



TEMESCAL VALLEY

2018

Strategic Marketing Plan – Business Growth



[Details the 2018 Temescal Valley strategic marketing plan – designed to increase local business revenue.]

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Rationale

Background:

Temescal Valley (TV), California is comprised of approximately 16 square miles located in an unincorporated area of Riverside County in the vicinity of the 15 freeway between the cities of Corona to the north and Lake Elsinore to the south.

The current population of TV is approximately 15,500. Existing development includes 5,433 residential units, 146,190 square feet of general commercial building, approximately 1.26 million square feet of industrial/business park building and 75,500 square feet of heavy industrial. The area employs approximately 1,680 individuals.

Based on current projections the population within TV is expected to increase another 7,200 people making the population buildout approximately 22,700. Anticipated development based on General Plan land uses and adopted specific plans in the area yield 2,500 future residential units, 650,000 square feet of general commercial, 706,000 square feet of office, and approximately 6.64 million square feet of light industrial/business park. In conjunction with this increase, the area is expected to add another 11,000 jobs, increasing total employment to approximately 12,680 individuals. This, within the next 5 – 7 years.

At the completion of TV's projected growth, the area will generate just under \$45 million in property tax increment, \$5 million in general fund property tax and \$4.5 million in total estimated sales and use tax.

In September of 2013 the residents of TV were successful in defending themselves against an annexation attempt by the city of Corona. As part of the annexation defense campaign, residents organized and formed multiple committees focused on increasing the image of TV, increasing business opportunities and revenue in the area, and promoting the overall interests of TV with the idea of strengthening the economic growth and sustainability of the area to promote independence and deter any further annexation attempts.

Goal:

The goal of this exercise is to support TV's growth by focusing on strategies that will increase revenue for local businesses, attract new prosperous businesses to the area and, ultimately, increase the sales and use tax generated in the area by an additional 20% over the next five years – bringing the total sales and use tax to almost \$5.5 million.

Brand Identity

Assessment

TV has been blessed with a unique scenic beauty. The rugged mountain setting and colors of the valley represent a prime example of Southern California's natural landscape. A closer look at TV reveals a diverse local history – representing vital examples of California's major historical periods.

Few places have captured so much diverse history in such a small area. The well-kept secret that is TV has been home to miners, farmers, ranchers, hotel and resort owners and suburban developers for many years and serves as a microcosm of California's storied history and development.

Opportunity

The success level in building business in TV will be directly correlated to its ability to build significant brand/name recognition and affinity – through marketing efforts – for TV. Efforts in this area are already underway but a significant priority for this strategy is to deploy tactics that are designed to create an affinity for TV through current business owners, future business owners, advocates, residents and close proximity residents.

Increased name recognition and affinity for TV will undoubtedly result in greater TV business revenue and help to create a demand for businesses opening in and relocating to TV.

Goals

- Create a measurement standard by which TV can track and measure (identifying an initial baseline measurement) TV's brand recognition and affinity among business owners, advocates, residents and close proximity residents.
- Measurably increase TV's brand recognition and affinity by 25% over baseline within 5 years.
- Create and sustain a consistent and cohesive marketing, messaging and image platform that resonates and is shared among business owners, residents and close proximity residents.
- Achieve a 90% participation and contact rate among TV businesses in the development efforts – utilize marketing efforts to create unity, consensus and buy-in.

- Successfully market and position TV to attract 100 new “community profitable” businesses (to include a minimum of 8 big box stores and car dealerships) over the next 5 years. These businesses will be the cornerstone of achieving the primary goal of increasing TV’s sales and use tax by 20% over the same period.
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Strategic Plan – BUILD AFFINITY

(Primary Initiatives)

Create Business Participation

Utilize a cross-pollination of TV committee resources to contact non-participating businesses about becoming active in the ongoing development efforts.

- Deliver a unified message to TV businesses, as managed by the Identity Committee, illustrating the importance and goal of the business development efforts.
- Utilize a series of direct mail correspondence, over a three-month period, to pique interest, entice and invite involvement. This effort should include personal contact points over the three-month period and should synchronize with internet and social media efforts to maximize effect.
- Explore the foundation for creating a TV specific civic organization (Kiwanis, Rotary, Lions, etc.). This newly formed organization will work with the various TV committees and act as a fund-raising, maintenance and organizing catalyst.

“We are Temescal Valley” Campaign

Utilize grass-roots efforts to urge TV businesses and resident to acknowledge and take pride in the TV community.

- Campaign creates a mechanism to urge TV residents, that over time, their mailing address is officially changed to “Temescal Valley CA 92883” versus the current Corona CA designation.

- Explore the possibility of creating return address stickers for the approximately 15,500 residents and with them, requesting a \$5.00 donation for the community marketing efforts – the stickers are free to keep with or without the donation.
- Campaign promotes civic pride among businesses requesting that they too, over time, change their mailing address, across all mediums (web, stationary, etc.) to reflect their TV address. Additionally, businesses will be urged to ensure that their point-of-sale (POS) and in-store signage reflects the TV brand.
 - For instance: The Vons Supermarket in Sycamore Creek indicates “Proudly serving Corona since 1994” across the wall over the customer service area. Blatant instances like this should be pointed out and lobbied for change.
- Campaign will take a deeper cut at non-TV business entities (utilities, etc.) lobbying them to acknowledge TV in their billing and correspondence processes – strategies concerning this tbd based on scope and resources.

Brand Tools

Create and manage “brand tools” to enlarge the TV brand, promote civic pride and deliver cohesive messaging that creates affinity for TV.

If possible, utilize the newly found civic organization to manage the procurement, marketing, management and distribution of these tools. Utilize the Identity Committee to manage look and message.

- **Website:** Create and maintain a centralized TV website. The website will act as the hub of information for TV and will be consistent in message and brand with all other correspondence delivered across all mediums on behalf of TV.

The website, at a minimum, should have a regular update schedule, contain all relevant community news, information and announcements, have a business specific section for announcements and coupons, contain a message board and offer TV branded items.

- **Newsletter:** Create and distribute a monthly newsletter centered on community events and happenings – it should be a compliment to the website but not a duplication. The

newsletter should be made available via hard copy for distribution in local businesses (coffee shops, restaurants, etc.) and posted to the website where it can be archived.

- ***Social Media:*** Interaction via social media will be encouraged among businesses, residents, advocates and close proximity residents. Community service, business based, and event messages will be regularly pushed to those participating in one of the primary social media arenas. *See the Social Media section of this document for more detail.*
- ***Temescal Valley Pride Materials:*** Create, maintain and distribute TV pride materials such as:

*Participating Business Window Signage: To be placed in the windows of local businesses – signifying their participation in the Temescal Valley Frequent Shopper program (*see the Business Development section of this document for more detail*).

*Residential Flags: To be purchased and flown at resident's home indicating their civic pride and involvement.

*Temescal Valley Car Decals: To be purchase and placed in the back window of cars signifying TV residency.

*Street Signs and Monuments: As per the Temescal Valley Design Guidelines pursue the adoption of customized street signs and marking monuments.

Business Growth - Current

Assessment

Currently there are approximately 125 businesses in TV employing approximately 1,700 individuals and creating approximately \$1.5 million annually in sales and use tax. Projections have TV's incremental business development adding approximately another 11,000 jobs and \$2.9 million in additional sales and use tax revenue over the next 5 – 7 years.

To ensure long-term sustainability for TV, current TV businesses must do better.

Opportunity

Create an integrated marketing strategy that assists TV businesses with sales and revenue growth and creating affinity among current and prospective shoppers to ensure business growth at a minimum of 20% of the incremental growth projections.

Goals

- Create a measurement standard by which we can track and measure (identifying an initial baseline measurement) TV's current annual business revenue and profit.
- Increase TV's current annual business revenue and profit by 20% over baseline per year.
- Create and sustain a consistent and cohesive TV business marketing, messaging and image platform that resonates and is shared among business owners, residents and close proximity residents – coinciding with the strategies put forth in the brand identity section of this document.

Strategic Plan – BUSINESS GROWTH

(Primary Initiatives)

Attract New Shoppers

An integrated marketing strategy that includes the brand identity and social media aspects of this document will go a long way toward increasing the current business revenue and profit levels in TV, but specific quantifiable tactics potentially have a much larger impact.

- Utilize targeted and customized direct marketing services to provide coupons, advertising and messaging from local TV businesses. Cox Target Media offers two such solutions that may work nicely for TV businesses.
 - **Valpak:** Valpak (www.valpak.com) is one of the leading direct marketing companies in North America. It offers nearly 170 franchises throughout the United States and Canada – ***currently the territory of Western Riverside County is dormant.*** Via the US mail, Valpak delivers savings and value to nearly 40 million households each month – positioning both community based and national businesses. Annually, Valpak distributes some 20 billion offers inserted in more than 500 million envelopes. Valpak also offers digital solutions with www.Valpak.com®, an online site for printable coupons and coupon codes, which has nearly 70 million offer views each month, as well as apps for smartphone platforms.
 - **Savings.com:** Savings.com helps consumers find the best deals on just about anything they want. Based on where the consumer lives, savings.com acts as a personalized shopper.

Both solutions can be customized to market local TV businesses in the greater TV area – delivering monthly coupons and messages to prospective clients/residents. The customization of these solutions comes through their ability to be distributed based on specific zip codes and searchable based on specific resident addresses.

Consideration must be given as to how TV implements and manages the program long-term – cost and time resources tbd.

Keep Current and Future Clients - Retention

It's considerably easier and less expensive to keep current clients than it is to gain new clients. Creating retention programs will drastically help keep people shopping in TV while ideally creating incentive for new clients to shop TV.

- Create and distribute, at a cost, an annualized Temescal Valley Frequent Shopper card. Participating businesses will have the opportunity to offer discounts as well as other special offers to those purchasing the card in a given year. The advantage to the

consumer is significant savings over the cost of the card, if used regularly. The advantage to the business is increased and sustained sales.

- The card can prospectively be sold through TV's local elementary schools or non-profits creating incremental revenue for them while building community affinity.
- Participating businesses will be given window signage identifying them as a program partner and will have a specific designation on the TV website and through the TV business social media campaigns. The only cost of participation on behalf of the business is the annualized offer/offers.
- Consideration must be given as to how TV tracks card usage among all participating businesses.

Business Development - New

Assessment

Currently there are approximately 125 businesses in TV employing approximately 1,700 individuals and creating approximately \$1.5 million annually in sales and use tax. Projections have TV's incremental business development adding approximately another 11,000 jobs and \$2.9 million in additional sales and use tax revenue.

To ensure that TV is able to exceed the combined incremental sales and use tax revenue by the stated goal of 20% in the next 5 years, and to ensure that TV is able to experience sustained job growth, TV must attract new business that is prosperous for the community,

Opportunity

Create and implement strategies designed to attract and actively seek new businesses to TV.

Goals

- Successfully market and position TV to attract 100 new "community profitable" businesses (to include a minimum of 8 big box stores and car dealerships) over the next 5 years. These businesses will be the cornerstone of achieving the primary goal of increasing TV's sales and use tax by 20% over the same period.
- Create and sustain a consistent and cohesive TV business marketing, messaging and image platform that resonates and is shared among business owners, residents and close proximity residents – coinciding with the strategies put forth in the brand identity section of this document.

Strategic Plan – BUSINESS DEVELOPMENT

(Primary Initiatives)

The integrated brand identity and social media strategies will do much of the work to position TV and begin to create affinity among its residents, close proximity residents and potential new businesses, however, specific measures should be taken to address the creation of the "right mix" of new businesses in TV.

Temescal Valley Business Ambassadors

Form a committee of local businesspeople and politicians charged with actively identifying and lobbying large-scale revenue producing businesses for location in TV.

- Understand the demographical mix that such businesses are seeking in order to justify a new store. Position TV accordingly.
- Utilize direct mail and email campaigns, targeting specific decision makers, to continually position the value of a TV location.
- Enlist other TV business leaders, including high level representatives of businesses like Vons, CVS, Wells Fargo, etc. to endorse and further position TV as a big business destination.
- Work with the TV Business Development and Identity Committees to create buy-in among residents for the attraction of new TV business.
- Create processes to assist current TV businesses in expansion and growth.
- Position TV with organizations such as the US and California Chamber of Commerce's in order to expand TV reach in the attraction of new businesses.

Social Media

Assessment

Social media offers a variety of opportunities for businesses. The mobility of social media uses location and time sensitivity in order to engage individuals in market research, communication, sales promotions/discounts, and relationship development/loyalty programs.

TV must utilize social media strategies to support all initiatives contained in this document. Social media is simply a fast and cost-effective way to engage current and prospective consumers.

Opportunity

Utilize social media in support of all TV growth initiatives. Deploy a social media strategy that allows:

- **Market research**: Use social media to monitor TV shoppers' experience and what they are saying about the TV businesses they are visiting.
- **Communication**: Social media communication takes two forms, the first of which is company-to-consumer in which local businesses can establish a connection to consumers based on their location and provide an offer or some level of information.

The second type of communication is user-generated content. For example, a local business can offer discounts to users randomly selected among those "checking in" at their location. Promotions like this have been proven to increase business check-ins by 33% and prompting several hundred thousand news feeds and Twitter messages – helping to create brand and affinity.

- **Sales promotions and discounts**: In the past customers had to use printed coupons, mobile social media allows companies to tailor promotions to specific users at specific times via their mobile device.
- **Relationship development and loyalty programs**: In order to increase long-term relationships with customers, businesses can create loyalty programs that allow customers who check-in regularly to earn discounts or perks. This ability can be tied specifically into the Temescal Valley Frequent Shopper program and may help track usage.

Goals

- Create a measurement standard by which we can track and measure (identifying an initial baseline measurement) TV business revenue associated with social media.
 - Use social media to promote local businesses and deliver targeted information in order to increase TV business revenue by 20% per year.
 - Create and sustain a consistent and cohesive TV business marketing, messaging and image platform that resonates and is shared among business owners, residents and close proximity residents – coinciding with the strategies put forth in the brand identity section of this document.
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Strategic Plan – SOCIAL MEDIA

(Primary Initiatives)

Create an integrated social media strategy that utilizes the TV website as its hub and incorporates Facebook, Twitter, Instagram and LinkedIn pages.

Incent Usage

- Incent social media users by offering some level of local business value coupon, a \$5.00 Starbucks gift card donated by the local Starbucks, for instance.
- As referenced above, encourage local businesses to offer coupons or other offerings when a consumer “checks in” from their business. Information regarding such offers will be regularly pushed to consumers through their preferred social media outlet.
- Encourage members of the TV Frequent Shopper program to use social media to tell others about their TV shopping experience. Manage the monitoring and two-way communication concerning these posts for all participating businesses.
- Create a schedule for regularly pushing information and coupons to consumers. Encourage consumers to show the coupons, via their phone, at local businesses.

- Encourage local businesses to utilize Quick Response Codes (QR) in all advertising and TV related communications to encourage media engagement.

Retargeting

Retargeting = as people come to and leave participating TV business websites they will experience ad reminders from these businesses as they continue to navigate the internet. This typically results in a percentage of these visitors returning to the site in question – increasing the opportunity for a sale.

Scope the possibility of grouping and monitoring local business websites to introduce unified retargeting.

- Use retargeting efforts to increase the local business revenue by a minimum of 25% within 5 years.

Contingencies

- Must identify an individual to manage the social media strategy
- Local businesses must “buy-in”
- How does TV cover the cost associated with retargeting?

Risks

Marketing is an investment. Like any investment, there are risks. For the 2018 marketing plan these are the current perceived risks:

- *Human Resources.* TV has limited resources to deploy toward the marketing strategy. Lack of the abundance and/or proper talent will hinder TV's opportunity for success.
- *Assumptions.* Due to a lack of benchmarks and a history of similar deployment, the success of all marketing initiatives is assumed – based on knowns and experience with deployment of similar practices.
- *Corona.* The city of Corona may mount another bid for annexation sooner than expected.
- *Apathy.* Apathy on the part of local businesses and/or residents to embrace the TV brand will significantly hinder this effort.
- *Business Positioning.* The inability to build a compelling business case in order to attract new businesses.
- *Resident Pushback.* The inability of residents to see the value of attracting new businesses.
- *County Positioning.* Lack of county support.
- *Financing.* Inability to find or create financing to support the initiatives identified in this document.