

# Welcome



Cleveland



# What is SCORE?



SCORE has the largest network of free volunteer small business mentors in the nation. No matter what stage your business is at SCORE has a mentor for you. Easily request a mentor to help you start, grow, or transition your business today!

# Our Mission, Vision and Values



SCORE's mission is to foster vibrant small business communities through mentoring and education.

We aim to give every person the support they need to thrive as a small business owner.

Small business drives our national economy through business formation, job creation and wealth building. Small businesses are critical to vibrant communities in our society.

Volunteers give freely of their time, energy and knowledge to help others

# SCORE for ALL



SCORE empowers all entrepreneurs to succeed.

# Cleveland SCORE

**Serving Northeast Ohio with more than 85 Volunteers**

## National Chapter of the Year

Impact on the community:

**227** New Businesses Started

**919** Total Jobs Created

**8,871** Total Chapter Services

(Total mentoring sessions provided + total workshop attendees)

## Strengthening America's Economy:

SCORE is a direct and effective catalyst for businesses and job creation. Small businesses need mentoring and educational support to be successful. SCORE is the most effective source of small business mentoring in the U.S.

Small business clients who receive 3+ hours of mentoring report higher revenues and increased business growth.

**Cuyahoga, Lake, Lorain, Geauga, Ashtabula, Huron, Erie Counties**

# Our Code of Ethics

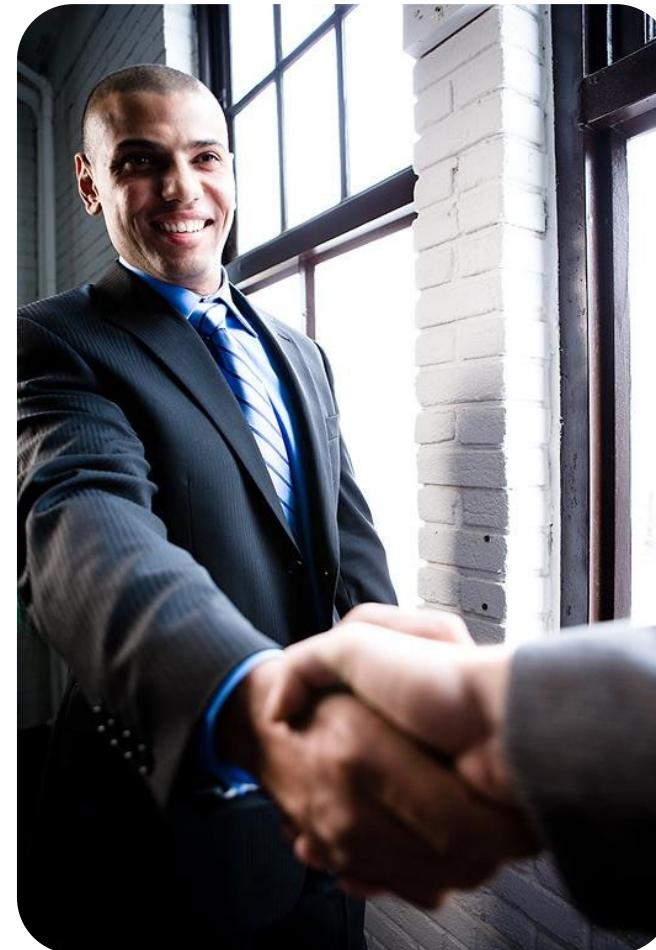
## Protecting Our Clients is Our Priority

SCORE has a code of ethics that all volunteers need to agree to and sign annually:

- SCORE members are not permitted to make money in any way from SCORE clients
- Volunteer may not use our client or member database for commercial reasons
- All Client information is confidential and protected by the U.S. Government

# Our Services Are Free

Because our work is supported by the U.S. Small Business Administration (SBA) and a few generous sponsors, and thanks to our network of 10,000 volunteers, we are able to deliver all our services at no charge



# Find a SCORE Mentor

**SCORE**  
FOR THE LIFE OF YOUR BUSINESS

View by Business Stage ▾ Find a Mentor ▾ Get Business Training ▾ Volunteer ▾ About ▾

Cleveland | + Local Mentors Local Workshops ▾ Local Resources About ▾ Community Partnerships ▾

## SCORE Cleveland

Serving Northeast Ohio - Cuyahoga, Lake, Lorain, Geauga, Ashtabula, Huron, Erie Counties

SCORE Cleveland Named 2022 National Chapter of the Year! Our mentors are highly successful and seasoned business professionals and entrepreneurs with the experience and knowledge to help you achieve your business goals.

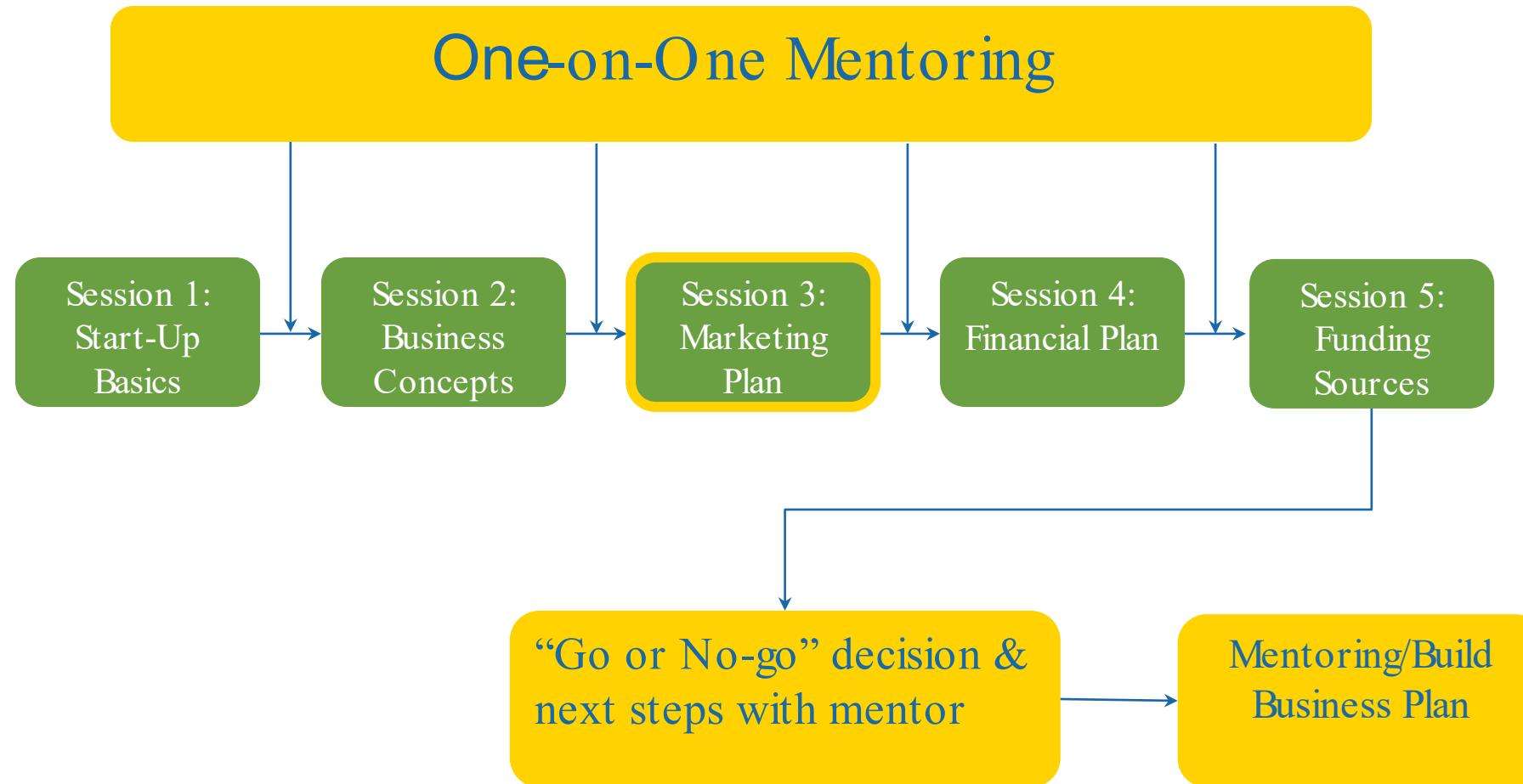
REQUEST LOCAL MENTOR TAKE A WORKSHOP FIND A MENTOR



**2022**  
SCORE  
NATIONAL  
CHAPTER  
OF THE YEAR

## Plan and Start

# Process Roadmap



# Homework Review

- Ann's Nursery Review
  - Draft of your Bus Concept Feasibility Plan
- Competitor Review
  - Price and pricing strategies
  - Features and benefits
  - Annual sales
  - Marketing strategies in reaching target customers



# Homework Review

## Simple Steps for Starting Your Business

### Business Concept: Business Concept Outline

Fill in the spaces below to the best of your ability. This outline will help you draft your feasibility plan. Use Ann's Nursery as an example.

Business Idea	
Personal Background	
Industry Profile	
Target Markets	
Other Key Factors	

## Simple Steps for Starting Your Business

### Business Concept: Competitors Data Collection Plan

For each category, brainstorm ways you can collect information about your competitors.

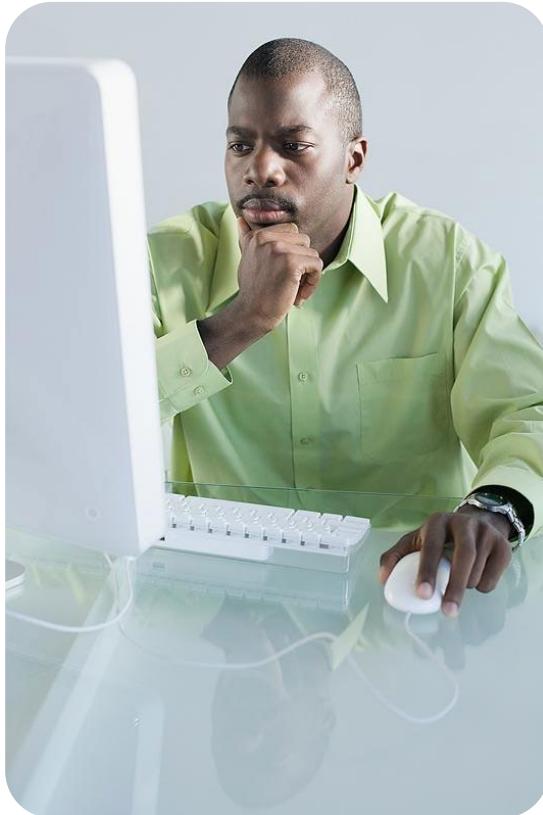
Price	
Benefits/Features	
Size/profitability	
Market strategy	

# Agenda



- Competition
- Product and services description
- Pricing strategy
- Target markets and channels
- Marketing strategies to reach customers
- Marketing message
- Sales Basics
- Homework

# Competitive Comparison

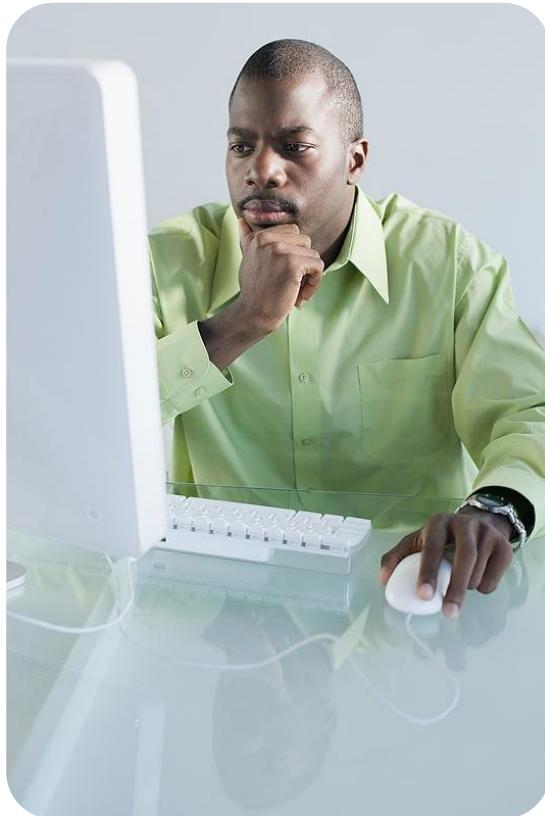


## Compare the competition for:

- Features/benefits of offering
- Pricing strategy
- Sales size
- Marketing strategy
- Business model/efficiency

*Handout : Competitive Comparison Chart*

# Competitive Comparison



## Marketing Plan: Competitive Comparison

Rate each characteristic for your business and for your competitors. Use positive (+), neutral (0), or negative (-) for each characteristic **based on how you think your CUSTOMERS would perceive them**. Ratings estimate should compare all the businesses with "average" receiving a rating of "0".

	My Business	Competitor 1	Competitor 2	Competitor 3
Benefits & Features				
Pricing				
Products Size/Mix				
Market Strategy				
Business Model				

# Competitive Comparison

## Ann's Nursery

	Ann's	Comp. A	Comp. B	Comp. C
Benefits Features	++	0	-	0
Pricing	0	+	0	0
Products Size/Mix	0	-	0	+++
Market Strategy	+	0	++	+
Business Model	0	0	0	+

This is what customers think about Ann's business compared to what they think about Ann's competition

# Products and Services



## Descriptions should include:

- Special benefits
- Unique features
- Limits and liabilities
- Production and delivery
- Suppliers
- Intellectual property, special permits

*Handout – Product & Services Description*

# Products and Services



## Marketing Plan: Product & Service Description

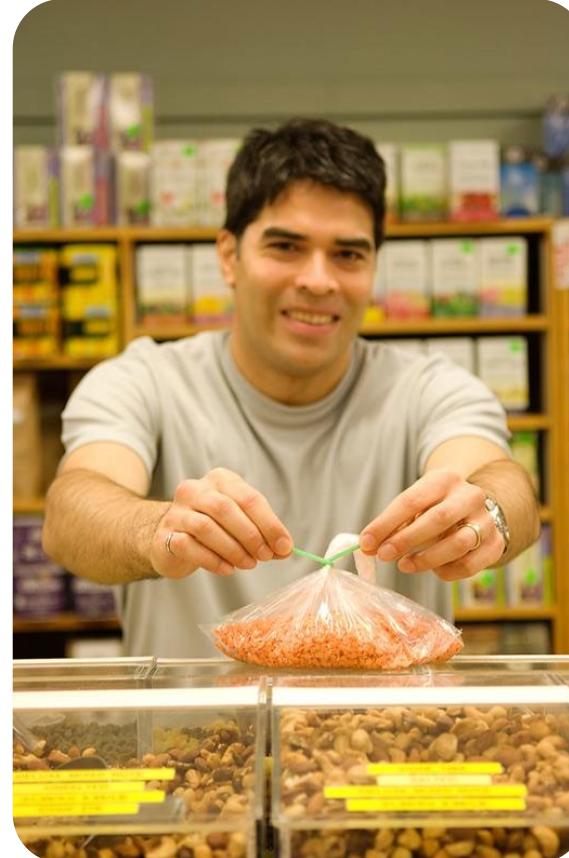
Complete the following sections to help you create a product and/or services description.

<input type="button" value="+"/>	Business Name	
	Product Idea/Service	
	Special Benefits	
	Unique Features	
	Limits and Liabilities	
	Production and Delivery	
	Suppliers	
	Intellectual Property Special Permits	

## Handout – Product & Services Description

# Pricing Strategy

- Market Price
- Typical Pricing Strategies
  - Value added premiums
  - Channel considerations (consumer, dealer)
  - Other Options
    - Mark-up on cost
    - Bundling
    - Customer type:
      - *Business vs. Consumer*
  - Promotions



# Pricing Considerations



- Initial Price
  - Costs of material & service plus profit
  - Match competition
- Adjust Price
  - Monitor customer demand
  - Compare to competition
  - Ensure value to customer
  - Reduce costs before increasing prices
- Prices set too low
  - Disrupt marketplace (price war)
  - New business suffers most

*Handout – Pricing Strategy*

# Pricing Considerations



*Handout – Pricing Strategy*

## Marketing Plan: Pricing Strategy

Write one paragraph describing your anticipated pricing strategy, based on what you have learned so far in this session.

<input type="text"/> Business Name	
<b>Briefly describe your pricing strategy below:</b>	

# Typical Channels



The path of goods, services and information to the customer.

- Business to Business (B2B)
- Producer to Distributor to Retailer (Supply Chain)
- Producer / Retailer to Final Consumer (B2C)
- Internet (Direct to Consumer)
- Associate Networks for Services

# Identifying Target Markets



## Who will you sell to?

- Channel position
- Profile
  - Key demographics
  - Income level
  - Gender
  - Geographic
- Buying habits and behavior
- Market size and realistic penetration: growing or declining

*Handout – Target Market Research*

# Identifying Target Markets

## Marketing Plan: Target Market Research

List your target market options at the top; identify at least two. Start filling in the worksheet with the information that you already have and make up information that you need to complete the worksheet. This temporary information can be changed to real facts with further research.

	Target Market 1	Target Market 2	Target Market 3	Target Market 4
Channel Position				
Key Demographics				
Buying Habits				
Market Size and Share				



## Handout – Target Market Research

# Ann's Nursery Target Markets Research Worksheet

	B to B	B to B	B to C	B to Direct to Consumer
Target Markets	Local Nursery	Distant Nursery	Local Gardener	Internet Gardener
Channel Position	producer/ retailer	produce/ retailer	consumer	retailer/ consumer
Key Demographics	\$1-30M sales; broad product	\$1-30M sales; broad product	high end	high end experience
Buying Habits	trust of product; personal connection	trust of product; pricing	local rep; available; pricing	reputation; delivery
Market Size and Share	200 x \$50k share 5%	4000 x \$50k share 1/10%	\$500k share 5%	2M x \$100 share 1/5%

# Target Markets



- General description
  - Target markets
  - Channel position
  - Demographics
  - Buying habits
- Key needs vs. your products/ services
- Cost vs. profit
- Sales size and estimate of your potential market penetration

# Target Market Comparison and Selection



- Fills target customer needs
- More profitable  
(considers cost and price)
- More sales
- Minimum channel conflict
- Favorable competitive environment
- Fits my vision and skills

*Use Handout – Target Market Comparison*

# Target Market Comparison and Selection



	Target Market 1	Target Market 2	Target Market 3	Target Market 4
Need				
Profit				
Sales				
Channel Conflict				
Competition				
Fits Me				

*Handout – Target Market Comparison*

# Ann's Nursery Target Market Comparison

Target Markets	Local Nursery	Distant Nursery	Local Gardener	Internet Gardener
Need	+	+	+	+
Profit	++	0	+	+
Sales	+++	++	-	+
Channel Conflict	+	+	-	0
Competition	0	-	-	0
Fits Me	++	0	-	+

# Marketing Message

Concise message about your products or services that:

- Fulfils target customer needs
  - Quality
  - Price
  - Availability
  - Dependability (etc.)
- Clearly identifies unique/key features
- Can be consistently communicated in all marketing material and media



*Handout - Marketing Message Outline*

# Marketing Message



Ann's Nursery *business* offers to discerning growers and gardeners (*target customer*) high quality ornamental trees, shrubs and vines (*products*) backed by well known horticulturalist, Dr. Ann Murphy, a one year money back “guarantee to grow” and extended plant care documentation (*unique features*)

# Marketing Communication

## Methods and Tools



- **Advertising** : radio, TV, newspaper, magazine, direct mail, yellow pages
- **Public Relations** : print, radio, TV
- **Collateral**: business cards, tri-folds, stationery, flyers
- **Digital** (websites, e-mail, search engine marketing, social media marketing, content marketing)
- **Product samples, special offers**
- **Presentation material, signage**
- **Customer surveys**

# Marketing Strategy/Expense Outline



Consolidate all components outlined into a cohesive Marketing Strategy

- Marketing message
- Channel choice/sales approach (direct sale, internet, etc.)
- Methods used and related cost:
  - One time costs (sales booth, web design)
  - Periodic expenses (advertising, reprints)
  - Staff marketing approaches and time
  - Other promotional activity

# Marketing Calendar

<https://www.score.org/resource/marketing-calendar-template>

SCORE <small>FOR THE LIFE OF YOUR BUSINESS</small> Marketing Calendar Template							
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
<b>Print Ads</b>	Details: Cost: Results:						
<b>Radio Ads</b>	Details: Cost: Results:						
<b>TV Ads</b>	Details: Cost: Results:						
<b>Outdoor Ads</b>	Details: Cost: Results:						
<b>Direct Mail</b>	Details: Cost: Results:						
<b>Other Advertising</b>	Details: Cost: Results:						
<b>Press Releases</b>	Details: Cost: Results:						
<b>Website Updates</b>	Details: Cost: Results:						

# Marketing Expense Strategy



	Target Market 1	Target Market 2	Target Market 3	Target Market 4
One-Time Expenses				
Monthly or Annual Expenses				
Labor Costs				

*Handout – Marketing Expenses Strategy*

# Ann's Nursery Marketing Expense Strategy

	Local Retailer	Distant Retailer	Internet to Customer
One Time Expenses	\$1000 for samples	\$3000 for displays	\$2000 for web page
Monthly/ Annual Expenses		\$2000 year for travel	\$100 per month for web hosting
Labor Cost	0.5 staff person	0.25 staff person	0.25 staff person

Handout Marketing Expenses Strategy

# Keeping Your Customers...

... and getting new ones

**When you have a new prospect...**

- Provide a WOW! Experience
- Entice them to stay in touch (Social networks, email, mobile, events, direct mail,.....)
- Engage people (Discussion, promotions, event, poll/survey, sharing information,.....)

**Engagement = social visibility = new prospects!**

# Feasibility Plan Outline



## Follow Ann's Nursery Feasibility Plan Outline

- Business Idea
- Product and Service Offering
- Pricing Strategy
- Competitive Comparison
- Target Markets
- Marketing Strategies to Reach Target Customers

# Review



- Competition
- Product and services description
- Pricing strategy
- Target markets and channels
- Marketing strategies to reach customers
- Marketing message
- Business Structure
- Sales Basics
- Homework

# Homework

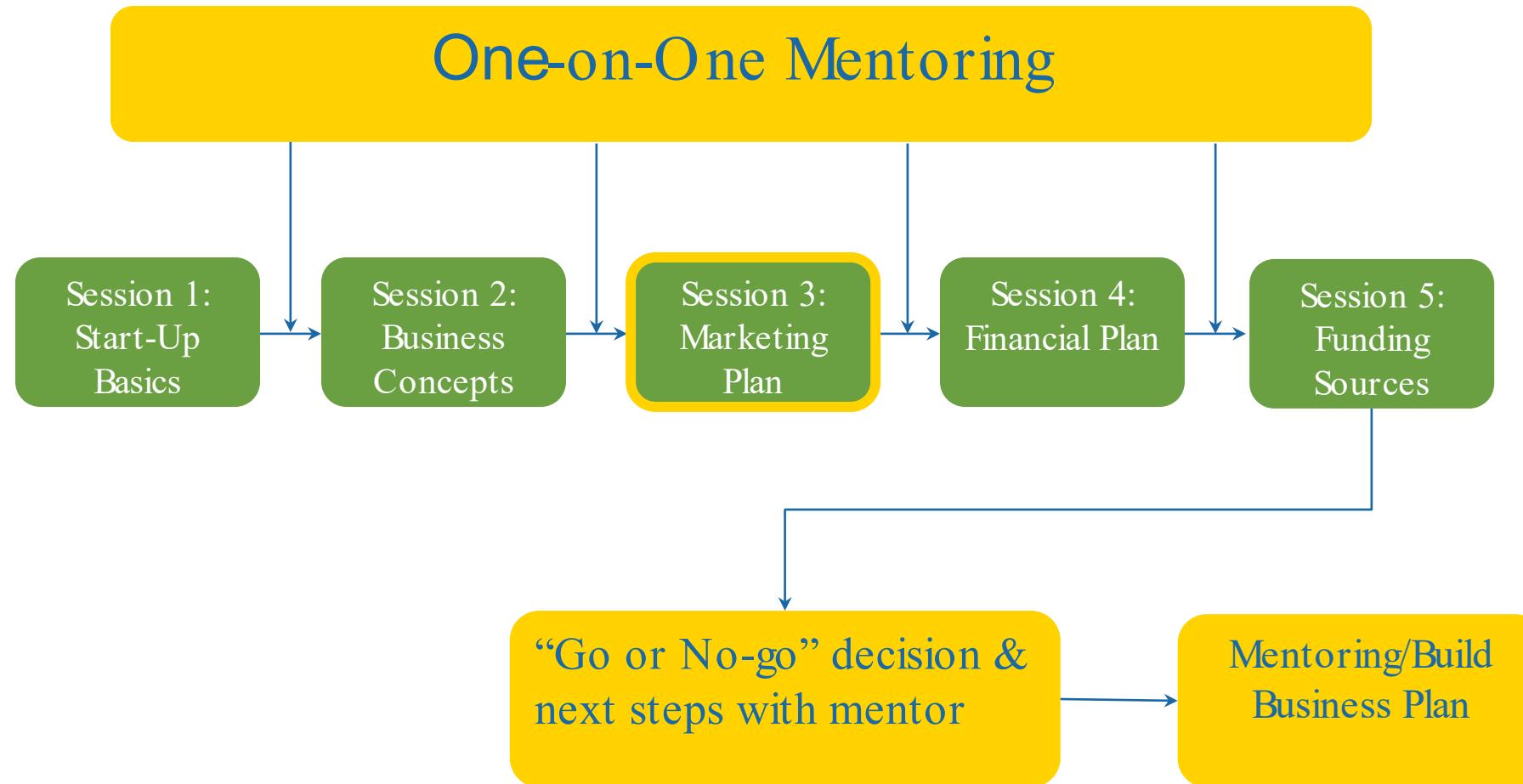
1. Complete the handouts from session 3:
  - a. Target Market research
  - b. Target Market Comparison
  - c. Competitive Comparison Chart
  - d. Marketing Expense Strategy
  - e. Pricing Strategy
  - f. Product & Service Description
  - g. Marketing Outline Message
2. Finish drafting of your Business Feasibility Plan.
3. Bring a calculator.

See you at the next session on Financial Plan.

# SCORE Startup Resources

- Request free start -up mentoring at [Cleveland Score](#)
- If you prefer learning -by-reading, download [Score Simple Steps to Starting a Business Workbook](#)
- If you prefer listening/watching, take the free Score webinar series [The Startup Roadmap](#)
- Also, download [Guide to Starting Up a Business in Ohio](#)
- If you might not need traditional bank financing, need to first organize your ideas, or suffer from writer's block, learn about the [one-page Business Model Canvas](#) method

# Process Roadmap



# Questions?



# Thank You!

