

# The Mile High City Marketing Plan

Prepared for Roman Tafoya

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Prepared By Juliana Amann

MA Communication Management (Marketing Communication)

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## Executive Summary

Critical elements to The Mile High City are well defined marketing and product objectives because it supports their mission and helps to progress towards achieving financial and non-financial goals. TMHC's mission is to "share meaningful content locals and visitors care about, sell unique Denver apparel, and give back to those in need." Achieving non-financial goals will facilitate achieving financial goals and fulfill TMHC's mission and brand promise. The fulfillment of their mission is an important aspect of TMHC because it differentiates them from their competitors and will increase brand equity, leading to long-term sustainability and success.

Ways in which the objectives will be met are through an Integrated Digital Marketing (IDM) strategy, well-defined marketing mix elements, execution of implementation of tactics, budgeting and measurement and controls. This will enhance their core competencies, points-of-difference (PODs) and brand positioning further associating their brand with desired qualities such as creativity through photography, love for Denver and support for Denver communities. TMHC is a new player coming forth during a tumultuous time and so there is opportunity for the business to flourish, but doing so will require commitment to implement a strong strategy for growth in a highly competitive market.

## Company Description

The Mile High City is a community blog and Instagram account featuring Denver, Colorado and the Front Range Metro area and an online apparel store. Founded in 2020 by Roman Tafoya who lives in Littleton, Colorado, it is a small family-owned business. The website has a “soft launch” the first week of June, 2010. TMHC has over 95,000 followers on The Mile High City Instagram curated by Roman. Products the company would like to sell include apparel such as hats, T-shirts, sweaters, coffee mugs and stickers and also print photography. A key feature of the company is that a percentage of revenue from each sale will go directly to a local charity or non-profit foundation.

## Strategic Focus and Plan

### Mission and Values

The mission of The Mile High City is to “share meaningful content locals and visitors care about, sell unique Denver apparel, and give back to those in need.” TMHC values include: Integrity, Teamwork, Fun, Passion, Compassion and Commitment to Denver Communities.

### Goals

The Mile High City financial and non-financial goals are as follows.

1. Build on and increase brand awareness, interest and interaction. The Mile High City Instagram page has created a brand following that focuses on featuring local photography from creatives, running photo contests and giveaways for local events or organization services. The goal is to increase enthusiasm for Denver culture through highly engaging content and marketing programs. The community blog and store hopes to expand on brand awareness, interest and interaction with more eye-catching content and apparel and to establish their market presence in the Denver multimedia and news industry.
2. Use cause marketing to give back to the community while building on brand equity. The Mile High City needs to establish partnerships with local charities or non-profit organizations and work out how they will donate revenues to those organizations and also achieve a positive profit margin. This in turn should create favorable and relevant feelings for the brand thus building on brand equity.
3. Achieve gross sales of \$30,000 in the first year after launch of the website so approximately by the end of June 2021. The timeline will be June 2020 - June 2021 and will be measured by sales income on a monthly and annual basis.

## Core Competency and Sustainable Competitive Advantage

The Mile High City has created a unique culture that their community values and supports over other competitors because of their enthusiasm through photography for Denver culture. This can be seen through their photo contests and giveaways they currently do through their Instagram account. By creating content that is informative and entertaining for locals and tourists TMHC can build on their strength of superior photography with complementary written reviews and news and history that is relevant and poignant.

TMHC will be showcasing local artists, businesses and events but also include content about the history of Denver that is relevant today. In addition, using cause marketing and creating a community that gives back to local charities will strengthen their brand presence and is something their competitors do not have as a key component to their business. These strengths and unique content coming from all Colorado natives, combined with offering locally crafted apparel and prints can differentiate and create a sustainable competitive advantage.

## Situation Analysis

### SWOT Analysis

The strengths listed are core competencies that are unique, hard to imitate, creative enough to be durable and sustainable, are appropriate to target markets and are potentially superior to their competitor (HBR 2006). Weaknesses may be considered not unique, imitable, not durable, sustainable or superior to their competitor.

**Table 1. TMHC SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>-Photo contests and giveaways</li> <li>-Superior photography of Denver Metro Area from community and local photographers</li> <li>-Local artist/maker feature stories</li> <li>-Cause marketing partnerships with local charities</li> <li>-Locally crafted artwork/designs on products</li> <li>-Did you Know regular Historical bits on Denver</li> <li>-Faces of Denver Individual spotlights</li> <li>-Will not be ad heavy</li> <li>-First person gonzo style journalism when appropriate</li> <li>-95K followers on Instagram</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>-Online only no print</li> <li>-What to do in Denver/Mile High Happenings</li> <li>-Only active social media channel is Instagram</li> <li>-Denver area photography</li> <li>-Food/Drink, Event, Music and Entertainment reviews</li> <li>-Did you know coverage of cannabis industry in CO (Westword covers cannabis)</li> <li>-Monthly publications only</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>-Opportunity to grow, understand and monetize target audiences through video &amp; email</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>-Customers sharing bad reviews on social media</li> <li>-Competitors monitoring activity and strategy on</li> </ul>

marketing, web analytics and CRM -Opportunity to build brand equity through cause marketing -Opportunity to inform, elevate and contribute to CO economy and culture post covid-19 -Opportunity to create unique TMHC apparel	social media -Competitors have similar content and have been around for longer so better search rankings & brand awareness -Covid-19 may change economy and live event activity
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## Industry Analysis

TMHC is faced with four main competitors: 303 Magazine, Denver Westword, Denverite and I'm From Denver. These businesses are considered competitors because they attract the same demographic market. The greater the competition can lead to less traffic on the website, and less profit in product sales and so less dedicated profit to charities.

Some of the threats when considering the competition include: length of establishment of competitors, customers' loyalty to the competitors, search engine rankings for Denver blogs, photography and products and comparison of service and products to competitors. Other barriers of entry for TMHC include lack of financial resources for website design, marketing and editorial and content and short length of establishment.

## Competitive Forces

The key competitors for TMHC are considered so because they are going after the same demographic audiences of both males and females aged 18-40+ years, those who live in the Denver and Front Range metro area and tourists who have recently visited.

Some strengths of the competitors include that they have a longer length of establishment, they publish frequent content on culture and industries such as fashion, cannabis, sports and they have a staff of full-time or part-time workers and volunteers.

Some weaknesses of the competitors include many of their websites are ad heavy, not very user friendly and look cluttered, offer an overwhelming amount of content, and do not offer both print and online content.

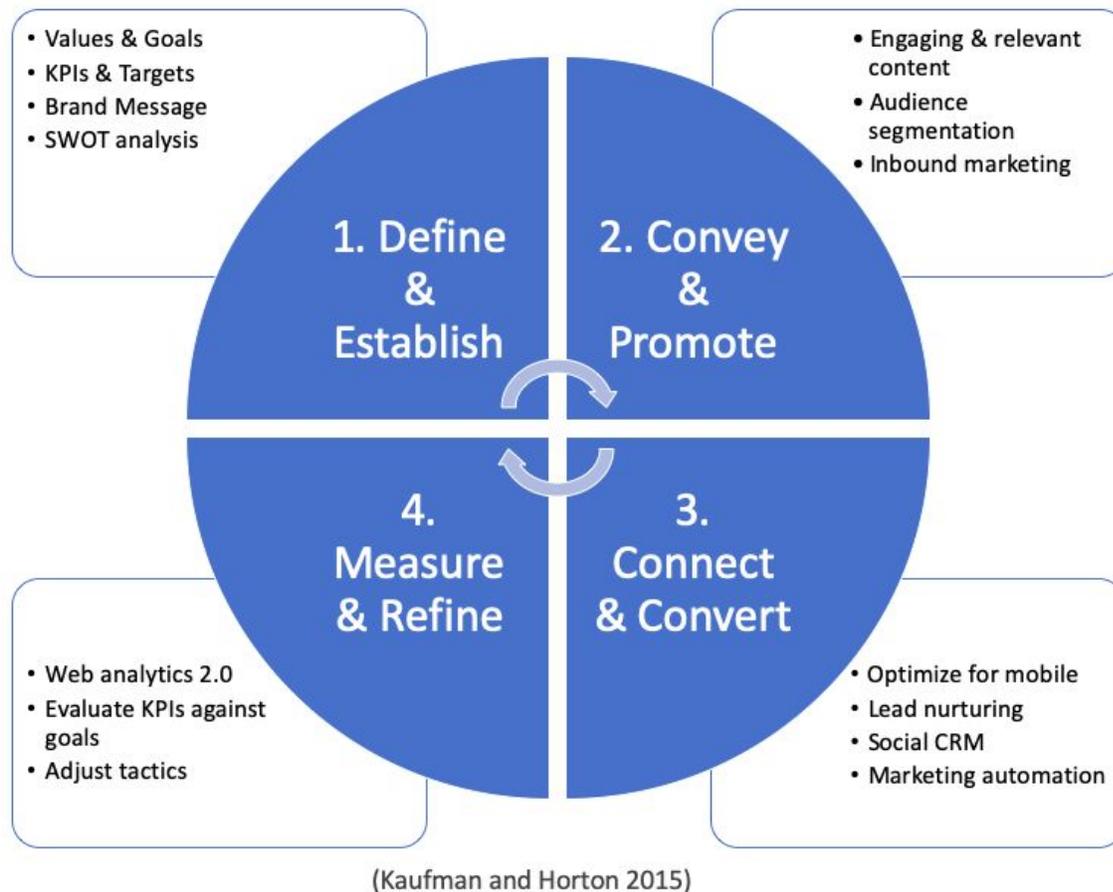
## Company Analysis

The Mile High City strengths are their superior photography, community photo contests and giveaways, Instagram following, cause marketing for local charities, and potential to develop monetary partner relationships to advertise on channels. There is also potential to develop unique locally crafted products with a custom logo and develop unique content such as individual spotlights, Did You Know and other insider knowledge about cultural events and local artists or restaurants. Therefore, there is a lot of potential to reach their financial and non-financial goals.

Listed below is the marketing strategy for the projected goals:

- Integrated Digital Marketing (IDM) is “a comprehensive marketing strategy that merges multiple digital channels, platforms, and media to help organizations achieve their goals by providing value for and building sustainable relationships with their target audience” (Kaufman and Horton, 108).

Figure 1. Integrated Digital Marketing Model



The IDM strategic model includes four components which are:

1. **Define and Establish** - Define values, goals, messages and use them to establish a seamless online presence across all relevant digital channels.
2. **Convey and Promote** - Create and employ various digital content media to convey your brand message, leverage organic and paid search, social and mobile initiatives to promote message across digital touchpoints of website, social and mobile.
3. **Connect and Convert** - engage and connect with target audiences anywhere, anytime, over any device and form personal connections to convert short term leads into sales and foster long-term relationships.
4. **Measure and Refine** - Evaluate and measure actual outcomes against expected performance and use insights to refine future initiatives.

## Customers

TMHC customers include males and females aged 18-45+ years, those who live in the Denver and Front Range metro area and tourists who have recently visited or are currently visiting.

Eventually, it would be beneficial to:

- Gather quantitative demographic information such as web traffic data, e-commerce profile data and social media data.
- Gather qualitative data on customers once THMC has customers, such as asking customers what their preferences are, needs and problems.

Once quantitative and qualitative information are collected, TMHC should create customer and prospect persona descriptions. Then TMHC could use the personas to tailor content on the website to the different personas and tailor communications in social media, ads or email communications via marketing automation to help increase personalization and conversion.

There are many influences that affect the purchase behaviors of consumers including consumer marketing and personal influence. The central aspects of personal influence for consumer marketing are 1) Opinion Leadership, individuals or public figures to represent and to be spokesperson for the brand and 2) Word-of Mouth, the influence of consumers through conversation. Word-of Mouth is considered the “most powerful and authentic” because consumers consider their friends as trustworthy (Kerin and Hartley 2016, 102). Leveraging opinion leadership and word-of-mouth through conversation online or offline would positively influence purchase behaviors of TMHC consumers.

## Marketing and Product Objectives

1. Increase brand awareness and interactivity. TMHC is not new but their website with blog and products are. TMHC needs to build brand awareness so their target audiences start to interact, show interest, and involvement.
2. Establish a marketing budget and generate a positive return on investment (ROI) over the course of one year. Revenue from marketing efforts is targeted for 25% from June 2020 to June 2021.
3. Establish a marketing program and tactics during Q3 of 2020. This includes implementing and creating outbound and inbound tactics, KPIs and brand guidelines.
4. Finalize logo, products and vendor agreements and launch shop in July 2020. Track sales revenue, costs of goods, gross profit, expenses and profit for 2020.

## Identifying Target Markets

TMHC can identify and segment target audiences by following the Segmentation, Targeting, and Positioning (STP) Strategy model. This model is key when developing a successful marketing plan that will respond well to the needs and wants of the prospective consumers and engage different audiences to design a better marketing mix.

Figure 2. STP Strategy model



## Main Target Segments of The Mile High City

The following are characteristics of target segments for TMHC.

1. Young adults who are students without children aged 18-35 that live in the Denver Metro area and interested in cultural events and outdoor activities such as music festivals, breweries, restaurants and hiking or paddleboarding.
2. Adults aged 19-45+ who are not students but working professionals, either single or married without children who live in the Denver Metro area and are interested in breweries, bars, restaurants, concerts and cultural events.

3. Adults who have children and married, single or working professionals, aged 19-45+ that live in the Denver Metro area and interested in family friendly events and activities.
4. Tourists who are visiting the Denver Metro area aged 18-45+ and are interested in unique cultural events, excellent restaurants, bars or breweries and fun outdoor activities.
5. Local businesses with services that TMHC could barter with for exposure and advertising in mutually beneficial agreements for both entities with benefits to audiences.

### Points of Difference (PODs)

#### ***What are the unique attributes of the brand?***

The points of difference that uniquely characterize The Mile High City from their competitors fall into the following primary areas:

- Excellent photography with a 95K Instagram community of followers and content creators. People know TMHC for their photojournalism of candid city scenes and mountain backgrounds from the founder and local Colorado photographers' works.
- Values-driven cause marketing approach. TMHC has a cornerstone of giving back to the Denver community by donating revenue from products to local charities. TMHC creates content and establishes relationships that highlights and helps Denver communities to grow and thrive.
- Content is published on a monthly basis for a more laid-back publication approach that isn't website ad heavy. TMHC recognizes there are many established Denver news outlets that publish frequently. TMHC focuses on targeted Denver history, events, news, high-quality, photo-centric and informative monthly or bi-weekly publications.
- TMHC is not only a multi-media news and resource publication for the Denver Metro Area, it is also a vendor of apparel including mugs, T-shirts and potentially photography prints. Their main competitors either do not sell apparel or physical products or it is not a main revenue generation of their business.

### Positioning

#### ***How do you want to be perceived in the market?***

Brand positioning is about finding the right place in the target market's mind so that they "think about a product or service in the desired way to maximize potential benefit to the firm" (Keller, 51). Because there are established brands in the Denver multi-media and news publication

industry, PODs need to be distinctive and superior for long-term differentiation including being feasible or delivering on the promises and benefits of the brand. Communications about TMHC and their services and products should create the desired perceptions resulting in the right brand associations.

The right brand associations for TMHC include things like creativity, love for the city and nature of Denver and Colorado, community building and support and charitable giving. TMHC can consider leveraging the brand equity of other entities to give them credibility and create the right brand associations. Other entities might include established businesses or individuals that support and accept TMHC as a partner or channel and distributor of the benefits of their business or brand.

## Marketing Program: Marketing Mix Elements

### Products and Services

The key to a product and services strategy is a careful analysis of both the market and the customer for successful product and service management. TMHC should market the right product to the right target market. Here are the key products TMHC have to offer:

- Advertised sponsored content service for local businesses to promote their product or service on the Instagram channel and eventually other channels.
- Long sleeve men and women's T-shirts with TMHC logo
- Short sleeve men and women's T-shirts with TMHC logo
- Mugs with TMHC logo
- Prints of photography
- Hats with TMHC logo
- Tote bags with TMHC logo

### Product Attributes

- Modern, stylish
- Environmentally friendly
- Practical, useful
- Inspiring, creative

### Price

It is recommended that TMHC use a Cost-oriented approach to setting prices as well as considering price skimming and penetration. **Cost-plus pricing** involves summing the total unit cost of providing a product or service and adding a specific amount to the cost to arrive at a price (Kerin and Hartley, 376). The added specific amount could be a fixed percentage of the total cost or a fixed fee of the total cost for each product. Determining the total unit cost of each

product is key, and then deciding on the fixed percentage or fee that would become profit after each product is sold. Price skimming may be used to set a high initial price and then lower with penetration pricing, which is setting a lower price on a product. TMHC may do this to initially gain profit to recoup from introductory costs to run the business, and use penetration pricing by lowering the prices to appeal to a broader segment of the market. Pricing for their sponsored content services is determined by Roman Tafoya and is at fixed tiered rates according to levels of exposure and advertising on TMHC Instagram.

**Table 2. TMHC Product pricing approach**

<b>Product/Service</b>	<b>Price approach</b>	<b>Target audience</b>
Sponsored content service	Tiered Fixed Rate	Target segment 5
T-shirts	Cost-plus, skimming, penetration	Target segments 1-4
Mugs	Cost-plus, skimming, penetration	Target segments 1-4
Hats	Cost-plus, skimming, penetration	Target segments 1-4
Tote bags	Cost-plus, skimming, penetration	Target segments 1-4
Print photography	Cost-plus, skimming, penetration	Target segments 1-4

### Place/Distribution

The primary distribution channel is through TMHC website that includes an online shop where purchases will be made for the products. TMHC also uses their Instagram as a distribution channel for their sponsored content services for local businesses who want to promote their product or service to the TMHC Instagram audience.

Once their brand is more established, TMHC can consider offline distribution channels such as selling their products and apparel at local farmers markets or community festivals. They could rent spaces and set up a booth to sell their products or services in person and gain new contacts who are interested in their website content.

### Promotions/Communications

The Mile High City is using an Integrated Digital Marketing strategy to establish a seamless online presence over web, social, and mobile to more efficiently convey and promote its brand message, attract and convert new prospects and stay connected with customers, all while

measuring results to refine efforts (Kaufman and Horton, 109). Below is a table that includes marketing tactics that should be created and implemented for each stage of the IDM strategy.

**Table 3. Outline of IDM Strategy Model**

<b>Define &amp; Establish</b>	<b>Convey &amp; Promote</b>	<b>Connect &amp; Convert</b>	<b>Measure &amp; Refine</b>
Tactics	Tactics	Tactics	Tactics
<ul style="list-style-type: none"> <li><input type="checkbox"/> Define Values &amp; Goals</li> <li><input type="checkbox"/> Shape Brand Message</li> <li><input type="checkbox"/> Establish online presence</li> <li><input type="checkbox"/> Identify target segments</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Content Marketing (Blog, Videos, Photos, Landing pages)</li> <li><input type="checkbox"/> Social Media Marketing</li> <li><input type="checkbox"/> Paid Social Ads (Facebook)</li> <li><input type="checkbox"/> Search Engine Optimization</li> <li><input type="checkbox"/> PPC Search/Display</li> <li><input type="checkbox"/> Email Marketing</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lead nurturing</li> <li><input type="checkbox"/> Lead Conversion</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Website Performance Management (measure KPIs against goals)</li> <li><input type="checkbox"/> Social Performance Management</li> </ul>

TMHC can tailor tactics to convey and promote their values, goals and mission according to where prospects and customers are at in the sales funnel or Digital Involvement Cycle for any marketing initiative. Management should monitor, measure analytics against expected outcomes and evaluate KPIs to ensure goals are being achieved (Kaufman and Horton 119).

Below is a table of the Digital Involvement Cycle with strategy (goals and targets), tactics/tools and measurement (metrics/KPIs). Benchmarks and proposed targets for Metrics/KPIs should be researched for TMHC's media or news industry and also determined and adjusted over time, based on initial and historical performance.

Table 4. TMHC Digital Involvement Cycle with strategy, tactics, and measurement

Stage	Goals	Targets	Tools/Tactics	Actions	Metrics/KPIs
AWARENESS	Gain Exposure	Target segments	Website, Social Media channels	Visit website or social media page	Users, Pageviews, Views
INTEREST	Foster Interactivity	Potential Customers /Advocates	Blog, Facebook, Twitter, Instagram, Mailchimp list, Contests/giveaway	Likes, Shares or comments on a post, signs up for newsletter list, engages in contest	Follows, likes, shares, number of subscribers, submits to contest, Visitor Returns, Time Spent
INVOLVEMENT	Encourage Inquiry	Prospect	YouTube, Blogs, Newsletter, services landing page	Watch video, opens and clicks email, submits services inquiry	Open rate, click through rate, inquiries, users/checkout page
COMMITMENT	Generate Conversion	Customer/ Client	Coupons, PPC ads, customized landing pages, product email campaign, CTAs	Redeem coupon, Buy Product or Service, Attend/Register for event	Conversion rate, Customers acquired, Revenue
LOYALTY	Serve Customers	Loyal Customer	Social Customer Relationship Management (SCRM)	Service or Product reviews, service interactions (phone, online, chat, store)	Mentions, Reviews, Customer retention rate
ADVOCACY	Reward Loyalty	Advocate	Social Share buttons, surveys, Reviews, Referral Links	User Shares Blog Content, Fills out Survey, Leaves Review, Shares Links	Number of Times Shared, Revenue Generated from Referral Links
CHAMPION	Engage Passion	Super Fan	User-Generated Content, Case Studies/Testimonials	Initiates Digital Campaign for Brand; Mobilizes Network to Brand	Number of Connections, and Participants

## Financial Data and Projections

### Past Sales Revenue

TMHC has made some previous revenue from sponsored content services on TMHC Instagram channel for local business partners. Since the beginning of 2020, TMHC sold 3 sponsor services at the “Hello Denver” tier for \$60 each resulting in \$180 gross sales revenue and gross profit since no costs for this service were incurred.

### First Year and Second Year Projections

TMHC's financial goal from June 2020 to June 2021 is to achieve gross sales revenue of \$30,000. After the shop launches in the summer of 2020, it is recommended that TMHC calculate revenue growth month-to-month or quarterly. Growth rates vary for different industries, but on average, companies fall between 15% and 45% for year-over-year growth (Baremetrics 2020). By calculating the month-to-month or quarter to quarter revenue growth rate during the first year, TMHC can better predict the rate of growth for the second year, while monitoring costs and expenses. See the [TMHC OPERATING STATEMENT 2020](#).

### Budget

TMHC's marketing budget for this plan includes expenses for software, publishing tools, services, staff and social media expenses during the first year of operation from June 2020 - June 2021. Budget allotted should be based on marginal revenues created by these expenses that meet or exceed the incremental costs. Therefore, eventually all marketing costs should be covered by the total revenue from marketing, which this plan set a 25% revenue from marketing goal from June 2020-June 2021. See the [TMHC MARKETING BUDGET 2020](#).

**Table 5. TMHC Marketing Tactics/Tools Budget**

<b>Marketing Tactics/Tools</b>	<b>Monthly Costs</b>	<b>Costs Yearly</b>
Google G-suite 3 users	\$36	\$432
MailChimp Essentials	\$9.99 starting August	\$100
WordPress/Elementor Pro	\$4.16	\$50 (renewal April 26, 2021)
Elementor Essential Add-Ons		\$39.97 (one time)
PPC Google search/display ads	TBD August & Nov/Dec.	\$100
Facebook/Instagram ads	TBD Q4	\$100
CRM	TBD	TBD
Stock photography	TBD month to month	\$120

## Implementation Plan

Implementation of the marketing program for TMHC involves execution of actions to achieve the marketing and product objectives outlined, starting in Q3 (July - September). The first marketing objective is to 1) Increase brand awareness, interest and interactivity. Recommended actions are listed below to achieve this objective. We will also focus on marketing objective 3) Establish tactics during Q3 as well as KPIs and brand guidelines. Actions to achieve product objective 4), finalize logo, products and vendor agreements, will also be included.

**Table 6. TMHC Marketing Program Implementation Actions**

Action Items	Action By	Target Dates
-Finalize products and prices for July launch. -Test woocommerce integration.	Roman Tafoya Joseph Tafoya	- July 20
-Establish TMHC brand font, color palette, logo.	Roman Tafoya Joseph Tafoya	- July 17
-Implement Google Analytics, report on KPIs: Users, Page Views, Visitor Returns and Time Spent, Conversion rate per month and per campaign.	Roman Tafoya Juliana Amann	- July 6 to report on all of June activity - At the end of the first week of every month.
-Feature Blog, Did You Know, Mile High Happening Blogs -Post on social channels	Roman Tafoya Frances Silva Juliana Amann Guests TBD	- Monthly or bi-monthly as needed. See <a href="#">TMHC Blog Content Calendar</a>
-MailChimp automated Welcome Email	Juliana Amann Roman Tafoya	- July 22
-Monthly newsletter template creation and deployment	Juliana Amann Roman Tafoya	- Template: July 24 - First newsletter: July 27 - Monthly newsletter: First week or last week of month
-Contest and giveaway: Create landing page for folks	Roman Tafoya Joseph Tafoya	- July or August

to sign up to newsletter, randomly 2 picks for T-shirt giveaway		
Create web page for sponsored content service offering	Roman Tafoya Juliana Amann	- July 27
PPC ads on Facebook or Google for product(s)	Roman Tafoya Juliana Amann	- August - Recurring TBD, during holiday season in Nov/Dec.
Product email to engaged contacts that features limited time coupon promotion (long-sleeve Ts and/or mugs)	Roman Tafoya Juliana Amann	- Oct, Nov. Dec. TBD

## Evaluation and Control

The table below shows how TMHC financial objectives and marketing tactics will be tested and measured according to their metrics. This information is important to ensure all the marketing efforts of the promotional mix are effective to increase sales and growth of business. Financial objectives are to achieve \$30,000 in gross sales by the end of June 2021 and to achieve a positive ROI on marketing investments.

**Table 7. Measurement of Financial Objectives Tactics for TMHC**

<b>Tactic/Communication</b>	<b>Measurement/KPIs</b>
<b>Direct Marketing:</b> Newsletter, Product Email campaigns	Email open rate, click through rate, conversion rate, revenue
<b>Social Media Marketing:</b> Social campaigns on Facebook, Instagram, Twitter	Engagement rate, conversion rate, revenue
<b>Other Web Inbound Marketing:</b> Contact us page, sponsored services page	Number of inquiries, conversion rate, revenue
<b>Advertising:</b> Facebook ads, PPC search/display Google ads for products	Click through rate (CTR), Cost per Click (CPC), conversion rate, revenue

The table below shows TMHC non-financial objectives and marketing tactics and how they will be measured via qualitative and quantitative metrics. Non-financial objectives include executing cause-marketing by giving a percentage of sales revenue to a local charitable foundation thereby increasing brand equity and also increasing brand awareness, interest and interaction.

**Table 8. Measurement of Non-Financial Objectives Tactics for TMHC**

<b>Tactics/Communications</b>	<b>Measurement/KPIs</b>
Establish partnerships with local charities or establish foundation for youth photographers	Number of interested charities, research foundation and find out costs and details.
Gauge brand equity with surveys sent out to customers and mailchimp list subscribers	Favorable/unfavorable responses and feedback about brand and product buying experience and product/service satisfaction
Increase brand awareness: establish web presence, SEO practices, blog content	Monthly users, pageviews, search rankings
Increase brand interest: social media campaigns, blog content, contests, CTAs	Return visitors, Avg session duration, followers/page likes, email subscribers, conversion rate
Increase brand interaction: newsletters, CTAs, landing pages, videos	Open rate, click through rate, inquiries/form fills, goal conversion rate for users/checkout page, video views

## Controls

Once the marketing plan has been in place, controls are used to avoid unwanted contingencies and improve poor performances of marketing efforts. Here are the controls that are suggested to progress the performance of the marketing plan.

- **Targets and benchmarks:** As part of digital campaign management, setting KPI targets and benchmarks will help determine if marketing efforts are meeting expectations. Once determined, targets and benchmarks should be monitored monthly and if they are not met, communications should be improved in messaging or digital experience.
- **Sales growth:** Measuring gross sales month-to-month or quarterly will gauge growth rate for the first year and help with projections beyond the first year. It will also help determine if TMHC is on track to meet the financial goal for the first year.

- **Budget:** Monitoring planned and actual spend of the marketing budget monthly and quarterly will help determine if ROI is positive or negative. Measuring marketing ROI is key because the aim is for revenue from marketing to cover marketing expenses. It will also help to determine where to cut costs or where to make further investments.
- **Customer feedback:** Quarterly or bi-annual surveys will help understand brand equity, or the favorable feelings customers have for TMHC brand and products. It can help to improve communications/promotions and increase customer retention and referrals.

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