



Marketing Food Produced in Urban Areas

Master Urban Farmer Workshop
Mike Hogan, Extension Educator, Franklin County
Eric Barrett, Extension Educator, Mahoning County

Our Agenda

- Marketing – What is it?
- Your Business is all about you! - Passion & Branding
- Breaking down Marketing:
 1. People
 2. Products
 3. Place
 4. Promotion
- Plan – Your plan!

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Overview

Marketing is not only much broader than selling, it is the whole business seen from the customer's point of view.
Peter Drucker

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Context for marketing food & farm products in Ohio:

- Many consumers
- Many wholesale markets
- Large food processing industry
- Third of entire US population within one day drive

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Two primary marketing channels:

- Wholesale markets
 - Including direct-to-wholesale (Restaurants & similar)
- Retail markets

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Wholesale markets:

- Other farmers
- Restaurants, caterers, food trucks
- Grocery stores and other food retailers
- Schools

Wholesale markets

- Hospitals
- Other institutions
- Food manufacturer
- Distributor
- Others (event planners, gift buyers, etc.)

Pricing is different for different wholesale type outlets

Retail markets

- Farmers market
- On-farm market
- Roadside stand
- Off-farm retail market

Pricing varies depending on location, competition, brand management and more!

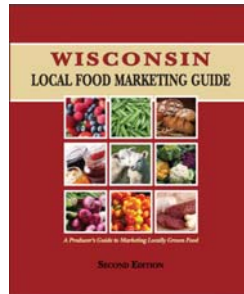
Retail markets

- CSA
- Agritourism
- PYO or CYO
- Others (online sales, delivery routes, buyers club, etc.)

Pricing varies depending on location, competition, brand management and more!

Wisconsin Local Food Marketing Guide

<http://go.osu.edu/marketlocalfood>



Passion



What feeds your business mind?



What is Passion?



Webster...

- Intense, driving, or overmastering feeling or conviction
- A strong liking or desire for or devotion to some activity, object or concept

Anything passionate about 4/\$1 beets?

Selling Passion



It's more

- Fun
- Profitable
- Rewarding

It's less

- Stressful
- Frustrating
- Testing...

Yummy Peppers - \$5.00/qt? **YES!**

Move forward with confidence!



"You never achieve success unless you like what you are doing."
— Dale Carnegie

Reflection with the team



Yes, you all have a team

Why do we want to do this?

What might frustrate us?

What excites us?

How can we make sure our decisions are the right ones?

Mission

Why am I in business?



Developing a Brand for Your new Business

Defining Your Brand

Logo

Color scheme

Buildings, Employees, Ads, Displays,
Customer Service, Packaging,

Everything!



are you rustic split rail, colonial picket, or
Kentucky style white-board fences?

All Five Senses



our brand must identify us in each and every way we communicate

How do I develop my brand?

Start with mission

Ask the tough questions:

What are my values?

Where do I want to be?

Will this be full time?

How will I grow?

Develop your marketing plan around this mission



Breaking Down Marketing



#1 PEOPLE



People

- **Customers: can you think like them?**
- You & Your business goals/capabilities

Product
Place
Promotion
Plan & Process



People – Product – Place – Promotion – Plan



Think Like a Customer

Consumers

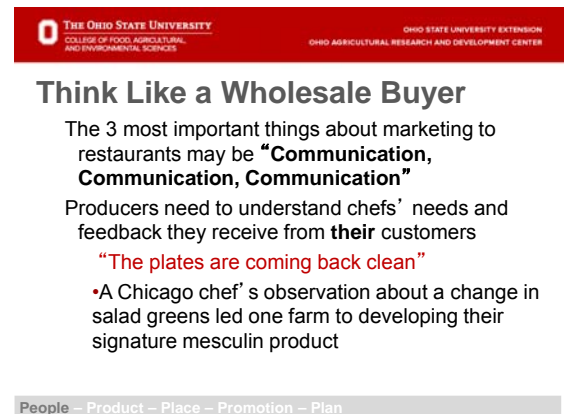
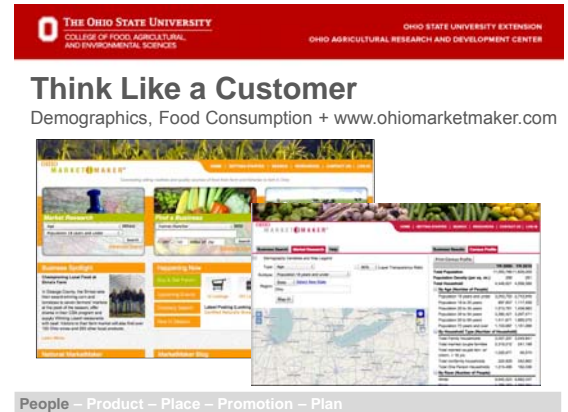
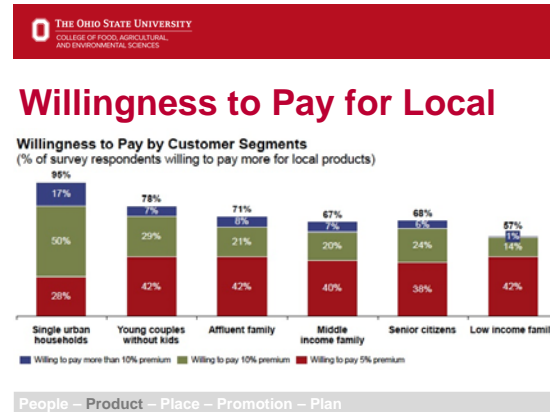
Wholesale Buyers

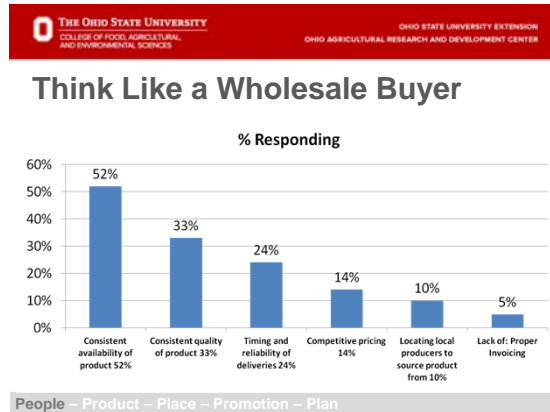
Other Influential People



What do you know about who they are, what's important to them, where they get information, what pains them, and how they behave?

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Think Like a Wholesale Buyer

producers to be acquainted with the 'types' of food their customers prefer.

you to understand their customers and how you can provide them with a remarkable product & experience.

producers to understand how a restaurant, grocery store or school dining service operates.

to be able to reach producers directly for their product needs just as easily as they would reach wholesalers.

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Think Like a Customer

Secondary Information

- Reliability & Relevance

Proprietary

- Observation
- Survey
- Interviews
- Testing

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Think Like a Customer

How Wayward Seed Listens to Customers

During the CSA season, our recipe page is the third most visited page on our website...

<http://waywardseed.com/csa>

People – Product – Place – Promotion – Plan

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#2 PRODUCTS

People – Product – Place – Promotion – Plan

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People

Product

- Product selection and supply
- Packaging & Labeling
- Pricing, Invoicing & Payments

Place

Promotion

Plan & Process

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Product selection and supply

- What products/services ... do you offer?
- Quality & Attributes
- Quantity
- Product depth or breadth
- Timing
- Specialized vs. commoditized
- Perceived Value + ... TRENDS



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WHAT'S HOT

2016 CULINARY FORECAST

Trends

TOP 20 FOOD TRENDS

1. Locally sourced meats and seafood
2. Chef-driven fast-casual concepts
3. Locally grown produce
4. Hyper-local sourcing
5. Natural ingredients/minimally processed food
6. Environmental sustainability
7. Healthful keto-meats
8. New cuts of meat
9. Sustainable seafood
10. House-made/artisan ice cream
11. Ethnic condiments/spices
12. Authentic ethnic cuisine
13. Farm-to-table branded items
14. Artisan butchery
15. Ancient grains
16. Ethnic-inspired breakfast items
17. Freshly/house-made sausage
18. House-made/artisan pickles
19. Food waste reduction/management
20. Street food/food trucks

http://www.nationalrestaurantassociation.org

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Dark Greens (Restaurant Association) +Plant-based protein market growth



Dark greens +10%

<http://www.restaurant.org/Downloads/PDFs/News-Research/WhatsHot/What-s-Hot-2014-supplement.pdf>

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Mushrooms (Progressive Grocer)



<http://www.progressivegrocer.com/inprint/article/d6659/mad-for-mushrooms/>

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Cauliflower (NPR)



<http://www.npr.org/2014/01/05/259788506/eating-tea-and-other-food-predictions-for-2014?sc=tw&cc=share>

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Proudly Imperfect



100 Things to watch in 2014, www.jwtintelligence.com/2013/12/100-watch-2014/#axzz2qYIGINIS
<http://www.slideshare.net/jwtintelligence/jwt-100-things-to-watch-in-2014>

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On-the-go consumers

Last year one in five best-selling new foods were either bite-sized or handheld

45 percent of consumers want snacks that can be eaten on the go

People – Product – Place – Promotion – Plan

Lempert Report - #2 Trend

Better for You Snacking: The NPD Group found that as snacking increased, so did an individuals' overall diet quality. Healthy options are on the rise. Look for supermarkets to replace high-sugar, high-fat snacks at the checkout with healthier on-the-go offerings.

People – Product – Place – Promotion – Plan

Millennial Snackers

... rapidly expanding trend of eating between meals, especially among Millennials
(generally defined as 18-34-year-olds)

IFT Food Technology

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Agritourism Experiences: Public visits farms, farmers' markets, wineries, breweries, community festivals, or other enterprises

- Recreation - Experiencing the out of doors
- Entertainment, Adventure, Celebration
- Educational, heritage or recreational activities'
- Shopping – Retail Therapy
- Eating locally grown or locally prepared food
- Taking a guided tour (+Virtual Visits)
- Overnight stays – B&B, cabin, cottage, ...
- Sense-sational Experiences

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Packaging & Labeling

- **Protection** against damage, spoilage, and pilferage
- **Assist in marketing** – Function, Education, Reinforce Brand...
- **Regulation**
- **Cost Effective**

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Packaging & Labeling

Wholesalers and grocers look for conventional boxes
Sanitation and durability are important
Looking for traceability and function for packages down the road
Prefer 'farm identification' labels/packaging
Packaging depends on the product and market

"I don't need mesclun mix in a plastic bag and a cardboard box."



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Packaging & Labeling

- Nutrient Content Claims And Other Descriptive Terms
 - "Natural," "Organic," "Gluten Free"
- Health Claims
- Statements Of Geographic Origin
- Declaration Of Ingredients (incl. preservatives)
- Allergen Information

FDA Food Labeling Guide,
www.fda.gov/Food/GuidanceComplianceRegulatoryInformation/GuidanceDocuments/FoodLabelingNutrition/FoodLabelingGuide/default.htm



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Packaging & Labeling

The Food Institute

<http://www.foodinstitute.com>

- Labeling Requirements
 - Nutrition
 - Identity
 - Ingredients
 - Content Claims
- Local



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Packaging & Labeling

Labels for **meat products** have to have up to eight features with specific information including:

Product Name

USDA Inspection Legend

Net Weight

Handling Statement

Address (Signature) Line

Ingredients Statement

Nutrition Facts

Safe Handling Instructions

www.fsis.usda.gov/regulations/Labeling_Guidance/index.asp



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Packaging & Labeling



Package Handling Directions



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Packaging & Labeling

'Weatherproof' (if factor)

Not 'get in the way' of the product

Don't over-label your product

Differentiate your product

Indicate appropriate certifications

Country-of-origin label required for grocery/foodservice

PLU/UPC codes – packaging should be negotiated with retailer

[The Packer Merchandising Guide](#)




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Packaging & Labeling

What will shares be packed in?



How does point of distribution impact packaging?



Who packs shares?
Pre-packed or Member pack their own?

Standard shares or variation?

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Cottage Food Production Operation, Maple Syrup Processors & Honey Producers are required to label all of their food products and include the following information on the label of each unit of food product offered or distributed for sale:

1. The name and address of the business of the cottage food production operation, processor, or beekeeper;
2. The name of the food product;
3. The ingredients of the food product, in descending order of predominance by weight;
4. The net weight or net volume of the food product;
5. The following statement in ten-point type: ***"This Product is Home Produced."***

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Cottage Food Labeling

If a nutritional claim is made (i.e. low fat, salt free, etc.) federal labeling requirements must be met. Specific food labeling information is available at the ODA web site: www.agri.ohio.gov/divs/FoodSafety

Allergen labeling must be followed as specified in the federal labeling requirements
www.fda.gov/Food/GuidanceComplianceRegulatoryInformation/GuidanceDocuments/FoodLabelingNutrition/ucm059116.htm

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Plants

Watering reminder system (text, e-mail alerts, stickers for a calendar, magnet)

Include a "Best if Planted By" date on pot.

Print a "Shipped On" date on the pot. (Consumers shop for plants like produce, and this gives them a reason to buy the "freshest" plants on the bench.)

Consumers were very interested in the actual plant producers. Personalize the purchase - "From our home to yours. This plant was inspected by Joe on March 15th, 2011."



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Packaging & Labeling

The Packer www.thepacker.com
www.producemarketguide.com/theguide/asuppliers.asp (select packaging materials)

Specialty Foods - www.specialtyfood.com/news-trends/featured-articles/retail-operations/the-label-table

Meat - www.fsis.usda.gov/pdf/labeling_requirements_guide.pdf

Center for Innovative Food Technology (CIFT), www.eisc.org/links.php

OSU Food Industries Center
<http://foodindustries.osu.edu/useful-links>

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Pricing





<http://go.osu.edu/pricing>

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People
Product
Place: Where you sell
Distribution & Storage
Promotion
Plan & Process

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Place: Consumers

- Off-farm Retail 'Stand'
- Temporary roadside stand
- Year-round retail market
- Farmers' Market**
- Community Supported Ag**
- On-farm Retail Market
- 'Agritourism' Experiences
- Other (Internet, Delivery, Buying Clubs ...)

A product or service provides **customer satisfaction** only if it is available to the customer when and where it is needed."

Lambert, Stock & Ellram, *Fundamentals of Logistics Management*, 1998

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Farmers' Markets/Community Markets

Customer Perception of Retailers

Quality Comparison	Pricing Comparison	Combined Ranking
Farmer's market: 83	Local supermarket: 68	Farmer's market: 75
Natural foods supermarket: 71	Farmer's market: 67	Local supermarket: 69
Local supermarket: 69	National supermarket: 67	National supermarket: 63
National supermarket: 56	Big box: 66	Natural foods supermarket: 61
Big box: 41	Natural foods supermarket: 50	Big box: 54
Online grocers: 28	Online grocers: 31	Online grocers: 30

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Farmers' Markets/Community Markets

Federal Funds are Available to Assist Farmers' Markets and Farm Markets new to accepting EBT (Electronic Benefits Transfer); SNAP (Supplemental Nutrition Assistance Program)

- Must be approved by USDA Food and Nutrition Service as an approved retailer on or after November 18, 2011.
- Application deadline is September 30, 2013
- Call 614-466-4815 and ask to speak with the EBT Section

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Community Supported Agriculture (CSA)

Various distribution models

- On-farm pick-up (pre-packed &/or selection)
- Delivery to home or neighborhood
- One-spot drop or multiple drops (benefits & costs of each)
 - Health Club or Hospital
 - Church or School
 - Farmers' Market, Grocery/Retail Store
 - Business, ... Other



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Community Supported Agriculture (CSA)

City Fresh

- access to fresh, local produce in our cities, regardless of income.
- more stable markets for local farmers.
- 600 weekly members
- Single Share (\$15.00, or \$9.00 for limited income)
- Family Share (\$28.00, or \$16.00 for limited income).
- WIC Income Guidelines determine eligibility for the limited income share option.

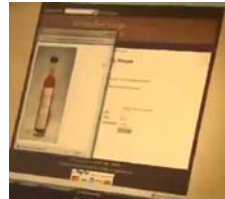


<http://www.cityfresh.org/city-fresh>

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Internet Sales



<http://eship.unl.edu/directmarketingfood>

UNL, Direct Marketing,
<http://www.youtube.com/user/directmarketonline>

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Restaurants

Producers should determine best times for 'regular' delivery to specific restaurants

Typical delivery times:

- Before lunch preparation in morning (9-10 am)
- Between lunch and dinner (3-4 pm)



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Restaurants

Own delivery direct-to-buyer

Shared delivery with others

Pre-arranged pick up points

3rd Party delivery company

Wholesaler or distributor

Perishable Ag Commodities Act (PACA) 0 interstate trade

Red Book and Blue Book

www.uvm.edu/newfarmer/marketing/marketing_resources/restaurant_assessment.pdf



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Storage

- How can you keep product quality?
- Harvest to Delivery
- Cost of distribution and storage



<http://plantsforhumanhealth.ncsu.edu/2012/08/20/pack-n-cool/>

People – Product – Place – Promotion – Plan



People – Product – Place – Promotion – Plan



People
Product
Place

Promotion

- Basic Print & Electronic Communications
- Market Partner Communications
- Campaigns & Selling
- Customer Service

Plan & Process



People – Product – Place – Promotion – Plan

Basic Communications

Print

- Business Card
- Brochure
- Price List

Electronic

- Website
- Social Media
- go.osu.edu/mapsandapps

Other

- Story + Elevator Pitch
- Directory Listings
- Uniforms



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Social Media


Top benefits of social media for food retailers

Benefit	Retailers — Used for years	Retailers — Just got started	All retailers
Build relationships with current/new customers	76.9%	84.6%	81.5%
Generate exposure for my business	46.2%	61.5%	57.4%
Feedback/communication forum for customers	23.5%	46.2%	31.5%
Communicate timely matters (food recalls, specials)	15.4%	15.4%	20.4%
Reduce my overall marketing expense	15.4%	7.7%	5.6%

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Story

**Your unique story...
Their memorable experience...**



People – Product – Place – Promotion – Plan

Communicating with Wholesale Buyers

Communicate about product selection & supply

Pre-season planning

- Chefs sitting down with all growers and their seed catalogs before the season begins

Regular updates on current & upcoming product availability

- Email blasts
- Phone calls
- Personal appointments (whatever the **buyer** prefers)



Communicate about availability of “seconds”

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Product Selection & Supply

Restaurant


Communicate about product selection & supply

Pre-season planning

- Chefs sitting down with all growers and their seed catalogs before the season begins

Regular updates on current & upcoming product availability

- Email blasts
- Phone calls
- Personal appointments (whatever the **buyer** prefers)




Communicate about availability

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Market Partner Communications

Marketing with program collaborators (strategic partners)

- Program link on websites
- Cross-promotions on social media
- Email communications
- Recognition on menus, signage
- Taste testing events
- Other



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Market Partners

Chefs want to communicate they're serving "locally grown" product; but it's not always possible to include specifics in menus and other marketing materials.

Smaller restaurants may have more ability to publicize sources of their product.

Training serving staff to communicate to customers about locally sourced product is key.

"I know that I'll be able to source products like local tomatoes, but I don't always know what farm they're coming from in a given week."

—Scott Wallen, Executive Chef
Upstream—Charlotte, NC.

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Campaigns

Awareness – Trial – Customer – Loyalty

Customer	Friend	Fan
Price	Value	Experience
Need Reason	Prefer to Buy	Devoted
Shop Opportunistically	Shop Purposefully	Shop for Pleasure

Advocate

Supporter

Client

Customer

Prospect

The Loyalty Ladder - Christopher et al (1991)

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Connecting Through www.ohiomarketmaker.com

Free Business Profile –
Buyers can find you

Buy/Sell Forum post/find (private)

Free market data

- demographics,
- food consumption,
- industry contacts



Feature your business

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Industry & Community Organizations & Events



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Visual Merchandising (Signage & Displays)

- Way finding
 - Direct, Find You
- On Premises
 - Attract, Inform, Educate
- Point of Purchase
 - Select Product ... Other Action
- Answer common Questions or Solve problems
- Positioning/Branding



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Visual Merchandising (Signage & Displays)

Elements of good signage

- Simple, clear message
- Tough to read ALL CAPS, Fancy Fonts
- Size of Letters & Color Combinations
- Color Psychology ... Consistency
- Appropriate Materials (Permanent/Temp)
- Background

Search for "Designing Effective Marketing Materials – Barrett" to find my factsheet

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Visual Merchandising (Signage & Displays)

POP Signage

(Point Of Purchase)

What is it (and quantity)?

How much does it cost?

Benefit

Brand

What do I do with it?



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Visual Merchandising (Signage & Displays)

- Inviting / Interactive
- Abundance (not perfection)
- Experience
- Shopping is a sensory experience
- Height of product (signage, theater)
- Sloped shelves
- Lighting
- Decisions/Actions
- What do you want them to do?



<https://utextension.tennessee.edu/publications/Documents/PB1794.pdf>

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Visual Merchandising (Signage & Displays)

Staging: Imagine what look like in their home

Bundling: Group items together

Fixtures & Props

"Each fixture should present the merchandise to the public and thereby act as a silent salesperson."

Visual Merchandising, A Guide for Small Retailers

<http://ncrcrd.msu.edu/uploads/files/133/NCRCRD-rd155-print.pdf>

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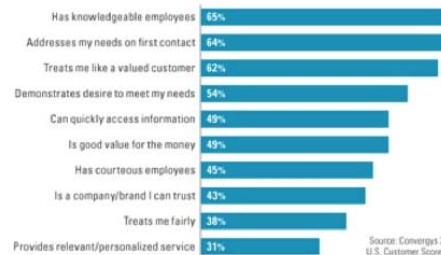
Visual Merchandising (Signage & Displays)

Point of Sale Area

- Small, inexpensive items to encourage impulse buying
- New product information
- Prompt next call to action

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Customer Service



Source: Comscore 2008
U.S. Customer Scorecard

So what? Customers' willingness to recommend a you to someone else
(Harvard Business Review)

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Customer Service

Wrong Approach	Polite and Friendly Alternative
"I don't know."	"I'll find out."
"No."	"What I can do is..."
"That's not my job."	"Let me find the right person who can help you with..."
"You're right - this is bad."	"I understand your frustrations."
"That's not my fault."	"Let's see what we can do about this."
"You want it by when?"	"I'll try my best."
"Calm down."	"I'm sorry."
"I'm busy right now."	"I'll be with you in just a moment."
"Call me back."	"I will call you back, what is your telephone ber."

www.customerservicemanager.com

<http://www.nationalcsa.com>, <http://icsatoday.org>

People – Product – Place – Promotion – Plan

Promotion

Why? (what will you measure?)

- Right Reason
- Awareness, Trial, Customers, Referrals, Loyalty

Who?

- Right Audience/s ... Relationships

What?

- Right Message (Benefits vs. Features)
Attention, Interest, Desire, Action (Lavidge and Steiner, 1961)
What do you want them to feel, do, know?

When?

- Right Time, Frequency (4-9x), Consistency

Where? - Right Place, Media Choices

How Much? - Right Budget

People – Product – Place – Promotion – Plan

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AND ENVIRONMENTAL SCIENCES

**#5
PLAN**



People – Product – Place – Promotion – Plan

People

Product

Place

Promotion



Plan & Process

- **Resource Management** (\$, Human, Space, Equip)
- **Risk Management** (Insurance, Quality, Safety)
- **SWOT** (Strength & Weakness + Opportunity & Threats)
- **Marketing & business plan/management**
(goals, milestones, budget, calendar)

People – Product – Place – Promotion – Plan

*New growers need to find a place in the
market to match their land, facilities,
abilities, and scale of production.*

Richard de Wilde, Harmony Valley Farm

People – Product – Place – Promotion – Plan

Human Resources

Who?

After your plan is
developed, your best
marketing person
may be a 14 year old
with a smart phone...



People – Product – Place – Promotion – Plan

Financial Resources

Determine Market Potential

Who will buy ... how much will they spend – given your
customer profile, competition,...?

Write Marketing Goals / Tactics

Specific, Measurable, Attainable, Rewarding, Timed

Estimate Annual Sales: Financials

- Sales Projections, Cash Flow, Balance Sheet

Calculating Profitability,

<http://seagrant.uaf.edu/map/fishbiz/pubs/asq-47.pdf>

People – Product – Place – Promotion – Plan



Risk

Grow Produce Safely
ID Risks & Fix

Handle produce properly
ID Risks & Fix
Buy from safe Growers

Prepare food properly
ID Risks & Fix
Buy from safe Growers and Retailers

People – Product – Place – Promotion – Plan

Food Safety

Grocers/wholesalers differ widely on this. Larger entities see mandatory USDA GAP with 3rd party certification as imminent.

Small entities seem satisfied with certification of GAP training.

Few restaurants buying direct from growers identified these as major requirements.

Meats/dairy lean on USDA inspection. Processors must be inspected by USDA.

People – Product – Place – Promotion – Plan

Insurance

Basic Business Insurance

- Product liability insurance is usually assumed or required in the producer/restaurant relationship
- Annual premiums vary by region but are often under \$500 per year (typically in the \$250 range) for \$1 million coverage
- Smaller grocers and wholesalers coverage requirements: mostly \$1 million umbrella, some \$2 million.
- Larger retailers can require as much as \$5m in coverage.

People – Product – Place – Promotion – Plan

Risk Management

- Be Proactive
- Adequate liability
- Safety precautions, routines, standard operating procedures, audits
- Contracts, Liability Releases
- Signs (with photos)
- Zoning
- Licenses & Taxes

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Risk Management

<http://extension.psu.edu/farm-business/resources/publications/my-food-venture-risk-management-plan>

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Resources

Ohio Uniform Food Safety Code
www.odh.ohio.gov/rules/final/f3717-1.aspx

Cottage Food Regulations
www.agri.ohio.gov/divs/FoodSafety/docs/Cottage_Food_Rules_Final6-09.pdf

Mobile Retail Food Establishment (MRFE) -means a retail food establishment that is operated from a movable vehicle or other portable structure, and that routinely changes location, ...

www.agri.ohio.gov/foodsafety/

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MRFE

Who needs a MRFE license?

Anyone who sells
“potentially hazardous” products
Eggs, Meat, Dairy

Where do you get a MRFE license?

The health department that has jurisdiction where
you live.

Should then be honored anywhere in Ohio.

People – Product – Place – Promotion – Plan

Resources

Registration Forms for ODA

Farm market

http://www.agri.ohio.gov/public_docs/forms/foodsafety/Food_3800-02.pdf

Farmers' market

http://www.agri.ohio.gov/public_docs/forms/foodsafety/Food_3800-03.pdf

Farm product auction

http://www.agri.ohio.gov/public_docs/forms/foodsafety/Food_3800-01.pdf

People – Product – Place – Promotion – Plan

Are You MarketReady? Your Plan ...



People – Product – Place – Promotion – Plan

Business Plans (Story)

- Section 1: Summary
- Section 2: Management
- Section 3: Marketing
 - People: Target Markets/Trade Area
 - Products & Services (pricing, packaging)
 - Place (distribution)
 - Promotions (competitive advantage)
- Section 4: Money
- Section 5: Measures of Success
- Section 6: Attachments

<http://southcenters.osu.edu/marketing/plan>



People – Product – Place – Promotion – Plan

Resources

Ohio Cooperative Development Center

<http://ocdc.osu.edu>



Emerging Food Hubs

- Our Harvest – Cincinnati
- Goodness Grows – Youngstown
- Shekinah Ranch – Dayton



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Branding				
Logo				
Color Scheme				
Font Scheme				
Signage				
Customer Service				
Hiring				
Training				
Content				
Writing				
Infographics				
Photography				
Videos				
Traditional Advertising & PR				
Direct Mail/Email				
Print Media				
Radio				
Public Relations				
Website				
Social Media and PR				
Twitter				
Facebook				
Youtube				
Other				

© Ohio State University Extension Direct Food & Ag Marketing team. Developed by Eric Barrett, Mary Griffith, Rob Leeds



“The good news is that marketing will be around forever. The bad news is that it won’t be exactly the way you learned it because of the rapidly changing marketplace.”



<http://directmarketing.osu.edu>
u.osu.edu/directmarketing