceive the community as having an educated workforce. Furthermore, they likely see overall community wealth as a draw for businesses.
- Detractors: These respondents may believe that Farragut is not business friendly. They may see zoning or red tape as an issue.

Brand Barometer

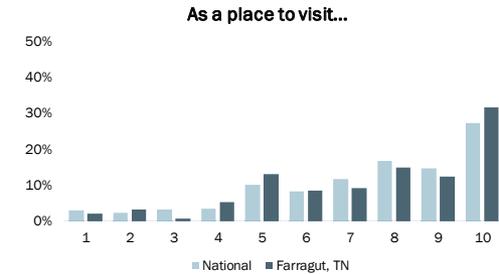
COMPARISON RESULTS | BY NUMBERED RESPONSE

The charts to the right allow comparison of numbered responses between Farragut residents and the national sample in each of the categories tested (living, visiting and conducting business).

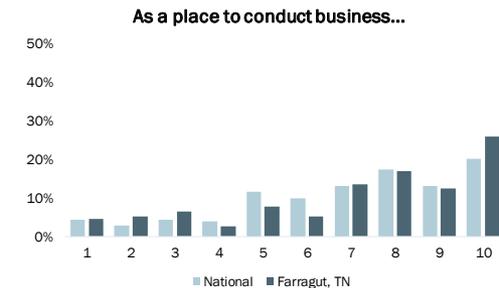
Living in Your City		
	National	Farragut, TN
1	3.9%	2.0%
2	2.4%	0.5%
3	3.4%	1.0%
4	3.1%	1.5%
5	9.7%	1.5%
6	7.4%	1.5%
7	12.6%	5.0%
8	18.6%	14.4%
9	14.0%	19.9%
10	25.0%	52.7%



Visiting Your City		
	National	Farragut, TN
1	3.0%	1.9%
2	2.1%	3.2%
3	3.2%	0.6%
4	3.3%	5.2%
5	9.9%	12.9%
6	8.3%	8.4%
7	11.7%	9.0%
8	16.7%	14.8%
9	14.6%	12.3%
10	27.3%	31.6%



Conducting Business in Your City		
	National	Farragut, TN
1	4.3%	4.5%
2	2.7%	5.2%
3	4.4%	6.5%
4	3.8%	2.6%
5	11.5%	7.7%
6	9.9%	5.2%
7	13.1%	13.5%
8	17.2%	16.8%
9	13.0%	12.3%
10	20.1%	25.8%

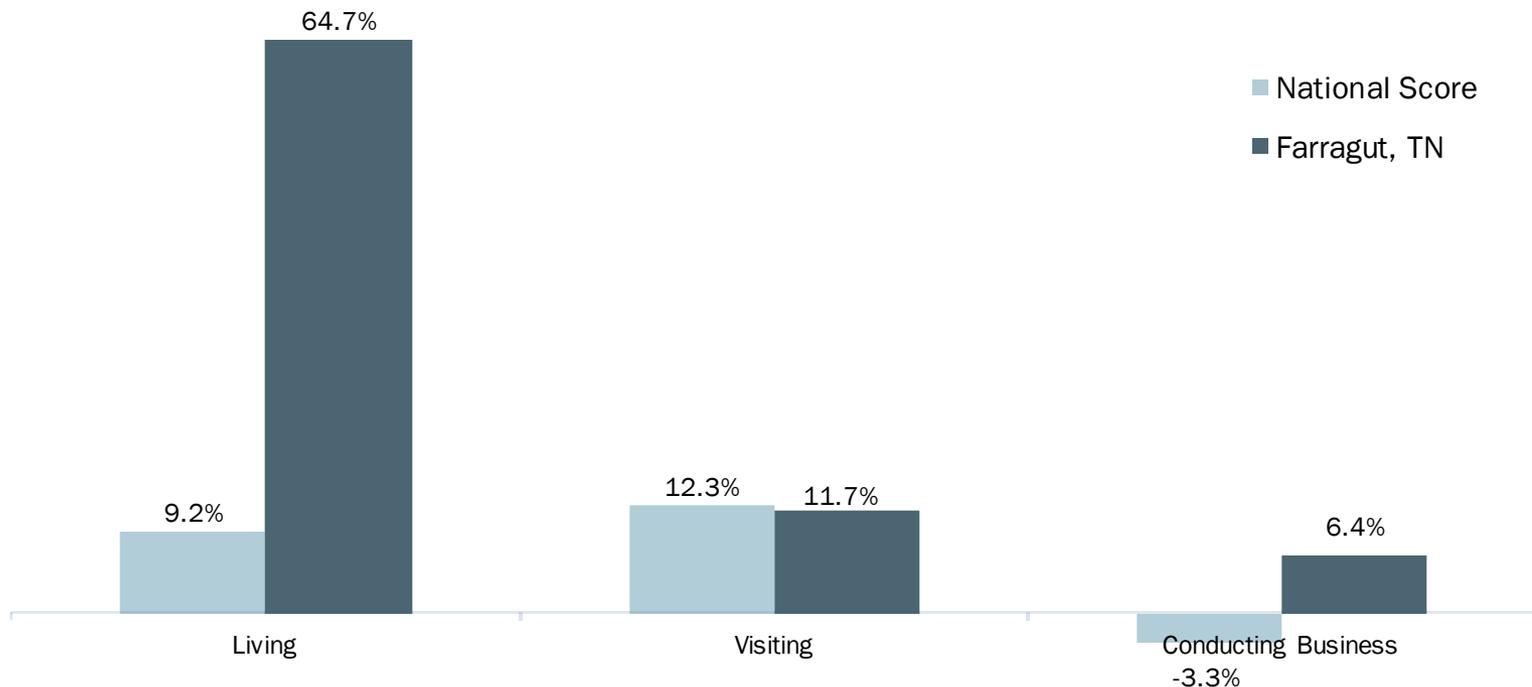


Brand Barometer

Brand Advocacy Score = % Promoters – % Detractors

When removing the Passives category, Farragut far outperforms the national average as a place to live. Scores are slightly lower for visiting, and slightly higher for conducting business.

Brand Advocacy Comparison



VISION SURVEY

Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of Farragut. What do they like and dislike about their community? How would they make it better? What kind of things do they associate with Farragut? After all, no one knows Farragut better than those who form its backbone.

Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key stakeholders in the community identified by the brand drivers. All questions were open-ended, allowing for a qualitative measure of stakeholder perceptions. Many of the questions in the survey focused on Farragut's direct strengths, weaknesses, opportunities and threats. Other questions focused on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

147 stakeholders responded to the survey. The top answers most reflective of all stakeholders are shown below.

See **Appendix A** on the Research Report CD for the complete Vision Survey results.

Community Leader Perceptions

DESCRIBING FARRAGUT

When you first think of Farragut which three words come to mind?

- Affluent
- Residential
- Beautiful, clean

Community Leader Perceptions

DESCRIBING FARRAGUT

Describe Farragut to someone who has never heard of it before.

- *“A beautiful small town with great parks, amenities. Planned development is evident. Close to Knoxville, mountains, and lakes.”*
- *“A quiet community that is well maintained with higher standards and a high income demographic.”*
- *“An upscale, largely residential community with an abundance of walking trails, parks and fantastic access to an abundance of shopping and dining options.”*
- *“Bedroom community of Knoxville, and one of a few towns in the state of Tennessee to operate in the black. Farragut does try to do the right thing for residents.”*
- *“Farragut is an attractive, somewhat upscale Knoxville suburb offering many amenities - great restaurants, shopping, nice parks and excellent healthcare facilities nearby. A great place to live, work and play.”*
- *“Well-planned, upscale community in West Knoxville, convenient to everything - shopping, arts, universities, downtown Knoxville, and even the Smoky Mountains! It's known for its beautiful parks, greenways, and fabulous community events. Demographically, it is somewhat transient and ranks very high in disposable income.”*

Community Leader Perceptions

DESCRIBING FARRAGUT

How would outsiders (residents in East Tennessee) describe Farragut?

- *“I believe people who don't live in Farragut or have little interaction with it might view it as snooty or pretentious. I think somewhere along the line a narrative has been created in the region that perpetuates this. People who can see past this will realize it is masking a community that offers tremendous community value for the money.”*
- *“The people I talk to say the Farragut is difficult to deal with and the people are all rich and snooty. Obviously they do not live in Farragut or know what it is really about.”*
- *“Some think it is too controlled as far as restrictions but I see this as a decision to separate us from the usual haphazard growth of East Tennessee small towns.”*
- *“Well-to-do, perhaps exhibiting too much pride and ego, perhaps cocky, strong sports teams, emphasis on education producing top scholars, close-knit, cliquish.”*

Community Leader Perceptions

IMPROVING FARRAGUT

If you could add something to Farragut that would make a positive difference for its future, what would you add?

- Additional park and recreation amenities
 - *“A beautifully planned park in the field by the post office with benches, picnic tables, flower gardens, and a gazebo.”*
- Defined downtown
 - *“A convenient downtown walk around with shopping and businesses.”*
- Civic center
- Increased walkability
 - *“Take advantage of existing bridges and terrain and construct pedestrian crossings. These crossings would greatly enhance the walking trail network and would be a great marketing tool for the area.”*

Community Leader Perceptions

IMPROVING FARRAGUT

If you could take away something from Farragut that would make a positive difference for its future, what would you take away?

- Blight
 - *“Buildings and properties that are vacant.”*
- False perceptions of elitism/difficulty
 - *“The current perceptions of those who do not live in Farragut.”*
 - *“Farragut is, demographically, largely white and largely wealthy. This isn't bad in and of itself, but it does lead to the perception of Farragut as elitist. Farragut would probably benefit from losing that label, unless "wealthy" and "white" are what it's going for.”*
- Difficulty doing business
 - *“Make it easier for businesses to locate and operate within Farragut.”*

Community Leader Perceptions

IMPROVING FARRAGUT

What are Farragut's biggest opportunities for growth?

- Attracting new businesses
 - *"Bringing new businesses in to take over the numerous unoccupied buildings."*
 - *"Having diverse high-end commercial offerings in and close to Farragut drives residential growth."*
- Residential development
 - *"New residential opportunities to welcome a younger demographic."*
 - *"Continued residential growth."*
- Create a defined downtown
 - *"A focused development of a town center with pedestrian scale connections, and greater density."*
 - *"There is potential to have more of a "town" feel if we developed a nice town center for work, play, and living."*

Community Leader Perceptions

DESCRIBE FARRAGUT

What in or about Farragut currently attracts the most . . .

- **Residents**

- Schools
- High quality of life
- Convenience
- Parks and outdoor amenities

- **Visitors**

- Businesses and shopping
- Outdoor amenities
- Entertainment

- **Businesses**

- Affluence and income level (majority)
- Location

Community Leader Perceptions

IMPROVING FARRAGUT

In your opinion, describe the small business culture in Farragut.

- Engaged
 - *“A core group is engaged.”*
 - *“Engaged more than ever before.”*
 - *“Engaged but struggling.”*
- Struggling
 - *“Some are struggling and unhappy with sign ordinances.”*
 - *“Struggling. There are too many big box stores pushing out local businesses.”*
- Collaborative
 - *“The businesses seem to be collaborative in their effort to encourage shopping in Farragut but I see very little of any other businesses in Farragut other than retail and banking.”*
 - *“Collaborative now but still lacks some unity.”*

Community Leader Perceptions

BUSINESS IN FARRAGUT

What business/industry is best suited for Farragut? Why?

- Retail
 - *“Small retail primarily because of the types of space available and its proximity to the shopping mecca of Turkey Creek.”*
- Restaurants
 - *“Restaurants generally do very well in the Knoxville market with the growth of the 50+ demographic.”*
 - *“Restaurants seem to do well in Farragut. After working in a Farragut restaurant for years and then moving back to the area with a family, I still frequent almost all of the restaurants in the area.”*
- Small businesses
 - *“Small business, locally owned.”*
 - *“I like to think that Farragut would be wise to differentiate itself as a location where small enterprises flourish. Small businesses offer more diverse shopping opportunities that will draw in shoppers/visitors and provide incentive for people to live here.”*

Community Leader Perceptions

DESCRIBING FARRAGUT

In your opinion, what is Farragut's greatest advantage compared to other neighboring communities in the following categories?

- **Retail development**
 - Community affluence
 - Location
 - Turkey Creek
- **Tourism**
 - Nothing
 - Access to outdoor activities
 - History
- **Resident life**
 - Parks
 - Schools
 - Safety

Community Leader Perceptions

IMPROVING FARRAGUT

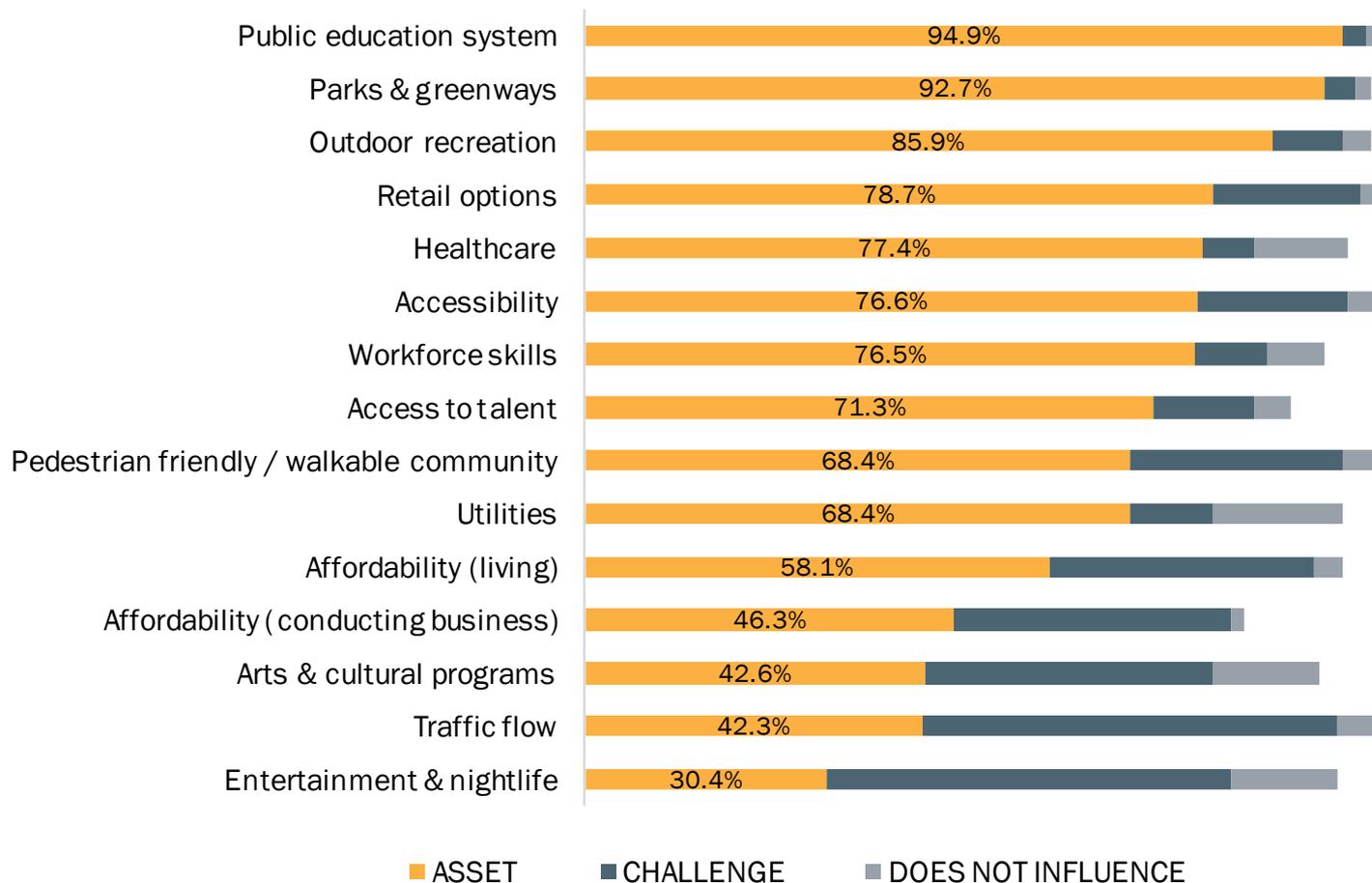
In your opinion, if Farragut could make one investment to spur economic growth, what would that investment be?

- A town center
 - *“A town square with strong retail and restaurants and a ‘gathering spot.’”*
- Property redevelopment
 - *“Attract businesses to our many unoccupied buildings.”*
- Tax incentives
 - *“Offer financial incentives for commercial infill to vacant commercial spaces.”*
 - *“Tax incentives to re-develop empty buildings and lots.”*

Community Leader Perceptions

DESCRIBING FARRAGUT

Rate the following as an **ASSET** supporting economic growth, a **CHALLENGE** hindering economic growth, or **DOES NOT INFLUENCE ECONOMIC GROWTH**.



Community Leader Perceptions

DESCRIBING FARRAGUT

In your opinion, what is Farragut's best kept secret?

- Parks and greenways
- The community and people
- I don't know

What is one thing you wished outsiders knew about Farragut that they currently do not know?

- Friendly community
- Great local government
- Town history
- Not just rich people

Community Leader Perceptions

DESCRIBING FARRAGUT

In your opinion, what would be an ideal version of Farragut in 10 years?

- Expanded parks and greenways
 - *“A town with the most comprehensive park & greenway system where you can walk from nearly every residential neighborhood and access commercial, entertainment and community resources.”*
- A downtown center
 - *“A downtown center with cultural and entertainment venues and even better parks than we have today.”*
- Local business growth
 - *“A town with plenty of growth opportunities for smaller businesses that is able to retain its bucolic charm.”*
 - *“More open land, nice small town square area with coffee shops and all independent businesses.”*
 - *“The new Farragut would be full of new, small businesses and pedestrian friendly.”*

Community Leader Perceptions

DEFINING FARRAGUT

Where is the one place in Farragut you would take a visitor so they would always remember their visit?

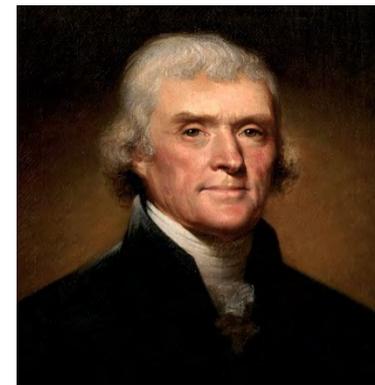
- The parks (particularly Campbell Station Park)
- Town Museum
- Turkey Creek

Community Leader Perceptions

PERSONIFICATION OF FARRAGUT

If Farragut were a famous person, who would it be? Why?

- Admiral Farragut
 - *“He lived life with enthusiasm, perseverance and tenacity and showed the kind of ‘take charge - avoid fear and pessimism’ spirit which still embodies our town.”*
- Kim Kardashian
 - *“Pretty, perceived as snobby & elitist, has a name people know, but can't tell you why.”*
- Thomas Jefferson
 - *“Intelligent, creative, supporter of education. Multi-cultural. True ambassador & civic leader, the envy of locals and foreigners. ACHIEVER of the highest order.”*



Community Leader Perceptions

PERSONIFICATION OF FARRAGUT

If Farragut were a popular consumer product brand, what would it be? Why?

- Apple
 - *“With modest beginnings, Apple built an empire using great foresight and fortitude. Innovation got them where they are today.”*
- Lexus
 - *“Similar to its sister brand but a step above, a little more expensive, but still desirable for those who don't have it.”*
- Procter & Gamble
 - *“This brand is middle of the road, reliable, and very American.”*



ONLINE COMMUNITY-WIDE SURVEY

Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Farragut.

Methodology & Results

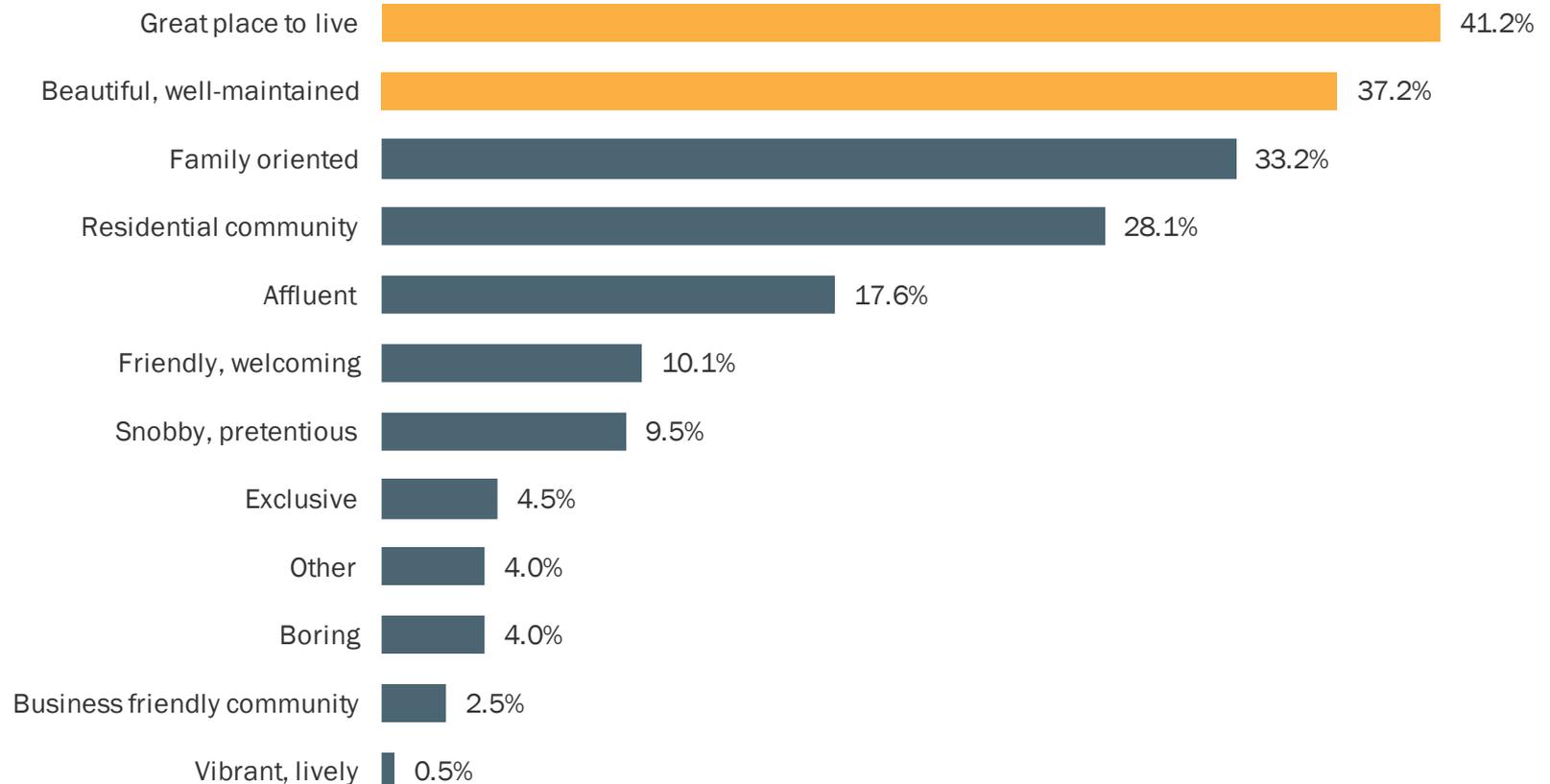
North Star developed an online survey based on the results of the qualitative Stakeholder Vision Survey and In-Market conversations. All questions were multiple choice, allowing for a quantitative measure of resident perceptions. Community members were encouraged to participate after the survey was posted on city websites and publicized in local media.

201 survey responses were collected for this survey.

The graphs on the following pages highlight responses for each question on the corresponding survey, allowing side-by-side comparison of results. Please refer to the Research Report CD and **Appendix B** for a detailed list of all "Other" responses.

Resident Perceptions

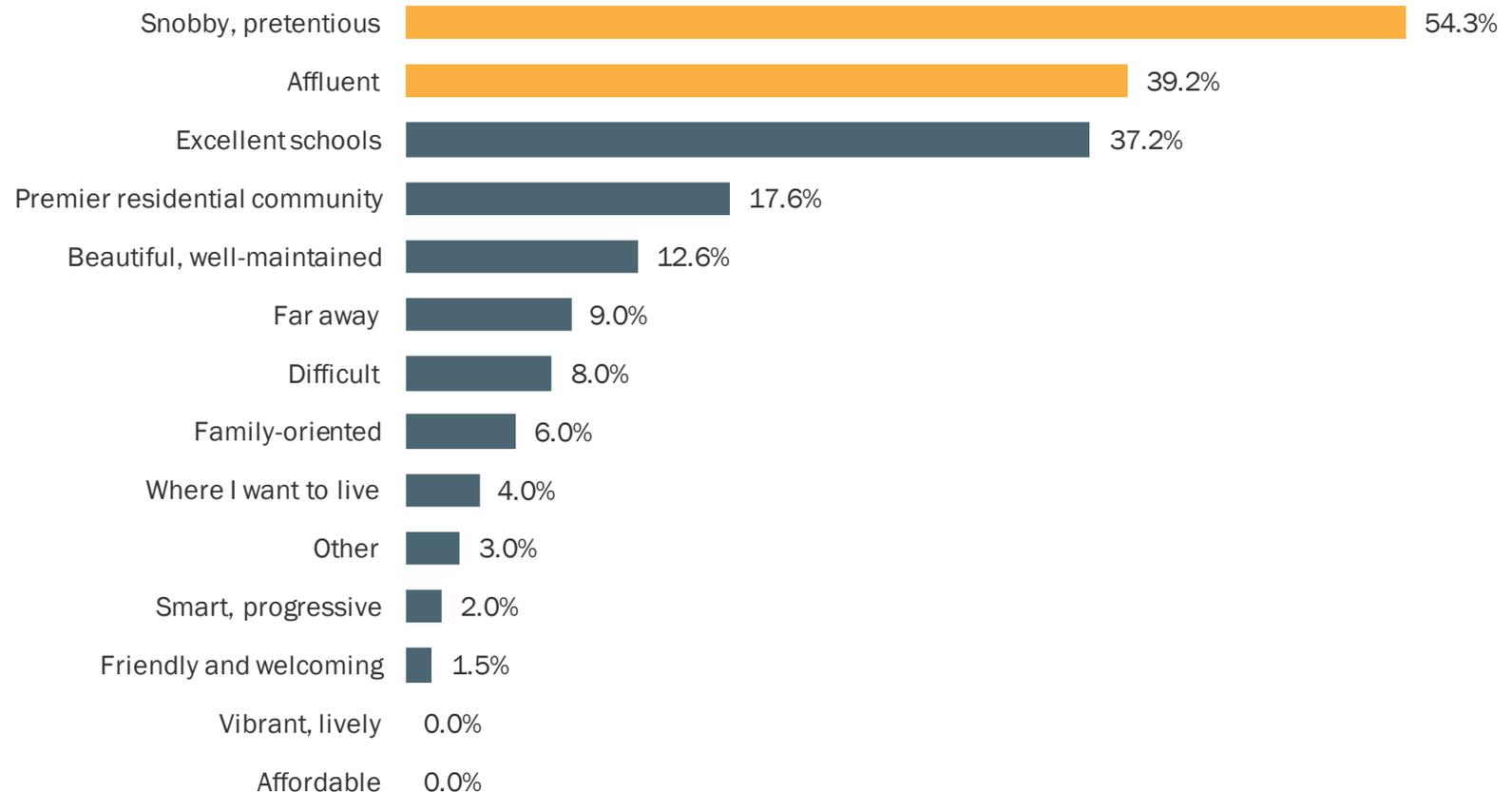
*If you had to pick a word/phrase to describe Farragut, it would be...
Choose two.*



Other: Competitive, unique, safe, great walking trails

Resident Perceptions

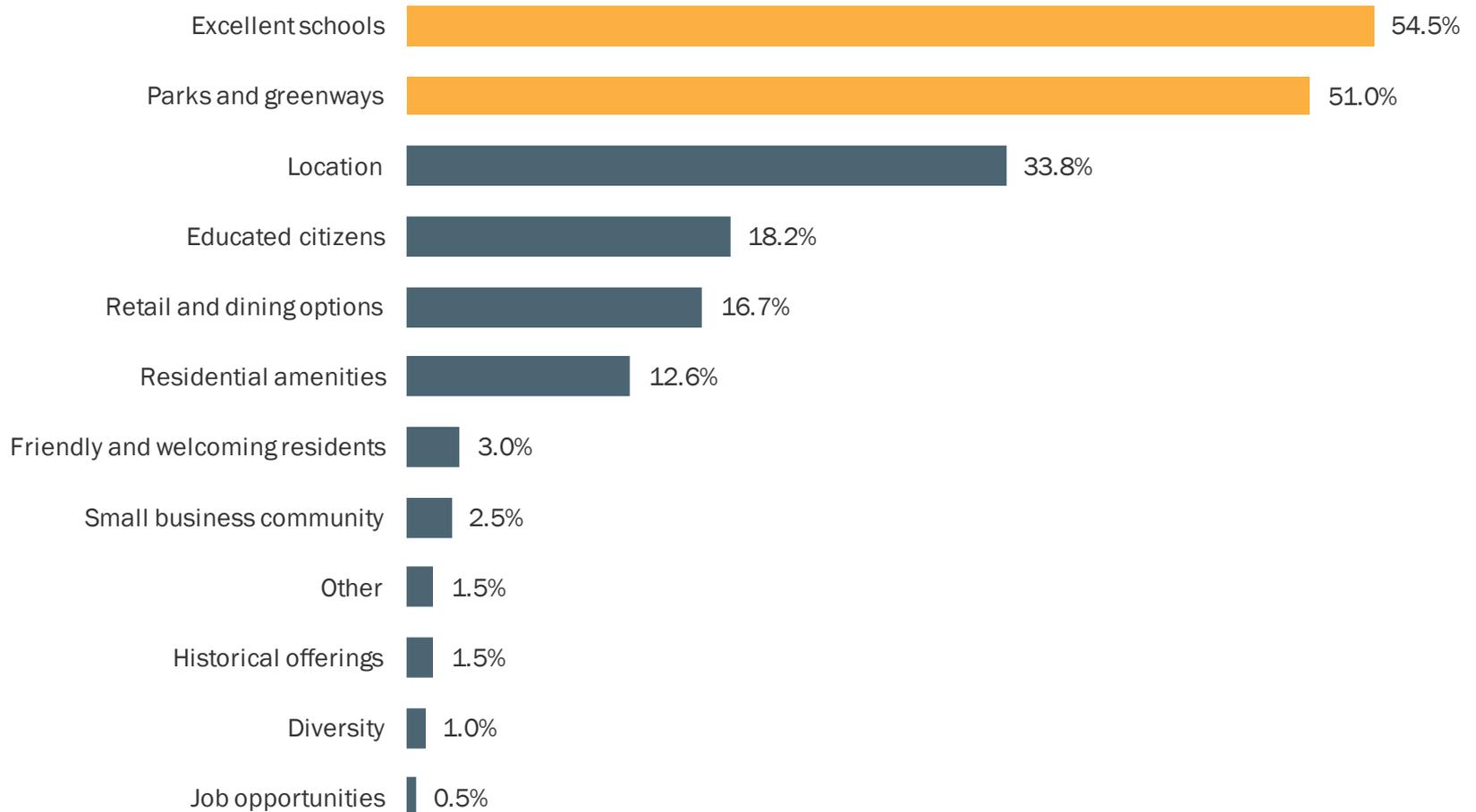
Farragut's reputation to outsiders is best described as... Choose two.



Other: Overregulated, no upscale restaurants, great for shopping

Resident Perceptions

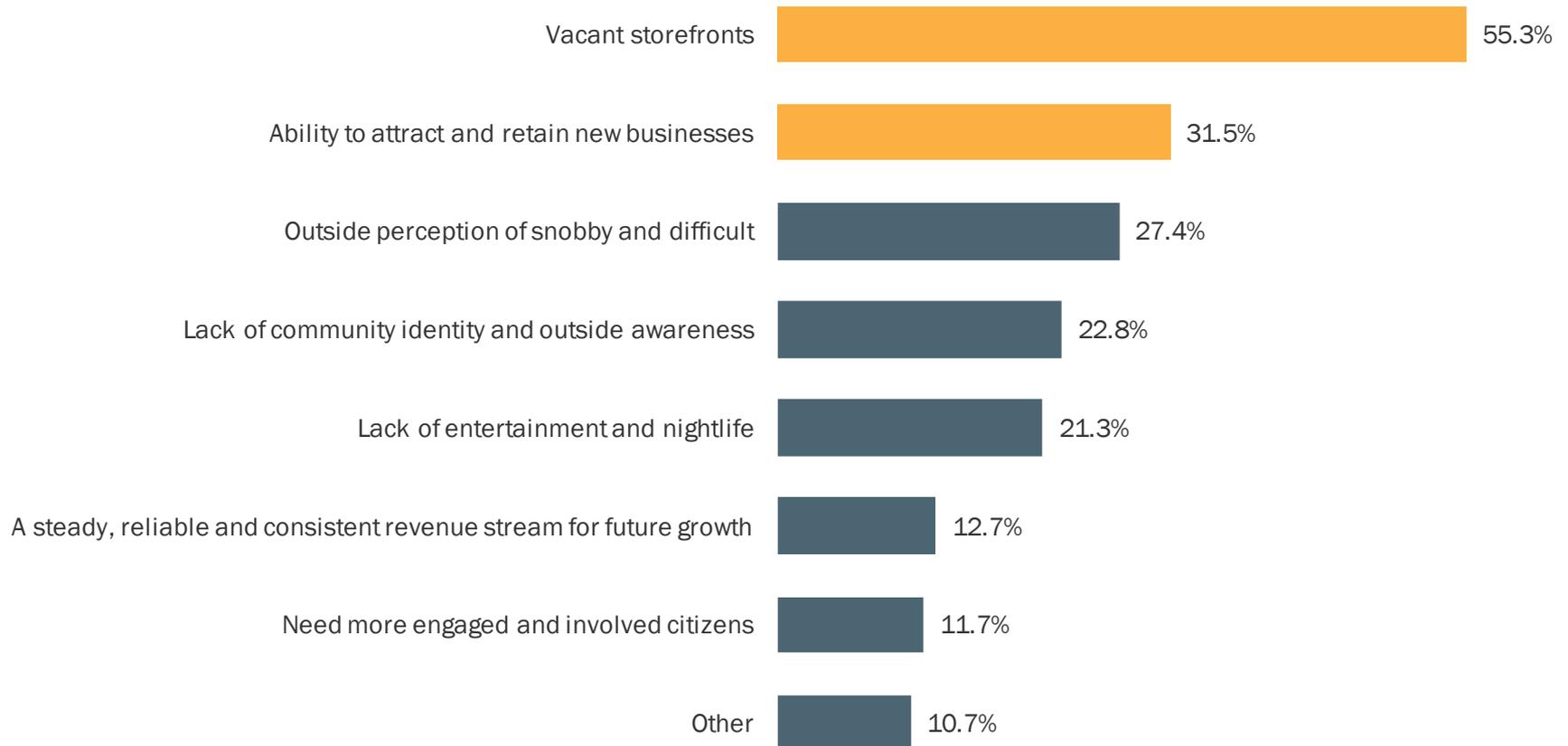
Farragut's greatest asset is... Choose two.



Other: Nice, beautiful and well kept, great mayor

Resident Perceptions

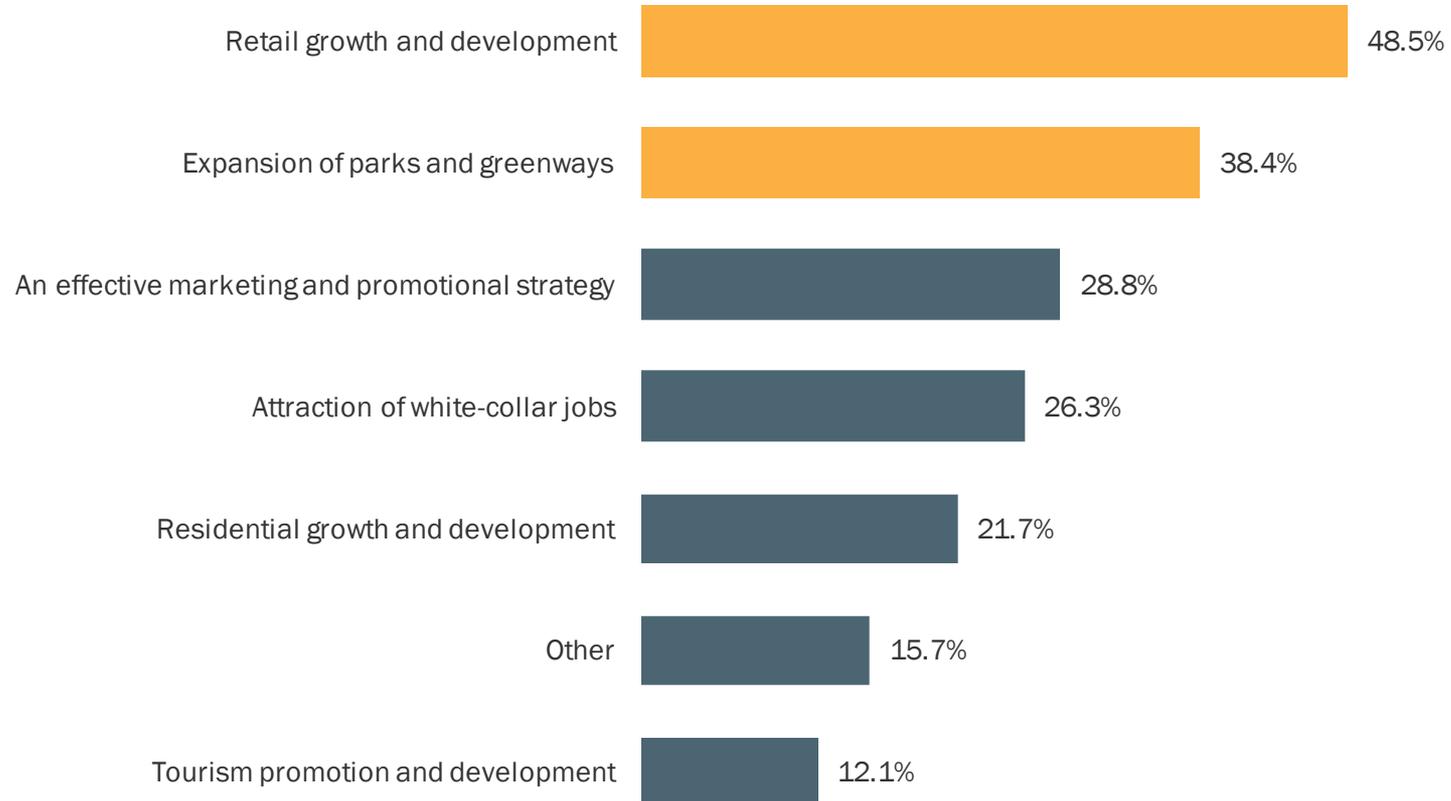
The greatest challenge currently facing Farragut is... Choose two.



Other: Uncontrolled growth, old roads, lack of town center, too much commercial development

Resident Perceptions

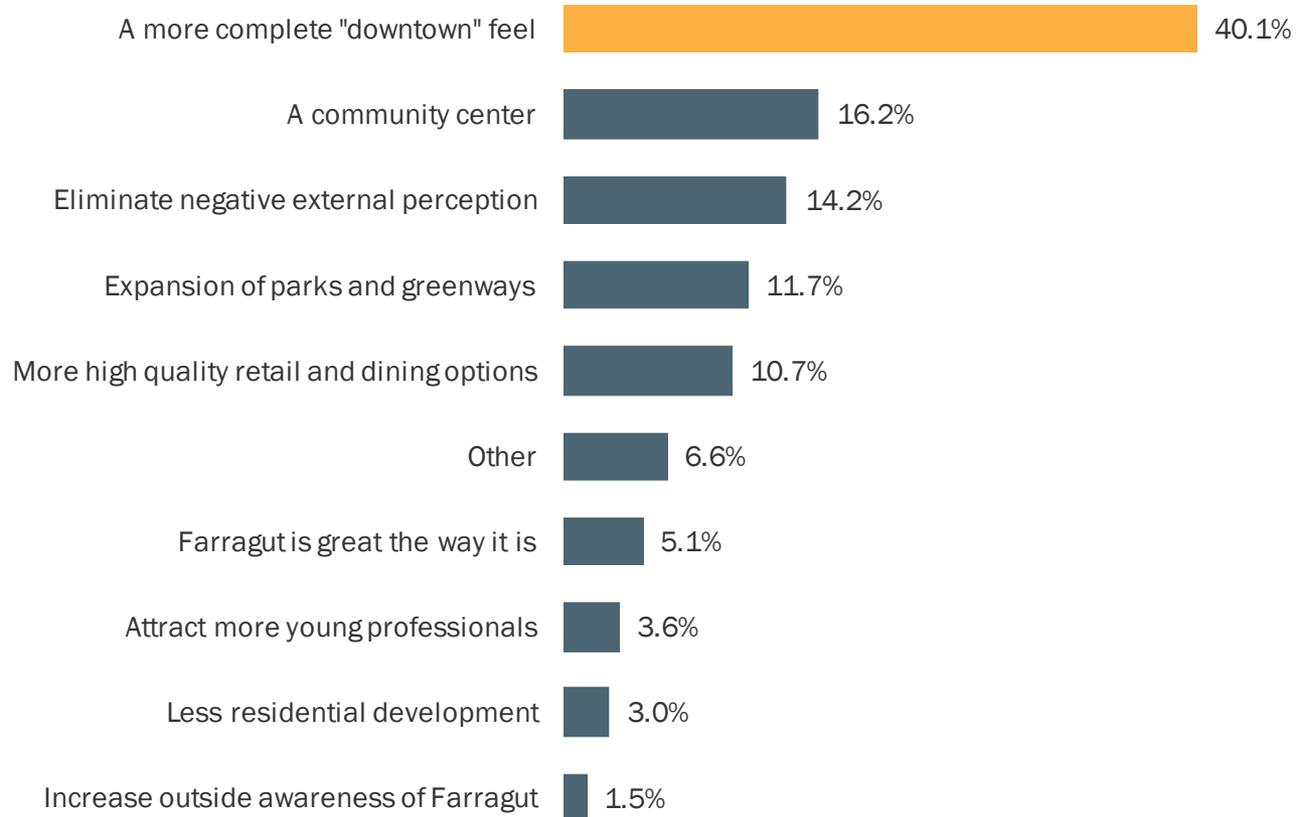
The greatest opportunity for growth in Farragut is... Choose two.



Other: We don't need to grow, walkable downtown, community center, lower taxes

Resident Perceptions

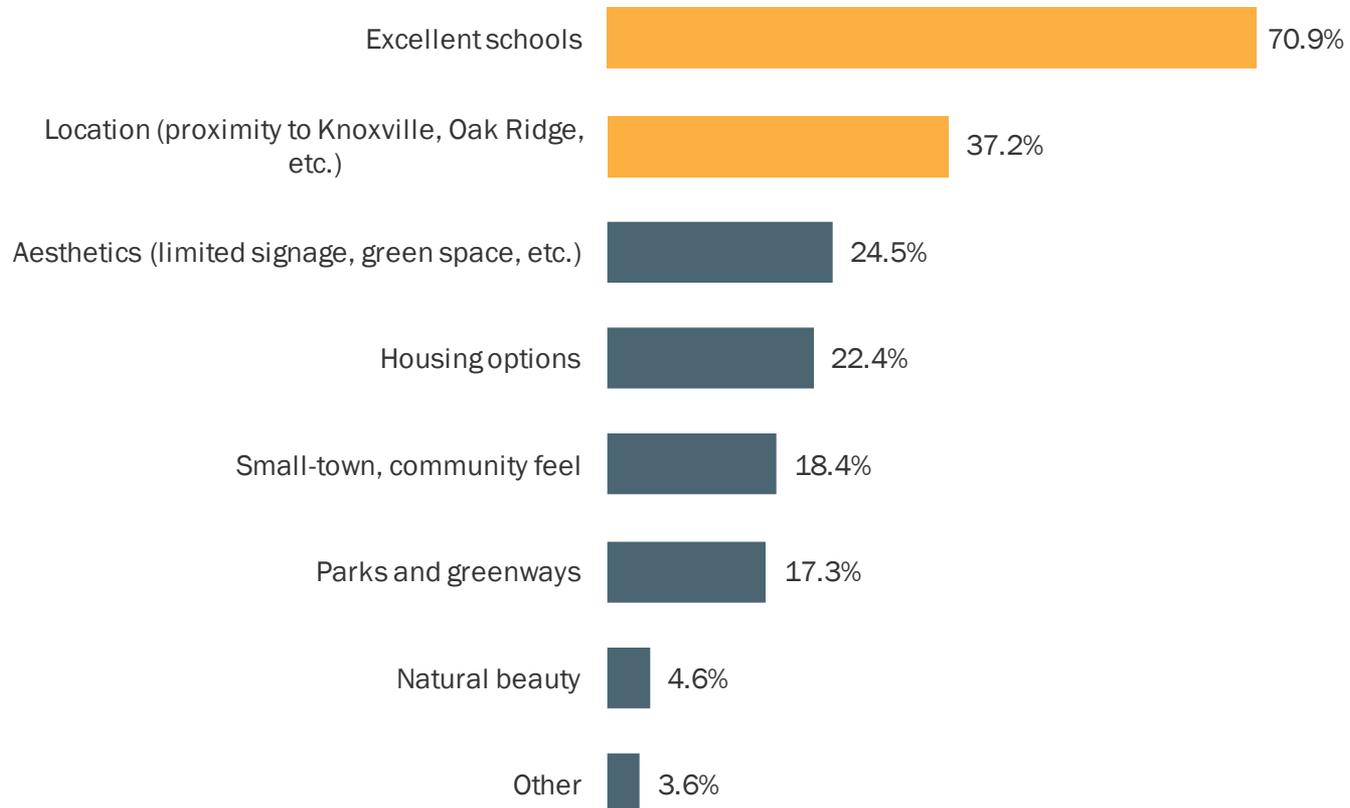
If you could change ONE thing (add, remove or change something) about Farragut that would improve its future, what would it be?



Other: Better authority, closer schools, cleanup the vacant space, a concert venue

Resident Perceptions

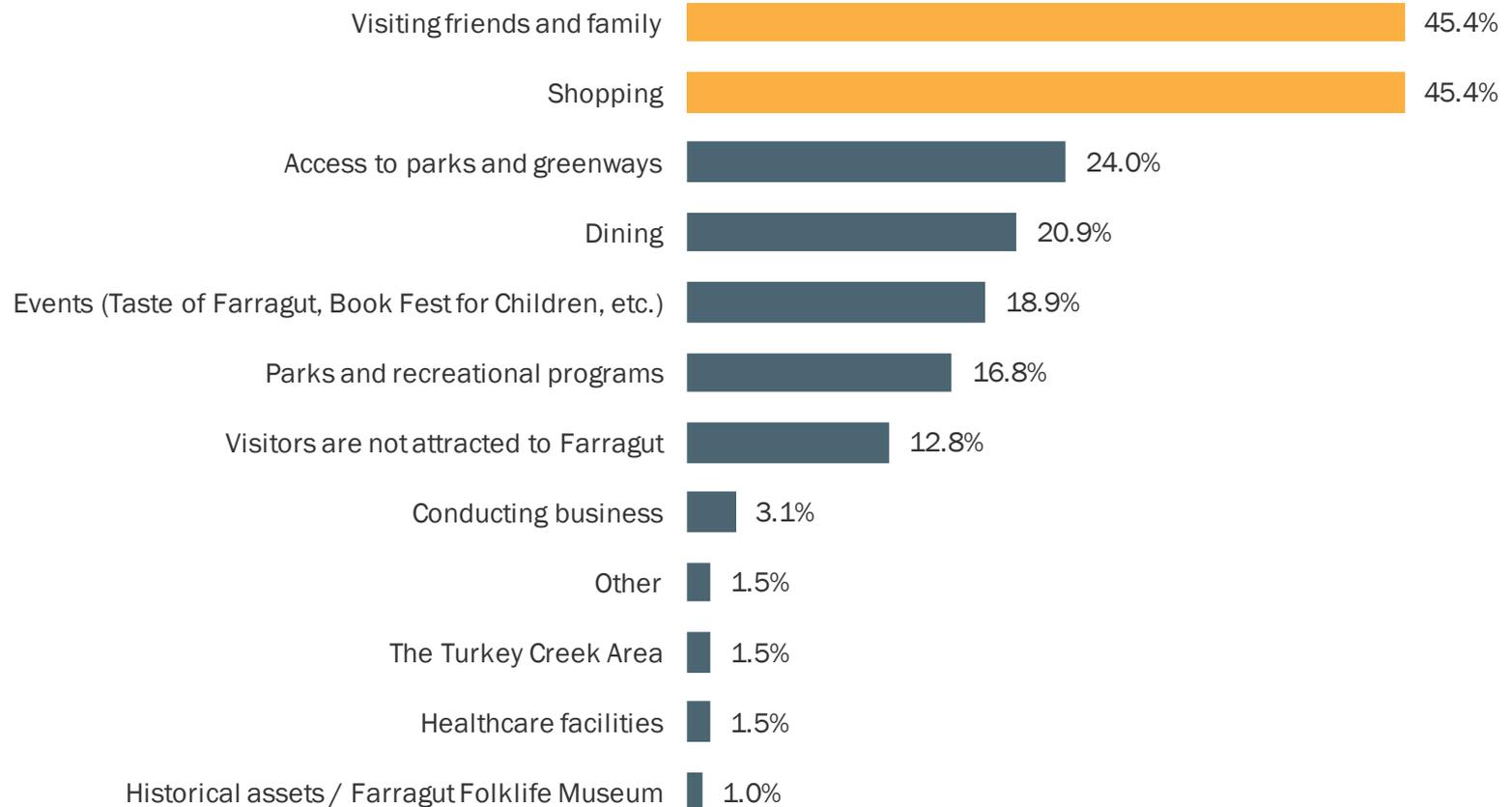
Most residents in Farragut are attracted by... Choose two.



Other: All of the above, convenience, safety, investment

Resident Perceptions

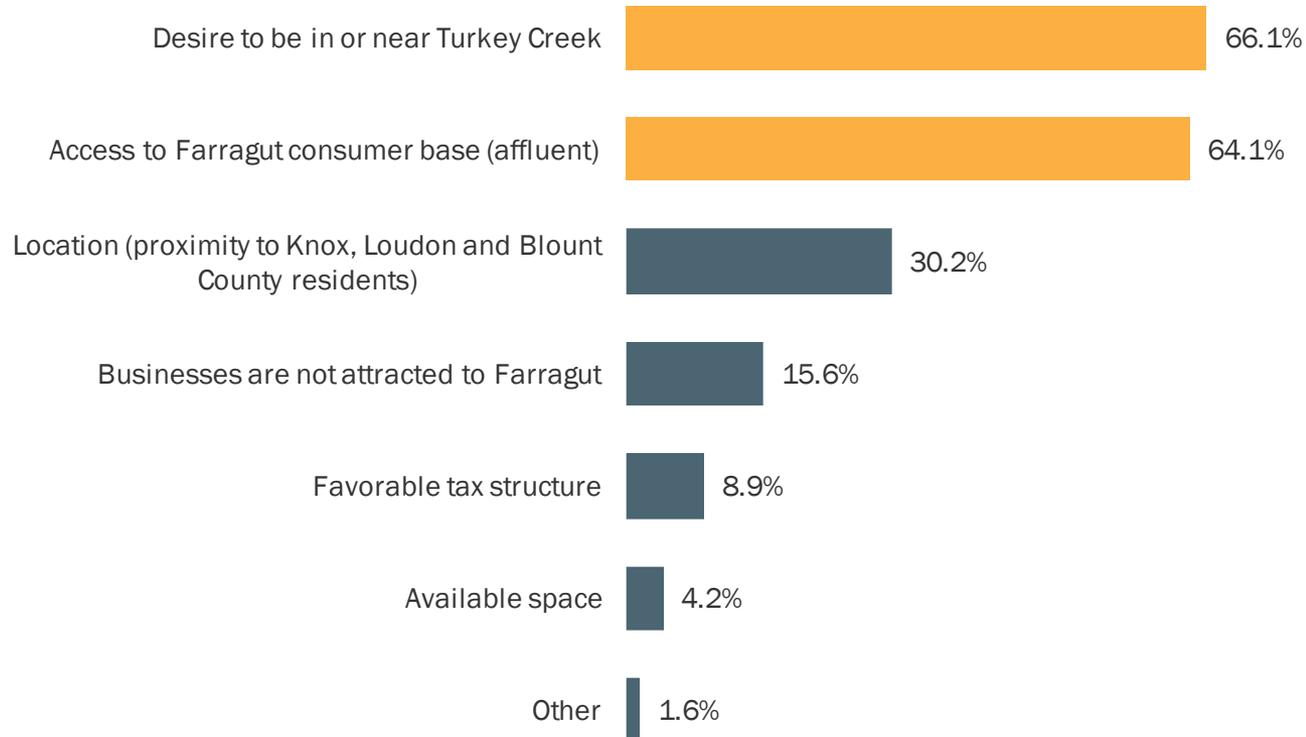
Most visitors to Farragut are attracted by... Choose two answers.



Other: Good schools, mayor and staff, I have no idea why anyone would go to Farragut

Resident Perceptions

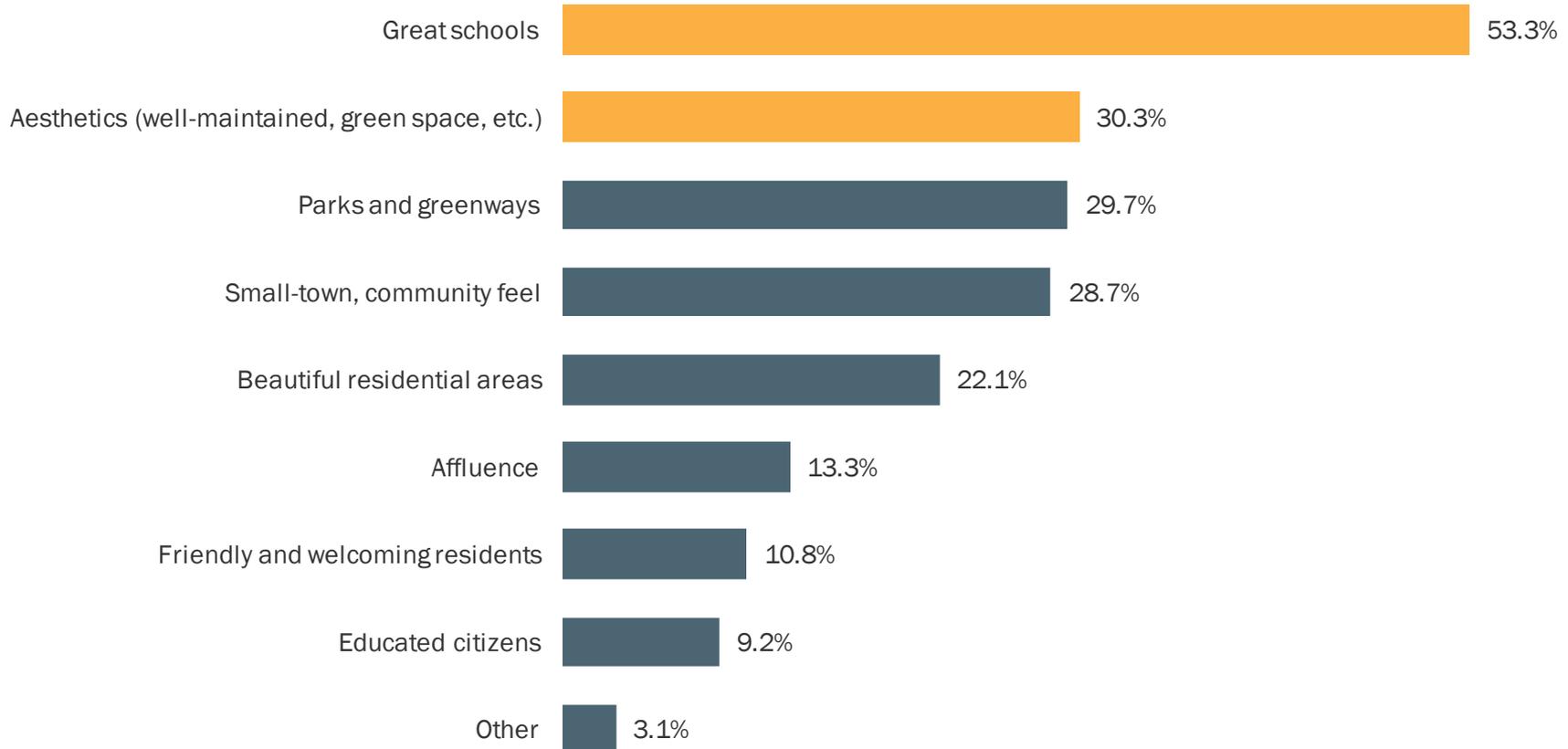
Most businesses in Farragut are attracted by... Choose two.



Other: To make money at the expense of the community, unsure, quality schools

Resident Perceptions

*What two things are most important to Farragut's identity as a community?
Choose two.*

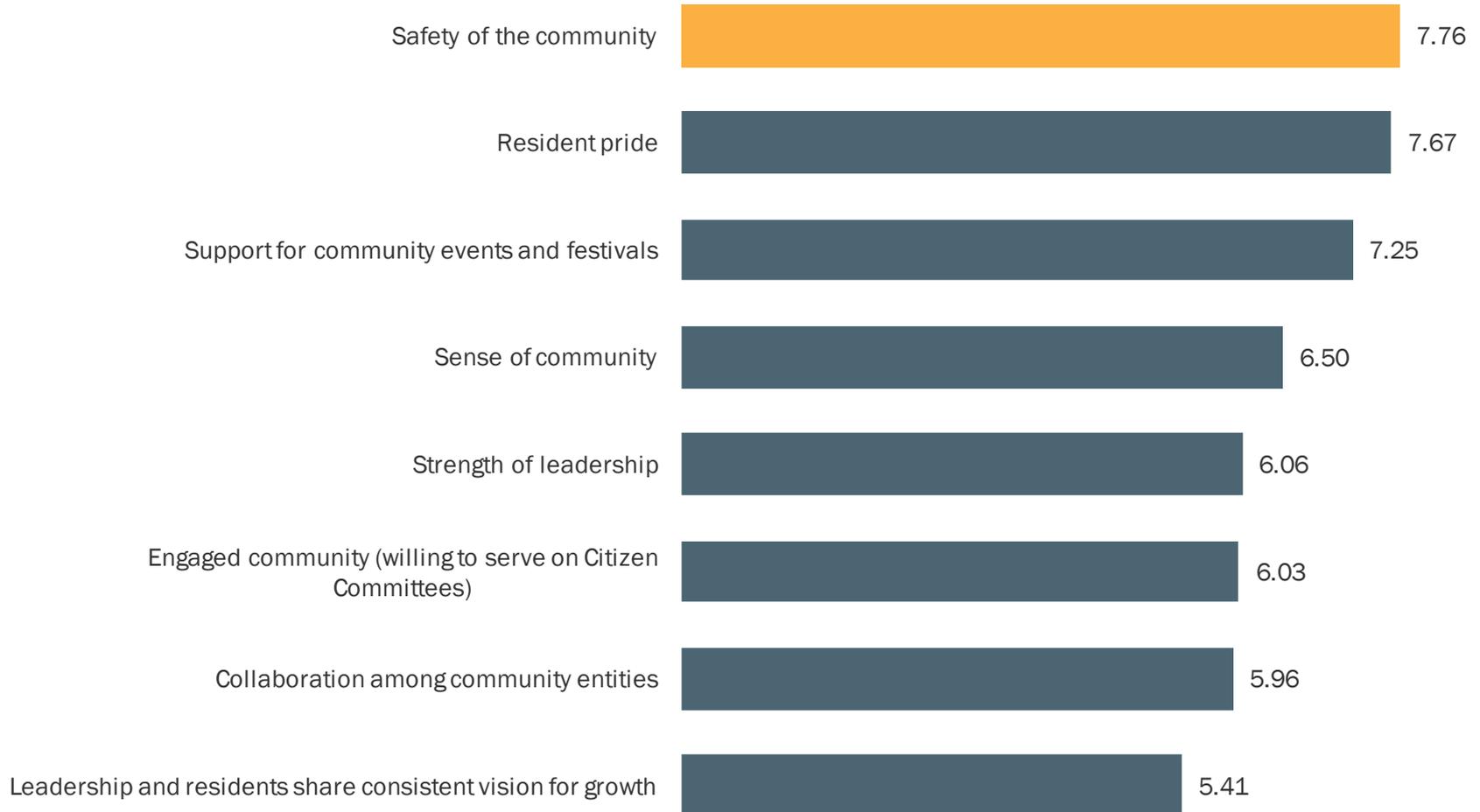


Other: Emphasized residential development, churches, inevitable growth

Resident Perceptions

CIVIC AFFAIRS: Please rate the following Farragut attributes on a scale of 1-10.

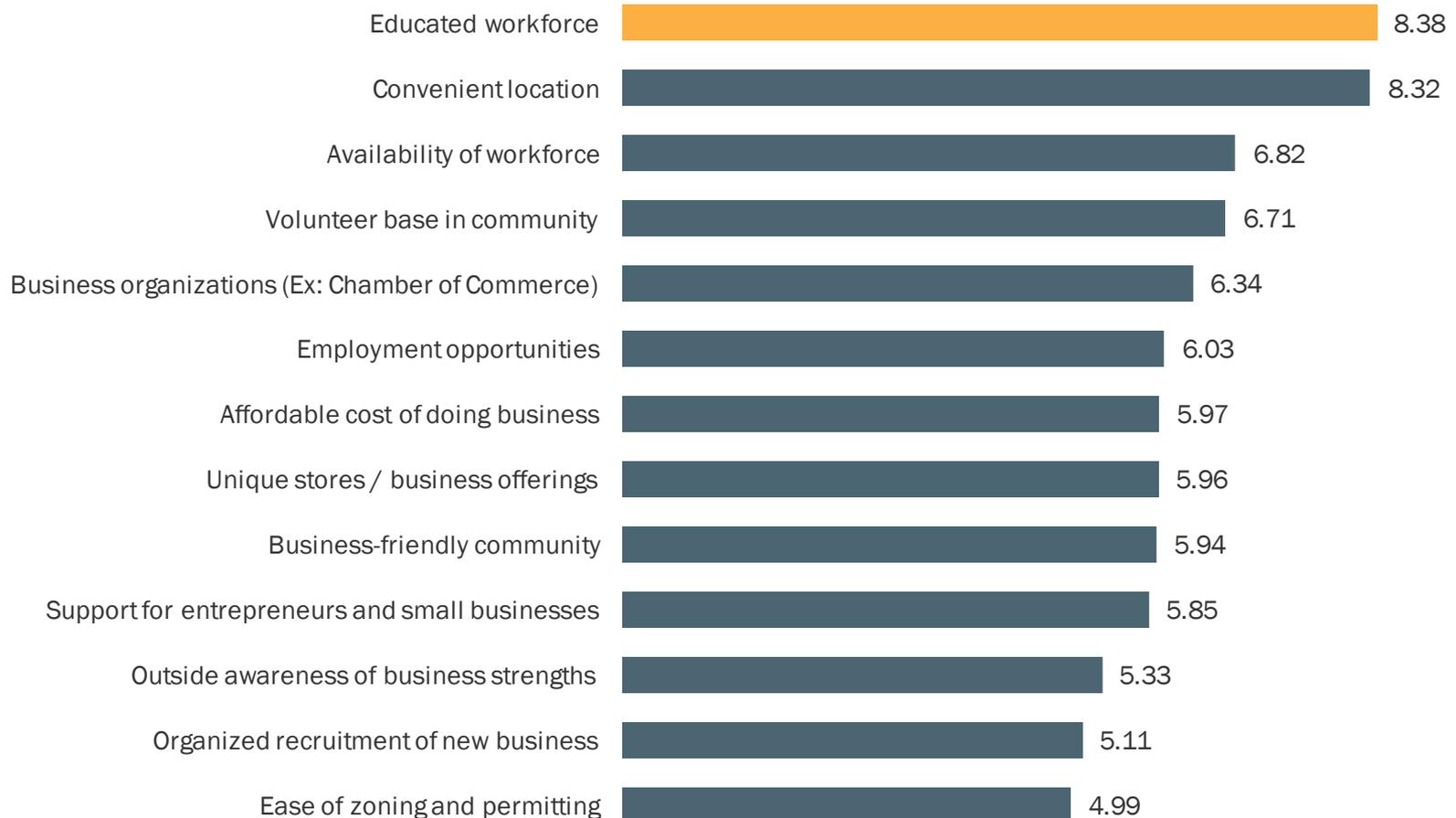
Where 1 is "poor" and 10 is "excellent."



Resident Perceptions

BUSINESS ATTRIBUTES: Please rate the following Farragut attributes on a scale of 1-10.

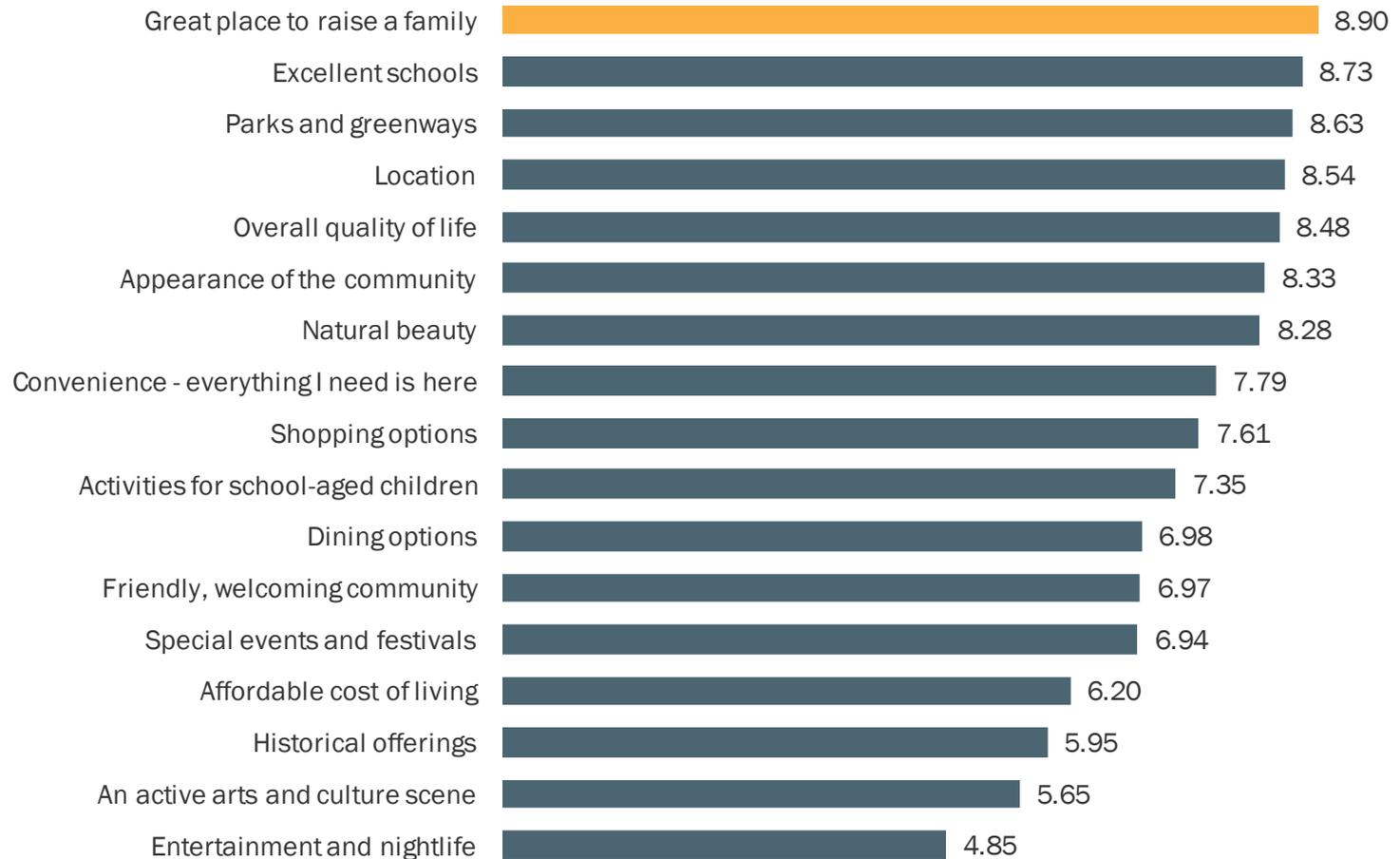
Where 1 is "poor" and 10 is "excellent."



Resident Perceptions

COMMUNITY OFFERINGS: Please rate the following Farragut attributes on a scale of 1-10.

Where 1 is "poor" and 10 is "excellent."

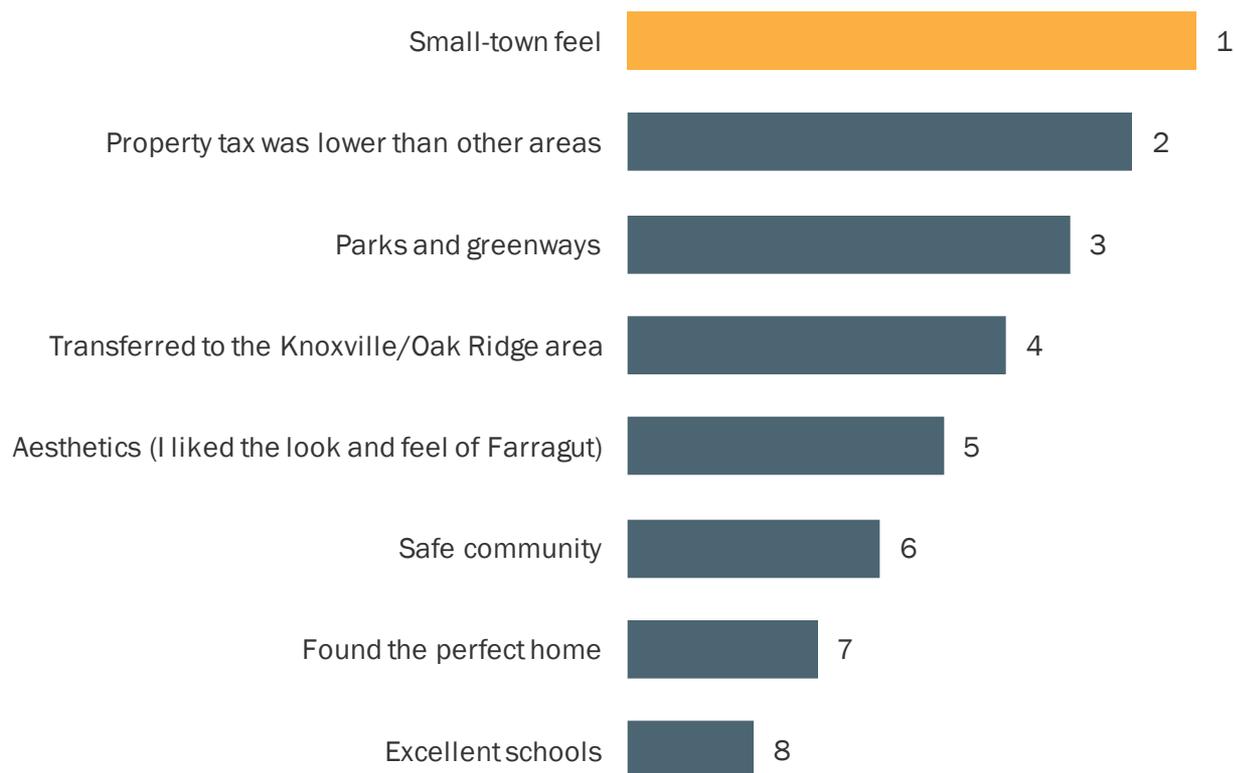


Resident Perceptions

Please rank in importance the reasons why you moved to Farragut.

Identify the most important priority as 1 and 8 as the lowest priority.

If you do not live in Farragut, please skip this question.



Resident Perceptions

COMPETITOR COMMUNITIES

What is the first adjective that comes to mind when describing the following communities?

Maryville

- Quaint, small
- Rural
- Nice

Hardin Valley

- Growing
- New
- Not sure

Sequoyah Hills

- Rich, affluent
- Snooty, pretentious
- “Old money”

Lenoir City

- Country, “redneck”
- Not sure
- Growing

Oak Ridge

- Science, technology
- Intelligent
- Old

Knoxville

- Big city
- University of Tennessee
- Diverse

Farragut

- Affluent
- Residential
- Beautiful / Clean

Resident Perceptions

FARRAGUT'S ADVANTAGES

In your opinion, what is Farragut's single greatest advantage or strength when compared to the communities listed in the previous question?

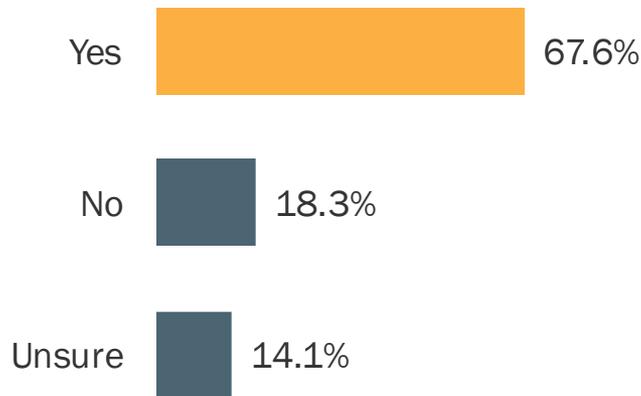
- **Aesthetics**
 - *"Farragut is aesthetically pleasing. Community development is well thought out. It is not congested. Its greatest strength and potential is its community feel while being a great place to raise a family."*
 - *"It is getting nicer every year, with signs and parks and greenways."*
- **Great parks and green space**
 - *"The green spaces are excellent and there are actually sidewalks to encourage walking, running and biking!"*
 - *"The walking trails and sidewalks, bike trails, parks offering a variety of sport venues, lakes, and boat docks."*
- **Good schools**
 - *"Schools, parks and upscale residential communities are attracting a community committed to enhancing and improving the town."*
 - *"Great schools, affordable for all income levels, and great locations."*
- **Location**
 - *"In the middle of everything yet still beautiful and country-like."*

Resident Perceptions

Quality education and educational attainment seem to be highly valued by the residents of Farragut.

As a member of the Farragut community, do you feel education is a higher valued priority amongst Farragut residents than in other communities in which you may have lived?

If so, why? And, do you have an example of how this is demonstrated?



- *“Yes. While there are more expensive areas of Knoxville, they are in ‘neighborhoods’ rather than in a complete town setting like Farragut. It costs a little more to live in Farragut, which I think it has attracted home owners who have attained more education and therefore understand the importance of a good education.”*
- *“Yes, it is very highly valued. The citizen base is well educated and they want the same or better opportunities for their children. Lots of parental involvement.”*
- *“Yes, it all starts with education. White collar families are attracted to the best education for their kids and that leads to a domino effect for the rest of the community.”*
- *“No. Our citizens and real estate agents like to talk about our excellent schools, but our schools have the least technology of any school in Knox county.”*
- *“No, sports are more important than a good education in Farragut.”*
- *“No, I’ve lived in Oak Ridge and Washington DC, and I don’t feel Farragut puts any higher value on education than other places.”*

Community Leader Perceptions

PERSONIFICATION OF FARRAGUT

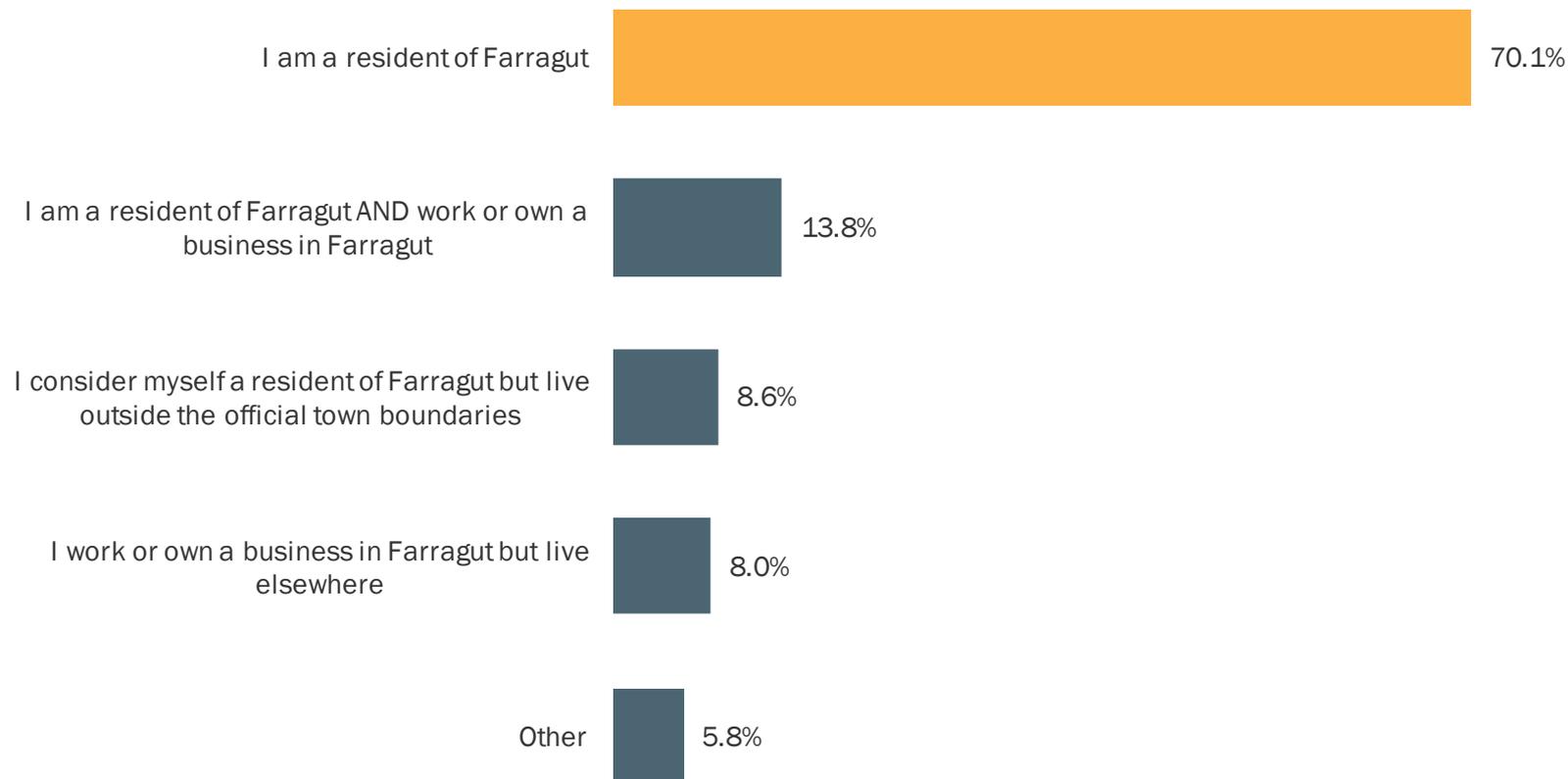
If Farragut were a car, what would it be? Why?

- Chevy Tahoe
 - *“Flashy and family oriented, but gets by on low gas mileage (so there's room for improvement).”*
- Lexus
 - *“Luxurious with clear advantages or features over the average vehicle, yet not extravagant to the point of exclusivity.”*
- A hybrid SUV
 - *“Family friendly with everything you need from the past but looking to the future.”*



Resident Perceptions

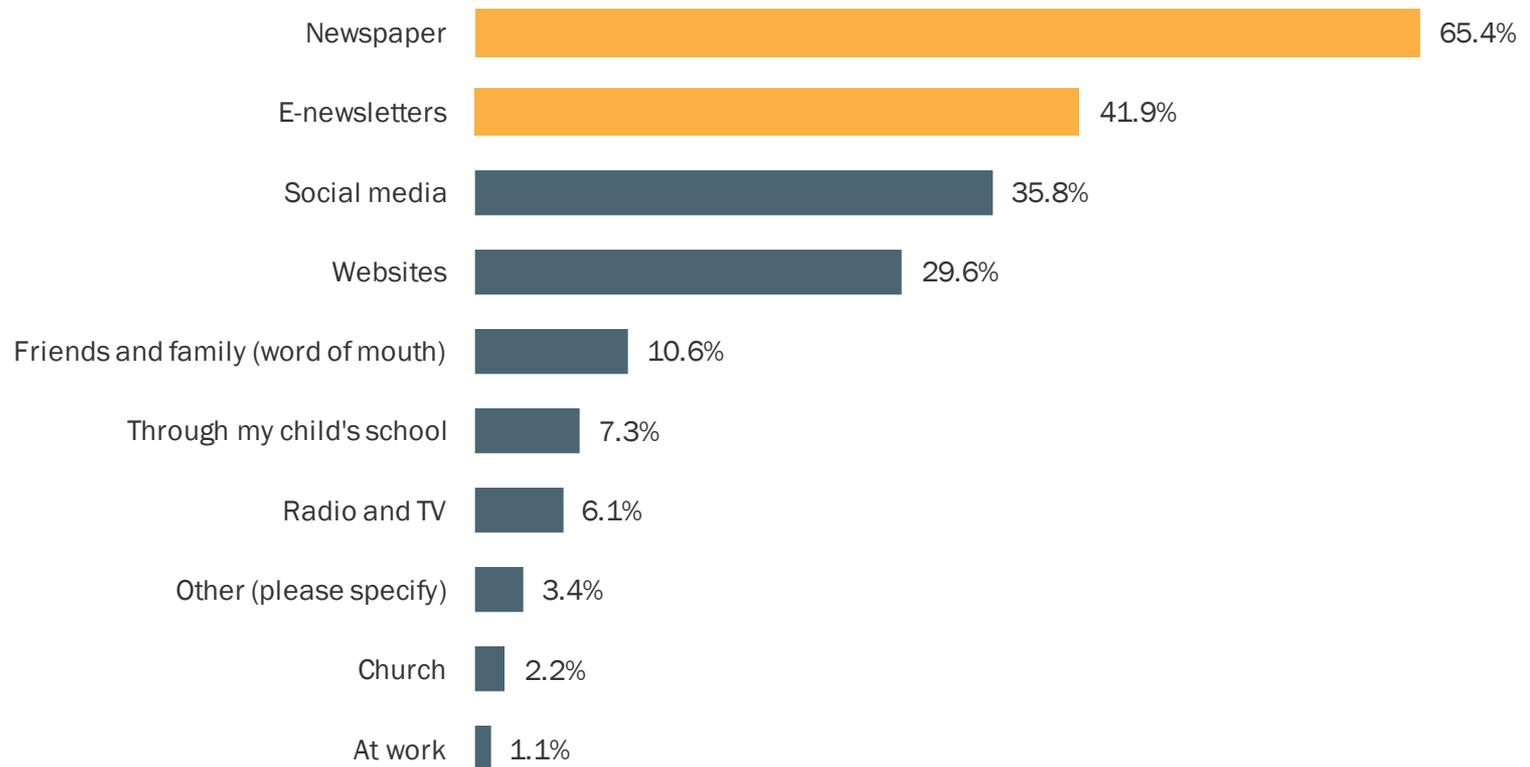
What best describes your relationship with Farragut?



Other: Have clients in Farragut, used to live in Farragut, children attend school in Farragut

Resident Perceptions

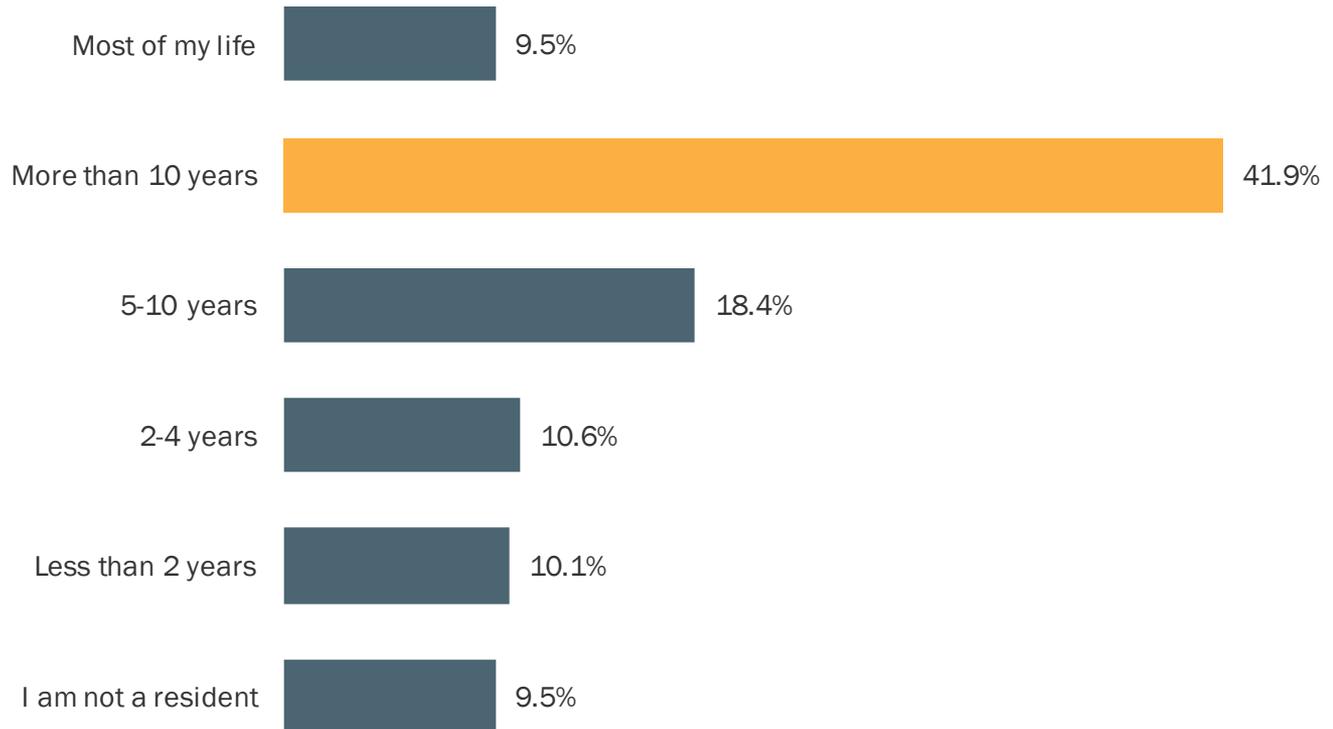
As a member of the Farragut community, how do you prefer to receive information about Farragut? Choose two answers.



Other: Print media, Town of Farragut Annual Report, community e-mail

Resident Perceptions

How long have you been a resident of Farragut?



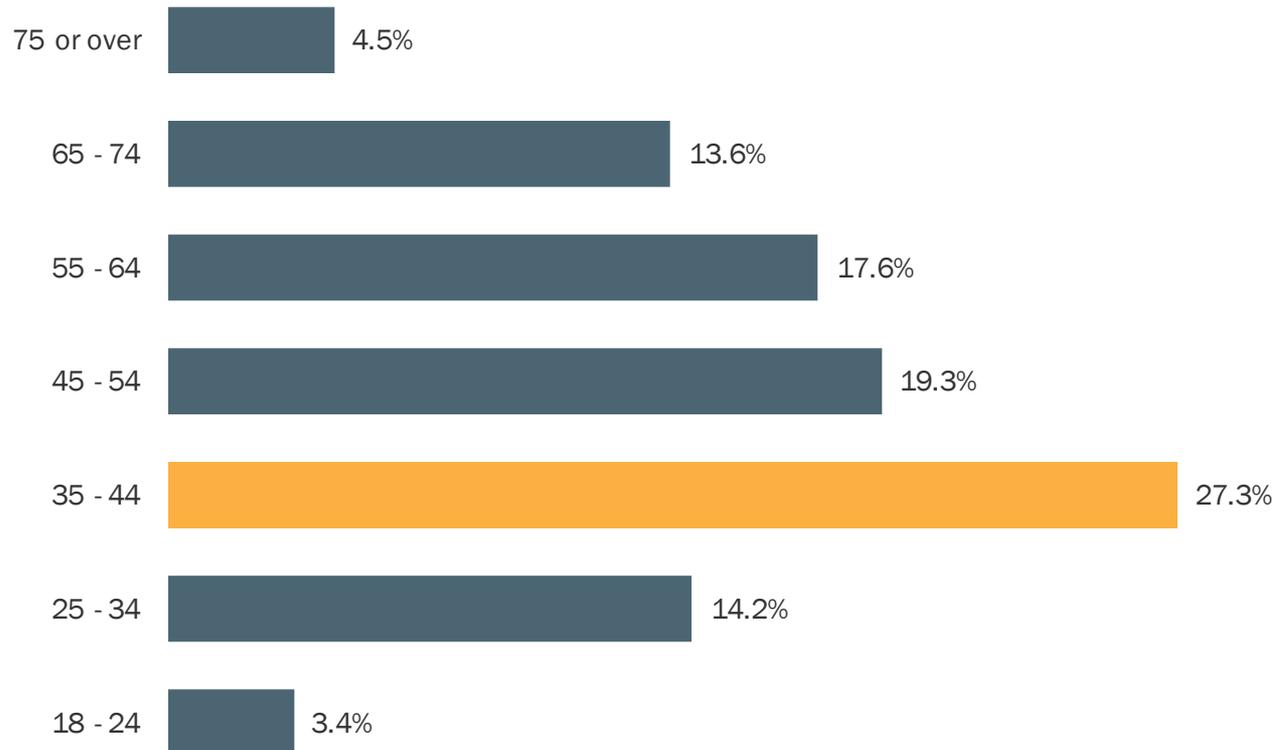
Resident Perceptions

What is your gender?



Resident Perceptions

Which of the following includes your age?



TAPESTRY STUDY

An Introduction to Community Tapestry

For the past 30 years, companies, agencies and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and lifestage of the residents and consumers and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with those same tastes (hence the phrase “like seeks like”). These behaviors can be measured, predicted and targeted. The Community Tapestry™ segmentation system combines the *who* of lifestyle demography with the *where* of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

TAPESTRY STUDY

Understanding your customers (residents and consumers), knowing customer shopping patterns, assessing the media preferences of customers, cross-selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis

The profiles reveal the demographics, lifestyles and product preferences of a community's consumers. Consumers can be visitors, residents or businesses, anyone who actively buys or sells goods in the community. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

Said simply, the more you can learn about your customers (in this case your residents and visitors), the better you can serve them, keep them and find more like them.

TAPESTRY STUDY

Purpose

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for Farragut, the Farragut region and an Overnight Visitor Profile.

Methodology & Results

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods in several ways, including:

- LifeMode Groups:
 - 12 summary groups based on lifestyle and lifestage
 - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)
- Community Tapestry Segments:
 - 65 groups based on sociographic and demographic composition
 - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle/media patterns
 - Most distinct level of segmentation

TAPESTRY STUDY

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
 - Profiles the demographic and lifestyle segmentation of the population
 - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
 - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
 - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior

Key findings from the Community Tapestry reports are shown on the following pages.

For the comprehensive Tapestry Who and What reports, please refer to the Final Research Report CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Handbook. An electronic copy of the Tapestry Handbook can be found at this link:

<http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Tapestry Study

COMMUNITY TAPESTRY SEGMENT BREAKDOWN BY LIFEMODE GROUP

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community.

For a detailed description of LifeMode groups as well as Tapestry Segments, see the handbook available at:

<http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
L1. High Society	12.7%
01 Top Rung	0.7%
02 Suburban Splendor	1.7%
03 Connoisseurs	1.4%
04 Boomburbs	2.2%
05 Wealthy Seaboard Suburbs	1.4%
06 Sophisticated Squires	2.7%
07 Exurbanites	2.5%
L2. Upscale Avenues	13.8%
09 Urban Chic	1.3%
10 Pleasant-Ville	1.7%
11 Pacific Heights	0.6%
13 In Style	2.5%
16 Enterprising Professionals	1.7%
17 Green Acres	3.2%
18 Cozy and Comfortable	2.8%
L3. Metropolis	5.3%
20 City Lights	1.0%
22 Metropolitanians	1.2%
45 City Strivers	0.7%
51 Metro City Edge	0.9%
54 Urban Rows	0.3%
62 Modest Income Homes	1.0%
L4. Solo Acts	6.8%
08 Laptops and Lattes	1.0%
23 Trendsetters	1.1%
27 Metro Renters	1.3%
36 Old and Newcomers	2.0%
39 Young and Restless	1.4%
L5. Senior Styles	12.4%
14 Prosperous Empty Nesters	1.8%
15 Silver and Gold	1.0%
29 Rustbelt Retirees	2.1%
30 Retirement Communities	1.5%
43 The Elders	0.6%
49 Senior Sun Seekers	1.2%
50 Heartland Communities	2.2%
57 Simple Living	1.4%
65 Social Security Set	0.6%
L6. Scholars & Patriots	1.4%
40 Military Proximity	0.2%
55 College Towns	0.8%
63 Dorms to Diplomas	0.4%
L7. High Hopes	4.1%
28 Aspiring Young Families	2.4%
48 Great Expectations	1.7%

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
L8. Global Roots	8.2%
35 International Marketplace	1.3%
38 Industrious Urban Fringe	1.5%
44 Urban Melting Pot	0.7%
47 Las Casas	0.8%
52 Inner City Tenants	1.5%
58 NeWest Residents	0.9%
60 City Dimensions	0.9%
61 High Rise Renters	0.7%
L9. Family Portrait	7.8%
12 Up and Coming Families	3.4%
19 Milk and Cookies	2.0%
21 Urban Villages	0.8%
59 Southwestern Families	1.0%
64 City Commons	0.7%
L10. Traditional Living	8.8%
24 Main Street, USA	2.6%
32 Rustbelt Traditions	2.8%
33 Midlife Junction	2.5%
34 Family Foundations	0.9%
L11. Factories & Farms	9.5%
25 Salt of the Earth	2.8%
37 Prairie Living	1.0%
42 Southern Satellites	2.7%
53 Home Town	1.5%
56 Rural Bypasses	1.5%
L12. American Quilt	9.3%
26 Midland Crowd	3.7%
31 Rural Resort Dwellers	1.6%
41 Crossroads	1.5%
46 Rooted Rural	2.4%

Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

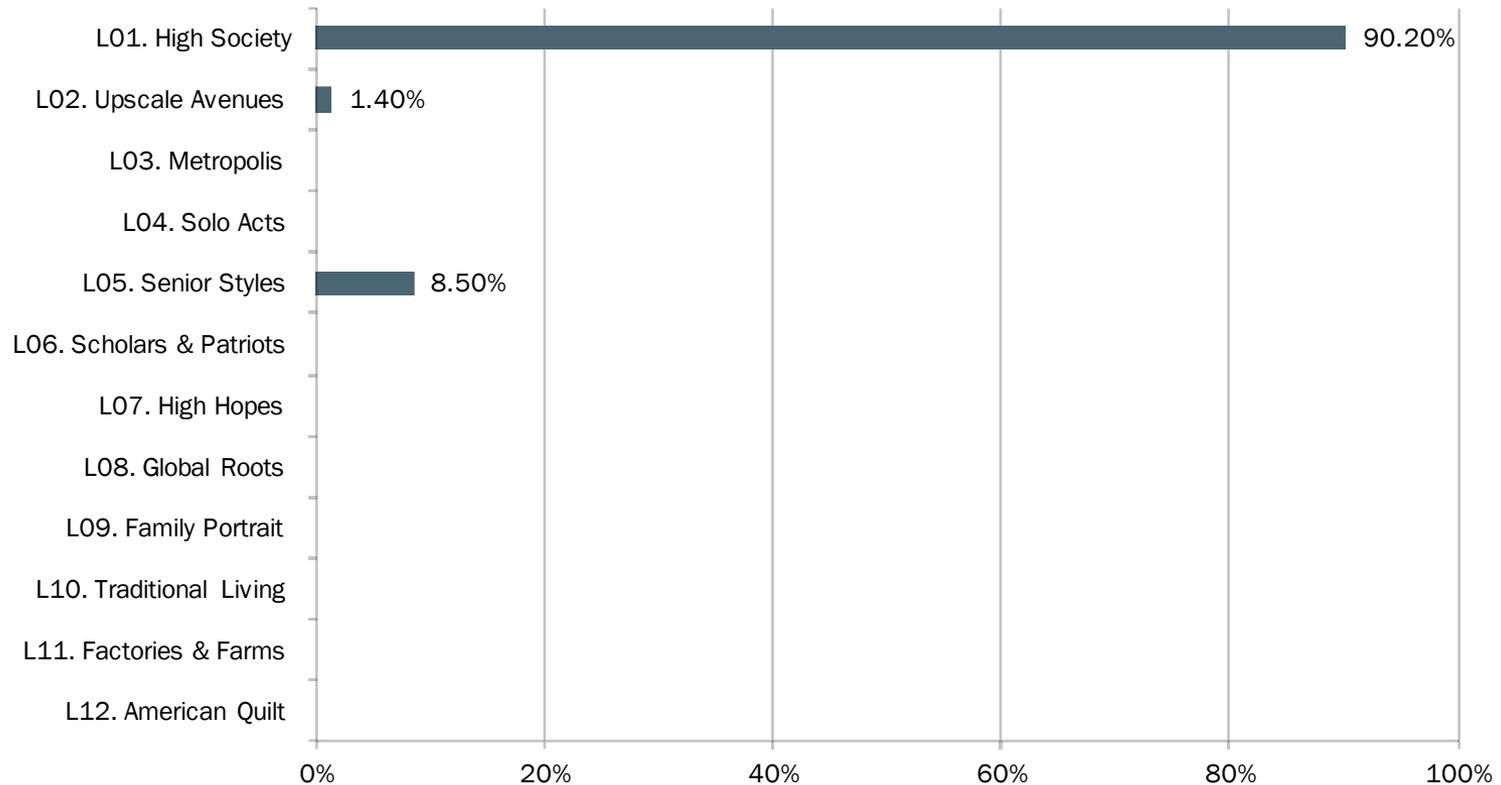
The following charts highlight some of the key findings about the Farragut Profile, the Regional Profile and the Inquiry Profile as they relate to LifeMode Groups. Remember, members in a LifeMode Group share an experience such as being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.

The number in front of each LifeMode corresponds with the LifeMode Group designation outlined in the community Tapestry Handbook. Please refer to the Community Tapestry Handbook that North Star provided for more in-depth information on each LifeMode Group. The indexing system you will see referenced below has the U.S. average sitting at 100. Therefore, any index above 100 indicates that Farragut is delivering above the U.S. average in that LifeMode or Tapestry Segment.

Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

LifeMode Groups | Farragut Residents



Observations: Farragut only represents three LifeMode Groups (with a huge percentage of the population falling in just one group), implying significant homogeneity in lifestyles, levels of affluence, and life stages. *High Society* is by far the most prevalent LifeMode Group.

Tapestry Study

TOP RESIDENT LIFEMODE GROUPS: The U.S. average sits at 100

High Society (90.2%) – Indexed 659 against the U.S. average

- The markets in High Society are affluent and well educated.
- The median household income for this group is \$100,216.
- Most households are married-couple families residing in affluent neighborhoods.
- High Society is one of the least ethnically diverse groups in the United States.
- High Society households are affluent and active—financially, civically, and physically. They participate in a wide variety of public activities and sports and travel extensively.
- High Society households are users of internet and radio instead of television to reach these markets.

Senior Styles (8.5%) – Indexed 80 against the U.S. average

- More than 14.4 million households comprise Tapestry's largest summary group.
- Incomes in this group cover a wide range, but the median is \$41,334.
- Younger, more affluent seniors, freed of child rearing responsibilities, are traveling and relocating to warmer climates.
- Less affluent, settled seniors are looking forward to retirement and remaining in their homes.
- Golf is their favorite sport; they play and watch golf on TV.
- They read the newspaper daily and prefer to watch news shows on television.
- Although their use of the internet is nearly average, they are more likely to shop through QVC than online.

Tapestry Study

TOP RESIDENT LIFEMODE GROUPS: The U.S. average sits at 100

Upscale Avenues (1.4%) – Indexed 10 against the U.S. average

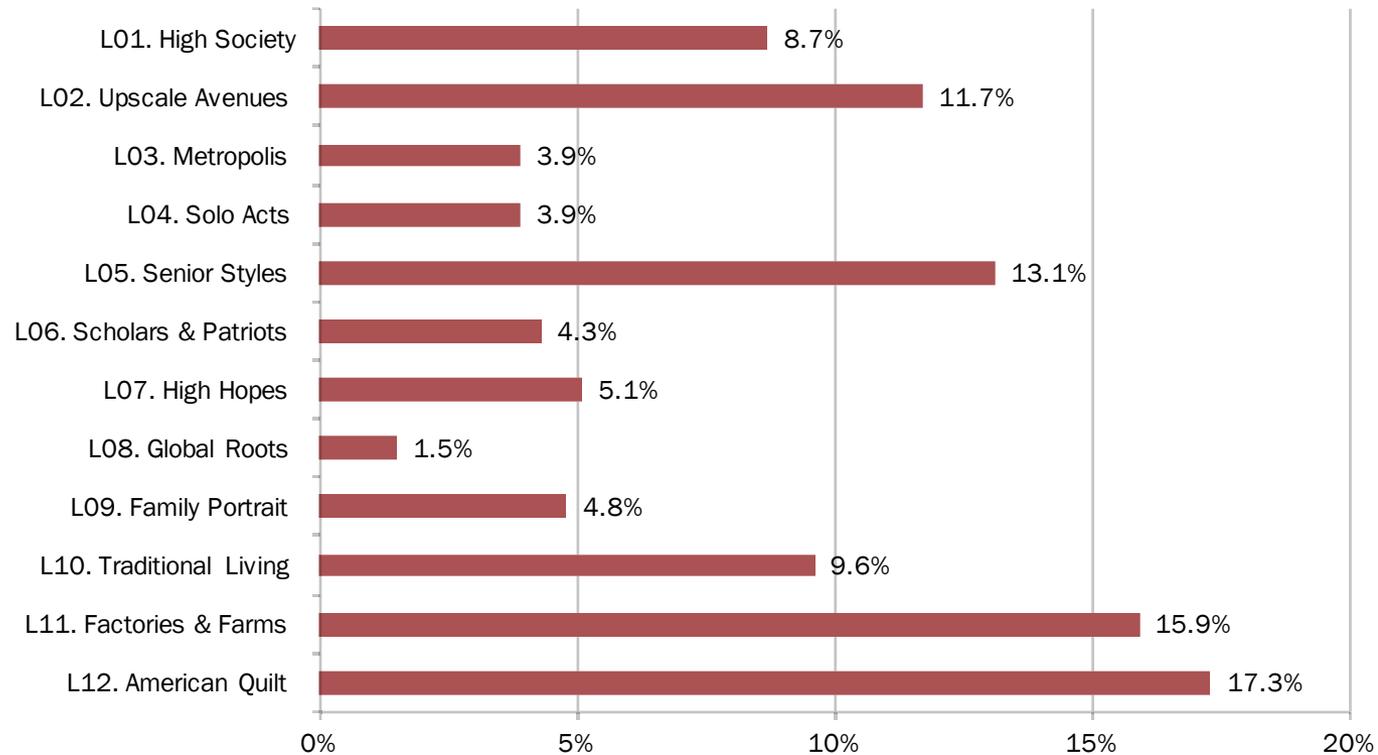
- Many are well educated with above average earnings and are successful from years of hard work
- Median household income is \$65,912.
- Prosperous domesticity also characterizes the lifestyle in Upscale Avenues.
- They invest in their homes; the owners work on landscaping and home remodeling projects, and the renters buy new furnishings and appliances. They play golf, lift weights, go bicycling, and take domestic vacations.
- Although they are partial to new cars, they also save and invest their earnings.

Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The Regional Profile consists of Blount, Anderson, Loudon and Knox Counties (excluding Farragut).

LifeMode Groups | Regional Profile



Observations: The Regional Profile represents every LifeMode group. Regionally, the population is significantly more diverse than Farragut while Farragut is significantly more affluent than the balance of the region.

Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | COMMUNITY SEGMENTS

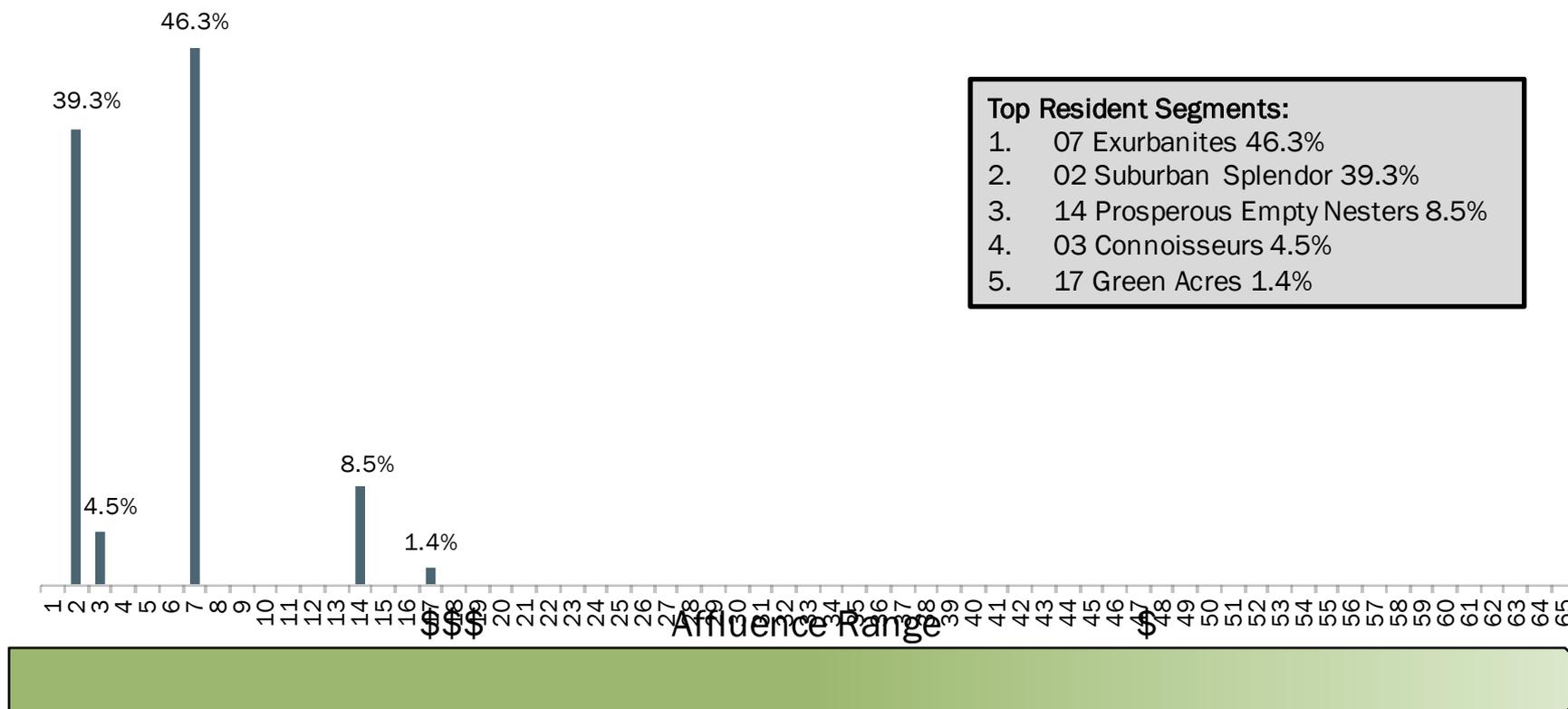
Community Tapestry Segments are the most distinct level of segmentation within the Tapestry System, dividing members of a population into 65 groups based on sociographic and demographic composition. Tapestry Segments take into consideration things like income, occupation, educational attainment, ethnic origin, household composition, marital / living arrangements, patterns of migration, mobility, communication, and lifestyle and media patterns.

The chart that follows illustrates delivery within all the Segments for Farragut residents. The Segments are organized by level of affluence – Segment 1 is the most affluent and Segment 65 is the least affluent Segment.

Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | TAPESTRY SEGMENTS

Tapestry Segments | Farragut Residents



Observation: Farragut residents represent five segments, *skewing to the more affluent end of the range.*

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

07 Exurbanites (45.3%) – Indexed 1896 against the U.S. average

- Living beyond the urban fringe, Exurbanites prefer open space with affluence.
- 40% of residents are empty nesters, but the median age is 46.2. Median HHI is \$80,000+.
- Consult with financial planners and track investments on the internet.
- Listen to public radio, donate to PBS, and remain active in their communities.
- Enjoy golf, boating, hiking, kayaking, vacations, and working on their homes and gardens.
- Practical shoppers.

02 Suburban Splendor (39.3%) – Indexed 2094 against the U.S. average

- Maturing families, married with adolescent children and living in growing neighborhoods.
- Median age is 43.1 and median HHI is \$115,396.
- This segment exhibits little diversity with a predominantly white population.
- Homes feature the latest amenities and home design elements such as spas and hardwood flooring.
- Free time is devoted to family, travel and self-improvement pursuits such as physical fitness, reading, and visits to museums. They travel extensively domestically and internationally.
- Shop at high-end retailers.
- Technologically savvy and use the internet to check stocks and make purchases.

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

14 Prosperous Empty Nesters (8.5%)– Indexed 444 against the U.S. average

- Married couples with no children living at home; more than half of this segment is aged 55 years or older, enjoying the segue from child rearing to retirement.
- Median age is 47.6 years and median HHI is \$63,682.
- Empty Nesters are concentrated on the eastern seaboard and over 75% live in homes built before 1980.
- Empty Nesters are active physically and financially. Concern for physical health leads them to play golf, ride bicycles and work out regularly.
- They show active interest in their homes and communities. Remodeling and lawn care are part of home maintenance. Civic participation is high; enjoy traveling at home and abroad; read extensively, including two or more daily newspapers.

03 Connoisseurs (4.5%) – Indexed 358 against the U.S. average

- Well-educated, married, wealthy, and self-employed at twice the national average.
- Median HHI \$115,000+ and median age is 47.2 although many couples still have children living at home.
- Connoisseurs hire contractors for home improvement and gardening services to take care of the lawn, but they love to grind their own coffee beans.
- Well read and active in the community.
- Enjoy foreign and domestic travel, exercise and shopping at high-end department stores

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

17 Green Acres (1.4%)– Indexed 43 against the U.S. average

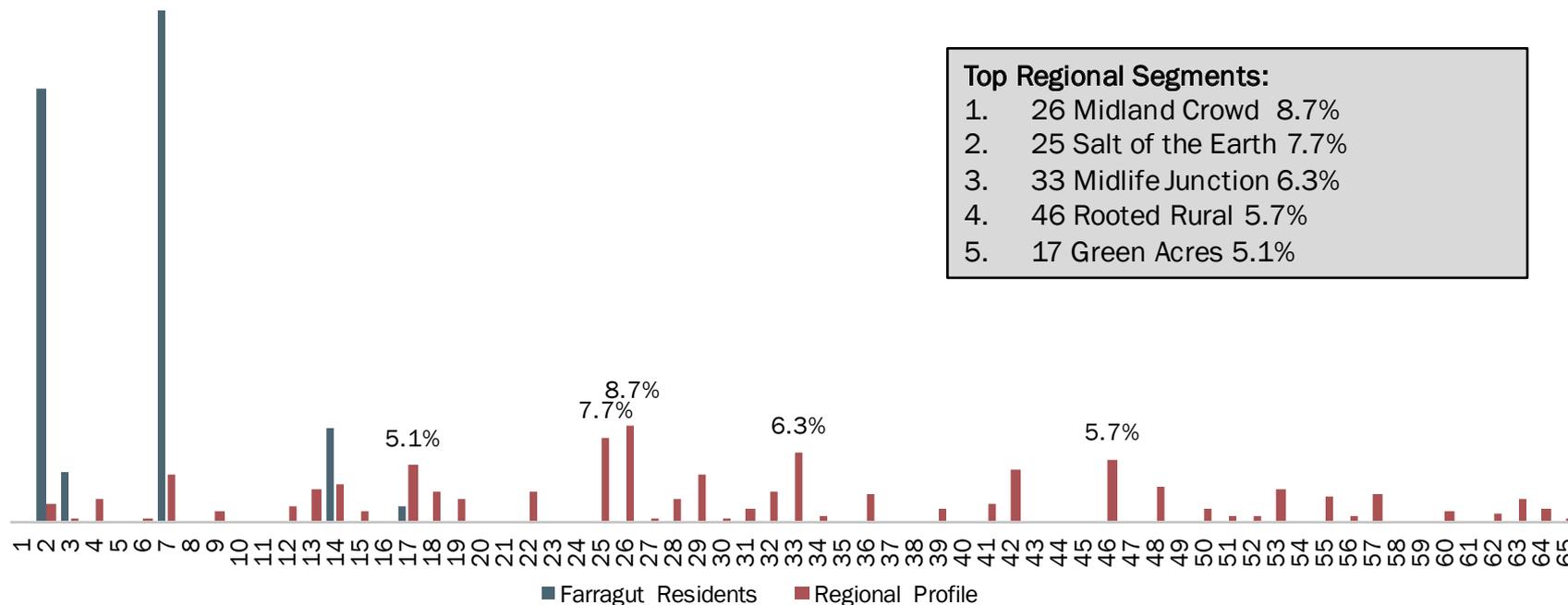
- Married couples with and without children, the median age is 42 and the median HHI is \$60,461.
- Educated and hard-working, more than 25% of residents have a college degree or higher and more than half have attended some college.
- A little bit country, these residents live in pastoral settings of developing suburban fringe areas and 86% own their homes.
- They prefer to buy motorcycles and full-size pickup trucks in addition to their lawn or garden tractors.
- They are interested in home improvement, gardening, motorcycles, hunting, and hiking.
- They watch news programs and their favorite channels include CMT, ESPN, and the Speed Channel.



Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | TAPESTRY SEGMENTS

Tapestry Segments | Farragut Residents vs. Regional Profile



Observation: The Regional Profile represents a much wider range of Segments than the Resident Profile, and exhibits a wide range of affluence levels.

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

26 Midland Crowd (8.7%) – Indexed 260 against the U.S. average

- Largest market with nearly 4% of the US population.
- Majority in married-couple families, half with children and half without.
- Median age is 37.9 years and median HHI is \$47,544.
- Rural location and traditional lifestyle fuels their do-it-yourself attitude when it comes to taking care of homes and vehicles.
- High demand for children's products. Very high TV viewership of NASCAR, fishing programs and CMT.
- Politically conservative; devoted pet lovers; domestic travelers; and dependent on fast-food, cell phones and the internet.

25 Salt of the Earth (7.7%) – Indexed 293 against the U.S. average

- Married couples with and without children, this segment is one of the least diverse.
- With a median age of 42.7, the median HHI is \$48,409.
- These residents live in rural areas and are rooted in their traditional hardworking lifestyles.
- Independent and practical, they enjoy home improvement and do their own car maintenance.
- They invest in annuities, certificates of deposit, and US savings bonds.
- They enjoy fishing and hunting and have pets, usually dogs or cats.

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

33 Midlife Junction (6.3%) – Indexed 280 against the U.S. average

- Residents live quiet, settled lives as they move from child-rearing into retirement.
- Median age is 37 years, with nearly 20% 65 years or older.
- Median HHI \$42,694 and 62% own their own homes.
- Nearly half are married couples; 31% are singles. Most are white.
- Fast food and family restaurants are favorites. Leisure includes fishing, crossword puzzles, board games and woodworking.
- They're careful spenders, driving domestic cars and often shopping by mail or phone (from catalogues).
- They watch TV network shows and news programs.

46 Rooted Rural (.7%) – Indexed 259 against the U.S. average

- Older, with a median age of 43.7 years and a median income of \$37,032
- Mostly married couples who are empty nesters.
- Located in rural areas of the South and do not move very often.
- These people are do-it-yourselfers. Most people do their own house and car maintenance and repair.
- They take pride in their gardens; prefer to cook their own food rather than dine out.
- They prefer driving trucks to sedans.
- They shop for groceries and buy their favorite Folger's coffee at Winn-Dixie, Piggly Wiggly, or a Walmart Supercenter
- Internet and PC usage is not popular among these residents.

Tapestry Study

TOP RESIDENT SEGMENT DESCRIPTIONS: The U.S. average sits at 100

17 Green Acres (5.1%)– Indexed 160 against the U.S. average

- Married couples with and without children, the median age is 42 and the median HHI is \$60,461.
- Educated and hard-working, more than 25% of residents have a college degree or higher and more than half have attended some college.
- A little bit country, these residents live in pastoral settings of developing suburban fringe areas and 86% own their homes.
- They prefer to buy motorcycles and full-size pickup trucks in addition to their lawn or garden tractors.
- They are interested in home improvement, gardening, motorcycles, hunting, and hiking.
- They watch news programs and their favorite channels include CMT, ESPN, and the Speed Channel.



Tapestry Study

COMMUNITY TAPESTRY WHO REPORT | TOP TAPESTRY SEGMENTS

The charts below highlight the top Tapestry Segments for Farragut Residents and the Regional Profile.

	Farragut Residents		Regional Profile	
1	07 Exurbanites	46.3%	26 Midland Crowd	8.7%
2	02 Suburban Splendor	39.3%	25 Salt of the Earth	7.7%
3	14 Prosperous Empty Nesters	8.5%	33 Midlife Junction	6.3%
4	03 Connoisseurs	4.5%	46 Rooted Rural	5.7%
5	17 Green Acres	1.4%	17 Green Acres	5.1%
6			42 Southern Satellites	4.7%
7			07 Exurbanites	4.3%
8			29 Rustbelt Retirees	4.3%
9			14 Prosperous Empty Nesters	3.5%
10			48 Great Expectations	3.1%

Observations:

- Three segments are shared by both groups, but with significantly different population percentages. Overall psychographic profiles of Farragut residents differ from the surrounding region.
- The homogeneity of the Farragut Resident Profile is likely reflective of a very specific set of values, which is in keeping with findings of other research studies regarding the work ethic, high standards, education levels and affluence of Farragut residents.

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING

The Farragut Resident, Regional, and Inquiry What Reports can be found in their entirety on the Research Report CD. The following information can be used as a guide to help you more fully understand the What Reports. When used correctly, this report will help you gain a much deeper understanding of resident and visitor populations and serve as a valuable reference for economic development.

As explained previously, the Tapestry What Report provides a detailed analysis of the audience under study for 37 separate Lifestyle and Media groups (see list on page 66) in over 2,200 categories. Lifestyle and Media groups are very broad (“Shopping”) while sub-categories are much more specific (“shopped at The Gap in the past 3 months”).

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE REPORT

Complete list of all Tapestry Lifestyle and Media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | READING THE REPORT

All categories are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above an index of 100 is above average and anything below an index of 100 is below average. The example below can help you understand this indexing system.

As an example, perhaps a community indexes 288 in shopping at Harris Teeter within the last six months. This means that community is about 2.9 times more likely to shop at Harris Teeter than the U.S. average.

Economic development entities in your community can use this information as a indicator of consumer preferences to help recruit potential businesses. Let's return to the Harris Teeter example: If the community currently has a Harris Teeter operating within the region, they are satisfying their residents' desire to shop at this grocery store. However, if for some reason the area is without a Harris Teeter (or similar high-end grocery store), they can use this information to entice the store (or similar high-end grocery store) to open a location within the region. Businesses will be more likely to partner with communities if they are given data to support such a decision.

Note: The brands mentioned in the What Reports may not be present in Farragut. Although they may not be present in the area, seeking similar brands will be beneficial.

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | RESIDENT WHAT REPORT

Below you will find a summary of the What Report for Farragut residents. The following pages contain selected charts that highlight some of your resident's key preferences. For all of the results from the Tapestry What Reports, refer to the Research Report CD.

- **Grocery:** Residents likely purchased coffee beans and imported table wine in the last 12 months. Not likely to shop at Piggly Wiggly.
- **Internet:** Residents likely used the Internet to track investments. They are heavy shoppers, likely have spent more than \$500 on purchases in the last 12 months.
- **Leisure:** Likely to visit museums and be members of a charitable organization. Unlikely to participate in karaoke or buy a Daily Drawing lottery ticket.
- **Listen:** Residents are likely to listen to news and sports on the radio. They are not likely to listen to urban and Hispanic radio formats.
- **Read:** Residents likely read the business and finance section of the newspaper and travel magazines. Not likely to read music or bridal magazines.
- **Watch:** Residents are likely to watch the Golf Channel or The Office. They are not likely to watch programs like Smallville or Divorce Court.

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | RESIDENT WHAT CHARTS

Listen	Index
Radio format listen to: news/talk	300
Radio format listen to: public	275
Radio format listen to: sports	237
Radio format listen to: urban	21
Radio format listen to: Hispanic	6

Read	Index
Read newspaper: business/finance section	233
Read travel magazines	226
Read bridal magazines	46
Read music magazines	41
Read baby magazines	25

Watch	Index
Watched last week: Golf Channel	257
HH has digital video recorder (DVR)	224
Watch TV aired once/wk: The Office	210
Watch TV aired once/wk: Smallville	29
Watch Syndicated TV (M-F): Divorce Court	15

Leisure	Index
Bought book at Borders in last 12 months	274
Member of charitable organization	274
Went to museum in last 12 months	241
Participated in karaoke in last 12 months	63
Bought lottery ticket in last 12 mo: Daily Drawing	37

Internet	Index
Internet last 30 days: traded/tracked investments	355
Ordered on Internet/12 mo: flowers	329
Spent on Internet orders last 12 months: \$500+	306
Purchased home PC at department store	52
HH owns 1 TV	36

Grocery	Index
Used 3+ pounds whole coffee beans in last 30 days	311
Drank imported dinner/table wine in last 6 months	288
Used firelog in last 12 months	255
Shopped at grocery store/6 mo: Piggly Wiggly	14
Drank malt liquor in last 6 months	12

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | REGIONAL PROFILE WHAT REPORT

Below you will find a summary of the What Report for Farragut's Regional Profile. The following pages contain selected charts that highlight some of the overnight visitors key preferences. For all of the results from the Tapestry What Reports, refer to the Research Report CD.

- **Grocery:** Regional Residents are likely to shop at IGA and Piggly Wiggly. They are not likely to shop at Stop 'N Shop.
- **Internet:** Likely to access the internet from school or library or at home using a dial-up modem.
- **Leisure:** Likely to participate in woodworking and birdwatching, as well as attend a country music concert. Unlikely to have gambled in Atlantic City in the past 12 months.
- **Listen:** Likely to listen to country, gospel, and auto racing. They likely do not tune into the news or to Hispanic radio.
- **Read:** Likely to read fishing and hunting magazines, as well as comics in the newspaper. They are less likely to read women's fashion magazines.
- **Watch:** Regional residents are likely to own a satellite dish, using it to watch channels like CMT and the Outdoor Channel. They are unlikely to have watched pay-per-view in the last 12 months.

Tapestry Study

COMMUNITY TAPESTRY WHAT REPORT | REGIONAL PROFILE WHAT CHARTS

Listen	Index
Radio format listen to: country	183
Radio format listen to: gospel	164
Radio listening: auto racing	160
Radio format listen to: all news	53
Radio format listen to: Hispanic	34

Read	Index
Read fishing/hunting magazines	167
Read newspaper: classified section	139
Read newspaper: editorial page	133
Read newspaper: comics	128
Read women`s fashion magazines	76

Watch	Index
HH has satellite dish: Dish Network	196
Watched last week: CMT (Country Music Television)	180
Watched last week: Outdoor Channel	178
Watch early morning TV (M-F): The Early Show	147
Watched any pay-per-view sports event last 12 mo	75

Leisure	Index
Did woodworking in last 12 months	151
Did birdwatching in last 12 months	149
Attended country music performance in last 12 mo	148
Participated in fantasy sports league last 12 mo	144
Gambled in Atlantic City in last 12 months	58

Internet	Index
Used Internet in last 30 days: at school/library	265
Connection to Internet from home: dial-up modem	197
Bought film in last 12 mo: 35mm (black & white)	145
Purchased film in last 12 mo: department store	141
HH owns video game system: Sony PSP	84

Grocery	Index
Shopped at grocery store/6 mo: IGA	246
Shopped at grocery store/6 mo: Piggly Wiggly	222
Shopped at grocery store/6 mo: Harris Teeter	161
Shopped at grocery store/6 mo: Stop`N Shop	55
Used nectars in last 6 months	53

TOP BUSINESS PROSPECTS

Purpose

The Top Business Prospects aims to uncover industries and businesses that best correspond and complement successful, high growth industries in Farragut, Tennessee. This research component results in the compilation of potential business prospects based on industries that are succeeding in your community and communities with a similar economic and psychographic footprint. This list of prospects can be used to assist economic development professionals and leadership in the community to actively recruit businesses and industries to Farragut.

Methodology & Results

Using data gathered from Environmental Systems Research Institute, Inc. (ESRI), North Star developed a demographic and psychographic profile for Farragut. We then identified complementary communities that most closely share similar consumer characteristics. Using the Bureau of Labor Statistics, Quarterly Census of Employment and Wages data, North Star then identified the top growth industries. Our approach is to examine long run and short run net positive growth exhibited by industry sectors in terms of employment, firms and wages. From this analysis we determine the top industry sectors – listed using the North American Industry Classification System (NAICS) – within Farragut’s economic landscape. These industries are then compared to those of complementary communities around the country. This allows us to measure Farragut’s economic growth comparatively to communities with similar economic profiles as well as determine other high potential industries that may not have been targeted previously.

Using proprietary methods, North Star combines Farragut’s top NAICS codes and the city’s workforce characteristics (using Resident Tapestry data derived from ESRI) to define a list of top prospects that best match Farragut’s top industries and labor market strengths.

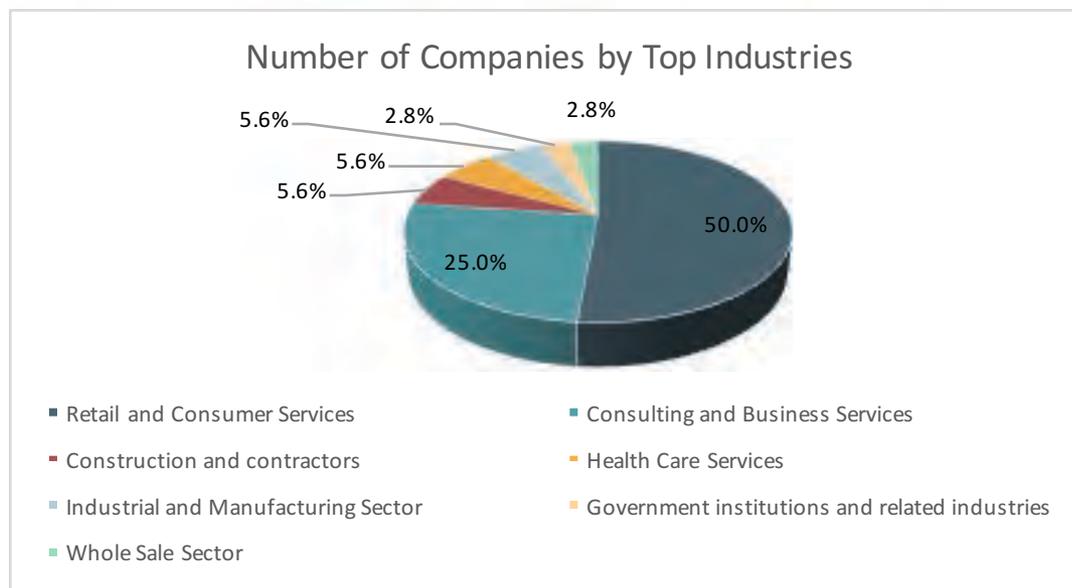
TOP BUSINESS PROSPECTS

The complete results from the Top Business Prospects list can be found on the Report CD and should be passed on to economic development entities in the area.

Note: The Top Business Prospects list is meant to serve as a targeted example of the types of businesses and organizations that best fit Farragut's economic strengths. This list can most effectively be used by identifying the types of companies included and targeting similar organizations through economic development efforts. The Business Prospects list not only provides company information, but also provides you information on who the C-suite level executives are in order to enhance your recruitment efforts.

Note: Growth industries provided are not the only industries experiencing growth in your region, but are those calculated to be most relevant to your community's demographic and psychographic profile. For additional information and a full description of NAICS codes, see: <http://www.census.gov/eos/www/naics/> .

Companies by Sector	
Retail and Consumer Services	18
Consulting and Business Services	9
Construction and contractors	2
Health Care Services	2
Manufacturing (food production)	2
Government institutions and related industries	1
Whole Sale Sector	1

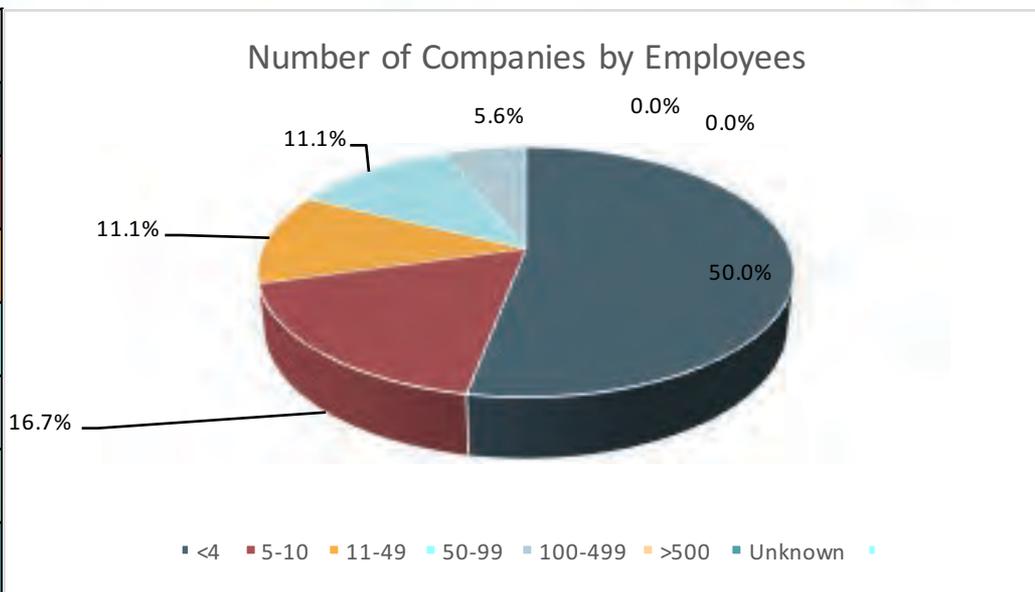


Farragut's Top Industries: Growth Sectors

As part of the review of Farragut's businesses, North Star conducted a review of all businesses that were either a headquarters or single location within the city limits utilizing our Dun & Bradstreet database. This resulted in the identification of approximately 40 companies with the top industries represented in the graph above. Farragut's top industries are in the consumer services and retail sectors, which account for nearly 50% of Farragut's businesses. Business services and consulting composes an additional 25% of businesses in Farragut. Due to the city's regulatory framework, Farragut does not have a diverse range of industries.

Note: Information is based on Duns & Bradstreet (D&B) business research and profiling.

Companies by employees	
<4	18
5-10	6
11-49	4
50-99	4
100-499	2
500+	0
Unknow	2

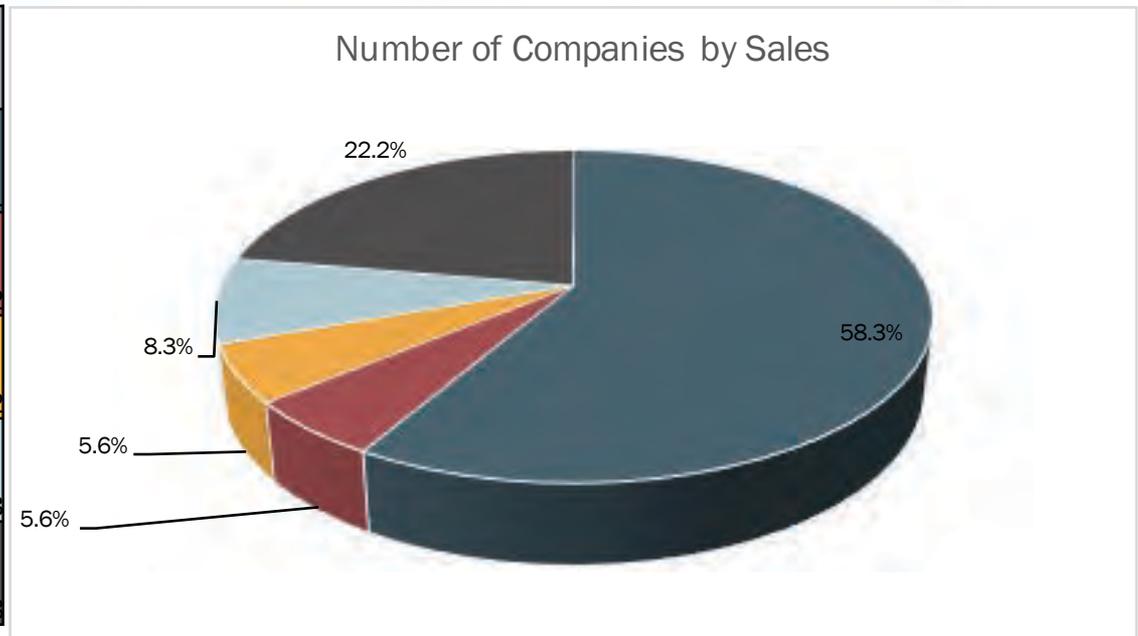


Farragut's Top Industries: Employment

The majority of Farragut's businesses employ fewer than four employees, followed by companies who fall into the five to ten employee bandwidth (6 companies), the 11 - 49 (4 companies), and very few (~6) with 50 or more employees.

Given that such a large number of Farragut's businesses operate with fewer than four employees, we can conclude that the heart of Farragut's economic landscape is paved by small businesses and entrepreneurial enterprises.

Companies by sales	
<\$1 million	21
\$1-\$5 million	2
\$5-\$10 million	2
\$10-\$50 million	3
Unknown	8



Farragut's Top Industries: Revenue

Nearly 60% of Farragut's businesses have revenue streams that are below \$1 million. These are small businesses and enterprises that may be indicative of a highly entrepreneurial climate in Farragut, TN. A small portion of businesses (~12%) report revenue between \$1 - \$10 million. According to Dun & Bradstreet, less than 10% of companies in Farragut indicated having revenues of \$5 - \$10 million.

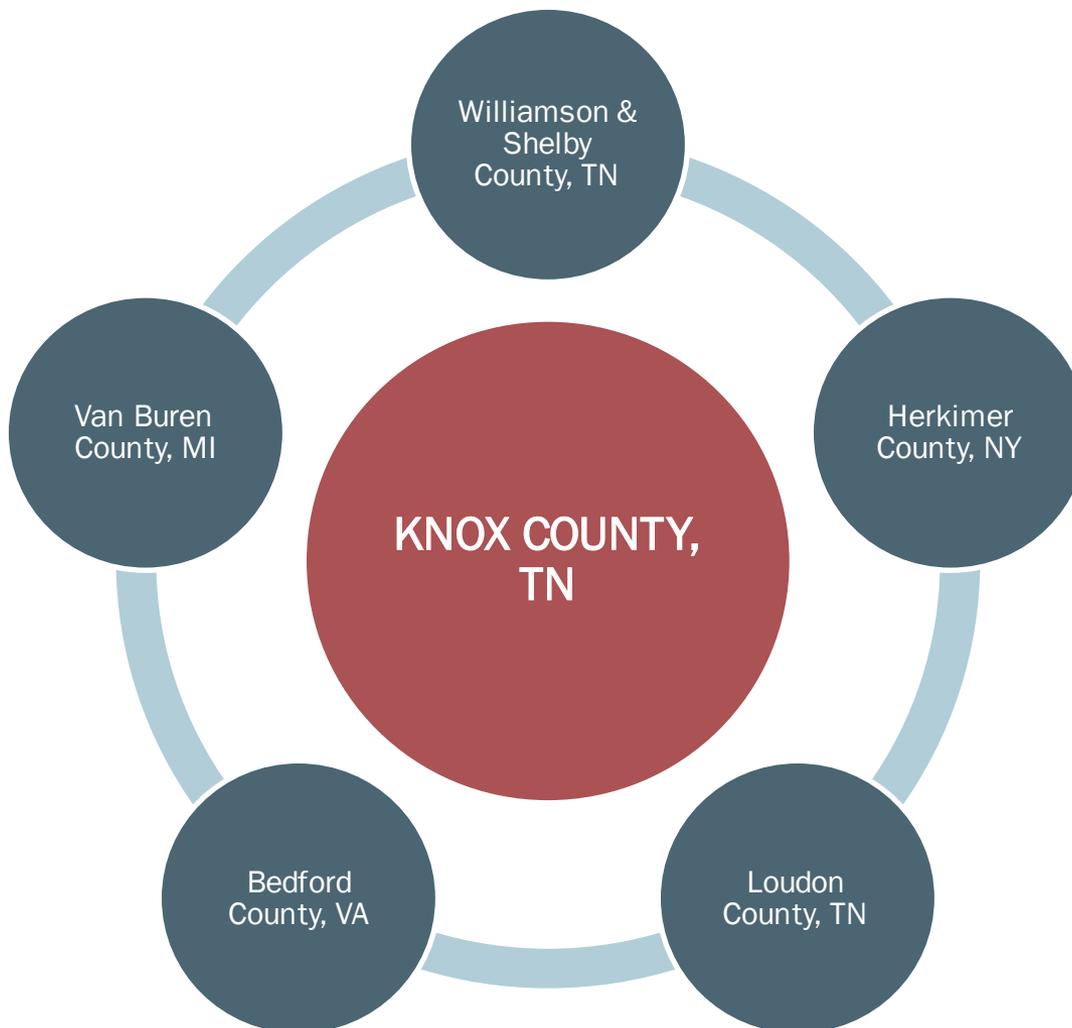
COMPLEMENTARY COMMUNITIES

Five complementary regions were selected as correlating economic communities based on their labor market, labor force, industrial, and demographic & psychographic profile as determined by North Star to be similar to Farragut, TN. A comparative analysis of Farragut to these Footprint Communities was conducted in order to validate the selected growth sectors as well as identify other industries with the potential to flourish in the area. This comparison allows North Star to identify and strategically select industries that could also be successfully recruited or expanded in Farragut.

North Star conducted an extensive analysis of industries in each of these communities on a 4-digit NAICS level. NAICS codes are typically available for industries on the 2-, 3-, 4-, 5-, and 6-digit levels, with each increasing level of data providing more granular industry information. The larger the digit level, the more specific a given industry's information becomes, however, in an effort to provide confidentiality to proprietary industry information, the Bureau of Labor Statistics often suppresses information for a localized geography, particularly if the area in question has industry representation that is too few in number. As such, North Star typically selects industry data on the 4-digit NAICS level, which provides optimal granularity, yet is consistently reported (non-suppressed) for local and regional data, allowing us to pinpoint economic and business information in Farragut and its Footprint Communities. Typically this data is pulled on the county level, but is subsequently scrubbed utilizing community level business and industry data analysis.

The following top growth industries were chosen on the basis of net positive long-term employment, establishment, and wage growth. Though this information is pulled on the county level, we further counter balance and scrub our findings based on city level economic analysis. While the complementary communities included in this report are not an all-inclusive list, they are communities most similar to Farragut and Knox County.

COMPLEMENTARY COMMUNITIES



GROWTH INDUSTRIES OVER 5 YEARS WITHIN KNOX COUNTY

NAICS Code	Industry	Description
5614	Business Support Services	Account collections, call centers, document preparation, and other services
5511	Management consulting services	Marketing, HR, admin, and other consulting services
62	Health Care services	Hospitals, physicians, and other health services
44 – 45	Retail	Retail stores, grocers, and specialty food stores,
48	Transportation, Distribution, and Logistics	Specialized freight trucking, wholesalers, and distributors
61	Education services	Colleges, Universities and other education services

Economic growth in Knox County is cross-correlated to Farragut's economic profile. Growth trends primarily identified industries in business services, healthcare services, limited manufacturing, and retail. As opposed to the county, Farragut's economic landscape is centered on retail. Farragut should leverage its purchasing power in its economic development strategic planning and recruitment efforts.

GROWTH INDUSTRIES OVER 5 YEARS WITHIN LOUDEN COUNTY

NAICS Code	Industry	Description
44 - 45	Retail	Retail stores, grocers, and specialty food stores,
5416	Management consulting services	Marketing, HR, admin, and other consulting services
62	Health Care services	Hospitals, physicians, and other health services
48	Transportation, Distribution, and Logistics	Specialized freight trucking, wholesalers, and distributors
61	Education services	Colleges, Universities and other education services

Economic growth in Louden County is cross-correlated to Farragut's economic profile. Growth trends primarily identified industries in retail, business services, healthcare services and manufacturing (though this is not part of Farragut's landscape)..

Summary

Overall, Farragut and Knox County and their complementary communities have experienced similar industry and sector growth trends. The largest growth sector for consideration in all of the communities is overwhelmingly business and IT consulting services. Given the high level of net positive job and industry growth in business services and IT related consulting sector opportunities, Farragut ought to consider recruitment of small tech-related and consulting firms. The industry analysis in Williamson County and Knox County region also reflected a similar pattern of growth in this sector. Attracting and retaining high-wage, high growth business related services occupations in Farragut (expanding out of ORNL and Knoxville) will likely facilitate the development of restaurants and retail establishments.

When looking at communities with similar footprints in terms of tapestry, industry, and workforce profiles, Farragut ought to consider factors beyond the consumer, industry and labor market data that makes industries in those areas successful. These considerations should include factors such as infrastructure capacity, labor costs, access to interstates, airports, and rivers/ocean ports, business costs and incentives, regulatory environment, population density, tourism assets and community quality of life issues such as cost of living and education. Knox County and Loudon County have a wide range of growth industries much of which Farragut could leverage in terms of a regional growth strategy.

It may be beneficial to study the corresponding communities to see what variables have made those industries flourish. Furthermore, as much of Farragut's economic landscape is composed of companies with fewer than four employees, incentive programs for small businesses may need to be stressed.

ONLINE BRAND MONITORING STUDY

Purpose

Over the years, brands (of products, of companies, of communities) have transformed from something that identified products to something people identified with. Recently, the evolution of technology, especially internet search engines, blogs, and social media has enabled widespread conversations to take place about brands in online consumer communities. Understanding how these online conversations contribute to reputation is just as important as understanding in-person conversations taking place between consumers.

The purpose of the Online Brand Monitoring Study is to gain understanding of the online reputation (“conversations,” or content generated and consumed by people) centered around Farragut on social media platforms. The Online Brand Monitoring Study reveals where online conversations are taking place, the authors of such content, top keywords used online, and overall sentiment of the community and assets within the community.

In the online space, consumer behavior is content, either created or consumed. Therefore understanding online content (i.e., conversations) about a brand allows us to understand consumer behavior around that brand, at least the consumer behavior that is occurring online. And because technology’s evolution has led to new channels, networks, platforms and applications, it has also created an equal amount of new opportunities for understanding and engaging with consumers.

ONLINE BRAND MONITORING STUDY

Methodology & Results

Leveraging methods that combine the analytical power of online measurement and monitoring tools, the Online Brand Monitoring Study examines social media content from a specific date and time (February 26, 2014). By examining social media platforms, the Online Brand Monitoring Study identifies authors, online influencers, and the content being generated around Farragut.

Online behavior is organized into five discrete types: Search, Visit, Mention, Join, and Engage. These behaviors are monitored on the following platforms:

- Blogs (Livejournal, Typepad, etc)
- Microblogs (Twitter, Plurk, Identi.ca, etc)
- Video/Photo Sharing (YouTube, Flickr, etc.)
- Social Network (Ning, Facebook, LinkedIn)

Online Brand Monitoring Study

Keywords Searched

- Farragut, TN
- Farragut Parks and Recreation
- Farragut Greenways and Trails
- West Knox Chamber of Commerce
- Farragut Business Alliance
- Turkey Creek + Farragut
- Shopping + Farragut
- Farragut Folklife Museum
- Independence Day Parade + Farragut
- Schools + Farragut

Terms To Know

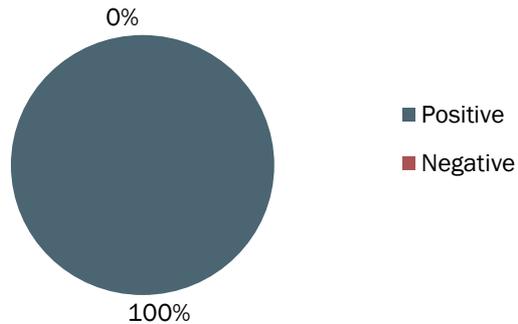
- Strength – the likelihood that your brand is being discussed in social media
- Sentiment – the ratio of positive to negative mentions
- Passion – the likelihood that individuals talking about your brand will do so repeatedly
- Reach – the measure of the range of influence (number of unique authors divided by total number of mentions)

Online Brand Monitoring Study

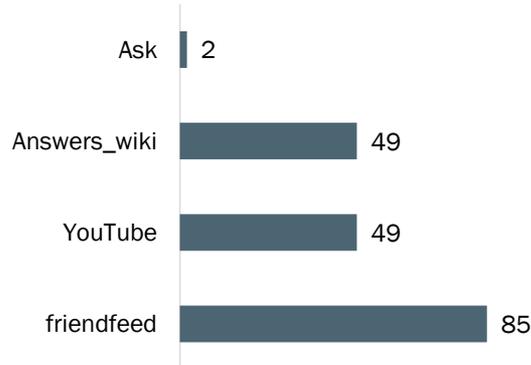
FARRAGUT, TN

Strength	1%
Passion	55%
Sentiment	24:0
Reach	18%

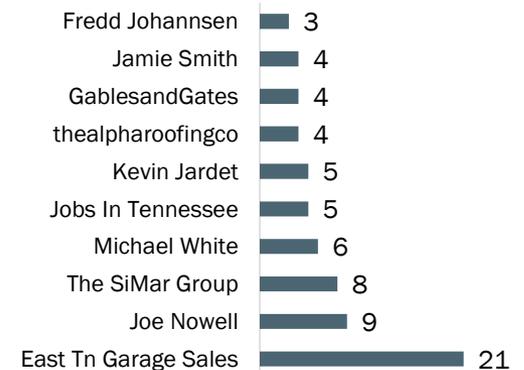
Sentiment



Sources



Top Authors



Observations

- Overall, there is an extremely positive sentiment about Farragut throughout social media sites.
- At a 55% passion level, there is a moderate chance those talking about Farragut through social media will do so continually.
- Leveraging the top sources – Friendfeed and YouTube – would aid Farragut's strength and reach to improve the community's online presence.

Online Brand Monitoring Study

FARRAGUT PARKS AND RECREATION

Strength	0%
Passion	27%
Sentiment	12:0
Reach	29%

Top Sources

- Answers_wiki
- YouTube



Online Brand Monitoring Study

FARRAGUT GREENWAYS & TRAILS

Strength	0%
Passion	34%
Sentiment	12:0
Reach	21%

Top Sources

- YouTube
- Answers_wiki
- Wordpress



Knoxville's Greenways offer a fantastic way to run, walk, or bike and get to see a scenic view of the city. Whether you are looking to go on a short jaunt wi...
www.youtube.com/watch?v=2ZoePc9Ffkw&feature=youtupe_gdata
 34 months ago - by [Visit Knoxville](#) on [youtube](#)

Online Brand Monitoring Study

WEST KNOX CHAMBER OF COMMERCE

Strength	41%
Passion	28%
Sentiment	5:1
Reach	36%

Top Sources

- Photobucket
- Answers_wiki
- YouTube



Online Brand Monitoring Study

FARRAGUT BUSINESS ALLIANCE

Strength	40%
Passion	26%
Sentiment	10:0
Reach	32%

Top Sources

- Photobucket
- Answers_wiki
- YouTube

2013 Taste of Farragut Sponsors & Participants



The Farragut Business Alliance extends its sincere thanks to the organizations that made the 5th Annual Taste of Farragut possible!

www.youtube.com/watch?v=t80nuUM9d6Q&feature=youtube_gdata
10 months ago - by [Allison Sousa](#) on [youtube](#)

Online Brand Monitoring Study

TURKEY CREEK

Strength	0%
Passion	30%
Sentiment	3:1
Reach	19%

Top Sources

- YouTube
- Answers_wiki
- Wordpress

YouTube Otis Elevator at the Hampton Inn & Suites at Turkey Creek



Located in the city of Farragut, TN near Knoxville. #1 hotel in Farragut on Trip Advisor and winner of the 2013 Trip Advisor Certificate of Excellence award.
www.youtube.com/watch?v=Vyx7f_RpvkQ&feature=youtube_gdata
 8 months ago - by [TJElevatorfan](#) on [youtube](#)

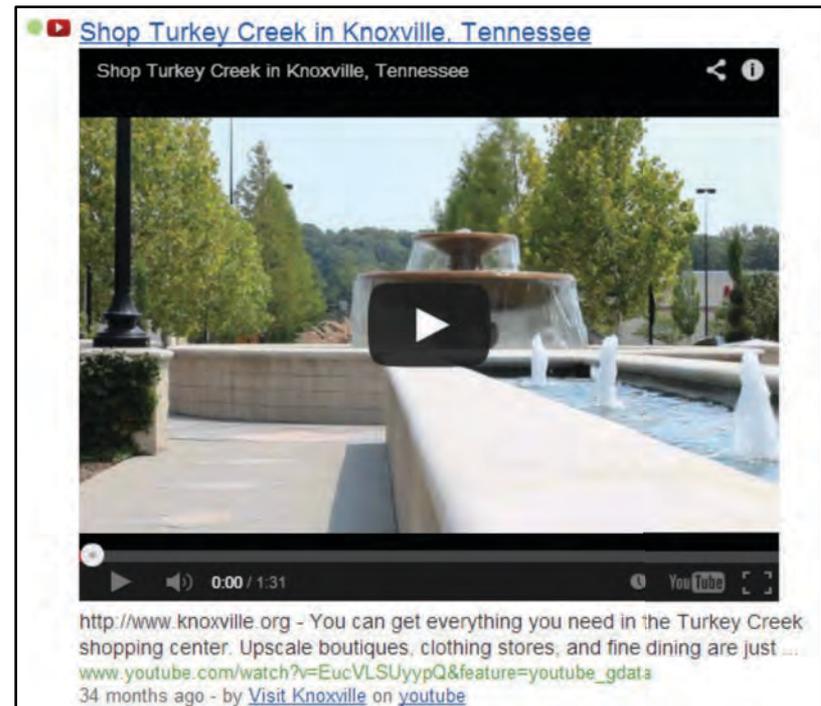
Online Brand Monitoring Study

FARRAGUT & SHOPPING

Strength	0%
Passion	34%
Sentiment	12:0
Reach	22%

Top Sources

- YouTube
- Answers_wiki
- Wordpress



Online Brand Monitoring Study

FARRAGUT FOLKLIFE MUSEUM

Strength	41%
Passion	31%
Sentiment	5:0
Reach	30%

Top Sources

- Photobucket
- Answers_wiki
- Wordpress



Online Brand Monitoring Study

INDEPENDENCE DAY PARADE IN FARRAGUT

Strength	0%
Passion	14%
Sentiment	11:0
Reach	28%

Top Sources

- Answers_wiki
- YouTube
- Wordpress

[Farragut Independence Day Parade with Coldwell Banker](#)



Farragut Independence Day Parade with Coldwell ...

Coldwell Banker Wallace & Wallace, Realtors in Farragut remind parade-goers that Homeownership is The American Dream! Coldwell Banker. Where Home Begins.

www.youtube.com/watch?v=7107nRvnVrc&feature=youtube_gdata
24 months ago - by [LetMeDoYourHomeWork](#) on youtube

Online Brand Monitoring Study

FARRAGUT SCHOOLS

Strength	0%
Passion	33%
Sentiment	33:1
Reach	23%

Top Sources

- YouTube
- Answers_wiki
- Wordpress

2014 NHBB interview with Farragut High School, Knoxville, TN

2014 NHBB interview with Farragut High School, ...



Daniel Yan Kevin Hong Ronik Sheth Yongyu Chen.
www.youtube.com/watch?v=L5ehWIXB_0M&feature=youtube_gdata
 3 months ago - by [National History Bee and Bowl](#) on [youtube](#)

CONSUMER AWARENESS & PERCEPTION STUDY

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Farragut. The survey measures:

- Overall top-of-mind perceptions of Farragut and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends, and family)
- Strengths and weaknesses of Farragut with identified community attributes
- Measurements of Farragut quality of life indicators
- Measurement of Farragut strengths and weaknesses as a place to do business

Methodology & Results

An internet study was conducted among respondents in two markets. The first market was within Knox County that totaled 129 responses. The second market included Blount, Anderson, and Loudon Counties totaling 78 responses. Both markets excluded the community of Farragut.

A total of **207** surveys were collected allowing for a margin of error +/- 6.81 at the 95% confidence level. 92 respondents were terminated from the survey, resulting in a termination rate of 44.4%.

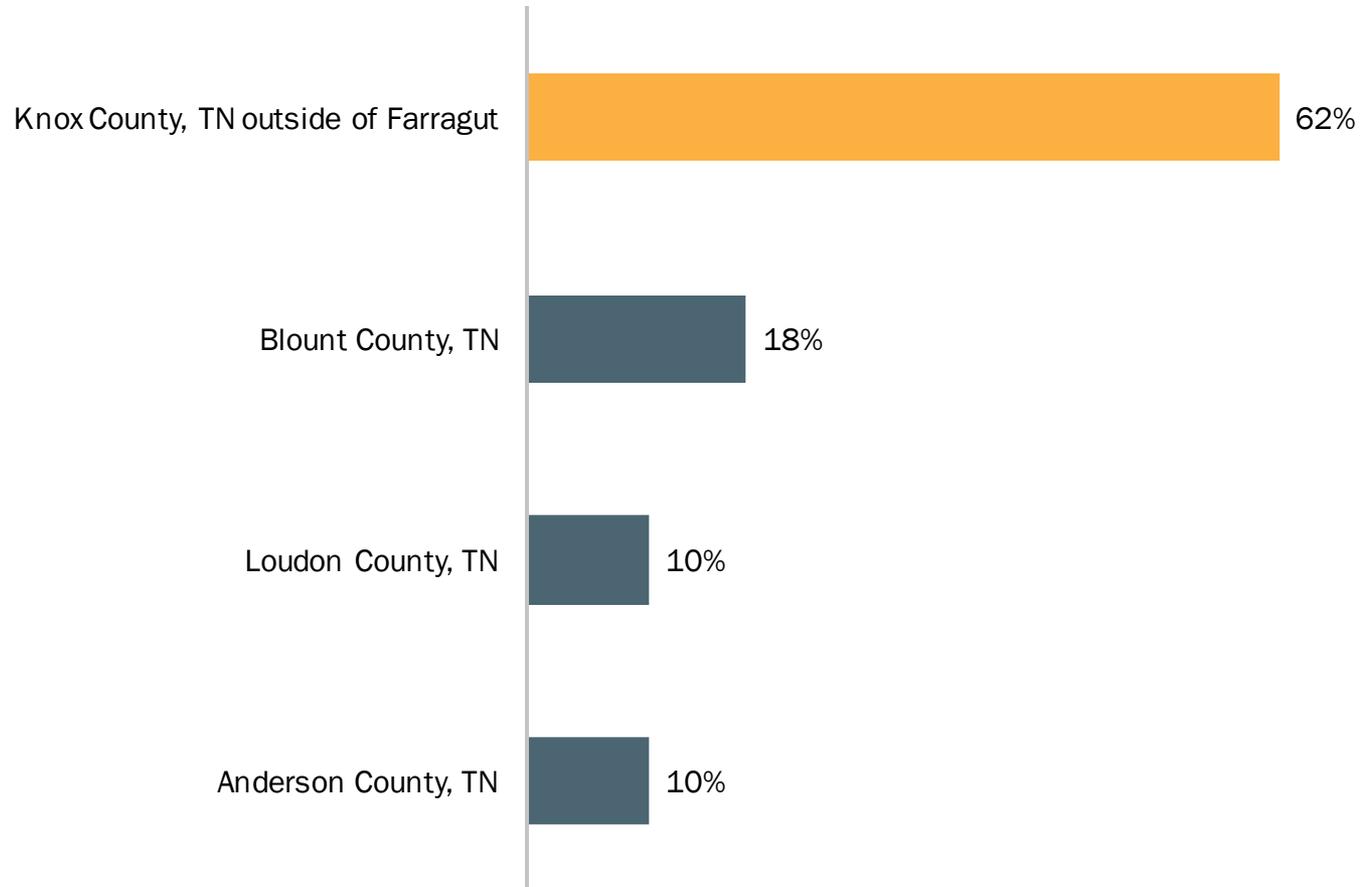
CONSUMER AWARENESS & PERCEPTION STUDY

We also examined the responses for several questions relative to the particular responses to other questions in this study. This process of cross-tabulation is a type of analysis that looks at the variability of a characteristic between two or more groups. In other words, it compares opinions, behaviors, perceptions, etc. between different types of people (respondents). Cross tabulating data reveals much more detailed information than simply presenting the means, or averages, of an aggregated set of data. We have shared the most compelling cross-tabulations in the following pages. We present the question and responses in aggregate form followed by the detailed cross-tabulations.

See **Appendix C** on the Research Report CD for the complete CAP Study results.

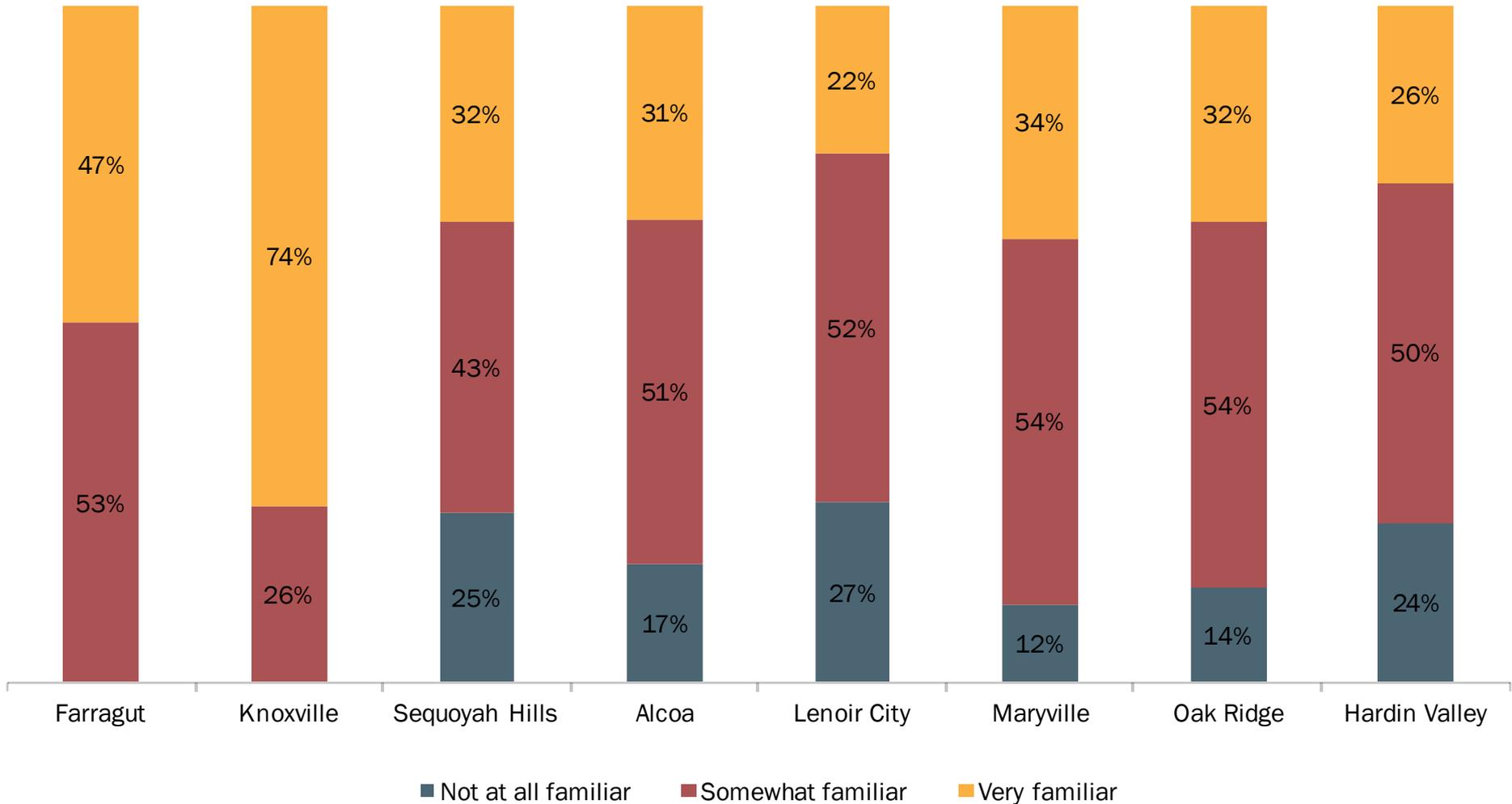
CAP Study

Which best describes your current place of residence?



CAP Study

How familiar are you with the following areas?



CAP Study

AREA COMMUNITIES

When you think of the following communities, what comes to mind?

Knoxville

- University of Tennessee
- Big city life
- Downtown
- Market Square

Sequoyah Hills

- Wealth
- Nice homes
- “Old money”

Alcoa

- Alcoa Aluminum
- Airport
- Working class

Lenoir City

- The Lake
- County, rural
- Small, quaint

Maryville

- Mountains
- Maryville College
- Football
- Charming

Oak Ridge

- The Atomic Bomb
- Oak Ridge National Lab
- Y-12
- Government

Hardin Valley

- Expanding, up and coming
- Pellissippi State
- Good schools
- New

Farragut

- Affluent, upscale
- Uppity
- Shopping
- Turkey Creek

CAP Study

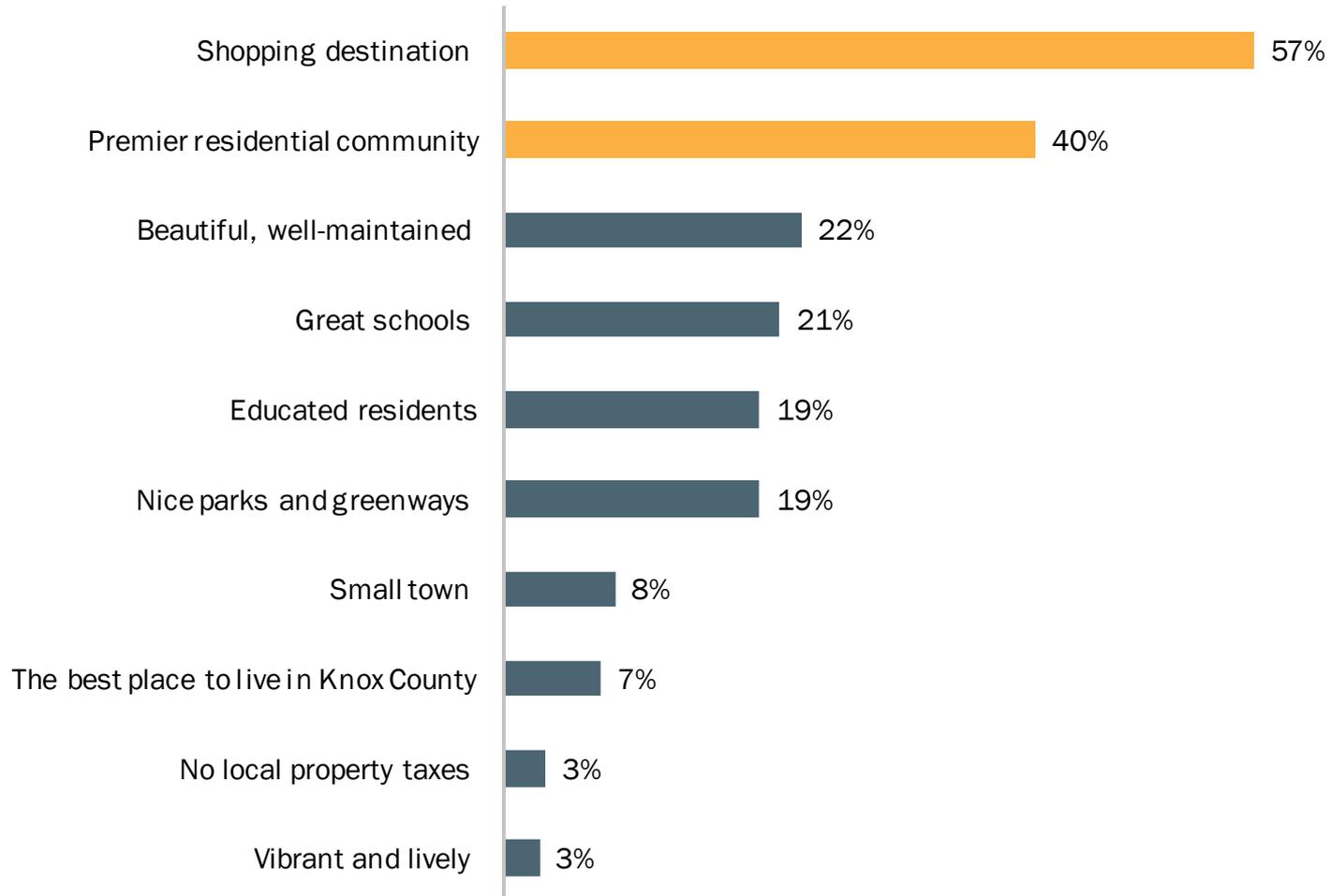
DESCRIBE FARRAGUT

What differentiates Farragut from other communities in the Knoxville area?

- **More upscale**
 - *“It seems classier and more affluent.”*
- **More shopping**
 - *“Shopping seems to be the main focus in the area around the community.”*
- **Separation from Knoxville**
- **Stricter zoning codes**
 - *“Higher income, bigger houses, and a sign ordinance that keeps big billboards from popping up.”*
- **Snobby citizens**
 - *“Think they are too good to be part of Knoxville.”*

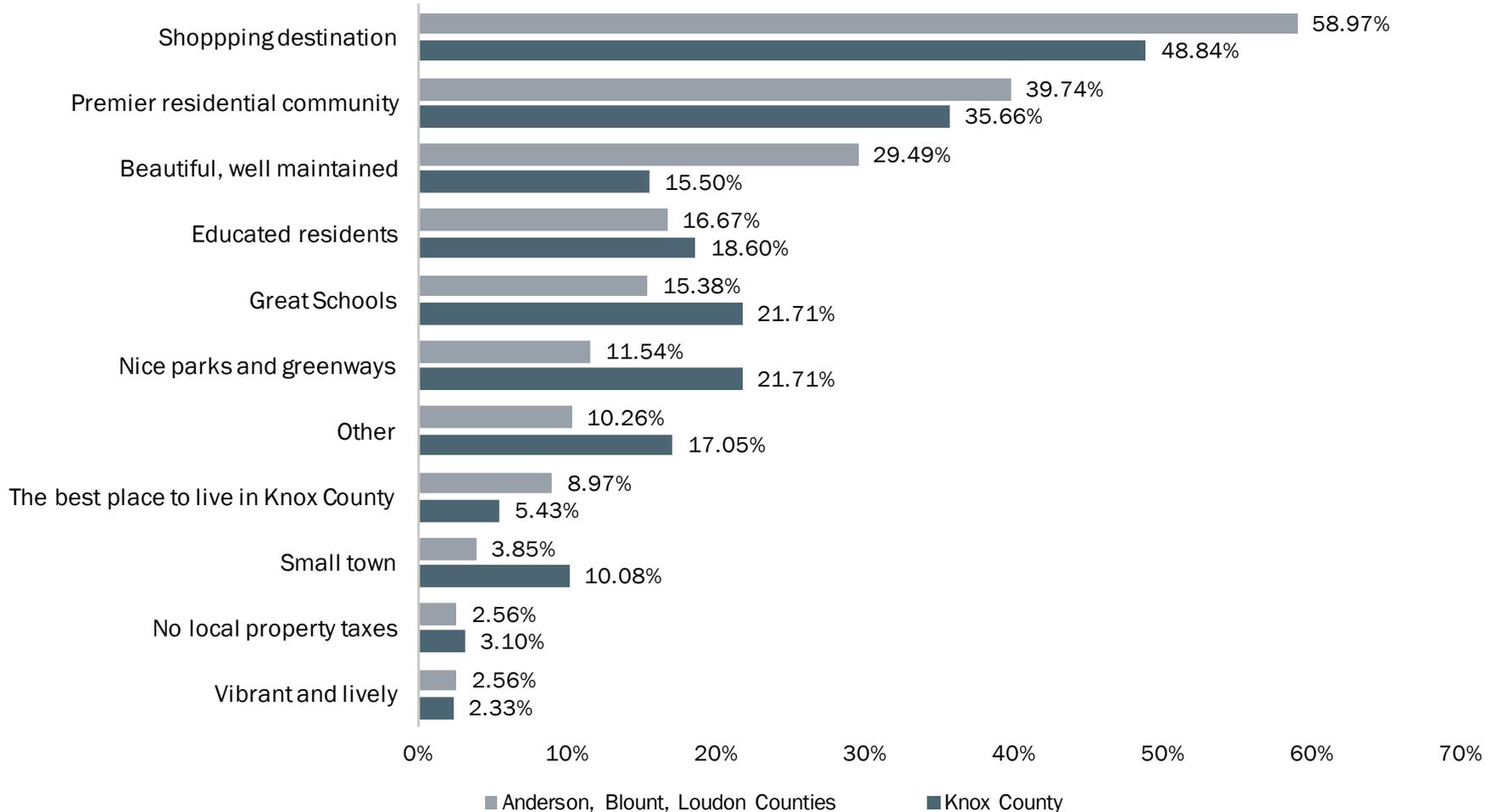
CAP Study

Which of the following most closely fits your perception of Farragut? Pick two.



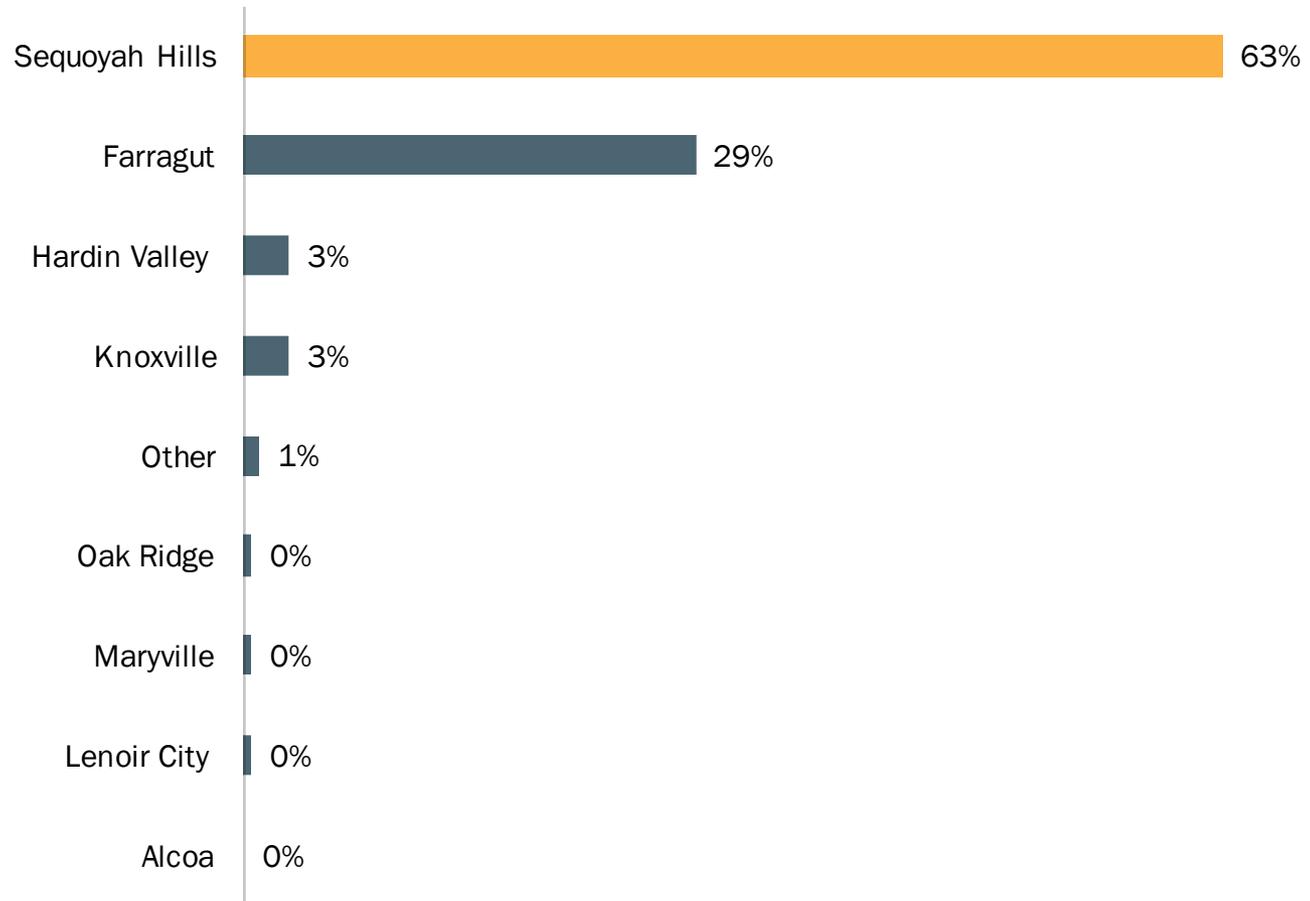
CAP Study

Which of the following most closely fits your perception of Farragut? Pick two.



CAP Study

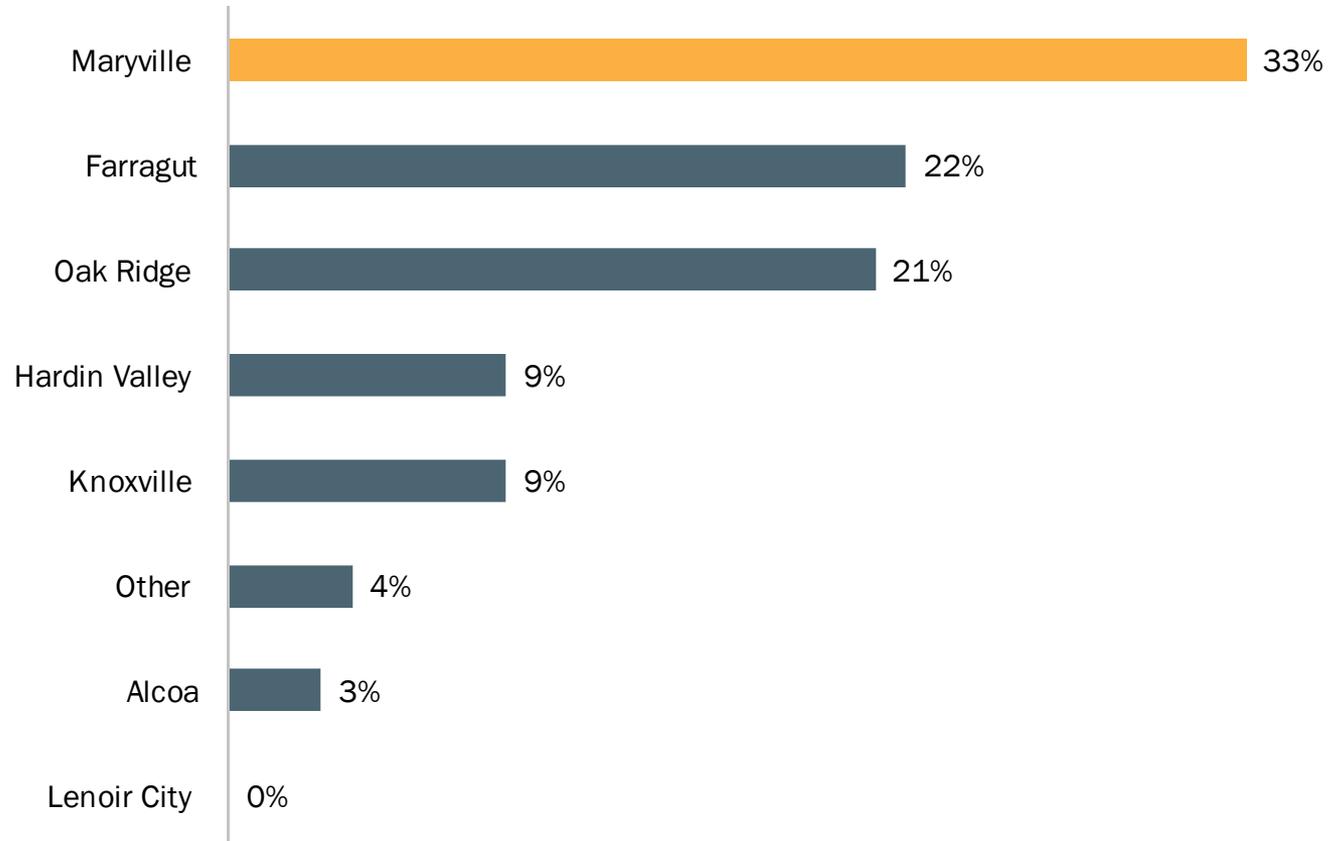
Which community do you consider to be the most exclusive or high-end? Pick one.



Other: None of these

CAP Study

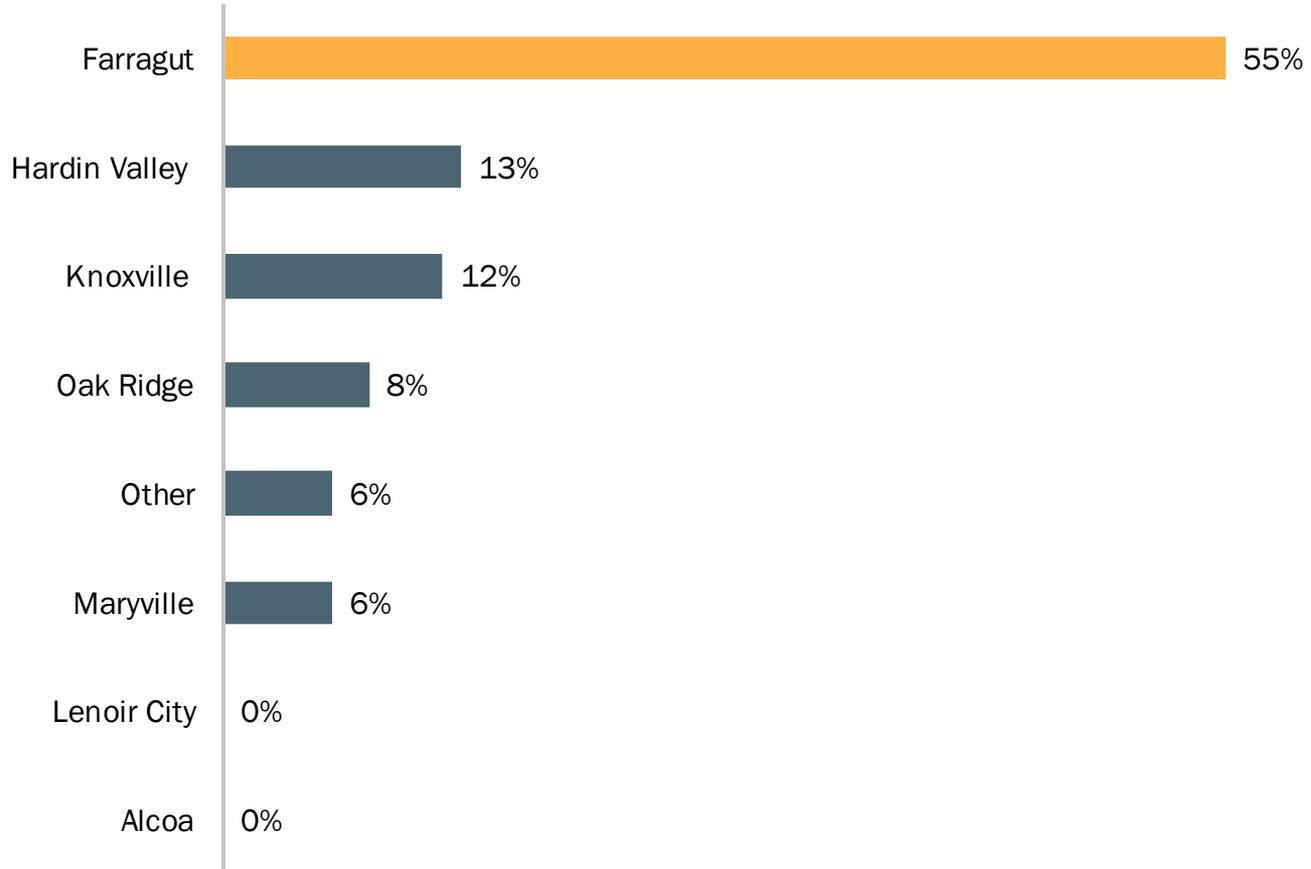
Which community do you most associate with good schools? Pick one.



Other: None of these

CAP Study

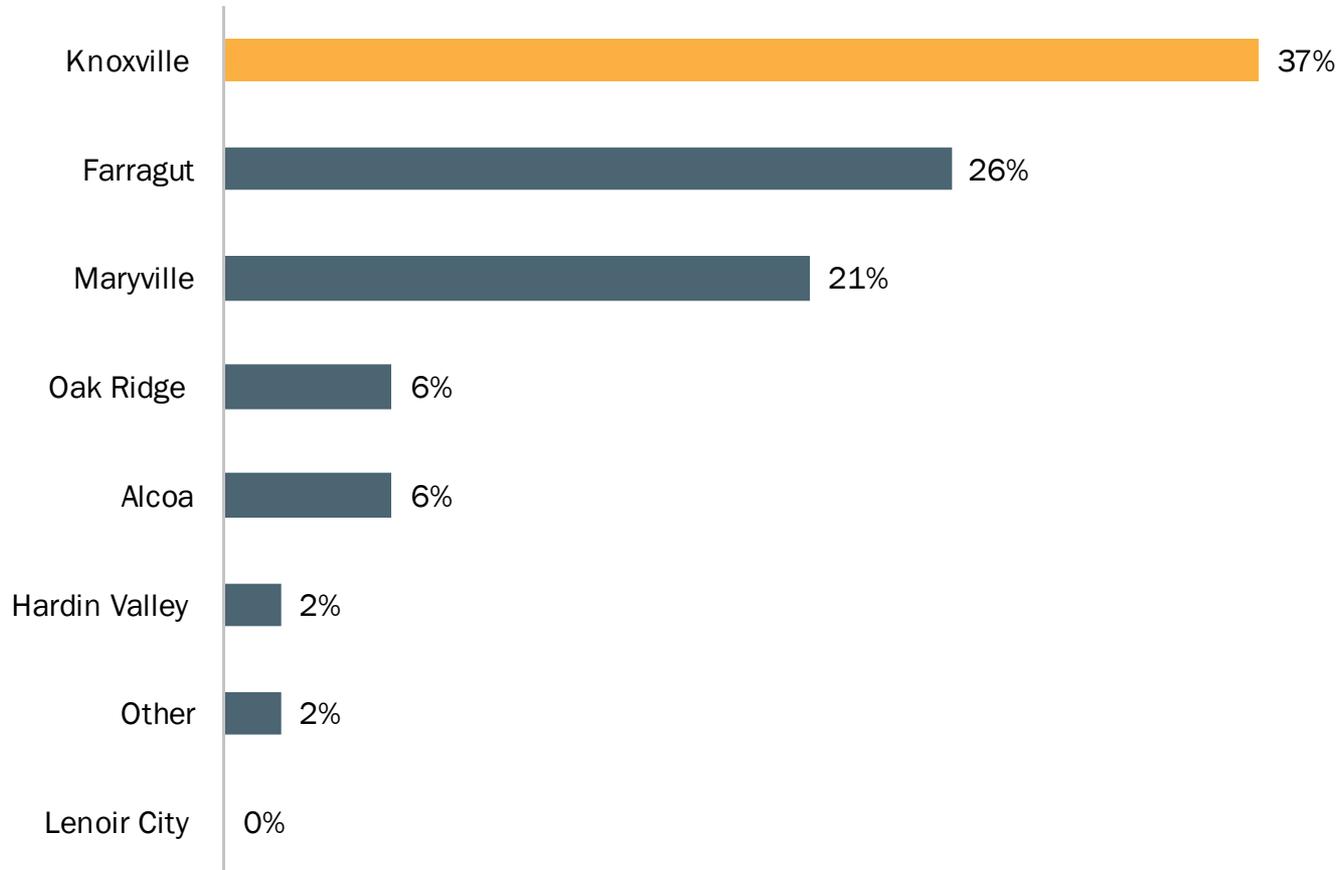
Which community do you most associate with high standards for development? Pick one.



Other: None of these

CAP Study

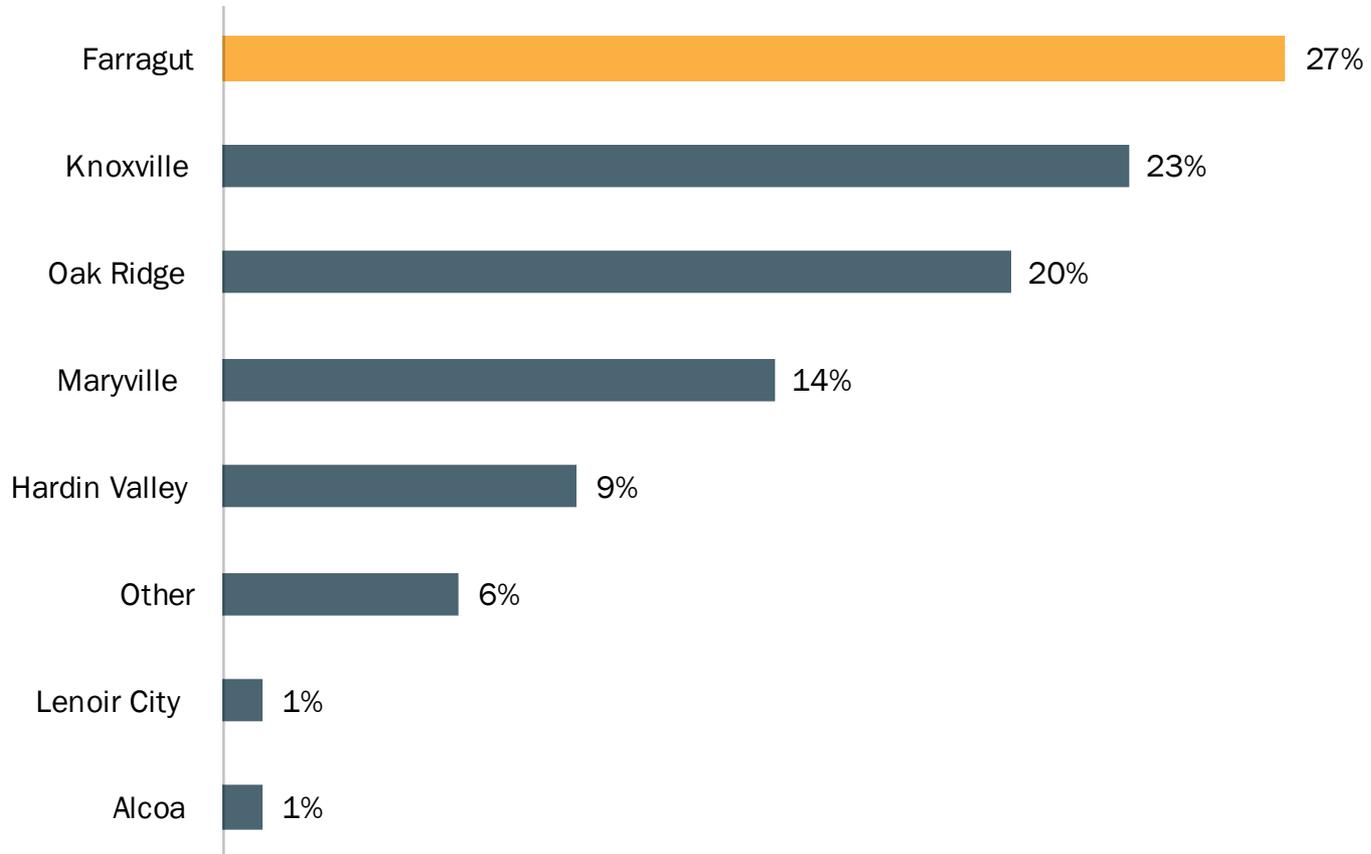
Which community do you most associate with excellent parks and greenways? Pick one.



Other: None of these

CAP Study

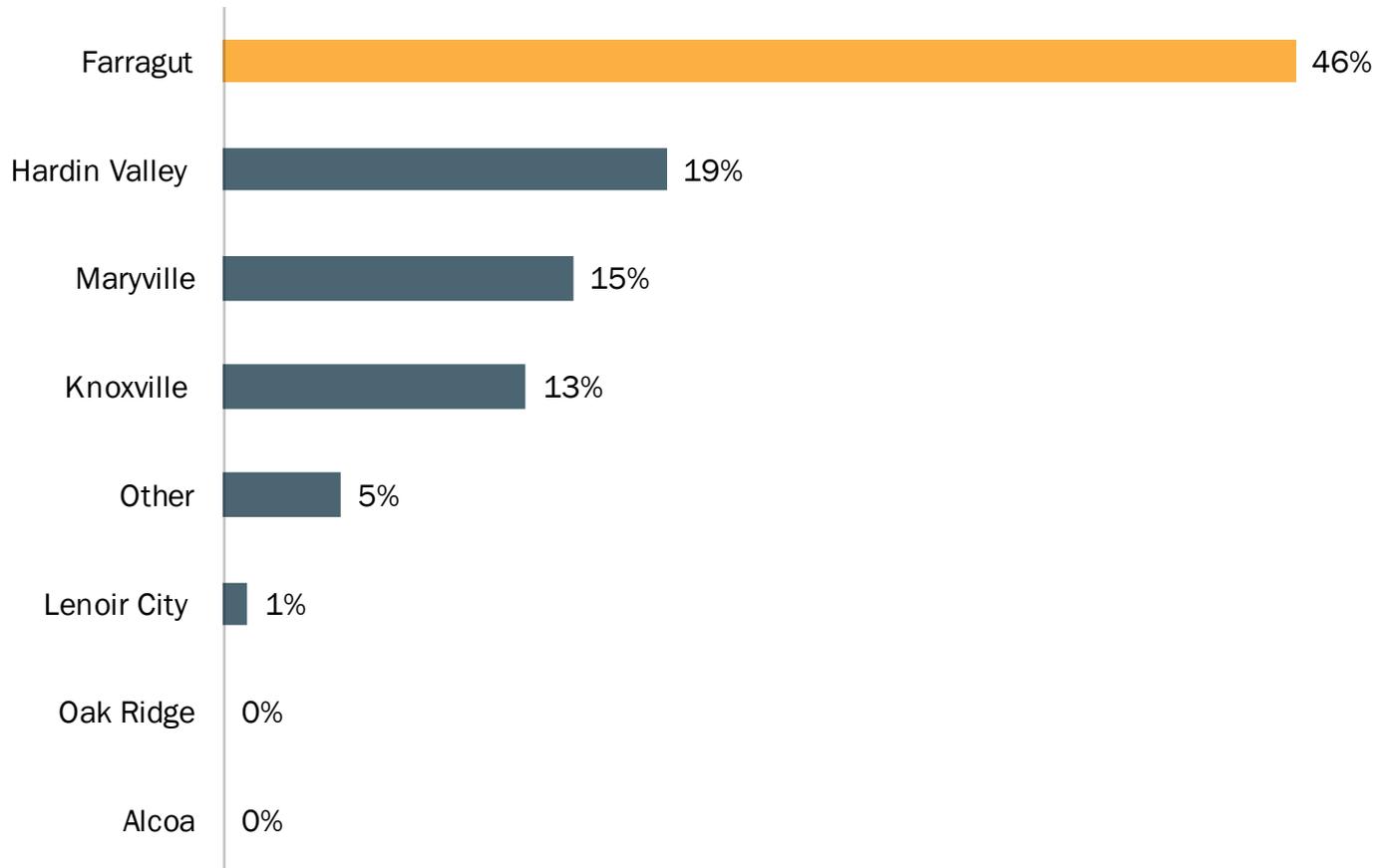
Which community do you most associate with being progressive and forward thinking? Pick one.



Other: None of these, Clinton, Madison, WI

CAP Study

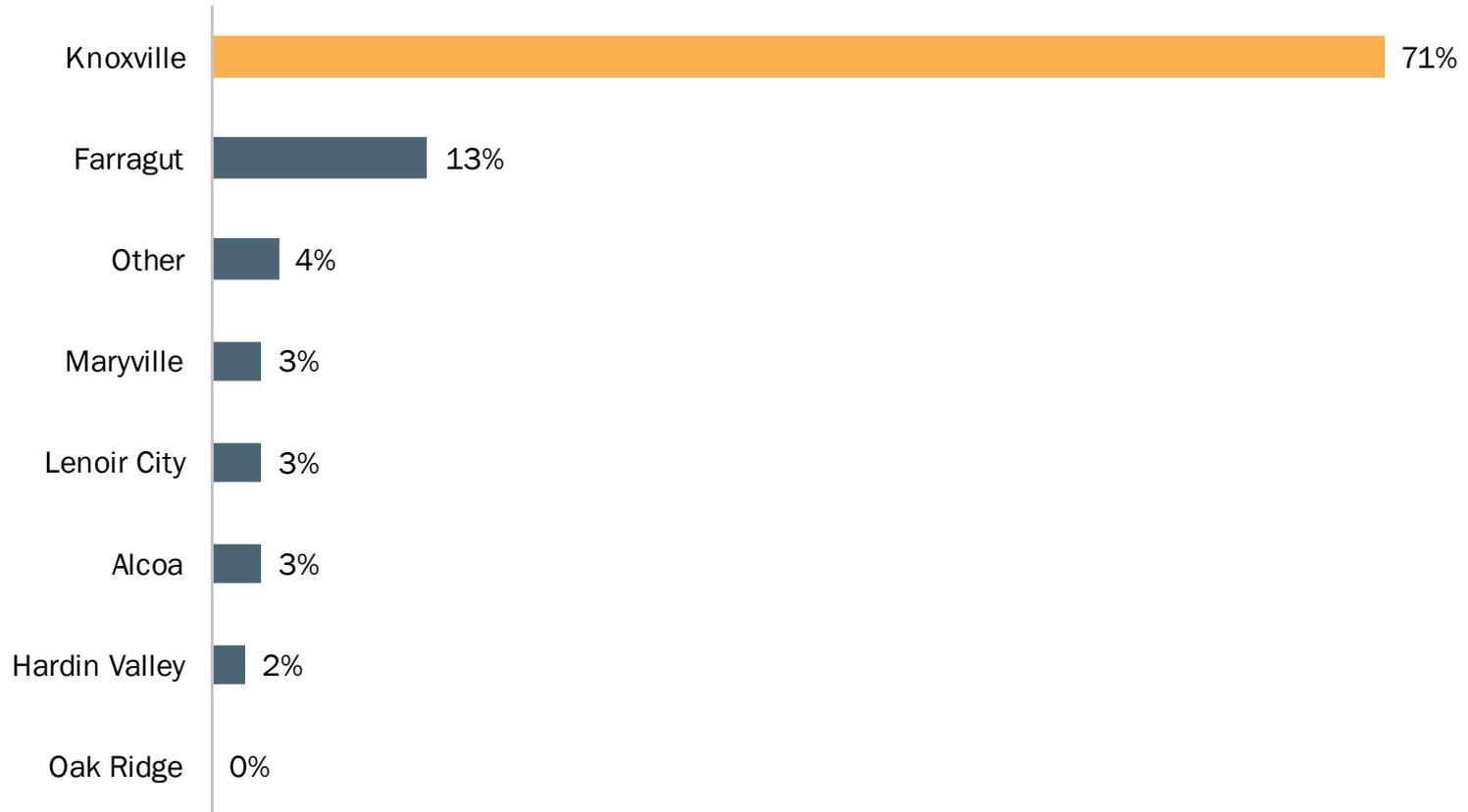
Which community is the most sought-after for living? Pick one.



Other: None of these, Seymour, Sequoyah Hills

CAP Study

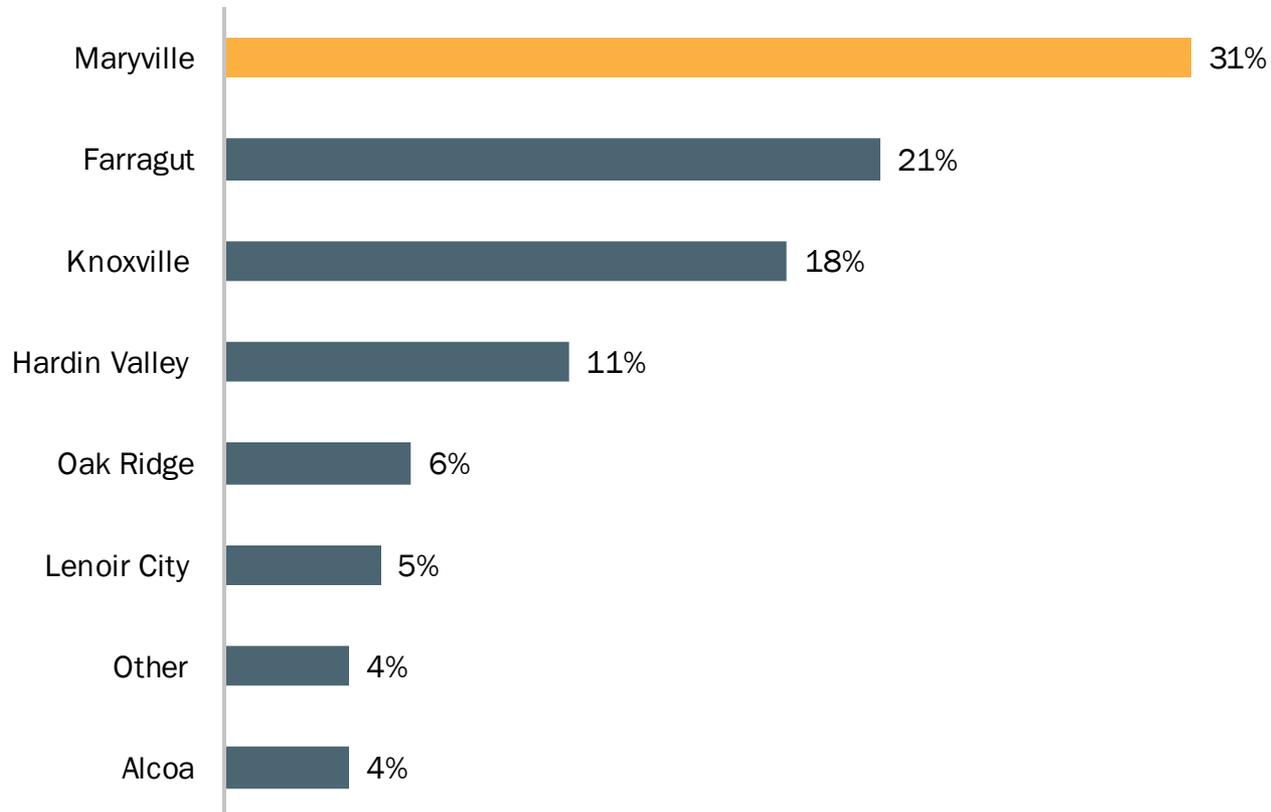
Which community is the most sought-after for conducting business? Pick one.



Other: None of these, Knox County, Downtown Knoxville

CAP Study

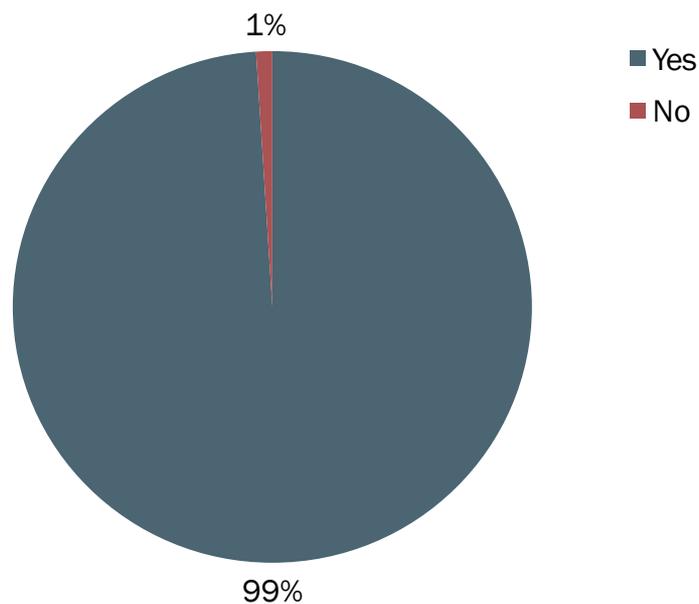
Which community is most family-friendly? Pick one.



Other: Don't know, all, Seymour

CAP Study

Have you ever visited or been to Farragut?



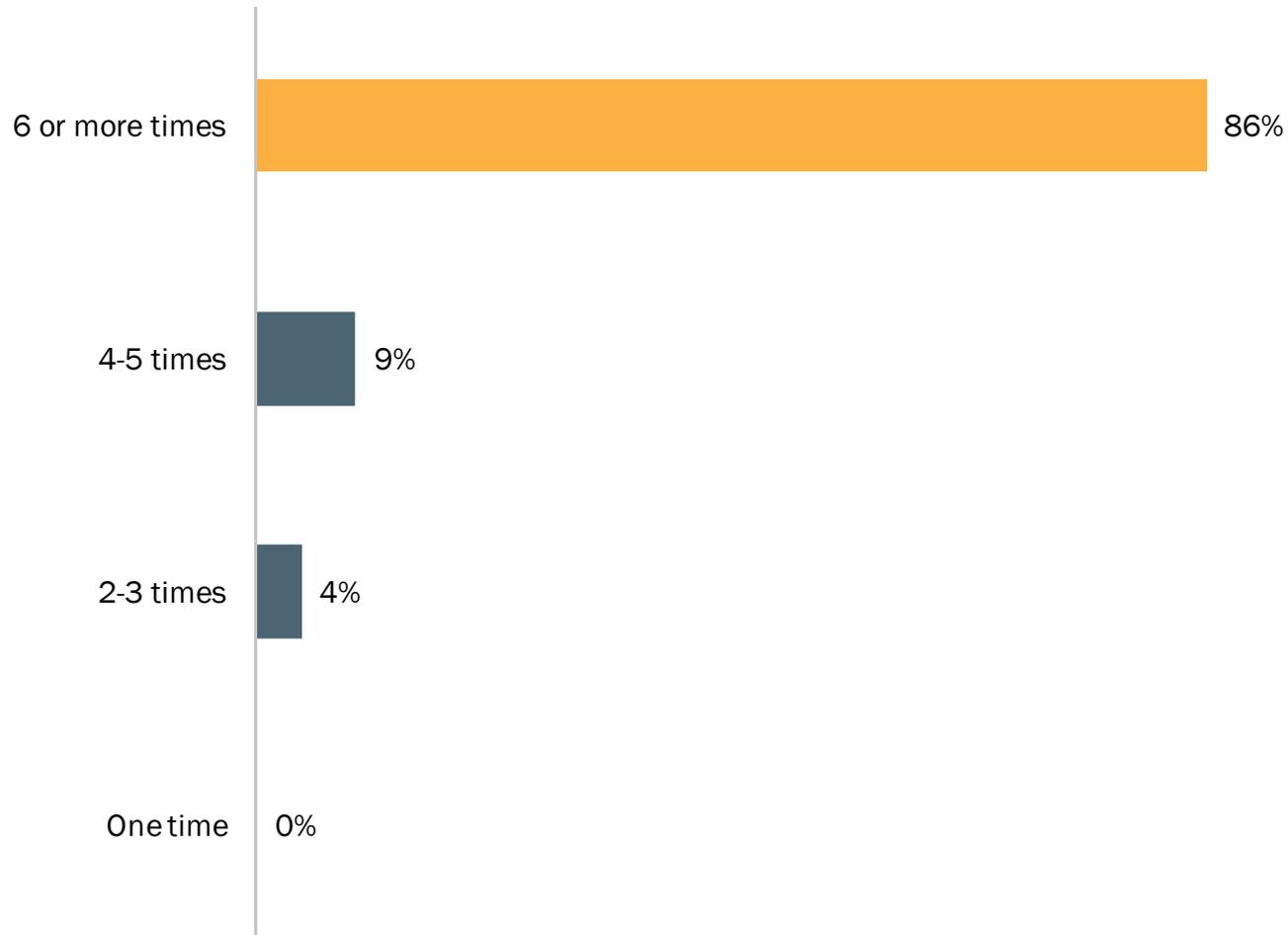
CAP Study

VISITATION QUESTIONS

*The following questions were posed only to respondents who indicated that they **have** visited Farragut, TN*

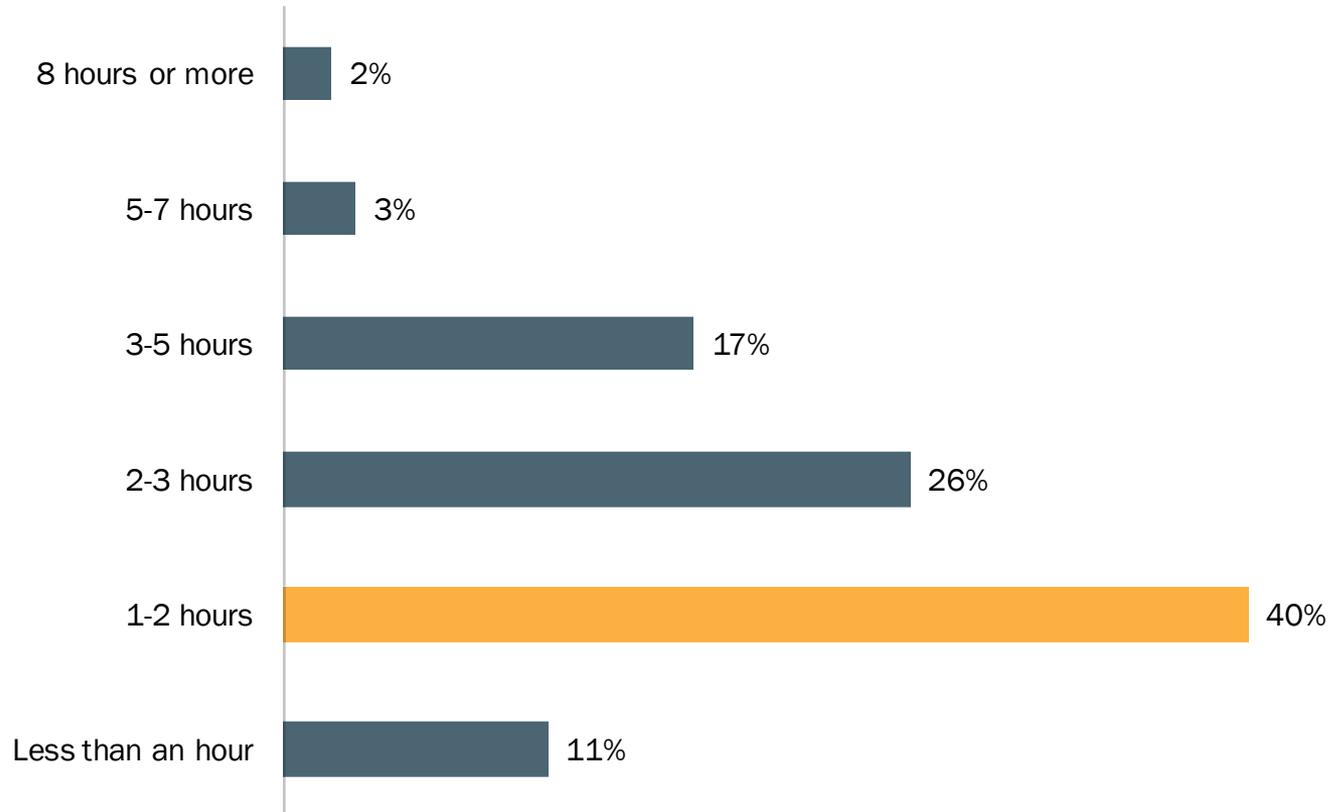
CAP Study

How many times have you visited Farragut in the past three years?



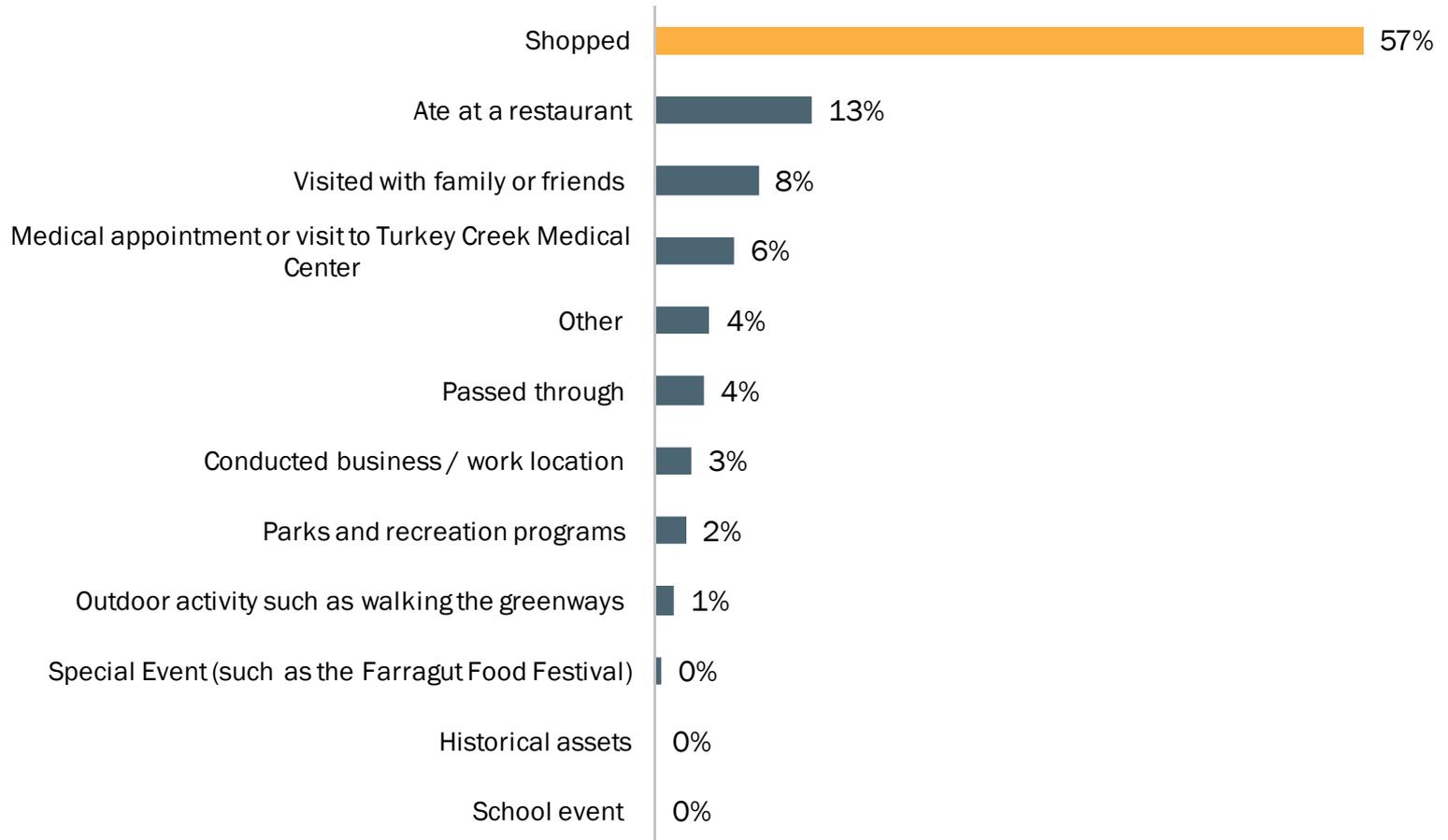
CAP Study

On average, how much time do you spend in Farragut when you visit?



CAP Study

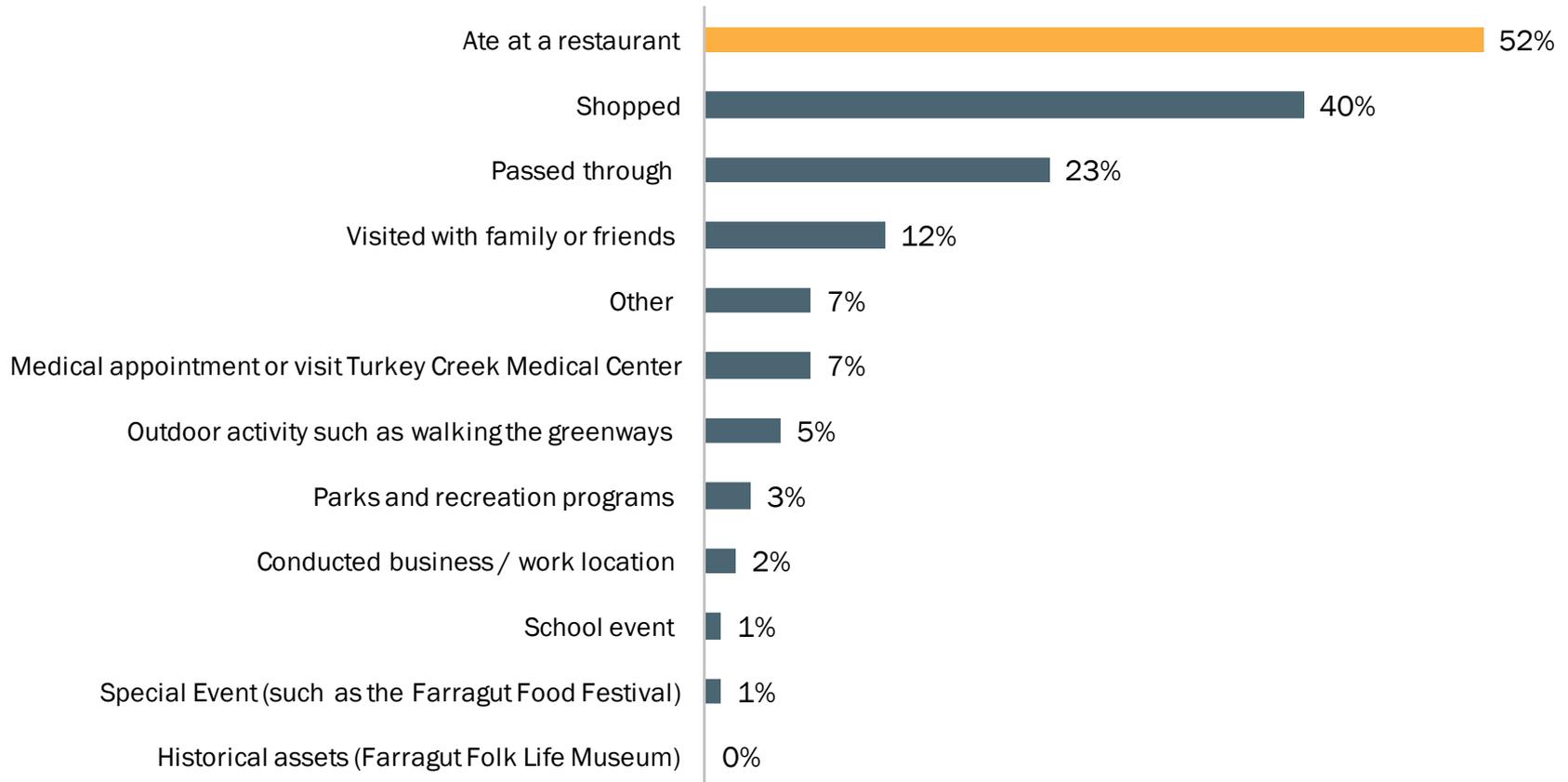
What was the primary purpose or main reason you visited Farragut on your most recent visit?



Other: Golf, library, the movies, church

CAP Study

While you were visiting Farragut, which of the following did you do in addition to the primary purpose of your trip? Choose all that apply.



Other: Looked at houses, nothing, voted, saw a movie, hair appt.

CAP Study

*You mentioned you were just passing through.
What was your final destination?*

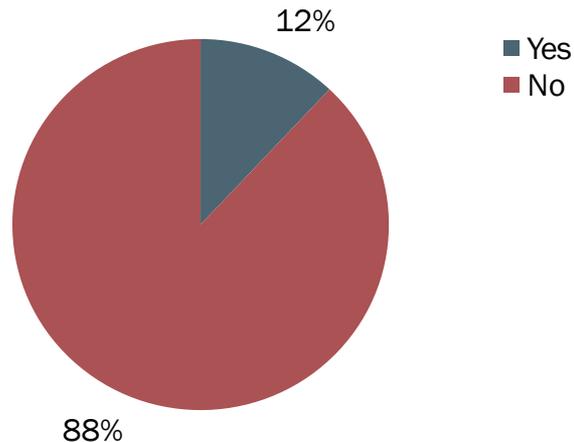
- Alcoa
- Athens
- Chattanooga
- Hardin Valley
- Knoxville
- Turkey Creek
- Lenoir City
- Oak Ridge

CAP Study

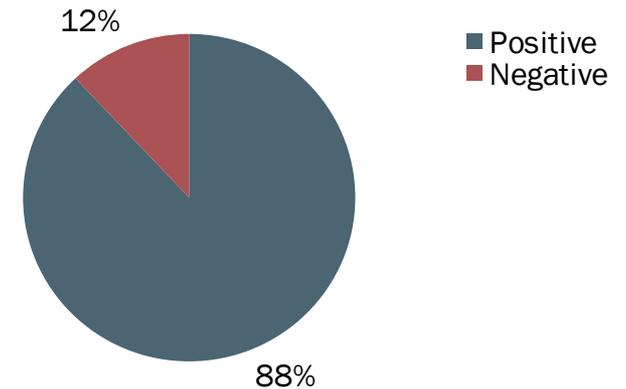
What was your perception of Farragut before you visited?

- High end, rich
- No opinion
- Over-developed, too suburban
- Clean, pleasant, neatly organized

Did your perception of Farragut change once you visited the area?



Did your perception change in a positive or a negative way?

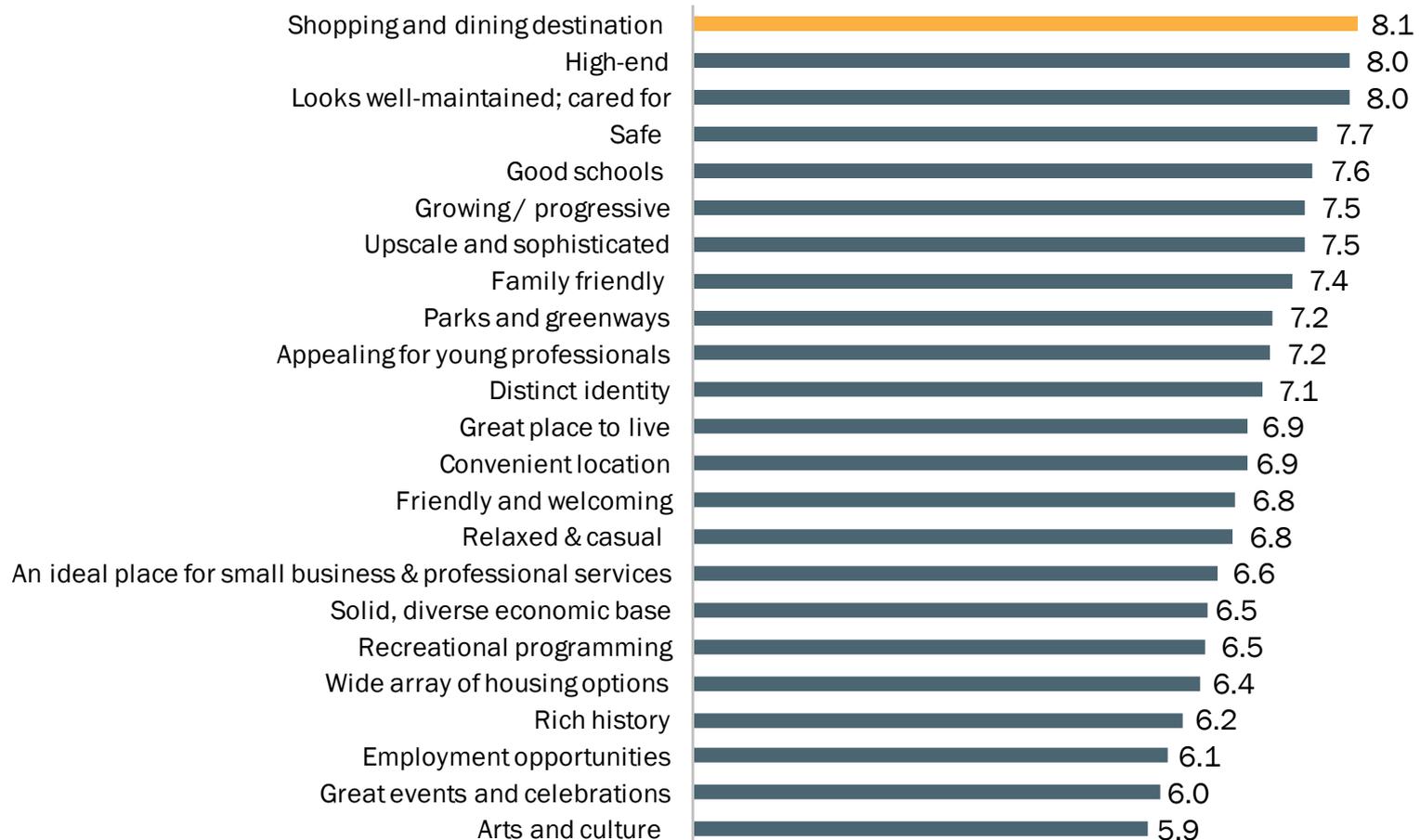


What changed your perception?

- *“The beautiful and up-kept neighborhoods.”*
- *“It was more upscale and educated than anticipated.”*
- *“Pleasant looking and tidy.”*
- *“People weren’t nice. They were rude.”*
- *“I don’t like overcrowded developed areas.”*

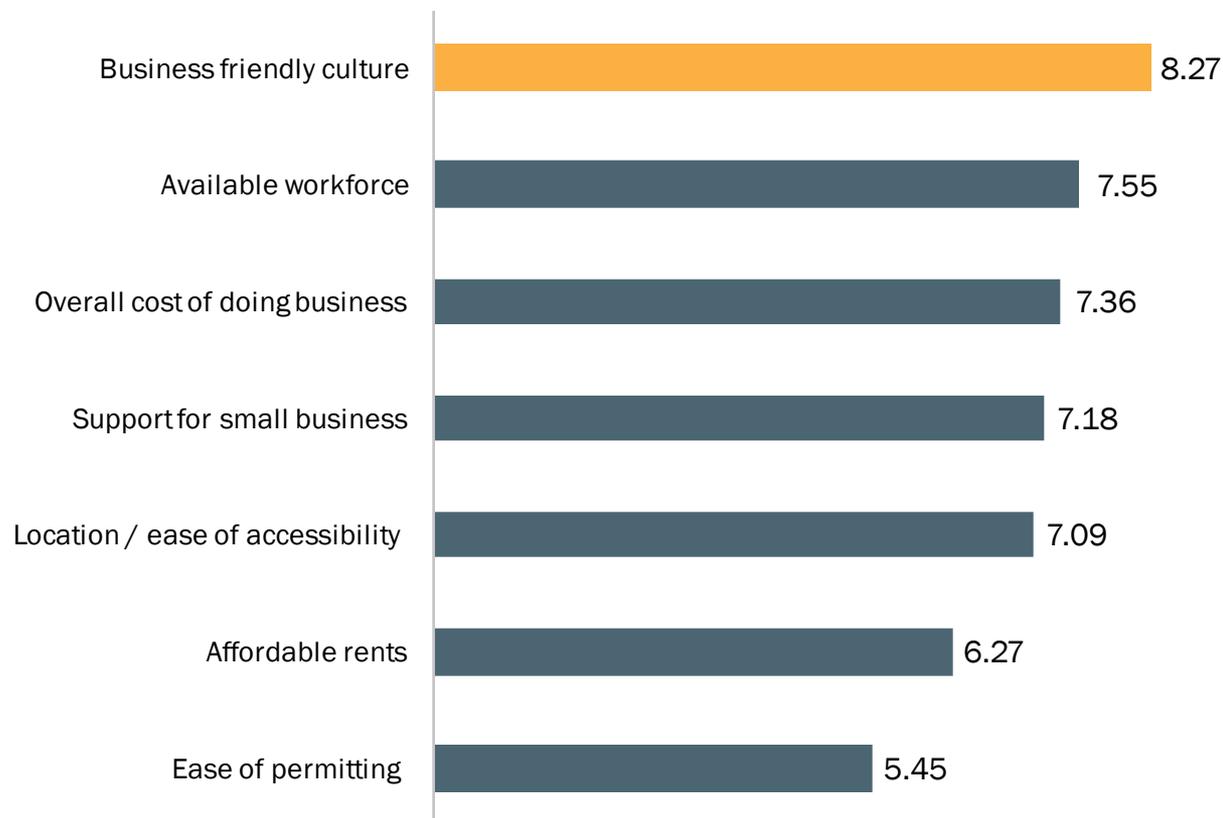
CAP Study

Based on your past experiences, how would you rate the following attributes in Farragut using a scale of 1 to 10 with one indicating “poor” and 10 indicating “excellent?”



CAP Study

Based on your experience conducting business in Farragut, how would you rate the following business attributes of the community using a scale of 1 to 10 with one indicating “poor” and 10 indicating “excellent?”

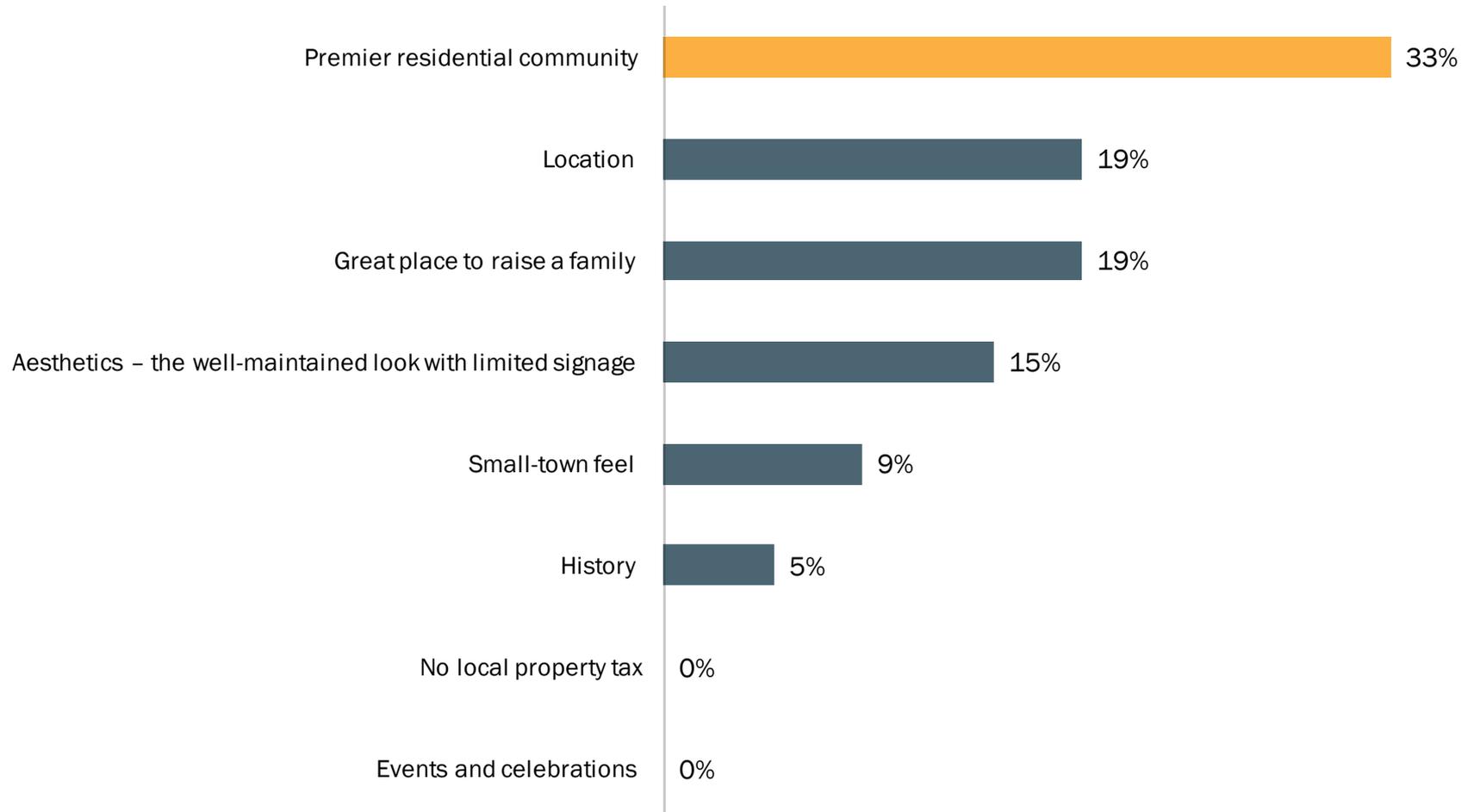


CAP Study

ALL RESPONDENTS

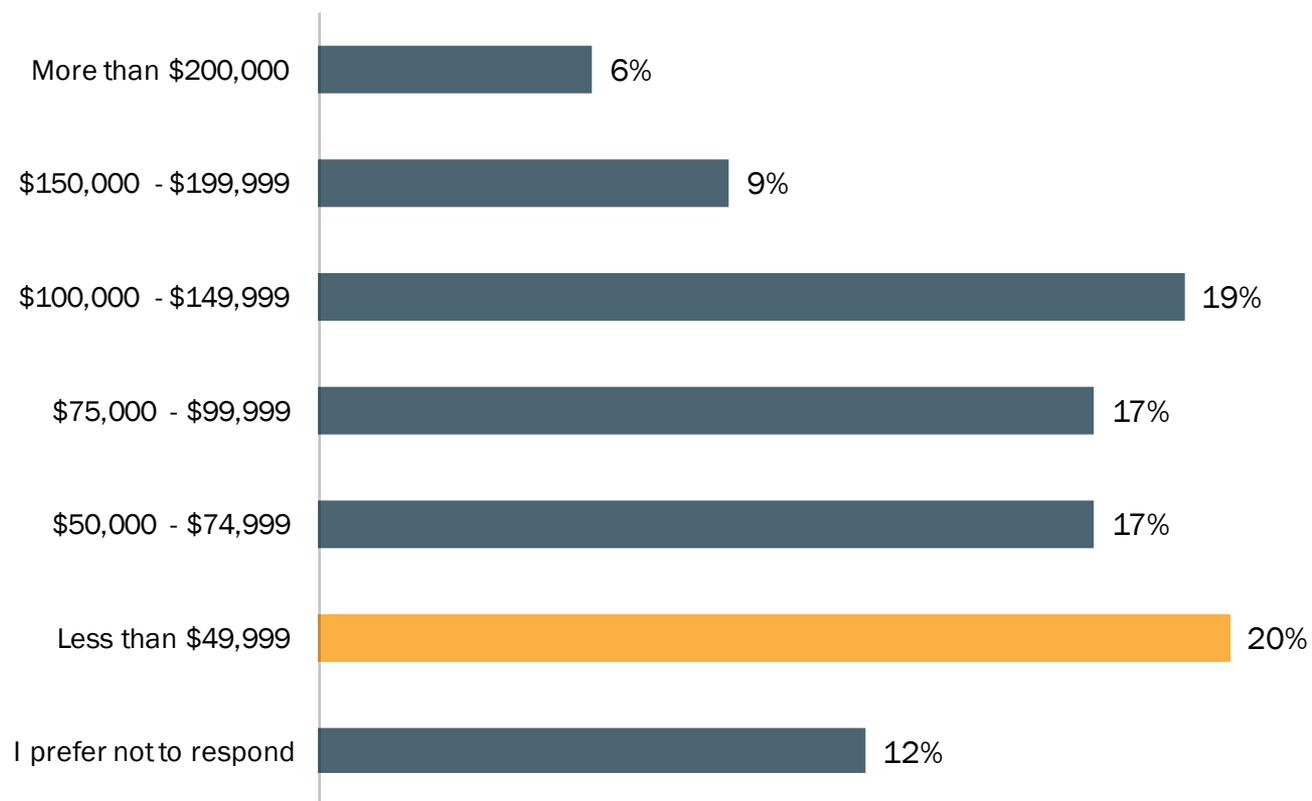
CAP Study

What is most important to Farragut's identity?



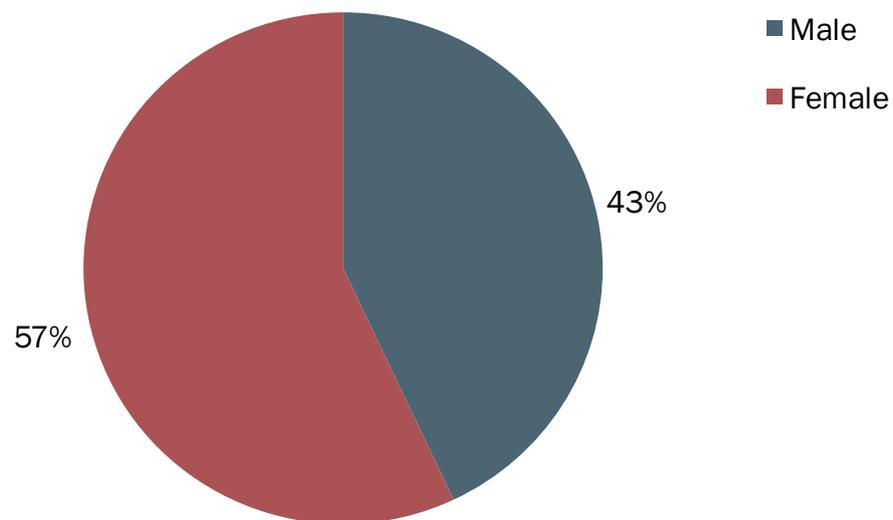
CAP Study

Which of the following levels matches your total household income?



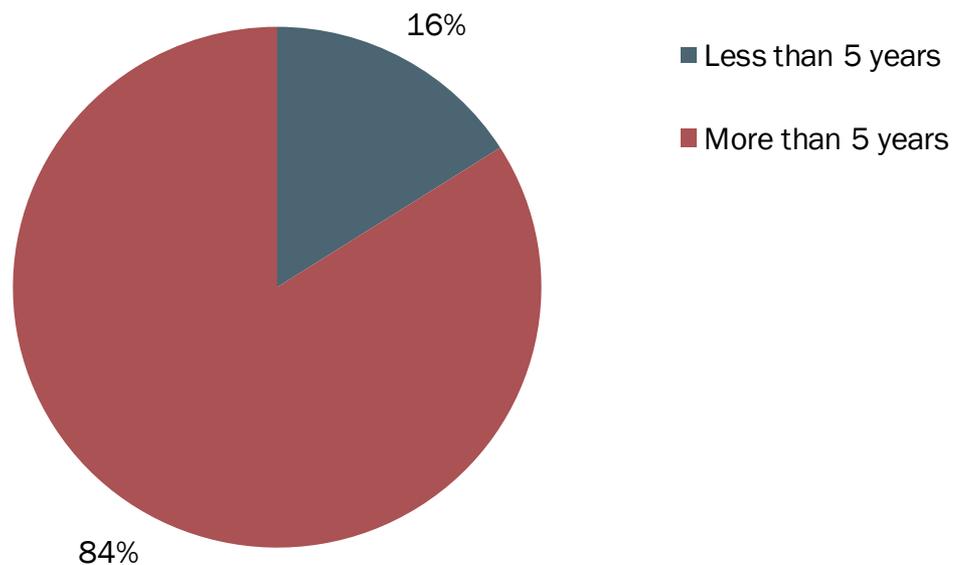
CAP Study

What is your gender?



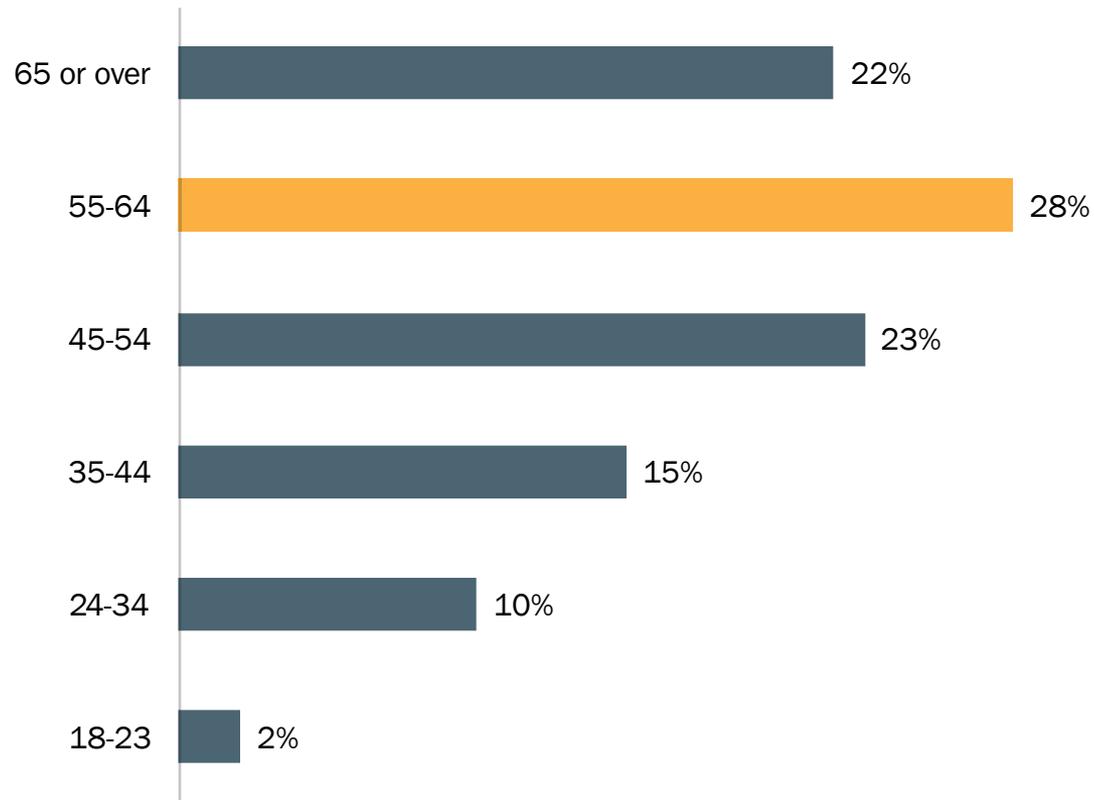
CAP Study

How long have you lived in the area?



CAP Study

Which of the following includes your age?



PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Farragut among important target audiences. What do these constituents of the brand have to say about the area as a place to visit or do business?

Methodology & Results

North Star consultants conducted perception interviews via telephone. The targeted audiences included competitor communities, business owners, developers, tourism officials and regional partner agencies. Questions were phrased to gather qualitative information. The following pages contain the most insightful conversations from the study.

Perception Study

- *“Most people would describe Farragut as snooty. It has high standards, and sometimes people perceive that as “snooty.” That isn’t necessarily a bad thing. They’re strict and stern and want stuff to look good. ‘Brick on this, brick on that.’ They’re determined to maintain that look and feel.”*
- *“Farragut is a community that tries to attract a certain culture, a certain class of person. Upper income with amenities, whether that be golf, shopping, or recreation.”*
- *“Most people don’t stumble into Farragut; they don’t make it there by mistake.”*
- *“Upscale describes Farragut. It’s the nicest community with different codes.”*
- *Farragut is second to Sequoyah Hills. However, Farragut is more than a just neighborhood. Old money and movers and shakers live in Sequoyah.”*

Perception Study

- *“I hear a lot of folks don’t like Farragut due to the restrictions. A friend tried to move a business in, and they said it was lots of hoops to jump through. The perception I hear fairly often is that it is hard to do business with the zoning restrictions, and Farragut doesn’t want to do business.”*
- *“Farragut has nice sections of greenways, but it is not all connected. You cannot bike from Knoxville to Farragut without some trouble; it’s not a constant circle.”*
- *“People in Farragut like a controlled environment –they want an urban, walkable setting. They can walk to dinner or walk to shop. It’s pretty close and connected. That is what draws a lot of people there. People don’t want to see the urban areas in Farragut and they like it that way.”*
- *“Farragut’s controlled development is a huge asset. The Weigel’s or Pilot [gas stations] look dramatically different in Farragut.”*

Perception Study

- *“I’ve found it is easier to work with Farragut than the city of Knoxville and Knox County because of easier access to the decision makers. Typical decision makers in Farragut are the Mayor, the city engineer, town administrator and assistant administrator.”*
- *“Farragut: this is a more engaged community than other parts of the county, and in some respects they have a lot more on-going involvement.”*
- *“If you come in and propose significant change, you would have lots of opposition.”*
- *“There is a ‘uniqueness’ that is missing in Farragut.”*
- *That clutter you see in other communities doesn’t exist. If they were to get rid of their development standards that would change Farragut.”*
- *“I would choose Maryville over Farragut because it has a complete downtown, sense of place, full set of services (police, fire, etc.). Housing is more diverse and more socio-economic diversity.”*

Perception Study

- *“Farragut has developed open space into their planning and have done a good job with that. Particularly in terms of the town aesthetics. They are starting to do well with sidewalk connections. Their walkability is getting better, non-hazardous, and are starting to create more community movement.”*
- *“Farragut is progressive. It seems like they're always trying different things.”*
- *“Farragut may be a market for those who find it as an enclave of control and quality. People want to buy into a place that maintains their investment. They have to maintain that progression of development around you in that high quality form.”*
- *“While Farragut controls signage exceptionally well, when I drive through Farragut, I can't find anything. I couldn't find the new Kroger because of the small signage. But if you are native there it looks a heck of a lot better.”*

Perception Study

- *“Farragut schools bring people together – community participation makes a school shine. It’s not just the generic Knox County school.”*
- *“A good strategy for Farragut would be drawing high-end boutique retail, getting local, or a good mix of the two. Vineyard Vines, Lulu Lemon, or boutiques like the olive oil store in Market Square. It would need a development to have 5-10 stores all together”*
- *“Farragut is a wonderful place to raise a family –there is convenience to amenities, an incredible school system, and wonderful people. Who knows – maybe I like snobby and elite... that is not a bad thing!”*
- *“Their housing market is appealing to higher incomes. They need to increase mixed use for long-term continued growth. Now is the time to start planning for housing that appeals to the millennial, more friendly to people just entering the market.”*

Perception Study

- *“A lot of people don’t like Farragut because they win the state championship in baseball and soccer. There is a bit of jealousy about the level of wealth in Farragut.”*
- *“I get a bedroom community feel from Farragut. They live in Farragut and work somewhere else. If I am on Kingston Pike driving west, I don’t know when it turns to Farragut. Same as Turkey Creek.”*
- *“The public schools in Farragut are awesome. Strong faculty with good emphasis on academics. I guess smart people have smart kids and they tend to do a little better on test scores.”*
- *“I think Farragut truly has a good reputation in the county; it has a low crime rate. Farragut is an asset to the greater Knoxville area.”*
- *“People are not desperately trying to move to Farragut, but I think newcomers in Knox county tend to gravitate toward the area.”*

COMPETITIVE ANALYSIS

Purpose

To better understand the brand positioning of top Farragut competitors.

Methodology & Results

North Star reviewed each of the following city's communication materials to compile a short synopsis of their attributes. The materials reviewed include but are not limited to the City's website, the CVB website, area attraction websites, as well as other communication materials such as brochures and visitors guides.

COMMUNITY-WIDE

Brentwood, TN

Franklin, TN

Germantown, TN

Knoxville, TN / Knox County

Maryville, TN

Chattanooga, TN

Competitive Analysis

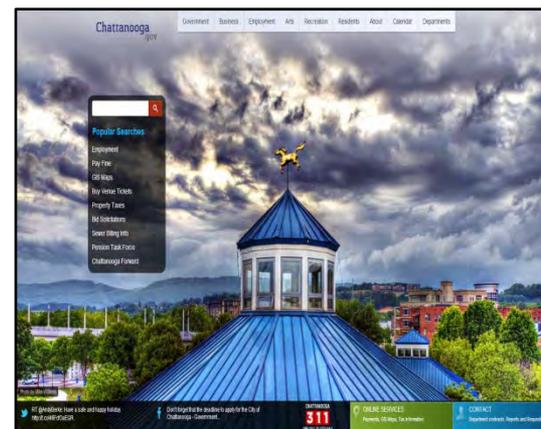
COMMUNITY-WIDE VISUALS From the Situation Analysis & Research



Competitive Analysis

COMMUNITY-WIDE VISUALS

From the Situation Analysis & Research



Competitive Analysis

Brentwood, Tennessee



Positioning Lines:

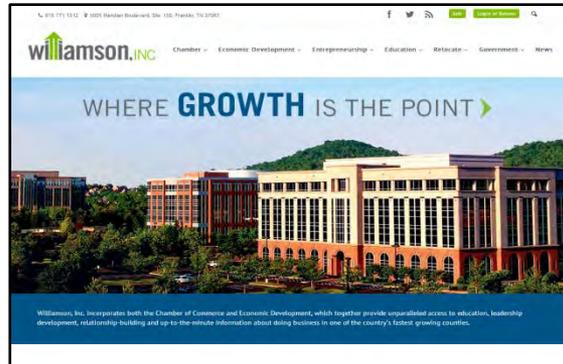
- Chamber: *"Where growth is the point."*

Marketing Messages:

- City: The city of Brentwood website has little to offer in terms of marketing narrative, but does make an effort to highlight the region's history. The site features an easy-to-use directory of departments, and allows the user to apply for services online.
- Chamber: Brentwood has no local chamber of commerce, but has connections to the Williamson County Chamber of Commerce. It markets Brentwood and Williamson as a vibrant and desirable suburb with great schools. Also emphasized are rural character, proximity to Nashville, and history.
- ECD: Economic information is found on the Williamson County Chamber page. They emphasize that they are the fastest growing county in Tennessee and home to a large number of corporations.
- CVB: Brentwood's tourism page markets the community as a place with Southern hospitality and spirit. They also describe themselves as a bedroom community close to Nashville and other regional draws. Parks, retail, and dining are all emphasized. The CVB appeal to visitors who are looking for a home base to explore the greater Nashville area.
- Brentwood has modernized their websites visually, but lacks a cohesive, memorable marketing message.

Competitive Analysis

Brentwood, Tennessee



- There is not a cohesive visual brand that spans Brentwood's sites.
- The city's color scheme is blue and brown, giving the page a historic yet rustic feel. The site has a few photos of the community, but none are used to draw the user's attention. As noted before, lack of marketing narrative limits this site.
- The Chamber site features the most cohesive, progressive look and feel focused on the idea of growth. However, because it is a county level Chamber, marketing for Brentwood is limited. Supporting the growth concept, green is the primary color.
- The CVB site Explore Brentwood Tennessee feels fresh and natural. Messaging focuses on parks, dining, shopping and Southern hospitality – not a very distinct market position. The site is attractive, well-designed and easy to navigate.

Competitive Analysis

Franklin, Tennessee



Positioning Lines:

- Franklin Williamson County CVB: *“Find Yourself in Our Story”*
- Downtown: *“America’s Favorite Main Street”*

Marketing Messaging:

- City: The city markets itself as a community with a unique blend of history and growth. It leverages its Civil War location as a tourism draw and notes the unique architectural character of their downtown. They also list their many accolades, including *Top Ten Great Neighborhood Award*, *Best Places to Live*, and more.
- Chamber/ECD: Information regarding the Chamber of Commerce and economic development are limited to Williamson County. Because this organization has already been noted, please reference the previous slide.
- CVB: Franklin has two separate organizations marketing tourism: a larger, regional CVB and the Downtown Franklin Association. The tourism site messaging is consistent with the City’s messaging, focusing on the unique blend of history and modern assets. Southern hospitality is also a focus. It showcases Civil War history as the key asset of Franklin. The Downtown Franklin Association emphasizes all of the free events, local businesses, and Southern hospitality. Like the city site, they list various awards for livability and quality of life.

Competitive Analysis

Franklin, Tennessee



- Franklin provides users with strong marketing visuals that relay a cohesive brand message.
- The strongest integration is found between the regional CVB site and the Downtown site. Visually each site is unique, but similarities in colors, logo fonts and historic graphic elements clearly convey the idea that the Franklin visitor experience is historic-hip.
- The Franklin Williamson County site invites the visitor to “Find Yourself in Our Story” and emphasizes the destination’s unique mix of carefully preserved history and modern assets. Downtown is selling “America’s Favorite Main Street.”
- Each site is easy to use, with enough text to describe each page without being overwhelming. The sites also appear relatively uncluttered.
- Visual elements of the COC and ECD are found in previous slides.

Competitive Analysis

Germantown, Tennessee



Positioning Lines:

- City: *"Excellence. Every Day."*
- Chamber: *"Community. Partnership. Growth."*
- Economic Development: *"Smart Business. Smart Growth. Smart People."*

Marketing Messages:

- City: The city markets itself as a community with history, safety, beauty, and energy that is committed to its citizenry. It was built up around the trails used by the Chickasaw Indians. Parks, arts, and theater are listed as key assets. Little in terms of a marketing narrative is offered. However, the page details a plethora of services for its residents.
- Chamber: The Chamber site markets Germantown as quaint, cozy, community close to Memphis. It emphasizes its close-knit community, arts, schools and history. The page also features new members, links, and a multitude of events.
- ECD: The Germantown Economic Development Partnership primarily focuses on what makes Germantown desirable to businesses. This includes high median income, proximity to the airport, location in the Memphis MSA. They also describe Germantown as having great schools and high quality of life. The site almost functions as a sleek fact sheet.
- CVB: Germantown doesn't have its own CVB, but external tourism sites portray the community as quaint, outdoorsy, and steeped in history.



Competitive Analysis

Germantown, Tennessee



- Each of the Germantown websites is high-end and visually appealing. Large picture well slide shows feature beautiful photography and airy design create an overall sense of cohesion. The Chamber site and the ED site both feature strong growth messages, which are reiterated by the use of green in their designs. The city site is less integrated in large part due to its heavy use of brown.

Competitive Analysis

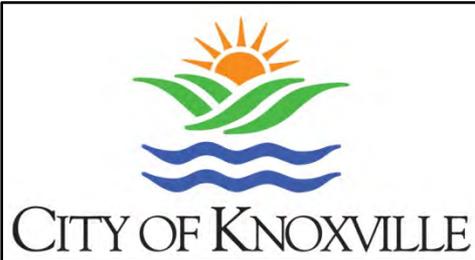
Knoxville, Tennessee

Positioning Lines/Regional Names:

- Economic Development: *Innovation Valley*

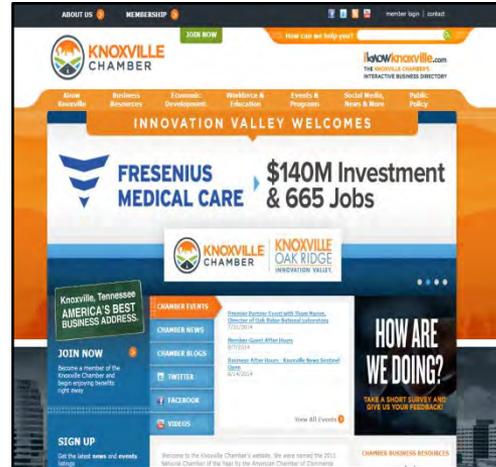
Marketing Messaging:

- City: Knoxville markets itself as a regional hub in The Tennessee Valley with Appalachian heritage. The community has a strong work ethic, great arts culture, and a pioneering attitude. The city lists various awards it has been given over the years. No asset in particular is highlighted in Knoxville. The site functions primarily for online services and a starting point for visitors to be directed to the tourism page.
- Chamber: The Chamber markets Knoxville as an area with a deep sense of history and culture. It considers the arts, the area zoo, eco-tourism, and community athletics as major community draws. Great emphasis is also placed on quality of life. The chamber page could easily be an all-inclusive website for Knoxville's organizations as it offers an abundance of information while remaining easily navigable.
- ECD: Economic development is a function of the Knoxville Chamber. Their current ED brand is *Innovation Valley*. As such, the Knoxville Chamber has partnered with Oak Ridge to leverage the advantages within both areas.
- CVB: Knoxville's tourism page describes Knoxville as an area with the "perfect blend" of southern hospitality and modern development. Natural beauty and unique destinations in a historic city are key differentiators to Knoxville. The page lists out all of the community events occurring, and the front page offers a high-quality slideshow with short straplines such as "This is our backyard" or "This is our homegrown talent."



Competitive Analysis

Knoxville, Tennessee



- Knoxville has developed a fully integrated visual brand identity across its public sector organizations. Unified bright, vibrant colors (green, orange and blue) are featured in each of the logos. Similar chunky abstract designs featuring water and land create strong cohesion between the city and Chamber sites. Websites feature modern designs focused on large picture wells. While Knoxville's "brand" has no readily identifiable core DNA, nature is the unifying thread that runs through much of the marketing.

Competitive Analysis

Maryville, Tennessee

Positioning Lines:

- City: *"People are the Key"*

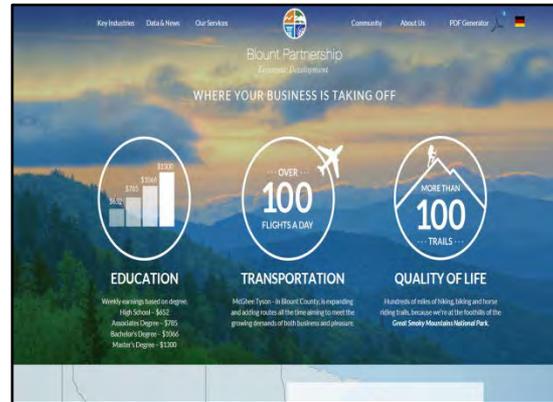
Marketing Messaging:

- City: The city promotes Maryville as a modern, beautiful, and safe community with a small town atmosphere. The writing style is factual rather than conversational and does not feel inviting. Emphasis is placed on Maryville history. The front page lists the most prominent community events and need-to-know information.
- Chamber: Maryville is connected to the Blount County Chamber of Commerce. However, the Chamber does not offer much information about Maryville. Like the city, it notes Maryville's historical assets. It also notes the multitude of parks, specifically emphasizing the eight mile fitness trail that connects Maryville to Alcoa. Beyond Maryville, The Smoky Mountains region appears to be their main tourism draw.
- ECD: The Economic Development organization is in conjunction with the Chamber of Commerce, yet they have their own separate website. Key assets of Blount County according to the ECD include quality of life, arts, and recreation. Business draws include logistics, skilled labor, land availability, and affordability.
- CVB: Maryville does not have its own tourism site, but has external information. Maryville is commonly associated with the Smoky Mountains and the outdoor recreation that they offer.



Competitive Analysis

Maryville, Tennessee

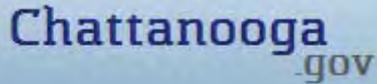


Visual Messaging:

- Because Maryville is served by regional organizations there is no real visual integration between organizational sites or logos.
- The City of Maryville visual brand identity with its modern, abstract logo and historic visuals seems somewhat disconnected.
- The Blount Partnership logo and website is bright and energetic with repetitive use of the oval from the logo design throughout the web design creating consistency.

Competitive Analysis

Chattanooga, Tennessee



Chattanooga
_gov



CHATTANOOGA AREA
CHAMBER



CHATTANOOGA
TAKE ME THERE

Positioning Lines:

- CVB: *"Take Me There."*

Marketing Messaging:

- City: The City promotes Chattanooga as an outdoorsy community with a beautiful downtown and waterfront. The city has a section called "Chattanooga in 3 Minutes" that features a montage of the cityscape. Key assets include the Tennessee Aquarium, Lookout Mountain, and various museums. The front page offers very limited information, and the user must search for what they need.
- Chamber: The Chamber promotes Chattanooga as a beautiful community inspired to be a great mid-size city. Outdoor views and recreation is a key asset. The community appears to focus on being unique and artistic.
- ECD: The Economic Development organization is in conjunction with the city page. It has six different divisions. The priority seems to be on community and neighborhood relations rather than on drawing new business.
- CVB: The CVB promotes Chattanooga as one of the South's top travel destinations. Messaging focuses on family fun, romance, festivities, and other attractions.

Competitive Analysis

Chattanooga, Tennessee



Visual Messaging:

- Chattanooga's websites are each well-done, but as with the logos of the various organizations there is no integration in either font, color, style or even the tone or message of the writing. A consumer could easily feel like each site relates to a different city. The city page does not have a logo currently in use. The front page uses large photos as their background, but has no additional information except for a Twitter ticker. Additional pages follow the same theme, but information is placed over the photos.
- The Chamber logo is the letter C with a red arrow point away from where it closes, implying Chattanooga is progressive or moving forward.
- Appropriately, the tourism site has the strongest visuals. The revolving slideshow features photos that include various accolades or upcoming events. It is an easy to navigate site. The color scheme uses blue-green accented by white. The typeface and it's application symbolically represent the well-known Chattanooga Choo Choo and train history.

Competitive Analysis

Summary

What do these communities share in common? What differentiates them?

- Most communities use history as a draw. Knoxville uses it a bit less, and Chattanooga uses it barely at all.
- Almost all chamber sites are visually appealing. This may be due to the size of the organization. Chattanooga's tourism site trumps its Chamber in terms of appeal.
- Knoxville and Franklin appear to have the most cohesive brand identities. The consumer gets the feeling that these cities know who they are at their core.
- Knoxville feels very bright and modern with chunky, nature based abstracts. Franklin is historic and more subdued.
- Most communities lacked coherent marketing messages, making it hard to discern what makes them different from every other community.

INSIGHTS

Where The Brand Should Be

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Farragut’s goals.

The brand strategy must differentiate Farragut, increasing awareness and regard internally and externally, both in the region and the state. This differentiation must remain in keeping with the personality perceived by stakeholders, residents and visitors.

Using the research gathered as fodder for thought, our insights come from asking numerous, provocative questions:

- What emotional attachments can the brand hold for the consumer?
- How does the brand fit into his or her lifestyle?
- How can the brand best be used to redefine perceptions?
- How can the brand stand out in the marketplace?

These insights will become the framework of our creativity on behalf of the brand.

Insights

Through the research stage, we sit down as a full North Star team and talk and brainstorm about the community and the type of information we're discovering. For most communities, that starts with an overview of their history, and we see if there are interesting elements there that help us understand the community.

Farragut's story is one of vision, investment, high standards and forward-thinking leadership. We heard about the group of residents who united to control their destiny out of a desire to keep truck traffic from zooming past schools and homes, flood zones from becoming residential areas, and commercial development from gobbling up the natural beauty and charm of the area.

This group of hard-working and dedicated citizens banded together and created a new Town and a new Government, focused on cultivating an excellent quality of life for residents and a reputation and reality as being the most desirable place to live in the Knoxville area. The action taken by the residents reminded us of this quote:

"Some people want it to happen, some wish it would happen, others make it happen."- Michael Jordan

Insights

Quality is the cornerstone of Farragut. Zoning controls, building codes and signage, as well as major road improvements have all been important aspects of the Town's growth over the past 35 years. They represent the core values on which the town was founded. Those same values – and the resulting progress – are the underpinnings of what make Farragut a desirable place even today.

As Farragut has grown and evolved those core values have remained steady but their application and manifestations have focused on the community's desire to becoming more business friendly, opening the door to smart development.

So, we understand the history and ways it connects to the present. What else did we hear about Farragut?

The main thing we heard: Farragut is an amazing place to live.

We encountered descriptors like premier residential community and the “most sought after” community for living.

Insights

But what makes somewhere a great place to live?

- Farragut kids are zoned for great schools – and if you remember that quote from our earlier perception research - Farragut parents are engaged, which helps to build a small town sense of community for those who live in Farragut.
- Farragut is a family-oriented community: safe and well cared for.
- And, finally, Farragut offers a small-town, friendly atmosphere. Farragut is a place that appeals to people from all over. There is not a sense of alienating outsiders who move to Farragut. It's a place that welcomes you home, whether you're coming from Indianapolis or India.

What else did we hear?

Farragut has become a major shopping destination for those in the greater Knoxville area. It's a main part of your attribute list when outsiders think of Farragut, and while much of that may be attributed to Turkey Creek, there's also a thriving local business community in Farragut. Programs like Shop Farragut help spread that local shopping message.

We heard about the benefit of Farragut's location with immediate access to I-40 and I-75; it's an easy commute into Oak Ridge or Knoxville, or even Atlanta or Chattanooga:

“Farragut has location. They're not just close to Knoxville; they are West Knoxville. Other communities are just not going to have that appeal based on their location.”

Insights

We also heard about Farragut's attitude toward business development ... and leadership's commitment to changing that perception of being a challenging place for developers.

“Farragut is changing. They are becoming more open to development. They've realized that they can't stop progress. They're attempting to move forward everyday. And, all that's happened over the last 2-3 years.”

And, finally, we heard about all the wonderful amenities that Farragut offers. For residents, there are the beautiful parks and greenways, complete with splash pads, a turf field, fishing pond, and so many ways to experience the beauty of East Tennessee. Plus there is the goal of making Farragut a more walkable, pedestrian friendly community. For business, the Farragut Business Alliance, the EDC Committee and the Chamber of Commerce are all focused on keeping business thriving and connected to Farragut.

A Gallup Poll recently that said the most important aspects motivating people to connect and attach themselves to their community are: social offerings/community events, welcoming nature, and an attractive appearance. Those assets are the hallmark of Farragut. No wonder your residents are so invested and passionate about the place they live.

Farragut has the ambassadors. Now it needs the narrative.

STRATEGIC BRAND PLATFORM

North Star funnels these strategic insights for the brand into a single sentence, the brand platform which can be used as a guide for creative expressions and implementation initiatives ensuring consistency and relevance.

Target Audience	For those who appreciate beauty and forward thinking in equal measure
Frame-of-Reference	Farragut, TN, the Knoxville area's most desirable community
Point-of-Difference	is a premier destination (for living, shopping, ease and amenities) built by the hard work and ideals of high achievers
Benefit	allowing your opportunities for growth come with an assurance of established excellence.

Brand Platform Rationale

- ▶ **For those who appreciate beauty and forward thinking in equal measure**
 - Target Audience: A statement that reveals who will find Farragut most attractive. Often uncovers a characteristic of a group of people.
 - Farragut is that rare place where people have the vision not to sacrifice beauty for progress.
 - The high development standards in Farragut result in a different aesthetic from neighboring areas. In a formal sense, Farragut is a place that appeals to those who equate beauty with a less cluttered, manicured and pristine environment but natural beauty is also evident in the lush parks and greenways Farragut.
 - As we saw in the research, Farragut is considered to be the most forward thinking community amongst its neighbors.
 - Forward thinking speaks to both the historical legacy of the creation of Farragut but also to where Farragut will head in the future.

Brand Platform Rationale

- ▶ **Farragut, TN, the Knoxville area's most desirable community**
 - Frame-of-reference: An easy geographic identifier – where you are located.
 - This frame-of-reference clearly states your proximity to the most well-known city in East Tennessee – Knoxville.
 - “The most desirable community” is pulled from the research. It’s a way for us to highlight the brand barometer score for living and the CAP question that rated Farragut “the most sought after for living.” Reminder – you don’t brand to tell people that you are just OK! It’s alright to brag a little bit.
 - “Most desirable community” is a strong statement, but can be expressed creatively in a way that is warm and inviting – not exclusionary.

Brand Platform Rationale

- ▶ **is a premier destination (for living, shopping, ease and amenities) built by the hard work and ideals of high achievers**
 - Point-of-Difference: What is relevant and distinct about Farragut?
 - Farragut is a highly praised and regarded Town in which to live.
 - “living” allows us to pull in the associations as a premier residential community and quality schools
 - “shopping” allows us to draw the strength of Farragut merchants both in and out of Turkey Creek
 - “ease” speaks to convenience of location, proximity to interstates and can also translate to ease of doing business (something you want people to realize)
 - “amenities” ties back to the parks, greenways and also the business amenities like the Farragut Business Alliance or the Chamber of Commerce
 - The final part of the point of difference, “built by the hard work and ideas of high achievers” is a nice reflection of the Town’s history, but also about the community today. This is a community of hard working (not silver spoon) high achievers.

Brand Platform Rationale

- ▶ **allowing your opportunities for growth come with an assurance of established excellence.**
 - Benefit: Here, we leverage the point of difference on the previous slide and think about the feelings that come from being a premier destination for living, shopping, ease and amenities.
 - “Opportunities for growth” allows us to creatively approach business and residential audiences.
 - “Assurance of established excellence” is a soft nod to the fact that Farragut comes with an assurance that there is a consistency to the development standard, therefore, your home value is more secure and the city is fiscally well-managed.
 - For retail development, this wording is a creative way of addressing the affluent resident base in Farragut.

ONLINE COMMUNITY-WIDE SURVEY

Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Farragut.

Methodology & Results

This qualitative survey is fielded online and is open to all residents of the community. The study measures the following:

- Overall top-of-mind perceptions of Farragut
- Strengths and weaknesses of Farragut
- Resident suggestions on what is missing from Farragut
- Measurements of Farragut quality of life indicators

Positive resident perceptions are a strong indicator of brand success. Successful brand implementation will energize the resident base, making them more likely think of the community in a positive light.

Timing

The Online Community-Wide Survey should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

IMAGINATION

(Creative ideas for building the brand)

You are about to see a range of creative expressions that will help bring Farragut's brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand. With the exception of the logo, files do not represent camera-ready art. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in Farragut, was charged with evaluating creative concepts along with strapline and logo development. All creative decisions were made using the city's strategic brand platform as a guide. Because it's not enough for creative work to be compelling, it must be relevant to who you are.

The Creative Committee selected a concept that highlights how Farragut literally and figuratively puts you closer to the finer things and better opportunities in life so that ultimately you can achieve more. The chosen graphic identity is at once high-end and youthful. While the committee wanted a logo and look that represented the community's quality, they did not want a visual identity that felt stuffy, formal or rigid. In fact, appeal for young professionals was a primary goal. In the executions of the brand, imagery, graphics, and language reinforce the consumer's proximity to everything they could ever want and the opportunity to do and be more that it allows. Bright colors and organic, artistic treatment of graphic elements connect with nature, optimism and artistry.

*All creative files are included in the attached Final BrandPrint CDs. As you introduce the brand, be sure to show the logo and line in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. The Farragut Graphic Standards Guide is attached as **Appendix E** to this report. In addition, North Star has included two copies of the Farragut Final Logo CD for distribution to vendors or anyone requesting a copy of your logo(s).*

Strapline

Live Closer. Go Further.

Farragut is close to everything that matters. It is a stones' throw from the energy and creativity of the University of Tennessee. It is right off I 40 and I 75. Almost 75% of the nation's population lives with a one-day drive of this Interstate interchange. It is home to some of the most interesting and exclusive shopping in Middle Tennessee. People are closer here. Education is closer. Success is closer. Home ownership is closer. And because of that literal and figurative closeness to everything that matters, you can go further in life.

Live Closer is an open invitation to the consumer to fill in the blanks regarding what they want to live closer to. Live closer to work. Live closer to school. Live closer to great shopping. Live closer to family. The second half of the strapline, *Go further*, is also an open-ended invitation to go further in school, in business, in life. This strapline is extremely flexible because it allows the consumer to define their ideal. It relies on the opposition of closer and further for compelling balance.

North Star recommends Farragut pursue trademark protection of the strapline along with the new logo. Trademarking the logo and line together ensures that the identity is protected from usage by other communities or conflicting parties. North Star's trademark search is documented in Appendix H.

Brand Narrative

A Brand Narrative was developed using artistic language to set the emotional tone for the brand. This narrative is grounded in the foundation of the platform and given wings through the use of the strapline and concept, "Live Closer. Go Further." Its purpose is to help residents, businesses and consumers connect the emotional story of the brand to their own situations. Each partner organization should develop its own brand narrative leveraging the assets and language here for the community.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:

- It can serve as a guide for users working to integrate brand tone and language into their own marketing and communications.
- It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand.
- It provides language users can replicate verbatim in their own communications when applicable.

Because of the inherent value in brand narratives, North Star recommends wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, “Does this idea support and further what makes us special?”

Live Closer. Go Further.

People who live in Farragut didn’t get where they are just by maintaining the status quo or taking the easy way out. They wanted to go further. Be better. Live more fully. Most of them got here by setting one personal goal after another, and working hard to accomplish them.

It’s much the same with the community as a whole. Farragut didn’t become one of Tennessee’s greatest success stories overnight. Instead, our leaders and residents have a long history of giving their best in everything to further not just their own success but the success of the entire community.

It all officially started in 1980 when the Town of Farragut was incorporated (but long before that memorable day, people were making history on this land). Not surprisingly, leaders chose to name the town after a native son whose work ethic and life’s achievements, as the first admiral of the United States Navy, went further than any American had gone before him.

Today, there’s an unspoken satisfaction that comes with the address... a quiet sense of pride in the standards people here maintain and the values – like family and community -- they hold dear. It’s also the foundation for Farragut’s spirit, which celebrates achievements from top-performing schools to the region’s most popular high-end retail to a beautiful community design that resulted from high development standards.

Despite all the ways in which hard work has taken Farragut further, people here are both humble and generous. We believe in giving back. You’ll find opportunities to participate fully in a community that exemplifies Tennessee’s “Volunteer” spirit. Businesses, families and dreams thrive in an atmosphere that is warm and inviting, a community of neighbors and friends. It is also open and accepting... a place where groups are strengthened by a wide array of opinions and perspectives. Even our greenway system, designed to link all the neighborhoods in the community, helps you go further and make more personal connections.

Of course, smart people who work hard want to live in a home that reflects their personal values. One of the best aspects of Farragut is the wide variety of unique, architecturally distinct homes. Our neighborhoods reflect the impeccable taste and high standards of our

residents. Everything from the landscaping to the paint choices to the children playing in the yards sends a message of individuality, personality and pride.

It's no wonder that a city that celebrates effort and achievement is home to so many successful retailers and restaurants. The shopping experience is beyond the expected, thanks to excellent customer service and extraordinary retail offerings. One-of-a-kind shops and restaurants mix and mingle with national retail giants, guaranteeing the best of all worlds.

All this retail heaven resides amid manicured common areas with access to pristine natural settings. It's rare to find this kind of beauty and serenity right off the interstate and right in the middle of so much activity. That's the other distinctive quality about Farragut. It feels far removed from urban congestion and sprawl — and yet one of Knox County's most convenient residential locations is just 20 minutes from downtown Knoxville and Oak Ridge, a stone's throw from I-40 and I-75, and adjoined to the area's most popular shopping district at Turkey Creek.

If you're looking for a place that goes further to help you enjoy more comfort, beauty and convenience, yet helps you feel closer to a real sense of community, you don't have to venture far to find it. It's all right here, in Farragut.

Logo

Stereotypically, a logo based on achievement might be stuffy and uninviting. Not the Farragut mark. To offset any misconceptions of snobbiness, the Creative Committee wanted this logo to feel high-end, but also warm and inviting. A traditional serif typeface in a lower case application keeps the mark youthful and friendly. This is offset by an upper case strapline with an unexpected placement. Interesting organization of the logo elements makes the mark feel fresh, without being cluttered or busy. The graphic element to the left feels organic and artsy in large part because of the textured brush stroke effect. The stylized presentation of the “F” monogram gives a nod to the town’s greenways, the Tennessee river and personal pathways (the ability to go anywhere from here). Overall, the feel is modern, progressive, youthful, friendly, creative and memorable. It appeals to a diverse range of organizations and groups from parks to arts, residents, and businesses (primarily retail). The design maintains the integrity of the town name and allows for independent use of an icon giving Farragut’s brand identity extension and flexibility.



Organizational Use of the Logo

Wide use of the logo by organizations, departments, businesses and individuals within Farragut will exponentially extend the reach and impact of your brand. While you do want those using the logo to maintain the essential integrity of the mark, some flexibility within elements may be required. The following example for the Farragut Business Alliance demonstrates this principle. The logo is all blue, maintaining a bridge to this organization's existing color palette. The strapline is replaced with the name of the organization.



Color Palette

The goal with any color palette is to provide a range of colors to help support the brand. For Farragut' color palette, the Creative Committee selected a palette that is bright and optimistic, without being too neon. It represents the town's nature beautifully. The darker, more traditional blue is a bridge to the equity in the traditional Farragut blue. Bright pops of orange and gold add an unexpected punch of color.



Descriptive Vocabulary

The brand vocabulary provides a common language that reinforces brand attributes and brand positioning for use in communications materials, press releases, interviews, presentations, and general conversation among community officials, brand partners, area businesses, and internal/external audiences.

Creatively, these words set the balanced tone of the brand:

Integrity	Rewarding	Welcoming
Hospitable	Warm	Closer
Goal-oriented	Inviting	Further
Successful	Open	
Attainable	Accepting	
Prime	Connect, Connected	
Work ethic	Distinct	
Achievement	Impeccable	
Ambitious	Individual	
Polished	Celebrate	
Satisfaction	Effort	
Proud	Excellent	
Values	Extraordinary	
Spirited	One-of-a-kind	
Top performing	Accessible	
Award winning	Pristine	
High end	Natural	
Beautiful	Serene	
Manicured	Active	
Standards	Convenient	
Humble	Comfortable	
Generous	Ease	
Thriving	Calm	
Prosperous	Artistic, Artistry	

CREATIVE DELIVERABLES

Following the Brand Identity Guide, North Star has identified 15 brand action ideas and categories that we recommend tackling first in order to build momentum as you start to implement and bring Farragut's brand to life. While North Star has prioritized the categories, there are numerous ideas presented within most categories. These should be evaluated and prioritized by the branding partners in Farragut with regard to available resources. These creative deliverables use the brand narrative as a springboard for exploring different vehicles for delivering that brand story. Each one echoes the narrative's tone and feel, adding imaginative dimension to the brand while providing an effective means of communicating to intended audiences.

Image Ad

**LIVE CLOSER.
GO FURTHER.**

Abo. Nam, cus, exlandus, omnimil mossint iuntur, voluptit eos et id miliquatet enistem. Roviderempor as et liquate cepudam fugita perro blaborum ut auditis is rem dolupta tectis dolorup tatectet, qui doluptatur, ullaborit volupic pet temporem. Itatus volorit iandis dolut qui a volupic to ist du voloribus repedita si aliquatatus re intur, nonetur epellup itasped minto exero te plab illorpo remperum ut autet estiis a et iur, tores essime aut voluptatio quae. Bore ut teo ratusda.

 | **LIVE CLOSER • GO FURTHER**
farragut

Image Ad



Image Ad

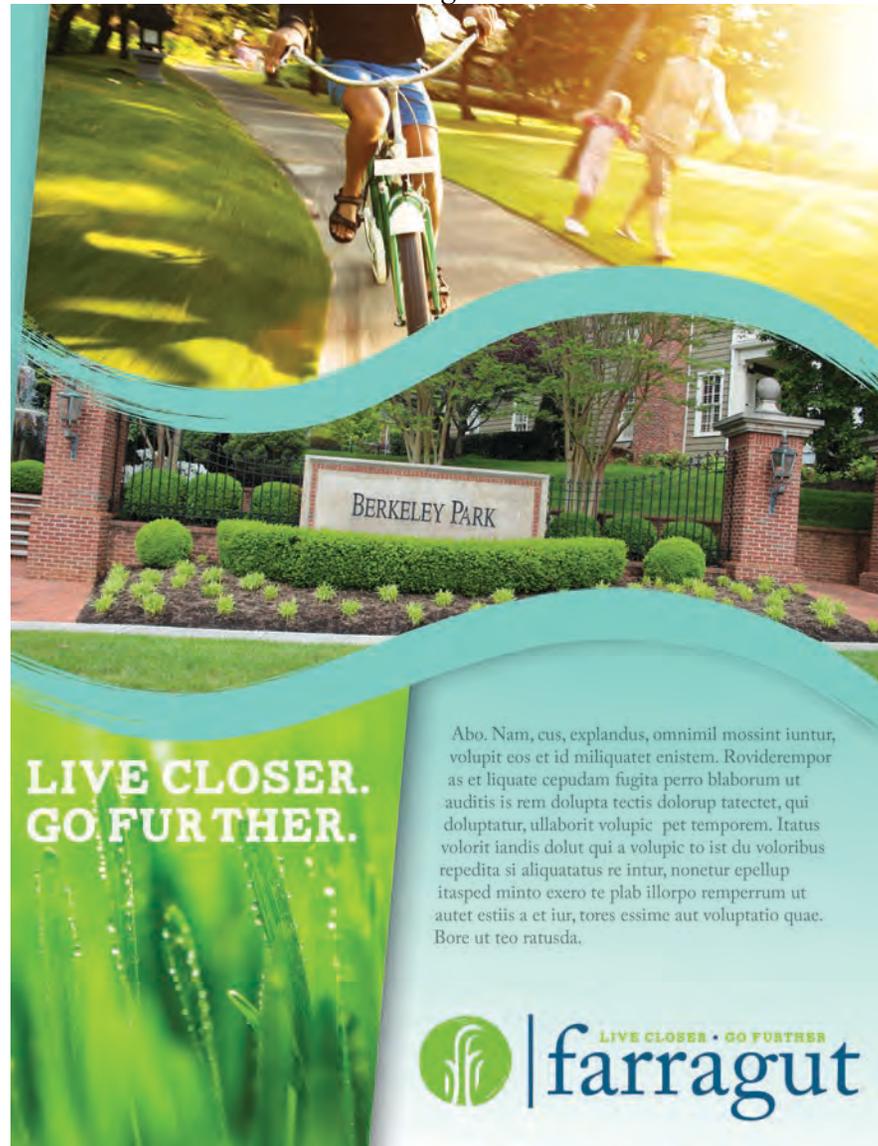


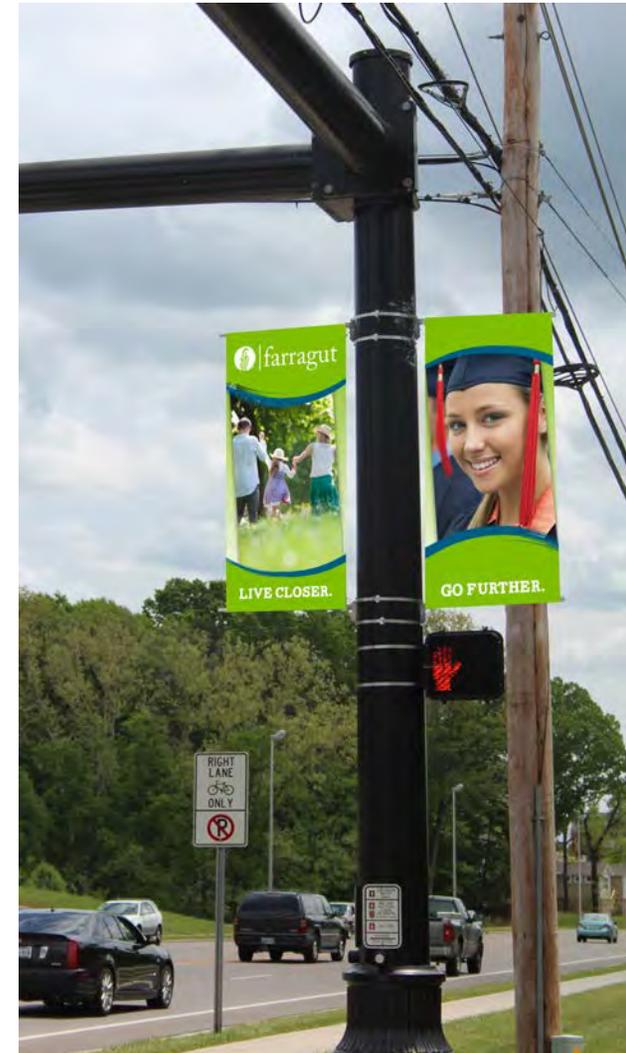
Image Ad



Pole Banners



Pole Banners



High School Sports Banners



E Newsletter

farragut
LIVE CLOSER - GO FURTHER

RIGHT IN YOUR BACKYARD | june 2015

28TH ANNUAL INDEPENDENCE DAY PARADE
Saturday, July 4, 9:30 AM along Kingston Pike in Farragut.
[READ FURTHER...](#)

JUNE 2015						
SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	01	02
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	01	02	03	04	05	06

RAIN BARREL WORKSHOP
june 13th - 10:00am

PERSONNEL COMMITTEE
june 16th - 7:00pm

MOBILE PHOTOGRAPHY
june 18th - 6:00pm

INDEPENDENCE DAY PARADE
July 4th | 10:00am

[VIEW ALL...](#)

ADMIRAL BASEBALL HEATS UP!
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec consectetur elit. Lorem velit fle emet do is jus.
[READ FURTHER...](#)

SHOP CLOSER AT TURKEY CREEK!
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec consectetur elit.
[READ FURTHER...](#)

FARMER'S MARKET
CLOSE TO THE GARDEN AS IT GETS
Go further this summer with fresh, local produce now through November at the Dixie Lee Farmers Market. Purchase in-season produce or join in our CSA share program.
[READ FURTHER...](#)



TOWNOFFARRAGUT.ORG

Website

The screenshot displays the Town of Farragut website with a green and blue color scheme. At the top left is the logo with the tagline "LIVE CLOSER • GO FURTHER". A search bar is located below the logo. Navigation icons for Government, Departments, Town Resources, Business, and Visitors are arranged horizontally. Social media icons for Facebook, Pinterest, Twitter, Instagram, and YouTube are also present. On the left side, there are several green buttons: "I WANT TO...", "CITIZEN REQUESTS", "NOTIFY ME", "SHOP FARRAGUT", "GIS (MAPPING)", and "ONLINE PAYMENTS". Below these are links for "AGENDAS & MINUTES", "EMPLOYMENT", "COMMUNITY BRANDING PROGRAM", "CURRENT PROJECTS", and "E-NEWSLETTER SIGNUP". The main content area features a "TOWN NEWS" section with articles about a mobile photography class, ICSC representatives, an Independence Day parade, a community garden grant, an artist selection, and a rain barrel workshop. An "EVENTS" section includes a calendar for June 2015 and a list of upcoming events such as a board meeting, tai chi, a rumba, and an education relations committee meeting. At the bottom, there are social sharing options, a footer with contact information, and a copyright notice.

SEARCH

GOVERNMENT **DEPARTMENTS** **TOWN RESOURCES** **BUSINESS** **VISITORS**

I WANT TO...

CITIZEN REQUESTS

NOTIFY ME

SHOP FARRAGUT

GIS (MAPPING)

ONLINE PAYMENTS

- AGENDAS & MINUTES
- EMPLOYMENT
- COMMUNITY BRANDING PROGRAM
- CURRENT PROJECTS
- E-NEWSLETTER SIGNUP

TOWN NEWS

FINCH PHOTO TO HOST MOBILE PHOTOGRAPHY CLASS AT TOWN HALL
read on...

TOWN OF FARRAGUT REPRESENTATIVES ATTEND 2015 ICSC CONVENTION IN LAS VEGAS
read on...

SPOTS FILLING FAST FOR FARRAGUT'S 2015 INDEPENDENCE DAY PARADE
read on...

FARRAGUT RECEIVES COMMUNITY GARDEN GRANT FOR OUTDOOR CLASSROOM
read on...

FARRAGUT ARTS COUNCIL SELECTS CAROL ERIKSON AS MAY-JUNE FEATURED ARTIST
read on...

RAIN BARREL WORKSHOP OFFERED IN JUNE AT TOWN HALL
read on...

EVENTS

JUNE 2015

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	01	02
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	01	02	03	04	05	06

THU, MAY 28
town of farragut board of mayor and alderman meeting

SUN, MAY 31
beginning and continuing tai chi

MON, JUN. 1
rumba

TUE, JUN. 2
farragut/knox county schools education relations committee

TUE, JUN. 2
arts council

ET index
Empowering Conversation

CLICK ON ET INDEX TO SEE THE REGION'S ECONOMIC INDICATORS AND QUALITY OF LIFE STATISTICS.

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town hall | 11408 municipal center dr. | farragut, tn | ph: 865.966.7057

Entry Way Signage



Park Signage



Trail Signage



Retail Marketing Piece

A CLOSER LOOK AT FARRAGUT, TENNESSEE

Knoxville MSA, Turkey Creek Trade Area

DEMOGRAPHIC SNAPSHOT	20 COUNTY REGIONAL DRAW	KNOXVILLE MSA	10 MINUTE DRIVE TIME	5 MILE RADIUS RING
2012 ESTIMATED POPULATION	1,388,278	1,388,278	1,388,278	1,388,278
PROJECTED ANNUAL GROWTH 2012 -2017	1.3%	1.3%	1.3%	1.3%
2012 EST. MEDIAN HOUSEHOLD INCOME	\$44,845	\$44,845	\$44,845	\$44,845
TOTAL NUMBER OF EMPLOYEES	512,353	512,353	512,353	512,353

AREA OVERVIEW

Knoxville is the 3rd largest MSA in Tennessee with a 2011 estimated population of 705,336 and median household income of \$50,978. The Farragut and Turkey Creek Trade Area draw from a 20 county region in East Tennessee serving 1,358,278 people. This is slightly less than the Nashville MSA of 1.6 million and more than the Memphis MSA of 1.3 million.

KNOXVILLE OVERVIEW

- Knoxville MSA "Top 10 Fastest Growing U.S. Cities", April 2012 CNN Money
- Third Best Metro for Business & Expansion, Expansion Management Magazine
- Top 5 Metro for Economic Growth Potential, Business Facilities
- Knoxville ranked 14th in "Top Logistic Cities in the Southeast", Expansion Management Magazine

FARRAGUT OVERVIEW

- Ranked # 1 Business-Friendly City in Tennessee in 2011
- 111 ,278 Vehicles per Day on I-40 between Campbell Station Rd, Exit 373 and Lovell Rd, Exit 374
- Turkey Creek Medical, Tenova Healthcare employs over 500 people in a 300,000 square foot hospital
- Farragut Schools educate approximately 7,892 students on 6 campuses

DISTANCE TO SUBBOUNDING MARKETS	DRIVING MILES
KNOXVILLE, WEST TOWN MALL	8.0 MILES
KNOXVILLE, KNOXVILLE CENTER	21.1 MILES
SEVIERVILLE, EXIT 497	28.8 MILES
CHATTAHOOGA, HAMILTON PLACE MALL	38.1 MILES

WWW.TOWNOFFARRAGUT.COM

Graduation Sign



Graduation Sign



Flag



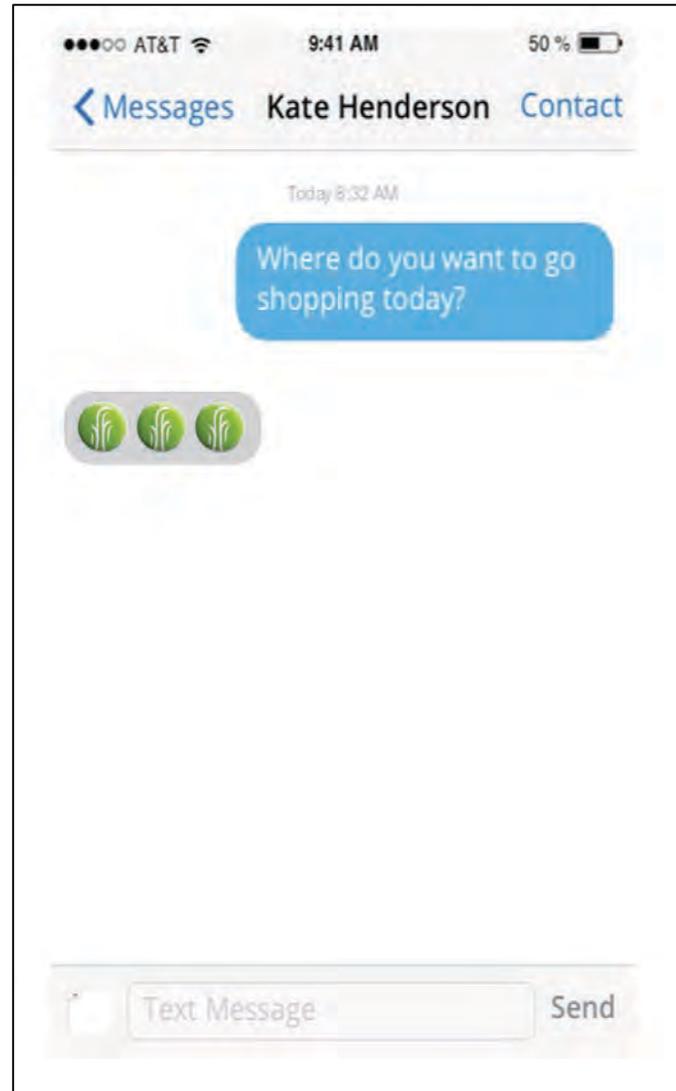
Flag



iPhone Case



Emoticon



Shopping Bag



Wrapping Paper



Pin



Baseball Cap



Patch



Yard Flag



Yard Flag



Window Decal



Window Decal



Window Decal



Car Decal



Email Signature

chelsey riemann

PUBLIC RELATIONS COORDINATOR

E | CRIEMANN@TOWNOFFARRAGUT.ORG
P | 856.966.7057
A | 11408 MUNICIPAL CENTER DRIVE
FARRAGUT, TN 37934



Digital Stationary



Note Card



 **farragut** LIVE CLOSER • GO FURTHER
866.966.7057 | WWW.TOWNOFFARRAGUT.COM
11408 MUNICIPAL CENTER DRIVE FARRAGUT, TN 37934

Rubber Stamp



BRAND ACTION IDEAS

Putting your brand to work from launch to longevity

So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging aspect of branding. Community brands are not just about straplines and logos – they are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts, minds and souls. Specifically, your brand is about highlighting your premiere location and connected nature of your community. These characteristics, combined with the high standards of the people who choose to live in Farragut, create an environment that allows residents, businesses and visitors to achieve their goals.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, that is the nature of many public initiatives.) The main goal of this time period is to convert the “players” and the community of Farragut into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of the town's brand. Our goal – and yours – is to make sure that the Farragut brand gives you the tools to leverage the town's greatest strategic strengths in everything from programming to policy to promotions. This initiative is so much more than just a logo on your letterhead.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other communities across the country, and we are excited to see it happen in Farragut.

North Star has identified the following 15 brand action ideas or categories designed to get your brand going. To ensure momentum, these tasks should be accomplished within the first 6 to 36 months after brand development. Many of these tasks address “organization” and are designed to evoke the cooperation that will propel your brand forward. Many are focused on simply informing residents as well as potential visitors about what Farragut has to offer. They should serve as a way of thinking about your community and how the brand can support a variety of interests. Others are designed to give your brand the richness, texture and the three-dimensionality it needs to be fully integrated.

1) Assign a brand leader

Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Farragut brand will require accountability, passion, understanding and respect for the branding effort. It will also require cooperation and partnership with other organizations, businesses and individuals. The most important contribution the branding partners in Farragut can make to the ongoing success of its brand is appointing/hiring a brand leader to champion the process.

This brand leader can be:

- A brand manager whose sole job is to implement the brand. Hired from inside or out.
- An existing position within the Town of Farragut or another branding partner who would take on brand management tasks as part of his/her position. (However, North Star cautions against assigning this job to an individual who already manages full-time job responsibilities. Establishing a brand – especially during the first two years – can require a great deal of time.)
- Chelsey Riemann, the town's Public Relations Coordinator and the individual who managed the brand development process.

North Star has provided you with a job description for Brand Manager (See Appendix F on the Final BrandPrint CD). If hiring, this will give you a framework within which to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.

2) Create a brand PowerPoint presentation

The branding process is complex. For most people it takes multiple presentations to understand branding's process, purpose and plan. You can't expect the business community, town leadership, town department heads, non-profit organizations, neighborhood associations, retailers, educators, volunteers and residents throughout the Farragut area to grasp the potential the brand holds for them without a carefully considered presentation. But, because the success and sustainability of the brand is tied to their support and participation, it is critical that education take place.

You will use the PowerPoint presentation over and over to recruit help, support and funding. Multiple persons within town government and the business community should be versed in making the presentation to your varied audiences of partners and community groups (and it furthers buy-in). Use the brand colors and graphics, use intriguing and inspirational language (the brand narrative and vocabulary should help) and follow the content recommendations in your BrandPrint.



As you develop the script, refer to your Final Presentation and this Final Report to help tell your story. This branding initiative was developed with a long-term vision in-mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process.

- Why was this project started?
- Who else was involved?
- What did you learn from the research?
- Share and explain the strategy – your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- Talk about how this approach helps Farragut market its assets under a unified brand strategy.
- How do you plan on using it immediately and long-term?
- Focus on planned initiatives that take the brand beyond just a logo and line.
- Focus on existing partnerships, activities, festivals and events that could integrate brand messaging.
- Finally, provide your audience with a list of ways they can participate in, and benefit from, the new brand. Anytime you bring a group together you must have immediate ways for them to become involved with the brand. And don't forget to brainstorm with each group on new ideas for brand integration. This will further buy-in from various partner groups.

Meet with representatives from civic groups, health and wellness (Blue Ridge Yoga and Wellness Center, CrossFit 865, Farragut Pharmacy), schools, restaurants (Azul Tequila, Big Daddy's Burger Bar, First Watch Cafe), retailers (Blue Ridge Mountain Sports, Echelon Bicycles), service businesses (Creative Promotions, Laura Ash State Farm), realtors (Coldwell Banker Wallace and Wallace), galleries and artists, developers, festival organizers, religious organizations, etc. Also meet with the Farragut Business Alliance and the Farragut West Knox Chamber. The goal is to create a strong support base for the brand amongst community leaders who have a stake in enhancing and advancing the community.

Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community.



Months later, the developer contacted the Brand Manager, interested in flying a flag and banners with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

North Star client, Lima-Allen County, Ohio, chose to implement their new community-wide brand through economic development channels first. They produced a compelling DVD targeting CEOs and other economic development leaders explaining the branding process, goals, and how the business leaders could participate and benefit. Please follow the link below to the DVD presentation.
<http://northstarideas.blogspot.com/2010/03/lima-allen-county-branding-video.html>

3) Identify easiest consumer touch points and brand them

Every time you and employees of the Town of Farragut interact with the public, it is an opportunity to build the brand in the minds of residents and visitors (see suggested list of obvious “touch points” below). The Brand Manager should review and augment the following list of touch points during your first brand team meeting.

Divide the list into three categories:

1. Easy, do immediately.
2. Moderate difficulty, implement within the first year.
3. Difficult, revisit later (designate a time)

Town Employees
Phone Greetings
Services
Websites
Voice Mails
Word-of-Mouth
Letterhead
Publications
Packaging
Signage
Newsletters
Products
Email Signatures
Itineraries
Experiences

Proposals
Environment
Public Relations, Press Releases
Public Affairs
Marketing and Advertising
Events
Tourney/League Registrations
Uniforms
Annual Report
Sales Promotions
Networking
Direct Mail
Trade Shows
Exhibits
Magazines

Presentations
Speeches
Maps
Nametags
Social Media
Billboards
Posters
Buttons/Pins
Gifts
Marketing Partner Resources
Sponsors
Bullets for Presentation Slides
Local, State, National Marketing

A few examples on how to integrate the brand graphically and strategically into key touch points:

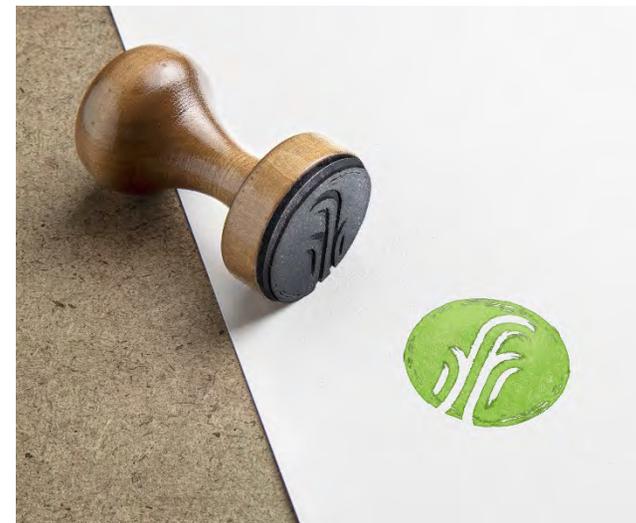
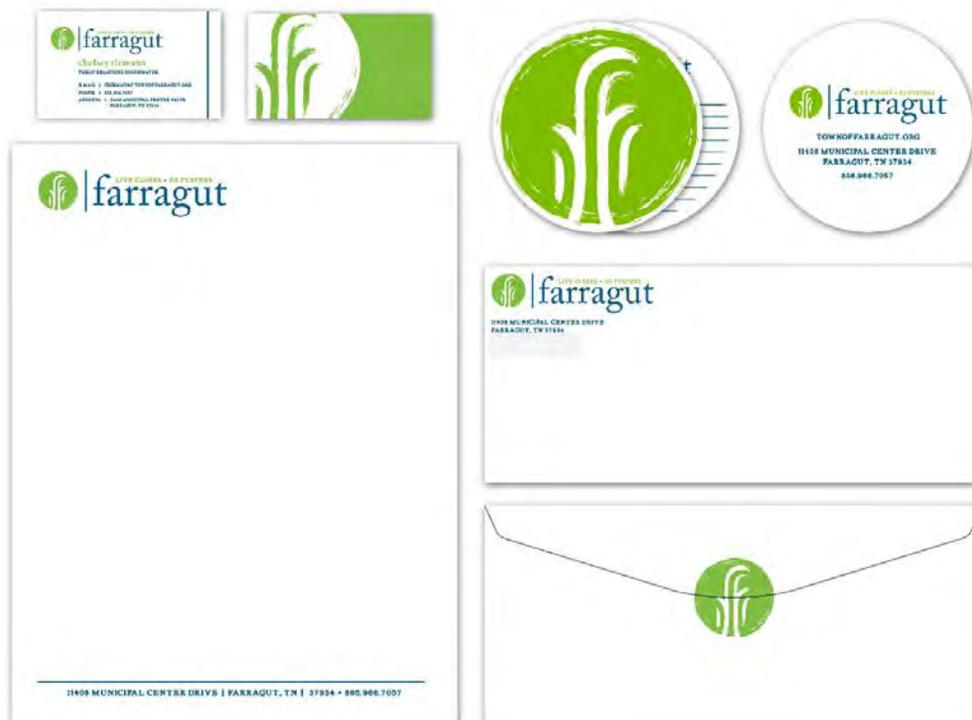
- Phone Message – Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached the town of Farragut, how can I help you go further today?” One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!
- Press Releases – All releases should contain a closing statement/paragraph that supports the essence of the brand strategy and the community. This paragraph will serve as an on-going resource to remind media about the brand message and purpose (the brand narrative and descriptive vocabulary can guide this language). One of the keys to successful branding (or any kind of persuasive communications) is to reiterate your essential strategy whenever possible.
- Websites and E-newsletters – Substitute “Read Further” for “Read More” on websites and in e-newsletters.
- PowerPoint Presentations – Use the graphic element of the Farragut logo as a bullet point.

- Email Signatures – Word-of-mouth motivates many of our decisions as we choose places to visit or live. Arm Farragut’s ambassadors and advocates with custom email signatures utilizing the strapline and logo elements, since the line is perfect way to close personal correspondence. Partner with a local web developer that can prepare a range of branded signature downloads for residents to choose from for their personal email accounts. Use this as a way to build your database of resident emails for future communications efforts. In exchange for the dynamic email signature, users agree to receive regular communications from Farragut and other partners. Examples of different email signatures include:
 - I Live Closer in Farragut and Go Further.
 - Go Further in Farragut.
 - The logo



- Packaging – Look for unique ways to integrate the brand into packaging, especially for products that are available only in Farragut.

- Stationery – It’s obvious, but vitally important. Every letter, every envelope, every business card, every memo and every invoice that is issued by the town of Farragut should reflect the brand’s graphic identity. Digital stationery is a great way to immediately make the switch to branded correspondence. For printed stationery, give all involved a designated number of weeks/months to use up existing stocks. Require reprinting to occur in the spirit of the brand. We’ve included notecards as well as a custom stamp, which are both excellent ways to make town communications more intimate and personal. The stamp would also make an excellent merchandise items or giveaway.



4) Brand your digital presence

A brand about going further commands a digital presence that is current, uncluttered and intuitive. Websites are the single most cost-effective means for spreading the word about Farragut to residents, visitors and the business community.

The current town site can be re-skinned in the spirit of the brand to minimize expenses while still presenting a cohesive image. Applying the logo, color palette and brand language (look to your brand narrative and vocabulary) are easy steps to take initially. The design should reinforce your strategy, offer personal testimonials, and present simple navigation.



A few recommendations for the reskin:

- Use multiple colors from the brand palette to create an eye-catching site.
- Position the visitors tab in the top navigation to engage those in the Knoxville area.
- Make the event calendar stand out by placing it on a blue background.
- Photography in the top well should be updated frequently or at least by season to emphasize the level of activity within Farragut. The photography style should be close-ups of the subject to stress the idea that Farragut allows you to be closer to the action.
- Incorporate design elements, like the artistic brush strokes, into the website to maintain continuity across branded materials.
- Update your content available through each of the buttons on the navigation bar to make sure it is robust and informational. There is nothing more frustrating than clicking on a visitor tab or a business tab only to find a tiny paragraph or a repeat of facts from the home page. For example:
 - For visitors, feature upcoming event information including descriptions, press, dates, pictures and even quotes. Talk about outdoor recreation opportunities including the greenway, golfing, biking and walking; feature retailers and showcase parks. Include mini itineraries for visitors riding bikes on the trail system or shopping at Turkey Creek.
 - For businesses, include statistics on superlatives, information about available space and land, tax incentives, accessibility and transportation options including the park and ride program. Showcase your premiere quality of life, availability of qualified work force, exemplary schools, etc. And remember to present information in the voice of the brand.
 - For prospective and current residents, include information on neighborhood associations, a new resident guide, greenway maps and school information.
- In the future, consider integrating robust interactive maps that allow users to calculate the distance between points of interest in Farragut (i.e. their workplace and nearest greenway trailhead).

You may find down the road that you want to create a portal that serves as the hub for all information regarding Farragut including the Business Alliance and the Farragut West Knox Chamber. A central portal is an ideal online organizational tool. Such a portal would link to all community-related sites as well as town-driven organizations and initiatives. Each organization will keep their own website but link seamlessly to the portal and vice versa. This allows internet surfers to easily access comprehensive information and takes them through a branded web presence to get there. North Star recommends reserving <http://www.liveclosergofurther.com/> for this purpose (site is currently available on GoDaddy.com). If Farragut pursues this URL and portal, the Brand Manager should work with all entities linked to the portal so branded design elements are complementary. While the portal offers less content, it is focused on ease of use and getting online audiences quickly to the information they seek. Encourage participants to have user-focused, intuitive, well-designed sites so the transitions from the portal are seamless (not moving from great design to poor design).

Digital marketing / Social media

Make sure to integrate your brand into social media sites like Facebook, Twitter, Instagram and YouTube. The logo and line are the most obvious ways to do this. In addition, consider content that supports the Farragut brand.

- To increase your Facebook and Twitter fan base and introduce the new brand to the community, reach out to the residents of Farragut (and shoppers in Knoxville) first. They can serve as ambassadors and increase your reach by reposting your content to their own social network.
- Sponsor a photography contest via Facebook or Instagram. Ask participants to submit photos of themselves achieving goals in Farragut. Capturing milestones like buying a new home, bringing home a new baby, a child taking its first steps, a student graduating from high school, hitting a fitness goal are all great examples. Encourage users to post the photo using the hashtag #GoFurtherinFarragut. Feature the best photos on your website, in advertising, in brochures and communications, etc. You might even want to consider displaying some of the very best photos in the shops and stores around town or in Town Hall.
- Because your strapline is a call to action, encourage residents to tag a friend, businesses to tag employees, coaches to tag athletes, etc. using #GoFurther to offer words of encouragement or brag on a person who has achieved their goals. Award early-adopters by giving away a monthly prize pack featuring branded merchandise, local products or a gift card to a local retailer.
- Tweet a daily dose of inspiration for ways to go further in health and wellness, at the office or in the classroom, or ways to spend more time with family.

- To help residents share love with neighbors on special occasions, create Farragut branded memes or cards that can be downloaded and posted on Facebook, Instagram or Twitter.
- Encourage neighborhoods to use NextDoor to communicate, whether they want to borrow a cup of sugar from a neighbor or host a block party.

5) Create a public-private partnership

The resources and manpower to accomplish the goals of the Farragut brand will be increased exponentially by marshalling the power of your private sector along with your municipal and public sector entities. A community celebrating close connections and accomplishments needs to exhibit that behavior when organizing and articulating its brand. Establish a Go Further Farragut Partnership (GFFP). Encourage support from large and small businesses, healthcare, corporate headquarters, schools, arts organizations, parks and recreation, realtors, sports leagues, media, civic groups, the Business Alliance, Chamber, area developers and even individuals to join. Allow anyone who is interested and willing to contribute – time and funding – to participate in this collective focused on marketing the community.

Hold regular meetings under the guidance of the Brand Manager. We even have a charter to give you that seals member commitments in writing (in Appendix F). See members of the Market Gainesville Partnership signing a brand charter in the photo to the right. Rewrite the charter in the spirit of your brand for people to publicly commit their support to Living Closer and Going Further in Farragut. Have this visible in public areas (perhaps rotating locations) as a way to continually invite new members to get involved. Be sure to publicize new members monthly in newsletters or on websites.

A team approach (including the private and public sectors) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture and it weathers changes in political administrations. Most importantly (and this is key!) this group can solicit funds for brand implementation from its members (typically the larger the organization, the greater the financial support). Ultimately partnerships with private sector companies and organizations will be the primary funding source that drives the brand.



Some ideas for the group to get you started:

- Have each member of the Go Further Farragut Partnership bring a print-out of their company or organization website homepage to the first meeting. Discuss ways to integrate ideas and language that support the brand strategy into these web pages. Use your narrative and brand vocabulary as a guide. How do they enable residents or businesses to go further in their own lives or be closer connected to friends and family members? How are the owners and employees involved in the community? How has Farragut enabled them to reach their personal and professional goals? Ask each member to craft branded language that works with the spirit of your brand and incorporate it into their website homepage. If a major business partner or organization is not in attendance at the meeting, go through this exercise for them. By presenting a consistent message on how Farragut promotes achievement and celebrates success, you can establish a strong brand presence . . . absolutely free!
- Discuss public sector initiatives (in subsequent meetings of the GFFP) and identify opportunities for cooperative efforts with the private sector. Co-branded pole banners, signage, public art, events, merchandise, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the private sector.
- Encourage all participants to examine new and existing initiatives within their organization that can be packaged or presented in the spirit of the brand even if just with branded titles or language.
- Develop a branding toolkit that business partners can use to put the brand to work in their enterprises. Include research and the explanation of the brand, camera-ready art of the logo and ideas for integration. Packaging for this toolkit can be inexpensive and straight forward or customized and expensive. For cost savings make it available only online.
- Adapt the closing paragraph strategy for press releases mentioned earlier in this report (see page 140) for the private sector and your non-profit community organizations. Ask your Brand Manager or a public relations writer (hired freelance by the

Brand Manager) to develop a closing paragraph appropriate for each major business or sector. This paragraph can serve as a customizable template for use by Farragut businesses in their own press relations. It can even serve as a short elevator speech about Farragut in an effort to get the talk right on the street so everyone is speaking in a consistent voice. The Brand Manager should push this tool out into the community through the Go Further Farragut Partnership, the Business Alliance, Chamber, and other brand partners.

- Encourage retailers to program registers to print the brand strapline, “Live Closer. Go Further.” at the bottom of all register receipts.
- Present your branded PowerPoint or DVD presentation customized for the private sector as often as you can (remember numerous brand drivers should be available to articulately make this presentation). Every time you bring people together, have ways for them to get involved immediately, but also engage the groups in impromptu brainstorming sessions about how they and others can embrace and extend the brand.
- Offer members branded merchandise to show their commitment to the brand like a highly visible branded smart phone case or car decal.



6) Develop branded merchandise

Whether it's a lapel pin, T-shirt, hat, shopping bag, golf balls or a dog collar, branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Sell merchandise via your website, specialty gift shops, at the Town Hall, at restaurants, etc. A few ideas:

- T-shirts and ball caps
- Cups and water bottles
- Shopping bags
- Temporary tattoos
- Coolers
- Dog collars, leashes and tags
- Frisbees
- Smart phone covers
- Bike license plates
- Stamp and stamp pad (of the Farragut logo)
- Notecards/postcards
- Car window decals
- Trick or treat bags
- Yard flags
- Christmas tree ornaments
- Wine glasses and beer mugs
- Golf balls and tennis balls
- Workout bags
- Wrapping paper
- Picnic baskets
- Photo frames
- Town greeting cards
- Pedometers
- Running socks
- Round coasters
- Bike bells
- Tote bags





7) Brand your signage

Okay, we understand that a total re-haul of all signage in Farragut (entryway, directional, etc.) is not politically or financially feasible. But signage is a critical branding component for communities. Effective signage can positively impact a visitor's experience and also advance general awareness. Farragut should inventory all of its signage needs to develop a prioritized list and long-term plan for implementation:

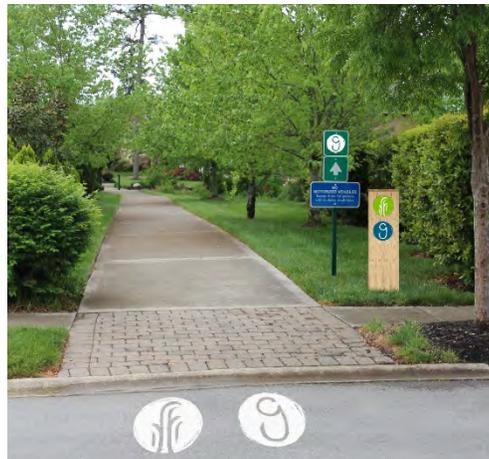
- Beautify your entryways with the brand. Because it is difficult to tell when you're leaving Knoxville and entering Farragut and vice versa, defining your entryways represents a key opportunity to make a lasting impression on travelers. Choose one entryway to focus on first and then improve the others as resources allow. If financially feasible, North Star recommends entryway signage that, like the community and its brand, is...
 - Well-Designed
 - Beautifully landscaped
 - Welcoming
 - One-of-a-kind
- Consider a clean white sign that boldly welcomes newcomers. Enhance the landscape surrounding the sign with flowers that reflect the brand color palette like yellow daffodils, orange symphony flowers, and bright green shrubbery like a green velvet boxwood.



- Work with the Parks and Recreation Department to rebrand signage for parks and sports complexes. Featuring the logo and complex name on a white background will allow the logo fonts to really pop.



- Use the brand to mark your system of greenway trails. By replacing the uppercase G with a lowercase letter on top of the artistic brush strokes, you'll help residents connect the new brand identity to one of the town's greatest assets.



A few other things to consider:

- Apply the brand to effective wayfinding. A well-managed and convenient community focused on close connections and high standards should provide a well-designed wayfinding system. The priority for wayfinding is ease and function but the brand should be reflected in subtle ways.
- Brand signage for high-profile government buildings including Town Hall. If changing signage at these locations is too expensive, consider adding a branded flag.



- Engage drivers near Turkey Creek on I-40 to communicate the prime community that is just a short drive away. Continue the outdoor boards (as branded, clever wayfinding) on the area highways until visitors enter Farragut. Outdoor boards are also a great way to advertise your special events, like the Annual Independence Day Parade.
- Provide realtors with a branded add-on sign for the top or sides of their real estate yard signs that reads “This home allows you to Live Closer. Go Further” or “Live Closer To What You Love.”

8) Infiltrate your infrastructure

The infrastructure throughout Farragut represents a unique, three-dimensional medium for displaying your brand. Options include adding some element of the brand to infrastructure that already exists as well as developing new infrastructure in places where demand and opportunity are high. In addition to signage (which we've already covered), here are a few ideas:

- Utilize pole banners to communicate your brand and beautify Farragut on roadways, in parking lots, and retail shopping centers. Dual pole banners are a great way to advance varied interests and further buy-in for the Farragut brand. Create a general branded pole banner (like the one below promoting your greenways and bike-friendly neighborhoods) to fly when special events are not happening.
- Create a Farragut flag, and fly it outside Town Hall and other government buildings (library, museums, school, firehouse, parks, etc.) as an easy way to brand important civic buildings. Also, encourage parade masters to carry a town flag for special events. It could even be a merchandise item that residents fly outside their homes!



- Incorporate the brand into daily activities for families at playgrounds and parks. Playgrounds present a great opportunity to functionally extend the brand by creating play systems that reflect the well-designed, ambitious spirit of Farragut residents. Below is a playground in Columbus comprised of the unique “C” found in their graphic identity.



- Place plaques that feature the round Farragut F on patio furniture (encourage restaurants to participate) as well as existing benches, bike racks, trash cans and planters.
- Consider printing the round F icon on manhole covers in the future.



- Create a stencil and use the logo as temporary wayfinding, dotting a path to the destination in chalk or washable paint.
- Create branded bike racks in the brand color palette. Racks can be circular in shape with the F etched out of the center. See examples below from other North Star clients.



- Create branded crosswalks in high-profile areas like outside schools and shopping centers. Your community name could be centered in the crosswalk with the iconic F to the right and left of the word Farragut. See examples below from Walton County and Glendale.



9) Connect with the community

Your community brand was not created; it was discovered within the spirit of the town – from the history of Admiral Farragut, your wealth of retail offerings, the goal-oriented culture of your citizens, your prime geographic location and your stellar quality of life. Brands uncovered in this manner are endorsed and absorbed by community members due to their fundamental truth. Citizens who believe in the brand are ultimately the best brand ambassadors. However, it is not enough for a brand to just be “of the people,” strategies must be developed for taking the brand into the community with programs and initiatives that have meaning for the citizens. Following are a few ideas for integrating the brand into the community culture:

- Connect community pride to your well-manicured homes and yards.
 - Lawn flags have become popular items placed in gardens, mulch beds, near mailboxes, or right by the homeowner’s front door. A lawn flag is a highly visible piece of merchandise that allows citizens to put their town pride on display throughout the year. You could also consider offering this item to realtors or home owners’ associations to use as welcome gifts for new home buyers.
 - A welcome mat represents Farragut’s hospitality and inviting nature.
 - Branded holiday door wreaths are a great opportunity to partner with local florists for a fundraiser or decorating event.



- Celebrate those residents who exhibit the core values of your brand and have a true Tennessee “Volunteer” spirit. Establish a quarterly branded civic award that recognizes an individual who is giving and community driven. Recognize these award-winners on your website, e-newsletter and on social media.
- Create an old-school resident guide for neighborhoods. Include a photo of each family, contact information, family members’ birthdays, and a fun fact about each family that contributes to a close-knit community feel.
- Create a one-of-a-kind community cookbook “Farragut Family Feasts” that organizes recipes by milestones (births, graduations, retirements, etc.), holidays and events. Include party and event planning advice from residents.
- Hold quarterly community-wide walks where everyone meets at Town Hall and walks to a section of the greenway with Farragut administrator or president. It is a great way to get some exercise, build community and openly share questions and concerns.
- Encourage athletes to Play Harder and Go Further:
 - Be sure to put the brand logo on display at strategic points throughout Farragut’s parks and sports complexes (where town ordinances allow).
 - Or create templates for branded banners and signs that schools and team cheerleaders can use to support their players.



- On occasion, recognize athletes of all ages that are going further on the field in social media, on your website, or in your e-newsletter.

- Use the brand to promote nutrition on and off the field. Remind team moms (and dads), coaches, and athletes that they'll go further on the field if they have the right fuel.
- Work with restaurants like Mellow Mushroom sponsor a free (or discounted) pie for local teams after a big win.
- To show support for community sports teams, partner with adult sports leagues and little leagues to add a patch to uniforms.



10) Show local businesses how to play

You need a way to reach businesses that choose not to be members of the Go Further Farragut Partnership. Bottom line: there is a direct relationship between the success of your community brand and the businesses that call Farragut home. Engaging these potential ambassadors with success stories in the spirit of the brand will prove beneficial. Host a meeting with retailers, galleries, realtors, restaurants, lodging operators, artisans, etc. that introduces the brand and explains the importance and impact the brand can have on business growth in Farragut. Hosting this at a nice restaurant like the Casual Pint or First Watch will increase attendance (charge per attendee). Some suggestions:

- Do not roll out the brand to businesses until there is visible evidence of it (signage, website, pole banners). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.

- Hang banners at the event locale with the brand color palette, logo and strapline. At every table, include tent cards with the brand narrative on one side and the logo and strapline on the other.
- Customize the brand PowerPoint presentation for the business community audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, not about unveiling the new logo.
- Keep it short and simple, about 35-45 minutes with questions afterward.
- Have a local business owner talk about how he or she can envision the brand helping Farragut in general and their business specifically.
- Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- Give all attendees a decal for the window of their shop.



- Following the event, email attendees thanking them for coming and reviewing the goals of the new brand. Attach the PowerPoint presentation for their use.
- Encourage businesses to pay homage to the Farragut brand in marketing, signage, product packaging, etc. North Star client Dublin, Ohio worked with local businesses to create experiences that supported their “Irish is an Attitude” brand. Some of the experiences included: Sipping a high Irish tea; making an Irish scone; learning to dance an Irish jig; and shopping for Belleek china. Some ideas for Farragut:
 - Bars and wine shops
 - Promote “Farragut Fridays” where locals can show their ID for a discount on their tab.

- Order branded coasters, beer mugs and wine glasses.
- The Casual Pint already promotes an atmosphere of ease by allowing patrons to order food and have it delivered. Encourage the restaurant to brand this program “Go Further Meals.”
- Begin keeping profiles on customers’ drinking habits. When a new product arrives that matches their profile, let the customer know personally to encourage them to come in for a sample.
- o Restaurants
 - Feature a Farragut-inspired dish each month that meets the qualifications of the community: one-of-a-kind and high end. The dish should feature exotic ingredients and be identified on menus using the Farragut logo.
 - Casual restaurants with outdoor seating should be dog friendly, even going so far as to offer water bowls for dogs. (Because an identity about convenience should allow owners to travel with their pets).
 - On menus and in communications look for ways to promote the brand. For example, on a chalkboard menu a chef could easily write, “Get Closer to Today’s Fresh Catch.”
- o Realtors
 - Work with realtors to create a small, simple website that showcases all of the homes and real estate for sale in Farragut. Structure the site so that the quality of life, community design standards, greenway system, parks and schools are all featured. It should also highlight the convenience of living in Farragut by including the proximity to nearby destinations.
 - Make real estate open houses family friendly. Let potential buyers bring their children (the two-legged and four-legged kind). Have sitters on hand.
 - Create a sticker or a branded add-on sign for the top or sides of realtor’s real estate yard signs that reads “This home allows you to Live Closer. Go Further” or “Live Closer To What You Love.”
 - Provide realtors branded yard flags to give new home owners.
- o Expert Automotive Consultants (and auto service providers)
 - Give everyone who buys a new car the Farragut car decal.
 - Take service one step further. While customers are waiting for car repairs, drive them to nearby retailers and restaurants for shopping or a meal. Merchants should offer those customers a discount on certain items.

- Retailers

- At Blue Ridge Mountain Sports and Echelon Bicycles, promote a section of offerings called “Go Further Farragut”. This section should feature merchandise that allows athletes to enhance their performance. Merchants should be prepared to discuss what this means when customers ask.
- Encourage high-end retailers to get closer to clients (if they don’t already) by calling shoppers directly when new seasonal merchandise arrives.
- Place branded dog bowls with water outside shops on the sidewalk.
- Offer branded wrapping paper, especially during the holiday season, so recipients can tell the gift was purchased close to home.



- Farragut West Knox Chamber

- Offer to write a branded column(s) in the Chamber newsletter or for the website called “Take Your Business Further in Farragut” showcasing an innovative local business or business practice. The goal is to highlight the ways Farragut allows businesses (and employees) to achieve more. Add a button to allow readers to easily share the story with a friend or colleague, so the message spreads beyond Farragut’s borders.
- On the website, and in the e-newsletter, offer Farragut businesses a free window cling.

- At Chamber meetings, identify ways to integrate the new logo into table toppers, signage, etc.
- Develop a grant program (for Chamber members and non-members) for small businesses' marketing needs. Recipients should be required to pursue a certain level of co-branding initiatives that advance the business and the Farragut brand.
- o Farragut Business Alliance
 - Suggest a branded column(s) in the Business Alliance newsletter or for the website called "Shop Closer" to highlight the shop local opportunities. Feature weekly/monthly deals and include a share button for readers who want to help friends make their dollars go further in Farragut.
 - For businesses that agree to co-brand ads (to feature the Town of Farragut brand and the retailer's own brand), provide them with free tote bags. Provide each business with a list of promotional ways that the tote bags can be distributed to reward shoppers for their loyalty.
 - In partnership with retailers offer low-cost holiday wrapping services featuring Farragut branded wrapping paper.
 - To promote continuity across organizations, provide the Business Alliance with a new logo in the spirit of Farragut's new graphic identity.



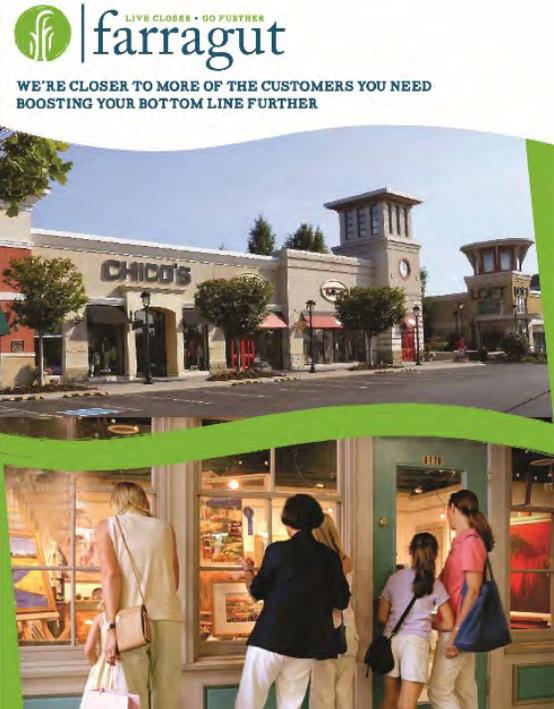
11) Use the brand to attract new businesses

Use the brand and brand messaging to recruit new businesses in a professional, consistent manner that promotes your proximity to nearby destinations (and major markets), goal-oriented culture, rooftops, and quality of life. In research, much was reported about Farragut's reputation as being difficult to work with on the business front. Tackle that perception head-on by getting closer to prospects (and current businesses) to establish trust and convey transparency. Other ideas:

- Develop professional branded materials like a branded recruitment folder and handout. A simple branded folder will give you the capability of customizing internal contents depending on the prospect while conveying the community's personality in a memorable manner (see example from Highland Park, Illinois below.)



- For retail business prospects, North Star recommends developing a two-sided leave behind with vital statistics. Make sure this document is available for download online (site selectors often do most of their research online before contacting an EDO).



farragut
LIVE CLOSER • GO FURTHER

WE'RE CLOSER TO MORE OF THE CUSTOMERS YOU NEED
BOOSTING YOUR BOTTOM LINE FURTHER

A CLOSER LOOK AT FARRAGUT, TENNESSEE

Knoxville MSA, Turkey Creek Trade Area

DEMOGRAPHIC SNAPSHOT	SECURITY REGIONAL MSA	KNOXVILLE MSA	KIMMINOTA MSA	SMILE RAINIER MSA
2011 ESTIMATED POPULATION	1,266,276	1,188,276	1,081,276	1,262,276
PROJECTED ANNUAL GROW '12-15	1.7%	1.7%	1.6%	1.8%
2011 EST. MEDIUM HOUSEHOLD INCOME	\$41,748	\$44,855	\$42,263	\$41,546
TOTAL NUMBER OF EMPLOYEES	812,225	812,322	812,322	812,265

AREA OVERVIEW

Knoxville is the 3rd largest MSA in Tennessee with a 2011 estimated population of 705,536 and median household income of \$50,976. The Farragut and Turkey Creek Trade Area covers a 20-county region in East Tennessee serving 1,359,278 people. This is slightly less than the Nashville MSA of 1.5 million and more than the Memphis MSA of 1.3 million.

KNOXVILLE OVERVIEW

- Knoxville MSA "Top 10 Fastest Growing U.S. Cities", April 2012 CNN Money
- Third Best Metro for Business & Expansion, Expansion Management Magazine
- Top 5 Metro for Economic Growth Potential, Business Facilities
- Knoxville ranked 14th in "Top Logistic Cities in the Southeast", Expansion Management Magazine

FARRAGUT OVERVIEW

- Ranked #1 Business-Friendly City in Tennessee in 2011
- 111,278 Vehicles per Day on I-40 between Campbell Station Rd, Exit 573 and Lovell Rd, Exit 374
- Turkey Creek Medical, Tennessee Healthcare employs over 500 people in a 300,000 square foot hospital
- Farragut Schools educate approximately 7,892 students on 6 one pages

DISTANCE TO SURROUNDING MARKETS	DRIVING HOURS
KNOXVILLE WEST TOWN MALL	10 MINUTES
KNOXVILLE KNOXVILLE CENTER	20 MINUTES
SEVENVILLE EXIT 407	28 MINUTES
CHATTANOOGA HAMILTON PLACE MALL	30 MINUTES



WWW.TOWNOFFARRAGUT.COM

- o Use the brand narrative and vocabulary to create an elevator speech or talking points for ECD officials, town staff, and business leaders that is consistent and compelling. Use the closing paragraph to press releases developed earlier with the brand as a guide.
- o Work with UT students who are studying to be planners or artists to create renderings of spec buildings or redevelopment sites to demonstrate the town's or partner's vision for how to take different buildings further. Categorize these with headings like "Go Further in Your Future."

- Make databases a priority. Though electronic communications like newsletters, e-blasts, and white papers are the most cost-efficient and time-sensitive methods of communicating with constituents, you must build an accurate email database for your communications to have reach and power. Start immediately to grow your electronic database. Ask the Business Alliance, the Chamber, and other business partners to submit their databases to the Brand Manager to be merged. Be sure to offer a sign-up opportunity for Farragut communications related to economic development on affiliated websites.
- Reward interested prospects with executive gifts of substance to showcase Farragut's high standards. By pursuing a smaller number of qualified targets, your budget should allow a nicer gift. Present them with a gift that is useful and emblematic of your brand. Appropriate gifts could reflect your prime geographic location, retail offerings, and goal-oriented culture:
 - Branded GPS
 - Gift basket filled with items from Farragut
 - Welcome mat (to highlight the welcoming, close-knit community)
 - A year subscription to productivity software (like GoToMeeting)

12) Inspire students to go further

- Leverage pride connected to your beautiful new elementary school.
 - Partner with Farragut Elementary School to integrate the brand into school parking lots with dual pole banners with the logo and line and mascot banners or display the logo in hallways.
 - Coordinate a partnership between the after-school program and the Farragut Health and Fitness Center to start an improv group for kids that leverages the spirit and humor of the community.
 - Give the older elementary classes disposable cameras and ask them to take pictures of what Farragut means to them. Display pictures in the school, in the fitness center and in Town Hall.
 - For school yearbooks ask kids to answer the question: "How would you like to go further?" Include best answers in the yearbooks and on banners in the hallways.
 - Give kids brand patches to sew on their backpacks.

A brand centered on helping people achieve more, closer to home is custom made for celebrating celebrating the town's brightest students. A few ideas:

- To highlight the close-knit nature of your community and academic success of your seniors, congratulate graduating students with a yard sign. The signs could be a great fundraiser for Farragut High School. It also allows the town to plant a seed about where students should settle after graduation.



- Establish or rename educational and athletic awards in the spirit of the brand.
- Farragut High School superlatives should all include the descriptor "Most Likely to Go Further in..." as opposed to "Most Likely to Succeed in..."
- Recognize graduating seniors on pole banners. Consider hosting a community service contest that would distinguish seniors that have been particularly generous in giving back to Farragut and surrounding communities. Seniors that achieve a certain number of volunteer hours over their high school career could be featured on banners around town during the spring semester of their senior year.



- School coaches should encourage sports teams to set goals at the beginning of each season. Athletes that reach their goals should be recognized in town communications (social media, e-blast, etc.).
- Create an annual scholarship program that rewards Farragut’s most successful students in a number of categories.
- For field days, examine a range of contests and competitions all about going the distance (relay races, sack races, 200-meter dash, etc.).
- Create a school volunteer program where students help residents in need called, “Go the Extra Mile.”
- Partner with area libraries and schools to brand existing programming that is goal-oriented, like the Accelerated Reader program.
- Recognize Farragut’s young volunteers and philanthropists with awards and perks (retail or restaurant gift cards are always popular). Be sure these stories are told via social media, your website, and through area media outlets.
- Highlight Farragut’s hardest working student athletes with a large banner program for internal or external use on campus or throughout the community. This will build even more Admiral ambition! Featured Admirals do not have to be limited to athletes.
- Showcase individuals from Farragut area schools who have been successful in their careers post-graduation through a poster program. The purpose of the program is two-fold: 1) to foster community pride by recognizing the town’s many

achievements/achievers 2) to reinforce the brand message of Live Closer. Go Further. Consider placing posters in area schools, Town Hall, libraries, the DMV, as well as on bulletin boards in coffee shops and other retailers.



13) Engage town employees as ambassadors

Establish the brand as a priority for Farragut employees. As the facilitators of the new brand identity, town employees and departments should be early adopters, embracing and leading this brand initiative. It is critical that town employees (including parks and recreation, public works, utilities, and all municipal enterprises) understand and accept the brand, championing it both within their departments and outside the community. This will involve both education, regarding the value of the brand, and engagement initiatives to get them involved and excited. Remember that word-of-mouth is one of the best ways to build awareness.

Once town employees are on board, the brand can be extended throughout the community to garner community pride. As ambassadors they will encourage others to participate.

- Host a meeting to introduce the brand and offer a piece of wearable branded merchandise. A lapel pin can easily be attached to everything from police uniforms to standard office attire. It is critical that employees understand that they are pivotal to spreading the good word about the brand.



- If town employees wear nametags, especially those on the customer service side, consider adding branded messaging next time they're printed. Something like, "Ask me how you can go further in Farragut."

- Have the Brand Manager present a town-specific version of the PowerPoint presentation to department heads before introducing the brand to all town employees. Host the meeting in a relaxed environment to spur creative thinking. This audience is key to getting the larger group of town employees on board. Have some ideas ready regarding how each department can utilize the brand in programming or communications. Brainstorm with department heads on how the brand can guide efforts within their departments. This will further greater buy-in. Begin the meeting in a fun, memorable way by asking attendees to identify ways the town enables them to go further personally and professionally. Reward those that answer and record these comments for use in communications like newsletters or video blogs. A few ideas for the following departments include:
 - Schools
 - Connect civics classes with town administration for collaborative brainstorming on how to aid Farragut in reaching its goals as a municipality. This initiative will engage young people while exposing students to learning experiences and the importance of community engagement.
 - Public Works
 - Examine ideas in the infrastructure section for ideas in making Town Hall and other town buildings awash in the brand. Surround employees with brand colors whether in banners, wall paint colors, or other interior finishes.
 - Apply the brand to public vehicles, crosswalks, bike lanes, etc.
 - Library
 - Host book clubs focused on subjects like productivity, setting and achieving goals, and major milestones (weddings, births, marriages, etc.).
 - Upon entrance to the library have a branded rotating display of favorite novels about up-lifting subjects labeled as “Go Further Fiction.” Encourage library staff, town employees, and residents to create favorite lists that are then featured in the display and on the library website or social media.

- Sponsor a speaking series showcasing different examples of residents who have achieved success in a number of interesting categories (art, entrepreneurs, chefs, CEOs, etc.). Share these videos on your YouTube channel or record 15 second clips for Instagram.
- Permitting and Zoning
 - Commit to a smooth and coordinated permitting process to help overcome negative perceptions. A new business should have a great experience with the town as they begin their journey to go further in Farragut. Having a reputation for being business friendly and not bureaucratic and protracted is a major selling point for local business recruitment and retention.
- Parks and Recreation
 - Design beautification awards (recognizing yards and businesses) in the spirit of the brand with yard signs highlighting the designation.
 - Brand existing or new wellness programs in partnership with area healthcare entities.
 - Incorporate brand elements into facilities and signage where appropriate or as signage must be replaced at trailheads or in parks.
 - Integrate brand elements and language into Parks and Rec publications and events where possible. Seasonal Parks and Rec brochures could feature titles like Go Further in Fun this Fall or Get Closer to the Action.
- Challenge department heads to provide input on town initiatives/programs for brand integration. Examples includes:
 - Websites and webpages for:
 - Town of Farragut
 - Town departments, programs and services
 - Social media sites
 - Town intranet sites
 - Employee awards and recognition

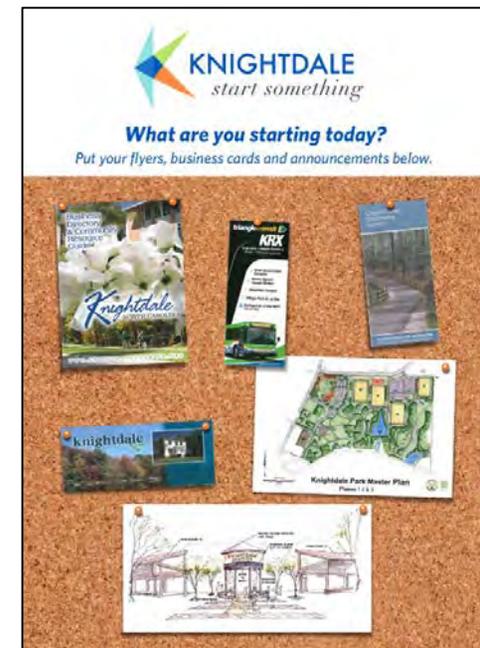
- Communication pieces such as annual report, brochures, community services guides, program guides, newsletters, etc. (see example from North Star client Dublin, CA)



- Water quality or conservation programs
- Trash or debris pickup in branded bags (see example from North Star client, Dayton, OH)
- Public safety education and outreach programs
- Health and wellness initiatives
- Recreation programs and classes
- Library programs and classes
- Farragut public art program (provide a call for entries for art that interprets the brand and strategy)
- Community development programs
- Sustainability efforts (recycling, energy efficiency, green building practices)
- Town-sponsored special events



- Create an organization of Farragut ambassadors focused on enabling and encouraging community improvement efforts, general enthusiasm and word-of-mouth promotion among residents. This should be a group that is open to the entire community, but introducing this to town employees first is a great way to get the organization rolling and begin word-of-mouth promotion. Organize all volunteer and ambassador opportunities in a single location linked from your website.
- Develop contests between town departments for ideas on how Farragut can communicate ways to go above and beyond. This group can undertake great projects like the following:
 - Clean blighted areas
 - Lead scholarship efforts
 - Organize book drives
 - Revitalize vacant buildings
 - Motivate health and fitness programs
 - Engage retirees as mentors for students, youth, or entrepreneurs
 - Visit long-term patients at area facilities
 - Partner with local organizations for philanthropic efforts like food drives
- Offer branded spaces for department heads and employees to share information on a community or department bulletin board (see example from North Star client Knightdale). Encourage employees to share events or inspiration for ways to achieve success. This same idea can be used in participating businesses, schools, etc.
- Create branded civic awards in a variety of categories for town employees like a Work Harder, Go Further Award to recognize the employee of the year with the best ideas for improving the town. Or a Go Getter Award for the most



philanthropic employee. Celebrate these winners at an annual event and on your town website.

14) Promote events in your own backyard

As a town, you are proud to offer a wide-range of recreational and community events and activities for your citizens. From Art in the Park to Independence Day to the Farragut Food Festival, you have a lot to celebrate! Events are a great way to instill the brand in the hearts and minds of residents and visitors alike.

- Examine the current calendar to identify ways to re-shape existing events in the spirit of the brand. Then bring creative minds together to identify a couple of signature branded events that motivate commerce and get crowds from Knoxville and UT to experience Farragut.
- When examining the current event calendar, look for ways to naturally integrate the brand where possible. Start by drafting a list of existing events that support your new brand strategy. Meet with event organizers to brainstorm ideas on how the brand can support the event and be reflected in the promotion and experience. Banners, signage, information tables and kiosks, trade show booth, merchandise, promotions and activities at the event or festival are all ways to establish the connection with the Farragut brand. A few ideas for existing events:
 - Farragut Dogwood Trail: To promote the quality of life in Farragut, award citizens that go above and beyond on landscaping. Consider incorporating a home tour where families are selected to showcase their exquisite home design (inside and out).
 - Farragut Book Fest for Children: Incorporate a few authors that write about ways children can achieve success.
 - Farragut Art in the Park for Kids: The town should sponsor a contest each year where children recreate the iconic F logo or draw pictures to illustrate what going further in Farragut means to them.
 - Admiral Farragut Presentation: Host an exhibit at the Farragut Folklife Museum that educates guests about major milestones throughout the Admiral's life.
 - Let's Move! Knoxville: Give away branded pedometers and bike bells to highlight Farragut's greenway system. Print maps that show the proximity to trailheads from notable destinations in Farragut, like Turkey Creek.

- Annual Fishing Rodeo: Host a training session with a notable fisherman to give youth tips on ways to cast their line further. Include brand merchandise in the prizes awarded like a bobber that features the Farragut logo.
- Independence Day Parade: The parade master should proudly carry the town flag. Make the parade master a covetable role. Select a Farragut resident who has achieved great success in the last year. Design a coat or sash using the brand color palette and logo for the parade master to wear. At the end of the parade, award the parade master for his or her accomplishments with a plaque and a bouquet of flowers (in the brand color palette, of course!). Independence Day fireworks should also go further than neighboring communities. Work to create a fireworks show that is spectacular!
- The Farmers Market can use the line Go Further in Freshness. Reusable tote bags are perfect merchandise items for the markets (and they can be reused at retail stores).
- On Earth Day, celebrate your proximity to Knoxville and highlight earth-friendly transportation options like walking, biking or carpooling to work.
- At area races, the town should sponsor the finish line to award the fitness goals of participants. Also, consider sponsoring awards for those that meet their time goals.

- To promote your exciting events, consider updating your existing e-newsletter to reflect your new brand identity:
- To help your residents celebrate their own special events like birthdays, graduations and the holiday season, offer branded wrapping paper to retailers, especially those unique to Farragut.



- To help tech-savvy residents promote local happenings, give them an emoticon that allows them to quickly communicate with contacts over text message, social media or email. The iconic F is the perfect shape for an emoticon and adds an element of fun to the town's communications.



15) Close in on a culture of productivity

Finally, the Farragut brand centers around helping people succeed – whether they want to go further in learning, in fitness or in fun. Productivity and success go hand in hand for Farragut residents who typically lead busy, ambitious lives. Address and promote ways to help residents be more effective in their everyday lives so they can enjoy more of the comforts of home in their downtime. A few ideas to get started:

- Create free WiFi zones town wide that allow students and professionals to easily connect to the intern. Identify these areas with branded decals. Establishing these places also helps build community – a place where people can come together to work, enjoy a coffee, and chat with fellow citizens.



- Become known for your seasonal shopping guides that advise fashionistas and fashionistos on where to purchase the hottest trends.
- Allow parents to easily sign up for snack duty on area sports teams with online polls like Doodle to determine availability.

- Leverage sites like Nextdoor, the private social network for neighborhood communities, to encourage communication between neighbors. Categories and posts can range from classifieds to school closings to news articles.



- Organize lunch delivery services for offices within Farragut. Brand the program and use vocabulary in the service description.
- During elections, especially mayoral races, offer online question and answer sessions on Twitter to encourage participation. Allow Twitter users to submit questions for the in-person audience as well.
- Award employee productivity during the summer by initiating a Summer Friday program. Allow employees to request one Friday off during each summer month to spend a long weekend with their family.
- The Farragut Business Alliance and Chamber should regularly distribute a list of the top productivity apps for smartphones. Use branded language in the description of each app.
- To keep social media content fresh and on brand, regularly include lists and tips on ways to be more productive at work, at school, in the gym, etc.
- Initiate a campaign geared toward Farragut residents who commute to Knoxville daily. Encourage them to participate in the ride-sharing program and take advantage of their commute and unexpected bonus time.
- Statistics support that exercise helps improve productivity. Work with healthcare service providers, gyms and fitness retailers to provide a weekly tip on ways to exercise at your desk.
- Encourage employers to put a greenway map in new hire packets to promote the proximity of an office to the nearest trailhead.
- In area schools, initiate programs to get students thinking about time-management techniques, multi-tasking and more.
- The Business Alliance and Chamber should negotiate productivity software trials (think: GoToMeeting for video conferences) for members. If the members decide to purchase the software, a discount should be negotiated as well.

- HR managers and school guidance counselors should establish innovative programs for setting and achieving goals. Work with area retailers and restaurants to offer discounts or free food to those that meet their long-term goal(s).
- Health and fitness providers as well as school nutritionists should promote the idea that good nutrition allows you to go further throughout the day. Annually, tout good nutrition in schools, gyms and area workplaces during March – National Nutrition Month.
- Encourage merchants to promote great customer service and reward hard work by featuring branded comment cards. The cards (printed or digital) should prompt customers to let the establishment know which employee went above and beyond. Merchants should reward employees with an extra paid day off or with a gift card.

EVALUATION

How Is The Brand Performing?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time. These methods of evaluation should be used once a visual brand identity has been established based on the strategic brand platform.

Ideally, two basic questions will be answered when there is visible implementation of your brand in the community: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the community.

To begin the process of brand evaluation, North Star has set up a schedule to discuss Farragut's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends Farragut focus efforts on growing its inquiry and visitor database.
- One year– North Star's Research Director will conduct an assessment call to outline a plan for determining brand performance moving forward. Farragut will be contacted to determine specific measurement goals including re-measuring awareness and perception of the community amongst intended audiences.

Building your databases and keeping them current ensures future success measurements can be calculated. These leads will be the best data start point for future brand evaluation.

As stated previously, North Star will consult with the community at the proposed times to evaluate your specific needs. Keep in mind that many of the research pieces in your BrandPrint were created to act as benchmarks by which future improvements can be measured. Based on what we now know of the community, likely recommendations for success measurements at Farragut's one-year mark may include:

- Online Community-Wide Survey
- Consumer Awareness and Perception Study
- Community Brand Barometer

ONLINE COMMUNITY-WIDE SURVEY

Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Farragut.

Methodology & Results

This qualitative survey is fielded online and is open to all residents of the community. The study measures the following:

- Overall top-of-mind perceptions of Farragut
- Strengths and weaknesses of Farragut
- Resident suggestions on what is missing from Farragut
- Measurements of Farragut quality of life indicators

Positive resident perceptions are a strong indicator of brand success. Successful brand implementation will energize the resident base, making them more likely think of the community in a positive light.

Timing

The Online Community-Wide Survey should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

COMMUNITY BRAND BAROMETER

Purpose

The Community Brand Barometer measures strength of the Farragut brand according to:

- Resident satisfaction/advocacy with the brand as a place to live, work, and visit
- Brand satisfaction/advocacy relative to the nation.

Methodology & Results

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants answer three questions:

- Would you recommend living in Farragut to a friend or colleague?
- Would you recommend visiting Farragut to a friend or colleague?
- Would you recommend conducting business in Farragut to a friend or colleague?

Resident advocacy is one of the strongest measures of brand success. Successful brand implementation will energize the resident base, making them more likely to recommend their community to others.

Timing

The Community Brand Barometer should be conducted annually. The first Brand Barometer should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

CONSUMER AWARENESS & PERCEPTION STUDY

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation, and perceptions of Farragut.

Methodology & Results

This quantitative survey is fielded online outside of Farragut's borders in order to obtain an outsider's perspective. The survey measures:

- Overall top-of-mind perceptions of Farragut and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Farragut identified within community attributes
- Consumer suggestions on what is missing from Farragut
- Measurements of Farragut's delivery of hospitality
- Measurements of Farragut's quality of life indicators

Timing

The CAP Study should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).