



# Marketing Strategies to Enhance Local Oakridge Businesses

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OAKRIDGE

MGKT 311: MARKETING MANAGEMENT



## **Acknowledgments**

We would like to acknowledge the contributions made by members of Oakridge City Administration, as well as Oakridge community members.

**James Cleavenger**, Oakridge City Administrator

**Jude Anderson**, Oakridge Planning Commissioner and Oakridge Venture Catalyst

**Vanessa Tharp**, Travel Lane County

**Jara Mouracade**, Westfir Lodge & Mountain Market

**Oakridge Hardware**

**Kerstie Harville**, Totally Pawsome Pet Care

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Oakridge. Text and images contained in this report may not be used without permission from the University of Oregon.

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## About SCI

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The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

**1. Our Sustainable City Year Program (SCYP)**, a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

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The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches

to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

# About City of Oakridge

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The City of Oakridge, Oregon, is a vibrant community nestled in the foothills of the Western Cascade Mountains, with a population of approximately 3,500 residents within city limits (nearly 5,000 when including nearby Westfir and surrounding areas). Surrounded by the extensive Willamette National Forest, the city provides ample opportunities for activities such as hiking and mountain biking, with nearly 500 miles of trails and five rivers in its vicinity. Oakridge's elevation (1,200-1,700 ft.) results in a favorable climate, characterized by over 300 sunny days annually, while avoiding the fog of the valley and the heavy snowfalls of higher elevations.



Governed by a council-manager system since 1972, Oakridge residents benefit from a robust and supportive municipal administration. The City offers a comprehensive range of services, including street maintenance, water, wastewater, and park utilities, as well as police, fire, and emergency

medical services. Additional municipal services include library access, economic development, planning and zoning, and general administrative support. Funding for city operations is derived from property taxes, franchise fees, and other revenue sources, with special projects financed through grants and loans.

In the past decade, Oakridge has secured nearly \$11 million in grants and loans for community projects and maintains an annual budget of approximately \$10 million.

The citizens of Oakridge cherish their history and cultural heritage, celebrating it through a variety of events and activities throughout the year. The long-standing Tree Planting Festival pays homage to Oakridge's timber town roots, while the Concerts in the Park series offers free performances at the Banner Bank Amphitheater in Greenwaters Park. Additionally, Oakridge features four art galleries, three nearby hot springs, and is conveniently located just 25 miles from Willamette Pass Ski Resort. The Eugene-Springfield metropolitan area, approximately 35 miles away, further enriches the community's cultural

offerings with its vibrant arts scene, including music, theater, and access to the University of Oregon.

The City of Oakridge is committed to fostering a safe, livable, and sustainable environment for its residents while promoting economic development and community engagement. As part of its ongoing planning initiatives, Oakridge is exploring various strategies to enhance its sustainability and growth, ensuring that the community continues to thrive for generations to come. The partnership between the Sustainable City Year Program and the City of Oakridge is supported by local stakeholders, enabling University of Oregon students and faculty to collaborate on projects and provide recommendations to address city-identified challenges and opportunities.

# Course Participants

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## UNDERGRADUATE BUSINESS MAJORS

### **Westfir Lodge and Mountain Market Team:**

Natalie Cohen  
Julie Gomez  
Ruby Michelin  
Kennedy Mohr

### **Oakridge Hardware Team:**

Adrianna H Coleman  
Colin J Albrecht  
Jacob E Hays  
Logan J Davis  
Maya E Gooneratne

### **Totally Pawsome Team:**

Emilia Puccinelli  
Karina Desai  
Kento Takeda  
Mandy Ho  
Mia Sakamoto

# Course Description

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## **MGKT 311: MARKETING MANAGEMENT**

This course is a core requirement of all business majors. Students learn about product, price, promotion, and distribution decisions in consumer and industrial markets. Applied projects provide students opportunities to conduct research and develop strategies around market segmentation, product positioning for goods and services, marketing strategy and management, and product life cycles.

## Executive Summary

The Marketing Management class undertook detailed analyses of three businesses integral to Oakridge’s identity: Westfir Lodge & Mountain Market, Oakridge Hardware, and Totally Pawsome. Each project examined these businesses’ unique challenges and opportunities, culminating in tailored marketing strategies and operational insights to help them thrive in their respective markets.

This report presents the findings and recommendations from a series of student-led projects to support the City of Oakridge in enhancing its local businesses and community development. The City’s primary goal was to leverage student expertise to address challenges and uncover growth opportunities for key businesses and community stakeholders. These efforts align with Oakridge’s vision of fostering economic resilience, sustainability, and inclusivity.

Focus on local companies was crucial for this project because they play a significant role in the city’s economic vitality and community identity. By developing tailored recommendations to support

business growth, the proposed marketing strategies aim to identify and address the unique challenges that Oakridge’s local businesses face.

These businesses provide goods and services, attract tourists, create jobs, and foster a sense of community within Oakridge. The marketing recommendations are designed to amplify their impact by increasing visibility, attracting new customers, and enhancing their regional competitive edge. These businesses can thrive through strategic digital outreach, stronger branding, and community partnerships, contributing significantly to the City’s overall economic development and long-term resilience.



# Westfir Lodge and Mountain Market

Natalie Cohen, Julie Gomez, Ruby Michelon,  
and Kennedy Mohr

## Market Analysis

# COMPANY OVERVIEW

- Location: Westfir, Oregon
- Owner: Jara Mouracade
- Facilities: 8 rooms + Mountain Market
- Mission: To create a welcoming community hub connecting outdoor adventure, local history, and mountain hospitality
- Core Values: Community, authenticity, sustainability, and connection to nature



Cade

# CUSTOMER PERSPECTIVE

Our customers are adventurers, cyclists, and outdoor enthusiasts who seek comfort and connection after exploring nature.



Cade

## KEY PERFORMANCE OUTCOMES TO TRACK:

- Seasonal Occupancy rates
- Social media engagement
- Repeat guest rate
- Event attendance



Ruby

## CURRENT OFFERINGS & VALUE PROPOSITION

- Eight guest rooms designed with rustic comfort and modern amenities
- On-site market serving coffee, beer, wine and fresh local food (“like a Starbucks that sells booze”)
- Community events such as writers’ workshops, book clubs and seasonal celebrations

### **Value Proposition:**

“A historic mountain retreat where travelers connect with nature, locals, and each other – Westfir Lodge blends outdoor adventure with small-town warmth.”

Ruby

# STRENGTHS & WEAKNESSES

## Strengths

- Best lodging option in Westfir and Oakridge region
- Prime location near Alpine Trail, the river, and Willamette Pass ski area
- Authentic historic property, new branding and community engagement
- Strong local partnership potential

## Weaknesses

- Limited cell/internet service
- Low visibility (signage, awareness)
- Seasonal dependence; low winter traffic
- Few nearby dining/shopping options
- Outdated or inconsistent marketing visuals
- Most expensive lodging option in the area

Natalie and Ruby

# COLLABORATORS

## Suppliers / Distributors

- Local coffee roasters, breweries and food vendors

## Related Companies

- Nearby outdoor gear shops, Airbnb hosts, and cafes
- Eugene Cascade & Coast (regional tourism org)
- Willamette Pass (discounted lift ticket + shuttle partnership)
- Local Artists and makers

## Inspirers

- McMenamins (community-oriented lodging & events)
- The Society Hotel (Portland/Dalles - historic boutique restoration)



Natalie

# SUSTAINABLE COMPETITIVE ADVANTAGE

- Historic property + prime outdoor location = *irreplaceable positioning*
- Connection with community and customers
- Expanding into year-round tourism (Christmas Village, ski packages, shuttle) differentiates the lodge from other seasonal lodges

Natalie

# CUSTOMERS

Total Addressable Market:

Outdoor recreational tourists and weekend travelers

Customer Insights:

- Guests love the lodge's charm, cleanliness, and proximity to trails
- Locals appreciate the market and community events

Challenges:

- Not well known
- Limited cell service

Kennedy

# INTERVIEWS AND REVIEWS

- “All in all, the Westfir Lodge is an excellent place to gather, enjoy each other’s company, and facilitate idea sharing.” - Jason, Town Local
- “It was a nice place to unplug but the Wifi is good if you want it.” - Martin P., Customer Review on Trip Advisor
- “We liked that the hotel was a ‘reinvention’ of the old lumber company office and there were historical photos and paperwork in the company safe room.” - Emily, Customer Review on Bookings.com
- “The coffee, wine, beer and mini market were a nice touch, we had fun in the game room playing chess. I think you could expand the hours of the market on Friday and Saturday until at least 10pm for food and drinks.” - Margot, Customer Review on Bookings.com

Kennedy

# TARGET SEGMENTS

## Outdoor Adventures

- Ages 25–45, active lifestyle, bike/ski/hike focused

## Weekend Escapees

- Couples or small friend groups from Eugene/Portland

## Community Locals

- Residents attending the market, clubs, and events

Kennedy

# COMPETITORS

## Direct

- Local Motels and Airbnb cabins
- Small lodges near Willamette Pass

## Indirect

- Camping or RV stays
- Larger resorts farther away (e.g., Bend)
- Travelers “Inertia”

## Advantage:

Westfir Lodge = higher-end experience, superior charm, community focus, and prime Alpine Trail location.

Julie

# CONTEXT (MACRO TRENDS)

## Opportunities

- Rise of eco-tourism
- Rising demand for local travel and “staycations”
- Growth in outdoor recreation spending

## Threats

- Economic downturns limiting travel budgets
- Dependence on seasonal tourism and weather
- Infrastructure limitations (connectivity, road access)

Julie

## The New Offering

# The Christmas Village

- December 5<sup>th</sup> - 28th
- In addition to the Bridge Lighting Ceremony
- Holiday market
  - Hot Cocoa bar + Beer, S'mores, holiday inspired food items and drinks
  - Santa, Live Music, Fireside stories
- Turns the Lodge into a cozy, seasonal holiday destination for both locals and winter travelers.



**FIG. 1**

Examples of Decor for  
The Christmas Village



**FIG. 2**

Examples of Decor for  
The Christmas Village



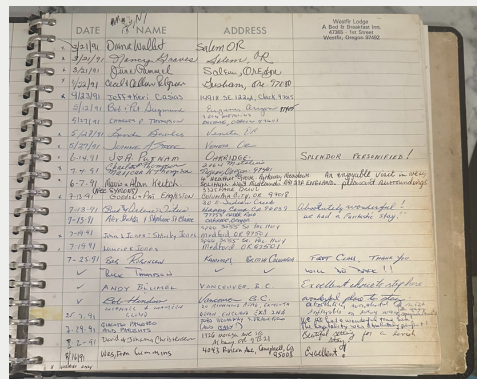
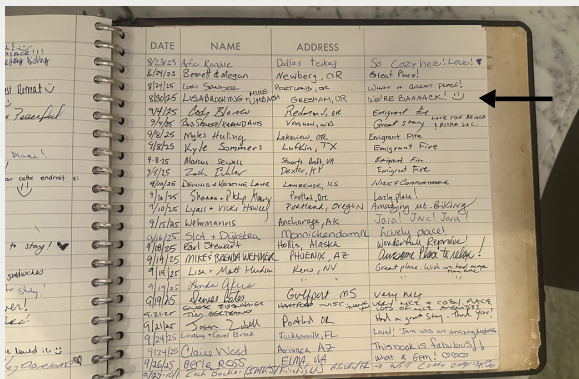
# Rationale

## Company Fit:

- Aligns with mission to be a “welcoming community hub”
- Uses strongest assets → historic charm, coziness
- Addresses core challenge: **winter seasonality**
- Long-Term Branding Potential

## Overall:

- Strong community interest
- Positive engagement
- Similar Christmas villages in Hood River & Sunriver
- Jara is very excited! She is actively working towards promoting the event!



# Target Customer

## Primary Customer:

- Local Westfir & Oakridge residents who value the town’s History and want experiences that feel community-centered.

## Why?

- The Christmas Village lets locals celebrate the holidays while reconnecting with their own history
  - Locals in the community will be the ones sharing fireside stories
- Outdoor winter visitors → after skiing all day, enjoy a hot cocoa and listen to fireside stories!
- Potential new customer segment: Families with kids

## The Marketing Mix

### BRAND AWARENESS

FIG. 3  
Poster Mockups



FIG. 4  
Poster Mockups

# Westfir Lodge & Mountain Market

## WEEKEND EVENTS

	FRIDAY	SATURDAY	SUNDAY
	FIRESIDE STORIES - 8PM	UKULELE PLAYERS - 5 TO 6PM CAROLERS - TBD	SANTA - 3 TO 4PM PIANO - 5 TO 6PM

DECEMBER 5<sup>TH</sup> - 28<sup>TH</sup>  
47365 1ST ST, WESTFIR, OR 97492

FIG. 5  
Poster Mockups



## Why This Business Model Works

### LOW PRICING → HIGH ENGAGEMENT

- Free Entry
- Small Purchases: Hot Cocoa Bar, Beer on Tap and Small Gifts, Holiday inspired food

### Community Connection

- Ideal for families and locals
- Builds emotional connection before asking visitors to spend
- High emotional value → long-term loyalty
- Experiences + history → deeper brand connection

## Placement Plan

### Reach and Engage Customers

- Westfir Lodge website, social media, and email marketing
- Event prompted through: Local Tourism & Community Calendars

### Relationships

- Customer-To-Customer

### Immersive Service Experience

- Immersive, family-friendly holiday village atmosphere
- Interactive experiences: Santa photos, Live entertainment, and Festive lights

Cultivate a warm atmosphere that makes for a magical holiday spirit

FIG. 6  
Poster Mockup





FIG. 7  
Poster Mockup

**INFLUENCER DM's:**

Hi there! I'm Jara, the owner of Westfir Lodge, and I'm reaching out with something I'm really excited about. We're hosting our first-ever Westfir Christmas Village from Dec 5-28 — a festive, small-town holiday experience with Santa photos, lights, carolers, weekend live music, a hot cocoa bar, holiday treats, and even fireside stories from community members.

We're trying to spread the word locally, and I'm wondering if you'd be willing to share our event flyer on your page or in your stories? It would mean so much to me, our small team, and the Westfir community.

I'm happy to send the flyer and all the details if you're open to it! 🌲 ✨

**Reach out to:**

**Instagram:**

@visitoregonofficial (follows lots of Oregon lodges/hotels/wineries/small businesses)

@visitmcminnville (holiday headquarters in Oregon wine country -- possible collab)

@wander.with.bri (Adventures in Oregon)

@hike.oregon (shows best places to hike in Oregon → Westfir = Alpine trail!!)

@skiwillamette (Lodge offers pass with overnight stay on the weekends) 🏔️

FIG. 9

Influencer DM Template



FIG. 8

Business Card Mockup

## EMAIL BLASTS:

Dear Westfir Neighbor,

The air is getting crisp, the river is flowing, and we've been busy turning the Lodge into a winter wonderland. This year, we aren't just open for the holidays, we're celebrating them.

We invite you to join us for our Christmas at the Bridge series. Whether you're looking for a festive date night or a family memory, we have something special planned:

 FRIDAY-SUNDAY, DECEMBER 5th-28th:

- Friday's: Fireside Stories (8pm)
- Saturday's: Ukulele Players (5-6pm) and Carolers (TBD)
- Sunday's: Photos with Santa (3-4pm) and Piano Player (5-6pm)

We have transformed the lodge for the season, and we have a room waiting for you.

[Button: Book Your Winter Getaway]

See you by the fire,

The Westfir Team

FIG. 11

Email Blast Template

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## RADIO SCRIPT:

### 15 second version:

"Celebrate the season at the **Christmas Village at Westfir Lodge!** Enjoy Santa and fireside stories, Saturday carolers, Sunday ukulele and piano music, festive lights, and our hot cocoa bar. Explore the Holiday Market for treats, gifts, and more!

Visit [WestfirLodge.com](https://www.westfir.com) —open December 5th–28th in Westfir."

### 30 second Version:

"Step into the magic of the **Christmas Village at Westfir Lodge!** Bring the family for Santa visits, fireside stories, and sparkling festive lights. Every weekend features live holiday entertainment—**carolers on Saturdays**, and **ukulele and piano music on Sundays**. Wander through our **Holiday Market**, where you'll find a hot cocoa bar, holiday-inspired food and drinks, cozy stories by the fire, and unique gifts from local artists.

Join us in Westfir, December 5th through 28th.

Learn more at [WestfirLodge.com](https://www.westfir.com)."

FIG. 10

Radio Script Template

**MEET THE OWNERS INSTAGRAM POST (pin on instagram):**



Meet the Owners ♥

Hi friends! We're Jara Mouracade and Andy Larsen, the new owners of Westfir Lodge. This cozy, 100-year-old lodge has been a special part of the community, and we're honored to continue its legacy while adding our own touches.

We're lifelong travelers, outdoor lovers, and longtime tourism professionals — from guiding VIP adventures in Alaska to leading whitewater rafting trips in California.

At the heart of everything we do is:

- ▲ Community – creating a space where locals + travelers feel at home
- 🔍 Hospitality – keeping the charm you love, with a few new surprises
- 🌟 Adventure – helping you explore, unwind, and make memories

We can't wait to meet you! Stop by the Mountain Market, book a stay, or just come say hi. Welcome to Westfir Lodge. ♥

FIG. 12

Social Media Post

## Roger's 5 Factors of Diffusion

### Relative Advantage:

- Only winter attraction of this kind in the Westfir/Oakridge area
- More affordable → do not have to pay to enter
- Open to locals and travelers

### Compatibility:

- Aligns with lodges 100 year old history
- Complements winter activities in the area

### Complexity:

- Very low complexity: free entry, walk-in friendly
- For all ages

### Trialability:

- Free entry lowers risk → people can visit without spending money

### Observability:

- Lights, decorations, bridge lighting ceremony
- Social media presence
- Clear weekend schedule posted online

## Marketing Strategy Control Loop



# Oakridge Hardware

Adrianna H Coleman, Colin J Albrecht, Jacob E Hays,  
Logan J Davis, and Maya E Gooneratne

# Market Analysis

## Company Overview

Family-owned local hardware store (25+ years)



**Serves** DIYers, contractors, and homeowners



**Known** for personal service + reliability



**Competes** with big-box stores through community relationships

## Mission, Purpose, Core Values

**Mission:** Empower Oakridge residents to build + improve with confidence

**Purpose:** Be the trusted home improvement hub for the Oakridge community

Core Values:

- Integrity
- Community first
- Sustainability & local sourcing
- Reliable expertise



# Customer-Centric Definition

“Our customers solve home repair challenges, experience confidence in their projects, and feel supported by people who care.”

Customers =  
Homeowners, local handymen, retirees, DIY hobbyists.

## Marketing Strategy Control Loop

### **KEY METRICS TO TRACK-**

- Monthly sales by category (tools, garden, plumbing, etc.)
- Customer retention/repeat visits
- Online review ratings
- Community event attendance/engagement
- Inventory turnover rate
- Purpose: To measure progress toward mission goals - community trust and sustainable growth

## Products and Offerings



- **Value Proposition:**  
“Your local experts for tool+ honest advice - everything you need to fix and improve your home.”

- **Positioning:**  
A trusted, small-town alternative to Home Depot or Lowe’s with a personalized touch.

### Strengths + Weaknesses

**Strengths**

- Deep local relationships and trust
- Knowledgeable staff with years of experience
- Convenient location for rural customers
- Personalized service

**Weaknesses**

- Limited online presence
- Smaller product variety than large competitors
- Mostly word of mouth
- Seasonal sales fluctuations

## Opportunities + Threats

### Opportunities

- Target more DIY customers and young audience
- Utilize online presence
- Spreading business awareness through local attractions/events

### Threats

- Hard to compete with online retailers
- Competition of big box and specialty stores
- Lack of visitors in the area

## Value and Supply Chain

**Suppliers:** Regional distributors (e.g., Orgill or Do it Best) providing hardware and home goods.

**Distributors:** Direct-to-store delivery, minimal warehousing.

**Local Collaboration:** Could partner with nearby lumber yards or garden suppliers for joint promotions.



## Related Companies and Inspirers



Nearby:

True Value Hardware

Inspired: (Larger-Scale)

- Home Depot
- Lowe's



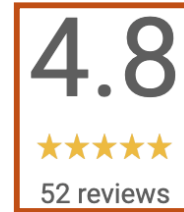
## Sustainable Competitive Advantage

- Small town feel
- Locally-owned (trusted)
- Go-To

“ The staff here are the friendliest, most helpful bunch. The inventory is great. They always have what I'm looking for. The store is clean. You can tell much care is put into this place. AND it beats driving to the big box place in town. Keep it up, guys!  
- KC (Google Review)



## Customers & Market Research



### Total Market:

~3,000–5,000 residents in Oakridge & nearby towns

### Trends:

Oakridge is moving away from the timber industry and focusing on outdoor recreation and building a sense of community

### Positives & Negatives:

"Great attitudes and this little store has everything I need. Yes you pay a little more but don't have the stress of Eugene. Staff are very helpful and I am always surprised how much they have."  
- Graham (Google Review)

"... when you go there and want to pay quite a bit more for less product, they don't have it in stock. I feel like they don't have a good grasp on supply and demand. Therefore I end up going to Jerry's the majority of the time and getting twice as much for my money. Trying to support the local economy but it doesn't seem they want to support us. Go figure! If it ain't there, can't buy it. Seems to be the norm."  
- Dave (Google Review)

## Target Segments

- Proximity customers
  - The local customers that are the meat of Oakridge Hardware business, supplying them with all their home maintenance essentials
- Traveler segment
  - The seasonal customers who purchase biking, fishing, and camping supplies
- B2B Partner
  - Larger more predictable orders that consist of supplies for mostly contractors



## Competitors

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- Jerry's (Eugene + Springfield)
- True Value Hardware (Eugene)



## Context and Future Outlook

- Oakridge Hardware sponsored events
- Bringing community together in a space using their products
- Ex) community BBQ featuring Oakridge Hardware's camping equipment
- Ex) Neighborhood bonfire with local band



## Target Customer



# TARGET CUSTOMER

## EMBRACING OAKRIDGE

- Mountain Bikers, Hikers, Adventurers

## EMBRACING COMMUNITY

- Small-town culture, loyalty

## EMBRACING FAMILY

- All ages

## New Offering: Oakridge “Ready to Ride” Event

### The “Oakridge Ready-To-Ride” community event

#### THE CONCEPT

Annual festival in late spring to kick off the mountain bike season  
Focus on self-reliance, utility, and community

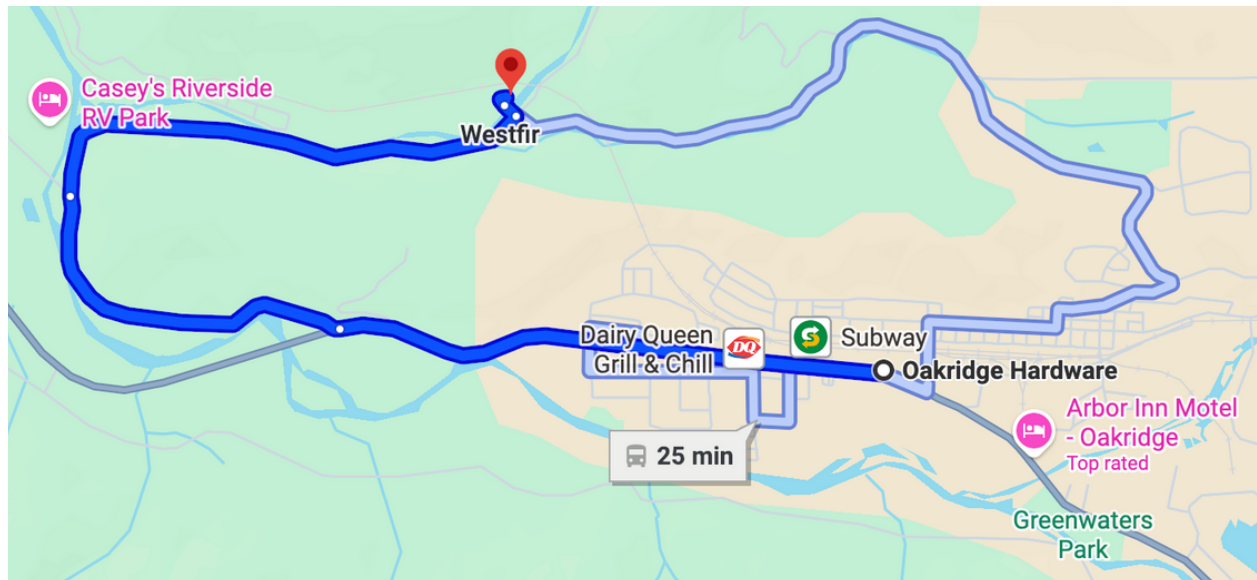


FIG. 13  
Event Trail Loop Map

## Inside the Event

### 3 zones to boost engagement and sales:

#### 1. EDUCATION ZONE

Quick workshop on fast field repairs using hardware tools led by a staff member to show utility

#### 2. PRODUCT ZONE

Merchandise zone with multiple kits for sale  
Local bike shop product demos

#### 3. COMMUNITY BBQ & PICNIC

Free food for the public to help encourage event traffic



FIG. 14

Mockup of event headquarters

## Justification

# JUSTIFICATION/VALIDATION

Low risk, high engagement



**SIMILAR OFFERINGS**  
Ace Hardware community events  
REI Bike maintenance workshops

**PARTNERSHIPS**  
Local bike shop  
Food vendors

**CUSTOMER DEMAND**  
Lowers the barriers to entry for casual riders  
Demand to gain expertise and advice  
Desire for DIY solutions

## Pricing

# PRICING



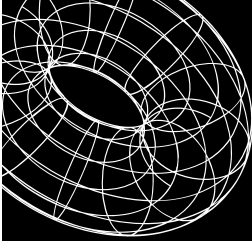
**PRICING PLAN**  
Goal: convert event attendees → repeat customers + increase customer lifetime value rather than one-time purchases

**DIRECT SALES @ EVENT**  
Earn revenue on site → pop-up product tables (bike tools, camping gear, trail repair kits)

**OPTIONAL TICKETING @ EVENT**  
\$5-\$10 raffle entry for a trail survival kit, bike maintenance & tuning kit, and pro rider bundle

**VENDOR/SPONSOR FEES**  
Charge brands & vendors to participate → local bike shop (Willamette Mountain Mercantile-Oakridge bike shop, food vendors, and outdoor brands)

## Placement



# PLACEMENT


### PRIMARY PLACEMENT

Oakridge Hardware - event HQ  
Trailheads - mini tents + QR link to event & list of vendors  
Local Tourism + MTB forums - ride access point

### DISTRIBUTION CHANNELS

- Facebook Groups : Ex) City Hall Social Media Ad placement
- Local bike shop
- Outdoor Tourism pages + trail organizations
- In-store posters + checkout promo

Ultimate Goal → Make Oakridge Hardware the **local biking hub**



## Promotion Plan

# PROMOTION PLAN



### AWARENESS

Flyers at trailheads, in-store signage, and digital ads

### COMMUNICATION

"Trailside Trust" videos: Show Oakridge Hardware products solving a single, high-stakes trail problem

### VALUE PROPOSITION

Your Local Supply Chain for Trail-Side Reliability.



## Advertisements



**FIG. 15**  
Online Advertisement  
Mockup



**FIG. 16**  
Trailhead Advertisement Mockup



FIG. 17

In-Store Advertisement Mockup

## Roger's 5 Factors of Diffusion

# ROGERS 5 FACTORS OF DIFFUSION

### RELATIVE ADVANTAGE

Emphasize Time Saved and Convenience over driving to competitors

### COMPATABILITY

Align hardware with the local Outdoor Recreation lifestyle

### COMPLEXITY

Ensure the process is extremely simple and provide assistance

### TRIALABILITY

Promote the low-cost quick fix items which are high-value and low-risk

### OBSERVABILITY

Use partners and social media to visibly showcase the service's success



## Marketing Strategy Control Loop

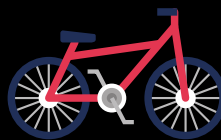
# MARKETING STRATEGY CONTROL LOOP

**Set Goals:** Increase attendance, boost sales, connect locals & tourists.

**Measure:** Track turnout, sales, and social engagement.

**Evaluate:** Identify what worked and which audience responded.

**Adjust:** Refine messaging, channels, and event activities for next year.



## Event Success Compass



FIG. 18  
Event Success Compass Graphic

# Totally Pawsome Pet Care

Emilia Puccinelli, Karina Desai, Kento Takeda,  
Mandy Ho, and Mia Sakamoto

## Market Analysis



Oakridge, OR



Local small business providing pet care services



Offers grooming, training, walking, and day care

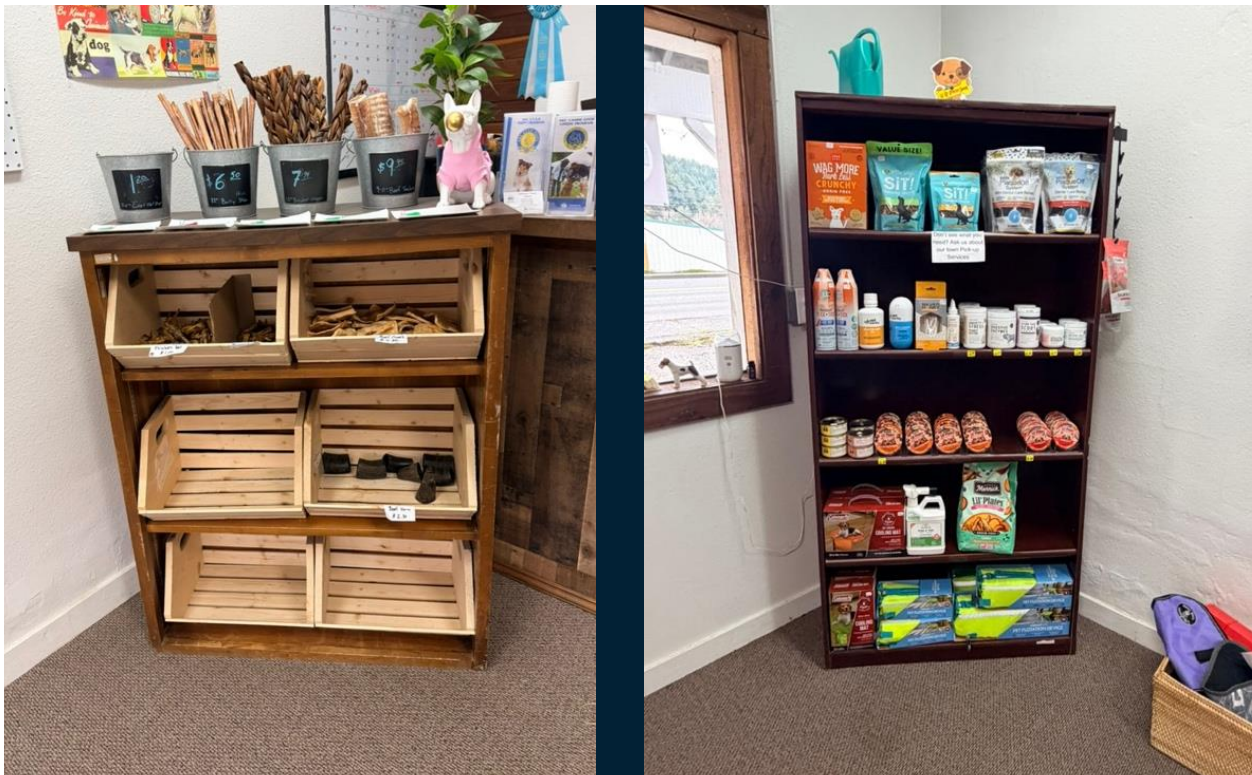


Focus on personalized, attentive pet care



FIG. 19

Totally Pawsome Storefront



**FIG. 20**  
Inside of Totally Pawsome Store

## Market Opportunity

### Customer Behavior



Visitors often travel with dogs



Many outdoor activities do not allow pets

### Business Opportunity



Pet owners need temporary dog care



Opportunity to serve tourists

## Outdoor Adventure Dog Daycare

Pet care designed for visitors participating in outdoor activities



Daycare while owners hike, ski, or bike



Optional walks or grooming add-ons



Supervised play and exercise



Photo updates for owners

## Social Media Strategy: Using Instagram to Build Awareness

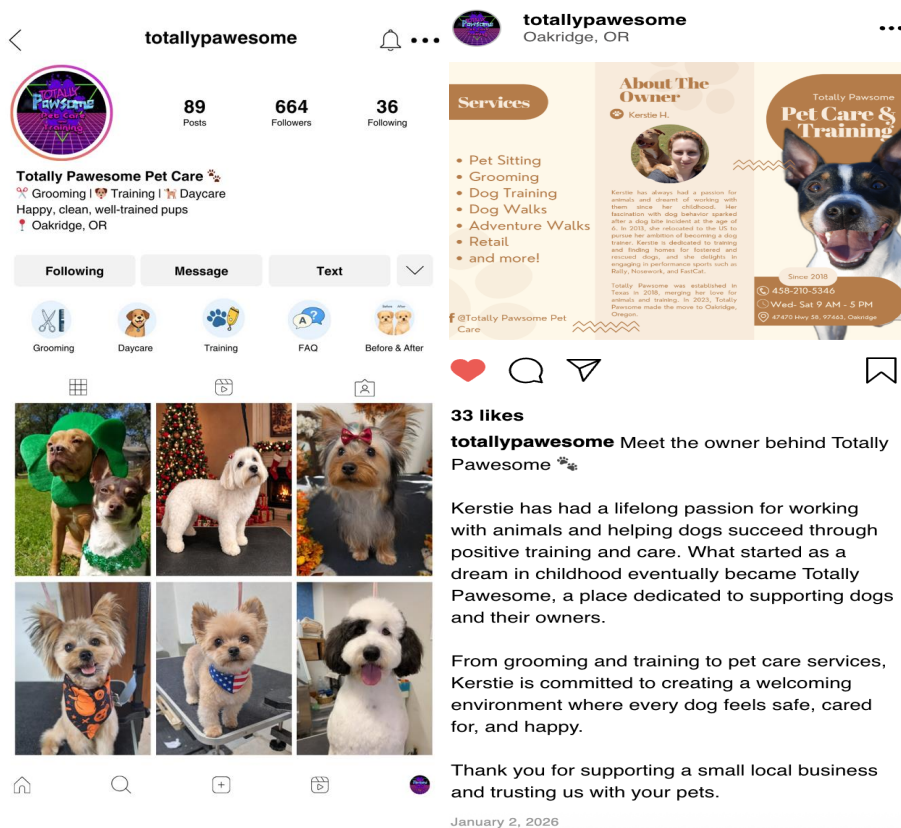


FIG. 21  
Totally Pawesome  
Instagram Post and  
Profile Mockup



**FIG. 22**  
Inside of Totally Pawsome Store

## Mission & Purpose

- Improve quality of life for pets and owners through compassionate, professional, and personalized care
- Offer reliable, high-quality grooming, training, and care—especially for pets that may be anxious, difficult, or underserved elsewhere

Slide by Mia

## Core Values

**Compassion:** Treat every animal and client like family

**Patience & Understanding :**  
Special focus on anxious and hard to handle dogs

**Quality over Quantity:**  
Intentional services and carefully selected products

Slide by Mia

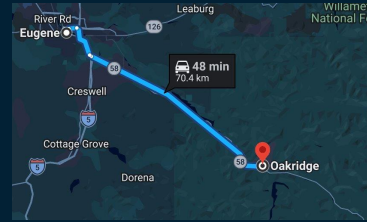
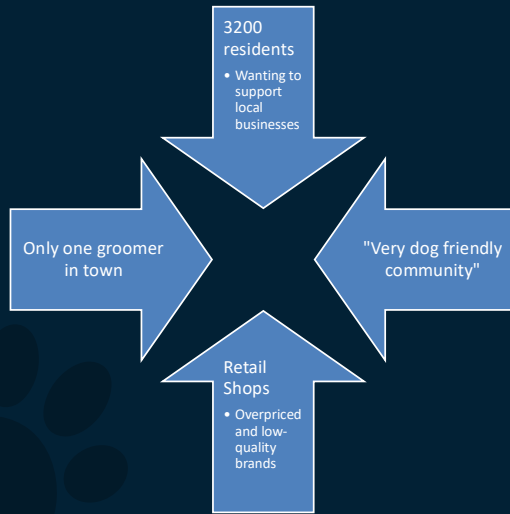
## Macroenvironment



- Steady increase in pet ownership in the U.S.
- Pet Humanization
- About 60% of Oregonians have at least one pet
- "46% of the sampled audience experienced three or more barriers to providing grooming. "

Slide by Kento

# Oakridge, OR



Slide by Kento

# Competitors

- **No direct competitors**
- **Indirect competitors:**
  - Grocery stores (too expensive)
  - Dollar general (low quality)
- **Inertia:**
  - **Trust:** Not trusting strangers to take care of pets
  - **Cost:** Would rather do pet chores themselves rather than spend money on a service



Slide by Mandy

# Customer Value





**Solve:** Lack of accessible, trustworthy pet care in Oakridge

**Experience:** Calm, personalized, judgement-free services

**Feel:** Confident, relieved, and supported knowing their pet is cared for safely

Slide by Mia

# Products & Services

-  Food & Treats
-  Daycare & Training
-  Flea & Tick Medication
-  Grooming

## Dog Training

### Private Sessions \$80

100% customized 1 hour long session, completely catered to your needs

### Puppy/Beginner Course \$250

6 week course that teaches all basic skills, e.g. leash walking, sit, down, stay, come when called etc.

### Advanced Course \$300

6 week course that covers higher obedience like off leash commands, working around distraction and prepares for the Canine Good Citizen Test

### AKC Puppy S.T.A.R Test \$15

AKC CGC, Trick Dog, etc. \$ 20

## Pet Services

### Pet Sitting \$15

a 30 min pet sitting visit in the comfort of their own home

### Dog Walking \$20

30 min dog walk, for added exercise

### Adventure Walks \$60

60 min hike on our local trails, includes pick up and drop off

### Pick up/ Drop off

don't have time or need some extra help to get your pets into the shop? We're here to help!

## Grooming

### SMALL BREED (UNDER 25 LBS)

Bath & Brush	\$30
Full Groom	\$65

### MEDIUM BREED (26-60 LBS)

Bath & Brush	\$40
Full Groom	\$80

### LARGE BREED (61-75 LBS)

Bath & Brush	\$55
Full Groom	\$95

### EXTRA LARGE BREED (OVER 76 LBS)

Bath & Brush	\$70+
Full Groom	\$110+

### A LA CARTE

Nail Trim	\$15
Ear cleaning	\$5

### ADD-ON SERVICES:

Nail File	\$5
Ear Cleaning	\$5
Teeth Brushing	\$10
De-Shedding Treatment	\$25
Flea Bath	\$15
Sani Trim	\$15
Paw/Nose Butter	\$3

More questions? Feel free to call/message us directly for more info.\*



Slide by Mia

## Collaborators

- Uses Fair as main wholesaler
- Lots of on-demand/specialized orders
- Potential partnership with local boarding facility



Slide by Karina

## Target Market/Customer Segment

- Demographics:
  - Adults in their mid 20s to late 50s
  - Middle to high income
  - Busy work lifestyle
- Psychographics:
  - Owns at least one dog with difficult behavior
  - Values trust, convenience, and personalized care
  - Prefers local businesses over big chains
- Behaviors:
  - Well integrated into community as most of advertising comes from "word of mouth"
    - Facebook, community events, volunteering

**Pets → Dogs for grooming**

**Focused on expansion**



Slide by Mandy

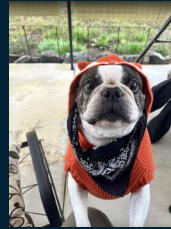
# Customer Reviews

**Kim Cross**  
1 review · 1 photo

★★★★★ a month ago

Great price

My pup, Lily, vibrates and wiggles with pure joy whenever she sees Kerstie! Before training with Kerstie, Lily was overwhelmed with energy and misbehavior at just 4-5 months old and I was at a loss at how to handle her. Lily's transformation from working with Kerstie has been incredible. Kerstie knew exactly how to connect with Lily to build confidence, reduce her high-energy frustration, and teach her how to be a happy, calm and well-behaved dog. Kerstie also made sure I knew how to use all the commands and rewards with Lily, and she taught me how to be consistent, assertive and confident. Kerstie has made a huge positive impact for Lily and me, and I am so grateful our paths crossed when they did.



- Personalized service
- Specialized expertise
- Goes above and beyond

**Megan Kleist**  
3 reviews

★★★★★ 2 months ago

Reasonable price

Willing to go the extra mile for their clients. My dog has benefitted greatly from their training sessions in basic obedience and behavioral concerns. Not only do they teach the dog, but they have helped me become a more confident dog owner of a very stubborn breed and have instilled good habits to build off of for years to come.

Slide by Mandy

# SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Only groomer in town</li> <li>• Great expertise across grooming, training and animal behavior</li> <li>• Proven success with dogs who are rejected by other groomers</li> <li>• High customer loyalty and word-of-mouth growth</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Owner-dependent operations limit scalability</li> <li>• Capacity constraints (time, labor)</li> <li>• Limited capital for retail inventory expansion</li> <li>• Minimal formal marketing beyond Facebook</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Open to collaboration with other pet businesses in town</li> <li>• Ability to expand retail business when given enough grooming clients</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• People wanting to save money so doing grooming tasks at home</li> <li>• Lack of trust from new clients</li> </ul>

Slide by Emilia


# Performance Outcomes to Track


 New clients

Track metrics monthly

 Retention

Expand retail products as customer demand increases

 Word of mouth indicators

 Facebook engagement

Adjust marketing where demand is strongest

Slide by Mia


## Market Opportunity

### Customer Behavior

 Visitors often travel with dogs

 Many outdoor activities do not allow pets

### Business Opportunity

 Pet owners need temporary dog care

 Opportunity to serve tourists

FIG. 23

Totally Pawsome Instagram Post Mockups

**totallypawesome**  
Oakridge, OR



42 likes


**totallypawesome** Spooky season is here and these pups understood the assignment. 🎃🐾

A few of our Totally Pawesome clients stopped by for their Halloween grooms, and we're loving the costumes. Clean pups + a little Halloween spirit = the perfect combo.

Is your dog dressing up this year? 🎃Pawesome family!

October 31, 2025

**totallypawesome**  
Oakridge, OR



39 likes

**totallypawesome** We're feeling extra thankful for our amazing clients and their adorable pups. 🍂🐾

This little turkey stopped by Totally What are you most thankful for this year — besides your dog? 🍂

Happy Thanksgiving from the Totally Pawesome family!

November 27, 2025

---

**totallypawesome**  
Oakridge, OR

Dog Training	Pet Services	Grooming
<b>Private Sessions \$80</b> 100% customized 1 hour long session, completely catered to your needs	<b>Pet Sitting \$15</b> a 30 min pet sitting visit in the comfort of their own home	<b>SMALL BREED (UNDER 20 LBS)</b> Bath & Brush \$50 Full Groom \$65
<b>Puppy/Beginner Course \$250</b> 6 week course that teaches all basic skills, e.g. leash walking, sit, down, stay, come when called etc.	<b>Dog Walking \$20</b> 30 min dog walk, for added exercise	<b>MEDIUM BREED (20-40 LBS)</b> Bath & Brush \$40 Full Groom \$80
<b>Advanced Course \$300</b> 6 week course that covers higher obedience like off leash commands, working around distraction and prepares for the Canine Good Citizen Test	<b>Adventure Walks \$60</b> 60 min hike on our local trails, includes pick up and drop off	<b>LARGE BREED (40-75 LBS)</b> Bath & Brush \$55 Full Groom \$95
<b>AKC Puppy S.T.A.R Test \$15</b> AKC CGC, Trick Dog, etc. \$ 20	<b>Pick up/ Drop off</b> don't have time or need some extra help to get your pets into the shop? We're here to help!	<b>EXTRA LARGE BREED (OVER 75 LBS)</b> Bath & Brush \$70 Full Groom \$100
		<b>A LA CARTE</b> Nail Trim \$10 Ear cleaning \$5
		<b>ADD-ON SERVICES:</b> Bleed Trim \$5 Ear Cleaning \$10 Teeth brushing \$10 De-shedding Treatment \$15 File Nails \$10 Scent Trim \$15 Paw/hoof butter \$5

31 likes

**totallypawesome** At Totally Pawesome, we offer a variety of services to keep your pets happy, healthy, and well cared for.


From professional grooming and personalized dog training to pet sitting, daycare, and adventure walks, we're here to support you and your pup every step of the way.

Our goal is to provide a safe, positive environment where dogs can learn, play, and look their best.

If you have questions about services or pricing, feel free to send us a message or give us a call.

January 3, 2026

**totallypawesome**  
Oakridge, OR



45 likes

**totallypawesome** Holiday grooms in full swing at Totally Pawesome. 🎄🐾

These pups stopped by for fresh trims and were clearly feeling the Christmas spirit. Nothing better than a clean, fluffy dog for the holidays.

Hope everyone is enjoying the season with their favorite four-legged friends.

December 25, 2025

# Target Customer

## Current "Ideal" Customer:

- Sarah (Married)
- 34 years old
- **Lives in Oakridge**
- Healthcare worker
- \$60k income
- Community-involved
- 2-year old high energy rescue dog
- Discovered from **word of mouth**

### Needs:

- Training and grooming to help with her busy lifestyle



## New "Ideal" Customer:

- Alex (Single)
- 29 years old
- **Lives in Eugene**
- Tech worker
- \$50k income
- Enjoys road trips
- 8-month old energetic puppy
- Discovered by looking up the **website**

### Needs:

- Dog sitting and training while on the way to a ski or road trip



# Validation

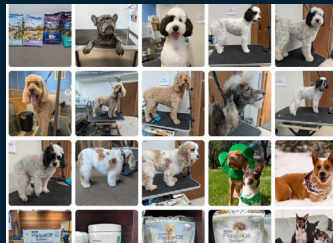
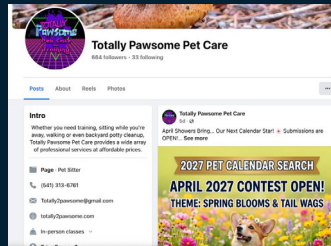
## Facebook:

### Strengths:

- Pet photo contest
- High attraction
- Frequent posts

### Limitations:

- Only reaches middle aged group
- Lacks cohesiveness



## Survey:

**Customer Experience Survey**

mandy.h012206@gmail.com [Switch account](#)

Not shared

What service did you receive today?  
Your answer

How did you hear about Totally Pawsome?  
Your answer

What was good about your experience?  
Your answer

What could be improved about your experience?  
Your answer

Rate your experience from to 5

1 2 3 4 5

[Submit](#) [Clear form](#)

## Collaborations

### Rover:

Pet sitting app that connects pet owners with dog service providers



### Local Board Facility:

Give opportunities for overnight pet care services

### Local Schools:

Set up pet grooming/ training volunteer/internship opportunities for local high schools



## Pricing Strategy

**Direct Services:** Customers pay for things like grooming, dog walking, daycare

### Product Sales:

Sells pet food, toys, treats, and accessories

### Loyalty Program:

Customers earn points every time they spend money which can be redeemed for discounts

# Paws and Points Program

Rewards program for customers for shopping and grooming. Earn points to redeem discounts, free products, and perks!



## Rewards Structure

**Earn 1 point for every \$1 spent**

100 points	\$5 off purchase
200 points	\$10 off purchase
300 points	Free toy /treat
500 points	Free grooming add-on or \$25 off purchase



## Bonus Points

- Sign-up Bonus: 50 points when joining program
- Birthday reward: 100 points during your pet's birthday month
- Referral bonus: 75 points for referring a friend

FIG. 24

Poster Mockup for a Totally Pawsome "Paws and Points" Reward Program

## Promotion Plan

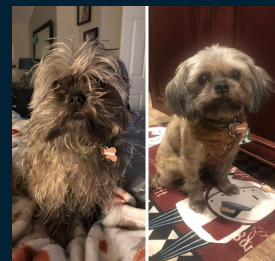
- "To build awareness and trust"
- Partnership
  - Business card or flyer, in case the shop could not deal with the dog
- Local pet events
  - e.g.) Annual Pup Fest at Kendal Subaru for outdoor enthusiasts
- Google Review (15→30 reviews)
  - Incentives – Free nail clipping (\$5) or 3 oz. canned food (\$2)
- Yelp (linked to website)

More effective

## Website

### Contents



Dog Training	Pet Services	Grooming
<b>Private Sessions \$80</b> 100% customized 1 hour long session, completely catered to your needs	<b>Pet Sitting \$15</b> 4-30 min pet sitting visit in the comfort of their own home	<b>SMALL BREED (UNDER 25 LBS)</b> Bath & Brush \$45 Full Groom \$65
<b>Puppy/Beginner Course \$250</b> 6-week course that teaches all basic skills, e.g. leash walking, sit, down, stay, come when called, etc.	<b>Dog Walking \$20</b> 30 min dog walk, for added exercise	<b>MEDIUM BREED (25-40 LBS)</b> Bath & Brush \$60 Full Groom \$80
<b>Advanced Course \$300</b> 6-week course that covers higher obedience like off-leash commands, working around distraction and prepares for the Canine Good Citizen Test	<b>Adventure Walks \$60</b> 60 min hike on our local trails, includes pick up and drop off	<b>LARGE BREED (40-70 LBS)</b> Bath & Brush \$75 Full Groom \$95
<b>AKC Puppy S.T.A.R. Test \$15</b> AKC CGC, Trick Dog, etc. \$20	<b>Pick up/ Drop off</b> don't have time or need some extra help to get your pets into the shop? We're here to help!	<b>EXTRA LARGE BREED (OVER 70 LBS)</b> Bath & Brush \$100 Full Groom \$120
		<b>A LA CARTE</b> Nail Trims \$10 Ear Cleaning \$5
		<b>ADD-ON SERVICES</b> Brush \$5 Ear Cleaning \$5 Teeth Brushing \$10 De-shedding Treatment \$25 Flax Bath \$15 Bee Treat \$5 Peanut Butter \$3
		<small>*More quantities? Feel free to DM/message us directly for more info.</small>





(Before & After)

- WIX (free version and \$17/month at personal level)
- Observability (Roger's 5)

**1 new message from store**

  **Totally Pawsome  
PetCare&Training** [Home](#) | [Blog](#) | [Service](#) | [Testimonial](#) [Book Now](#)





## Meet Kerstie Harville


Kerstie, the founder of Totally Pawsome Pet Care, has loved animals since childhood and always dreamed of working with them. Her interest in dog behavior began after a dog bite incident when she was six years old, which inspired her to better understand how dogs think and communicate.

Kerstie founded Totally Pawsome in Texas in 2018, combining her love for animals with her training experience. In 2023, the business relocated to Oakridge, Oregon, where she continues to provide compassionate and personalized care for pets and their families.

[More About me](#)

 **DOG GROOMING**  
Baths, Haircuts & Nail Trims

 **DOG DAYCARE**  
Fun & Safe Playtime

 **DOG TRAINING**  
Obedience & Puppy Classes

**FIG. 25**  
Homepage of website mockup

## Placement

- Town Facebook groups and message boards
  - Connect with customers in Lowell, Westfir, and Dexter
- Expand reach
  - Post fliers in stores and vet clinics in Eugene and Springfield
- Recommendation
  - Combination of partnerships with other businesses and through direct to customer advertising through word of mouth and posters/fliers

FIG. 26

Facebook groups for placement



### Dog Lovers Eugene

Public group · 2.4K members · AI enabled

Join group

Share



### Southern Oregon Pet Lovers

Public group · 2.1K members

Join group

Share



### Oakridge, Westfir, Oregon and area.

Public group · 1.2K members

Join group

Share



### Oregon Pet Friends

Public group · 1.8K members · AI enabled

Join group

Share





FIG. 27

New signage mockup for storefront.



**FIG. 28**

Totally Pawsome storefront in Oakridge, Oregon.

## **SCI Directors and Staff**

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Marsha Gravesen	SCI Fiscal and Office Manager
Grace Craven	Report Coordinator
Danielle Lewis	Graphic Designer
Emma McFarland	Graphic Designer