



RubyRed Shoe Boutique Marketing Plan

Lauren Kiser, Evan Lyons, Jordan Miller, Nick Scott, and Caitlin Webster

MKTG 384

December 6, 2012

Table of Contents

Situational Analysis..... 1

SWOT..... 3

 Strengths..... 3

 Weakness..... 4

 Opportunities..... 5

 Threats 6

Cultural trends..... 7

 Regulatory Trends..... 8

 Economic trends..... 8

 Competitive trends..... 9

 Technological trends..... 9

Target Market..... 10

Marketing Objectives..... 12

Communications Objectives..... 13

Message..... 16

 Objectives..... 16

 Strategy..... 23

 Tactics..... 26

Media..... 28

 Objectives..... 28

 Strategy..... 31

 Tactics..... 36

References..... 37

Appendices.....

 Appendix A: Survey and Results..... 40

 Appendix B: Creatvie Works..... 44

 Appendix C: Budget..... 46

 Appendix D: Media Schedule..... 47

Survey Report..... 48

Situational Analysis

Introduction

Immediately upon arriving at RubyRed Shoe Boutique, potential customers are greeted by a unique storefront. The store window's decal of red stilettos is large enough to capture the attention of any pedestrian that happens to be walking through downtown Harrisonburg. When customers look through the glass storefront, they can see a unique variety of shoes resting on shelves throughout the store. A large leather couch and other furniture items are conveniently located in the middle of the store. When shoe shoppers step inside RubyRed, most of them realize that RubyRed Shoes is not an average "big-box" shoe store. The unique environment of the store has created various opportunities for the owner of RubyRed Shoe Boutique. In order for the owner to capitalize on these opportunities, key market trends and conditions must be identified.

RubyRed Shoe Boutique has not established a customer database. The owner did, however, supply demographic information of several of the store's market segments. As of now, RubyRed Shoe Boutique only provides shoes for women. Generally, the store's most popular set of customers range from 18 to 45 years in age. Younger teenagers and older women have also made purchases, but their presence is less prominent. RubyRed Shoe Boutique's owner stated that women between the ages of 25 and 40 were the most popular age group of women to visit the store. A majority of the store's customers live in the Harrisonburg region, although there is one geographically distant group of customers that will be discussed in more detail in a later section. The store owner provided a very broad range of customer income levels. She estimated that customers between annual income levels of \$20,000 to \$200,000 made purchases at her store. Furthermore, the store owner provided store benefits that may appeal to her desired market

segment.

On top off providing products, RubyRed Shoe Boutique also offers an important service to its customers. Any customer entering Rub Red Shoes immediately receives a unique experience. This service is an extremely marketable trait of the shoe boutique. The owner addresses each woman entering her shop in a personalized fashion. RubyRed Shoe Boutique provides custom shoe repair services. The owner claims that she can have almost every shoe fit any customer that enters the store. The store's floor plan also contributes to the unique store experience. The furniture inside the store creates a relaxed social environment. Many women in RubyRed's targeted age range are likely to value the store's culture when shopping for shoes. The store must market these benefits to their desired segment of young women between the ages of 25 and 40. RubyRed Shoe Boutique must also capitalize on its rural store location when attempting to enter larger market segments.

A marketing research firm, InformeDesign, stated that over 50% of individuals shopping in rural, small towns prefer shopping at independently owned stores (InformeDesign, 2012). RubyRed Shoes must capitalize on this opportunity. RubyRed's main competitors are chain retailers, but the Harrisonburg small business supporters could help generate sales for RubyRed. The store owner also stated that many of her customers are loyal, frequent buyers. RubyRed should attempt to develop to target a segment of loyal buyers that value independently owned businesses. Finally, RubyRed must address one more buyer segment. James Madison University women are likely to be attracted to the trendy, high scale footwear inside RubyRed Shoe Boutique. As of now, however, the owner has not seen a large college student presence. After communicating with a portion of this segment, college women stated that they were unaware of RubyRed's existence. The store needs to find effective ways to communicate towards this large

segment. Doing so could substantially improve the store's business. If RubyRed Shoe's promotes the store's product line to its current segments, as well as to the potential segments that were just addressed, the store could experience a significant increase in sales.

SWOT

Strengths

- Location - The location of the store is in Downtown Harrisonburg which is generally known to attract tourists looking for a special place that portrays the local feel. Being Downtown also allows her access to the well-directed events by Harrisonburg Tourism and Downtown Renaissance that bring in customers to the area. Not only is her location actively advertised for, but she is conveniently located within walking distance of James Madison University. This will allow her better access to one of her potential target markets. The shop itself is situated between two boutiques and a popular restaurant making it an easy stop along their outing.
- Differentiation through personal and unique client experience - RubyRed is a store that is tailored to the customer. It is small and easy to navigate, with beautiful interior decorating that complements the upscale feel she wishes to portray. The colors of her store coordinate with the color scheme of her logo, giving it a very "put together" feel. Displays draw the customer's attention to the many different style shoes she offers and typically only one shoe per style is on display. This allows the owner to personalize the experience by giving the customer complete one-on-one attention.
- Customer service - The owner of RubyRed Shoe Boutique is very accommodating and wants to make sure her customers are taken care of properly. As soon as you

enter the door of the boutique you are greeted with a friendly face and a warm attitude. Her service is tailored to each individual customer and gives them a feeling of being special and that their time is important. In continuing her aim to please her customers, the owner has a very liberal refund policy, a customer can return shoes anytime within 30 days after purchase for cash or exchange depending on the customer's circumstances. Her outstanding customer service evokes the feeling of being a valued patron of RubyRed and encourages repeat business.

- Large product assortment - The boutique offers a large variety of women's shoes including, but not limited to: boots, wedges, sandals, flats, and stilettos. RubyRed also offers a small assortment of accessories to go along with a customer's shoe purchases. There are several displays of jewelry, scarves and purses in most corners of the store, including one at the checkout counter. Additionally, RubyRed has charming wine glasses, tumblers, and napkins that all reference a love for shoes.

Weaknesses

- Manpower - Though her customer service is very personal and welcoming, being the only salesperson on the floor can be a detriment to other parts of her business. At the moment, the owner of RubyRed is the sole employee. She has many other business management responsibilities to oversee other than the sales. When the owner is spread too thin, it is difficult to give other demands the necessary time required and will cause her business to be held back from its true potential.
- No Notable Brand Names - Currently RubyRed does not have any popular brands to carry in her store that have brand loyal customer bases. Her downtown competitor

was able to seal a contract with Toms Shoes, a popular brand among her college aged target market.

- Lack of Vision - RubyRed has an overall lack of vision as a company. There are no set mission statements or core values that the owner wishes to adhere by. Also, what few goals there are for the company, are unclearly defined.
- Pricing - One target market of RubyRed Shoe Boutique centers on college aged students. The prices offered in the store are just too steep for a small budget. Shoes tend to be on the pricier side ranging somewhere between 50 and 200 dollars. The average female college student is unlikely to have a large amount of expendable income and may purchase from her cheaper competitors instead.

Opportunities

- Tourist Outreach - She has experienced an influx of customers from the Massanutten Resort as they travel for vacation. Tapping into resorts and hotels nearby will be a great way to interact with those who come into town to visit and are looking to experience the local offerings of Harrisonburg.
- JMU Demographic - RubyRed's biggest opportunity is to expand into events held at James Madison University. Getting her name out on multiple types of media during these events will allow students from her target market to build awareness of her brand, which creates the possibility of new customers. Expanding her options to include features such as student discounts and acceptance of JAC card accounts could open up this large demographic.
- Increasing Channels of Distribution - One of the more lucrative ways RubyRed can begin expanding their channels of distribution is by starting online sales. Currently

her site is under construction but having the capabilities for her target market to shop online will be a great opportunity.

Threats

- Big Box Stores - One of the greatest threats RubyRed faces amongst its competition is from big box stores here in Harrisonburg, such as Kohl's, Ross, Target, and JCPenney. These stores have shoe selections that are of comparable size to RubyRed, if not greater. These big box stores already have customer loyalty and carry brands that customers recognize and search for and are often offered at lower prices. Larger department stores also have the benefit of multiple divisions that offer a one-stop-shop experience.
- Economic Conditions - Due to the higher ranged price of the shoes at RubyRed, there is a strong possibility that they will experience a greater loss in a poor economy than its competitors. The shoes in RubyRed are not considered practical shoes and would be considered a luxury purchase to most. A luxury that many customers probably could not afford in times of recession.
- Boutiques downtown - Downtown Harrisonburg is home to a myriad of boutiques, several of which offer shoes in their product line. One in particular, Yellow Button, has recently purchased two very popular shoe brands that bring with them brand loyalty from customers. This competition has the potential to take some of the market share from RubyRed.
- Online Shoe Stores - Online shoe stores are also a major threat to RubyRed, who does not yet do business online. Many customers are looking for the ease and convenience that the internet offers and are willing to pay the price of shipping to get

it. Online shoe stores also have a much broader selection of shoes, due to the large number of stores available, for customers to choose from.

RubyRed Shoes has many environmental trends that have influenced their target market consumers, including social/cultural, regulatory, economic, competitive, and technological environments. Firstly, RubyRed Shoes has dealt with many social and cultural trends that have impacted their sales, profits, and ultimately their image. The social trends that have been constant are the lower class demographics of Harrisonburg. This condition influences the buying of shoes and accessories at RubyRed Shoes. The income distribution in Harrisonburg from <10 thousand a year to 50 thousand a year makes up 67% of Harrisonburg's population. This is a huge segment that has been hurt economically by the recession and has no money to spend on fancy shoes and accessories. Socially, "Businesses located in Harrisonburg are ideally located to create and develop partnerships with JMU or one of the eight other colleges and universities in the Shenandoah Valley region."(Harrisonburg Online 1) Also, Harrisonburg is situated between Richmond and DC to allow for increased market exposure but this store has had little to no exposure besides Harrisonburg high school prom, Massanutten Winter Tourists and renaissance festival goers. RubyRed Shoes needs to utilize the social media channels of Facebook, twitter, instagram, pintrest and online blogs to increase product attention and market expansion.

On the other hand, they have created a positive social image in its advertisements in the Daily News Record which has helped to increase sales for short periods of time because it opened untapped market segments all over Harrisonburg. Through this article RubyRed Shoes has received constant positive feedback on the selection, pricing and layout of the store.

Cultural Trends

Following this further, RubyRed Shoes' target market segments have many cultural trends that have caused sluggish sales numbers and decreased customer retention rate. One of the major cultural trends has been the constant changing fashion imagery. New fashion trends change all the time and it is hard for people within Harrisonburg to continue these trends with such low incomes. This also hurts RubyRed shoes because they have smaller and smaller retention rates that occur because of the recession. On the other hand RubyRed Shoes has taken advantage of cultural events downtown that have boosted sales for short periods of time. For example Harrisonburg holds the renaissance festival every year that attracts many artists, and many people from all over Virginia. This increases awareness because RubyRed Shoes attends these events with many public advertisements that help to create brand awareness.

Regulatory Trends

Not only does RubyRed Shoes have to deal with increasing social and cultural trends, they also have to deal with regulatory issues enforced by Harrisonburg Chamber of Commerce. After talking to the owner of RubyRed Shoes we found that the major regulatory aspects of opening a store downtown are the dimensions of the display boards, signs must have a certain size that is approved by the city. Other regulatory items that must be followed are debt minimum requirements; quality inspection of the store Business License must be obtained, zoning law under article B-1, Central Business District must be followed.

Economic Trends

Economic issues can also affect customer's actions both positively and negatively. Considering that our country is still in an economic recession, people are spending less

on accessory items, which hurts RubyRed Shoes. People will think twice about spending in this market condition. This negatively affects RubyRed Shoes because the market for consumers who want to spend their discretionary income has decreased. Unfortunately, there's not much that RubyRed Shoes can do to turn around the economy.

Competitive Trends

RubyRed Shoes also has a very competitive market to penetrate. RubyRed Shoes is competing against big-box stores such as Wal-Mart, K-mart, and Target. These stores carry everything from toilet paper, to televisions, to food, to shoes. People like to go into these stores because it's a one-stop-shop. They can drive to one store and get everything they need quickly and in as little time as possible. Since these stores have such a high quantity of items, they can charge less for those items. These big-box stores are putting all of the smaller mom-and-pop stores to rest. These big-box stores carry shoes that are functional, good looking, and affordable. It's hard for RubyRed Shoes to take customers away from these big-box stores because people like affordability and convenience. Another competing force in the marketplace is online shoe shopping. Customers can go online to stores such as Zappos, and purchase shoes. The customer can do all of their shopping anywhere; either on their computer or on their smartphones. Customers can search through every type of shoe possible without leaving their home. One advantage of online shoe-shopping is customers can look for any type of shoe they want (picking from a database of thousands), and they can see multiple pictures of exactly how they look. Another advantage of online shoe-shopping is customers can get these shoes for a cheap price, in their size, with free shipping. Zappos offers free shipping both ways; so if the customer's shoe isn't what they want, then all the customer has to do is send it back to the company for a full refund. These competing businesses greatly influence the way customers will respond to RubyRed Shoes.

Technological Trends

Technology is changing every day. It is important for every business to keep up with new

technologies, or even create new technologies. RubyRed Shoes is in trouble when it comes to keeping up with technology. The business doesn't have a website yet, which negatively affects the way customers will react. One of the first things people do when they hear about a business is look up their website. If a business doesn't have a website, then it's hard for people to learn anything about the business. Customers can go to other shoe websites and search for shoes, pick out colors, pick out sizes, look at the shoe in detail, compare prices, and even customize their shoe to a specific liking. Another technological advancement that is taking over all businesses is the use of smartphone applications, or apps. These apps are installed on customer's smartphones, and they are directly linked to businesses. Some big-box shoe stores also have telephone customer service lines that are open for twenty-four hours a day and seven days a week. Customers interact with technology every single day, and it's important for businesses to use new technology to its advantage.

Target Market

Demographics, lifestyles, and attitudes of the survey respondents determined that female college students would be the most fit targeted market segment for RubyRed Shoe Boutique. Research indicates that college females would offer the greatest profit opportunity in the long run. According to the 2011 U.S. census, the median average income of Harrisonburg families was \$37,235. This income is significantly lower than the overall Virginia median income of \$61,406. (Appendix A Figure 1) The James Madison University (JMU) student population appears to represent families with higher than average family incomes. UCLA research indicates that, on average, college students' family incomes that are 60% higher than the national average (Wyer 2007). Market research indicates that 60% of the target market is unemployed. This statistic indicates that the college student population are not financially supporting themselves and receives financial assistance from their families.

The target market's proximity to the store and the population size also makes female college students a profitable segment. Roughly 11,830 females currently attend James Madison University. The population size alone makes female college students an attractive segment. Furthermore, the entire segment is in close proximity to RubyRed Shoe Boutique. 36% of James Madison University Students live in some type of student housing. This means that nearly 4,260 students are within walking distance to the RubyRed Shoe Boutique. Market research indicates that 100% of the target market lives within nine miles of RubyRed shoe boutique. 75% of the target market lives within three miles of the store.

Two cutoff points were put into consideration when analyzing the demographic decision criteria. Age was the most significant cutoff point. The target market only included survey individuals that were between the ages of 18-24 years old. This criterion was chosen because these college students, on average, best fit into this age category. Income was also an important cutoff point, eliminating one outlier result. All survey respondents were only considered if they had below \$20,000 annual income per capita. (Appendix A Figure 2) This cutoff was chosen because a majority of college students work twenty hours or less per year (Weissman 2012).

After segmenting survey results further based on demographic characteristics, lifestyle characteristics were more easily observable. A majority of respondents indicated that they enjoyed shopping, shopping with friends, finding new places to shop, and visiting downtown Harrisonburg. Each of these results indicates that the target market could potentially be persuaded to visit the RubyRed Shoe Boutique. Research also indicated the target market's attitudes toward different styles of shoes. Respondents indicated that they favored a variety of shoes based on originality, functionality, and variety. These are all features that the RubyRed Shoe Boutique could potentially market to consumers through various preferred channels of

communication. Based on research results derived from demographic characteristics, lifestyles, and attitudes, the RubyRed Shoe Boutique has a clear understanding of their target market.

Marketing Objectives

The first marketing objective is to increase the RubyRed Shoe Boutique's sales by 5%. The company is currently earning an average of \$8,917. If RubyRed meets this goal, sales will increase monthly to \$9,363. This percent was chosen because RubyRed needs to start off its business at a gradual growth. RubyRed has only been open for seven months so it is still difficult to model sales goals off of past annual performance. During the beginning stages of operating a small business, it is important for the business to not grow too quickly (Schreter 2012). Although the RubyRed Shoe Boutique will see an increase in sales as a result of the IMCC, the store still does not have the necessary amount resources to combat a rapid growth in the business. Furthermore, the RubyRed Shoe Boutique should continue to grow at an incrementally slow rate to gradually build up financial resources and capital to support the business. Each year, the RubyRed Shoe boutique should continue to gradually increase its sales goals.

The second marketing objective is to generate increased market share for RubyRed by 5%. This percentage is low because it is a new business that has just entered into the market with little experience or financial history. The first thing RubyRed needs to do is increase demand for RubyRed by increasing consumption per existing user, and penetrate the market by increasing adoption through promotions, advertising, new target markets, and marketing strategies. Secondly, RubyRed will accelerate maturation by becoming a low-cost marketer through emails and viral marketing. Lastly, RubyRed needs to reinvent their future by developing value for old and new customers while also adding value to the core business strategies. Through the use of

these steps RubyRed will increase market share and also utilize various channels to connect with customers. This will also help develop organizational processes that will guide customer interactions from initial contact to fulfillment. (Beals 2011)

The third marketing objective is to create an online distribution for the RubyRed Shoe Boutique. According to research conducted with Google, 46% of women's shoe shoppers use online research to make online and in store shoe purchases. In contrast, 44% of women only use in store research when shopping for a pair of shoes (ThinkRetail 2008). These statistics indicate that it is more beneficial for stores to provide two options of purchasing shoes, as opposed to only having one option for distribution. With two methods of shoe distribution combined, 90% of women are able to conduct the necessary research to purchase a pair of shoes. (Appendix A Figure 3)

Communication Objectives

Awareness

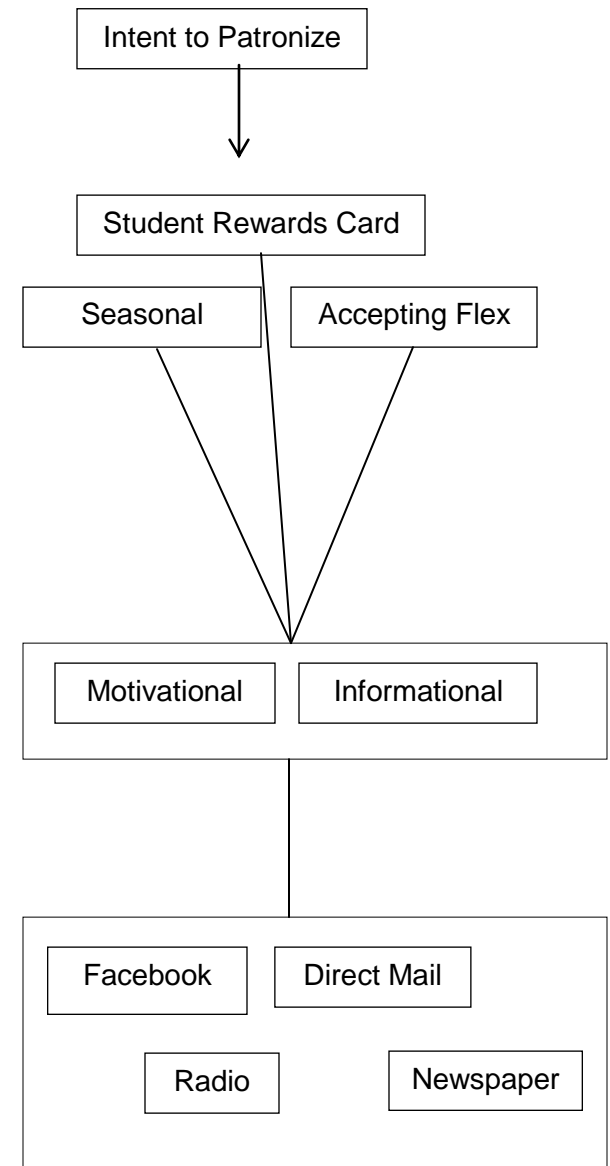
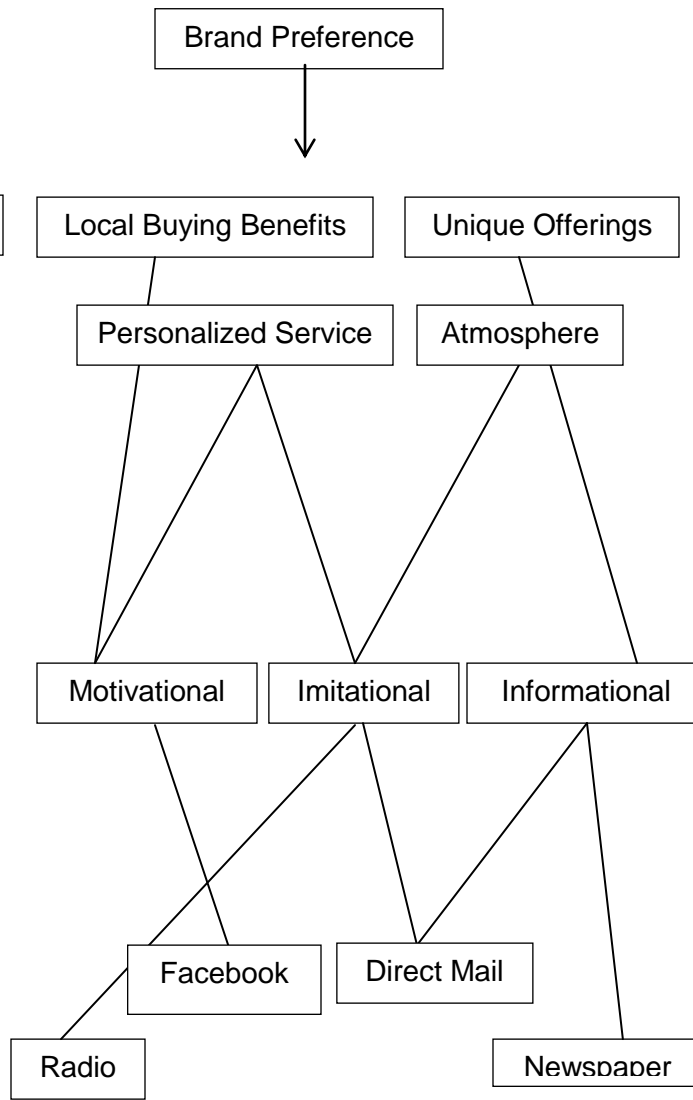
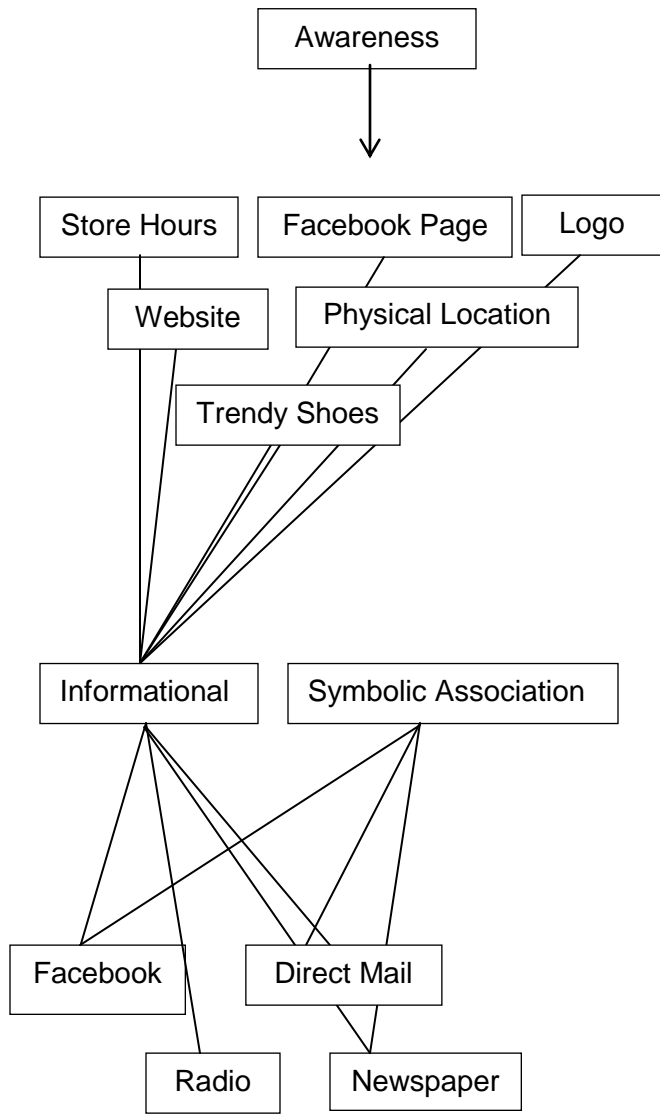
The first communication objective, awareness, is to make 70% of RubyRed Shoe Boutique's target market aware of the company within three months. During this three month period, the store's target market will be taught all of the basic information about RubyRed Shoe Boutique. Consumers will learn the location of the store, what types of products are sold there, and the store's operating hours. RubyRed's target market will also become informed of the online opportunities that the store offers to its patrons. This initial stage of awareness is an important time period for RubyRed Shoe Boutique to establish its brand image in the Harrisonburg region.

Preference

The second communication objective is preference. Preference objective is to increase brand preference for RubyRed among 50% of our target market in seven months. Within this seven month period, RubyRed wants to gain preference over their “Big Box” store competitors such as JCPenney, Belk and TJ Maxx. In the preference stage we will describe the uniqueness of RubyRed’s environment along with the benefits of personalized service, which differentiates them from their competition. RubyRed’s target market will also be taught the difference between buying local and buying commercial through radio station advertising, direct mail, and Facebook. Through this preference stage, RubyRed customers will have better brand recall and recognition of RubyRed’s store, products, and services offered.

Intent to Patronize

The message objectives that are used during the intent to patronize stage will drive the targeted consumers to the store where they will make their actual purchases. Intention to patronize objective is to increase customer’s desire to purchase from RubyRed Shoe Boutique from 25% of our target market in twelve months. The main purpose of this section is to provide incentives to influence potential buyers to visit the store. Each of these incentives has been primarily focused towards the James Madison University student population. As a result, two out of three of the message objectives require consumers to have a university JAC card. The target market will develop brand loyalty towards the RubyRed Shoe Boutique as a result of discount and rewards programs. Student rewards benefits will also generate buzz marketing amongst the JMU population.



Message Objectives

Awareness

The message objectives that we created include information that will teach the target market about RubyRed Shoe Boutique. This information will make them aware of the business, develop preference for it, and ultimately have an intention to buy shoes or other items from the store. These objectives are based on data from the survey results of our target market, along with research that was conducted in the Situational Analysis. All of these objectives are advertised through internet, social media, and word of mouth. We chose these three because of RubyRed's limited budget of 7,000 to 10,000 dollars. Following this further, we also chose these different media channels because we believe that these channels will create and teach the most awareness within our target market.

The message objectives for awareness include information that will give the target market an overview of the business and provide a way for them to learn more about it. Although RubyRed's store hours are very flexible, the store is only run by one person. She answers the phone, operates the store's email, and processes customer orders. Within three months RubyRed Shoe Boutique would like to teach 30% of our target market that the store hours are Monday through Friday, 11:00am - 6:00pm, and Saturday, 10:00am - 6:00pm. The store hours and contact information will help to create awareness for the target market, and the information will also drive accountability and timeliness for the company.

RubyRed Shoe Boutique has many characteristics of a successful logo. Many logos do not lead consumers to the overarching purpose of their business. The boutique's red stiletto, however, immediately teaches consumers of RubyRed's business function. The color scheme chosen is also very effective. According to the Journal of Marketing Science, "The color red can

be linked to excitement as it is considered an arousing, exciting, and stimulating color” (Labrecque 2012; Milne 2012). Furthermore, our survey results indicate that 55% of our target market is frequent readers of the Cosmopolitan magazine. There is a direct correlation between associations of this color and the themes projected in this magazine. Due to the fact that it may be unrealistic to reach awareness from 100% of RubyRed’s target market, our group chose 70%. Since we have confidence in RubyRed’s logo, we decided that we could teach the logo to 70% of our target market. This will only take one month to teach to our target market because the logo is the simplest piece of information about RubyRed that needs to be taught to the target market.

Our other awareness message objective is to teach 42% of our target market that RubyRed’s Facebook page address is <http://www.facebook.com/RubyRedShoeBoutique>. We plan to do this in two months. 42% of our survey respondents indicated that they check Facebook for shopping deals at least one time a month. RubyRed Shoe Boutique’s Facebook page frequently offers shopping deals. Using this logic, our group developed identical percentages for our awareness goal. Considering Facebook is free, it will be important tool for RubyRed to establish awareness because it will not impact RubyRed’s advertising budget. According to Facebook’s social ads platform, 30.9% of Facebook users were between the ages of 18-24 . (Appendix A Figure 3) This is the largest demographic age group of Facebook users; therefore, Facebook may be one of the most effective tools while promoting awareness to this age group. RubyRed’s target market will be taught about the boutique’s Facebook in three months because our target market must first understand RubyRed’s business logo and purpose before locating RubyRed’s Facebook page.

42% of the target market will learn that RubyRed Shoe Boutique’s website is <http://www.rubyredshoeboutique.com> within three months. The target market’s Facebook

awareness and website awareness percentages are identical because the IMCC's strategy is to drive all Facebook users to the website where they can purchase shoes online. As previously discussed, 42% of the target market frequents Facebook weekly to explore daily shopping deals. According to Google research, 36% of women are influenced by the internet to purchase shoes. This percentage was higher than any other method of advertising that was used (ThinkRetail 2008). Furthermore, shopping deals cannot be directly purchased on Facebook. RubyRed Facebook users need to be redirected to the website. Consequently, this is why website awareness must be accomplished one month after the target market has achieved Facebook awareness.

50% of our target market will know that RubyRed's location is 128 West Market Street suite 102, Harrisonburg, VA in downtown Harrisonburg. Our target market will know the address in four months. The target market will take longer than two months to become aware of the store's address because during the first two months we are creating Facebook and website awareness. After the target market frequently begins to visit each of these websites, they will begin to retain more information. The latest stage in buyer awareness typically takes place during the fourth month of the IMCC. The fourth month was chosen for this message objective due to the fact that memorizing a new store's location is a dense amount of information that will take a significant amount of time to become aware of.

70% of the target market will learn that RubyRed Shoe Boutique offers trendy women's shoes and accessories within one month. This objective needs to be accomplished along with logo awareness because the theme "trendy women's shoes and accessories" needs to be associated with RubyRed Shoe Boutique's logo. Consequently, 70% was chosen for the same

purpose as logo awareness. The store's theme should be associated directly with the store's logo.

Preference

The first message objective is to teach 30% of the target market that the owner of RubyRed, Tracy, will “polish you up to ‘Shine like a ruby’ ” in four months. A different set of information is used to create preference for RubyRed. This information includes price, store reputation, environment, location, and testimonials. Mrs. Fornadel is the store owner, and she specifically picks out her own products based on shoe trends that are popular. This source of information is valuable to customers because it gives credibility by a qualified individual. This will benefit customers when they enter the store because Mrs. Fornadel has a wealth of knowledge about her brands and the brands of her competitors. One thing that sets RubyRed apart from other “Big Box” stores like Target and JCpenney, is the level of customer relations. According to research conducted by SCORE, “matching the customer's needs with the business's products or services is very important and the better this match, the better the personal service. Another aspect is customer relations and within a business each buyer should be made to feel important and valued (2012).” Mrs. Fornadel explained to us that she is really good at giving feedback on her products. She said, “I have gained really good feedback on the layout of the store and the products I sell, a lot of people like the Marilyn Monroe theme.” This displays how well she retains customer feedback from her customers, how well she treats them, and the value that she projects from her products and services.

Not only does RubyRed want to teach 30% of its target market personalized service, but it also wants to teach 45% of the target market that the atmosphere is “cozy, fun and creates a

unique experience” at RubyRed. We plan to teach this in three months. RubyRed is unlike the “Big Box” stores. These “Big Box” stores create an overwhelming atmosphere because they’re so large. RubyRed differentiates themselves from them by providing a cozy and warming atmosphere every time a customer steps into the store. RubyRed does this by having comfy couches and chairs together to try on shoes, large windows which let in light and give warmth to the store, and the vibrant red colors that represent excitement, arousal and pleasure. These aspects add a comfortable dimension to RubyRed that allows them to retain customers better than other stores because of the cognitive benefits it gives customers. Not only is the importance of atmosphere important, but layout and color are also important. According to Helium, an RR Donnelly company which focuses on business related service, “The success of a retail store can be heavily influenced by the chosen color scheme, its layout design and atmosphere created by the retailers” (Teasley 2008). The company then talks about how red identifies power and warmth, and using the red in relation to the layout of a store helps guide customers through the store. The atmosphere of a store is partially based on customer and firm interaction. It’s important that the merchandise sold to customers meets their desired need for them to commit to a purchase. (Appendix A Figure 4)

Another preference of RubyRed shoe buyers is the aspect of “buying local,” this gives the community of Harrisonburg a sense of comfortability and ease when purchasing products from RubyRed. This message objective is to teach 40% of the target market that “buying local reinvests more money into the local economy than national stores”. We plan to do this in two months. According to US News money, “Buying local strengthens your regional economy, and buying local provides community growth”(2010). Within our target market, this resonates with 81% of our target market living in Harrisonburg suburbs. Considering 75% of the community

lives less than one mile and up to three miles from the boutique, we have a strong chance for consumers to buy local. The importance of buying local is important to communicate because these "Locally owned businesses reinvest in the local economy at a 60 percent higher rate than retail chains do," says US News money in the article on "How Communities and Consumers can benefit from buying local." If RubyRed targets its market to buy more local instead of international and at department stores, then the boutique will create a larger customer base and ultimately increase its profits.

Following this further, although RubyRed is a local store that carries shoes, the shoes they carry are not very unique to their target market. What is unique within RubyRed is their environment. RubyRed has the best environment in which to shop for shoes. It's exciting, bright, ambient, decorative, and it has great layout design. This environment helps to increase customer preference to this unique store. The environment will bring desired benefits to RubyRed and ultimately this will more closely position them to the target market. Our message objective is to teach 35% of the target market that RubyRed's shoes "are as unique as a rare ruby". We plan to do this in three months. We believe that by increasing preference through awareness and communication channels, we can make 35% of our 18-24 year old target market understand the uniqueness of RubyRed shoes. Three months is the best measure because it allows RubyRed to market its products and educate their potential customers to actually go into the store. We can also help create awareness of this environment and service by increasing our saturation in the Daily News Record, on the radio, and in on-campus promotions.

Following this further, the survey results also told us people like finding new places to shop. The uniqueness of the store's environment, and the interpersonal interactions that Tracy has with her customers, creates a differentiator compared to "Big Box" stores. These people are looking for

new stores to shop at are more likely to shop at RubyRed because of its warm environment and personal staff. RubyRed has all aspects that these participants want. Brand uniqueness is described, according to the NY times, “First you must explore what your unique value is to your customers, then crystallize it to help you focus on the one or two most important attributes, and lastly communicate your brand message to all those who need to hear it.” This idea is instituted in the unique brand logo that RubyRed displays. It shows a sense of class with a very unique stiletto design. It is a communicative color of red to symbolize women, power, and pleasure. They also utilize their small business environment as open, personable, and dedicated to customers. This environment sets RubyRed apart from its competition and helps create a memorable brand image that customers will recognize and prefer.

Intention to Patronize

The first message objective is to teach 10% of the target market about the seasonal sales and clearances RubyRed holds throughout the year. We will do this in twelve months. This was the lowest percentage assigned to teach to the target market because seasonal sales and clearances only occurs a handful amount of times a year. This is also why RubyRed Shoe Boutique will take twelve months to teach its target market about sales and clearances. Although this message objective is not prioritized as highly as other objectives, it is still a vital element to the success of the store. During the summer and holiday sales, RubyRed will have to compensate for the majority of the JMU population that has left Harrisonburg to go home to their families.

The last two message objectives can be categorized together due to the fact that each objective serves a similar purpose. Each of these offers is intended to direct JMU college females into the RubyRed Shoe Boutique. The target market is expected to patronize within ten months.

This time period was selected because the intent to patronize would be a month before JMU begins classes. This would generate a buzz for the RubyRed Shoe Boutique as students head back to school. Both message objectives intend to persuade 20% of the target market to patronize because the female college students comprise such a large percentage of the Harrisonburg female population. JMU patrons will develop a personal relationship with RubyRed Shoe Boutique if they are rewarded for using their JAC card with the FLEX option. If the boutique offers a reward system for using their JAC, students will become regular patrons of the store. The reward system will also generate buzz marketing amongst females at JMU.

Secondly, the FLEX option will encourage college students to spend their disposable income at the RubyRed Shoe Boutique. According to data derived from the U.S. Department of Education, an estimated percentage of 55% college students are unemployed during their college career (Weissman 2012). JMU's FLEX option is an easy and popular way for parents to transfer money to their students. By providing the FLEX option at RubyRed Shoe Boutique, college students have the option to spend their disposable income at the store. (Appendix A Figure 5)

Message Strategy

Awareness

It is important for RubyRed Shoe Boutique to give consumers information about the store. RubyRed must provide general information as well as information that are unique to the store. The boutique will provide people with their business hours. RubyRed will provide contact information which includes the phone number, the mailing address, and the store's email address. This information will be on the RubyRed Facebook page as well as the boutique's website. It's important that people can contact the store because consumers can feel

unwelcomed if they can't get in contact with a business. Information about the store's purpose and offerings are also necessary. The store's website and Facebook page will have a statement that describes the products sold and the services delivered. It is important for the website address to be on the Facebook page, and for the Facebook page to be on the website.

RubyRed Shoe Boutique will use its logo to provide people with a symbolic representation of the store. This logo will be featured in all mediums except broadcast. The website will have the logo as the focal point for the homepage. The Facebook page will have a photo of the logo as its main picture. It is important for consumers to recognize this logo as the symbol for RubyRed. When consumers in our target market see a pair of red shoes, they should think "RubyRed".

The message strategies for awareness are informational and symbolic association. People need to know that RubyRed is a shoe boutique that offers shoes, accessories and personal services. RubyRed needs to make sure that people recognize the store logo that people know the store exists, that people can easily obtain information about the store, and that people can easily contact the store.

Preference

RubyRed Shoe Boutique will use motivation, information and imitation as message strategies to increase customer preference. The boutique should first provide information that includes prices, store reputation, environment, and testimonials. RubyRed will list some of its products, along with the prices, on the store's website and Facebook page. It will have a variety of shoes and accessories. It's important for people to know that the store is diverse. The website and Facebook page will have photos of the interior, as well as the exterior of the store. These

photos will show the unique qualities that RubyRed has to offer. The website and Facebook page will have pictures of its cozy atmosphere. It is important for RubyRed to upload photos that show how the store differs from competitors. The website and Facebook page will have pictures of the furniture, the interior decorations, the entrance of the store from the outside, the front counter, the shoes on the wall, as well as any other unique characteristics the store has. These photos will show people the warmth and appeal of the store. When people see the photos of the store's atmosphere characteristics, they will have motivation to come to RubyRed.

RubyRed will have information describing services offered. This information will include RubyRed's personal service benefits. The store will describe the personal service guarantee on the store's website and on the Facebook page. The website and Facebook page will have photos of the owner "in action". By "in action", we mean photos of the owner helping out customers with trying on shoes/accessories, picking out the products, and purchasing the products. The message of these repeated photos and descriptions will influence people to relate personal service with RubyRed Shoe Boutique, which will motivate consumers to visit the store.

RubyRed will have testimonials. These will provide a form of imitation messaging and it will help people trust the store. These people will help spread the reputation of the boutique. The testimonials can either be verbal, by word of mouth, or non-verbally written online. They can be listed on the store's website and on the Facebook page. If people trust RubyRed Shoe Boutique, then there will be an increased customer preference.

Intention to Patronize

RubyRed will patronize JMU college females by providing them with the right information. RubyRed will accept the JMU student identification cards, otherwise known as JAC cards. These cards can act as credit cards for some local businesses with a feature known as FLEX. FLEX is commonly used around the Harrisonburg area. RubyRed will let consumers know that FLEX is accepted as currency in the store's business processes. This information will be posted on the store's website and on the Facebook page. If students use their JAC cards at RubyRed, then there will be certain rewards based on a student rewards card offering. These rewards will be clear and put into a tangible medium where the message will be delivered to these students in our target market.

RubyRed can also use rewards as a motivational message. Female students will be highly motivated to patronize with RubyRed. The female students will appreciate the discount that they receive by using their JAC card, and they will feel loyal to the store. When female students become loyal, they will spread their experiences with other consumers which will in turn lead to more patrons.

Finally RubyRed will use an informational strategy to inform the consumers in their target market of their seasonal sales. This information will include when it will be offered, what the sale is for and what will be offered or discounted in the sale. Consumers will also see these sales as a motivator to bring them into the store.

Message Tactics

Awareness

To convert our messages into actual advertisements we will use the above strategies in different mediums. First to convey awareness, our ads will be heavy on information and be

accompanied by a large picture of RubyRed's logo. This will create symbolic association between the logo and the relevant store information. One of our forms of media to create awareness will be a newspaper banner ad. This ad is in full color so the logo will be a prominent part of the ad and draw the viewer's eye. Surrounding and overlapping the logo will be information such as the store hours, address and the tagline "Shine like a Ruby". (See Appendix B, Figure 1). QR codes will link to RubyRed's webpage, which will contain important information about our company. QR codes can also be found in all of our print media.

Preference

The second step in our campaign is to create a preference within the customer to shop at RubyRed's. To do this we will again have information laden advertisements. This information will be new and pertaining mostly to the experience one can expect to find at RubyRed. Direct mail will be a form of media used to create this preference desire in our consumers. Our Direct mail ads will have information in the form of pictures as well as words to convey a feeling of cozy, classy atmosphere. This will motivate buyers to prefer our atmosphere over our competitors. We also want to use a short quote from testimonials given to the store on the back of these mail out cards. (See Appendix B, Figure 2)

Intention to Patronize

Our last step in the campaign is to create an intention for people to come into RubyRed and purchase a pair, or two, of shoes. We will again use an abundance of information to get our target market into RubyRed. To get them in the store, we will focus on Facebook advertising.

This medium is unique because there are multiple forms to convey lots of information. Through Facebook we will be promoting our sweepstakes and the use of FLEX. These announcements will feature its own advertising picture that is the same color scheme as before, and the information will focus solely on the sweepstakes rules or other relevant information. The information on the ads will be limited because other basic info can be actively found throughout her page. (See Appendix B, Figure 3)

Media Objectives

Awareness

Media objectives created for RubyRed Shoe Boutique are meant to reach as much of the target market for awareness as possible. This first set of message objectives are about the basic information of RubyRed Shoe Boutique. This information will reach 90% of the target market in the first three months through of five different channels of distribution: social media, radio, newspaper, direct mail and word of mouth advertising. Frequency of messages is determined through our reach strategy through all channels; continual wave strategies of radio, newspaper, direct mail advertisements; and continual media concentration strategy through Facebook for the entire year-long campaign. These media channels will be used in a myriad of different ways to help get out awareness about RubyRed, as stated in our message objectives. During reach, all five channels will be utilized to promote RubyRed's brand re-launch, a pivotal part of the campaign. This re-launch will culminate with a fashion show featuring a selection of the shoes offered at RubyRed, and it will make consumers physically aware of where RubyRed is located.

Facebook will be utilized, especially during these first three months. It will be used to hold a contest amongst the Panhellenic sororities on campus, with the incentive of \$250 being

given to the philanthropy of the sorority who collects the most “likes” within the RubyRed Facebook page. The winning sorority will also have five women from their organization featured as models in the fashion show at the re-launch event. Facebook will also be responsible for informing consumers, in our target market, that RubyRed will be sponsoring one of Corgan’s Publick House’s trivia nights. Corgan’s Publick House is a local restaurant, and trivia night is a popular Wednesday night activity for consumers within our target market. At both the trivia night and the re-launch, free t-shirts will be handed out featuring RubyRed’s logo, store name, and the tagline on the back. T-shirts will create word of mouth communication because whoever wears it becomes a moving advertisement. The general nature of Facebook is relatively easy and cost effective to use, so it’s an excellent medium to make our target market more aware of our objectives listed previously in the paper.

Direct mail, radio, and newspaper will also be utilized to get information to our target market. The radio advertisements will particularly feature the store name and our tagline. Other information such as store hours and address will be featured interchangeably. The biggest awareness features in the newspaper will be a large logo, promotion of the fashion show, and the trivia night. Direct mail will feature QR codes that can be scanned with a smartphone which will link the consumer directly to the website. These direct mailings will also feature the store hours, location, and the logo.

The reach strategy is used to achieve awareness in our target audience. We will do this with 5 exposures per week of Facebook posts. Also, we will have 1 exposure of direct mail, 1 exposure of a newspaper ad, and 18 exposures of radio in the one-month time span.

Preference

There are four message objectives relating to consumers in the target market's preference of RubyRed in comparison to their competitors. These objectives include things that particularly differentiate RubyRed Shoe Boutique in terms of service, atmosphere, and offerings. Our media objective pertaining to these objectives will reach 75% of the target market in seven months through social media, radio, newspaper, and direct mail. This will start with Facebook and the posting of pictures, information, and testimonials to emphasize the experiences previous customers have had and what future customers should expect. We chose to use testimonials because our survey indicates that consumers in our target market are likely to listen to recommendations from their friends. Both secondary newspaper and direct mail printings will include information about the experience a consumer can expect while shopping at RubyRed. Radio ads will include the benefits of buying local, and they will touch on the personal service offered by Mrs. Fornadel.

The wave strategy is used to achieve preference in our target audience with direct mail, newspaper ads and radio ads. They will each have 1 exposure every month on a rotating basis. Facebook will continue posts following a media concentration strategy and have 2 posts per week until the end of the campaign.

Intent to Patronize

The three message objectives pertaining to intention to patronize relate to things that encourage consumers to buy shoes from RubyRed Shoe Boutique. The media objectives relating to these message objectives will reach 40% of the target market in twelve months through the same advertisements listed in the preference section of our media objectives. Every form of

media will be promoting RubyRed's seasonal sales, the student reward card, and the acceptance of FLEX as payment. Besides this, Facebook will be used to promote a sweepstakes between RubyRed and a popular downtown restaurant. The offering will be a free dinner and a pair of shoes from RubyRed. It will achieve the main communication objective of increasing the consumer's intent to purchase from RubyRed. We decided to do this because our survey indicates consumers in our target market visit downtown, on average, three times per week.

As in the preference section, the exposures will be on a rotational basis once a month. Facebook will again be at 2 exposures per week.

Media Strategy

We have chosen multiple channels of media to reach our target audience. Our most prominent and frequently used form of media will be Facebook. Facebook will be responsible for keeping our target market informed and up to date. According to Facebook's information about its social ads, 31% of Facebook users are 18-24 (Carmichael 2011). It has also been proven to be one of the most effective ways to reach our target market of women between 18 and 24 years. We will also use print media in the form of James Madison University's student newspaper, The Breeze, because our survey indicates that it is the most popular newspapers amongst our target market. There will be several radio advertisements run throughout the year on radio stations proved most popular in our survey: 100.7FM and 104.3FM. A fourth media medium that we will be using is direct mail. We will send direct mail to multiple areas within nine miles of her store. According to PRIZM Geo-Lifestyle Analysis, these chosen areas tend to be concentrated heavily with consumers in our target market (Nielsen 2012). Finally we use sponsorships, giveaways, and contests to increase word of mouth promotion. Media chosen for this strategy include the following: Facebook, radio, newspaper advertisements, and direct mail.

Budget Allocation

Facebook Budget Allocation

The amount of the budget allocated to Facebook is \$500. Since Facebook will largely be controlled by Tracy Fornadel, we allocate very little of the budget towards it. We have set aside \$500 of the budget for the production of picture advertisements. These pictures will be posted on the boutique's Facebook page, and they will be created by outside sources. These advertisements will be used largely to keep the target market up to date. Only 5% of the total budget is allocated to Facebook.

Radio Budget Allocation

The amount of the budget allocated for radio is \$1,440. Radio advertisements will be aired for a total of eight days. For Four of those days, the advertisements will be aired on Country KCY (104.3). On the other four days, the advertisements will be aired on Q101. The four separate days on Country KCY will cost \$160 each day for a total of \$640. Country KCY gets 44% of the radio budget allocation. The four separate days on Q101 will cost \$200 each day for a total of \$800. Q101 gets 56% of the radio budget allocation. 14.4% of the total budget is allocated to radio advertisement. (Knupp 2012; Mitchell 2012).

Newspaper Allocation

The amount of the budget allocated to newspaper is \$2,387.5. Our first newspaper advertisement will be pre-printed inserts in The Breeze: 9500 inserts that will have a total cost of \$712.50. Inserts are 30% of the newspaper budget allocation. There will also be two large front

page banner printings, both of which are \$600, for a total of \$1,200. Large banners are 50% of the newspaper budget allocation. Finally there will be a small front page banner printed with a cost of \$475. The small banner is 20% of the newspaper budget allocation. 23.88% of the total budget is allocated to newspaper allocation.

(The Breeze 2012).

Direct Mail Allocation

The amount of the budget allocated to direct mail is \$1,737.48. Direct mail will be sent at three different times to the same general areas. The cost for each direct mailing is \$579.16. Those three times culminate to \$1737.48, the entire amount of money allocated for direct mail. 17.38% of the total budget is allocated to direct mail (USPS 2012).

Other marketing expenses can be found in our marketing budget spreadsheet. (Spreadsheet)

Media Strategies

There are three different media strategies that we have chosen to use for RubyRed. We will begin the campaign with a reach strategy that uses most of our media choices. In the first month of the campaign, we will use almost every form of media, and we will advertise with high frequency. This is an effort to reach as many people in our target as quickly as possible. We will then continue with a wave strategy in which the amount of money and the frequency, in which we use certain media choices, will fluctuate from high to low. Social Media alone will

have a strategy of media concentration to establish a continual relationship with the target market while keeping them updated and educated on RubyRed Shoe Boutique.

Social Media

There are two separate strategies for Facebook. First, reach strategy will be utilized. Facebook should be updated at least once, preferably twice, each day to deliver news to the target market frequently. After a couple months of this, we will switch to a media strategy of media concentration to maintain the relationship and attention of the target market. At this point, Facebook should be updated several times a week with news related to RubyRed Shoe Boutique. Facebook will continue to be used throughout the end of the year.

Newspaper Ads

In the beginning of our plan, we have a strategy for newspaper ads. Along with the advertisements in the other three forms of dominant media we are using, the newspaper section of the reach strategy includes sending out inserts in the first issue of The Breeze that year. After the reach strategy concludes, RubyRed will utilize a wave strategy with our peaks based on the dates of publication. This will sacrifice continuity, but this will be made up for with the complimentary waving of both radio and direct mail. The following weeks are when the advertisements will be run:

- First week in October: Family Weekend
- Last week in February: Best of the Burg
- Last Week in April: Graduation Edition

Direct Mail

Like our newspaper strategy, the strategy for direct mail falls under our reach strategy in the beginning of our plan. A direct mail advertisement will be sent out during the reach time period as well. After the reach time period concludes, direct mail will also fall into a wave approach. Therefore, this advertising will peak in a time that the other two wave strategy advertisements are not. It will once again sacrifice continuity, but some of that will be made up for with the complimentary waving of both newspaper and radio. The following weeks are when direct mail will be sent out:

- First week in December: announce seasonal sale for Christmas
- First week in March: inform about student rewards card

Radio

Like both newspaper and direct mail, the strategy for radio begins with a reach strategy: trying to reach as much of the target market as we can, as fast as we can. Likewise, there will be an advertisement on the radio for two days, on two separate radio stations. Once the reach strategy is completed, a wave strategy approach will then be used for radio. It will be a compliment to the two other forms of media that are in a wave. The times chosen to air the advertisements have been chosen because these times when the other two forms of media are not being utilized. The following weeks are when radio advertisements will be broadcast:

- Second week in November: before students leave for Thanksgiving
- Third week in January: after students have returned from Christmas
- First week in May: when students are preparing to leave for the summer

Media Tactics

Schedule

(See Appendix D, Figure 1)

Budget

(See Appendix C, Figure 1)

References

- AllBusiness.com (2009), "The Importance of Branding Your New Your New Business," (accessed December 5, 2012), [available http://www.nytimes.com/allbusiness/AB4019474_primary.html].
- Beals, Rachel (2011), "How Consumers and Communities Can Benefit From 'Buying Local'," (accessed December 5, 2012), [available at <http://money.usnews.com/money/personal-finance/articles/2011/10/28/how-consumers-and-communities-can-benefit-from-buying-local?page=2>].
- QDI Strategies, Inc. (2012), "How to Increase Market Shares," (accessed December 2, 2012), [available at <http://www.qdistrategies.com/growth.php>].
- Carmichael, Matt (2011), "The Demographics of Social Media," (accessed November 15, 2012), [available at <http://adage.com/article/adagestat/demographics-facebook-linkedin-myspace-twitter/227569/>].
- James Madison University (2012), "Just the Facts," (accessed November 13, 2012), [available at <http://www.jmu.edu/about/fact-and-figures.shtml>].
- Knupp, B., & Mitchell, K. (2012, November 30). Interview by K Webster [Personal Interview].
Prices of radio advertisements.
- Labrecque, Lauren, George R. Milne (2012), "Exciting red and competent blue: the importance

of color

in marketing,” (accessed November 9, 2012), [available at <http://ehis.ebscohost.com/eds/pdfviewer/pdfviewer?vid=2&hid=101&sid=e1ab18f2-1cde-4344-bd16-440915ed8800%40sessionmgr115>]].

Nielsen (2012), “Zip-Code Look Up,” (accessed November 15, 2012), [available at <http://www.claritas.com/MyBestSegments/Default.jsp?ID=20>].

SCORE (2012), “Personal Service Is a Small Business Advantage,” (accessed November 13, 2012), [available at <http://www.scoredelaware.org/index.cfm?fuseaction=trees.pageDetails&p=325-16-444>].

Schreter, Susan (2012), “How to Succeed in Running a Slow Growth Business,” (accessed November 19, 2012), [available at <http://businessonmain.msn.com/browseresources/articles/growthstrategies.aspx?cp-documentid=25253705#fbid=t7-jvBeFuE7>].

Teasley, Caroyln (2008), “The importance of a retail store’s design and atmosphere,” (accessed November 19, 2012), [available at <http://businessonmain.msn.com/browseresources/articles/growthstrategies.aspx?cp-documentid=25253705#fbid=4BhPWomZncH>].

The Breeze (2012), “Student Media,” (accessed November 10, 2012), [available at <http://bloximages.newyork1.vip.townnews.com/breezejmu.org/content/tncms/assets/v3/editorial/a/09/a0936556->

b47a-11df-a8c7-00127992bc8b/4ffb2ebf3f837.pdf.pdf].

ThinkRetail (2008), “How Women Shop For Shoes,” (accessed November 19, 2012), [available at <http://www.thinkwithgoogle.com/insights/library/studies/how-women-shop-online-for-shoes/>].

United States Department of Commerce (2012), “Harrisonburg city, Virginia,” (accessed December 2, 2012), [available at <http://quickfacts.census.gov/qfd/states/51/51660.html>].

U.S. News (2012), “James Madison University,” (accessed November 30, 2012), [available at <http://colleges.usnews.rankingsandreviews.com/best-colleges/jmu-3721>].

USPS (2012), “Ever Door Direct Mail,” (accessed November 19, 2012), [available at <https://eddm.usps.com/eddm/customer/routeSearch.action>].

Weissman, Jordan (2012), “How Many Students Can Actually Work Their Way Through School?” (accessed November 13, 2012), [available at <http://www.theatlantic.com/business/archive/2012/06/how-many-students-can-actually-work-their-way-through-school/258836/>].

Wyer, Kathy (2007), “Today’s College Students Have Family Income Above 60%,” (accessed November 30, 2012), [available at <http://newsroom.ucla.edu/portal/ucla/Today-s-College-Freshmen-Have-Family-7831.aspx>].

Appendices

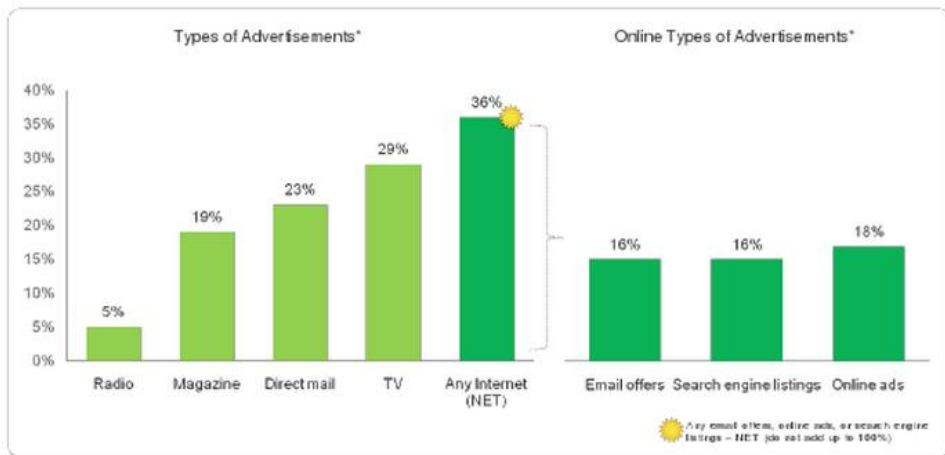
Appendix A Figure 1

Housing units, 2011	17,887	3,387,654
Homeownership rate, 2006-2010	38.6%	68.9%
Housing units in multi-unit structures, percent, 2006-2010	44.2%	21.4%
Median value of owner-occupied housing units, 2006-2010	\$213,400	\$255,100 <small>People QuickFacts</small>
Households, 2006-2010	14,965	2,974,481
Persons per household, 2006-2010	2.56	2.56
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$16,750	\$32,145
Median household income 2006-2010	\$37,235	\$61,406
Persons below poverty level, percent, 2006-2010	32.7%	10.3%
Harrisonburg		

Appendix A Figure 2

Women's Shoe Shoppers Are Most Influenced by the Internet

36% of women's shoe shoppers cite Internet advertisements (i.e. email offers, online ads, search engine listings) as most likely to assist their purchase decisions.



thinkretail
with Google

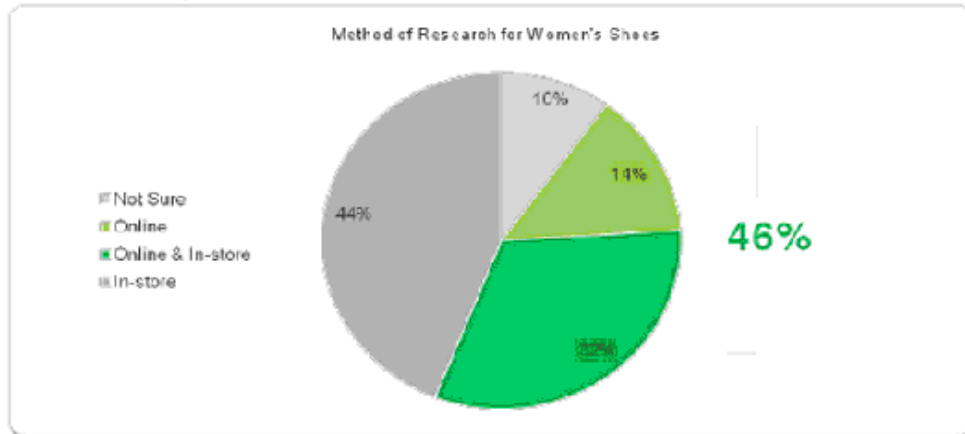
(OC18_16) Which of the following types of advertisements are most likely to assist your clothing or apparel - women's footwear or shoes purchase decisions this holiday

Google Confidential and Proprietary 3

Appendix A Figure 3

Online Research Drives Purchases for Women's Shoes

46% of women's shoe shoppers use online research to make online and in-store purchase decisions.



thinkretail
with Google

(OC3, 11) How do you use an internet for clothes research - women's footwear in store? N=622. October 2016. © 2016 Google Think Retail Shopping Factors Study.

Google Analytics and P. Analytics 4

Figure A Figure 4

Detailed Facebook Demographics

Age range	Male	Female
14-17	9.8%	9.1%
18-20	13.7%	13.2%
21-24	17.5%	16.6%
25-29	13.2%	11.7%
30-34	10.2%	9.7%
35-44	15.3%	15.4%
45-54	10.4%	12.3%
55-63	5.5%	7.2%
64+	4.5%	4.8%

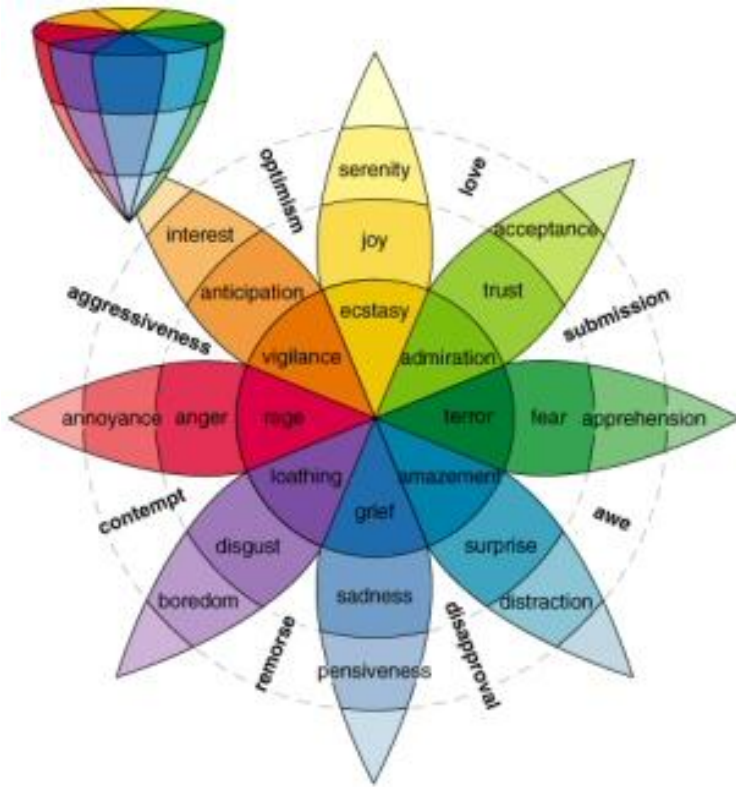
Source: Facebook.com ad platform. Percentages

Detailed MySpace Demographics

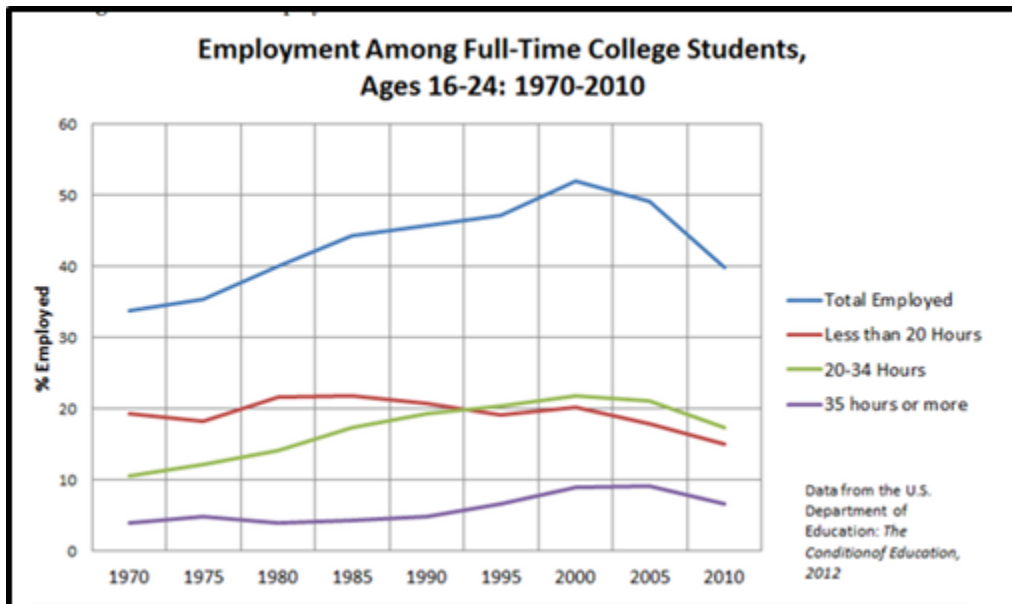
Age range	Male	Female
14-17	14.8%	19.6%
18-20	27.2%	19.0%
21-24	14.7%	14.8%
25-29	12.0%	12.5%
30-34	6.8%	7.1%
35-44	8.4%	7.5%
45-54	12.1%	11.8%
55-64	0.9%	1.1%
65+	3.0%	6.6%

Source: MySpace.com ad platform. Percentages

Appendix A Figure 5



Appendix A Figure 6



Appendix B

Figure 1
Newspaper Ad



The advertisement features a stylized red high-heeled shoe logo with two white starburst accents on the heels. Below the shoe is a black oval containing the text "RubyRed" in a white script font and "SHOE BOUTIQUE" in a smaller, white, all-caps sans-serif font. To the right of the logo, the store hours are listed: "Store Hours: Monday-Friday 11a-6p Saturday 10a-6p". Further to the right, the slogan "Shine like a Ruby!" is written in a mix of black and red fonts, with "Ruby" in a large, red, cursive script. A QR code is located in the bottom right corner of the ad.

Figure 2
Direct Mail



The direct mail piece is split into two main sections. On the left, a photograph shows two high-heeled shoes: a black suede shoe with a large gold buckle and a silver glitter shoe with a similar gold buckle. They are resting on a vibrant red, ruffled fabric. On the right, a black background contains the slogan "Shine like a Ruby!" in white and red script. Below the slogan, the text reads: "Come into RubyRed Shoe Boutique for a personal, fun shopping experience and expose your inner shine!". At the bottom right of this section is a smaller version of the RubyRed Shoe Boutique logo.

Figure 3
Facebook Page

The screenshot displays the Facebook page for RubyRed Shoe Boutique. At the top, the navigation bar includes the Facebook logo, a search bar, and the user's name 'Lauren Kiser'. The page header shows the business name 'RubyRed Shoe Boutique', 'Timeline', and 'Now'. A main announcement features a red high-heeled shoe and the text 'December Sale! Now thru the 15th'. Below this, there are sections for 'Recent Posts by Others on RubyRed Shoe Boutique', 'Recommendations', and a 'Sponsored' section for Travelers Insurance and Kaspersky. On the right side, there is a 'Now' section for 'November' and a list of friends.

Recent Posts by Others on RubyRed Shoe Boutique

- Dawn Prather**: A beautiful scarf donated by the fun downtown sho... Tuesday at 8:41am
- Jackie Imbrescia**: Love my great new shoes! :) Thank you! November 27 at 11:33pm
- Jackie Imbrescia**: Thanks for your help on Saturday! I love your store an... November 25 at 4:23pm
- Denise David**: Can't wait to get the chance to visit...! Love me some ... November 14 at 7:43pm
- Eva Moubray**: do u have any heels or flats in Midnight blue November 9 at 3:44pm

Recommendations

- Cory Vanderpool**: A great shoe boutique for fashionable and affordable ... about a week ago
- Denise Dean Shifflett**: A lovely boutique offering very fashionable, upscale y... about 2 months ago
- Rita Purkey**: Love my signature Ruby Red stiletto. Now I want the ... about 3 months ago

Sponsored

- TRAVELERS**: Travelers Insurance rewards customers' good behavior with great discounts and advantages.
- Kaspersky Anti-Virus 2013**: Safeguard your PC & your identity this holiday with our award-winning security solution!
- M&M'S World**: Just for the holidays: Get 20% off M&M'S merchandise in-store or online. Click to start.

Now

- November
- Joined Facebook

Friends List

- Jenny Carroll likes Beautiful Tattooed Women's photo.
- Laura Elizabeth Bridges likes Brittany Jennings's post in Laura's EPIC Senior Recital
- Erick Zaldívar and Jennifer Brugh are now friends.
- Katelynn Cullen and Alexandra Hudson are now friends.
- Taylor Saulman Tabada and getting to spend time with my honey tonight! Little does he know I r... with Troy Ellis.
- Caroline Parker and Linsey Perriello are now friends.
- Le VI likes Cindy Ann's status.
- Alison Horley
- Benjamin Longest
- Christina Thai
- Heather Rocholl
- Jake Harris
- Lisa A. Kiser
- Matt DeLage
- Morgan Bechtel
- Olivia Ponce
- Rachel Griffin
- Rachel Sturm
- MORE FRIENDS (3)
- David Siamon

Appendix C

Figure 1
Marketing Budget

Marketing Budget Plan		
Category	Estimated Subtotal	Notes
Communications		
Facebook	\$500.00	
Communications Costs Total	\$500.00	
Advertising		
Direct Mailings	\$1,737.48	
Newspaper	\$2,387.50	
Radio	\$1,440.00	
Advertising Costs Total	\$5,564.98	
Other		
Fashion Show	\$1,000.00	
Sponsored Trivia Night	\$50.00	
Giftcard	\$75.00	
Tshirt giveaways	\$2,000.00	
Sorority Philanthropy	\$250.00	
Public Relations Costs Total	\$3,375.00	
ESTIMATED MARKETING GRAND TOTAL		\$9,439.98

Appendix D

Figure 1 Media Schedule

1. Patronage The following section is intended to measure how likely you are to patronize a store like RubyRed. How many pairs of shoes have you purchased in the past year?

Text Response

6 pairs

3 pairs

10 pairs

5 pairs

5 pairs

8 pairs

3 pairs

7 pairs

10

4

3

10

2

4

5

4-5

5

4

5

3

2

About 10

2

1

5

7

4

5

5

5

5

5

5

4
8
6

Statistic	Value
Total Responses	35

2. How much money on average do you spend on one pair of shoes?

Text Response
\$ 50
\$ 60
\$ 40
\$ 30
\$ 50
\$ 40- \$ 50
\$60
\$ 45
\$50
100
60
50
\$40
\$25
\$25
\$40-50
\$40
20
30
60
\$30
\$25
30
150
40
25
\$30
\$60
\$30
75
20
40
\$30
\$50
\$35

Statistic	Value
Total Responses	35

3. Type your answer in the box provided








#	Answer	Min Value	Max Value	Average Value	Standard Deviation
1	How many times do you visit downtown Harrisonburg?	0.00	8.00	2.97	2.12
2	How many times do you shop in downtown Harrisonburg?	0.00	7.00	0.94	1.53
3	How many times do you shop at big box stores? (i.e. Target, TJMaxx, Kohl's, JCPenney, etc.)	0.00	16.00	4.40	4.35
4	When purchasing shoes, how many times do you buy locally?	0.00	8.00	1.09	1.74
5	How many times do you research the latest trends?	0.00	20.00	2.37	4.91
6	When shopping, how many times do you go with friends?	0.00	10.00	3.49	2.49
7	How many times do you purchase shoes at a store's online website?	0.00	6.00	1.13	1.44
8	How many times do you shop for shoes?	0.00	14.00	2.61	2.74

4. Choose one for each of the following.

#	Question	Not at all Important	Very Unimportant	Neither Important nor Unimportant	Very Important	Extremely Important		Mean
1	Attending Church	12	4	10	8	1	35	2.49
2	Being the best I can be	0	1	3	15	16	35	4.31
3	Helping out a friend	0	0	3	14	18	35	4.43
4	Material Possessions	0	9	14	10	2	35	3.14
5	Doing Charity Work	1	5	12	16	1	35	3.31
6	Getting involved in the community	0	3	13	18	1	35	3.49
7	Standing out	1	2	19	12	1	35	3.29
8	Setting Trends	8	7	12	6	2	35	2.63
9	Being Known as Stylish	4	6	13	9	3	35	3.03

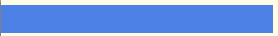





Statistic	Attending Church	Being the best I can be	Helping out a friend	Material Possessions	Doing Charity Work	Getting involved in the community	Standing out	Setting Trends	Being Known as Stylish
Min Value	1	2	3	2	1	2	1	1	1
Max Value	5	5	5	5	5	5	5	5	5
Mean	2.49	4.31	4.43	3.14	3.31	3.49	3.29	2.63	3.03
Variance	1.61	0.57	0.43	0.77	0.75	0.49	0.56	1.42	1.26
Standard Deviation	1.27	0.76	0.65	0.88	0.87	0.70	0.75	1.19	1.12
Total Responses	35	35	35	35	35	35	35	35	35

5. How many times on average do you shop online in one month?

#	Answer		Response	%
1	0		6	17%
2	1		8	23%
3	2		8	23%
4	3		4	11%
5	4		1	3%
6	5		3	9%
7	More than 5		5	14%
	Total		35	100%

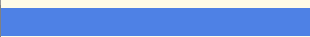



Statistic	Value
Min Value	1
Max Value	7
Mean	3.43
Variance	4.13
Standard Deviation	2.03
Total Responses	35

6. How many times on average do you check Facebook for shopping deals per week?

#	Answer		Response	%
1	0		20	57%
2	1		6	17%
3	2		2	6%
4	3		2	6%
5	4		0	0%
6	5		1	3%
7	More than 5		4	11%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	7
Mean	2.29
Variance	4.21
Standard Deviation	2.05
Total Responses	35

7. How many times on average do you frequent business's Facebook pages per week?

#	Answer		Response	%
1	0		23	66%
2	1-2		8	23%
3	3-4		3	9%
4	5-6		1	3%
5	7-8		0	0%
6	9-10		0	0%
7	More than 10		0	0%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.49
Variance	0.61
Standard Deviation	0.78
Total Responses	35

8. How many times on average do you clip coupons from a newspaper per week?

#	Answer	Response	%
1	0	27	77%
2	1-2	5	14%
3	3-4	2	6%
4	5-6	0	0%
5	7-8	0	0%
6	9-10	1	3%
7	More than 10	0	0%
	Total	35	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	1.40
Variance	0.95
Standard Deviation	0.98
Total Responses	35

9. What newspaper(s) are you currently subscribed to or read regularly? (Choose all that apply)

#	Answer		Response	%
1	The Breeze		11	50%
2	Daily News Record		2	9%
3	Wall Street Journal		6	27%
4	Washington Post		3	14%
5	Other (please specify)		3	14%

Other (please specify)
New York Observer
None
None

Statistic	Value
Min Value	1
Max Value	5
Total Responses	22

10. What FM radio station(s) do you listen to regularly? (Choose all that apply)

#	Answer		Response	%
1	91.7		1	3%
2	96.1		2	7%
3	98.5		3	10%
4	100.7		21	72%
5	103.3		0	0%
6	104.3		12	41%
7	105.1		1	3%
8	Other (please specify)		8	28%

Other (please specify)
93.7
97.3
99.7
93.7
Satellite Radio
93.7
93.7
99.7

Statistic	Value
Min Value	1
Max Value	8
Total Responses	29

11. How many times on average do you listen to the radio in a given week?

#	Answer	Response	%
1	0	3	9%
2	1-4	13	37%
3	5-8	8	23%
4	9-12	2	6%
5	13-16	3	9%
6	17-20	3	9%
7	More than 20	3	9%
	Total	35	100%

Statistic	Value
Min Value	1
Max Value	7
Mean	3.29
Variance	3.27
Standard Deviation	1.81
Total Responses	35

12. What magazine(s) are you currently subscribed to? (Choose all that apply)

#	Answer	Response	%
1	Time	0	0%
2	Reader's Digest	1	5%
3	ESPN	1	5%
4	People	6	27%
5	Good Housekeeping	0	0%
6	Cosmopolitan	12	55%
7	Other (please specify)	8	36%

Other (please specify)
Marie Claire
Racheal Ray
none
Seventeen, Teen Vogue
None
Marie claire
Food Network
Marie Claire

Statistic	Value
Min Value	2
Max Value	7
Total Responses	22

13. Choose one for each of the following.

#	Question	Not at all Important	Very Unimportant	Neither Important nor Unimportant	Very Important	Extremely Important		Mean
1	Durability	2	1	8	17	7	35	3.74
2	Style	0	0	2	16	17	35	4.43
3	Comfort	0	2	8	16	9	35	3.91
4	Originality	2	7	15	9	2	35	3.06
5	Color	0	4	3	19	9	35	3.94
6	Embellishment	3	1	17	9	5	35	3.34
7	Brand Name	6	4	14	7	4	35	2.97
8	Functionality	0	1	5	22	7	35	4.00

Statistic	Durability	Style	Comfort	Originality	Color	Embellishment	Brand Name	Functionality
Min Value	1	3	2	1	2	1	1	2
Max Value	5	5	5	5	5	5	5	5
Mean	3.74	4.43	3.91	3.06	3.94	3.34	2.97	4.00
Variance	1.02	0.37	0.73	0.94	0.82	1.11	1.50	0.47
Standard Deviation	1.01	0.61	0.85	0.97	0.91	1.06	1.22	0.69
Total Responses	35	35	35	35	35	35	35	35

14. Indicate your income level.

#	Answer		Response	%
1	Less than \$20,000		35	100%
2	\$20,001 - \$28,000		0	0%
3	\$28,001 - \$36,000		0	0%
4	\$36,001 - \$44,000		0	0%
5	\$44,001 - \$52,000		0	0%
6	\$52,001 - \$60,000		0	0%
7	\$60,001 - \$68,000		0	0%
8	\$68,001 - \$76,000		0	0%
9	\$76,001 - \$84,000		0	0%
10	\$84,001 - \$92,000		0	0%
11	\$92,001 - \$100,000		0	0%
12	\$100,001 - \$108,000		0	0%
13	\$108,001 - \$116,000		0	0%
14	\$116,001 - \$124,000		0	0%
15	\$124,001 - \$132,000		0	0%
16	\$132,001 - \$140,000		0	0%
17	\$140,001 - \$148,000		0	0%
18	More than \$148,000		0	0%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	35

15. Choose one for each of the following

#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree		Mean
1	I like to shop.	0	2	1	11	21	35	4.46
2	I enjoy shopping in downtown Harrisonburg	1	9	14	9	2	35	3.06
3	I listen to my friends opinions about where I should shop.	1	7	7	9	11	35	3.63
4	I don't like shopping with my friend(s).	12	11	8	4	0	35	2.11
5	I feel good after I buy a new pair of shoes.	0	0	4	14	17	35	4.37
6	I don't like to go into downtown Harrisonburg.	8	15	10	2	0	35	2.17
7	I look online for reviews of shoe stores before I shop there.	11	7	8	8	1	35	2.46
8	I base my shopping behavior off of reviews.	10	5	11	8	1	35	2.57
9	I like to find new places to shop.	0	3	11	17	4	35	3.63
10	I only buy brand name shoes.	10	13	8	1	3	35	2.26

Statistic	I like to shop.	I enjoy shopping in downtown Harrisonburg	I listen to my friends opinions about where I should shop.	I don't like shopping with my friend(s).	I feel good after I buy a new pair of shoes.	I don't like to go into downtown Harrisonburg.	I look online for reviews of shoe stores before I shop there.	I base my shopping behavior off of reviews.	I like to find new places to shop.	I only buy brand name shoes.
Min Value	2	1	1	1	3	1	1	1	2	1
Max Value	5	5	5	4	5	4	5	5	5	5
Mean	4.46	3.06	3.63	2.11	4.37	2.17	2.46	2.57	3.63	2.26
Variance	0.67	0.88	1.48	1.05	0.48	0.73	1.55	1.49	0.65	1.37
Standard Deviation	0.82	0.94	1.21	1.02	0.69	0.86	1.24	1.22	0.81	1.17
Total Responses	35	35	35	35	35	35	35	35	35	35

16. Are you employed?

#	Answer	Response	%
1	Yes	7	20%
2	No	28	80%
	Total	35	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.80
Variance	0.16
Standard Deviation	0.41
Total Responses	35

17. What is your gender?

#	Answer	Response	%
1	Male	1	3%
2	Female	34	97%
	Total	35	100%


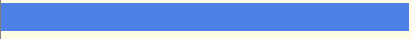



Statistic	Value
Min Value	1
Max Value	2
Mean	1.97
Variance	0.03
Standard Deviation	0.17
Total Responses	35

18. How old are you?

#	Answer	Response	%
1	Under 18 years	0	0%
2	18-24 years	35	100%
3	25-34 years	0	0%
4	35-44 years	0	0%
5	45-54 years	0	0%
6	55-64 years	0	0%
7	65 years or older	0	0%
	Total	35	100%


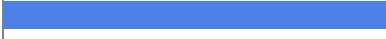
Statistic	Value
Min Value	2
Max Value	2
Mean	2.00
Variance	0.00
Standard Deviation	0.00
Total Responses	35

19. What is your ethnicity?

#	Answer		Response	%
1	African-American		0	0%
2	Asian		2	6%
3	Caucasian		30	86%
4	Hispanic		1	3%
5	Pacific Islander		1	3%
6	Other		1	3%
	Total		35	100%

Statistic	Value
Min Value	2
Max Value	6
Mean	3.11
Variance	0.46
Standard Deviation	0.68
Total Responses	35

20. What area of Harrisonburg do you live in?

#	Answer		Response	%
1	Urban/Downtown		7	20%
2	Suburban		28	80%
3	Rural		0	0%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.80
Variance	0.16
Standard Deviation	0.41
Total Responses	35

21. What is your marital status?

#	Answer	Response	%
1	Single	35	100%
2	Married	0	0%
	Total	35	100%

Statistic	Value
Min Value	1
Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	35

22. What is the highest level of education you have received?

#	Answer	Response	%
1	High School Diploma	23	66%
2	Associates Degree	3	9%
3	Bachelor's Degree	9	26%
4	Master's Degree	0	0%
5	Doctoral Degree	0	0%
	Total	35	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.60
Variance	0.78
Standard Deviation	0.88
Total Responses	35

23. How many miles do you live from downtown Harrisonburg?

#	Answer		Response	%
1	Less than 1 mile		6	17%
2	1 - 3 miles		20	57%
3	3.1 - 5 miles		7	20%
4	5.1 - 7 miles		1	3%
5	7.1 - 9 miles		1	3%
6	9.1 - 11 miles		0	0%
7	More than 11 miles		0	0%
	Total		35	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.17
Variance	0.73
Standard Deviation	0.86
Total Responses	35