



# GETTING THE WORD OUT

## DRAFT A VISION STATEMENT

### SOME THINGS TO REMEMBER WHEN WRITING A VISION STATEMENT

Project at least 5 years into the future.

Dream big and focus on success.

Use the present tense.

Use clear, concise language.

Infuse your vision statement with passion and emotion.

Paint a graphic mental picture of the business you want.

ANSWER THE FOLLOWING QUESTIONS BEFORE FORMULATING A COMPLETE VISION STATEMENT. CONSIDER A SHORTER AND LONGER VERSION, WHICH WORKS BEST FOR YOU AND YOUR BUSINESS?

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WHAT DOES BEING "SUCCESSFUL" IN FARMING MEAN TO YOU?

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WHAT ARE YOUR PERSONAL, ECONOMIC, ENVIRONMENTAL AND COMMUNITY VALUES?

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LIST COMMON VALUES

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**EXAMPLES OF COMMON VALUES: COMMITMENT**

- Honesty
- Integrity
- Accountability
- Transparency
- Impartiality
- Professionalism
- Courtesy
- Partnership
- Equity
- Responsiveness
- Responsibility
- Innovation

**WRITE OUT YOUR VISION STATEMENT, CONSIDER A SHORT OR LONG STATEMENT AND WHAT IS BEST FOR YOUR BUSINESS**

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## WRITE A POWERFUL BRAND POSITIONING STATEMENT

### FILL IN THE BLANKS

<b>For ... (target consumer)</b>	
<b>Who are dissatisfied with ... (current competition)</b>	
<b>Our product is ... (category)</b>	
<b>That provides ... (solves what problem)</b>	
<b>Unlike ... (the alternative)</b>	
<b>Our product features are (elaborate –be concise)</b>	

Write out your Brand Statement here. *Take the statements from above and place them below in a concise sentence based statement. Feel free to rearrange the above if you feel it flows better*

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## CUSTOMER JOURNEY MAPPING

Use the attached map to fill in when you may come into direct/indirect communication with a potential customer. Some Touchpoint Examples are suggested, however, feel free to modify these based on your personal knowledge of your business and what your target opportunities/markets are.

Customer Journey Map		Journey Map Title						
Touchpoints	Touchpoint Title Note different points of contact	EX: Before buying	EX: Researching Product	EX: Purchase	EX: Post Sale	EX: Customer Service		
CHANNELS	Channels over which the touchpoint happens i.e. phone, email etc.							
CLIENT INTERACTION	How/why the client becomes involved regarding the touchpoint.							
COMPANY INTERACTION	How/why the company responds or initiates the client interaction during the touchpoint.							
THEY FEEL	What the client is feeling at this specific touchpoint i.e. confused, frustrated, surprised, excited etc.							
SHOULD FEEL	How the company wants the client to feel during this specific touchpoint.							
SOLUTIONS/ OPPORTUNITIES	What are possible solutions or opportunities that could improve the interaction and benefit the client during this specific touchpoint.							



## RESOURCES

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## POLICY, INTERACTIVE WEB MATERIAL, AND EDUCATIONAL RESOURCES

Subject Matter	Link	Description
Marketing, advertising and sales regulations	<a href="https://canadabusiness.ca/government/regulations/regulated-business-activities/marketing-advertising-and-sales-regulations/#toc0">https://canadabusiness.ca/government/regulations/regulated-business-activities/marketing-advertising-and-sales-regulations/#toc0</a>	Information on the legal requirements when advertising and promoting. Various links included
BC Economic Atlas	<a href="https://maps.gov.bc.ca/ess/hm/bcea/">https://maps.gov.bc.ca/ess/hm/bcea/</a>	The purpose of the BC Economic Atlas is to support economic opportunity identification, business case analysis and investment decision making in British Columbia.
Food Labeling for Industry	<a href="http://www.inspection.gc.ca/food/labelling/food-labelling-for-industry/eng/1383607266489/1383607344939">http://www.inspection.gc.ca/food/labelling/food-labelling-for-industry/eng/1383607266489/1383607344939</a>	If you advertise food products, you need to be aware of requirements related to advertising, such as labelling and the use of endorsements.
Privacy Toolkit — A guide for businesses and organizations	<a href="https://www.priv.gc.ca/information/pub/guide_org_e.asp">https://www.priv.gc.ca/information/pub/guide_org_e.asp</a>	Get detailed information on the rules for the management of personal information in the private sector.
Information for restaurateurs and food service operators	<a href="http://www.inspection.gc.ca/english/food/labeling/retdet/rest1_e.shtml">http://www.inspection.gc.ca/english/food/labeling/retdet/rest1_e.shtml</a>	If you own or operate a restaurant, you need to ensure that any claim you make about the food you are selling is accurate.
Product Labelling	<a href="http://www.inspection.gc.ca/food/eng/1299092387033/1299093490225">http://www.inspection.gc.ca/food/eng/1299092387033/1299093490225</a>	Find out everything you need to know when producing, handling, selling and importing food in Canada.
Canada's Regulatory System for Foods with Health Benefits – An Overview for Industry	<a href="http://www.agr.gc.ca/eng/industry-markets-and-trade/food-regulations/food-policy-and-regulatory-issues/reports-and-reviews/canada-s-regulatory-system-for-foods-with-health-benefits-an-overview-for-industry/?id=1274467299466">http://www.agr.gc.ca/eng/industry-markets-and-trade/food-regulations/food-policy-and-regulatory-issues/reports-and-reviews/canada-s-regulatory-system-for-foods-with-health-benefits-an-overview-for-industry/?id=1274467299466</a>	A starting point for businesses wanting to promote the health benefits of their food products.
Register on Canadian Company Capabilities	<a href="http://www.ic.gc.ca/cdncc">http://www.ic.gc.ca/cdncc</a>	Increase your visibility among domestic and foreign buyers by registering on this free promotional database of over 60,000 Canadian companies
Interactive Marketing Plan Builder	<a href="https://www.desjardins-business-tools.com/interactive-marketing-plan/">https://www.desjardins-business-tools.com/interactive-marketing-plan/</a>	Use this to complete a robust marketing plan from start to finish.
Farm Management Agriwebinars	<a href="https://fmc-gac.com/agriwebinars/">https://fmc-gac.com/agriwebinars/</a>	Agriwebinar® provides farmers and agriculture professionals with access to topical and timely farm



Subject Matter	Link	Description
		business management information from anywhere at any time.
Customer Touchpoint Map	<a href="https://www.mightybytes.com/wp-content/uploads/2017/01/customer-journey-template.pdf">https://www.mightybytes.com/wp-content/uploads/2017/01/customer-journey-template.pdf</a>	An interactive map (copy of which was used during our hands on exercise)

## TRADESHOWS

### NATIONAL TRADESHOWS

Tradeshow Title & Location	Link	Description and Dates
Search Events	<a href="http://farmmarketer.com/home/events/">http://farmmarketer.com/home/events/</a>	
Canada's Farm Progress Show  <i>June 20-22, 2018</i> <i>Regina SK</i>	<a href="https://www.myfarmshow.com/">https://www.myfarmshow.com/</a>	<p>With over 40,000 visitors from more than 50+ countries visiting, Canada's Farm Progress Show promotes innovation, education, collaboration and growth in the agriculture industry. The show attracts world-class manufacturers, exhibitors, speakers and entertainment to Regina, Saskatchewan each year.</p> <p><b>The three-day show is the only place to see it all. From education in the latest agricultural technology, networking and business development opportunities to shopping and entertainment, Canada's Farm Progress Show has something for everyone.</b></p>
Agricultural Excellence Conference Across Canada	<a href="http://www.fmc-gac.com/content/agricultural-excellence-conference">www.fmc-gac.com/content/agricultural-excellence-conference</a>	
FCC Farm Progress Forum Across Canada	<a href="http://www.fcc-fac.ca/en/events/farm-progress-forum.html">www.fcc-fac.ca/en/events/farm-progress-forum.html</a>	
Canadian Global Crop Symposium Across Canada	<a href="https://canadiancrops.ca/">https://canadiancrops.ca/</a>	
Canadian Seed Trade Association Across Canada	<a href="http://www.cdnseed.org">www.cdnseed.org</a>	

Tradeshow Title & Location	Link	Description and Dates
Canadian Forage and Grassland Association Across Canada	<a href="http://www.canadianfga.ca">www.canadianfga.ca</a>	
Canadian Association of Farm Advisors Across Canada	<a href="http://www.cafanet.ca/">http://www.cafanet.ca/</a>	
FCC AgOutlook Across Canada	<a href="http://www.fcc-fac/en/events/industry-events.html">www.fcc-fac/en/events/industry-events.html</a>	
FCC Ag Knowledge Exchange Across Canada	<a href="http://www.fcc-fac/en/events/industry-events.html">www.fcc-fac/en/events/industry-events.html</a>	
CPMA Convention and Trade Show Across Canada	<a href="http://www.convention.cpma.ca">www.convention.cpma.ca</a>	

#### BC SPECIFIC EVENTS

Event Title & Location	Link
British Columbia Fruit Growers' <i>Kelowna BC</i>	<a href="http://www.bcfga.com">www.bcfga.com</a>
Pacific Agricultural Show <i>Abbotsford BC</i>	<a href="http://www.agricultureshow.net">www.agricultureshow.net</a>
EAT Vancouver Food and Cooking Festival <i>Vancouver BC</i>	<a href="http://www.eat-vancouver.com">www.eat-vancouver.com</a>
Interior Provincial Exhibition <i>Armstrong BC</i>	<a href="http://www.armstrongipe.com">www.armstrongipe.com</a>
Mane Event <i>Chilliwack BC</i>	<a href="http://www.chilliwack.maneeventexpo.com">www.chilliwack.maneeventexpo.com</a>
Maan Farms Easter Egg-Stravaganza <i>Abbotsford BC</i>	<a href="http://www.maanfarms.com">www.maanfarms.com</a>
Canadian Angus National Convention <i>Comox Valley BC</i>	<a href="http://www.cdnangus.ca">www.cdnangus.ca</a>

# FARM DIRECT MARKETING FOR RURAL PRODUCERS

## WHAT IS FARM DIRECT MARKETING?

The basis of farm direct marketing is the trust relationship that develops between producers and consumers. Farm direct marketing allows the producer to assume the accountability and rewards of delivering quality agri-food products directly to the consumer through a variety of marketing channels such as farmers' markets and farm gate sales. Successful farm direct marketing involves consistently supplying quality products in a clean and customer-friendly environment. There are many regulations that apply to farm direct marketing agricultural products and services. Be sure to check the take home resources for links to various policies and government regulations.

There are essential pieces of information that all farm direct marketers should develop and use to help promote their businesses. They are:

- business cards
- price lists
- product information sheets that list the varieties grown and provide some basic information about how the products are grown, quantities and quality
- preparation tips and/or recipes
- website

Any written information given to customers should also contain your business name, contact information and logo. This keeps your business identity foremost in the consumers' minds.

## TRENDS AFFECTING FARM DIRECT MARKETING

Consumers want to know where their food comes from, how it is grown and the people who produce it. A growing number of health-conscious consumers are willing to search out and pay extra for foods they believe to be fresh, nutritious and wholesome. Others are interested in eating regional cuisine – local food that is picked and prepared at its freshest. This trend is reflected in foodservice as an increased demand for old-fashioned, comfort foods with a gourmet twist. These consumer demands are driving farm direct marketing.

Consumers are concerned about:

- convenience – great tasting foods to be consumed on the go
- family – they want family friendly activities in which everyone can participate
- community – they support local business
- balance – they want balance between work and family
- authenticity – they look for the simpler things in life
- security – they want to deal with people they know and trust

As consumers look for convenience, health, flavour and fun, we see the emergence of new markets:

- baby boomers
- individuals

- blended families
- health correction, e.g. weight loss
- ethnic, e.g. Asian, Italian
- organic
- students
- vacation home owners/fun seekers

Producers have an opportunity to target their products to meet the needs of these niche markets.

## TYPES OF FARM DIRECT MARKETING

Many farm direct marketing options are available to producers. Seasonal roadside stands or farm stores, Pick Your Own operations, community-supported agriculture ventures and Farmers' Markets are all direct to consumer marketing options. Municipal buying clubs, ag tourism ventures, u-fish operations, gift basket and mail order sales, e-commerce and direct sales to restaurants (where we assume the chef is the end user) also fit into this category. A brief overview of each of these options is presented below.

*Note: This resource assumes all sales are in British Columbia. Any sales outside the province must adhere to federal regulations. It's important to follow safe food handling practices from production and processing through marketing and consumption.*

## ROADSIDE STANDS OR FARM STORES

The roadside stand is usually located on the farm and sells farm fresh products directly to consumers. It is seasonal in nature, operating only when produce is available. A farm store is a larger, permanent version of the roadside stand that may operate year-round. The farm store may be located on the farm or on a nearby site, offering better access and greater traffic volume.

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### ROADSIDE STANDS AND FARM STORES OFFER SEVERAL OPPORTUNITIES:

- expansion from a roadside stand to a farm store is relatively simple
- increased opportunity for family or local employment
- increased opportunity for additional profit centres such as in-store bakeries, foodservice, gift shop, etc.

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### CHALLENGES INCLUDE:

- farm stores have higher operating costs, including facility costs
- possible zoning and planning restrictions
- parking limitations

## PICK YOUR OWN OPERATIONS (PYO)

In PYO operations, the customer comes to the farm, does the harvesting, pays cash for the produce harvested and transports it home. This type of operation is a natural addition to a roadside stand. It lowers the grower's costs of harvesting, sorting, packaging and marketing. The customer buys produce at peak freshness while enjoying a pleasant farm experience. Operations located close to urban centres are particularly popular.

Frequently, PYO also offer a we-pick service where the grower harvests the produce at the request of the customer. This is advantageous for customers who want to come to the farm for the experience and the fresh produce, but don't want to be involved in the harvest.

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#### PYO OPERATIONS OFFER SEVERAL OPPORTUNITIES:

- reduced need for seasonal harvest labour
- elimination of transportation, processing, packaging and storage costs
- inexpensive, word-of-mouth advertising once a customer base is established

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#### CHALLENGES INCLUDE:

- risk of customer damage to produce or plants
- long hours of operation throughout the harvest season
- bad weather may deter customers during the season
- variable start date – must let customers know when harvest is ready

### COMMUNITY SUPPORTED AGRICULTURE (CSA)

Community supported agriculture consists of a partnership between consumers and producers in which consumers contract or buy shares in farm products in advance and producers commit to supply a range of products over the entire season. Often, consumers have the option to participate in planting, cultivation and harvest. The arrangement can be initiated by the producer or by a group of consumers.

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#### CSA OFFERS SEVERAL OPPORTUNITIES:

- the risk of crop failure is shared between consumers and producer
- a guaranteed market as crop is pre-sold before growing season starts
- working capital is created at planting time
- prices are close to retail if the producer makes deliveries to a central drop off point or the consumers' homes
- reduced labour costs if consumers help with planting, harvesting and delivery
- crop waste is reduced through market driven production

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#### CHALLENGES INCLUDE:

- increased management requirements due to yield calculations, co-ordination of deliveries, and detailed production and marketing records
- increased time necessary to identify and develop customer base• more time spent educating and communicating with consumers

### FARMERS' MARKETS

Farmers' markets are probably the oldest and most common form of marketing direct to the consumer. The markets are usually situated in a central location and provide a place where producers and consumers can meet to exchange products that are made, baked or grown by the seller.

Farmers' Market vendors usually share advertising and other marketing costs. However, product liability insurance is still recommended. Farmers' Market Associations offers group policies that meet the basic needs of each member market and vendor.

Farmers' markets often serve as business incubators or test markets for start-up processors. Food vendors selling at Alberta Approved Farmers' Markets have unique status under the Public Health Act and Food Regulation. Food products sold at all other venues such as public markets, flea markets and farm stores do not qualify for the same exemptions. Vendors should contact Alberta Health Services for specific information.

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#### FARMERS' MARKETS OFFER SEVERAL OPPORTUNITIES:

- minimal marketing, packaging, advertising and promotion costs
- prices are higher than wholesale
- an established market base• an inexpensive channel to test market new products

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#### CHALLENGES INCLUDE:

- the need to transport products to market
- limited consumer volume per site and a potential need for additional market outlets
- variable customer base due to weather conditions
- food safety concerns in delivering perishable products at the right temperature and in food-safe containers
- having to follow market rules and regulations including table rental requirements, market hours, space and product limitations, and packaging and labelling regulations

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#### COMMON FEATURES

The previous four farm direct marketing methods have some common opportunities and challenges.

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#### THE OPPORTUNITIES INCLUDE:

- immediate cash payment
- a test market that allows farmers to start small and learn marketing skills as they go
- one-on-one customer contact provides immediate feedback on product quality, quantity and selection
- personal customer interaction provides the opportunity for customer education and promotion of the total farm experience

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#### THE CHALLENGES ARE

- washroom and parking requirements
- increased costs for sales and supervisory labour
- a need for clearly defined rules, regulations and obligations for producer and consumers
- increased liability costs as the farmer needs to ensure coverage for his product and people by not just assuming coverage under another policy such as the basic farm policy or the farmers' market policy• a need to develop a recall plan and an inventory control system that allows the producer to track both production and sales to provide protection through all steps of the process (production to marketing)

#### MUNICIPAL BUYING CLUBS

Municipal buying clubs are a marketing concept whereby the producer selects a target group of urban consumers who work in the same office building(s) or live in the same area. Product is pre-sold and

delivered to consumers at a common location, on specific dates. Trust and respect is earned by providing a consistent, quality product on time. This method offers the opportunity to turn summer Farmers' Market customers into buying club members during the winter. Producers need to check the licensing and regulation requirements for the municipalities they are selling from and into.

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#### MUNICIPAL BUYING CLUBS OFFER SEVERAL OPPORTUNITIES:

- prices are close to retail because the producer makes deliveries to a central drop off point
- waste is reduced through market driven production because farmers only produce what is ordered
- there are minimum order and per pound delivery charges
- to connect with and educate customers

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#### CHALLENGES INCLUDE:

- the increased time necessary to identify and develop customer base
- crop failure may result in loss of customers
- increased liability insurance coverage
- increased labour costs to ensure product is harvested at specific times• increased delivery and equipment costs, e.g. coolers, etc.

### AG TOURISM

Busy urbanites are seeking places to go for rural recreation and learning vacations. School groups are looking to the country for educational field trips. Producers are capitalizing on this by providing opportunities for people to experience farm life. Examples include visiting a milking operation, watching sheep shearing and touring an herb garden. They are also offering hay rides, corn mazes, cross country skiing on farm trails, petting zoos for the kids, school tours, special event days and seasonal festivals. Consider charging an admission fee for special activities.

Turning your farm into a rural attraction isn't something that happens overnight. Start by adding a shaded picnic area to your roadside stand. Expand your farm store or PYO operation by adding new products or services to attract customers. Bakeries or restaurants, contests, hay rides, farm vacations and crafts will all attract new customers. Several farms can work together to create a destination stop for tourists.

Be prepared to put lots of time and energy into entertaining your customers. Part of the attraction for your customers is meeting the producer. So, if you don't like people or aren't a natural showman, think twice before getting involved in ag tourism.

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#### AG TOURISM OFFERS SEVERAL OPPORTUNITIES TO:

- tap into new markets
- drive retail sales
- increase the likelihood of farm succession

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#### CHALLENGES INCLUDE:

- higher capital costs
- additional labour costs, including a customer service focused staff training program
- more insurance coverage, licenses and permits
- increased costs for promotion and marketing
- large time commitment

- charging an admission fee
- constant upgrading and changing of activities, programs and facilities
- compliance with municipal and provincial regulations

## U-FISH OPERATIONS

In u-fish operations, customers come to the farm to catch fish in a private lake, pond or dugout that has been licensed a provincial body. Customers who catch fish pay either by the pound or a flat hourly rate. Many operators have a “keep everything you catch” rule to prevent release mortalities. In most instances, a u-fish operation is additional income for a producer who raises fish for stocking purposes or the table food market.

Anglers at these private ponds do not require a provincial sport fishing license. However, when transporting fish, anglers must be able to produce a receipt detailing the date, quantity and species of fish being transported, the fish culture license number and a signature.

U-fish operations provide additional services such as rental equipment, supplies, camping facilities or other activities to round out the outdoor experience.

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### U-FISH OFFERS SEVERAL OPPORTUNITIES:

- the promotion of fishing as a recreational activity
- a market for fish that are too large for the fingerling market
- a chance to educate customers about aquaculture
- easy access, affordable fees and high success rates

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### CHALLENGES INCLUDE:

- raising healthy fish in the closed environment of a private lake, pond or dugout
- government licensing and other regulations associated with aquaculture

## GIFT BASKETS AND MAIL ORDER

*Note: This factsheet assumes all sales are within BC. Any sales outside the province must adhere to federal regulations. Although true for any of the direct marketing channels, it is particularly true for the following three methods (gift baskets and mail orders, e-commerce and direct sales to restaurants) as they are more likely to cross provincial and/or international borders.*

This method of marketing can be a sideline to a farm store or operate on its own. Since both gift basket and mail order sales are built on repeat business, it may take years to build a substantial income. Start slowly by offering gift basket or mail order sales in addition to existing market outlets. Gift baskets work best with products that can be attractively displayed. Often price isn't as important as quality and uniqueness. Mail order items are usually non-perishable products that can be easily packaged and shipped. Both options require high quality products, packaging and customer service.

An alternative to developing your own mail order business is to sell your product through the catalogues of other mail order companies. Products are sold at a discount, but you avoid the costs and risks associated with starting your own mail order business. Mail order gift packages can also be offered to corporations or hotels for use with their clients or employees.



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### GIFT BASKETS AND MAIL ORDER SALES OFFER SEVERAL OPPORTUNITIES:

- premium price is the norm as prices range from one-and-one-half to several times wholesale or even retail prices for the same product (product must support at least 100 per cent mark up)
- low capital investment

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### CHALLENGES INCLUDE:

- significant time required to build client base
- seasonal, with Christmas usually a peak time
- computerized mailing list and customer purchase tracking capability needed
- distribution and delivery of product from a rural location

## E-COMMERCE

E-commerce is a marketing tool that uses the internet to market goods and services around the world. It can create a new market for products and services. It provides another medium to do market research and find out about the competition. It can create customer awareness and allow growth for a relatively low investment.

Website promotion is critical. The domain name or website address should be displayed on all business correspondence, including business cards, brochures, newsletters and letterhead. It should also be on all advertising. It is important to choose a domain (website) name that has a marketing message and is easy to remember.

For additional information about e-commerce for farm direct marketed products, please refer to: How to Direct-Market Farm Products on the Internet, United States Department of Agriculture. December 2002.

For more information or for a printed copy of the publication, contact: United States Department of Agriculture Room 2646 S, Stop 0269, 1400 Independence Ave. SW Washington, DC 20250 Telephone: 202-720-8317

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### E-COMMERCE OFFERS SEVERAL OPPORTUNITIES:

- allows customers to browse at their convenience
- creates a new source of sales
- expands the services offered
- gain new business identity
- test market new products at a low cost
- scan products, services and prices quickly
- capitalize on an existing customer base
- lower overhead and labour costs

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### CHALLENGES INCLUDE:

- customers can't smell the food or touch the produce
- market research is required in order to identify your target customer as only certain types of customers prefer e-commerce
- handling inquiries or complaints quickly and efficiently
- customers feel more secure if there is an office location and mailing address listed on the website
- a need to set up a secure payment file so that customers can pay online

- special packaging, shipping, advertising and labour costs
- computerized mailing list and customer purchase tracking capability needed

## COMMON FEATURES

The previous two farm direct marketing methods have some common opportunities and challenges.

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### THE OPPORTUNITIES ARE:

- rural locations can have access to an international marketplace

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### THE CHALLENGES ARE:

- special packaging, shipping, advertising and labour costs
- products must ship well and have a long shelf life
- national and international regulations

## DIRECT SALES TO RESTAURANTS

In this method of farm direct marketing, the producer is selling to the chef who, for the purpose of this guide, is assumed to be the end-user. Chefs are increasingly willing to buy direct from producers to find unique products or items that are difficult to purchase from distributors. Although some restaurants buy directly from producers hoping to get a lower price, chefs working for high-end restaurants are often willing to pay top dollar for hard-to-find items. For the very best producers, prices may be high enough to justify the expense of delivering products directly to the restaurant.

Products must be of top quality, fresh and available as needed. Specialty products, which aren't available in wholesale markets, are top sellers. Chefs also consider price, consistency and reliability of supply and delivery.

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### SELLING DIRECT TO RESTAURANTS OFFERS SEVERAL OPPORTUNITIES:

- a steady market throughout the production season
- a consistent price, often 10 to 30 per cent over wholesale
- personal contact with buyer
- flexibility in the products grown
- potential of brand name recognition of locally grown products

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### CHALLENGES INCLUDE:

- location is most practical if it is near a large urban centre or tourist area
- a wide variety and quantity of products is needed to meet market demand, meaning producers may have to specialize in one or two products, or co-operate/joint market with other producers to meet demand
- short-seasoned products may not fit with every restaurant or chef's needs, so it's important to discuss availability and reliable supply of products with chefs
- frequent delivery is required due to limited storage space in restaurant kitchens
- food safety concerns are associated with delivering perishable products at the right temperature and in food-safe containers
- product liability insurance premiums may outweigh the profits
- higher labour costs with some products

# CHECKLIST

## HAVE YOU GOT WHAT IT TAKES TO BE A DIRECT MARKETER?

### PERSONAL QUALIFICATIONS:

- I am friendly and outgoing.
- I like to meet people.
- I welcome visitors to my farm and am happy to answer their questions.
- I have the support and encouragement of my family.
- I am willing to work long hours seven days a week during the peak season.
- I am not afraid to take risks.
- I take pride in my product and I'm not shy about saying so.
- I am flexible, independent, creative and thrifty.

### PRODUCTION CAPABILITIES:

- I have the necessary knowledge about production methods and techniques.
- I know who my target clients are and what they want.
- I will be able to supply the variety, quantity and quality of products my customers want.

### MERCHANDISING AND MARKETING SAVVY:

- I know how to develop a marketing strategy.
- I understand my target market and utilize appropriate marketing tools (i.e. business cards, customer lists, public relations, cross promotions, networking).
- I have a working knowledge of retail selling.
- I understand the principles of merchandising.
- There is demand for the products I plan to sell.
- I have a unique product.
- There is room for another direct market outlet in my area.
- I can work with neighbouring farms to co-operatively market our products and our region.

### LOGISTICS:

- I have the space and location for a farm direct marketing operation.
- I have adequate space for parking.
- There is convenient access to the farm.
- There is sufficient traffic near the farm to generate business.

### BUSINESS FACTORS:

- I have sufficient capital available to construct facilities and acquire equipment.
- I have completed a feasibility assessment and a projected cash flow.
- Farm direct marketing activities complement my farm production possibilities.
- I have good financial management practices (product costing, pricing, budgeting, cash flow and record keeping).

### OTHER CONSIDERATIONS:

- I utilize appealing display techniques to enhance my image at markets.
- I set prices to cover costs and make a profit, but consider market demand and competitor prices.
- I offer good customer service to obtain repeat business.
- I maintain good quality control measures for products sold.
- I set aside adequate time to hire and train friendly, knowledgeable staff.

## CRITICAL SUCCESS FACTORS FOR DIRECT MARKETERS

### SITE LOCATION:

- Visible from a distance.
- Easily accessible for the travelling customer.
- Within a reasonable distance from market and other farm direct marketing operators.
- Safe entrance and exit.
- Ample, accessible, well-drained and safe parking.
- Customer-friendly site layout.
- Satisfactory lighting.

### SIGNAGE:

- Directional signs on major highways and at key intersections.
- Professionally done and well maintained.
- Easy to read (simple logo, good white space, no more than 10 words and good colour combinations).
- Hours per day and days of operation indicated on farm gate sign.

### AMENITIES:

- Sufficient numbers of clean, accessible washrooms.
- Landscaping, curb appeal.
- Rest areas, meeting points and covered shelters.
- Food and drink sales provided.
- Safety and first aid.

### REGULATIONS:

- Check legal restrictions limiting the type of operation.
- Know zoning and building regulations.
- Check health regulations with Alberta Health Services/Public Health Inspector.
- Obtain business licenses.
- Check production and labelling guidelines with Canadian Food Inspection Agency (CFIA).
- Know commodity regulations affecting the type of products produced or sold.
- Review signage regulations with Alberta Transportation.
- Obtain labour regulations such as: Worker's Compensation, Canada Customs and Revenue Agency (GST, Income
- Tax and Business Number), Canada Pension Plan and Employment Insurance.
- Arrange liability insurance, both product and business.

# HOW TO FIX A BRAND

## I THINK MY BRAND IS BROKEN — I JUST DON'T KNOW WHY

Brands get sick, lost, or broken for many reasons. Before you know it, everything that you thought was crystal clear about your brand positioning becomes confusing. Too often, when companies realize what has happened to their brand, they blindly jump into action.

If you're not sure why your brand is broken, the place to begin is to revisit where your brand started out.

- What did the brand stand for originally?
- Why did it resonate with customers in the first place?
- What were its core values? Are they still present? Just as important, are they still relevant?

Ask customers about the product category that you're in.

- How do they feel about your competitors?
- What does your product or service provide them with?
- What are the tangible benefits, and, perhaps more important, what are the emotional benefits?

Think of this as a brand audit, and don't bring your personal feelings about the brand to the table. Listen and learn.

## 1. YOUR BRAND IS IMMATURE

Great brands take steady guidance, a long view, and uncompromising values. Brands, like children, absorb the qualities of those who nurture them. Like children, brands thrive in an inspiring, caring, learning environment where they are respected, protected, and understood. When raising a brand, be consistent and committed. The shuffling of brand responsibilities and the management churn within organizations can easily produce a troubled brand. It takes time for a brand to develop its own values and personality. Good brand stewards, like good parents, build values into their brands that help them grow and endure. Great brands outlive their creators — just like kids. And if you do your job right, they can make you proud.

## 2. YOUR BRAND HAS BECOME REACTIVE

If your brand changes direction with each new product and marketing campaign and everything is disconnected and off on different tangents. Then your brand has become reactive. You must invest time to develop or redefine your core brand statements (brand vision, value proposition and positioning statement) and identify the market segments you are targeting.

To align brand with market perceptions, you need to clearly redefine what your brand represents and what it's growing into.

## 3. YOUR BRAND IS OUTDATED AND BORING

It happens to the best brands. In fact, it almost always happens to the best brands. They take off like a comet, only to plateau. They make gradual improvements, but they need transformation.

All you need a little therapy. Because of the clutter of offerings in the marketplace, brands need more than customer awareness or surface-level connection. Brands need to connect on a deeper psychological level.

They need to respect and acknowledge the customer's emotions — feelings such as the yearning to belong, the need to feel connected, the hope to transcend, and the desire to experience joy and fulfillment.

Smart companies recognize that great products and services can deliver more than profits; they deliver experiences that make life better in some small way. That was the insight at the heart of the Starbucks brand expression. If you were to evaluate Starbucks you would find that they are less about engineering a great cup of coffee than about providing a great coffee experience.

#### 4. YOUR REPUTATION IS DAMAGED

Your brand is being viewed in a negative light by your customers. You've made some changes to address this, but you seem to continue to lose new customers as well as previously loyal ones. Consider the following solutions that can apply to all brand issues.

##### FACILITATE YOUR BRAND CULTURE

It's one thing to have your brand documented on paper, it's another to bring it to life. Demonstrating your brand value to the market is also known as your brand personality—with emphasis on the personality. That all starts with people.

Your people are the ones working for your company, demonstrating your brand on a daily basis. A customer service rep who is genuinely excited to help and enthusiastic about her work creates a different brand perception than one who is bored and uninterested.

Your people are also your customers—the ones who buy from you, the ones who are just discovering you and even the ones who choose to no longer do business with you.

People create culture. Build your brand based on the culture that exists or encourage your culture to evolve with your brand (or, better yet, do both!). Think of WestJet. Whether you're a staff member or a customer, the brand is a culture of WestJetters and your interaction with the company makes you part of that crew.

##### CREATE A CONSISTENT CUSTOMER EXPERIENCE

Brand personality covers all manner of customer experience, from the language and tone of your messaging to customer service response times to sales conversion efforts and everything in between.

Every interaction with your company is a demonstration of brand behaviour and part of creating your customer experience. Again, your goal is to align customer perceptions of your brand with the way your organization wants to be perceived. To achieve this, you must speak with one voice throughout the customer experience. So, from our previous example—the ideal brand is one where you're aligning your customers' need to have an accessible, simplified understanding of what you do with your company's need to demonstrate your expertise and leadership in your field.

Again, a brand that's broken is not locked in that destiny. Rebuilding your brand is a matter of realignment. Get started by setting a strong foundation that will allow your brand to grow and evolve with your market.



### Session 3 – Source Links and documents

1. <https://www.entrepreneur.com/article/70824>
2. <https://www.entrepreneur.com/article/305760>
3. <https://novascotia.ca/farmloan/documents/flb-AgriBusinessPlan.pdf>
4. <https://topnonprofits.com/examples/vision-statements/>
5. <https://canadabusiness.ca/managing-your-business/marketing-and-sales/promoting-and-advertising-your-business/developing-a-promotional-brochure/>
6. <https://canadabusiness.ca/managing-your-business/marketing-and-sales/marketing-basics/what-is-marketing/>
7. <https://yourbusiness.azcentral.com/marketing-strategies-vegetable-produce-farm-3965.html>
8. <http://smallbusiness.chron.com/importance-signage-business-3348.html>
9. *Revision 1.0.1. Published under the Creative Commons Attribution-Non Commercial-Share Alike 2.5 licence. Page 79 foundation Business Training*
10. [https://en.wikipedia.org/wiki/Direct\\_marketing#Benefits\\_of\\_direct\\_marketing](https://en.wikipedia.org/wiki/Direct_marketing#Benefits_of_direct_marketing)
11. <https://discovercomoxvalley.com/agriculture/investment/success-stories/>
12. <https://www.fastcompany.com/44445/nine-ways-fix-broken-brand>