

The Boulder Stop Sample Advertising Plan

June 2001



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1.0 Executive Summary

This integrated marketing communications plan is designed for a new retail operation, called The Boulder Stop. The plan includes a promotions opportunity analysis, corporate strategies, IMC objectives, plus all relevant advertising, promotion, personal selling, sponsorship, and database programs. Finally, a media plan and methods of evaluating the success of the IMC plan are described.

The overall goals for this integrated marketing communications plan are to:

- Gain market awareness for the retail operation in the Bend/Redmond, Oregon area.
- Establish both an Internet program and a direct marketing program to supplement retail operations.
- Prepare viable advertisements, sales promotions, sponsorships, database programs, and other marketing communication tools for consumer markets.
- Create a workable channel communications program with the firm's suppliers.
- Develop a useful communication program with other service businesses.

2.0 Promotion Opportunity Analysis

In a 1997 state-generated report, consumer expenditures for espresso beverages and rock climbing equipment combined rose to \$4,000,000 in Central Oregon. Sales are expected to increase steadily as Oregon's population grows and the rock climbing industry becomes increasingly popular.

The proximity of several large cities in Western Oregon should help fuel this business. Also, the status of Smith Rock as an international destination for rock climbing enthusiasts represents an opportunity. Individuals as far away as Japan, Europe, South America, and Australia travel to Smith Rock to climb.

Espresso should be a major source of revenue for The Boulder Stop. Coffee peripherals also provide income. Espresso beans arrive on Mondays and Thursdays, ensuring the freshest possible products.

The Boulder Stop will sell high-quality rock climbing gear to serious climbers. Rock climbing gear is a long-term sales project that relies heavily on a retail outlet, direct marketing techniques, Internet promotions, and "word-of-mouth" endorsements. The gear will be sold by knowledgeable employees who both use and recommend the equipment to customers and management. The gear will be purchased from well-known manufacturers, including Metolius Mountain Products, Black Diamond, Boreal, and Petzel. Management will rely on employees and customers to shorten the feedback loop in product and service offerings. In other words, requests for new products and items which reflect new trends in the industry will be quickly addressed. Climbing gear will be delivered every Thursday by UPS.

Success for The Boulder Stop will depend on both sides of the business, coffee and climbing equipment. Neither one alone can sustain enough revenues to create a viable operation.

2.1 Communications Analysis

The communications market analysis was conducted in two phases. The first phase examined the retail operation, the second addressed the Internet and direct marketing programs. For both, the communications of competitors were examined as well as the marketing environment within which The Boulder Stop will operate.

Through the communication market analysis, several significant findings were revealed.

- A need for a highly professional provider of climbing gear near the Smith Rock location exists.
- Prospective customers for a lodge-type facility providing coffee and conversation are abundant.
- Offering both a lodge and a retail operation, i.e. a "one-stop" shop, is attractive to the various target markets and individual customers.
- The two retail competitors that are already present in the area do very little in the way of communications, with limited advertising and community involvement public relations programs.
- The cost of selling via the Internet and direct mail has decreased in recent years.

There are opportunities to partner with rock climbing services to boost both traffic and sales.

Market Forecast

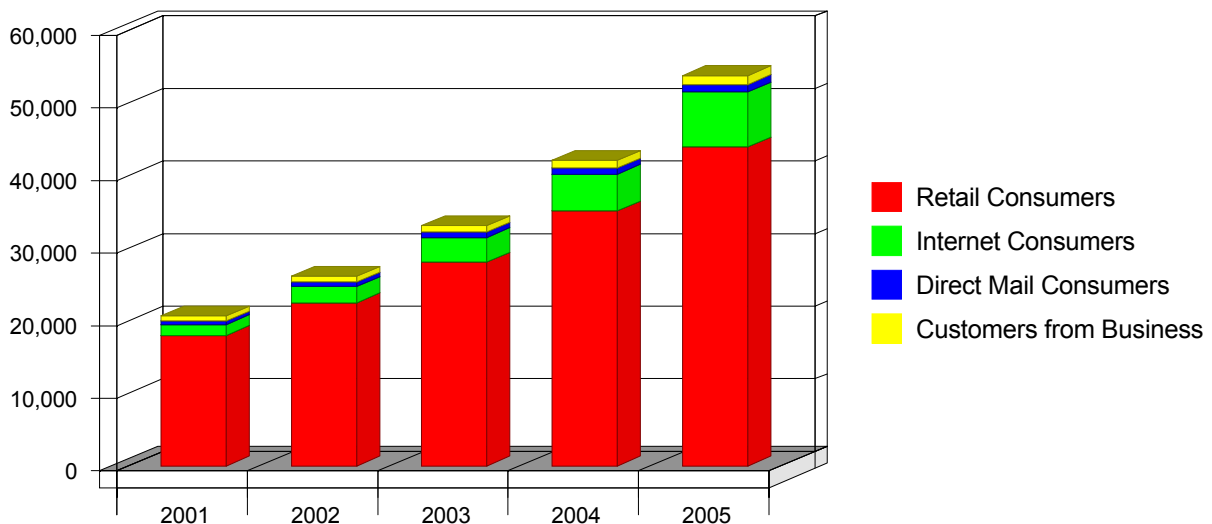


Table 2.1: Market Analysis

Target Market Analysis Market Segments	Hard-core	Weekend Warrior	Curious	Healthy	Wealthy
Retail Consumers	5	4	3	1	3
Internet Consumers	4	4	3	2	3
Direct Mail Consumers	4	2	2	0	0
Customers from Business	2	4	5	2	2

2.1.1 Competitive Analysis

REI at REI.com and L.L. Bean at L.L. Bean.com sell climbing gear to the same target market as the Boulder Stop through direct marketing and Internet programs. These two companies are large entities. Both have powerful online operations and a number of retail stores. Fortunately, neither has opened any retail stores in the Bend/Redmond area. The goal is to garner between 0.5 and 1% of the gross yearly direct sales currently held by REI and L.L. Bean.

Both REI and L.L. Bean utilize national advertising, especially in specialty magazines featuring outdoor sports such as rock climbing. While L.L. Bean uses occasional television advertising, the ads tend to vend clothing rather than products such as would be used for rock climbing. Both offer catalogs to perspective customers. Both Web sites are well-known to rock climbing enthusiasts.

Retail competitors are two local stores. The first store sells limited gear and clothes. The company does not advertise or promote its products or store extensively. The shop sells ice cream and carries more Generation X apparel than is being planned for the Boulder Stop. The biggest weakness of this competitor is the small size of the store.

Competitor two is a tougher competitor. This firm has already established a presence in the local rock climbing community. The store has an experienced and knowledgeable staff consisting of expert climbers. The shop is located on the highway that leads directly to Smith Rock. The store carries approximately 75% of the same gear that will be stocked by The Boulder Stop. This competitor advertises on local television and radio, but primarily takes advantage of its location. The store's manager emphasizes personal communication offered by a knowledgeable staff selling high-quality products. This competitor has seldom used sponsorship or community involvement PR to promote their business.

In conducting the competitive analysis, a scale of 1 to 5 was utilized. (See table below). A score of 5 indicates a high score of excellence, or a strength for the competitor, while a score of 1 indicates a weakness. A score of 0 indicates that the item could not be, or was not, evaluated. The four categories examined were product and service, location and physical appearance, added value factors and communication analysis. Based on the competitive analysis, retailer number two would be the major competitor.

Table 2.1.1: Competitive Analysis

Competitive Analysis							
	#1	#2	#3	#4	#5	#6	
Competitor	Retailer #1	Retailer #2	L.L. Bean	REI.com			
Product and/or Service							
Quality	4	5	5	4	0	0	
Selection	2	5	5	4	0	0	
Price	3	5	5	4	0	0	
Internet Access	0	3	5	5	0	0	
Location and Physical Appearance							
Traffic	4	5	0	0	0	0	
Appearance	3	4	0	0	0	0	
Visibility	3	5	0	0	0	0	
Convenience Factors	3	4	0	0	0	0	
Other	0	0	0	0	0	0	
Added Value Factors							
Pre and Post Sales Service	3	5	4	5	0	0	
Experience	3	5	4	5	0	0	
Expertise	3	5	3	4	0	0	
Reputation	3	5	5	4	0	0	
Image	3	5	5	4	0	0	
Stability	4	4	5	4	0	0	
Other	0	0	0	0	0	0	
Communication Analysis							
Distribution Channel	3	5	5	5	0	0	
Advertising	2	4	3	3	0	0	
Sales Promotions	3	3	2	3	0	0	
Trade Promotions	1	3	4	4	0	0	
Public Relations Efforts	1	2	0	1	0	0	
Database Programs	0	1	4	3	0	0	
Sponsorships and Community Events	1	1	0	0	0	0	
Other	0	0	0	0	0	0	
Total	52	84	64	62	0	0	

2.1.2 Opportunity Analysis

The market for rock climbing and hiking gear, superior grade coffee, and ice cream in the Redmond areas is far below saturation level. The two local competitors do very little in the way of marketing. This includes both advertising campaigns and community involvement public relations programs. These factors represent an opportunity for The Boulder Stop to develop the brand as the market "original" in the local market.

The cost of selling via e-commerce and through mail-order has decreased tremendously in recent years. Internet domain names cost \$35 per year and e-commerce servers can be set up for only \$30 a month. Certain high-circulation catalogs develop custom catalogs for vendors and mail them to customers for a fixed fee, which is a highly cost-effective technique for companies that have not established strong relationships with print shops, graphic artists, and the like. Both direct marketing and Internet sales can be viable methods for selling rock climbing gear and supplies.

Hard-core rock climbers will pay almost anything to obtain the latest gear. The average climber carries around over \$1,200 in equipment. Since climbers place their lives on the line when they use their equipment, the majority buy only name brand gear at premium prices. Climbers associate high price with premium quality. Hikers are similar, but to a lesser degree. Hikers buy gear that looks great and feels comfortable. The typical hiking customer lodges in Sunriver, 20 miles away, and hikes at Smith Rock, Newberry Carter, and lake side trails in the mountains. This type of customer is likely to own a new VW, SUV, or 4WD station wagon, is married, has a stable job, and is responsibly putting enough in savings to retire early. In other words, this individual will not care as much about the price for hiking and climbing gear, as long as it is not

too outrageous. The same is true for coffee products and espresso. The enjoyment of the product is the key.

Rock-climbing service companies provide unique business-to-business opportunities for The Boulder Stop. The two organizations can team up to promote events and The Boulder Stop store name. In return, the Boulder Stop can provide space for these rock-climbing service companies to advertise their services. The partnership presents the service companies with a venue generating cost-effective exposure. Partnerships can be formed with several companies, including First Ascent LLC, Oregon-Adventures Rock Climbing, and Timberline Mountain Guides.

2.1.3 Target Market Analysis

The three main target markets for the retail operation are weekend warriors, hard core climbers, and the curious. The number of hard core climbers is expected to grow faster than the number of weekend warriors. Climbing is becoming more and more technical, and is an "insider" sport. This exclusivity should fuel the growth of dedicated and more sophisticated climbers in the future. At the same time, growth in amateur climbing is expected to level off.

Oregon's predicted population growth over the next five years is 2%. Bend's growth is expected to be around 5%. Based on population data available and a market analysis, the following target market forecast was developed.

Market trends are positive for this concept. The three major trends that should increase the size of the target market are:

- The sport of rock climbing is enjoying growth. The successes of rock climbing gyms in the Silicon Valley, Seattle, Eugene, and other locations offers clear evidence of this increasing popularity.
- Central Oregon is booming as a vacation destination and recreation spot. Oregon in general is enjoying the growth of interest from residents of California, Washington, and former urban dwellers searching for small, friendly communities.
- Gourmet coffee demand is very strong throughout the Northwest. Growing numbers of consumers view an expensive espresso drink as a way to savor a moment and as a natural part of an outing or activity.

According to the latest available studies, spending on vacations in Oregon will increase at a rate of 25% or higher. Spending on climbing has grown faster than skiing or mountain biking, although from a much smaller base. It is estimated that climbing-related sales for the next three years will grow 30%. Spending on coffee is up 15% this year but sales in the future are expected to level off. The following graph illustrates these growth patterns.

The target market forecast data is provided in the table below. Based on the target market analysis, the projected number of retail customers anticipated by The Boulder Stop during 2001 will be 18,000. The Boulder Stop anticipates another 1,500 customers will purchase through their Web site and 500 from their direct mail offers. Lastly, through partnerships with service companies, The Boulder Stop hopes to gain an additional 700 customers. Thus, The Boulder Stop has projected a total of 20,700 customers during their first year of operation. Based on annual growth rate of 26.97%, The Boulder Stop projects a total of 53,800 customers during 2005.

Target Markets

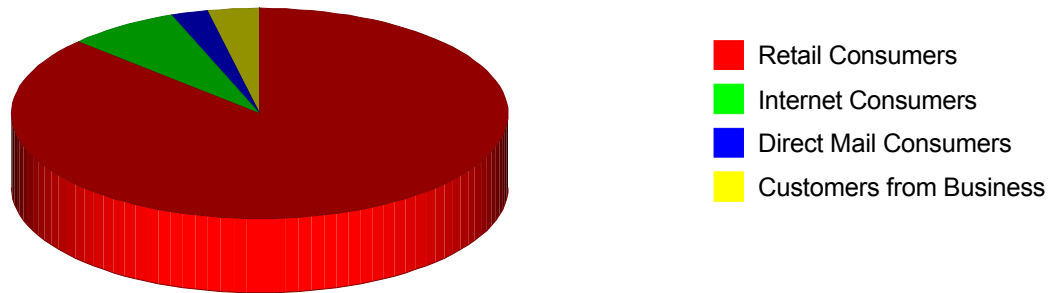


Table 2.1.3: Target Market Forecast

2.1.4 Customer Analysis

In examining various demographics, the market for the direct marketing program and the Web programs would be as follows.

- Geography:
 - 80% U.S. customers
 - 15% European customers
 - 5% other countries
 - Age: 18-34
- Sex: 75% male, 25% female

The demographic characteristics of the market for the retail operation is expected to be the following.

- Geography:
 - 90% U.S. customers
 - 9% European customers
 - 1% other countries
 - Age: 15-45
- Sex: 72% male, 28% female

Males purchase climbing gear through catalogs and Internet more often than female customers.

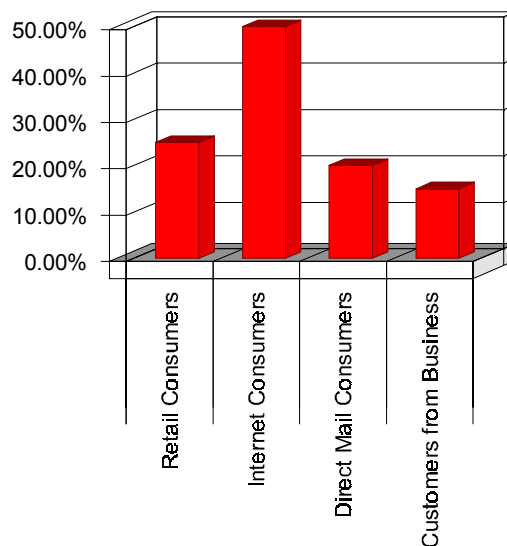
The Boulder Stop

This skews the direct sales more toward male customers. In-store customers tend to be younger than catalog shoppers and a larger percentage of them are locals or natives of the United States.

There are two important underlying needs served by the combination of gear and coffee. First The Boulder Stop functions in a manner similar to that of the ski lodge at the bottom of a slope. Selling gear while providing a place for snacks, beverages, and talk meets physical and social needs. Therefore, The Boulder Stop is the rock climber's version of the ski lodge. Regarding physical needs, there is a need for a highly professional provider of climbing gear near Smith Rock location. People who forget to pack exactly what they use when climbing will appreciate convenient access to gear. Also, some climbing equipment occasionally breaks. Again, having a vendor nearby meets the need for replacement items. There is also a social need for coffee, a meeting place, and conversation. To meet these needs, a "one stop" shopping place is ideal. Climbers and recreationalists would prefer to avoid buying gear at one store and then drive miles to enjoy a good coffee and conversation at another. Consequently, The Boulder Stop fulfills many of these needs in one setting.

In examining the target market over the next five years, the over-all growth rate of customers is expected to be approximately 27% per year. Internet customers are anticipated to grow the fastest, 50% per year. This fast growth rate is due to increased spending on climbing supplies, growing acceptance of the Internet as a viable channel for product purchases and increasing promotion dollars by The Boulder Stop on their Web site. It is anticipated that the retail customer base will grow 25% per year because of increased advertising and public relations events. Direct mail customers and customers obtained through other businesses should demonstrate the lowest annual growth rates, 20% and 15% respectively. This growth should increase the projected 20,700 customers for 2001 to over 53,000 in 2005.

Target Market Growth



2.2 Market Segmentation Strategy

Based on the communication market analysis, The Boulder Stop will focus first on the hard-core climber market segment. These individuals are the opinion leaders. Both the weekend warrior and the curious will follow the hard-core climbers. If hard-core climbers are attracted to The Boulder Stop, then the other two segments will follow. To attract the hard-core segment, The Boulder Stop will carry all of the best high-tech gear, know the jargon of rock climbing, and offer the latest technology.

The second target segment is the weekend warrior group. These consumers are less competitive than hard-core climbers, and go to Smith Rock for fun. They respect the hard-core climbers and want to be like them, but don't want to be classified as having "rocks on the brain." Approximately 20-30% of the weekend warrior group responds to bringing the spouse and children to family events; the other 70-80% climbs with friends and occasionally tries to outdo a climbing partner. This market segment is highly susceptible to lingering in a coffee shop with friends. They talk about recent romances, conflicts with other friends, and the future or the fine espresso at The Boulder Stop. This segment will be reached using a combination of amateur climbing events and other sponsored activities.

As illustrated in the pie chart below, approximately 87% of The Boulder Stop's customers will be from the retail operation. It is anticipated that the Internet will furnish approximately 7% of the customers. The remaining 6% will come from direct mail and relationships with service businesses.

The attractiveness of each market segment in terms of type of customers is shown in the Market Analysis table with 5 indicating very attractive to 1 indicating not attractive. As can be seen, all three target segments would be attractive as retail customers with the hard-core climbers the most attractive. In terms of Internet customers, both the hard-core climbers and weekend warriors will be equally attractive, but for different reasons, as explained above. However, for direct mail customers, the hard-core climbers will be the most attractive. Neither the weekend warriors or curious would be especially attractive for this promotional methodology but would be attractive markets through other service businesses. Hard-core climbers would not likely join a group of other climbers or go as part of an organized group, while the weekend warriors would be more likely to use a service for their climbing because of the social aspect. Because of inexperience, the curious would tend to favor a service group because of the presence of an instructor.

Target Markets

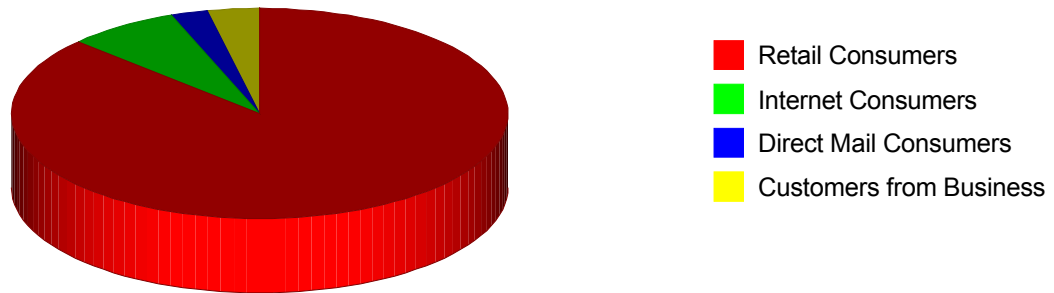


Table 2.2: Market Analysis

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Internet Consumers	4	4	3	2	3
Direct Mail Consumers	4	2	2	0	0
Customers from Business	2	4	5	2	2

3.0 Corporate Strategies

To succeed, The Boulder Stop must accomplish the following:

- Sell high-quality products. The Boulder Stop must offer as many, or more, high-end products than REI offers online as well as those offered in various Eugene and Portland stores. This means the Boulder Stop must carry all high-end brands of harness, active protection, passive protection, helmets, climbing gear, camping gear, and mountaineering gear. In addition, the espresso products must also be of the highest quality.
- Offer loss-leader products and other consumer promotions that bring customers into the retail store, to buy goods and to generate awareness of promotional events.
- Make sure all customers are satisfied. A customer care plan must be developed to manage complaints, implement employee and customer feedback, manage supplier accounts, and predict future channel conflicts.
- Partner with the appropriate service companies in order to supply The Boulder Stop's customers with all necessary climbing services.
- Establish a long-term relationship with manufacturers and distributors such as Trago, Petzel, Black Diamond, Beal, Metolius Mountain Products, and others.
- The marketing strategy for The Boulder Stop will be to:
 - Create awareness of the retail operation and Web site.
 - Build strategic partnerships with climbing service companies.
 - Differentiate The Boulder Stop from competitors through an aggressive integrated marketing communications plan.
- Make The Boulder Stop the number one destination for rock climbing equipment for customers in the Bend/Redmond area.

- Supplement the retail operation with a successful direct marketing program and Internet Web site.

3.1 Corporate Image Strategy

The primary market for The Boulder Stop is hard-core climbers. Therefore, the corporate image which The Boulder Stop will develop is that of a "futurist" product and services company. This will be consistent with the high-end equipment being sold as well as the gourmet coffee being served.

3.2 Brand Development Strategy

The brand name of "The Boulder Stop" was selected because of its symbolic reference to stopping at the Boulder, Smith Rock. The brand name can be easily identified with rock climbing and incorporated into a logo. Further, the name suggests a company offering rock climbing supplies but also one that offers climbers a place to stop, have coffee, and discuss rock climbing experiences.

The name "The Boulder Stop" has a high level of stimulus codability. Consensual meanings should be possible across the various segments of rock climbers as well as non-rock climbing enthusiasts. In developing advertisements and other promotions, the brand name can be incorporated directly into the message which will aid in message recall and message comprehension.

The Boulder Stop logo incorporates the name as well as the symbol of a large rock.

Consistent with the brand image strategy, the brand development strategy and the brand positioning strategy, The Boulder Stop will use the tagline "Only One Stop! The Boulder Stop!" This tagline conveys the concept that the Boulder Stop is the source for everything a climber needs. It also conveys the concept of quality in that the customer does not need to shop at any other store. Further, offering coffee and a lodge-type atmosphere allows climbers to meet all of their needs in one place, The Boulder Stop.

3.3 Brand Positioning Strategy

The retail operation will be positioned using a price/quality relationship strategy. A focus on high-quality products and a positive experience for customers, especially the hard-core climber segment and the weekend warriors, will be the emphasis.

All of the Boulder Stop's communications will highlight the name brand products which are available as well as the high-quality service that The Boulder Stop provides. While price promotions will be offered on climbing equipment, these will be granted carefully to avoid damaging the high-quality image being projected.

For hard-core climbers, positioning based on quality is the most attractive approach. For weekend warriors, it will be necessary to offer some loss-leader products and other promotions to generate store traffic. However, the long-term goal of the marketing communications aimed at weekend warriors is to convert them to more serious, hard-core climbers. Many in the weekend warrior group admire and have a desire to be more like the hard-core climbers. Marketing communications will focus on this hidden desire. Even with the curious market segment, the goal of the positioning strategy is to position The Boulder Stop as a viable source for high-quality gear and a positive climbing experience. Also, there will be reminders that climbing products may be

purchased in a lodge-type atmosphere while consuming a quality cup of espresso in the company of friends and climbing peers.

3.4 Distribution Strategy

Products for the retail operation will be purchased from distributors such as Pasquini, Cappuccino Connection, Espresso King, Trago, Petzel, Black Diamond, Beal, Metolius Mountain Products, and others. Emphasis will be placed on distributors that provide on-time delivery as well as competitive wholesale pricing. The quantities being ordered will be less than competitors such as REI and L.L. Bean. Consequently, it is important to develop a relationship with each distributor to ensure efficient delivery. Sufficient inventory must be kept at the store so that the customers has sufficient in-store choices. Also, the inventory must support the direct marketing program and all Internet sales. In keeping with the quality image positioning strategy, The Boulder Stop must ensure the timely delivery of products. Distributors who will ship directly to Internet and direct marketing customers receive preference to work toward repeat business.

Since the dual marketing efforts are limited, it will not be necessary to develop a different brand name or a separate distribution channel. The business-to-business market is a tie-in program with various rock climbing services and will be primarily oriented to providing a facility for these service providers. Some in-store product sales should be an indirect result of the relationships with these service providers.

3.5 Business-to-Business

The business-to-business strategy for The Boulder Stop will be to develop relationships with service companies that offer rock climbing instruction or tours. The three companies to be pursued are Timberline Mountain Guides, Oregon Adventures, and First Ascent LLC. All three companies maintain a strong presence in Oregon and in the Smith Rock location. All three have corporate strategies that fit well with The Boulder Stop.

With these businesses, The Boulder Stop will offer the following:

- A physical facility in which to meet prior to a rock climb. Space will be provided for both meetings and instruction, with quality coffee products and refreshments available.
- Space reserved at The Boulder Stop for groups to meet after climbs for the purpose of discussion.
- A contractual relationship whereby The Boulder Stop will furnish coffee to the participants and equipment for the instructor in exchange for an exclusive relationship in which The Boulder Stop facility is used for all events in the Smith Rock area.
- Additional supplies that can be carried with the service company for re-sale to participants in climbing events who either forgot some gear or the gear is worn or broken and must be replaced. This will allow the climbs to continue without going back to the retail operation for the proper equipment.
- A list of names will be purchased for the purpose of direct marketing to be shared with the service company or an exchange of name lists with the service company.

3.6 Public Relations Strategy

The primary role of the public relations strategy is to create an image of community involvement by The Boulder Stop. Projecting this community involvement image is important to ward off any attempt by environmentalist groups to create negative publicity or to boycott The Boulder Stop. Environmentalists are concerned that The Boulder Stop will add to the destruction of the natural environment surrounding Smith Rock and worry that the company will draw the wrong type of tourist to the area. While hard-core rock climbers are acceptable, environmentalists may believe that weekend warriors and especially the curious do not appreciate the benefits of maintaining a undisturbed natural environment.

One component of the public relations strategy will be to host a climber discussion group for the hard-core market segment. Free coffee will be provided to this group on Friday and Saturday nights after 7:00 p.m. This will give the hard-core climbers an opportunity to exchange stories and relax in the café, away from their nemesis, "yuppie tourists."

3.7 Evaluation

Evaluation of the branding, image, positioning, and public relations strategies will be an on-going process. Three months after beginning operation, a survey of 300 households and 200 customers of The Boulder Stop will be conducted. The survey is designed to measure such things as the brand name awareness, the image of the company, and consumer knowledge about the retail operation and the company's Web site. The positioning strategy will be measured to see how customers position The Boulder Stop. The analysis is designed to see if the position is consistent with the one intended by the overall IMC plan. This survey will be repeated once a year to develop longitudinal data for long-term analysis of the overall corporate IMC program.

Two methods will be used to examine public relations efforts. First, the number of hits will be counted in the local and state media. Second, the quality of those hits will be evaluated on a scale of -3 to +3. A +3 would indicate a very positive mention of The Boulder Stop; a -3 would be a very negative mention. Scores could range from +1 to +3 and -1 to -3. No zero would be included. This allows for measurement of the impact and direction of each hit.

The table and chart below highlight the evaluation programs that will be used. Time frames and costs are estimated. The success of The Boulder Stop will be greatly affected by timely evaluations and then the use of those evaluations to modify the communication plan. For example, if the brand awareness evaluation shows that The Boulder Stop is not obtaining the brand awareness desired, then they will want to investigate the cause and modify this communications plan accordingly. The total cost for evaluation is estimated at \$70,000.

Evaluation Programs

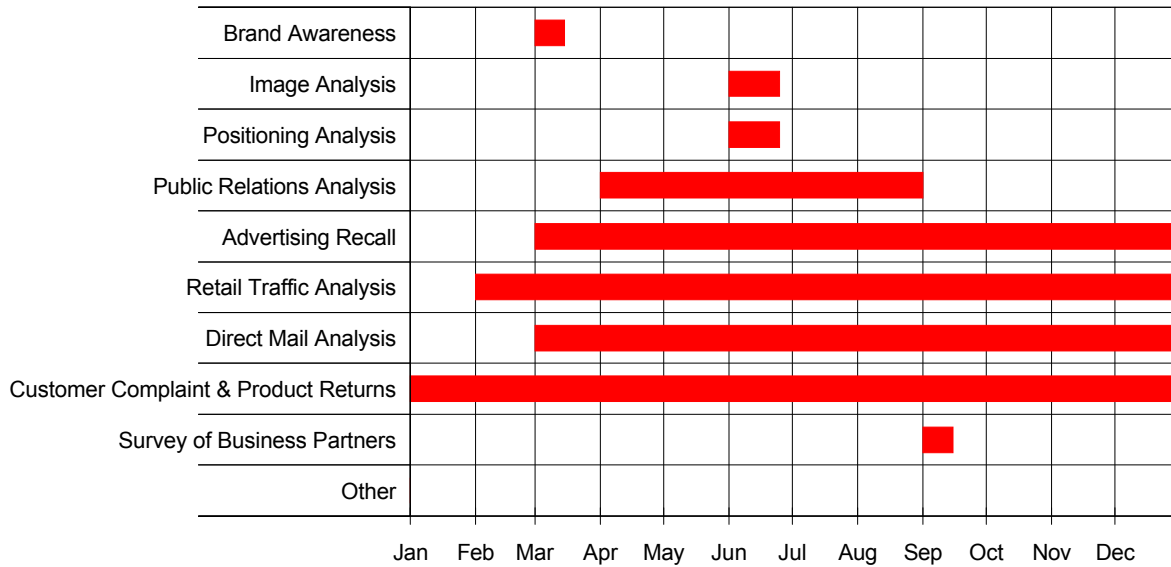


Table 3.7: Evaluation Programs

Evaluation Programs	Plan			Budget	Manager	Department
	Start Date	End Date				
Brand Awareness	3/1/01	3/15/01		\$10,000		
Image Analysis	6/1/01	6/25/01		\$10,000		
Positioning Analysis	6/1/01	6/25/01		\$12,000		
Public Relations Analysis	4/1/01	9/1/01		\$6,000		
Advertising Recall	3/1/01	12/31/01		\$15,000		
Retail Traffic Analysis	2/1/01	12/31/01		\$6,000		
Direct Mail Analysis	3/1/01	12/31/01		\$4,000		
Customer Complaint & Product Returns	1/1/01	12/31/01		\$2,000		
Survey of Business Partners	9/1/01	9/15/01		\$5,000		
Other	1/1/01	1/1/01		\$0		
Totals				\$70,000		

4.0 IMC Management

The Boulder Stop is a new retail operation. Consequently, it will be necessary to build awareness of the facility and of the firm's Web site. While advertising will be used to develop the high quality image of the facility, promotions, sponsorships, and public relations events will be used to generate customer traffic, especially to the retail operation. It is crucial to incorporate The Boulder Stop's positioning strategy in all of the company's communications efforts.

4.1 IMC Objectives

The Boulder Stop's primary emphasis will be the retail operation. It will be necessary to create awareness and traffic to the retail site. Awareness and traffic to the Web site are a secondary concern. Based on the communication opportunity analysis, the following three IMC Objectives will be the focus of this IMC plan:

1. To create awareness of the Boulder Stop by encouraging traffic to both the retail site and the Internet.
2. To create a positive relationship with channel members.
3. To develop reciprocal agreements with local rock climbing service companies for the purpose of promoting the interchange of customers and business.

4.2 IMC Budget

The Boulder Stop has only one retail outlet located near Smith Rock, which means the communications budget for year one of its operation can be limited to \$700,000. The basic breakdown of this budget will be:

- IMC Objective 1: \$ 500,000
- IMC Objective 2: \$ 50,000
- IMC Objective 3: \$ 150,000

The Boulder Stop will spend approximately 70% of the budget to achieve IMC Objective 1 because the business is primarily a retail operation with supplementary Internet and direct marketing programs. Most of the advertising and promotions will be geared to retail consumers. The goals are to create awareness and generate traffic.

The major portion of channel dollars will be spent on the manufacturers and distributors encouraging retailers to stock their particular brands at The Boulder Stop. At the same time, The Boulder Stop will spend some money developing strong relationships with distributors, especially if The Boulder Stop wants to direct ship merchandise from the distributor to the consumer. This will reduce the inventory it will need to carry and will be especially beneficial for Internet and direct marketing customers. The Boulder Stop must also maintain a positive relationship with the suppliers of coffee products and espresso beans.

The relationships with various service companies are more like partnerships than buyer-seller relationships. Therefore, only \$50,000 will be needed for the first year of operation. The primary costs will be in providing space for meetings before and after climbs at Smith Rock.

Monthly IMC Budget

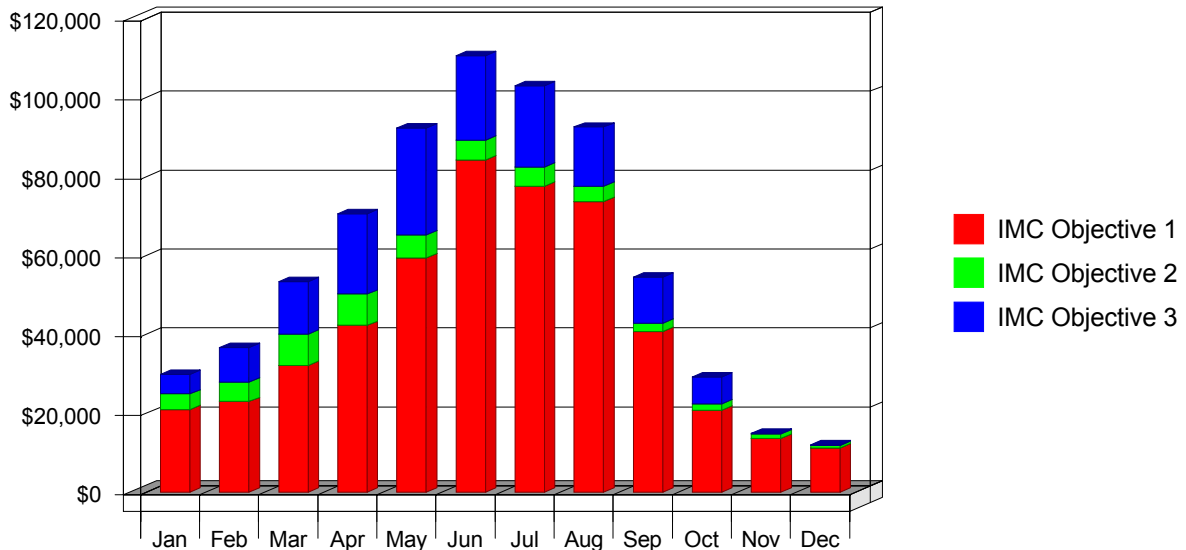


Table 4.2: Budget

Budget	2001	2002	2003	2004	2005
IMC Objective 1	\$500,000	\$575,000	\$663,300	\$767,503	\$890,750
IMC Objective 2	\$50,000	\$52,750	\$55,663	\$58,748	\$62,018
IMC Objective 3	\$150,000	\$163,538	\$178,462	\$194,922	\$213,081
Total Budget	\$700,000	\$791,288	\$897,425	\$1,021,172	\$1,165,849

4.3 Agency Selection

The agency selected for The Boulder Stop account is the Ralston Group located in Bend, Oregon. Ralston is a full-service agency with experience in advertising, public relations, and development of Web sites. The Ralston Group offers integrated advertising solutions that include print, radio, television. In addition, the company performs custom Web designs including development, management, and promotion of the sites. Ralston offers the latest in Web technology for e-commerce operations and Flash screens. The company also has experience creating logos, package designs, and brochures. The agency has experience in conducting targeted direct mail campaigns. In terms of media buys, the Ralston Group can evaluate, plan, and negotiate media buys. Finally, the Ralston Group also has experience developing comprehensive public relations programs that can both raise company awareness as well as change attitudes.

The Ralston Group offers 15 years of experience in creating and managing integrated advertising programs that fit with client objectives. The firm is only one of ten Oregon agencies listed as members of the American Association of Advertising Agencies (AAAA).

The Ralston Group has a background in both the retail industry and the tourism industry, which should benefit The Boulder Stop. Clients include the Bank of the Cascades, Red Robin (restaurant), Safeco Corporation (insurance), Wildhorse Casino Resort, and the Eagle Crest Vacation Club. Ralston's work with the Eagle Crest Vacation Club was especially instrumental in the selection of the company. The agency helped launch the Eagle Crest company in an industry where the competition is fierce and credibility is the key to success. Ralston also developed a custom-made Web site, logo, sales material, videos, and both radio and television advertising campaigns for Eagle Crest and other clients.

Rather than hire a different agency to handle the public relations effort, the Ralston Group was chosen because of previous successes. For example, the Ralston Group developed a public relations campaign for the Wild Horse Casino Resort that received wide local and regional coverage. The campaign was also covered in the Northwest edition of the Wall Street Journal.

4.4 Internet Website

The primary role of the Internet site will be as a supplement to the retail operation. It will be an e-commerce site that allows visitors to purchase merchandise on the Web. It will also show customers how to make purchases directly online, but hold the merchandise at the store for later pickup. This would be especially beneficial to individuals planning climbs at Smith Rock. The site will also emphasize the convenience and atmosphere of the retail store, where climbers can relax and talk around other activities.

The Web site will provide information about the lodge itself, climbs, discussion groups, and other events. It will contain links to climbing services and other sites which would be of interest to rock climbers. A history of Smith Rock will be provided. The most beneficial part of the site for weekend warriors and the curious will be the educational component. The site will provide unique information about the sport of rock climbing. The final component of the Web site will be an open browser section where individuals can ask questions or make comments that can be accessed by other browsers. These will be categorized by topic to allow for easy browsing. This will allow climbers to interact with each other.

5.0 IMC Objective One (Consumer)

The objective for the consumer segment of the market is to create awareness of The Boulder Stop by encouraging traffic to both the retail site and the Web site. This objective will be accomplished by integrating all advertising, consumer promotions, personal selling, sponsorship programs, and direct marketing efforts. Heavy emphasis will be placed on advertising and public relations programs that create awareness and a brand preference for The Boulder Stop. The Internet business will be developed as a full-service alternative for the retail customer. Direct marketing will be used during the first year to generate traffic to both the retail store and the Web site. In future years, the direct marketing programs will move into loyalty and permission type programs.

5.1 Budget

The budget for accomplishing Objective 1 will be \$500,000. 20% of the advertising budget will pay agency fees and advertising development costs. All advertisements and supporting communications will be developed by the creative staff of the Ralston Group. Of the remaining \$400,000 allocated for accomplishment of Objective 1, 65% will be spent on advertising and public relations. Advertising and public relations will be the most effective for establishing awareness and traffic. The remaining funds will be divided between consumer promotions, sponsorship programs, and the direct marketing program. These efforts will supplement the advertising and PR campaigns.

The chart below illustrates the budget broken down into monthly expenditures. Because the prime season for rock climbing is May through October, a higher percentage of the IMC budget will be spent during these months. The largest expenditures will be concentrated during the summer months of June, July and August when school is not in session. Expenditures will be greatly reduced during the last quarter of each year when rock climbing is at its lowest.

While the total IMC Budget for Objective 1 is \$500,000 in 2001, it is recommended that the budget be increased by 15% each year to ensure meeting the sales growth targets. More emphasis will be placed on direct marketing, sponsorships and public relations in future years which will require an increase in their budgets of 20%, 25% and 20% respectively. The advertising budget is expected to increase an average of 13% per year. Building a strong brand name should reduce the emphasis on consumer promotions, thus only a 5% annual increase is projected.

IMC Budget by Consumer Monthly

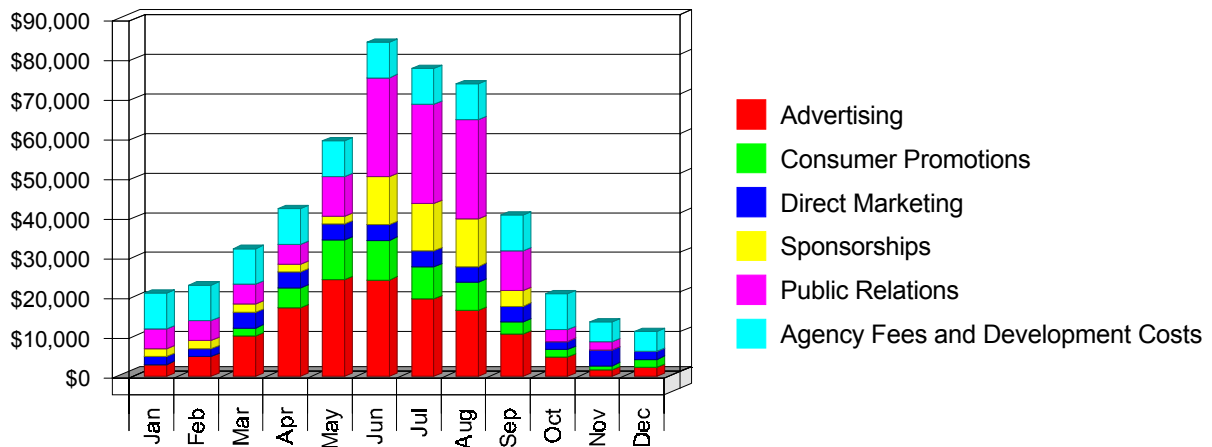


Table 5.1: IMC Budget by Consumer

IMC Budget by:	Consumer	2001	2002	2003	2004	2005
Advertising		\$140,000	\$158,000	\$178,650	\$202,385	\$229,719
Consumer Promotions		\$50,000	\$52,500	\$55,125	\$57,881	\$60,775
Direct Marketing		\$40,000	\$48,000	\$57,600	\$69,120	\$82,944
Sponsorships		\$50,000	\$62,500	\$78,125	\$97,656	\$122,070
Public Relations		\$120,000	\$144,000	\$172,800	\$207,360	\$248,832
Agency Fees and Development Costs		\$100,000	\$110,000	\$121,000	\$133,100	\$146,410
Total		\$500,000	\$575,000	\$663,300	\$767,503	\$890,750
Average		\$83,333	\$95,833	\$110,550	\$127,917	\$148,458

5.2 IMC Methodologies

The Boulder Stop will implement a strong advertising and public relations program supplemented with consumer promotions, sponsorships, and a direct marketing program. Sales promotions will be tied into public relations efforts to encourage an image of community involvement for The Boulder Stop and to reduce any negative publicity that could result from environmental groups. The tagline of "Only One Stop! The Boulder Stop!" will be used with all communications to enhance the positioning strategy of high quality. While promotions will be offered, the emphasis will be on one-stop shopping and quality merchandise, not on big sales and huge bargains.

5.2.1 Advertising

The primary goals of the advertising program are to build awareness and to generate traffic for the retail operation. While advertisements will list the Web site address, it will not be a primary focus of the advertisements. During the first six months of the year, awareness advertising will be the primary focus. During the second half of the year, more emphasis will be placed on generating traffic.

A secondary goal of advertising will be to promote the public relations events and sponsorships. While public relations will be used to get word out to the consumers about special events and sponsorships, advertising will be used as a supplement to this effort.

The \$140,000 advertising budget will be broken down as follows:

Television advertising	\$ 70,000
Radio advertising	\$ 40,000
Newspaper advertising	\$ 20,000
Internet advertising	\$ 10,000

Of the \$100,000 allocated for ad development costs, approximately \$60,000 will be spent on the development of the advertisements. With these funds, the Ralston Group will prepare two initial broadcast advertisements for The Boulder Stop that can be alternated. One newspaper advertisement and one Internet banner ad will be created. Following these initial advertisements, the Ralston Group will generate two new broadcast advertisements that can be added to the sequence during each of the second and third quarters of the year. A new newspaper and Internet advertisement will be provided for the second half of the year. Thus, a total of four television ads, four radio ads, two newspaper and two Internet ads will be created. The ads will focus on developing awareness and encouraging viewers to visit the retail store or the Web site.

Additional advertisements will be created to support the consumer promotions, sponsorships, and public relations efforts. These advertisements will be very specific and will run just prior to each event. Since Ralston Group will also handle the public relations efforts, it will be relatively easy for them to develop ads that can be integrated with these public relations messages.

In developing the initial advertisement for The Boulder Stop, the following creative brief will be used.

Objective: To create awareness of The Boulder Stop.

The Boulder Stop

Target Audience Profile: The primary audience is a group called "hard-core climbers." The secondary audience is a group called "weekend warriors." Demographically, hard-core climbers are ages 15 to 35 with incomes of \$10,000 to \$120,000. 70% are males with 3-15 years of climbing experience. Only 40% are natives of Oregon. The weekend warriors group consists of persons between the ages of 20 and 35 with incomes of \$45,000 to \$65,000. 65% are male with only one to two years of climbing experience. Most are natives of Oregon, living close to Smith Rock. Both the weekend warriors and the hard core climbers will pay anything to get into the latest and best climbing gear. The average climber carries \$1,200 worth of equipment. These climbers buy name brand, premium-priced equipment. Both groups enjoy premium espresso coffee and other gourmet drinks and foods.

Message Theme: The primary message theme will be that The Boulder Stop offers high-quality gear and atmosphere all under one roof. A person who is shopping at The Boulder Stop will be able to shop for the latest and best climbing equipment while savoring the atmosphere and a quality cup of espresso. This makes The Boulder Stop a one-stop location meeting all of a climber's needs.

The Support: The Boulder Stop will carry high-quality merchandise brands for coffee products as well as climbing products offered by Metolius Mountain Products, Black Diamond, Boreal and Petzel. In addition, The Boulder Stop will partner with First Ascent LLC, Oregon-Adventures Rock Climbing, and Timberline Mountain Guides.

The Constraints: The tagline "Only One Stop! The Boulder Stop!" is to be used in all communications. Warranties regarding the safety of climbing equipment are both expressed and implied through the manufacturer.

In creating the advertisements for The Boulder Stop, the following means-end chain was developed.

Attribute: High-quality products.

Benefit: Products that are dependable, products used by professional or experienced climbers.

Personal value: Fun, excitement of climbing. A brief mention of being able to buy gear in a relaxed and pleasant atmosphere. Wisdom of choosing the right gear.

Leverage point: A rock climber hanging from the edge of a large Boulder, suspended in mid-air.

This visual image will be tied with the headline, "Be sure your gear is the best."

Executional framework: Dramatization with the climber's life dependent on the climbing gear he is using.

The actual print advertisement will utilize an affective message strategy coupled with an emotional appeal and dramatization framework. The advertisement will show a male rock climber suspended at the edge of a huge Boulder. His life is dependent upon the quality of the gear he has purchased. The headline of the advertisement will read "Be sure your gear is the best." The tagline will be "Only one stop! The Boulder Stop." Verbal copy will give the location of the facility, some of the brand names sold and the fact that in addition to rock climbing merchandise, The Boulder Stop has espresso coffee and a lodge-type atmosphere. No spokesperson will be used for this print advertisement.

A similar dramatization framework will be used for the television advertisement. Scene one will show a male and female shopping in The Boulder Stop for climbing gear. Scene two will show the man losing his grip from the rock and suspended in mid-air. With the help of the female, he climbs to safety. Scene three will show the two talking to friends in The Boulder Shop, sipping a cup of espresso coffee. The television advertisement will end with the logo flashing across the screen "Only one stop! The Boulder Stop!"

The month-by-month advertising budget is illustrated in the chart below. The advertising expenditures will be the lowest in November and December. Starting with January, the advertising spending will increase each month until it reaches its peak in May and June. Because the impact of advertising is often delayed, spending the heaviest at the beginning of the rock climbing season in May is designed to stimulate interest in rock climbing. As the season

progresses, it should take less funds to maintain that interest and to spark new interest.

Future advertising expenditures are provided in the following table. The largest increase, 25% per year, will be in the area of Internet advertising with the goal of increasing Internet sales by 50% per year. Newspaper advertising will increase only 5% per year and be used primarily to advertise special events. Television and radio advertising will be increased 15% and 10% respectively. As The Boulder Stop gains name recognition, it will be important to expand its television advertising outside of the immediate area.

Advertising Budget by Consumer Monthly

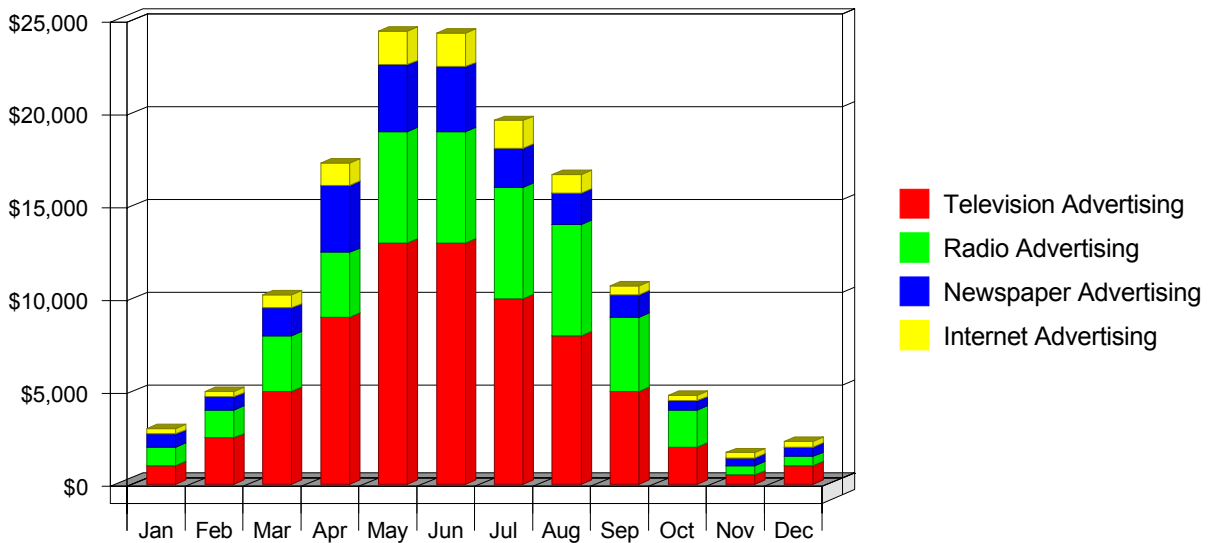


Table 5.2.1: Advertising Budget by Consumer

Advertising Budget by:	Consumer	2001	2002	2003	2004	2005
Budget						
Television Advertising		\$70,000	\$80,500	\$92,575	\$106,461	\$122,430
Radio Advertising		\$40,000	\$44,000	\$48,400	\$53,240	\$58,564
Newspaper Advertising		\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
Internet Advertising		\$10,000	\$12,500	\$15,625	\$19,531	\$24,414
Total		\$140,000	\$158,000	\$178,650	\$202,385	\$229,719
Average		\$35,000	\$39,500	\$44,663	\$50,596	\$57,430

5.2.2 Consumer Promotions

The budget for consumer promotions is \$50,000. Consumer promotions will be used to support the advertising and public relations activities and to encourage traffic to both the retail store and the Internet site. Coupons, premiums, contests, and sweepstakes are the promotions that will be used.

Contests and sweepstakes will be used as one of the means of developing a database. Monthly drawings will be held with climbing gear as prizes. These contests and sweepstakes will encourage customers to fill out an entry form that will give The Boulder Stop participants names and addresses. Customers will be able to enter the contests or sweepstake either at the retail location or through the Web site. Additional data will be gathered such as where the customer has seen advertisements about The Boulder Stop. By having a monthly drawing, this will encourage customers to enter each month for a chance to win. Rather than have one large prize, The Boulder Stop will have several smaller prizes. This will allow for more winners.

Coupons and premiums will be put in the direct mail pieces to encourage consumers to either shop at the retail location or purchase at the Web site. Emphasis will be placed on premiums rather than coupons since premiums tend to reinforce an image of high-quality merchandise. Coupons will be used, but they will be limited to cheaper merchandise and smaller items. Some coupons will be for coffee products, so that climbers will go the retail store for drinks and relaxation without necessarily shopping for climbing items.

The tagline "Only one stop! The Boulder Stop!" will appear in the consumer promotions. The concept of high-quality merchandise and brand name products will also be placed on promotional offers when appropriate.

5.2.3 Personal Selling

Service is an important component of the personal selling mix. Retail sales individuals, telephone operators handling incoming calls and Internet service personnel all must demonstrate a cheerful attitude while providing knowledgeable service when discussing climbing equipment and efficient service when consumers are simply ordering espresso. It is critical that all of the personnel are knowledgeable about climbing gear.

To assist in personal selling of climbing equipment, an abundance of literature will be available to customers in point-of-purchase displays, furnished primarily by manufacturers. Attractive menus should appear in the espresso vending area so customers can easily place orders. It will be the responsibility of the staff to inform customers of the products available and create the best fit between customers and the products being sold. This will be especially important for the call center operators that handle telephone orders and Internet orders to ensure high-quality customer service.

The climbing equipment employees will not work on commission to avoid high-pressure sales tactics. Instead, group bonuses will be provided for achieving sales and market share goals. Espresso servers will be evaluated and rewarded for keeping the serving area and lodge clean as well as for providing friendly and efficient service. Empty containers should be quickly removed.

5.2.4 Sponsorship Programs

To create awareness of The Boulder Stop and to encourage traffic to the retail operation, The Boulder Stop will sponsor four events during the year. The first will be a "Llama Run" for St. Charles Medical Center in Bend. This event should be especially suited to attracting the weekend warriors market segment, as well as some individuals from the curious market segment. Llamas and their owners will converge on Redmond for races that will include 1st, 2nd and 3rd prize winners. First prize will be for \$1,000, second wins \$750, and third wins \$250. The most colorful Llama award will be given out to one winner at the end of the show and will include a bag of Llama grain and a gift certificate to the Heathman Restaurant for \$100. The entry fee will be \$100 per Llama and all fees will go directly to the St. Charles Medical Center.

In August of each year, The Boulder Stop will sponsor the Perry Claw Rock Festival. This event will bring some of the finest local musicians and nationally recognized climbers to Smith Rock for a three-day climbing celebration and contests. Big-name climbing stars such as Louis Baruque and Sheri Lassiter will be at Smith Rock for a full-day climb. These climbers and others will be available for autographs on gear and such. Admission will be \$7 and all proceeds will go to support prostate cancer research. Espresso products carrying The Boulder Stop logo will be sold on site at the event. This includes both cups and napkins.

Each year, The Boulder Stop will be involved in a state-wide bowling tournament called "Boulder Green." The Boulder Stop will be one of the sponsors. The tournament provides free bowling balls and free bowling passes to the less fortunate in the community. The tournament is held in Redmond and Eugene. Espresso products carrying the company's name will be sold on site at the event.

The final event in which The Boulder Stop will become involved is the PGA Golf Classic held in Bend, Oregon. These four sponsorships should provide The Boulder Stop with exposure in the community and surrounding area. Public relations exposure relative to these events will be very important. The Ralston Group will work closely with each event to ensure the maximum media exposure is obtained.

5.2.5 Database Programs

The Boulder Stop will begin developing a database on day one of operations. All customer transactions will be entered into the database and commercial data will be purchased twice a year to supplement the internal data. From this data, The Boulder Stop hopes to create an active direct marketing, permission marketing, and frequent shopper program. This development will be over a three year period. During year one, The Boulder Stop will develop a direct marketing program that will involve a direct mailing program. In year two, this will be expanded to the Internet and an e-mail program that will be tied in with a permissions marketing program. In year three, this will be expanded to include a frequency or loyalty program.

The direct marketing program will involve mailings to all of the names in the database to alert them to the four sponsorship events in which The Boulder Stop will be involved. Monthly mailings will be done from March through September and bi-monthly from October through February that will feature merchandise and services provided by The Boulder Stop. In each of these mailings, special events and discussion groups will be promoted. A calendar of events will also be included. The calendar will include attractive photos of the actual lodge site as well as pictures of the espresso products being offered, as a reminder of the pleasant retail experience. The budget for these direct mailings is \$40,000 which should cover the cost of the 13 mailings. A coupon or premium will be included in each mailing to encourage a visit to either the retail operation or the Web site. Each will be coded to allow for tracking of results.

5.3 Media Plan

The rock climbing season normally lasts from May until October of each year. The Boulder Stop's media plan will utilize a pulsing schedule whereby a basic level of advertising will be in place year around but additional dollars will be spent from March through September of each year to take advantage of the rock climbing season. Heaviest expenditures will occur in April through June. Off-peak season ads may encourage climbers to go to the lodge to enjoy espresso products.

For television advertising, run-of-the-station 30 second spots will be purchased. For example, the Fox affiliate KFXO in Bend offers fifty 30 second commercials for \$750. Twenty spots will run Monday through Friday from 8:00 a.m. to 3:00 p.m. on a daytime rotation basis. Twenty spots will run Monday through Sunday from 5:00 p.m. to 1:00 a.m. which would include some Fox prime time spots. Ten ads would run from 11:00 a.m. to 5:00 p.m. on Saturday or Sunday during sporting events or movies. Similar packages will be negotiated with other television stations. At these rates, The Boulder Stop can run 50 advertisements per month for one year for a total of \$9,000. By using run-of-the-station spots that are rotated by the station at their discretion, The Boulder Stop is able to purchase significantly more spots. The heaviest television advertising will be in Bend but ads will be run in Eugene, Portland, Vancouver, and Medford.

Advertising rates for local radio stations run approximately \$10 per spot.

For newspaper advertising, only the Bend Bulletin will be used with advertising only from March through August which is the primary rock climbing season. Color, 4 column by 5 column, ads will be run in every Sunday edition of the paper from March through August. Additional daily runs will occur on Wednesday from April through July. This media plan will produce 26 Sunday advertisements and 19 Wednesday advertisements. The total cost is \$19,926.

5.4 Evaluation

Several methods of evaluation will be used. Since the objective was to create awareness and generate traffic, the primary method of evaluation will be recall tests. Surveys will be conducted in the areas where advertising will be purchased to measure awareness of The Boulder Stop. These surveys will be conducted every three months and a total of 200 households will be contacted.

To measure retail store traffic, for each purchase a ZIP code will be requested from the customer to track the address areas of customers. In addition, a monthly contest will be held where merchandise is given as prizes. As part of the contest entry form, all of the media outlets will be listed. Customers entering the contest will be asked to check off all of the television stations, radio stations or newspapers where they have seen an advertisement. While not completely accurate, this evaluation will be extremely valuable in developing a media plan for the second year of operation.

For the direct mailing program, a coupon or premium will be coded for tracking purposes. This will provide feedback concerning the effectiveness of the direct mailing program. It will also help in evaluating the effectiveness of various consumer promotions.

6.0 IMC Objective Two (Distribution Channel)

The primary relationship with the distribution channel will be purchasing merchandise from both distributors and manufacturers for resale in the retail and Internet operations. It will be the goal of The Boulder Stop to develop relationships that will provide high-quality products at reasonable prices. Further, The Boulder Stop will want to pursue manufacturers or wholesalers that will allow for direct shipping from its Internet site. Order sizes will be small when the store opens. Consequently, it will take time to develop a relationship that will allow for direct shipments.

The primary climbing equipment wholesaler that will be used by The Boulder Stop will be Adventure 16. They carry a full line of climbing equipment, clothing and other products which would be of interest to rock climbers. Many of the high-end brand names will be available through Adventure 16. The second wholesaler that will be used will be N.R.G. Enterprises. They carry only a few brands of rock climbing equipment and related products, primarily Singing Rock. Therefore, they will be used more for other products that The Boulder Stop would like to stock which would be of interest to rock climbers, such as clothing, boots, packs and outdoor equipment.

For espresso, coffee, cappuccino and other supplies for the lodge, the primary distributors will be Pasquini, Cappuccino Connection and the Espresso King. Pasquini's specialty is espresso, macchiato and cappuccino. While Cappuccino Connections sells cappuccino, they also offer frozen drinks, granita and smoothie mixes. Espresso King prides themselves in offering fresh locally roasted coffee beans, ground and flavored coffees, high quality teas, granita syrups and flavoring syrups. Espresso King also sells popcorn complete with salt, butter and flavoring.

As the business grows, The Boulder Stop will develop ties with climbing gear manufacturers and order directly from them. Where feasible, these relationships will be developed from the onset. Because of small order sizes for the first year, only the highest demand products can be ordered directly from the manufacturers. The following list indicates some of the manufacturers which will of interest to The Boulder Stop and the products they sell.

Arc'Teryx Equipment, Inc.	Climbing harness
Black Diamond	Camalots and other climbing equipment
Blue Water Climbing Equipment	Harnesses, clips and ropes
Climb High	Beal brand climbing ropes
Excalibur	Climbing harnesses
La Sportiva	Rock climbing equipment
Lafuma America	General climbing equipment
Maxim Climbing	Climbing ropes
Metolius	Clothing
Omega Pacific	Carabineers
Pantagonia	Talus pants
Petrogrips	Climbing holds
Rocktonics	Climbing equipment
Royal Robbins	Outdoor clothing
Stone Age	Climbing implements
Teva	Outdoor/climbing footwear
Zamberlan	Trekking/climbing boots

6.1 Budget

The budget for IMC Objective Two is only \$50,000. As a retail operation, The Budget Stop will be the recipient of trade promotions and personal selling tactics of manufacturers and wholesalers. Therefore, \$40,000 will be used for traveling expenses to select manufacturers and wholesalers with which The Boulder Stop wishes to develop strong relationships. The rest of the funds will be divided between developing a database of wholesalers and manufacturers and advertising.

The monthly IMC budget for the distribution channel is illustrated in the chart below. Because merchandise must be ordered in advance, the highest expenditures will be in March and April. This will ensure that The Boulder Stop has the right stock in place when the climbing season begins in May.

The following table shows the budget over the next five years. Because The Boulder Stop is a retail operation, no funds will be used for trade promotions. As with 2001, most of the funds will be used for personal selling expenses. The IMC budget for this objective should increase only 5% to 6% per year.

IMC Budget by Distribution Channel Monthly

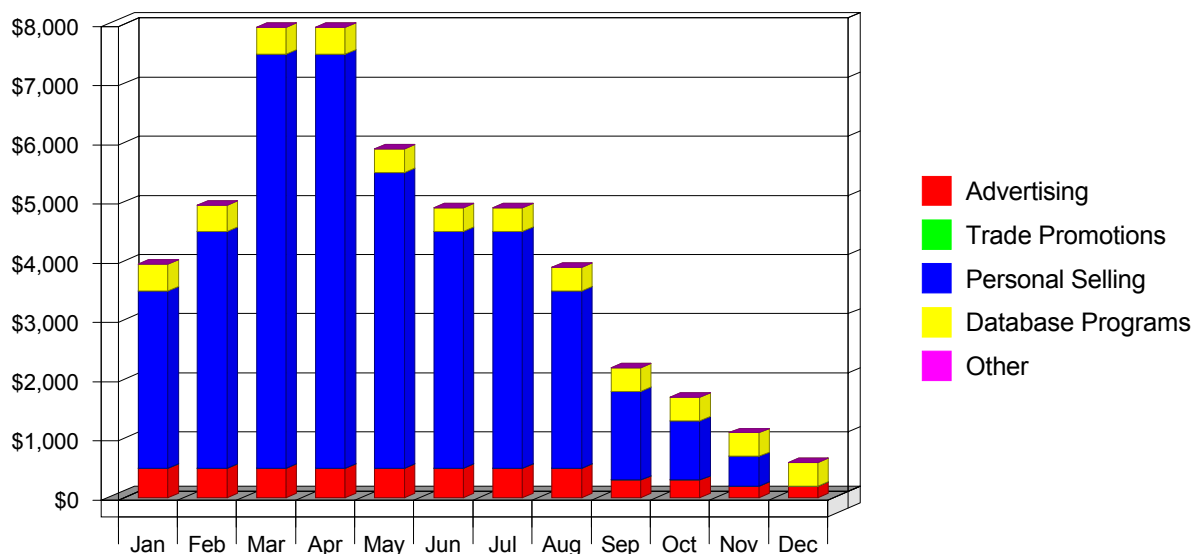


Table 6.1: IMC Budget by Distribution Channel

IMC Budget by:	Distribution Channel	2001	2002	2003	2004	2005
Budget						
Advertising		\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Trade Promotions		\$0	\$0	\$0	\$0	\$0
Personal Selling		\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Database Programs		\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Other		\$0	\$0	\$0	\$0	\$0
Total		\$50,000	\$52,750	\$55,663	\$58,748	\$62,018
Average		\$10,000	\$10,550	\$11,133	\$11,750	\$12,404

6.2 IMC Methodologies

The primary IMC methodology that will be used is the development of a manufacturer and wholesaler database for the climbing equipment side of the business. Because of the positioning strategy of high quality, tracking satisfaction level with the various brands is critical. It is important that products sold are of the highest quality. An accurate database will provide information as to which manufacturers and wholesalers provide the best quality products based on customer complaints and returns. Records of on-time deliveries, stock-outs, and back orders will also be important. Companies with the best records in these areas will be pursued for a stronger relationship.

6.2.1 Advertising

Only print advertising will be used by The Boulder Stop. The primary goal of advertising in the trade journals used by manufacturers is to build brand awareness of The Boulder Stop. Most of the advertising dollars will be spent from January through August of each year.

Advertising Budget by Distribution Channel Monthly

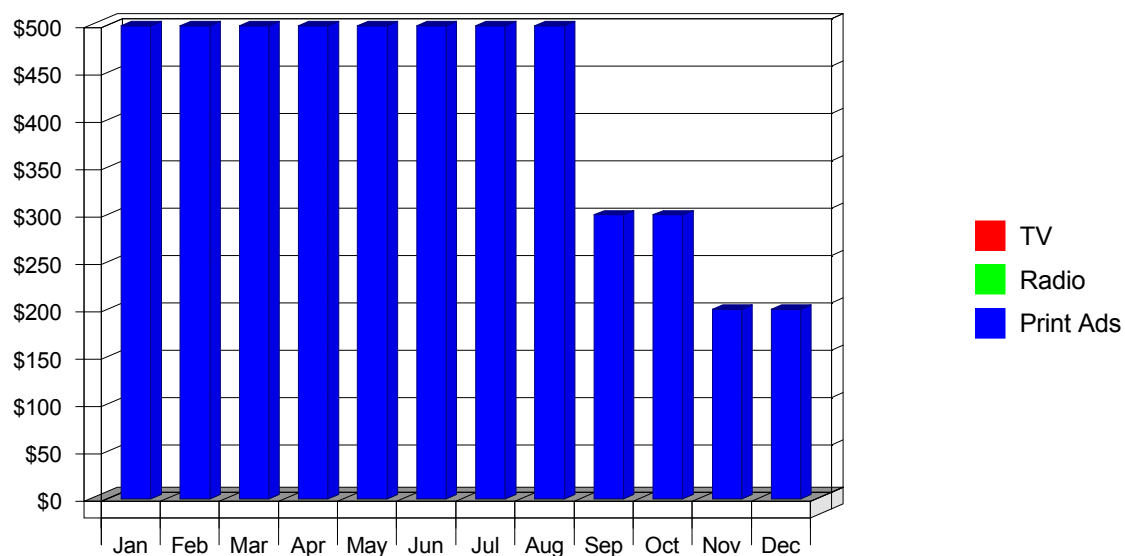


Table 6.2.1: Advertising Budget by Distribution Channel

Advertising Budget by:	Distribution Channel	2001	2002	2003	2004	2005
Budget						
TV		\$0	\$0	\$0	\$0	\$0
Radio		\$0	\$0	\$0	\$0	\$0
Print Ads		\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Total		\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Average		\$1,667	\$1,833	\$2,017	\$2,218	\$2,440

6.2.2 Trade Promotions

(This section would not be used in the IMC plan for The Boulder Stop since they are a retail operation and the recipient of trade promotions. It would, however, be used for manufacturers and most other types of business operations.)

6.2.3 Personal Selling

(This section would not be used in the IMC plan for The Boulder Stop since they are a retail operation and the recipient of sales calls from manufacturers and distributors. It would, however, be used for manufacturers and most other types of business operations.)

6.2.4 Database Programs

(This section would not be used in the IMC plan for The Boulder Stop since they are a retail operation and the recipient of database programs from manufacturers and distributors. It would, however, be used for manufacturers and most other types of business operations.)

6.3 Media Plan

The media plan for IMC Objective Two will be for print advertising only. It will involve ads in trade journals used by manufacturers. The heaviest advertising will occur from January to August, with lower expenditures during the remaining part. It will be important to always maintain a basic level of advertising to ensure the brand name remains before manufacturers and distributors.

6.4 Evaluation

Evaluation of this second IMC Objective will be in three ways. First, will be the a subjective evaluation of the strength of the relationship with each climbing equipment manufacturer and distributor. A scale from repeat transactions through contractual relationships, trust relationships, to EDI relationships will be used. The goal of each relationship will be to achieve either a trust or EDI arrangement.

The second method of evaluation is a record of the number of complaints and product returns from each supplier source. This will allow The Boulder Stop to evaluate the quality of each vendor's products. The final method of evaluation will be on-time delivery rates, order fill rates, and back order rates. This evaluation is important to ensure customers have the products they want, when they want them. It will also be important for Internet orders to be directly shipped from the distributor or wholesaler.

7.0 IMC Objective Three (B-to-B)

The objective of the business-to-business IMC Objective is to develop reciprocal agreements with local rock climbing service companies for the purpose of promoting the interchange of customers. The most attractive potential service companies are Timberline Mountain Guides, Hood Mountain Adventures Rock Climbing, Oregon-Adventures Rock Climbing, and First Ascent LLC. Preference will be given to rock climbing services that are certified by American and Mountain Guides Association (AMGA).

7.1 Budget

The budget for IMC Objective Three is \$ 150,000. This will be spent on a combination of advertising, consumer promotions, personal selling, sponsorships and database programs. The heaviest emphasis will be placed on consumer promotions and tie-ins with service companies. The budget will allow Advertising - \$ 15,000, Consumer promotions - \$100,000, Personal selling - \$10,000, Sponsorship programs - \$ 15,000, and Database programs - \$10,000.

The monthly IMC Budget for the business-to-business portion of the IMC plan is illustrated in the chart below. Expenditures would increase each month from January and peak in May, the first month of the rock climbing season. Expenditures would slowly decrease through October. No expenditures would be allocated for November or December.

Total expenditures for this third IMC Objective will be increased an average of 9% per year. The b-to-b advertising will be increased by 12% per year, business-to-business (b-to-b) promotions will be increased 10% per year, sponsorships 5% and database marketing 10%. Most of these increases are based on anticipated cost increases and inflation. Because of the limited number of service companies, it is not necessary for The Boulder Stop to make any type of substantial increase in their b-to-b budget.

IMC Budget by Business-to-Business Monthly

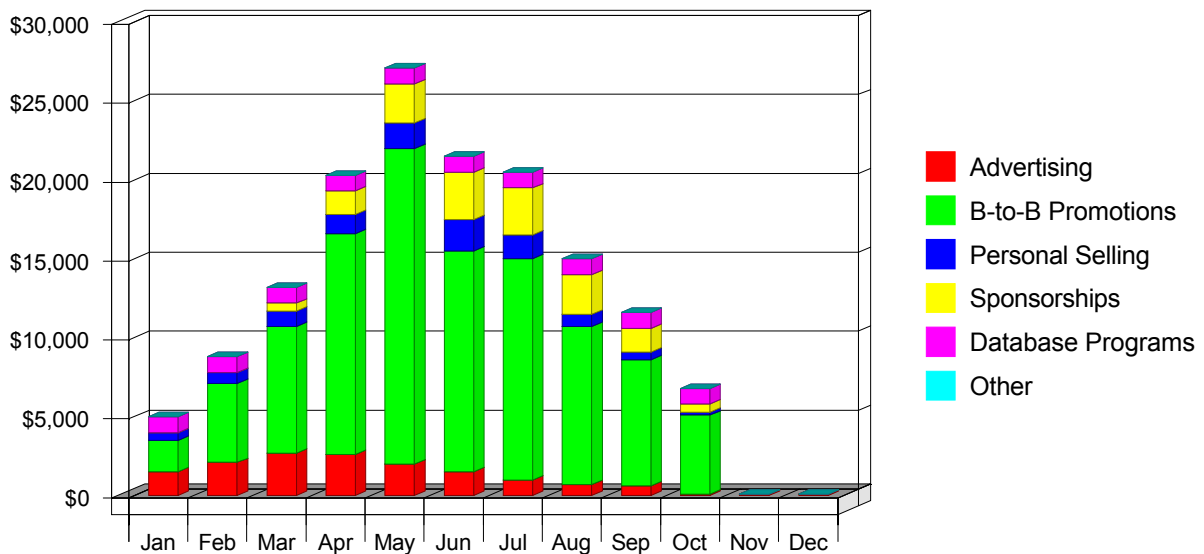


Table 7.1: IMC Budget by Business-to-Business

IMC Budget by:	Business-to-Business				
Budget	2001	2002	2003	2004	2005
Advertising	\$15,000	\$16,788	\$18,825	\$21,147	\$23,797
B-to-B Promotions	\$100,000	\$110,000	\$121,000	\$133,100	\$146,410
Personal Selling	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Sponsorships	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
Database Programs	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
Other	\$0	\$0	\$0	\$0	\$0
Total	\$150,000	\$163,538	\$178,462	\$194,922	\$213,081
Average	\$25,000	\$27,256	\$29,744	\$32,487	\$35,513

7.2 IMC Methodologies

In developing the IMC methodologies for the third IMC Objective, it will be important to maintain the positioning strategy of quality and the tagline of "Only One Stop! The Boulder Stop." Advertising, promotions, and other IMC programs should reinforce this message.

The primary methodology that will be used will be consumer promotions. The goal of these promotions will be two-fold. First, they will be designed to develop a bond between the service company and The Boulder Stop. Second, they will provide incentives for the customers of the service companies to patronize The Boulder Stop. Co-sponsor monies will be available to encourage service companies to utilize The Boulder Stop for organized climbs at Smith Rock. Advertising, database programs, and personal selling will all serve supportive roles to the sales promotion strategies.

7.2.1 Advertising

Approximately 50% of the business-to-business advertising dollars will be co-op dollars. If companies such as Timberline Mountain Guides, Hood Mountain Adventures Rock Climbing, Oregon-Adventures Rock Climbing, and First Ascent LLC place information about The Boulder Stop in one of their ads, The Boulder Stop will pay 40% to 70% of the cost of the advertisement depending on how prominent the placement of The Boulder Stop is in the advertisement.

The other 50%, or approximately \$7,500, will be spent on placing advertisements in the brochures and fliers of the above listed companies. A new creative brief will be used to design the advertisement.

Objective: To create awareness of The Boulder Stop

Target Audience Profile: The primary audience will be the group called "hard-core climbers" and the secondary audience will be "weekend warriors." Demographically, hard-core climbers are ages 15 to 35 with incomes of \$10,000 to \$120,000. 70% are male with 3-15 years of climbing experience. Only 40% are natives of Oregon. The weekend warriors are ages 20 to 35 with incomes of \$45,000 to \$65,000. 65% are male with only one to two years of climbing experience. Most are natives of Oregon, living close to Smith Rock. Both the weekend warriors and the hard-core climbers will pay anything to get into the latest climbing gear with the average climber carrying \$1,200 worth of equipment. These climbers buy name brand, premium-priced equipment. Both groups enjoy quality espresso products.

Message Theme: The primary message theme will be that The Boulder Stop offers high-quality gear and atmosphere all under one roof. It is a one-stop location for all of a climber's needs.

The Support: The Boulder Stop will partner with First Ascent LLC and American and Mountain Guides Association (AMGA). The Boulder Stop offers a pleasant atmosphere and quality coffee products at the lodge. They also carry high-quality climbing gear brands such as Metolius Mountain Products, Black Diamond, Boreal, and Petzel for climbers who need last minute items or to replace climbing products that have broken.

The Constraints: The tagline "Only One Stop! The Boulder Stop!" is to be used in all communications.

In creating the advertisements to be placed in the service companies brochures for The Boulder Stop, the following means-end chain was developed.

Attribute: high-quality coffee products and a pleasant environment where climbing items may also be purchased.

Benefit: products that are great tasting, in a warm environment, with products used by professional or experienced climbers available at the lodge.

Personal value: fun, excitement of climbing. Enjoyment of socializing with other climbers in a pleasant atmosphere. Wisdom of knowing the right gear is available on site.

Leverage point: a rock climbing group relaxing and shopping after a climbing event. Everyone having a good time.

Executorial framework: slice of life showing people widening social circles while enjoying espresso.

The actual print advertisement will utilize an affective message strategy coupled with an emotional appeal and slice of life framework. It will be slightly different than the consumer advertisement. The advertisement will show a group of climbers in the lodge following an event. Some are relaxing while others a shopping for climbing products. The headline of the advertisement will read, "A great place to relax after a tough climb." The tagline will be "Only one stop! The Boulder Stop." Verbal copy will give the location of the facility. Some information about product brand names and the various services that are available will appear in the advertisement. The copy will read, "The next time you are at Smith Rock for a climb, visit The

Boulder Stop. It will also list the Web address of the business.

Advertising Budget by Business-to-Business Monthly

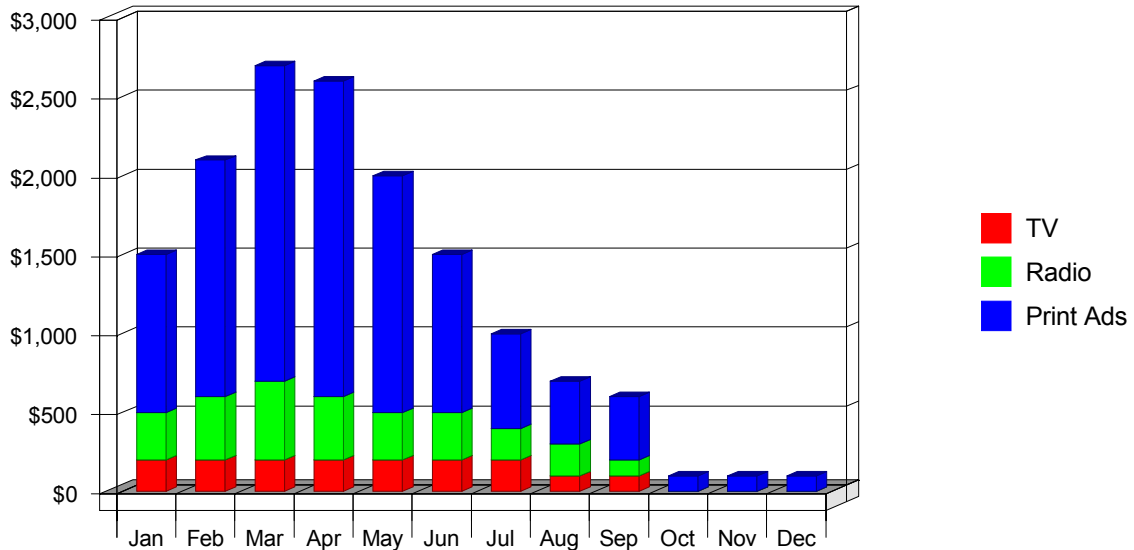


Table 7.2.1: Advertising Budget by Business-to-Business

Advertising Budget by:	Business-to-Business	2001	2002	2003	2004	2005
Budget						
TV		\$1,600	\$1,648	\$1,697	\$1,748	\$1,801
Radio		\$2,700	\$2,835	\$2,977	\$3,126	\$3,282
Print Ads		\$10,700	\$12,305	\$14,151	\$16,273	\$18,714
Total		\$15,000	\$16,788	\$18,825	\$21,147	\$23,797
Average		\$5,000	\$5,596	\$6,275	\$7,049	\$7,932

7.2.2 Business-to-Business Promotions

The budget for business-to-business consumer promotions will be \$100,000.

Sampling will be the major type of b-to-b promotion offered. Merchandise will be given to the different rock climbing services to be used by the tour guides and instructors. If the instructors and tour guides like the products, they will become advocates for The Boulder Stop. Especially the weekend warrior and curious markets will look to these guides and instructors for product information. These individuals tend to serve as opinion leaders for climbers in these two markets. A sticker saying "Provided by The Boulder Stop" will be placed on as much of this merchandise if possible.

Coupons and premiums will be offered to the service companies to purchase merchandise for the company and its employees. These will not be available to customers of the service firm. Coupons will offer a discount on a quantity purchased and will have a minimum order size. The premium will offer free merchandise for a specific order size, such as buy five and get the sixth one free. Both coupons and premiums will be offered after an initial contact is made with these companies.

One major contest will be held among the service companies for free merchandise and free use of

The Boulder Stop facility. Each company will be encouraged to enter, and to ensure good will is developed, every company will win something. First place will be merchandise and usage fees of \$5,000, second place \$2,000 and third place \$1,000. The remaining \$2,000 will be spent on small prizes to ensure every company entering receives something.

The final type of promotion that will be offered will be a price-off. Special promotions will be offered through the year to these service companies to encourage them to buy from The Boulder Stop. Again, if the firm buys from The Boulder Stop, it is more likely that they will recommend The Boulder Stop to their rock climbers.

7.2.3 Personal Selling

For the business-to-business sector, personal selling will be vital to establishing a trust relationship with these climbing service companies. Since the salary and direct expenses for this person will be paid out of administrative funds, only \$10,000 will be needed for the marketing expenses. These funds will be used for meals, entertainment, and gifts to perspective clients.

7.2.4 Sponsorship Programs

The Boulder Stop will use sponsorships to host climbs at Smith Rock. The Boulder Stop will underwrite some of the costs of companies such as Timberline Mountain Guides, Hood Mountain Adventures Rock Climbing, Oregon-Adventures Rock Climbing, and First Ascent LLC holding climbs at Smith Rock in exchange for advertising in their brochure. The Boulder Stop will sponsor five climbs at \$3,000 each.

7.2.5 Database Programs

The business-to-business database programs will be in two areas. First, will be an exchange of customer information with service companies. These will be carefully selected to protect the privacy of The Boulder Stop's customers. Only after a good relationship has been established with the service firm will there be an exchange of customer information. This will allow for an expansion of The Boulder Stop's database for the consumer direct marketing program. By obtaining customer names from a climbing service, The Boulder Stop is guaranteed that there will be a high level of interest in climbing equipment.

The second b-to-b database will be a record of climbers referred from the service companies. This information will be harder to obtain, but through periodic surveys, The Boulder Stop will be able to ascertain which climbing agencies customers are members of. Also, through the in-store contest, customers will be asked to indicate which services they have patronized.

If a service company holds a climb at Smith Rock and uses The Boulder Stop for instruction or the lodge after the climb, the names of all participants will be requested. These names can then be matched with purchases they may make that day or at a later time. This assumes they pay by check or credit card. Cash purchases will not be able to be tracked.

Direct marketing letters and flyers will be prepared especially for these service companies. They will offer information and special promotions to entice the service to use The Boulder Stop as part of their instructional packages or as part of their tour packages.

7.3 Media Plan

Since the rock climbing season normally lasts from May to October, the media plan will involve heavier advertising during the early months of the season and just prior to the season. During the fourth quarter, very little money will be spent on advertising. The television and radio advertising dollars will be spent in co-op advertising with service firms such as Hood Mountain Adventures Rock Climbing and Oregon-Adventures Rock Climbing. The print advertising monies will be spent on fliers and brochures of the service companies and also in trade journals that may be read by the service companies.

7.4 Evaluation

The database will be a key for evaluating the business-to-business objective. First, the number of relationships with service companies and the depth of those relationships will be the first evaluative measure. Second, once a year, a survey will be conducted using the lists purchased or exchanged with the service companies. In this telephone survey, brand recall and brand comprehension will be measured. Attitude towards The Boulder Stop brand will be evaluated as well as the image of the company and the quality of its product.

8.0 Samples

The following sections illustrate the sample logos and print advertising materials to be used by The Boulder Stop.

8.1 Sample Logo



8.2 Sample Consumer Advertisement



8.3 Sample Advertisement (Objective Three)



8.4 Sample Storyboard

Board #1 - Illustrate a male and female shopping in The Boulder Stop for climbing gear with the male commenting about the excellent quality of the merchandise and the female replying they also have an excellent selection. The male should be holding and looking at a rope.

Board #2 - Both the male and female climbers are in the process of climbing a rock. The female comments that this is really a tough climb. The male agrees.

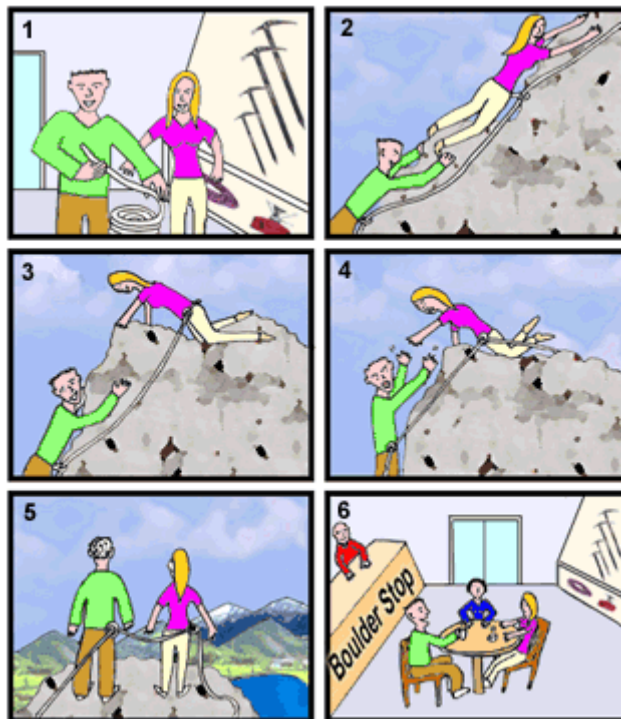
Board #3 - The female arrives at the top of the rock and is looking down at the male below who is still climbing towards the top. The male looking up says I can't believe you made it first. She replies with a laugh and smile.

Board #4 - The male climber loses his grip from the rock and is suspended in mid-air. The female, in a panic voice, asks, "Are you okay?" The male replies,

"yes, the safety rope held!"

Board #5 - With the help of the female, the male climber is able to reach the top of the rock safely. As the set at the top looking out over the valley, the female says to the male, "I'm sure glad we bought you that new rope from The Boulder Stop." The male replies, "I am too."

Board #6 - The two climbers are talking to friends in The Boulder Shop, sipping a cup of espresso coffee. The television advertisement will end with the logo flashing across the screen "Only one stop! The Boulder Stop!"



8.5 Sample Web Page

The following graphic shows a view from our website:



[Home](#) | [Gear Shop](#) | [Climbs](#) | [Discussion Groups](#) | [Special Events](#) | [Climbing Services](#)

<ul style="list-style-type: none">HardwareRopes, Carabins and SlingsHarnessesFootwearSnow and IceSafetyClimbing ClothingAccessoriesBackpackingTrekking Poles	<p>Check out our Gourmet Coffee Shop</p> 	 <p>FOR HARD CORE CLIMBERS ONLY</p> <p>Click Here</p>
SHOPPING BASKET	EXTREME SPORTS	CHAT

[Home](#) | [Your Account](#) | [Purchasing Info & Options](#) | [Shopping Basket](#) | [Contact Us](#) | [Help](#) | [Educational Services](#) | [History of Smith Rock](#) | [Weekend Warrior Support](#) | [Other Links](#)

Appendix: The Boulder Stop

Table 4.2 Budget

Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
IMC Objective 1	\$21,000	\$23,000	\$32,200	\$42,300	\$59,400	\$84,300	\$77,600	\$73,700	\$40,700	\$20,800	\$13,700	\$11,300
IMC Objective 2	\$3,950	\$4,950	\$7,950	\$7,950	\$5,900	\$4,900	\$4,900	\$3,900	\$2,200	\$1,700	\$1,100	\$600
IMC Objective 3	\$5,000	\$8,800	\$13,200	\$20,300	\$27,100	\$21,500	\$20,500	\$15,000	\$11,600	\$6,800	\$100	\$100
Total Budget	\$29,950	\$36,750	\$53,350	\$70,550	\$92,400	\$110,700	\$103,000	\$92,600	\$54,500	\$29,300	\$14,900	\$12,000

Appendix: The Boulder Stop

Table 5.1 IMC Budget by Consumer

IMC Budget by: Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Advertising	\$3,000	\$5,000	\$10,200	\$17,300	\$24,400	\$24,300	\$19,600	\$16,700	\$10,700	\$4,800	\$1,700	\$2,300
Consumer Promotions	\$0	\$0	\$2,000	\$5,000	\$10,000	\$10,000	\$8,000	\$7,000	\$3,000	\$2,000	\$1,000	\$2,000
Direct Marketing	\$2,000	\$2,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$2,000	\$4,000	\$2,000
Sponsorships	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000	\$12,000	\$12,000	\$4,000	\$0	\$0	\$0
Public Relations	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$25,000	\$25,000	\$25,000	\$10,000	\$3,000	\$2,000	\$0
Agency Fees and Development Costs	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$5,000	\$5,000
Total	\$21,000	\$23,000	\$32,200	\$42,300	\$59,400	\$84,300	\$77,600	\$73,700	\$40,700	\$20,800	\$13,700	\$11,300
Average	\$3,500	\$3,833	\$5,367	\$7,050	\$9,900	\$14,050	\$12,933	\$12,283	\$6,783	\$3,467	\$2,283	\$1,883

Appendix: The Boulder Stop

Table 5.2.1 Advertising Budget by Consumer

Advertising Budget by: Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Television Advertising	\$1,000	\$2,500	\$5,000	\$9,000	\$13,000	\$13,000	\$10,000	\$8,000	\$5,000	\$2,000	\$500	\$1,000
Radio Advertising	\$1,000	\$1,500	\$3,000	\$3,500	\$6,000	\$6,000	\$6,000	\$6,000	\$4,000	\$2,000	\$500	\$500
Newspaper Advertising	\$700	\$700	\$1,500	\$3,600	\$3,600	\$3,500	\$2,100	\$1,700	\$1,200	\$500	\$400	\$500
Internet Advertising	\$300	\$300	\$700	\$1,200	\$1,800	\$1,800	\$1,500	\$1,000	\$500	\$300	\$300	\$300
Total	\$3,000	\$5,000	\$10,200	\$17,300	\$24,400	\$24,300	\$19,600	\$16,700	\$10,700	\$4,800	\$1,700	\$2,300
Average	\$750	\$1,250	\$2,550	\$4,325	\$6,100	\$6,075	\$4,900	\$4,175	\$2,675	\$1,200	\$425	\$575

Appendix: The Boulder Stop

Table 6.1 IMC Budget by Distribution Channel

IMC Budget by: Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Advertising	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$300	\$300	\$200	\$200
Trade Promotions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personal Selling	\$3,000	\$4,000	\$7,000	\$7,000	\$5,000	\$4,000	\$4,000	\$3,000	\$1,500	\$1,000	\$500	\$0
Database Programs	\$450	\$450	\$450	\$450	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,950	\$4,950	\$7,950	\$7,950	\$5,900	\$4,900	\$4,900	\$3,900	\$2,200	\$1,700	\$1,100	\$600
Average	\$790	\$990	\$1,590	\$1,590	\$1,180	\$980	\$980	\$780	\$440	\$340	\$220	\$120

Appendix: The Boulder Stop

Table 6.2.1 Advertising Budget by Distribution Channel

Advertising Budget by: Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Radio	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Print Ads	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$300	\$300	\$200	\$200
Total	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$300	\$300	\$200	\$200
Average	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$100	\$100	\$67	\$67

Appendix: The Boulder Stop

Table 7.1 IMC Budget by Business-to-Business

IMC Budget by: Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Advertising	\$1,500	\$2,100	\$2,700	\$2,600	\$2,000	\$1,500	\$1,000	\$700	\$600	\$100	\$100	\$100
B-to-B Promotions	\$2,000	\$5,000	\$8,000	\$14,000	\$20,000	\$14,000	\$14,000	\$10,000	\$8,000	\$5,000	\$0	\$0
Personal Selling	\$500	\$700	\$1,000	\$1,200	\$1,600	\$2,000	\$1,500	\$800	\$500	\$200	\$0	\$0
Sponsorships	\$0	\$0	\$500	\$1,500	\$2,500	\$3,000	\$3,000	\$2,500	\$1,500	\$500	\$0	\$0
Database Programs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,000	\$8,800	\$13,200	\$20,300	\$27,100	\$21,500	\$20,500	\$15,000	\$11,600	\$6,800	\$100	\$100
Average	\$833	\$1,467	\$2,200	\$3,383	\$4,517	\$3,583	\$3,417	\$2,500	\$1,933	\$1,133	\$17	\$17

Appendix: The Boulder Stop

Table 7.2.1 Advertising Budget by Business-to-Business

Advertising Budget by:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TV	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$100	\$100	\$0	\$0	\$0
Radio	\$300	\$400	\$500	\$400	\$300	\$300	\$200	\$200	\$100	\$0	\$0	\$0
Print Ads	\$1,000	\$1,500	\$2,000	\$2,000	\$1,500	\$1,000	\$600	\$400	\$400	\$100	\$100	\$100
Total	\$1,500	\$2,100	\$2,700	\$2,600	\$2,000	\$1,500	\$1,000	\$700	\$600	\$100	\$100	\$100
Average	\$500	\$700	\$900	\$867	\$667	\$500	\$333	\$233	\$200	\$33	\$33	\$33