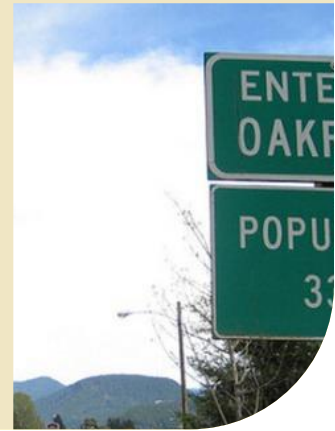


Gateway
to the
Cascades.



Elevating Oakridge: A Tourism Marketing Initiative

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WINTER 2025

OAKRIDGE

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MGKT 490: MARKETING STRATEGY | LUNDQUIST COLLEGE OF BUSINESS



Acknowledgments

The author and course participants would like to thank the City of Oakridge for its support and involvement throughout this project. Appreciation is also extended to those who participated in in-person interviews or online surveys, whose input was critical to the report analysis. Lastly, students would like to acknowledge the contributions of the following guest speakers and staff from Travel Lane County and the City of Oakridge, whose insights and expertise made the report possible.

Jude Anderson, Oakridge Venture Catalyst, RAIN Catalysts

JB Carney, Senior Director, Travel Lane Country

James Cleavenger, City Administrator, City of Oakridge

Rick Zylstra, Community Development Director, City of Oakridge

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About SCI

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

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

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.

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Course Description

MGKT 490: MARKETING STRATEGY

This course serves as the capstone for marketing majors. Course outcomes focus on developing and implementing marketing strategies and determining their impact on customer satisfaction and profitability.

Executive Summary

This project was developed to support the long-term economic vitality of Oakridge, Oregon, by increasing tourism and promoting the town's outdoor assets. University of Oregon Marketing Strategy students conducted in-depth research and created actionable marketing strategies tailored to the community's needs and opportunities. The goal was to generate realistic, low-cost recommendations that elevate Oakridge's visibility, illustrate its natural and recreational offerings, and strengthen engagement with local businesses. The research phase combined both qualitative and quantitative methods, including benchmarking analyses of comparable towns, focus groups, over 50 individual interviews, and secret shopping visits to local attractions. While initial findings showed visitors view Oakridge positively, general awareness remains low. However, respondents frequently cited the town's access to outdoor recreation, its natural beauty, and its small-town charm as key strengths.

Students conducted a large-scale survey that yielded over 500 responses and used segmentation tools to create six distinct consumer profiles that informed a set of targeted action plans designed to appeal directly to each audience through low-cost, practical marketing tactics. Beyond segment-specific strategies, three broader recommendations were proposed to enhance Oakridge's overall marketing capabilities. These included a refreshed branding identity complete with logos, taglines, and design guidelines; an influencer marketing strategy to amplify Oakridge's digital presence; and a community coupon book initiative intended to drive local business traffic. Together, these strategies offer a marketing roadmap that the City of Oakridge and community partner organizations can utilize to improve quality of life for Oakridge residents now and in the future.

Introduction

The City of Oakridge partnered with students in the University of Oregon's Marketing Strategy course to support Oakridge's long-term economic growth and community vitality by identifying realistic, budget-conscious strategies that the city and community partners could implement to attract more visitors and promote local businesses. Students leveraged both quantitative and qualitative research methods to better understand the public perception of the City of Oakridge, identify its most promising target audiences, and create marketing and promotional strategies that are supported by real-world data. Research was conducted over the course of the ten-week term; each student contributed to gathering and analyzing data, collecting survey responses, and shaping segment personalities. Students worked both independently and collaboratively, combining traditional marketing techniques with in-person research and community outreach.

Qualitative research consisted of individual interviews and focus groups centered on gauging awareness of Oakridge, perceptions of small-town tourism, and attitudes toward recreation. To supplement interviews and focus groups, course participants engaged in secret shopping visits exploring the city's main attractions, shops, and outdoors opportunities. The results of the qualitative research were crucial in shaping student understanding of Oakridge's current appeal and identifying areas for growth. To complement these

efforts, students actively developed and distributed a large-scale consumer survey both in person and online, gathering 511 responses from Oregon residents.

For data analysis, students used a segmentation process to cluster respondents into six groups, each with a distinct personality profile. The six profiles highlight key demographic and behavioral traits, experience preferences, and media consumption habits. Understanding these targeted personalities enabled the development of tailored action plans, which are small-scale, low-budget marketing strategies designed to appeal directly to the values and habits of each group.

In addition to segment-specific action plans, students developed a set of overarching recommendations to support Oakridge's broader goals. These include a town-wide branding update to unify Oakridge's brand identity, an influencer marketing strategy to expand its online presence, and a community coupon book concept to promote local businesses through both resident and visitor engagement.

Through extensive research, students developed both targeted and broad recommendations to help Oakridge reach its full potential as a tourist destination in the Pacific Northwest. The following report showcases the full scope of these efforts, within the context of the city's strengths, weaknesses, and opportunities for growth.

Research

BENCHMARKING

Initially, students focused on evaluating cities similar to Oakridge in terms of population and proximity to year-round outdoor recreation. Truckee, California; Stanley, Idaho; and Leavenworth, Washington are all examples of cities that have experienced substantial growth in tourism over the past decade. Analysis of their strategic initiatives offers valuable insight into how Oakridge can replicate the success of Truckee, Stanley, and Leavenworth.

Truckee, California

The City of Truckee became a popular destination for skiers over the past decade due to its proximity to Lake Tahoe. In 2020 alone, its population grew by more than 4%. City initiatives focus on balancing the interests of both local community members and tourists, aiming to use tourism to support local businesses and encourage repeat visitors. In collaboration with the Truckee Downtown Merchants Association, the city promotes local businesses through events and integrated marketing efforts across the city.

Additionally, its partnership with the local tourism board, Visit Truckee-Tahoe, has enabled the city to allocate resources based on tourist needs. This protects local interests while ensuring economic growth. Such diligence in resource allocation is reflected through investments in infrastructure and environmental maintenance, focusing on public-facing improvements such as the downtown area, which further supports local businesses and shopping centers.

Stanley, Idaho

The City of Stanley is located in central Idaho in the Sawtooth Valley and is a popular destination for outdoor enthusiasts. Stanley's proximity to the Sawtooth National Recreation Area draws thousands of visitors annually, meaning that the city must balance maintaining natural beauty with the evolving needs of its growing tourism economy. Guided by a principle to preserve its unique character and environment, the town has taken steps to sustainably develop tourism while supporting the local community.

Stanley is gradually shifting its economic foundation from traditional industries such as ranching and mining to tourism-based businesses. Although the city has a small population of roughly 100 year-round residents, it is expanding its housing infrastructure to support anticipated growth. The town offers critical support to new ventures in lodging, restaurants, retail shops, and outdoor recreation guides. Community engagement plays a key role in Stanley's approach, with local organizations like the Sawtooth Society and the Sawtooth Historical and Interpretive Association working to preserve the area's cultural heritage while promoting local activities.

Leavenworth, Washington

Leavenworth, Washington has a similar history to Oakridge. It started out as a logging town in the Cascade Mountain range before transitioning into a Bavarian-themed tourist destination. The theme was initiated by Leavenworth Improvement for Everyone (Project

LIFE), which was in turn developed by the University of Washington’s Bureau of Community Development to address economic decline in Leavenworth. Through community efforts, the town gradually reshaped into a themed destination, driving tourist activity and spurring economic revival.

Because of the rapid growth in tourism, Leavenworth prioritizes maintaining economic health by balancing growth with the requirements of their community, working to preserve the town’s natural environment. Another local project titled “Imagine 2075” specifically focuses on the long-term goals of the city, ensuring that the local residents will continue to have access to affordable and sustainable housing as the city expands. Additionally, the city developed a set of guidelines titled “Destination Smart,” which promotes consistent development goals to ensure continued improvement.

Key Takeaways

Since these cities were selected based on their similarities to Oakridge, many of the programs and initiatives they implemented could be adapted with minimal modifications to suit local conditions.

Leverage Outdoor Recreation as an Anchor

Similar to how Truckee delegates resources towards maintaining its outdoor offerings, Oakridge could continue to maintain and expand the network of trails that serve as its primary tourist attraction. While expansion outside of outdoor recreation is expected, upholding the primary driver of traffic to the area is critical.

Integrate Heritage with Tourism

Stanley worked with the local historical association to turn its history into an attraction. By engaging in similar practices, Oakridge could blend its logging history into its recreational branding. Investing in a theme boosted Leavenworth’s ability to attract tourists into their downtown areas, and a like-minded approach could boost Oakridge’s economic centers.

Engage Residents

A large part of the success seen in Truckee, Stanley, and Leavenworth is due to their ability to engage with the community about plans and potential changes. Ensuring that the city is investing in the long-term health of residents through initiatives such as the Imagine 2075 project in Leavenworth encourages the community to engage with future changes.

INTERVIEWS AND COMMUNITY OUTREACH

To gain a broader perspective on the public perception of Oakridge, students conducted a series of in-person interviews, focus groups, and secret shopping visits. This included three focus groups with 18 local participants, and more than 50 individual interviews with Eugene residents, University of Oregon students, and other Oregon residents. The secret shopping visits were conducted throughout February 2025, and more than a dozen students explored local offerings such as Three Legged Crane, Stewart’s 58 Diner, Sweetvine Cafe, and other businesses downtown. While in the area, they explored recreational activities including local hiking trails and the Old Mill disc golf course.

After compiling qualitative research, course participants summarized key themes and take aways from the analysis. These are not recommendations themselves, but are important for the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

Oakridge Observations

Low awareness of Oakridge

A large portion of University of Oregon students and local residents interviewed are unaware of where Oakridge is located. Many referred to it as the town they pass through on their way to other destinations.

Outdoor activities are notable

While respondents are frequently engaged in skiing, hiking, kayaking, and other outdoor activities, Oakridge is not seen as the go-to spot for these pursuits. However, those who have visited Oakridge for outdoor endeavors reflect positively on the experience and would likely return.

Current promotion has limited reach

Oakridge doesn't have a strong social media presence on popular platforms such as Instagram or TikTok, both of which are platforms consistently used to promote destination travel. Expanding in this regard could help Oakridge reach a larger audience in a cost-effective manner.

Main Street aesthetics

Initial appearances of the main street while driving on Highway 58 are somewhat discouraging; wear on individual buildings and infrastructure is apparent when passing through.

Mixed local reactions

Some of the information collected reflected negative interaction with the local population; some students felt unwelcome in local spaces. However, this is contrasted by several instances of an outwardly friendly population; several students engaged in friendly conversations during their visits.

Lack of distinct identity

Oakridge and its recreational attractions are similar to other small towns in Oregon, and it struggles to stand out among surrounding cities. Further development of a distinct identity for Oakridge could help it gain visibility among those looking to travel in Oregon.

Respondent Trends

Affordability & accessibility matter

Respondents are more likely to be budget-conscious and prefer cost-effective experiences with affordable lodging, gas, and local attractions. Because many of the respondents are from surrounding areas, lodging is specifically hard to justify given proximity to their home residence.

Lack of overnight appeal

Interviewees found little reason to stay in Oakridge overnight as after it gets dark, activities within the city are limited. If there were additional social spaces such as bars or music venues, it would incentivize tourists to stay longer and further stimulate the local economy.

Winter roads are a concern

A large aspect considered by local residents is the poor conditions of the roads during winter and spring months; the lack of accessibility from outside of town can be discouraging to those hoping to explore winter activities in the area.

SWOT ANALYSIS

A SWOT analysis is a breakdown of the strengths, weaknesses, opportunities, and threats based on an analysis of each attribute and context of the subject. Viewing the project from this perspective allows for a clearer identification of next steps and strategies for moving forward effectively. Students utilized qualitative information and key takeaways to conduct a SWOT analysis for the City of Oakridge. While some of the observations are similar to the previous takeaways, this method approaches the information from a top-down view, objectively summarizing previous information in an applicable manner.

Strengths

Location

The Willamette Valley National Forest provides a plethora of opportunities for outdoor recreation throughout all four seasons. The natural beauty and attractions cannot be understated, and it is one of the town's greatest assets.

Activity accessibility

Oakridge itself is the starting point for many hiking and biking trails due to its location in the center of the Willamette National Forest. The city provides easy access to camping, fishing, and other leisurely outdoor endeavors.

Proximity to Willamette Pass

Willamette Pass Ski Resort is only a 30-minute drive from Oakridge, and skiers from Eugene and surrounding areas frequently pass through Oakridge on their way to the mountain. Oakridge could capitalize on this traffic from Eugene by providing accommodations to skiers during the winter months.

Weaknesses

Limited awareness

Many residents of Eugene and surrounding areas are unfamiliar with Oakridge and the wide range of recreational opportunities it offers. This lack of familiarity is likely influenced by the city's minimal presence on social media and in local advertising channels.

Unappealing infrastructure

At first glance, the city seems to be somewhat worn down, with local infrastructure appearing old and unkept. This is primarily when driving through town on Highway 58, but it is the only perspective many visitors get.

Seasonal dependence

Many of the recreational activities in the area are directly supported or hindered by weather conditions, and a season of unfortunate weather or wildfire smoke could have large impacts on recreational accessibility.

Opportunities

Appeal for outdoor tourism

Because of the city's location and quaint size, it appeals to those looking to escape into a small community. Oakridge could further lean into that identity, emphasizing local activities and the town's proximity to nature to attract guests looking for a nontraditional destination experience.

Influencer outreach collaboration

The natural beauty and surrounding activities provide plenty of opportunities for online content. Influencers specializing in outdoor activities such as fishing, hiking, biking, and more are increasingly prevalent in online spaces and could promote Oakridge's features to their audience.

Partnerships with local businesses

The presence of so many local businesses in the area is a unique feature of Oakridge and one that should be utilized. Oakridge has an opportunity to feature these small businesses to promote the town. Organizing local events such as farmers markets could enhance the small-town atmosphere while encouraging community outreach.

Threats

Community resistance

The influx of more visitors might displease the local community who prefer the small town feel of Oakridge and are concerned that an increasing tourist population would negatively affect the town.

Environmental risks

Because Oakridge's attraction is largely based on outdoor activities, events like wildfires and ice storms could significantly impact the city's accessibility and appeal.

Lack of resources to support tourism

In the case that Oakridge starts to experience an increased rate of tourism due to city initiatives, it is possible the city will not have the resources to accommodate larger crowds.

CONSUMER SURVEYS

Survey Introduction

To complement qualitative research, students created and distributed a survey that focused on consumer preferences regarding vacationing, recreational activities, comfort in certain

environments, and more (Figure A1).

The purpose of the survey was to add quantitative data to the overall analysis on a larger scale. The survey was distributed using QR codes placed in various locations around Eugene to sample a diverse respondent demographic. Course participants analyzed 511 survey responses from UO students, local citizens, and a variety of Oregon residents. It was also distributed through online resources and received an additional 250 responses. This quantity of quantitative data allowed for broader assumptions of consumer behavior and how best to reach consumers through marketing materials.

Data Segmentation

To clean the data from the consumer survey for analysis, students utilized an online resource, Enginius, to segment the data into more approachable pieces. The survey data was segmented into six clusters using hierarchical clustering, wherein participants were grouped according to the proximity of their responses to the average response (Figure A2). Segment personalities were then developed using a combination of demographic data and average response patterns, helping to identify each group's distinct interests and preferences. These segment profiles represent key portions (Figure A3) of the consumer base and enabled student researchers to design targeted outreach strategies rather than attempting to appeal to a broad, undifferentiated population.

Segmentation Demographic Data						
Segment averages	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6
Age	39.2	39.7	39.3	31	29.9	33
% Female	55%	77%	46%	65%	83%	46%
% Male	41%	15%	52%	35%	16%	54%
Travel Budget	\$228.00	\$185.00	\$217.00	\$308.00	\$255.00	\$395.00
Population %	14%	12%	19%	18%	18%	19%

TABLE 1
Demographic data for each segment.

Segment 1 – The “No-Nonsense Traveler”

Understanding This Segment

The “No-Nonsense Traveler” segment skews slightly female, with an average age of 39. They represent one of the older and more practical demographics. These individuals are typically budget-conscious when traveling and tend to shy away from flashy experiences. Their online activity is minimal, and they are less likely to use social platforms to seek out new experiences or information, relying more on traditional media outlets.

“No-Nonsense Travelers” prefer familiar experiences over novelty or social trends, and decisions are made based on practicality and efficient spending. As a result, they’re less engaged in experience-based activities such as skiing or guided tours, and more likely to participate in local spaces such as downtown areas, farmers markets, or easily accessible nature. These are consumers who appreciate clear value and predictability,

making them ideal candidates for offerings that emphasize simplicity and cost-effectiveness.

Action Plan

This segment is notably challenging to target for particular interests because their average interest score during the survey was lower than other segments. Their preferences are more reserved, and they showed less enthusiasm for most activities and experiences. Reaching this group through digital marketing efforts also poses a hurdle, as they tend to respond more to physical and traditional media, which can be significantly more expensive and less efficient in reaching broad audiences.

However, there are still effective ways to appeal to their preference for a budget-friendly vacation. A series of deals or local package offerings could be offered to people who rent an Airbnb in the area. For example, offerings could include coupons for lunch at Stewart’s

58 Drive-In Restaurant, bike rentals at a local outfitter, dinner at the Three Legged Crane, and drinks at Brewers Union Local 180. By collaborating with Airbnb hosts, these packages could be advertised directly in property listings, making them visible to travelers who are already planning a stay in Oakridge. This plan would also stimulate local businesses while engaging a portion of the community who are enthusiastic about bringing in more visitors.

Segment 2 – The “Cultural Enthusiasts”

Understanding This Segment

The “Cultural Enthusiasts” are the oldest segment and are predominantly female. They demonstrate a distinct appreciation for arts and culture. Despite having the lowest reported monthly recreation budget at \$185, they remain active participants in local events and gatherings. Their social media habits align closely with general population trends; they’re present online but not overly reliant on the internet for planning or finding new experiences.

What sets the “Cultural Enthusiasts” apart is their genuine love for creative and intellectual engagement. They are drawn to art galleries, cultural festivals, craft markets, and serene pastimes like bird watching. Unlike other groups, they show little interest in traditional strenuous outdoor activities like biking or camping. Instead, they seek experiences that appeal to their hobbies while featuring local offerings. Successfully engaging this segment means appealing to their cultural curiosity while respecting their limited spending power through affordable yet engaging opportunities.

Action Plan

The “Cultural Enthusiasts” have a strong appreciation for local culture and a distinct interest in birdwatching that sets them apart from other segments. While this group may attend events like the Annual Oakridge-Westfir Tree Planting Festival, a more effective strategy for encouraging repeat visits is to focus on sustainable attractions that do not occupy city resources.

With local access to heavily wooded areas and highly rated birdwatching trails, Oakridge is an ideal destination for those with an interest in the hobby. A series of local birdwatching outings with community members could be promoted through word of mouth and various marketing channels to spread awareness to Oregon residents nearby. Using platforms like Facebook, groups can be established to schedule events and encourage other birdwatching enthusiasts to visit Oakridge. Reaching out to nearby birdwatching groups could help locate new members. Example groups are the Lane County Audubon Society, or the Bird Alliance of Oregon, which has members around the state. By associating Oakridge as a birdwatching destination with enthusiasts throughout the state, a regular source of visitors could be established.

Segment 3 – The “Nature Purist”

Understanding This Segment

With a nearly even gender split and an average age over 39, the “Nature Purists” are an older, yet active and exploratory group. They’re passionate about the outdoors and prefer physical, traditional forms of media, like flyers

and newspapers, over digital platforms. Their reported monthly recreation budget is modest at \$217, and they are less responsive to social media marketing, making in-person outreach and physical promotional materials more effective.

This segment prefers destinations with extensive outdoor environments, drawn to activities like biking, hiking, and other recreation. They gravitate toward rustic and rugged environments that offer an escape from their everyday routine while engaging in physical activity. To attract this group, the campaign should highlight opportunities where visitors can explore the surrounding outdoor recreation opportunities.

Action Plan

The “Nature Purists” are a segment whose interests align closely with Oakridge’s core recreational offerings, making them likely to visit if they’re aware of the area’s unique benefits. Given this alignment, it’s probable that Oakridge has already targeted this group with promotional materials, and they represent a significant portion of the town’s tourism. As such, the action plan focuses on encouraging more frequent visits and driving visitors toward local businesses.

One effective strategy is to organize a monthly biking or hiking group, similar to the one proposed in the action plan for segment two, “Cultural Enthusiasts”. Initially, this group could be advertised to Oakridge residents and promoted through social media, while also utilizing print media, community corkboards, and other

physical outreach methods. Participants would start their day with a morning hike or bike ride on the local trails, followed by a casual lunch at popular spots like Stewart’s 58 Drive-In or the Three Legged Crane. By organizing regular outings and continuing outreach, this plan could encourage “Nature Purists” from nearby towns to return to Oakridge to enjoy its unique trails and community.

Segment 4 – The “Wellness Influencer” *Understanding This Segment*

The “Wellness Influencer” segment is predominantly female, and the average age of the segment is lower than that of the surveyed population. They represent a wealthier and experience-driven demographic who are highly active on Instagram and have a generous average monthly recreation budget of \$308, allowing them to participate in luxury experiences. This group seeks not just the experience itself, but also social media posts they can share afterward. “Wellness Influencers” are drawn to activities that feel bold and adventurous while still offering the expected level of comfort and amenities

“Wellness Influencers” are particularly drawn to activities that contribute to self-care, such as yoga, running, and other wellness-oriented pursuits. They value aesthetics, comfort, and exclusivity, often aligning themselves with higher-end environments. Offering strategies should focus on physical betterment and ambiance; experiences that photograph well will reinforce perceived value and are likely to win their attention.

Action Plan

To appeal to the “Wellness Influencer” segment, the city should work with local business owners who operate within the body-health space or offer other services aligned with this segment. A branded “nature spa day” similar to a wellness retreat could be developed that combines the local outdoors with the goal of relaxation and personal wellbeing.

For example, the city could collaborate with Oakridge Yoga and Wellness to create an experience for their local members and advertise it to those in surrounding areas using social media. The experience would highlight natural attractions and local businesses by starting the day with a scenic trail walk with guided breathing and meditation and then transitioning to an afternoon yoga session at the studio. The concept could be developed further by substituting the walk for other outings such as McCredie Hot Springs, which is less than 15 minutes from Oakridge. Implementing this plan creates an opportunity to collaborate with local businesses while demonstrating the accessibility of upscale recreation from the town.

Segment 5 – The “Social Adventurers”**Understanding This Segment**

The youngest segment on the list, the “Social Adventurers”, also has the highest percentage of female respondents. Similar to segment four, they are media forward iPhone users who are highly active on Instagram and are closely tuned into social media trends and aesthetics. Their average monthly recreation budget is somewhat limited, but they are still looking to explore and engage with local businesses and experiences.

Their interests include browsing local restaurants, visiting live music venues, sampling new coffee shops, scenic hikes, and exploring local culture. They are turned off by strenuous experiences like biking or rugged activities like camping. Instead, the “Social Adventurers” favor consumption-based, “Instagram worthy” outings. While their spending may be cautious, they’re an influential group who create online trends. Connecting with them means promoting local businesses, events, and restaurants and emphasizing the small-town feel that can be captured and shared with their peers.

Action Plan

The “Social Adventurers” share a common interest with other segments in discovering local culture and small business offerings, all while staying within a modest budget. To effectively reach this group, a combination of previous action plans could be tailored to target this segment. Building on the coupon package proposed for the first segment, the city could collaborate with local businesses to develop curated discount bundles for cafes, restaurants, thrift stores, gift shops, and similar establishments, encouraging exploration and casual spending.

Community events, particularly those that are low-cost or free to attend, also present a valuable opportunity to attract this audience. Events like the First Friday Art Walk and the recurring farmers market are opportunities to showcase community culture and could appeal to visitors from nearby towns seeking a mellow day trip. Participation could be further incentivized by aligning the release of coupon packages with these event dates, encouraging attendees to not only enjoy the festivities but also engage with Oakridge’s small-town charm through local shopping and dining.

Segment 6 – The “Rugged Explorers”

Understanding This Segment

The “Rugged Explorer” segment is one of the younger segments, but despite this, they boast the highest reported average monthly recreation budget at almost \$400. These individuals are well-connected across multiple social media platforms but spend most of their free time outdoors. They are most attracted to secluded experiences such as camping, hiking, and relaxing in nature far from crowded everyday lifestyles.

Despite their higher budget, “Rugged Explorers” are budget-conscious and seek convenience in how they access and enjoy their experiences. They’re less interested in shopping or consumer-driven outings; instead looking to “lose themselves” in nature. They prefer relaxed, scenic environments that can be explored at their own pace. Appealing to this group means highlighting adventurous, high-reward experiences that are accessible, camping-friendly, and highlight local nature.

Action Plan

The “Rugged Explorer” segment is one of the more attractive groups to target, due to their high budgets and how well

their interests align with Oakridge’s recreational offerings. Attracting this segment to Oakridge requires appealing to their interest for solo adventure by placing emphasis on the numerous opportunities for camping both in managed and dispersed sites. This can mainly be achieved through social media promotion targeted towards Oregon-based users because due to their high connectivity, the “Rugged Explorers” are likely to engage with online content when researching their next destination. Posts featuring local scenery, campgrounds, or natural attractions with captions that emphasize escape, exploration, and accessible adventure would likely resonate with this audience.

Another key selling point is the proximity of natural areas, allowing for “Rugged Explorers” to venture into nature while having Oakridge located conveniently nearby. This is where the city could help drive visitors to local businesses, potentially promoting recreational supply centers like Oregon Outdoor Sports in the same social media campaigns. While this action plan might require more time than others, the high budgets of segment six make it a valuable investment.

Recommendations

Alongside segmentation, students created overarching recommendations for the City of Oakridge in an effort to update the city's branding, increase online presence, and develop programs that attract additional visitors. The recommendations also aim to boost foot traffic to local businesses, improve the economic vitality of Oakridge, and contribute to a higher quality of life for local residents. The following initiatives were developed to target the previously outlined segments, along with increasing general visibility among tourists and Oregon residents alike.

BRAND REFRESH

Essence: Develop a brand refresh plan for Oakridge, focused on creating cohesive

brand elements that align with its mission, target audience, and overall goals.

The first overarching recommendation is a complete brand refresh. While Oakridge's current branding does maintain some small-town appeal, promotion tactics through social media rely on a distinct, modern image. To help strengthen Oakridge's brand, a cohesive series of branding elements can be established to use in marketing materials and local decoration. This will benefit any action plans set in motion, as coordinators will have relevant material to use for promotion, decreasing time commitments across the board.



FIG. 1
Concepts for the new Oakridge logo and taglines.

The new logo is small yet distinct, with the curved lettering reminiscent of the surrounding landscape and the incorporation of the tree as a reminder of the immersion of the town into its natural surroundings. Additionally, the ‘EST. 1912’ is a reminder to viewers of the town’s deep roots in Oregon, and the local culture that has been shaped over more than a

century. Taglines like “Footpath to the Forest” and “Gateway to the Cascades” are designed to highlight Oakridge’s identity as an access point for adventure and exploration. The new brand voice was created to come off as welcoming yet adventurous, communicating Oakridge’s natural beauty and the opportunity for accessible exploration (Figures 1 and 2).

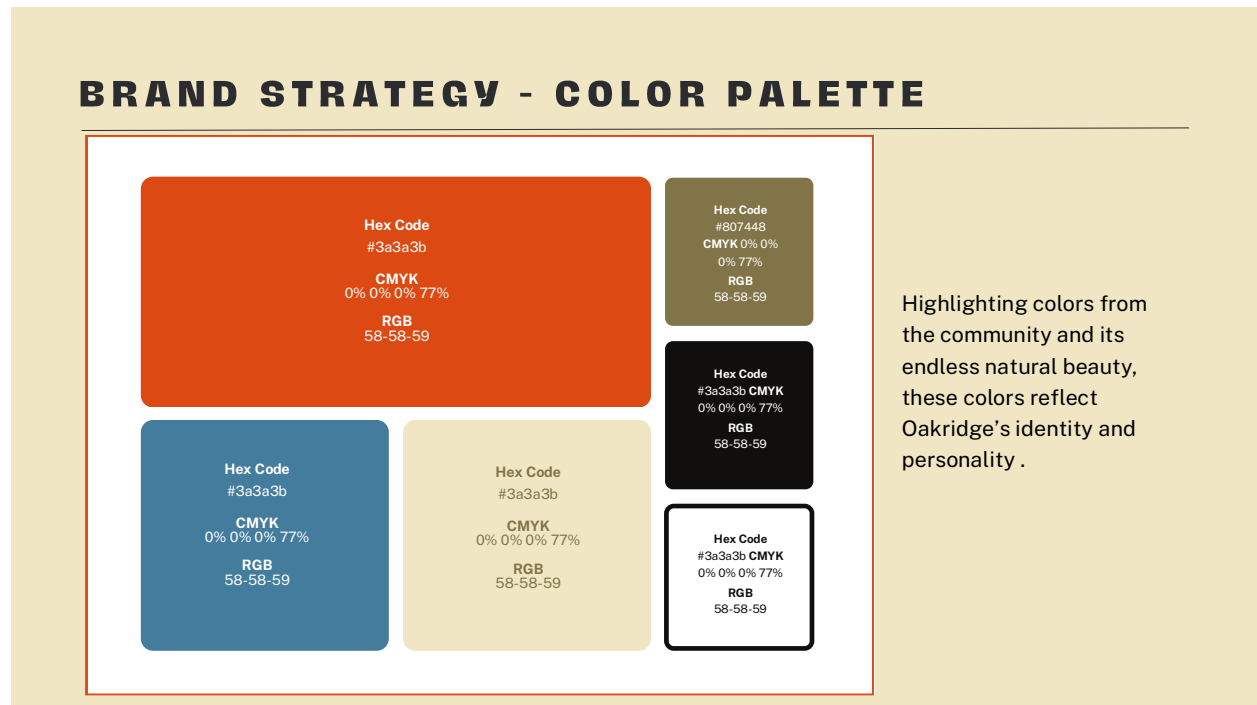


FIG. 2

The recommended color palette for the rebranding strategy and other new signage.

Additional branding elements like color palettes and fonts contribute to the ease of conveying a modern and cohesive identity. The new branding kit includes an earthy color palette with a pop of bright

orange and blue to capture attention while maintaining natural colors. Fonts for use across marketing materials such as merchandise branding or print media are featured in the appendix (Figure 3).

BRAND STRATEGY - PRINT & DIGITAL ASSETS



FIG. 3

Concepts for different digital assets the town could employ in its social media and other online outlets.

Another important aspect of Oakridge's branding is consistency between the photography and digital assets utilized to promote the town's scenery and activities. High-quality photography and vintage-style illustrations of Oakridge's landscapes, wildlife, and local culture are suggested to further emphasize the surrounding nature and small-town energy. By ensuring that the image branding is cohesive across different promotions, Oakridge can better curate

their online image to align with consumer values.

Additional branding updates include revamping the town's website to feature interactive maps, local recommendations, and video content that showcases local attractions and residents. However, these elements can require more time and capital investment and should be pursued after other less intensive updates are put into place.

OUTREACH CAMPAIGNS

Essence: Develop a plan to recruit and incentivize students, local residents, and outdoor influencers to share stories about the Oakridge area on behalf of Travel Lane County, focusing on hidden gems, new traditions, and unique visitor experiences.

The second overarching recommendation focuses on helping Oakridge build a stronger online presence through user-generated content. The goal is to encourage a diverse range of local and non-local groups to visit and share their Oakridge experiences, emphasizing recreation, local businesses, and the beautiful scenery. To support this growth, three online campaign outlines were developed, each involving varying levels of involvement from the city.

For each campaign, students recommend collaborating with at least one influencer who maintains a small but highly engaged following across multiple platforms. A recommended influencer was identified for each initiative, along with the key characteristics that make them a strong fit, should additional online presence be desired. Additionally, the report includes suggested performance metrics and outreach strategies to support implementation if Oakridge chooses to move forward with any of the proposed campaigns.

Campaign #1 - Photography Competition

Outline

The photography competition would be open to anyone who wishes to participate, with entries submitted via social media hashtags such as “#DiscoverOakridge” across Instagram and Facebook. The competition could revolve around various themes, such as the history of Oakridge, water scenery, or local wildlife to highlight the local scenery, culture,

and destinations. The winner would be determined after a set period, and the prize could include cash, coupons, or a feature in local magazines. This campaign would serve as a method of advertising local highlights while advancing the goal of increasing Oakridge’s online presence. If successful, the competition could be held regularly, taking advantage of seasonal changes in the surrounding scenery and generating ongoing content for Oakridge.

Influencer Traits and Qualifications

The influencer recommendation for this campaign is Nathaniel Cutshall (Figure C3). He has over sixteen thousand followers on Instagram and an extensive outdoor photography portfolio focused on the Pacific Northwest. His photography predominantly features mountains, forests, landscapes, and himself engaging in outdoor recreation. Cutshall’s content closely aligns with the opportunities Oakridge has to offer and appeals to a substantial audience, making him a strong candidate to promote photography competitions. When searching for other or additional candidates, activity choice is a crucial factor, ensuring that promotions feature not just scenery, but also maintain themes of exploration and accessible excursions. Additionally, proximity is an important consideration, and influencers with similar profiles may be interested in the partnership.

Campaign #2 - Mountain Biking Vacation

Outline

The mountain bike vacation campaign is centered around influencer outreach to expose Oakridge’s world-class trail offerings to a wider range of the mountain biking community. Inviting influencers who specialize in mountain biking in the Pacific Northwest could cement Oakridge as a must-visit destination for their fans and other riders in the area.

Influencers could work with the city and be incentivized by potential benefits such as discounts on local stays, special access to trails and filming locations, or financial compensation. By placing the spotlight on Oakridge’s exclusive trails and technical features, Oakridge can further its reputation as a mountain biking hub while reaching new audiences.

Influencer Traits and Qualifications

Choosing the right influencer is crucial for this campaign, as the ideal candidate should be able to demonstrate competence on the more challenging trails to gain views, while also highlighting trails accessible to a variety of audiences. The influencer selected by the project group is Tom (@mymtbbuild), who has a substantial following of over forty-five thousand accounts on Instagram. His page features photography of both local terrain and landscapes, as well as a plethora of videos featuring him biking through various difficult terrains. Tom is based out of Northern California but travels frequently to ride, and his audience likely spans the West Coast. This makes him an ideal candidate to adequately explore and convey the thrilling trail offerings surrounding Oakridge. As with previous campaigns, other influencers could be identified who live closer to Oakridge or require less incentive to visit, but ensuring their content is equally exciting is essential to delivering the right message.

Campaign #3 - Seasonal Transitions

Outline

Oakridge often sees its peak traffic in summer and winter due to local offerings such as hiking, biking, camping, and skiing. Because of this, fall and spring transition seasons often see gaps in tourism when the weather isn’t conducive to outdoor recreation. To help provide economic stimulation during the transition seasons, the city could work

with local businesses to offer discounts on amenities for upcoming summers and winters, such as pre-purchased ski passes, bike rentals, or lodging discounts. This would offer supplementary business to local establishments while ensuring Oakridge continued to be a destination for those looking to visit in the summer and winter. Promotion of these discounts could be achieved efficiently through social media and outdoor influencers, reaching audiences who are likely to be enticed by the opportunity for exploration. The influencer outreach in this campaign is less essential, but maintaining a digital footprint and informing audiences about future opportunities can generate necessary impressions.

Influencer Traits and Qualifications

The account chosen for this campaign is @oregons_best, which has over 320,000 followers on TikTok and almost 45,000 on Instagram. The account specializes in highlighting locations from all over Oregon, focusing on videos of landscapes, water features, national parks, and more. Their content serves to showcase Oregon, and in turn provides valuable insight for viewers who are in the region or planning a trip to the West Coast. Similar content could easily be shared about Oakridge, and a potential series of posts could be created over time. The partnership would likely be based on digital interaction and would require the city to take videos and or pictures that could be featured on the account. Other similar accounts exist that feature destinations across the Pacific Northwest. Multiple options should be considered based on cost and project commitment.

Influencer Campaign Guidelines

If Oakridge moves forward with one or more influencer campaigns, the city should set clear expectations for what the content should cover, the expected quality

of any pictures or videos, and guidelines around posting. Potential content should cover the historic attractions, maps and guides, overviews of local trails, and local business highlights. What attractions they highlight specifically hinges on the respective campaign, but the city should ensure the influencers capture locations that convey the most value to target audiences. Any photos or digital assets shared should be up to standard with the city's new branding guidelines, maintaining desired themes and professional quality.

The parameters set by the city regarding posted content should be set to help protect Oakridge's core values and ensure the influencers are fulfilling their required post quotas. Using cohesive hashtags across different posts and campaigns is necessary for the efficient compilation of the generated content and will result in a large catalog of digital assets. Additionally, influencer posts should tag Oakridge official accounts to ensure effective cross-promotion and avoid any controversial content or unrelated sponsors within Oakridge-related posts. The quantity of posts should be determined by the specific campaign and agreement, but at least two posts per month throughout the campaign is recommended. The goal behind these guidelines is not to stifle influencer opinions, but to ensure consistent branding throughout Oakridge's expanding online presence.

Useful Metrics

There are several tools that are recommended to evaluate the reach of different online campaigns. By tracking segment metrics, exposure measurements, traffic, and conversion ratios, the city can effectively track which methods of outreach are most successful. Segment metrics include likes, shares, comments, and mentions, all of which can be tracked using built-in tools on various platforms. This is an initial measurement of how much exposure a post receives and how well it resonates with the general public. Exposure metrics like impressions and reach can be more obscure to determine depending on the platform. However, third-party tools like Hootsuite or Google Analytics can assist in tracking what audiences are viewing the posts.

Traffic metrics, are more based on outreach through email or other links incorporated into digital assets. Understanding measurements like click-through rates (CTR) or referral traffic can help shape future campaigns and targeting strategies. These metrics are again best analyzed through a third party such as Hubspot or SEMRush, which require low financial commitment and free trials for experimentation. Such platforms can track additional useful metrics regarding customer conversion rates, and enable long-term tracking of cost versus benefit ratios, such as a rise in visitors compared to current campaign costs. Overall, facilitating a successful influencer campaign requires clear guidelines and expectations through every step of the process, from initial outreach to final posts.

COMMUNITY COUPON BOOKS

Essence: Encourage both residents and tourists to explore Oakridge and support local businesses.

The third and final overarching recommendation proposes creating a community coupon book. This initiative is designed to increase foot traffic and support local businesses by offering incentives that make visiting and exploring Oakridge more enticing. The coupon book could be targeted toward local community members, residents from nearby locations, and tourists looking to travel through the area. Distribution and promotion would be done through social media, targeting Oregon residents and/or people who have expressed interest in travel. This method would allow interested consumers to order a digital or physical coupon book, rather than handing out thousands of copies to potential users.

Within the individual segment recommendations, coupon packages were a key part of several action plans. This would be similar in execution and could potentially encompass some of

the prior coupon bundles. However, this would serve as a general coupon book for the town and should feature local restaurants, attractions, and recreational activity passes. Figure four is an example of how the updated branding elements could be used to create the coupons, but adjustments to the deal and graphic specifics will require extensive coordination with local businesses.

Additionally, Oakridge could work with other cities in Oregon to develop an “Oregon Travel Discount Book” by reaching out to destinations that have a strong tourist population based on outdoor recreation, such as Eugene, Sunriver, and Bend. By pursuing this collaboration, Oakridge could effectively cross-promote to consumers who have already demonstrated interest in exploring Oregon for its natural amenities. The book could feature different sections based on location and even include a recommended road trip. This could help cement Oakridge as an Oregon staple when exploring the Pacific Northwest and further collaboration with other Oregon tourist destinations.

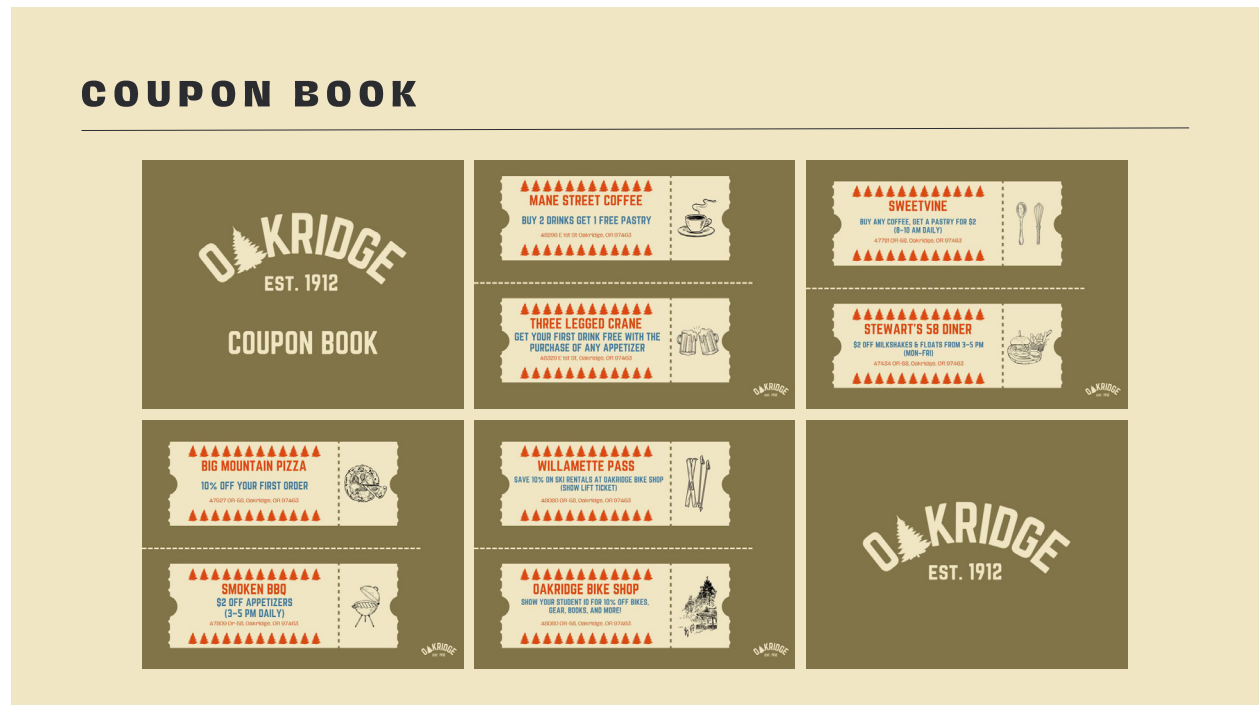


FIG. 4

Examples of potential coupons the town could employ using the rebranded logos, fonts, and colors.

Conclusion

The strategic marketing recommendations for the City of Oakridge were developed based on extensive research and community outreach. Through exploration of comparable US cities, direct community engagement, and large-scale consumer data analysis, this report presents a snapshot of current consumer perspectives regarding Oakridge. The consumer survey received over 500 responses and students used the responses to identify six key customer segments that Oakridge can target in future marketing efforts. Three additional, overarching recommendations focus on branding, influencer strategy, and a community coupon book to draw visitors from all over Oregon and the broader

United States. By increasing Oakridge's presence across Oregon, the city has an opportunity to establish itself as a unique, go-to destination in the Pacific Northwest, rather than just a stop along the way. Using this report as a source of information, the City of Oakridge and community partners can move towards the goal of sustainable tourism growth while maintaining local values and culture.

This report is more than a marketing strategy; it's a vision for Oakridge's future. With the right tools, data, and community collaboration, the town can preserve its charm while growing into a place that can draw new visitors and celebrate its history.

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Appendix A

Consumer Survey

FIG. A1

Consumer recreational survey distributed for the creation of segments.



An entertainment survey by UO Marketing Students

IntroSeg

Take this 5 minute survey. Enters you to win \$50 Amazon Gift Card

Background

We are University of Oregon students conducting a survey on the local travel and recreational preferences of Lane County residents and visitors. This project is being conducted on behalf of Oakridge, Oregon in collaboration with the University of Oregon's Sustainable Cities Institute and Travel Lane County's Eugene, Cascades and Coast.

We will analyze responses and make recommendations to the Oakridge city officials and Travel Lane County to aid in their objective of **enhancing the local economic vitality and quality of life.**

It is important that we include a **wide variety** of perspectives. We want to hear from all members of the greater Lane County community regardless of their

background and interests. Your participation will help us identify key themes and insights to guide marketing and development efforts.

Thank you for supporting this student led project!
Any questions may be directed to Conor Henderson,
Associate Professor of Marketing, at conorh@uoregon.edu.



Imagine you have a free day or weekend.
Think about the places you go and all the associated purchases and shopping.
How do you feel about the following attributes?

	Hate it	Not for me	Okay	Like it	Love it
Urban city environments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Hate it	Not for me	Okay	Like it	Love it
Rural, outdoorsy, natural, wild	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Polished like a country club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rustic and rugged vibes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vintage, antique, thrifty vibes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular, bustling, with crowds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secluded, peaceful, few people around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modern and new	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Historic and traditional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Features national brands, chain stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Predominantly local businesses, community forward	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic, budget friendly, self serve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children, family friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kids-free spaces and places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relaxing, mature, slow paced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energetic, young, fast paced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Hate it	Not for me	Okay	Like it	Love it
Trendy, top 10, Instagram famous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subtle, hidden value, overlooked	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pet friendly, dogs everywhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traditional conservative values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alternative progressive values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counterculture hippie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warm welcoming chatty service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low contact and efficient service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy and accessible activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Challenging and adventurous activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quick, convenient, grab and go options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lingering, browsing, waiting options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exclusive, luxury, premium vibes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low price, value oriented places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmentally sustainable oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Hate it	Not for me	Okay	Like it	Love it
Spending has positive social economic impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>How do you feel about the following outdoor activities</p>					
	Hate it	Not for me	Okay	Like it	Love it
Hiking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biking (mountain, road)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Camping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hunting / fishing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skiing / snowboarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rock climbing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kayaking/ canoeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bird Watching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foraging (mushroom/berry)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golf / disc golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rafting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Running	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swimming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photography	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Hate it	Not for me	Okay	Like it	Love it
Boating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Off Road ATV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Off Leash Dog Options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you feel about the following events and activities

	Hate it	Not for me	Okay	Like it	Love it
College Sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletic events / races spectator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Theater and performing arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Live music, concerts, dancing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comedy, variety shows, magic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Casinos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Craft fairs vendor markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thriftig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holiday events markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural festivals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art exhibits / galleries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Hate it	Not for me	Okay	Like it	Love it
Shopping, browsing shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meditation, spiritual retreats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoga	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scenic drives and roadside attractions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hot springs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wine, beer, cider tastings, gardens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coffee shop visits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Trucks food festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Movies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family fun center: bowling, putt-putt, arcades, zoos, fairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demo

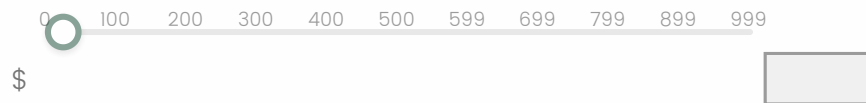
Please answer the following questions about yourself.

Please indicate your gender.

- Male
- Female
- Other
- Prefer not to disclose

What is your age in years?

What is your **monthly leisure, recreation, entertainment budget?** Slide the bar to indicate the amount (\$0 to \$999+).



What type of phone do you primarily use?

- iPhone
- Android Phone

Other

Which of the following do you use regularly?

Select all options where you'd appreciate encountering information about leisure and recreation options

- Facebook
- Instagram
- TikTok
- Snapchat
- Twitter/X / Bluesky / Threads
- Strava/ AllTrails
- Reddit
- YouTube
- Streaming Music (Spotify / Pandora)
- Podcasts
- Newspapers
- Local news TV
- Local radio
- Fliers and bulletins posted
- Email
- Conversations with people you know
- Give us a good idea where we should be promoting recreation/leisure.

Type below

Where do you live?

- Eugene/Springfield area
- The Coast (Florence, Newport, etc...)
- Cascades (Oakridge, Sweet Home, etc...)
- Central Willamette Valley (Salem, Corvallis, Albany, etc...)
- Central Oregon (Bend, Sisters, Sunriver, etc...)
- Southern Oregon (Medford, Ashland, etc...)
- Portland Metro area
- Other Oregon
- Outside of Oregon

Thank you for completing the survey.

On the next page you will be invited to input your email to enter the drawing for gift cards to Amazon.

Enter your email below to be included in the drawing for one of several **\$50 gift cards to Amazon.**

We will only contact you if you win. We promise to delete every email after the prize have been awarded.



We, a group of UO marketing students, will be making recommendations to the Oakridge and Travel Lane County. Would you like to share any suggestions or ideas?

After entering your comments, please click ">>" below for your answers to be recorded. Thank you so much for supporting student work!



Powered by Qualtrics

FIG. A2

A look into the Enginius cluster segmentation process, with each segments average response scores on scales of 1-7 are shown in its segment cluster. Additionally, average demographic information is available for each segment and the population.

Segment description

Segment size

	Population	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6
Size	511	73	62	95	91	92	98
Relative size	100%	14%	12%	19%	18%	18%	19%

Segment size.

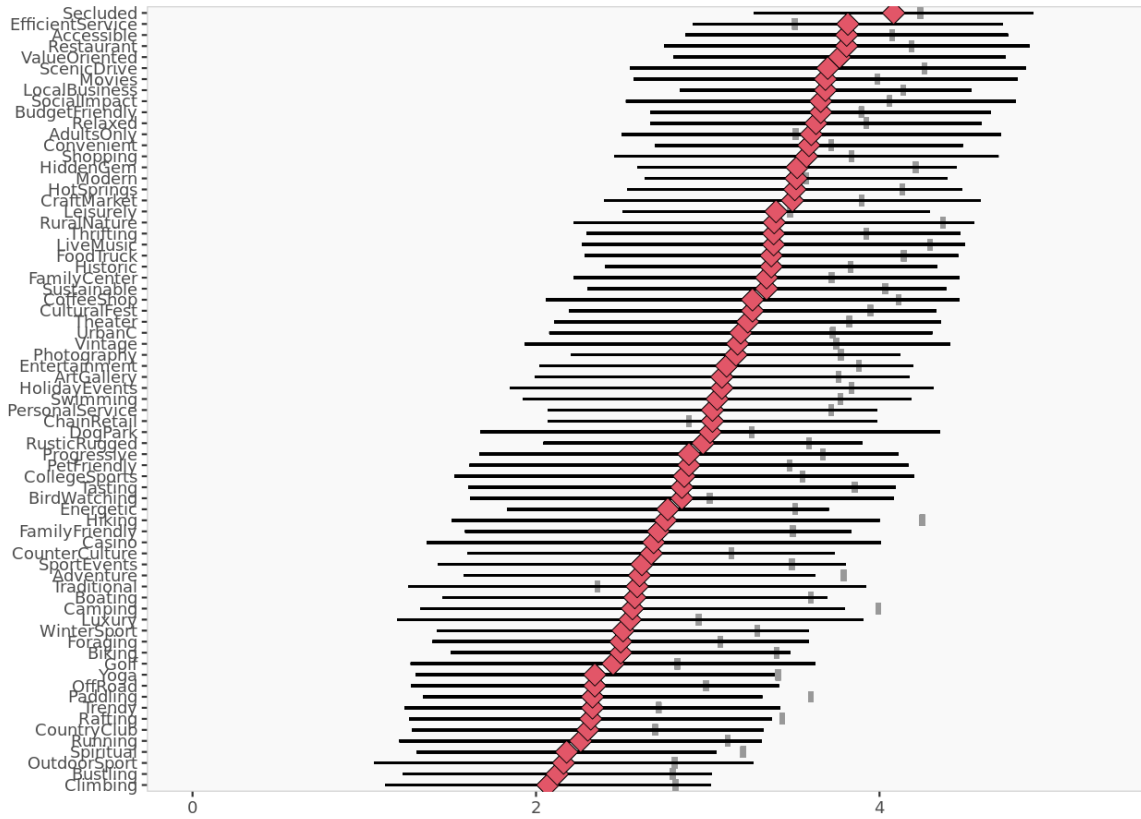
Segment description

	Population	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6
UrbanC	3.65	3.19	3.90	3.42	4.16	3.84	3.41
RuralNature	4.23	3.39	4.47	4.64	4.58	4.08	4.12
CountryClub	2.64	2.30	2.15	2.05	3.04	2.93	3.11
RusticRugged	3.50	2.97	3.58	3.93	3.70	3.14	3.58
Vintage	3.67	3.17	4.19	3.55	4.23	3.42	3.51
Bustling	2.70	2.12	2.67	2.25	3.21	3.04	2.79
Secluded	4.22	4.08	4.47	4.40	4.35	3.98	4.07
Modern	3.56	3.51	3.53	3.26	3.82	3.85	3.41
Historic	3.77	3.37	4.24	3.67	4.09	3.67	3.63
ChainRetail	2.91	3.03	2.76	2.20	3.21	3.16	3.09
LocalBusiness	4.07	3.68	4.53	4.18	4.51	4.08	3.56
BudgetFriendly	3.86	3.66	4.11	3.87	4.02	3.86	3.69
FamilyFriendly	3.38	2.71	3.15	3.34	3.98	3.52	3.40
AdultsOnly	3.52	3.60	3.87	3.11	3.70	3.66	3.36
Relaxed	3.88	3.63	4.13	3.89	4.02	3.86	3.80
Energetic	3.40	2.77	3.39	3.06	3.90	3.72	3.45
Trendy	2.66	2.33	2.32	1.99	3.20	3.13	2.83
HiddenGem	4.11	3.52	4.50	4.12	4.44	4.13	3.98
PetFriendly	3.39	2.89	3.34	2.81	4.02	3.77	3.42
Traditional	2.39	2.59	1.69	1.81	2.55	2.24	3.24
Progressive	3.56	2.89	4.32	3.75	3.90	3.70	2.95
CounterCulture	3.07	2.67	3.55	3.23	3.46	2.83	2.79
PersonalService	3.62	3.03	3.85	3.40	4.08	3.90	3.44
EfficientService	3.55	3.82	3.71	3.55	3.62	3.35	3.39
Accessible	4.04	3.81	4.29	3.98	4.34	4.02	3.84
Adventure	3.62	2.60	3.45	3.93	4.15	3.68	3.64
Convenient	3.70	3.59	3.73	3.57	3.86	3.72	3.73
Leisurely	3.47	3.40	3.74	3.03	3.93	3.58	3.23
Luxury	2.89	2.55	2.56	2.08	3.63	3.27	3.09
ValueOriented	3.76	3.77	4.01	3.66	4.16	3.66	3.41
Sustainable	3.94	3.34	4.34	4.12	4.45	4.07	3.35
SocialImpact	4.00	3.66	4.63	3.97	4.42	4.04	3.47

Hiking	4.04	2.75	4.13	4.54	4.51	4.13	3.92
Biking	3.27	2.49	3.08	3.78	3.74	2.92	3.37
Camping	3.79	2.56	3.56	4.28	4.20	3.58	4.18
OutdoorSport	2.72	2.16	2.05	2.88	3.20	2.22	3.41
WinterSport	3.18	2.51	2.24	3.25	3.76	3.37	3.48
Climbing	2.71	2.07	2.34	2.97	3.22	2.43	2.94
Paddling	3.42	2.33	3.20	3.92	3.96	3.29	3.51
BirdWatching	2.99	2.85	3.50	3.08	3.35	2.42	2.87
Foraging	2.99	2.49	3.47	3.43	3.51	2.32	2.79
Golf	2.77	2.45	2.39	2.52	3.27	2.54	3.23
Rafting	3.27	2.32	2.77	3.51	3.67	3.27	3.70
Running	2.99	2.26	2.71	3.06	3.65	3.14	2.91
Swimming	3.67	3.05	3.52	3.64	4.15	3.86	3.63
Photography	3.69	3.16	3.94	3.54	4.32	3.73	3.44
Boating	3.45	2.58	3.06	3.16	4.18	3.63	3.80
OffRoad	2.90	2.34	2.37	2.43	3.49	2.65	3.78
DogPark	3.22	3.01	2.94	2.67	3.89	3.32	3.39
CollegeSports	3.45	2.86	2.48	2.97	3.95	4.17	3.85
SportEvents	3.36	2.62	2.36	2.94	3.95	4.05	3.79
Theater	3.74	3.23	4.24	3.68	4.31	3.73	3.34
LiveMusic	4.16	3.38	4.34	4.33	4.65	4.40	3.81
Entertainment	3.77	3.11	4.08	3.78	4.38	3.57	3.67
Casino	2.67	2.68	2.29	2.13	3.10	2.38	3.30
CraftMarket	3.84	3.49	4.55	3.74	4.40	3.68	3.37
Thrifting	3.85	3.38	4.42	3.81	4.46	3.81	3.33
HolidayEvents	3.73	3.08	4.26	3.36	4.43	3.88	3.45
CulturalFest	3.85	3.26	4.60	3.89	4.41	3.71	3.39
ArtGallery	3.66	3.08	4.39	3.65	4.32	3.55	3.15
Shopping	3.80	3.58	4.26	3.13	4.33	4.12	3.53
Spiritual	3.06	2.18	3.32	3.01	3.96	3.03	2.79
Yoga	3.26	2.34	3.48	3.17	3.95	3.55	2.96
ScenicDrive	4.18	3.70	4.55	3.98	4.67	4.25	3.99
HotSprings	4.04	3.51	4.13	4.07	4.55	3.96	3.97
Tasting	3.71	2.85	3.31	3.83	4.25	3.98	3.74
CoffeeShop	3.99	3.26	4.10	3.97	4.55	4.38	3.60
FoodTruck	4.03	3.37	4.31	4.01	4.56	4.17	3.74
Restaurant	4.13	3.81	4.21	3.86	4.62	4.40	3.89
Movies	3.94	3.68	3.71	3.80	4.42	4.05	3.88
FamilyCenter	3.67	3.34	3.45	3.25	4.21	3.77	3.84

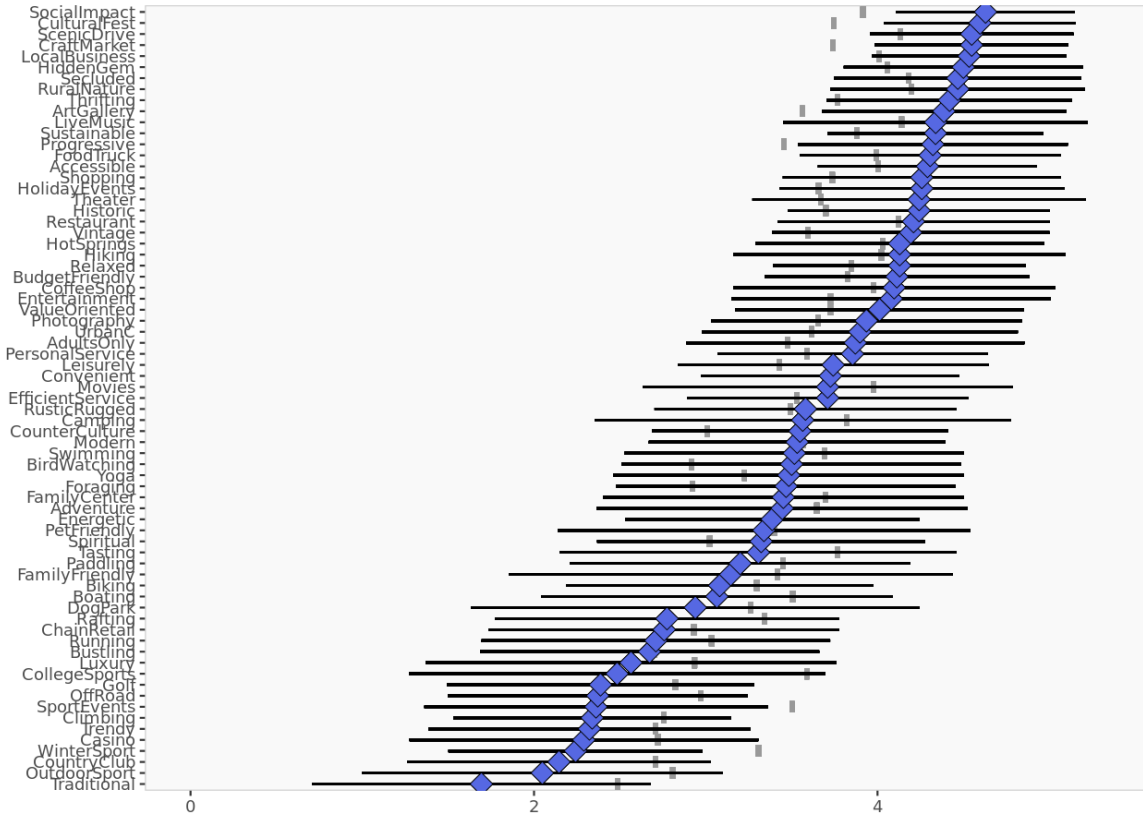
Segment description. Average value of each segmentation variable, overall for each segment (centroid). Segmentation variables that are statistically different from the rest of the population are highlighted in red (lower) or green (higher).

the segment under scrutiny.



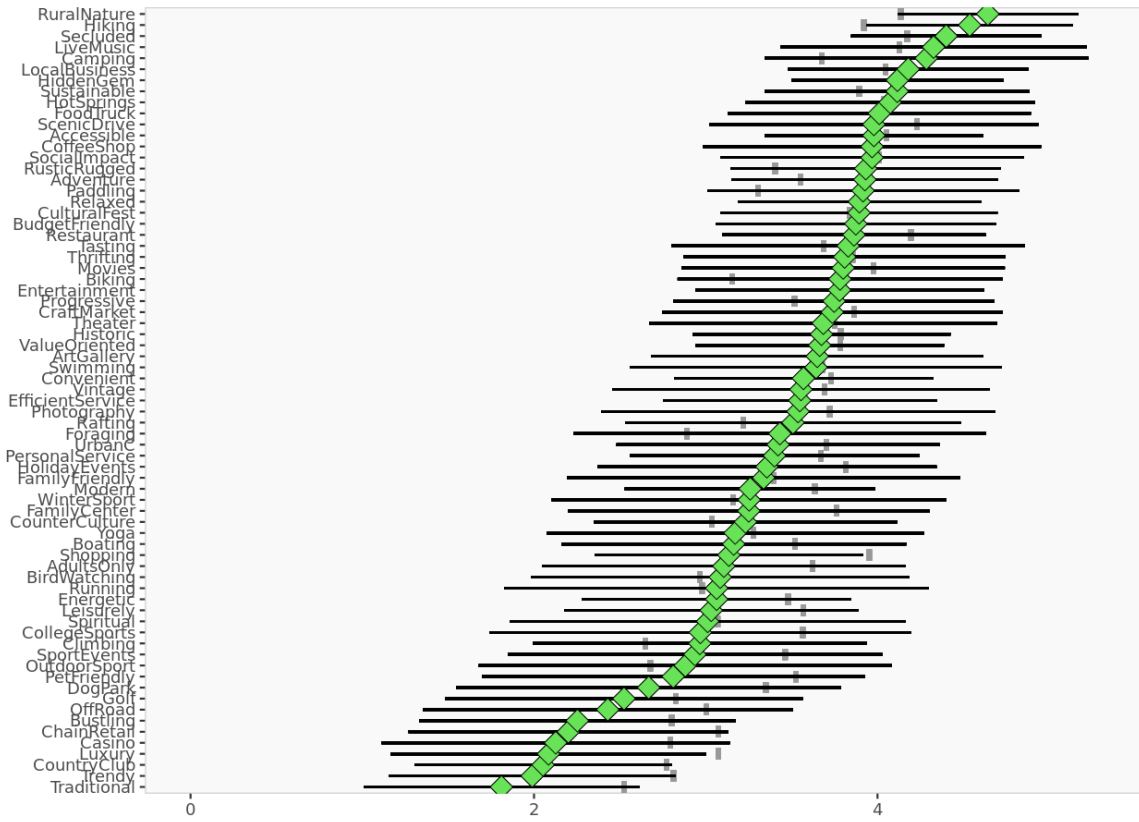
Segment 1 profile.

Segment 2 profile



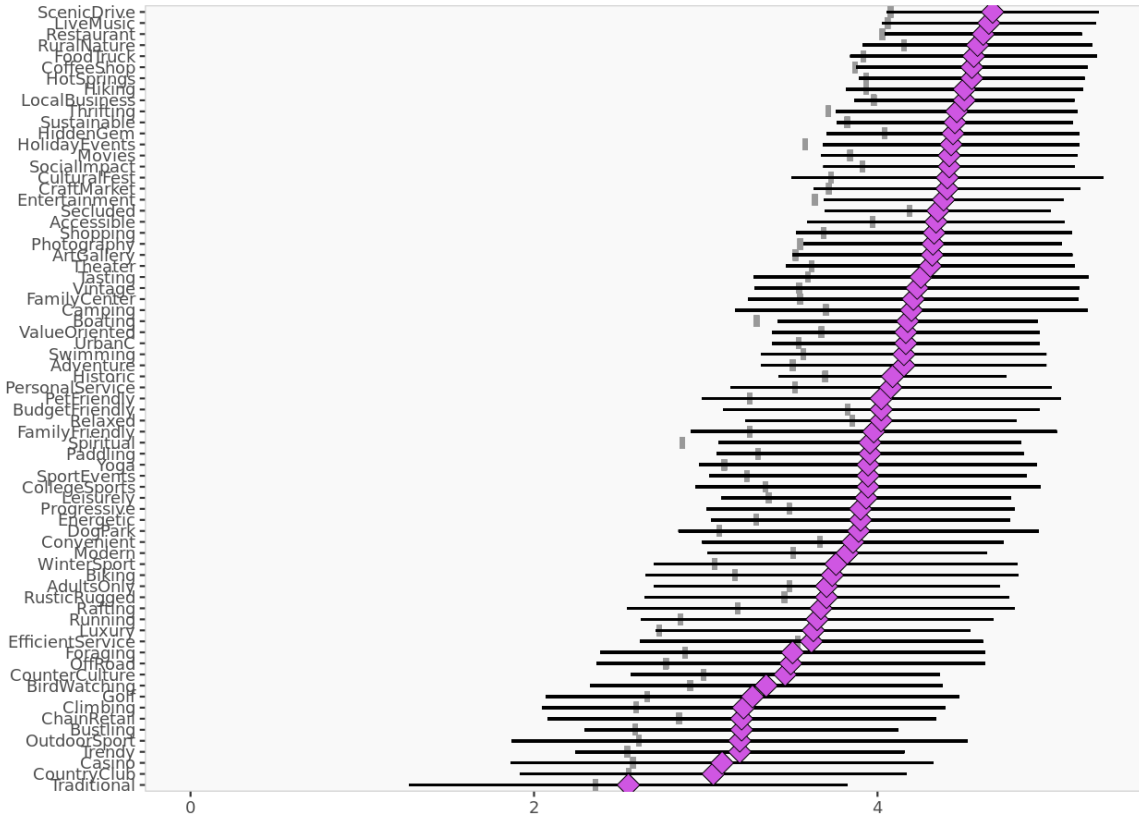
Segment 2 profile.

Segment 3 profile



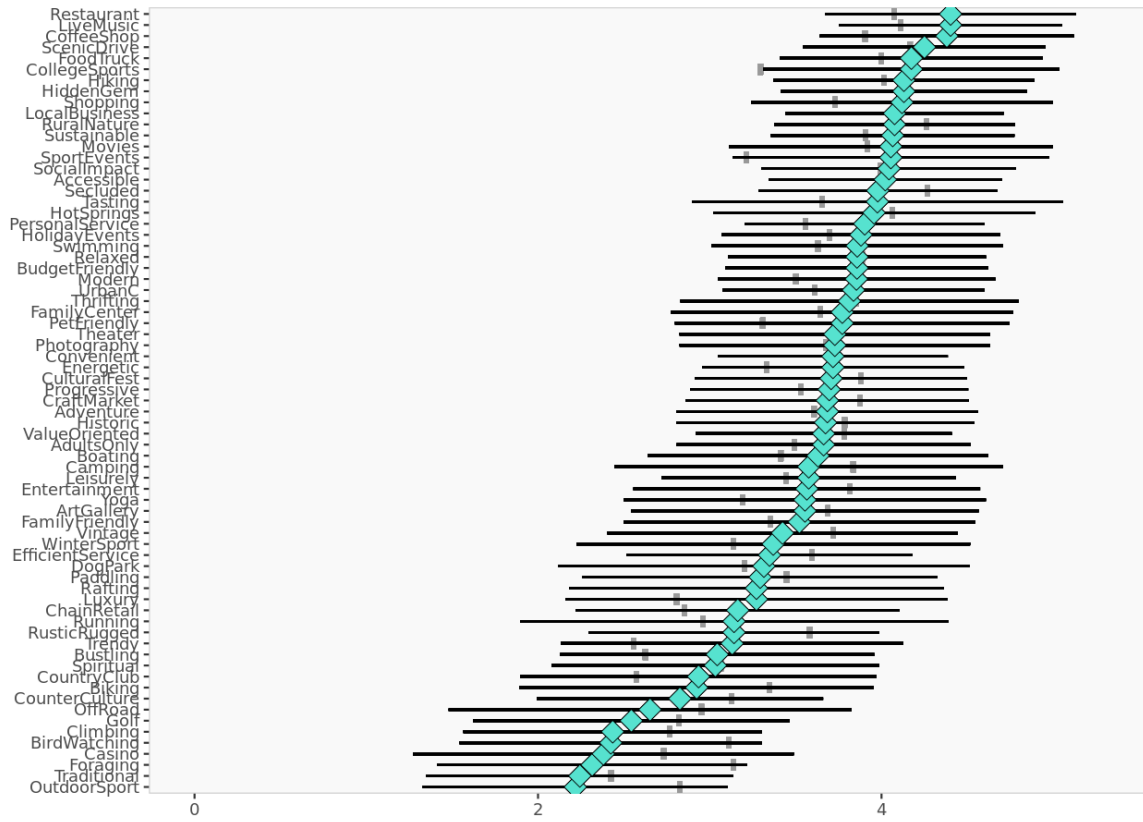
Segment 3 profile.

Segment 4 profile



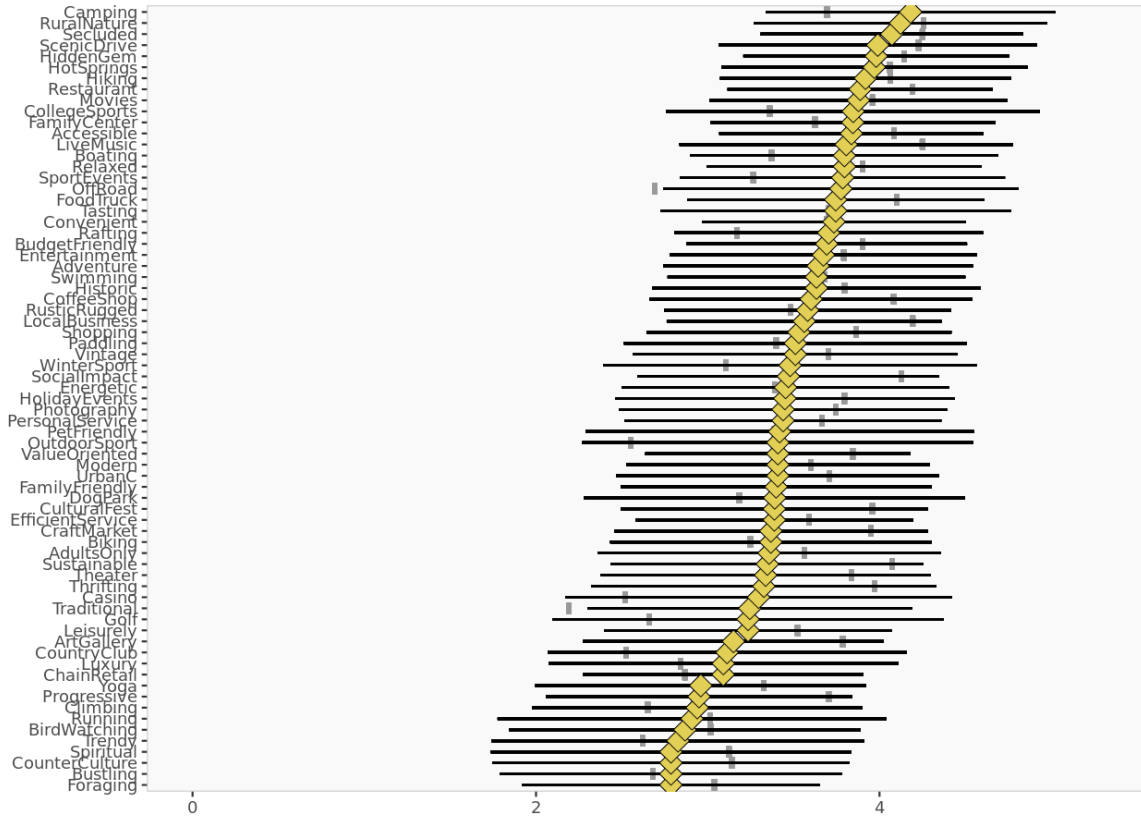
Segment 4 profile.

Segment 5 profile



Segment 5 profile.

Segment 6 profile



Segment 6 profile.

Descriptor analysis

Descriptors

This table reports the descriptor averages of each segment. The more differences can be found, the easier it will be to predict segment membership based on descriptors alone.

	Population	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6
Male	0.360	0.411	0.145	0.516	0.308	0.163	0.541
Female	0.611	0.548	0.774	0.463	0.648	0.826	0.459
Age	34.9	39.2	39.7	39.3	31.0	29.9	32.9
Budget_1	272	228	185	217	308	255	395
iPhone	0.740	0.603	0.677	0.621	0.813	0.891	0.786
Facebook	0.413	0.438	0.435	0.389	0.385	0.326	0.510
IG	0.673	0.479	0.645	0.589	0.791	0.804	0.684
Tiktok	0.434	0.356	0.371	0.242	0.473	0.565	0.561
Snap	0.252	0.123	0.113	0.095	0.363	0.391	0.357
TwitXBlueThre	0.223	0.219	0.113	0.137	0.231	0.174	0.418
StravaAllT	0.129	0.055	0.065	0.137	0.143	0.120	0.214
Reddit	0.378	0.384	0.500	0.474	0.363	0.228	0.357
YouTube	0.648	0.630	0.726	0.600	0.703	0.511	0.735
Spotify	0.452	0.247	0.435	0.463	0.495	0.533	0.490
Podcast	0.380	0.301	0.306	0.453	0.418	0.413	0.347
NewsPaper	0.137	0.192	0.210	0.179	0.121	0.109	0.051
LocalNewsTV	0.204	0.192	0.161	0.189	0.231	0.196	0.235
LocalRadio	0.204	0.123	0.194	0.242	0.253	0.152	0.235
Fliers	0.164	0.068	0.339	0.221	0.209	0.141	0.051
Email	0.548	0.384	0.694	0.600	0.560	0.620	0.449
Convos	0.705	0.658	0.758	0.789	0.692	0.707	0.633
OtherIdea	0.102	0.068	0.145	0.137	0.044	0.087	0.133
EugeneSpr	0.436	0.301	0.371	0.389	0.538	0.620	0.357
CoastFlo	0.023	0.055	0.016	0.042	0.022	0.000	0.010
Cascades	0.012	0.027	0.016	0.000	0.011	0.000	0.020
CentralWill	0.084	0.164	0.065	0.053	0.055	0.076	0.102
CentralOre	0.041	0.068	0.048	0.032	0.022	0.011	0.071
SouthernOre	0.080	0.068	0.097	0.158	0.022	0.043	0.092
PortlandM	0.245	0.260	0.355	0.284	0.220	0.207	0.184
OtherOre	0.045	0.055	0.016	0.032	0.044	0.011	0.102
OutsideOre	0.033	0.000	0.016	0.011	0.066	0.033	0.061

Descriptor data per segment. Average value of each descriptor, overall and within each cluster. Descriptors that are statistically different from the rest of the population are highlighted in red (lower) or green (higher).

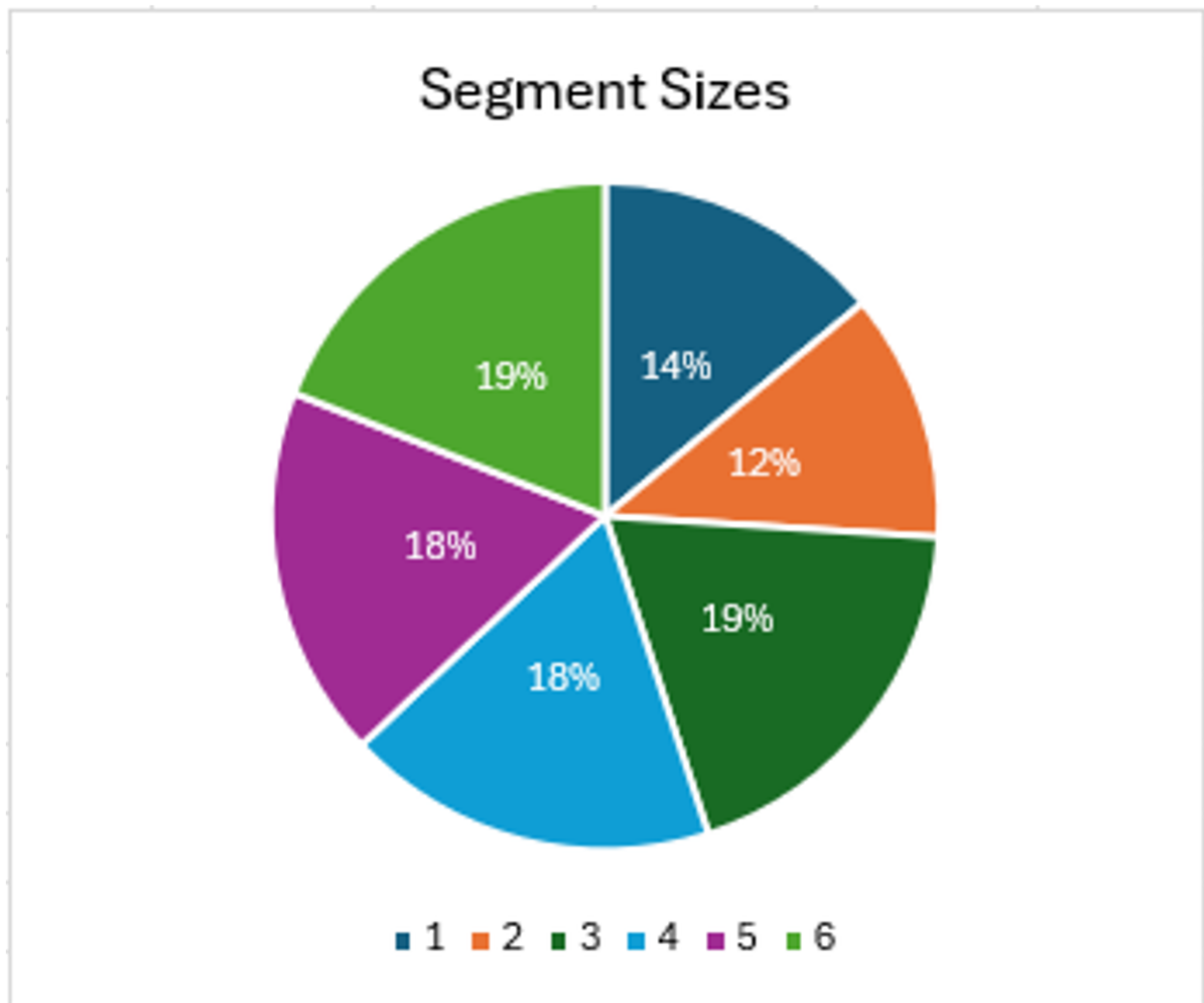


FIG. A3

A pie chart showing the different segment sizes comparatively.

Appendix B

Brand Refresh

BRAND STRATEGY - TAGLINE

“Follow the Forest”



Messaging Pillars:

1. Outdoor Adventure Capital – Premier trails, rivers, and mountains.
2. Vibrant Community – Small-town charm with rich history and events.
3. Sustainable & Authentic – Rooted in nature, thriving for the future.

FIG. B1

A new tagline idea as well as the core focuses that inspired its creation.

BRAND STRATEGY - BRAND PERSONALITY & VOICE

Rugged & Adventurous
Emphasizing the outdoor recreation opportunities, such as hiking, biking, and fishing.

Welcoming & Community-Oriented
Showcasing Oakridge as a place where visitors and residents feel at home.

Historical & Authentic
Honoring the town’s logging and mill heritage while embracing modern growth.

Sustainable & Natural
Highlighting environmental conservation and the natural beauty of Oakridge.

Warm Welcoming

Adventurous & Engaging

Authentic & Historic

FIG. B2

Different elements of the new branding and voice recommendation.

BRAND STRATEGY - FONT

<p>Font Overview</p> <p>Playfair Display Black For Headers</p> <p>ABCDEFGHIJKLMNOPQRSTUVWXYZ XYZabcdefghijklmnopqrstuvwxyz xyz1234567890!@#\$%^&*()</p>	<p>Public Sans</p> <p>For Subheaders and Paragraphs</p> <p>ABCDEFGHIJKLMNOPQRSTUVWXYZ YZabcdefghijklmnopqrstuvwxyz123 4567890!@#\$%^&*()</p>	<p>Type Application</p> <p>Oakridge, Oregon</p> <p>GATEWAY TO THE CASCADES</p> <p>FOOTPATH TO THE FORESTS</p>
<p>Brand Logo</p> <p>NORWESTER FOR BRAND ASSETS</p> <p>ABCDEFGHIJKLMNOPQRSTUVWXYZ 78910!@#\$%^&*()<=>?{}~</p>	<p>COMPANY NAME HERE</p> <p>Product Name Here</p> <p>Write details here, such as product specifications, price, event duration, and promotions.</p>	

FIG. B3

Font recommendations for use on official websites, merchandise, signage, and more.

Appendix C

Outreach Campaigns

BRAND STRATEGY - PHOTOGRAPHY & IMAGERY



FIG. C1

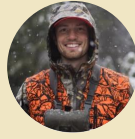
Recommendations for how to capture social media oriented imagery for Oakridge.



FIG. C2

Additional examples for digital assets that could help deliver Oakridge's new branding message.

INFLUENCER OUTREACH - POTENTIAL INFLUENCERS



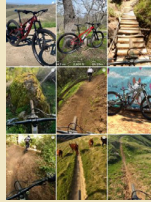
Nathaniel Cutshall

- 16.2k followers on IG
- Photographer who photographs lakes and evergreen forests from Washington



Tom (@mymtbbuild)

- 42.7k followers on IG
- Mountain biker from northern California, posts photos and videos about mountain biking trails



@oregons_best

- 321k followers on TikTok
- Oregon Traveler that visits new and fun places and hiking destinations

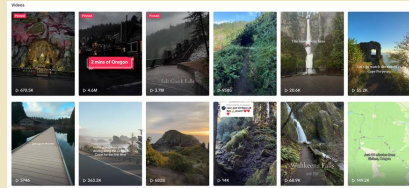


FIG. C3

Different influencer profiles recommended for the campaign ideas, with content from their profiles and respective follower counts.

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