



A Marketing Blueprint to Enhance Local Businesses in Oakridge

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OAKRIDGE

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MGKT 311: MARKETING MANAGEMENT | LUNDQUIST COLLEGE OF BUSINESS



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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.

Contents

4	About SCI
4	About SCYP
5	About City of Oakridge
7	Course Participants
8	Course Description
9	Executive Summary
10	Introduction
12	Brock’s Wood Lot
16	Mill Pond Station
21	The Campfire (Cowgirl Cook’n)
25	Trans Cascadia Excursions
28	Conclusion
29	Appendix A: Brock’s Wood Lot
32	Appendix B: Mill Pond Station
35	Appendix C: The Campfire (Cowgirl Cook’n)
37	Appendix D: Trans Cascadia Excursions

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.

Course Participants

UNDERGRADUATE BUSINESS STUDENTS

Arnold, Beatty
Aversa, Stella
Ayala, Johan
Bell, Elizabeth
Brase, Julia
Burr, Austin
Button, Jack
Callaghan, Brogan
Carrillo, Natasha
Christie, Lewis
Coleman, Cameron
Craig, Rachel
Degroot, Hailey
Flaherty, Audrey
Garrity, Colleen
Gomez, Pamela
Gonzalez, Nathanael
Gould, Noah
Herbaugh, Alex
Ho, Nathan
Klapp, Michael
Klerk, Isabelle
Langford, Sara
Manaois, Trevor
Marshall, Riley A
Martin, Hannah
McScoggin, Bela
Medlock, Hannah Scott
Mena, Danise

Morales, Carolyn
Murphy, Aidan
Ortiz, Isaac
Peter, Evelyn
Petrina, Zach
Piedra, Miguel
Ralph, Heidi
Robertson, Jasmine
Rohrbough, Sydney
Romagnolo, Chloe
Romsos, Lauren
Rosenberg, Jake
Scogna, Kayla
Shepherd, Kayla
Sigala, Ivan
Switzer, Andrew
Testa, Eliana
Toreson, Nick
Torres, Philip Beebe
Tran, Griffin
Vallen, Eric
Villarreal, Tori
Wilson, Duren
Winston, Blaise
Xu, Michael
Zamora, Christian
Bailey, Mahina
Christiansen, Keiran
Malone, Michael
Mickelsen, Mia
Wright, Mieke

Course Description

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 four businesses integral to Oakridge's identity: Trans Cascadia Excursions, Mill Pond Station, The Campfire (Cowgirl Cook'n), and Brock's Wood Lot. 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. Focus on local companies in Oakridge was crucial for this project because they play a significant role in the city's economic vitality and community identity. By developing tailored solutions supporting sustainable growth and community resilience, 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.

Introduction

The Sustainable City Year Program (SCYP) partnered with the City of Oakridge to support its efforts in fostering economic growth, sustainability, and community engagement. Oakridge, a small city in the Cascade Mountains of Oregon, is renowned for its outdoor recreation opportunities, vibrant local culture, and close-knit community. However, like many rural towns, Oakridge faces challenges sustaining its local economy and attracting visitors while balancing its environmental values and small-town charm.

The city's primary goal for this collaboration was to identify ways to boost the economic resilience of local businesses while aligning with Oakridge's long-term vision for sustainability and inclusivity. The city posed an initial problem statement centered on enhancing the visibility and competitiveness of key local businesses, addressing seasonality and resource constraints, and attracting more tourists and customers to the area.

To address these goals, students and faculty from the University of Oregon's Marketing Management course collaborated with city staff, local business owners, and community stakeholders. Together, they explored and expanded the scope of inquiry to uncover opportunities for growth and innovation across several prominent Oakridge businesses. This collaboration included in-depth research, stakeholder interviews, and strategic analysis to understand each business's unique challenges and opportunities.

This report presents the findings and marketing recommendations tailored to four businesses: Brock's Wood Lot, Mill Pond Station, The Campfire, and Trans Cascadia Excursions. These businesses were selected for their significance to Oakridge's local economy and their potential to strengthen its reputation as a sustainable, community-focused destination. Common themes in the report for each business include operational challenges and recommendations to enhance digital presence and community partnerships. Enhanced digital marketing strategies would expand customer bases and increase visibility. Encouraging community engagement and establishing partnerships will solidify Oakridge's reputation as a vibrant destination. Seasonality and resource constraints are the main operational challenges affecting many Oakridge businesses, which can be mitigated through diversification and innovation.

BROCK'S WOOD LOT

Brock's Wood Lot is a locally owned business specializing in firewood and timber products. It serves as an essential resource for the Oakridge community. The business is well positioned to benefit from the city's reputation for outdoor living and its proximity to nature tourism. Students identified a significant opportunity to enhance brand awareness through targeted marketing strategies and operational improvements. Such strategies and improvements would increase customer satisfaction, retention, and visibility, thus placing Brock as a trusted provider for firewood and timber needs in the region.

MILL POND STATION

Owner Don Grant's mission to connect customers with high-quality, sustainable wines resonates with the growing experiential and authentic wine tourism market. The students proposed positioning the winery as a unique destination within Oakridge, combining guided tastings with local events to boost brand awareness and the city's economy. Key recommendations include capitalizing on sustainable practices, expanding partnerships with local businesses, and developing a digital marketing campaign to attract tourists and foster customer loyalty.

THE CAMPFIRE (COWGIRL COOK'N)

The Campfire offers a welcoming, community-oriented dining experience that caters to diverse dietary preferences. Students emphasized increasing visibility among Highway 58 travelers and nature tourists through social media and a robust online presence. Recommendations include creating a dedicated marketing campaign, expanding menu options to include carry out food, and addressing operational challenges like limited space and supply shortages.

TRANS CASCADIA EXCURSIONS

Trans Cascadia Excursions mission of providing personalized outdoor experiences aligns well with Oakridge's branding as an adventure destination. Students identified the need for enhanced digital marketing efforts to attract more tourists and adventure enthusiasts. Recommendations included investing in regional collaborations, differentiating Oakridge as a must-visit biking destination, and overcoming seasonality by diversifying service offerings.

Brock's Wood Lot

ANALYSIS

Brock Buchmeier, a long-time Oakridge resident with a strong community reputation, founded Brock's Wood Lot in 2023. Initially, Brock began cutting firewood recreationally but soon expanded to selling it throughout Lane County. Brock's Wood Lot offers sustainably sourced firewood that aids in forest fire mitigation by using downed trees for firewood. The business was established with loans, grants, and out-of-pocket funds. Brock also partnered with local environmental programs to finance his equipment, further solidifying his commitment to sustainable practices.

The target market for this offering encompasses a diverse range of individuals, including low-income individuals, disabled individuals, and the elderly, who may depend on a consistent and reliable supply of firewood for their everyday needs. Residents with a regular demand for firewood are also a key audience. The service also caters to wealthier clients, such as tourists and those in the eco-conscious market, by providing premium firewood options emphasizing quality, convenience, and

environmental responsibility. This blend of accessibility and premium offerings ensures that Brock's Wood Lot appeals to a broad customer base.

The business boasts several strengths, including a powerful reputation within the community and a firm commitment to sustainability. Brock's Wood Lot has established partnerships with local entities for both sales and sourcing. The business is partnered with a Chevron station and benefits from a robust sourcing arrangement with the forest service. Additionally, its convenient location along Highway 58 makes it easily accessible to tourists, further enhancing its appeal.

Despite its strengths, Brock's Wood Lot faces several challenges including low brand awareness outside of Oakridge, which limits its market reach. Additionally, the delivery process is time-consuming, affecting customer satisfaction and operational efficiency. The business operates with a limited number of employees, which can strain resources and impact the ability to scale operations effectively.

RECOMMENDATIONS

To generate more business for Brock's Wood Lot, the first recommendation is to create donation tags for each bundle of wood, indicating that 5% of the purchase will be allocated to local firefighters. This initiative supports a vital community service and enhances the company's reputation for social responsibility. By highlighting this charitable contribution, the business can attract more customers motivated by the opportunity to support local heroes while purchasing their firewood.

The Brock's Wood Lot placement plan involves strategically placing labeled bundles with donation tags in partner grocery stores across Oakridge, Bend, Portland, and Eugene. These bundles will be available in gas stations along major highways, particularly those leading to popular camping and outdoor destinations. To further expand reach, partnerships with campgrounds, like those in Deschutes National Forest or Willamette National Forest, will be established to display the wood bundles. This comprehensive approach ensures the product is accessible to many customers, enhancing visibility and sales.

The promotion plan for Brock's Wood Lot involves leveraging social media platforms such as Instagram, Facebook, and TikTok to position Brock's premium firewood as the go-to sustainable choice for outdoor enthusiasts. By utilizing these platforms, the business can align with its target audience, achieve cost-effective reach, and showcase engaging visual content that highlights the quality and sustainability of the firewood. Additionally, forming partnerships with well-known brands like Chevron, Safeway, and Black Butte Ranch will strengthen visibility and credibility. Collaborating with outdoor influencers is also a key strategy, as their endorsements can attract a broader audience and build trust in the brand.

The proposed pricing strategy for this recommendation involves increasing the price from \$4 to \$5.50 per bundle, positioning the product competitively within the market range. This approach balances profit margins with consumer appeal, including a 5% donation commitment to attract socially conscious buyers. For detailed pricing analysis and market research, refer to Appendix A.

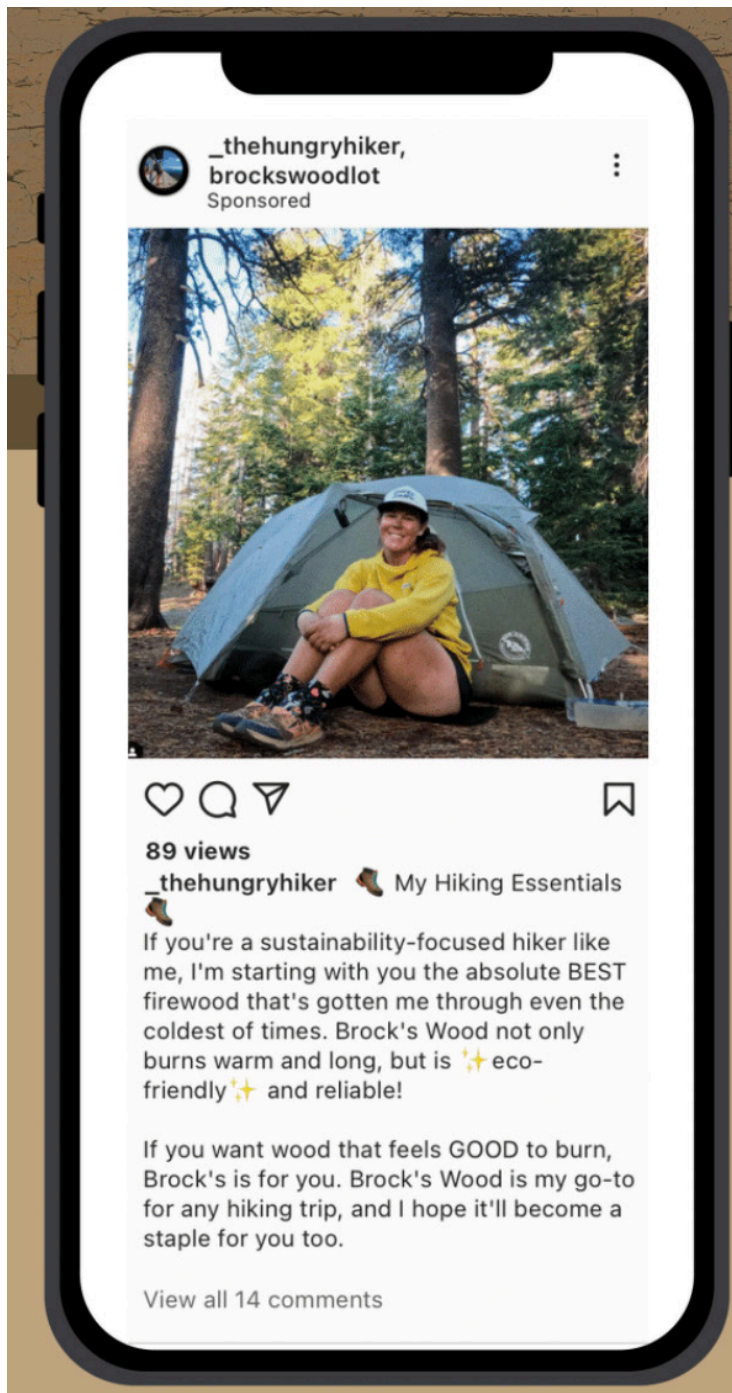


FIG. 1
Potential BWL and Instagram influencer collaboration post

The second recommendation for Brock's Wood Lot is to offer kiln-dried firewood, which is dried in a controlled environment to ensure less moisture, better burning, and cleaner emissions. This firewood would be packaged in eco-friendly materials, using organic wrapping and labeling to appeal to environmentally conscious customers. Additionally, offering customizable sizes tailored to various customer needs would add flexibility and accessibility. The packaging would include professional branding, featuring a distinct logo and company information to enhance brand recognition. This approach not only recycles forest materials and promotes sustainability but also helps reduce air pollution, aligning with the company's commitment to environmental responsibility.

The placement plan for the second recommendation involves securing local market shares in Oakridge by ensuring that kiln-dried firewood is readily available in local stores. Additionally, the firewood will be distributed to stores along strategic supply routes to maximize visibility and accessibility. This approach strengthens the business's presence in its home market and taps into the potential

of reaching customers traveling through key areas, expanding its market reach, and enhancing sales opportunities.

The promotion plan for the second recommendation aims to boost sales through extended partnerships and new, attractive packaging. By leveraging word of mouth, the business can solidify its existing customer base while expanding through strategic partnerships. Additionally, the plan includes positively reinforcing environmental protections to younger audiences, emphasizing the eco-friendly aspects of the kiln-dried firewood and its packaging. This approach strengthens the brand's sustainability reputation and appeals to a broader, environmentally conscious market.

The pricing plan for firewood bundles offers comprehensive wholesale and retail options across softwood and hardwood varieties in 0.75 and 1 cubic foot sizes. Wholesale prices range from \$3.50 to \$6.50, with retail prices between \$6 and \$10, maintaining a consistent markup strategy. Refer to Appendix A for a comprehensive breakdown of pricing tiers and market segmentation.

Mill Pond Station

ANALYSIS

Don and Irene Grant, both wine enthusiasts, are the founders of Mill Pond Station. Don began his journey into winemaking fourteen years ago, slowly gaining the skills and equipment for small-scale wine production. His passion expanded when his friend gifted him a large batch of grapes, with which he produced 150 gallons of wine in one year. After positive feedback from family and friends, his hobby shifted towards a business. With a focus on authenticity and local history, Don is transforming a 1.17-acre lot into the foundation of his winery. He envisions combining the town's rustic heritage with sustainability, including off-grid solar power and a historic Alaskan Railroad caboose as the tasting room. The name of the tasting room and overall winery, Mill Pond Station, ties back to the roots of Oakridge because the land used to be the mill pond for the sawmill. While it does not explicitly relay that it is a winery, keeping a connection to the town is a priority for Don.

Target customers are primarily eco-tourists from the Pacific Northwest who deeply appreciate nature and seek authentic experiences. They are wine enthusiasts passionate about high-quality wine and eager to deepen their knowledge through new and engaging experiences.

These customers typically travel in small groups and have higher income levels, thus allowing them to indulge in premium wine-tasting adventures and educational tours. The aim is to provide memorable and enriching experiences that resonate with their love for nature and fine wine by catering to their interests and preferences.

The winery boasts several strengths that set them apart in the industry. Mill Pond Station prides itself on producing high-quality wines that reflect a commitment to excellence. Don's sustainable practices ensure the health of the vineyards and demonstrate dedication to environmental stewardship. Additionally, their prime location off Highway 58 makes the winery easily accessible to visitors, enhancing their appeal to tourists and locals alike.

However, there are some challenges as well. Brand recognition is currently limited, making it difficult to attract new customers. Production capacity is also constrained, limiting the ability to meet growing demand. Furthermore, the wine market is highly competitive and oversaturated, posing additional hurdles for growth and visibility. Despite these challenges, Mill Pond Station remains focused on leveraging strengths to build a strong and sustainable future for the winery.

RECOMMENDATIONS

Mill Pond Station can implement two innovative offerings to attract more visitors and enhance its appeal as a unique wine destination. The first is the introduction of Airbnb tiny homes, repurposed from old Alaskan cabooses, which aligns with the winery's sustainability values. These cabooses, renovated into cozy, eco-conscious accommodations, provide tourists with a distinctive and memorable stay.

Located near the scenic Willamette National Forest, these tiny homes offer an immersive wine experience, allowing guests to enjoy the natural beauty of Oakridge while savoring exceptional wines. This offering enhances Mill Pond Station's reputation as a premier wine tourism destination and generates year-round foot traffic, addressing seasonality challenges and increasing off-season revenue.

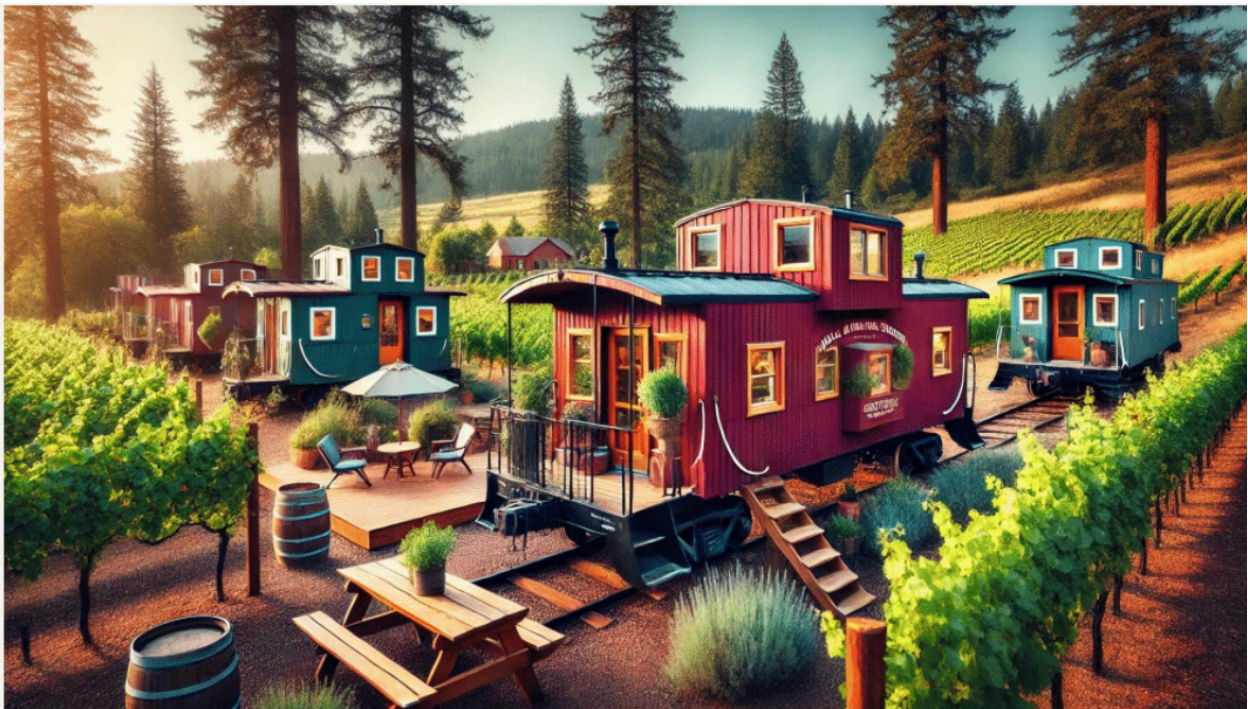


FIG. 2

AI generated mockup of Airbnb tiny homes recycled from train cabooses

For the placement plan of Airbnbs, the platform will be crucial in circulating the tiny home offerings. An Airbnb listing with high-quality photos displaying their rustic charm will entice viewers to visit Mill Pond Station. Key supporting features of Airbnb would elevate the listing by mentioning wine tasting packages and the scenic retreat of the Willamette Forest. Due to the modern fast-paced digital age, advertising on social media and travel platforms will draw in the desired customer segment. Regional tourism boards and eco-tourism websites can display the tiny homes and winery in promotional materials for Oakridge. On-site promotion also plays a pivotal role in helping guests remember their experience at Mill Pond Station.

Multiple digital platforms will be leveraged to effectively promote the winery. In addition to utilizing social media and the Airbnb website, a dedicated website will be created to enhance digital presence. Customer interviews have revealed that wine consumers frequently discover wineries through Google Maps or Google searches, making a strong online presence crucial. A robust Mill Pond Station website will serve as a central hub for information, offering details about available wines, sustainable practices, and location.

Furthermore, loyalty programs and wine subscription boxes can be introduced through the website to engage and retain customers. These initiatives will incentivize repeat visits and foster a deeper connection with the brand. By combining these strategies, visibility will increase, attracting new customers, and building lasting relationships with wine enthusiasts.

Students recommend Mill Pond Station's pricing strategy offers competitive rates and flexible guest options. Weekday rates are \$130 per night (Sunday through Thursday), with weekend rates of \$150 per night (Fridays and Saturdays). An attractive Wine Enthusiast Package is available for an additional \$50, including a guided tour, complimentary tasting, and a signature wine bottle. To encourage longer stays, an Extended Stay Discount provides a 10% reduction for bookings of 4 nights or more. For comprehensive pricing details and analysis, refer to Appendix B.

The second recommendation is a DIY charcuterie board workshop to elevate the traditional wine tasting experience. Guests can create and personalize their own pre-cut wooden charcuterie boards and receive a customized Mill Pond Station tote bag to carry their creation home. Participants can etch their initials, names, or custom designs onto the boards using pyrography tools, creating a lasting memento of their visit. These branded tote bags, featuring the Mill Pond Station logo, serve as functional and stylish keepsakes that participants can use long after the event, effectively spreading brand awareness as attendees use them in public settings. This interactive workshop adds a hands-on element to wine tasting, deepening customer engagement and strengthening the winery's connection with the local community and its resources. At the same time, branded tote bags enhance marketing efforts and customer loyalty. Together, these initiatives position Mill Pond Station as a premium destination that combines sustainability, creativity, and exceptional wine experiences.

FIG. 3
Models of mockup
charcuterie board
designs



FIG. 4
Digital mockups of Mill
Pond Station branded
tote bags



The placement plan focuses on strategic partnerships to expand the reach of Mill Pond Station and attract the target market. A suggested partnership includes the 3-Legged Crane Pub & Brewhouse, a Real Ale pub and community gathering spot in Oakridge, which shares the focus of outdoor tourists. By including Don's wine in their alcoholic beverage selection, the customer base can expand and visibility among nature enthusiasts could increase. Additionally, Sundance Wine Cellars in Eugene could further display Don's wine products, which would help to attract Eugene wine lovers who appreciate regional wines. This partnership will enhance Don's presence in the local market but also connect to a broader audience of wine enthusiasts. Strong relationships and brand recognition will grow from these strategic placements, fostering customer loyalty and long-term business success.

Focusing on enhancing social media presence will be crucial to effectively promote the winery, particularly on Instagram and Facebook. Keeping these pages current and highlighting the key features of the winery can help engage

a wider audience. The recommended posting schedule includes one story and one traditional weekly post to maintain a consistent and engaging presence. Frequent and updated social media posts can significantly boost word-of-mouth recommendations among customers, helping to spread the word about the winery. Additionally, followers must be informed about the winery's opening process, ensuring they feel involved and excited about its progress. This ongoing engagement will help build a loyal community of followers eager to visit and support the winery.

The DIY charcuterie board workshop pricing plan offers a comprehensive experience with strategic cost management. Total estimated expenses are \$3,080, covering wood-burning tools, wooden boards, and branded tote bags. In-house social media marketing minimizes additional costs. The workshop provides participants with personalized board creation, branded keepsakes, and an immersive experience while maintaining cost efficiency. For detailed financial breakdowns and workshop specifics, refer to Appendix B.

The Campfire (Cowgirl Cook'n)

ANALYSIS

The founder of Cowgirl Cook'n is Marissa Lopez, who developed the restaurant in 2021 to fill a necessity for the town. Marissa initially focused on serving food at local events such as the Mountain Bike Oregon Festival. She was tasked with cooking food to serve just over three hundred people because of the limited food options in Oakridge. This experience inspired Marissa to start her business as a catering company. She quickly adapted her business model to fit the global pandemic rules. As a result, she decided to open a physical location to assist the Oakridge community during this time. Her first step was buying a truck for \$1,200 and obtaining a temporary restaurant license. Marissa needed a location to park her truck and serve the food, which prompted her to purchase a former Napa auto parts shop where she could park the food truck. A personal value of Marissa's that she has upheld since starting her business is accommodating all dietary restrictions and providing delicious food for everyone. Marissa created a welcoming, inclusive environment for Oakridge and its visitors, which is why The Campfire has been so successful.

Marissa's target customers are outdoor enthusiasts who seek convenient and high-quality meals to complement their adventures, along with Oakridge residents and tourists traveling along Highway 58, all drawn to the restaurant for its unique dining experience. The restaurant's success is bolstered by strong customer loyalty, cultivated through an authentic menu that resonates with locals and visitors, as well as unique features like an art studio and game tables that create a distinctive and engaging atmosphere. High employee retention further reflects a

positive work environment and consistent service quality. It caters to those who appreciate the blend of nature and culinary excellence, offering dishes that reflect the local flavors and ingredients. The welcoming atmosphere fosters a sense of community, even among tourists, making the restaurant a hub for both locals and visitors to connect and enjoy memorable meals together.

The Campfire must navigate several important considerations to successfully execute the proposed recommendations. The current restaurant setup limits capacity, which can be a constraint during peak times. Seasonal demand fluctuations and increased costs due to inflation also pose financial challenges. Gaining visibility with tourists remains a hurdle and rising input material costs further impact operations. Despite these weaknesses, a commitment to leveraging strengths to provide an exceptional dining experience remains.

RECOMMENDATIONS

Marissa is an artist, and The Campfire features artists in the restaurant so, introducing monthly, instructor-led painting sessions with food and drink included is an exciting new offering that aligns perfectly with The Campfire's value of bringing people together. These paint nights will provide guests with a fun and creative outlet, fostering a sense of community and connection. Participants can enjoy delicious meals and beverages while engaging in guided painting, creating an interactive dining experience. This initiative enhances the restaurant's unique appeal and attracts a diverse crowd, from residents to tourists seeking an enjoyable evening out. Combining art, food, and social interaction will

strengthen The Campfire's reputation as a welcoming and vibrant gathering place.

A strategic placement plan will be implemented to promote the new monthly paint nights. Advertising efforts can be utilized to raise awareness and generate excitement for these events. This will include targeted social media campaigns, local community flyers, and partnerships with local businesses to spread the word. Hosting the paint nights on a consistent day each month will ensure regular customers are not disrupted and can easily remember the event schedule. This consistency will also help keep followers informed and encourage repeat

attendance. This event will become a highly anticipated and well-attended feature of The Campfire's offerings by maintaining a steady presence on social media and following routine monthly paint days.

The Campfire's painting workshop is priced at \$45 per person, including wine, a meal, art supplies, and guided instruction. To encourage social engagement, the package offers a 10% group discount for 5 or more participants. Premium add-on options include wine flights for \$15 and meal upgrades for \$10. For a complete financial breakdown and workshop details, refer to Appendix C.



FIG. 5

Mock ads to market paint nights at the restaurant

The second marketing offering for The Campfire is the introduction of “Cowgirl Quick Eats,” a range of prepackaged meals designed for convenience and portability. Quick eats will cater to tourists and busy individuals looking for high quality meals on the go. The selection will include meal and snack packs, ensuring diverse options to suit unique needs and preferences.

Cowgirl Quick Eats will appeal to those looking for a quick yet satisfying dining solution by providing convenient, ready-to-eat options. This offering not only enhances the restaurant’s appeal to a broader audience but also aligns with the fast lifestyle of many customers, making it a practical and attractive addition to the Cowgirl brand.

FIG. 6

Mock images of snack packs and meal packs for The Campfire’s new recommendation



Cowgirl Quick Eats will be direct to consumers to maximize convenience and accessibility. A user-friendly website will be developed to facilitate orders and allow customers to easily browse the prepackaged meals online. To-go pickups will be available at the physical restaurant providing an efficient option for those in the area or passing through. Additionally, subscription options will be offered for customers who prefer regular deliveries of pre-packaged meals, ensuring they always have convenient, high-quality food. To further promote this offering, billboards and advertisements will highlight the local pride and sustainable quality of Cowgirl Quick Eats, attracting both locals and tourists to enjoy quality meals. This placement strategy aims to make Cowgirl Quick Eats a go-to choice for busy individuals seeking convenient and affordable dining solutions.

The promotion plan will leverage the influence of biking enthusiasts in Oregon to reach a broader audience. By collaborating with well-known local

outdoor enthusiasts and mountain bikers such as Jaclyn Walles, Lindsay Peters, and Brody Clark, Cowgirl Quick Eats can be effectively promoted to their followers. These influencers will display the convenience and quality of prepackaged meals, highlighting how they seamlessly into an active busy lifestyle. Additionally, promotion of Cowgirl Quick Eats at The Campfire restaurant will ensure that regular customers know this new offering. This combined approach will help build brand awareness and attract new customers who value convenience and quality in dining choices.

The Campfire offers flexible meal and snack pack options to suit various outdoor adventure needs. Meal packs range from \$8 to \$12, with snack packs priced between \$4 and \$8. The convenient quick trip pack provides five meals for \$37.50, while the monthly adventure pack offers 8-12 meals at \$60 to \$100. For comprehensive pricing details and pack variations, refer to Appendix C.

Trans Cascadia Excursions

ANALYSIS

Trans Cascadia Excursions was founded by Nick and Jessi Gibson, along with Alex Gardner and Tommy Magrath. Together, they combined their extensive experience in the bike industry and love for adventure to create a business that celebrates the backcountry mountain biking culture of the Pacific Northwest. Nick has been a bike industry professional since 2005 and has represented many leading active gear and apparel brands. Jessi is a songstress, mother, artist, and mountain biker who thrives on adventure. As a small, family-owned business, Nick and Jessi spend their time personally guiding trips, shuttling up the mountain, or chatting on the phone to provide tips for future excursions. Their passion for creating unforgettable experiences shines through in every aspect of their work, making Trans Cascadia Excursions a true labor of love.

The target customers for this offering are upper-income Pacific Northwest residents who are searching for unique outdoor adventures. These individuals are passionate about exploring nature and willing to invest in high-quality experiences that stand out. Experienced adventure enthusiasts always looking for new and exciting challenges will find this offer particularly appealing. By catering to these discerning customers, the business can provide tailored experiences that meet their desire for adventure and exclusivity.

Trans Cascadia Excursions has several strengths that position it well in the market. With limited competition, it can capitalize on unique offerings without the pressure of numerous rivals. Access to abundant regional resources allows for

authentic experiences that resonate with customers. The business's commitment to trail advocacy appeals to its target customer segment, which values outdoor activities and environmental stewardship.

A weakness is the seasonal operation fluctuations that can impact consistency and revenue. Limited brand awareness also poses challenges in attracting new customers. Operating within this niche market can restrict the potential customer base, making growth more challenging. Despite these weaknesses, the business's strengths can help them overcome these temporary challenges.

RECOMMENDATIONS

The first recommendation is increasing a social media presence, particularly through Instagram reels, which will significantly boost overall awareness of Trans Cascadia Excursions. Utilizing Instagram reels allows for taking advantage of the platform's algorithm and current trends, ensuring a broader reach and higher engagement. Promoting current offerings through these reels will attract more attention and interest from potential customers. This strategy will help build a stronger online presence and connect with a wider audience to drive more traffic to the company's service.

Expanding the range of trip offerings to include different skill levels and more beginner friendly routes will make Trans Cascadia Excursions more accessible. Establishing a mountain bike school at Willamette Pass is an excellent initiative for first-time riders, providing coaching from trained guides specializing in teaching beginners. Graduates of this program will be well-prepared for some of the less strenuous trips Trans Cascadia

offers. Partnering with Willamette Pass Ski Area to reopen summer mountain bike trails and launch the school will expand offerings beyond the national forest. Exclusive access to operate the mountain bike school at the bike park provides a stable base independent of U.S. Forest Service control, reducing risk and balancing the off-season revenue stream.

The placement plan will ensure that customers encounter the offerings through multiple channels. A strong social media presence will be maintained with engaging content highlighting the unique experiences. The improved website will be a comprehensive resource providing detailed information and easy booking options. Additionally, informational pamphlets will be strategically placed in key locations such as Eugene, Oakridge, and Willamette Pass. These pamphlets will attract the attention of both locals and tourists, offering a tangible reminder of the exciting adventures that await. By utilizing these diverse channels, the placement plan aims to maximize visibility and reach a wide audience driving interest and bookings for Trans Cascadia Excursions.

Trans Cascadia Excursions' youth camp pricing strategy is structured to provide value while incentivizing long-term engagement. Camp fees are between \$2,250 and \$2,500 per camper, with an attractive early bird discount to encourage prompt registration. A "Loyalty Program" offers returning families a 10% discount on future camps and registrations, designed to build sustained customer relationships and lifetime value. For detailed pricing insights and program specifics, refer to Appendix D.

The promotion plan is designed to guide customers through decision-making, from discovery to post purchase engagement. For customer discovery and awareness, the plan leverages Instagram reels, partners with influencers, and utilizes targeted ads to reach a broader audience. Trending hashtags and content will be used to increase visibility and engagement. During the consideration phase, sharing customer experiences and success stories on the website and social media will build trust and interest. Highlighting current offerings so that customers can book immediately and co-branded content with partners will further entice potential customers. Social media giveaways, requiring participants to follow both Trans Cascadia Excursions and Willamette Ski Area on Instagram, will raise awareness and grow the follower base for both entities.

Clear call-to-actions such as "book now!" will be used to drive customer decision-making, along with limited-time promotions like sales or bundle deals. Persuasive offers, including exclusive Instagram codes, University of Oregon club discounts, and Willamette Pass bundles, will create a sense of urgency and value. Regular updates and content promoting community building post-purchase will keep customers engaged. Encouraging customers to tag the brand in their posts will generate organic word-of-mouth marketing, further enhancing its visibility and reputation. This comprehensive promotion plan aims to attract, convert, and retain customers, ensuring a strong and loyal customer base for Trans Cascadia Excursions.

Promotion Plan

Social Media Giveaway

The giveaway would take place on Instagram, with a chance to win a free annual pass for mountain biking. In order to be entered, you must follow both Evergreen Rides and the ski resorts Instagram and comment on the post.

Benefits

The giveaway would raise awareness about the discount, and allow both brands to gain more of a following.



FIG. 7

AI Generated Instagram post marketing a giveaway for a free year of shuttle rides

Conclusion

The projects from the marketing management course highlight a remarkable range of innovative ideas and strategies, reflecting the entrepreneurial spirit of Oakridge.

Common themes include sustainability, leveraging local resources, and creating unique customer experiences. Brock's Wood Lot emphasizes community engagement and environmentally conscious practices. At the same time, Mill Pond Station highlights the importance of combining heritage with creativity through initiatives like tiny home Airbnb's and interactive workshops. The Cowgirl and Trans Cascadia Excursions demonstrate the potential of rural tourism and adventure-based offerings to attract diverse audiences and support the local economy. Key findings suggest successful ventures balance authentic connections with practical marketing and operational strategies. Recommendations, such as

enhanced digital marketing, strategic pricing, and innovative partnerships, underline the importance of adaptability and customer-centric approaches for long-term success. Collectively, these projects strengthen the economic foundation of Oakridge and establish it as a destination for sustainable and memorable experiences.

Overall, these projects underline the importance of connecting with local and broader audiences by combining sustainability, creativity, and customer-centric approaches. This will ensure long-term growth and community impact for both businesses.


Appendix A:

Brock's Wood Lot


Pricing plan for Brocks Wood Lot Recommendation 1: Production cost per bundle is about 80 cents, donation cost would be 5% of sales. Similar firewood products are priced between \$5 and \$6 per bundle while Brock's regular priced bundles sit at \$4. Initiate a price trial of \$5.50 per bundle, which falls slightly below the top of the market range but remains above the current price of \$4. The 5% donation tag should also appeal to socially conscious buyers.


Pricing Plan

Bundles		
	Wholesale	Retail
Softwood .75 cu ft	\$4.00, 3.75, 3.50	\$6
Softwood 1 cu ft	\$4.50, 4.25, 4.00	\$7
Hardwood .75 cu ft	\$5.00, 4.75, 4.50	\$7
Hardwood 1 cu ft	\$6.50, 6.25, 6.00	\$10



premium Bundle of firewood
.75cuft
\$4.00





Buy 5, get 1 free

bring bag back for
50 cents off

Trevor Manolis

Pricing plan for Brock's Wood Lot Recommendation 2: The pricing plan for firewood bundles includes both wholesale and retail options, with variations in size and type. Softwood bundles are available in two sizes: 0.75 cubic feet and 1 cubic foot. Wholesale prices for 0.75 cubic feet of softwood range from \$3.50 to \$4.00, while the retail price is \$6. For 1 cubic foot of softwood, wholesale prices range from \$4.00 to \$4.50, with a retail price of \$7. Hardwood bundles are similarly offered in two sizes: 0.75 cubic feet and 1 cubic foot. The wholesale prices for 0.75 cubic feet of hardwood range from \$4.50 to \$5.00, with a retail price of \$7. For 1 cubic foot of hardwood, wholesale prices range from \$6.00 to \$6.50, with a retail price of \$10. This tiered pricing structure allows flexibility for different market segments while maintaining consistent retail markups.

Appendix B:

Mill Pond Station

Pricing plan for Mill Pond Station Recommendation 1: realistic starting costs for guests at \$130 a night on weekdays Sunday to Thursday, and a weekend rate of \$150 a night on Fridays and Saturdays. Wine Enthusiast Package: Additional \$50, guided tour, complimentary tasting, and a bottle of signature wine. Extended Stay Discount: 10% discount for 4 or more nights to encourage longer bookings.

PRICING PLAN

<u>Cost & Margins</u>	<u>Retail Pricing</u>	<u>Revenue Opportunities</u>
<ul style="list-style-type: none">● White Wine Cost: \$6● Red Wine Cost: \$8 ● White Wine: \$14-\$19/bottle● Red Wine: \$20-\$27/bottle	<ul style="list-style-type: none">● White Wine: \$20-\$25 ● Red Wine: \$28-\$35 ● Case Discount: 10%-15% for 12 bottles	<ul style="list-style-type: none">● Retention through loyalty programs & subscriptions● Cross-sells: Cheese, glasses, decanters● Referral programs & wine-tasting events



Pricing plan for Mill Pond Station Recommendation 2: the pricing plan for the DIY charcuterie board workshop is structured to ensure cost efficiency while providing a high-quality, engaging experience for participants. The total estimated cost is \$3,080, which includes \$480 for 10 wood-burning tools at \$48 per unit, \$1,200 for 200 wooden boards at \$6 per unit, and \$1,400 for 200 tote bags at \$7 per unit. The inclusion of wood-burning tools enables guests to personalize their boards, while the tote bags, branded with Mill Pond Station's logo, serve as memorable keepsakes. Social media marketing will be managed in-house, with the cost being limited to training time, adding further value without additional expense. This plan balances investment in materials with sustainability and branding to create an immersive, marketable experience.

Pricing Strategy

Pricing Plan breakdown		Total price
Wood burning tool	\$48 per unit x 10	\$480
Wood for boards	\$6 per unit x 200	\$1,200
Tote bag for boards	\$7 per unit x 200	\$1,400
Social Media	Cost is time training	\$0
Total		<u>\$3,080</u>

Eliana

Appendix C:

The Campfire (Cowgirl Cook'n)

Pricing Plan for The Campfire Recommendation 1: The Campfire offers an all-inclusive creative experience at \$45 per person, which includes a glass of wine, a delicious meal from the Campfire, all necessary art supplies, and expert-guided painting instruction. The establishment offers a 10% discount for groups of 5 or more to foster a vibrant, social atmosphere. For guests looking to enhance their experience, The Campfire offers premium add-on options including wine flights for \$15 and upgraded meal selections for an additional \$10.

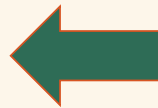
Pricing plan for The Campfire Recommendation 2: The Campfire presents a flexible range of meal options designed to accommodate various customer needs and preferences. Individual meal packs are available at price points ranging from \$8 to \$12, while lighter snack packs can be purchased for between \$4 and \$8. For frequent visitors, The Campfire offers convenient bundled options including the Quick Trip Pack, which provides five meals at a value price of \$37.50. Those seeking a longer-term solution can opt for the Monthly Adventure Pack, offering 8-12 meals priced between \$60 to \$100, providing substantial savings for regular customers while ensuring a steady supply of The Campfire's signature meals.

Subscriptions:



Quick Trip Pack:

- 5 meals
- \$37.5



Monthly Adventure Pack:

- 8-12 meals
- \$60-\$100



Keiran C.

Appendix D:

Trans Cascadia Excursions

Pricing plan for Trans Cascadia Excursions Recommendation: Trans Cascadia Excursions structures its youth camp pricing to balance accessibility with premium service delivery, setting base rates between \$2,250 and \$2,500 per camper. To encourage early registration and make the experience more accessible, the company offers an early bird discount for families who plan ahead. Understanding the value of building long-term relationships with families, Trans Cascadia Excursions implements a comprehensive Loyalty Program that rewards returning families with a 10% discount on future camp registrations. This strategic pricing approach not only helps secure advance bookings but also fosters a committed community of returning campers. The loyalty discount serves the dual purpose of attracting new sales through word-of-mouth recommendations from satisfied families while encouraging long-term engagement, maximizing customer lifetime value, and building a sustainable business model.

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