

Three Little Birdies Communications

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Weavers Way Co-op

Agency Philosophy

Three Little Birdies strives to exceed the individual needs of each client that we work with. Our dedicated team of public relations professionals is committed to providing real solutions to the problems that are extensively researched for each client. Substantial research and dedication is the key to the success of Three Little Birdies Communications, and we incorporate this philosophy into every public relations plan. We believe that any organization can benefit from implementing a honed public relations strategy, and enjoy working with a variety of diverse clients. It does not matter if the organization is a start-up non-profit or a Fortune 500 company; at Three Little Birdies we believe that every client deserves the utmost care and attention in order to meet their communication goals.

Executive Summary

Weavers Way Co-op competes in the grocery and food market in the Philadelphia area. It markets a variety of staple grocery items as well as prepared foods, nutritional supplements, and bakery items. It is the only co-op in the nation to own its own urban farms, which offer community and school programs, camps, and Community Supported Agriculture. However, it was found that there is a disconnect that exists between the Weavers Way Co-op markets and farms. Three Little Birdies Communications has determined that this disconnect is due to a lack of knowledge that exists amongst shoppers at the markets about the farms. Therefore, in order to correct this problem, Three Little Birdies Communications recommends that Weavers Way Co-op implement a year-long public relations initiative that will include a Weavers Way Challenge event, a published article in Grid Magazine, periodic seminars about the farms, and a Farm Takeover event. The effectiveness of these public relations efforts will be measured through a survey that will be distributed prior to the initiative and following its conclusion, in addition to the measurement of sales of Weavers Way Co-op farm products at the markets.

Addressing the Problem

Weavers Way Co-op has a disconnect between the co-operative stores that are owned by the company, and the farms that are also owned and operated by the company. Firstly, there is a geographical disconnect between the two entities. Additionally, the users of each of these parts of Weavers Way differ significantly, and many customers of one have a lack of knowledge of the other.

Situation Analysis

Market

Weavers Way Co-op competes in the grocery and produce market. The overall food retail business, meaning all grocery stores, which includes Weavers Way Co-op accounts for 61% of all global retail business (Global Retail, 9). Therefore, it is the largest segment of retail across the world. This is good news for Weavers Way Co-op because it is marketing its products in a large and growing segment of the market. In addition, the global food retail market is the largest in the Americas, with 33.4% of the market share (Global Retail, 10). This geographic segmentation encompasses the United States, which is where Weavers Way Co-op operates. Additionally, it is projected that the retail market will continue to show growth, and grow by 4.6% and 4.7% in the years 2013 and 2014, respectively (Global Retail, 12). A growing market in food retail is not a new trend in the United States. It has been growing for many years (Global Retail, 9), due to one particular factor affecting the country. The United States Department of Agriculture cited that the nation's products are now manufactured by a small number of "large" and "very large" family farms. Therefore, less Americans are growing their own food on "small" family farms, and have become obligated to purchase their meals from retail stores.

It was also found through research that the market for produce, which is a more defined segment of the market, is also undergoing growth. MarketLine research determined that the agricultural product market displayed an average annual growth market of 7.1% between 2007 and 2011 (Global Agricultural Products, 7).

Additionally, this growth rate is expected to increase. This will widen the market for agricultural products, as the projected market increase from 2011 to 2016 will be 36.4% (Global Agricultural Products, 12). This growth can be attributed to the recent trend in American culture that values healthy and natural food. In a recent study performed by Neilson, the American trend of eating healthy is here to stay, as sales in this segment have continued to increase despite the "economic pinch" (Pirovono). The produce market is encompassed by this healthy eating trend, which is the reason that this market has continued to grow. This piece of information is key for Weavers Way, because currently the Co-op is trying to mend a disconnect between their farms and stores. Weavers Way Co-op has an opportunity to use this trend in healthy eating as well as the market growth to their advantage, because the Co-op grows and markets their own produce products.

Product

Weavers Way Co-op provides a variety of grocery products in their stores, which are located in the neighborhoods of Mount Airy and Chestnut Hill in Philadelphia, PA. These products include locally grown produce items, dairy, meats, poultry, fish, granola, prepared foods, nutritional supplements, bakery items, coffee, tea, as well as staple grocery items and flowers and plants (Weavers Way). Additionally, the Across the Way store, located in Mount Airy, boasts an array of items that include pet supplies, spices, vitamins, gifts, houseware products, as well as health and beauty items.

Grocery items are available in gluten free, and organic options, and prepared foods include individually made sandwiches, fresh Japanese sushi, and Indian food offerings. In addition, granola is available in 40 different varieties (Weavers Way). Produce products are often available in organic or conventional prices. Conventional prices are congruent with products found at grocery stores such as Acme or Trader Joe's, while the prices of organic produce ranges from \$1.00-\$3.00 more than the conventional pricing.

Additionally, Weavers Way Co-op participates in Community Supported Agriculture (CSA) at their farm, Henry Got Crops located on Henry Avenue in Roxborough, PA. Therefore, shares of this farm are available for purchase by consumers. By providing a lump sum to Weavers Way Co-op, participants are allotted a basket of varied products once a week during the growing season, which runs May-September (Torpie). All products given to shareholders are grown without synthetic pesticides, herbicides, fungicides or fertilizers. Shares are available in two sizes: small and large. The cost of a small share is \$425.00, while a large share, which allots the shareholder twice as much produce as a small share, is \$750.00 (Weavers Way). A 5% discount can be applied towards a small or large share if shareholders opt to commit to work 6 hours on the farm each week. Additionally, the staff of Weavers Way and students and staff of the Saul school are eligible for a 10% discount from either the small or large share (Weavers Way)

Seasonality impacts the produce that is available for purchase. Weavers Way Co-op purchases produce items exclusively from local vendors, which includes their own farm. More produce options are available during the Philadelphia growing season, which runs from May until late September. During this season, profits are higher at the Weavers Way Co-op stores, as more produce options yield more purchases. In addition, profits are higher at the Weavers Way Co-op farms as a result of the shares that are bought through Community Supported Agriculture (Torpie).

The store location in Mt. Airy is open 8 AM - 8 PM every day of the week. The Chestnut Hill store is open 7 AM - 8PM Monday - Saturday, and 9 AM - 8 PM on Sunday. The weekend days, Saturday and Sunday are the busiest days at Weavers Way Co-op stores. In addition, during the week there is a consistent rush during the lunch hours of 11:00 A.M. until 2:00 P.M., and then again during the post-work dinner rush from 5:00 P.M. until 7:00 P.M. (Torpie).

Weavers Way Co-op expresses its brand through many different outlets. It incorporates social media and traditional media into its promotional mix. The Facebook page is updated everyday with posts about what produce is on special, what foods are available at the hot bar, and pictures of any events that are occurring. Weavers Way Co-op's Twitter page is also updated very frequently with information about meetings, events, and articles pertaining to the local community (Torpie).

Weavers Way Co-op also publishes a monthly newsletter called The Shuttle. The

articles are written and edited by the shareholders and features news about the stores, community programs, members, and relevant world issues. The Shuttle is held dearly to the shareholders and they work very hard to keep its publication in continuum (Torpie).

Weavers Way Co-op has limited financial resources to use on public relations and other IMC tactics. The marketing and communications directors do the best they can with their time and assets to promote the store. Advertising is Weavers Way Co-op's main communications tool. Vehicles for its advertisements include mostly local magazines, networks, and newspapers:

- Grid – A free, monthly published magazine for the Greater Philadelphia Region that focuses on sustainability issues
- Newsworks Online (WHYY) – Philadelphia's leading public broadcasting provider of TV, radio, and online news services
- Chestnut Hill Local – Weekly newspaper for the neighborhood of Chestnut Hill
- The Philadelphia Inquirer – Prestigious newspaper for the Philadelphia area

Weavers Way Co-op's strengths reside in its rich history, communal pursuits, and ownership of three farms. Over forty years ago Weavers Way Coop began as a tiny store selling a small section of deli items and produce. Since then, it has grown into a fully-fledged cooperative grocery business. Weavers Way Co-op is dedicated to sustaining the local community and providing programs to supports its members. Customers believe Weavers Way Co-op is a benefactor to the community, and hope to see the stores continue to grow and expand. Weavers Way Co-op provides many of the important factors they look for when purchasing groceries, such as locally grown and organic food, rebates, and economic growth for the community (Torpie).

Something that is very unique to Weavers Way Co-op is that they own their own farms. The farms provide the stores with fresh meat and produce according to seasonality. Weavers Way Co-op is very proud of its farms and wants the community to be more aware of their presence (Torpie).

Weavers Way Co-op's weakness lies in its limited reach outside of Northwest Philadelphia. The majority of the customers are residents in the surrounding communities of Mt. Airy and Chestnut Hill. The stores also compete with many large and well-known grocery stores like Whole Foods and Trader Joe's. These nation-wide chains have the funds to implement IMC tactics to their consumers, which Weavers Way Co-op does not (Torpie).

Competition

Whole Foods

One of Weavers Way Co-op's competitors is Whole Foods, which was founded in 1980 in Austin, Texas (Whole Foods). Currently the company operates about 340 stores throughout the US, Canada, and the UK. The company exclusively provides organic and preservative and pesticide free products, as well as cruelty free meats (Whole Foods). Recently, Walter Robb, co- CEO of Whole Foods announced that by 2018, all products sold in Whole Food's Canadian and US stores will be labeled indicating whether or not they contain GMO's (Gourmet Retailer).

Whole Foods also actively participates in a 5- Step program with Global Animal, called "Global Animal's 5- Step Animal Welfare Rating Standards Program," which uses a rating system that was developed to rank the welfare of animal practices and conditions within farm animal production systems (Whole Foods). Whole Foods implemented these standards because of their strong support for the farmers that provide great nurturing to their farm animals, their commitment to animal welfare (Whole Foods). This program sets them apart from other competitors, and raises awareness of both the farms and animal welfare.

Products sold at Whole Foods vary from just about everything between fruit and vegetables, fresh meats, "home-cooked" meals, cold- pressed and raw juices, and a very large selection of gluten- free foods and snacks. Products sold at Whole Foods include brands such as Amy's, Little Duck Organics, Good Karma, Engine 2, Nature's Path, Izze Sparkling Drinks, Annie's Organics, Garden of Life, and Three Sisters (Whole Foods). Products vary in price, but Whole Foods claims that they offer the best prices for the foods and products they provide.

Their definition of caring for communities is to prove that they are not the "cookie cutter big- box type" store, and that each store is unique in its own way, each having latitude in deciding the best way to operate each individual store to meet the needs of different communities. Their community giving well exceeds about 5% of their total net profits each year (Whole Foods). Their whole trade guarantee does not just refer to selling groceries, but also includes their responsibility towards all of their consumers, shareholders, and team members involved in their business (Whole Foods). Whole Foods prefers to look at the concept of Whole Trade as shopping with conscience, and that every purchase of a Whole Trade product is like a vote for a better world (Whole Foods).

Another unique service that Whole Foods provides is their catering service. The company use the same fresh products sold in their stores to provide their consumers with the same great taste for any special event. Most consumers have rated Whole Food's catering a 4.7 out of 5.0 (weddingwire.com), and many saying that Whole Foods exceeded their expectations. Reviews on Yelp did include a few unsatisfied customers, but generally Whole Foods rates outstanding in catering services (weddingwire.com).

Whole Foods caters to health conscious individuals. Their target customer is college educated, and lives in or around a city. Whole Foods believes that college educated individuals are more likely to understand the benefits of eating healthy, and would be more likely to shop at Whole Foods. Therefore, the company exclusively places stores in geographic areas that boast a large number of college graduates, in order to meet their target market (Whole Foods).

Relative to the Weavers Way Co-op locations, there is a Whole Foods located in Wynnwood, PA which is 7.7 miles away from the Chestnut Hill location, and 8.8 miles from the Mount Airy location (Google Maps).

Trader Joe's

Trader Joe's is a national grocery market that sells retail and produce products. This company offers a variety of products for their customers including health foods, organic food, as well as nutritional supplements such as vitamins (Hoover's). Additionally, the store is known for and specializes in its line of private-label products, such as the Charles Shaw wine, known commonly as the "Two Buck Chuck" (Hoover's), which is a unique and positive aspect of the company. Additionally, as a result of the lack of service departments in the every Trader Joe's store, the company is able to market their products at a relatively low price (Hoover's), which also helps the company to stand out from competitors. Trader Joe's offers a variety of locations to purchase these products; it boasts 375 stores throughout over 30 states (Hoover's).

Stores are located primarily on the West Coast, but the company has increased its presence on the East Coast between Boston and Washington in recent years (Hoover's). Trader Joe's does not offer an online option for purchasing the company's products, which is a definite downside to its national presence. Additionally, Trader Joe's does not advertise or use social media. Therefore, it relies heavily on word-of-mouth or "grass roots" promotion from its loyal customers (Llopis). This is another downside of the company as it can unintentionally be eliminating some customers of its target market.

The target market that Trader Joe's is ultimately trying to reach is a well-read and well-educated demographic, with no specific age range (Seattle Pi). The brand has catered itself to appeal to this segment, as the founder has been quoted that Trader Joe's aims for "the educated customer" (Seattle Pi). This group of people tends to be more health and safety conscious; they buy natural and organic food and drive Volvos (Seattle Pi). The open and hip atmosphere of Trader Joe's is meant to appeal to this demographic, along with the specialty natural and organic food that the brand markets. The brand has a loyal group of followers that love shopping at Trader Joe's.

Trader Joe's is very involved in the communities in which they are located. The brand prides itself on catering each store to the areas that they are in, by decorating the walls with murals, pictures, and and symbols of the communities. Trader Joe's also

regularly donates gift baskets to community events such as silent auctions and benefits. Additionally, the brand has a policy to “donate products that are not fit for sale but are safe for consumption” to local food banks and soup kitchens (Trader Joe’s).

The Trader Joe’s In Center City Philadelphia is located 8.8 miles from the Weavers Way Co-op’s Mount Airy location. It is also 8.8 miles from the Chestnut Hill location (Google Maps). The Yelp page for Trader Joe’s in Center City, Philadelphia has an average rating of 4 stars, with 5 stars trailing close behind (Yelp). Additionally, the written reviews of the store were all positive except for a consistent complaint of over-crowding, which can ultimately be attributed to Trader Joe’s high popularity (Yelp).

Acme

Acme is a regional grocery market chain in the states of Delaware, Maryland, New Jersey, and Pennsylvania. Altogether, Acme has 117 store locations. They are the #2 chain in the Philadelphia region, right behind ShopRite (Acme Markets - Hoovers).

Since Acme is locally based, it targets all consumer segments within its reach. Acme offers a wide selection of products to fits everyone’s needs. It has a full service deli, bakery, meat section, seafood, fresh produce, and a natural and organic section. The bakery, deli, and produce departments offer catering and party trays. Customers can order meat, cheese, fruit, and vegetable trays. Acme also makes birthday, wedding, and other special occasion cakes and desserts (Acme Markets).

Acme has made an effort to lower prices on much of the products it sells, such as steak, milk, fruit juice, and diapers. However, the company is still struggling to counter consumer perception that its prices are more expensive than many of its competitors (Acme Markets - Hoovers). Customers can save money by printing out coupons from Acme’s website. There, they can also find weekly specials and promotions. Acme also has a SuperCard that gives members exclusive deals and savings (Acme Markets).

Acme also provides a variety of special services and amenities. There is a Pharmacy where customers can refill, order, or transfer prescriptions. They can also get vaccinations for the flu, shingles, pneumonia, tetanus, meningitis and more. Customers can print photos at the TotalPhoto Center. Acme makes it easy to manage digital photos and make adjustments to them. Customers can also make greeting cards and calendars with their photos (Acme Markets).

The majority of Acme’s advertising, 87%, is done through online displays. The next largest media spend, 10.8%, is on spot TV ads. Other ads for Acme appear in newspapers and outdoor displays, but only a small percentage of total ads (Acme Markets - Redbooks).

Consumer

The primary consumers of Weaver's Way Co-op are the shareholders. Most of the shareholders are residents in the communities of Chestnut Hill and Mount Airy, where the two stores are located. Their ages typically range from 30-55 and they have a medium household income of sixty thousand per year. Though they are financially well off, they tend not to show it off with material items. The shareholders are described as lefties and progressivists. They are socially liberal and advocates for social and community causes. They are very much informed about food justice and the food system so they favor organic and sustainable foods (Torpie).

Weavers Way Coop shareholders find information from a variety of sources. The store publishes a monthly newspaper called The Shuttle, which features articles about Weavers Way and the community. Weavers Way also uses Facebook very actively. Everyday, posts are added to let shareholders and other "likers" of Weavers Way Co-op know what produce is on special and what foods are featured on the Hot Bar. General information can also be found on the Coop's website, which provides everything from the history of Weaver's Way to the farms they work with (Torpie).

One consumer segment of the Weavers Way Co-op shareholders within the Chestnut Hill neighborhood is the Pool and Patio segment. This segment is characterized as middle aged, empty nesting couples that live in older homes with leisurely backyards. These people are within the age range of 45-64 and have children that are in college or just recently moved out. Their education level is a college degree, at the least, and they work white-collar jobs, earning a median household income of \$71,900 a year. Pools and Patios enjoy gardening and barbequing with neighbors. They shop at clothing stores like Eddie Bauer and drive Subaru Foresters (Pools and Patios).

Another consumer from Chestnut Hill that shops at Weavers Way Co-op is the Executive Suite segment. Executive Suites are upper-middle classed singles and couples that live in comfortable homes and work at white-collar jobs in the city. The medium income is \$73,951. This segment is comprised of people over the age of 55 that have a college degree and are employed at management positions. These people value health and fitness and enjoy activities such as aerobics and racquetball. They shop at stores like IKEA and drive Acuras (Executive Suits).

A small portion of shareholders from the Mount Airy neighborhood fit into the American Dreams segment. This segment is filled with ethnically diverse residents of White, Asian, Black, and Hispanic backgrounds. They live in upper-middle class comfort with a medium household income of \$55,270. There is a strong presence of family life in this segment and the people within it enjoy kid-friendly activities such as sports and camping. American Dreams are college graduates that work at the professional level. They shop at stores like Old Navy and drive Lexus's (American Dreams). Weavers Way Co-op is currently making a conscious effort to connect more with this segment (Torpie).

Another consumer of Weaver's Way Co-op from Mount Airy is the Close-In Couples

segment. Close-In Couples are characterized as being above the age of 55, empty nesting, and ethnically diverse. The typical education level is a high school graduate and the medium income is \$40,860. Many Close-In Couples are retired. These people pursue a quiet lifestyle and enjoy reading, gardening, and coin collecting. They shop at stores like Macy's and drive Chrysler PT Cruisers (Close-in Couples).

SWOT Analysis and Strategic Direction

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">-Weavers Way Co-op is the only co-op in the nation that owns its own farms-Weavers Way Co-op is owned by a group of caring neighbors-Weavers Way Co-op supports the community through many events such as Farm Fest, Vegan Fest and Gluten Free Day-Weavers Way Co-op receives all of its produce from its own farms and other locally-owned farms-Weavers Way Co-op runs an urban farming program with Saul High School	<ul style="list-style-type: none">-Awareness of the Weavers Way Co-op farms is very low-There is a disconnect between Weavers Way Co-op stores and farms-Weavers Way cannot provide the same sales promotions and generally lower prices of a national chain-The stores are very small and cannot provide a large variety of products
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">-Increase the awareness of the farms-Increase press coverage of the company and its events-Capitalize on the growth of organic products-Capitalize on the growth of produce	<ul style="list-style-type: none">-Large corporate supermarket chains pose a threat as the prices are generally lower-The state of the economy-Government regulation: Although they are chemical free, farm products have not been certified as Organic-Climate: A drought or an overly rainy summer can negatively affect produce

Three Little Birdies Communications plans on focusing on Weavers Way Co-op's disconnect between the farms and stores that it owns; awareness of the farms is very low amongst store customers. Therefore, the firm believes that through the implementation of this PR plan, Weavers Way Co-op will eliminate this weakness, and turn it into a strength of the company.

Objectives

The marketing objective that this PR Plan will address is to attain 15% higher sales in Weavers Way Co-op's farm-grown food by July of 2014.

Additionally, the communications objective is to increase the awareness of Weavers Way Farms by 15% by July of 2014. This will be measured by a survey that will be distributed before and after the year-long Public Relations initiative.

Finally, Three Little Birdies Communications hopes to increase the amount of press coverage that Weavers Way receives, with three articles about the company or the Weavers Way Challenge event by July of 2014.

Target Market

Three Little Birdies Communications believe that targeting the American Dreams segment would be most beneficial in terms of the problem it is addressing. However, it would like to expand the reach within this segment to include all community members, not just the shareholders. Since Weaver's Way Co-op is already attempting to connect more with this segment, it makes sense for Three Little Birdies Communications to aid in its efforts.

Persona:

Erik is a Hispanic man of the age of 37. He lives comfortably in a middle sized home with his wife and two children. Together, he and his wife bring in \$80,000 per year working at their managerial jobs. Erik is very motivated and takes advantage of any opportunity given to him. He also wants his children to well in school and become successful for themselves.

In his spare time, Erik watches UniMás, a Spanish language broadcast network. He also reads Philadelphia Business Journal and other business publications to stay updated on current trends. Erik very much enjoys spending time with his wife and children and partaking in outdoor activities, such as sports and camping.

Media Connectors

Philadelphia Weekly

Contact: Nicole Finkbiner
nfinkbiner@philadelphiaweekly.com

Chestnut Hill - Mount Airy Patch

Contact: Jake Speicher
jake.speicher@patch.com

610-209-2432

Chestnut Hill Local

Contact: Pete Mazzaccaro
pete@chestnuthilllocal.com
215-248-8802

Philly.com

Contact: Michael Klein
mklein@philly.com
@phillyinsider

Non-media Connectors

Green Philly Blog

Contact: Beth Funari
greenphillyblog@gmail.com
@greenphillyblog

West Mount Airy Neighbors

Contact: Marilyn Cohen
wman@wman.net
215-242-2824

Chestnut Hill Association

Contact: Julie Byrne
JulieByrne@gmail.com

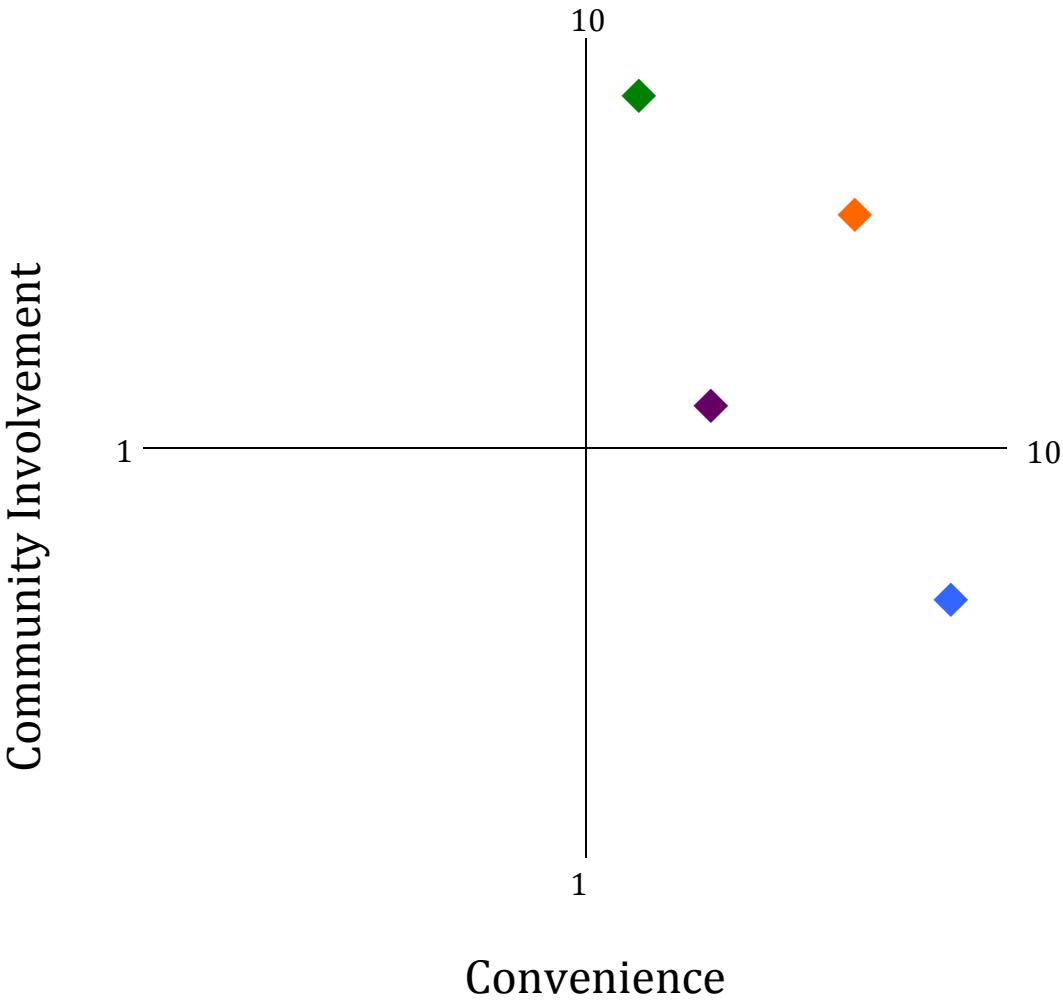
Fair Food

Contact: Christina Dowd
Christina@fairfoodphilly.org

Brand Message

Perception Map

Weavers Way Co-op Perceptual Map



- ◆ Weavers Way Co-op
- ◆ Trader Joe's
- ◆ Whole Foods
- ◆ Acme

Positioning Statement

For residents of the Mount Airy and Chestnut Hill neighborhoods of Philadelphia, PA, Weavers Way Co-op is a community supermarket that is owned by a group of collaborative neighbors, that is the only co-op in the nation which owns its own farms, unlike Whole Foods which is a national chain that provides seafood sustainability and catering.

Brand Personality

Weavers Way Co-op comprises of three locally owned co-operative supermarkets, and three urban farms. It is the only Co-operative in the nation to own its own farms. The stores are small, but cozy and boast a large array of healthy, organic, and locally produced products, while the Weavers Way Co-op farms are also small and offer chemical-free produce. The company is very engaged with the community and hosts many different events throughout the year such as Farmer's Markets, Farm Fest, Gluten Free Day, and VeganFest. Words that would be used to describe Weavers Way Co-op include, but are not limited to; community-based, beneficiary, local, sustainable, organic, and collaborative. Weavers Way Co-op would never be referred to as: unhealthy, expensive, impersonal, or corporate.

PR Recommendations

Three Little Birdies Communications proposes its PR plan through the theme "From Farm to Table." This phrase encompasses the idea that, at Weavers Way, customers purchase fresh-from-the-farm products that can be prepared for dinner that night. It portrays the idea that Weavers Way is the middleman between its farms and its customers. "From Farm to Table" also establishes a link between the Weavers Way Co-op stores and their farms. The phrase instills in the consumers mind that Weavers Way Co-op proudly owns its own farms, and wants them to be part of the consumers' perception of the brand.

To implement this theme, Three Little Birdies Communications recommends the following tactics over the course of one year:

- **Weavers Way Challenge** – Three Little Birdies hopes to make this an annual event, as it brings together the target market of the stores to one of the Weavers Way Co-op farms. The Weavers Way Challenge is a baking contest which requires participants to use ingredients that have been provided by a Weavers Way Co-op farm. These ingredients will be given to registered individuals and will be available for pick-up at the discretion of the participant. The grand prize will be a large share of the Henry Got Crops CSA, which is valued at \$750.00. The second place winner will receive a \$300.00 gift certificate to Weavers Way Co-op markets. In addition, the event will have activities for the entire family, including a Jr. Challenge in which young participants will compete to find the largest watermelon. The event will also boast a moon bounce, face painting and games, as well as a fresh produce sale of items grown at Weavers Way Co-op farms. The event will be held on

Saturday July 20th from 11:00 A.M. until 2:00 P.M. at the Mort Brooks Memorial Farm.

- **Press Kit** – The press kit for the Weavers Way Challenge will include a press release, FAQ, company backgrounder, fact sheet, and the latest edition of Weavers Way Co-op's newspaper, The Shuttle. These documents will be enclosed in a Weavers Way Co-op reusable shopping bag that will also contain a colorful assortment of vegetables from one of Weavers Way Co-op's farms.
- **Guerilla Marketing** – Place bright and colorful signs throughout the neighborhoods of Mt. Airy and Chestnut Hill. The signs will be cutouts in the shape of fruits and vegetables with the theme "From Farm to Table" largely printed on them. They will also feature a fun fact about Weaver Way Co-op. The signs should be large and attention grabbing, and make someone stop and wonder what it is.
- **Published Article** - The board of directors should become thought leaders in the sustainable food effort. They are part of an amazing food co-op and should have the knowledge to write about important topics that engage the community in debate and conversation.
- **Seminars** – Host information nights where community members can learn more about becoming involved with the community programs. Engage listeners with details about W.B. Saul High School of Agricultural Sciences and why it could benefit them to enroll.
- **Farm Takeover** – On Earth Day, the farms will invite community members to "takeover" the farm and help with tasks that need to get done, such as weeding, seeding, and cleaning. This will not only be a fun and social event, but an educational one as well.
- **Press Release** – An individual press release will be sent out two weeks before the Farm Takeover Event.

Timeline

The PR plan will begin in July 2013 and run until June 2014.

July 2013

1st – Send out Press Kits to connectors

9th – Information Night, 6-7 PM

20th – Weavers Way Challenge, 10 AM–2 PM

August 2013

14th – Information Night, 6-7 PM

September 2013

1st – Place street signs throughout the community

16th – Information Night, 6-7 PM

October 2013

Pitch a byline article

November 2013

December 2013

Pitch a byline article

January 2014

15th – Information Night, 6-7 PM

February 2014

10th – Information Night, 6-7 PM

March 2014

Pitch a byline article

April 2014

14th – Send out Press Release for Farm Takeover

22nd – Farm Takeover, 8 AM-4 PM

May 2014

5th – Place street signs throughout the community

June 2014

16th – Information Night, 6-7 PM

Budget

Press Kit	Weavers Way Challenge	Guerilla Marketing Signs	Byline Article	Seminar Information Night	Farm Takeover	Press Release
\$1,200	\$2,500 + \$1,050 (Prizes)	\$3,000 x2	Free	Free	\$2,500	\$250

Total: \$13,500

Measurement and Analysis

It is critical to measure the implementation of these recommendations in order to determine the success of Weavers Way Co-op's efforts.

In order to measure the communications objective effectively, which is to increase the awareness of the Weavers Way Co-op farms by 15%, a survey will be distributed at all three Weavers Way Co-op market locations that will determine the average initial awareness that shoppers have of Weavers Way Co-op farms. Following the closure of the public relations initiative, a survey will again be distributed at the Weavers Way Co-op markets in order to determine the change in awareness that shoppers have of the Weavers Way Co-op farms.

To measure the marketing objective effectively, which is to increase the sale of Weavers Way Co-op produce items in the markets by 15%, employees will document the sales of these items throughout the year-long initiative.

The final objective is to increase press coverage, specifically by having at least three connectors write about the brand or events that Weavers Way Co-op is hosting this year. Three Little Birdies Communications will measure this by keeping track of and collecting clippings of all press coverage from July 2013 until July 2014.

Appendices

Justification of Media Connectors

Philadelphia Weekly

This is a newspaper based out of Philadelphia, PA that is published and distributed weekly. The average reader is male, with 57.9% of regular readers identifying themselves as such. The most frequent readers are aged 35-44, with 26.8% identifying themselves as this, although the Philadelphia Weekly also has a large aged 55+ readership, as this demographic is 26.4% of the overall customers. Additionally, 35.5% of readers are college educated, while 27.6% have indicated they completed

“some college” and 13.1% hold advanced degrees. Finally, 41.5% of readers make over \$75,000, while only 10.7% make \$25,000-\$34,999, so most readers are doing well for themselves. Additionally, Philadelphia Weekly reports that their newspaper has a readership of 365,614 (Media Audit Report), which includes most neighborhoods across Philadelphia and the surrounding suburban areas. Three Little Birdies has included Philadelphia Weekly on their list of media contacts because it is believed that many members of the Chestnut Hill and Mount Airy area read this Newspaper. The media kit indicates that they have readership in these areas, although the exact number of readers were not explicitly stated. Additionally, the newspaper has a somewhat “funky” and “artsy” position in the consumer’s mind that would appeal to this progressive demographic that Weavers Way Co-op is seeking. Finally, the newspaper runs special publicans throughout the year that isolate neighborhoods and write articles about businesses and attractions in this area. Three Little Birdies believes that Weavers Way Co-op could be a topic of interest if Chestnut Hill or Mount Airy were to be in one of the neighborhood publications.

Chestnut Hill - Mount Airy Patch

This online news source caters specifically to both of the demographics that Weavers Way Co-op is seeking, through one single outlet. The Patch is regularly read by residents in Chestnut Hill, as the media kit for this site indicates that in January it had 33,389 views. Additionally, there are 3,942 subscribers to the Chestnut Hill - Mount Airy Patch.

Chestnut Hill Local

This publication is a newspaper that is published weekly for the residents of the Chestnut Hill neighborhood of Philadelphia, PA. Chestnut Hill Local reports that they have an exceptionally high readership with 80% of their 8,000 readers say that they read the paper cover to cover. Additionally, the readers are “affluent, well-educated and primarily adults over 25” (Chestnut Hill Local). The paper also reports that the average reader has a household income of \$88,000 (Chestnut Hill Local). The advertising manager at CHL is Sonia Leounes and she can be reached at 215-248-8133 or Sonia@chestnuthilllocal.com. Three Little Birdies Communications feels that this local publication will efficiently reach the target markets of individuals living in the Chestnut Hill/Mount Airy area. Its high readership that Chestnut Hill Local boasts ensures that any publicity that Weavers Way Co-op receives in the newspaper will be seen by the target market.

Philly.com

Philly.com is a news website that focuses on current events and happenings in the Philadelphia, PA region. 57% of the readers of Philly.com are male, and the average age is 41 years old (Philly.com). The website boasts that their page views boast 81 million in 2012, and the average person viewing the page had a household income of \$100,700 (Philly.com). Additionally, 75% of readers have attended college (although it is not specified if they have graduated), while the majority of readers, 68% hold White Collar jobs (Philly.com). Michael Klein is a journalist for Philly.com who specializes in food, especially the food scene in Philadelphia. He can be reached at

mklein@philly.com or on twitter, @phillyinsider. Three Little Birdies Communications believes that this publication would be relevant to the Weavers Way Co-op, as this is a food market located in Philadelphia, and this is a category that is frequently written about on the website. Additionally, the viewers of the site are located within the greater Philadelphia area, which includes Mount Airy and Chestnut Hill, so the target market will be reached.

Justification of Non-Media Connectors

Green Philly Blog

Green Philly Blog is a blog that centers around the environmentally friendly happenings of Philadelphia, PA. It is essentially a filter for a stream of information about the green events or places in the "City of Brotherly Love." There is no press kit or information about readership on the actual blog, but the Facebook page has 1,037 likes. It can be estimated that the typical reader of this blog lives in the Philadelphia area and has an interest in "green" or sustainable food. Beth Funari is the co-founder and author of Green Philly Blog, and can be contacted at greenphillyblog@gmail.com, or on Twitter: @greenphillyblog. This blog was found to be extremely relevant to Weavers Way Co-op. The blog centers around events and organizations that promote the "green lifestyle," so a blog post about Weavers Way Co-op and its urban farms would fit perfectly into Green Philly Blog. Three Little Birdies believes that this blog could be a great connector for Weavers Way. The readers of this blog live in the Philadelphia area and are most likely environmentally conscious and politically left-leaning, which is exactly the target market that Weavers Way Co-op is searching for.

West Mount Airy Neighbors

West Mount Airy Neighbors is a facilitator: a neighborhood organization that is composed of residents in the western part of the neighborhood of Mount Airy in Philadelphia, PA. The website does not provide any information about the demographics of its members. However, the Facebook group page has 171 members. Information about the ages of the members cannot be accessed, but it was found that most members of the Facebook group were educated, as they were associated with a particular college in their profile. This was found to be a great non-media connector because it is accessed regularly by the target market that Weavers Way Co-op hopes to attract. Weavers Way is located in the neighborhood of West Mount Airy, so although the membership is low, the small number of members are the segment of the population that Weavers Way hopes to have as a Co-op member.

Chestnut Hill Association

The Chestnut Hill Community Association is a neighborhood organization based out of the Philadelphia neighborhood of Chestnut Hill. The number of members is not available to the public, but it is stated on the website that community members must reside in the Chestnut Hill neighborhood (CHCA), so all members are located in this area. Julie Byrne is the Vice President for the social division of the organization, which would be a great contact person to promote Weavers Way Co-op in Chestnut Hill. She can be reached at her email address, JulieByrne@gmail.com. Three Little Birdies

believes that this organization would be beneficial to the development of Weavers Way Co-op in Chestnut Hill. By reaching out to the premiere community organization in the area that the store is located, Weavers Way Co-op will be able to attract more of its target market.

Fair Food

This is a business that is dedicated to uniting local farmers to businesses and communities in the Philadelphia region. The mission and values of Weavers Way Co-op align with that of Fair Food, as the company serves as a local farmer and a local business with strong community ties. Those involved with Fair Food fit the target market of Weavers Way Co-op and would find a keen interest in the company.

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