

Community Assistantship Program

...a program of the Center for Urban and Regional Affairs (CURA)

Local Foods Expansion Project Marketing Plan

Prepared in partnership with
Farm Market Café, LLC.

Prepared by

Amy Leach

Research Assistant

University of Minnesota

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Center for Urban and Regional Affairs (CURA)
University of Minnesota
330 HHH Center
301--19th Avenue South
Minneapolis, Minnesota 55455
Phone: (612) 625-1551
Fax: (612) 626-0273
E-mail: cura@umn.edu
Web site: <http://www.cura.umn.edu>

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Executive Summary

This marketing plan has been prepared for Farm Market Café, LLC, Onamia Area Farmers' Market, and the Local Foods Expansion project of Onamia, Minnesota. Increasing the community's consumption of our locally grown and produced foods is the overall goal of this project. Implementing new marketing strategies is the first step to reach our potential customers and create awareness of our presence. Our specific goals include:

- Increase Onamia Area Farmers' Market customers by 300%.
- Increase Farm Market Café weekly customers by 100%.
- Increase grocery sales through the All-Seasons Farmers' Market by 50%.

This plan proposes several marketing tactics that can be used to reach multiple types of consumers as well as market vendors. We strive to provide consumers with fresh, healthier alternatives that are locally produced so there can be a revolving effect to our area's commerce. We have found that customers enjoy supporting their neighbors and the local economy. It gives them the opportunity to make a connection with the producer and know exactly where the food is coming from.

We have numerous opportunities for exposure and involvement within the community. Utilizing billboards, signage, and resorts are great ways to reach tourists and traveling customers. Being near the school and hospital allows us to get involved with fundraisers, events, and multiple promotions. Developing our online presence and interacting with our followers is an inexpensive way to keep them involved in our business. Finding marketing strategies that are inexpensive and cost effective are key for our small budget. The following proposes such strategies and suggests the outlets that can be utilized.

Market Segmentation:

The target market includes Mille Lacs and Morrison County, select consumers from St. Cloud, Aitkin, Brainerd, and the seasonal travelers from the Twin Cities. Of this market, Farm Market Café, LLC focuses on the customers who encompass the following characteristics:

- Age: 30-50
- Ranging income levels
- Interested in supporting local economy
- Prefer organic products
- Lead healthy lifestyles
- Aware of nutrition

In Mille Lacs County, the 30-50 year olds make up 25.7% of the population, the largest age group being 35-49 year olds, the prime age of our target market (U.S. Census Bureau, 2012). The average household income falls just above \$53,000 with the majority of Mille Lacs County's residents (21.2%) making between \$50,000 and \$74,999 (U.S. Census Bureau, 2010). However, between 2006 and 2010, 12.6% of Mille Lacs County residents were living below the poverty level (Mille Lacs County, 2012). Our target market income is both the higher income residents as well as those who are not as fortunate. We target both income levels because we strive to serve the low-income population healthier meals, but also want the residents who can afford our products to be loyal customers.

Once phase three of the business plan is set into motion, local institutions such as the health systems, schools, grocers, food coops, restaurants and resorts will be added to our market.

SWOT Analysis:

The SWOT analysis identifies the company's strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal components while the opportunities and threats come from the external market.

Strengths:

- Good nutritional value for money.
- Only restaurant and grocery offerings like it in Mille Lacs area.
- Supports local economy and growers.
- Consumers enjoy experience.
- Consumers know food source and producers.
- Experience provides sense of community.
- Offers organic and gluten-free products.

Weaknesses:

- Not enough producers or vendors.

- Unorganized farmers' market.
- Do not have enough means of exposure to potential customers.
- People do not stop because of traffic, lack of vendors and advertising.
- Prices may be too high for local consumers.
- Lack of grocery items at All-Seasons Farmers' Market.

Opportunities:

- Growing concern for one's health.
- Green initiative increasing respect for natural foods.
- Consumers enjoy supporting local producers.
- Health clubs and associated events in area
 - Runs, fitness center events, bike rides, etc.
- Weekend travelers:
 - Lake goers
 - Izatys golfers and visitors
 - Casino guests
 - Resort guests
 - Soo Line Trail travelers
- Hospital health initiatives.
- Producers looking for places to sell goods.

Threats:

- Community cannot afford healthier meal and grocery items.
- Fast food and unhealthier options are cheaper than our products.
- Costs of producing and distributing may be too high for vendors and for the wholesale aspect.
- Other markets are more successful.
- Vendors attending other markets.
- Not a ton of demand for organic products in our area.
- Locals stuck in dining and grocery buying routine.

Product Strategy:

Farm Market Café, LLC offers fresh, locally grown and produced goods through the Onamia Area Farmers' Market, the Farm Market Café, and the associated All-Seasons Farmers' Market. At the café we provide nutritionally rich foods that are grown chemical-free, which makes us the only restaurant focused on healthy living in our area. Our competition includes fast food restaurants, pizza places, and American/Bar food based establishments. We sell fresh, quality products that give the consumer a greater nutritional value for a slightly higher price than our competitors. We are open for daytime hours, giving us a different market than a number of our competitors who tend to serve lunch and dinner menus.

At both the Farmers' Market and All-Seasons Farmers' Market, our consumers get the opportunity to buy products straight from their local farmers and producers. This aspect of our business brings a revolving effect to the community's commerce by supporting our neighbors instead of the larger corporations. According to the customer questionnaire conducted as part of the Local Foods Expansion Project in 2012, Mille Lacs residents find supporting local economy to be one of the greatest benefits of the Onamia Area Farmers' Market and Farm Market Café.

Farm Market Café segments itself by serving filling and highly nutritious meals that use local products and also provides the area with organic and gluten free choices. Having this product selection also available in the All-Seasons Farmers' Market is a huge advantage for health-minded consumers. Our customers are now able to buy these types of products without having to travel upwards of thirty miles to find the gluten-free, natural, and local offerings.

The Onamia Area Farmers' Market is held on Friday afternoons throughout the growing season. Since the market is right off Highway 169, the location has great potential for the seasonal visitors to stop in while they are on the way to their weekend getaways. These tourists enjoy attending local markets to grab foods and favors for the trip north. Along with the Mille Lacs residents, the weekend visitors also enjoy buying from and connecting with local producers.

Pricing Strategy:

In relation to the local eateries, our prices are slightly higher. However, our prices reflect the value of our food. We offer a much higher nutritional value in our meals over our competitors. Fresh, locally grown ingredients elevate the quality of our foods giving them the means for a higher price. Organic and natural products are typically more expensive than other groceries. This is usually because production costs are higher and the goods are not being mass-produced; however, these foods have a higher nutritional value and do not contain harmful additives or chemicals. Consumers who are aware of the additives and the health concerns they raise will pay a few dollars more for a meal or product that will enhance their health rather than potentially harm it.

The younger consumers may opt for our competitors' meals because the prices are more pleasing to their wallets. These restaurants are also offering the fried and fatty foods that this generation has grown up with while we provide the less popular healthy alternatives.

We offer frequent coupons to lower the price of our foods as a method to draw in lower income consumers. In the past, we tried Electronic Benefit Transfer (EBT) payment methods for the eligible residents. This program was ineffective for our company due to the monthly charges and low number of users. Once we are established as being a recognized eatery and grocer with this group of consumers, we will plan to try EBT again to further help the low-income community eat and purchase healthier foods.

The vendors for the Farmers' Market and All-Seasons Farmers' Market choose their own prices for their products. We leave it up to them to figure out their product costs and the amount of profit they want. In terms of pricing for our vendor spots, we charge a minimal fee for their weekly attendance. It costs \$5 for each market or they can opt for a \$30 membership fee for the whole season. For the several months that the market operates, the membership fee is a steal for frequent vendors. Our low vendor fee is great for producers who want to sell at multiple markets or who need low costs for a reasonable profit.

Place (Distribution) Strategy:

Our locations are to the right and left of Highway 169 where traffic is dense, especially during the peak weekends. According to the 2010 Traffic Volumes Mille Lacs County (2010), around 11,000 vehicles pass by our location on a daily basis. Farm Market Café's products are available at the café itself and through a carryout option. Our products can be ordered ahead of time, for example a customer can order a pie or loaves of the homemade bread to take home. Customers have the option to make a face-to-face order or can phone in to the café. The menu and other café information is available online at both our website and Facebook page.

The All-Seasons Farmers' Market is located inside Farm Market Café. It offers grocery items that can be purchased everyday rather than once a week at various farmers' markets. Local farmers and producers supply these items, which allows our customers to buy quality groceries and support our community. The All-Seasons Farmers' Market is the only retail option for locally grown products in the area. Stage three of the business plan, wholesaling to local institutions, will be derived from the all-seasons market. Similarly, the wholesale items will be from community producers who are able to have enough product available for larger consumption. This market is a place for the Onamia Area Farmers' Market vendors to sell their extra goods if they did not sell out at the weekend market. It is also an opportunity for producers to sell goods when they are not able to be involved with the Farmers' Market but would still like to distribute their products to customers.

The Onamia Area Farmers' Market information can be found on several agriculture based website and also has its own Facebook page. With our location, we rely on the highway and Soo Line trail traffic to stop for us. To travel between the café and farmers' market, people can take the bridge over Highway 169 and enjoy a leisurely trip above the traffic. Going over the bridge also saves our customers from having to travel across the busy highway.

Promotions Strategy:

Our promotional strategy will be changing from newspaper ads to an expansion of virtual media, community outreach, and general signage. As we are within close proximity to the school, we can offer teachers exclusive discounts, get involved with fundraising initiatives, and reach our younger consumers.

Advertising:

In the past, we have relied heavily on the Mille Lacs Messenger to be our advertising medium, however the cost of these ads is much greater than the return. Our involvement with the Messenger will be mostly through news releases and human-interest stories. Even though the ads in the newspaper have seemed to be ineffective, placing ads for the farmers' market introducing the opening day will provide us some exposure for potential vendors and customers.

Billboards advertising the café are beneficial for us because we are located right off the major highway and we are the first restaurant when traveling north through Onamia. However, billboards are very expensive so this is a step that will be implemented when we can afford to do so. Having simple, removable signs on Highway 27, 169, and the Soo Line Trail will draw in traffic and help customers find the building. For example, the signs could say the following:

- Farm Market Café Turn Here
- Ice Cream Next Left/Right
- Local & Fresh Food at Farm Market Café

Signs for the Onamia Area Farmers' Market are useful to let drivers know when and where it is. Having a removable "Farmers' Market Ahead" sign would get excitement brewing in the car and make travelers aware of our presence. Currently, the only sign for the farmers' market is on the site and is not easily distinguished from the other visual distractions surrounding it. Including the date and time information, such as "Farmers' Market Fridays 2-6 p.m." would make more people aware so they will stop either now or in the future.

The signage along the roadsides may have to be altered for the seasons; for example, ice cream signs could be switched to homemade soups, hot cocoa and coffee, etc. Since the Soo Line Trail is often filled with snowmobilers during the off-season, having signage along the trails will target the riders and let them know to stop and warm up at the café. Even though the farmers' market is closed during the winter, it is important that we let consumers know that the café is still open and that the All-Seasons Farmers' Market has the local products available.

We are near several businesses, which makes the café a prime lunch spot. To get more daytime workers to come in for lunch, menus will be given out so customers will think of us when looking for a meal. Hanging up flyers on bulletin boards located at the hospital, school, businesses, and fitness centers is a cheap and easy way to gain exposure locally. Using bathrooms in these establishments for flyer posting is another great opportunity for exposure. The Farmers' Market can use restaurant's table tents and napkin holders for advertisement, if allowed by the restaurants. This form of advertising will only work for the farmers' market since it is a local event and not a competing restaurant. Putting a menu for the café and information for the farmers' market in local hotels and resorts informational books

will get those visitors to see that they can experience fresh, locally produced foods in this area over the common bar or fast foods.

Vendor Concerns

After conducting a brief vendor questionnaire, a number of the market vendors voiced their interest in changing the location. The suggestions included moving the market farther into town, move to the field in front of the café, and somewhere with bathrooms. The surrounding markets, like the Isle Area Farmers' Market, have locations within the town and have a large walking attendance.

Providing the vendors with an incentive that helps them realize that the Onamia Farmers' Market is worth their time and effort would possibly get more vendors, but would also keep the current vendors interested. Coupons can be used as an incentive for vendors; have the vendors put their initials on the coupon and award the vendor whose coupons are redeemed the most. Lack of vendors is one of the market's biggest problems. Offering incentives is a fun and creative way to intrigue current and new vendors. Holding a weekly drawing, sales related incentives, or giving new vendors a "free trial" market could all be used to bring in more producers.

We have trouble drawing both the highway and local crowds to the farmers' market. The consumers from the Onamia area do not want to travel across the busy highway on Friday afternoons and some do not get off work before the market closes. Changing the time and location is an option, but taking ourselves off the highway on the weekends is detrimental to the success of the market since the Friday traffic is our main source of customers. Having a trial market for a few weeks in town, on a weekday, during a convenient time for the workers could benefit us by getting more customers and also by giving producers another day to sell. If this market returns little success, it can easily be dropped from our schedule. To advertise this weekday farmers' market, posting on social media sites, emailing our vendors and mailing lists, proper signage and flyer posting will make people aware of our new event.

Cooperative Advertising

The café and market should constantly use each other for exposure. The market can be advertised in the café by putting information into the napkin holders and placing flyers in the café and bathrooms. The café can give market vendors blow cards or even coupons to give to their customers.

We are involved with the coupon booklet associated with Onamia High School. The booklet is sold to community members as a fundraiser for the football program. Several families and community members support the Onamia football team and if they use our coupon, we are gaining customers as well as goodwill. There are numerous natural foods co-ops and similar eateries all around the state. We can utilize these similarities by exchanging menus and/or business cards with each other to reach more customers and spread the word about us, especially for the people who come to the area on the weekends. We should also get involved with the

co-ops in Isle, Aitkin, Brainerd, and St. Cloud to find more of our local market who may pass through more often than the weekend travelers.

The Mille Lacs Health System hosts several events throughout the year and has asked Farm Market Café to get involved to build a healthier community. In recent years, there has been an increase in health-related events such as the addition of the Onamia Days 5k Run and leagues at the Onamia Fitness Center. According to the Mille Lacs Area Food Network Feasibility Study (2011), the cooking classes held at the café were very popular and consumers would like to participate in more of them. Baking and instructional classes can be advertised on the social media pages, sent out to the newsletter recipients, and even mentioned in news releases. Sponsoring different events and having samples, coupons, and information is valuable exposure and greatly recognized by the participants. Our community members are becoming more concerned about how they treat their bodies as well as what they put into it. In 2009, Mille Lacs County's biggest expense was social services, which includes health and public welfare spending. The county spent over \$8.5 million on the health related expenses, almost a \$2 million increase from 2007 (Center for Governmental Research, 2012).

Online Marketing

There are several agriculture-based websites that we are featured on for little to no cost. These types of sites provide us with great exposure and a high SEO rate. We also have our own website at farmmarketcafe.com and Facebook pages for both the café and the market. Below is a list of what we can and will do to increase our online presence for a better following and interaction with our customers.

Facebook:

- Include more pictures of different products available at the market, the vendors, and customers enjoying their experience.
- "Like" area businesses and organizations that have a large following.
- Post weekly/several times a week about products, reminders, fun facts and related articles.
- Include a "Recipe of the Week" tab that includes the local produce that is in season at the time or coming up.
- Include a tab specifically for information for vendors, the benefits, costs, etc.
- Have a link for your page as part of email signatures, on the newsletters, on websites, and wherever else you are in contact with customers with a simple "like us on Facebook."
- Invite friends to like the page. Can offer a "like" incentive, a "help us get to 100 likes": friend interaction is key to getting exposure.

E-newsletter:

- Sending out a monthly/bi-monthly newsletter.
- This could also get posted on your Facebook pages.

- Inform customers about the month's products, include a recipe featuring products, events coming up, any new efforts that the company will be involved in, etc.
- Could include a coupon or featured deal periodically for the café.
- Feature a grower or vendor of the month and have some information about them and their products. It gives consumers another way to see where their food is coming from, one of the key aspects of why they buy locally.

Foursquare:

- Customers can "check in" at cafe and post reviews about their experience.
- Having a "check in" special is also an option at this site.
- Could also be used for Farmers' Market as a check in site.
- Consumers like to use this site to inform their friends where they are and the experience they have.
- Have this linked to Facebook account so the customers can check in and then like your page.

Farmmarketcafe.com:

- Alignment on pages is off, add more color, more pictures, and minimize large blocks of text.
- Mention Farmers' Market on website, cross marketing these two areas of the business should be done constantly to increase awareness of its relationship.
- Include links to other social network pages.

Blog:

- The target age group likes to read and learn about products, their local community, and new initiatives. Blogging about new agricultural advancements, events, and related material brings the reader to us for information instead of them searching for it themselves.
- Weekly posts about stories that relate to agriculture, local farms, organic products, etc. that tie back into the premise of Farm Market Café, LLC.
- This should also be linked to your Facebook, website, and as part of the websites you are mentioned on.

Customer Relationship Management (CRM) Program

A CRM program can be implemented instead of coupons to show frequent customers that we appreciate their business. Our program would be a punch card with a "buy 9, get the 10th free" deal. We have several items that could be used for a CRM program; coffee, sandwiches, burgers, or breakfasts could be used for the program. Punch cards can be as cheap as \$0.04 per card, an inexpensive way to get a high return from frequent customers. CRM programs are very beneficial for both the consumer and company.

Specials and Discounts:

A common theme within the restaurant industry, especially here in the Mille Lacs area, is having featured foods on different nights of the week; the most popular in our area being hamburger specials. Since we have a delicious hamburger, we could partake in this deal or we can branch out with different foods. Taco Tuesdays, Chinese themed meals, all-day breakfast specials, or any other featured meals are great ways to pull customers in and establish ourselves as a restaurant within the community. The advertising for these featured meals should use common terms so customers recognize the deal and are drawn into our establishment.

The teachers have several days during the school year when they have workshops or have to stay late. We are able to obtain the teacher schedule and prepare for these days by advertising in the school by slipping blow cards into their teacher mailboxes and putting a flyer up in their lounge. We can also send an email to the school secretary and ask to be put on the morning emails to the teachers. Using these days for “Teacher Appreciation” specials to draw them in for lunch or for dinner if we stay open late exclusively for them. For the special, offering a percentage discount off their total purchase or giving them a “buy one, get one” type offer will bring them through our doors. The discount has to be sufficient enough to draw them in since many of the teachers are penny pinchers. A “buy one, get one” offer would ensure that they would come in pairs to take advantage of the offer, save more money, and socialize outside of work. Similar appreciation days can be applied to the hospital workers or to all customers. Advertising the customer appreciation days at the hospital could be done similarly to the school and the all customer appreciation can be marketed on social media, community boards, signs and buzz from the café.

For the students, targeting the athletes is one of the best ways to get this generation into our café. They are more concerned with what gets put into their bodies and also need a quality meal before their games. To get the athletes into the café, a game-day discount will be given to them as an opportunity to save money but also to eat a healthier meal to fuel their performance rather than weigh them down. Typically, a team eats in groups or all together on game day to stay focused and bonded before the game. So by offering the game-day discount, we have the opportunity to bring in an entire athletic team and become part of a pregame ritual.

Often on Sunday mornings, the locals go out for breakfast and coffee after church to catch up. In the town of Onamia, there is only one other place to go besides us at that time in the morning. To find more breakfast restaurants, customers have to drive ten or more miles. This is a great opportunity for us to draw in these customers. As previously stated with the featured meal specials, Sunday mornings could be used for breakfast deals. We offer a discounted price for a predetermined breakfast option, possibly in buffet style, and advertise this in the church bulletins, on the boards, on our social media pages, and by word of mouth. We should take advantage of word of mouth advertising since we are located in a small town and our patrons are involved in several community organizations.

Conclusion

Even though we have a wide range of income levels in our community, getting everyone to eat healthier and support the local growers are the main goals. Putting up more signage for the café and the market will be one of the easiest ways to alert more customers about our presence. Reducing the number of advertisements in the Mille Lacs Messenger and increasing our human-interest stories will be a huge money saver and will allow us to allocate that money to other strategies. Improving and increasing our online awareness will bring about great exposure and better interaction with our followers. Getting involved in the community with events, classes, and fundraising will boost our goodwill and the support from affiliates. Providing the local businesses, resorts, and schools with menus and informational brochures will let consumers know that there is a healthy place to eat rather than the typical fast food and bars. Implementing a CRM program is a fun way to continue interest with repeat customers and gain their loyalty. Offering different specials to the varying groups of consumers can bring us a wider scope of customers as well as a drive to bring them in. Listening to our market vendors and using their suggestions to better our farmers' market can greatly help us grow that aspect of the business. Finding new vendors, trying out different times and locations, and offering incentives are all valid suggestions that can be implemented. Continuing research with our customers and vendors allows us to find the most effective means of advertisement. We will continue to adapt our marketing strategies to suit our needs and the interests of our customers.

Due to our current budget and needs, not all of these marketing strategies will be implemented at once. Incorporating different methods, some on trial basis, will take place throughout the next few years and modified as the business grows.

These marketing tactics strive to increase the number of customers at the Farm Market Café, Onamia Area Farmers' Market, and the associated All-Seasons Farmers' Market. Over the next few years, we hope to see an increase of 300% at the market, a 100% increase of café customers, and a 50% increase in grocery sales through the all-seasons market.

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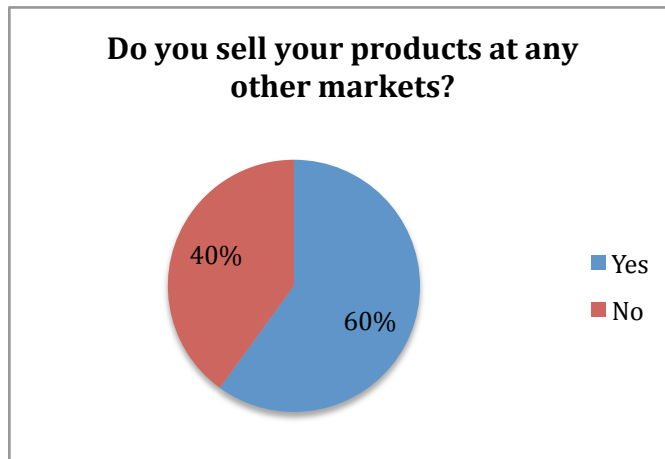
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Appendix 1: Vendor Questionnaire (66 sent out, 15 returned)

1. Why have you stopped selling at the Onamia Area Farmers' Market?

- Not enough customers.
- Not enough people going through and buying.
- Still sell now, but may not continue if it gets worse.
- Don't have financial means to produce enough for market.
- Moving away, bad timing and location, no customers.
- Timeframe doesn't work.
- Too far of a drive for no profit.
- Sales are down making it not worth their time.
- Limited sales.

2. Do you sell your products at any other markets?

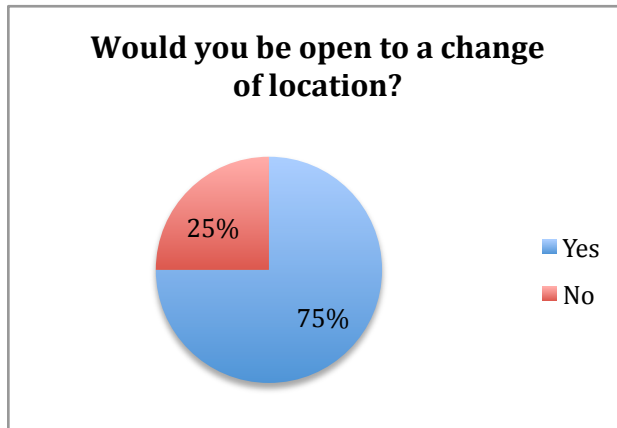


- Other markets that vendors sell at include Isle, Princeton, Sartell, Monticello, Maple Grove, St. Joseph, McGrath, and St. Cloud.

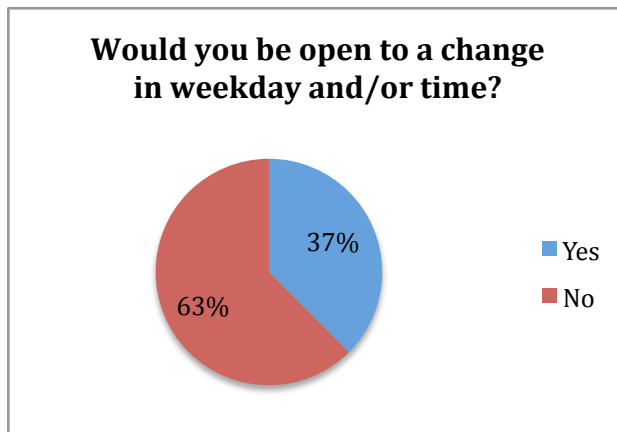
3. What would get you to sell at the market again?

- Better location.
- New time/date/location.
- Regulations for canned goods make it hard for home canners and bakers want to participate.
- More customers.
- Increase in sales to pay for traveling expenses.

4. Would you be open to a change in location?



5. Would you be open to a change in weekday/time of market?



6. Other suggestions/feedback:

- Move more into Onamia, maybe near café or library.
- Move into a grassy location, location is dusty and no bathrooms.
- Café has taken away vendors and we have lost focus and drive to grow and also seems unorganized.
- Isle has a nicer location and warmer atmosphere.
- Location is dangerous, move location off the highway.
- Needs more and larger vendors with substantial amount of fresh produce, flowers, baked and other goods.
- If market has a budget, have a drawing each week to entice vendors. Something to show vendors they can make decent money at market.
- Hard location for Onamia residents to get to across busy highway, very little walkers stop.

Appendix 2: Customer Questionnaire

1. On average, how often do you eat at Farm Market Café?

Answer:	Response Percent	Response Count
Every Week	2	1
3 times per month	2	1
Twice per month	6	3
Infrequently	39	21
First Time	47	25
Never	4	2

2. Have you ever purchased grocery items from the Café?

Yes: 38%: 20 responses No: 62%: 33 responses

3. If Yes, what items did you purchase?

Answer:	Response Percent:	Response Count:
Fruits/Vegetables	14	3
Processed Foods	24	5
Baked Goods	43	9
Meats	29	6
Dairy Products	43	9
Other	19	4

4. If No, why have you chosen not to purchase groceries from the Café?

Answer:	Response Percent:	Response Count:
Price	13	5
Not interested in buying organic items	5	2
Unaware of products	29	11
Inconvenient	21	8
Other	39	12

5. What could be improved about the Farm Market Café?

Answer:	Response Percent:	Response Count:
Larger grocery selection	19	6
More information about products	12.5	4
New menu items	31	10
Other	37.5	12

- Portions small
- Prices high
- Quality average for the area

- Rude employees
- Consistency in products, it shouldn't be so different each time.
- Location
- Customer expects high customer service level for price of foods.

6. Are you interested in information about using and preparing the organic foods available at Farm Market Café?

Yes: 30: 13 No: 70: 30

7. Are there any foods that you would like the Café to have more of or start carrying?

- Ready to bake pizzas, make your burgers thinner with the same weight of meat and larger homemade buns so they look bigger.
- Good sourdough breads.
- All-natural ice creams and sorbets.
- Cheeses
- Duck eggs
- Fresh produce
- Sausage

8. What is the most important reason you come to the Farm Market Café?

Answer:	Response Percent:	Response Count:
Variety of local products	8	5
Freshness and taste	16	10
Convenience	11	7
Supporting local agriculture	51	31
Lead organic lifestyle	9	6
Community atmosphere	3	2

9. Please share any additional comments with us!

- I think the Farm Market Cafe could benefit by approaching larger media in the state. It is a business that is working within the community and for the community. It is a model business especially in rural towns that could provide knowledge for other like-minded individuals around the state (and nation?). It's possible that the Farm Market Cafe could be an icon for responsible grassroots movements.
- I have been meaning to visit, eat and buy at the market, just for support. Living in McGrath, with a farm and market of my own, I just never find the time.

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- While there in the Spring, Carol and I suggested that the herb garden be raised and visible from the road with a sign on it saying "herb garden for Farmer's Market Cafe." I see there is a low, unmarked garden there. I still think the suggestion was a very good idea - a little more costly at first, but would be great, ongoing, inexpensive advertising to everyone driving 169. Wonder what happened to the idea...
- Nice place to go.
- It's a friendly place and good healthy food.
- Training on how to treat customers.
- Don't get up there too often but when it works out I like to farm fresh breakfast.
- It is nice to eat food like we eat at home and not to have to eat at unhealthy places while on the road...I wish there were more places like this.
- The food is sort of expensive-but it is good. I like that it is different from all the other menus in the area. I would like to come in more often, but can't afford to.
- You have to figure out a way to include bread slicing into the cost of a \$6.50 loaf of bread, without charging an additional \$1.50. Folks expect freshly baked, not frozen and thawed items at \$8 a loaf. Small things like this can drive a small business crazy, but after all, almost everything is a little thing.
- I think the Farm Market Cafe could benefit by approaching larger media in the state. It is a business that is working within the community and for the community. It is a model business especially in rural towns that could provide knowledge for other like-minded individuals around the state (and nation?). It's possible that the Farm Market Cafe could be an icon for responsible grassroots movements.
- We are visitors to the area. Wanted some good coffee, this place was it.
- Glad you're here!
- Very good veggie burger!
- Delightful experience and delicious. Will stop again if ever here.
- Nice waitress, good bread and food.

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- Just up from the cities but will tell everyone I know and come back whenever were here.
- Great lunch and grocery selection, especially the meat (grass fed and free-range).
- This is great, we are from out of town or we would return frequently.
- Great soup!

210 surveys were sent out via email and 50 handed out in the café.

25 surveys were completed online and 28 finished in café.

CRM Program Example for Farm Market Café, LLC.

This example is of a “Buy 9 sandwiches, get the 10th free” punch card program. I am estimating that within the first two months of the program, 20 customers will redeem the free sandwich.

250 punch cards

20 redemptions in first two months

Average cost of sandwich: \$2.00

Average price of sandwich: \$6.00

Costs/Outflows:

- Punch Cards (250 cards x \$.04 each): \$10.00
- Free Subs (2.00 cost x 20 subs): \$40.00
- Total Costs: \$50.00

Sales/Inflows:

- Sales from Program (9 subs x \$6 x 20): \$1080
- Sales/Costs (1080/50): 21.6 times return on investment.
 - For each \$1 spent on the promotion generates \$21.60 in sales.
- Costs/Sales (50/1080): \$.046
 - Farm Market Café will spend 4.6 cents to generate \$1 in sales.

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Budget:

Marketing Strategy	Cost Retailer:		Initial Fee:	Per Year:
Billboard	\$300/month	Schubert & Hoey Outdoor	\$0.00	\$3,600.00
Signage:	Banner	\$20.00 Vistaprint 2.5'x6'	\$40.00	\$0.00
	Yard Signs	5 for \$12.95 Supercheapsigns.com	\$38.85	\$0.00
	Blow Cards	100 for \$25 Vistaprint		\$50.00
	Flyers	25 for \$30 Vistaprint		\$60.00
CRM Program	Punch Cards	250@\$.04 each iprint.com		\$20.00
Sponsorships		\$300.00		\$300.00
Newspaper:	1/4 Page BW Ad	\$202.49		\$404.98
	News Release	\$0.00		\$0.00
Online:	Website	\$95.40		\$95.40
	Facebook	\$0.00		\$0.00
	Blog	\$0.00		\$0.00
	Foursquare	\$0.00		\$0.00
	Enewsletter	\$0.00		\$0.00
	Mille Lacs Area Tourism Member	\$150.00		\$150.00
Total:				\$4,680.38