

## MARKET SUSTAINABILITY AND COMPETITIVE POSITIONING

### *Situation Analysis*

**A framing and artwork retailer was experiencing a downturn in sales due to a major road construction project outside its storefront. It sought assistance in developing a new marketing strategy to reach both existing and new customers.**

*How can I keep my existing customers while also reaching new ones during this construction?*

*What can you tell me about my top competitors and how they are positioning themselves?*

### Understanding and Expanding the Customer Base

The business owner didn't have much concrete knowledge of her existing customer base so how could she reach out to additional customers?

We created a customer profile, using her manually-kept sales records, by analyzing the existing customer base by zip code, city, product(s) purchased, and spending (total and average) habits over several years so we could identify "like" customers to pursue.

### Competitor Analysis Defines

We mystery shopped five competitors within a several mile radius of the frame shop on location, facility attractiveness and function, product availability, services (delivery), price, external signage, neighboring retailers, and customer service.

The comparison to her frame shop allowed us to determine her competitive edge while also taking the construction issue into consideration.

### Overcoming the Construction Obstacle

We knew this retailer would not likely survive the road construction unless she was proactive and creative in her approach to marketing to existing and new customers. She didn't have an existing marketing strategy much less a business plan so we began by developing a marketing strategy that would initially help to overcome the construction obstacle. We devised that she would have to serve her customers through more personal outreach such as phone calls, mailings, and delivery service. She had a niche with a higher quality and quantity inventory at an affordable price with framing but also artwork with some unique pieces not found with competitors.

She would also need to develop a web site and utilize CRM software to attract and manage customers.

### The Business Plan

It became obvious it would be beneficial for our client to have a short and long-term plan but we had to take into consideration she was basically a one-person operator. We developed a reasonable, achievable plan given her resources and capacity to implement it over a 2 to 5 year time period.