

ARC Industries

# Marketing Strategy Proposal: 2010

University of Guelph



Alex Donison, Chris Kortschot, Mike Davies, Bryan Rose

4/19/2010

## Table of Contents

Executive Summary .....	4
Market Analysis .....	5
Market Environment .....	6
Economic .....	6
Demographic.....	6
Political/Legal .....	6
Technology .....	7
Historical Analysis.....	8
Competitive Analysis.....	9
Torchlight Services .....	9
Website .....	9
Private Industry.....	11
Role Model Analysis.....	12
Web Presence: SEO .....	12
Web Presence: Web Design .....	12
URL.....	13
Central Message.....	13
Ease of Use .....	13
Use of Logo.....	13
New Information.....	15
Problems and Opportunities.....	19
Online Presence .....	19
Brand Consistency .....	20
Administrative Organization.....	20
Purpose and Objective .....	22
Purpose.....	22
Objective.....	22
Improving Awareness .....	22
Improving Web Presence .....	23
Increasing New Inquiries .....	23
Key Marketing Strategies .....	24
Key Stakeholders .....	24
Segmentation Approach.....	24
Target Market.....	24
Positioning .....	25
Product Strategy & Tactics .....	26

Quality Strategy .....	26
Quality Tactic.....	26
Customer Service Strategy.....	26
Customer Service Tactic .....	26
Communications Strategies and Tactics .....	29
Media Strategies.....	29
Communications methods.....	29
New Web Site: Reasons for Use .....	29
Brochure.....	30
E-Newsletter .....	30
Guelph Chamber of Commerce Breakfast Speech.....	31
Activity Schedule.....	32
Overall Creative Strategy.....	33
Primary Campaign Message .....	33
Creative Execution.....	34
New Logo.....	34
New Website.....	36
New Brochure .....	38
Front Page: .....	39
Back Page: Hours of operation 8:30 - 4:30 .....	40
Middle section: .....	41
Inserts: The pictures and titles of the brochure are the same as the proposed website .....	42
E-Newsletter .....	47
Guelph Chamber of Commerce Breakfast Academy Speech .....	47
Budget.....	51
Plan Assessment and Evaluation.....	53
Awareness.....	53
Web Presence.....	54
New Inquiries.....	54
Bibliography .....	55
Appendix A: Role Model for SEO.....	56
Optimizing the <title> tag and description tags .....	56
Key Words in the URL .....	58
Keywords in Meta Tags .....	58
Appendix B: Primary Research.....	60
Graphs .....	68
Appendix C: Competitor Website.....	73

## Executive Summary

ARC Industries Guelph Wellington (ARC Industries or ARC Industries Guelph) has been suffering from decreasing sales in recent years and has requested that a strategic marketing proposal be developed in order to stay competitive and survive in the market. This report will provide ARC Industries management with a comprehensive situational analysis, a detailed report of current problems and opportunities, and finally, it will provide a strategic marketing plan that will be used to generate new work for trainees. The Situational Analysis will give a breakdown of the market, ARC Industries' history, competitors' activity, role models, and secondary and primary research collected. The Problems and Opportunities section will identify key problems with ARC Industries' current strategy and will also seek to find creative ways to exploit and use these problems as opportunities. Briefly, the problems that will be addressed are online presence, brand consistency, and administrative organization. These problems extend to all corners of ARC Industries and need to be addressed in order for the non-profit to continue providing vocational work for developmentally challenged individuals. Finally, the strategic plan outlined will give ARC Industries management with the tactics to expand and succeed in today's competitive environment.

## Market Analysis

Key stake holders for ARC industries:



The above stakeholders are the list of everyone that is affected by ARC Industries' operations and business. The current clients that ARC industries have are important as they are the businesses that currently supply jobs for the trainees to perform. The trainees are the heart of ARC Industries and the organization's operations revolve around the trainees. Although they are an integral part of ARC, they are not the focus in this situation. There is currently a large amount of special needs persons who are looking to join ARC and have been put on a wait list. The key stakeholder that will be focused on is employers. This group is the one who will provide opportunities for the trainees. They are the target market moving forward for ARC Industries. The other key stakeholders mentioned above are important and will be kept in mind but are not going to be focused on the focus moving forward.

## **Market Environment**

It is important to know where a company stands and how the environment around it will or can have an impact on it. Through an analysis of the market environment, many factors have been identified that could potentially impact ARC Industries. Ensuring that an organization is aware of its environment is a crucial step to creating a plan for the future.

## **Economic**

The recession has put many companies in a difficult position, wanting to provide work for their own workers before outsourcing their work to other companies. This will have a negative impact on the number of employers that are willing to work with ARC Industries. Gas prices have risen, and are still climbing, making transportation more expensive (Gasbuddy, 2010). This in turn makes outsourcing a little bit of a less attractive option. The green product line has become a focus of businesses of late and refurbishment is well with the capabilities of ARC Industries. This sector has the potential for growth for the organization and should be kept in mind.

## **Demographic**

As baby boomers retire the manual labour force will shrink, allowing for more outsourcing of jobs to low cost freelance work (Canada's Aging Population, 2004). This reduction in the workforce could be replaced by either machinery or man power depending on the task that are being vacated.

## **Political/Legal**

Over the past year the provincial subsidy has been increased by over half a million dollars. When funding for community living increases from the government it does not affect the

position of ARC Industries. They need to remain focused on their own operations and sources of revenue.

## Technology

Manual labour jobs being replaced by technology in many manufacturing industries (Boston, 2009). Packing and assembly jobs are especially in jeopardy of being transferred to machines as they are more efficient and cost effective in the long run. Manual labour jobs are becoming less and less efficient as machines are able to complete more work in short time periods. ARC Industries is based on manual labour and this movement could have a major affect on the demand for manual labour services.

## Historical Analysis

ARC Industries has not conducted any marketing efforts to attract new business in the past 3 years; however their most recent campaign was launched in 2005 to raise money for the new facilities that it currently operates in. The ARC Industries Capital Campaign set a goal to raise \$2.5 million in one year through eight donor categories based on the amount contributed. Unique incentives were provided to donors such as signage at the construction site, spots on radio ads, and invitations to the appreciation event. This provided extra value to the donors that went above and beyond. One strength of the campaign was the use of multi-media including a video and slideshow that demonstrated the importance of their contributions. The “Capital Campaign” also had a relatively informative section on the Community Living Guelph Wellington website making information easily accessible. One weakness of the campaign was that there was no continuity to it. Once the campaign was over, there was no long term plan that would allow the foster and building of relationships with the donors. The campaign has both strengths and weaknesses, however it was successful in achieving its goal.

ARC Industries also produced a brochure numerous years ago. The brochure contains a lot about ARC Industries and what services they have to offer. It lets individuals know that they are helping out a good cause and contributing to the community. Another strength is that it contains testimonials, which provides strength to their statements. However, the brochure has numerous weaknesses as well. It contains the old community living logo, which raises some branding concerns. It also looks aged because it contains black & white images, which may lead individuals to believe ARC Industries lacks quality or current technologies. This is an area of concern that needs to be addressed as a brochure says a lot about your organization if they do not have any contact with the potential clients.



## Competitive Analysis

Although ARC Industries does not have much competition, there are companies that are offering identical services. These companies must be considered when implementing this marketing plan so that ARC Industries can be presented as the superior alternative.

### Torchlight Services

Torchlight Services is one example of a non-profit organization with a nearly identical service offering as ARC Industries. According to the *About Us* section of the Torchlight website, “**Torchlight Services** is a non-profit charitable organization providing vocational rehabilitation programs and services.” (Torchlight Services, 2010) A nearly identical description of what ARC Industries is can be found within the first paragraph of the current website (ARC Industries). This demonstrates that Torchlight Services and ARC Industries are direct competitors in terms of the providing for the primary stakeholders, the trainees.

### Website

In addition to giving a brief description of who Torchlight provides for, the *About Us* section clearly outlines who created Torchlight and when, how it was created, and most importantly why it was created. This information is necessary for any business looking for possible services from Torchlight because it helps establish trust. In an article by Susan M. Healthfield, she states that, “When trust exists in an organization or in a relationship, almost everything else is easier and more comfortable to achieve.” (Healthfield, 2006) By providing all available information on the website, any prospective business lead will have a clear idea of who Torchlight really is which is the first step in establishing trust. Although there is accurate and trust building content on the ARC Industries website it is not as all encompassing as Torchlight’s *About Us* and will be discussed further in the Communication Tactics section of this paper.

Another defining characteristic about the Torchlight website is the how user friendly it is. This means that the developers took into consideration the possible reasons that someone could be navigating the website and took steps to make the experience more pleasant. One example of this is the clearly identifiable headings. General headings such as *Links*, *About Us*, and *Contact Us* are located in the top right corner while more specific headings such as *Home*, *Torinday*, *Torchlight Industries*, and *Community Options* can be found in a more central location. A screenshot of the Torchlight website can be found in Appendix C to illustrate the point.

A second way that the Torchlight website creates a meaningful experience for the user is by having places to *Post a Job* and *Request Service Application*. This small addition to the site has dramatic effects on ease of processing applications as well as likely increasing the number of applications submitted. By having the application process online all information can be easily recorded and put into a customer database with minimal effort. It allows the employee who would normally be responsible for application processing to do other more productive jobs.

These buttons also have the potential for increasing the number of new inquires for a number of reasons. One reason this might be the case is that online applications do not close with normal business hours. This 24 hour application submission system guarantees that if someone is interested in finding out more, they are not deterred for structural reasons. Another reason that this system may increase new inquiries is because online applications take much less time investment than over the phone. Although the difference in time and effort is extremely minimal, it could be enough to sway potential applicants.

The final way that Torchlight website makes visiting the site more enjoyable is the clean, concise way that it is laid out. The white background makes for easy reading, all copy is professional and well articulated, and there is not too much information on any one page. They

have achieved these successes by planning exactly what they want to say and organizing the page accordingly.

One final point to consider when analyzing the Torchlight Services website is the *News and Events* section on the right side of the page. Although this may seem like irrelevant information when considering who will be visiting the site, it can have dramatic effects. If kept up to date, this section gives the visitor the impression that all information is current. It is simply intended to give the look of frequent updates even though the content does not change often.

If this section is not kept up to date however, it will have negative effects on user enjoyment. In the same way that the section achieves positive results, by not keeping *News and Events* updated it tells the visitor that the site does not have current information. If it is not realistic to keep a *News and Events* section up to date it should not be included on any website.

## Private Industry

Private companies are also a competitive threat to ARC Industries for a number of reasons. Because ARC Industries does not have a competitive advantage with regards to production, there will always be a substitute for all services. What this means is that any job ARC Industries is capable of doing, there are for-profit companies able to do the same thing. This indicates that ARC Industries must be positioned in a way that differentiates itself from private industry. This will be talked about in the Marketing Strategies section.

## Role Model Analysis

The role models used for analysis include ARC Industries from Burlington and Franklin County Ohio. The area of investigation is web presence, with a focus on search engine optimization , along with website layout and content.

### Web Presence: SEO

ARC Industries Burlington is a leader in online presence among the many ARC Industries in Ontario. When “ARC Industries” is searched on Google from a Guelph location ARC Industries Burlington is the first result. Google takes location into account, so the Guelph location should ideally be first result. Much of the success of the Burlington website can be attributed to their Search Engine Optimization (SEO), where certain efforts have been made to ensure that their website appears high on the list of Google results when “ARC Industries” is searched. Some SEO tactics that the ARC Burlington use include:

- Optimizing the <title> tag and description tags
- Including keywords in the URL
- High keyword density
- Keywords in metatags
- Avoiding keyword dilution

For a detailed explanation of how ARC Burlington uses these SEO tactics please see Appendix A: Role Models.

### Web Presence: Web Design

The ARC Industries in Franklin Country Ohio serves as a good role model for web design. The ease of use and its focus on communicating the mission of ARC industries makes this site a user friendly and pleasant website.

## URL

The website for ARC Industries Franklin has its own URL ([www.arcind.com](http://www.arcind.com)) which makes the website easy to find and give the website its own identity. A URL makes it easy for customers to recommend the services of ARC to potential customers because a customer can orally communicate the location of the website with ease. In contrast, the ARC Guelph website does not have its own URL, it is currently a page on the Community Living website.

## Central Message

The central message that ARC Industries Franklin communicates is directly on the front page. They communicate cost effectiveness and quality of work in one concise statement. This message covers two important features to customers as found in the new research. For comparison, the first block of text on the Guelph website is an 88 word paragraph with no mention of cost savings.

## Ease of Use

The website has a simple layout which makes it easy to use. Each of the divisions has its own large image and links on the home page. The navigation bar is simply labeled and there is no unnecessary information. There is also a link to get a quote and a phone number on the front page. This encourages potential customers to use the service and speaks about how ARC Industries will be an easy company to work with.

## Use of Logo

This website uses the ARC Industries Franklin logo as part of their banner. This gives them a distinct brand separate from other ARC Industries. The logo can be used for other communications that ties the brand together. The logo uses an arc shape to tie the name to the logo, this helps make the logo identifiable and easy to remember. ARC Guelph currently does not make use of a logo on their website or other communications.

ARC Industries Franklin County Ohio Homepage:

**ARC**  
INDUSTRIES INC.

Search:  **GO** (800) 734-7007

**Home** About Us Services Products Testimonials Links Contact Us Site Map

*“Creating cost-effective, high quality services for our customers and meaningful work for our employees.”*

**Document Scanning Solutions**

**Production Services**

**Job Placement**

**On-Site Work Crews**

**Janitorial Services**

**Request a Quote**

ARC Industries, located in Franklin County Ohio provides adults with mental retardation and developmental disabilities access to employment opportunities and vocational training. The flexible and dedicated workforce at ARC Industries take pride in their quality work and in the dignity of meaningful employment.

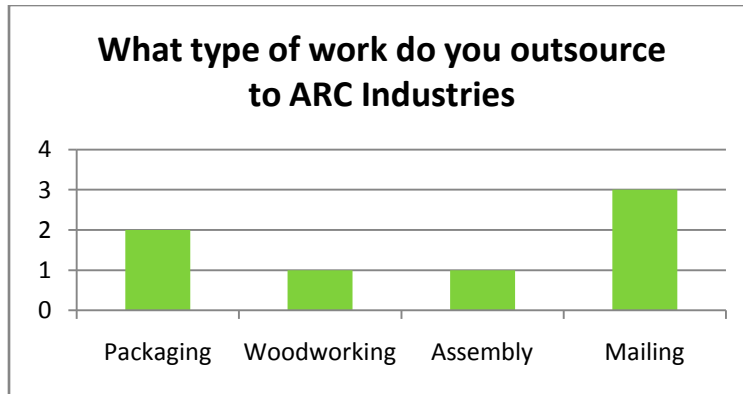
*ARC Industries' mission is to enable all ARC Industries employees to achieve their occupational goals in a variety of productive work environments.*

## New Information

The secondary research provided an evaluation of the external environment in which ARC Industries was operating in, however it could not provide answers regarding their specific information regarding ARC Industries and the relationship it has with its clients. Initially two qualitative surveys were created, one for present customers and one for past customers. The past customer survey aimed to find out why they have not been recently using ARC which would identify any issues. The present customer survey aimed to find out why they use ARC and if they saw any potential issues that would jeopardize the current relationship. The management team at ARC Industries provided a list from of past customers from 2003 and current customers (December, 2009). Unfortunately, this list only contained the name of the organization, in which it was difficult to find contact details and attempt to speak to the right individual. Due to the lack of information attaining secondary data for past customers was not possible. However, seven present customers who were more than willing to provide information to support the research. The qualitative data provided much more insight than quantitative data would have enabling various conclusions to be drawn.

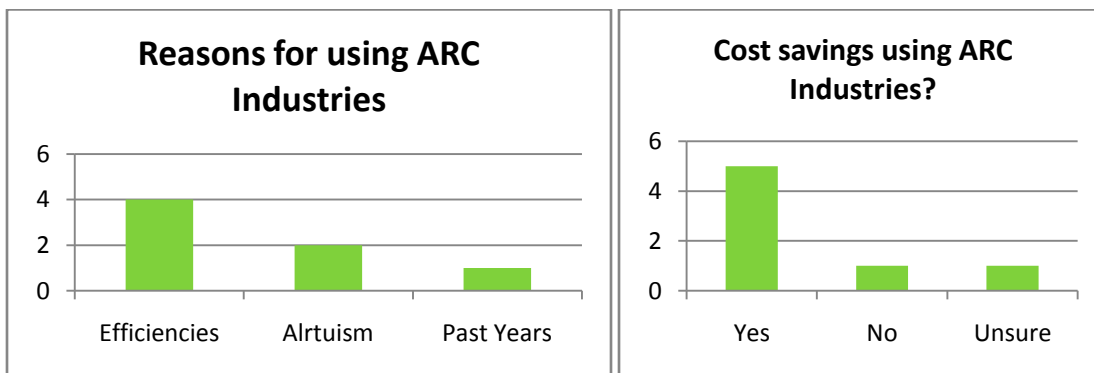
Based on the information gathered in the primary research survey of present customers, it enabled us to code the responses and create charts to draw conclusions. The survey began with basic questions to provide an understanding of what ARC Industries provided to their organization, followed by a more in-depth analysis of rational for working with ARC Industries and how they would search for companies to outsource to.

From the seven companies surveyed, present customers were asked what services provided them with. The research demonstrated that ARC provided a wide range of services to these organizations. This information was coded and organized into the different divisions currently at ARC.



This demonstrates the wide range of skills that the individuals at ARC industries have. It was also important as it determined the capabilities of the trainees to identify potential opportunities.

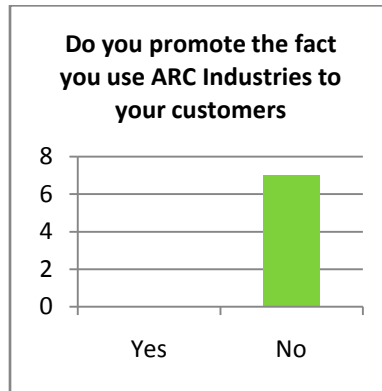
With an understanding of what ARC provided to these organizations, it was critical to determine why they chose ARC to perform these tasks. The qualitative responses were coded into three categories, efficiencies including cost and time, altruism, and past years, which meant they had a long history with the organization and never considered any other companies. Even if an organization were using ARC Industries for reasons other than efficiencies, it was important to determine the perception of cost savings using ARC.



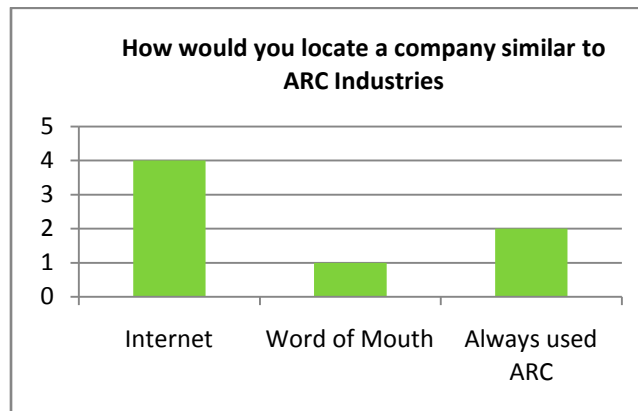
It became clear that most organizations do use ARC Industries for the cost savings to their organization rather than the altruism values of ARC Industries being a non-for-profit organization helping individuals with intellectual disabilities. More than half of respondents stated that they used ARC Industries for efficiencies, while 72% believed that there is cost savings associated with using ARC.



With a shift in consumers' preferences for eco-friendly products, fair trade products, and community-driven products, it was important to find out if present customers promoted the fact that they use ARC Industries services. In the research, it was found that 100% of companies did not promote this information. However, numerous organizations did state that if anyone asked, they would definitely provide that information.



To assist with the development of the marketing plan, an understanding of how organizations would search to find a company to outsource their work to was imperative. The research proved that most companies are following technological trends and using the internet as their primary resource. This signifies the importance of staying up-to-date in this area. It is also unique to note that two organizations stated that they have always used ARC and never considered anyone else. This demonstrates a commitment from some organizations that is mutually beneficial.



Finally, to complete the research, it was important to find out present customers satisfaction with ARC Industries. The research demonstrated that 100% of present customers surveyed stated that they

were completely satisfied ARC's services, and all of them would continue to provide work in the foreseeable future.

## Problems and Opportunities

As seen in the results of our New Information section, there are a few major weaknesses that are detrimental to ARC Industries and they need to be addressed. The weaknesses that were identified from the primary research can be managed and are approved upon. The problems that will be addressed are online presence, brand consistency, and administrative organization.

### Online Presence

The current web presence of ARC Industries is subpar and needs to be addressed. The importance of having a strong presence online is growing and improvement is essential. As it stands, the ARC Industries website has three major issues that need to be addressed: it is difficult to locate, it is hard to navigate, and the information is lacking in both quality and quantity. When “ARC Industries Guelph” is entered into Google, the first result is the ARC Industries Burlington website and the second brings you to the Capital Campaign. Employers who are looking for information about ARC Industries Guelph will have trouble finding the entire site and may be confused about being taken to the Community Living Guelph Wellington. Once an employer gets to the Community Living website, the employers will again have difficulties finding the information they are looking for. It takes a few clicks to get to ARC Industries and is under the heading “Businesses & Employment Services”. This is confusing and it is not apparent that ARC Industries would fall under this section of the website. Once arriving at the proper ARC Industries web page, an employer is likely to be left with many questions about the services ARC Industries provides. There is a list of the different service divisions available but speaks nothing about capabilities or specific abilities. This is a major deterrent for employers to inquire about a quote or seek more information. The webpage should provide all information that someone would want to know and the current webpage does not do this. All of these factors make for a poor display of ARC

Industries and portrays and out of date organization. When used properly the internet can be a cost effective way to get information to your potential customers.

## **Brand Consistency**

ARC Industries has a problem of brand consistency that is widespread throughout the communications that are made. The pamphlets, webpage, and lack of logo are not consistent in their information and presentation. The ARC Industries pamphlet has the Community Living Guelph Wellington logo on it and presents information that was found to be unimportant to your customers. The focus of your pamphlets is on how ARC Industries benefits its trainees and the community. A prevalent theme in our research findings was that your customers value the cost savings that ARC Industries provides for them. Focusing on the wrong benefit will deter potential customers from working with ARC Industries. This issue is the same for the website as its content is based on the benefit to the trainees and the community. The focus of these messages needs to be directed at employers as they are the ones providing ARC Industries with business. It is important to display the benefits that employers will receive rather than benefits of the trainees.

## **Administrative Organization**

Administrative organization is the foundation to providing good customer service to your customers. In the current situation ARC Industries has little in the way of documentation and it diminishes the efficiencies that the organization needs to excel. One of issues is the customer list that ARC Industries has compiled, which only has customer names. This makes contacting customers difficult for both marketing and operations purposes. Another aspect of administrative organization that is not strong is process documentation. For pricing and other overhead tasks, there are no standard processes. This makes turnover difficult as the incoming employee will

have little knowledge of how the job was performed previously. Improving on these two aspects of administrative organization will improve customer service and allow for better communication with their customers.

## Purpose and Objective

### Purpose

The purpose of this marketing proposal is to provide the managers at ARC Industries Guelph with the tools and strategies to increase the amount of work available for ARC Industries Guelph trainees. This marketing proposal provides a communications strategy and the necessary elements to support the strategy, along with rationale and justification for the marketing decisions.

### Objective

This marketing proposal has three major objectives to reach in order to provide more work for the trainees. These objectives include increasing awareness, improving web presence, and increasing new inquiries.

### Improving Awareness

Increasing the awareness of ARC industries is the first step in attracting new customers. A target has been set at 30% awareness within operations managers (or equivalent position) on the Guelph Chamber of Commerce members list. Awareness is defined as being able to recognize the name “ARC Industries” regardless of what the person knows about ARC. This target is to be reached within six months of the initiation of this marketing plan. It may not be enough for potential customers to just be able to recall the name ARC Industries. Potential customers need to be aware of what ARC has to offer in order for them to search for ARC Industries when in need of the services. A target of 20% unaided awareness has been set for the six month mark. Unaided awareness is defined as being able to recognize the ARC Industries mission statement as being ARC industries’ mission statement, without a reminder about ARC Industries.

### **Improving Web Presence**

Improving web presence will allow potential customers to more easily access information about ARC Industries. Visiting the website is an intermediate step in attaining new customers. The first step, awareness, leads to potential customers investigating the website, after learning more about ARC potential customers can then take the third step and call to get a quote. A weak link in any of these steps will ultimately reduce the amount of work available for trainees. For this reason, improving the web presence will help attain the overall purpose of this strategy. The target for improvement is to have 100 unique visitors on the website within the first 6 months from the launch of the new website (new website will be discussed later on page 35). The next target is 250 unique visitors after nine months from launch, and then 400 within one year from launch.

### **Increasing New Inquiries**

Increasing the number of new inquiries for quotes is the final objective that needs to be reached in order to provide more work for trainees. The target for increasing new inquiries will be an increase from one to two inquiries a week. This objective is most closely tied to the purpose of this plan because requesting a quote is the final step a potential customer takes before providing work for trainees.

## **Key Marketing Strategies**

This section will outline the key marketing strategies that will be used as a basis for establishing tactics, and plan implementation. It will also address how these strategies are different from the current ones and why those changes have been made.

## **Key Stakeholders**

The key stakeholder group that this plan is directed towards is employers and business owners. This is because the decision of whether or not to use ARC Industries services is based on the capacity utilization within the company and capacity is largely dictated by labour available. If an organization is at full capacity then it is a good candidate to work with ARC Industries.

## **Segmentation Approach**

The segmentation approach taken within the category of employers and business owners is primarily geographical. One of the reasons for this is because a large percentage of cost for many businesses comes as a result of transportation. In addition, transportation costs can be highly unpredictable based on a number of variables. Some of these variables are: vehicle costs, travel time costs, parking facility costs, congestion costs, environmental costs, and fuel externalities (Victoria Transport Policy Institute, 2010). For these reasons the Guelph Wellington area will be a separate segment than the rest of the market.

## **Target Market**

Based on the key stakeholder group and the segmentation approach identified above, the target market for this marketing proposal is employers in the Guelph Wellington area that are looking to outsource simple, repetitive, and high volume tasks.



## Positioning

There are many aspects of ARC Industries that would seem to appeal to potential customers which makes positioning the brand very difficult. The current positioning strategy is for the most part based on the assumption that businesses put value on altruism. In all current communications tactics from ARC Industries the benefits to the community and trainees is the focus. Based on the primary research that has discussed earlier in the paper, it has been determined that not one of the companies interviewed promoted the fact that they support ARC Industries (Appendix B: Graphs). Also, it has also been determined that only two of the seven companies reported that they use ARC Industries for altruistic purposes (Appendix B: Graphs). This indicates that the current communications appeal to a minority of companies.

Based on the results located in Appendix B: Graphs, it is clear that ARC Industries requires a different positioning in the market. Because cost savings is something that almost all companies reported, this will be the primary advantage conveyed in new communications. The primary mandate for businesses in the private sector is to generate a profit. By providing information in all communications that ARC Industries can positively affect a company's bottom line, it will speak to potential decision makers in a significant way. The effect on the community and trainees will remain present in communications however it will be conveyed as a bonus to the good business decision.

## **Product Strategy & Tactics**

ARC Industries has a strong product offering in terms of variety of products and their quality of their services. These features are the current keys to success for the organization and are extremely vital. To improve on the entire product offering that ARC can provide to their clients a focus on customer service.

### **Quality Strategy**

**Continue to provide high-quality products to clients**

#### **Quality Tactic**

As mentioned in the primary data, all of the current customers surveyed thought that quality was a nonissue. This does not mean that quality is not important to them or that it can be neglected. ARC Industries needs to maintain the quality standards that they have implemented and not sacrifice this important aspect of the business for any other benefits. Also maintaining the vast line of products that ARC Industries is capable of doing will be vital to keeping current customers happen.

### **Customer Service Strategy**

**Improve customer service metrics**

#### **Customer Service Tactic**

To improve on many customer service metrics for ARC Industries, a database of customer information that will help to increase the operational efficiencies. Instead of having a list of current customer names and unknown dates, a more formal document outlining more information will achieve this strategy. This database will an excel sheet with headings that include but are not limited to; company name, primary contact, phone number, and email. By

implementing this database, it will make communication easier with customers, and give insight as to when customers last did business with ARC Industries. Below is the database created with a sample company with full information and the current customer list follows.

## Customer List

Company name	Primary Contact	Phone Number	Extension	Email Address	Division	Last Contacted	Invoice #
ABC Company	John Doe	(519)55-1234	x12345	<a href="mailto:example@Company.com">example@Company.com</a>	Wood Working	4/5/2010	51314001
Sola Scriptura Ministries		1-800-563-3529					
R-CAN Environmental Inc		(519) 763-1032					
Webco Sealants Inc	Denis Watson	519-823-5960					
ABS Friction Corporation		(519) 763-9000					
Archibald Apparel		(519) 622-6555					
Armtec Limited		(519) 763-2360					
Black Shoemaker		(519) 822-4031					
C.S.L. Silicones Incorporated		519 836 9044					
Can-Vet Animal Health Supplies	Brian Brown	800-265-9754					
Conduct Industries Limited	Ian McMillan	519-652-8603					
Guelph Chamber of Commerce	Lloyd Longfield	(519) 822 - 8081					
Gateway Pet Memorial Service		(519) 822-8858					
Graphic Services		519.763.5745					
Great Canadian Distribution Co		519-824-9225					
Greenway Home Products		519-837-9724					
Hammond Manufacturing Company		(519) 822 - 2960					
Hammond Power Solutions		519-822-2441					
Hematite Manufacturing		519-823-1141					
Hunter Amenities Int. LTD.		1-800-668-1483					
K. H. & A. Printing Inc.		519-822-1594					
Marks Supply Inc.		(519) 824-0320					
McLechanie Survey Ltd.		519 578-5570					
Ontario Soil & Crop Improvement Association		1-800-265-9751					
Planet Bean Coffee		877-758-BEAN	x2326				
Quatic Consumer Products		519-821-7780					
Royal Distributing Inc		519-822-7081					
P.J. Wallbank Manufacturing Co. LTD		(519) 684-7423					

## Communications Strategies and Tactics

### Media Strategies

#### Communications methods

This section of the report outlines what communication mediums will be used and for what purpose. The content of the communications will be outlined in the creative executions section.

The four vehicles for communications will include:

- New web site
- Redesigned brochure
- E-Newsletter
- Guelph Chamber of Commerce breakfast speech

#### New Web Site: Reasons for Use

A proper website has become standard for businesses. Websites lend themselves to brand building, and act as a window to a company's products 24 hours a day, 7 days a week. Having a website is a cost effective way of communicating to potential customers and can be easily updated at a very small cost. A well structured website will lead to better search engine optimization which can bring more potential customers to the website, this will help reach the objective of increasing web presence and increasing awareness. A website often acts as an intermediary step between awareness and direct communication with a company. A well designed website can encourage potential customers to contact ARC Industries, this will help reach the objective of increasing new inquiries. The target audience for the website will primarily be employers in the Guelph-Wellington area, but the world wide nature of the web may draw customers from further away. Two months have been allocated in the activity schedule for development of the website, the site should launch in August 2010.

## Brochure

### *Reason for Use*

Unlike a website, a brochure is used to push information to potential customers rather than pull them towards the information. The information is given to people who would normally not seek it. This push feature of the brochure will help reach the objective of increasing awareness. The brochures are also convenient to hand out at the ARC Industries location or at events and presentations.

### *Reach, Frequency, and Timing*

The new brochure will be sent out to all members of the Guelph Chamber of Commerce, giving it a reach of over 1700 businesses. The list of members along with contact information can be purchased from The Guelph Chamber of Commerce. The brochures will be sent out in July with one month allocated for preparing the brochures for mailing. Another brochure blitz to the same customer list will occur in January of 2011. The reason for the second blitz is to try and reach companies who may have had the brochure sent to them at an inconvenient time in their fiscal year.

## E-Newsletter

### *Reasons for use*

The e-newsletter will be an email attachment sent to current customers to keep them up to date on anything new at ARC Industries. The purpose of this newsletter is to encourage existing customers to provide more work to ARC Industries by reminding them of what ARC Industries offers. Existing customers may refer ARC industries to new customers once they are reminded about the other services ARC offers. This will help achieve the objective of increasing new inquiries and will ultimately lead to more work for the trainees. This medium was chosen because it is an inexpensive and easy way to communicate to customers. This medium also allows for speed of delivery and provides a professional and convenient communication to customers. The customer contact list will be attained from the new database being recommended in this report.

### *Reach, Frequency, and Timing*

The number of e-newsletters sent will depend on the number of email contacts collected in the database. The e-newsletter will be most effective if the database is kept up to date. The e-newsletter will be sent out quarterly starting in July and one month has been allocated for the creation of the first newsletter. The database will have to be put into effect immediately so that a contact list will be available once the newsletter is completed.

### **Guelph Chamber of Commerce Breakfast Speech**

The Guelph Chamber of Commerce (GCC) holds a networking and learning event called the Breakfast Academy. Businesses are encouraged to network at these events and there is often a theme for the event with a presentation relating to that theme. ARC Industries can contact the GCC to arrange a presentation at a Breakfast Academy event on a date when the work at ARC Industries is relevant to the theme. ARC Industries can recommend a “community involvement” theme if the contact at the GCC does not think that ARC is relevant to any of the upcoming themes. Other themes could include: not-for-profit, working with the disabled, or outsourcing. This part of the strategy will involve some negotiating with the GCC and the content of the presentation will have to be flexible to meet their needs. The primary contact for the Breakfast Academy is Jane Wielhorski, she can be contacted at (519) 822-8081 Extension 223 or [jane@guelphchamber.com](mailto:jane@guelphchamber.com).

### *Reasons for Use*

The Breakfast Academy is a chance for ARC Industries to directly communicate with industry professionals about what ARC has to offer. The people at these events care about networking, meaning that they are likely to provide word of mouth advertising for ARC Industries. The Guelph Chamber of commerce sends out newsletters to their members describing the event and the presenter. This will increase the number of people who see the message, which helps reach the objective of increasing awareness. Membership is required for these events and that cost has been detailed in the budget.

### Reach, Frequency, and Timing

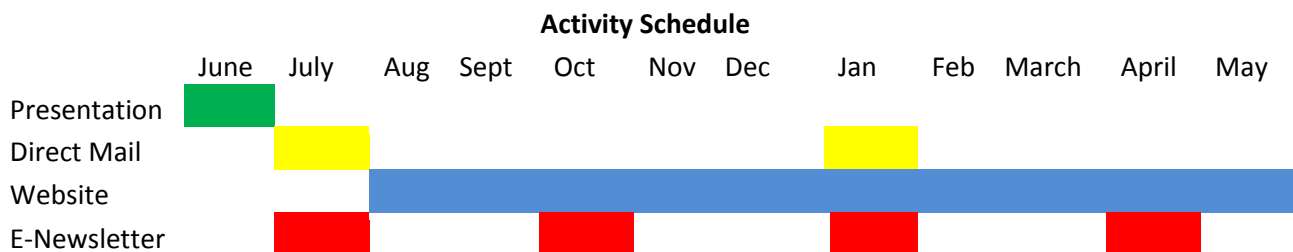
The message will reach both those members present at the event, and those who read the GCC newsletters, giving the reach a total number of 1700 businesses. The presentation will be a onetime event, and its date is dependent on the negotiations with the GCC. The June date in the activity schedule of this report reflects when the negotiations between ARC Industries and the GCC should occur and does not represent when the presentation will happen.

### Activity Schedule

The timing of the communication tactics is as important as the mediums themselves. To begin ARC Industries newest marketing efforts, Chris Clark will be giving a short presentation at Guelph Chamber of Commerce Breakfast Academy. This will be the beginning of building a network with community involved companies in Guelph who work together for the benefit of all members.

A direct mailing will take place twice a year to target companies during their planning stages of their next fiscal year. The mailing list will come from the Guelph Chamber of Commerce with over 1700 companies from a wide range of sectors. As proved in the primary research, ARC provides a diverse range of services and it would be unfair to eliminate some organizations as there may be unseen potential.

The website would go live at the beginning of August due to the nature of building a completely new website incorporating new ideas. The development stage would begin in June as all the information is collected and search engine optimization (SEO) techniques are incorporated.





## Overall Creative Strategy

All communications from ARC Industries to customers or potential customers will have the same message and themes. This consistency will give ARC industries a brand image and will assert a level of professionalism in the way that ARC communicates.

### Primary Campaign Message

The primary campaign message can be summarized with the recommended new mission statement: “Offering cost-effective, custom services with a focus on producing high quality products and meaningful work for our trainees.”

#### *1) Arc Industries is cost effective*

Businesses are always looking to cut costs to improve their margins. Cost is especially important for ARC Industries because companies compare the cost of outsourcing to the cost of doing the same work internally when considering the option of outsourcing. An incentive to choose ARC Industries is created by convincing customers that ARC will be able to get the job done cheaper. ARC Industries is already very cost effective, with 72% of customers seeing a cost savings. Letting potential customers know about the proven cost savings should encourage more people to use ARC’s services.

#### *2) ARC Industries offers high quality products and services*

Every company appreciates quality throughout their supply chain, with different companies appreciating different aspects of quality. One worry a company may have about ARC Industries is a concern about quality because ARC Industries has trainees rather than employees. Communicating the high quality standards of ARC Industries will give customers confidence in ARC Industries and should positively influence their decision.

### *3) ARC Industries offers a wide variety of service*

Communicating ARC Industries' flexibility and variety will let potential customers know that ARC will most likely be able to offer a service to them. The idea of variety can make potential customers curious to see what ARC Industries has to offer, this should lead to more inquiries.

### *4) ARC Industries provides meaningful work for intellectually disabled individuals*

Although the new research showed that altruism was not the most important reason for choosing ARC Industries, it was part of the decision for a few customers. Communicating the good things that ARC Industries does for those with mental disabilities will help attract companies that want to do more to support communities.

## **Creative Execution**

This section of the proposal provides ARC Industries with mockups of the communications being recommended. They are intended to be given to graphic designers and web developers to create the final versions. Digital copies of the mockups are available on the CD included with this report.

### **New Logo**



The new logo is being recommended to give ARC Industries Guelph an identity separate from Community Living and to differentiate it from other ARC Industries across North America. It is also intended to give ARC Industries a modern look which will communicate that ARC Industries is capable and has high quality services.

The style of the logo design was created to have the following characteristics:

- The logo borrows the colours from the new community living logo and is intended to show the tie between these organizations
- The arc shape represents strength and ties the name to the logo to make it more memorable
- The non-geometrical and organic look gives it a modern look
- The colours are soft and friendly which speaks to the altruism of the company
- The logo does not tie ARC Industries to one specific industry, allowing ARC Industries to be desirable to more people

## New Website



The new website was designed to be easy to navigate and simple to use. All of the most important information is one click away from the home page, making it fast for potential customers to find the information they are seeking. The five main divisions of Arc Industries are represented by both

images and text and work as links to their individual pages. The request a quote feature is on the first page and allows customers to email a request to ARC Industries at the touch of a button. The site was designed to use the logo as part of the website, and the logo points to the new mission statement.

A good website needs more than a good layout to truly be effective at communicating to potential customers. Search Engine Optimization (SEO) is important for a website because it helps people find the site if they do not know the URL or domain name, more about the importance of SEO and the technical details are outline in Appendix: Role Models. It is not important for ARC employees to understand the HTML coding on the site because the web designer will understand that aspect. What is important is that the web designer is given the right information to use in the coding. Information that the web designer needs includes:

- **The title of the site** – The title is different than a URL. In the mockup the title can be seen on the top bar and on the tab. The title should read “ARC Industries Guelph”. This will help users find the website and will let search engines clearly identify the website to users.
- **The URL (Uniform Resource Locator)** – The URL is the “address” of the website. It is what people type into the address bar to directly go to the website rather than searching for it. It is useful to have an easy URL to remember because it allows for people to tell others about the site. URLs with keywords in the name can help get a higher ranking in Google search results. There can never be two websites with the same URL so including Guelph in the address will likely result in a unique URL. Some recommendations for the URL include: [www.arcguelph.ca](http://www.arcguelph.ca), and [www.arcindustriessguelph.ca](http://www.arcindustriessguelph.ca).
- **Keywords** – Keywords help search engines understand the content of a website. Recommended keywords include: contracts, compilation of kits, binder collation, Ontario, assembly, Community Living, developmental disability, support, services, light industrial business, production, mailing, business, shrinkwrapping, labeling, collating, hand packaging, custom packaging, packaging services, Guelph, outsource, custodial, catering

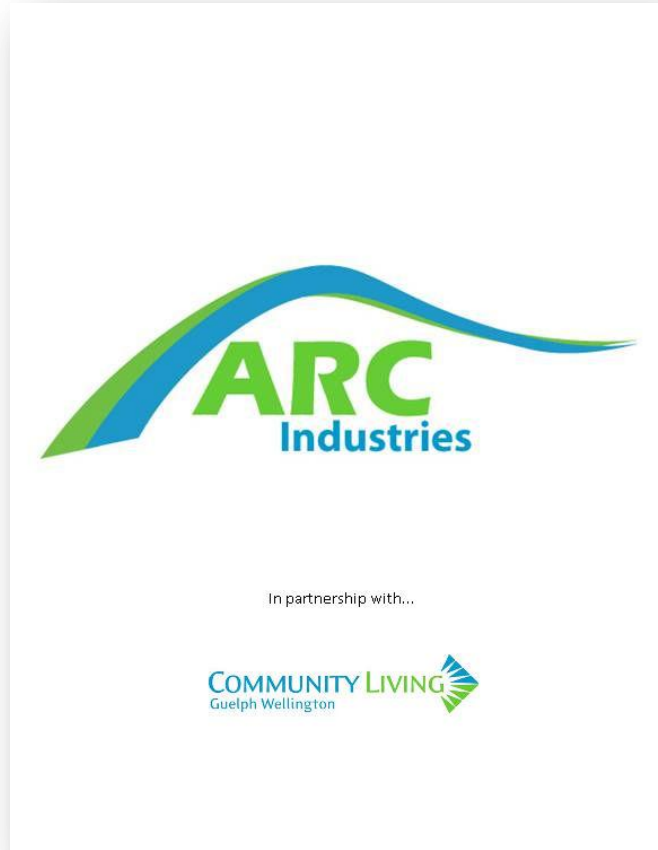
- **Description** - The description is not seen on the website, it is only seen on search results. It allows people to get an idea of what the website offers. The recommended description is as follows: “ARC Industries offers cost-effective assembly, packaging, and mailing services while providing meaningful work for those with intellectual disabilities.”

Another supporting feature that can help with SEO is Google’s Local Business Center. When people currently search “arc industries Guelph” a map with ARC Industries Burlington shows up with contact information because the Burlington location has signed up for Local Business Center and they are located near Guelph line. This problem can be fixed by signing up for Google Local Business Center. It is simple to do and it is free. Basic information about the company is required such as phone numbers and address. Google also has a service called Google Analytics which allows website owners to see statistics on their website. This service will help ARC Industries understand who is visiting the site.

### **New Brochure**

The new brochure will need to be professionally designed so that it prints well on the brochure paper. The design of the brochure is borrowed from the Community Living brochures to create continuity between the organizations.

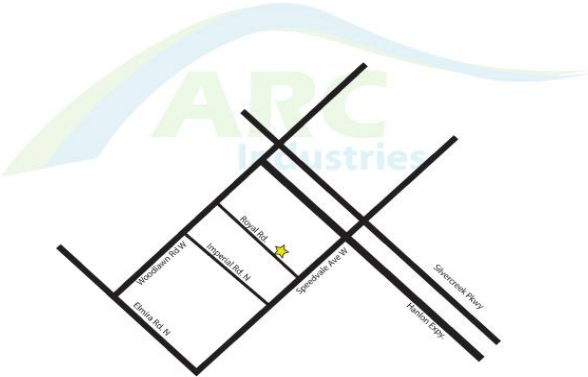
**Front Page:**



**Back Page: Hours of operation 8:30 - 4:30**

Call for a quote or for more information:  
(519) 824-7147 or hgrimes@clgw.ca

Hours of Operation:  
Monday - Friday : 8:00 - 4:30



8 Royal Road,  
Guelph, ON  
N1H 1G3



## Middle section:

Over 100 local businesses participate in the building of our community by utilizing ARC Industries' services – including catering, assembly, packaging, lawn maintenance, woodworking and more – on an ongoing or occasional basis. These businesses benefit from the high-quality, cost effective services provided. This positive and flexible work environment reflects ARC Industries' commitment to meeting participants' needs and our customers' expectations.

Adult Rehabilitation Centre (ARC) Industries is a Community Living Guelph Wellington program located in Guelph Ontario, which provides employment training and support to people who have an intellectual disability. Programs encourage participants to develop a sense of achievement and self-assurance, and develop their skills in an experience-driven environment, whether in the community or in the centre.

The team and workforce proudly work together to produce quality work, to celebrate each person's achievements and contributions, and strive to be strong players in our local economy.



	<b>Assembly &amp; Packaging</b>
	<b>Paper &amp; Mailing</b>
	<b>Food Services</b>
	<b>Custodial Services</b>
	<b>Wood Working</b>
	

**Inserts:** Note: The images used on the website should be the same images as the brochure. There content on the brochures can also be used for the content of the website.





## **Assembly & Packaging**

At ARC Industries you can be confident that you'll get the highest value for your dollar. Our employees will do everything they can to meet your needs.

Our skilled team of employees has a proven track record in the areas of:

- o High volume jobs
- o Quality assurance
- o Assembling of manufactured parts
- o Packaging of product
- o Heat sealing

To request a quote please call us at 519 - 824 - 7147 to find out what we can do for you!

\*\*\*Insert Pictures of some of the products ARC Industries have packages in the past\*\*\*



## Paper & Mailing

Folding and stuffing envelopes can be a costly use of your employees' time. You can save money by outsourcing to ARC Industries where you can be assured that you will be receiving high quality products at a low cost.

- o Let us professionally prepare your mailings
- o We offer full mailing services for any job size
- o Our flexible team also offers services which include collating and labeling of promotional and business materials

To request a quote please call us at 519 - 824 - 7147 to find out what we can do for you.



## **Food Services**

Discover the delicious and specially prepared food from our catering services.

\*\*\*Insert Menu\*\*\*

Call us at 519 - 824 - 7147 for more information



## Wood Working

Our woodworkers love what they do and are always ready for a challenge. You can expect high quality handmade wood products at a price you won't find anywhere else.

What we can do for you:

- o Prepare survey stakes
- o Manufacture and assemble picnic tables
- o We're flexible and accommodating when it comes to working with customers requiring our expertise with woodworking machinery

To request a quote please call us at 519 - 824 - 7147 to find out what we can do for you.

## E-Newsletter

You're receiving this newsletter because you have used ARC Industries Services in the past. Not interested anymore? Unsubscribe. Having trouble viewing this email? View it in your browser.



Tuesday, April 6<sup>th</sup>, 2010

### In this issue

- ARC Industries introduces new brochure, website, and much more!
- Assist in your community, recommend our services

### In other news

ARC is proud to appoint our latest service manager, Cheryl Bourque-Turner who would be more than happy to help you with all your needs.

### Forward to a friend

Know someone who might be interested in the email? Why not forward this email to them.

### Unsubscribe

Don't want to receive these emails any more. Please unsubscribe instantly.

### ARC Industries has revamped their website!

Launched in June, ARC Industries will be launching a new ARC's that contain more information than ever before. You can request a quote online, learn about our services and recent activity. Keep posted, [www.guelpharc.com](http://www.guelpharc.com)

[Read more](#)

### CHECK IT OUT



Newsletters are generally in PDF or HTML format, these can be tricky to create for someone inexperienced. The creation of these documents can be outsourced to a graphics designer. Another option is to have the web designer create an easy to edit template and have someone create the newsletters in-house. This mockup is showing how the design needs to be simple and should follow the same colour scheme.

## Guelph Chamber of Commerce Breakfast Academy Speech

The content of the speech will have to be determined once the negotiations between ARC Industries and the GCC have determined a theme. Included on the CD in this proposal are some slides

that can be used as a pitch to the attendees at some point in the presentation. Here are mockups of what the slides look like

**Title Page / Introduction:**







## What We Do?



- Arc Industries currently provides services including:
  - Woodworking
  - Paper and mailing
  - Assembly and packaging
  - Outdoor lawn maintenance
  - Catering
- We can probably do something for you too!





## Why Choose ARC?



- Save real money
- We will NEVER do a substandard job for a client
- Enables us to help more trainees!

“ARC is a very noble, valuable service to the community. It allows unemployable people to be productive in society. It’s more than simply a charitable handout, it’s building the community”

-Loyal Customer

“Approximately 25% labour cost savings using ARC Industries”  
- Loyal Customer

## Budget

The marketing plan is going to require ARC Industries additional resources to generate new business. As the research showed, most people would use the internet when searching for an organization to outsource too. Therefore ARC Industries needs to develop a brand new website incorporating search engine optimization for \$1890.00, plus an annual hosting for \$180 for its own unique URL. It is important to keep the website up-to-date, therefore \$100 per year has been allocated for major changes, where minor changes including text can be done in-house. The development of the website will be a sunk cost in the first year and no incurred in the second.

A template has been created for the new brochure; however it would need to be professionally designed for printing quality purposes. This cost has been estimated at \$500 from the same company that has been recommended to design the website, which will also become a sunk cost in the first year. Similar to the website, the brochure is going to replicate the style of the Community Living Guelph Wellington brochure. Local printers estimated that it would cost approximate \$1.25, and fulfillment of the 5 department sheets could be inserted in-house by the trainees. Each year ARC Industries will print 4000 brochures at a cost of \$5000 as ARC will be distributing 1700 twice per year leaving ARC Industries with 600 leftover for tradeshow, Guelph Chamber of Commerce and any other interested parties. Based on Canada Post mailing rates at 57 cents, the cost for the direct mail postage will be \$1938 each year for both mailings.

It is imperative that ARC Industries builds their network with the Guelph Chamber of Commerce and therefore needs to become a member allowing ARC to attend their various events and hold the breakfast speech. ARC Industries will also pay an additional \$50 to the Guelph Chamber of Commerce for the list of all the organizations for the direct mailing.

Based on this information, the first year total would come to \$9920.50 and the second year \$7530.50. The reason for the difference is the two one off costs of the website development and brochure design that would not re-occur in the second year.

**Marketing Budget - ARC Industries**

	<b>2010 - 2011</b>	<b>2011 - 2012</b>
<b>Website</b>		
Annual Hosting	\$180.00	\$180.00
Monthly Maintenance	\$100.00	\$100.00
Web Development	\$1,890.00	
<b>Brochure</b>		
Design	\$500.00	
Printing @ 1.25 each	\$5,000.00	\$5,000.00
Fulfillment	In-House	In-House
Postage @ 57c each	\$1,938.00	\$1,938.00
<b>Miscellaneous</b>		
Chamber of Commerce Membership	\$262.50	\$262.50
Chamber List of Employers	<u>\$50.00</u>	<u>\$50.00</u>
<b>Marketing Expenditures</b>	<b><u>\$9,920.50</u></b>	<b><u>\$7,530.50</u></b>

## Plan Assessment and Evaluation

Formal plan assessment is often overlooked when implementing marketing plans because it is very easy for managers to feel they are already aware. This comes as a result of constant informal evaluation and the fact that they are typically in the best position to simply *know* how successful the plan has been. While this informal evaluation does carry value, it is not a perfect reflection of the success of the plan. This is primarily due to inevitable manager bias but also because

### Awareness

There are a number of components of this plan that require formal evaluation. A goal of 30% awareness has been set for operations managers of chamber of commerce member businesses. A secondary goal of 20% unaided awareness has also been set and should be evaluated after six months.

These goals will be tested by taking a random sample of approximately 30 companies and carrying out short interview. The 20% goal will be evaluated by using the following approach. An ARC Industries representative will call one of the 30 selected companies and say, “Hello, my name is \_\_\_\_\_ and I am doing market research for a firm in Guelph. Would you mind if I asked you one or two brief questions? Do you know any firm in Guelph who provides cost effective, high quality, products and services while providing meaningful work for individuals with intellectual disabilities?” Although this is not completely unaided awareness, it allows managers at ARC Industries to determine whether or not communications from the past six months have been effective enough in delivering the right message to the right people.

If the interviewee is unable to recall ARC Industries a second question of “Have you heard of ARC Industries?” should be asked to determine aided recall. If the interviewee answers

ARC Industries for either of the above two questions a follow up question of “Do you remember where or how you heard about ARC Industries?” should be asked to determine which communications are most effective. This will give managers an idea of which communications to put more resources towards in the future.

## Web Presence

The second goal that has been set is to increase web presence to 100 unique visitors in the first six months, 250 in nine months, and 400 in one year. Evaluation of the website is made extremely easy with the free, user friendly application of Google Analytics. Google Analytics is a website statistics recorder that gives an all encompassing look at the performance of a website. A detailed product tour video can be found at <http://www.google.com/analytics/tour.html> which gives a full breakdown of the capabilities and functions of the tool (Google, 2010).

By using this tool, administrators will be able to check the number of visitors, unique visitors, average amount of time spent on site, number of pages clicked within the site, number of people who left immediately, and other valuable pieces of information. To use the tool, a string of code must be put on each web page within the ARC Industries website. This code then relays the information to Google where it is automatically organized and put into a useable format. All of the steps required can also be found by following the link above.

## New Inquiries

The final goal set out is to increase new inquiries from one to two each week. To evaluate this goal a record of all new inquiries will be kept in the database for later evaluation. This goal can be measured on a constant basis however sufficient time should be allowed to ensure that the communications are given a chance to do their job.

## Bibliography

ARC Industries. (n.d.). *Business & Employment Services - ARC Industries*. Retrieved April 4, 2010, from Community Living Guelph Wellington: [http://www.clgw.ca/SO\\_ARCIndustries.htm](http://www.clgw.ca/SO_ARCIndustries.htm)

Google. (2010). *Google Analytics Product Tour*. Retrieved April 5, 2010, from Google: <http://www.google.com/analytics/tour.html>

Healthfield, S. M. (2006, July 16). *Trust Rules: The Most Important Secret About Trust*. Retrieved April 6, 2010, from About.com: Human Resources: [http://humanresources.about.com/od/workrelationships/a/trust\\_rules.htm](http://humanresources.about.com/od/workrelationships/a/trust_rules.htm)

Torchlight Services. (2010). *About Us*. Retrieved April 4, 2010, from Torchlight Services: <http://www.torchlightservices.ca/index.jsp?resourceID=7>

Victoria Transport Policy Institute. (2010, January 25). *Transportation Costs & Benefits*. Retrieved April 10, 2010, from TDM Encyclopedia : <http://www.vtpi.org/tdm/tdm66.htm>

# Appendices

---

## Appendix A: Role Model for SEO

### Optimizing the <title> tag and description tags

Text found in the <title> tag used in the HTML document will be used as the title for the website on Google results. The more relevant it is to the search, the higher it will rank. A good description can entice users to enter the website and can give better search results. The “<meta name="Description" content=...>” tag allows the website to communicate the website description to the search engine.

ARC Burlington has used the <meta> and <title> approach in the following way:

```
<title>ARC Industries - Burlington</title>
```

```
<meta name="Description" content="ARC Industries is an alternative solution for your packaging needs. We are a light industrial workshop run by Community Living Burlington. We offer local businesses in Burlington, Ontario a variety of options for repackaging and wrapping, packaging, kit compilation, collating, mailings, labeling and customized light industrial work. ">
```

The use of these tags gives a first slot result on Google when “ARC Industries” is searched from a Guelph location. (Google gives results based on location) The title reveals the location, and the



description gives potential customers an idea of what ARC offers. The following is the Google search result.

### [ARC Industries - Burlington](#) ☆

9 Oct 2009 ... **ARC Industries** is an alternative solution for your packaging needs. We are a light industrial workshop run by Community Living Burlington.

[www.clburlington.ca/arc\\_industries.htm](http://www.clburlington.ca/arc_industries.htm) - [Cached](#) - [Similar](#)

Compare the use of the <title> and <meta> description on ARC Industries Guelph's current website:

```
<title>Employment Services - ARC Industries</title>

<META NAME="description" CONTENT="Community Living Guelph Wellington advocates for, promotes, and facilitates the full participation, inclusion and empowerment of people who have an intellectual disability. ">
```

When “arc industries” is searched in Google, ARC Industries Guelph gets a 7<sup>th</sup> slot result, even though the search was from a Guelph location. This title and description may not be offering what customers and search engines are looking for.

### [Employment Services - ARC Industries](#) ☆

**ARC Industries** or Adult Rehabilitative Centre is a program of Community Living Guelph Wellington. **ARC Industries** provides employment training and support to ...

[www.clgw.ca/SO\\_ARCIndustries.htm](http://www.clgw.ca/SO_ARCIndustries.htm)

Notice that the description in the <meta> HTML code does not match the description on the search result. This may be caused by the lacking SEO in the rest of the site, or due to a coding error. This issue can be resolved by contacting the web designer.

### Key Words in the URL

ARC Industries includes the name of the business and the location in their URL ([www.clburlington.ca/arc\\_industries.htm](http://www.clburlington.ca/arc_industries.htm)). This will help them get better results when people search “ARC Industries” from an Ontario city, particularly the Burlington area.

In contrast, the ARC Industries Guelph URL ([www.clgw.ca/SO\\_ARCIndustries.htm](http://www.clgw.ca/SO_ARCIndustries.htm)) does not include a location, which may explain the low search result in Google searches even when searched from Guelph.

### Keywords in Meta Tags

Meta tags can give search engines an idea of what type of content will be on the website using keywords. Although Google is starting to move away from the importance of meta tags, Yahoo! and Bing still primarily use them. The following is a comparison between the ARC industries Burlington and the ARC Industries Guelph <meta> tag keywords:

Burlington:

```
<meta name="Keywords" content="ARC Industries, sheltered workshop, production, lift truck operators, Oakville, Hamilton, Toronto, light industrial work setting, contracts, compilation of kits, binder collation, Burlington Ontario,assembly, Community Living,developmental disability, support,services, light industrial business, production, mailing, business, shrinkwrapping, labeling, collating, hand packaging, custom packaging, packaging services ">
```

Guelph:

```
<META NAME="keywords" CONTENT="intellectual disability, developmental delay, down syndrome, mentally challenged, developmentally challenged, autism, autistic, mentally handicapped, dual-diagnosis, de-institutionalization, community living, Intellectual Disability, Developmental Delay, Down Syndrome, Mentally Challenged, Developmentally Challenged, Autism, Autistic, Mentally Handicapped, Dual-Diagnosis, De-Institutionalization, Community Living">
```

The largest difference between the two sets of <meta > “keyword” tags is Burlington’s focus on letting customers know what they offer. That way if someone searches “hand packing” ARC Industries Burlington is more likely to be a result than ARC Guelph. When a potential customer is looking to outsource work it is unlikely that they will be searching “Dual-diagnosis”

Another difference is that the ARC industries Guelph tags include repetition, while Burlington does not. The repetition strategy used to work to enhance SEO, but search engines became more intelligent and now punish sites that attempt to repeat tags by giving them lower search results.

## Appendix B: Primary Research

### **Research Objectives: ARC Industries**

In order to better understand the environment ARC Industries operates in, we determined it would be beneficial to conduct quantitative and qualitative primary research. We determined it to be most important to speak with present and past clients of ARC Industries, which will be contacted based on a list provided ARC Industries.

#### Present Customers

1. Identify why companies initially went to ARC industries for outsourcing, and is this reason the same now.
2. Determine how their relationship works with ARC in terms of logistics.
3. Identify how current customers heard about ARC industries.

#### Past Customers

1. Identify why companies initially went to ARC industries for outsourcing.
2. Determine reasons why companies have discontinued their business with ARC industries.
3. Evaluate the relationship that the company had with ARC in terms of products and services.

You are invited to participate in a research study conducted by University of Guelph students in the Department of Marketing and Consumer Studies. The purpose of this study is to assess your knowledge and perceptions of ARC Industries in Guelph.

No one other than our student research team will ever see your answers, which will only be analyzed in aggregate. Every effort will be made to ensure confidentiality of any identifying information that is obtained in connection with this study.

You may withdraw your consent at any time and discontinue participation without penalty.

You may also refuse to answer any questions you don't want to answer and still remain in the study.

If you have any questions about this study or would like to receive a summary of the results, please contact Bryan Rose ([roseb@uoguelph.ca](mailto:roseb@uoguelph.ca)). If you have any questions about your rights as a research participant, you may contact UoG's Research Ethics Coordinator, Sandy Auld (519-824-4120, ext. 56606 or [sauld@uoguelph.ca](mailto:sauld@uoguelph.ca))

Please indicate your consent to participate in our study by signing below.

---

Signature

Thank you for your participation,

Bryan Rose

Mike Davies

Alex Donison

Chris Kortschot

# ARC Industries Interview Questions

## Present Customers

---

1. What products or services does ARC Industries provide to your organization?

---

---

---

---

---

2. Why do you use ARC Industries?

---

---

---

---

---

3. Do you realize any cost savings with ARC Industries? If so, how much do you save compared to other suppliers?

---

---

---

---

---

4. Does providing work for the mentally challenged factor into your decision to outsource to ARC?

If so, please explain why.

---

---

---

---

---

5. Do you promote the fact that you use ARC Industries' services to your customers? If so, how do you use this fact in your promotion?

---

---

---

---

---

6. How do you find or locate a company to outsource to?

---

---

---

---

---

7. What limits your company from outsourcing more/other jobs to ARC Industries?

- Volume
- Task Difficulty
- Cost
- Specialized Equipment
- Quality
- Keeping tasks available for in-house workers
- Other \_\_\_\_\_

8. What would you change about ARC Industries to better meet your outsourcing needs?

---

---

---

---

9. Please rank the following benefits in order of importance with regard to what you receive from your relationship with ARC industries: (1 lowest, 5 highest)

- Cost savings
- Benefitting people in need
- Quality of the work done
- Ease of doing business
- Convenience of working with a supplier from Guelph

10. Do you plan to continue using ARC Industries in the foreseeable future? If not, why not?

---

---



# ARC Industries Interview Questions

## Past Customers

---

1. What products or services did ARC Industries provide to your organization?

---

---

---

---

---

2. Why did you use ARC Industries?

---

---

---

---

---

3. Were you satisfied with the services offered by ARC Industries? Why or Why Not?

---

---

---

---

---

4. Did you used to promote the fact that you used ARC Industries' services to your customers? If so, how do you use this fact in your promotion?

---

---

---

---

---

5. Please rank the following benefits in order of importance with regard to what you received from your relationship with ARC industries: (1 lowest, 5 highest)

- Cost savings
- Benefitting people in need
- Quality of the work done
- Ease of doing business
- Convenience of working with a supplier from Guelph

6. Why did you discontinue working with ARC Industries?

---

---

---

---

---

7. How do you find or locate a company to outsource to?

---

---

---

---

---

8. What limits your company from outsourcing new jobs to ARC Industries?

- Volume
- Task Difficulty
- Cost
- Specialized Equipment
- Quality
- Keeping tasks available for in-house workers
- Other \_\_\_\_\_

9. What would you change about ARC Industries to better meet your outsourcing needs?

---

---

---

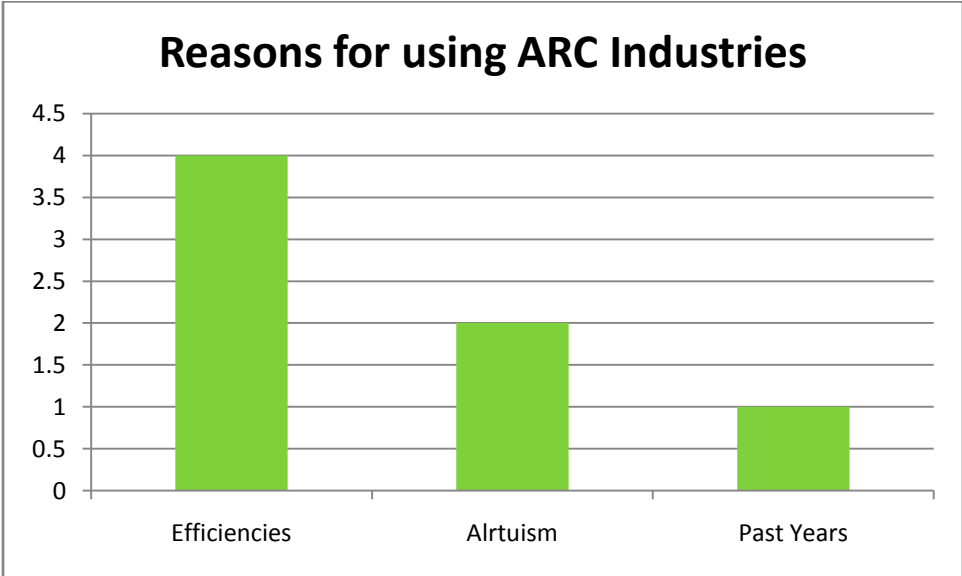
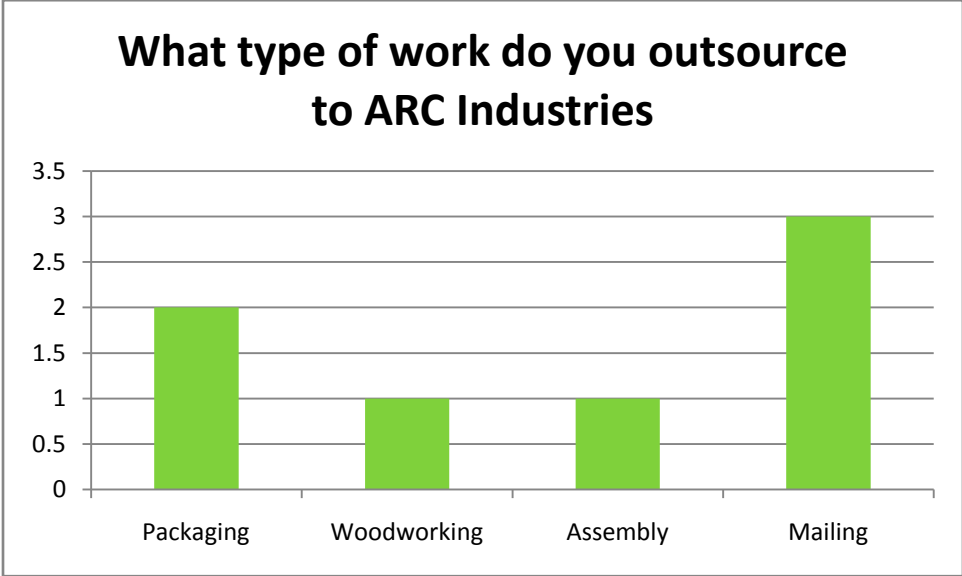
---

10. How likely is it that you will start using ARC Industries again in the foreseeable future? Please explain.

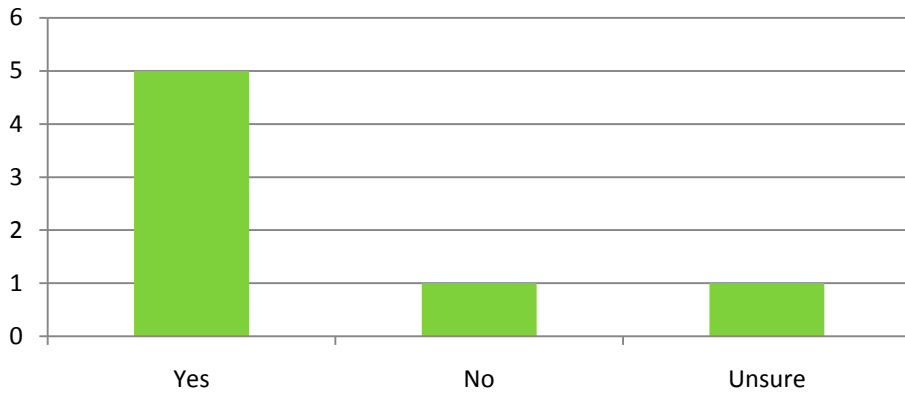
---

---

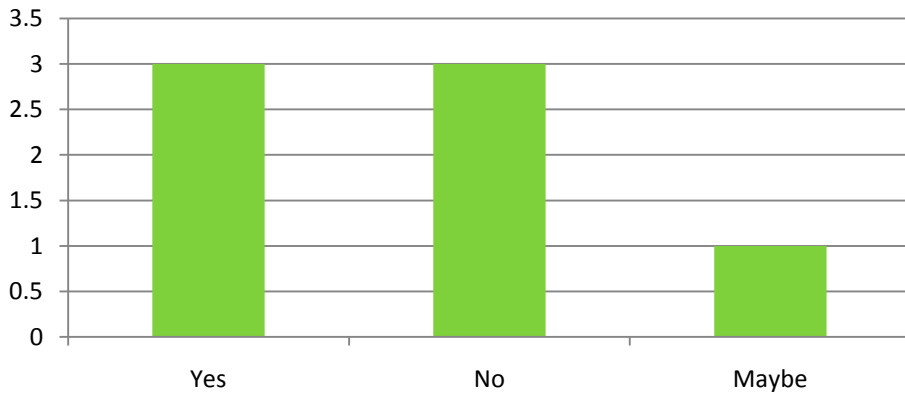
Graphs



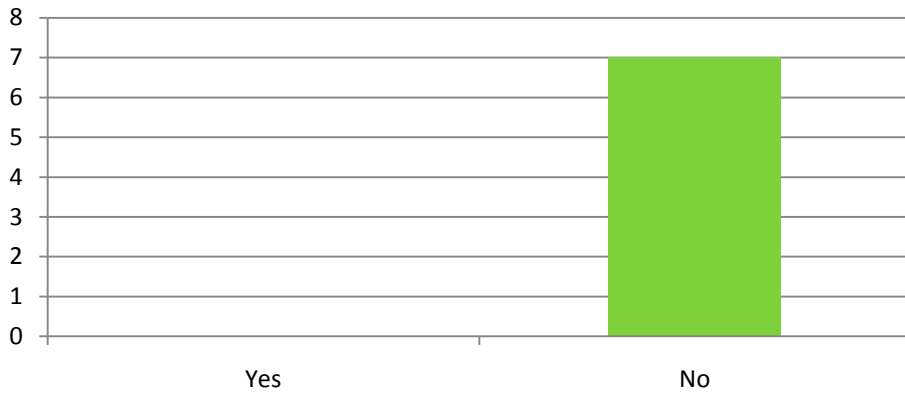
### Do you realize any cost savings using ARC Industries



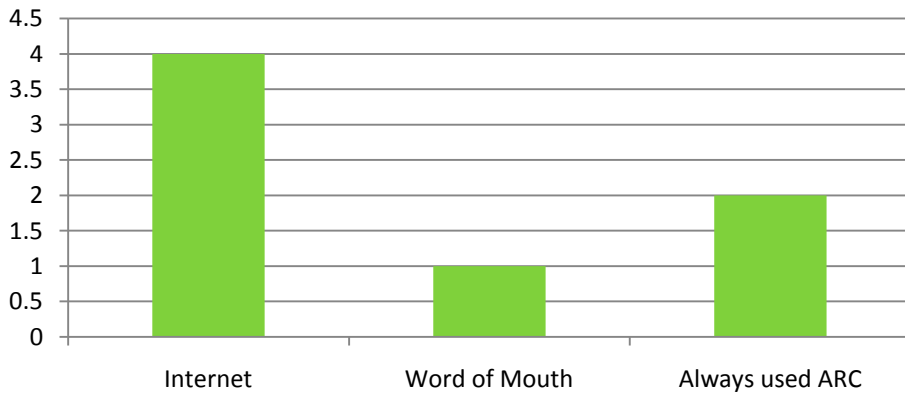
### Does providing work the trainee's factor into your decision making



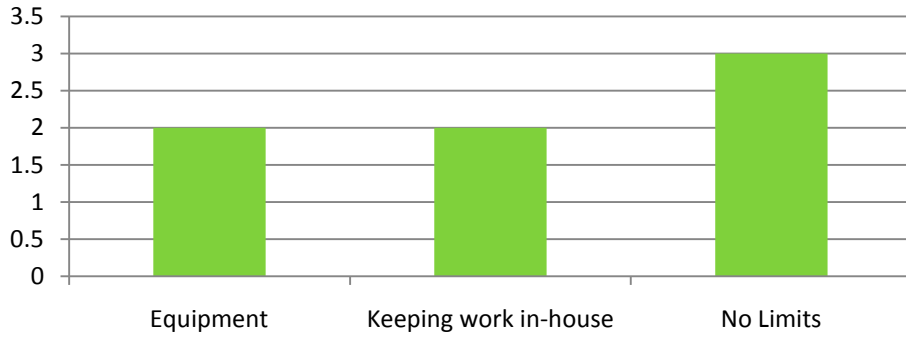
### Do you promote the fact you use ARC Industries to your customers



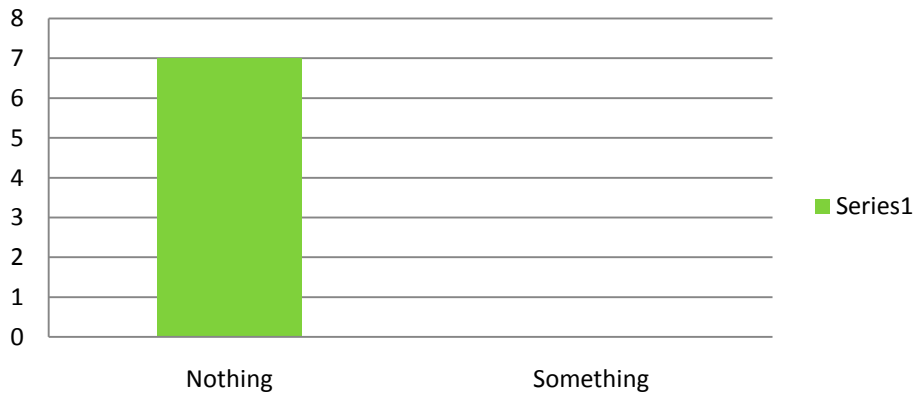
### How would you locate a company similar to ARC Industries

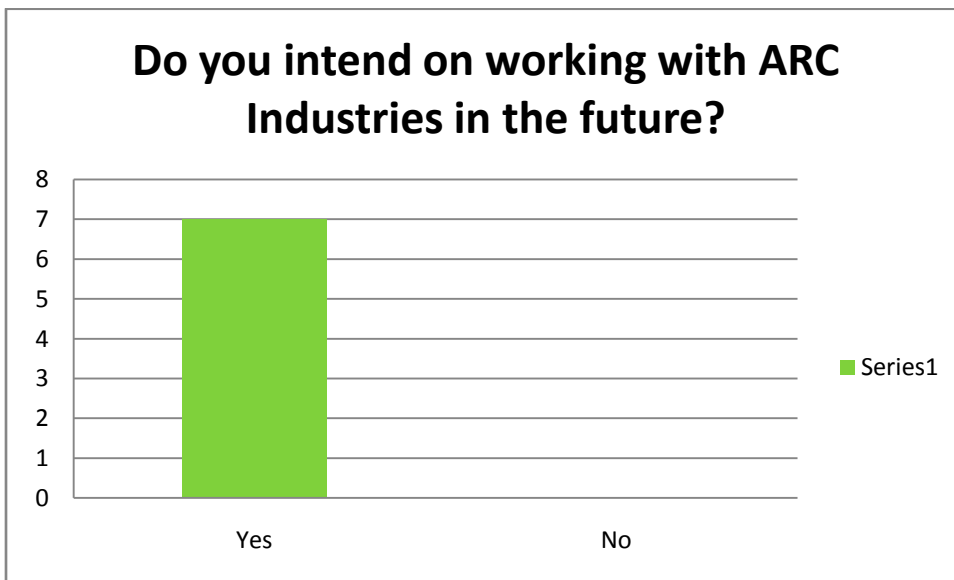
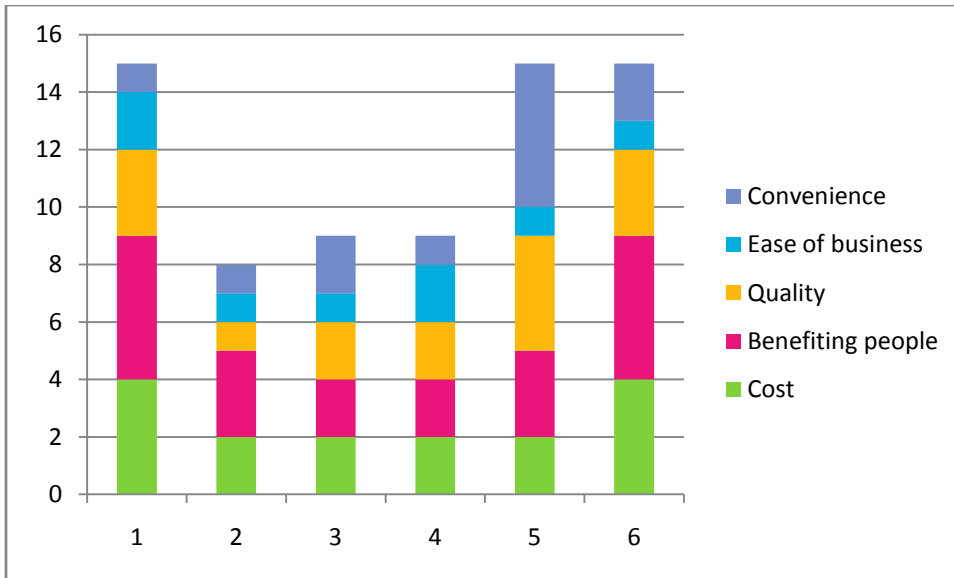


### What limits your organization from outsourcing more work to ARC Industries



### What would you change about ARC Industries







## Appendix C: Competitor Website

**TORCHLIGHT SERVICES**

Links | About Us | Contact Us

In Partnership with our Community.

Home | Torinday | Torchlight Industries | Community Options

### Vocational Opportunities & Alternatives

For some individuals finding gainful employment is a challenge. Since 1974 Torchlight Services has been providing a way to answer these special challenges through the provision of Vocational Opportunities and Alternatives. Our caring support staff work with adults who have varying levels of physical, psychiatric and/or developmental disabilities who lack valuable work experience.

#### Torinday

Vocational opportunities for adults with developmental disabilities who require extra support and supervision.

#### Torchlight Industries

A Work Activity Program for adults with physical, psychiatric and/or developmental disabilities. Participants learn basic work skills in order to secure

#### Community Options (COPE)

A 'Supported Employment' program where participants are matched to job sites under supervision of a Vocational Support Worker (Job Coach)

#### Sub-Contract Services

*For your business success.*

[Post a Job](#)

[Request for Service Application](#)

#### News & Events

**Friday March 05**

**New Staff**  
Welcome Barb and Michael to our Community Options team. [more ...](#)

#### Contact Information

30 Edinburgh Road North