

An Objectives Driven Model for Online Marketing for Rural Small Businesses

2015 Community Development Society Conference

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HEART SMART FOOD

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FAMILY FARM

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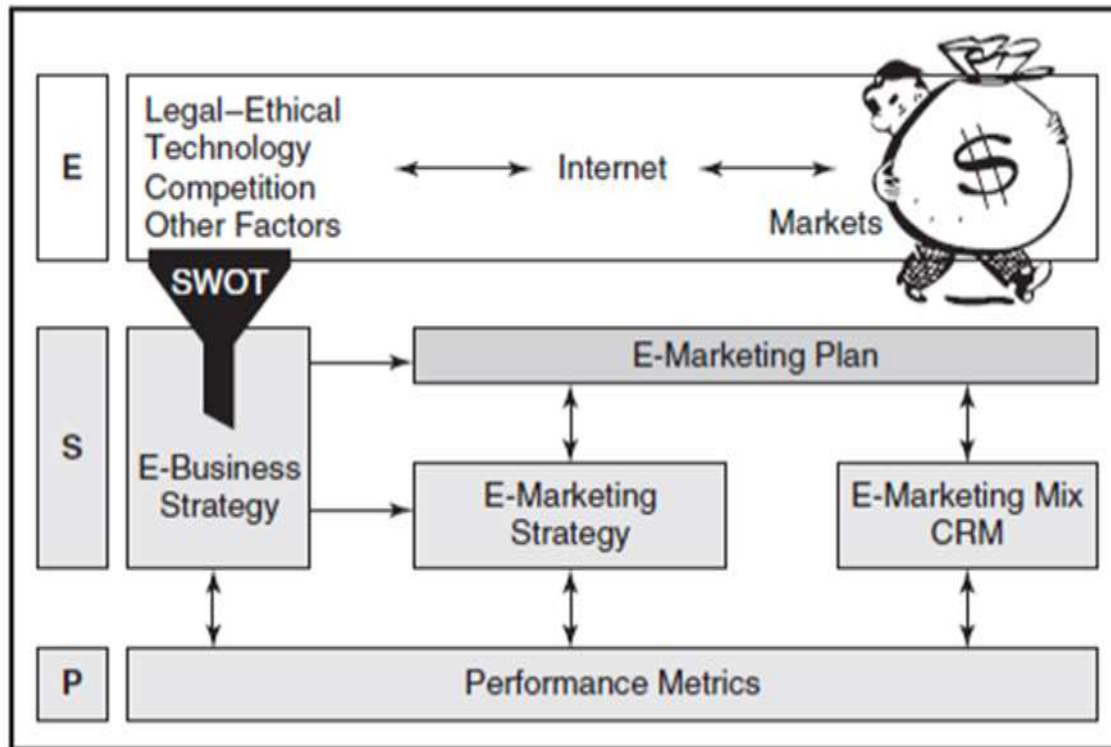




Overview

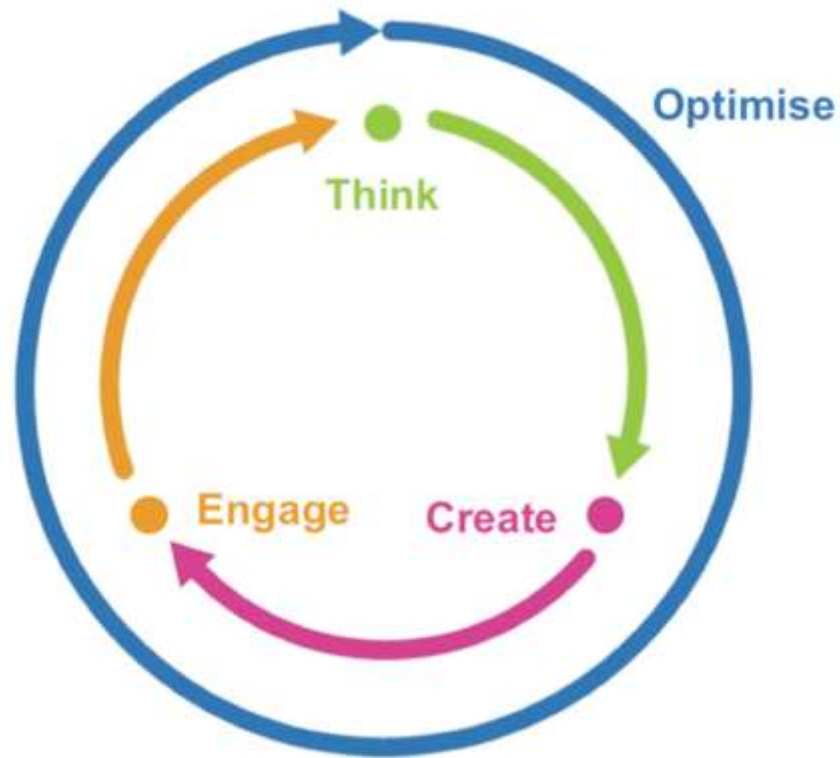
- ▶ Defining the problem
 - ▶ Existing Models
 - ▶ Issues and limitations with existing approach
 - ▶ Assumptions and preconditions for new Rural Online Marketing Model
- ▶ Introducing ROSIE
 - ▶ R → The Rrural Small Business & Marketing Environment
 - ▶ O → Defining a Rural Online Marketing Objective
 - ▶ S → Picking a Rural Strategy and developing marketing content
 - ▶ New segmentation model for rural small businesses
 - ▶ I → Rural Tactics and Implementations
 - ▶ Picking media and Creating Content
 - ▶ Establishing Budgets for time, effort and expertise
 - ▶ E → Evaluate, Learn and Modify
- ▶ An example Local Rural Small Business Online Marketing effort → Market Street Coop
- ▶ Potential prototype implementations of the model
- ▶ Next steps?

Existing E-marketing Model ESP



Source: E-Marketing, 7th ed., Judy Strauss and Raymond Frost

A Simpler (but not widely accepted) Online Content Model



Source: eMarketing, 5th ed., Rob Stokes and the Minds of Quirk, <https://www.quirk.biz/emarketingtextbook/>

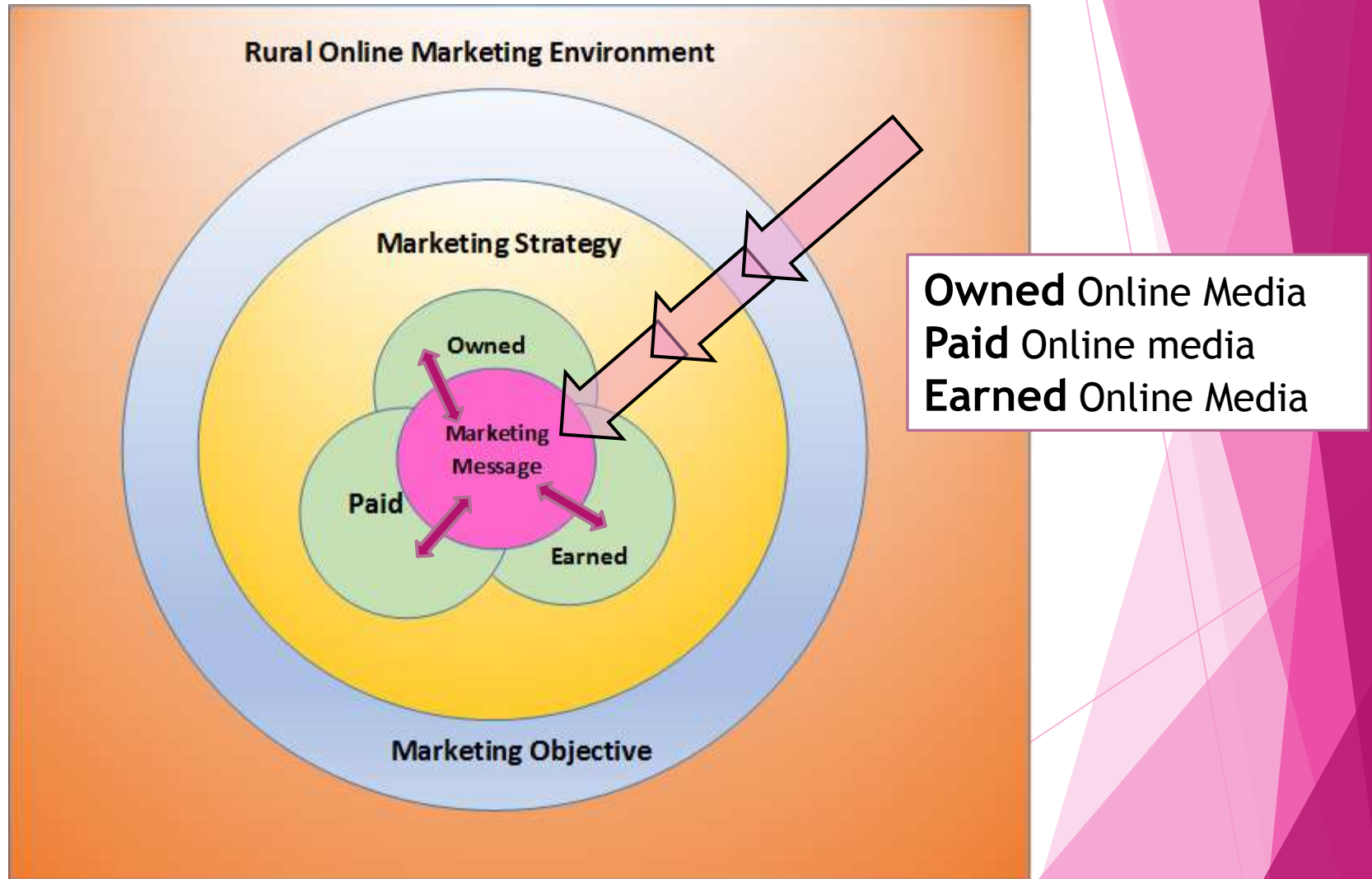
Issues and limitations

- ▶ Working with existing eMarketing models requires marketing sophistication and expertise
- ▶ Existing eMarketing models are heavy on analysis and not are action oriented
- ▶ Working with Online marketing requires marketing AND technology expertise
- ▶ Rural small business owners have limited time and money to engage in marketing efforts that do not produce tangible results
- ▶ Most published information for rural online marketing is tool/medium concentric i.e. *How to use Facebook for small business marketing.*
<http://www.marketingdonut.co.uk/marketing/online-marketing/social-media-and-online-networking/how-to-use-facebook-to-promote-your-business>

Assumptions for A Rural Small Business Online Marketing Tool/Model

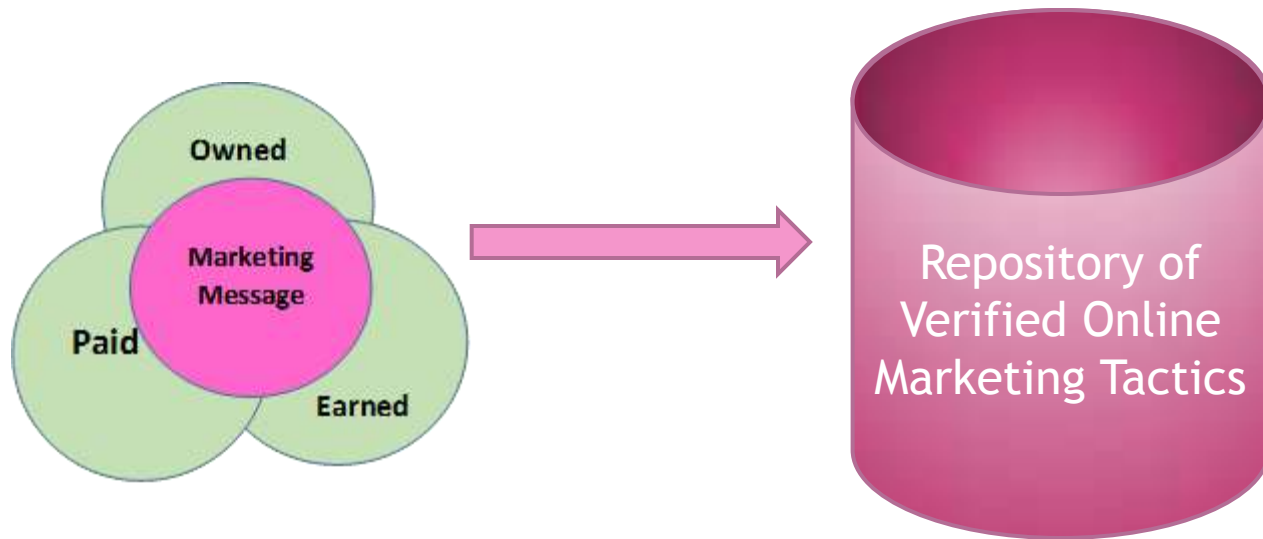
- ▶ ★ Technology Agnostic
- ▶ ★ Rural Specific
- ▶ Simple to understand and implement
 - ▶ No reliance on marketing or technology professionals on staff
- ▶ Low to no cost
- ▶ Self-Contained
- ▶ Portable
- ▶ Industry/business Agnostic
- ▶ For Place-based businesses → not for pure-play eCommerce

Rural Online Marketing Model



Model influenced by the works of Rob Stokes and the Minds of Quirk

Rural Online Marketing Model



Simplified





ROSIE -- A Process for Online Marketing for Rural Small Businesses

R

- **Recognize** your **Rural** Online Marketing Strengths, Weaknesses, Opportunities and Threats

O

- Define a realistic **Objective** including any constraints (budget)

S

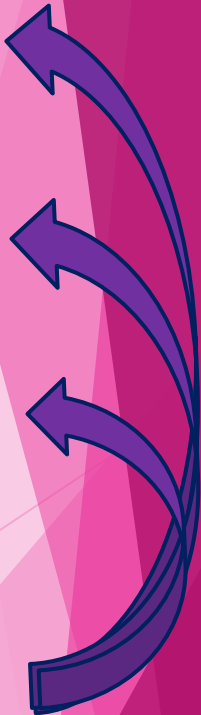
- Develop a doable **Strategy**

I

- **Implement corresponding tactic(s)** using online marketing media tools

E

- **Evaluate, Learn & Modify**



Rural Small Business Marketing Strengths

- ▶ Connection between the small business and the rural place (geography, natural resource, cultural, historical, and/or social)
- ▶ Small business ownership is a life style choice
- ▶ More likely to be family owned
- ▶ Limited (or pre-defined) competition in many market segments

Rural Small Business Marketing Weaknesses

- ▶ Limited eMarketing professional services available
- ▶ Limited company resources (especially time)
- ▶ Owner/manager less likely to have a college education
- ▶ Extremely limited published Rural Marketing knowledge base

Rural Small Business Marketing Opportunities

- ▶ Growing “Shop local” trend
- ▶ Increasing Rural Broadband access
- ▶ Increasing Smart Phone Use in rural areas
- ▶ Ecommerce
- ▶ Rural Immigration trend
 - ▶ Local Economy based
- ▶ Repatriated population trend → older, more experienced, and more affluent → Brain and Resource Gain

Rural Small Business Marketing Threats

- ▶ Advanced use of Social Media content for informing consumer purchase decisions
 - ▶ Online reputation matters!
- ▶ Ecommerce
- ▶ Static or declining local economy
- ▶ Rural out migration → youth Brain Drain
- ▶ Population (Market) decline
- ▶ Median income decline

Defining a Realistic Online Marketing Objective

▶ Need three components

- ▶ Measurable goal
- ▶ Time line
- ▶ Budget (Resource constraints)
 - ▶ Time
 - ▶ Money
 - ▶ Technical Skill Competence level

▶ Examples

- ▶ Increase Summer 2015 sales revenues by 10% with an 5% increase in May, June and July marketing expenses with limited technical skills required
- ▶ Double the number of reviews on Yelp by end of Year with no \$\$ expenditure and no more than 2 hours per week effort from a experienced online marketing person

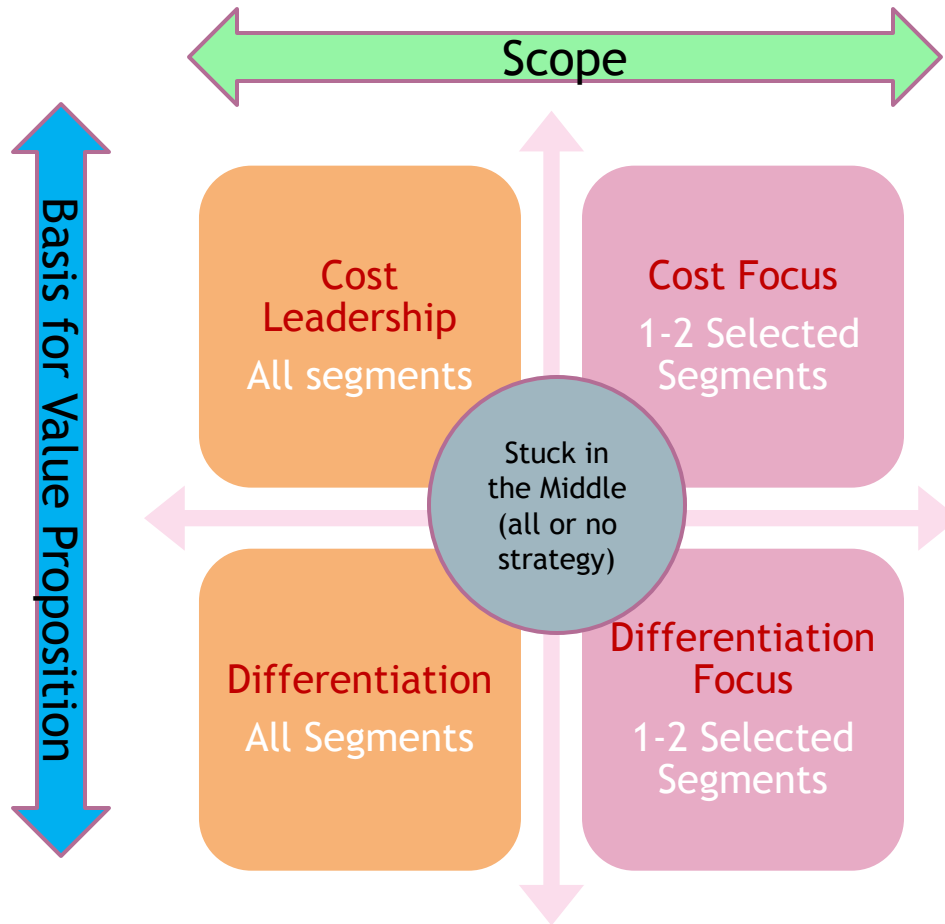
Selecting a Strategy

- ▶ In the traditional marketing approach, strategic selection is done through market opportunity analysis using
 - ▶ Segmentation
 - ▶ Targeting
 - ▶ Differentiation
 - ▶ Positioning
- ▶ For rural marketing → Michael Porter Generic Strategies model from his book *Competitive Strategy* (1980)
 - ▶ Based on two dimensions; scope and basis for value proposition
 - ▶ Rural has a fixed number of known marketing segments → simplifies strategy choices and defines scope in the Porter Model
 - ▶ The only other choice is whether Commodity (Price/Cost) or Boutique (Differentiation) Marketing defines the value proposition

Rural Consumer Market Segments

- ▶ Local people that live locally (Locals)
 - ▶ Tendency to Homogeneity
 - ▶ Older, many on fixed income (stuck in place)
 - ▶ Important (and growing) Sub-segment → repatriated locals with greater resource base
- ▶ Local people that live away (Expatriated → Ex-Pats)
 - ▶ Younger, raising families, may have older relatives living locally
 - ▶ Left for better economic or life-style opportunity
- ▶ People from away that live locally (Immigrant)
 - ▶ Demographics of immigrant populations is dependent on local economy... professional service, tourism, manufacturing and/or agriculture based.
- ▶ People from away that don't live locally (Visitors & Tourists)
 - ▶ Demographics based on the event or resource that is the basis for their visit (communities of interest)

Porter's Generic Strategies



Model modified from Michael Porter, *Competitive Strategy*, 1980

Implementation (tactics)

- ▶ Six Components (parameters)
 - ▶ Content Clues (how to craft the marketing message)
 - ▶ Matched to Strategy
 - ▶ Medium (the online marketing tool used)
 - ▶ Owned online media
 - ▶ Earned online media
 - ▶ Paid online media
 - ▶ Budget (constraints)
 - ▶ Cost → High, Medium, low
 - ▶ Effort → High, Medium, Low
 - ▶ Technical Skill → High, Medium, low
 - ▶ Frequency → One time, Cyclic, Continuous
 - ▶ Strategic Alignment
 - ▶ Scope → Locals, Immigrants, Ex-Pats, Visitors, All, Any
 - ▶ Value basis → Cost, Differentiation, Both
 - ▶ Metrics for evaluations

3 types of Online Media

▶ Owned

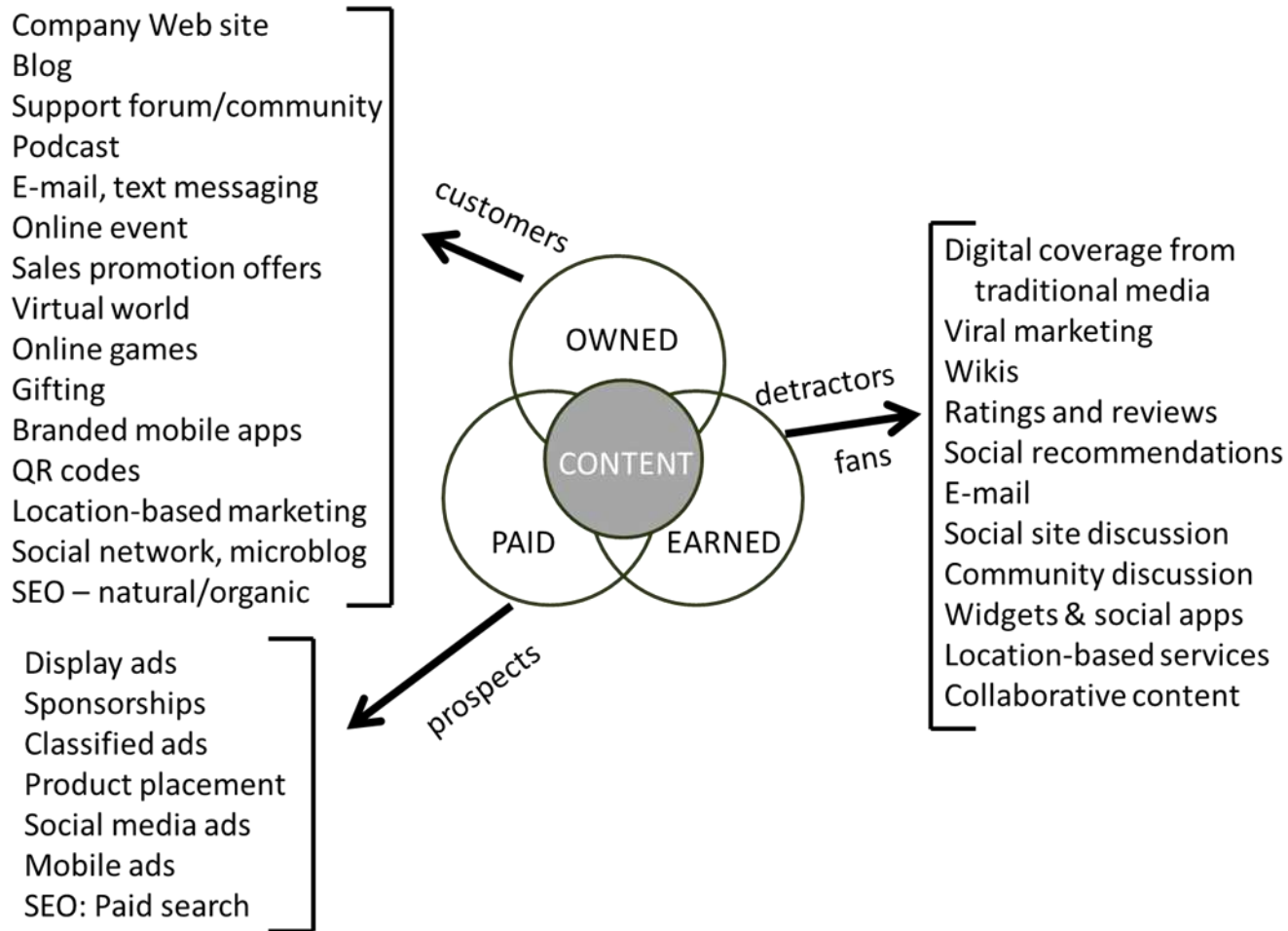
- ▶ Marketing messages are conveyed on Online Media that is owned or directly controlled by the company. Company has total control over content and channel.

▶ Paid

- ▶ Marketing messages are conveyed on Online Media is owned by others who are paid by the company to convey the message. Company has limited control of content and no control of channel.

▶ Earned

- ▶ Marketing message conveyed on Online Media that is not controlled by the company. User (consumer) generated content that reflects positively or negatively on the company. Company has no direct control over content but can influence its production and has no control over the channel.



Source: E-Marketing, 7th ed., Judy Strauss and Raymond Frost

Example Tactic (Simple)

Tactic	Register Business with Google Plus
Content Clues	Provide Name, Logo, Pictures of business, locations, products/services, Hours of operations, Phone number, email, web site url, FaceBook URL and any other content that conveys your intended marketing message Content should be reflective of cost leadership, differentiation or focus strategy.
Medium	Owned & Earned (reviews)
Budget Cost	Low
Effort	Low for Owned High for Earned
Technical Skills	Low
Frequency	One-Time for Owned Continuous for Earned
Strategic Alignment Scope	Any
Value Basis	Both (depends on Content)
Metrics	Number of Followers Number of Positive reviews Ratio of Positive to Negative reviews Number of Web Site hits referred from google plus
Notes:	A Google Plus business page will show up in the first position when a consumer does a google search on the company name. Ref: https://www.google.com/business/

Example Tactic (More difficult)

Tactic	Get business on POI list of common automotive GPS systems
Content Clues	<p>Most GPS vendors build their POI lists from the MAP vendors that provide them with map data. Common maps data providers include navteq, nokia, and mapscape along with propriety data collection methods. (information based on interview with a senior Garmin software engineer)</p> <p>For Navteq use https://mapreporter.navteq.com/#dashboard</p> <p>For Nokia use https://mapcreator.here.com/mapcreator/31.786427582245,44.322329,3,0,0</p> <p>Most map data companies will also confirm business with Dun and Bradstreet so you need to get a D-U-N-S number https://iupdate.dnb.com/iUpdate/companylookup.htm</p> <p>Registering with Foursquare, yelp, trip advisor, google maps, bing maps, and other online locations services will also increase probability of being added to GPS POI list.</p>
Medium	Earned
Budget Cost	Low
Effort	High
Technical Skills	High
Frequency	One-Time
Strategic Alignment Scope	Visitors
Value Basis	Both
Metrics	Can find business in a new car installed GPS system
Notes:	<p>Other resources (unverified)</p> <p>http://www.gpsreview.net/add-business/</p> <p>http://www.expertgps.com/tutorials/how</p>

Evaluate, Learn & Modify

- ▶ The value of a well defined objective allows for evaluation
- ▶ Known metrics for certain tactics
- ▶ If it is working, live it alone
- ▶ If it is broke, fix it
 - ▶ Change Message (content)
 - ▶ Change Medium and/or Medium type
 - ▶ Change Strategy
 - ▶ Change Objective



Market Street Coop ongoing case study

- ▶ Combination Local Foods, Café, Local Arts & Crafts and Buying Cooperative
- ▶ Grand Opening June, 2014
- ▶ Hired UMFK Marketing Student Alisha Cote as Intern
 - ▶ Became permanent employee
- ▶ Goal 25% Gain in annual revenues for 2015 (second year of operations) → \$300,000
- ▶ Online Marketing assets
 - ▶ Webpage
 - ▶ Facebook
 - ▶ Twitter
 - ▶ Google +, Google maps,
 - ▶ yelp
 - ▶ TripAdvisor
 - ▶ Email (in work)
 - ▶ GPS POI Lists (in work)
 - ▶ Local online newspapers
 - ▶ SEO (Number 1 positions in both BING, Google, DuckDuckGo for “Market Street Coop”)



<http://bangordailynews.com/2012/06/24/news/giant-mural-dedicated-to-fort-kent-farmers-unveiled/>

On-line Marketing Efforts For Market Street Co-op

The image displays three overlapping screenshots from a Google search for "market street coop".

- Top-left screenshot:** Shows search results for "Options for local food, products growing in Fort Kent ..." and "Market Street Co-op Mini-Spa Day - Bangor Daily News".
- Top-right screenshot:** Shows a business listing for Market Street Co-op with hours (10:00 am - 6:00 pm) and a "Write a review" button.
- Bottom screenshot:** Shows a full Google search results page for "market street coop". It includes a map, photos of the store, and a detailed business listing with address, phone, and reviews.

Search Results (Top-left):

- Options for local food, products growing in Fort Kent ...**
bangordailynews.com/.../options-for-local-food-prod...
May 25, 2014 - Both are also looking to add food services in the near future — a farm-to-table cafe at the Market Street co-op and a made-to-order ploye bar at ...
- Market Street Co-op Mini-Spa Day - Bangor Daily News**
https://bangordailynews.com/.../market-street-co-op...
Oct 26, 2014 - Saturday, Nov. 1, 2014 11:30 a.m. to 3 p.m. Location: Market Street Co-op, 26 Market Street, Fort Kent, Maine For more information: ...

Business Listing (Top-right):

- Hours:** Open today 10:00 am - 6:00 pm
- Reviews:** 1 Google review
- Write a review** button
- Feedback** link

Search Results (Bottom):

- Google** market street coop
- Web** Maps News Shopping Images More Search tools
- About 5,700,000 results (0.49 seconds)
- Market Street Co-op - Home**
www.marketstreetcoop.net/
Address: Market Street Co-op 26 Market St. Fort Kent, ME 04743. Phone: (207) 231-5065. Email: marketstreetcoop26@gmail.com. Hours: Sunday: Closed
1 Google review - Write a review - Google+ page
- Market Street Co-op (@MarketStreetCoop)**
https://twitter.com/marketstreetcoop
The latest Tweets from Market Street Co-op providing high quality local & regional products.
- Market Street Co-op - Health Food Store ...**
https://www.facebook.com/pages/Market-Street-Co-op/168333613322603
Rating: 4.7 - 20 votes
Market Street Co-op, Fort Kent, ME, 911 likes · 39 talking about this · 25 were here.
The Market Street Co-op is a member/owner food retail store.
- Market Street Co-op Grand Opening - Bangor Daily News**
bangordailynews.com/.../market-street-co-op-grand-o...
Jun 6, 2014 - Market Street Co-op will be hosting a Grand Opening Celebration with ribbon cutting on June 14 starting at 9 AM until 4 PM. They'll have hourly ...
- Options for local food, products growing in Fort Kent ...**
bangordailynews.com/.../options-for-local-food-prod...
May 25, 2014 - Both are also looking to add food services in the near future — a farm-to-table cafe at the Market Street co-op and a made-to-order ploye bar at ...
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Oct 26, 2014 - Saturday, Nov. 1, 2014 11:30 a.m. to 3 p.m. Location: Market Street Co-op, 26 Market Street, Fort Kent, Maine For more information: ...

Business Listing (Bottom-right):

- Market Street Co-op** ★
- Grocery Store
- Address:** 26 Market St, Fort Kent, ME 04743
- Phone:** (207) 231-5065
- Hours:** Open today · 10:00 am - 6:00 pm
- Reviews:** 1 Google review
- Write a review** button
- Directions** button
- Feedback** link

Possible ROSIE Implementations

- ▶ Model can implemented in several ways
 - ▶ Grid based text document
 - ▶ Spreadsheet with Macros
 - ▶ Stand alone database application
 - ▶ Online database application
 - ▶ Mobile app
- ▶ Next step to build a repository of tactics (with required components and parameters)
- ▶ Get funding to develop and test prototype

Questions ?



Painting By Lulu Pelletier
Artist in residence , Market Street Coop

[References.pdf](#)