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UMA Toolkit: How to Develop a Locally-Made Brand Platform

Executive Summary

This “How to Develop a Locally-Made Brand Platform” toolkit provides a step-by-step guide for cities interested in leveraging their place-based identity to grow sales and develop export markets for their local manufacturers. This toolkit largely draws on the experience of SFMade, a non-profit organization based in San Francisco, that in three short years has developed a successful business-to-consumer locally-made brand platform that has elevated awareness and sales for San Francisco’s local manufacturers.

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About the Urban Manufacturing Alliance:

The Urban Manufacturing Alliance (UMA) is a national collaborative of non-profit, for-profit and governmental stakeholders across major US cities, working together to grow manufacturing businesses, create living wage jobs and catalyze sustainable localized economies.

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Section 1: Introduction

Purpose of this ToolKit

Formed in 2011, the Urban Manufacturing Alliance (UMA) is a national collaborative of non-profit, for-profit and governmental stakeholders across major US cities, working together to grow manufacturing businesses, create living wage jobs and catalyze sustainable localized economies.

A core activity of the UMA is to develop and share practical, implementable strategies for growing the manufacturing sector in urban communities – referred to as “toolkits.” Each toolkit proposes specific approaches that cities can use to catalyze their own urban manufacturing sectors, based on what is already working in other areas.

The “How to Develop a Locally-Made Brand Platform Toolkit” is the UMA’s first in an anticipated series of practical implementation guides. This toolkit focuses on how cities, and their local manufacturers, can develop and leverage place-based identity, branding and communication strategies, and major retail distribution partnerships to grow sales and develop export markets. A locally-made brand is a logo, name, term or design that creates a distinct place-based identity for a good manufactured in a given city, and a locally-made brand platform includes the brand and any programs, processes, strategies and organizations which promote and market the brand.

This toolkit largely draws on the experience of SFMade, a non-profit organization based in San Francisco that in three short years has developed a successful business-to-consumer locally-made brand platform that has elevated awareness and sales for San Francisco’s local manufacturers. SFMade serves over 450 member manufacturers employing over 4,000 individuals. SFMade has created a nationally-recognized brand platform, supported by a logo and a range of services and activities to promote the brand throughout the marketplace. The toolkit will be periodically updated with additional experiences from Urban Manufacturing Alliance members.

How to use this toolkit

The toolkit provides a simple, step-by-step guide to develop a locally-made brand platform for U.S. cities. Each section is broken out into actionable steps and/or best practices. Steps are used to indicate sequential tasks or activities that should logically be undertaken in a specific order, while best practices are used to indicate activities or tasks that may occur in parallel or on a one-off basis. The toolkit also makes use of Examples – actual case studies from specific cities - indicated by a blue box, and useful Tips, indicated by a lightbulb symbol:

Example:



Why Develop a Locally-Made Brand Platform: Key Premises

Premise 1: Local branding helps manufacturers sell more product and access new markets.

A locally-made brand adds a unique selling point to a product and can boost a company’s corporate image by connecting it to its local community and consumer base. By promoting a company’s geographic connections, a locally-made brand taps into consumer appetite for goods that are unique and fosters a pride in or appreciation of place. A locally-made brand identity can also help local manufacturers better differentiate their products from other competitive offerings, both locally and in export markets (national and international). This premise is partially based on the ‘Ingredient Branding’ approach to marketing, in which an ingredient or component of a product has its own brand identity. For instance, Intel Corporation’s ‘Intel Inside’ branding campaign competitively differentiated and successfully brought consumer attention to its products by highlighting the systems in which they operate. Likewise, ‘Geographic Ingredient branding’ competitively differentiates and brings consumer attention to goods and products by highlighting the locale in which they are manufactured. Additionally, an Ingredient Branding campaign¹ adds greater value to, and is a key selling point in, the promotion of its associated products. In this vein, a locally-made brand campaign fosters a greater recognition and appreciation of its affiliated locale.

“As consumers become more aware of things like supply chains and product origins, the appreciation for local goods has begun to fuel a resurgence in local manufacturing. This is an inspiring reality, and proof that people want to put their spending power to use in shaping their community’s identity. Consumption is a powerful tool when it comes to cultivating a sense of place.”²

Premise 2: Locally-made brands are assets to cities.

A locally-made brand platform not only promotes its affiliated manufacturers, but also its host city. For this reason locally-made brand platforms can enable collaboration between local manufacturing advocates and local government.

At the same time, locally-made brand platforms should engage a broader set of political stakeholders, some of whom may have more influence with manufacturers than the local mayor. Building relations with council members, aldermen or other representatives of your municipal legislature who represent areas with high manufacturing activity could considerably advance your locally-made brand platform.

SFMade Example:

SFMade produces joint press releases and PR pieces with the City of San Francisco regarding San Francisco's manufacturing base. These efforts are often focused on companies who have relocated or returned production back to the city. Through collaborative promotion with the City, SFMade had not only highlighted successful local manufacturing stories, but attracted other manufacturing companies to relocate in San Francisco. As San Francisco Mayor Edwin M. Lee recently said, "We are working with SFMade to provide a focused effort and demonstrate our commitment to manufacturers in San Francisco who continue to thrive and produce not only great products, but also great jobs for San Franciscans."

Premise 3: A locally-made brand platform can boost a city's existing efforts to support urban manufacturers.

Although most cities have a range of business support programs available for manufactures (such as tax abatements and employee training grants), a locally-made brand platform that promotes and markets local businesses offers a different type of support – with a specific focus on new market development and brand differentiation (read: more sales for manufacturers of all sizes), complementing traditional small business development resources, which often focus more on supply-side infrastructure.

Premise 4: A locally-made brand platform supplements individual companies' marketing efforts and creates a sense of community for local manufacturers.

Locally-made brand platforms can provide business exposure, create distribution opportunities, and foster business-to-business sales as well as mentoring and collaboration

among multiple manufacturers. For example, a start-up manufacturer may have a limited marketing staff and little to no brand awareness. By joining the platform, it can leverage larger marketing efforts it may not be able to afford on its own. At the other end of the spectrum, for a large, more established global manufacturer, the platform offers a way to reaffirm its roots in the local community and support smaller firms up and down its supply chain.

Section 2: How to Get Started

This section will introduce key considerations on how to scope and initially launch a locally-made brand platform.

Step 1: Research your region

First, research what efforts to support urban manufacturers in your area already exist from a branding and marketing perspective. Keep in mind that some organizations that do not formally support manufacturing may nonetheless provide many of the critical services and resources which manufacturers depend on. It is suggested that you look into existing organizations that provide the following services to small local businesses:

- Technical assistance to small businesses or coaching/ advising/ business planning
- Industrial real estate brokers and services
- Workforce development services, including vocational training, certification, or hiring assistance
- Waste, energy or water reduction services
- Sourcing assistance
- Export assistance

You want to make sure you are not duplicating efforts needlessly but rather are either filling a much needed gap or identifying opportunities for partnerships or to create new synergies among existing initiatives.

Step 2: Determine your scope

Step 2a – Identify a geographic area

Determining and sticking to a defined geography for your locally-made brand platform is critical to the brand's long term integrity. When determining the geographic area you should consider:

- Size, purchasing power and revenues of the area's consumer and manufacturing base
- Potential to secure resources for your locally-made brand platform given the area's market
- The area's arts and cultural style, design, architecture or other notable characteristics unique to the area, which could heighten brand recognition.

Step 2b – Determining B2B, B2C, or both

A locally-made brand platform can focus on manufacturers that are predominately Business-to-Consumer (B2C), Business-to-Business (B2B) or both. The experience of SFMade, for example, is largely focused on consumer products manufacturers. San Francisco's B2B manufacturers are captured in as much as they largely provide production capacity to the consumer brands being made locally. On first blush, it may be an easier sell to pitch the concept and the value of local branding to companies selling to consumers. That said, many of the strategies outlined in this Toolkit can also apply to B2B manufacturers and to cities with a predominantly B2B manufacturing base. However, some strategies such as helping gain retail distribution for a manufacturer may be less relevant to B2B.

In determining your pilot's target market, it is recommended that you:

- Examine the B2B and B2C make-up of your local manufacturing base
- Talk to B2B and B2C manufacturers to determine which ones would be most interested in using a locally-made brand and participating in supporting activities
- Analyze your local consumer or business base to identify if they have a demonstrated interest in purchasing more local products

Piloting one or the other first will likely ensure greater success by targeting your resources, activities and objectives. If all things are equal in your city, we recommend focusing first on B2C.

Step 3 – Gather stakeholder support

To launch a successful locally-made brand platform it is critical to bring key stakeholders in early in your efforts.

Step 3a: Recruit Founding Member Manufacturers

A key to the success of a locally-made brand is the early adoption and endorsement of the initiative by well-known and established manufacturers. Recruiting an initial group of committed and vocal "evangelists" will help establish immediate credibility and help attract other manufacturing members, partners, and favorable media attention. This same group will likely prove instrumental in catalyzing initial funding to support the initiative. We recommend aiming for between 7-15 Founding Member Manufacturers.

SFMade Example:

When SFMade began, they recruited 12 founding Member Manufacturers. They included San Francisco's longest operating manufacturer – McRoskey Mattress Company – and one of the City's most iconic and nationally recognized companies, Anchor Brewing, as well as smaller but well-known emerging young brands, including Ritual Coffee Roasters, Rickshaw Bagworks, and DodoCase. SFMade intentionally cultivated this mixture in order to ensure that the group represented the full range diversity of San Francisco's manufacturing base – which in turn ensured that any prospective member company could see SFMade as an appropriate "home" by recognizing other member companies like themselves.

Criteria you might seek to balance in your Founding Member Manufacturers might include:

- Companies representing all major manufacturing sub-sectors
- Companies that represent the ethnic diversity of both ownership and employee bases
- Iconic, long-standing firms vs. new companies generating media attention
- Companies with single vs. multiple geographic locations of the city
- Design/manufacturers vs. manufacturer/retailers vs. contract manufacturers

Step 3b: Gather support from your City

Having the strong endorsement from your city's elected officials and key public agencies can lend immediate credibility early on to the effort within the local manufacturing sector, to the general public, and to private sector funding partners. Support from your city officials might come in the form of public endorsement, co-promotion of locally-made events, and over time a degree of financial/funding support. If financial support from your local government is not initially viable, a Mayor's verbal and in-kind support (e.g. press releases, joint events, etc.) is equally valuable especially when fundraising and rolling out the campaign. Moreover, as local/domestic manufacturing has become rather in vogue in the press and the public eye over the past several years, there are increasing numbers of for-profit, locally-made ventures (most are on-line portals, blogs, and would-be directories) seeking to take advantage of perceived market opportunities. As a result, it is ever more important that your locally-made initiative is viewed as the "authentic" one. To this end, City-endorsement can be instrumental.

Step 3c: Identify and Recruit Founding Private-Sector Partners

Corporate and other organizational partners play a key role, both initially and over time, in helping to launch and propel forward a locally-made brand platform. Initially, well selected corporate and community partners can help lend credibility to the initiative as well as provide reach and resources, including funding. Over time, especially corporate partners, offer the potential new national distribution channels and access to significant resources to the sector. These partners, however, must be carefully chosen to ensure that the partner's brand is consistent with the efforts of the locally-made initiative. We recommend that you create your team of Founding Member Manufacturers first, in order to allow them input (and thus buy-in) into the selection of other partners – especially private major corporations.

SFMade Example:

Both Levi Strauss and Wells Fargo Bank were both secured as Founding Partners of SFMade. The founding Member Manufacturers felt that the brands of both companies (both are headquartered, were founded themselves in San Francisco, and are generally well respected locally) were sufficiently well aligned with the intentions of SFMade to work well. On the other hand, a potential partnership with a global mass-market retailer was rejected, as the manufacturers felt that the image of that would-be partner - was one of an importer/retailer of cheap products made largely in Asia – could have been damaging (by association) to the nascent locally-made initiative.

Step 4 – Establish membership eligibility

Your organization may decide to support a broad range of companies but it is critical that your locally-made brand is associated with a defined set of manufacturers so that it maintains integrity and is understood by your targeted consumer base. Therefore, establishing some basic criteria for membership is critical to your brand's integrity. You should additionally provide member manufacturers with a statement or information that clearly summarizes the services and objectives of your locally-made branding platform.

Made In NYC Example:

Made in NYC's eligibility:

- Occupy industrial or commercial space.
- Employ 1 full time employee or equivalent (business owners can count as a full time employee).
- Manufacture or contract to a manufacturer that is engaged in essential product transformation within the five boroughs of New York City.

SFMade Example:

SFMade's criteria for joining the Certified Local Manufacturer Program are:

- Headquartered in San Francisco and/or has a registered business license in San Francisco.
- Primarily design and manufacture a physical product (versus a digital product or a service).
- Manufacture one or more products in San Francisco.
- Have a San Francisco-based work force with the desire to grow over time.
- Have one full time employee.
- For manufacturers of consumer products: You must have one or more products for sale at a retail store or online.

When thinking through eligibility it is important to think through companies that would be ineligible for membership but who could still benefit from engaging with the locally-made brand platform. Examples of such entities include someone who hand crafts items and is thinking of becoming a manufacturer; a designer who is not yet producing but would like to produce locally; or a local company currently contract manufacturing elsewhere that is interested repatriating production into the city. These and similar entities can still engage with a locally-made brand by participating in:

- Educational workshops
- Networking events
- Sourcing referrals

Additionally, you can consider delivering associated educational, mentoring and technical assistance services to prospective members either directly or through third-party partners (such as existing governmental entities or non-profits). These services should be designed to help bridge these entities into formal manufacturing so they can ultimately meet your eligibility requirements and participate as members in the locally-made brand platform.

Step 5 – Describe your locally-made brand platform offerings

Your locally-made brand platform's description should account for a number of programmatic elements including: the geographic area; the types of manufacturers you're targeting; the B2C and B2B composition of your membership; your definition of local manufacturing; and, most importantly, the scope of services that you plan to offer.

SFMade Example:

SFMade offers a “brand platform” to enable local manufacturers to identify and differentiate themselves, and to help consumers identify locally-made products. SFMade’s Certified Local Manufacturer Membership Program provides certification of products that are made in San Francisco and offers local manufacturers access to a suite of tools designed to help them connect more powerfully with their customer base, including exclusive use of the trademarked SFMade logo and brand collateral; listing in the SFMade Member Companies Directory and other Shop Local directories and search engines, and exclusive selling opportunities through strategic partnerships and SFMade hosted events.

Step 6 – Determine funding strategy

A locally-made brand platform can be launched with a surprisingly modest initial investment. For instance, SFMade launched its brand, promoted it, and delivered related program services to more than 100 manufacturers in its first year of operations for less than \$80K. The right initial/short-term funding strategies will also lay the groundwork for longer-term funding approaches, key to sustaining the initiative over time.

Member Manufacturers

When SFMade launched, the organization intentionally made both participation as a Member Manufacturer, as well as access to the SFMade logo for the promotional activities of the individual manufacturers, free. Three years later, with widespread use of the logo within the SFMade member community and recognition both locally and beyond, there is still no charge to be a SFMade Member Manufacturer nor to access the SFMade brand collateral. This strategic decision was made for several important reasons, all of which still ring true:

1. SFMade’s goal is 100% participation of San Francisco’s manufacturers in the initiative. They did not want to set any barriers to engaging manufacturers.
2. As a 501(c)3 and wanting to effectively partner with “trade associations” including the local Chamber of Commerce and various manufacturing associations (fashion, food and beverage, etc.) SFMade does not want to be seen as yet another trade group, competing for the manufacturer’s “membership spend.”
3. Over time, SFMade has had more success encouraging its member manufacturers to voluntarily donate, on an annual basis, to the non-profit. This more philanthropic approach

to garnering support from the manufacturers has proven to better engage them in the local community and, SFMade believes, actually yields more revenue than a “fee for service” membership structure would garner.

SFMade currently raises approximately \$60,000 annually from their 400 member manufacturers through this annual voluntary donation model. In addition, SFMade does charge modest Program Fees for specific services delivered, which manufacturers opt into. Examples of current program fees include:

- 2-Hour Workshops: \$25-\$75 per attendee
- One-Hour Advising Consultations: \$50

In 2012, SFMade raised over \$20,000 from program fees for educational/advisory offerings related to the local-branding and retail platform.

Corporations (Non-Manufacturers)

There are likely three types of partner corporations that may be interested in financially supporting your efforts:

- Professional Service Providers - companies that are not manufacturers but see your prospective member manufacturers as customers (e.g. law firms, accounting firms, IT service providers etc)
- Locally-Founded Corporations- large corporations with a strong brand connection to your city, including major brands that are headquartered locally but no longer manufacture locally, who nonetheless wish to support the local economy (example – Levi Strauss and the Gap Corporation in San Francisco)
- Banks – national and regional banks that seek to demonstrate their commitment to the growth of the local economy and to fulfill their Community Reinvestment Act (CRA) obligations. In some cases, banks may also fall into the locally-founded corporation category, which likely will further engender them to your initiative (for example, Wells Fargo Bank in San Francisco was a Founding Partner of SFMade).

Each year, SFMade secures funding support from all three categories of corporate partners.

Professional Service Partners tend to align their giving with small sponsorships (\$250-\$1000 each annually) of SFMade’s major annual promotional event, SFMade Week.

Major Corporations and Banks may also participate as sponsors of SFMade Week (sponsorships of \$1000-\$10,000). Sponsorship investment is generally allocated from a corporation’s local marketing budget. At the same time, the large

est corporations and banks often also have foundations set up specifically to make larger philanthropic grants – these are generally for program support and must be applied for annually through a competitive process.



Tailor Bank Funding Requests to CRA Fulfillment

Banks will have an additional interest in funding your effort if you can demonstrate benefit to low-moderate income individuals. At SFMade, efforts are made to tie the typically diverse workforce (including individuals from low-income households, immigrants, veterans and others with barriers to employment) sustained by individual manufacturers to the support they get through the locally-made brand platform. This enables partner banks to apply their investment in SFMade to their CRA requirements.

Retailers

Initially, many retailers – whose margins are slim - may not be interested in general donations to a locally-made brand platform (locally-headquartered retailers are the exception), but they may be receptive to funding specific elements that have a direct benefit for them. For example, you can target retailer funding for a printing of a Retail Map (see Section 4 for information on Retail Maps) or other marketing activities that directly drive traffic to their store(s). Over time, as your locally-made brand grows in both manufacturer adoption and consumer awareness, you may also be able to cultivate deeper retail sales partnerships, where your brand and a major retailer partner on a retail store (permanent or a temporary/pop-up). A formal retail partnership can yield additional revenue from licensing of the locally-made brand - called licensing fees- and/or from a negotiated percentage of the gross sales generated from the partnership (see Section 6 for more on Retail Partnerships).

Step 7 – Promote your locally-made brand platform

It is recommended that you phase the implementation of your Brand Platform, giving the campaign time to grow. Ultimately there are a myriad of ways to engage consumers and raise awareness of your local brand. To begin it is recommended that you first develop a central website with an online directory of your member firms and develop a logo and associated logo usage guide. Other promotional activities such as social media, retail partnerships, open houses and tours of local factories are explored in Section 4. Once you are ready to roll out your locally-made brand platform consider organizing a public launch party or media event with founding members and partners. Make sure to have media assets ready. Media assets include profiles of companies, key staff, other me-

dia-friendly spokespersons, and product-related images.

Step 7a – Create a Website

Creating a website is a fundamental tool to support your locally-made brand platform. Recommended website features include:

- Member Directory
- Retail Map
- Image Gallery
- Corporate Shopping Guide
- Information on locally-made branded events including special shopping weeks or factory tours
- Press that features your locally-made member companies and/or events and partnerships
- Rotating stories on member companies

Step 7b – Develop a Logo and Logo Usage Guide

“The symbol of a brand has the power to heavily influence and inspire the consumer to develop a personal relationship towards the brand. The symbol is the main communication tool, which is established as graphical, vocal, written or other physical objects. The symbol represents the congregated complex actions executed by the organization narrowed down to a specific characteristic. The brand is not just the logotype and symbols, it contains all actions the company embodies and executes. The brand represents the accumulated actions generated by a company”³

Logos, logotypes, signatures and design marks are valuable assets for any organization. It is important that your logo is used consistently with a clear set of guidelines to ensure that it effectively conveys your brand’s value and message. Toward these ends, you should explore developing a logo usage guide with parameters for how manufacturers can use your logo in their own marketing efforts. For an illustration of SFMade’s logo usage guidelines see Appendix, SFMade Logo Usage Guide.



Trademarking the Locally-Made Logo as a Best Practice

The SFMade name and logo are trademarked, something the organization pursued in their first year. Having a trademarked logo has been helpful to enable SFMade to authoritatively control the use of the logo and brand, both with Member Manufacturers and in conjunction with retail partnerships. Having a trademarked logo also adds credibility to the brand in the eyes of the consumer. SFMade did, however, stop short of setting up the logo as a specific Mark of Certification, which would have required a much more rigorous infrastructure to maintain. This is an option, over time, once you have trademark control of the logo initially.

Section 3: How to Recruit and Engage Members

A locally-made brand logo will not likely generate noticeable or meaningful impact on its own; engaging members to utilize the logo in their own marketing efforts is needed to expand the reach of your locally-made brand platform. The word ‘members’ in part emphasizes active participation but also enables participating manufacturers to self-identify in relation to the initiative. The following are a set of best practices you can take to garner active participation from the onset. You may opt to choose one, a few, or all of them.

Best Practice 1: Leverage Founding Members to outreach to other manufacturers

Nothing helps build initial credibility for your brand like word-of-mouth from other manufacturers already using or endorsing the brand. At SFMade more than 50% of their members in their first year of operation came from the direct endorsement of other manufacturers.

Best Practice 2: Outreach through organizations that connect with potential members

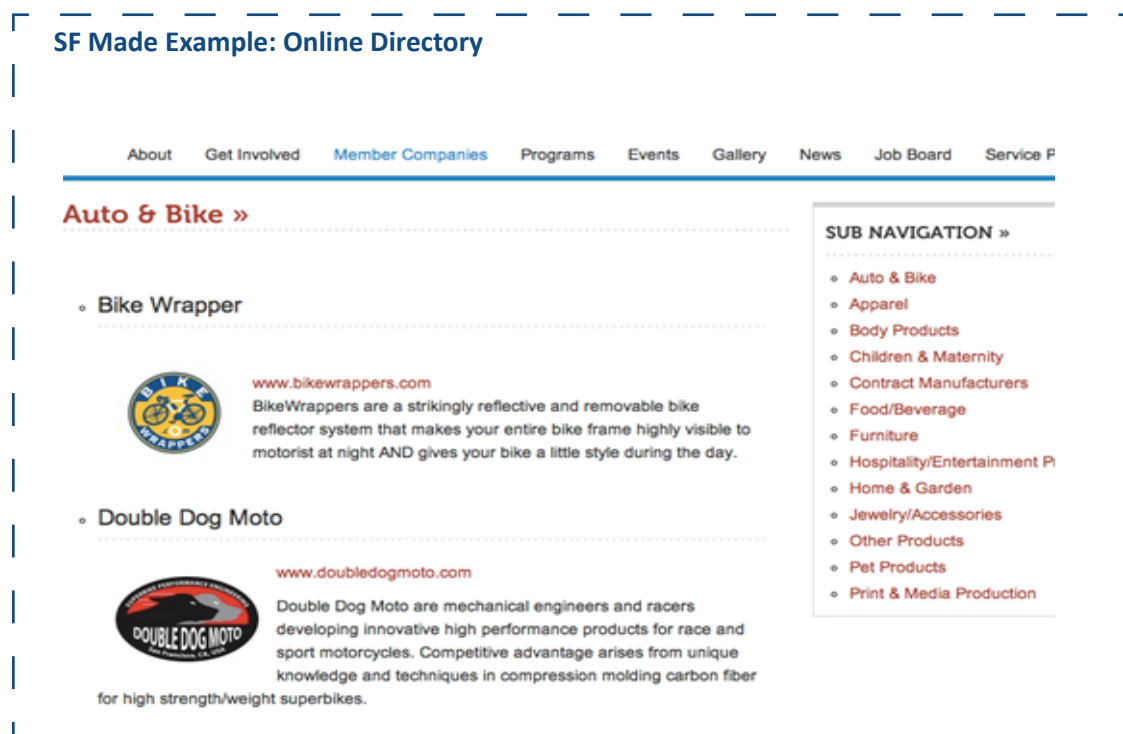
As part of your initial preparations, you have likely identified a wide range of other organizations – both for profit and non-profit – that offer services or solutions to local manufacturers. Partner with them to reach clusters of manufacturers. Examples include: banks and

other small business lenders, accounting firms specializing in manufacturing, technical assistance providers, your local Chamber of Commerce and other local merchant/business associations, and government organizations with outreach to the business community.

Best Practice 3: Encourage active participation in brand programming

It is critical to have a few members that will not just lend their name to the locally-made brand platform’s marketing efforts but actively participate in all programming including:

- Leveraging the brand platform through the use of the locally-made logo on company website, packaging, marketing collateral, communications, and by participating in events and other distribution opportunities
- Mentoring, collaborating, and when appropriate partnering longer term, with other members
- Participating in events produced by your organization as well as joint events such as pop-ups and trade events
- Promoting your locally-made brand platform’s programs and services, recruitment of additional members, and endorsement of the locally-made brand in the press
- Sharing company information to your locally-made brand organization to help support the Brand Platform



Best Practice 4: Establish an online Member Manufacturer Directory

Your locally-made brand platform website should feature an online member directory that reflects a contemporary user experience. It is recommended that you practice good information design by breaking members into categories easily recognized by the average con-

Best Practice 5: Establish regular communication with members

To ensure ongoing participation, regular communication with Member Manufacturers is essential. An easy way to maintain communication is through a monthly e-newsletter. Email is still an effective means of communication. It is often used to drive traffic to specific pages online to raise awareness and catalyze action, and, as a way to communicate ongoing activities in a manner that allows you to prioritize and highlight those most important. SFMade also makes use of both Facebook and Twitter to communicate with Members as well as with the general public. For more about using Social Media, see Section 4.



Newsletter Production Tips:

- Frequency – Once per month.
- Time of day – Tuesday at 10AM
- Consistent layout – maintain consistency for readers who start to look for specific content that is of most interest to them by creating a template that can be reproduced for each newsletter. SFMade's newsletters always include sections for:
 - o lead story
 - o company spotlight
 - o product spotlight
 - o upcoming events
 - o highlights on their programs
- Content – use images and short, essential and/or teaser content
- Connections — add social media icons and links to produce a dynamic communication tool. Be sure to double check that all links are correct and active before you send out the newsletter.
- Delivery — Use a third-party service provider that will keep you up-to-date with industry regulations, software enhancements, and best practices

SFMade Example: Newsletter, Company Spotlight

Company Spotlight: [NICE Collective](#)

About: In the case of Ian and Joe, nice guys don't finish last. Having forged a friendship in the 90's while working in the music industry, the duo connected over their mutual desire to make something. What was originally planned as a multidisciplinary creative outlet became an adventure in engineering and constructing high quality clothing. "That something became a t-shirt!" said Ian. Since their opening in 1997, the company has grown into one of America's coolest new urbanwear labels, worn by rockstars like Bono, Gavin Rossdale and Coldplay. The DJs-turned-designers had no prior background in the fashion industry and admitted to experiencing a steep learning curve, "but that learning curve dictated our style," said Ian, and apparently it worked.



Their SF Pride:

With a background in the music industry and a future in fashion, why did NICE Collective set up shop in San Francisco? "We like to make things, we're *makers*, so staying in San Francisco helps us to focus, and to not get caught up in the rat race of the industry. It's like a hideout, a place to cut through all the noise. And the creativity in San Francisco is subtle but inspiring, and that's what we're about," said Ian.

Why They Value SFMade:

NICE Collective is part of SFMade's Manufacturers Accelerator program, a one-year program of intensive industry-specific business advisory services, designed to help growth-stage manufacturers develop to the next level. "We're hoping to understand where we fit in, how we gage against other companies, and to get suggestions on how to improve...We appreciate this whole network of people who know how to do things, so we don't have to do it alone," said Ian.

SFMade Example Newsletter, Product Spotlight

The Monthly Goods

Company Name: [BikeWrappers](#)

Product We Love: BikeWrappers- in Black and Grey Polka dots.



Why We Love It: A bright and removable bike reflector system that makes your entire bike frame highly visible to motorists at night AND gives your bike a little style during the day. What could be more perfect for San Francisco residents?

I want one! Check out their website [here](#)

Section 4: How to Market Your Locally-Made Brand: Success Stories

This section offers examples of successful strategies SFMade has employed including various promotional and shopping events, retail and corporate guides, factory tours, and social media.

Best Practice 1: Host a launch event

Hosting an effective launch event may be the single most helpful strategy when your locally-made brand is new. The first year, SFMade's launch event was a single, evening event that took over the production space of a local (Founding Member) manufacturer. The event – called Ramp It Up! - served to bring together the local manufacturers, and to communicate to potential partners the power of the local manufacturing community. That single event – which brought together more than 200 manufacturers, partners, and city luminaries – has now grown to an entire week-long celebration of local manufacturing held in May each year- SFMade Week. Subsequent SFMade Weeks have built upon the original intention of Ramp It Up! and now focus on engaging the general public with local manufacturing through educational programming, retail shopping experiences, and the hallmark Ramp It Up! evening event. SFMade Week 2013 is expected to engage many thousands across the range of activities throughout the city.



Launch Event Tips:

- Hold event at a member manufacturer location
- Have known speaker from an anchor member to key-note
- Add tables/marketplace for members to show their products and/or for partners (ideally those who are sponsoring) to promote their services
- Invite the press
- Utilize as many member companies as possible for food and beverage, signage, etc.
- End with the best goodie bag ever! Make it quality and memorable. For example, give away a locally-made tote bag with coffee and chocolate.

Don't try to host one event for too many different audiences. For example, you probably wouldn't want to do a launch party to recruit more manufacturers and at the same time create consumer awareness and interest. Narrowing your purpose and your target audience will help you craft a consistent message to market and sell the event, right down to the invitations themselves. Make sure the message is consistent and that you've thought about how you convert that message into an experience.

Best Practice 2: Develop core programming/events

Developing a series of core events that target a variety of stakeholders enables the brand to build an audience and momentum. Regardless of the audience though, all events should be high-profile and have value for member companies. Core events can include shopping events, factory tours or even a week-long series featuring a variety of activities.

Best Practice 2a: Coordinate Factory Tours

Factory tours allow the public, media, retail buyers and would-be manufacturers to get a first-hand look at how things are made. Most people today have never been inside a factory and tours are a fun and educational way to create a stronger connection between residents and their neighbor manufacturers.



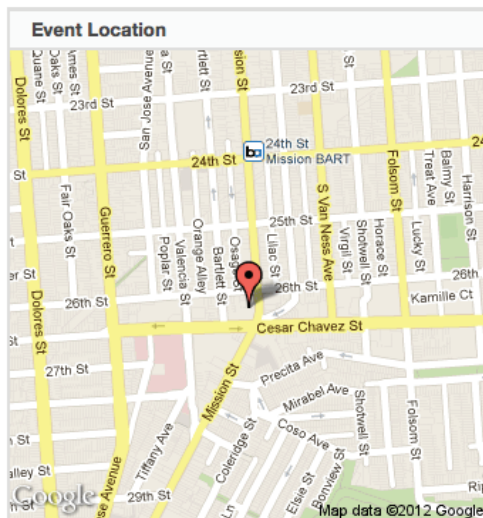
Factory Tour Tips:

- Work with the host manufacturer to map out the tour flow, timing, maximum number of participants, and any visitor logistics, such as parking
- Create an event page to facilitate registration

Best Practice 2b: Host Special Shopping Events

To boost sales for your member manufacturers, plan special retail events such as trunk shows, in-store demos, pop-up events or specific “Shop Local” days. Consider capitalizing on times of the year when you know consumers will be shopping and looking for unique purchases such as the winter holidays.

SFMade Example: Factory Tour Invite



Contact

Contact SFMade

[Email Us](#)

An Apparel Factory Tour

Friday, August 3, 2012, 10:30AM - 11:30AM

Fashion Apparel, 986 Mission Street, 4th Floor, San Francisco, CA 94110

FIND TICKETS

[Add to Calendar](#)

TICKETS

Regular Ticket

PRICE

\$25.00

QUANTITY

0

[ADD](#)



Description

SFMade Presents:

AN APPAREL FACTORY TOUR

A unique opportunity to see a sewing factory in action!

We will visit Fashion Apparel, who has just merged with Rene Sewing Co, for a tour of the factory and presentation by owners, Peter Hui and Connie Pang. This factory has the capability to make most styles of apparel including, shirts, pants, dresses, swimwear, t-shirts and lingerie.

Come with your questions and learn specifically about:

- The factory and its capacity
- Minimum order requirements
- Process
- Pricing
- How Peter and Connie like to work with and support local designers



Shopping Event Tips:

Shopping Event Tips:

- pick a location that can accommodate logistical considerations like parking and or access to public transportation
- give yourself time to coordinate with members and the venue as well as time to promote the event
- approach media early to generate pre-event buzz; consider partnering with a media outlet to maximize the potential for publicity
- invite local retailers to the event; this is an opportunity for retail and wholesale sales!
- curate the event as much as possible so that you have a range of quality products. You want shoppers to come back next year! Note: As a 501(c)3 community-serving, non-profit, it is strongly advised to work with your host/retail partner and/or a more neutral advisory council to determine who should get the opportunity to participate in a given retail event - based upon an capacity, product mix, and quality - so that you are not seen as privileging one member manufacturer over another.

SFMade Example: SFMade Holiday Fair

Annually, SFMade partners with the Fort Mason Center, a local non-profit organization, to present a holiday gift fair featuring 75 SFMade members selling their locally made gift items. Attendees have the opportunity to complete all of their holiday shopping needs in one morning by showcasing a wide range of locallymade products for sale. SFmade works with local press and used social media to promote the event. Participating Member Manufacturers have made succesful sales at the event ranging from \$100 to \$2000 and 50% of the firms also met retailers that were interested in carrying their products. In this way, the event doubles as a wholesale matchmaking forum.



CPHmade Example:

CPHmade, based in Copenhagen, Denmark held CPHmade Day in November, 2012 that gathered 20 member manufacturers for a full day of shopping and networking under one roof. Attendees were able to meet the people behind the member companies and buy their products as well as partake in several seminars on topics related to the importance of local production in a global economy. CPHmade partnered with a local, leading newspaper to create attention and awareness leading up to the event.



COME AND SEE WHAT WE PRODUCE IN COPENHAGEN

CPHmade Market Day!

Saturday the 17 November 2012
From 10am-5pm
Location: Politiken
Rådhuspladsen 37, Copenhagen.

We hereby have the pleasure to invite you to the CPHmade Market Day. Meet distinct manufacturers who reside in Copenhagen and produce the most fantastic goods right here in the city.

At the Market Day you can meet the passionate people behind all these products. The range of products is wide! You can shop everything from caramels and chocolate to custom-built motorcycles, handmade hats, jewellery and bags – just to name a few! All manufactured by skilled craftsmen.

You can read about the exhibitors and the full program on CPHmade.org



Best Practice 2c: Organize a Locally-Made Week

Once you have some experience organizing individual events, coordinating a week-long campaign to promote your locally-made brand is a great way to meet many of your likely goals: generate press, recruit new members, fundraise and drive sales to your members. The goal is to offer something for everyone: educational workshops for members, discount shopping opportunities, public factory tours, and a fundraising party either at the beginning or end of the week.



Made Week

- Work with retailers to donate 10% of their proceeds from locally-made products
- Attract a media sponsor that can leverage an editorial, promotion of events and special advertising
- Seek endorsement by your local mayor

SFMade Example: SFMade Week

During the 2012 SFMade week, SFMade organized a series of event to promote its brand and raise awareness of local manufactureres including:

- Ramp It Up!, a 300 person celebration of the craft beverage renaissance at a local brewery that also featured local wineries, distilleries, a coffee roaster and artisinal food manufactureres as well as one-on-one business consulatons for 25 firms and an inspiring speech from Mayor Ed Lee with five promises to increase support for local manufacturers (watch it here)
- Almost 50 retail stores participated in the first Shop SFMADE Day, donating 10% of their sales to SFMade
- 10 companies donating silent auction prizes for SFMade's first online auction
- 12 factory tours for over 250 people



Best Practice 3: Link to local retailers by developing a Retail Map

A great way to boost sales of locally-made products and generate awareness at the same time is to develop a map of local retailers that sell your member manufacturers' products.



Retail Map Tips:

- Develop criteria for eligible retailers. Do they need to carry just one locally-made product? SFMade determined they should carry at least 3 different SFMade vendors or be the dedicated retail store of an SFMade manufacturer.
- Identify retailers that qualify for the map. SFMade initially went door-to-door but now uses an online application process and periodic audits.
- To further support the Retail Map program, SFMade also developed SFMade Window Decals that retail stores use to indicate to shoppers that "Locally Made Products are Sold Here." In San Francisco, these decals have become sources of pride for the stores and for the neighborhoods in which retailers are located.
- Look for a map sponsor to offset your costs. Potential options can include companies that are themselves targeting consumers, retailer or manufacturers or a partner who is looking to put their name on a publication with wide distribution.
- Consider a printed version even if you also have web and/or mobile version. This will enable you to distribute in select high traffic retail stores.

SFMade Example: Retail Map

SFMade developed their first retail map in 2011 featuring 75 retailers. Levi Strauss and Co., a multi-national apparel manufacturer headquartered in San Francisco, has sponsored the printing of the map. While Levi's no longer produces in San Francisco, the company saw the value in promoting and supporting San Francisco's manufacturing base. SFMade is considering charging retailers to be included in the map. To further promote the retail map, SFMade is now working with SF Travel (the local Visitors and Convention authority) and select hotels, such as Joie De Vivre hotels, to distribute the map to tourists and other visitors. It is also developing a mobile application.



Best Practice 4: Create a Corporate/Retailer Procurement Guide

For the first two years of SFMade's operations, a single on-line directory of SFMade Member Manufacturers was maintained on the SFMade website. In this directory, which continues to be a prominent part of the SFMade website, companies are organized by category and then listed alphabetically, with links to each company's own website. This main directory is primarily used by consumers to peruse individual companies and by designers/product inventors looking to identify sources of supply. However, as SFMade began to work more with retailers as well as with corporations looking to procure products from the SFMade community, a new need was identified: to create a directory of locally-made PRODUCTS (vs. a directory of COMPANIES) that might be appropriate for purchase.

There are three main audiences for a corporate procurement guide:

- corporate employees who purchase gifts for other employees or major customers/suppliers
- buyers from retailers, wholesalers and distributors
- government officials (who desire locally-made products as gifts) or city departments who wish to intensify their local procurement (of items such as local stationary or office items)

All three audiences benefit from a user-friendly guide to locally-made products. The SFMade Corporate Procurement Guide is very visual – each SFMade company is allowed to submit one or two representative items, complete with product photography, wholesale pricing, and procurement information.

SFMade Example: Corporate Procurement Guide Excerpt

Poco Dolce

Bittersweet Chocolate Tiles | \$3.25–18



Perfecting the art of salt and chocolate since 2003, Poco Dolce's signature hand-crafted Tiles combine bittersweet chocolate with unique inclusions like Burnt Caramel Toffee or Ground Chiles and are all finished with a pinch of Grey Sea

SFMade Example: Tweets

- @Dodocase just stopped by the office today. Love their new line of cases for summer!
- Great article on the power of local manufacturing in today's economy. Check it out @HuffPost (link)
- Just saw Your Locally-made Brand member @Blue-Canoe's products in the local shop @_____. Love! (picture link)
- The @BananaRepublic pop-up shop is still looking great. Make sure to catch it before the end of May! (instagram link)
- It's a full house at the Your Locally-made Brand Orientation tonight! (instagram link)

Best Practice 5: Maintain a Social Media Playbook

Your locally-made brand should regularly feature its members through all of its social mediums. While you cannot promise you will feature them, it will highly increase their chances of being featured if they have special events, collaboration/partnerships, or new initiatives that are newsworthy and relevant to local manufacturing news. Your locally-made brand has the freedom to determine which company's event or news is most relevant to the community at a certain point in time. Essentially: equal promotion opportunity for all members but no guarantees.

Best Practice 5a: Set up a Twitter account

Twitter is a constant feed of information that literally never stops and is a great way to inform the public and offer an insider look into manufacturing. The more tweets the better, however, quality still matters. Your locally-made brand voice should communicate news on your member manufacturers, city policies impacting your members and certainly



Twitter Tips:

- Set a goal of posting 1-5 tweets a day
- Rotate background to include high-res photos from member factories
- Post mobile pictures
- Link to your Instagram account
- Favorite, retweet, and reply whenever possible
- Tweet when going out to interesting meetings, if you see a your locally-made brand member product, if you read something to do with manufacturing, and when on a business trip.

Best Practice 5b: Set up a Facebook Page

Your locally-made brand's Facebook page serves a similar role to anyone's own Facebook page. It personifies your locally-made brand and allows members of the community and other businesses to interact with you. And just like personal pages, it's an excuse to share accomplishments. Create posts to inform others of what is going on. The Facebook page should always try to include links and photos in posts. By comparison, Twitter is suitable for text-only one-liners but Facebook pages look better with links and images.



Facebook Tips:

- Set a goal of 1 Facebook post a day
- Introduce new members with a creative intro and a link to their website
- Post before and after events
- Post about any relevant news and awards

SFMade Example: Facebook Posts

- Just added three new members to our website today. Great clothes, gelato, surfboard shapers... what a group! (tag companies)
- Packed house for our "How To Manufacture Locally" event this month. Sign up here (link) for April's! (Attach picture of audience)
- Forbes magazine talks to Your Locally-made Brand about real manufacturing jobs being created in Silicon Valley (Attach link)
- Your Locally-made Brand was just presented with a Workforce Champion Award for our Hiring Made Better Program, learn how Your Locally-made Brand helps manufacturers hire here (Attach link and photo))

Best Practice 5c: Set up an Instagram Account

Instagram is a great way for new people to become interested and passionate about locally-made goods. Whenever there is an intriguing opportunity, Instagram a photo of Your locally-made brand member's product, office, or employee to generate awareness and excitement around your city's local culture. These Instagram photos should be tagged with the location and link to your locally-made brand Twitter account.



Instagram Tips:

- Always link Instagram photos to Twitter
- Follow your members and related organizations
- Example Shots:
 - o Members' factories
 - o Members' products
 - o Members' employees/staff
 - o Your organization's staff
 - o Your organization's event/workshop
 - o Your organization's marketing materials
 - o Your city's sights/landmarks

Best Practice 5d: Set up a Blog

Your locally-made brand blog most importantly uses language to serve its purpose. Unlike the other social mediums, a blog can feature written articles by any of your locally-made brand staff members or manufacturers on any topic relevant to your local manufacturing base. Having one or two high-resolution images for each blog post is standard. Unlike the other social mediums, Your locally-made brand platform can use the blog to communicate the importance of local manufacturing and to tell stories about its members.



Blog Tips:

- Set a goal of 1 post per week
- Establish regular "columns" that feature the same type of post each week such as "Interview With...", "A History of...", "Your Locally-made Brand member of the week", "or "Local Manufacturing 101"
- Include guest posts by Your Locally-made Brand members
- Have all Your Locally-made Brand staff post (signing their names)
- Tie blog posts to your newsletter

SFMade Example: Blog Posts

- Meet your coffee roasters: Inside Ritual Roasters and Four Barrel Coffee
- Bi-Rite Family's 75th birthday: How a family business creates community around locally-made products
- Interview with _____, Head Designer at Your Locally-made Brand member, Stolen Sunday

Best Practice 6: Press releases and other promotional strategies

In addition to your website, newsletter, events and social media efforts, there are additional ways you can generate general consumer awareness for your locally-made brand platform. These strategies include general public relations such as press releases and promotional items with your logo, such as t-shirts.

Your Brand Platform's media visibility is key to supporting members. It is recommended that you take a proactive approach to produce content, in particular images and possibly some video, in addition to having media friendly profiles of principals, founders, and key personnel of your member companies.

SFMade Example: Press Release

Contact: Maureen Futtner | maureen@maureenfuttner.com | (415) 637-3280

SFMade Week celebrates locally-made products in May

SFMade companies open their factory doors and San Francisco retailers sell locally-made goods

San Francisco – With one of the country’s most vital locally-made movements, San Francisco gets its own weeklong celebration of manufacturers who make things right here, in the city by the Bay. Nonprofit SFMade presents the second annual SFMade Week, May 7-13, 2012. Festivities include open factory tours, a speakeasy-themed fundraising mixer and Shop SFMade Day. For a full schedule, visit sfmadeweek.org.

SFMade Week is not only an opportunity to discover and enjoy the city’s vibrant manufacturing sector, but it is also a fundraiser for SFMade’s effective programs that bolster the sector and increase job growth and retention. New to SFMade Week this year is SFMade Day on Saturday May 12, with local retailers selling SFMade products and donating 10 percent of sales to SFMade.

“We’re thrilled to partner with SFMade for such an important cause,” noted retailer Abbey Herman of Park and Pond in North Beach. “Customers come in all the time for our locally-made products. It only makes sense that we local retailers help support SFMade, which, in turns, helps its more than 300 member companies to thrive, employing a workforce of 3,500.”

San Francisco Mayor Ed Lee will be the keynote speaker at “Ramp It Up! Poured, Shaken, and Stirred,” SFMade’s fundraising party on Wednesday, May 9. Featuring artisan food and beverage pairings at Speakeasy Brewery, the mixer also will celebrate two local companies that are having a big impact. DODOcase, receiving the New Maker Award and Speakeasy Brewery, receiving the Founders Award, are both creating quality jobs for locals.

“SFMade Week has something for everyone to join in on the fun and fundraising,” said Janet Lees, Senior Director at SFMade. “If you’re a shopper, you’ll be in local heaven on SFMade Day. And for those bon-vivants, ‘Ramp It Up!’ will be a night to remember. Plus factory tours and a silent auction. San Francisco and the whole Bay Area are in for a real treat.”

SFMade Week Events

Online Silent Auction: Grab some friends and bid on private tours, exclusive tastings, Giants games, and interactive classes. Bidding starts on May 7 and ends on May 13. More details here: sfmadeweek.org/get-involved/silent-auction/

Open Factory Tours: Take a \$10 insider factory tour to view the daily operations of the following local manufacturers: Anchor Brewing Company, Barbary Brix & Maison de Monaco, Cellars 33, Cocoa and Kika’s Treats, DODOCase, Heath Ceramics, Foam Order, Rickshaw Bagworks, Ritual Coffee Roasters, Southern Pacific Brewing, Standard Metal Products, Timbuk2. Multiple times and locations. Full schedule here: sfmadeweek.org/calendar/

SFMade Press Example continued:

Ramp It Up! Poured, Shaken, and Stirred: No secret passwords or special handshakes required for this speak-easy-themed cocktail mixer. Mayor Ed Lee is a keynote speaker for SFMade's annual fundraiser, which includes artisan food and beverage pairings and also features a unique interactive live showroom at the Bayview district's Speakeasy Brewery. 1195 Evans Avenue, San Francisco, CA 94121 | Wednesday, May 9 | 5:30-8:30 p.m. | \$45 | Buy tickets here: sfmadeweek.org/event/ramp-it-up/

Shop SFMade Day: Keep the cash in the community and shop with a local retailer that sells SFMade products. 10% of sales will go towards supporting SFMade's programs for local manufacturers. Multiple Locations. | Saturday, May 12 | Full list here: sfmadeweek.org/get-involved/shop-local/

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ABOUT SFMADE

SFMade, a non-profit organization founded in 2010, is a public-private partnership focused on building San Francisco's economic base by developing SFMade's mission to build and support a vibrant manufacturing sector in the city that sustains companies producing locally-made products, encourages entrepreneurship and innovation, and creates employment opportunities for a diverse local workforce. SFMade currently supports more than 325 local manufacturers who collectively sustain over 3,500 jobs in San Francisco. For more information, go to sfmade.org

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SFMade Example: Promotional Items



Section 5: Developing Retail Partnerships

Partnerships are an excellent way to leverage the resources and market penetration of existing, large organizations such as national retailers, governments or online companies.

Best Practice 1: Local Partnerships with National Retailers

National retailers are often looking for new and exciting ways to differentiate themselves in the marketplace. Locally-made products are now more than ever viewed as an opportunity to offer consumers unique items. One way to showcase these products is through a pop-up inside select (or eventually all) stores.

Best Practice 2: Engaging Local Government

Many local governments have retail opportunities that are often located in areas of high visitor traffic such as airports and train and bus stations. While a government agency must always adhere to public sector procurement practices (i.e. competitive RFP processes) you can encourage agencies to incorporate points into the RFPs for locally-made products or concepts. When working with public agencies it is important to promote all member manufacturers equally and not to directly select or give preferential treatment to one product over another as this may conflict with public procurement rules.

SFMade Example: Banana Republic Partnership



In 2011, Banana Republic, a large national retailer – a division of the Gap Corporation, which is headquartered in San Francisco - approached SFMade about creating a pop-up store inside their local flagship retail space. SFMade was responsible for connecting Banana Republic with local producers and helping to organize the selected members. Banana Republic was responsible for the product selection. SFMade was thrilled to work with the retailer to offer prime retail space for some of its member manufacturers, especially with Banana Republic's highlighted merchandizing presentation. As of 2013 Banana Republic has continued to operate the SFMade store and even expanded the partnership to New York, Chicago, and Los Angeles for the holiday season 2012. Banana Republic is now exploring additional new locally-made pop-ups in other cities.

“This is a really nice opportunity to tie into the values of supporting the communities where we live and work and share with our San Francisco customers the design culture and talent that exist locally,”

--Louise Callagy, a spokeswoman for Gap Inc., Banana's parent company.

SFMade Example: SFO Airport Partnership

In 2011, SFMade approached SFO, the City of San Francisco department that operates the airport, regarding adding a preference for retail proposals with a locally-made concept in their future Request for Proposals (RFP). San Francisco's Mayor is extremely supportive of SFMade and SFO recognized the value in promoting its local economic base to visitors. As a result of these efforts, in the most recent RFP cycle to select new airport retailers to operate in vacant spaces (in 2012), points were added for locally-made concepts into the scoring algorithm. In the end, virtually every proposal submitted – all by major national airport concessionaires – included SFMade as part of the store concept.

The winning retailer has subsequently entered into a formal licensing agreement with SFMade, which governs how the logo can be used, gives SFMade the right to approve overall SFMade section design and the quality of the brand presentation. In addition, the retailer is paying SFMade a licensing fee for the use of the trademarked SFMade logo as well as a % sales commission on gross sales.

This arrangement enables SFMade to build new retail channels for member manufacturers, generate a new revenue stream for SFMade the non-profit and to remain focused on creating an overall platform for all San Francisco manufacturers.

There are now three SFMade “store within a store” concepts open in the International Terminal of SFO.



Best Practice 3: Online Partnerships

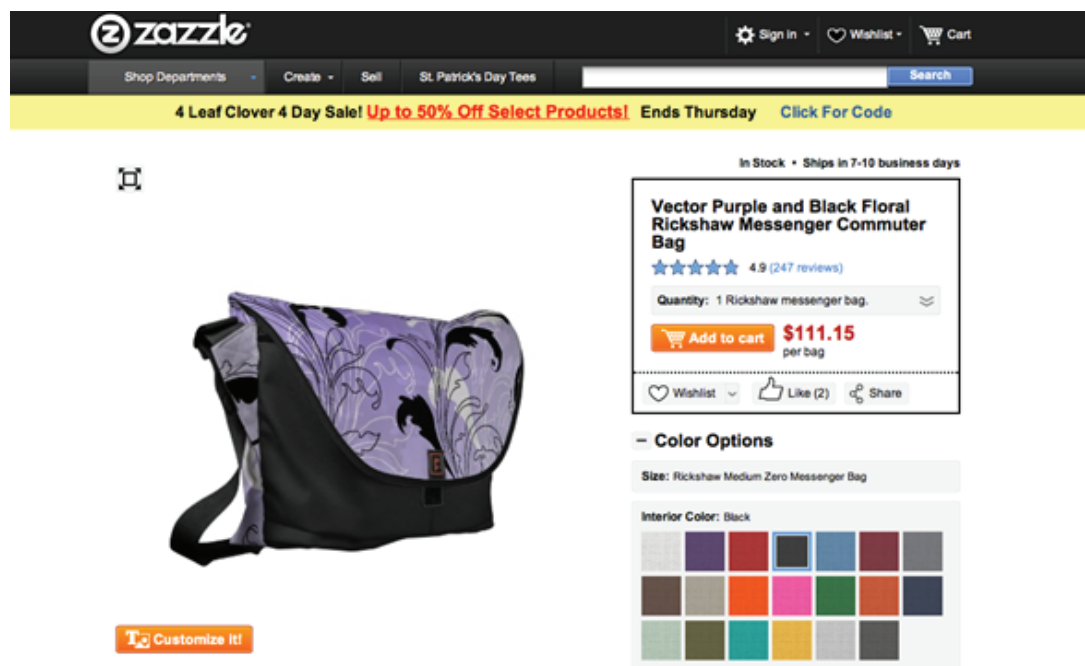
As retail shopping has increasingly moved to on-line environments, exploring partnerships with on-line retailers is essential. Unlike brick-and-mortar retail partnerships which require a good deal of planning and logistics, on-line retailers can both offer individual locally-made products and even aggregate locally-made manufacturers' products together at relatively little expense to either the manufacturer or to themselves.

At the same time, the low barrier to entry demands that any formal on-line partnership be entered into with significant consideration.

SFMade Example: Zazzle Partnership

In 2012, Zazzle, a Bay Area based on-line retailer, sponsored SFMade Week and soon after approached SFMade for a deeper partnership. At the time, Zazzle was introducing a platform to customize versions of their existing product lines by partnering with local manufacturers. By partnering with SFMade companies, Zazzle is able to offer more unique and tailored products to their national base of customers. And for local manufacturers that Zazzle partners with, the collaboration vastly extends their own market reach while also providing an on-line customization capability to the manufacturer (Zazzle has developed proprietary software to enable consumers to customize their products on-line). SFMade benefits by promoting the specialized and customized items offered by Zazzle.

SFMade Member Rickshaw Bagworks on Zazzle:



APPENDIX: SFMADE LOGOS AND USAGE GUIDE

Welcome to SFMade! As a member company we encourage you to use the SFMade logo and take advantage of the benefits that come with our “locally-made” branding platform.

Benefits of using the SFMade Logo

Local is IN: Show your pride of place! Customers are looking for locally-made products and they recognize the SFMade brand. Use the SFMade label on your products to distinguish your business and make a powerful connection with your customer base.

Get on the Map: The SFMade logo will be a prominent feature in a city-wide online and physical shopping map that will be widely distributed to local and visitor communities.

Drive Traffic to your Business: Our site is built to help search engines pick up businesses that have the SFMade logo and link on their website.

How to Use the SFMade Logo

Place the SFMade logo on your business website: Logos are available for download on this page (<http://www.sfmade.org/sfmade-logos-and-usage/>). You may download the logos exactly as they appear; altering elements within the logo is prohibited. Examples of how other member companies have used the SFMade logo online can be found here (<http://www.sespetitesmains.com/>) and here (<http://kikastreats.com/about-us>).

Attach the SFMade Logo to Your Product: SFMade encourages the use of our logo on your product in the following ways: • On a tag • On your packaging • On the inside of a garment or accessory • Or in a subtle location on your product that doesn't misrepresent the product as a product made by our organization

Use the SFMade Decal in your Retail Store: Members that have a retail store, or retail stores that carry more than two SFMade products will be sent a complimentary window decal.

Please use these color guidelines: Our red pantone color: 18-1655 TP Our yellow pantone color:15-1054 TP

How not to use the SFMade logo

While we encourage the use of our branding platform among member companies, SFMade also retains the exclusive rights to license use of SFMade logo and any use is subject to compliance with the above standards. Any use of the SFMade logo in violation of these standards constitutes an unauthorized use.

Confusing or Misleading Use Prohibited: The SFMade logo and the term “SFMade” shall not be used in a manner that encourages consumers: a. to associate products that are not made in San Francisco as SFMade; b. to confuse the SFMade logo with any other brand or logo; c. to confuse a product, event or project of a member company as a product of our organization.

ENDNOTES

¹ Mark Dwight, Founder/CEO of Richshaw Bagworks (An SFMade member company) coined this phrase

² Good Magazine, *Backyard Economy: The Rise of Local Manufacturing*, Dec 23, 2011

³ Armstrong & Kotler, 2005

Toolkit prepared for the Urban Manufacturing Alliance by SFMade. Mitch Posada and Janet Lees, principal authors. Funding provided by Citi Community Development and the Surdna Foundation. For further information, contact info@urbanmfg.org or Janet Lees, Janet@sfmade.org.