

# **Creating Wealth Through Leveraging Assets and Strategic Marketing**

**Early Bird Pre-Conference Workshop  
2013 Breakthrough Solutions Conference**

***Ferndale, Arkansas  
May 7, 2013***

**Dr. Mark Peterson, Professor – Community & Economic  
Development, U of Arkansas Cooperative Extension Service**

**Jeff Jones, Manager – Market Development  
CenturyLink**

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# Introductions

- \* **name**
- \* **community/organization**
- \* **challenge or issue**

**How do we address these challenges and issues?**

**How do we build innovative communities and regions in a rapidly changing world?**

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**How do we build innovative communities and regions in a rapidly changing world?**

**It takes tools and skills to turn assets into opportunities.**

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**Once we identify economic opportunities, it will take funding and entrepreneur – friendly communities.**

# Three characteristics of an effective community or region

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- \* assets
- \* collaboration
- \* vision

# Community Development

**Community Development** – a process of involving your community in creating or preserving its desired future.

Community development has changed from a focus on problems to a focus on assets.



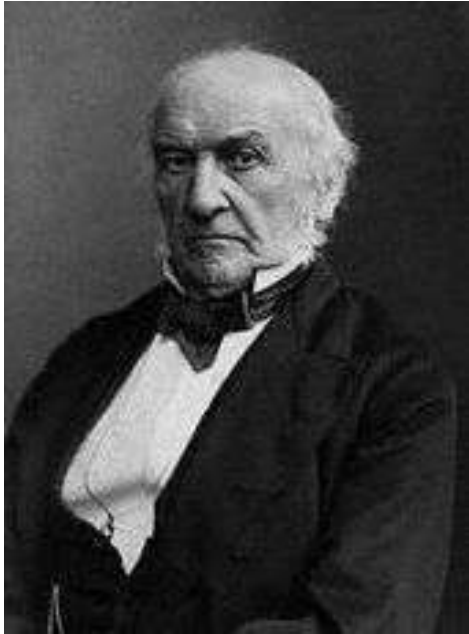
# Community Development

**Community Development** – a process of involving your community in creating or preserving its desired future.

Community development has changed from a focus on problems to a focus on assets.

**Breakthrough Solutions** takes this to the next level, by leveraging assets to create breakthroughs that can make a real difference in your community.

# A Story of Two Men and a Woman



**William Gladstone**



**Benjamin Disraeli**

**The greatest good you can do for another is not just to share your riches but to reveal to him his own.**

***Benjamin Disraeli***

# **Building Innovative, Sustainable Communities in a Rapidly Changing World**

**2013 Breakthrough Solutions Conference**

***Ferndale, Arkansas  
May 8, 2013***

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# **Breakthrough Solutions Partners**

**Arkansas Community Foundation**

**Arkansas Human Development Corporation**

**Arkansas Geographic Information Office**

**Arkansas Science and Technology Authority**

**Arkansas State Chamber of Commerce**

**ASU Delta Center for Economic Development**

**AT&T Arkansas**

**CenturyLink**

**Community Development Institute**

**Cromwell Architects Engineers**

**Electric Cooperatives of Arkansas**

**Entergy Teamwork Arkansas**

**Federal Reserve Bank, Little Rock Branch**

**Ken Hubbell and Associates**

**UALR Institute of Government**

**UALR Small Business Technology and Development Center**

**UALR Institute for Economic Advancement**

**UCA Center for Community and Economic Development**

**University of Arkansas Cooperative Extension Service**

# Breakthrough Solutions Sponsors

Platinum – Connect Arkansas



Gold – AT&T Arkansas

Silver – AEP Swepeco,

AR Community Development Society,

CenturyLink

Electric Cooperatives of Arkansas,

Entergy Teamwork Arkansas,

Little Rock Branch, St. Louis Federal Reserve

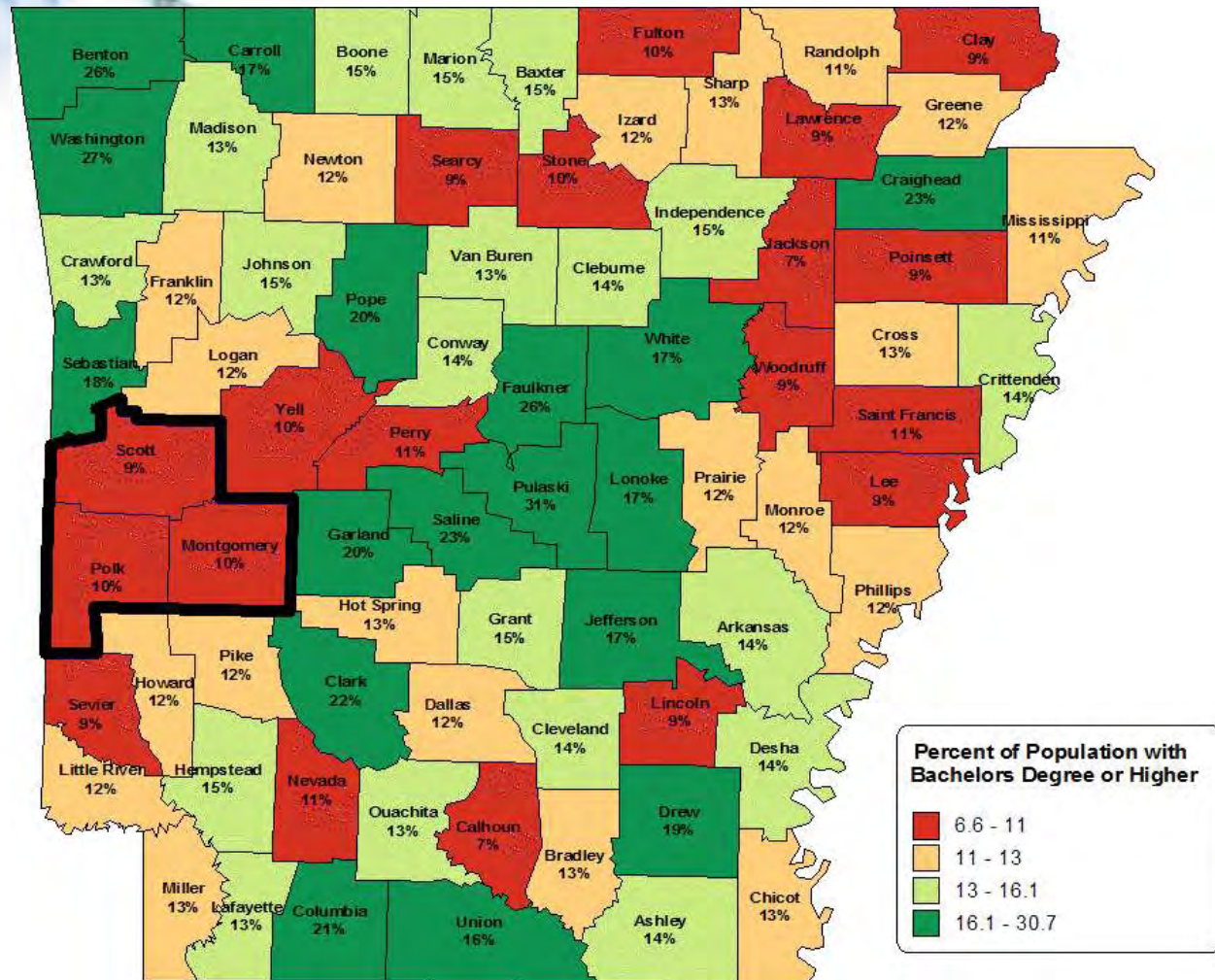
Bronze – Bank of the Ozarks

# We Are Members of the Arkansas Coalition for the Ouachitas





# Population 25 & Older with Bachelors Degree or Higher





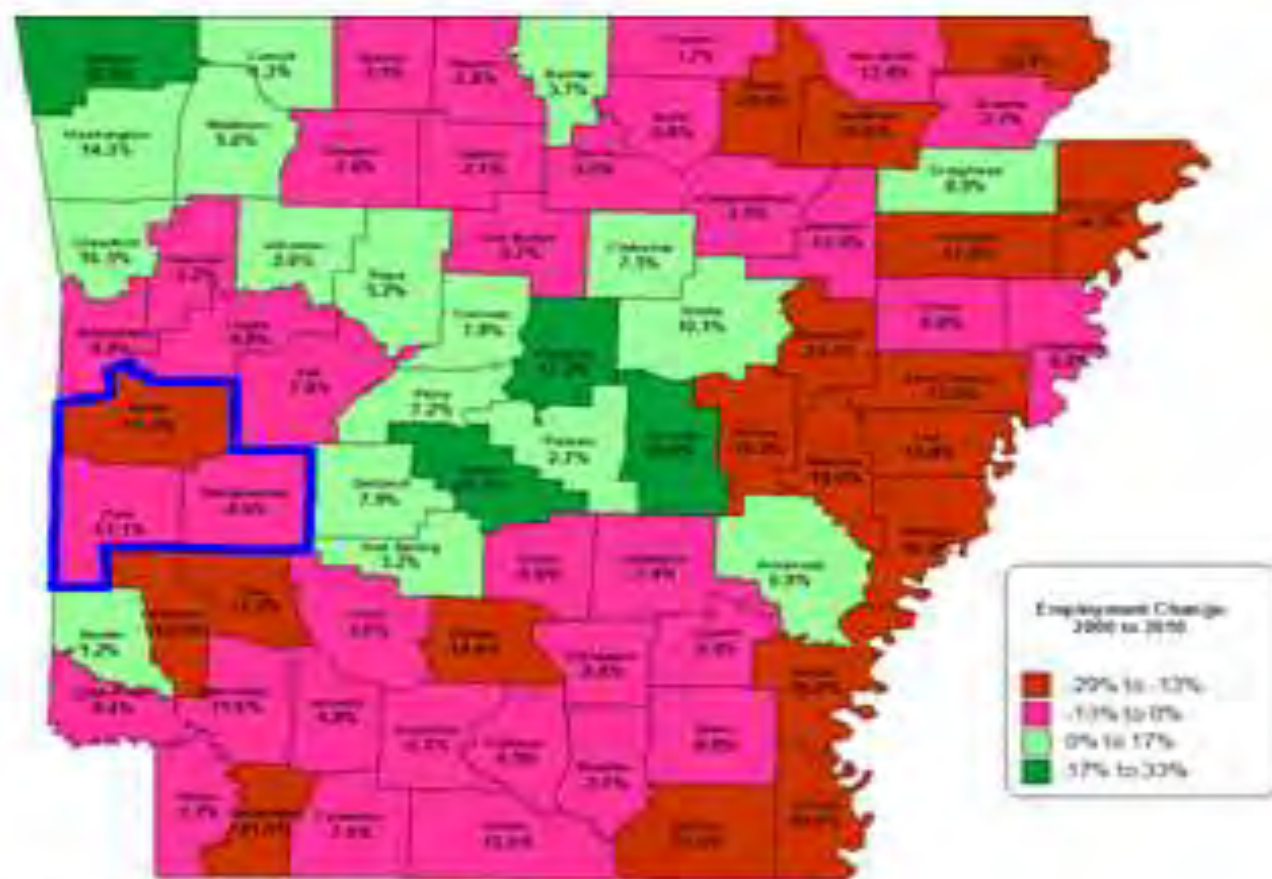
# Population and Jobs

Between 2000 and 2010,

	<u>Population</u>	<u>Jobs</u>
Arkansas	+ 9.1%.	+ 2.5%
ARCO Region	+ 2.1%.	- 11.1%

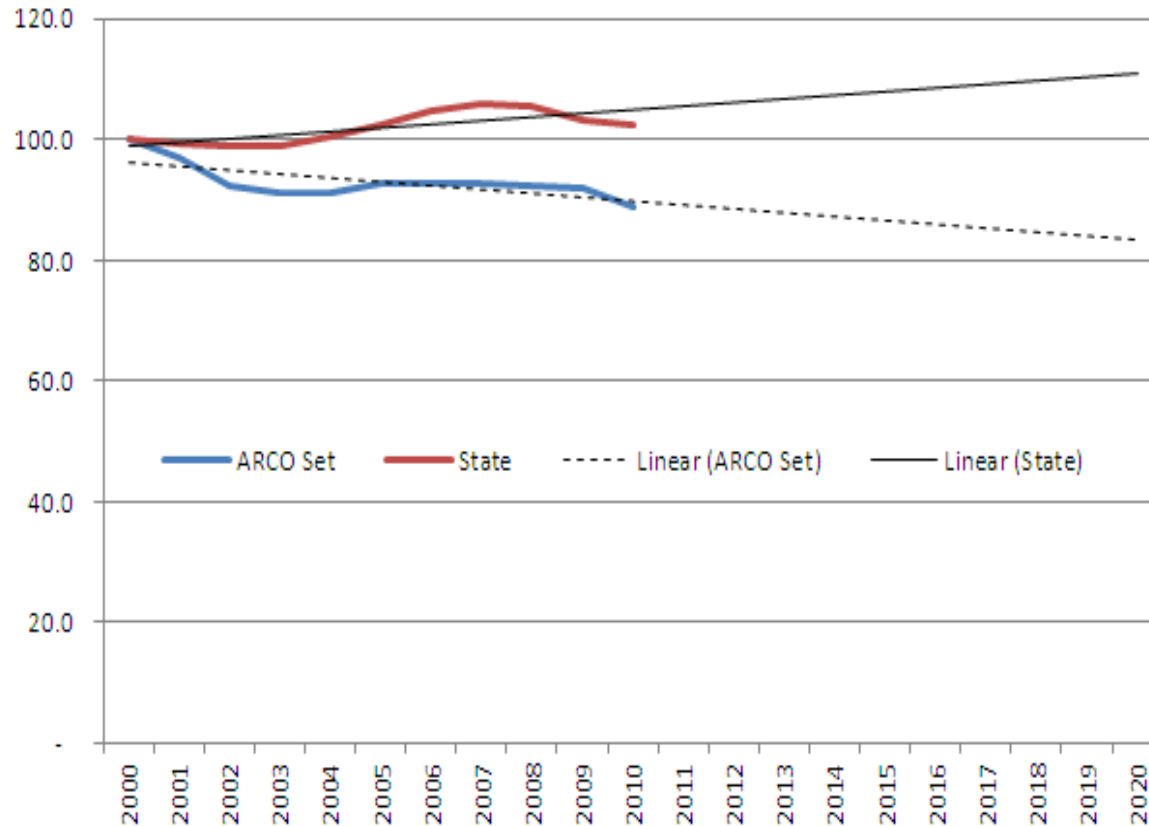
**(2010 Population of ARCO is 41,382)**

# Employment Change (2000 to 2010)



Source: Employment estimates from the REIS Data Base, Bureau of Economic Analysis.

# If This Trend Continues -



- **By 2020, the ARCO region would lose another 1,972 jobs, with an approximate negative impact of \$78 million in direct and indirect impacts.**



# Partners FOR THE *future*

Initiated by the Arkansas Regional Coalition of the Ouachitas (ARCO), Rich Mountain Community College, and the University of Arkansas, Division of Agriculture

## Join Us In Creating A Vibrant, Sustainable Future!



# **Partners for a Vibrant, Sustainable Future Initiative**

**A broad-based initiative to engage leaders  
and citizens in Montgomery, Polk, and  
Scott Counties to:**

- \* create economic opportunities,**
- \* enhance our quality of life, and**
- \* preserve our natural environment.**

# **Our Job is to Identify Economic Opportunities**

# Many Kinds of Wealth







# Breakthrough Solutions Model

**R**

RESULTS YOU CAN MEASURE

5 NEW BUSINESSES

REVITALIZED STREETScape

20% HIGHER HIGH SCHOOL GRADUATION RATE

15% INCREASE IN TOURISM

1 NEW REVENUE SOURCE

20% MORE YOUTH RETURN

**A**

ASPIRATIONS AND VISIONS

**VISION OF A VIBRANT, SUSTAINABLE FUTURE**  
(YOUR BRAND)

**O**

OPPORTUNITIES FOR BREAKTHROUGHS

**BARRIERS**

**BREAK-THROUGH STRATEGIES**

**S**

STRENGTHS AND ASSETS

**KEY DRIVERS**



Enhanced Natural Resources & Environment



Motivated Talent



21st Century Economic Engines



Pro-Active Leaders and Organizations



High Quality of Life & Place



Financial Assets

Your Community's Beginning

# **What can you do with:**

- 1) History and stories**
- 2) Solid waste**
- 3) Watermelons**
- 4) Vacant lots and buildings, streets**



# Leveraging Your History



We all have a story to tell, so we gave our community a stage.

We wanted to create something that was so interesting that everyone would want to be a part of it.

*Joy Links, Colquitt/Miller County Arts Council*



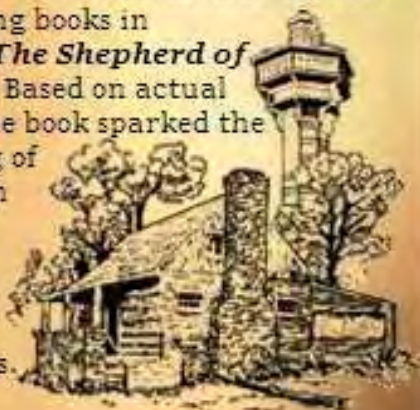
Shepherd of the Hills

 ORDER TICKETS  SCHEDULES  DIRECTIONS  GROUPS  
 PHOTOS  STORE  FAQS  CONTACT US

 Welcome

Welcome to **The Shepherd of the Hills Online**, the virtual home of **Old Matt's Homestead**, Missouri's number one historical attraction, and **The Old Mill Theatre**, the most performed outdoor theatre in the country.

Celebrate a century with us! 2007 marked the 100th anniversary of the publication of one of the first million-copy selling books in the U.S., *The Shepherd of the Hills*. Based on actual events, the book sparked the beginning of tourism in Branson, Missouri and the Ozark Mountains.



## - CONTENTS -

- I. [The Story of The Shepherd of the Hills](#)
- II. [Our 100 Year History](#)
- III. [The Shepherd of the Hills Outdoor Drama](#)
- IV. [The Sons of the Pioneers Chuckwagon Dinner Show](#)
- V. [Homestead Activities:](#)  
Inspiration Tower, Homestead Tours, Horseback Trail Rides, & Shopping
- VI. [Special Events:](#)  
The Trail of Lights, Christmas on the Trail, & Super Summer Cruise

NEXT 
[Home](#) [The Story](#) [Our History](#) [Drama](#) [Sons of the Pioneers](#) [Homestead Activities](#) [Events](#)





# BRANSON LAKES AREA

Someone you love is always playing in Branson.™



New Branson Air



SPRING



SUMMER



FALL



CHRISTMAS

Ozark Mountain Christmas: November / December



WINTER



Plan Your Branson Vacation Today

Arriving:



Departing:



[Start Planning](#)

# **Solid Waste - Methane From a Landfill is Used for:**

- \* heating a community college**
- \* glass blowing**
- \* pottery kilns**
- \* tilapia ponds**
- \* greenhouses**





# Hope Watermelon Festival















# Vacant Lot on N. Commerce





# What It Looks Like Now!





# Liability or Asset?





City of  
**GENOA**

*"Moving forward with a purpose"*



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[Residential](#)

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### Quick Links

[Meetings & Agendas](#)

[Emergency Management](#)

[Community Links](#)

[GK School District](#)

[Park District](#)

[FOIA Form](#)



### Welcome to Genoa, Illinois

Genoa is an award winning community in the heart of Illinois' historic and beautiful Kishwaukee River Valley.

Since 1996 we have been an Illinois Main Street Designated community. Illinois Main Street began in 1993 as a preservation based, economic development program sponsored by the Illinois Department of Commerce and Community Affairs.

### NEWS

- [Ballot Referendum: Electic Aggregation](#)
- [See What's New in Genoa!](#)
- [Winter Parking Regulation in Effect - December 1 to March 31](#)
- [We are now on Facebook!](#)



### City of Genoa

333 E. First Street  
Genoa, IL 60135

Phone: (815) 784-2327

To send an e-mail  
[click here](#)

**Office Hours:**  
Monday - Friday  
8:30am - 5:00pm





# Youth Center





# Youth Are Assets Too



# CONCEPT SKETCH

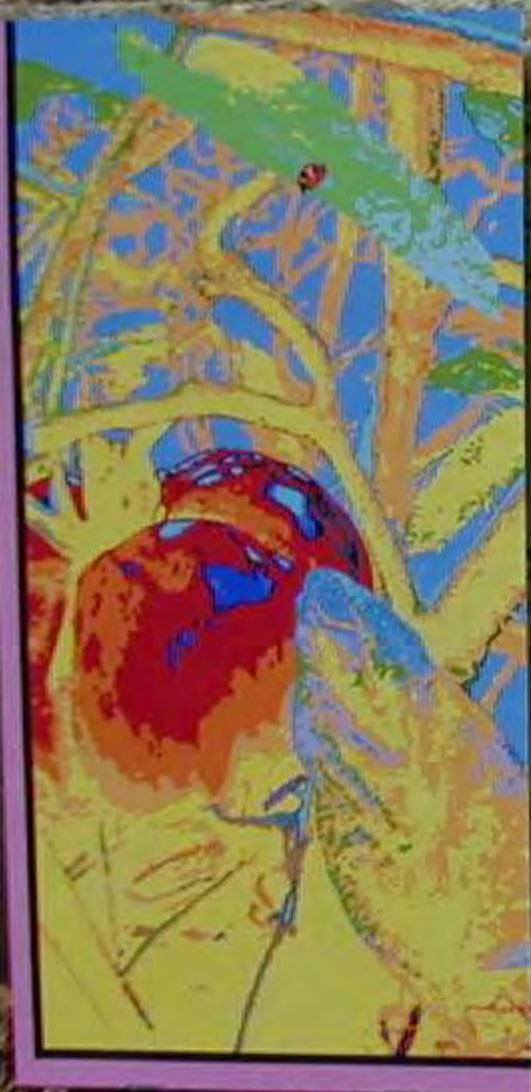




# CONCEPT SKETCH











Aveeno







# Blazing Saddles at Dreamland Drive-In Tonight





Blazing Saddles, starring Gene Wilder (left) and Cleavon Little, will be screened tonight at Dreamland Drive-In.

By [Karen Martin](#)

Published: June 9, 2011, 6:24am

## Tools

 Comment

 Print Story

 Facebook

[Friends of Dreamland Ballroom](#) invite you to a screening of the 1974 comedy [Blazing Saddles](#) at sundown tonight (around 8:30 p.m.), the first of four drive-in movies in the parking lot behind Taborian Hall (Arkansas Flag and Banner building) at 800 W. Ninth St., Little Rock.



# Form Four Groups

**Developing the ARCO Region**

**A community/downtown**

**A manufacturer / manufacturing  
cluster**

**A small business / small  
businesses**

# Key Drivers of Change - A Story of Two Companies

**Eastman Kodak**



**Corning Glass**

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**Eastman Kodak**



**Corning Glass**



# Kodak to Exit Bankruptcy a Different Company



Those were the good days... an advertisement for the Kodak instant camera in 1977.



CORNING

## What's next

Corning creates what's next for our connected world. Because we never stop innovating, across our segments and around the world.

[Display Technologies »](#)

[Environmental Technologies »](#)

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[Life Sciences »](#)

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# Key Drivers of Change

- 1) DEMOGRAPHY: Older, diverse, and mobile.**
- 2) TECHNOLOGY: Faster, mobile, social**
- 3) GLOBALIZATION: A global marketplace**

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## OPPORTUNITIES AND THREATS?

# Key Drivers of Change

- 4) LOCALIZATION: Local foods, arts, music, drama, history, and unique products**
- 5) QUALITY OF PLACE: Livable, walkable, healthy, great places**
- 6) SUSTAINABILITY: Green & long-term sustainability**



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**OPPORTUNITIES AND THREATS?**

# Key Drivers of Change

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- 3) **GLOBALIZATION:** A global marketplace
- 4) **LOCALIZATION:** Local foods, arts, music, drama, history, and unique products
- 5) **QUALITY OF PLACE:** Livable, walkable, healthy, great places
- 6) **SUSTAINABILITY:** Green & long-term sustainability

## Other Key Drivers of Change??

# Clues to Economic Opportunity

**Critical mass – antiques, car dealers, restaurants, mfg.**

**Gaps – what is missing, but would take us to the next level?**

**Diamonds in the Rough – what has real potential for added value?**

# Four Groups

**The ARCO Region**

**A community/downtown**

**A manufacturer / manufacturing  
cluster**

**A small business / small  
businesses**

# Developing the Region Through Local

## Foods

- \* Families near poverty
- \* Food prices are going up
- \* A lot of people interested in how to grow, preserve, and market food to increase their income





# Developing the Region Through Local

## Foods

- \* Families near poverty
- \* Food prices are going up
- \* A lot of people interested in how to grow, preserve, and market food to increase their income
- \* Some people don't have space or skills for gardening
- \* More likely to be successful than trying to recruit industry



## Local Foods Assets (start with Mena)

- \* RMCC culinary arts program, greenhouse
- \* H.S. – very interested, EAST lab
- \* Small farmers' market – excess produce
- \* Church with state-inspected kitchen
- \* Vacant storefront, 3 vacant lots, 3 parks

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- \* RMCC culinary arts program, greenhouse
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- \* Vacant storefront, 3 vacant lots, 3 parks
- \* **Master Gardeners, 4-H Teen Leaders,**
- \* **County agents – hort., food pres., agri.**
- \* **Local restaurant**
- \* **Grassfed beef producer, blueberries, two commercial vegetable growers**

# Local Foods Tool – a Value Chain

<u>Producers</u>	<u>Value Added</u>	<u>Marketing</u>
Aunt Martha's Jam	Packaging	Internet

# Community/Downtown – Mena (5,737)

## Challenges:

**Stores close at 5 p.m.  
and weekends**

**Young people – nothing  
to do in the  
evenings**

**Arts and crafts people are better at art  
than business and marketing**

**Parts of downtown need sprucing up**

**Stop brain drain and create jobs**





# Assets

**Natural beauty & outdoor recreation**

**Arts & crafts people, small gallery**

**Rich & colorful history – RR town**

**Strong culture of bluegrass & Gospel**

**Vacancies - two storefronts plus**

**middle school on Main Street**

**RR depot museum is underutilized**

**Ouachita Little Theater – occasional prod.**

**Main Street is a state highway to**

**Queen W State Park (Dutch**

**connection)**

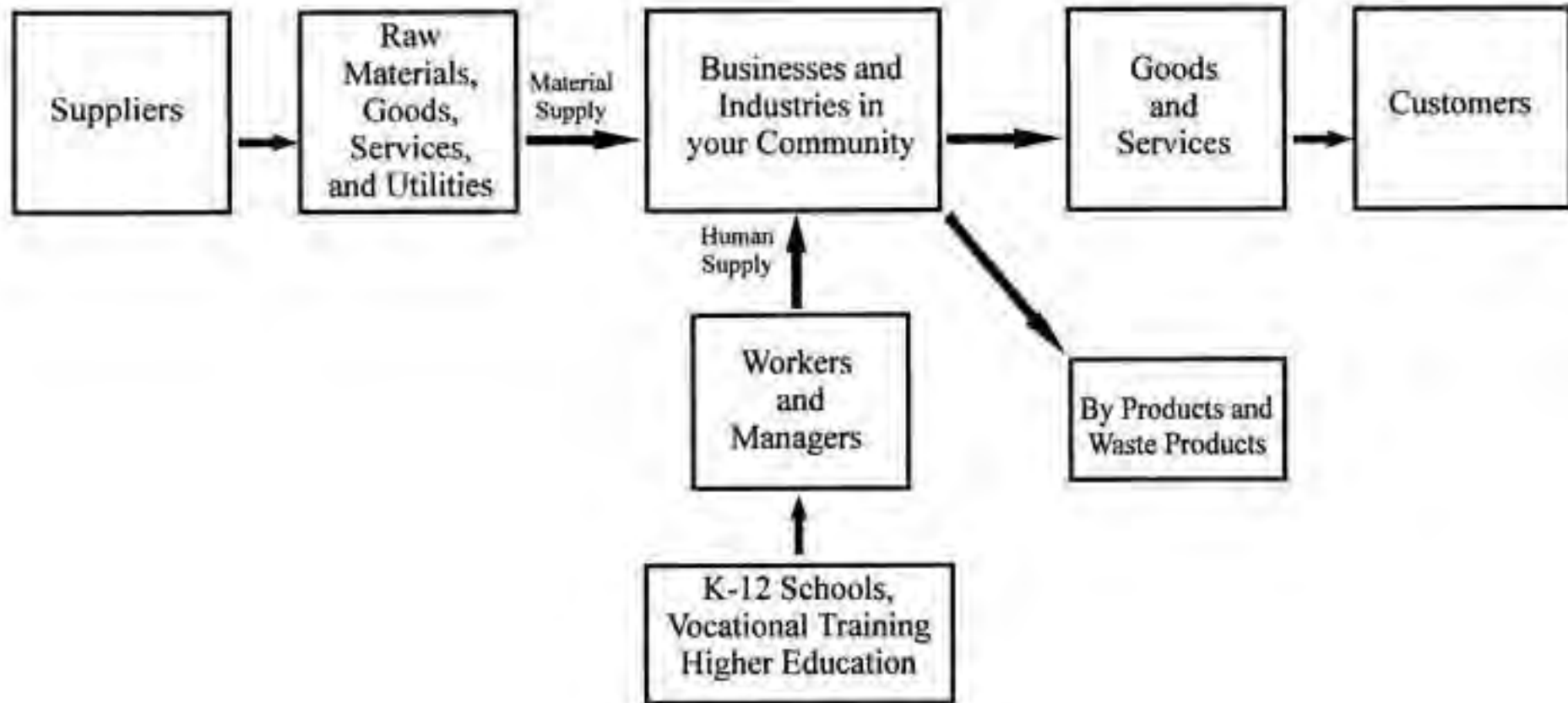
# Manufacturer

## **Jones Brothers Aerospace:**

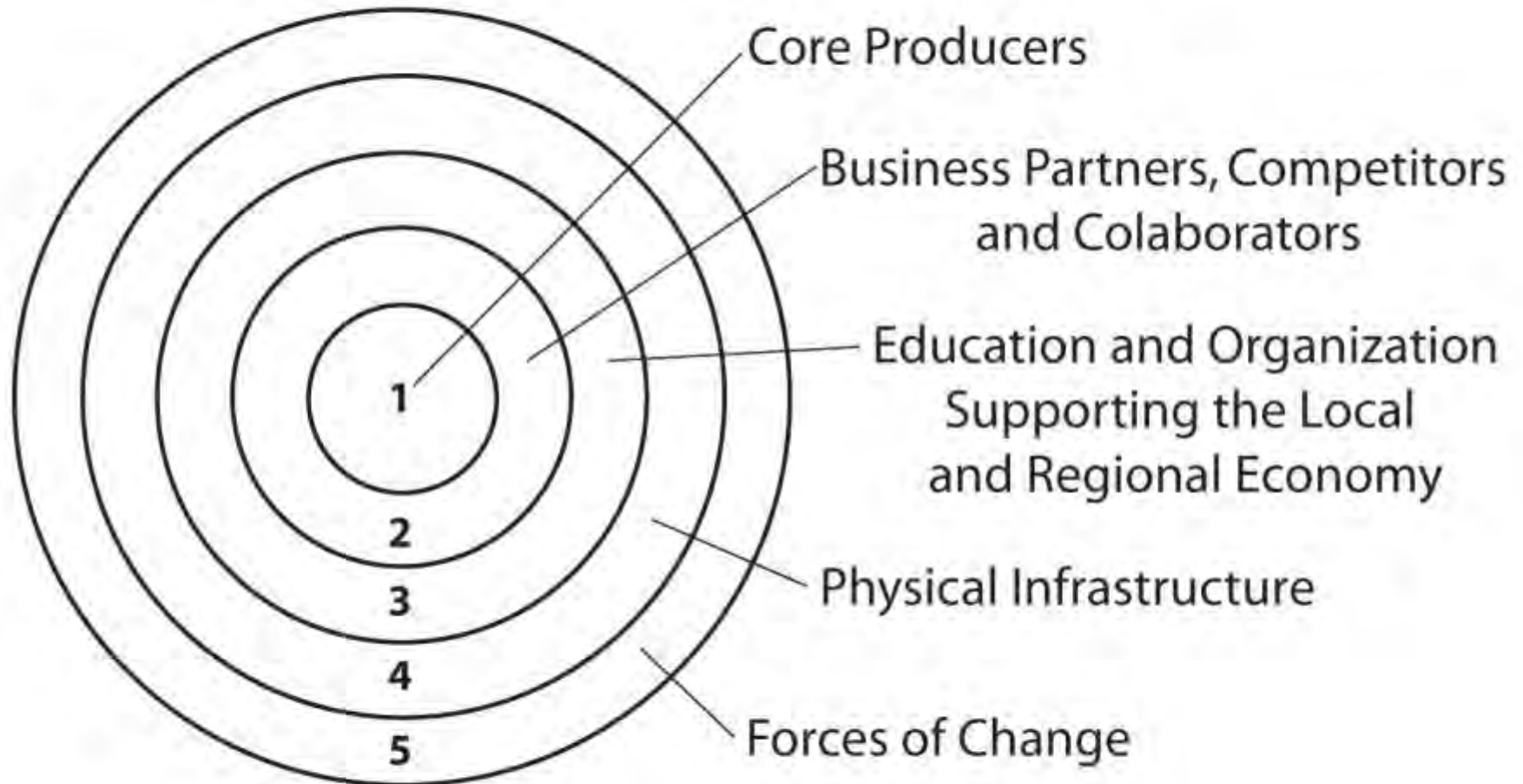
- \* employs 220 people**
- \* provides aircraft services out at the airport in Mena,**
- \* a part of a cluster of similar businesses,**
- \* use a small portion of 150 acres of land owned by the company that adjoins the airport,**
- \* has a forge for some metal parts, and**
- \* does high end, custom interiors for new airplanes.**



# Local Businesses As Strategic Assets - New Economic Development Opportunities For Communities



# Economic Clusters





# Small Business / Businesses

## Story

### \$5,000 Grant

# Go to Work

# Report Out

# Depot Possibilities



Digital Museum

Reinvigorate Farmer's Market

Music at the Market

Gelato or Frozen Yogurt

Bike Rentals

Beautify the Outdoor Areas

Fountain













OUACHITA LITTLE THEATRE

MENA ARTS





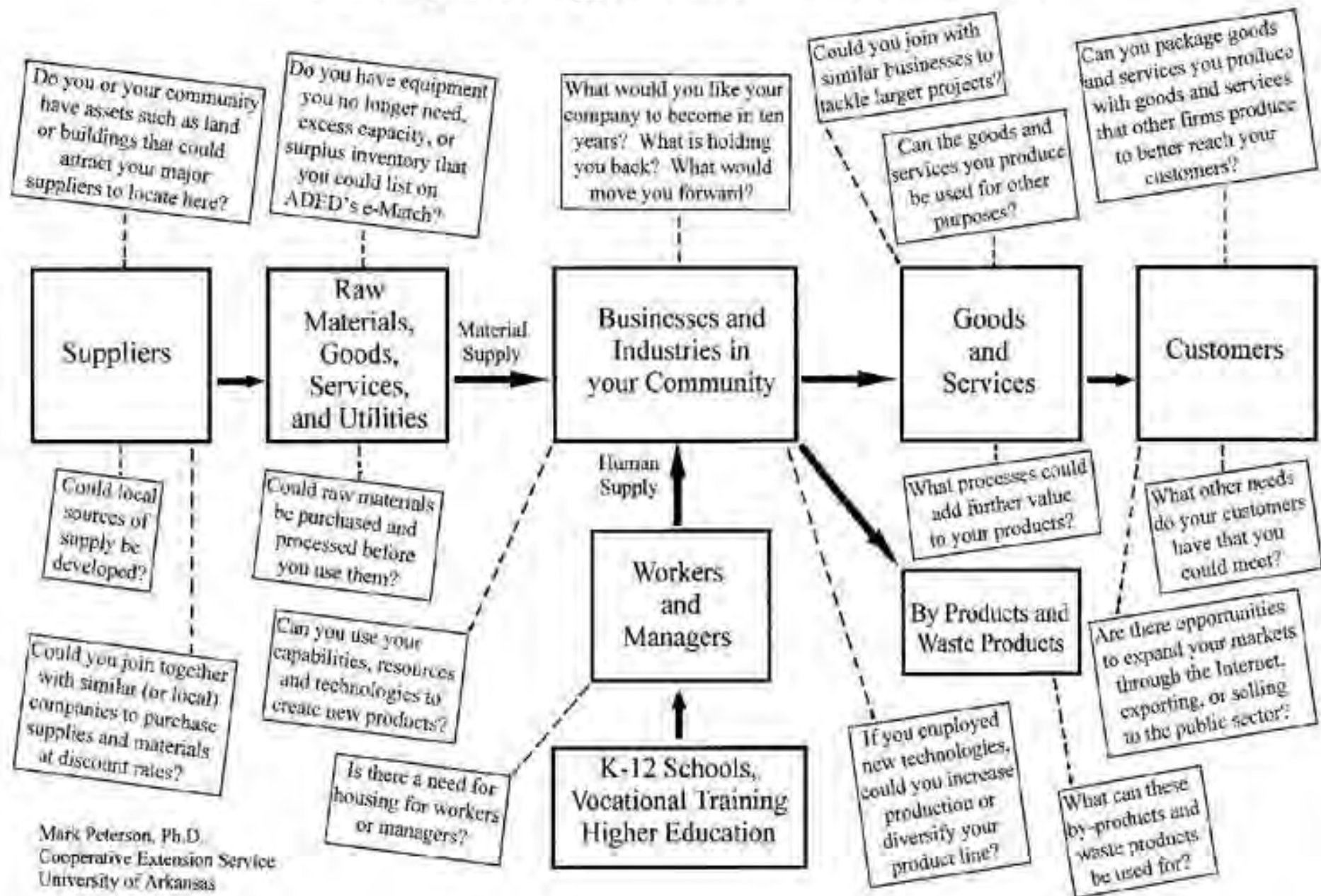
outdoor theater



MENA ARTS



# Local Businesses As Strategic Assets - New Economic Development Opportunities For Communities



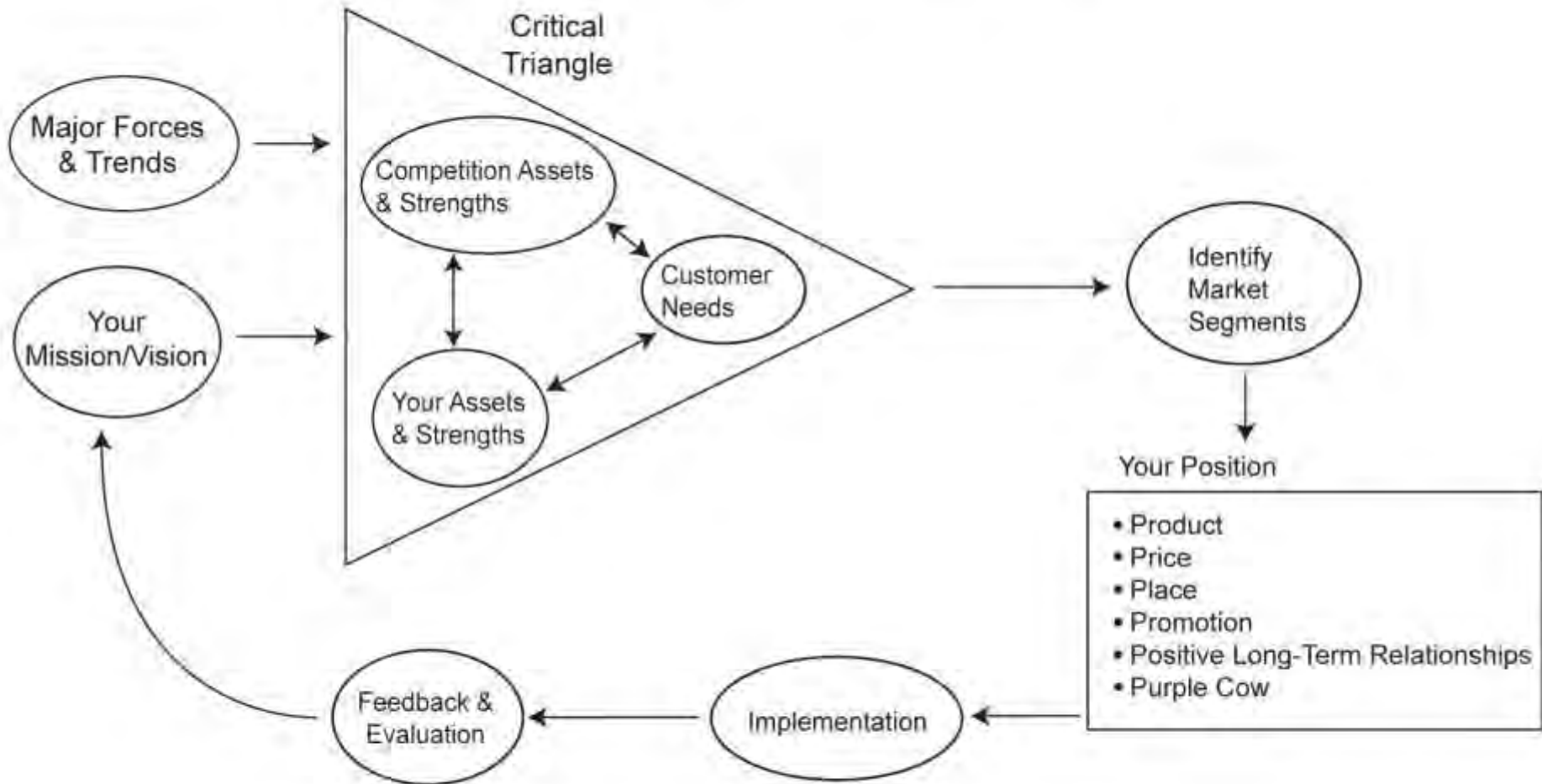
# The Evolution of Marketing

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- 1) SELLING - Produce what you think people will buy, and then go out and sell it.**
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# Strategic Marketing Process



Adapted from Marketing Process  
by William Elder, University of  
Missouri, by Mark Peterson

Major Forces  
& Trends

Your  
Mission/Vision

Major Forces  
& Trends

## Major Forces & Trends

Demography

Economy

Technology

Globalization

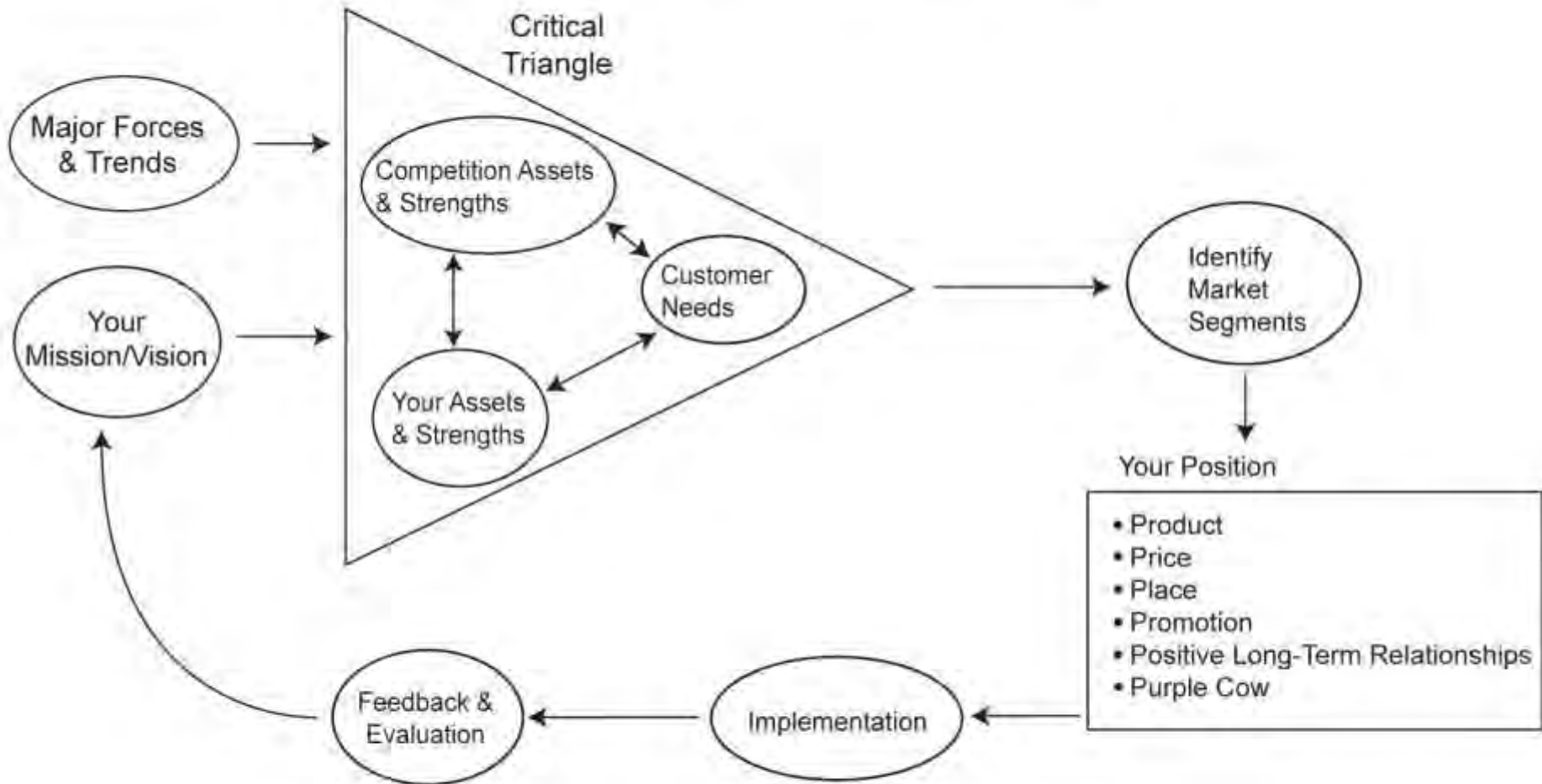
Localization

Quality of Place

Sustainability

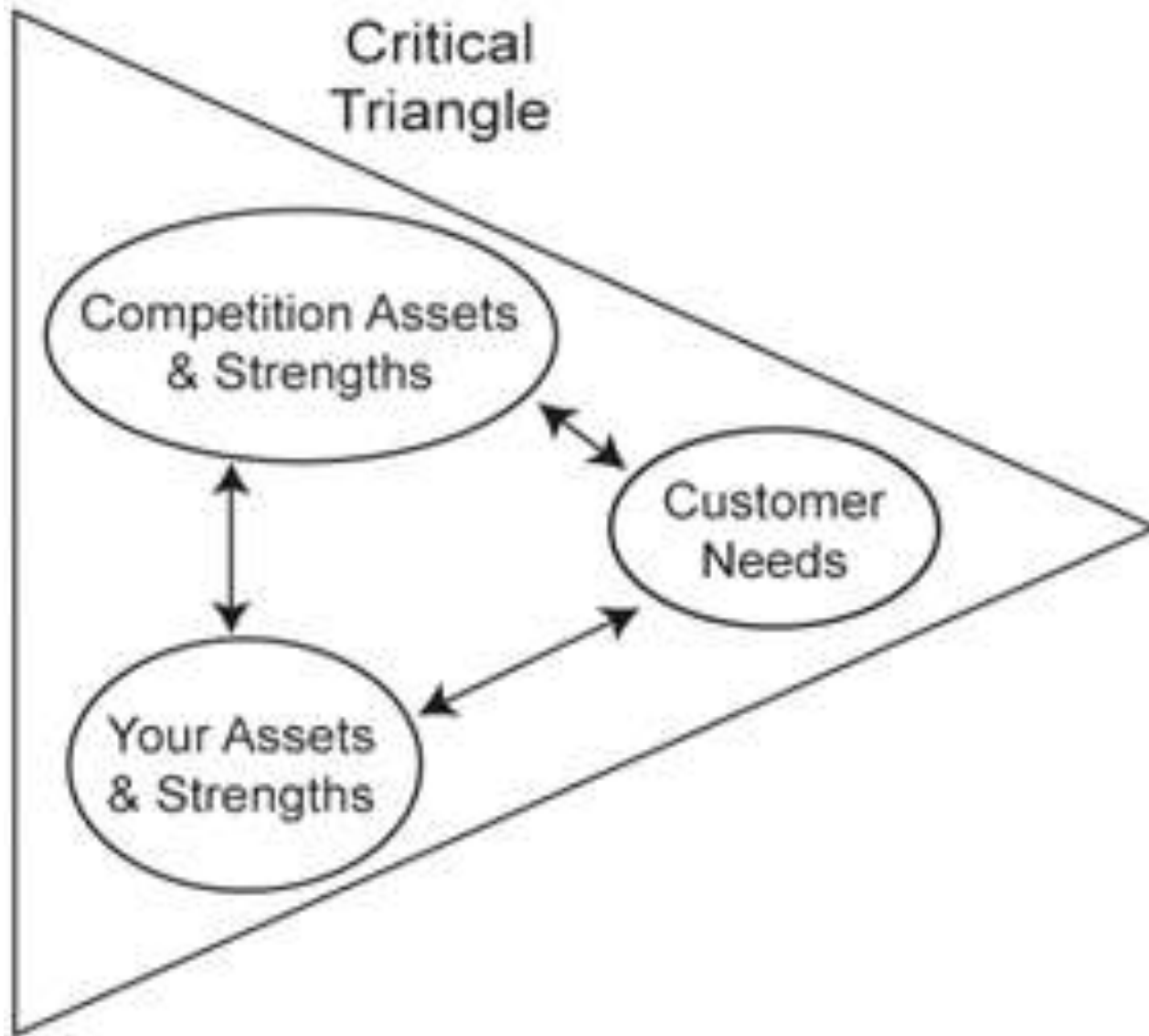
Your  
Mission/Vision

# Strategic Marketing Process



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Identify  
Market  
Segments

# Segment the Market

Different groups have particular needs:

- **DEMOGRAPHICS:** age, sex, family size, nationality, income, education, race, religion
- **GEOGRAPHY:** region, county, community, neighborhood, urban-rural, population density

# Segment the Market

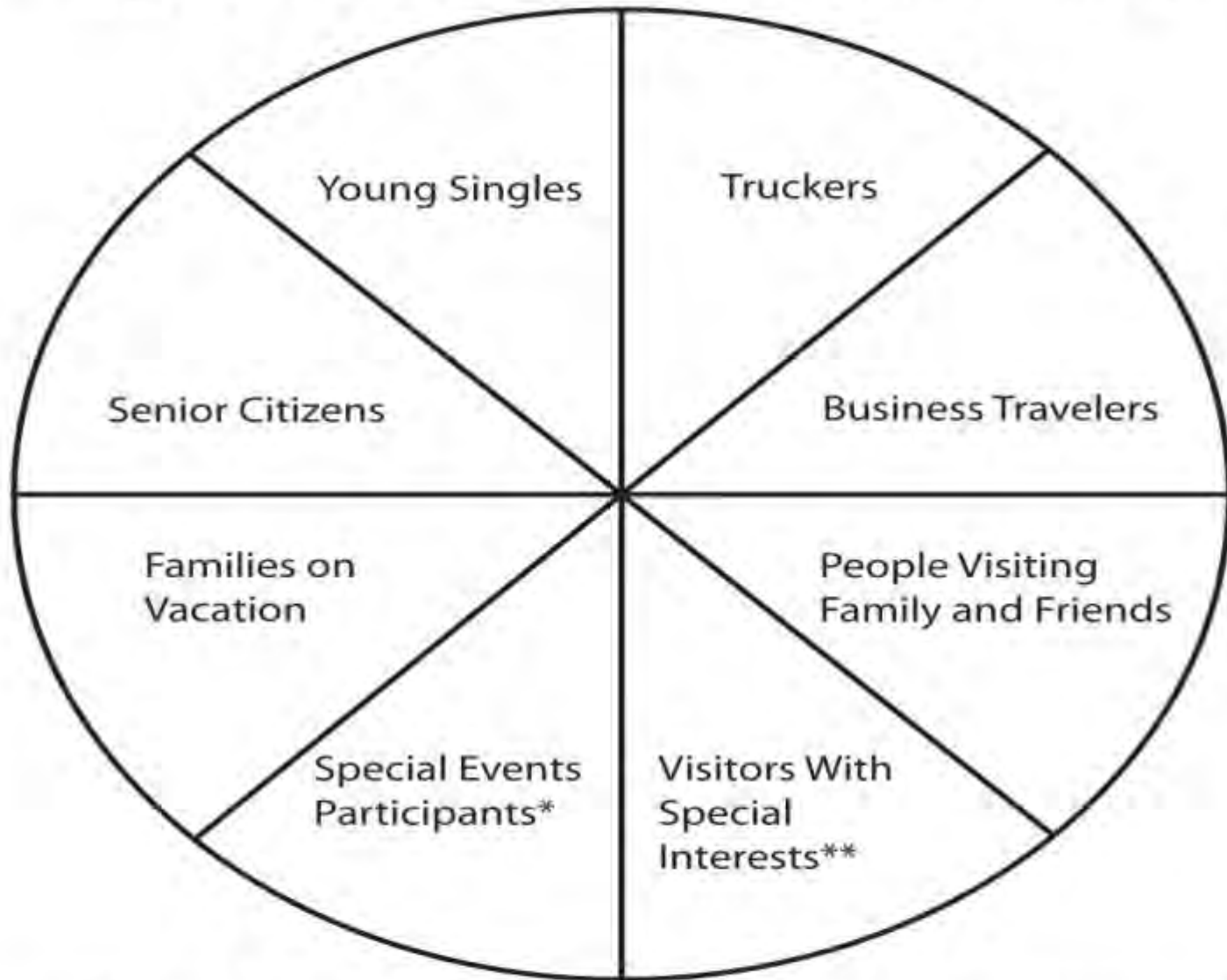
Different groups have particular needs:

- **DEMOGRAPHICS:** age, sex, family size, nationality, income, education, race, religion
- **GEOGRAPHY:** region, county, community, neighborhood, urban-rural, population density
- **WORK:** occupation, kind of work, size of business, products produced, common issues
- **PSYCHOGRAPHICS:** social class, life style personality, special interests or hobbies, value systems  
(Pools and Patios, Shotguns and Pickups, etc.)

**Conduct market research**



# Travel and Tourism Market Segment Wheel



Special events – conferences, festivals, sports events, hang gliding, fishing tournaments and other events.  
Special interests include agricultural, historical, African-American, cultural, bird-watching, fall colors, hunting, fishing, extreme sports, backpackers, and other natural resource based tourism

# Your Position

- Product
- Price
- Place
- Promotion
- Positive Long-Term Relationships
- Purple Cow

# Promotion

- A brand is a promise
- What does your brand promise?




## Funny Place Names: Boring, Ore.

"The Most Exciting Place to Live" is the catchy slogan for this unincorporated town 20 miles southeast of Portland. The name Boring isn't a judgment on the lifestyle here; it honors 1900s homesteader W.H. Boring, who hosted the first school on his property. Today there's no excuse for being bored: The old railway between Boring and Portland is a popular trail for hikers, bikers and horseback riders.

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 64 people like this.





## Funny Place Names: Cuckoo, Va.

Virginia's first cuckoo clock supposedly hung in the historic Cuckoo Tavern between Charlottesville and Richmond. Though the tavern is no longer there, it's famous for being the place where, in 1791, Jack Jouett — the Paul Revere of the South — first heard British cavalry coming and rode 40 miles to Charlottesville through moonlit fields and over back roads to warn Thomas Jefferson that trouble was afoot. Later, in 1819, the town was officially founded by Dr. Henry Pendleton, whose descendants still own the house he built.

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LAST CHANCE

## Funny Place Names: Last Chance, Colo.

Where highways 36 and 71 meet in rural eastern Colorado stands a little ghost town called Last Chance. Back before Interstate 70 diverted car traffic from the area, Last Chance gave weary travelers a place to stop for food, gas and lodging before driving east into Kansas or west toward the mountains. Today, there's not much here but the shells of old buildings, fun for history buffs and photographers to explore.

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Like



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## Funny Place Names: Nothing, Ariz.

Nothing. Nada. Nix. Niente. This is truly a place that lives up to its name. Supposedly christened by four inebriated locals in 1977, it's never been much more than a pit stop on Highway 93 between Las Vegas and Phoenix. Recently an entrepreneur tried to revive the town with a wood-burning pizza business, but nothing came of it. In the neighborhood? Drive north to Wikieup to visit the "rattlesnake capital of the Arizona."

Have you traveled to a place with a funny name? Share it on the [Travel Blog](#).

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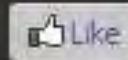




## Funny Place Names: Hell, Norway

Ready for a vacation in Hell? Well, maybe not — there's not much to do here in this tiny Norwegian town 20 miles east of Trondheim. For the record, the name derives from the Old Norse word *hellir*, meaning "overhang" or "cliff cave." (The word hell can also mean "luck" in Norwegian.) The town's big tourist draw — other than its name — is the Blues in Hell music festival, held in September.

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### News about Norway »

[KC forward Teal Bunbury chooses US over Canada, Diskerud takes America over Norway](#)

Minneapolis Star Tribune · 3 days ago



# Stuttgart

A NATURAL PLACE TO CALL HOME



A NATURAL PLACE TO CALL HOME

STUTTART HOME

KNOW STUTTART

ECONOMIC DEVELOPMENT

CHAMBER OF COMMERCE

DUCK FESTIVAL

HUNTING SERVICES

PHOTO ALBUM

COMMUNITY CALENDAR

STUTTART STORE





A NATURAL PLACE TO CALL HOME

- STUTTART HOME
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NORTHWEST  
ARKANSAS

GREAT FOR BUSINESS. GREAT FOR LIFE.

BENTONVILLE • FAYETTEVILLE • ROGERS • SILOAM SPRINGS • SPRINGDALE





A NATURAL PLACE TO CALL HOME

- STUTTART HOME
- KNOW STUTTART
- ECONOMIC DEVELOPMENT



I  NY



NORTHWEST  
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BENTONVILLE • FAYETTEVILLE • ROGERS • SILOAM SPRINGS • SPRINGDALE

& Economic Development  
*Arkansas Communities*

# Eureka Springs' 'Extraordinary Escape'

by [Jamie Walden](#) on Monday, Mar. 10, 2008 12:00 am

Jim Williams, executive director of the Eureka Springs Advertising & Promotion Commission, said the town's real problem has been that its tourism revenue hasn't been growing at the 4 to 6 percent national average and had even fallen more than 9 percent from 2003 to 2005.

A mayor-appointed "task force on tourism," with the help of the Department of Parks & Tourism, determined that the lull was caused by a "lack of brand identity," Williams said. So the Eureka A&P Commission, in partnership with the state agency, has orchestrated a massive marketing offensive for



<http://www.eurekasprings.org>



# The Evolution of Marketing

- 1) **SELLING** - Produce what you think people will buy, and then go out and sell it.
- 2) **MARKETING** - Find a need or opportunity and fill it.
- 3) **EXTRAORDINARY SERVICE** - Find a need and greatly exceed it.

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**Breakthrough Solutions** **WOW** Meter



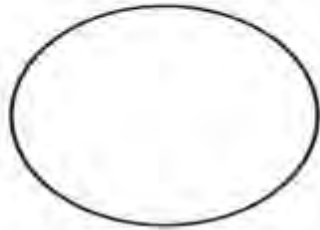
**Breakthrough Solutions** **WOW** **Meter**

A \$10,000 PIZZA



# The Lifetime Value of Good Customers

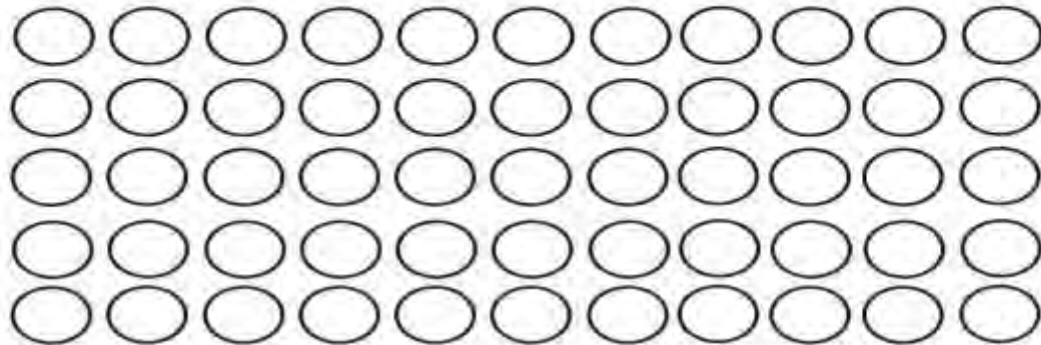
One-Time  
Event:



Value  
\$18

Joe and Mary buy 1 large pizza with drinks

Multiple  
Events Over  
a Lifetime:



Joe and Mary live in the neighborhood for 7 years and buy  
2 pizzas/month. Their lifetime value as customers is:  
 $7 \text{ years} \times 2 \text{ pizzas/month} \times 12 \text{ months/year} \times \$18/\text{pizza} = \underline{\underline{\$3,024}}$

What is at stake when Joe and Mary come in to buy a pizza  
(the difference): \$3,006

# Raving Fans

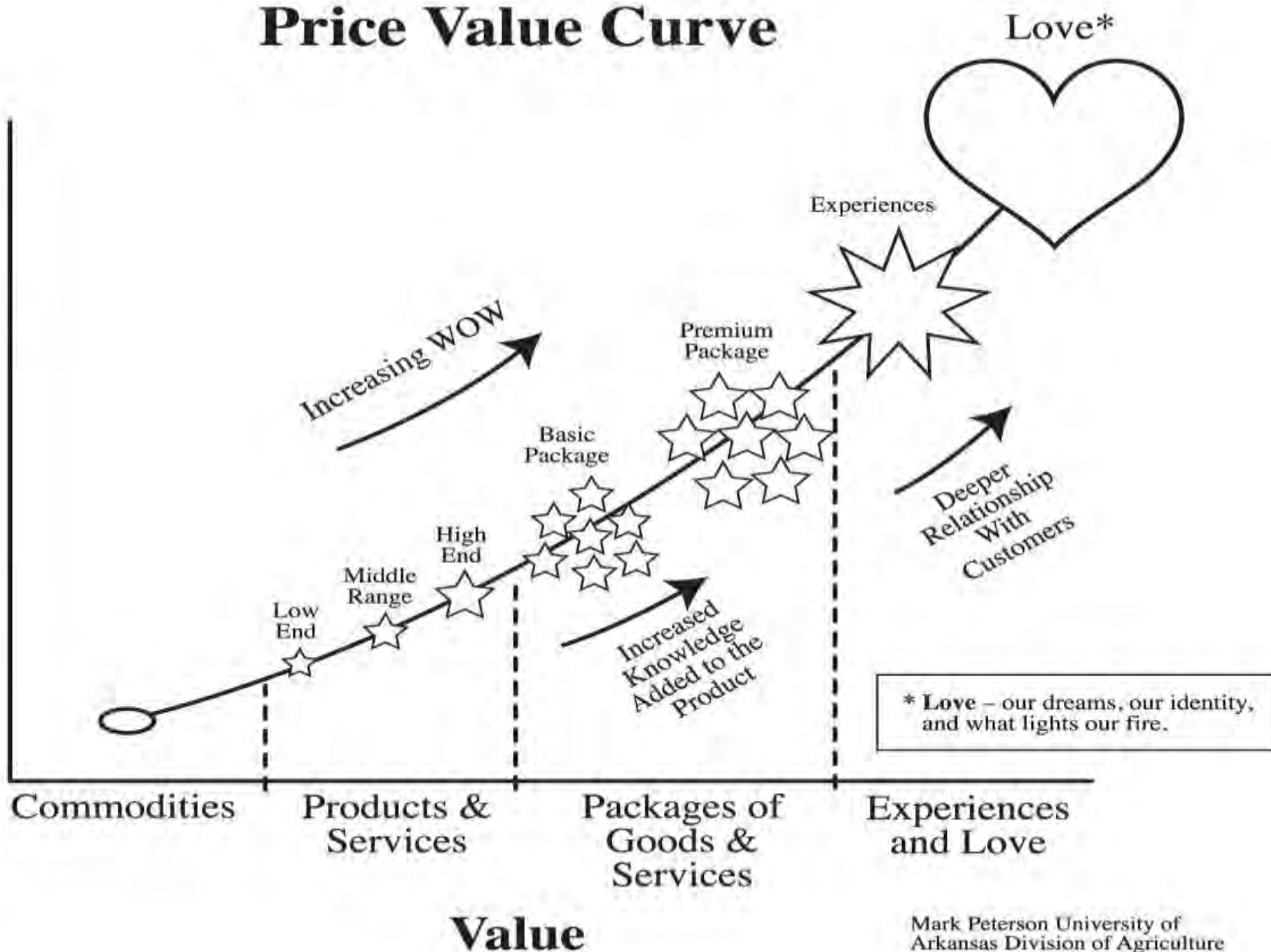
“**Raving** fans, unlike satisfied customers, become part of your sales force.

They tell friends, family and co-workers about your services and your products!”

*Mac Anderson, Customer Love*

# Price Value Curve

Price



Mark Peterson University of Arkansas Division of Agriculture

**"Target the heart of your customer,  
not his wallet."**

***Rick Beneteau***



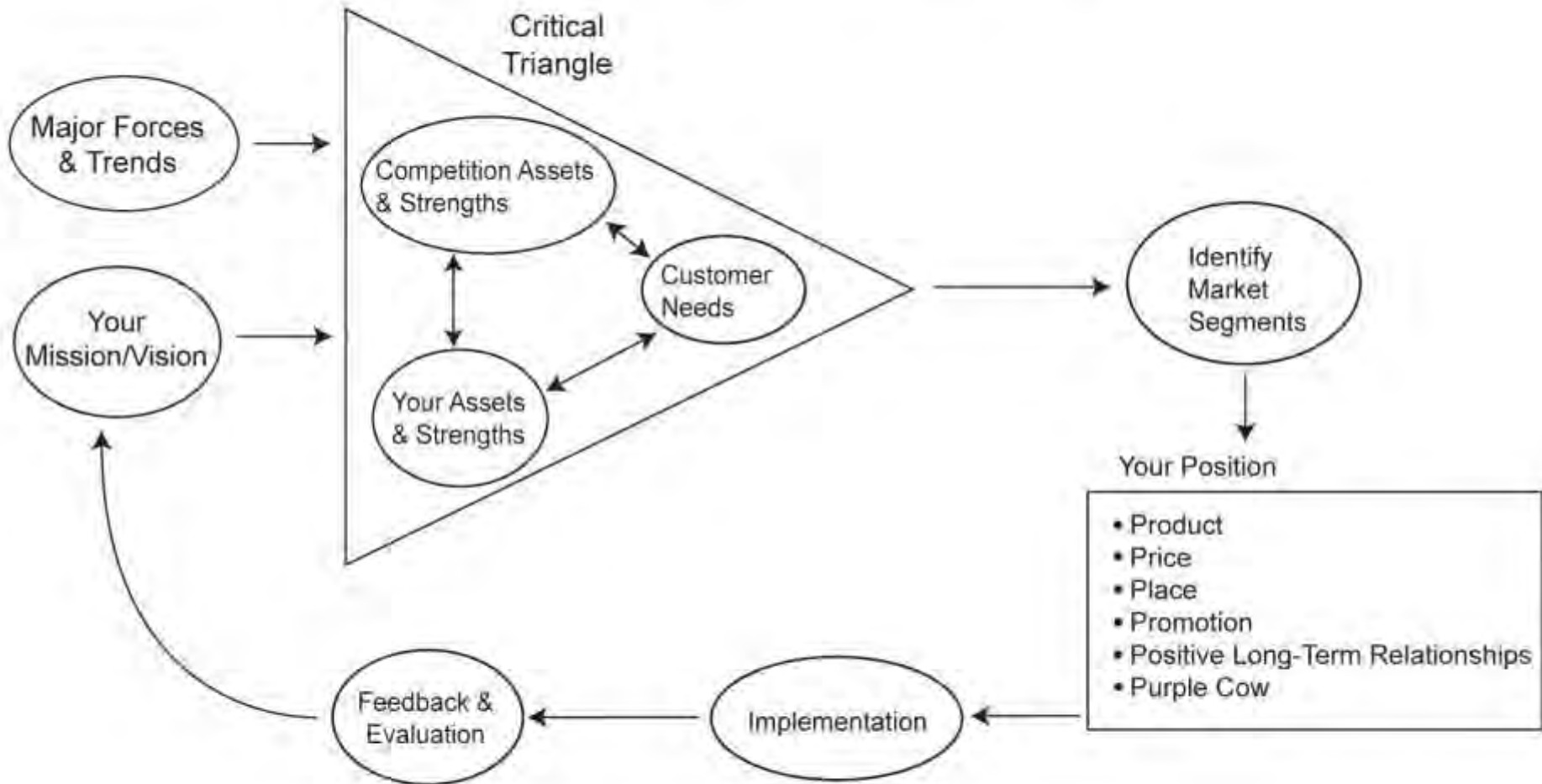
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- 2) **MARKETING** - Find a need and fill it.
- 3) **EXTRAORDINARY SERVICE** - Find a need and greatly exceed it.
- 4) **FORM A STRATEGIC PARTNERSHIP WITH YOUR CUSTOMERS** - Add value and develop potentials that your customers never even dreamed about.

**Satisfy the deep subconscious needs of your customers – to feel important, to feel valued, respected, and worthwhile.**

***Brian Tracy***

# Strategic Marketing Process



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# Strategic Opportunity Matrix

Customers

New

Quadrant II  
Sell existing products & services to new target markets

Quadrant IV  
Create new products & services for new target markets

Existing

Quadrant I  
Sell more of our existing products and services to our existing target markets

Quadrant III  
Create new products and services for our existing customers

Existing

New

Goods & Services



# WOW



# A New Playbook: CARES\*

- **Creation** of new enterprises
- **Attraction** of new organizations or people
- **Retention** of businesses or people
- **Expansion** of businesses or organizations
- **Systems** approach

\* *Mike Woods, et.al.*

# A New Playbook: CARES\*

- **Creation** of new enterprises
  - **Attraction** of new organizations or people
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  - **Expansion** of businesses or organizations
  - **Systems** approach (**Regional Economic Clusters, Local Foods, Downtown Revitalization**)
- \* *Mike Woods, OK State*

# Creation Strategies:

- Community entrepreneurship (Fairfield IA)
- Youth entrepreneurship (35 M.S. teachers,
- Home based business 500 businesses)
- Added value to local products & resources
- Entrepreneurial hotspots, such as business incubators, coffee houses / wi-fi, & schools
- High value/specialty crops and livestock (rice, lavender)



# Attract Organizations or People

- \* Manufacturers
- \* Non-profit organizations
- \* Retirees
- \* Teleworkers
- \* Government
- \* Young people
- operations
- \* Entrepreneurs (Fairfield IA)
- \* Retail & service
- \* Rural sourcing of tech.
- \* Tourists (heritage, adventure, agriculture, festivals, haunted, volunteer, family)
- \* Natural resource based related jobs

# Retention Strategies:

- Business retention and expansion programs
- Focus on new and creative ways to market products and services (social media, guerrilla marketing, etc.)
- Do succession planning for retail or other businesses
- Strategies to retain young people

# Expansion Strategies

- Add value to manufacturing, forestry, and agricultural products and services
- E-commerce
- Transform retail businesses into destination businesses
- Employ new and creative ways to market products and services (social media, guerrilla marketing, etc.)

# Expansion Strategies II

- \* Expand your economic base through 21<sup>st</sup> century infrastructure:
  - high speed, redundant broadband;
  - research parks;
  - angel investors;
  - multi-modal facilities;
  - creative financing mechanisms; and
  - community business telecenters



# Systems Approach

## Identify Opportunities

- Regional economic clusters
- Downtown revitalization
- Local foods
- Creative economy
- Supply needed goods and services to major employers



Success Defined

# **THE WILL TO WIN**

**The difference between a successful person (or community) and others is not a lack of strength, not a lack of knowledge, (not a lack of money), but rather in a lack of will.**

**Coach Vince Lombardi**