



**BRANDING  
GREATER  
WASHINGTON**

# BRAND

**“Is the set of **expectations, memories, stories** and **relationships** that, taken together, account for a consumer’s decision to choose one product or service over another...”**

**Seth Godin**



# POSITIONING : THE WAR FOR AN INCH

## COMPANY

Mercedes

BMW

Home Depot

Cisco

Google

Nordstrom

Domino's

## THE MIND SPACE

Prestige

Performance

Price/Selection

Internet

Best

Service

Fast

## THE MARKET SPACE

Luxury Car

Sports Car

Big Box Retail

Hardware

Search Engine

High-End Retailer

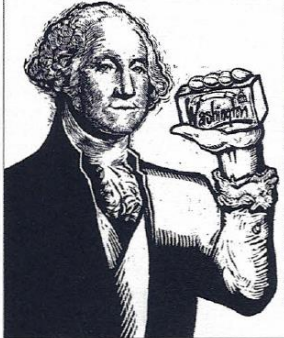
Pizza



# A BIT OF HISTORY

WASHINGTON BUSINESS

## The Selling of Washington



**PR Bills Designed to Target Area's Strengths, Play Down Bureaucracy and Crime**

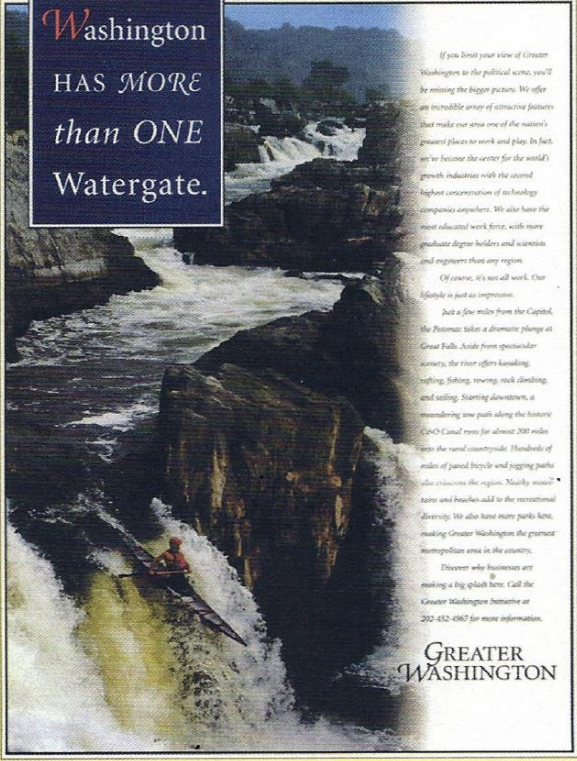
*By Peter Dale*

**WASHTECH**  
The year's best-tech opportunities in the Pacific Northwest are listed in this special report.

**ON THE ROAD AGAIN**  
Looking ahead? Here's what you need to know about the new interstate highway system.

**WASHINGTON INVESTING**  
The year's best investment opportunities in the Pacific Northwest are listed in this special report.

## Washington HAS MORE than ONE Watergate.



*If you look your view of Greater Washington in the political sense, you'll be missing the bigger picture. We offer an incredible array of attractive features that make our area one of the nation's greatest places to work and play. In fact, we've become the center for the world's growth industries with the second highest concentration of technology companies anywhere. We also have the most educated work force, with more graduate degree holders and scientists and engineers than any region.*

*Of course, it's not all work. Our lifestyle is just as impressive. Just a few miles from the Capital, the Potomac takes a dramatic plunge at Great Falls. Aside from spectacular scenery, the river offers kayaking, rafting, fishing, rowing, rock climbing, and sailing. Starting adventures, a winding canoe path along the historic C&O Canal runs for almost 200 miles into the rural countryside. Hundreds of miles of paved bicycle and jogging paths also crisscross the region. Nearby mountains and beaches add to the recreational diversity. We also have more parks here, making Greater Washington the premier metropolitan area in the country.*

*Discover why businesses are making a big splash here. Call the Greater Washington Initiative at 202-452-4967 for more information.*

**GREATER WASHINGTON**

**HOW TO SELL WASHINGTON**

**THE BRASH, BOLD FIRM BEHIND THE CAMPAIGN**

**K&K's Men Could Be Worth a Fortune**

**ON THE ROAD AGAIN**

**WASHINGTON INVESTING**

**WASHTECH**

**GREATER WASHINGTON INITIATIVE**



**GREATER WASHINGTON INITIATIVE**

**ON THE ROAD AGAIN**

**WASHINGTON INVESTING**

**WASHTECH**

**GREATER WASHINGTON INITIATIVE**

# GREATER WASHINGTON INITIATIVE - 1995

# A BIT OF HISTORY

There are 12,183\*  
high tech companies in  
Greater Washington.

[\*Of course, this figure is  
at least nine days old.]

High tech companies are popping up so quickly here, there's just no way to keep count. The tech industry is making Greater Washington home because the region has so much to offer.

We have one of the youngest and best educated workforces of any major metro area in the country. A workforce that includes more workers in high tech occupations than any other U.S. city.

And when it comes to location, you can't beat Greater Washington for easy access to domestic and international markets. Companies are close to policy-makers and investors. And last year, venture capital investments in the area exceeded one billion dollars.

So anyone who thinks Washington is still just a government town needs to wake up and smell the Java script. The future is in the high tech industry. Visit [www.greaterwashington.org](http://www.greaterwashington.org) and find out why the future is here.

  
GREATER WASHINGTON  
THE DISTRICT OF COLUMBIA  
NORTHERN VIRGINIA  
SUBURBAN MARYLAND  
[WWW.GREATERWASHINGTON.ORG](http://WWW.GREATERWASHINGTON.ORG)

## GREATER WASHINGTON INITIATIVE - 2000

## RECENT OLYMPIC BID - 2024



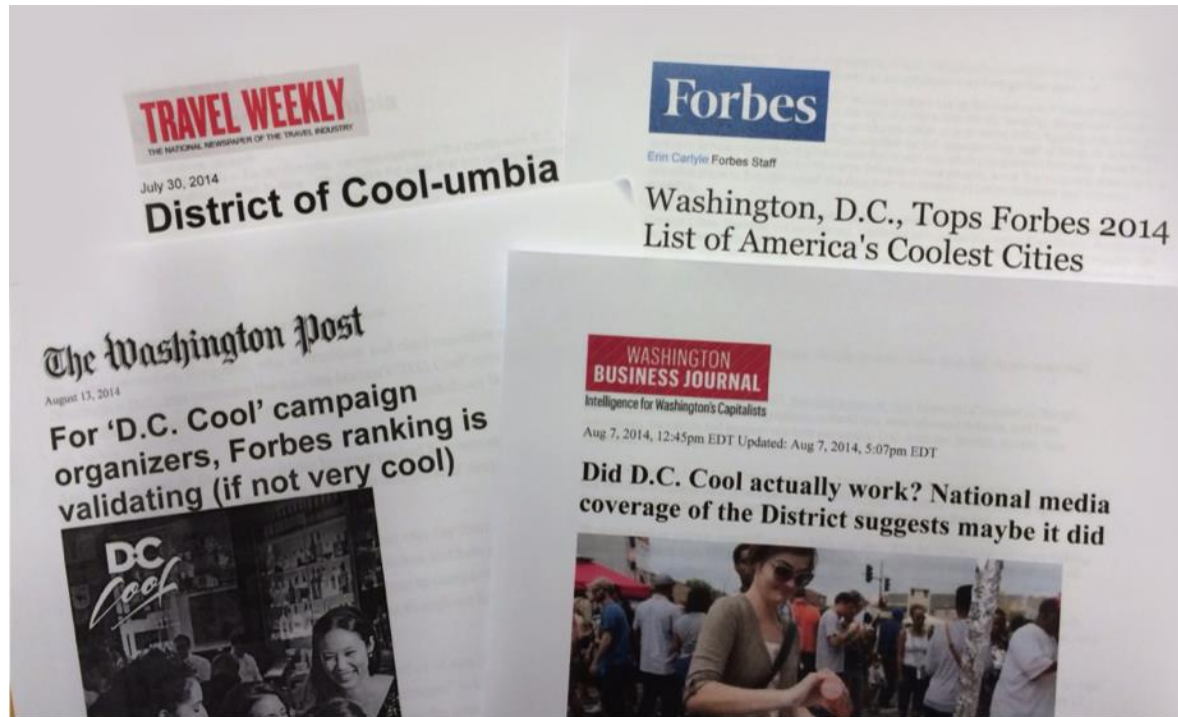


## CHANGING PERCEPTIONS





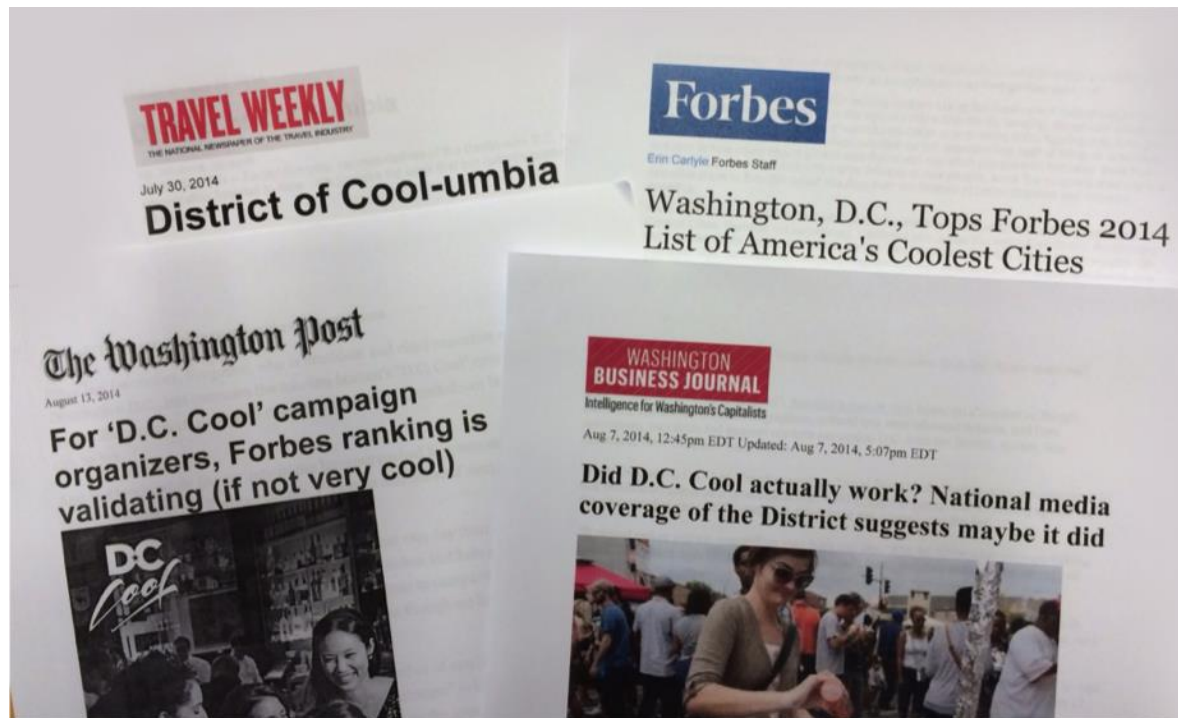
# CHANGING PERCEPTIONS



The Washington Post

More than 18 million Americans visited D.C. in 2014; fifth straight record year

# CHANGING PERCEPTIONS



WHAT DID THIS MEAN FOR DC?	2013	2014
Domestic Visitation was up	5.5%	3.1%
Visitation Spending was up	3.1%	7.7%
<b>ROI: \$2.65/\$1</b>		



# A “FIRE-BRAND” OF OUR OWN



# WHAT COMES TO MIND...





## WHAT COMES TO MIND...

"Look at D.C. It's synonymous with institutional dysfunction, partisan infighting and political gridlock. But [Philadelphia is known] as the birthplace of Louisa May Alcott, Rocky Balboa, Boyz II Men, Betsy Ross, Will Smith, Isaac Asimov, Tina Fey, cheesesteaks. . . . You win, Philly. You win every time."

— **Lin-Manuel Miranda**, creator and star of Broadway's "Hamilton," apologizing to the University of Pennsylvania's class of 2016 on behalf of his alter ego for making Washington the nation's capital.



# IN DEFENSE OF WASHINGTON

BASHING THE CAPITAL HAS BECOME SPORT THESE DAYS. CRITICS CALL US OUT OF TOUCH, HOPELESSLY GRIDLOCKED, AND INEFFICIENT. BUT ARE WE? HERE'S WHAT YOU WON'T HEAR PRESIDENTIAL CANDIDATES—OR EVEN SOME WASHINGTONIANS—ADMIT.

ILLUSTRATIONS BY ALEXANDER WELLS

MARCH 2016 • WASHINGTONIAN 73

# IN DEFENSE OF WASHINGTON

## IN THE LATEST COG STATE OF THE REGION ECONOMIC COMPETITIVENESS REPORT - 2016

- 6<sup>th</sup> largest metro economy in the US
- 7<sup>th</sup> globally for business, financial, professional, local services
- One of highest educational levels in US
- A top destination for Millennials

# FORTUNE 500 COMPANIES



GENERAL DYNAMICS





## HOWEVER – THE STRUCTURE OF THE REGIONAL ECONOMY IS CHANGING

# 2010 - 2020

FEDERAL PROCUREMENT, **WAGES AND SALARIES**  
WILL **SHRINK FROM 40% TO 30%**

# 2010

RADICAL CHANGE :

**LOSS FEDERAL JOBS + SEQUESTRATION**

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# **SINCE** 2010

FEDERAL EMPLOYMENT : **DOWN 6%**

PROCUREMENT : **DOWN 13.6%**

OUR CHARGE

**THE ROAD MAP  
FOR THE  
WASHINGTON  
REGION'S  
FUTURE ECONOMY**

# IF YOU ACCEPT THE PREMISE:...



## Steve Fuller

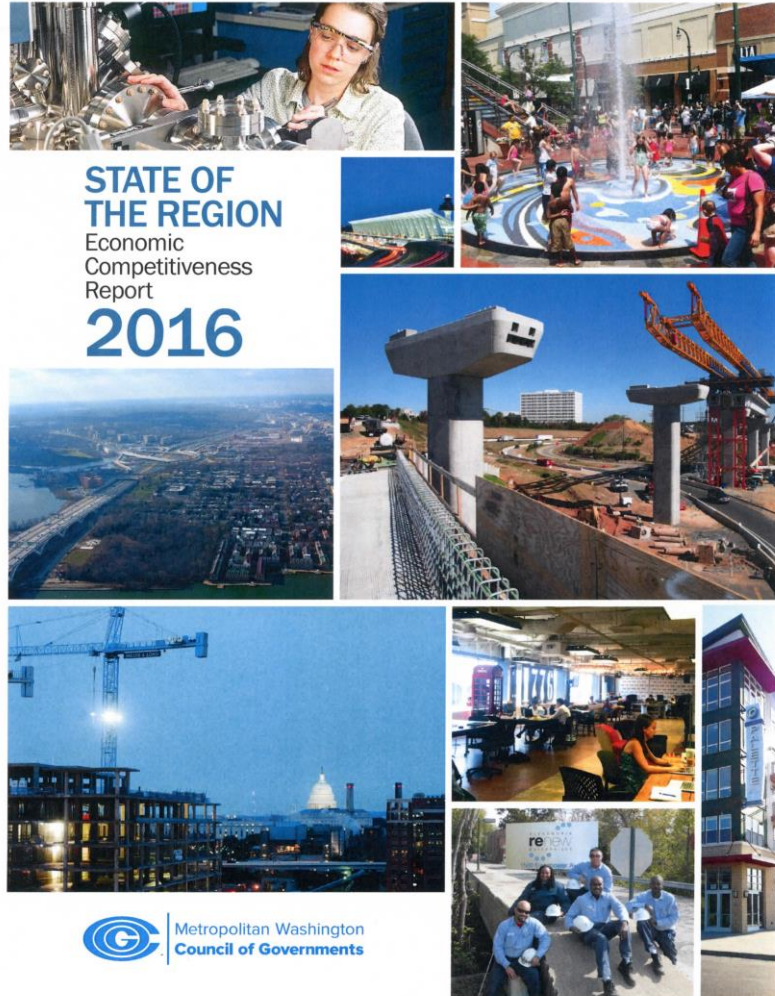
January 2016

Requirements for Future Growth

- Talent development – attraction and retention
- Region's quality of life
- Transportation – flexibility and adaptability
- Access to capital
- **Regional branding** – national and global marketing
- Entrepreneurial culture



# TALENT – HOW THINGS HAVE CHANGED





YOUR  
VIBE  
ATTRACTS  
YOUR  
TRIBE.

**WHAT**

**ARE OTHERS  
DOING?**



**KANSAS CITY**



**COLUMBUS**



**NASHVILLE**



**PITTSBURGH**

## TOURISM CAMPAIGNS





# BioHealth Capital Region™

Advancing Science. Accelerating Innovation.

**WE MAKE OUR  
OWN DESTINY  
BY WHAT WE DO  
OR FAIL TO DO.**

# TRANSFORM PERCEPTIONS

POLITICALLY-FUELED → KNOWLEDGE-BASED

RISK ADVERSE AND TRADITIONAL → ACTIVE AND VISIONARY

HINDERED BY GOVERNMENT → ENHANCED BY GOVERNMENT

NARROW PRIORITIES → GLOBAL CONNECTION

FOLLOW THE MONEY → MAKE YOUR MARK

? → ?

# OUR MISSION

**IS TO DEFINE A COLLECTIVE  
FUTURE VISION FOR THE REGION**



# ALL FOR ONE (REGION)

1776  
 2030 Group  
 Akridge  
 American University  
 American University/Capitol Bus.  
 Amplify Ventures  
 APT  
 Arlington County  
 Board of Supervisors  
 Aspen Institute, Center for  
 Urban Innovation  
 AstraZeneca  
 Atlantic Media  
 Baker Tilly  
 BB&T  
 BDO  
 Bernstein Management  
 Blackboard  
 Blue Mercury  
 Brookings  
 Buchanan Ingersoll Rooney  
 Buchanan Partners  
 Building Bridges Across  
 the River  
 Busboys and Poets  
 Capital Bike Share  
 Capital One Bank  
 Careerstone Consulting  
 CareFirst/BlueCross/BlueShield  
 Carlyle Group  
 Chesapeake Bay Commission  
 CityLab

CohnReznick  
 Consortium of Universities  
 Corcoran  
 Creative Colony  
 Crystal City BID  
 CustomInk  
 Cvent  
 DC Brau  
 DC Building Industry Association  
 DC Inno  
 Department of Small &  
 Local Business Development  
 Destination DC  
 District of Columbia  
 EDENS  
 Eno Center for Transportation  
 Eugene & Agnes Meyer  
 Foundation  
 Events DC  
 Fairfax  
 Fairfax Chamber of Commerce  
 Federal City Council  
 Feld Entertainment  
 Forest City  
 GEICO  
 Gensler  
 George Washington University  
 Gepetto Catering  
 GMU/Smart Incentives;  
 Business Develop. Advisors  
 Goulston Storrs  
 Government Services Admin

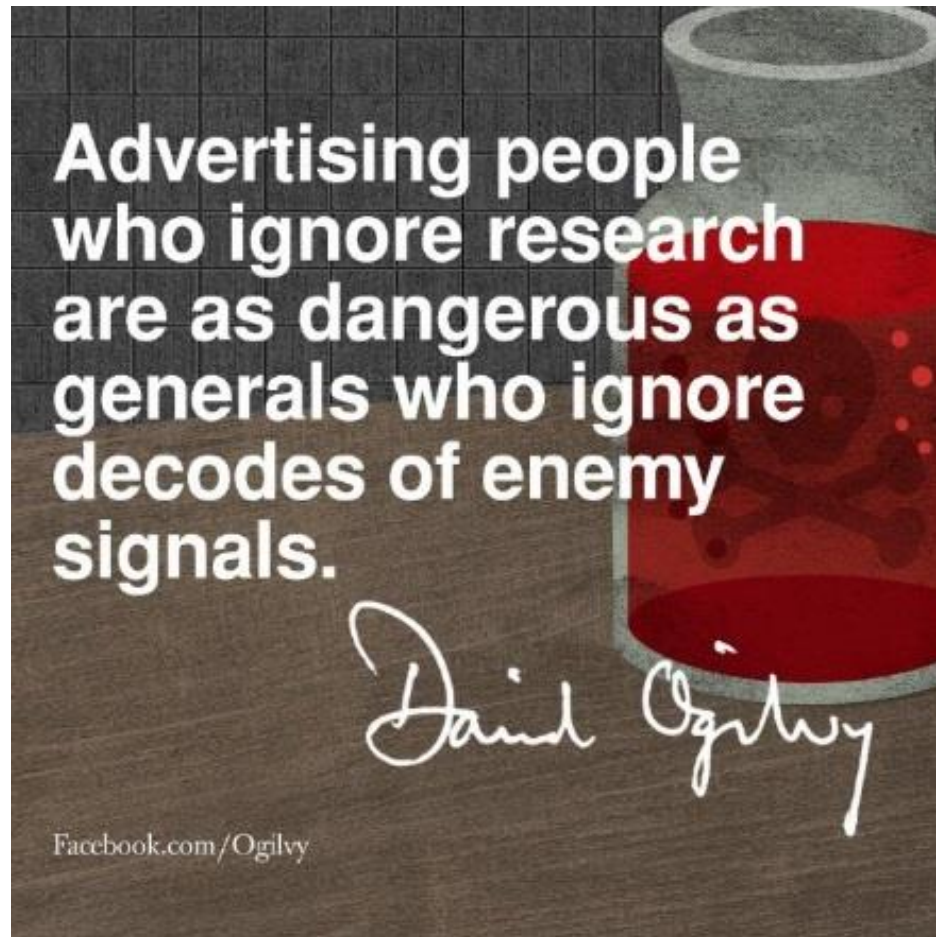
Greater Greater Washington  
 Greater Washington  
 Board of Trade  
 Green Hat Gin/  
 New Columbia Distillers  
 Hager Sharp  
 Hickok Cole Architects  
 Hilton  
 Honest Tea  
 Housing and Urban Development  
 Inova Health System  
 JPMorganChase  
 Lang Strategies  
 Leadership Greater Washington  
 Lerner Enterprises  
 Lore Systems  
 Loudoun County  
 Margrave Strategies-Univ. of MD  
 Marriott  
 Marshall Moya Design  
 Martha's Table  
 McCormick Group  
 McGuireWoods Consulting LLC  
 MDB Communications  
 MedImmune  
 Medstar Health  
 Metropolitan Washington Council  
 of Governments  
 Metro. Wash Airport Authority  
 MGM National Harbor  
 Montgomery Chamber of  
 Commerce

Montgomery County  
 Government  
 MorganFranklin  
 MWCOG  
 National Capital Planning  
 Commission  
 National Harbor  
 NBC-4  
 Newseum  
 Northern Virginia Health  
 Foundation  
 NOVA Chamber of Commerce  
 PenFed  
 PEPCO  
 Peterson  
 PN Hoffman  
 PriceWaterhouseCooper  
 Prince George's County  
 Prince George's County  
 Revenue Authority  
 Prince William  
 Rand Construction  
 Ridgewells  
 Rosslyn BID  
 Sandy Spring Bank  
 SeamlessDocs  
 Social Driver  
 Social Radar  
 Spy Museum  
 Stone Soup Films  
 Sweetgreen  
 Tech Council of Maryland

The Advisory Board  
 The Kane Companies/  
 Office Movers  
 The Kennedy Center  
 The MITRE Corporation  
 Think Food Group  
 Thrillist  
 Transit Screen  
 ULI Washington  
 Union Kitchen  
 United Way  
 Venturehouse Group  
 Vornado  
 Washington Metro Area  
 Transit Authority  
 Washington Business Journal  
 Washington DC Economic  
 Partnership  
 Washington Gas  
 Washington National Opera  
 and Wolf Trap  
 Washington Post  
 Washington Regional  
 Association of Grantmakers  
 Washingtonian  
 WeWork  
 Widemeyer Communications  
 Year Up – National Capital  
 Region

# RESEARCH / REFERENCE POINTS

Primary, Secondary, and Anecdotal



- State of the Region: Economic Competitiveness - MWCOG
- The Roadmap for the Washington Region's Economic Future – GMU/2030 Group
- Greater Washington Index: Millennials – American University
- 1776: The State of Entrepreneurship
- Global Cities Report – Brookings JPMorganChase
- Washington Business Journal
- Washington Post

**AND MANY MORE**

# COMPETITIVE ANALYSIS - PARTIAL

- **Austin**
- **Boston**
- **Charleston**
- **Chicago**
- **Columbus**
- **Dallas**
- **Detroit**
- **Florida** (Millennial Workforce Campaign)
- **Kansas City**
- **Nashville**
- **New York**
- **Philadelphia**
- **Pittsburgh**
- **Raleigh**
- **Richmond**
- **San Francisco**



## INTERVIEWS TO FILL KNOWLEDGE GAPS - ONGOING

- Youth perspective
- External audience perspective
- Socioeconomic levels and cultures
- Immigrant perspective
- State/Jurisdictional balance
- Thought leaders/influencers and figureheads

## INDUSTRY CLUSTERS:

1. Advocacy Services
2. Information and Communications Technology
3. Science and Security Technology
4. Bio & Health Technology
5. Business and Financial Services
6. Media and Information Services
7. Hospitality Services

# DIVERSE VOICES AND REPRESENTATION

- **Core Team (5)**
- **Advisory Board (20)**
- **Stakeholders (55+)**
- **Representing Diversity of:** Age (millennial to mature), race/ethnicity/sexual orientation, industry, start-up to established, B2B and B2C, innovation-centric, cultural/lifestyle-leaders, sounding board leaders (media to politicians), entrepreneurs and subject matter experts to advocates.





**A WORD ABOUT  
DEMOCRACY AND  
ITS RELATIONSHIP  
TO INSPIRED  
CREATIVE THINKING**

# MAKING IT REAL

Advisory Board Meeting



June 7, 2016

Frame the need, define objectives, identify audiences, and plan the management process.

Positioning Workshop



**TODAY**

Define the Region's uniqueness and compelling offer.

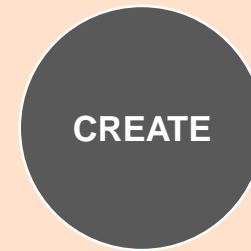
Messaging Workshop



August 23, 2016

Craft key messages and identify proof points.

LAUNCH



Q4 2016

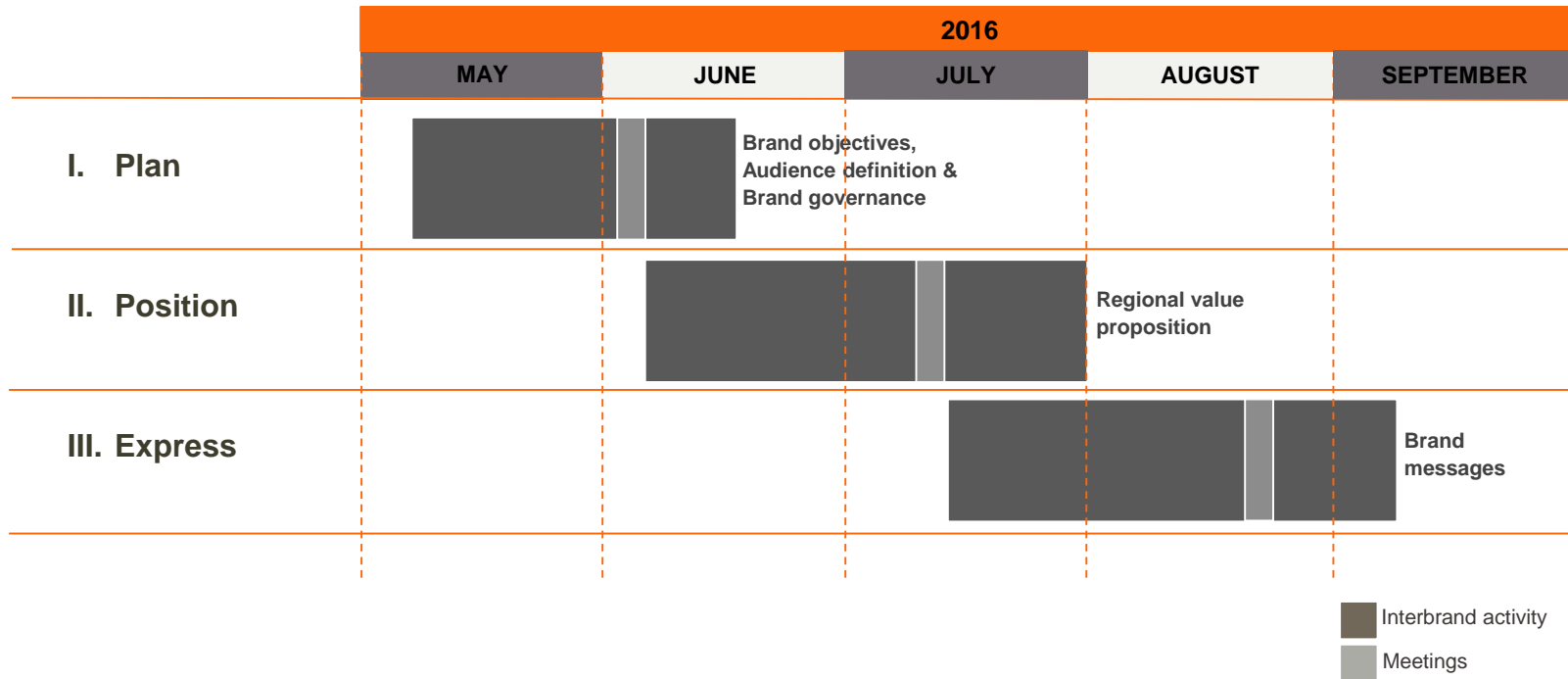
- Brand Idea
- Tagline
- Visual Identity
- Messaging Matrix
- Tone & Manner
- Brand Architecture



Q1 2017

- Communications
- Marketing campaigns
- Brand Management

# PROJECT TIMELINE



# WHAT DOES SUCCESS LOOK LIKE?

Attracting and retaining talent

Reputation – Business: Beyond Federal Government  
Regional Cooperation



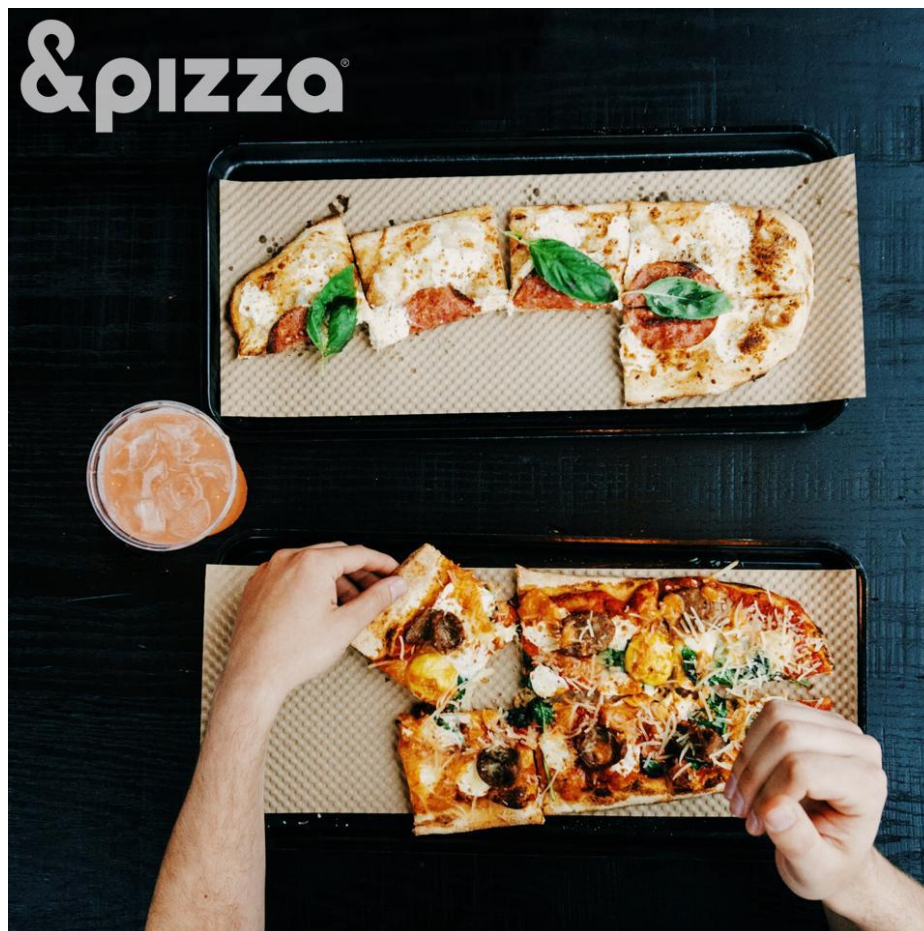
# LESS OF THIS



# MORE OF THIS



# MORE OF THIS



## MORE OF THIS





# MORE OF THIS



# MORE OF THIS



**MORE OF THIS**

 **Discovery**  
CHANNEL™



# MORE OF THIS



# MORE OF THIS





# MORE OF THIS



# MORE OF THIS



# MORE OF THIS





# MORE OF THIS



# MORE OF THIS





## MORE OF THIS

1776

WHERE REVOLUTIONS BEGIN



# MORE OF THIS



# MORE OF THIS



M | D | B +