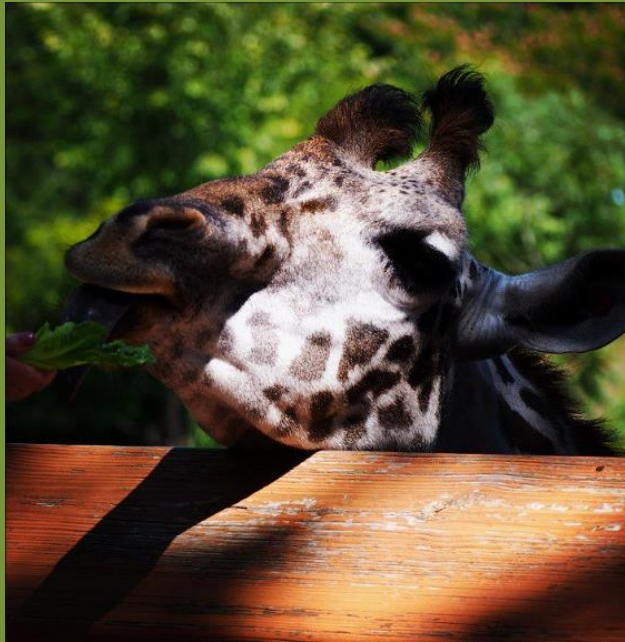


# 2014 Marketing Strategy & Brand Image Assessment



# Brand Image Research Results



- Online survey
- In footprint

Quantitative



- In-depth interviews
- CMP advocates

Qualitative

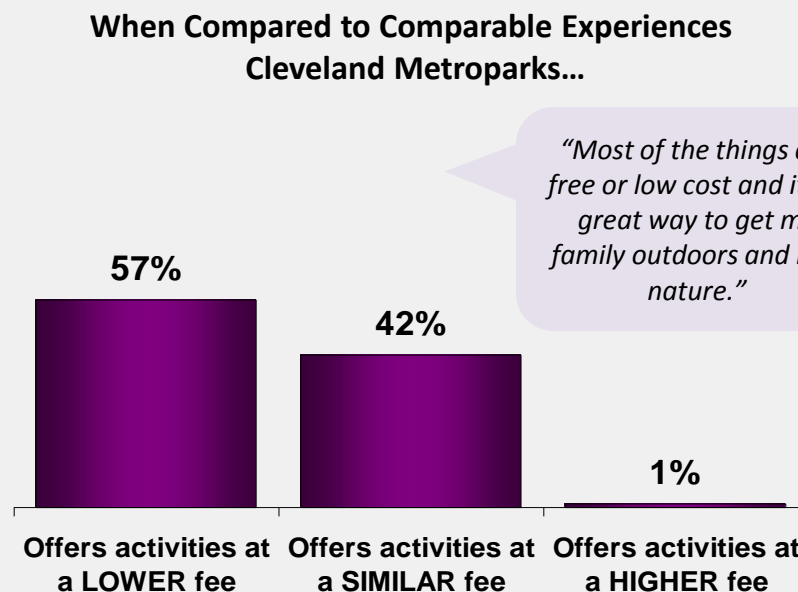
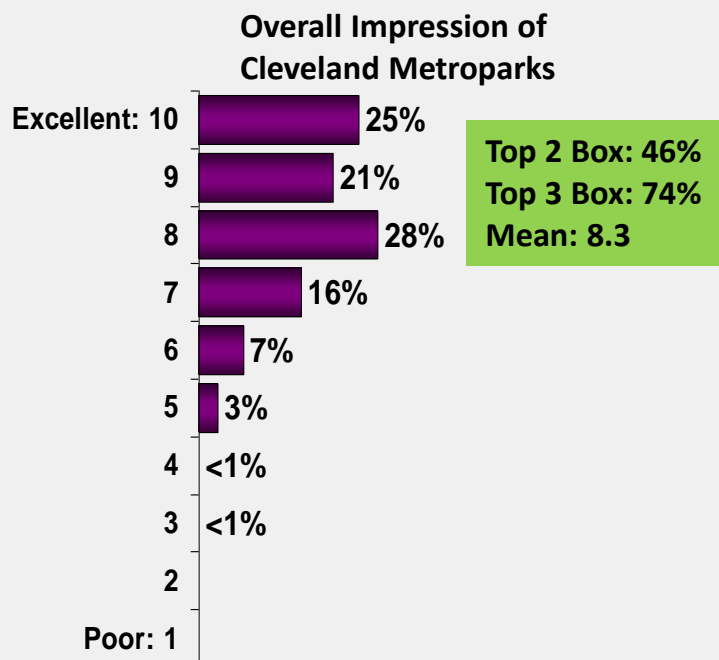


The community is happy with  
Cleveland Metroparks and would like  
it to remain the same



# Overall Impression

- The overall impression of Cleveland Metroparks was positive with nearly the same amount of respondents offering ratings of an 8, 9 or 10.
  - As usage increased so did impression ratings, to a significant degree. Summit County respondents offered the lowest ratings.
- When compared to comparable experiences, CMP was seen to offer activities at a lower or similar fee.
  - Heavy users, males and those living in Cuyahoga county were more likely to perceive the fee of CMP as lower than those of comparable experiences.



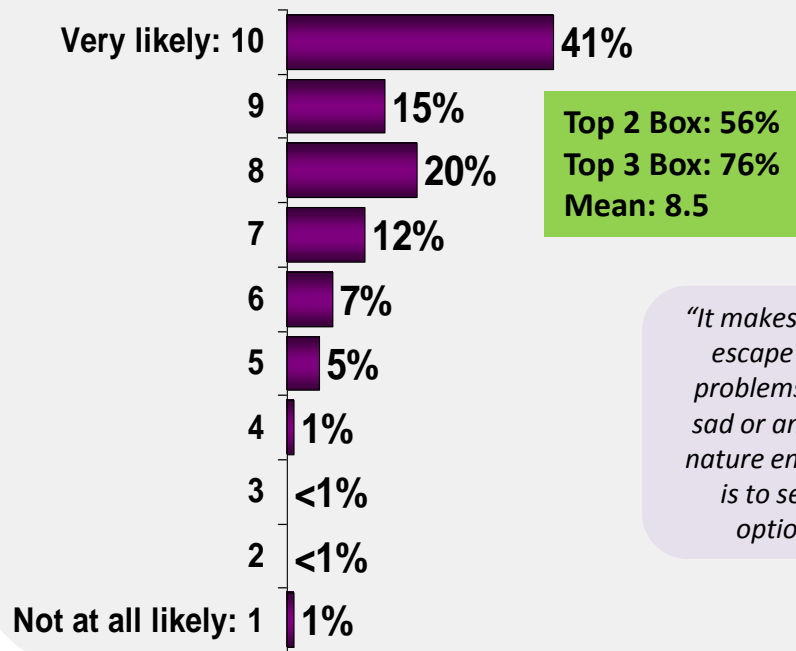
Q2. What is your **overall impression** of Cleveland Metroparks? (n=800) (1=Poor to 10= Excellent)

Q9. Which of the following phrases best describes Cleveland Metroparks? (n=768)

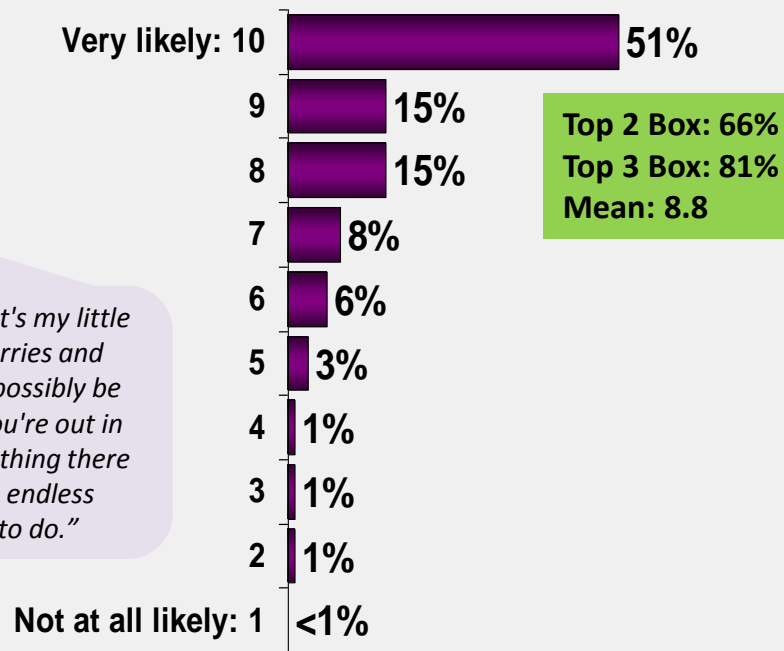
# Likelihood of Recommending / Visiting

- Regarding likelihood of recommending and likelihood of visiting CMP in the future, ratings of '10: very likely' were most often mentioned.
  - To a significant degree, as usage increased so did likelihood to recommend and likelihood to visit ratings.
  - Respondents residing in Summit and Lake counties offered the lowest top 2 box ratings on both measures.
  - Males were more likely to mention that they would visit in the future (top 2 box).

**Likelihood of Recommending  
Cleveland Metroparks**



**Likelihood of Visiting  
Cleveland Metroparks in the Future**



*"It makes me happy. It's my little escape from my worries and problems. You can't possibly be sad or angry when you're out in nature enjoying everything there is to see. There are endless options of things to do."*

Q10. How likely are you to **recommend** Cleveland Metroparks to family members or friends? (n=800)

Q11. How likely are you to **visit** Cleveland Metroparks in the future? (n=800)

(1= Not at all Likely to 10= Very Likely)

# Words to describe Cleveland Metroparks in the future



*"The monies are being spent well for conservation and improvements."*  
- Seth

*"They are doing an awesome job of developing and maintaining the system. Nature is a place to go to heal. Leave your cares behind."*  
- Karen

*"Cleanliness. People still value having the parks."*  
- Harry

*"No fees...no lottery systems where you can only go a certain amount of times."*  
- Harry

**EXPLORE GREEN**  
**PROTECTED**  
**FAMILY**  
**BEAUTIFUL**  
**NURTURING**  
**UNRESTRICTED**  
**UNSPOILED**  
**WELL-MANAGED**  
**LUSHECLECTIC**  
**UNCHANGED**  
**VAST**  
**EXPANDED**  
**AWESOME**

*"More of the same."*  
- Liz

*"We are all looking forward to what they are going to do with the lake properties."*  
- Doug

*"I expect it will still be large if not larger. They seem to be continually adding new things and different ways to bring people in."*  
- Laura

The brand platform should showcase Cleveland Metroparks as peaceful, family-friendly and beautiful





# Reasons for Visiting Cleveland Metroparks

I Like to Visit Cleveland Metroparks Because...	
<b>NET FITNESS/EXERCISE</b>	<b>22%</b>
Walking	11%
Great trails/paths	8%
Hiking	5%
Biking	4%
Jogging/running	2%
Exercise/fitness	3%
Nature	18%
Calming/relaxing/peaceful/tranquil/serene	16%
Beautiful	14%
Outside/outdoors/gets me out of the house	14%
Convenient location	12%
Scenery	12%
Family-friendly/family-oriented	10%
Clean	9%
Variety of things to do	9%
Escape city life	9%
Well-kept or well-maintained	8%
Zoo/animals/wildlife/Rainforest	7%
Activities	6%
Safe	6%
Free or affordable	5%
Fun	5%
Get-togethers/to meet people	4%
Picnics	3%
Can take my dog	2%
Educational	2%
It's big/huge	2%
Golfing	2%
Other	17%

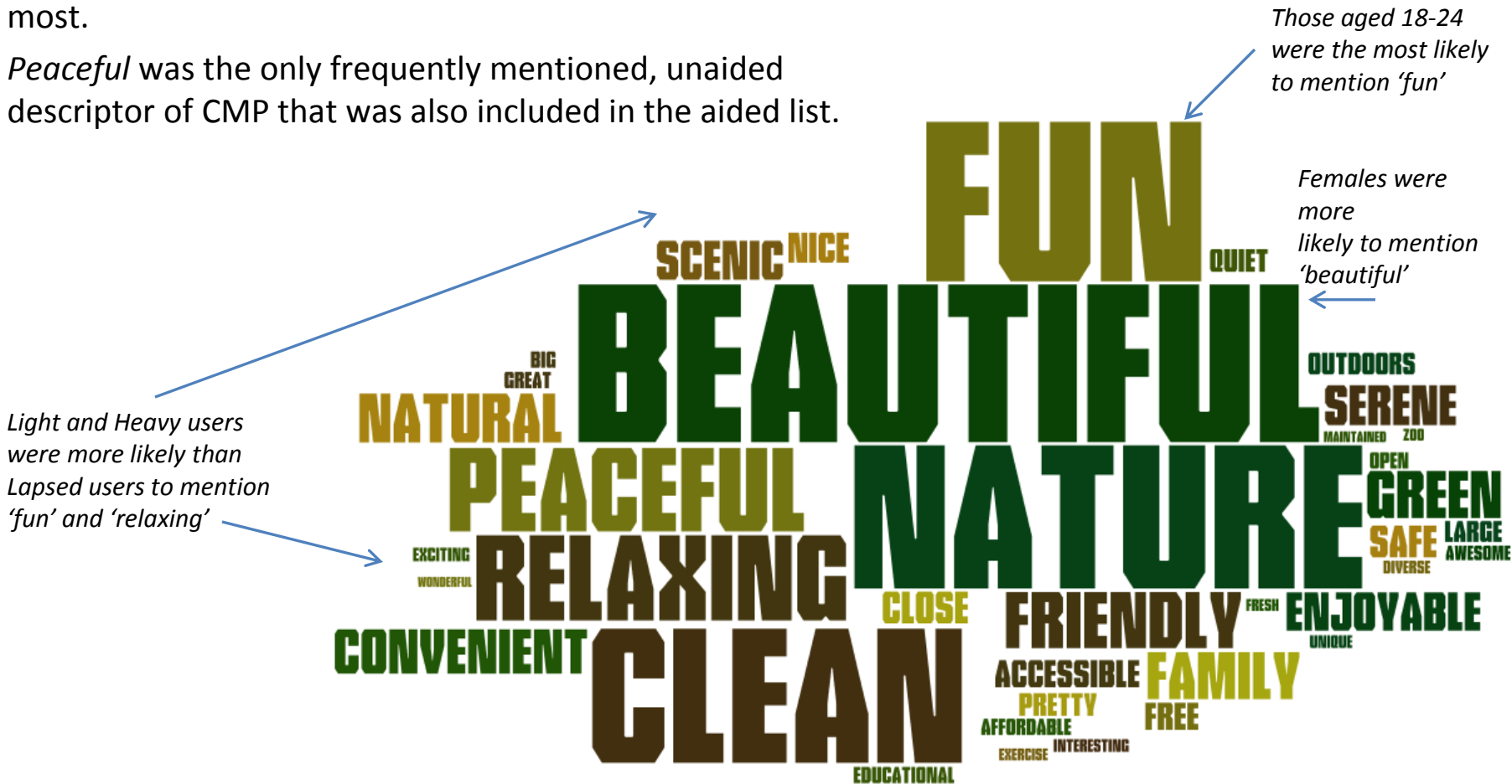
- For the most part, respondents like to visit CMP because it's a good way to: get some exercise, enjoy nature and have a calming, relaxing experience.



# 3 Words Associated with Cleveland Metroparks (Unaided)



- Respondents were asked for three words to describe CMP.
- *Fun* was mentioned more often by those who utilized CMP most.
- *Peaceful* was the only frequently mentioned, unaided descriptor of CMP that was also included in the aided list.



# 3 Words Associated with Cleveland Metroparks (Top Mentions)

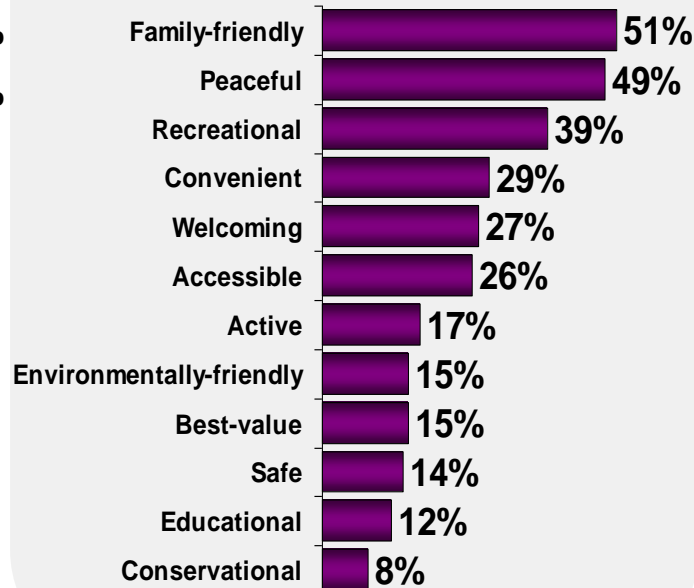


- *Peaceful* appeared to be a key word to respondents since it was mentioned top of mind and was among the top three words in both aided lists. In addition, *peaceful* was mentioned to nearly the same degree by all subgroups.
- *Safe* is the top word to entice visitation, however it ranks at the bottom as a descriptor.

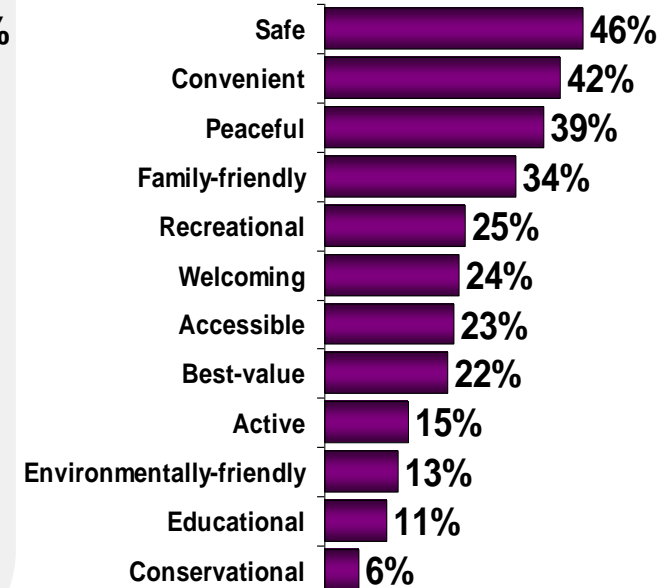
**Describe Cleveland Metroparks  
3 Words (Top of Mind)**



**Describe Cleveland Metroparks  
3 Words (Aided List)**



**Entice to Visit Cleveland Metroparks More  
3 Words (Aided List)**



Q12. If you had to choose three words to describe Cleveland Metroparks, what would they be? (n=800)  
 Q13. Of the following descriptors, which three would you say best describe Cleveland Metroparks? (n=800)  
 Q14. Which three descriptors would entice you to visit Cleveland Metroparks more often? (n=800)

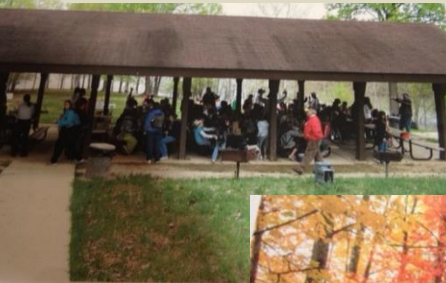
# Picture exercise



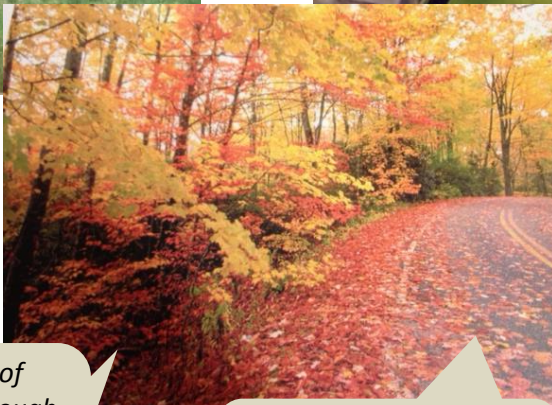
*"You can see birds year-round at CMP."*  
- Harry



*"It's what we used to do with our kids. Something you can do all year. Perfect place to show the kids the leaves, grass, trees..."* - Karen



- The interview room was filled with magazine pictures representing a variety of activities that could be done at CMP.
- Each participant was asked to choose the picture that best represents CMP to them.
- Three individuals chose the autumn picture, while one chose each of these others. Again, this emphasizes the fact that CMP is vast and can be relevant to everyone.



*"It reminds me of cruising slowly through the parkway listening for bird calls."*  
- Liz

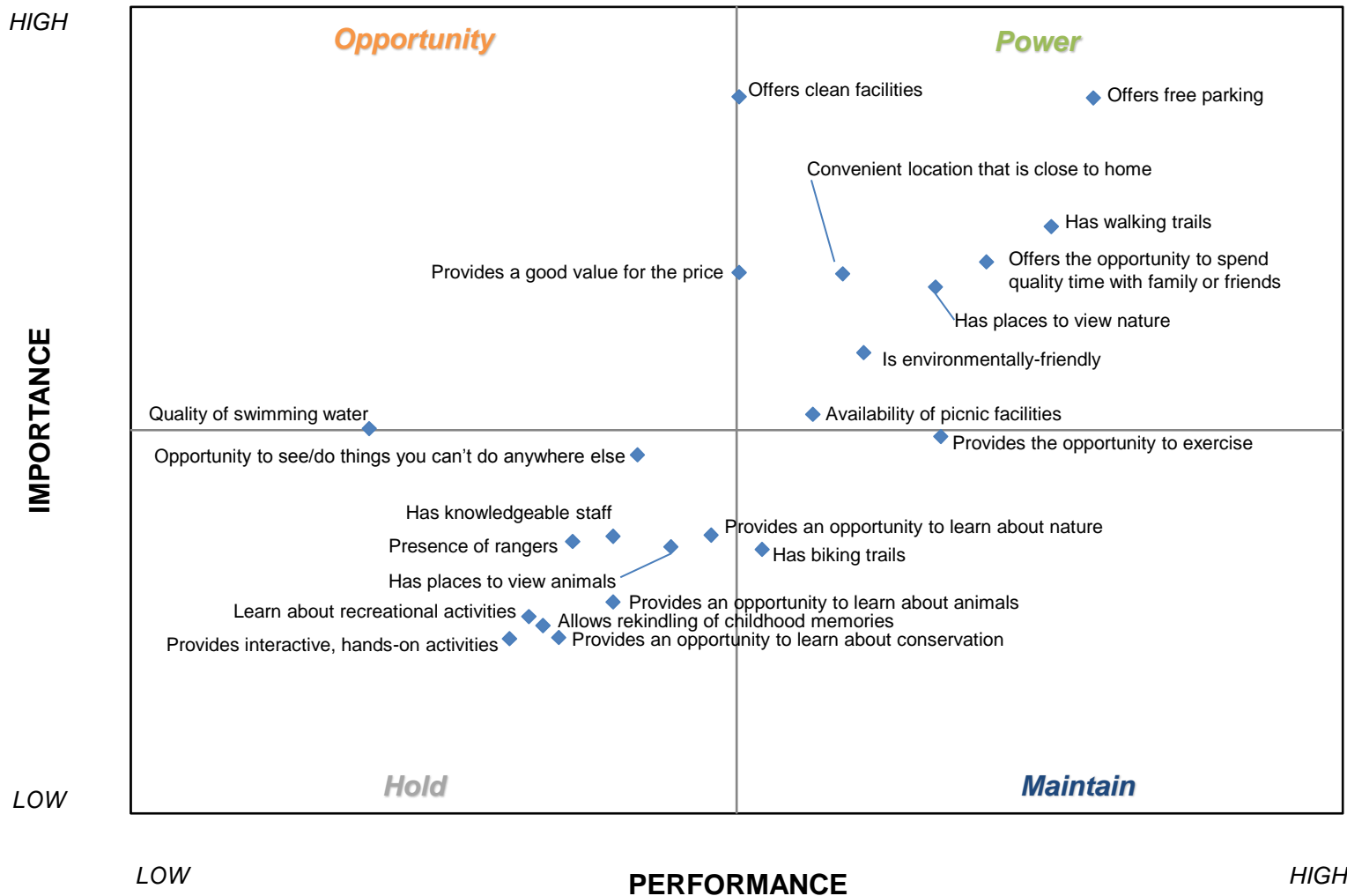
*"It reminds me of driving through the park as a teenager."*  
- Laura



Cleveland Metroparks is doing a lot  
right



# Quadrant Analysis: Overall Users



Q7. If you were to plan an activity at a Cleveland Metroparks locations (with or without your family/friends), how important would each of the following be in your decision to choose a location? (1= Not at all Important to 10= Very Important)

Q8. Please rate your level of satisfaction with Cleveland Metroparks on each of the following items. (1= Not at all Satisfied to 10= Very Satisfied)

Childhood memories of nature and parks influence adult behavior



- Sharing memories of going to the park or zoo as a child clearly brought a smile to the respondents' faces. They all had stories to share about how this shaped them as an adult.

*"I started playing at Sleepy Hollow in 1967. It was the only place a young kid could play on a country club course."*

- Doug

*"My Dad ran a backpacking club so we'd go out to the Rocky Mountains and backpack for 2 weeks at a time. I was raised around nature trails and naturalist tendencies."*

- Seth

*"I used to catch tadpoles and frogs at Bradley Woods. I'd go there at least 4 times per week. If I hadn't been outside all the time, I don't think I would appreciate it so much now."*

- Liz

*"I went on a bird walk when I was in 5<sup>th</sup> or 6<sup>th</sup> grade. I didn't know what to expect. He points out this bird and it looked so tropical. I thought wow you can see these beautiful tropical birds in Cleveland so that got me interested in birds."*

- Lukas

*"My dad would take us on nature walks and we would bop around with no agenda. See what we could see and find. It was a lot of fun. It got us interested in the outdoors."*

- Harry



There is something for everyone  
within the vast Cleveland Metroparks  
system

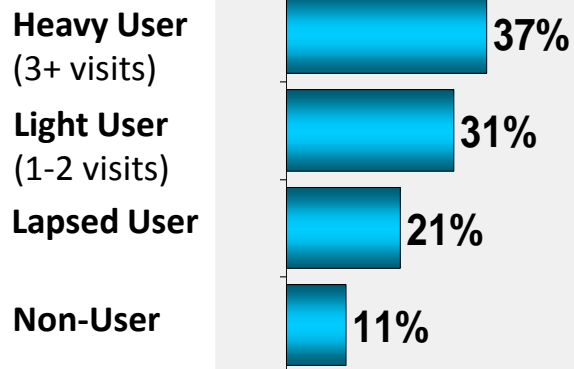


# Cleveland Metroparks Usage



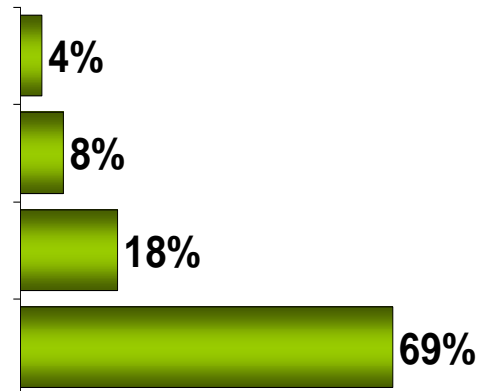
- Usage levels varied depending on the type of CMP location.

## Reservations/ Lakefront Parks



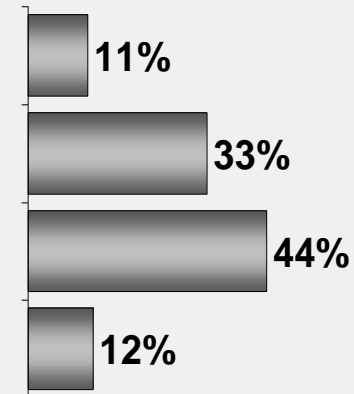
*-Heavy users of the reservations and lakefront parks were significantly more likely to be male and live in Cuyahoga county.  
- 56% of Light users visited 2 or more reservations or lakefront parks.*

## Golf Courses



*- Golfers (lapsed, light and heavy) were significantly more likely to be male and at least 35 years of age.*

## Cleveland Metroparks Zoo & RainForest



*- Heavy users of the zoo were significantly more likely to be age 25-44 and have children in the household (the younger the children, the more likely they were to be heavy users).*

Q1A. Please rate your level of familiarity with each of the following reservations and lakefront parks. (n=800)  
 Q1B. Please rate your level of familiarity with each of the following golf courses. (n=800)  
 Q1C. Please rate your level of familiarity with each of the following attractions. (n=800)

## Many Activities...

- Respondents did mention this during our conversations, but it was also quite apparent when you consider the different activities they mentioned participating in at CMP.

*"Sleepy Hollow is an old course with beautiful trees. You don't have to use a cart and the views are spectacular."*  
- Doug

*"I went birding 12 of the 17 days that I was furloughed."*  
- Liz

*"I take the grandkids hiking. We talk about why things are the way they are."*  
- Karen

*"We take night walks through Snow Road and listen for owls."*  
- Karen

*"We go to the Zoo at least once a month."*  
- Laura

*"I enjoy going to Brookside Reservation to walk."*  
- Seth

*"I have a 2 mile course that I walk at Bedford."*  
- Harry

*"I go to North Chagrin with the whole family to catch-up on life."*  
- Lukas

Other parks and venues benefit from the positive reputation of Cleveland Metroparks



- CMP is viewed so positively by all advocates and this was also seen on the quantitative survey for residents in general.
- Respondents were quick to think that non-CMP properties were part of CMP which means these other properties are benefiting.
- Cleveland Lakefront Nature Preserve received the most mentions as a CMP property. Other parks included Virginia Kendall, Lake Erie Science Center, various golf courses and other properties.

Next Steps & Timing



# We have a defined Purpose, Strategy and Promise...

Purpose

Cleveland Metroparks will conserve significant natural resources and enhance people's lives by providing safe, high-quality outdoor education, recreation, and zoological opportunities. Further, Cleveland Metroparks Zoo is committed to create compelling experiences that connect people with wildlife.

Business Strategy

CM Centennial Plan: 7 Paths to '17:  
 1) Green Infrastructure, 2) Scale, 3) CLE & Inner-ring Suburbs, 4) Outdoor Recreation, 5) Regional Greenway System, 6) Lakefront & 7) Financial Stability

Promise

Cleveland Metroparks provides a lifetime of opportunities to discover, protect and enjoy nature, wildlife and the outdoors.

...but, not a Differentiated Position for Cleveland Metroparks Park System

Segments



Positioning / Messaging

Park Users	Zoo Users	Golfers Users	Event Users
<ul style="list-style-type: none"> <li>• 18 reservations</li> <li>• ~23k acres of land</li> <li>• Newly acquired Lakefront properties</li> <li>• Countless activities</li> <li>• Tobogganing at the Chalet</li> <li>• Rentable facilities for private parties</li> </ul>	<ul style="list-style-type: none"> <li>• Nationally-acclaimed zoo</li> <li>• Featuring, the African Elephant Crossing</li> <li>• Year-round special events/exhibits, including Boo at the Zoo</li> <li>• Free Mondays</li> <li>• Education &amp; conservation outreach programs</li> </ul>	<ul style="list-style-type: none"> <li>• A course for every golfer</li> <li>• Includes, eight courses located throughout Cuyahoga County</li> <li>• Varying from a sporting par three to championship layouts</li> <li>• Plus, 3 driving ranges and private lessons</li> </ul>	<ul style="list-style-type: none"> <li>• Programs &amp; activities throughout the year for all ages, interests and ability levels</li> <li>• Most events are FREE</li> <li>• Mix of annual educational and recreational events from Bug City to Dog Paddle</li> </ul>

# Proposed Marketing Architecture

## Awareness

## Activation

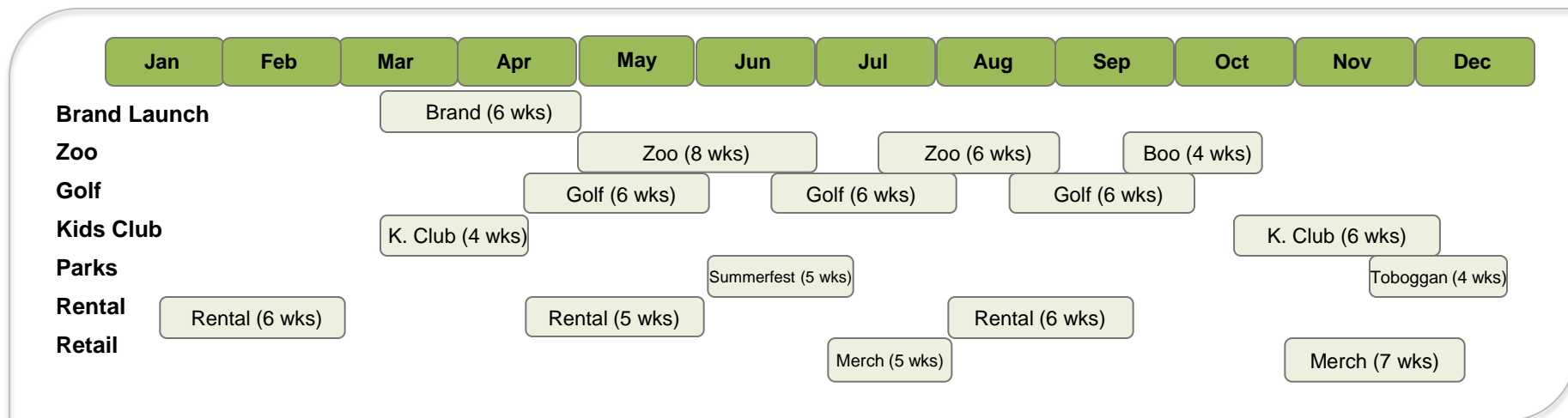
## Engagement

<b>Driver/Task</b>	Think/Consider	Attendance/Usage	Advocate
<b>Messages</b>	Cleveland Metroparks Brand	Zoo, Golf, Park, Kids Club, Rentals, Retail Merchandise • Special offers / discounts	Personal experiences, testimonials • Refer-a-friend
<b>Connection Channels</b>			
<b>Paid</b>	Billboards		
	TV / Radio		
	Digital Display / Search		
<b>Owned</b>		Print	
	Printed Collateral / Signage		
	Website / Mobile Apps		
<b>Earned</b>	E-Blasts / Blogs		
	Social Media		
	Public Relations		
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Favorability</li> <li>• Attendance</li> <li>• Web traffic</li> <li>• Email open rates</li> </ul>	<ul style="list-style-type: none"> <li>• Zoo attendance, Golf rounds, Kids Club memberships, Rental &amp; Merch sales</li> <li>• Revenue</li> <li>• Social likes/follows</li> <li>• Web traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Media publicity</li> <li>• Social media engagement – posts, tweets, shares</li> </ul>



# Proposed Timing

- The brand campaign will provide baseline awareness for various activation campaigns to build upon
- There will be a limit of three messages in market at the same time
- Media will be pulsed to avoid wear-out, and to allow for test and control evaluation



- Zoo visitor motivation inconsistent with 2013 messaging
- While the 2013 advertising campaign featured the “Dinosaurs!” special exhibit, visitors ranked it the least motivating reason to visit the zoo

## **2013 Zoo Summer Visitor Study – Attendance Drivers**

*Reported as a Ranking: 1 (High) to 5 (Low)*

Attendance Driver	Rank	%
Sharing a fun experience with family & friends	1	47%
See animals	2	27%
Overall, affordability	3	22%
The opportunity to learn about wildlife and wildlife conservation	4	6%
Enjoyment of special events and/or special exhibits, such as “Dinosaurs”	5	3%

# Proposed Next Steps and Timing

Task	Estimated Timing
Finalize creative concepts	Early Jan
Conduct creative concept study (8 wks.)	Early Jan
Revise/finalize creative concepts	Early Mar
Produce creative executions	Mid-March
Traffic creative	Mid-March
Campaign launch	Late March

Thank you



The Adcom Group

