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An agreement to  
Provide Brand Strategy  
and  
Branding Services  
for the  
**Flatiron/23rd Street  
Partnership Business  
Improvement District**

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## Scope of Work and Process

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Since its formation in 2006, the Flatiron/23rd Street Partnership Business Improvement District has become a beloved brand and presence in Manhattan. As the BID looks forward to a new era and a potential expansion, Pentagram and LaPlaca Cohen hope to continue to work with the BID to support their strategic and visual efforts. The following is a description of the work and methodology that the Pentagram and LaPlaca Cohen teams will undertake on behalf of the Flatiron 23rd Street Partnership.

### **Phase 1**

#### **Discovery and Research**

Rebranding the BID during its expansion requires unity, reflection, and ideation. An internal project team helps to ensure the streamlined collaboration and proactive decision-making necessary for a successful process. Before the project commences, we recommend that the BID form a client project team of eight to ten people, comprised of select leadership, board members, and staff. The Steering Committee will collectively guide the overall process, vet ideas, and offer feedback, as well as help generate buy-in from the groups they represent within the organization. In selecting members of the Steering Committee, we encourage the BID to consider the overall demographic diversity of the group, including race/ethnicity, gender, and tenure within the BID.

Additionally, the BID should identify one internal point person, with whom the Pentagram and LaPlaca Cohen teams will liaise for logistical questions regarding assets and scheduling of meetings, and who will consolidate and streamline internal feedback throughout each stage of the project.

#### **Discovery Work Session**

In this step, we will facilitate a two-hour, discussion-based virtual workshop with the BID to kick off the entire rebranding project and surface key insights and aspirations for the process to come. Topics for discussion include:

- Discussion of the BID's constituents and their expectations.
- Strengths and limitations of current brand and messaging.
- Key findings from Culture Track: Culture + Community in a Time of Crisis, focused on COVID-related New York City based insights and considerations.
- Discussion, refinement, and prioritization of key target audiences for the process.
- Desired impact and metrics of success for the new brand.
- Current and desired differentiators in relation to other NYC BIDs and neighborhoods.

### *Work Process*

In this phase, we will:

- meet as a consulting team including LaPlaca Cohen and Pentagram on legacy knowledge of the BID's areas of strength and opportunity
- audit the BID's existing website to understand the current brand positioning
- present key findings from LaPlaca Cohen's pandemic rapid response edition of Culture Track
- solicit feedback from the client team on their aspirations for the BID's expansion and use these as a jumping off point to discuss goals and outcomes for the project as a whole
- summarize this discussion and its outcomes for confirmation from the client team

### *Timing*

6 weeks

### **Stakeholder Interviews**

We will conduct a series of interviews with designated Internal and External Stakeholders. This will be an opportunity to include perspectives of important internal constituents, as well as key members of the Flatiron and NoMad neighborhoods. These conversations will help to both assess opportunities and challenges of repositioning and rebranding the BID in the minds of its various target audiences and retaining stakeholder trust within the current and new BID boundaries.

Internal Individual and Group Interviews with staff, board, and BID members will provide an invaluable input to the process, allowing us to further examine the BID's greatest opportunities and challenges as related to the expansion.

We recommend conducting two 90-minute group interviews, with up to eight participants in each as follows:

- One group interview with up to 8 members of Flatiron Partnership staff.
- One group interview with up to 8 participants representing current BID tenants.

We will also conduct five (5) 45-minute individual interviews with high priority current and prospective tenants.

All participants for individual and group interviews will be selected in collaboration with the client team.

### *Work Process*

In this phase, we will:

- work with the project team to identify key internal and external stakeholders (i.e. leadership, members of the communication and design teams, various business leaders within the BID, within the expansion, etc.)
- conduct interviews to best understand the BID's value, ethos, and branding needs and how these will change under the expansion
- synthesize these interviews to identify the opportunities and challenges of repositioning and rebranding
- present top line findings and learnings in a 60-minute virtual meeting with the client team for discussion

### *Timing*

4-6 weeks

## **Phase 2** **Brand Strategy**

### **Positioning Brief**

Based in findings of the Discovery Phase, we will begin to develop a Brand Positioning Brief to be used by Pentagram for creative development and by Flatiron as a strategic guide for decision-making moving forward. The Positioning Brief will enable the BID to communicate its distinctive offer to current and prospective tenants, partners, and other key stakeholders with confidence and clarity. The brief will include the following strategic components:

- Core Narrative that articulates the BID's identity and unique offer in compelling and resonant language for an external audience
- Pillars that identify and articulate the various facets of The BID's expanded identity and offer
- Target audiences for the BID (including audiences for their designed expansion into Nomad)
- Value propositions of the BID, which clarify the distinct points of value from other New York City BIDs/neighborhoods
- Tone Principles that internally guide how the BID speaks, interacts, and behaves in the world.
- Sample Activations to illustrate how to implement the strategy across priority touch-points.
- COVID Considerations to address the shifting realities impacting the BID's outreach and expansion.

We will workshop a draft of the Brief in a virtual session, up to two hours, with the client team. Following the work session, LaPlaca Cohen will incorporate

feedback and deliver a final Brief to the BID and Pentagram to inform the Brand Creative & Design process.

### *Work Process*

In this phase, we will

- translate the discovery and research process into a new brand strategy for the BID, including identifying the value proposition, key pillars, target audiences, and tone of voice as well as the development of a core narrative that can be used in the BID's refreshed About Us page on the website,
- present the revised brand strategy to the client team for review and feedback in a virtual presentation,
- consolidate and implement feedback (up to two rounds of review) from the client team,
- finalize a Positioning Brief which will guide the BID and the subsequent phases of design work

### *Timing*

8-10 Weeks

## **Phase 3**

### **Creative Development and Design**

#### **Brand Creative and Design**

Building on the strategy and findings from Phases 1 and 2, we will develop a number of visual identity proposals. These proposals will feature a range of solutions to how the BID may best utilize its existing brand equity while including the new areas, particularly NoMad. We will explore these the alternatives across key applications, i.e. prototype website pages, BID map, banners, signage, social media etc. to fully illustrate our thinking. We will also be alert for special opportunities to respond to the needs of the BID post-Covid. Our identity explorations will explore evolutions of the name, typography, colors, and other brand elements.

We will apply logo proposals to a range of applications, including but not limited to:

- website home page and sample pages
- social media account examples
- advertising examples
- e-newsletter examples
- clothing and gift/swag items
- stationery and business cards
- brochures and printed materials (i.e. map)
- banners

This exploration will include a minimum of four logo options for the client team to review and provide feedback on over the course of, minimum, three rounds of refinements and further explorations.

As part of the design process, we look forward to presenting the above work to the client team through the necessary levels of feedback and review to reach the desired outcomes of the project.

### *Work Process*

In this phase, we will:

- explore a range of concepts for a new logo for the BID that reflects its breadth of BID's activities and evokes its mission;
- show the approaches for how these concepts for the BID logo through proof of concept applications and with related brand elements, such as type, secondary color, etc.;
- present these approaches to the client team, through the necessary levels of review for input and feedback;
- work with the client team to refine and iterate as necessary;
- select the most promising logo proposal for final development, presentation, and approval; and
- present a final proposal to the client team

### *Timing:*

6-8 weeks

### **Website Design**

Programming and development of a website is excluded. We can assist the BID with the graphic design and design intent for the BID's website and will work collaboratively with the client team to ensure the graphic styling for the website is implemented appropriately and within the BID's designated budget. Based on the decisions made in the identity development step of this Phase, and using the Guidelines to be developed in Phase 4, we will provide the look and feel design intent for the Flatiron BID's new homepage and an additional 5-10 interior/sub-pages. We expect to work with the client team to determine the best proof-of-concept pages to show.

As part of this phase, we will collaborate with the selected web developer and the BID to establish a means of metrics tracking for the new website and social.

### *Work Process*

In this phase, we will:

- utilize the visual identity decisions made in the previous work and apply the Flatiron BID's updated graphic identity and schemes to a prototypical webpage and subpages
- the client team, through the necessary levels of review for input and feedback;
- work with the client team to refine and iterate as necessary;
- when appropriate, work directly with the client team and the website developer to implement the design intent for the new website;
- provide feedback and review of website developer's work to ensure the graphic identity is translated appropriately to the web on an ongoing basis

### *Timing:*

4-6 weeks

## **Phase 4 Implementation Strategy and Guidelines**

### **Implementation Strategy**

In this phase, Pentagram in consultation with La Placa Cohen will assist the BID in crafting an Implementation Strategy, developing top line marketing, communications and community outreach strategies to most effectively reach each of the BID's core audiences: residents, workforce, locals/visitors, and tourists.

As part of this work, Pentagram will help the BID determine the best timing for the launch of the new brand identity and strategy and assist in the creation of design assets for this launch. In addition, using the information gathered from the BID's internal ongoing assessments (via constant contact and annual surveys), we will assist the BID in outlining a strategy to monitor the performance of the brand post-implementation.

We will utilize our collective assessment of the combined potential reach of the expanded BID members' social media followings to make recommendations for how to build upon the Flatiron District's effectiveness use of social media to date, and how to engage BID members/businesses to increase the reach and profile of the expanded Flatiron/NoMad BID.

### *Work Process*

In this phase, we will:

- work with the BID, utilizing the strategy guide, to develop an implementation/launch plan for the brand and brand,
- present this implementation plan to the client team for feedback, review, and approval;
- develop the necessary assets to support this implementation plan; and
- hand off necessary assets to the client for use in brand launch

### **Guidelines and Artwork**

We will provide a comprehensive brand guidelines document defining the use of the BID's new visual identity and brand elements developed in the previous phases. We will present this document to the client team for approval and collaborate with key stakeholders to hand off final identity elements and artwork.

We will deliver:

- A PDF guidelines document covering logo usage, typography, color and brand applications
- electronic logo art files
- print templates, i.e. stationery, business cards
- additional collateral templates as determined by client during design phase

### *Work Process*

In this phase, we will:

- commemorate the decisions made in previous phases into a comprehensive guidelines document governing logo usage, other brand elements, and showing in-use applications;
- present this guidelines document for review, direction, and refinement as needed;
- prepare digital files and hand off final assets for logo, guidelines, and agreed upon templates

*Timing:*

4 weeks