



# ROOTED IN COMMUNITY

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## Strategic Goals

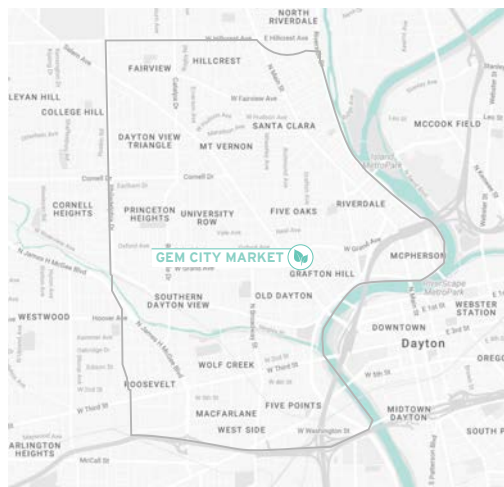
This marketing plan was purposefully developed prior to the strategic planning process. This plan intends to drive the success of the Gem City Market by means of executing the grassroots marketing approach. This marketing plan develops the message and direction for the Gem City Market in the current stages of development and immediately after opening. The implementation of which includes the tactics, tools, and execution plan that will ensure that the message of the Gem City Market is heard and understood by members and interested parties of the market.

This marketing plan is created to more clearly understand the steps the Gem City Market will take in the time leading up to the store opening. The conclusions of this plan were reached by way of research, interviews with board members and volunteers, and observations and spoken needs of community members.

It is clear that the Gem City Market is filling a need in its community and will serve a community in need. The market's community includes many engaged people who are passionate about the cause. This plan serves to keep the mission and vision of the market moving in a profitable direction. The market will walk the line between impoverished and affluent residents in Dayton, making strategic planning crucial to its success.

Among all of the possible issues that the Gem City Market will face near opening, a switch in messaging will be a main issue. Currently the market is viewed as a nonprofit due to its current partnership with GDUCL. It currently utilizes grassroots marketing and passionate volunteers, but upon opening the market will be a for-profit business. An immediate switch to a profitable mindset and message after the market's opening could potentially be a shock to current supporters. In order to avoid opposition, this change in message should be approached as a gradual change.

In order to move forward and solve the issues that face the Gem City Market, this plan includes strategic messaging direction.



## Current Landscape: General Information

### Northwest Dayton (GCM Trade Area)

✓ Size: approximate 5.14 sq miles

The Gem City Market trade area covers a portion of Dayton's food desert. Dayton is the second worst city in the nation for food hardship in households with children. A survey was conducted of the trade area and 67% of respondents indicated that they were likely or very likely to shop at the market.



## POPULATION STATISTICS

- ✓ Population: 22,003
- ✓ Household Makeup: 2.3 people/household
- ✓ Family Households: 41.1% | Married Household w/ Children: 20.8% | Single Mother Household: 42.3%
- ✓ Median Household Income: \$28,052
- ✓ Median Rent Paid: \$474/month

Most households in Northwest Dayton are family households with more than a couple people in each home. Of these family households, a majority are single mother households, which indicates the average household makeup is a parent with 1-3 children. This indicates a lack of earning power with the responsibility of providing for the family resting solely on a single parent.

A majority of residents in Northwest Dayton have means of transportation to provide them a way to get to the market. For residents who use public transportation, there will be a bus stop in front of the market to cater to this group.

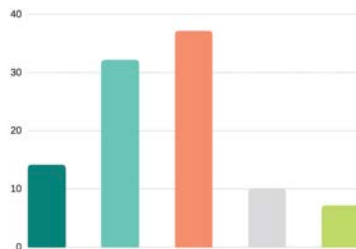
The population in Northwest Dayton overall does have a high school degree or some formal education. However, most have not graduated with a college degree. This represents a population who may be in search of a career, and therefore would be good candidates to fill positions at the market. This also shows a market for cooking and nutrition classes.



### Mode of Transportation

NORTHWEST DAYTON

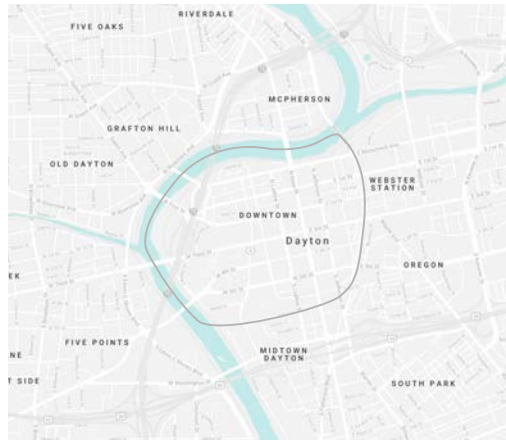
- Drove a Car Alone
- Carpooled
- Public Transportation
- Walked
- Other



### Education Attainment

BY % OF POPULATION

- > High School
- High School Graduate
- Associate's Degree
- Bachelor's Degree
- Master, Doctorate, or Professional Degree



## Downtown Dayton

(Zip Code: 45402)

✔ Size: 0.611 sq miles

The downtown residential area, covering .611 square miles, has a high population capacity and is still growing. Downtown is also the home of many jobs, meaning individuals come into downtown almost everyday and will be in close proximity to the market.

While the median household income is less in downtown than in Northwest Dayton, the average household makeup is also fewer. This means that each adult on average is earning more than the individual earning power in Northwest Dayton. Residents have high rent prices, and with only 1.3 people/household, the rent budget is usually not split between multiple residents.

Mode of Transportation: A majority of residents in downtown Dayton have a vehicle while the rest mainly bike, walk, or use public transportation. Residents of downtown would have ample opportunity to travel to the market.

### POPULATION STATISTICS

- ✔ Population: 1,658
- ✔ Household Makeup: average only 1.3 people/household
- ✔ Median Household Income: \$26,157
- ✔ Median Rent Paid: \$800/month



### Mode of Transportation

DOWNTOWN DAYTON

- Drove a Car Alone
- Carpooled
- Public Transportation
- Walked
- Other



## EDUCATION

Education: The percentage of residents in downtown that have a college degree is higher than the average of all of the Greater Dayton Area. While this population may not present good options for employment or basic cooking or nutrition classes, they may be interested in classes geared towards wine/beer tasting and pairing.

INDEX	DOWNTOWN	DAYTON
Completed 8th Grade	68.6%	79.5%
Completed High School	67.5%	77.7%
Completed Some College	58.9%	53.6%
Completed Associate Degree	30.7%	26.8%
Completed Bachelors	22.3%	17.6%
Completed Masters	15.9%	6.5%
Completed Professional Degree	8.8%	1.3%
Completed Doctorate	5.7%	0.5%

\*This chart represents the education level attained by residents inclusively as opposed to exclusively in the graph representing the education level achieved by Northwest Dayton residents. Therefore, 68.6% of downtown Dayton residents did not only complete 8th grade, but completed 8th grade and most achieved a higher level as well.

## Messaging | Tactics & Tools

The tagline or slogan of the Gem City Market is important in order to encapsulate the core brand and messaging into a few memorable words.

Currently the somewhat unofficial tagline for Gem City Market is,

***JOIN THE GEM CITY MARKET MOVEMENT!***

This tagline is great for the current status of the GCM timeline. It provides a grassroots call to action for people to get involved, spread the word, and become a member. However, once the store is open this will not encapsulate the need to draw people to the market to purchase groceries.

**KEYWORDS:** Community, Unification, Movement, Social Justice, Food Desert, Accessible





## NEW MESSAGING

When planning your message, it is vital to select one or two elements to discuss in your marketing strategy. Any more than this and the consumer will not remember what it is you want to be known for. These must differentiate you from your competitors and exploit your chosen competitive advantage. Once these are selected you can then plan which channels to use in order to effectively communicate your message to your customers.

These factors must be present in all aspects of promotional materials, and it is also important to have the worker-owners present this messaging while working at the market. Essentially, we want everyone who comes into contact with the Gem City Market to feel and remember the market's brand.

## NEW TAGLINE

***A COOPERATIVE NEIGHBORHOOD MARKET.  
BUILT ON COMMUNITY.***

Since the market is a co-op, it is important to highlight this fact as both member-owners and worker-owners want to be represented in their store. This is where the verbiage "cooperative" comes in, as it implies that the market is a cooperative, but also by definition indicates how everyone came together to create it. By calling it a "neighborhood" market, this implies another belief the market wants to convey, which is that it will be a place where all are welcome.



This initial messaging could also be changed in regards to whatever aspect is being highlighted about the market. For example, it could be "A Cooperative Neighborhood *Meeting Place*" or "A Cooperative Neighborhood *Learning Center*" or "A Cooperative Neighborhood *Pharmacy*". A campaign could be centered around this, asking what the market is to different people and making their answer the ending of the tagline.

The subheading of "Built on Community" represents how the community helped bring the market to life. The market aims to fill a hole that has been missing from the neighborhood, and the community rallied behind it. Since this is such a large part of the market's success it should be highlighted in some way.

**KEYWORDS:** Fresh, Health, Convenient, Friendly, Ownership, Community, Vibrant, Local, Affordable, Nutritious



## TACTICS & TOOLS - MEDIA OUTLETS USED

TOOL	PERFORMANCE	STEPS FOR SUCCESS	ANNUAL DESIRED PROGRESS
Social Media	Facebook: 2,300 Page Likes Twitter: 200 Followers Instagram: 1,040 Followers	Content Calendar Posting Schedule Content Development Strategy Execution Branding Consistency	Facebook: +25% fans & engagement Twitter: +25% fans & engagement Instagram: +10% fans & engagement
Email Newsletters	Contacts: 2,900 Average Click Rate: 30% Average Open Rate: 5.8%	Consistent Schedule Content Development Branding Consistency	Contacts: +10%
Website	Contacts: 2,900 Average Click Rate: 30% Average Open Rate: 5.8%	Blog Posts Addition of Events Connection to Social Media	Contacts: +10%
Public Relations	3-5 press events annually	Development of Media Relationships	8-10 press releases annually

## EVENTS & STRATEGIC PARTNERSHIPS

### REGULAR COMMUNITY MEETINGS

By offering members the chance to regularly receive updates in the planning of the market, members feel more welcome and involved in their market. By having a voice in a big part of their own community, residents are more likely to be excited and participate in the movement. They will display their excitement and feelings about the market with others on their personal social media pages and through word of mouth.

### HALL HUNGER INITIATIVE

As the Hall Hunger Initiative was created to address the issue of food insecurity in Dayton, it is a logical partner for the market. The Hall Hunger Initiative works to help spread awareness about food insecurity, while also working to increase food access. Their tie to former Congressman and Ambassador Tony Hall, who has been an important spokesman for the market, is significant as well.

### 2ND STREET MARKET

2nd Street Market offers a friendly atmosphere to educate patrons interested in fresh, local produce and also staying updated on their community. The patrons who attend 2nd Street Market are potential future customers of GCM, and therefore being there regularly increases brand awareness. Also, this is a great way to give potential members a way to meet face-to-face with supporters to learn more. It also allows for interested persons to become a member in person who are not able to or who do not wish to complete the form through the website.





### THIRD SUNDAY | INFORMATION MEETINGS AT WEST DAYTON BUSINESSES

With the market not yet having a location with set hours and employees always available to answer questions, it's important to keep a regular presence somewhere so that members, supporters, and interested parties know where to go to learn more. As with the 2nd Street Market, GCM's presence at Third Sunday provides an informational atmosphere and offers people a way to become a member in person.

### ART COMMUNITY OUTREACH AND PARTICIPATION

Dayton hosts a large community of expressive and artistic people. By pairing up with the Art Community in Dayton, the market can be decorated with local art, and it also encourages artistic and community centered events which will lead to more community members getting involved with and knowing about the market.

### GRACE UNITED METHODIST CHURCH

Many religious outlets focus on the greater good of the community. By pairing with Grace United, members of the church have become aware of the benefits of the market and can be introduced to volunteer opportunities to support the market. Spreading awareness to the congregation gives them the ability to spread the word of the market in a personal and passionate way. Many members of religious group have or know someone with hardships and will want to pair with the market to serve the people of West Dayton.

## Marketing Direction

### First Year Open & Coming Years

#### POSITIONING STATEMENT FOR COMING YEAR(S)

##### **A COOPERATIVE NEIGHBORHOOD MARKET. BUILT ON COMMUNITY.**

*Gem City Market will serve as a destination for fresh, healthy, affordable food and will welcome all of the residents of Dayton. The market will serve one of the largest food deserts in the nation and will be friendly to all modes of transportation. The community the market serves will be engaged through education programs, artistic expression, and ownership opportunities.*

This statement encompasses the scope of the work the Gem City Market seeks to complete in the first year open and on an ongoing basis. At the end of the day, the market will always be a store aiming to make a profit. Therefore, at the forefront should always be the selling of grocery items. As long as the market is serving its main function, then other items of interest can be added and enhanced through community outreach.

#### LOGO REFRESH

A logo refresh has been discussed to further develop the Gem City Market brand identity before the market is fully built. This process would take into account the mission of the market and it will be reflective of the voices and values in the community. The parts of the logo that show room for improvement and may be updated are the orientation of type as well as the typeface, color scheme, holding shape, and graphic elements within. Our aim is to create a mark that people in the community can rally behind and wear proudly.



## PORTER'S FIVE FORCES

The Porter's Five Forces model serves to identify the competitive nature inside of every industry, and helps to disclose a business' strengths and weaknesses. As the Gem City Market enters the grocery industry, it is important to analyze the competitive advantage the market will have. The Five Forces model was chosen as a tool to evaluate the market instead of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) assessment as it looks at the industry as well as the company, while the SWOT assessment is more company specific.

Different levels, such as low, moderate, or high, are used to measure how the competition in the industry can affect the company in each of the five areas. The items are highlighted to represent positive (green) and negative (orange) aspects in relationship to industry competition.





## COMPETITIVE SET

Grocery Stores | Convenience Stores | Drug Stores

With the Gem City Market being located in what is a current food desert, people may be lead to think there is no competition. This is not the case as no business ever stands alone without competition. The main competition the market faces are other stores carrying food and grocery items in the Dayton region.

### 1. GROCERY STORES

Grocery stores, such as Kroger and Save-A-Lot, that reside within a few miles from the future market location stand as competition. Dayton residents who use public transportation will most likely stop visiting these competitors after the market opens. However, residents who currently drive to the other grocery stores may still frequent these competitors out of habit. Kroger may be viewed as the largest competitor as they have a rewards program which will keep some customers coming back in order to earn more points and save money.

### 2. CONVENIENCE STORES

Convenience stores in the area, such as the Dollar General that will be across the street from the market, do pose a threat to the market. Dayton residents who do not live in close proximity to a grocery store have been frequenting convenience stores like this for years, and this will be a hard habit to break. The market's competitive advantage over convenience stores will be price and selection.

### 3. DRUG STORES

Drug stores, such as Walgreens and CVS, do not usually have a large selection of food items; however, they act as major convenience hubs. Buyers can pick up a prescription and also get toiletries, beauty products, and quick food items all in one stop. As with convenience stores, the market's competitive advantage over drug stores will be price and selection.



## TARGET CUSTOMERS BY REGION

The target customer profiles are discussed below based on the two geographic areas served. Understanding each of these groups is important in regards to messaging, price points, and overall marketing strategy.

It is also important to note that a common psychographic of the groups is distance to a grocery store. The residents in Northwest Dayton are in a food desert, but the residents downtown are not in close distance to a grocery store either.

### 1. NORTHWEST DAYTON

- a. Demographic
  - i. Adults with children, ages 30-60
  - ii. 77.2% African American
- b. Psychographic
  - i. Single mother households make up the majority
  - ii. 33% of households receive SNAP
  - iii. Majority do not have college degree -> nutrition

## MESSAGING USED BY REGION

Messaging will vary some based on which demographic is being focused on.

### 1. NORTHWEST DAYTON

- a. Affordable and convenient
- b. Cooperative model: Members own the market
- c. Offering nutritious items

### 2. DOWNTOWN DAYTON

- a. Serving a former food desert
- b. Full service grocery store featuring organic/specialty goods
- c. A stop on their lunch or commute home

## GOALS

Goals can be in the form of actual numeric achievements or abstract points of understanding.

- a. Facebook page will reach 3,000 page likes by opening date.
- b. Break ground on building site by end of 2018.
- c. Will sell over 2,000 memberships by opening date.



# Media Overview & Suggested Use

## SUGGESTED MEDIA OUTLETS

### 1. DIGITAL: WEBSITE | SOCIAL MEDIA

#### a. Website

The Gem City Market website contains information about the cooperative model, the market's goal in Dayton, and timely updates in the market's timeline. It allows users to become a member and sign up for the email newsletter.

With the GCM community being so large and continually growing, it is important to keep the website updated with events and announcements as they happen. The website should act as the main hub of information about the market, and users need to be able to rely on it for accuracy.

#### b. Social Media

Social Media is the most readily available form of reaching the Gem City Market community. Through proper use and logistical posting, social media can inform, educate, and brand the market among the population it most wants to reach and engage. Organic posting will take up the majority of the posting schedule; however, a budget should be established to boost posts as needed. This would include promoting events, reaching more people, and advertising to new people who are inside the established demographic, psychographic, and geographic areas.

#### Posting Successfully

Social media is used to keep interested parties informed on all of the happenings in the Gem City Market universe. Once the store opens, this will pivot towards inventory selection, prices and sales, and member and employee-owner features, as well as events for the store and community.

#### Regular Post Topics:

1. Employee-Owner Snapshot
2. Member-Owner Snapshot
3. Store Classes/Events
4. Specialty Goods
5. Produce and Specialty Sales/Clearance
6. Community Happenings
7. Member-Owner News (voting, etc.)



Posting should continue at regular intervals, such as 3-5 times per week on separate days. Event pages should be created and shared for relevant events to garner interest. Engagement with followers and the community through Twitter and Instagram is especially important on these connection-driven platforms. A Pinterest can also be created for sharing healthy recipes utilizing goods from the store.

Each posting should include either a photo, a clickable link with an image included, or a custom graphic. Every time a post is offered it should be only 3-5 lines of text (preferably less) and offer engaging information written in the voice of the Gem City Market.

Use of a centralized hashtag will help with sharing and searched on social media. Hashtags will also be developed, as appropriate, for events and programs. Hashtags and meant to be fun, work as search tokens, and engage users who are reacting and participating in an event or cause.

## 2. OTHER

### a. Grassroots Outreach

With the size of the Gem City Market community being so large, influential members of the community should be utilized to spread the word and promote the market's happenings. This will be especially important in the Northwest Dayton area. With many large companies leaving the Northwest Dayton area, having influential members of the community spreading the word will create trust and support in the market.

## PUBLIC RELATIONS STRATEGY

### 1. TRADITIONAL MEDIA OUTLETS: TV | RADIO | OUTDOOR | PRINT

It is beneficial for the Gem City Market to take advantage of the public's interest when utilizing traditional media outlets instead of purchasing advertising at this time. Consistent press releases that reach and notify the media about happenings, events, and achievements of the Gem City Market will keep the momentum going. Press conferences for donations and big announcements will continue to bring news outlets without cost.

Press releases will be submitted with enough advance for news outlets to spread the word. The goal of these press releases will be to spread awareness and news of the market to the general public and reach past the GCM community. Press releases should be spaced far enough apart as to not tire out the media and keep them interested in what the market has to say.



# Events & Strategic Partnerships

## EVENTS

### 1. EVENTS ALREADY PLANNED FOR THE COMING YEAR(S) AND THEIR DESIRED OUTCOMES AND THEMES

#### a. Regular Community Meetings

i. While the community meetings currently help spread the word and keep members updated, once the market opens these will be more about giving member-owners their voting and decision-making opportunities in the progress of the market.

#### b. Groundbreaking of Site

i. The groundbreaking of the site will be a large press event that will show all of Dayton that the market is in fact happening. This is the time to push for new members in greater circles than where the awareness is currently located.

#### c. Grand Opening of Store

i. The grand opening of the market should be a big celebration with members and supporters in attendance to commemorate how far they have come in the making of this business. There should be ways for members who attend to share that they are a member, with maybe a photo booth or backdrop available.

## PARTNERSHIPS

### 1. DISCUSSION OF NEW PARTNERS AND THE VALUE THEY HOLD.

#### a. Downtown Dayton Partnership

The Downtown Dayton Partnership (DDP), as well as being a nonprofit organization, is also a network of downtown Dayton businesses. Regardless of whether the Gem City Market chooses to become a member, it is important to begin a partnership with the DDP for the resources it contains. This could include marketing on the DDP website, taking part in downtown events, and utilizing DDP resources with downtown residents.





b. Five Rivers Metroparks

The various Five Rivers Metroparks and specifically Riverscape Metropark host events year round. Attending these events is a great way for Gem City Market to increase brand awareness and get people from all around Dayton to learn more about the market. Riverscape events specifically would target downtown residents who may not know of the store or haven't yet visited the market after its opening.

c. Dayton Public Schools

The Dayton Public school system has over 13,000 students from pre-kindergarten to high school age. This is a huge sector of Dayton residents to target through nutritional classes, either during school hours or through after-school programs. These classes would both educate young Daytonians about healthy eating, and would also spread brand awareness to the students' families about the market.

d. Think TV

ThinkTV is an educational network centered around the Miami Valley. A partnership with ThinkTV would be beneficial as over 750,000 viewers in Southwestern Ohio watch the network each week. A feature or show on the network would increase brand awareness and could also be educational for viewers.

e. Wesley Center

The Wesley Community Center in the Westwood neighborhood aims to transition families towards self-sufficiency. As the Wesley Center has similar goals to the market in helping West Dayton residents, a partnership of some kind seems logical in the future.

f. DATV (Dayton Access Television)

DATV, a nonprofit public access channel for residents in the Greater Dayton Area, provides members the tools and education to create their own shows/podcasts. Some ideas of how the market could benefit from a partnership with DATV is through the creation of a show or podcast or through features on other members' shows. Some ideas for a show or a podcast are nutrition information, a cooking class, or discussing the cooperative model and progression of the market.

g. East End Community Center

The East End Community Center works to help children succeed in the East Dayton neighborhoods. The center provides housing development, community building, afterschool and summer programming, educational initiatives, teen services, and services for parents, single adults, and seniors. A partnership would be beneficial with the center as it aims to revitalize neighborhoods, and would be especially beneficial if an additional market is considered in East Dayton.