

## **Marketing Plan – Short Version**

### **History**

In 2004, Dr. Robert Fountain, a renowned economist at Sacramento State University, studied the economic potential of the Highway 50 corridor in depth. Our purpose is not to reiterate his findings, but rather to highlight two primary marketing points:

- The data contained in the study confirmed that the Highway 50 corridor has huge, untapped potential for business development – particularly within specific industries.
- The study itself has been the catalyst for activity intended to better the community – specifically the development of new curriculum at Folsom Lake College that will foster workforce development in those industries, as well as initiatives from multiple groups to turn vision into reality.

### **Vision**

This landmark study concluded that successful marketing of the Highway 50 corridor was dependent on the establishment of an independent, non-biased organization comprised of business leaders who have the ability to work together in a non-competitive environment to promote the region.

### **Challenges**

**In 2001**, prior to the release of the Fountain Study, a group of leaders came together and established a Fabulous 50 Marketing Council. Their structure was closest to the success model Dr. Fountain identified; however, they lacked funding and specific goals/objectives, so ultimately faded away.

**In 2005**, Rancho Cordova launched a program called Momentum 2010, which focused initially on economic development for Rancho Cordova. They established aggressive fundraising goals and approached only those businesses with large funding capabilities.

**In 2006**, FEDCorp decided to hold a regional event to highlight the corridor as part of their bi-annual economic development event plan. They retained The Next Step, and the following goals and objectives were established:

1. Bring the entities together from across the region, to identify business leaders and start the collaborative process moving forward.

2. Recreate the Fabulous 50 Marketing Council, as outlined in the study.
3. Hold a premier event in September at Folsom Lake College, that would bring community leaders together and offer the opportunity to unveil growth throughout the corridor. The event was the premier of a video created to promote the region.
4. Hand off leadership of the Marketing Council to business leaders who supported the event through a range of sponsorship levels.

The September 2006 event was an overwhelming success, with more than 550 high profile business, political, community leaders and VIPs, in attendance. With the primary leadership coming from the Chambers, efforts to take this initiative to the next level and create the marketing council have not progressed as businesses had hoped.

The Chambers of Commerce and Economic Development corporations have decided that they are better able to lead the regional marketing effort, and that a perception that each entity competes for new business is incorrect. They have determined that they can work together to market the Corridor.

This document represents the beginning of a strategic planning effort for the business communities along the Highway 50 Corridor, as amended by the leadership team.

Immediate business goals for this plan are as follows:

1. To define the brand and messaging for the Fabulous 50 joint marketing effort
2. To identify opportunities designed to increase awareness of the Corridor
3. To raise funds to support the marketing effort

The Next Step drew conclusions and recommendations from extensive research conducted using local business leaders, as recommended by the current leadership in the marketing council. While these diverse communities have varying populations, industries, limitations and opportunities that merit more in-depth research, we are confident that the input we were given accurately represents the general business and residential population along the Corridor.

The draft plan was presented to the current leadership on April 16, 2008. The plan that follows reflects the direction provided by that group.

The Highway 50 corridor was studied extensively by Dr. Robert Fountain, a professor of economics at California State University, Sacramento. The potential for economic development that his research identified was the catalyst for a resurgence in a joint marketing effort which, until now, has been led by the Chambers, Economic Development Corporations, and economic development offices at the city and county levels. The findings from this study have become the foundation for planning in business attraction, economic development, and education for the region – including this plan and the stakeholder research conducted by The Next Step. For these reasons, a more in-depth look at the Fountain report is merited.

At the present time, the Fabulous 50 covers the communities along the Highway 50 Corridor from Rancho Cordova to Placerville – essentially the west slope of the Sierra.

The communities involved are Rancho Cordova to the west (including Gold River, to Watt Avenue), Folsom, El Dorado Hills, Cameron Park/Shingle Springs, Placerville, and the unincorporated areas of El Dorado and Sacramento counties.

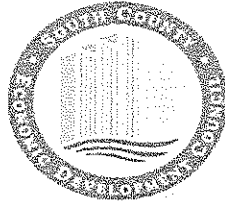
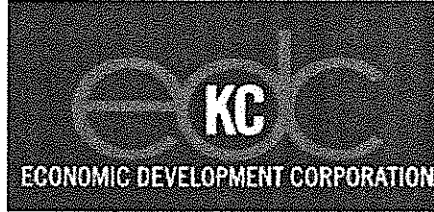
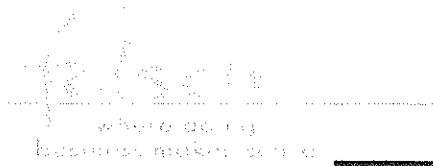
The need for a collaborative approach to marketing the region is woven throughout the study, and the need to overcome infrastructure obstacles (transportation, higher education, water and electricity, and the development of agri-tourism) were echoed by our stakeholders.

### **Marketing Goal #1: Adopt a marketing plan for the development of the Highway 50 Corridor**

#### **Strategy**

Regions that adopt a differentiating marketing theme appealing to their target audiences will have a greater chance of gaining mindshare. The region needs to promote a consistent unified message which will lead to gaining more traction in the marketplace. The target audience will be the key industries that are identified in the Fountain Study – we will reach them through partnering with SACTO and attending trade shows, industry association events, and venture capital forums.

Here's a look at some successful examples of messaging used for promoting economic development in regions like the Highway 50 corridor:



The Highway 50 corridor's current image is Fabulous 50. Most people seem to like and positively identify with this messaging according to the survey, interviews and focus group that we conducted in our research and evaluation. In order to keep costs down -we recommend that a tagline/motto be developed for the current graphic – shown here that is easily identifiable.



Some good examples of economic development taglines that have been extremely effective in branding and promoting a region are:

- Orlando: "Putting Imagination to Work"
- San Diego: "Technology's Perfect Climate"
- Placer County: "Your Place to Live, Work & Dream"

**Tactics**

- Hire a local marketing firm to develop tagline/motto, for Fabulous 50.

Cost.....  
 .....\$15,000

## Marketing Goal #2: Identify Opportunities to Raise Awareness of the Corridor

### Strategy:

Develop appropriate marketing collateral for public distribution. Devise an outreach plan that includes all local papers and magazines, selected Trade Shows (partnership with SACTO), and the internet.

### Tactics:

- Upgrade and enhance current marketing collateral to reflect new tagline/motto messaging.
- Develop new materials that will be included in press kits, e-media press kits, online newsletter to be distributed to partners organizations such as SACTO and for use in Trade Show booths, Angel Investor Forums, Site Selector Conferences and other key industry trade shows aligned with the Fountain Study industries. (see key industries and trade associations with strategies and tactics).
- Develop Investor glossy brochure that will outline donor/sponsorship with defined benefits for opportunities for large investors. Include testimonials, benefit statements and data from marketing plan.
- Distribute and get ad space in Business Journal, Comstocks, sierrastyle magazine, Sacramento Magazine, Site Selector Magazine. Ongoing outreach includes Quarterly newsletters, articles in newspapers and magazines, press releases, including broadcast media, Oversight for use of Fabulous 50 brand at events hosted by local organizations, Public Forums, signage.
- Revise update the Fabulous 50 web site to act as portal for entry into the region, create online form, connect to all Chambers, EDCs, cities, Counties, consider developing e-media web kit for businesses to use for employee recruitment.
- Provide a sponsor page on the website, interactive map – a map of the region can be created online in Flash so that areas can be clicked on and pictures will pop up, or major sponsors can be indicated on the map and send the visitor to that sponsor's web site, provide news and information, Contact Form, RSS Feed Registration that allows people to subscribe to updates, online event registration, Regional Calendar.
- Run a 1/6 page ad in 6 issues of Site Selection Magazine to reach 44,000 subscribers – cost \$10,200

Cost.....Web site upgrades  
\$15,000

Marketing Collateral Dev.  
\$35,000

Advertising

\$12,000

Total.....

\$62,000

**Strategy:**

Re-launch the Fabulous 50 initiative and re-gain mindshare, engagement, funding and participation. Develop high quality events that are requested and needed by the business and community leaders that are held and focus on the Highway 50 corridor. Foster networking, synergy and connection with Bay area site selectors, commercial brokers and businesses within Sacramento and foster external marketing for business attraction.

**Tactics:**

- Create and execute in 2008 Commercial Brokers Forum Event (under the Fabulous 50 umbrella) to develop relationships with local brokers and site selector/brokers from Bay area and "showcase" the region and corridor.
- Create and execute the next in the series of Fabulous 50 events- Fabulous 50:UNPLUGGED. Re-launch the effort and outreach to over 1,000 business owners and community leaders to get them re-engaged in this initiative.
- State of the Corridor : Economic Development Summit
- Study Missions
- Bus Tours, Site Selector and Venture Capital Events or Trade Shows.

Cost.....TBD – please refer to budget in marketing plan.

### **Marketing Goal #3: To Raise Funds to Support the Organization and Marketing Effort**

#### **Strategy:**

Establish Fundraising Parameter and Policies and develop Donor Levels and Benefits (see Appendix) in coordination with timing fundraising outreach via strategic partners.

#### **Tactics:**

- First priority will be developing glossy brochure for potential investors for the initiative.

The expanded and revised web site will offer a variety of opportunities for sponsorships, through:

- Sponsor pages
- Banner Ads
- Regional Map Links

Additional Event, Annual Report and Other Sponsorships:

- Identify Event Sponsorship Opportunities
- Identify Print Sponsorships
- Brand Rewards – lapel pins, Corridor merchandise, (such as the DVD), and other items that contain the brand and can be distributed either as a benefit of sponsorship or for sale.

## **TARGET INDUSTRY SELECTION**

The Fountain Study analyzed the Highway 50 corridor region's economic base to determine which industry sectors currently drive growth in the region. The Study also identified economic nodes or clusters of industries that had the most potential for success in the region. These are identified below.

### **Target 1 - Healthcare Services**

#### **Industry Overview**

Healthcare includes the traditional industry segments involving health services such as doctor and dentist offices, assisted living, and hospitals as well as specialty cosmetic enhancements and spa-related services.

#### **Outlook**

Health Services has been one of the fastest growing industries in the United States for many years. The industry's employment is expected to grow 30% by 2012 to 14+ million. Specific sectors will see even higher growth; the home-based healthcare sub-market is forecasted to grow by more than 60% by 2010.

More health services are needed for the country's large aging population and rising standards of living will boost demand by the general population even further. Due to the nature of its business, the Health Services industry is relatively immune to market fluctuations. Health Services – offices and clinics for doctors of medicine and dentistry, osteopathy and other health practitioners, nursing and personal care facilities, hospitals, medical and dental laboratories, home health care services.

#### **Site Selection Requirements for the Healthcare Industry:**

**Structural Requirements.** Healthcare facilities are found in all metro areas and urban facilities tend to offer care to a large geographic area. Healthcare professionals tend to work areas that have a concentration of hospitals, private practices, and other facilities due to a desire for a long-term career options.

**Economic Conditions.** The Healthcare industry can help a region improve the quality of life it offers its citizens. Conditions supporting a strong and viable health sector are a growing population base, an aging population, and moderate to high income levels.



**Workforce.** The Healthcare industry requires a highly skilled, highly trained workforce above all else. Attracting doctors to smaller markets can be difficult, but is made easier by the presence of a high quality of life, upscale amenities, and opportunities for advancement into private practice. The presence of a medical school nearby as well as technical schools specializing in nursing and healthcare technology will provide a continuous flow of new nurses and other trained healthcare professionals into the region's job market.

**Research & Development.** A strong R&D center will usually help sustain a strong healthcare industry. The presence of an advanced university medical research center plays a large part in developing new methods and ideas, and a workforce that can sustain innovation. Research funds from industry and government help to support high quality care at hospitals.

**Cost of Doing Business.** Increasing resentment of rising healthcare costs is forcing healthcare companies to look at the cost structure of areas in which they operate. That being said, hospitals move toward population growth and will flourish in high cost areas.

**The Fabulous 50 Region's Top Selling Points:**

1. Growing local and regional population
2. Wealthy and aging citizenry
3. Well-educated and technical workforce
4. Existing Healthcare industry to build on.

Recommendation: Partner with SACTO to attend the appropriate trade association shows and events.

**Target 2 - Business Services**

**INDUSTRY OVERVIEW**

Business Services include advertising, consumer credit reporting agencies, mailing, reproduction, commercial art, secretarial services, insurance carriers, equipment rental and leasing, computer programming and data processing, personnel supply services. Management scientific and technology consulting seems to be a recent growing trend.

**OUTLOOK**

<b>Engineering Services</b>	
<u>Cluster Definition</u>	
54133	Engineering Services
541710	Engineering R&D
54138	Testing Labs
5414	Specialized Design
5416	Technical Consulting
<u>Industry Profile</u>	
800,000 employed - U.S.	
<u>Wage Rate</u>	
Med - High	
<u>Location Criteria</u>	
Proximity to client base	
Highly educated workforce	
Growth communities	
R&D facilities	

Business services as with all service industries continues to be on the rise in the Highway 50 corridor region due to our large concentration of smaller businesses that do not have the personnel to supply these types of services so many are outsourced.

Business services companies support the small business infrastructure here in the region. Since almost 89% of our businesses are smaller businesses with under 50 employees, all of these support services continue to be in high demand. The largest concentration area seems to be in the computer programming, personnel supply services including employment and staffing agencies.

### **SITE SELECTION REQUIREMENTS FOR BUSINESS SERVICES COMPANIES**

**Requirements.** The industry requires affordable office space, a well-trained workforce, and reliable utilities.

**Economic Conditions.** Business services companies seek communities with a well-educated and creative workforce, as well as a solid base of businesses that lack the personnel and need to outsource human resources, data processing, secretarial or graphic design services.

**Structural Assets.** These types of companies require reliable utility service at affordable rates. Many firms may require flex industrial rather than office space.

**Workforce.** These types of services are well served by the exciting curriculum work that has been completed at Folsom Lake College where classes have been developed to match the Fountain study target industries. A qualified work force with specific services for the business owner as well as the presence of Cal-State University at Sacramento, University of Phoenix, National University and now Chapman can provide the work skill sets that are needed.

**Cost of Doing Business.** Business services firm's primary costs are computer and networking equipment and employee salaries. These firms pay decent wages, and in many cases provide flexibility and more of a balanced lifestyle for their workers. They also have minimal land use or environmental impact.

The Fabulous 50 Corridor Region's Top Selling Points:

1. Prevalence of small businesses with less than 50 employees who need specific types of support services.
2. Well-trained workforce with the presence of Folsom Lake College, CSUS, University of Phoenix and others.

3. Excellent quality of life.

Recommendation: Partner with SACTO to attend these trade association events.

### Target 3 - Engineering Services INDUSTRY OVERVIEW

Engineering services companies design products, machinery, and systems to maximize the efficiency of the workforce and manufacturing process. Engineering knowledge is applied to improving many things including the quality of healthcare, chemical production, software development, electrical and mechanical equipment, and the construction of roads and buildings.

#### OUTLOOK

Engineering firms work with many types of businesses in the community including manufacturing companies, software developers, healthcare companies and the government. Between 1999-2002, engineering jobs increased by 14% with electrical and electronics engineers seeing a jump of 31% followed by civil engineers with an increase of 21%. Growth in engineering overall is expected at 9.4% with the greatest demand centered on biomedical, software and information systems engineering. The presence of Intel in this region is an ongoing magnet for these other types of support service industries that can continue to foster spin-off and other incubator companies.

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#### Site Selection Requirements for Engineering Companies:

**Economic Conditions.** Engineering firms are located in high growth areas near concentrations of manufacturing and R&D facilities. Companies look for accessibility to airports and other transportation systems allowing them easy access to regional or national projects. Engineers thrive in places where construction, manufacturing, or new technology is present.

**Structural Assets.** These types of companies require reliable utility service at affordable rates. Many firms may require flex industrial rather than office space.

**Workforce.** Engineers are highly educated licensed professionals that draw attractive salaries. Engineers work in a cross section of industries from biomedical companies in the healthcare field to civil engineers that construct roads and bridges. Almost 4 in 10 engineering jobs are in manufacturing industries, such as

transportation, equipment manufacturing, computer and electrical product manufacturing.

**Research & Development.** Engineering services firms will generally not require significant research and development assets. Employers will rely on engineering firms to further increase productivity, as investment in plant and equipment increases to expand output of goods and services. New computer and communications systems have improved the design process, enabling engineers to produce and analyze various product designs much more rapidly than in the past and to collaborate on designs with other engineers throughout the world.

**Cost of Doing Business.** Firms are generally not cost sensitive. They are workforce driven and can pass along higher costs to their customers.

The Fabulous 50 Region's Top Selling Points:

1. Presence of Intel and other technical spinoff companies.
2. Brown & Caldwell – Environmental Engineering Services – Rancho Cordova
3. Well-educated technical workforce
4. Large well-educated technical workforce in the retiree population
5. Excellent quality of life

Recommendation: Partner with SACTO to attend these trade association shows and events.

## Target 4 - Agri-Tourism

### Industry Overview

Agri-Tourism is the new term for areas that are successfully combining tourism locations with winery tours or other agricultural presence. El Dorado County wineries are now competing very favorably with Napa Valley and Sonoma providing exciting and new tourism possibilities. Big events require local expertise in even management, additional security for international guests, and expanded on-site services for guests.

### Outlook

The travel expenditures of U.S. residents are expected to increase from \$487 billion in 2003 to \$563.7 billion in 2006, and the number of international visitors to the U.S. is expected to increase at a rate of 17 percent over the same period of time. Jobs in the entertainment and travel accommodations sectors are expected to grow annually 3.7 percent and 1.6 percent, respectively, between 2002-2012.

### Site Selection Requirements for Agri-Tourism:

**Economic Conditions.** Regional and national economic growth and rising income levels are key in growing tourism in a particular site. An environment conducive to renovation and development of old and new tourist attractions, roads, and accommodation facilities is necessary for a tourism center. Regional economic growth and income levels must be large enough to generate the tax revenues needed for such endeavors. Shorter drive or flight times will be attractive to a population that is taking more trips closer to home.

**Structural Requirements.** It is required that successful tourism sites possess a transportation infrastructure that makes the region accessible. Major interstate highways and airports that fly to and from many large cities are highly beneficial. A quality convention center is also important for attracting conferences to the area.

**Workforce.** Tourism is becoming a major year-round revenue generator in many states. Thus, the industry is moving away from seasonal employees (students off for the summer) and demanding a more skilled and experienced year-round workforce. Those with college degrees and skills in viticulture, customer service, management, IT, and communications are best suited for the tourism workforce.

**Research & Development.** Tourism employers require some high skill employees from its workforce, training institutions, and college programs.

**Cost of Doing Business.** Costs are extremely high in the tourism industry, but the industry is not particularly cost sensitive. Inputs and resources, such as land, labor, and capital, must be transformed into parks, resorts, and convention centers. Further processing, including additional labor and management, results

in the creation of intermediate outputs such as artistic performances, guided tours, festivals and events, as well as accommodations and food services. This transformation process takes time and funds.

**The Fabulous 50 Region's Top Selling Points:**

1. Numerous recreational and entertainment amenities
2. Proximity to Lake Tahoe
3. Award winning wineries with beautiful locations.
4. High traffic location – on road to Lake Tahoe and other tourist destination spots.
5. New hotel construction

Recommendation: Partner with local tourism organizations, Farm Trails, EDWA, for outreach.

**Target 5 - Building/Trade Construction Services**

Building Construction, General and Specialty Trade Contractors – residential and non-residential general building contractors and operative builders; plumbing, heating and air conditioning; electrical work; masonry, stonework, tile setting and plastering; carpentry and floor work; roofing, siding and sheet metal work; concrete work; green building and miscellaneous other special trade contractors.

**Target 6 - Educational Services**

Educational Services – professional schools, technical institutes, data processing schools, business and secretarial schools, and other miscellaneous vocational schools

## Target Industries Linked with Trade Associations

Industry	Trade Association	Websites
Health Services	American Hospital Association	<a href="http://www.aha.org">www.aha.org</a>
Business Services	American Management Association	<a href="http://www.amanet.org">www.amanet.org</a>
Engineering Services	American Council of Engineering Companies American Academy of Environmental Engineers	<a href="http://www.acec.org">www.acec.org</a> <a href="http://www.aace.net">www.aace.net</a>
Construction	North American Home Builders Construction Management Association of America Green California Building Industry Association	<a href="http://www.nahb.org">www.nahb.org</a> <a href="http://www.cmaanet.org">www.cmaanet.org</a> <a href="http://www.green-technology.org">www.green-technology.org</a>
Insurance Carriers/Fin. 'l Services	American Insurance Association	<a href="http://www.aiadc.org">www.aiadc.org</a>
Education Services	National Association of College and University Business Officers	<a href="http://www.nacubo.org">www.nacubo.org</a>
Agri-Tourism	National Agri-Marketing Association	<a href="http://www.nama.org">www.nama.org</a> <a href="http://www.edwa.org">www.edwa.org</a>