

Marketing Plan Report

Hazel Wong, Josh McLean, Lyndan Lam, Meiyu Shan, Siqi Chen

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MARKETING PLAN REPORT



Centre for Sustainable Food Systems at UBC Farm

CSFS at UBC Farm

COMM 468 Section 102

Dec 5th, 2016

Team 7

Hazel Wong | _____

Josh McLean | _____

Lyndan Lam | _____

Meiyu Shan | _____

Mona Chen | _____

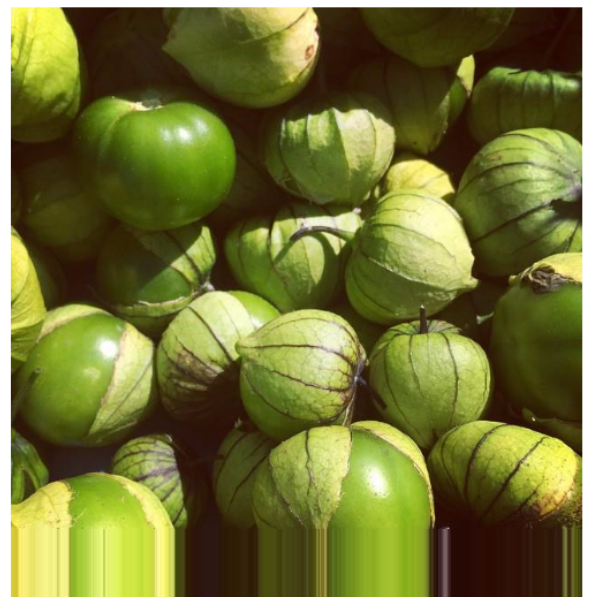


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Executive Summary

The purpose of this report is to identify and outline how to implement specific marketing strategies that will help UBC Farm increase sales revenue for all the vendors at its Saturday farmers' market. This will serve to attract and retain vendors who are looking to generate a profit. In return, by expanding the number of vendors at the market, UBC Farm can diversify its product offerings for its loyal and growing customer base. Thus, this report will address the following: identify and target the relevant customer segments; increase customer foot traffic to UBC Farm; and increase customer awareness about UBC Farm as a distinct brand.

The research also covers four aspects: usage and attitudes of consumers towards farmers' markets; communication channels used by consumers to gather information about their food and community; decision making tree of a Farmers' Market Attendee versus a Grocery Shopper; as well as UBC Farm's current positioning in consumers' minds.

Based on the current findings, UBC Farm Saturday Market stands out amongst its competitors due to being located on a working farm. This contributing factor instills a sense of trust in its consumers because they know that the produce come straight from the farm. Leveraging on the global trend in becoming more health-conscious and sustainable, UBC Farm has the right brand image that encompasses such values as well as being local, organic, and sustainable.

After analyzing results from the survey and secondary research, the three recommended target segments for UBC Farm are the Loyal Customers, Occasional Customers, and Farmers' Market Consumers. "Loyal Customers" were defined as attendees who visited the Saturday Market 5 or more times a year. "Occasional Customers" include attendees who visited the Saturday Market 1 – 4 times a year. On the other hand, "Farmers' Market Consumers" are people who shop at farmers' markets, but they have never attended the Saturday Market and have never heard of UBC Farm.

Tailored specifically to these segments, there are three SMART Objectives to target each segment as well as one SMART Objective that focuses on vendor attraction and retention. The first objective is to have an average of 11 or more vendors, each from different product categories, at UBC Farm Saturday Market for the 2017 season. Next, the second objective is to increase the loyal customer base by 10% in FY 2017 vs. prior year based on conversion of occasional customers. The third objective is to increase the average spend per visit of current customers at the UBC Farm Saturday Market by 5% in the FY 2017 vs prior year. The final objective is to drive attendance of 20 new customers on average per Saturday – targeting the "Farmers' Market Consumers" specifically. The last three objectives will be measured by an annual customer survey conducted at the end of the farmers' market season. The strategies and tactics, along with the budget and timeline, are detailed in this report to ensure that UBC Farm will achieve its goal.

Situation Analysis

Category Definition:

UBC Farm participates in the Farmers' Market industry. Farmers' markets are defined as channels for independent vendors and farmers to sell directly to consumers (Farmers' Markets, 2012). The industry first began in the 1990s, in which it provided local farmers the opportunity to trade their products. The focus of farmers' market is to promote socially responsible and environmentally friendly goods and services. Operating on a seasonal basis, markets normally open in spring and closes before winter. In order to participate in a farmers' market, vendors will pay either a flat fee or a percentage of their sales. Markets are typically held in a public location on a weekly basis.

Based on this definition, the competitive set for UBC Farm encompasses Vancouver Farmers' markets - a registered non-profit that manages six weekly summer markets and two weekly winter markets in Vancouver (Appendix A). This report will focus on farmers' markets as the primary industry. In addition, this report will also examine "specialty food" as a secondary industry, which has a broad definition. According to the National Association for the Specialty Food Trade (NASFT), specialty food is defined as "foods and beverages that exemplify quality and innovation, including artisanal, natural, and local products". Since organic products belong in this category, this report will also take into consideration the organic products sold at grocery stores and supermarkets.

Category Analysis:

Aggregate Market Factors

Industry size & growth rate:

Farmers' markets in BC have been experiencing steady growth since 2006. An Economic and Social Benefits study, conducted by BC Association of Farmers' Markets (BCAFM) and University of Northern British Columbia, stated a 147% increase in total direct sales of farmers' markets in BC between 2006 and 2012 (Connell, 2012).

Due to limited information available regarding the farmers' market industry in Canada, this report will use findings related to organic production in Canada. From 2012 to 2013, the number of organic producers had dropped from 3590 to 3513. However, the number had increased back up to 3780 in 2014 (Canada Trade Organic Association, 2016). Most notably, British Columbia had the highest growth in organic producers (a 10% increase since 2012 in comparison to the country's average of a 5% increase). Furthermore, Canada has been experiencing a steady increase in the development of organic agricultural land since 2000 at a rate of 1.3% since 2013. Given this data, the farmers' market industry is expected to grow at a similar rate because most organic products are now offered at farmers' markets (i.e. direct sales to consumers) opposed to mainstream grocery retailers (MacKinnon, 2013).

Stage of industry maturity of farmers' markets:

The farmers' markets industry is gradually transitioning from growth into the maturity stage.

However, the products sold at farmers' markets continue to be part of the growth stage. Supporting this claim, Mintel's Global Food and Drink Analyst Jenny Zegler indicated six upcoming trends that will impact the global food and drink market in 2017. Five of these trends are directly related to the products sold at farmers' markets. First, consumers are seeking recognisable products to guarantee safety for consumption. Second, demand is rising for "natural, simple, and flexible diets" that includes fruits, vegetables, nuts, grains, as well as other plants (Zegler, 2016). The third trend focuses on eliminating food waste. Another upcoming trend involves the use of food and drinks to help people restore their bodies. Finally, healthy food and drinks are being made affordable to low-income consumers. The interest towards healthier food products will continue to grow as more consumers demand natural, local, and organic product offerings. Leveraging this growth, it is an excellent opportunity for UBC Farm to connect with consumers who are interested in purchasing products that are all-natural, eco-friendly, and local.

Seasonality

Farmers' markets are incredibly seasonal. Typically, a market will choose a particular season in which to operate. In Vancouver, there are nine summer markets and two winter markets. All of the year's productivity occurs over the course of 5-6 months for the average market. Staple products such as apples, beets, carrots, meats, seafood and dairy are offered year-round, whereas fruits such as blueberries and raspberries are only offered at the summer markets. This also applies to UBC Farm which offers a different product mix during its summer market (from the beginning of June to the end of October) and its winter mini market (end of November to beginning of December).

Distribution Channel

Farmers' markets as direct distribution from producer to end consumer. This streamlined channel benefits both producers and consumers, as price-hiking middlemen are avoided.

Category Factors: Porter's Five Forces

Threat of new entrants: High

The City of Vancouver is committed to increasing food accessibility for Vancouverites as per its "Greenest City 2020 Action Plan" (2011) and "Vancouver Food Strategy" (2013). This includes a commitment to ensure that local farmers' markets "will continue to expand in different neighbourhoods across the city". Furthermore, the City of Vancouver has made it relatively easy to obtain a yearly farmers' market business license at a cost of \$10 per year. The restrictions and guidelines are reasonable conditions that can be fulfilled. For instance, it involves abiding by standard business practices such as following food safety requirements, obtaining liquor licenses, and addressing community concerns related to traffic, noise, and parking.

Additionally, the City of Vancouver has set out to promote the growth from the current four to 15 "community food markets" by 2020. Unlike farmers' markets, it cannot exceed 10 vendors in order to minimize neighbourhood impacts. However, the main point of differentiation is that a community food market is a mandatory non-profit operation that addresses food affordability and accessibility, in which it competes directly with farmers' markets on the basis of offering local foods at lower prices.

Bargaining power: Suppliers (Low) and Buyers (High)

Suppliers have relatively low power because UBC Farm is in large part its own supplier, and raw materials (e.g. fertilizer, tools, tables) are largely commodities. When considering the other vendors as suppliers, there is reasonable bargaining power. This is due to the availability of other local farmers' markets that operate on Saturdays (e.g. West End Farmers' Market and Trout Lake Farmers' Market), in which these markets offer higher foot traffic than the UBC Farm Saturday Market.

Buyers have significant bargaining power because consumers can shop at competing farmers' markets that take place on Saturdays and are generally more accessible than UBC Farm. In addition, consumers can purchase similar items at lower prices from large grocery retailers or neighbourhood stores, which offer more convenient hours and locations.

Pressure from substitutes: Low-Medium

In this report, fresh produce and other market items offered at conventional grocery stores are considered substitutes to the products sold at farmers' markets. Given the growth in the specialty food industry, specialty and natural food providers are the key drivers of this sales growth. In fact, supermarket share of the industry is diminishing (Government of Canada, 2012). In support of this claim, research from the Value Chain Management Centre has indicated that natural food stores and farmers' markets are increasing in popularity as consumers are becoming more health-conscious. As a result, there is a decreasing pressure from substitutes.

Industry rivalry: Direct Competitors (Low) and Indirect Competitors (Medium-High)

Rivalry among direct competitors is typically "friendly". There are currently 8 Vancouver farmers' markets that share a single website and cross-promote each other (eatlocal.org); two of which are winter markets that run from the beginning of November to the end of April. Ryan Weemhoff, UBC Farm coordinator, views grocery retailers as UBC Farm's competitors rather than other farmers' markets. The farmers' market industry is composed of many small competitors rather than any large dominating forces. The prevailing mindset is to have all the farmers' markets succeed within their respective communities and to further the local, sustainable, and organic food movement

Incorporating grocery stores into this industry analysis, there are three key players with substantial power: Loblaws, Metro, and Sobeys. Other big-box stores, such as Walmart and Costco, have also entered the fresh produce market and possess considerable power as well.

Environmental Factors:

Economic

Farmers' markets typically charge a higher price for similar goods that can be purchased at grocery stores or other channels. Food prices are a growing concern, and the likelihood to willingly purchase at a higher price may be affected if this trend continues. Furthermore, in Vancouver specifically, the ratio of income to cost of living is particularly unfavourable. A Vancity Credit Union report indicates that Vancouver millennials have the least purchasing power in Canada (2016). While the ability and

willingness of Vancouverites to pay a premium price for farm fresh foods is evident at this time, economic downturn or increased cost of living could very well hinder the potential for farmers' markets.

Natural

Farmers' markets typically operate in open-air environments. Their limited operating hours (on average, fewer than 10 hours per week) make natural environmental factors a huge concern, as inclement weather can greatly decrease consumers' likelihood to attend the market. A few hours of bad weather can thereby negatively affect the entire week's profitability.

Furthermore, farmers' market vendors predominantly offer fresh produce and other natural goods. A strong growing season is required in order to yield sufficient supply for the short market season. In general, farmers' market vendors operate on a small scale. They may not have the infrastructure or the technical know-how to protect against an unfavourable growing season.

Cultural and Social:

Farmers' markets are enjoying sales growth, due in part to a resurgence in the mindset that the journey from farm to plate should be as direct as possible. The "local food movement" is gaining popularity and the Value Chain Management Centre suggests that consumers are becoming more health-conscious. These growing cultural trends may plateau or even decline in the future.

Company Analysis

Current Objectives

The overall goal for UBC Farm is to increase sales revenue for its Saturday Farmers' Market. Specifically, the main focus is to ensure that all the vendors at the Saturday Market will generate a profit. In order to meet this goal, there are three key areas that it is trying to address:

1. Identify and target the relevant customer segments.
2. Increase customer foot traffic to UBC Farm.
3. Increase customer awareness about UBC Farm as a distinct brand.

Current Positioning and Expected Future Strategies

Product

The UBC Farm Saturday Market sells 250 varieties of vegetables, fruits, eggs, herbs, honey and flowers. This is complemented by products sold by local vendors, which includes local food grown by farmers and products locally made by bakers and artists.

At this stage, the market continues to expand and it is looking for additional vendors who sell complementary products such as the following:

- Produce
- Cheese/Dairy
- Meat/Seafood
- Mushrooms
- Honey
- Prepared food
- Coffee, tea, beverages
- Whole Grains/Flour
- Craft products (soap products, knitwear, jewelry, wood crafts, pottery, etc.)
- Nursery products
- Service vendors (knife sharpening, massage, bike repairs, etc.)

Refer to Appendix A for a comparison of the product mix offered by UBC Farm and its competitors.

Pricing

In comparison to other local farmers' markets, the UBC Farm Saturday Market offers competitive pricing. It has been noted that products sold at farmers' markets are slightly more expensive than standard grocery stores and supermarkets. Nonetheless, farmers' markets and other grocery stores have a similar price range for staple products such as fruits and vegetables. In fact, Whole Foods has the highest overall price range for its natural and organic product selection. For a price comparison between UBC Farms and its competitors, refer to Appendix C and D.

Place

The UBC Farm Saturday Market is hosted on-site at the University of British Columbia's Point Grey Campus. As the only market west of MacDonald Street, its consumer base includes residents of UBC, Point Grey, Dunbar, Southlands, Kerrisdale and Kitsilano. The neighbourhoods in and around the university is experiencing an intense growth phase. In the next few years, it is projected that Wesbrook

Village will expand from 3,800 residents up to 12,000 (Kurenoff, 2015). The vision is for people to view UBC as a local community that provides services and scenery. As a result, this allows UBC Farm to gain exposure to an expanding population who will now live within walking distance.

A common misconception that people have regarding UBC is its remoteness. However, with recent Translink re-routes and campus shuttles, it takes approximately 5 minutes from West Point Grey and 30 minutes from Rogers Arena, Richmond, Airport, and Granville Island. There is an opportunity for UBC Farm to tap into a new customer segment by addressing this misconception.

Promotion

The UBC Farm Saturday Market has been gaining awareness through organic outreach. The biggest contributing factor to its growth stems from the “Save the Farm” movement, in which the community launched a campaign to preserve the UBC Farm.

Currently, approximately \$300 is allocated towards advertisements. In terms of promotions, UBC Farm sends out a weekly newsletter every Thursday that reaches hundreds of customers. In addition, it advertises through other channels such as the UBC Farm website, its social media outlets, and Manage My Market - a farmers’ market management software that has access to a vast network of vendors from more than 30 states and Canada. A number of market festivals and special activities also take place at the market; it includes bee tours, berry picking, chef demos, live music, and family events. This serves to draw in large crowds to the market. Past advertising options that were proposed to UBC Farm included community signs, sandwich boards, printed posters, as well as flyers were proposed. Refer to Appendix E for a graphical presentation of the advertising options proposed.

People

The UBC Farm Saturday Market is at the transition stage, where it is moving from a small to an intermediate organization. For the year 2016, five part-time staff members were responsible for managing the market. There has never been a full-time employee hired to oversee the Saturday Market.

Vision/ Mission and Resources

Value, Mission, and Culture

The Centre for Sustainable Food Systems (CSFS) at the UBC Farm has yet to define its identity and brand. However, it does have a clear mission, which is to create healthy and sustainable communities through several means:

1. Rigorous research
2. Transformative learning
3. Innovative cross-faculty and interdisciplinary collaboration
4. Socially responsible community engagement
5. International dialogue and knowledge-dissemination

Currently, UBC Farm Market is one component of CSFS, and its priority involves building a community that allows the public to be engaged in the work done by UBC Farm. As a result, UBC Farm Saturday Market serves as a multi-vendor, “incubator market”, which aims to support new farmers who are in their first year of operation. Through the Saturday Market, UBC Farm provides an opportunity for new businesses to test out their products in a market setting. At the same time, the UBC Farm Market is also looking to diversify its products offerings for its loyal and growing customer base. Thus, the ultimate vision is to make the Saturday Market self-sufficient by ensuring all the vendors will generate a profit as means of retaining and attracting new vendors.

Human & Financial Resources

In 2015, UBC Farm’s Communications Coordinator left mid-season. As a result, little to no advertising was carried out during the 2015 season. This position has now been filled. The primary responsibility of the Communications Coordinator is to advertise special events happening at the market, to manage the social media channels, and to build community connections. As noted earlier, there are five part-time employees who are currently managing the Saturday Market. This number is expected to decrease to 4 for the upcoming year. In terms of financial resources, \$425 has been budgeted for advertising and promoting the Saturday Market, with an overall marketing budget of \$1600. Thus, the marketing strategies proposed in this report will take these factors into consideration.

Key Success Factors

Experience

Unlike any other location, the UBC Farm Saturday Market offers customers a “unique opportunity to experience a farmers’ market on a working farm within a city” (UBC Farm Vendor Guide, 2016). It brands itself as a “family friendly Saturday farm experience”, where visitors are encouraged to walk amongst the farm fields and forest trails, enjoy a picnic lunch, as well as visit the chickens, demonstration cob

building, and medicinal garden. Routinely, market patrons and vendors would compliment the farm's surroundings because it allows people to engage with the natural scenery.

Vendor - Customer Relationship

Based on past surveys, vendors "repeatedly express their appreciation for the quality of interactions they have with customers at the UBC Farm market". The visitors that are drawn to the UBC Farm are highly engaged, and this contributes to a comfortable environment where relationships can be cultivated. It is important to note that many of the returning customers had learned of the Saturday Market through the "Save the Farm" campaign. Consequently, this strengthened the loyalty that these customers have for the farm, who had fought to protect it.

Customer Analysis

Research Methodology

Primary research was conducted to discover the types of consumers who shop at local farmers' markets, as well as the thinking and behaviour of these consumers with regards to farmers' markets. One aspect that this research had focused on were consumers who lived close to UBC Farm but did not attend the Saturday market. The goal was to better understand the obstacles that inhibit this specific group of consumers from visiting UBC Farm. Based on the information collected from the primary research, a marketing strategy was devised with the intent to increase foot traffic at the UBC Farm Saturday Market, and to increase awareness for the UBC Farm brand overall.

The research responses were collected through a survey designed on Qualtrics and was administered online and in-person. The survey link was distributed through UBC Farm's weekly newsletter to all the subscribers of its email newsletter database. This was complemented with in-person data collection that took place on-site at UBC Farm, other local farmers' markets around the area, grocery stores near UBC, and residential housing. Specifically, the survey involved individuals who shopped at the UBC Farm Saturday Market, Trout Lake Farmers' Markets, Downtown Farmers' Market, Kitsilano Farmers' Market; as well as grocery stores and residential areas near UBC such as Save-on-Foods and apartments located at Wesbrook Village. The survey collected information on a total of 125 participants.

The main limitation of this research was the portion of data collection that required responses to be collected in-person. Since the survey link cannot be sent out to consumers attending other farmers' markets or to consumers living within the UBC area, the sample size of this type of consumers was limited in comparison to the number of responses received from individuals who attended the UBC Farm Saturday Market. As a result, the descriptions of individuals who do not attend farmers' market (or the UBC Farm Saturday Market) may not be as representative.

Summary of Customer Research Findings

Our team collected a total of 125 survey responses from both online and in-person data collection during a two week period in late October. 100 of those respondents were aware of the UBC Farm Saturday Market, though their relationship with the market varied from being very frequent customers

to having heard of the market but never attended. Therefore, the consumers that we grouped into segments based on their lack of awareness for the UBC Farm Saturday Market are underrepresented.

Demographic | The majority of our respondents were female (73%) and overall the ages of our respondents fell within the 18 to 24 year old age range (28%), 25 to 34 age range (22%), and 35 to 44 year old age range (17.6%). Most of our survey respondents had income levels that were in the lower end of the income range of our survey (under \$125,000 household annual income), although it is important to also note that around 38.4% of our survey respondents were UBC students, who are not currently at the stage where they would be earning high income every year. This insight may also contribute to why the largest age group out of our survey respondents were 18 to 24 years old. We also asked our survey respondents to describe their marital status, which was split up into four categories with combinations of whether or not they are married and whether or not they were living alone or with others such as roommates and children. Our overall responses had about an equal number of responses for each type of marital status, therefore each category was well represented. Since our group aimed to gain insights from those who lived near UBC Farm, it was expected that the majority of our consumers lived on UBC campus, Wesbrook Village, and West Point Grey.

Attitudes Towards the UBC Farm Saturday Market | When we asked respondents to freely name the top associations that come to mind when they think of the UBC Farm Saturday Market or farmers' markets in general (the prompt differed depending on which branch of questions the respondent received), the top three associations were *organic*, *local*, and *fresh* (Appendix B). The consumer segments, which we will describe in further detail below, all had these three words as their top associations. It is interesting to note however that one consumer segment, those who attend the UBC Farm Saturday Market five or more times a season, had the words *organic*, *local*, and *friendly/friends* as their top associations, and the word *fresh* was in fourth place. This implies that those who are loyal to the UBC Farm Saturday Market are also connected to it because they see the market as a friendly environment or a place to enjoy the company of friends.

The top factors that we found were the biggest influencers of a consumer's choice in attending a farmers' market were how much the market was committed to being sustainable, local, and organic, the quality of the food sold at the market, how much it supported the local economy, and the market's proximity to the consumer's home (Appendix B). Currently, it seems that the top three factors could be leveraged by UBC Farm to promote its Saturday Market or improved as an opportunity, given that the UBC Farm Saturday Market currently supports these actions. However, the UBC Farm's location acts as a barrier in terms of influencing consumers to shop at the Saturday Market, therefore marketing to residents who live around the UBC area is even more essential.

After the survey participants ranked the level of importance of some of the factors listed above, they were also asked if they felt that the UBC Farm Saturday Market has most of what they were looking for in a farmers' market. 57% of respondents either strongly agreed or agreed with this statement, while only 6% either disagreed or strongly disagreed. A significant portion of respondents (36%) however, were neutral about the UBC Farm Saturday Market, which is both a concern and an opportunity. It is

important that UBC Farm convert these respondents into having positive feelings with the Saturday Market in order to build their loyalty so that they do not spend their time at any other farmers' markets directly competing with the UBC Farm Saturday Market.

A positive insight is that none of the consumers who were aware of the UBC Farm Saturday Market stated that they would not recommend the market to friends and family. However, around a fifth (19%) of participants were neutral about recommending the market. Since our group posed this question to participants who were aware of the UBC Farm Saturday Market but have never attended, it is not a surprise that the top reason among participants who gave a neutral answer regarding recommendations is due to the fact that they have never experienced the market itself. Another contributing factor was that there were very few vendors, contributing to a weakness of the UBC Farm Saturday Market. On the other hand, those who stated that they would be happy to recommend the UBC Farm Saturday Market, were driven by the market's local focus, the fact that it was on an actual farm, and that it supported UBC and the students.

Attitudes Towards Other Farmers' markets | Our group also wanted to understand consumers who chose to shop at the direct competitors of the UBC Farm Saturday Market, therefore we conducted in person surveys at various farmers' markets around Vancouver. Though our sample size was small, through our research, we noticed that the top three associations of these consumers about farmers' markets, was similar to those of consumers who were aware of the UBC Farm Saturday Market. The only difference regarding these associations however, would be the order, as the ranking was *local*, *fresh*, and *organic*, respectively (Appendix B). Given that the words that are currently associated with the UBC Farm Saturday Market relate to those of their direct competitors, we can see that our marketing strategy needs to push these associations to establish points of parity, but also that points of difference have to also be developed.

UBC Farm Saturday Market Engagement and Usage | Of the respondents who stated that they were aware of the UBC Farm Saturday Market, the top sources that brought upon this awareness were recommendations from family and friends, social media, and the UBC Farm e-newsletter. As a point of clarification, the UBC Farm e-newsletter is a digital engagement that individuals sign up for to receive information on all aspects of UBC Farm, such as its research initiatives, community programs, volunteer opportunities, and farmers' markets. Therefore it is possible, that some survey respondents first became engaged with UBC Farm through other means, and later found out about the Saturday Market from the newsletter.

Our group also wanted to find out if there were any other marketing channels that UBC Farm could use or improve in the future in order to better connect with consumers. Participants stated that they were most likely to engage with farmers' markets through the email newsletter, special events held at the market, and Facebook (Appendix B). With this insight, our group has noticed that the email newsletter and Facebook page are channels that UBC Farm currently owns and can certainly be leveraged. Given that UBC Farm has never hosted special events at the farmers' market in the past, this presents UBC Farm with an opportunity to encourage more customer visits to the Saturday Market.

To take it a step further, we also wanted to understand what kind of marketing tactics would encourage consumers to try the UBC Farm Saturday Market, go to the market more often, or buy more. Through our research, we found that communications through the email newsletter, the promotion of special themes or events, coupons and giveaways, engaging social media posts, and interaction with UBC Farm staff were the top factors that would encourage consumers to attend the Saturday Market.

Engagement and Usage of Other Farmers' markets | Respondents who shopped at other farmers' markets stated that they mainly engaged with those markets through events and the website (Appendix B). These two channels were not listed as some of the top sources of generating awareness for the UBC Farm Saturday Market. Since these channels have been successfully used by other farmers' markets to engage with their consumers, it is important that UBC Farm gravitate towards using these strategies as well to build its presence. This also pairs well with the insight that consumers who are already aware of the UBC Farm Saturday Market would more likely engage with the market if there were events in place. Although the tactics that would encourage market attendance among these consumers attending other farmers' markets were similar to those who were aware of the UBC Farm Saturday Market mentioned above, an interesting point is that presence in the local media was also a positively ranked factor among this group. Therefore, public relations could also be a consideration for UBC Farm in its marketing promotions in the future.

Summary of Vendor Research Findings

Vendors who frequently sell at the UBC Farm Saturday Market have great respect for UBC Farm and its operators. They appreciate the individual attention they are given by Ryan Weemhoff and his associates, and have mostly positive things to say about the market as a whole. Some points of differentiation that vendors value regarding UBC Farm as opposed to other farmers' markets are the lower vending fees and the fact that the market occurs on a working farm. UBC Farm's attendance fee is \$25 per day, whereas Vancouver Farmers' market (comprising eight individual local markets such as Kitsilano Market and Trout Lake Market) charges approximately \$50 per day. Lower vending fees mean lower risk for vendors in the case of slow sales.

Not all feedback was strictly positive. Speaking directly with vendors at the UBC Farm Saturday Market revealed that vendors who participate at other markets found repeat customers to be more consistent at other markets. Small vendors who sell directly to their customers rely on repeat customers and building strong relationships. If other markets that operate on Saturdays are better able to fulfil this need, UBC Farm may risk losing vendors to competitors. A suggestion from one vendor was to have a stronger presence on social media to remain top-of-mind for customers and encourage consistent weekly visits.

The eight local markets that fall under the umbrella "Vancouver Farmers' market" and share the website eatlocal.org often have waiting lists for vendors, as they are at capacity. This leaves local vendors with just a handful of other options in terms of established markets at which to sell their products. UBC Farm

is a logical choice for an “incubator market” -- a place where new vendors can learn the trade with less risk.

Segmentation: Consumers

Based on our research, we have identified five consumer segments: loyal UBC Farm consumers, occasional consumers, general farmers’ markets consumers, aware but don’t care consumers, and uninterested consumers. The segments are described below with personas to better visualize each type of consumer.

Lily the Loyal | This consumer segment attends the UBC Farm Saturday Market five or more times throughout the season. Lily is a married female consumer who is between ages of 35 to 54, and is currently living with her partner. There are some Lilys who have children and some who don’t, either way, Lily’s annual household income ranges between \$75,000 and \$125,000. Lily can be found in neighbourhoods close to UBC such as Wesbrook Village, UBC Campus, and West Point Grey, providing a point of convenience for her when she attends the UBC Farm Saturday Market. Lily the Loyal first heard about the UBC Farm Saturday Market from her best friend, who also lives in the neighbourhood and bumped into Lily that day after coming home from the farmers’ market. Intrigued by her friend’s positive words and the fact that the UBC Farm Saturday Market was a locally and sustainably focused market that was just around the corner, Lily decided to attend one weekend with her husband, and has been going there every other weekend. Lily loves that the market has high quality food and also supports UBC Farm’s education and research initiatives as it feels like Lily’s purchases as a consumer are going towards an even greater cause. She also finds it somewhat interesting that the market is located on an actual working farm, which something new that she has not experienced at the other farmers’ markets around Vancouver. Lily now keeps up to date with what is happening at the UBC Farm Saturday Market through the email newsletter. Given that she is very health conscious and puts great effort in her body’s wellbeing, she also purchases her food at organic markets, where the quality of food is also high and there is a wider selection. Though Lily does not think that special events are a vital part of a farmers’ market, as its main focuses should be sustainability and supporting the local economy through high quality food, she does feel that the presence of events at the UBC Farm Saturday Market would make her feel more engaged and connected to this market, as she is with other farmers’ markets. UBC Farm is currently not heavily targeting this segment even though they are the organization’s most important customers given their loyalty. Although expanding the consumer base of the UBC Farm Saturday Market is an important goal that the employees are focusing on, it is important that UBC Farm cater their marketing to retaining and strengthening their relationship with the Lily consumers as well.

Olivia the Occasional | Olivia lives a bit closer to the UBC campus than Lily, mainly on the campus itself or in Wesbrook Village. She is single and is between 25 to 44 years old. Combined with the fact that Olivia’s annual household income ranges from \$50,000 to \$100,000, she is also somewhat price sensitive. This price sensitivity contributes to why Olivia mainly shops at supermarkets such as Walmart for her purchases and only goes to farmers’ markets around one to four times a season. She does enjoy going to the UBC Farm Saturday Market however, and would recommend it to her friends, which was also how she heard about the farm in the first place. She appreciates how the UBC Farm Saturday

market is locally focused, which is an important factor in Olivia's decision to attend, but does not feel that the small size of the market and its high price compared to supermarkets are always worth it. Like Lily, she stays engaged with the UBC Farm Saturday Market through the email newsletter however is occasionally checking in on the Facebook page for updates as well. Even price and the size of the market are two factors that hold Olivia back from frequently visiting the Saturday Market, she would be willing to attend more if there were interactive events in place for her to check out and connect with her local community. As mentioned, UBC Farm is focusing their efforts on acquiring new customers in order to expand their customer base. As a result, Olivia is not a main target for the organization even though she has the potential to become a loyal consumer like Lily, given that touchpoints with the UBC Farm Saturday Market have already been established.

Fanny the Farmers' Market Enthusiast | Fanny loves farmers' markets and attends her local farmers' markets more than five times throughout the season. She enjoys how the markets that she attends sell high quality, sustainable, local, and organic products. It is also a perk that the markets are close to her home for her to conveniently attend with her partner. Fannys are between the ages 25 to 34 years old, and can be found close to UBC in Wesbrook Village or in the South Granville and Kitsilano area, with an annual household income between \$75,000 and \$125,000. Fanny is very in touch with her community; she is socially engaged mainly on Facebook which is how she finds out about farmers' markets and other events in the area. She also values the opinions of her friends, family, and vendors selling at the markets she currently attends. Therefore the best ways to connect with Fanny are through social media, online websites, and events. However, even though Fanny loves farmers' markets, she varies her shopping locations at organic markets and regular supermarkets as well. UBC Farm is currently not targeting this segment as the client does not want to steal consumers away from other farmers' markets. However, this segment is an attractive opportunity as Fannys already have an interest in farmers' markets and live somewhat close to UBC Farm, therefore the barrier for incentivizing trial is much lower.

Aware but Don't Care Claire | Although Claire is aware of the UBC Farm Saturday Market, she has never attended the weekend gathering before and therefore has no strong opinion about the market. Consumers who are Claire are single and is between 18 and 34 years old. Therefore some Claires are currently students at UBC living on campus, while others have recently entered the workforce. Those who are currently not in school earn around \$50,000 to \$100,000 each year and are living in the area East of Arbutus. She does agree that a farmers' market's sustainability and quality of food are important, but these factors would not be enough to encourage them to divert from their purchases at regular supermarkets, as Claire is very price sensitive. Claire is also social media savvy, and is often online on these social channels to engage with her friends, family, and brands that she likes. Although it is great that the UBC Farm Saturday Market has awareness among this consumer segment, it is very challenging to transition Claire from the awareness to consideration stage, as she does not desire to know more about the market.

Anita the Uninterested | Anita is between 18 to 24 years old and a UBC student. She has never heard of the UBC Farm Saturday Market and has never attended any other farmers' market in her life. She is not aware of any farmers' markets' in her area and has no intention of taking the time to search for this

information. Anita is happy shopping at supermarkets and does not see the need to also shop at farmers' markets' as they are inconvenient and pricey. Taking into consideration Anita's price sensitivity, it is understandable that the tactic that would encourage her to attend a farmers' market the most is a coupon giveaway. However, it would still not be an effective use of resources to target Anita as she is not engaged with what the UBC Farm Saturday Market, or any farmers' market, has to offer.

Segmentation: Vendors

There are three vendor segments for UBC Farm to consider: veteran vendors with 5+ years of experience and consistent sales; established vendors with 1-4 years of experience and fairly consistent sales; and finally, new vendors with less than one year of experience. These segments are personified below to illustrate a vendor character more vividly.

Victoria the Veteran | Victoria has been making and selling bread products for over 5 years, both out of her own storefront and at local farmers' markets. She has mastered the techniques of direct selling and earns a healthy profit from her sales. She and her husband maintain a website and have a consistent social media presence in representing their bread products. She has a well-designed logo and a distinctive colour scheme for her booth. Victoria knows her customers on a first-name basis and looks forward to seeing them at her booth each weekend. Her beautiful booth attracts many new customers as well, and so she values high foot traffic in a potential market. Victoria doesn't mind paying a higher price to vend at markets with high foot traffic as she is confident the smell of her breads will entice a large percentage of passersby. She feels comfortable with the amount of time she currently spends selling her bread and is not actively looking for more venues at which to vend.

Eric the Established | Eric sells handmade cheese at a booth that he has set up on weekends at various local farmers' markets for the past 3 summers. His passion is cheese, but his day job is in accounting. Eric's cheese business has a logo designed by his wife, and an intermittent presence on social media. He values sustainability and supporting other local vendors. While he has made some profit from his endeavours thus far, he is looking for more opportunities to sell his cheese. The high cost of vending at the most popular markets has eroded some of his profit margin, and he is not particularly loyal to any one market. Part of the joy of making and selling cheese for Eric is getting out of the office, and he appreciates a natural environment for spending his time on weekends.

Nelly the Newbie | Nelly has been catching and smoking salmon since she was a girl, but has only recently considered the prospect of selling her smoked salmon to the public. She wants to test out the feasibility of vending at local farmers' markets, but the most popular ones have a long wait list and high vending fees. Some other markets will not accept her as they already have a dedicated smoked fish vendor and do not want to create conflict.

Nelly's business consists of a Rubbermaid cooler filled with smoked salmon and a table with a plain white table cloth. She stands behind the table because she hasn't yet invested in a chair. She has a sign that she printed at home saying "Smoked Wild Salmon" in big black lettering, which she hangs from the front of her table. Nelly fears that nobody will buy her salmon, and she will have wasted money on

paying to vend. She is looking for a supportive environment in which to learn how to sell her product and establish a personal relationship with other vendors.

Competitive Analysis:

Overview

A farmers' market is a physical retail market containing foods sold directly by farmers to consumers. In Vancouver, there are six summer markets and two winter markets organized by the Vancouver Farmers' Market. As mentioned in the previous section "Industry Rivalry", the farmers' market industry is composed of many small competitors rather than any large dominating forces. It was established that the farmers' markets are working together to support the local and sustainable movement. However, for the purpose of this report, the six summer markets are selected as the direct competitors of UBC Farm on the basis of product offerings, market hours and geographic location.

Direct Competitors: Vancouver Farmers' market

Specifically, Trout Lake and West End Farmers' Markets operate at the same time as UBC Farm (Saturday, Beginning of June - End of August). Out of the three markets, Trout Lake is the most well-established with a total of 60 vendors; whereas West End has 30 and UBC Farm has an average of approximately 9 vendors. Nonetheless, the travelling distance between Trout Lake and UBC Farm is approximately 1 hour and 15 minutes. As a result, it is safe to assume that there is no major overlap between the customer-base of the two markets.

In terms of proximity, Kitsilano Farmers' Market is located near UBC Farm (approximately half an hour in travelling distance). Although it opens on Sundays, it is important to consider consumers' behaviour with regards to whether they are open to going to a farmers' market twice on the weekends.

Exhibit 1: Direct Competitors

Farmers' Market		Available Time	# Of Vendors	Rating on Yelp	% Of Participants commonly shop	Direct Competitors
Vancouver Farmers' market	Downtown	Thursdays, Jun 2-Oct 27,2016	30	3.5	41.6	✓
	Hastings Park	Sundays, Nov 6 - Apr 30, 2017	35			
	Kitsilano	Sundays, May 8 - Oct 23, 2016	50	4.5		✓
	Main Street Station	Wednesdays, Jun 1 - Oct 5, 2016	25	5		✓
	Mount Pleasant	Sundays, Jun 12 - Oct 9, 2016	25			✓
	Nat Bailey	Saturdays, Nov 5 - Apr 22, 2017	70	4.5		
	Trout Lake	Saturdays, May 7 - Oct 22, 2016	60	4		✓
	West End	Saturdays, May 28 - Oct 22, 2016	30			✓
UBC Farm		Saturdays, Jun 4 – Oct 29, 2016	9	4.5	56.8	

Indirect Competitors

Although UBC Farm belongs in the Farmers’ Market industry, the products that it offers can be found at any grocery stores or supermarkets. Primarily, Whole Foods at Kitsilano, Save-on-Foods at Berton Avenue, and Costco at downtown are considered as UBC Farm’s indirect competitors. In terms of operating hours, these grocery retailers are opened year-round at flexible hours from Monday to Sunday. A major advantage that these retailers have over UBC Farm is the availability of products. They are not restricted by seasonality or by vendors’ limited supply. Consequently, customers can buy all their produce in one place at convenient hours.

Exhibit 2: Indirect Competitors

Indirect Competitors	Type Of Market	% Of Participants Commonly Shop	Location	Average Spending/ person	Rating On Yelp
Whole Foods	Organic Supermarkets	52.8	Kitsilano	\$\$\$	3
Save-on-Foods	Supermarkets	72	Berton Avenue	\$\$	2.5
Costco	Warehouse Clubs	18.4	Downtown	\$\$	4

Competition Matrix

The following competition matrix has taken both the direct competitors and the closest indirect competitors into consideration:

Exhibit 3: Competition Matrix

	Quality of Food	Proximity to Home	Price	Support Local Economy	Local, Organic, Sustainable	Overall Standing
UBC Farm	High	Low	Medium	High	High	4.5
Kitsilano Farmers' Market	High	High	Medium	High	High	4.4
Whole Foods (Kitsilano)	Medium - High	High	Low	Low	Medium	3
Costco (Downtown)	Medium	High	Medium	Low	Low	3.5
Save-on-Foods (Berton Ave)	Medium	High	Medium	Low - Medium	Low - Medium	2.5

Low - Low quality, Hard to travel to, High prices, Does not support local economy, Not local/organic/sustainable

Medium - Decent quality, Relatively easy to travel to, Moderate prices, Partly supports local economy, Partly local/organic/sustainable

High - Excellent quality, Convenient to travel to, Reasonable prices, Supports local economy, Entirely local/organic/sustainable

The relative ranking for was determined based on online reviews/ comments including Yelp and Facebook. The overall standing was based on Yelp's 5-Star rating scale. It is important to note that the number of reviews may affect the average score. Refer to Appendix F for a graphical presentation of where UBC Farm stands relative to its competitors.

Benchmark Based on the Matrix

The top 5 important factors in choosing where to purchase products were determined based on the survey results. Refer to Appendix G for the list of factors that affect purchase decision. Based on the primary and secondary research, UBC Farm has the highest overall standing in comparison to its competitors. However, despite a 0.1 lower rating than UBC Farm, Kitsilano Farmers' Market had a greater number of reviews. Consequently, this may affect the total average ranking.

A key point of differentiation for UBC Farm was the fact that it was located on a working farm. Both the survey results and online reviews indicated that the primary reason for why people attended the Saturday Market was due to the natural environment, in which most consumers viewed the market as a getaway from the city. Additionally, they perceived UBC Farm as a destination for a family picnic or for an educational farm tour. In terms of food quality, UBC Farm has the highest rating because most consumers know that the produce sold is organic and it is straight from the farm. Another key factor contributing to UBC Farm's success is its free range eggs.

On the other hand, UBC Farm offers a small selection of produce; thereby, customers have to purchase some of their produce elsewhere. UBC Farm also has the lowest rating in terms of "proximity to home". In other words, many customers feel that it is inconvenient to travel to the UBC Farm Saturday Market on a weekly basis. Parking as well as inexperienced volunteers were another concern brought up by the consumers.

In comparison to Kitsilano Farmers' Market, UBC Farm lacks a mixture of specialized items such as meats, dairy, and food carts. One major advantage that Kitsilano Farmers' Market has over UBC Farm is its location and facilities including free street parking, close proximity to a community centre with bathrooms, a kids' water park, accessible bus routes, and a good bicycle valet service. Moreover, many online reviews stated their appreciation for the coffee and tea, as well as crepes sold at the Kitsilano Farmers' Market. Notably, it is Kitsilano's apple pie baking contest that attracted many new customers to its location.

Comparing UBC Farm to Whole Foods, Costco, and Save-on-Foods, the Saturday Market once again falls short in terms of convenient location. Despite receiving the lowest ranking, Save-on-Foods had a strong points system that multiple shoppers found beneficial.

Overall, UBC Farm's weaknesses are its product selection and location. As a result, the recommendations proposed under "Marketing Strategies and Supporting Tactics" will be focused on acquiring more vendors to expand the current product selection and conveying to customers about the accessibility of UBC Farm.

Planning Assumptions

In this report, several assumptions were made. It is assumed that the farmers' market industry will continue growing for the next two years at the same rate as the development of organic agricultural land and organic share, which has remained at a rate of 1.3% since 2013 (Canada Organic Trade Association, 2016). The basis for this assumption is due to a rising trend for organic products to be sold directly to consumers (i.e. farmers' markets), as opposed to traditional grocery retailers. The second assumption is that all fees associated with the recommendations will remain unchanged for the fiscal year (FY) 2017. The final assumption is that for the FY 2017 UBC Farm will not have reached an agreement with the Vancouver Farmers' Market to hand over management.

SWOT Analysis

As mentioned in the “Competitive Analysis”, UBC Farm’s key point of differentiation is the fact that the market is located on a working farm. Its strongest asset is the natural environment, which serves as a family destination for picnics as well as farm tours. Due to its location, customers are ensured that the produce is fresh and organic because everything comes straight from the farm. This contributes to UBC Farm’s high rating in terms of food quality.

In terms of weaknesses, UBC Farm’s limited product selection and location accessibility affect the frequency at which the customers attend the market. In addition, the lack of financial and human resources have a major impact on UBC Farm’s marketing effort. This leads to inconsistent brand management, where existing projects are abandoned.

Considering that the farmers’ market industry is transitioning from the growth to maturity stage, the biggest threat facing UBC Farm is the limitation of the number of farmers that can supply to all of the farmers’ markets. This means that it will become more competitive between the farmers’ markets in order to secure popular vendors. In addition, based on our research findings, UBC Farm will have to rely heavily on online marketing in order to reach out to “Farmers’ market Consumers”. This poses a major challenge on UBC Farm to stand out amongst its competitors in terms of content and engagement level.

On the other hand, key opportunities for UBC Farm are the upcoming health trends impacting the global food and drink market. As highlighted in the “Category Analysis” section, the five trends that UBC Farm can leverage on include the following:

1. Provide “recognizable products” that allow consumers to feel that it is safe to consume.
2. Offer the right product mix that aligns with the consumers’ ideas of a “natural, simple, and flexible diet”.
3. Emphasize how UBC Farm is sustainable and serves to eliminate food wastes.
4. Give tips on how consumers can use food to restore their bodies.
5. Convey to consumers that healthy food and drinks are not a “luxury”.

This is an important opportunity for UBC Farm to take advantage of.

Goal and Objectives

Our goal is to help UBC Farm (client) increase sales revenue for all vendors at their Saturday farmers’ market. This will serve to attract and retain vendors who are looking to generate a profit. In return, by expanding the number of vendors at the market, UBC Farm can diversify its product offerings for its loyal and growing customer base.

Objective 1: Have an average of 11 or more vendors, each from different product categories, at UBC Farm Saturday Market for the 2017 season.

Objective 2: Increase the loyal customer base (attend 5 or more times per season) by 10% in FY 2017 vs. prior year based on conversion of occasional customers, as measured by an annual customer survey.

Objective 3: Increase the average spend per visit of current customers at the UBC Farm Saturday Market by 5% in the FY 2017 vs prior year, as measured by an annual customer survey.

Objective 4: Drive attendance of 20 new customers on average per Saturday, as measured by an annual customer survey. (Farmers' Markets Consumers).

Core Strategy

Recommended Target Segments

UBC Farm Should Strengthen its Relationship with Current Customers (Lily the Loyal and Olivia the Occasional)

Given that UBC Farm has already established a relationship with both Lily the Loyal and Olivia the Occasional, these consumers would be the first groups to target in order to grow the Saturday Market. This way, UBC Farm would not face the difficulty of starting fresh as they're trying to grow the market. It is important that UBC Farm target both groups of current customers as they each play a different role in supporting the growth of the Saturday Market.

From our research, we found that the factor that contributed to building awareness the most among the loyal customers was receiving recommendations from family and friends. Since these consumers are known to value the opinion of those close to them, it is likely that they would also be vocal about encouraging their network to attend the UBC Farm Saturday Market as well. In fact, 97% of Lily the Loyal consumers agreed or strongly agreed that they would recommend the UBC Farm Saturday Market to their friends and family. Lily the Loyal not only is the consumer segment with the highest potential to boost vendor sales given her loyalty to UBC Farm, but she is also the consumer who will advocate for the market the most. Another key insight from our research that also supports why loyal consumers are a key segment for UBC Farm is that their top three associations for the UBC Farm Saturday Market are *organic*, *local*, and *friends/friendly*, while all of the other consumer segments had the same top 2 associations, but replaced *friends/friendly* with *fresh*. Since loyal customers associate friends with the UBC Farm Saturday Market, the stronger the relationship UBC Farm establishes with this segment, the more likely these consumers would be willing to bring their friends along to the market.

Olivia the Occasional customers are also an important target because the only hurdle UBC Farm would need to tackle is incentivizing these consumers to attend the Saturday Market more frequent, thus converting them into loyal consumers. As stated above, the loyal customer base is vital to the success of the UBC Farm Saturday Market, therefore the occasional customers, who are already customers of the Saturday Market, would be the first group to target. Even though Olivia the Occasional responded in our survey that the price of products and the small size of the market were the biggest inhibitor to their attendance, these two factors can be controlled by UBC Farm either directly or through their marketing communications. Therefore, the potential to convert Olivia into becoming Lily is high.

Our team does not recommend that UBC Farm target Aware but Don't Care Claire. Even though she knows of the UBC Farm Saturday Market, she has not put in effort in attending the market since this discovery. It would be difficult and an ineffective use of UBC Farm's limited resources to target this consumer segment especially if they do not have an interest for farmers' markets.

UBC Farm Should Target High Potential Consumers as New Customers (Fanny the Farmers' Market Enthusiast)

Instead of targeting Claire to grow the UBC Farm Saturday Market's new customer base, we recommend UBC Farm focus their efforts on Fanny the Farmers' Markets Enthusiast. Fanny is already a shopper at farmers' markets and though she is not a current customer of the UBC Farm Saturday Market, she does have an interest for farmers' markets, which can be used to convert her into a UBC Farm customer. As well according to our survey, 42% of consumers in this segment stated that they would consider attending the UBC Farm Saturday Market, thus presenting UBC Farm with an untapped market, as in the past, UBC Farm has avoided targeting these consumers in their marketing promotions. A quarter of these consumers were uncertain regarding their consideration for the UBC Farm Saturday Market, however the main reason for this indecision is that these customers are not aware of which vendors will be present. UBC Farm can easily solve this barrier for Fanny the Farmers' Market Enthusiast through some recommended vendor tactics that we will go into more detail below.

Vendors: UBC Farm Should Target Nelly the Newbie and Eric the Established

The UBC Farm Saturday Market should view itself as both an incubator, and a lower-cost substitute to other local farmers' markets. UBC Farm can offer new vendors the attention and support they need to get their business started, while offering lower vending fees than competing markets. Through implementation of the suggested strategies and tactics, UBC Farm can serve as an incubator and support Nelly the Newbie vendor segment, while attracting Eric the Established away from his current markets.

Recommended Positioning

For sustainable and health-conscious consumers, UBC Farm Saturday Market is a farmers' market which provides produce directly from and on a working farm, unlike other Vancouver Farmers' markets such as Kitsilano, who sell products that have no direct tie to local farms at urban locations.

Marketing Strategies and Supporting Tactics

Objective 1 | Have an average of 11 or more vendors, each from different product categories, at UBC Farm Saturday Market for the 2017 season.

Strategy 1.1 - Attract new vendors to the UBC Farm Saturday Market

Tactic 1.1A: Referral program amongst existing vendors

Current vendors who recruit new vendors to the Saturday Market will have their \$25 weekly attendance fee waived for three weeks of their choosing throughout the market season per vendor referred (upon UBC Farm approval). There should be no limit to the number of referrals a current vendor can make. This capitalizes on the positive relationship that UBC Farm has with its current vendors, and offers them a tangible incentive to help the communal business grow. This promotion should be sent to current vendors through UBC Farm's email newsletter, as well as communicated face-to-face at Saturday markets.

Tactic 1.1B: Offer four weeks free attendance for new vendors (total value of \$100)

UBC Farm views itself as an incubator for startup vendors; removing a portion of the risk of negative profits is an attractive incentive to vend at UBC Farm. By providing 4 weeks of low-risk vending opportunities, UBC Farm can establish a pattern with new vendors. By their fifth week of vending, for which new vendors will have to pay the \$25 fee, a positive relationship will ideally have been built, and the new vendor will already feel at home at the market. This is an example of the employment of reciprocity theory: by giving vendors something of value, they will feel more compelled to "return the favour" through their loyalty to UBC Farm Saturday Market.

This promotion should be advertised through targeted Facebook Adverts. The advert should feature an image of an attractive market booth, with large text reading "Vend for free for four weeks." The targeted area should be Vancouver + 20km radius. Demographic targets should include people aged 25-65+ with interests in farming, agriculture, artisanal goods, entrepreneurship, small business ownership, direct sales. Targeting users with employment listed as "Self-employed" or "Small business owner" may be worthwhile.

It is recommended that this advertising campaign be initiated in mid-April, as potential vendors begin to decide at which markets they will vend for the summer season. The budget for this campaign should be set to a maximum of \$5 per day and run from mid-April to late May. Often, the campaign will not hit its daily maximum. The total cost of this campaign will be \$100, as can be decided through the Facebook Adverts platform.

Tactic 1.1C: Create a comprehensive “UBC Farm Guide to Vending” brochure, to be distributed for free to new vendors.

Share the cumulative knowledge regarding vending that UBC Farm has amassed over its years of operating the farmers’ market through the distribution of an attractive brochure.

Include helpful tips and tricks from established vendors in topic areas including, but not limited to:

- Product selection
- Booth set-up and presentation
- Active selling (upselling, cross-selling)
- Point-of-Sale efficiency

The information to be shared should be compiled by UBC Farm employees anecdotally throughout the market season and documented in a shared Google Doc.

The knowledge shared should be specific to the UBC Farm Saturday Market where possible.

It is recommended that 100 3-fold brochures be produced. In order to align with the core values of UBC Farm, a recommended printing company is Green Printer, which uses 100% recycled paper, and vegetable-based inks for its materials. Using Green Printer, the estimated cost of 100 brochures is \$153.39 (Green Printer, 2016).

The brochures should be distributed by a UBC Farm ambassador team at other local markets, as well as given to already recruit new vendors through other means. This is a form of content marketing, whereby UBC Farm is offering its expertise to the public for free in order to improve its image and ensure it is top-of-mind to potential vendors.

Strategy 1.2: Retain current vendors at the UBC Farm Saturday Market.

Tactic 1.2A: Include featured vendor posts on UBC Farm’s communication channels (i.e. social media & e-newsletter) based on number of weeks attended during the season

The rewards system should be adhered to as follows:

- If a vendor pre-pays for 6 weeks then they will be featured in tailored posts on UBC Farm’s Facebook and Twitter for 6 weeks throughout the season.
- If a vendor pre-pays for 10 weeks then they will be featured in tailored posts on UBC Farm’s Facebook and Twitter for 10 weeks throughout the season, and e-newsletter bi-weekly (5 weeks).
- If a vendor is returning for the next season, they will be featured on UBC Farm’s Facebook, Twitter, and e-newsletter prior to the beginning of the season as well as on UBC Farm’s website (for a limited time: June - Oct 2017).

These featured posts should include a photograph of the vendor’s booth with a short bio, a detailed list of the vendor’s product selection, and relevant examples of uses of the vendor’s products where sensible. For example,

Tactic 1.2B: Encourage and facilitate vendor co-branding through creation and distribution of healthy recipes incorporating products from multiple vendors.

For example, a grilled chicken panini recipe that uses bread from Bread Affair, vegetables from UBC Farm, chicken from the poultry vendor, cheese from the cheese vendor, and pesto from the sauce vendor.

Building a fruitful relationship between vendors is an important factor in maintaining each one's satisfaction and dedication to the market as a whole.

Tactic 1.2C: Waive vendor fee for every fifth consecutive Saturday market attended.

Incentivize weekly vendor consistency through monetary rewards.

Building weekly consistency of vendors is critical to customer retention.

Objective 2 Increase the loyal customer base (attend 5 or more times per season) by 10% in FY 2017 vs. prior year based on conversion of occasional customers, as measured by an annual customer survey.

Strategy 2.1 - Create incentives to increase the number of returning visits of occasional customers.

The occasional customers base is a large segment and they have higher disposable income on the basis that they do not have children to spend on. Therefore, this can be considered a high potential segment, which can become loyal customers later on through certain engagement, such as stamp card reward and themed events.

Tactic 2.1.A Stamp Card Reward System

In order to increase the number of returning visits of occasional customers, UBC farm can create Stamp Card Reward System. The rule of this reward is to collect stamps from vendors as much as possible. Each vendor has a unique stamp, which is distributed by UBC Farm. After collecting 10 stamps, customers will have two reward choices:

- 1) Receive a 10% off when they purchase directly from UBC Farm.
- 2) Receive a free package provided by UBC Farm's CSA Program.

We believe a 10% off gift card is a reasonable incentive to increase the number of visits of occasional customers since 43.2% of people in this segment are students who are more price sensitive. The free package can contain any UBC Farm related products, such as seasonal fruits and vegetables, which can limit the transaction cost. Even though we intend to increase the frequency of occasional customers, we are not restricting one stamp per visit since it may take too long to complete the reward (Approximately 2.5 months).

The cost of this activity is relatively low, because UBC Farm only needs to purchase different stamps for each vendor and print out the stamp cards. The average cost per stamp is \$1. If we assume we already have 11 vendors, the total cost of stamps is \$6.38. The cost of the high quality paper is around \$0.06/paper, and since UBC Farm have its own printer, the printing cost of stamp cards will be approximately zero. (Appendix H)

Strategy 2.2 Organize events to engage occasional customers throughout the season.

Tactic 2.2.A Plan themed events based on seasonal holidays.

To increase the engagement rate of occasional customers, UBC Farm Saturday Market should hold monthly themed events throughout the season. According to our survey, live event is one of the most effective factors to attract current customers. Therefore, our group decided to leverage this factor to increase the total engagement by organizing themed events based on different seasonal holidays in the first Saturday of each month.

The details of each event are listed below:

- Summer BBQ/ Kick-off: UBC staffs will sell \$5-\$10 BBQ directly to visitors. For those people who want to create their favorite meals, they can buy products, such as bacon and onions, from UBC Farm Vendors and our staffs will help them to cook.
- Cake Festival: UBC farm will serve cakes with Canada flag on it for \$5 each
- End of Summer Sales: Selling more seasonal fruits and vegetable in bundle and package kinds with limited amounts. These packages and bundles should be value more than selling individually.
- “Drinking” Party: Providing different kinds of beverages and you can pay \$10 to drink as much as you can.
- Pumpkin Pie & Turkey Day: Providing different recipes for making pumpkin pies and turkeys, and also having UBC staffs serve free sample for people to try. (Appendix I)

Tactic 2.2.B Host 1-2 community events per month at the UBC Farm Saturday Market.

The other way to increase engagement rate of the customers segment is to hold community events to educate them. Since UBC Farm Saturday Market has a long history and many occasional customers do not know about it, it is better to get more people emotionally involved with this community and to know more about the products UBC Farm have.

First of all, UBC Farm can organize a Nature Walk community event to increase customers’ health awareness and to learn more about UBC Farm *organic, local, and fresh* products. To do so, UBC Farm may collaborate with Running Room to host their runs at the UBC Farm location. During the event, UBC Farm staff will educate the community about Green practices and conservation. Secondly, UBC Farm should screen short documentaries at the Quonset hut. This event’s purpose is to teach customers more about sustainability. Lastly, UBC Farm can have cooking demonstrations to teach customers how to cook and what products and seasonings should they use to make their food taste better.

Tactic 2.2.C Promotional campaign through Facebook and e-Newsletter

To increase awareness of these themed events, UBC Farm should promote it through Facebook and e-Newsletter. The content may include the featured activities (e.g. kids activities), feature a specific food or produce (e.g. October-- Pumpkin) by providing recipes, offering free giveaways and coupons, or advertising a special time-limited promotion.

Objective 3 | Increase the average spend per visit of current customers at the UBC Farm Saturday Market by 5% in the FY 2017 vs prior year, as measured by an annual customer survey.

Strategy 3.1 Create incentives to increase the average expenditure per visit of each current customer.

The current users include loyal customers and occasional customers like Lily and Olivia. In terms of revenue growth, after increasing customers' returning visits, we seek to encourage higher spending from customers at each visit. By using the stamp reward system, UBC Farm will have monthly contests as an incentive. More theme-related products would be offered on special themed events also could encourage current customers to purchase.

Tactic 3.1.A Monthly contests

During the season, UBC Farm could create different contest entries for each month. If customers make purchases greater than \$10 from 4 or more different vendors within a month, they have the chance to enter into a draw to win prizes. With the same stamp system, the purchase from each vendor will get a unique stamp on the stamp card. (Appendix J) The email address of customers must be provided to enter the draw and claim the prize. They can enter the draw multiple times for every visit that they purchased from more than 4 vendors. Vendors put stamps on the stamp card once the requirement is met. The customers just need to show their stamp cards to any UBC Farm staff in order to indicate that they have purchased from four different varieties of vendors. Stamps will be crossed out for each prize draw entry, which are the four stamps used to indicate an access. Customers could retain their cards and reused to reduce waste. The winning prize will be a value of \$10 gift certificate that can be redeemed at any vendor. UBC Farm will reimburse the vendor. There will be total of 5 months for the entire season. The budget for monthly contests will be \$50 solely for gift certificates.

Tactic 3.1.B Specific theme-related product offerings tied to the themed events.

Each month, there will a special themed event based on seasonal holidays. (Appendix K)The themed events give current customers reasons to come to the market. The attractiveness will be the limited edition products offered on each event. The variety of product offerings can increase customers' expenditure on each visit. Product offerings are all the goods from UBC Farm and other vendors. Apart from attracting customers with special food, it could also assist on promoting the market itself by demonstrating what type of dishes could be created using the produces from the Farmers' Market itself. In order to attract a larger crowd, UBC Farm will promote the monthly events and themed products through Facebook, email newsletter and communication channels of the products. UBC Farm also could consider partnership with local food-related business. For example, for the summer BBQ event, UBC Farm would partner with local sauce businesses.

Objective 4: | Drive attendance of 20 new customers on average per Saturday, as measured by an annual customer survey. (Target: Farmers' Markets Consumers)

Strategy 4.1 Educate new customers about the UBC Farm Saturday Market.

The “Farmers’ Markets Consumer” segment forms the new customer-base whom UBC Farm should target. This consists of people who have neither heard nor attended the UBC Farm Saturday Market, but they are frequent shoppers of farmers’ markets. As a result, in order to reach out to these shoppers, UBC Farm needs to focus on its promotion: where, when, and how it can educate these new customers.

Tactic 4.1.A Set up a pop-up stand

According to primary research, frequent shoppers of farmers’ markets found the following 4 marketing tactics to be the most effective: staff interaction, social media, special events, and local media presence. As a result, one aspect that UBC Farm can capitalize on is staff interaction to engage with potential customers. In order to reach this targeted segment, it is recommended for UBC Farm to set up a pop-up stand in locations where this segment visits frequently. The pop-up stand can utilize the booth that is already in use during the Wednesday market located at the UBC Bookstore Plaza.

As part of its promotion strategy, the pop-up stand should have one UBC Farm ambassador to promote and sell a small selection of items that are normally found at the Saturday Market. UBC Farm should obtain samples sizes and pamphlets from each of the vendor, which can then be displayed and distributed at the pop-up stand. This not only allows UBC Farm to educate potential customers about its product offerings, but it also offers the chance to establish the Saturday Market as a farmers’ market that customers can shop at. It is important to note that most shoppers attend farmers’ markets to purchase their “regular grocery items” specifically fresh produce (2010 Shopper Study, Greenbelt Farmers’ Market Network).

The primary findings revealed that this segment is comprised mainly of females aged 25 to 34 years old with high discretionary income. Additionally, a majority of these shoppers are buying for adults only (i.e. no children living at home). Based on these insights, the ideal locations to set up the pop-up stand would involve places that working female are bound to frequent. This includes fitness studios as well as lobby areas of residential housings located at Wesbrook Village. Refer to Appendix L for a suggested list of places to set up the stand-up.

Additionally, women-specific events are excellent venues to set up the pop-up stand. For example, YES! Vancouver is a “*philanthropic networking group of professional women*” who empowers women to enter the workforce. Throughout the year, this organization hosts events to fundraise for Dress For Success Vancouver - a society that offers women professional attire, career services, and skills development programs. Recently, YES collaborated with Spin Society Cycling to offer a free spin class. By setting up a stand at events that are health-focused and tailored towards women, UBC Farm can emphasize the benefits of eating local and offer easy-to-cook recipes.

In order to promote these stands, posters should be distributed in the areas at which the pop-up stand will be located. The goal is to inform people to be on the lookout for the UBC Farm’s stand. For instance, some suggested locations include community bulletin boards, changing rooms, front desks, or staff bulletins. The recommended number of pop-up stands is two per month, alternating between the three types of locations: fitness studios, Wesbrook residential housing, and women-related events.

Tactic 4.1.B Educational Digital Marketing Campaign

As indicated in the survey results, the most effective social media platform ranked by consumers is Facebook. In order to reach the targeted audience and educate them about UBC Farm, it is highly recommended for UBC Farm to set up a single Facebook Ad Campaign that runs during the farmers' market season from June to the end of October.

In order to set up the Facebook Campaign, there are three levels with specific considerations: Campaign, Ad Sets, and Ad. At the Campaign level, UBC Farm should focus on the objective of building awareness about the UBC Farm Saturday Market. This would be carried out by educating potential customers about the history of the market, what the market does (i.e. what products it offers), and the market's contribution to the community and local economy. As a metric to measure the success of this campaign, UBC Farm should focus on "Page Post Engagement". In other words, it is important to boost engagement with the educational posts regarding the UBC Farm.

Next, for the Ad Set level, the ads should target health-conscious females aged 25 - 34 years who live relatively close to UBC Farm such as the Kitsilano area. As mentioned earlier, this ad campaign will run from June to October. Throughout the five months, a total of 10 posts will be promoted during the season (i.e. 2 posts promoted per month).

Finally at the Ads level, the proposed recommendation is to create a hashtag campaign:

#KnowYourEats. Currently, #KnowYourEats has not been used, which means that this can serve as UBC Farm's signature hashtag. Every time the audience is interested in referring back to UBC Farm, he or she can type in the hashtag to find related information. This can be complemented with another popular hashtag such as #sustainability, #organic, and #local. The idea behind #KnowYourEats is to convey to the targeted audience that they have the right to "know what they are eating".

There are three major pillars for this campaign that the featured posts will communicate to the audience.

1. **Sustainable:** Know that the produce sold at the Saturday Market is grown sustainably.
2. **Local:** Know that the produce sold at the Saturday Market is grown by local farmers.
3. **Community:** Know that the Saturday Market supports the community.

Refer to Appendix M for the posting schedule and Appendix N for the suggested post content.

Strategy 4.2 Public Relations Exposure

Given that a significant amount of awareness of UBC Farm was built through recommendations from family and friends, it can be noted that word of mouth is extremely important in attracting customers. Therefore, it is essential that UBC Farm's marketing strategy includes a public relations communications piece in order to generate more earned media. Although UBC Farm greatly benefited from the media exposure a few years ago due to the Save the Farm movement, UBC Farm must maintain this buzz among the general public.

Tactic 4.2.A Develop an events calendar and a media kit.

As our earlier recommendations involved encouraging UBC Farm to host events and special themed markets in the future, these unique and limited additions to the market would serve as an attractive piece that can be pitched to the media. If UBC Farm were to leverage these events in the media to build exposure, it is strongly advised that UBC Farm has a finalized event calendar prior to media outreach. By providing a full list of events, the media contacts can select which events they would like to promote beforehand. As well, another aspect of the farm that UBC Farm can leverage in its media stories is the fact that the market is located on a farm itself. This is a differentiating factor that sets it apart from other farmers' markets, which would provide media contacts with a fresh topic.

Complementary to the events calendar, the immediate action that UBC Farm must take is to build a media kit that would be sent to various media contacts. This kit should include multiple press releases focused on different aspects of the farm, such as the upcoming themed events, the farm tours, or vendor features. In addition, the kit should also include some digital assets, such as graphics and videos that online media channels could use in their article when they promote UBC Farm. Finally, in order to exhibit UBC Farm's worth in community engagement, the media kit should include past press publications and articles, especially stories that were written for the Save the Farm movement.

Tactic 4.2.B Online Media Outreach

Based on the survey results, online sources were deemed to be a stronger communications channel for building awareness for UBC Farm in comparison to traditional media channels such as radio and posters. Therefore, UBC Farm should focus its media outreach on online channels. As UBC Farm is well-known for its community ties, we recommend that UBC Farm contact local news and publishing companies that are well connected with the community population, such as Vancouver Magazine and Business in Vancouver. Vancouver Magazine has multiple sections that UBC Farm can submit related content to such as Taste, City, Go, and Best of the City . Refer to Appendix O for a list of suggested content that can submit to Vancouver Magazine. Likewise, Business in Vancouver is another great platform to showcase UBC Farm as a sustainable, local and community-focused business venture.

Social media presence was another channel that many other farmers' markets leveraged in their communications. According to the survey results, many high potential customers ranked social media as the top channel that informed them about their local farmers' market. With this insight, it is recommended that UBC Farm reaches out to local influencers whose main fanbase consists of middle-aged health conscious females. Some potential influencers would be Miss604 and Yoyomama. Miss604 is a Vancouver-winning blog that features Vancouver events, contests, and photos, whereas Yoyomama is tailored towards working moms by featuring products, services, and events that are family-oriented.

Timeline

The recommendations will be implemented through three phases: Pre-Season, During Season, and Post-Season.

Phase 1: Pre-Season

The Pre-Season phase consists of planning out the events' logistics and curating content for online media outreach. Starting in January, UBC Farm should establish the rules and criteria for its Referral Program. Then from Feb to May, it can promote this program during the recruitment for vendors. From the beginning of March to the end of May, planning for the themed events as well as creating the events calendar and media kit will take place. By mid-April, it is expected that UBC Farm will begin reaching out to Running Rooms near the UBC Campus to propose the idea of hosting "nature runs" at the UBC Farm. In addition, from mid-April to late-May, a Facebook advertising campaign for the "four weeks free attendance" will be carried out. During the month of May, the necessary materials for the Stamp Card will be purchased and content related to the #KnowYourEats campaign and featured recipes will be compiled. For the monthly contests, the stamps purchased must be different for each vendor. Finally, during the last 2 weeks of May, returning vendors will be featured on UBC Farm's social media and website.

Phase 2: During Season

During the month of June, the stamp card will be distributed. Additionally, a Summer Kick-Off event will take place during the second or third week of June. For the duration of the season from June to October, the themed events will be hosted (Appendix I). Prior to each themed event, UBC Farm needs to create the Facebook post and start promoting 3 weeks in advance (e.g. promote Summer Kick-Off during the second week of May).

Several action items must also be completed throughout the season. This includes curating content for the comprehensive "UBC Farm Guide to Vending", which would require UBC Farm staff members to obtain tips from vendors throughout the season. Furthermore, the Social Media Coordinator will be responsible for the following: creating featured posts on Facebook and Twitter for vendors who had pre-paid; carrying out the #KnowYourEats campaign; promoting the monthly contests; reaching out to online media channels; and arranging the pop-up stands (i.e. obtain sample sizes and pamphlets from each vendor during the first week of each month). During the last month of October, an annual survey should be conducted to measure the whether or not the objectives were achieved by collecting data from at least 125 participants.

Phase 3: Post-Season

The last phase is comprised of heavy analysis and preparation for the FY 2018. During November, the survey results will be sorted and analyzed. Furthermore, the Social Media Coordinator will reflect on the season's success by determining which events had the highest turnout and which content resulted in the highest engagement. Finally, during December, the "UBC Farm Guide to Vending" should be completed, along with a rough draft of the 2018 events calendar and media kit. Refer to Appendix P for the breakdown of tasks.

Budget

The cost considerations for each of the four objectives are broken down fully in Appendix Q.

Since UBC Farm is operating with a very limited marketing budget, our team was cognizant of leveraging channels that UBC Farm currently had for its promotions and keeping costs low within the first year. Once UBC Farm has implemented these strategies for the upcoming 2017 season, they can revise the amount of money allocated to each section accordingly based on results. Outlined below are tactics that included some cost assumptions.

Work Done by a Creative Agency

Our team is assuming that UBC Farm will use a small to medium sized agency to help design its vendor recipe posters and promotional digital assets that will be included in the media kit. It is important to note that some of the digital assets that will be created for the media kit will also be used for other tactics. For example, a graphic promoting one of the special themed events will be included in the media kit, but this same graphic can also be used as one of the promoted Facebook posts as UBC Farm is marketing its upcoming event. All costs related to the digital asset development have been grouped under the media kit development tactic. The hourly rate of a small to medium size agency was estimated based on our team members' experiences working with a creative agency. Our team has assumed the number of hours it would take the agency to complete their projects based on the level of simplicity of these digital assets and given that the process of creating the vendor recipe posters will get repetitive once the designer has gotten used to the template.

Hosting Special Events

Our team assumed that some of the costs that UBC Farm would incur when hosting each special event would include decorations, small food items or ingredients, and activities such as arts and crafts for children. With this in mind, each event was budgeted to cost \$100. If an event were to cost less than this amount, then the saved funds would be allocated to future special events. In total, the events should cost \$500 for the full 2017 season.

Remaining Funds for Vendor and Customer Redemption

Specified amounts were not budgeted for the price reductions that vendors would receive from being new vendors, referrals, and consecutive weeks. Although our team is confident that the UBC Farm Saturday Market would be able to reach 11 vendors by the next season, it is difficult to predict the exact number of vendors who will refer other vendors, how many of these referred vendors are new vendors, and the amount of vendors who will choose to sell for 5 consecutive weeks. Therefore this amount was not included in the budget in order to ensure that the amount was not skewed based on a wild assumption. The amount of funding that would go towards paying for the 10% discount at the UBC Farm stand was also not included since the prices of products sold at the stand varied. It is up to UBC Farm how much they would like to allocate to the current budget to go towards promotion redemption. The \$10 monthly prize draw from tactic 3.1A has already been included in the budget as the redemption amounts were predictable.

Monitors & Controls

Objective 1

The average number of vendors is easily measured, with a UBC Farm employee taking record of which vendors are present at each Saturday market throughout the 2017 season. If in the first two months of the market season fewer than 11 vendors are present on average, further paid advertising of the “First four markets free” campaign through Facebook should be employed (as per Tactic 1.1B). Increasing the cost-saving rewards to current vendors who refer new vendors (as per Tactic 1.1A) should be considered in the event of underperformance within this objective. Overall, a simple average calculation at the end of the season will reveal whether or not this target has been achieved.

Objective 2

The conversion of occasional customers into loyal customers can only be estimated through the implementation of a customer survey. Asking respondents the number of times they visit UBC Farm Saturday Market per season and classifying them according to the labels utilized throughout this report (i.e. occasional customers = 1-4 visits per season; loyal customers = 5+ visits per season) will need to be done each year in order to measure the effectiveness of the strategies and tactics employed under Objective 2. It is recommended that a sample size of at least 100 be used. If a larger fraction of customers fall into the loyal category in FY2017 than FY2016, the strategies and tactics implemented to achieve Objective 2 will be considered successful.

Objective 3

An annual customer survey is the best way to measure the effectiveness of the strategies and tactics implemented in fulfillment of Objective 3. By asking customers their typical spend at the Saturday Market and comparing to previous years, UBC Farm can find a rough estimate to measure their success. As this specific question was not asked in 2016, a year-over-year comparison cannot be made until 2018. UBC Farm can also analyze its own sales data to determine any change in average spend for their booth at the market. UBC Farm also has access to some of its vendors’ sales data. Combining these two sets of data, UBC Farm can infer to what degree total spend per visit has changed throughout the season for all vendors.

Objective 4

Again, the success of this objective can be measured through administration of an annual customer survey. The number of respondents who are attending the market for the first time can be extrapolated to represent the total number of new visitors for the season. Throughout the market season, UBC Farm staff can ask customers if it is their first time visiting to get a general feel for the level of success surrounding Objective 4.

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Appendices

Appendix A: UBC Farm vs. Competitors

Vancouver Farmers' Markets' Weekly Markets

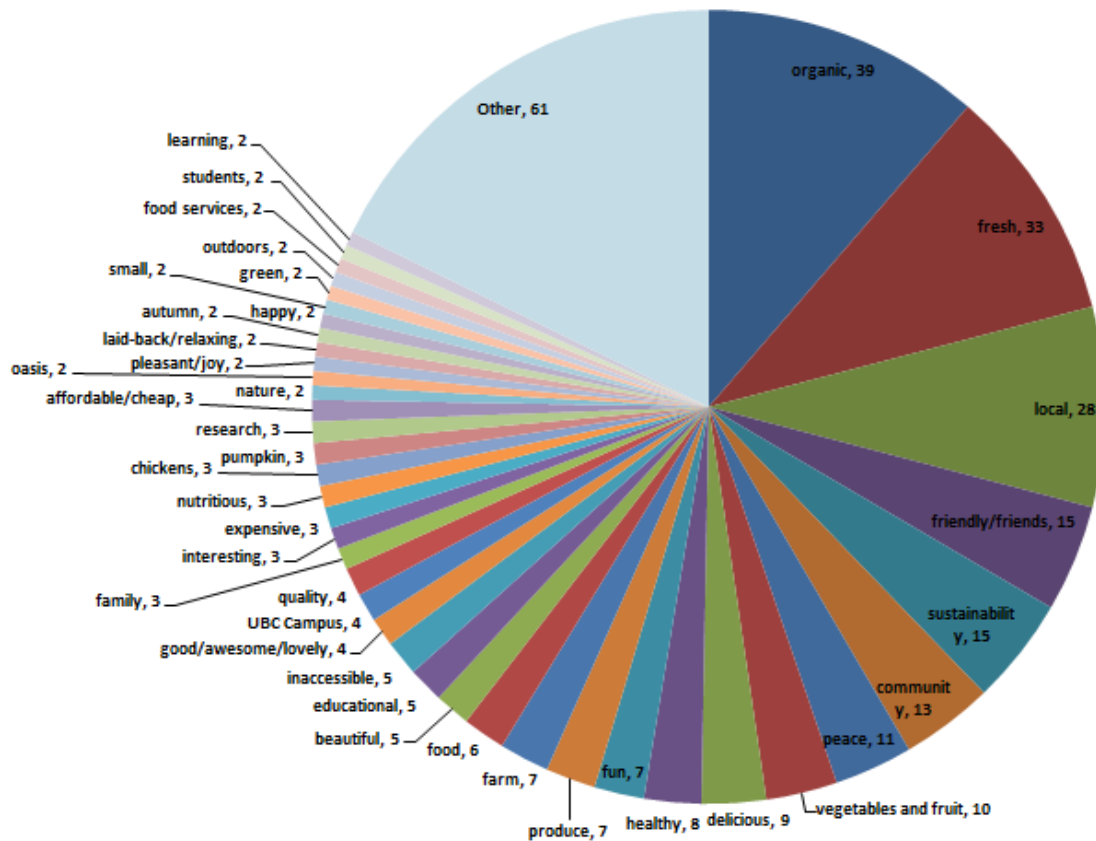
Summer Markets			
Market	Location	Date	Time
Downtown	Queen Elizabeth Theatre	Jun 2 - Oct 27	Thurs 2PM - 6PM
Kitsilano	Kitsilano Community Centre	May 8 - Oct 23	Sun 10AM - 2PM
Main Street Station	110 Station Street	Jun 1 - Oct 5	Wed 2PM - 6PM
Mount Pleasant	Dude Chilling Park	Jun 12 - Oct 9	Sun 10AM - 2PM
Trout Lake	Lakewood Drive + E 13th Ave	May 7 - Oct 22	Sat 9AM - 2PM
West End	Comox St + Bute St	May 28 - Oct 22	Sat 9AM - 2PM
Winter Markets			
Hastings Park	Hastings Park - Centregrounds	Nov 6 - Apr 30	Sun 10AM - 2PM
Nat Bailey	4601 Ontario Street	Nov 5 - Apr 22	Sat 10AM - 2PM

Product Mix of UBC Farm and its competitors

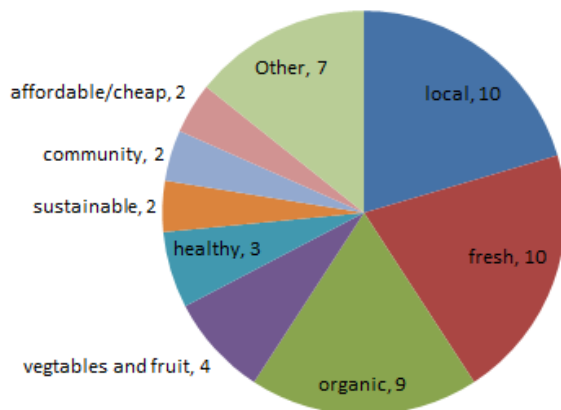
	UBC Farm (Farmers' Market)	Whole Foods (Organic Supermarkets)	Save-on-Foods (Supermarkets)	Costco (Warehouse Clubs)
Bakery	✓	✓	✓	✓
Bulk		✓	✓	✓
Coffee/ Tea		✓	✓	✓
Dairy/ Cheese		✓	✓	✓
Flowers/Floral Arrangement	✓	✓	✓	✓
Meat/ Poultry		✓	✓	✓
Packaged Products		✓	✓	✓
Personal Care Products		✓	✓	✓
Pet Supplies		✓	✓	✓
Prepared Foods		✓	✓	✓
Produce (Fruits and Vegetables)	✓	✓	✓	✓
Seafood		✓	✓	✓
Wine		✓	✓	✓

Appendix B: Consumer Survey Results

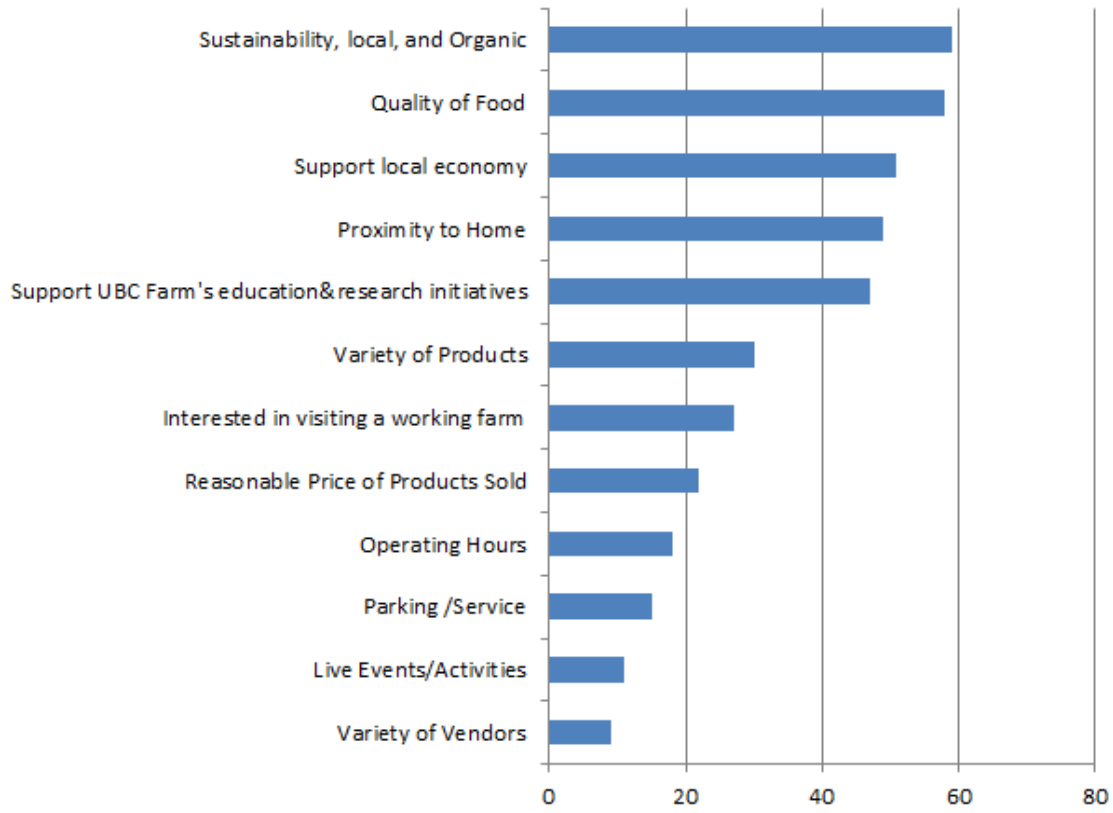
Associations of UBC Farm Saturday Market



Associations for Farmers Market Excluding UBC Farm

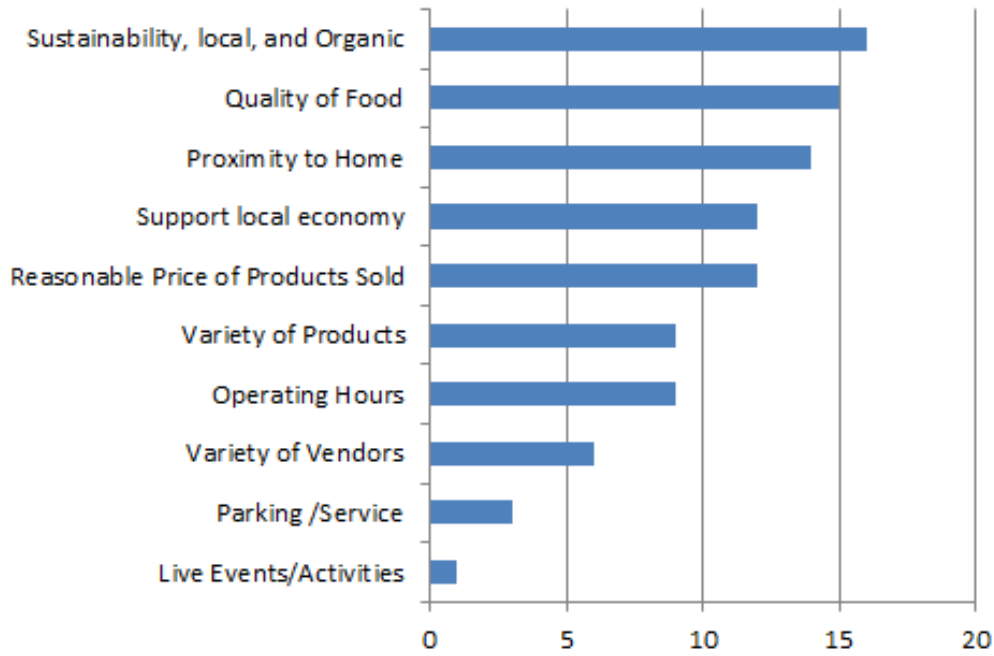


Factors of Importance for UBC Farm Saturday Market



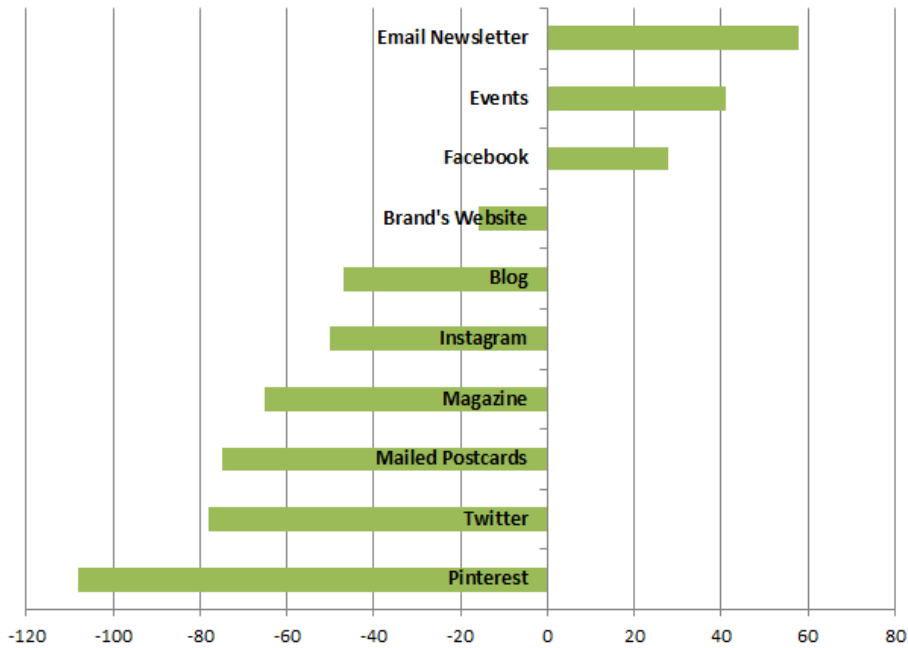
*Scores along x-axis represented a weighted average calculated based on the rank respondents gave each factor

Factors of Importance for Farmers Markets



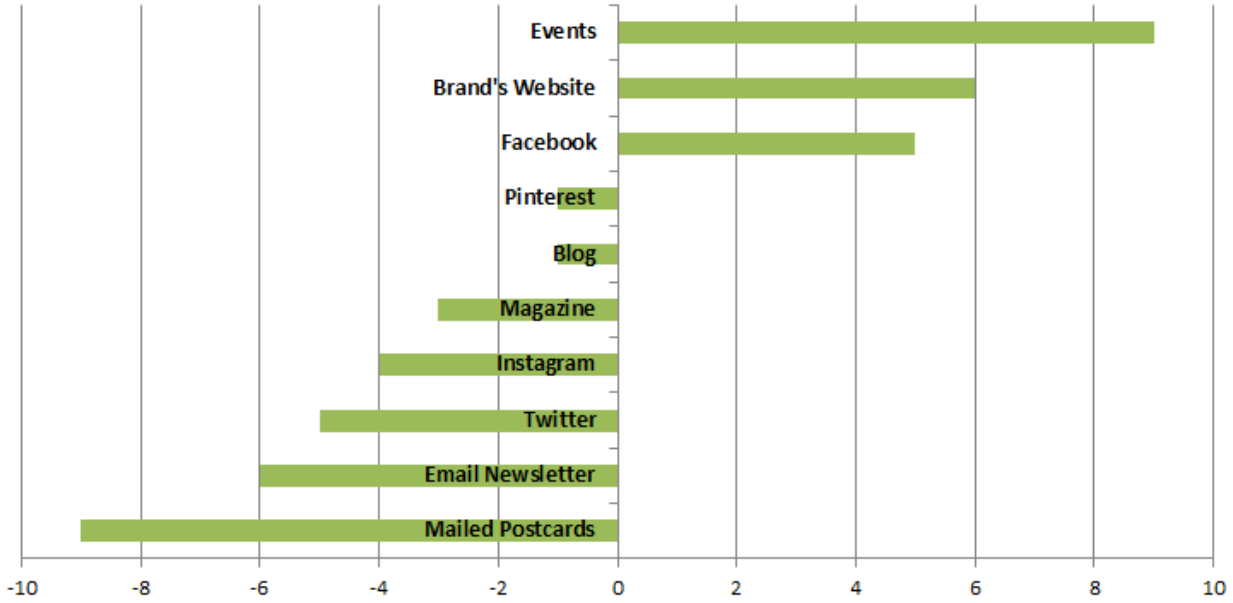
*Scores along x-axis represented a weighted average calculated based on the rank

Channels Current Consumers Would use to Engage with the UBC Farm Saturday Market



*Scores along x-axis represented a weighted average calculated based on the rank respondents gave each factor

Channels other Consumers Use to Enage with Farmers Markets



*Scores along x-axis represented a weighted average calcuated based on the rank respondents gave each factor

Appendix C: Price Comparison between UBC Farm and its competitors

UBC Farm	Kitsilano Farmers' market	Save on Foods (Berton Avenue)	Whole Foods (Kitsilano)	Costco (Downtown)	New Apple Farm Market (Kitsilano)
\$\$	\$\$	\$\$	\$\$\$	\$\$	\$
12 Reviews	19 Reviews	12 Reviews	22 Reviews	136 Reviews	18 Reviews

Note: This is based on Yelp's ratings. Refer to Appendix D to understand the \$ value.

Appendix D: Yelp's Price Range

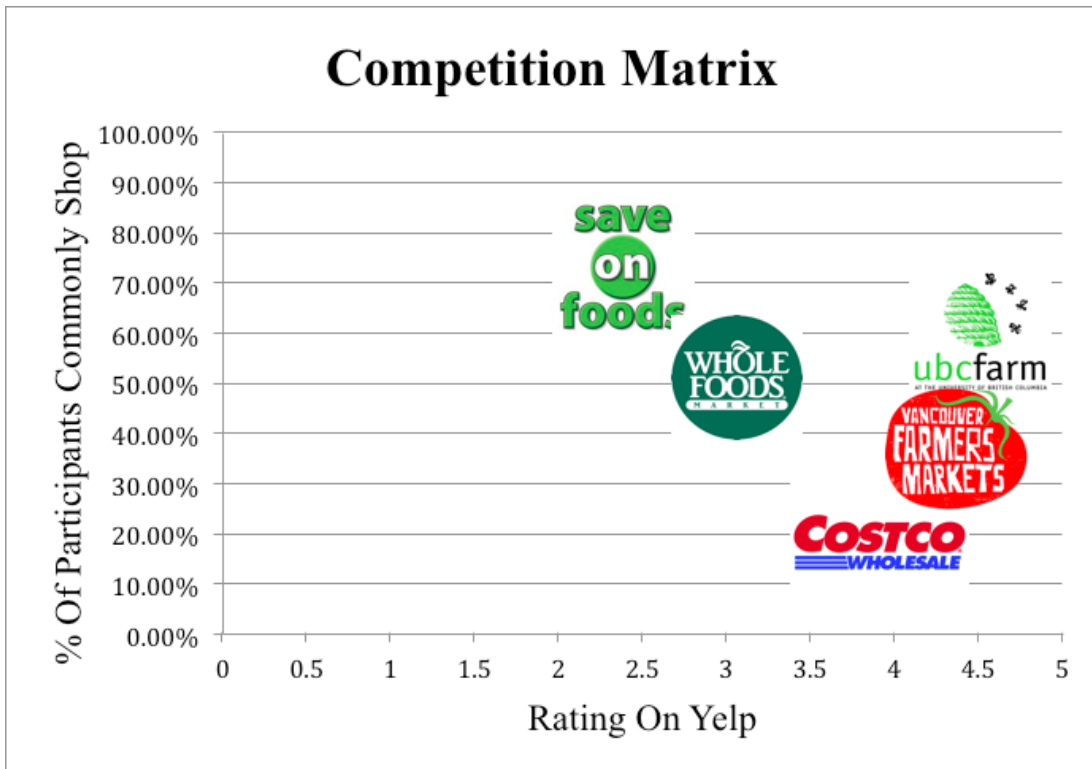
Scale	Price Range
Level 1 - \$	Under \$10
Level 2 - \$\$	\$11 - \$31
Level 3 - \$\$\$	\$31 - \$60
Level 4 - \$\$\$\$	Above \$61

(Cost per Person)

Appendix E: Past Advertising Options Proposed to UBC Farm

Wesbrook Village	UBC Communities	UBC Greater Communities
<ul style="list-style-type: none"> - Community Signs - Sandwich Boards - Flyers 	<ul style="list-style-type: none"> - Printed Posters - Step Stake Signs 	<ul style="list-style-type: none"> - Translink Advertisements - Flyers Delivery

Appendix F: Competition Matrix - UBC Farm Overall Standing



Appendix G: Factors Affecting Purchase Decision

	Not at all important [-2]	Unimportant [-1]	Neither important nor unimportant [0]	Important [+1]	Very important [+2]	Total Score
Quality of Food	1	3	4	46	58	157
Proximity to Home	0	2	13	51	41	131
Variety of Products	0	6	15	71	16	97
Variety of Vendors	2	10	39	46	12	56
Reasonable Price of Products Sold	1	6	15	60	25	102
Live Events/Activities	10	21	47	27	7	0
Operating Hours	3	8	30	56	13	68
Parking /Service	20	15	33	30	7	-11
Support local economy	1	3	14	54	38	125
Sustainability, local, and Organic	0	2	7	38	56	148
Interested in visiting a working farm	6	10	19	33	28	67
Other (please	3	1	5	4	4	5

specify):						
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Appendix H - Stamp Card Reward



Collecting 10 Stamps to receive one of the following rewards:

- 1. A 10% off gift card from UBC Farm**
- 2. A free package provided by UBC Farm's CSA Program**



Appendix I - Themed Events

Month	Seasonal Holidays	Themed Events
June	Summer Start	Summer BBQ/Kick-off
July	Canada Day	Cake Festival
August	End of Summer	End of Summer Sales
September	Back-to-school	“Drinking” Party
October	Thanksgiving & Halloween	Pumpkin Pie & Turkey Day

Appendix J: Stamps design for vendors



Appendix K: Product Offerings for Themed Events

Month	Themed Events	Special Product Offerings
June	Summer BBQ/Kick-off	Kebab, chicken souvlaki, grilled meat (sausage, steak, patty, pork tenderloin), grilled vegetables (corn, asparagus), grilled seafood (shrimps, fishes)
July	Cake Festival	Special cupcakes (Canada Day “Eh” Cupcakes), buttermilk waffle with maple syrup, red velvet cookies, gingerbread, Canada day layered Jell-O
August	End of Summer Sales	Seasonal greens and fruits (celery, cherries, cantaloupe, corn, beets, blueberries, strawberries)
September	“Drinking” Party	Beverages: soft drinks, juice & smoothies, teas, coffee, hot chocolate
October	Pumpkin Pie & Turkey Day	Free samples (Pumpkin Soup, pumpkin pie, home-style smoked turkey, stuffed turkey)

Appendix L - Pop-Up Stand Locations

Location	Description
Gold’s Gym University Marketplace	<p>Fitness gym located on UBC Campus. Includes a fitness studio and spinning room.</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Sell fresh produce that are good for juicing - Provide juicing recipes - Set up a stand on Saturday 7AM - 11AM to direct traffic to the UBC Farm
The Hot Box Yoga	<p>Hot yoga studio located at Wesbrook Village.</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Sell fresh produce that are good for juicing - Provide both juicing and snack recipes - Set up a stand on Saturday 9AM - 11AM to direct traffic to the UBC Farm

Academy Institute of Higher Stamina	<p>Fitness academy located along W 10 Avenue. Offers three types of training sessions: Fit, Ride, Yoga.</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Promote the benefits of eating food that restores the body - Provide recipes for fast and healthy cooking - Set up a stand on Saturday 9AM - 11AM to direct traffic to the UBC Farm
Wholey Fit Inc.	<p>Located along Alma Street. Offers fitness (Tabata) classes and indoor cycling.</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Promote foods that are good for weight loss and muscle gain - Provide recipes for fast and healthy cooking - Set up a stand on Friday 5PM - 7PM or Saturday 8AM - 11AM to direct traffic to the UBC Farm
Pulse Cycling Studio Limited	<p>Located along W 16 Avenue. Focuses on indoor cycling.</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Promote foods that are good for juicing - Provide snack or juicing recipes - Set up a stand on Friday 5PM - 6PM to promote the UBC Farm Saturday Market
Lobby Areas (Wesbrook Residential Housing)	<p>Wesbrook Village Apartments</p> <ul style="list-style-type: none"> - Greenwood Commons - Mews - Granite Terrace - Village Square <p>Note: Besides setting up a pop-up stand inside the lobby area by the main entrance, another location is the area outside of these apartments. (i.e. where the summer events are held)</p> <p>Pop-Up Stand Idea:</p> <ul style="list-style-type: none"> - Promote “Today’s Daily Special” (i.e. Provide a list of produce that are in season or offered at a discount) - Provide fast and healthy recipes - Display an events calendar to indicate what events will take place at the UBC Farm Saturday Market - Set up a stand on Saturday 9AM - 11AM to direct traffic to UBC Farm

Appendix M: Facebook Posting Schedule

Month	Content
June	Sustainable + Community

July	Local + Community
August	Community + Sustainable
September	Sustainable + Local
October	Local + Community

10 posts for the season duration running from June to October
(3 Posts - **Sustainable**, 3 Posts - **Local**, 4 Posts - **Community**)

Appendix N: Facebook Posts' Content

Categories	Ad Ideas
Sustainable:	<ol style="list-style-type: none"> 1. Market is located on a “Working Farm” that works towards building a sustainable living food system (pollination, medicinal plants, flowers, produce). 2. As a “Working Farm”, UBC Farm strives to maintain and expand the living food system to ensure quality and long-term sustainability. (i.e. renewable resources). 3. UBC Farm has been used as research sites to support sustainable initiatives such as variety trials, crop improvement, breeding, stock seed production - these seeds are grown into the produce sold at the market.

<p>Local:</p> <p>.</p>	<ol style="list-style-type: none"> 1. From the research initiatives carried on-site, UBC Farm promotes and markets BC-Grown seed to BC farmers - these seeds are grown locally to become the produce sold at the market. 2. UBC Farm Saturday Market can guarantee that all its produce are grown locally at the farm. 3. Through research initiatives conducted at the UBC Farm, customers can safely consumer different varieties of vegetables and fruits that are grown straight from the farm.
<p>Community:</p>	<ol style="list-style-type: none"> 1. UBC Farm is an “Incubator Market” for new farmers (i.e. a starting point for new farmers to reach out to the community and sell their fresh produce) 2. Saturday Market is located on the “UBC Farm Site” which offers community groups a chance to learn about the activities carried out at the farm - links it to issues in biodiversity, education, sustainable agriculture, food systems, indigenous territory 3. Save the Farm Campaign: prevented the land from being used for market housing. 4. Everything sold at the market is ethically produced with consideration of the community: <ul style="list-style-type: none"> - Care about the farmers - Respect indigenous territory - Respect the land itself

Appendix O: Suggested Content for Vancouver Magazine

Vancouver Magazine Sections	Content Suggestions
Taste	<ol style="list-style-type: none"> 1. Provide recipes and cooking tips 2. Recommend a restaurant that uses produce grown at the UBC Farm
City	<ol style="list-style-type: none"> 1. Recommend specific types of food that are good for health and fitness
Go	<ol style="list-style-type: none"> 1. Refer UBC Farm as the destination to go on a “Day Trip” or “Weekend Getaway”. (Provide a list of events or farm tours that people can take part in.)
Best of the City	<ol style="list-style-type: none"> 1. Under the sub-section “Stuff we love/Trending”, UBC Farm should send content that connects its product offerings to the latest health trends.
Events	<ol style="list-style-type: none"> 1. Contact the media director to see if specific themed events can be included in Vancouver Magazine’s Events Calendar.

Appendix P: Timeline

Task	January	February	March	April	May	June	July	August	September	October	November	December
Phase 1												
Establish the rules and criteria for the referral program	█											
Promote Referral Program to vendors		█										
Decide which themed events to host and plan the logistics			█	█	█							
Create an events calendar			█	█	█							
Develop the media kit			█	█	█							
Facebook Advertising Campaign "Four Weeks Free Attendance" to attract new vendors				█	█							
Connect with different Running Rooms to host Nature Runs at UBC Farm				█	█							
Create the Stamp Card					█							
Purchase stamps representative for each vendor					█							
Compile recipes featuring products from different vendors					█							
Select documentaries to show at the hut					█							
Have the content ready for #KnowYourEats Campaign					█							
Featured posts on social media and website for returning vendors					█							
Phase 2												
Summer Kick-Off/BBQ						█						
Distribute stamp card						█						
Nature Runs bi-weekly						█	█	█				
Begin creation of "UBC Farm Guide to Vending" by obtaining tips from vendors						█	█	█	█	█		
Featured posts on Facebook and Twitter for vendors who pre-paid (6- or 10-weeks)						█	█	█	█	█		
Monthly Contests (Prize Draw)						█	█	█	█	█		
Set up 2 pop-up stands per month						█	█	█	█	█		
- #KnowYourEats Campaign (2 posts per month)						█	█	█	█	█		
- Reach out to different online media channels to promote events and contests						█	█	█	█	█		
Cake Festival							█					
End of Summer Sales								█				
Drinking Party									█			
Pumpkin Pie & Turkey Day										█		
Annual survey											█	
Phase 3												
Analyze survey results											█	
Determine which events were successful											█	
Make note of which content had highest engagement											█	
Organize the curated content and complete the "UBC Farm Guide to Vending"												█
Begin planning the 2018 Events Calendar and Media Kit												█

Appendix Q: Budget

Item	Quantity	Unit	Cost per Unit	Total Cost	Times per Year	Times per Year Units	Annual Cost	Notes
Objective 1 - Expand Market Vendors								
Strategy 1.1 - Attract New Vendors								
Tactic 1.1A - Referral Program								
Promoted Facebook Post	1	CPC posts	\$ 1.00	\$ 1.00	100	CPC posts	\$ 100.00	Will also be promoted through email newsletter at no cost
Tactic 1.1B - First Four Weeks Free								
Promoted Facebook Post	1	CPC posts	\$ 1.00	\$ 1.00	50	CPC posts	\$ 50.00	Will also be promoted through email newsletter at no cost
Tactic 1.1C - New Vendor Guide								
Printed Guide	1	guide	\$ 0.50	\$ 0.50	100	guides	\$ 50.00	Guide will also be emailed at no cost
Strategy 1.2 - Retain Current Vendors								
Tactic 1.2A - Multi-Vendor Recipes								
Design Recipe Posters	7	hours of a creative agency's time per month	\$ 90.00	\$ 630.00	5	months per season	\$ 3,150.00	
Posters displaying recipes	10	posters per month	\$ 1.69	\$ 16.90	5	months per season	\$ 84.50	
Tactic 1.2B - Every 5th Market Free								
Promoted Facebook Post	1	CPC posts	\$ 1.00	\$ 1.00	50	CPC posts	\$ 50.00	Will also be promoted through email newsletter at no cost
Tactic 1.2C - Featured Vendors Online								
	-	-	-	-	-	-	-	Will be posted online but no ad dollars will be used
TOTAL COST							\$ 3,484.50	
Objective 2 - Grow Loyal Customer Base								
Strategy 2.1 - Create incentives								
Tactic 2.1A - Stamp Card Reward								
Printed Stamp Cards	50	Stamp cards per market	\$ 0.06	\$ 3.13	13	markets	\$ 40.63	
Stamps for Vendors	11	Stamps	\$ 1.00	\$ 11.00	1	per vendor per season	\$ 11.00	
Strategy 2.2 - Themed Events								
Tactic 2.2A - Seasonal Events								
Event Supplies and Decorati	1	Event	\$ 100.00	\$ 100.00	5	events	\$ 500.00	
Tactic 2.2B - Online Event Promotion								
Promoted Facebook Post	2	CPM post per event	\$ 50.00	\$ 100.00	5	events	\$ 500.00	Assuming a 0.1% conversion rate. Will also be promoted through email newsletter at no cost
TOTAL COST							\$ 1,051.63	
Objective 3 - Increase Average Spend Per Customer								
Strategy 3.1 - Create Incentives								
Tactic 3.1A - Monthly Contests								
Printed Stamp Cards	50	Stamp cards per market	\$ 0.06	\$ 3.13	13	markets	\$ 40.63	
Monthly Draw Prize	1	prize per month	\$ 10.00	\$ 10.00	5	months per season	\$ 50.00	
Tactic 3.1B - Limited Edition Products								
Promoted Facebook Post	-	-	-	-	-	-	-	Promotion for the limited edition product will be included in all promotion for the special events. See cost of Tactic 2.2B
Poster Featuring Special Pro	1	poster per event	\$ 1.69	\$ 1.69	5	monthly event per season	\$ 8.45	
TOTAL COST							\$ 99.08	

Objective 4 - Drive New Customer Attendance													
Strategy 4.1 - Educate Customers													
Tactic 4.1A - Pop-up Stand													
	3	posters per pop-up stand	\$	0.50	\$	1.50	10	pop-up stands per season	\$	15.00			
Tactic 4.1B - Educational Facebook Campaign													
	1	Promoted Facebook Post		CPM post per event	\$	50.00	\$	50.00	5	promoted posts	\$	250.00	Assuming a 0.1% conversion rate
Strategy 4.2 - Public Relations													
Tactic 4.2A - Develop a Media Kit Digital Asset and Content Development													
	2	hour of a creative agency's time	\$	90.00	\$	180.00	1	kit	\$	180.00			
Tactic 4.2B - Online Media Outreach													
	-	-	-	-	-	-	-	-	-	-	to be done by an employee on UBC Farm's marketing team		
TOTAL COST										\$	445.00		
TOTAL OVERALL COST										\$	5,080.20	Does not include money that will need to be allocated for redemption vendor fee promotion and stamp card reward	