



Growing Forward 2
A federal-provincial-territorial initiative

MARKETING B.C. AGRIFOOD AND SEAFOOD

Domestic Marketing Workshop

Location: Victoria, Creston, Richmond, Prince George
Date: June 2015

Delivered by:

Grounded
STRATEGIES

Funding provided by:

Growing Forward 2 



Canada 



MARKETING B.C. AGRIFOOD AND SEAFOOD

Domestic Marketing Workshop

The “Inside Scoop” on a Market Driven Marketing Plan

Delivered by:

Grounded
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Agenda

8:00 am	Welcome and Introductions
8:45 am	8 Steps to a Market Driven Marketing Plan Overview of the B.C. Marketplace
10:00 am	Break
10:30 am	“Inside Scoop” Presentations: Gordon Food Service and Overwaitea
12:00 pm	Networking Lunch
1:00 pm	Marketing Plan Company Self-Assessment
2:00 pm	“Hands-on” Group Activity Developing a Market Driven Marketing Plan
2:45 pm	Break
3:15 pm	Presenting and Reviewing Marketing Plans
4:00 pm	Closing Remarks and Evaluation
4:30 pm	End of Workshop



Growing Forward 2
A federal-provincial-territorial initiative

Marketing B.C. Agrifood and Seafood

Building Your Market Driven Marketing Plan

Delivered by:

Grounded
STRATEGIES

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Growing Forward 2 



Canada 



Goals and Objectives

Target B.C. companies pursuing domestic retail or food service distribution.

Designed for:

- Companies that have product(s) in the market
- Companies that want to expand their markets

Objective:

- Provide invaluable market intelligence
- Apply new intelligence in a marketing plan

ULTIMATE GOAL

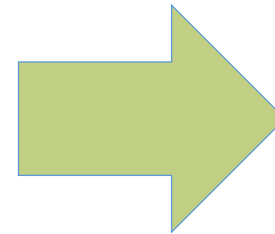
Build marketing capacity within B.C.'s Agrifood and Seafood industry





8 Steps to a Market-Driven Marketing Plan

- 1 Assess the Current Situation
- 2 Set Your Sales Objectives
- 3 Identify Your Target Market
- 4 Position Your Product
- 5 Set Your Marketing Objectives
- 6 Build Your Brand
- 7 Build Your Action Plan
- 8 Evaluate Your Marketing Plan



Market
Driven
Marketing
Plan



STEP 1: Assess the Current Situation

Business Goals
Market Drivers
Consumer and Product Trends
Buyer Trends
Competitive Landscape
SWOT Analysis

**Do Your
Market
Research**



Business Goals

Assess the Current Situation

Define your business

Marketing plan must be consistent with business goals

Marketing plan must contribute to short and long-term business goals

SMART

S-pecific

M-easurable

A-chievable

R-ealistic

T-imely

Document and review goals regularly





Market Drivers

Assess the Current Situation

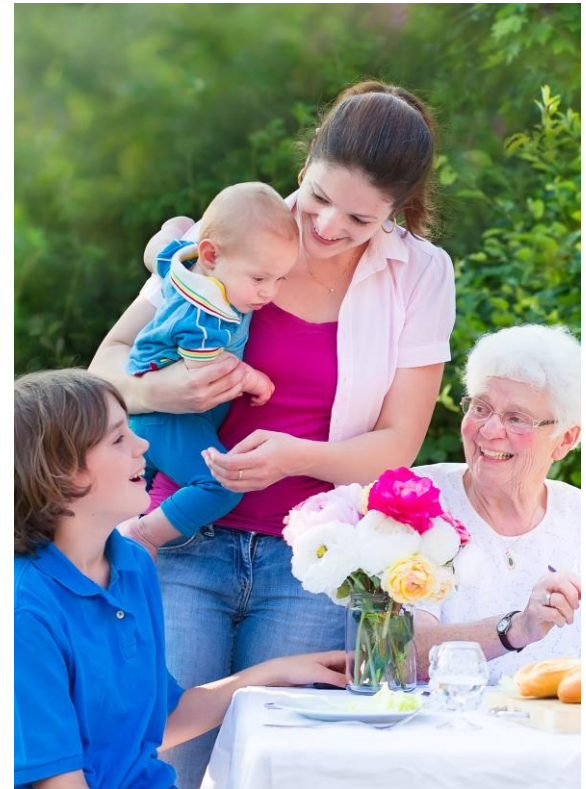
1. Safety and Transparency

2. Population and Growth

3. Aging Demographics

4. Cost of Chronic Disease

5. Environment and Sustainability





DARE TO C



Food and Consumer Trends

Assess the Current Situation

1. Buy Local

2. "Free From"

3. Less is More

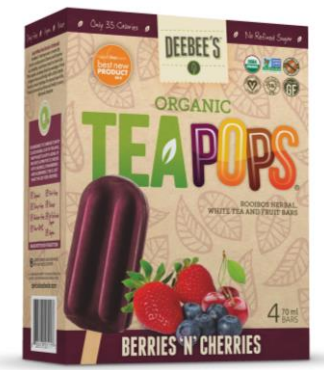
4. Naturally Functional

5. Convenience

6. Flexitarianism

7. Packaging and Premiumization

8. "Condition Specific"





Benefits include:

- Affordable short-run quantities
- Flexibility to change labels
- Private labeling capability

PROUDLY CERTIFIED BY

K KOSHER CHECK

Kosher Checked. Globally Approved.



Not just people!





Importance of Trends to Your Company

Focus on trends, not fads

Focus on the staying power of trends

Fad = short term
Trend = longer term

Formulate your strategies around trend analysis

Link into target market, competitors, uniqueness, what it takes to capture a portion of the market



Buyer Trends

Assess the Current Situation

Buyer Landscape

1. Grocery Industry
2. Food Service Industry
3. Business to Consumer
4. Technology
5. Social Media



Buyer Trends

Assess the Current Situation

1. Canadian Grocery Industry

Sales growth down, 1% versus traditional 3%

Fewer, but bigger, companies

More products being purchased in non-traditional food retailers (Walmart, Costco, drugstores)

Rise in ethnic grocery stores

Consumers sensitive to food prices – getting smarter at finding deals

Only way to increase sales – DIFFERENTIATE

Source: Canadian Grocers annual Market Survey - 2012



Overwaitea Food Group





Loblaw in British Columbia

**wholesale
club**



the real Canadian 
Superstore



SHOPPERS
DRUG MART 

Extra Foods 



Empire in British Columbia

THRIFTY FOODS™

SAFEWAY 

sobey's



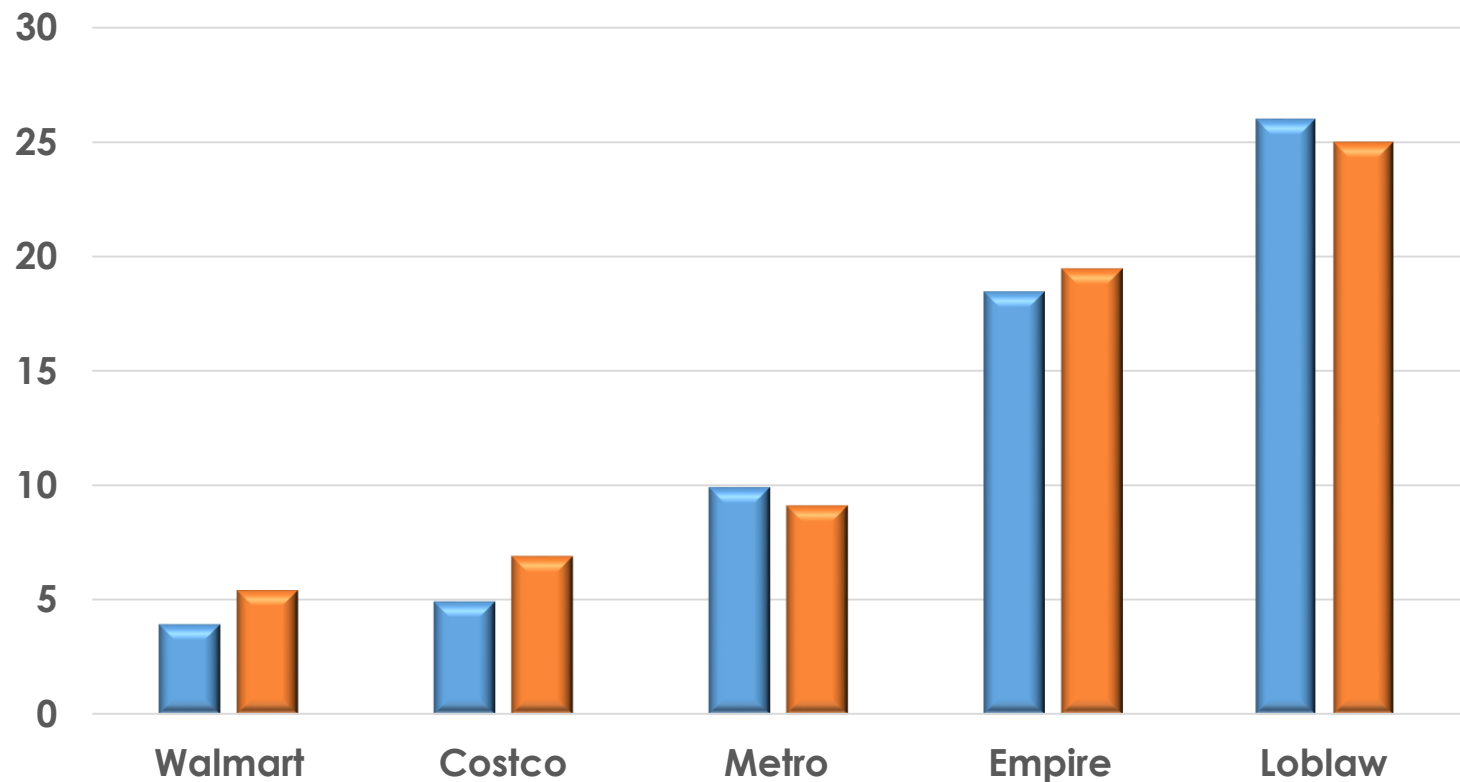
Other Chains – British Columbia





Who Gets Your Grocery Dollars?

% of Cdn grocery sales 2008 vs 2013. Walmart and Costco have made headway in Canada.



Source: Global News

■ 2008 ■ 2013



Buyer Trends

Assess the Current Situation

2. Food Service Industry

Restaurants

Hotels and Resorts

Hospitals

Schools

Prisons

Recreational centres

Seniors facilities



Buyer Trends

Assess the Current Situation

2. Food Service Industry - Institutions

2014 sales expect to be \$7.7 billion

3.9% growth over 2013

Accounts for 10.8% of Canada's foodservice industry

- Contract services: 53%
- Self-operated: 47%



Source: Restaurants Canada (2014)



Buyer Trends

Assess the Current Situation

3. Business to Consumers

Farmers' and Public Markets

Numbers have doubled in past 10 years

Sales increased 147% between 2006 and 2012





Buyer Trends

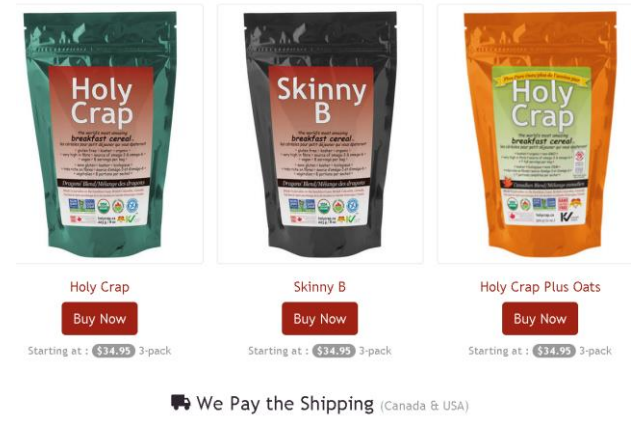
Assess the Current Situation

3. Business to Consumers

Online purchases

55% of B.C. shoppers searching online for information regarding healthy food and beverages

5% of B.C. shoppers purchasing food and beverages regularly online





Buyer Trends

Assess the Current Situation

4. Technology – The New Shopper

Smart phone usage by shoppers:

- Results in increased food literacy through:
 - ✓ Nutritional information
 - ✓ Recipes for unfamiliar foods
- Provides unprecedented access to information on food, driving increased interest in healthy eating.





Buyer Trends

Assess the Current Situation

5. Social Media



Highlights from the 2014 Supermarket Experience Survey

4. Social media key for supermarkets in building loyal, high-spending clientele

74% \rightarrow **85%** Social media use among supermarket shoppers
2013 2014

26% friended with or connected to primary supermarket

More likely to recommend
Provide higher trip satisfaction ratings
Are higher spending
More likely to enjoy shopping at the store





Competitive Landscape

Assess the Current Situation

There are **ALWAYS** competitive products in the marketplace

Who are the competitors?

What is their competitive advantage?

What is their strength in the marketplace?

What do they do well?

What don't they do well?



SWOT Analysis

Assess the Current Situation

STRENGTHS What does your company do well? Include your core competency(ies)	WEAKNESSES What could your company improve?	Internal
OPPORTUNITIES Based on your analysis of the marketplace, what opportunities could your company leverage?	THREATS What are the key issues or challenges your company faces in following those opportunities?	



SWOT Analysis

Assess the Current Situation

**#1 Tool for
Marketers**

**Review
Annually**





STEP 2: Set Your Sales Objectives

Define projected sales for a period of time

Sales objectives should be in line with business goals

Be SMART (particularly “realistic”)

S-pecific

M-easurable

A-chievable

R-ealistic

T-imely



Lay the foundation for the rest of your marketing plan



STEP 3: Identify Your Target Market

Who is your primary target market?

Who is your secondary target market?



Develop criteria for your choice (for example):

- Size of the market
- Awareness of your product and/or key attributes
- Ease of market entry



The Challenge

Identify Your Target Market

Marketplace is highly fragmented

Determine your basis for segmentation

- Age (e.g. Seniors, Boomers, Generation X, Generation Y, Millennials)

- Ethnicity

- Locale

- Technology, lifestyle or mass-market

Focus where you can deliver (you can't do it all)



The Face of British Columbia (2011)

Identify Your Target Market

1.2 million immigrants in British Columbia

Children key influencers in the introduction of new food items into a household

Immigrant population in select cities:

- 40% of Vancouver's population
- 14% of Kelowna's population
- 23% of Abbotsford/Mission population

(Source: Statistics Canada)



STEP 4: Position Your Product

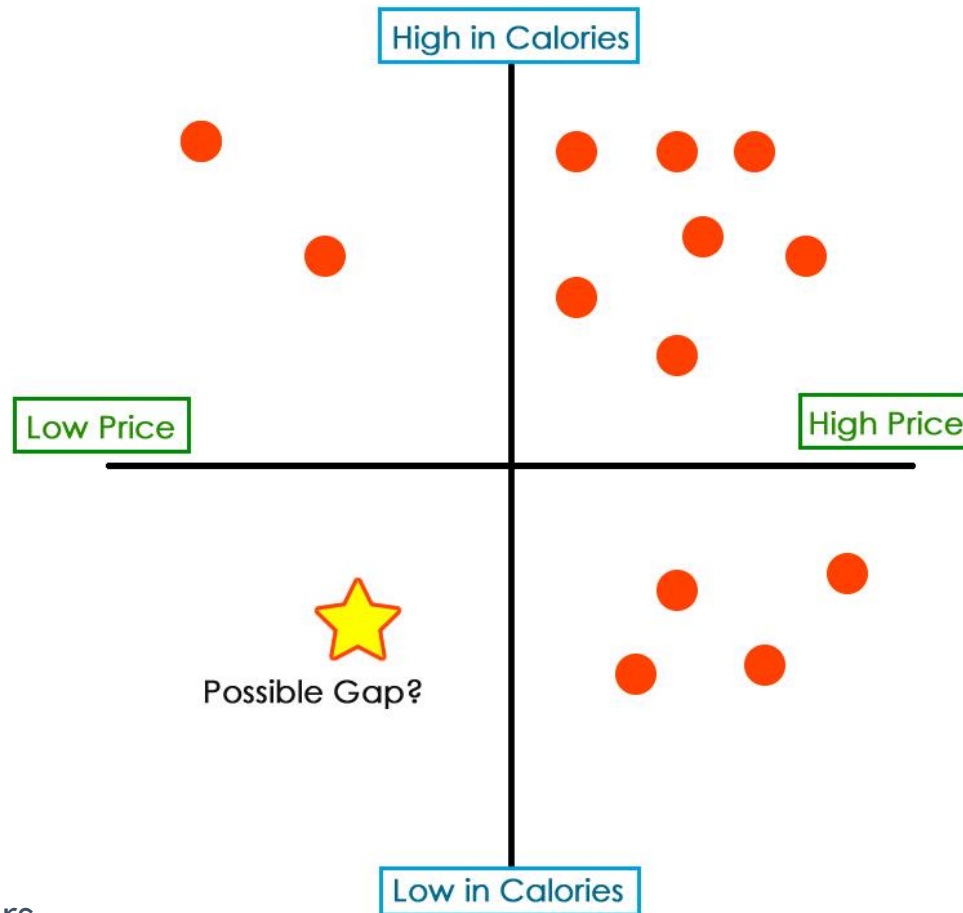
Positioning Map

Brand Positioning Statement





Positioning Map



Key: ● Competitors



Brand Positioning Statement

Position Your Product

For ... (target consumer)

Who are dissatisfied with ... (current competition)

Our product is ... (category)

That provides ... (solves what problem)

Unlike ... (the alternative)

Our product features are (elaborate – be concise)



STEP 5: Set Your Marketing Objectives

Aimed at meeting your sales objectives

Examples of marketing objectives:

- Increase retention of lifestyle customers to 70% by July 31, 2015
- Increase the number of purchases of current customers from 3X per month to 4X by December 2015
- Enter the Seattle grocery market by December 2016



STEP 6: Build Your Brand

What is a Brand?

Should be viewed as a trust mark

3 C messaging to your market

Concise, **C**onsistent, **C**onstant

Goals are to:

- Differentiate yourself from the competition
- YOU are the solution provider
- Build a relationship with your customers
- Build customer loyalty

"Building loyalty
is increasingly
difficult to do"



Example

Build Your Brand

We believe businesses have the responsibility to lead the way to a more positive and sustainable future.

 **left coast**
NATURALS

HIPPIE  **FOODS™**



 **left coast**
NATURALS



Good People Providing Good Food.

Brands / Distribution / Organic Bulk Foods / Our Story / Sustainability / News / Blog



Step 7: Build Your Action Plan

Your Marketing Action Plan

- A documented plan to generate revenue
- Addresses: What? Who? How? When? Where?
- Built on Market Assessment and “Inside Scoops”

Gordon[®]
FOOD SERVICE

**Overwaitea
Food Group**



Build Your Action Plan

Requirements:

- ✓ Identify and address your customers' key purchasing requirements
- ✓ Product information (food safety, traceability, packaging, environmental initiatives...)
- ✓ Pricing
- ✓ Distribution (brokers, distributors, direct...)
- ✓ Communication (advertising, in-store promotions, social media...)



Pricing Considerations

Build Your Action Plan

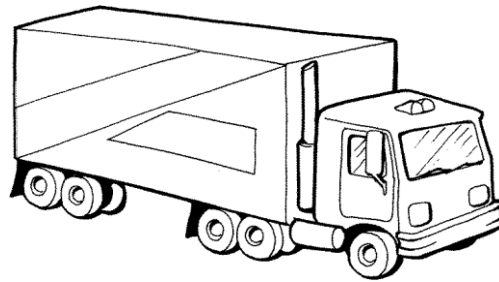
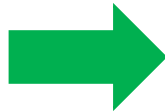
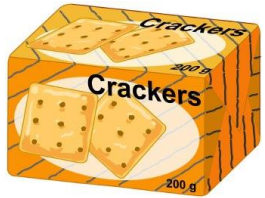
Direct costs
Guaranteed sales
Overhead costs
Profit needs
Distribution
Competitor prices





Pricing Along the Chain

Build Your Action Plan



Distributor Price
\$2

Wholesale Price
\$2.67
(i.e. self-distribution,
broker, distributor)

Retail Price
\$3.81

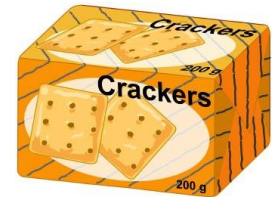


Pricing

Build Your Action Plan

Margins

- Percentage of total price that belongs to a product
- E.g. our cracker example had a 30% margin for the retailer, 25% margin for the distributor



Mark-Up

- Percentage of the base price added to the base price to equal sales price
- E.g. Our cracker example had a 43% mark-up on the retail shelf



Winning Product Presentations: Your Sell Sheet

Build Your Action Plan



COMPANY INFORMATION

- Company name & address
- Contacts – phone, emails, website
- Company Logo/Product Logo Branding
- Background/story
- Liability insurance
- Traceability
- Sustainability initiatives



PRODUCT INFORMATION

- Product description
- Picture of retail package
- Picture of product in use
- Vendor UPC number
- Individual size retail unit
- Sell unit weight
- Sells per case
- Order Information and contact
- Minimum order amount
- Case specifications
weight, cube, pallet, pallet quantity, other



ADDITIONAL INFORMATION

- Separate price sheet - do not put pricing information not on sell sheet
- Allowances, in-Store Demos, etc...
- Master Case Photograph
- Image of scannable BAR CODE



Sell Sheets: Example

Build Your Action Plan

HIDDEN GARDEN FOODS LTD.
 Burnaby, BC | customerservice@hiddengardenfoods.com
 www.hiddengardenfoods.com T: (778) 279-6006 F: (778) 279-3006

GLUTEN FREE COOKIES WITH 1/2 SERVING OF HIDDEN VEGETABLES

Chocolate Chip
With loads of chocolate chips and a 1/2 serving of Pumpkin

Red Velvet
A crispy cocoa filled cookie with a 1/2 serving of Beets

Ginger Snaps
With the rich flavours of cinnamon, nutmeg & ginger and a 1/2 serving of Butternut Squash

- **Certified Gluten Free**
- **Vegetables retain their nutritional value but you can't taste them**
- **No preservatives**

- **No artificial flavours or colours**
- **Nut free**
- **Convenient snack for kids**
- **Made in Canada**

PRODUCT	PACK SIZE	PRODUCT DIMENSIONS (LxWxH)	CASE DIMENSIONS (LxWxH)	CASE WEIGHT (KG)	SHelf LIFE	PRODUCT UPC	CASE UPC	TI/HI - PALLET	CASES / PALLET	SRP
Chocolate Chip	12/150 g Stand Up Pouch	15 x 8 x 23 cm	46 x 31 x 13 cm	1.8	11 months	8-17202-00502-9	108-17202-00502-6	6 TI / 8 HI	48	\$5.99
Red Velvet	12/150 g Stand Up Pouch	15 x 8 x 23 cm	46 x 31 x 13 cm	1.8	11 months	8-17202-00500-5	108-17202-00500-2	6 TI / 8 HI	48	\$5.99
Ginger Snaps	12/150 g Stand Up Pouch	15 x 8 x 23 cm	46 x 31 x 13 cm	1.8	11 months	8-17202-00501-2	108-17202-00501-9	6 TI / 8 HI	48	\$5.99



STEP 8: Evaluating Your Marketing Plan

Assign Measurements to Your Action Plan

Prepare budgets

Assign timelines

Assign responsibility

Estimate payback





Evaluation

Evaluating Your Marketing Plan

Measure overall plan against:

Sales and profit objectives

Marketing objectives

Communication and media awareness
and attitude goals





And before you know it ...





Domestic Marketing Resources

Contact:

Donna Anaka
Ministry of Agriculture
donna.anaka@gov.bc.ca
(604) 660-2945

Willow Minaker
Ministry of Agriculture
Willow.Minaker@gov.bc.ca
(250) 356-9453



Applying New Intelligence

Developing a Market Driven Marketing Plan

Hands-on Activity

We will break you into groups

Each group will be given a product and scenario sheet

Products are real, new to the market – your input will be used!

Coaches will be available to assist

You will have approximately 1 hour to work on your plan

A representative of each group will present the group plan to the class

We look forward to your ideas!

Have fun!!!