

Workshop Summary Report - A focus on Collective Marketing and the development of a “regional community sustainable livelihoods brand”

Prepared by: LCT Consulting & Associates Limited

INTRODUCTION

On Friday 27th July, 2012 LCT Consulting & Associates Limited hosted a one-day workshop on behalf of the Caribbean Natural Resources Institute (CANARI) which sought to explore the concept of collective marketing by communities including the development of a ‘*community sustainable livelihoods*’ regional brand. This workshop was held at CANARI’s office, and was part of the organization’s thrust in “***Improving livelihoods through facilitating and supporting the development of small businesses based on the sustainable use of natural resources***”. A project funded by the JB Fernandes Memorial Trust I.



The purpose of the workshop was to determine the interest and options for collective marketing and branding by the participating rural communities and their mentors. Seven (7) community participants attended representing five (5) community groups (*Appendix 1- participants’ list*). Representatives from the mentor groups, Nature Seekers and Fondes Amandes Community Reforestation Project (FACRP) were also present along with three (3) employees of CANARI.

WORKSHOP APPROACH

The workshop commenced with a brief introduction of each participant and the facilitators. This was followed by a concise overview of the objectives of the session and a synopsis of the key learnings/results from the Community Expo held by CANARI in May 2011.

The workshop was sub-divided into three (3) distinct areas i.e. the principles of marketing; an introduction to branding and a review of two business models on collective marketing. (*Appendix 2 – agenda*)

“Exploring Marketing” and “Branding Exposed” (*Appendix 3- workshop presentation*)

- 1. What is marketing?***
Marketing is the act of connecting customers to products
- 2. What are the elements of marketing?***
Research-Product Development-Communication
- 3. What are two approaches to branding?***
Individual and family branding

To ensure that all participants had a basic understanding of the marketing principles and the concept of branding, the facilitator shared two (2) presentations titled “**Exploring Marketing**” and “**Branding Exposed**” which defined the concepts and covered key aspects of the subject matter which included the elements of marketing, the marketing process, and the advantages of branding and its approaches (*Appendix 3*). After each session participants were required to answer a review paper (*Appendix 4*) in pairs to ensure that learning occurred.



The presentation on branding provided an excellent transition into activities after lunch. A presentation on collective marketing (*Appendix 3*) brought together the concepts presented in the earlier half of the workshop and through the presentation of two successful models and a video presentation, participants were able to provide insight on how collective marketing and branding can be applied to rural communities and businesses.

For the final segment of the workshop participants were placed in two (2) groups representing varied communities and were asked to engage in discussions around the following:

- Present their views on the way forward as it relates to individual communities engaging in marketing activities or communities engaging in collective marketing
- State reasons for the preferred option
- Indicate the advantages and disadvantages of the preferred option
- Explain how they saw the preferred option working successfully in their communities
- State their opinion on the development of a “community sustainable livelihoods regional brand”

Each facilitator was assigned to a group to listen to discussions, record information and provide guidance and mediation where necessary.

An assessment was also conducted on each community group to determine the current status of their community based businesses. Brasso Seco Paria Tourism Action Committee was the only group that completed their business plan and was currently focused on creating a marketing plan. Three (3) other communities were nearing completion of their business plans.

However, it should be duly noted that Dexter Black of Blanchisseuse indicated that his community group did not get an opportunity to engage in the preparation of a business plan.

KEY FINDINGS

Groups 1 and 2 consisted of the following:

- Group 1: Three (3) community representatives from Blanchisseuse, Brasso Seco and Heights of Aripo.

- *Group 2:* Four (4) community representatives from Blanchisseuse, Brasso Seco, Heights of Aripo and the Brasso Seco Farmers' Association.

Topics for discussion	Comments - GROUP 1	Comments - GROUP 2
<p>a) <i>What are your views on the way forward as it relates to individual communities engaging in marketing activities or communities engaging in collective marketing?</i></p>	<ul style="list-style-type: none"> • Collective marketing is what is needed however individual group activities are required • Collective marketing cannot happen now, maybe later down the road; individual groups must be strengthened, and they must first put <i>'their houses in order'</i> • There are too many problems in individual communities which would make collective marketing unsuccessful; executive members of community groups use the group for their own agendas; there is no democracy within the community groups and some executive members have held those positions for years without doing anything much and you cannot move them • The representative for Heights of Aripo indicated that the group had to move away from collective activities with their Village Council because they felt they were being suppressed • All representatives commented that Village Councils are a <i>"law unto themselves"</i> and often act as a 'mafia' in the community; stunting the growth of other community groups if they do not favor them • It was stated that the Ministry of Community Development (MOCD) only consult with the Village 	<ul style="list-style-type: none"> • Very interested in collective marketing and indicated that this would be the best option but because of the disparity among groups in the communities, it would be difficult to pursue collective marketing efforts at this time • Collective marketing is the preferred approach and this is the only option in advancing the many activities in the community

	<p>Council for approval of other community groups</p> <ul style="list-style-type: none"> • If a favorable response is not provided by the Village Council, the MOCD will not work with the group and funding is not accessible • A high incidence of infighting among groups exist in each community for funding 	
<p><i>b) Reasons for the option selected</i></p>	<ul style="list-style-type: none"> • Collective marketing is the preferred option in the future. However, presently community groups should engage in their individual activities and work through their long standing issues 	<ul style="list-style-type: none"> • This approach can reduce unemployment in communities and create jobs because there is an abundance of natural resources that can be utilized in a sustainable manner • Communities would not be burdened to figure out how to market their goods to consumers when utilizing the collective marketing approach • Collective marketing represented survival for communities. From a global perspective, communities would NOT survive independently; and the marketing of its goods and services should be done collectively. This is the only viable option available to communities
<p><i>c) Advantages and disadvantages for the option selected</i></p>	<ul style="list-style-type: none"> • Not stated 	<p><u>Advantages</u></p> <ul style="list-style-type: none"> • More can be done in a shorter space of time if all groups join forces to market and promote their products • The quality of goods produced for consumption would improve tremendously

		<ul style="list-style-type: none"> • Increased knowledge and skills development will occur in communities • Collective marketing and the development of one brand will provide communities with greater access to training and skills development and access to funding <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • The issue of “trust” among and within communities must be addressed in an effort to advance any initiative undertaken by community groups • Lack of knowledge about the advantages of collective marketing and branding by communities • Bringing people together is hard and takes a long time • Communication within community groups is generally BAD and needs to be improved • Lack of education among group members is seen as a constraint to advancing community initiatives • Institutional strengthening and capacity building programs within communities are needed urgently
<p>d) <i>How they saw the option working successfully in their communities</i></p>	<p>Option: Individual activities</p> <ul style="list-style-type: none"> • It was stated that a supervising body to oversee the operations of community groups is required 	<ul style="list-style-type: none"> • Education in marketing, branding and collective marketing is required for individuals in the communities

	<ul style="list-style-type: none"> • However, the representative of Heights of Aripo was not too keen on the idea of external supervision because as she indicated, her community group was progressing very well on their own without any issues • An organization such as MOCD must accept responsibility for all community groups to ensure a level playing field for funding and support • There must be stronger public sector partnerships to assist the groups' with their development initiatives. • There is a need for constitutions to be established in each individual community group • Existing constitutions must be amended to allow for external supervision 	<ul style="list-style-type: none"> • Education must be from the ground level moving up to the executive within community groups • Community groups must understand that “<i>Unity</i>” is required and “<i>Respect for each other</i>” is needed in order to advance their businesses • Programs such as the marketing and branding workshop should be taken to “<i>the people</i>” in the communities.
<p>e) <i>Provide views on the development of a “community sustainable livelihoods regional brand”</i></p>	<ul style="list-style-type: none"> • For this to occur under one entity, the entity must have an agreement or partnership with MOCD with whom all community groups are registered. • The MOCD is a highly political organization that provides support selectively to community groups (there is a deep perception of nepotism) • Regional branding is a good move but it cannot be rushed. Further consultations with community groups are required and a closer look at the existing models already established. 	<ul style="list-style-type: none"> • More benefits to be derived by all communities if they are represented by one regional brand • Increase market access for goods and services • More exposure for communities in the Caribbean region • Increase production for their products would rebound to an increase in employment • Provides access to regional organizations where it is envisaged that the communities can enter into partnership arrangements for their products • E.g. Heights of Aripo partnership with IICA

		and the Tourism Development Company (TDC) Ltd for the publication of the Heights of Aripo Recipe/Cook Book; and the Cocoa and Coffee partnership Brass Seco community is now enjoying with IICA.
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To ensure that there was a basic understanding of collective marketing and branding by all participants, communities were divided into two (2) groups i.e. Groups 1 and 2 to discuss the advantages and disadvantages associated with these two areas. In addition the following was determined to be the reality as it conveys the current marketing activities undertaken by some communities.

- Several of the community groups were not currently engaged in marketing activities and this was mainly because these were businesses that were just developing
- The Brasso Seco Tourism Action Committee completed their business plan and is focused on creating a marketing plan for its cocoa and coffee products.
- Three other communities present were in the process of completing their business plans
- Of the two Mentor groups it appears that only Nature Seekers is involved in ongoing marketing efforts through their website (<http://natureseekers.org/>) and via interaction between trained tour guides and visitors to the protected Matura conservation site for sea turtles.
- Both Nature Seekers and the Fondes Amandes Reforestation Community Project (FARCP) utilize social media i.e. Facebook (FB) to communicate directly with their publics
- With Nature Seekers achieving international acclaim for its sea turtle conservation efforts, the NGO has achieved national attention for its brand building and has brought recognition to the village of Matura and by extension Trinidad and Tobago as the premier destination for the nesting of leather back turtles. The group is an established non-profit organization involved in research with international institutions and offers a wide range of complimentary products to visitors including nature tours, tourist accommodation, beach clean-up activities and recyclable glass jewelry.
- Nature Seekers is one the communities involved with the Turtle Village Trust (TVT), an organization dedicated to fostering partnerships between community groups, corporate entities and government in a bid to establish Trinidad & Tobago as the premiere turtle watching destination.
- Collective marketing and branding for communities involved in turtle conservation is embedded in the TVT model. Hence, the use of this model as a platform for developing a regional umbrella brand for communities involved in CANARI's sustainable livelihoods project.

It is clear from workshop discussions that the concept of collective marketing and the creation of a community sustainable livelihoods regional brand are considered essential to the development of communities and their businesses.

However, there are diverse views regarding the way forward for implementation of such an initiative. It is apparent that the disparity among the groups is sizeable, with the exception of the more established groups i.e. Nature Seekers and FARCP, the community groups are in the embryonic stages of development, with the Brasso Seco Tourism Action Committee slightly further advanced than most communities.

Conversely, once the individual communities received the necessary assistance to establish their businesses and are focused on the development of their products the current gap will decrease. The time frame for this to occur among communities is difficult to ascertain due to the fact that the location, knowledge, experience, training and funding support would vary from one community to the other.

Issues raised during discussions included the identification of areas of assistance by the workshop participants. These areas focused on training and mentoring.

- *Training and capacity building programs* - training/capacity building initiatives for the community groups specifically in the areas of product development/ marketing & branding/conflict management/resolution, mediation skills, the development of constitutions/by-laws and other business skills enhancement workshops
- *Ongoing mentoring of community groups* – community groups to be mentored in the area of collaboration and cohesion and the benefits to be derived. It was suggested by the participants that organizations such as Turtle Village Trust should work more vigorously with community groups to provide guidance as it relates the establishment of proper structures/procedures within community groups.

OVERALL EVALUATION OF WORKSHOP

The final workshop activity was the completion of an evaluation form (*Appendix 5*). One participant did not complete the evaluation as she had to depart the workshop before its completion. However, seven (7) of the eight (8) remaining participants strongly agreed that the material presented in the workshop would assist them in advancing business activities in their communities.

All participants indicated that the workshop met their expectations/objectives. Participants expressed an interest in additional training/capacity building activities in the following areas:

- Supervision of groups and the development of constitutions for community groups
- Business survival in the Global Village

- Organizational Management
- Financial Management
- Marketing (Advertisements)
- Business Planning

RECOMMENDATIONS

In advancing the process of collective marketing and the development of a regional sustainable livelihoods brand for the aforementioned communities, the Consultant recommends the review of the **Turtle Village Trust (TVT), Wakami Brand (Guatemala)** and the **Jiyo indigenous brand for the rural poor (India)** models.

The following provides a brief description of each model:

1. Turtle Village Trust (TVT) – Trinidad & Tobago

- TVT was formed in 2006, to seize the opportunities presented by the global trend towards ecotourism.
- Community groups include Nature Seekers, Grande Riviere Nature Tour Guide Association, Fishing Pond Turtle Conservation Group and SOS Tobago
- Government and private sector support received from Forestry Division, Ministry of Tourism and BHP Billiton Trinidad & Tobago.
- TVT's vision is to brand Trinidad & Tobago as a Premiere Turtle Tourism Destination with special focus on Northeast Trinidad & Northwest Tobago.
- TVT is governed by a Board that includes representatives from each community, in addition to representatives from the private and public sectors.
- The main areas of focus for TVT are *capacity building, public awareness and education, conservation, research and monitoring, climate change, sustainable community development and baseline monitoring/evaluation and assessment.*
- TVT initiative has spawn increase business opportunities for communities and improve levels of tourism activity
- Since the inception of TVT, turtle watching has been the major tourism activity in the northeast Trinidad and northwest Tobago
- The umbrella brand of TVT is utilized to brand the respective communities and their products and services when the required standards are met.

2. Wakami Brand - Guatemala

- In 2006 the Wakami brand was developed by Kiej de los Bosques, a social enterprise with the goal of connecting rural artisans to the global market, thereby creating a sustainable source of income for rural communities in Guatemala.

- Wakami are bracelets, necklaces, accessories that tell stories about the people of the Earth.
- Products are designed with two important premises: they are inspired in the global fashion trends, and they can be produced by rural women.
- The Wakami brand was created to add fashion and value to handicrafts traditionally made in Guatemala.
- Kiej de los Bosques is responsible for product design & development and is the link between the rural groups and exclusive importers. Kiej collaborates with the exclusive importers on marketing and branding strategies.
- Kiej exports products to over 14 countries in the world, under the brand Wakami.
- Wakami targets women in rural areas with traditional hand weaving skills to create fashion jewelry products for local urban markets and internationally.
- In 2008 Kiej de los Bosques formed an NGO (Communities of the Earth) to focus on business incubation for rural communities in Guatemala involved in the manufacturing of Wakami products
- Two (2) year inclusive business system allows rural community groups to become formal efficient business entities linked to national and international markets, generating local sources of income.
- Kiej became a commercial enterprise with specific focus on market penetration for Wakami branded products developed by rural communities.
- Introduced “Wakami World” , a financial platform in the United States that permits the use of tools such as PayPal to sell Wakami products online.

3. Joyi! Indigenous Brand – India

- Joyi! is an umbrella brand connecting and celebrating the creative and cultural industries of India.
- It creates new livelihoods amongst skilled but economically vulnerable communities and is a design-led initiative of the Asian Heritage Foundation.
- Asian Heritage Foundation is a non-profit NGO whose concerns encompass the public affairs, arts and sciences of all regions of Asia. It initiates programs that span research and documentation, training and transmission, promotion and conservation of the continent diverse heritage.
- In 2007, the Asian Heritage Fund provided \$1.72 million for a 3-year pilot project funded by the Japan Social Development Fund and administered by the World Bank.
- The pilot established 12 cluster organizations (also called sanghas) grouped by skill set in rural areas of India and included two Indian states with high concentrations of rural poor.
- Intensive institutional capacity building and design skills were provided to the artisans in these clusters, with an emphasis on re-positioning their traditional skills through design-led product development.
- The pilot culminated in the launch of Jiyo! as a dynamic swadeshi (indigenous) brand with 3 categories of products, Jiyo! Food, Jiyo! Style and Jiyo! Home, that is handmade in the clusters and combine traditional artisan techniques with contemporary design.

- As part of Jiyo's larger vision it hopes to create a total of nine product and service divisions, called Navratna (*Sanskrit* for nine gems) reflecting all major skill sets of the Creative and Cultural Industries of India.

These models were selected on the basis of the following similarities:

- Developed to improve the livelihoods of rural communities
- Successful brand development
- Engenders collective marketing and branding
- Support provided by private sector, corporate entities, government and donor agencies
- Provides capacity building programmes and business facilitation services to beneficiary communities
- Communities often maintain their independence but are governed by a board of directors and/or committee

In pursuit of a collective marketing model for these communities, the Consultant recommends that it would be sagacious for CANARI to proceed with this initiative. The more established communities i.e. Nature Seekers and FARCP would provide the backdrop for the development of the model and as communities move from the formative to the growth stages of development they would anchor themselves to the umbrella brand.

These recommendations and others would be discussed more in-depth in the proposal the Consultant would present to the CANARI.



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APPENDIX 1

A focus on Collective Marketing and the development of a “regional community sustainable livelihoods brand”

July 27th, 2012

PARTICIPANT LIST

<i>Name</i>	<i>Community</i>	<i>Contact No(s).</i>
<i>1. Dexter Black</i>	<i>Blanchisseuse</i>	<i>312-6814</i>
<i>2. Joslyn Lee Quay</i>	<i>Blanchisseuse</i>	<i>374-7520</i>
<i>3. Dennis Sammy</i>	<i>Nature Seekers, Matura</i>	<i>727-3933</i>
<i>4. Janelle Martinez</i>	<i>Aripo Youth Development Organization, Heights of Aripo</i>	<i>376-9136</i>
<i>5. Evon Ramoo</i>	<i>Aripo Youth Development Organization, Heights of Aripo</i>	<i>368-5883</i>
<i>6. Raymond Pereira</i>	<i>Brasso Seco, Morne La Croix, Farmers Association Brasso Seco Village Council</i>	<i>491-5873</i>
<i>7. Thembeke Jaramogi</i>	<i>Fondes- Amandes Community Reforestation Project</i>	<i>494-3137/750-1716</i>
<i>8. Melani Bastaldo</i>	<i>Brasso Seco-Paria Tourism Action Committee</i>	<i>468-6923</i>
<i>9. Martin Hollingsworth</i>	<i>Brasso Seco, Morne La Croix, Farmers Association</i>	<i>468-6923</i>
<i>10. Keisha Sandy</i>	<i>CANARI</i>	<i>626-6062</i>
<i>11. Pat Franco</i>	<i>CANARI</i>	<i>626-6062</i>
<i>12. Neila Bobb-Prescott</i>	<i>CANARI</i>	<i>626-6062</i>



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APPENDIX 2

A Focus on Collective Marketing and the Development of a Community Sustainable Livelihoods Regional Brand

Held at CANARI, Eastern Main Road, Laventille

On July 27th, 2012

Time: 9.00 – 2.00pm

A G E N D A

9.00 – 9.10	Welcome & Introductions
9.10 – 9.20	Objectives of the Workshop & Flashback
9.20-10.05	Exploring Marketing Presentation
9.45 -10.00	Group Exercise 1
10.00 –10.15	BREAK
10.15 – 10.30	Group Exercise 2
10.30-11.15	Branding Exposed Presentation
11.15-11.30	Group Exercise 3
11.30-12.15	LUNCH
12.15-1.00	Collective Marketing Presentation
1.00-1.40	Breakout Session and group presentations
1.40-1.50	Evaluation Wrap up & Next Steps

APPENDIX 3

Workshop Presentation

Improving livelihoods through facilitating and supporting the development of small businesses based on the sustainable use of natural resources


CANARI JB Fernandes Memorial Trust I
supported by **POKONILLUK**

1

A focus on collective marketing and the development of a regional community sustainable livelihoods brand



Presented by:
Mrs. Michelle Low Chew Tung
July 27th, 2012



Why are we here today?

2

- In troductions
- Objectives
- Rec ap of key learnings from the Community Expo
- Ex ploring marketing
- Br anding exposed
- Collective marketing models
- Group Think- presentations
- Rec ap day's discussions
- Workshop Ev aluation

Objectives of the Workshop

3

- To learn about collective marketing with a view of developing a regional community sustainable livelihoods brand
- Discuss your interest and options for collective marketing

Flashback to the Expo

4



Flashback to the Community Expo

5

- Key Learnings/Results
 - Linkages and opportunities for partnerships with participating communities
 - Strategic partnerships and linkages with invited organizations and participating mentor groups
 - All communities held fast to the same beliefs
 - Many of the resources and products in the communities were similar
 - All the communities identified similar needs required to move forward

Exploring Marketing

6



What is Marketing?

7

- Marketing is the act of connecting customers to products
- "Satisfying needs and wants through an exchange process", **Philip Kotler**
- "The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself." **Peter Drucker**

Marketing Meets Needs

8

- Two aims of marketing
 - Attract customers
 - Retain customers
- Marketing meets the needs of diverse stakeholders
 - Stakeholders are buyers, sellers, investors, community residents, citizens
- Marketing concept
 - First identify customer needs
 - Then provide products that satisfy those needs
 - While making a profit/remaining in business


Elements of Marketing

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- **Research:** Understanding what customers (or potential customers) want
- **Product Development:** Creating products, services and experiences that satisfy those desires
- **Communication:** Letting customers know that your products and services will satisfy their desires

The Evolution of Marketing

10

- **The Production Era**
 - Production orientation
 - **The Sales Era**
 - Selling orientation
 - **The Relationship Era**
 - Consumer orientation
 - Total quality management
 - **The Triple Bottom Line Era**
- 

The Evolution of Marketing: The Triple Bottom Line Era (current)

11

- Focuses on building long-term bonds with customers: CRM
- Seeks to maximize the financial, social, and environmental bottom lines (profit, people, planet)
 - Make Money and a Contribution = Corporate Social Responsibility (CSR) – company supports social causes
 - Sustainability: Creating products that meet present needs and ensuring that future generations can have their needs met
- Greater focus on accountability-marketing metrics
 - ROI (Return on Investment) is the direct financial impact of a firm's expenditure of resources such as time or money

What Can Be Marketed?

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- From "serious" goods/services to fun things
- Product: any good, service, or idea
 - Consumer goods/services
 - Business-to-business goods/services
 - Not-for-profit marketing
 - Idea, place, and people marketing



SUCCESSFUL MARKETING= VALUE FOR SATISFIED CUSTOMERS & PRODUCERS

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- Value refers to the perception of benefits received for what someone must give up
- For customers value is most often measured by how much benefit they feel they are getting for their money (this differs from customer to customer)
- The Producer may value how much profit they make for the marketing efforts and resources

VALUABLE COSTS
which a producer must incur. It includes the cost of raw materials, labor, and overheads.

VALUATION
1. estimating the worth of a product
2. acting to maximize the value

VALUE
Worth of all the things that will be given up to obtain something that will be given.



Value from the Customer's Perspective

14

- Customer perspective:
 - Value is the ratio of costs (price) to benefits (utilities)
 - **Value proposition includes the whole bundle of benefits the firm promises to deliver, not just the benefits of the product itself**



Providing Value Through Competitive Advantage

15

- Creating a competitive advantage requires:
 - **Identification of a distinctive competency:** The ability of a firm to outperform the competition by providing customers with a benefit the competition cannot provide



Value from Society's Perspective

16

- Marketing transactions and company activities influence the world and add or subtract value from society
- Stressing ethical or socially responsible decisions is often good business in the long run

Marketing Process

17

Marketing planning (thinking carefully and strategically about the big picture)

- Analyze the marketing environment
- Develop a marketing plan
- Decide on a market segment
- Choose the marketing mix—product, price, promotion, and place



Market Positioning

18

- An effort to influence consumer perception of a brand or product relative to the perception of competing brands or products.
- Its objective is to occupy a clear, unique, and advantageous position in the consumer's mind.

The Marketing Mix – the “4Ps” Model

- Marketing mix helps you define the marketing elements for successfully positioning your market offer.
- Four Ps model defines your marketing options in terms of product, place, price and promotion.
- The model is used when planning a new venture, or evaluating an existing offer, to optimize the impact with your target market.

The Marketing Mix



The Marketing Mix (4 Ps)

• Product

- Produce a product that people want to buy
- Decide which 'market segment' they are aiming at – age, income, geographical location etc.
- Differentiate the product so that it is slightly different from what is on offer

*** Market segment – a group of people that share one or more characteristics. Market segments generally respond in a predictable manner to a marketing or promotion offer.

The Marketing Mix (4 Ps)

• Place

- The business must have a location that it can afford, and that is convenient and suitable for customers and any supplier.
- Distribution is about getting the products to the customer.



The Marketing Mix (4 Ps)

• Price

The price must be high enough to cover costs and make a profit but low enough to attract customers. There are a number of possible pricing strategies.



The Marketing Mix (4 Ps)

• The most commonly used are:

- **PENETRATION PRICING** – charging a low price, possibly not quite covering costs, to gain a position in the market. This is quite popular with new businesses trying to get a 'toehold'.
- **CREAMING** – the opposite to penetration pricing, this involves charging a deliberately high price to persuade people that the product is of high quality. Luxury car makers often use this strategy
- **COST PLUS PRICING** – this is the most common form of pricing. Costs are totalled and a margin is added on for profit to make the total price.

The Marketing Mix (4 Ps)

• Promotion (Marketing Communications)

Customers have to be made aware of the product. The two main considerations are target market and cost.

- Advertising
- Public relations
- Personal selling
- Sales promotion

- **Target market** –A target market or target audience is a group of people that will basically need or want your products and services. Target market is defined in terms of age, sexual orientation, gender, economic class, religion, ethnicity, or location.

More Terminology

• Mass market

the production and distribution of a product intended to be sold to a relatively high proportion of the population.

• Niche markets

the subset of the market on which a specific product is focusing. So the market niche defines the specific product features aimed at satisfying specific market needs, as well as the **price** range, production quality and the **demographics** that is intended to impact. It is also a small market segment.

Group Exercise 1

- Discussion on products and services currently offered by communities and how are these marketed
- Complete Review Paper 1

(10 minutes)

• BREAK- 15 mins

Take a Break!



(you've earned it!)

Group Exercise 2

- Define branding
- Provide Examples
- What are the reasons for your interest in these brands?

(10 minutes)

Branding Exposed



Branding Exposed

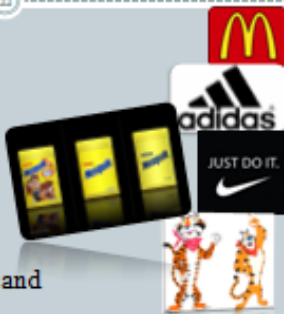


Definitions and Explanations of a Brand

- A name given to a product or service
- A unique and identifiable symbol, association, name or trademark which serves to differentiate competing products or services
- A brand may identify one item, a family of items, or all items of that seller
- Umbrella term applied to everything from a name or logo, to the overall reputation of an organization or product
- Both a physical and emotional trigger to create a relationship between consumers and the product/service

How do we associate Brands?

- Logos
- Distinctive colors
- Slogan, musical jingle
- Unusual qualities and product uniqueness
- Packaging
- Mascots
- Memorable name
- Behavioral incidences and hallmarks



What is a Brand?

- A company's **FACE** in the marketplace
 - What consumers know
 - What they believe
 - How they respond
- The total view a consumer has of a company and its "marks"
- Differentiation in the marketplace



Types of Brands

- Manufacturer's brand - e.g. RIM and Samsung mobile phones i.e. *Blackberry, Samsung galaxy*
- Private label or "store brand" - e.g. *Pricesmart, Hilo's Cuisine line*
- Captive brand (national label sold by only one retailer) - e.g. *BWLA/CAL*
- Family Brand - (name identified with several products) - e.g. *Apple ipad, iphone, TVT*

Brand Advantages

- | | |
|--|---|
| <ul style="list-style-type: none"> • BUSINESS POINT OF VIEW <ul style="list-style-type: none"> ○ Future earnings ○ Influence on customers' behavior ○ Keep (and increase) customers ○ Influence on shareholders ○ Awareness, commitment, culture | <ul style="list-style-type: none"> • CUSTOMER'S POINT OF VIEW <ul style="list-style-type: none"> ○ Good relation quality/price ○ Reliability, safety, functionality of products ○ Effectiveness, efficiency of Services ○ Style, design ○ Emotional experience (entertainment, approval, self-esteem) |
|--|---|

Aspects of a Brand

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- **BRAND IDENTITY**
 - What we are now?
- **BRAND POSITION / PROFILE**
 - The part of the brand identity and value proposition to be actively communicated to a target audience
 - The brand message
- **BRAND IMAGE**
 - How the brand is now perceived among the target group



Brand Management

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BRAND management



Brand Process

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BRAND process



This process needs a defined and systematic strategy and planning!

Branding is a Process

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- **Branding is a sequential process, and not a one-time event**
 - Easiest and most convenient method for branding is WOM (word of mouth) and Referrals e.g. Nature Seekers
- **Branding is Required to Compete!**
 - Create a strong brand presence in the market
 - Even to the best product, branding is required!



Brand Strategy

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- **An effective brand strategy answers five (5) critical questions:**
 - What are the most profitable customer segments to which the brand must appear?
 - What is the single-minded value proposition that is going to compel these high priority customers to repeatedly choose the Brand?
 - Why should these "high priority targets" believe in the brand?



Brand Strategy

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- **An effective brand strategy answers five (5) critical questions:**
 - What are the facts that support the value proposition?
 - How do we communicate and implement the branding, marketing and operational plan so communities and sales channels will adopt it?



It Takes Time to Build Brand!

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- The goal of a brand is to own a share of your mind, so when you need a solution, you will buy from the brand you trust
- The best thing for brand building is **REPUTATION**
- Branding is an experience that creates loyalty
- Branding does not require massive budget!

Benefits of Branding

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- Businesses can reap a number of rewards for marketing and maintaining strong brands. Rewards for possessing strong brands include:
 - Name recognition that builds trust in the product or corporate brand.
 - Sense of trust builds consumer loyalty that affects final choices in purchasing, establishing a repeat customer base.
 - Garnering a niche of a particular market share then permits the business more leeway in increasing pricing on preferred products.

Branding Approaches

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• INDIVIDUAL BRANDING

Also called individual product branding or multi-branding is the marketing strategy of giving each product in a portfolio its own unique brand name

• Characteristics:

- A distinctive logo, name and marketing strategy for each product it sells
- Each product has an image and identity that is unique
- Market product to unique demographic groups
- Introduce products vastly different from one another

Example of Individual Brand

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- A well-known example of a major U.S. company that utilizes product branding is Procter & Gamble with corporate headquarters in Cincinnati, Ohio.
- They make beauty, personal care and household products, and many of the company's popular brands each have a dedicated website.
- Each product carries individualized symbols or logos and some have advertising slogans associated with the product alone, not mentioning the corporation or the P&G brand except in labeling

Family Branding

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• FAMILY BRANDING

- involves selling several related products under one brand name
 - is also known as umbrella branding
- #### Characteristics

- New product introduction easier because of name familiarity
- Achieve economies of scope since several products can be efficiently promoted with a single advertisement or campaign



Family Branding

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- Facilitates new product introductions by evoking a familiar brand name, which can lead to trial purchase, product acceptance
- With family branding there must be highly consistent quality standards for each product, as one or two inferior products can damage the reputation of the family brand.

Example of a Family Brand

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• Apple

- Apple works under a family, or umbrella branding strategy. The use of one brand name and the recognizable Apple logo make it easy for customers to find and identify Apple products. Within the family brand, the corporation markets computers, phones, accessories, music players and tablets.
- The family branding Apple uses helps the company's management control costs by saving on new logo and brand name development costs, according to Cornelis A. de Kluyver, author of "Fundamentals of Global Strategy."



Group Exercise 3

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- Complete Review Paper 2

(10 minutes)

LUNCH



Collective Marketing

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- Collective marketing involves the marketing, branding and promotion of several community products under one umbrella brand. This term is widely used for rural community type initiatives e.g. agricultural activities - farming



Why Collective Marketing for Communities?

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- Improve the economies of scale
- Lower transaction costs
- Increases quality control for products
- Makes marketing products easier
- Improve access to credit facilities
- Encourages public-private sector partnerships
- Easier access to training and capacity building programmes
- Access to larger markets

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• COLLECTIVE MARKETING MODELS



Turtle Village Trust-Local Example

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- Formed in 2006 to capture opportunities based on the global trends towards ecotourism
- Five communities (Matura, Grand Riviere, Toco region, Tobago, Fishing Pond) joined forces with sea turtles as the focus
- Public and private sector partnership



Turtle Village Trust-Local Example

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- Reasons for collaboration linked to lack of funding and trained staff and difficulties with standardizing and nationalizing conservation protocol and building strong organizational infrastructure
- Nature Seekers, Fishing Pond Turtle Conservation Group, Grande Riviere Nature Tour Guide Association, and SOS Tobago and the M2M Network)



Turtle Village Trust

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- The Trust is dedicated to fostering partnerships between community groups, corporate entities and Government in a bid to establish Trinidad and Tobago as the premier turtle watching destination
- The Trust's main goals are to ensure the protection of the environment, with specific emphasis on marine turtles, and to inspire the natural potential of the people by increasing their capacity to generate sustainable livelihood through successful entrepreneurship.

Turtle Village Trust

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- Video
- http://www.youtube.com/watch?v=cisz_FJcZZc



Community Tourism Enterprise Development in the Rupununi - Guyana

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- The Rupununi, a part of Guyana's Administrative Region Nine
- It is the home of three (3) groups of Indigenous Peoples: the Makushi, Wapishana and Wai Wai
- The entire area has some 16,000 inhabitants living in approximately 60 villages



Community Tourism Enterprise Development in the Rupununi - Guyana

30

- The people of the Rupununi are mainly subsistence farmers, craftsmen, fishermen and hunter-gatherers
- Fully functional ecosystems of the Rupununi include numerous water bodies, savannahs, shrubs and various types of forests



Community Tourism Enterprise Development in the Rupununi - Guyana

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- Rupununi is one of Guyana's most attractive tourist destinations
- Several of the communities in the region have begun to capitalise on the potential of the area and have established tourism businesses with support from various sources.
- The Community Tourism Enterprise Development Project was conducted over a period of one year
- The project was aimed at assessing the current state of community tourism initiatives in the Rupununi, providing technical assistance to the communities and making recommendations for the further development of the enterprise.

Community Tourism Enterprise Development in the Rupununi - Guyana

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- Two species of animals found in the Rupununi: the Giant Anteater (left) and the Giant River Otter (right)



Marketing Strategy Objective

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- The overall objective of the marketing strategy is to promote small-scale, family & community-owned sustainable tourism development, to help enhance and diversify the economy of the Rupununi, uphold local communities, protect biodiversity, and preserve local culture.

Branding

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- Building a strong Rupununi destination brand that speaks to the hearts and minds of travellers and builds an emotional connection is an investment that will bring many positive returns
- The brand essence would encompass the vision, mission and values which convey why the Rupununi is engaged in tourism and what the Rupununi style of tourism is all about.
- The brand elements would spell out or „speak“ about the essence of the brand, its personality, look and voice.

Key Elements in Creating Rupununi's Brand

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- **Logo:** The cornerstone of the brand identity. It reflects the Rupununi's unique character.
- **Tagline:** The tagline and other related phrasing express the Rupununi's attributes and deliver a memorable message about what the Rupununi is about, in order to differentiate the region and create a sense of a distinctive place in the minds of visitors and potential customers.
- **Graphics:** Comprise a colour palette that is inspired by the colors of the Rupununi, and typography that set a captivating communication tone.
- **Photography:** Reflects and brings to life the spirit of the Rupununi and brand.

How do we move forward?

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- Individual vs. group



Break Out Session

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- Record ALL responses by each group member on Flip Charts provided
- Engage in group discussion on the following:
 - State your views on the way forward as individual communities engaging in marketing activities or communities engaging in Collective marketing
 - Provide reasons for the option selected
 - Clearly identify the Advantages and Disadvantages for the option selected
 - For the option selected clearly state how you see this working successfully
 - Please provide your views on the development of a "community sustainable livelihoods regional brand"

Workshop Recap Session

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- Evaluation of workshop

• END OF SESSION

THANK YOU FOR YOUR TIME,
ATTENTION AND
PARTICIPATION!!!

Thank You!



Appendix 4

REVIEW PAPER 1

1. Write a complete definition of marketing.

2. Explain the elements of marketing.

3. What are the four Ps of marketing?

4. What does the marketing process involve?



Appendix 5

**A focus on Collective Marketing and the Development of a
Community Sustainable Livelihoods Regional Brand**



EVALUATION FORM

Thank you for attending this training session. By completing the evaluation form, you will help us to identify what has been done well, and what can be improved upon. All evaluations are strictly confidential and will only be used by LCT Consulting & Associates Limited.

Please answer all questions by checking the answer that best expresses the way you feel about this session and placing your comments in the spaces provided. Return the completed form to the Coordinator.

Facilitator: **Michelle Low Chew Tung**

Date: **July 27, 2012**

1. *The material presented in this workshop will assist me in furthering the business activities in my community.*

- Strongly Agree Agree Disagree Strongly Disagree

2. *In terms of 'Excellent', 'Good', 'Fair' and 'Poor' how would you rate the following:*

- | | | | | |
|---|------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| a) The overall session | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| b) The presenter's knowledge | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| c) The presenter's ability to address questions | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| d) The content of the training | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| e) The meals provided | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| f) The training venue | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |

3. *Was the time frame allocated to the workshop sufficient?*

- Yes No

a. If 'No', how long do you recommend it to be? _____

4. *Did the workshop meet your expectations/objectives?*

- Yes No

a. If 'No', please state what you were hoping to achieve. _____

5. *What did you like most about this workshop?*

6. *Are there any related subjects that you feel should be covered during this workshop?*

7. *What additional training or workshops would you like to be a part of?*

8. *Additional Comments*
