



**MENASHA REDEVELOPMENT AUTHORITY**  
**AUDIENCE ANALYSIS, POSITION & BRAND VISION**  
JULY 11, 2012



## BACKGROUND

The Menasha Redevelopment Authority contracted Ark Media Group to aid in increasing sales of an under-developed plot of residential and commercial properties on the east side of the city, in collaboration with Coldwell Banker The Real Estate Group and Grubb & Ellis | Pfefferle.

Ark's direct responsibility is to solidify a vision that benefits our single client, the Menasha RDA, whose goal is to sell lots, both residentially and commercially—anywhere at Lake Park—then brand that vision and give it life. The indirect responsibility is to sell lots specifically in Lake Park Villas and Lake Park Square, through the cooperation of Coldwell Banker and Grubb & Ellis | Pfefferle, respectively, who have contracted with the RDA on this initiative.

Since then, we held two meetings with the RDA and its real estate partners to understand the needs of each party involved, as well as to begin collaboration on the branding initiative. We focused heavily on painting a picture of what the audience of Lake Park would be, as perceived from “inside the RDA”, so we could ensure that future messaging, design and deliverables are focused and relevant to those we're trying to gain interest from.

Ark conducted in-person and phone interviews with the residents of Lake Park Villas and business owners in Lake Park Square to gain insight into their purchasing decisions—what attracted them to Lake Park? What criteria did they have in mind when making a purchasing decision? What is working well for them, and just as importantly, what isn't? The forum allowed for candid feedback on audience motivators, operational functionality, and more. This step was invaluable in creating a vision that reflected the insight of the very people that have already made the purchasing decision we're trying to promote.

Once we collected insight from everyone who chose to participate, we sifted through all the information to create a list of brand attributes of any and all segments of Lake Park. We then compared those attributes to the various demographic criteria that made up current residents as well as those identified as viable new builders. This uncovered five specific audience profiles (for the residential side, as well as Lake Park Square patrons) and complementing business types for the Square. You'll see those later in the document, and where that took us next. For now, let's start back at the very beginning.





*It's always chaos in the mornings around our house. The girls are still pretty young, but I know that second bathroom will be priceless in a couple years. Typically I get up before Jason and the kids and jog a couple loops around the neighborhood, but when I got back, I woke up the girls, poured them some cereal and jumped in the shower. There's never quite enough time in the morning for me, so I swung past the Café to grab myself a latte on the way to drop them off at McKinley on my way to work.*

## THE LANDSCAPE *of* COMMUNITY *at* LAKE PARK

The original vision of the Lake Park development a decade ago brought a progressive way of thinking to Menasha and the Fox Valley—to create a distinct community where business and living mingle together. Where shopping is just a short walk from your back porch, neighbors and friends congregate just beyond the lot line for a cookout, and you don't need to go far to get exactly what you need. This model is unique to the area, with its association-style living and shared walking trails and outdoor features, and there's every reason to say, "Let's keep this idea going."

To make the best of a hybrid community goes beyond filling spaces. It's about finding the common thread. Finding the right residents is crucial to the survival of the businesses. And bringing in the right type of business is paramount to attracting the residents who thrive on being a part of this type of community. It's most definitely a chicken vs. egg situation, where the residential needs and commercial needs are co-dependent. And the literal thread is how Lake Park Square and its neighboring residents are linked together—community walking trails, gazebos, pavilions and garden spaces that provide a sense of pride in their community.

## THE COMMON THREAD *at* LAKE PARK TODAY

Below is a synopsis of Lake Park residents (Villas, Ponds and Cottages) and Lake Park Square clientele. It is a combination of realistic views based on current resident demographics and psychographics, as well as idealistic perceptions based on something that doesn't yet exist. The idea here is that by providing a retail experience that complements the current residents, 1) Lake Park Square will attract similar clientele from outside Lake Park, and 2) Lake Park Square can act as a marketing tool for the community because it is luring potential builders and buyers who share similar lifestyles.

Lake Park goers are social and active. They enjoy the outdoors - walking, hiking, biking, jogging and boating. They enjoy spending time with friends and going out to eat. Travel is often a passion, whether for work or pleasure.

Lake Park goers are trendsetters. They're tech-savvy, and you'll likely find them in the organic food aisle at the grocery store, or just as likely at the farmers' market. They like to dress well and stay in shape.

These are people who relish the opportunity to customize their home, their look, and their life. Authenticity is the key to their happiness.

Choice is important to them. They want quality, and they're willing and able to pay for it. Big box stores aren't on their map, and they'll drive out of their way for products and services that fit their lifestyle. What they buy and where they spend their money says a lot about their character, and that's their intent. Convenience is great, but only if the convenient option measures up to their expectations.







*Robert and I woke up at 6:30—he still goes in on Tuesdays and Thursdays. After reading the paper, he got dressed and headed off. I grabbed my things and walked along the trail past the pond to Lake Park Fitness. Nice day. During my normal workout, I ran into Carol and made a lunch date. I stopped by the Café after my workout, had a cup of coffee and a scone and continued reading my book. I got myself (and the living room) cleaned up by around 11:30, when I met Carol by the gazebo to head over for lunch. We talked for an hour or two over lunch at the restaurant, and on my way back home, I stopped at the Gourmet store to pick up some of those candied walnuts and some fresh, local mozzarella for our dinner. (And also a bottle of Glenfiddich, since I noticed Robert was running low.) I got home by 2:30, since I didn't have to leave the area today. After Robert got home, we made dinner together and enjoyed a quiet evening on our patio.*

# LAKE PARK SQUARE

## MAKE-UP

Lake Park Square would offer to the Lake Park community and its surrounding areas, such as Sherwood and Brillion, a balanced combination of “basic needs” which have a naturally heavier emphasis on convenience, as well as “luxury goods” which focus on niche products and services at a slightly higher premium. Whether one might stop at any one particular business daily, weekly monthly is less of a factor than the authenticity of the business itself. The Square, as a collection, is the destination. From niche food and drink items, to a classy salon, to a place to rent recreation equipment for Lake Winnebago, people will naturally look at Lake Park Square as a destination for the things they desire that make up their own personal style and interests.

## APPEARANCE

In order to appeal to those with a flair for originality, Lake Park Square needs to dress the part. From a planned feng-shui layout to distinctive architectural and landscape features, from a comfortable indoor atmosphere to outdoor public seating, with nature-centric features like outdoor walkways and ponds within sight, Lake Park Square needs to feel comfortable and inviting at a most intimate level. People can shop anywhere - but they can't have a one-of-a-kind experience everywhere they go. Lake Park Square can provide that unique experience, for both residents of the community and those traveling to it.





## LAKE PARK SQUARE

### POTENTIAL BUSINESS OPPORTUNITIES

Whatever types of businesses end up being a part of Lake Park Square, they'll carry the same common goals: to provide a truly unique, niche experience that focuses on mind, body and spirit. Quality is of utmost importance, and authenticity is the ultimate way of expressing oneself.

Many business ideas gave way throughout the research-gathering phase that in most cases, could work just fine for Lake Park Square, if the priority was to simply fill space. But to create a cohesive experience, which would lead to Lake Park Square becoming a destination as a whole, here are what seemed to be the most relevant commercial opportunities that surfaced and maintained strength throughout the process. What's important to note here is that all these recommendations, whether products or services, are things that customers will come back for again and again, regardless of the frequency; in other words, not businesses you'd only patronize every few years.

#### SYMBIOSIS

The symbiotic relationship between business and living within Lake Park can take on different identities and be successful, as long as they are always looked at as one family, a community. The advantage this brings to the businesses at Lake Park Square is that the Square becomes a destination as a whole, not its individual components that make up the Square.

The conglomeration of businesses in one place, and just a short walk from home not only attracts the Lake Park resident to Lake Park Square, but it is what makes Lake Park Square a destination for those beyond the Square - which makes Lake Park Square a perfect marketing tool to sell the benefits Lake Park has to provide to its residents. Lake Park as its own self-contained eco-system!

#### *Business Types*

- General store (think old-school, or up north)
- Specialty food and drink - small in size, high in quality and selection
  - Casual dining with fresh, local and/or healthy food options (bakery, coffee shop, cafe, deli)—Wi-fi is a must
  - Grocery (think local farmer's market/co-op)
  - Wine & spirits (higher-end, as opposed to a walk-in liquor store)
- Personal services (higher-end)
  - Hair salon
  - Nail salon
  - Spa
- Retail (individual boutiques)
  - Beads
  - Art supplies
  - Fabric/yarn, etc.
  - DIY/experiential (on-site arts & crafts)
- Local recreation
  - Bike/boat/etc. rental



## LAKE PARK RESIDENTIAL

Each neighborhood has a unique target audience, as we'll discuss shortly, and if we try to generalize Lake Park's benefits to include all parties involved, we run the risk of "trying to please everybody, and in the end, pleasing nobody". So each neighborhood needs its own time in the spotlight, but what we *can* package, is the overall community ambience among the three neighborhoods, as well as Lake Park Square—the feeling of togetherness that brings the residents together. That feeling, which you can't get from any old subdivision. After all, the social aspects of Lake Park didn't happen by accident. What attracted the current residents to Lake Park Villas is the very idea that was intended in the original development—the of shared amenities which brings neighbors together.

### **POSITION STATEMENT**

Lake Park is a trend-setting community of life-loving adults and families, which offers custom-built single-family homes with the option of maintenance-free association benefits, shared community space, and a unique, walking-access commercial district.





For detailed audience profiles, see Appendix: Audience Profiles.

"I almost can't believe I can keep the association lifestyle and also have a custom-built, detached home. With neighbors who are like me, no worries about maintenance, and the kind of privacy you can't get in a condo, I can really see myself enjoying my life (and an active retirement) here. Add in the pedestrian-friendly commercial district, and it's almost like I'm back in Europe. I'm excited to be a part of something unique in the Valley."

*Men and women over 50 with no children in the house who have previously lived in an association.*

*Men and women over 50 with no children in the house who have not previously lived in an association.*

"I didn't know I could get association benefits without moving to multi-unit housing. But knowing that I can have those benefits, live around neighbors who are like me, and keep the freedom and privacy of a detached home that I've custom-built for my needs—that tells me I could really enjoy my life (and active retirement) here. Add in the pedestrian-friendly commercial district, and it's almost like I'm back in Europe. I'm excited to be a part of something unique in the Valley."

"I'm ready to build the home I want, but I don't really want to be tied down because of it. At Lake Park, I can spend my time on the things I want to do, without worrying about all the maintenance you usually need to do when owning a home. Combined with neighbors who are like me and a community with plenty of space for outdoor activity, I know I'm free to enjoy my life when I'm home or when I'm away. Add in the convenient, pedestrian-friendly commercial district, and I know that I'm getting to be a part of something unique in the Valley."

*Men and women 30 to 50 with no children at home.*

*Men and women 30 to 50, who have or expect to have children (under 10) in the home.*

"Life can be a whirlwind, balancing work and family life. But Lake Park eases my burden, by not only allowing me to custom-build the right home for us, but also taking outside maintenance off my plate. With neighbors who are similar to us and plenty of space for outdoor activity, I know we're in a place where we can enjoy our lives as a family. And the convenience of a pedestrian-friendly commercial district means I don't have to choose anymore between family time and a run to the store—we can easily enjoy a leisurely walk combined with shopping or picking up dinner."

"Lake Park gives me the opportunity to have the family home I've always dreamed of, with no limits on what we make it. But along with that, we get to enjoy neighbors who are just like us, space for outdoor activity, and a convenient commercial district that not only supplies our needs, but also makes a great family outing. This is much more than just a subdivision. I can really see us enjoying our lives here."

*Men and women 35-55 with children ages 0-18+ in the home*





*We love traveling & the outdoors, but we've never really done much watersports. So today, Jessica and I got the kids together and we headed over to Lake Park Square just before 11:00. We had lunch at the restaurant before walking over to the outdoor store to rent kayaks, where we had an appointment with Dare (his real name, seriously). Dare sat us all down in the instructional space and went through everything we'd need to know—describing the equipment, technique, safety tips, etc. Once we were outfitted, we headed out the back to walk down to the lake. Jessica realized we had forgotten sunscreen, so she ran over to the general store and picked some up. We got to the boat landing, launched, and ended up having a great time tooling around in the water. It was just our skill level, though Brady showed a real knack for the 1-person kayak. After a couple hours on the water, we all walked back and returned the equipment. Before heading home, we walked over to the side walk-up window of the Café, ordered some ice cream cones, sat on the benches and enjoyed them. By the time we piled into the car to drive home, it was quarter to five—we had spent the whole day at Lake Park Square!*

## CONCLUSION

With three distinct and wholly independent neighborhoods within Lake Park as well as the commercially-based Lake Park Square, the strength of a community-centric position is directly correlated to each individual components' involvement in the community position.

Creating the vision was a product of orchestrating the needs of various audiences, who at times were not parallel, and in some cases, in direct conflict. We brought together unlike ideas and found the common ground. Now we're at a cross-road where getting to a point that together we can see and believe in this unified vision is needed before it can be taken forward to your involved parties, in light of the following:

- It is imperative that Coldwell Banker and Grubb & Ellis | Pfefferle also buy in to one vision. The position as it stands, being entirely about community, implies that Cottages and Ponds are represented as part of the whole with Lake Park Villas as a residential solution.
- Cottages and Ponds both have current builders/ developers, with Ponds (Lexington Homes) well underway in their own exclusive marketing efforts. They may feel that anything different than what they're doing currently is a step backwards. So it's important for you and your group to rally around a unified idea before any contact to Lexington is made.
- On the commercial side, some potential new businesses that might benefit Lake Park as a whole could be direct competition to existing businesses in Lake Park Square, and would need to be handled carefully. (Note: Since writing this, Sliders has gone out of business, and that has its own implications on the vision).

## WHAT'S NEXT?

Once a vision is agreed upon by Greg and Kara, the course of action would follow this general trail:

1. Ark can update this vision document so Greg and Kara can provide it to the RDA members.
2. Kara (and Greg?) and Andee will meet with Grubb & Ellis | Pfefferle and Coldwell Banker (separately seems ideal) to discuss any implications or concerns on their end, as well as discuss what deliverables are unconditionally required on their behalf.
3. Ark will prioritize deliverables list based on the budget approved by the Menasha RDA (\$8,000) and provide list for approval.
4. Ark will create messaging and deliverables.





# Appendix

## **APPENDIX: AUDIENCE PROFILES**

### **MEN AND WOMEN OVER 50 WITH NO CHILDREN IN THE HOUSE WHO HAVE PREVIOUSLY LIVED IN AN ASSOCIATION.**

They're either retired or planning for retirement.

They're active. They enjoy the outdoors, whether it's boating, walking or just relaxing on a nice day. They enjoy social activity and time spent with friends or couples in their same stage of life.

They're past the child-rearing years, when everything was schedules and responsibilities. Now they're looking for freedom. But that doesn't mean they want everything done for them—they want that to be their choice.

Having lived in condos before, they're insistent on keeping association benefits like lawn care and snow removal, but they also want the freedom and privacy of owning a free-standing home. They still don't want to worry about upkeep and they still want to be free to travel for work or leisure, but they're tired of giving up privacy to get that.

They want freedom, leisure, and control.

### **MEN AND WOMEN OVER 50 WITH NO CHILDREN IN THE HOUSE WHO HAVE NOT PREVIOUSLY LIVED IN AN ASSOCIATION.**

They're either retired or planning for retirement.

They're active. They enjoy the outdoors, whether it's boating, walking or just relaxing on a nice day. They enjoy social activity and time spent with friends or couples in their same stage of life.

They're past the child-rearing years, when everything was schedules and responsibilities. Now they're looking for freedom. But that doesn't mean they want everything done for them—they want that to be their choice.

Similarly, they want the freedom and privacy of home-ownership, but they're more than happy to give up the responsibilities they no longer care to do, like mowing the lawn and shoveling snow. They don't want to worry about upkeep as they get older and they want to be free to travel for work or leisure, knowing everything's being taken care of back home.

They want freedom, leisure, and control.

### **MEN AND WOMEN 30 TO 50 WITH NO CHILDREN AT HOME.**

They work hard and play hard. They've "paid their dues" with apartment or other multi-unit living.

They're ready to be homeowners, but want to ease into it with lower levels of responsibility. They love the idea of having outside walls, but they'll willingly pay a premium if it means they don't have to buy a lawn mower.

They're active. They love outdoor activity like hiking, biking, running, and watersports. Social activity is important to them, but so is going home to their own place, where they can get their uninterrupted alone time.

They often spend a lot of time at work, and when they aren't at work, they fill up the time with activity. Sometimes home is just a place to sleep.

They want convenience, freedom, and fun.



## **APPENDIX: AUDIENCE PROFILES, *continued***

### **MEN AND WOMEN 30 TO 50, WHO HAVE OR EXPECT TO HAVE CHILDREN (UNDER 10) IN THE HOME.**

They work hard to build a strong foundation for their young families, but it's important to them to spend as much of their free time as possible as a family. They want happiness for their kids. Parents are often out of the home for work, so they may want access to quality childcare.

They're ready to be homeowners, but want to ease into it with lower levels of responsibility. The less work they need to do around the house, the more time they can spend with their kids.

They're active with family activities—going to parks, swimming, playing in the yard, taking walks, and going on bike rides.

They want convenience, freedom, a family environment, and room to grow.

### **MEN AND WOMEN 35-55 WITH CHILDREN AGES 0-18+ IN THE HOME.**

They work hard (often both parents, where applicable), play hard, and take pride in their homes. These are the people who buy TurfBuilder. Family is important, and the home serves as a hub for family time.

They're active. They're often busy with activities for the kids or the parents, where the house serves as either a home base or a jumping-off point. They enjoy family activities, like watersports, hiking, biking, and going out to eat. They enjoy social activity and like spending time with neighbors, but also want their home to be a private sanctuary, a place to relax and shut out the stresses of the world.

They want to control their own destiny, which means they want complete freedom to do as much or as little as they want to make the place they live in the right home for them.

They want freedom, community, a family environment, and a sense of permanence.







Friday, August 17, 2012

Kara Homan, Principal Planner, Community Development  
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## **ESTIMATE *for* PRE-DETERMINED PHASE 2 DELIVERABLES\***

The estimates below account for the deliverables that were addressed as an immediate need prior to the start of Phase 1. Due to numerous unknown variables at that time, Ark Media Group and the City of Menasha determined that Phase 2 would address the most hot-button concerns, and that Phase 2 would not be an all-encompassing marketing plan.\*\*

### **Lake Park (Community) Website**

A lifestyle-oriented website, derived from the Brand Vision document from July 11, 2012 that touts the overall community benefits, with subtle visual emphasis on Lake Park Villas and Lake Park Square.

The websites' user experience will aid them in understanding the lifestyle or starting a business or living at Lake Park, and will be the primary source of content-rich materials (lot information, covenants, by-laws, etc..) provided by the real estate agents or the RDA.

### **Leave-Behind (printable) Materials**

Two (2) sell sheets, each containing lot information for realtor use. One for commercial information (Grubb & Ellis | Pfeifferle), the other for residential information (Coldwell Banker). All content will be pulled directly from website or supplied by real estate agents.

Estimate does not include printing.

\* Prior to the start of Phase 1 (budget of \$13,675, not to exceed \$15,000), Ark received a verbal budget of \$22,000 for Phases 1 and 2, hence allotting \$7,000 to Phase 2. Due to an increase in scope of Phase 1 (resident/commercial interviews), Ark has exceeded Phase 1 budget, but will not compromise the dollars set aside for Phase 2, meaning, the full value of pre-allotted Phase 2 funds will be used for Phase 2.

\*\* Visual representation of Lake Park was not established as a hot-button item for Phase 2, but we at Ark understand that without visual representation, marketing Lake Park would prove difficult at best.

Therefore, Ark will comp in-house photography needed for the website (and potential subsequent printable materials), with the understanding that a) the up-front investment will be compensated for in Phase 3, should there be a subsequent phase, and b) the photography will be heavily residential-focused.

As such, the visual depiction of Lake Park Square is relying on the City of Menasha/RDA securing a rendering, whether custom or pre-existing, to showcase what Lake Park Square *could* look like.

Estimated Total Value: \$8,325.00



Estimated Billable Cost: \$7,000.00

All timetable and budget estimations are contingent upon internal and external factors including but not limited to hardware availability, scheduling, timely provision of any necessary assets and change in project scope. All estimates are subject to change, and unless otherwise specified, do not include travel, photography, videography,

copywriting, printing, post-production, hosting, support plans, or domain purchases and are valid for 30 days from date below. Original research, conclusions, determinations and ideas presented in this and future proposals are considered intellectual property of Ark Media Group, LLC until approved ownership transfer.



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## **ESTIMATE** *for* **PHASE 3: COLDWELL BANKER-REQUESTED FEATURE VIDEO**

A lifestyle-oriented video, mimicking a “Day In The Life” script from the Vision document, portraying the life of a Villa resident promoting the community features of Lake Park. Would likely implement a current resident in the video. In keeping with the community theme, additional footage would like take place outside of Lake Park to portray shopping, dining, and other features Lake Park Square (could) offer(s).

For use on Lake Park website, and assumes:

- Up to three locations and two filming dates
- Use of (gratis) current Villas resident as “actor” and voice-over



Estimated Total Cost: **\$7,900.00**



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**ESTIMATE *for* PHASE 3: COLDWELL BANKER-REQUESTED REALTOR PRESENTATION**

A PowerPoint “template” for Coldwell Banker real estate agents to use as a sales tool in presenting to other real estate agents.

For Coldwell Banker’s exclusive use, assuming:

- Content is 100% provided by CWB, or
- Ark provides a template with a cover page and a content page that CWB can use to create their own content.



Estimated Total Cost: \$1,600.00



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## **ESTIMATE** *for* **PHASE 3: FURTHER MARKETING AND ADVERTISING**

At the end of Phase 2, the foundation of the Lake Park brand will have been constructed; audiences identified, a community identity created, and website launched. The website will provide necessary content that end users expect from a real estate experience – lot and contact information – taken one step further to be done in a way that creates an experience for the prospective buyer that is unique, memorable, and action-driven.

### **Advertising: *Driving the audience to Lake Park or Lake Park website***

The website will function as the hub to push information back to the web user, but what is missing is the experience that pushes a prospect to the website or to Lake Park itself in the first place.

Advertising is the link that fills that void. By publicizing Lake Park as a place to live and work, the RDA won't need to rely on prospects organically discovering Lake Park or its website.

Media planning and subsequent ads might fluctuate in scope, and would be best assessed after a few months of Phase 2 in operation, as well as the specific type of media to be implemented.

### **Further Marketing: *Once there, making the experience at Lake Park or Lake Park website as engaging as possible***

Everything about Lake Park's identity is about celebrating the present – seeing the conceptual future development as a present-day reality. Consequently, evolving the “present day” as it progresses, is crucial to Lake Park's success.

By evolving Lake Park's look, its allure is kept alive. Give prospects something to drive and see, every day – weeds kept to a minimum, roundabouts kept tidy, etc.

#### *Where does this fit into marketing?*

At its most basic translation, the website's renderings should be replaced with photography, and photography should evolve as the area progresses.

Creating a destination, event or attraction that in itself is attention-worthy would be a beneficial sales tactic, and a branded experience will create engagement.

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The estimate below acts much like Phase 2 did, prior to Phase 1 – it's a blank canvas from which to work, being conceptual and forward-thinking, while approaching your budget pragmatically.



Estimated Total Cost: \$18,000 - 35,000