The Olds Broadband Advantage

Marketing and Promotion of the Olds Broadband Fibre Network: Industry Analysis, Opportunities, Marketing Action Plan and Toolkit

October 2013

Olds Institute
for Community & Regional Development

EcoTactix

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The Convergence of Broadband Connectivity and Economic Prosperity

Broadband networks are increasingly linked to economic development, growth and prosperity. In addition to direct measurable impacts such as business activities and employment, broadband use is linked to production innovation, both within the ICT sector and in other sectors. Additionally, that innovation is not limited to devices, applications and software required for broadband network development and use. Broadband networks are "enablers" for innovation, collaboration, education, commercialization and the creation of knowledge-based work environments outside of the ICT sector as well.

Broadband use is ubiquitous in production and supply chains in all industries and sectors, supporting faster communication, new and efficient service delivery models, and supporting business intelligence mining and analysis for improved decision-making. It also fosters effective training tools and skills development for greater job performance and productivity.

Olds' broadband network elevates the potential for investment attraction, integration into a broader economy (beyond regional or provincial to encompass national and international opportunities), and increased flows of trade that bring additional prosperity to the community.

This prosperity can take many forms:

- the establishment of new businesses with local or non-local roots;
- the attraction of existing businesses/professionals/entrepreneurs located in other regions;
- the growth of existing businesses through the exploitation of the broadband advantage;
- the creation of new jobs in higher value-added employment sectors;
- the development of a skilled, knowledge-based workforce capable of leading Olds' digital economy.

Today, broadband networks allow consumers near-instantaneous access to on-demand entertainment content; permit professionals to better communicate and collaborate with far-flung colleagues; and create opportunities for students to access richer, more interactive educational materials. From the perspective of organizations leveraging broadband-enabled services to better reach consumers, clients, members and citizens, the efficiency of electronic communications has led to an increasing interest in bringing traditionally offline or non-electronic services to the Internet, or at least augmenting traditional means with online alternatives.

www.broadbandtoolkit.org

Ultimately, the primary objective of this document is to create a roadmap for Olds to follow as it promotes the community-owned broadband fibre network to businesses and entrepreneurs outside its borders. This document explores the Olds Broadband Advantage from an economic development and investment attraction lens; however, the authors do not wish to diminish the social and cultural value of the broadband network to the community as well.

These advantages will be discussed - albeit in less detail – within the context of this document.

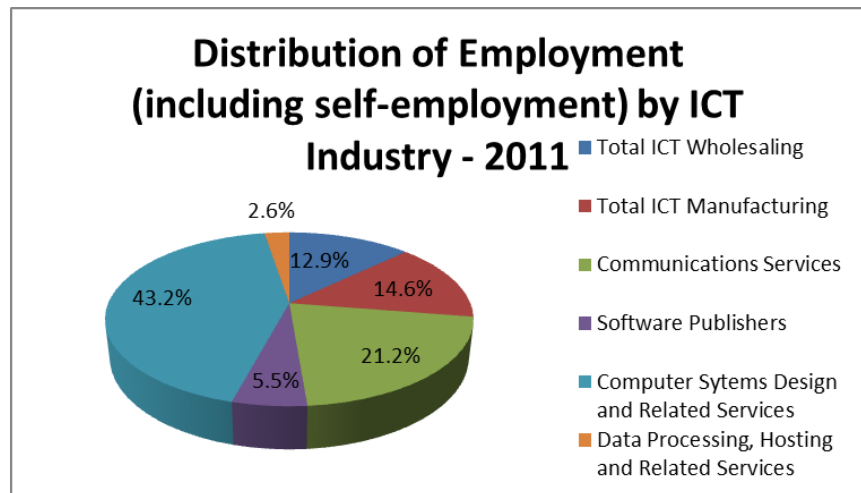# Information and Communications Technologies (ICT) in Canada

The Canadian ICT Sector

Canada's ICT sector is a significant driver of the economy. In addition to its considerable contribution to Canadian GDP (67.2 billion dollars in 2011), it grew at a faster rate than the overall economy from 2010 to 2011. Total ICT sector employment in Canada was estimated at 556,000 in 2011, accounting for 3.2 percent of employment in Canada.[1]

The sector contributes to Canada's prosperity in many ways. ICT industries perform more research and development (R&D) than any other sector, accounting for almost a third of all R&D performed in Canada. Consequently, it drives innovation and competitiveness not only in the ICT sector, but indirectly fuels it in other ICT-intensive sectors of economy as well.

The ICT sector workforce is characterized as highly educated – over 45 percent of workers have a university degree compared to the national average of 26 percent.

Workers in this sector earned 50 percent more than the economy-wide average of $45,488. The highest earners are typically found in the computer services industries.

Distribution of Employment (including self-employment) by ICT Industry - 2011

- Total ICT Wholesaling
- Total ICT Manufacturing
- Communications Services
- Software Publishers
- Computer Sytems Design and Related Services
- Data Processing, Hosting and Related Services

2.6%
12.9%
14.6%
21.2%
5.5%
43.2%

Source: Industry Canada estimates based on Statistics Canada data

ICT workers in the electronic components industry were the lowest paid in 2011; however they still earned more ($48,889) than the national average.

The sector is divided into three sub-sectors: manufacturing; wholesaling; and services (which are sub-divided into communications services and software and computer services). It comprises over 33,000 companies. Close to 87 percent of these companies operate in the software and computer services sub-sector, followed by ICT wholesaling firms (6.2 percent) and communications services and manufacturing firms (3.9 percent and 3.1 percent respectively).

Over 85 percent of Canada's ICT businesses have less than ten employees. Nationally, there are only 75 ICT firms with more than 500 employees. Most of the large companies can be found in the manufacturing sub-sector – 16.4 percent of these companies had 50 or more employees.

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[1] Industry Canada, Information and Communications Technologies Branch. *Information and Communications Technology Overview* (October 2012)

Canada's ICT manufacturing sector workforce has been in a state of decline for over a decade, with an average annual employment decrease of 2.4 percent.
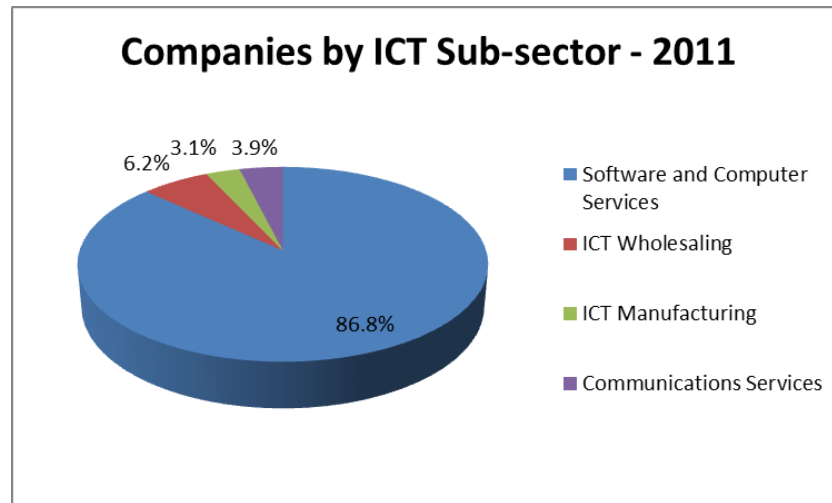
Companies by ICT Sub-sector - 2011

Source: Industry Canada, Information and Communications Technologies Branch. Canadian ICT Statistical Review (March 2013)

Employment drops in computer and peripheral equipment manufacturing; wired communications equipment manufacturing; communications and energy wire and cable manufacturing; and semiconductor and electronic component manufacturing during the past decade could not be offset by growth in broadcast and wireless communications manufacturing or commercial and service industry machinery manufacturing.[2]

The decline of Blackberry's (formerly Research in Motion) fortunes – reminiscent of Nortel Network's fall from grace – will continue to negatively impact Canada's ICT manufacturing sector.

The ICT wholesaling sub-sector declined by 1.1 percent from the previous year in 2011and experienced an estimated five percent decrease in employment between 2002 and 2011.
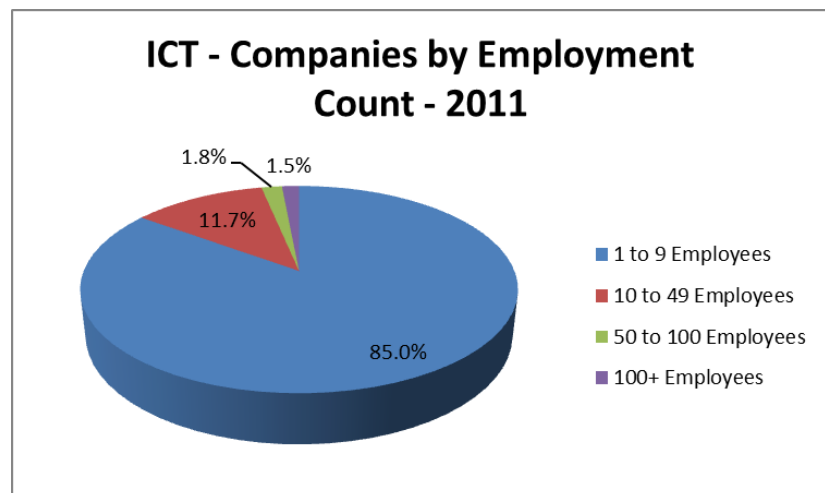
ICT - Companies by Employment Count - 2011

Source: Industry Canada, Information and Communications Technologies Branch. Canadian ICT Statistical Review (March 2013)

Employment growth of 2.3 percent in the computer and communications equipment and supplies wholesalers/distributors between 2002 and 2011 was overshadowed by a 20.2 percent decline in employment in office and store machinery and equipment wholesalers/distributors.[3]

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[2] Industry Canada, Information and Communications Technologies Branch. *Information and Communications Technology Overview* (October 2012)
[3] Ibid.

Although ICT services employment also declined slightly (0.3 percent) between 2010 and 2011, it has been responsible for most of the overall employment growth in the ICT sector between 2002 and 2011, with employment growth averaging close to one percent annually.[4] Employment growth has been strongest in software publishing; data processing, hosting and related services; and computer systems design and related services over the past decade, despite one percent or less decreases in employment in each of these segments between 2010 and 2011. Communications services, which declined 3.1 percent between 202 and 2011, actually experienced employment growth of 1.2 percent between 2010 and 2011.[5]

Despite declines in employment counts, ICT sector revenues increased by 5.6 percent in 2011. The software and computer services segment led revenue growth at 7.3%, followed by wholesaling industries (six percent), manufacturing industries (4.5 percent) and communications services (4.3 percent).

ICT Employment Gains and Losses

The Information and Communications Technology Council (ICTC) reported that between the first quarters (Q1) of 2012 and 2013 the Canadian economy reported a 1.4 percent decline in employment; however ICT employment grew by 6.5 percent.

Between the fourth quarter (Q4) of 2012 and the 2013 Q1 the greatest number of ICT jobs created were:

- technical support analysts (est. 19,000);
- multimedia designers/graphic illustrators (est. 17,000); and
- electronic engineers (est. 8,000).

Between the third quarter (Q3) of 2012 and 2012 Q4 significant ICT jobs were lost as follows:

- informatics/business systems analysts (est. 12,000);
- web/network support technicians/administrators (est. 7,000); and
- software/graphical user interface (GUI) developers (est. 5,000).

Despite these documented losses, the ICTC reports that new job creation in 2013 created a demand for professionals with these specific skill sets. These jobs are primarily linked to industries outside of the ICT sector (forestry, financial services, healthcare, education and public administration, for example).

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[4] Industry Canada, Information and Communications Technologies Branch. *Information and Communications Technology Overview* (October 2012)
[5] Ibid.

Business Use of ICTs in Canada

According to Statistics Canada data:[6]

- From 2010 to 2012, 51 percent of enterprises purchased ICTs. During that period, 47 percent of enterprises purchased computer hardware; 16 percent bought customized computer software; and 18 percent had expenditures on network operating systems or equipment.
- During the past three years, 52 percent of enterprises purchased ICT services, including 31 percent that bought website design or hosting services.
- Eight-seven percent of enterprises reported using the Internet in 2012. Virtually all enterprises with ten or more employees used the Internet (96 percent). The lowest rates of Internet use were among small businesses and businesses without employees. Seventy-six percent of businesses that did not use the Internet indicated that it was not needed to conduct businesses.
- Almost all enterprises that used the Internet accessed it via high-speed connection. Multiple connection types were used by 39 percent of these enterprises. Dial-up Internet was used by less than 4% of enterprises. Over half (54 percent) of large enterprises had a fibre optic connection to the Internet (it should be noted that the "advertised vs. actual" performance of these connections is not factored into the analysis of the data. Unlike O-NET's connection, most of these providers cannot guarantee the speeds that they advertise).
- Internet-enabled mobile devices such as smartphones or tablets were used by 53 percent of enterprises in 2012. Thirty-one percent of these enterprises possessed a company-wide computer network. Internet-enabled mobile device use was highest in the information and cultural industries sector (77 percent) and the professional, scientific and technical services sector (70 percent).
- Software packages such as Customer/Supplier Relationship Management (CRM) tools and Enterprise Resource Planning (ERP) systems were used by a small percentage of enterprises. Five percent of enterprises used ERP software and 12 percent used CRM in 2012. Most of this form of ICT use was found in larger enterprises.
- Enterprises that used selected ICTs in 2012 acquired them by purchasing off-the-shelf technology (86 percent); modifying or customizing off-the-shelf technology (10 percent); or programmed or built their own custom solutions (21 percent). Close to half (48 percent) of enterprises in the information and cultural industries sector programmed or built their own custom ICT solutions.
- In 2012, 56 percent of enterprises that used ICTs identified an increased ability to respond to customer or supplier requirements as a main benefit. Similarly, 52 percent of enterprises identified greater information sharing and changes to data collection, storage and maintenance as benefits that had resulted from the introduction of an ICT.

Data collected by Statistics Canada also illustrated that the size of the firm influenced the reporting of benefits from the introduction of ICTs. Businesses with less than 20 employees were less likely to report benefits attributed to the integration of ICTs.[7]

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[6] Statistics Canada. *Digital Technology and Internet Use, 2012*. http://www.statcan.gc.ca/daily-quotidien/130612/dq130612a-eng.htm
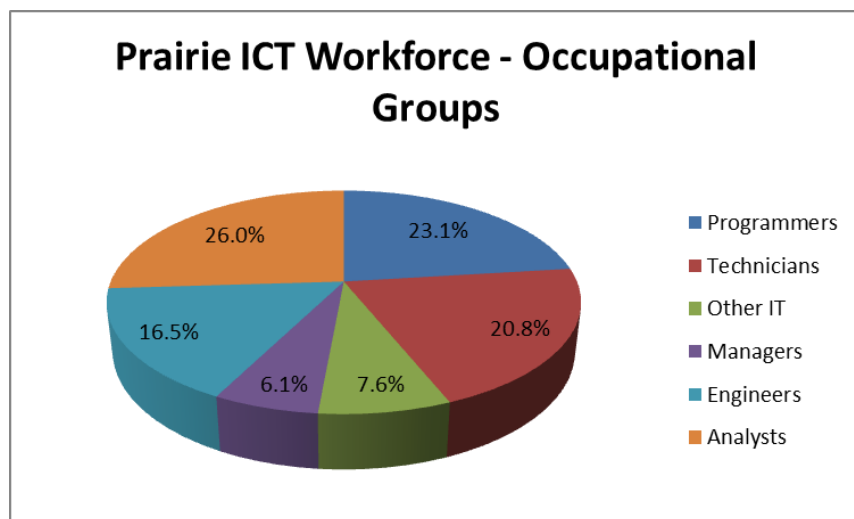
Alberta's ICT Sector

Within a total provincial labour force of 2.17 million people, ICT jobs count for 55,200 jobs in Alberta.[8] The broader digital economy[9] employment comprises 76, 200 jobs or 3.5 percent share of total provincial employment.[10] Alberta delivered Canada's third largest contribution to ICT output in 2013 Q1 (12 percent) behind Ontario (45 percent) and Quebec (21 percent).[11]

Alberta has ICT 4300 companies, the bulk of which are located around technology hubs in Calgary and Edmonton. This industry contributes $8 billion (or 15 percent of the provincial total) to Alberta's Gross Domestic Product (GDP).[12]

Alberta's ICT industry represents 67 percent of ICT employment in the Prairie Provinces. This workforce can be illustrated in the following occupational groups:[13]

The main challenge for Alberta-based employers (and Canadian employers in general) is recruiting employees with five or more years' experience, as well as finding and retaining professionals with highly specialized skills.

Prairie ICT Workforce - Occupational Groups

- Programmers — 23.1%
- Technicians — 20.8%
- Other IT — 7.6%
- Managers — 6.1%
- Engineers — 16.5%
- Analysts — 26.0%

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[7] Ibid.

[8] Information and Communications Technology Council (ICTC). *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2011-2016.*

[9] According to the Information and Communications Technology Council, the "digital economy" refers to knowledge occupations in the economy that require skilled workers with post-secondary education. These occupations are frequently found in natural science and engineering, ICT, finance, healthcare, education, and public administration.

[10] Ibid.

[11] Information and Communications Technology Council (ICTC). *Strengthening Canada's Digital Advantage* (Summer 2013).

[12] Information and Communications Technology Council (ICTC). *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2011-2016.*

[13] Data for graph based on Information and Communications Technology Council (ICTC). *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2011-2016.*

Companies in Alberta are currently seeking:

- Electrical and electronic engineers;
- Graphic designers and illustrators;
- Electrical and Electronics Engineering Technologists and Technicians;
- Information Systems Business Analysts.[14]

In the first quarter (Q1) of 2013, Alberta-based ICT occupations with the highest number of new jobs created included:

- Electronics and electrical engineers (est. 3,000);
- Software testers/systems technicians (est. 1,200); and
- Web/network support technicians/administrators (est. 1,100).[15]

Alberta's Economy-wide ICT Workforce

Information, communications and technologies are business enablers. When they are integrated properly in a company, they allow businesses and entrepreneurs to work more effectively and efficiently, increasing both productivity and profits. The technologies categorized as ICT are, in fact, business enablers. Consequently they are pervasive across most sector of the economy. Alberta's ICT workforce is found across all industries, as illustrated in the chart below:[16]

ICT Workforce in Alberta
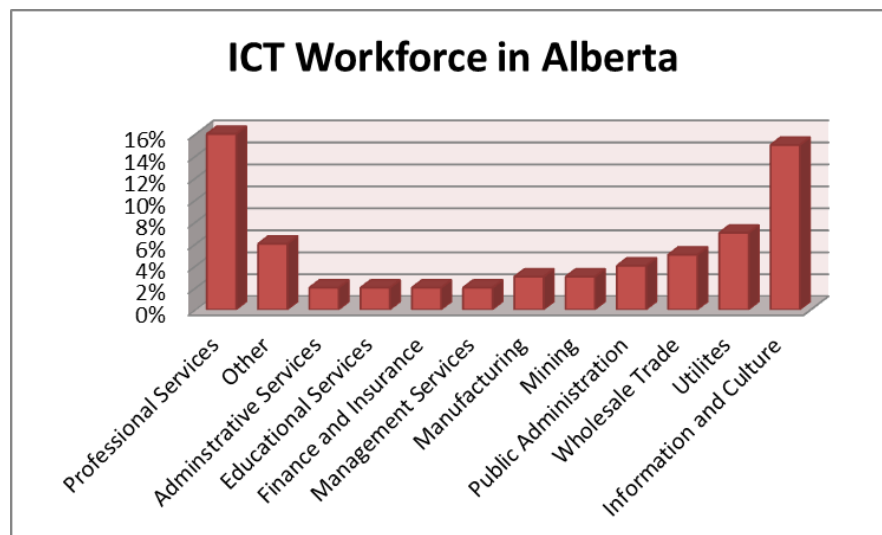
Professional services and information and culture industries engage over one third of Alberta's ICT workforce; however the data illustrates the diversity of work for ICT professionals, including eight percent employed in undefined sectors

This diversity presents Olds with multiple marketing and promotion options by sector.

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[14] Ibid.

[15] Information and Communications Technology Council (ICTC). *Strengthening Canada's Digital Advantage* (Summer 2013).

[16] Information and Communications Technology Council (ICTC). *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2011-2016.*

Alberta's ICT Competitive Advantages

Alberta's ICT industry is diversified and pervasive in all sectors of the economy. Nevertheless, there are specific areas in which it has demonstrated strength and competitiveness on a national and global scale.

Nanotechnology

Alberta is Canada's (and one of the world's) leading centres for nanotechnology and microsystems development. Edmonton is home to the National Institute for Nanotechnology (NINT), an integrated, multidisciplinary institution involving researchers in physics, chemistry, engineering, biology, informatics, pharmacy and medicine.

It is questionable whether Olds can attract nanotechnology firms that gravitate to the existing innovation cluster orbiting around the University of Alberta. However, growth in this sector will generate nano-enabled products and applications that, when combined with Olds' attributes (i.e. the broadband network), can breed opportunities (in other advanced manufacturing segments as well) that complement Olds' sector strengths in agriculture and horticulture, as well as oil and gas services.

New Media/Digital Media

Alberta's digital media industry includes:

- content and applications for mobile devices;
- e-learning and games for training and education;
- interactive entertainment;
- interactive marketing;
- social media content and applications; and
- standards-based web design and development.[17]

Software and Information Technology (IT)

Alberta possesses a diverse and vibrant software industry, including:

- custom programming;
- digital content creation;
- e-learning;
- energy and resource industry software;
- financial and process management software;
- gaming;
- geospatial and remote sensing systems and related software;
- image processing and analysis;
- industrial process control automation;
- scientific and engineering software;
- systems integration and consulting; and
- telecommunications.[18]

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[17] Digital Media Alberta and www.alberta.com
[18] www.alberta.com

It is evident that many of these areas of specialization have largely grown out of Alberta's innovation-driven energy sector, as well as the need for environmental monitoring and resource management. Alberta's economic strengths in the financial, manufacturing, health and educational sectors are also driving innovation, growth and opportunity for software and IT applications.

It is interesting to note that the province identifies broadband network applications on Alberta's province-wide SuperNet fiber network as an economic opportunity – specifically in "last mile" applications for industry, citizens and government. The Olds Institute may consider as a future revenue stream promoting paid advisory services to other communities based on its experiences with Olds Fibre Ltd. and O-NET.

Wireless

Alberta companies are competitive in areas such as wireless broadband technology, and wireless applications and services. Technologies and applications originating in Alberta have become international standards for:

- contract design;
- geomatics and global positioning systems (GPS);
- location and mapping technology;
- physiological monitors and sensors;
- telematics;
- WiMAX; and
- wireless content and services.[19]

According to Alberta government data, the province demonstrates growing capacity in security applications, machine learning and other advanced communications and computing, including emerging areas such as quantum cryptography.[20]

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[19] www.alberta.com and Alberta Enterprise and Education
[20] www.alberta.com

ICT Workforce Opportunities, Trends and Issues

There are a number of factors that influence the ever-evolving digital economy in Alberta. Changes in the composition of the workforce, for example, can inform the choices Olds makes to promote its broadband attributes to ICT-driven companies or skilled ICT entrepreneurs.

Women Employed in ICT Occupations

Olds can also capitalize on the growing number of women employed in ICT professions. The first quarter (Q1) of 2013 saw the female ICT workforce grow by 8,000 individuals in Canada. This was a four percent increase from the previous quarter and brought the national total of women employed in ICT professions to over 200,000 at the beginning of 2013. Alberta currently has the lowest percentage of women employed in ICT occupations among Canadian provinces.

Internationally Educated Professionals

Internationally educated professionals (IEPs) comprise 17 percent of Alberta's ICT workforce (an estimated 16,000 workers). This is the fourth largest concentration of immigrant ICT professionals in Canada (behind Ontario, Quebec and British Columbia).[21] Despite these impressive numbers, IEP's with no Canadian experience will struggle to find positions that take advantage of their qualifications and skills.

Youth

While the ICT workforce under the age of 25 represents a mere six percent of all ICT jobs, it is the fastest growing demographic in the current workforce. Young men and women are recognizing the potential for a good wage in an interesting field. At the same time, they are capitalizing on the shortage of skilled workers in many ICT occupations. Joblessness among young ICT workers is less than a third of the national average for Canadian workers under the age of 25.[22]

The Rise of Broadband-Enabled Portable Devices for Business Use

Just as wireless telephony changed the dynamics of business over a decade ago, the proliferation of portable computing devices has redefined the business environment and created demand for mobile broadband services. Feature phones, smartphones and tablets are essential business tools and research has shown that portable devices are rivalling traditional personal computers (PCs) in sales.

Research firm IDC concludes that these portable devices are not replacing PCs but expanding the market for devices that provide Internet access. The important message for Olds is that all of these devices – now essential business tools for many workers and professionals – rely on broadband connectivity, both wired and wireless.

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[21] Information and Communications Technology Council (ICTC). *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2011-2016.*
[22] Information and Communications Technology Council (ICTC). *Strengthening Canada's Digital Advantage.* (Summer 2013)

The Competitive Landscape for Broadband Services

Alberta's existing strength in wireless technologies (products and applications) stands in stark contrast to the province's – and the country's – wireless service performance. The Organisation for Economic Cooperation and Development (OECD) ranks Canada's wireless services among the ten most expensive countries in the OECD in every category measured. Canada also ranked among the three most expensive countries for several "data only" wireless plans.[23]

Canada's wireless broadband services are even less competitive. The OECD study ranks Canada as the third most expensive country for a monthly wireless broadband subscription of 500 MB or 1 GB per month. Canada is also one of seven OECD countries that experienced price increases over the last five years as broadband speed (Kbit/s) increased. Eighteen other countries reduced the price as speed of increased while the United States and Korea experienced no change in speed.[24]

The lack of extensive broadband competition in Canada plays a major role in the nation's declining position as a "connected" country" and a globally-competitive economy. Numerous policy and economic analyses have linked Canada's decreasing competitiveness and lack of innovation to stagnant broadband market forces that create monopoly-like conditions for the large telecommunications firms.

Higher speeds, better services and lower rates are not driven by intense competition found in other countries. Additionally, when consumer choice includes independent broadband providers - usually located in major urban centres – these providers remain dependent on the large regional or national telecommunications companies.

This environment may present opportunities for the Olds Institute and O-NET to position itself as an internationally-competitive broadband player offering the advantages a business needs to compete on the global stage. This marketing angle can be used in both promotional pieces targeted to businesses and media relations efforts to raise the profile of Olds and its broadband network via third party endorsements (newspaper articles, web media, magazines, etc.)

A recent comparison of broadband internet services across Canada revealed the following pricing plans offered by the major broadband providers in each province.[25]

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[23] Organisation for Economic Cooperation and Development. *2013 OECD Communications Outlook*. The OECD measures the cost of purchasing power parity by factoring in the differences in income levels in countries.

[24] As reported by Geist, M. in "OECD Report: Canada Still Among Ten Most Expensive Countries for Broadband Internet Services," the OECD report does not factor in inflation, yet does highlight how broadband growth has led to better speed and lower pricing in many nations. Downloaded September 16, 2013 from www.michaelgeist.ca.

[25] Canadian Broadcasting Corporation. "Broadband Costs in Canada." February 13, 2013. Downloaded September 16, 2013 from www.cbc.ca/news2/interactives/broadband/index.html.

Province	Provider	Service	Price ($)	$/gigabyte	Speed (mbps)
Alberta	Shaw	Broadband 100	85.00	0.17	100
	Telus	Internet 25	60.00	0.24	25
British Columbia	Shaw	Broadband 100	85.00	0.17	100
	Telus	Internet 25	60.00	0.24	25
Saskatchewan	SaskTel	infiNET Mach 1	90.00	unlimited	100
	Shaw	Broadband 100	85.00	0.17	100
Manitoba	MTS	Lightning 20	60.00	unlimited	20
	Shaw	Broadband 100	85.00	0.17	100
Ontario	Bell	Fibe 175/175	150.00*	0.5	175
	Cogeco	Ultimate 60	100.00*	0.33	60
	Rogers	Ultimate	123.00	0.49	150
Quebec	Bell	Fibe 175/175	150.00*	0.5	175
	Cogeco	Ultimate 60	100.00*	0.33	60
	Videotron	Ultimate 60	83.00	0.33	60
New Brunswick	BellAliant	FibreOP 80/30	102.00	unlimited	80
	Rogers	Ultimate	123.00	.049	150
Newfoundland	BellAliant	FibreOP 80/30	102.00	unlimited	80
	eastlink	Internet 80	104.00	0.42	80
	Rogers	Ultimate	123.00	0.49	150
Nova Scotia	BellAliant	FibreOP 80/30	102.00	unlimited	80
	eastlink	Internet 80	104.00	0.42	80
PEI	BellAliant	FibreOP 80/30	102.00	unlimited	80
	eastlink	Internet 80	104.00	0.42	80
			* bundled services		

Priority Industries and Sectors using Broadband Services

The Olds Institute recently undertook a comprehensive analysis of its local economic attributes as they pertain to foreign direct investment attraction. The methodology of secondary research, surveying, interviews and primary research with industry and market experts identified niche opportunities linked to Olds' agriculture and agri-food capacity, as well as its strategic location and small cluster of oilfield services businesses.

Olds can use its competitive advantages in these areas in combination with its broadband network asset to target Albertan, Canadian and foreign firms in the following sectors.[26]

Agriculture and Agri-food

Olds traditional strengths in primary agriculture and agri-food sub-sectors in well documented. As it continues to grow its agriculture and horticulture technologies and services opportunities, it will be better positioned to promote the community as the business locale for firms specializing in "e-agriculture" solutions, such as:

- information systems and records management;
- ICT-enabled learning, knowledge exchange and knowledge management systems;
- Agriculture and land modelling software and applications;
- Global positioning systems (GPS), geographic information systems (GIS), sensory and proximity devices, and radio frequency identification devices (RFID);
- ICT-enabled networking solutions; and
- Online commerce tools.

Education

Olds College is a leader in the use of ICTs in learning. Technology is a critical element is most, if not all, of the College's programs of study. While the College curriculum is not geared toward the education services sector, it is a valuable educational asset – that builds the foundation for promoting Olds as a prime location for technology-driven businesses in Alberta's education sector. The technology elements of the Community Learning Campus and the Community Engagement Sites build a case for Olds' positioning as a place where education and technology meet and succeed.

The Olds Institute can seek out firms specializing in educational software and gaming, online learning, computer-based training applications and products or services intended for schools and educators.

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[26] Financial services and health/medical sector are two additional ICT-intensive sectors with expected growth in the use of ICTs and the employment of ICT skilled professionals. Olds should not rule out the promotion of its broadband network and other attributes to businesses in these sectors; however, it may be a more difficult sell than the sectors identified above.

Oil and Gas

Alberta's ICT sector can trace much of its early growth to oil and gas-related applications. The energy sector continues to influence the province's ICT workforce through the volatile market dynamics that lead to growth and contraction of the oil and gas sector labour force. Energy companies can draw ICT workers away from other businesses with wage premiums, creating ICT skills shortages for other sectors of the economy. Downturns in oil and gas markets and spending release workers to other sectors until the cycle begins again.

Building on the opportunities identified in the Olds Institute's recent foreign direct investment study, the Institute can promote the stability and reliability of the broadband network, as well as the strategic location between the oilfield and the corporate headquarters, the availability of commercial and industrial space, and the quality of life in Olds. These advantages will appeal to ICT-intensive energy sector firms that provide products and/or services to the downstream, mid-stream and upstream oil and gas industry.

Retail

With a strong existing base of corporate and independent retailers, Olds possesses a local market base to absorb ICT-enabled products, services and potentially skilled ICT workers. Equally important, it offers key features a retail sector-oriented ICT company may require to set up shop for the development and delivery of its technology solutions for the retail sector.

The Olds Institute can identify and target firms developing technology products or services that increase productivity, streamline logistics and inventory, track sales, simplify e-commerce or increase online presence. These firms may be enticed by Olds' connectivity, location, reasonable and available commercial office space, and quality of life.

The Olds Broadband Advantage

Olds has invested significantly in its broadband fibre network and now must determine the best strategies for maximizing its economic and social return on the investment. The concept of "absorptive capacity" is useful in exploring this issue. Absorptive capacity refers to the ability of individuals, organizations or businesses to recognize the value of new information, choose what to adopt and apply it to support innovation.[27]

The concept can be applied to Olds broadband network by exploring the elements that contribute to Olds' capacity to derive economic and social benefit from this asset: These elements comprise:

- the macro-economic environment;
- the business environment;
- the potential of human capital; and
- the governance structure.[28]

Olds macro-economic environment reveals a stable, responsibly-governed economy which is broadband friendly. It is comprised of businesses, institutions and individuals open to the use of ICTs. The governance structure supports the development and use of broadband technologies for the benefit of the community, its citizens and its businesses. Olds has a strong and growing labour force as well as an academic base that understands and participates in the digital economy and uses broadband-enabled devices, media and communications.

The business environment refers to the capacity of businesses and entrepreneurs to invent or capitalize on broadband technologies. It also refers to their capacity to modify their business products, services, processes or strategies to take advantage of a broadband-enabled environment. With three of these four elements strongly in place (or supported by ongoing capacity building and supportive initiatives) Olds broadband marketing and promotion efforts must focus on "selling" the business environment to maximize the community's broadband absorptive capacity.

The Illusion of "Rural Broadband" in Olds

Olds is historically viewed as a rural town and continues to be described as rural from a socio-economic, demographic, political and governance perspective. The "rural" tag does carry certain baggage when analyzing the determinants of broadband adoption. Researchers have studied the "rural digital divide" for many years, first exploring the diffusion of ICTs and more recently, examining broadband technologies.

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[27] Cohen, W.M., D.A. Levinthal. 1989. Innovation and Learning: The Two Faces of R & D. The Economic Journal 99 569-596.

[28] Adopted and adapted from World Bank, *Global Economic Prospects 2008: Technology Diffusion in the Developing World* (2008). While Olds is not located in a developing nation, the concept of creating a community-owned broadband network in a small market shares many similarities with broadband development in the developing world.

In summary, rural areas are slower than urban areas with respect to technology adoption and uptake based on the main drivers of broadband availability, adoption and usage.[29] Availability is not only defined by the physical presence of a network[30] – it includes socio-economic factors such as income and education.[31]

Preston, Cawley and Metykova identified the following bottlenecks that threaten rural broadband adoption and success:

- a geographic broadband divide;
- lower investment in infrastructure in rural areas;
- where broadband is available, lack of competition in infrastructure and services;
- the fact that the rural broadband divides go along with other traditional divides;
- the fact that rural areas suffer from declining and aging population;
- the fact that the rural dwellers tend to be slower adopters;
- the fact that the rural areas have less technical support; and
- the circumstance that social factors that facilitate broadband use (education, profession, economic status, cultural practice) can be less favourable in rural communities.[32]

The conception, design and creation of Olds' broadband fibre network is the latest and largest piece of evidence to demonstrate that Olds is "rural" in geographic parlance only. Time and again, the community has positioned itself as a unique place that cannot be accurately defined as rural, urban or "rurban." With respect to the research findings above, Olds has arguably overcome these threats or they are not present. This is not the reality of most towns comparable in size and population to Olds, and comparable in distance to the nearest metropolitan centre. This uniqueness is a story upon which Olds can build greater success.

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[29] Preston P, Cawley A, Metykova M. 2007. Broadband and Rural Areas in the EU: Recent Research and Implications. *Telecommunications Policy*, 31, 6-7..

[30] The network may not exist because of the terrain or population density of an area or it may be absent due to market forces or policy choices.

[31] A broadband network is not "available" to individuals if they feel they cannot afford it or if they have not developed the skills to use it.

[32] Preston P, Cawley A, Metykova M. 2007. Broadband and Rural Areas in the EU: Recent Research and Implications. *Telecommunications Policy*, 31, 6-7

Olds Broadband Marketing Strategy

The purpose of this marketing strategy is to promote the Olds Broadband Advantage outside of the existing business community in Olds and create compelling arguments to draw additional commercial enterprises to the community. Based on interview feedback from the Olds Institute's leadership, the primary focus is new businesses and entrepreneurs. The secondary focus is existing businesses in other communities which may relocate or establish a new location in Olds.

Based on the research and analysis in this document, the Olds Institute should concentrate its initial efforts in five sectors:

- agriculture and agri-food;
- education;
- energy, with an emphasis on oil and gas sector technologies and services; and
- retail trade.

Choosing these strong local sectors supports the Olds Institute's efforts to showcase Olds' attributes and competitive advantages, recently identified in its *High Opportunity Sector and Market Identification Report*. Arguably, it is not critical to possess established sectors to attract ICT- or broadband-driven companies in the same sector; however, it does give the Olds Institute leverage in the form of statistics and success stories to share with potential prospects.

Current Environment and Marketing Resources

The primary accountability for marketing and promoting the Olds Broadband Advantage resides with the Olds Institute for Community and Regional Development. Olds Fibre Ltd.'s public face, O-NET, is focused on building the existing local customer base for both residential and business broadband services. The Olds Institute will use effective, low-cost marketing and promotion activities to maximize its current human and financial resources for this task. This includes staff and the Business Attraction, Retention and Expansion committee volunteers.

Olds Fibre Ltd. is concentrating its current network services on Olds and has no established plans to expand beyond the municipality, although the potential to do so via Alberta's SuperNet does exist. O-NET received North American attention for its mid-summer announcement as the only "GIG" community in Canada; however, the Olds Institute was not in a position to leverage this exposure in a targeted business attraction initiative. Currently, O-NET is integrating its marketing efforts with the Institute's overall promotion of the community.

Olds possesses other assets that are complementary to, and support the promotion of its broadband fibre network. These include:

- the community engagement site at Olds Library;
- the Bell e-Learning Centre;
- the Olds Institute's community volunteer committee structure (specifically Business Attraction, Retention and Expansion and Connected Community committees); and
- Olds College.

The College is an Essential Member of the Olds Institute and is both a valuable marketing partner and promotional tool for the Olds Broadband Advantage. Olds College integrates fibre into all new College developments and extends O-NET services to these properties. It began the 2013 school year actively promoting the "Connect Your Passion" campaign highlighting O-NET's provision of the most bandwidth per student in Canada.

The College also capitalizes on joint promotion opportunities that benefit both the school and O-NET, such as the World Plowing Championships, the O-NET launch event, and the Jack Anderson Charity Auction (as part of the College's Centennial celebration.

While the competitive environment for broadband services continues to evolve and change, the large corporate competitors have not targeted O-NET at the time of this report. Service offerings in Olds are the same as those offered in other population centres in Alberta and focus their promotional battles on each other rather than O-NET.

Olds' broadband network leadership believes that O-NET will acquire the majority of customers over time as the network is community-owned, the profits remain in Olds, and O-NET can focus on community-based customers in ways that are difficult for large companies.[33]

Marketing Action Plan

As the economic development agency for Olds, the Olds Institute is tasked with finding and/or creating opportunities to promote the community and its strengths, including O-NET and the broadband fibre network. Whether the Olds Institute chooses direct marketing, personal selling, electronic communications, or public relations, certain marketing and promotional essentials apply. For each marketing and promotional campaign the Olds Institute undertakes to communicate its broadband advantage, it is important to consider:

- Audience;
- Goals;
- Angle; and
- Message.

The Audience
The way to appeal to a decision maker in the education sector may be markedly different than the way to appeal to an oil and gas executive…even if they are both interested in the information technology advantages of the broadband network. Trying to "be all things to all people" is rarely as successful as taking a targeted approach to appeal to a qualified audience.

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[33] Interview responses from Olds College indicates that Telus has run out of capacity in parts of Town (Olds College residence is affected) and has not indicated an intention to expand. Bell Canada, on the other hand, provides backup ISP service to Olds College and has drastically reduced its service rates in response to O-NET competition.

While the temptation exists to promote the broadband advantage using technical jargon, this approach only works with a limited audience who specialize in ICT. Business attraction and broadband promotion communications must rely on plain language oriented to the prospect's field of business and professional interest.

The primary focus of the marketing strategy is to position the Olds Broadband Advantage to businesses and entrepreneurs. Olds will benefit from specific messaging that speaks to:

- businesses seeking leading-edge technology to gain efficiencies or competitive advantage (Enterprise 2.0);
- businesses looking for technology tools to improve their relationships with other businesses (B2B); and
- businesses striving to improve the customer experience through diverse Web-based media (B2C).

Enterprise 2.0 is based in the belief that Web 2.0 applications support business success by improving productivity, generating greater efficiencies and lowering costs of doing business.

In addition to offering business applications that are less expensive, businesses benefit from faster deployment and greater flexibility of use. Perhaps the greatest advantage of Enterprise 2.0 is the potential for creating collaborative workplace tools that support the sharing of ideas and completion of work activities across time and space.[34]

Businesses applications that facilitate this type of collaboration generally require large amounts of bandwidth. Promotional messaging to decision-makers must speak equally to the operational and financial benefits, as well as the technological advantages enabled by Olds' fibre network and the products and services offered by O-NET.

The Olds Institute actively promotes the benefits of a leading edge (and community-owned) broadband network in B2B and B2C relationships within Olds. Those benefits can also be promoted to businesses outside of Olds to attract them to the community. Arguably, promotional messaging to this audience should emphasize the operational and financial benefits without delving into technical specifications and technology jargon.[35]

Goals

Before promoting the Olds Broadband Advantage, the organization must consider the goals of each campaign. Based on its stated priorities above, the Olds Institute will encourage entrepreneurs to choose Olds as the ideal location for their start-ups. This is not the same goal as attracting an existing business to expand or relocate to Olds. Consequently, different campaigns are required to meet these unique goals.

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[34] www.broadbandtoolkit.org
[35] The exception to this rule may be companies in the ICT manufacturing, wholesaling or services sectors.

Angle

Before finalizing the message the Olds Institute wishes to convey about the Olds Broadband Advantage, the organization must determine the "angle." For example, if it is submitting a news release to a journalist, he or she wants to know what makes this release newsworthy or unique. Journalists are inundated with news releases and it is the Olds Institute's responsibility to spotlight the compelling and newsworthy story. The same is true when communicating with business people.

Today's business decision-maker is inundated with information so it is important to know why greater bandwidth (and the attributes of Olds as a business location) would be important to him or her.

Message

Once the angle is established, the message can be crafted. Even corporate executives from the ICT sector need to know more than bandwidth, storage capabilities and download speeds. They need a concise and compelling statement illustrating the operational advantages for their business and bottom line.

For example, Olds' Broadband Advantage facilitates the growing trend toward cloud computing. While cloud computing has existed for many years and manifests itself most commonly in web-based email, the robustness of the fibre network in Olds supports new and diverse bandwidth-hungry productivity applications, large data transfer and file storage. It is accessible by multiple users in multiple locations with relatively low costs. Olds' fast and reliable broadband is critical to the success of cloud computing in the business environment.

Medium

Based on the above, as well as the resources available for promoting the Olds Broadband Advantage, the Olds Institute can choose a variety of media to meet its objectives. For the purpose of this discussion, the following section will refer to marketing of O-NET's broadband services. Decision-makers will more easily comprehend an established, tangible ICT business offering nation-leading broadband services for their information technology needs than the concept of a community-owned fibre network competing with well-known corporate players.

The following info-graphic illustrate the options available to the Olds Institute and, based on its available resources and priority focus areas, proposes four promotional tactics. These are:

- direct marketing;
- personal selling;
- electronic (Internet and social media) promotion: and
- public relations.

Marketing O-NET's Broadband Services

O-NET

People

Place

Positioning

Product

Price

Promotion

Knowledgeable, trained, friendly staff who deliver the O-NET advantage to consumers and businesses

Capacity to provide broadband services where the customer wants it is easier than making the customer move to the broadband service

Both a product and a service – determine when O-NET is selling a product (technical capabilities; specifications; etc.) or a service (data storage and transfer; fast downloads; choice; flexibility; efficiency; cost-savings ; etc.)

Lead the competition while covering operating costs, overhead and maintaining a healthy profit margin

Tactics used to create incentives or perceptions of ← added value to generate sales

Sales Promotion

Advertising →

Paid messaging (in most cases) designed to influence consumer behaviour and increase brand identity

Direct Marketing

Electronic

Personal Selling

Public Relations

Targeted promotional communications delivered directly to a specific audience to create a call to action

Direct individual-to-individual selling based on building relationships , identifying and matching offerings to customer needs in an effort to generate an immediate and emotional response (i.e. a purchase)

Strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals, and serve the public interest. (Source: Canadian Public Relations Society)

Promotional activities delivered through electronic media, with an emphasis on the Internet and social media

Priority Promotional Tactics for O-NET to Attract broadband-powered Businesses to Olds

1) Direct marketing;
2) Personal selling;
3) Electronic (Internet and social media); and
4) Public relations.

Direct Marketing

The Olds Institute is the economic development agency of Olds, Alberta. Economic development professionals acknowledge that much of their work involves direct marketing to specific businesses or industries. More specifically, it engages prospects in personalized, one-to-one communications to share the compelling advantages of establishing an O-NET-powered business in Olds.

For the purpose of this action plan, social media will be discussed separately from direct marketing; however, it can be used for tailored messages to targeted prospects. The Olds Institute has not yet developed a cohesive social media (Facebook, Twitter, LinkedIn, etc.) platform and strategy; however, this will be discussed below.

Electronic mail and direct mail (postal service) remain valuable as communications channels for direct marketing. *Target Marketing Magazine* survey data shows 94 percent of marketers plan to use email marketing in 2013, with 63% planning to increase email's portion of the budget.[36] The survey also reveals that email marketing is the leading driver of Business-to-Business (B2B) customer acquisition (39.8 percent) and customer retention (53.1 percent). It is also the second most effective customer acquisition and retention direct marketing tactic for Business-to-Consumer (B2C) selling. Only direct mail is more effective.

Direct mail using traditional postal service remains an effective tool for reaching business prospects in the Internet age. Although the cost is higher than email, the combination of a personalized information package and a signed letter demonstrates a higher level of commitment and sophistication than email, particularly when it is combined with a follow-up telephone call. The Olds Institute must determine which direct marketing method will be more effective on a case-by-case basis.

Personal selling

Personal selling is also a critical element of economic development and investment attraction. The Olds Institute and its leadership should embrace every opportunity to build relationships with business owners and entrepreneurs (non-local for the purpose of this marketing action plan) they encounter. Additionally, promoters of the Olds Broadband Advantage must identify opportunities to position themselves in front of business prospects and broach the topic of Olds as the place for business connectivity.

Business seminars, industry events, trade shows, business luncheons and conferences all present opportunities to engage new prospects and initiate relationship-building communications in a relatively captive setting. The Olds Institute can also implement personal selling tactics with individual targeted businesses as well as in response to leads generated by other sources.

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[36] *Target Marketing Magazine.* "Media Usage Forecast 2013"

Internet Communications: Websites and Social Media

The Internet has become an indispensable tool for communities to promote their strengths to the world. There are many online promotional vehicles available, including: websites, apps, banner ads, link exchanges, portals, blogs, podcasts/videos, and social media platforms.

The Olds Institute possesses three websites that can promote the Olds Broadband Advantage.

OldsInstitute.com
In its current iteration, the Olds Institute's primary website is not a strong marketing and promotion tool. The site is internally-focused on the work of the volunteer committees and the majority of the information is not geared toward economic development and promotion activities, such as investment attraction and business retention and expansion. Communications promoting the Olds Broadband Advantage will likely be ineffective on this site in its current state.

Revising and updating the site to current best practices and engaging a business writer to overhaul and streamline the content will turn this communications tool into an effective marketing and promotional tool. The important content related to community engagement and volunteer-driven initiatives does not have to be lost as a result of these changes. The site simply needs to be organized differently to help visitors find what they are looking for with minimal effort.

EverythingOlds.ca
As mentioned above, many community websites are inward-focused. In other words, they don't necessarily present information in a way that visitors need it, but in a way that is convenient to the builder/owner of the site. However, Olds mobile site, EverythingOlds.ca, is an exception. This on its own gives Olds an advantage over other communities.

This mobile site is designed to modern standards, on a modern platform that allows flexibility and changeability by the Olds Institute and its chosen administrators and editors. It gives the Olds Institute "real-time" capabilities for its web-based information and dissemination and includes a dedication section for potential investors interested in conducting business in Olds.

The mobile site is less than a year old and requires promotion as well; however, the Olds Institute can develop and post specific promotional content for the broadband fibre network (ads, articles, blogs, banners, inquiry channels) and, at the same time, take steps to raise the site's ranking in searches using search engine optimization (SEO) and regular content updates (see below).

O-NET.ca
This site contains residential, business and enterprise pricing information for the broadband services offered by O-NET, the commercial trade name of Olds Fibre Ltd. The Olds Institute has indicated that this site will not be used for additional promotion of services to businesses beyond the customer service and pricing information currently available.

The Olds Institute must determine the most effective way to integrate its marketing and promotional messages with the "bottom line cost for service" information currently offered on the O-NET site.

Search and Search Engine Optimization (SEO)

The key to Internet marketing success is being found easily by individuals seeking information about products and services you offer. *Target Marketing Magazine's* survey results show 90 percent of today's marketers use SEO, with about half planning to increase their usage.

SEO is the process of improving the likelihood that web pages from the Olds Institute's sites will be ranked higher in searches on terms relevant to the Olds Broadband Advantage. Paid SEO services are available; however, the Olds Institute can implement a number of helpful SEO steps for little or no cost. These include:

- getting relevant sites and/or pages indexed on search engines like Google, Yahoo! and Bing. Generally, these search engines offer means to manually add sites with no cost;
- implement regular content updates and additions for search engines to find;
- use crosslinks, backlinks and inbound links to connect web pages with other relevant sites that rank high in search engines; and
- add relevant keywords to metadata, including title tags and meta descriptions on each page.

The platforms for both EverythingOlds.ca and O-NET.ca are designed to facilitate SEO efforts by the website administrators working at the Olds Institute and O-NET; however, the administration of the Olds Institute's main site is remote and may not easily facilitate SEO efforts.

Social Media

The widespread use of Facebook, Twitter and professional focused networks like LinkedIn illustrate the reach and influence of social media networks. Social media gained strength as a channel for personal expression and sharing; however, 89 percent of marketers are currently using social media for engaging customers.[37] It is among the top five tactics for customer acquisition (12.5 percent) and retention (10.4 percent) in B2C relationships.[38]

It is becoming increasingly popular among B2B relationships, allowing prospects to see successful interactions with existing clients or customers – in the case of Olds, existing businesses prospering in part to the leading edge connectivity O-NET provides.

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[37] *Target Marketing Magazine.* "Media Usage Forecast 2013"
[38] Ibid.

Public Relations

The Olds Institute possesses communications standards, guidelines, and a toolkit that provide a strong foundation upon which to build public relations strategies. The bulk of opportunities for the organization will revolve around the creation of compelling media releases for newspaper and wire services, as well as public speaking opportunities for the Olds Institute's leadership and designated communications specialists.

Integration: Promoting Olds _AND_ the Broadband Advantage

While promoting Olds' Broadband Advantage, the Olds Institute remains responsible for promoting the community as a whole. The recent foreign direct investment study revealed that the fibre broadband network is a technology-based economic driver and competitive advantage for the community. It may be used to position the community in new and innovative ways that speak to digital economy businesses and professionals.

Smart Cities and Intelligent Communities

Olds may consider the advantages of adopting branding like the "Smart City" or "Intelligent Community" concepts. The former is ICT-driven and stresses the adoption and use of high technology applications to develop new services (including infrastructure) to support the community.

Smart City proponents believe this approach increases the capacity for intellectual capital and wealth creation.

Intelligent Communities emphasize a top layer of knowledge, applications and human innovation over community services and infrastructure.

The Intelligent Community brand stresses that wealth is generated by this top layer, illustrating to prospective investors that the community is a culture of innovation and excitement.

The Olds Institute may wish to explore this type of branding with its Essential Members and the community as a whole.

In Barcelona, a municipal fiber-optic network complemented by a Wi-Fi mesh network facilitates smart city functions. Traffic lights, parking meters, surveillance and traffic cameras, and public lighting are all connected to the network. In addition, sensors throughout the city monitor traffic flow, parking availability, pollution, and noise and report to the network. Police officers, city planners, and even social workers can tap into this network for real-time information. Even trash containers are tracked using RFID tags; a pilot program measures the amount of trash produced per household to enable a "pay as you throw" program and optimize collection routes.

www.broadbandtoolkit.org

Olds Broadband Marketing Toolkit

The following print and electronic marketing tools will provide the Olds Institute with a comprehensive and cost-effective approach to marketing the Olds Broadband Advantage. The recommendations below are based upon an integrated approach to community economic development, with an emphasis on attracting new business investment in the areas of agriculture and agri-food, education, energy and retail.

Web-based Platforms

The "Invest in Olds" banner on **EverythingOlds.ca** requires additional content, including the recent investment profiles obtained by the Olds Institute. The navigation section of this page would benefit from a link to a page outlining the Olds Broadband Advantage directly or in conjunction with efforts to define Olds along the lines of a "smart town" or "intelligent community." When feasible, the Olds Institute should hire the services of a professional business/Web writer to develop this content.

Additionally, the search capability of the site should be optimized with more broadband and business-related key words and meta tags, as well as additional links. Any news releases, articles, white papers or promotional materials related to O-NET and the Olds Broadband Advantage should be accessible from the "Invest in Olds" page.

While the current O-NET banner ad on the home page does raise the visibility of available broadband services, the blog feature on the site provides an excellent opportunity to post a series of broadband stories that draw readers to learn more about Olds' nation-leading broadband network. A series of six to ten blogs could be run at regular intervals over the course of two or three months, creating new content for the site and generating additional opportunities to be picked up in relevant searches. The content could originate from new stories (both business and technology-based themes), media releases and local business success stories, for example.

An overhauled **OldsInstitute.com** site creates a secondary opportunity to duplicate the "Invest in Olds" content mentioned above. The organization is advised to consider a stronger economic development focus to balance the existing emphasis on community engagement and volunteer committees. A revised site would clearly illustrate to businesses, entrepreneurs and investors that the Olds Institute is the contact point for economic development in Olds.

The orientation of the **O-NET.ca** site was discussed earlier in this document, based on feedback from Olds Institute leadership. Nevertheless, decision-makers accountable for the website have an opportunity to create content that captures the attention of external businesses and professionals that have learned of the successes of the broadband fibre network and have searched specifically for O-NET.

As a minimum, there needs to be a connection between O-NET's local-centric site for information on broadband services and the promotional material being created to attract new investors to Olds to use the network (see the "brand brief" section below).

Communications Standards

The Olds Institute adopted a suite of communications standards in 2012. The three documents prepared by the Corpen Group align with the standards adopted by the Town of Olds and demonstrate the accepted practices for media engagement, media communications, document formatting, logo use and graphical standards.

These communications documents inform the creation of marketing and promotional materials used to publicize the Olds Broadband Advantage. All content, design and layout of communications tools should follow these standards.

Art Collection

The Olds Institute implemented a photo contest in 2013 to populate a copyrighted photo gallery of Olds images. At the time of preparation of this document, it is understood that the Marketing and Communications Committee of the Olds Institute is also advancing the idea of a new logo and graphical design with the organizations Board of Directors.

Supplementing the existing photo gallery with images related to broadband fibre, technology use and professional scenes will contribute to the creation of compelling promotional materials. In the event of an organizational image makeover, all existing materials linked to promoting the Olds Broadband Advantage will require updating to limit the potential for confusion and uncertainty among potential prospects.

Brand Brief and Slogans

The Olds Institute should consider creating a concise one-page high level description of the Olds Broadband Advantage.[39] Individuals speaking on behalf of the organization will benefit from having this type of promotional tool to memorize, send to prospects or to which they can refer when meeting with new businesses or entrepreneurs.

A brand brief also makes an excellent download (PDF, for example) for individuals searching for information on Olds and O-NET.

The Olds Institute may also consider building its brand around a promotional slogan that captures the message the organization wishes to convey about its broadband fibre network and services. The organization can change the slogan as it changes the promotional campaign. The following are examples of slogans with imagery supporting the Olds Broadband Advantage for new businesses:

"Business @ the Speed of Success" – emphasis on productivity and profitability;
"Give Your Business a Boost" – emphasis on taking your business to the next level;
"Take a *Byte* Out of the Competition" – emphasis on gaining a competitive advantage;
"Go Gig and Go Home…to Olds" – emphasis on promoting Olds with a play on words;
"Tap into the Profit Pipeline" – emphasis on profitability with familiar Alberta energy imagery;
"Connect for Success" – emphasis on making valuable relationships;
"Higher Connectivity = Higher Profits" – emphasis on technology advantage for success;

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[39] "The Olds Broadband Advantage" has been adopted by EcoTactix for the purpose of this project and is not based on direction provided by the Olds Institute. The organization may wish to create a different yet memorable phrase.

"Sometimes Bigger is Better" – emphasis on humorous adage in new context;
Alberta's Prosperity Pipeline Starts in Olds" – emphasis on Olds advantage with energy imagery;
"Connected = Competitive" – emphasis on simple formula for success; and
"Take on the World with O-NET" – emphasis on partnership for global business success.

Marketing and Promotion Material Inventory

The Olds Institute will reach a diverse audience of business readers if it develops an inventory of content that it can use for:

- blogging;
- print newsletter;
- electronic newsletter;
- email marketing;
- reports/white papers; and
- articles

Many print and online publications accept submissions of well-written, relevant content – particularly when it is free. The Olds Institute can seek out technology publications, industry-specific newsletters in priority sectors (i.e. agriculture and agri-food; education; energy; and retail) and even post on blogs that accept comments.[40]

The Olds Institute can also develop this content for its own information channels, as well as future publications it may introduce, such as newsletters or a community magazine. Potential topics span a large range of interests and angles and can include:

- Broadband performance: Are you getting what you paid for?
- Broadband broadens the market for businesses?
- Go global with simple e-business tools
- Productivity soars with higher Internet connectivity
- No national broadband strategy? No problem for innovative Olds, Alberta
- Olds puts entrepreneurs first with nation-leading broadband network
- Connectivity critical in e-health sector
- Retailers embrace connectivity to improve profits
- Education innovation fueled by broadband connectivity
- Broadband pipeline energizes oil and gas sector

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[40] Blog comments should never be overtly promotional; rather, they should be informational in the context of the blog topic.

Lead nurturing

The Olds Institute can also take advantage of events (low-cost or no-cost, as well as targeted industry events (symposiums, trade shows, industry conferences) to make connections with potential prospects. Websites such as **www.biztradeshows.ca** list a number of relevant events by industry sector. Upcoming event of potential interest to Olds include:

- Agri-Trade Red Deer in Red Deer (November 6-9, 2013);
- Green Industry Show in Edmonton (November 14-14, 2013); and
- National Franchise and Business Opportunity Show in Calgary (November 16-17, 2013).

The value of third party endorsements captured in (print and video) is often underestimated. These can be valuable promotional tools to attract new businesses unfamiliar with the local business environment. For the purpose of promoting the Olds Broadband Advantage, O-NET customer testimonials (print and video) can also be turned into effective promotional tools to secure future customers.

Prospective Target List

In progress

Appendix A – North American Industry Classification (NAIC) Codes for ICT Sector

NAIC Code	ICT Sub-sector
3333	Commercial and Service Industry Machinery Manufacturing
3341	Computer and Peripheral Equipment Manufacturing
3342	Communications Equipment Manufacturing
3343	Audio and Video Equipment Manufacturing
3344	Semiconductor and Other Electronic Component Manufacturing
3345	Navigational, Medical and Control Instruments Manufacturing
4173	Computer and Communications Equipment and Supplies Wholesale Distribution
5112	Software Publishers
5171	Wired Telecommunications Carrier
5172	Wired Telecommunications Carrier (except satellite)
5174	Satellite Communications
5179	Other Telecommunications
5182	Data Processing, Hosting and Related Services
5415	Computer Systems Design and Related Services
8112	Electronic and Precision Equipment Repair and Maintenance

Appendix B – National Occupational Classification (NOC) Codes for ICT Sector

NOC Code	Occupation Title
0131	Telecommunication Carrier Managers
0213	Computer and Information System Managers
6115	e-Commerce Managers
2133	Electrical and Electronics Managers
2147	Computer Engineers
21711	Information Systems Business Analysts
21712	System Security Analysts
21713	Information Systems Quality Assurance Analysts
21714	Systems Auditors
21721	Database Administrators
21722	Database Administration Analysts
2173	Software Engineers
21741	Computer Programmers
21742	Interactive Media Developers
2175	Web Designers and Developers
2241	Electrical and Electronics Engineering Technologists and Technicians
22811	Computer Network Technicians
22812	Web Technicians
2282	User Support Technicians
2283	Systems Testing Technicians
51212	Technical Writers
5224	Broadcast Technicians
5241	Graphic Designers and Illustrators