



CalPolyPomona

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College of Agriculture

Retailing Management for Cal Poly Pomona Farm Store

IBM 6300, Summer 2024

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Table of Contents

1. Farm Store Background
2. Purchasing Insights for Two Categories
3. Macro Environmental Analysis
4. Suppliers/Vendors
5. Industry Analysis
6. Competitive Analysis
7. Customers Analysis
8. SWOT Analysis
9. Recommended Retailing Strategy
 - 9.1. Target market and description
 - 9.2. Retail Store Positioning
 - 9.3. Retail Format
 - 9.4. Retail Channels and Sites
 - 9.5. Merchandising and Buying
 - 9.6. Retail Pricing
 - 9.7. Retail Communication Mix
 - 9.8. HR and Store Management
 - 9.9. Store Presentation
 - 9.10. Customer Service

CH 1. Farm Store Background

- 1.1. History**
- 1.2. Mission**
- 1.3. Core Competencies**
- 1.4. Value Propositions**
- 1.5. Current Retailing Strategies**
- 1.6. Business Problems**
- 1.7. Project Objectives**

1.1. History

- The Cal Poly Pomona University Farm Store at Kellogg Ranch is an integral component of the university's agricultural program
- It was established in 2001 to provide a direct market for locally grown produce from the campus farm, orchards, nursery, and greenhouses
- Over the years, the store has expanded its offerings to include a variety of fresh produce, dairy products, meats, and value-added products like jams, syrups, honey, and artisan bread produced by local businesses
- The Farm Store features Cal Poly Pomona products such as wines and beer, freshly squeezed orange juice, and ice cream
- Emphasis on sustainable farming practices and education has been a cornerstone of the farm store's operations
- The store has also become a hub for community engagement, hosting events such as the annual pumpkin patch, educational workshops, and farmers markets



1.2. Mission Statement

- Enhance the university & community experience through optimized solutions & resource generation that empower student success
- Supplement our students' education with professional experience through serving our communities by providing high quality service

1.3. Core Competencies

- A defining capability or advantage that distinguishes an enterprise from its competitors
- High-Quality, Fresh Products
 - CPP Farm Store provides fresh, locally grown produce with organic grown options. The farm store has a list of fruits and vegetables that are in season on their current website so that you know what is ripe and for sale
 - Farm-to-table experience allows customers to form a better understanding of where they are buying their produce
- Local Community
 - Building a strong relationship with the community has always been at the top of the farm stores list. The pumpkin patch is a major event held every year that brings in patronage from multiple cities due to the beautiful scenic farm photos that can be taken as well as the large variety of local vendors on the premises

1.3. Core Competencies (cont'd)

- Transparency
 - People understand that the farm store is by Cal Poly and they can see that there is clearly a lot of farmland which grows the produce that they are purchasing
- Marketing / Branding
 - Cal Poly Pomona is a distinguished college and it has a reputation to uphold with it's produce and products



1.4. Value Propositions

1. Quality of produce
2. Local (CPP Students and Staff can enjoy the benefits)
3. Transparent
4. Unique Products/ Specialty Products
5. Convenient for Pomona Locals
6. Ethical Choices Offered

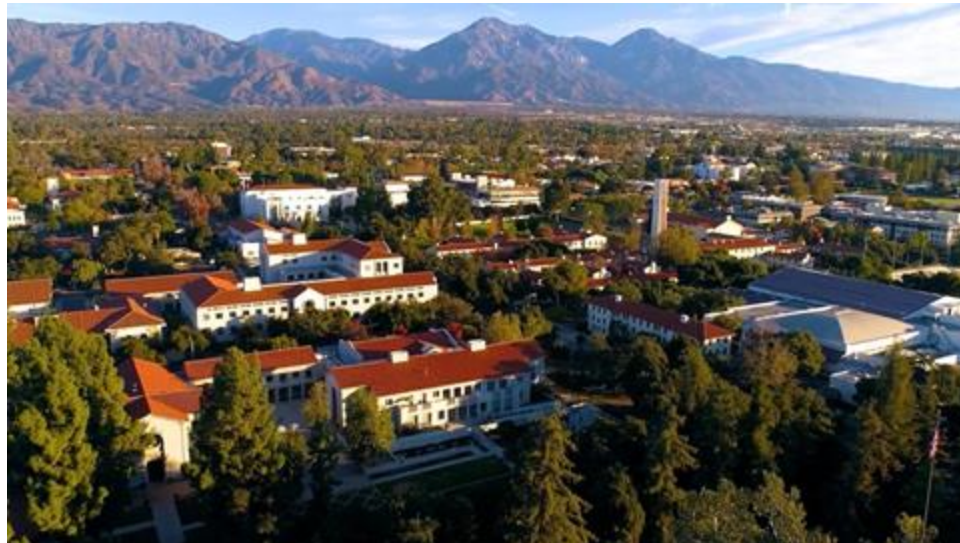


1.5. Current Retail Strategies

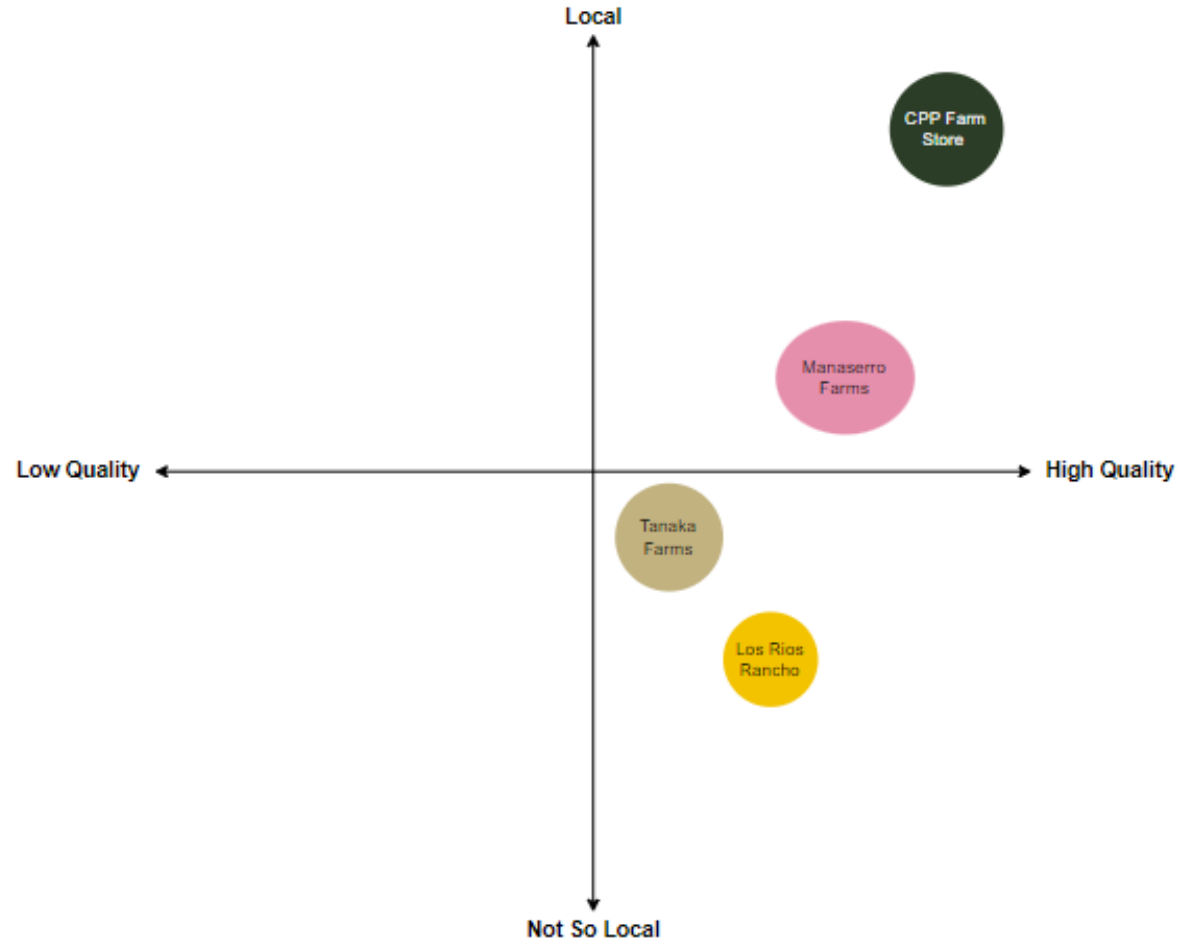
- **Target Market and Retail Format**
- **Current Positioning**
- **Retail Channels and sites**
- **CRM and Information Systems**
- **Merchandising**
- **Pricing**
- **Communication Mix**
- **HR and Store Management**
- **Store Presentation**
- **Customer Service**

Target Market & Retail Format

- Target Market
 - CPP Students, Faculty, Alumni
 - Local Residents
 - Pomona, Diamond Bar, Covina, Chino Hills, Upland, San Dimas
 - Health & Eco-conscious Consumers
- Retail Format
 - Operates as a retail outlet similar to a farmer's market with a permanent location

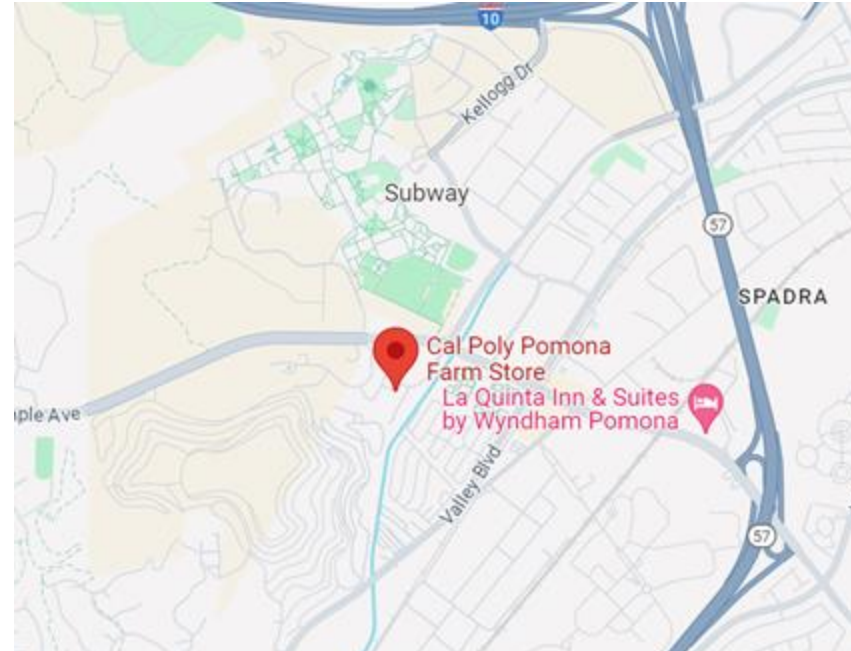


Retail Store Positioning



Retail Channels & Sites

- One Physical Store Location on CPP Campus
 - 4102 S University Dr, Pomona, CA 91768
- Channels: In-Store and Online
 - Offers Curbside Pick-Up



CRM & Informational System

- No current CRM System
- Clover
 - New System
 - Learning how to use applications within (i.e live inventory tracking)



Merchandising

- Cal Poly Farm Store Products
 - Jams, Jellies, Preserves, Oils, Pickled Items & Vegetables, Butters, Spreads, Condiments, Spices, Salsa, Candy, Nuts, Dried Fruit
 - Horsehill Vines
- Local Brands
 - Old Towne Baking Co.
 - Temecula Valley Honey Co.
 - Rosa Brothers
- National Brands
 - Stonewall Kitchen Products
 - Jams, Jellies, Sauces (Sweet & Savory), Salad Dressing
- Pepsi Products
- Specialized Sodas



Merchandising (cont'd)

- Nursery / Gardening
 - Plants, Pots, Gardening Seeds
- Kitchen Supplies
 - Spoons, Spatulas, Peelers, Graters, Cups, Basic Knives, Towels
- Novelty Products
 - Home Decor
 - Candles
 - Gift Cards
 - Soap
 - Signage



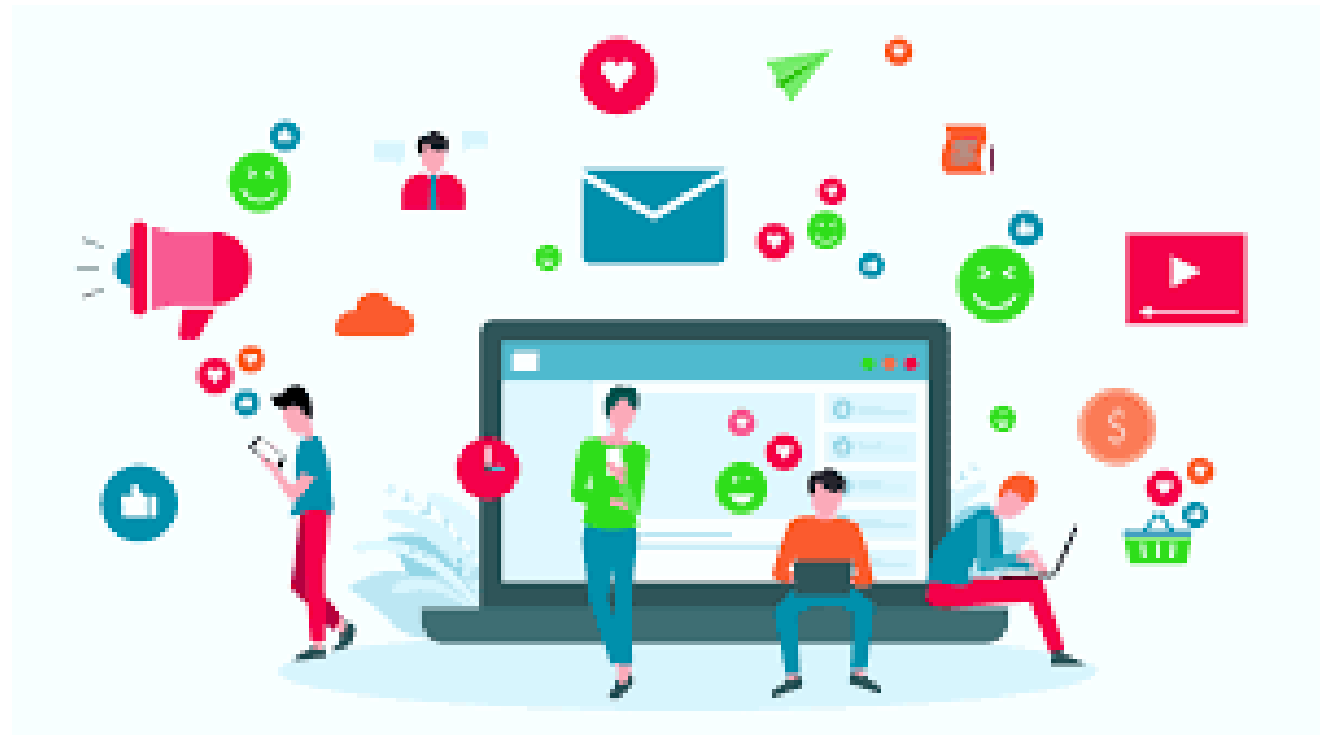
Retail Pricing

- Farm Store Products
 - Competitive pricing for specialty brand products
 - Standard Pricing for other products offered
 - Higher pricing for exclusive items
- Local Brand Products
 - Competitive to grocery stores around
- National Brands
 - Markup 2x higher
 - Amy's Food Bowls \$11.29 (Farm Store) vs. \$5.89 (Grocery Store)



Retail Communication Mix

- Facebook
- Instagram
- Email Sign-Up
- Cal Poly Pomona
 - Webpage
 - Online Magazine
 - The Poly Post



HR & Store Management

- Limited HR Resources
 - 4 Full Time Employees, Part Time Assistant Manager & Student Team
 - Only one manager is currently onsite throughout the week
 - Turnover is high
- Hours of Operation
 - 10:00AM - 6:00PM Daily



Store Presentation

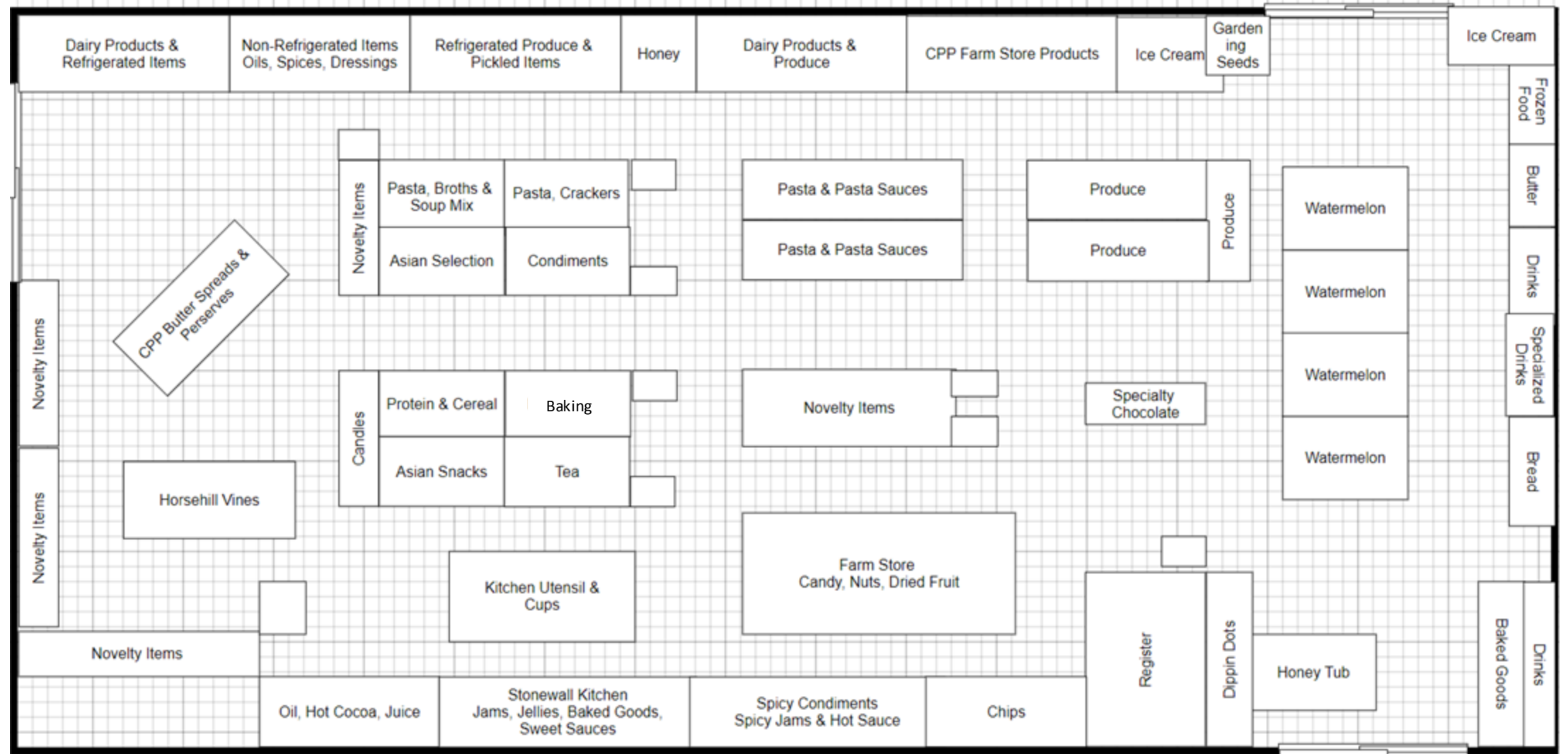
- Atmospherics of Farm Store
 - Farm Store Decorations
 - Rustic, Farm Style, Shades of Brown Incorporated, Barrels, Haystacks
 - Music
 - Pop, Country, and Mixed
 - Lighting
 - Natural
 - Open Space & High Ceilings



Store Presentation

- Visual Merchandising
 - Some of the items are conflicting
 - Hard to focus on a singular item
- Grouped by similar products
 - Stonewall products mixed in with CPP Farm Products
 - Not Cohesive
 - Butters in the front for dairy products, however in the back refrigerated section as well
 - Baked Goods are on different shelves
 - Asian brand selections are separated
 - Novelty items are scattered
- No Signage or Displays

Current Store Layout



Customer Service

- Standardized Service
 - Set of rules and procedures for providing high-quality service and ensuring they get implemented consistency
- Lack of Customer Service
 - No Greeting
 - Only 1 person at the cash register & one restocking/ floating
 - Cashier was friendly, but not attentive



1.6. Business Problems

- Independent Grocery Store
- Limited on human resources for operations
 - Social Media Inconsistency
- Physical layout constraints
 - One line feeds both the registers
 - Shelving on walls is difficult to move
- Limited in food production handling
- Events
 - AGRIsclapes hosts majority of events



1.7. Project Objectives

- Implementing new ideas & building upon current retail strategies to enhance the farm store
 - Recommended Retail Strategies
 - Brand Development Strategy
 - Social Media Content Calendar & Framework
 - Email Templates that can be replicated & changed
 - Framework that has the farm store's voice, tones, colors, and logo
 - To ensure consistency
 - Email Newsletter
 - Type of Content
 - Ways to embed video
 - Physical Store Layout
 - Analysis amongst competitors



CH. 2. Purchasing Insights for Two Categories

1. **Grocery Snacks Category**
2. **Gift Category**

Grocery Snacks Insights

- **Honey Products Lead**
 - Various honey products like Honey Sticks, Raw Honey, and Honey Bears are extremely popular. This indicates a strong preference for honey among customers. Exploring more honey-based products could be beneficial.
- **Peanut Butter**
 - Both 8 oz and 16 oz Honey Roasted Peanut Butter items are in the top 10, showing a consistent demand for this product. Expanding the range to include other flavors or types could attract more buyers.
- **Popcorn Varieties**
 - Different types of popcorn (Kettle Corn, Caramel Popcorn, Buttered Popcorn, White Cheddar Popcorn) are also popular, indicating that customers enjoy these snacks. Offering seasonal flavors or limited-time offers could increase sales.

Sales Data Plots from which insights were derived are viewable [here](#).

Grocery Snacks Insights (cont'd)

- **Jams and Sauces**
 - Mini Jams and pasta sauces like Roasted Garlic and Portobello Mushroom are top sellers, showing a preference for these types of products. Highlighting these items in promotional materials could boost their sales further.
- **Nutella and Dried Fruits**
 - Nutella Mini Jars and Dried Jackfruit Bites are popular, suggesting a demand for sweet spreads and healthy snack options. Expanding the range of healthy snacks could cater to health-conscious customers.
- **Pickles and Snacks**
 - Items like Pickles, Pickle Snack Dilly Bites, and Cubetti Lemon indicate a diverse taste preference among customers. Introducing more snack varieties could appeal to this broad taste spectrum.

Gift Insights

- **General Gift Items Lead**
 - Misc Gift and Farm Store Bag are the top-selling items, suggesting that customers frequently purchase general or miscellaneous gift items and branded store bags. Increasing the visibility and availability of these popular items in-store and through online platforms could further boost sales.
- **Small Items Popular**
 - Small Sticker and Large Sticker from Sticker Cabana are highly popular, indicating that small, inexpensive gift items are favored by customers. Expanding the inventory and variety of these small, budget-friendly gift items could satisfy customer demand and increase sales.
- **Seasonal Items**
 - Items like Lite-Up Spinner, Colossal Carving Kit, and Ultimate Carving Kit suggest a significant interest in seasonal products, particularly around Halloween.

Gift Insights

- **Novelty Items**
 - Products like Blood Pens, Tiny Building Blocks, and Boxing Monster Pen show that novelty and fun items are well-received by customers. Stocking these items early and marketing them prominently as the season approaches could maximize seasonal sales.
- **Practical Gifts**
 - Flour Sack Towels from Mary Lake Thompson highlight a demand for practical gift items, which can be used for everyday purposes. Promoting the practical uses of these items through demonstrations and marketing materials could drive their sales and appeal to a pragmatic customer base.

CH 3. Macro Environmental Analysis

- **Economic Factors**
- **Legal/Regulatory Factors**
- **Technological Factors**
- **Social Factors**
- **Cultural Factors**

Economic and Technological Factors

Factors	Details	Descriptions
Economic Factors	Local Economy	<ul style="list-style-type: none"> ❑ The Farm Store benefits from a routine customer base. ❑ They do benefit from having consumers that treat it as a destination. ❑ With the affluent neighborhoods around it such as Walnut and Diamond Bar, the higher income means they can afford items of quality rather than quantity. ❑ By also accepting EBT, they can reach those of lower income.
	Labor Cost	<ul style="list-style-type: none"> ❑ Because the Farm Store relies on students, the labor cost is low inside the store. ❑ By offering education and experience to our Agricultural students, they can offer labor rates that are cheaper in exchange.
Technological Factors	E-Commerce	<ul style="list-style-type: none"> ❑ Having a website where individuals can order and pick up groceries is a great idea. ❑ But a lot of the products they sell in store are actually not on the website itself. This eliminates a lot of the convenience factor when it comes to ordering online

Legal, Social, and Cultural Factors

Factors	Details	Descriptions
Legal/Regulatory Factors	Food/Safety Regulations	<ul style="list-style-type: none"> ❑ With strict regulations that the Farm Store has with its connection to the school and foundation, they have strict safety and quality of products. ❑ This helps ensure customers get quality products whether it is made by the Farm Store or different vendors.
Social Factors	Community Engagement	<ul style="list-style-type: none"> ❑ The local community and having events that focus on them could be a big selling point (PumpkinFest, petting farm and egg hunt). ❑ These high traffic events can lead to more sales and foot traffic into the stores. ❑ Offering locally grown and made products such as Ice Cream and coffee beans, many locals are enticed to come in and buy local. ❑ Offering Health Conscious products can easily make them a healthier and more sustainable alternative to shop
Cultural Factors	Local Culture	<ul style="list-style-type: none"> ❑ With events such as the Pumpkin Patch that happens around Halloween, many of the locals come out not only to the Patch but to buy products from the Farm Store. ❑ Their locally grown products also help consumers make a sustainable and conscious choice to buy the Farm Store's products.

CH 4. Suppliers | Vendors

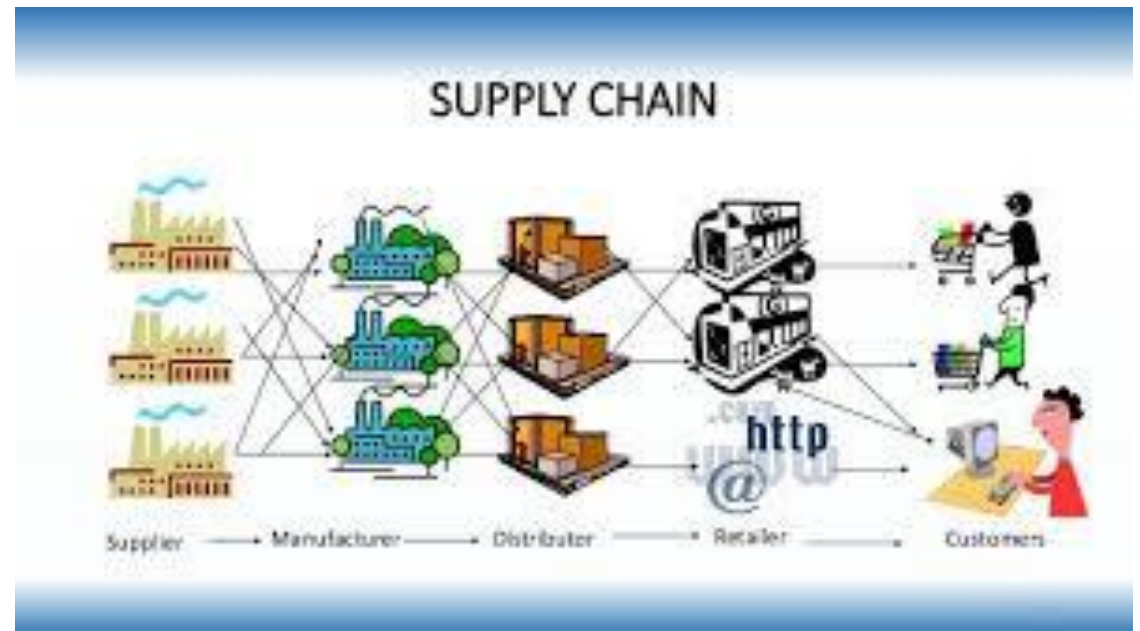
Suppliers and Vendors

- The suppliers and vendors for the farm store have been carefully selected and cultivated by the store managers over time.
- The farm store benefits greatly from the abundance of items available on campus, particularly fresh produce like fruits, vegetables, and other foods grown locally.
- This farm-to-table approach ensures that these items reach consumers with maximum freshness and minimal delay, enhancing the overall quality and appeal of the store's offerings.
- In addition to sourcing produce from the campus, the managers have also developed a robust and supportive retail chain.
- This retail chain plays a crucial role in providing a wide range of other goods and resources to the campus community, such as ketchup, mustard, and frozen foods.



Suppliers and Vendors (cont)

- The suppliers and vendors involved in this process offer valuable pricing strategies to help the managers set competitive prices for their products.
- By maintaining fair pricing, the farm store can effectively compete with other retailers, making it a popular choice for the campus community.
- The close collaboration between the farm store managers, suppliers, and vendors plays a significant role in the store's success.
- By combining locally sourced, fresh produce with a diverse range of other products and competitive pricing, the farm store is able to meet the needs of its customers while supporting the broader campus community.



CH 5. Industry Analysis

- **Industry Size**
- **Market Share**
- **Leading Companies**
- **Industry Outlook**

Industry Size, Market Share, & Leading Companies

Industry Size

- **Number of company:** There are approximately 61,626 businesses in the industry.
- **Number of employees:** The industry employs around 3 million people.
- **Annual sales:** The annual revenue for the industry is approximately \$829.9 billion.

Market Share of Each Major Player

- The Kroger Co.: 19.4%
- Albertsons Companies, Inc.: 8.8%
- Publix Super Markets, Inc.: 6.1%
- H-E-B Grocery Company LP: 3.3%
- Koninklijke Ahold Delhaize N.V.: 3.0%
- Whole Foods Market Inc.: 2.2%
- Trader Joe's Company: 1.6%
- Meijer Inc.: 1.4%
- Southeastern Grocers: 1.3%
- Wegmans Food Markets Inc.: 1.2%

Leading Companies

- The Kroger Co.
- Albertsons Companies, Inc.
- Publix Super Markets, Inc.
- H-E-B Grocery Company LP
- Koninklijke Ahold Delhaize N.V.
- Whole Foods Market Inc.
- Trader Joe's Company
- Meijer Inc.
- Southeastern Grocers
- Wegmans Food Markets Inc.

Industry Outlook

Industry Life Cycle

- Contribution to GDP has fluctuated, increasing significantly during the pandemic but stabilizing afterward.
- Market saturation with numerous grocery stores across the country catering to a wide range of consumer needs.
- Innovation in product offerings and technology, such as automated shelf stocking and self-checkout systems.

Future Sales/Profit Growth

The industry is expected to continue growing, with a forecasted CAGR of 1.3% from 2024 to 2029, reaching \$855.5 billion in revenue by 2029. Profit margins have been improving, with the industry profit margin increasing to 2.0% over recent years. Future sales growth will be driven by higher disposable income, consumer preferences for premium and organic products, and innovations in retail technology.

CH 6. Competitive Analysis

- **CPP Farm Store**
- **Tanaka Farms**
- **Los Rios Rancho**
- **Manassero Farms**



Who is the Target Market?

Cal Poly Farm Store

- Students, Local Community, Health-Conscious Consumers, Event Attendees

Tanaka Farms

- Local Community, Tourists and School Groups, Health-Conscious Consumers, Event Attendees

Los Rios Rancho

- Local Community, Students and School Groups, Tourists, Farm Enthusiasts

Manassero Farms

- Local Community, Families with Children, Health-Conscious Consumers, Event Attendees

Retail Strategy

	CPP Farm Store	Tanaka Farms	Los Rios Rancho	Manaserro Farms
Positioning	Specialty store that offers locally sourced products in addition to Cal Poly-grown produce.	Educating, entertaining, and feeding families all year round.	Family-owned working apple farm that hosts farm events, u-pick produce, and tours.	Family- owned farm with over 100 years in the market with different locations, events and classes.
Location	Pomona	Irvine	Oak Glen	Irvine, Tustin, and Brea
Retail Channels and Site	Brick and Mortar	Brick and Mortar, Website	Brick and Mortar	Brick and Mortar, Website
Merchandising	Local produce, potted plants and vegetables, kitchen essentials, local vendor products	Site-grown produce, local vendor products, souvenirs	Site-grown produce, local vendor products, on-site dining, souvenirs	Site-grown produce, local products, kitchen essentials
Price	Middle to Upper Middle Price Range	Upper Middle	Middle	Middle
Retail Communication Mix	Social Media, Cal Poly Newsletter	Social Media, Email, Targeted Ads	Social Media, Email	Social Media, Email, Targeted Ads
Store Presentation	Small retail space which showcases main items in the building with a plant nursery on the patio	Covered shopping and retail area with walkable grounds for crop picking	Western themed space with patio seating for their grill, indoor shopping, and grounds for crop picking	Farm themed with a homey and cozy feel, play area for kids and space for private events, patio and grounds for crop picking
Customer Service	Attentive and knowledgeable	Friendly and approachable	Enthusiastic and invested in the guest experience	Knowledgeable and friendly

CH 7. Customer Analysis

- 1. Customer Profiles**
- 2. Customer Segment Analysis**

Customer Profiles

	1. Identity Shoppers	2. Novelty Hunters
Who are they?	Identity shoppers place a whole lot of importance on appearing refined and unique when it comes to their grocery shopping habits. They don't mind indulging when it comes to what they eat. This segment is one of the most potentially receptive segments to Farm Store marketing efforts.	This segment loves to decorate their shelves with unique groceries and enjoys specialty shopping greatly. Anything limited time, seasonal, or unique attracts them. They are also one of the highest opportunity segments, seeing the Farm Store as more fun than other stores and spending relatively high on groceries.
Motivations	They want to be perceived as having refined tastes. They enjoy specialty stores because the stores' uniqueness helps support their image. Locally produced food is an important part of their image as a shopper.	They are curious about the new and exciting items that specialty stores have to offer. They want these items since they typically have genuinely unique tastes.
Demographics	Best represented by Hispanics of Gen X (43-58) and who live in Walnut and Diamond Bar. Their income is lower than other groups; shop more frequently; spend the least.	Mostly White women of Boomers II (59-68) and who live in Claremont, Upland, and Diamond Bar. The most wealthiest and largest CPP employees. They spend the most on some selected food items.

Customer Profiles (cont'd)

	3. Health Nuts	4. Solo Supporters
Who are they?	The Health Nuts are all about maintaining a healthy diet, buying organic and local produce, and supporting local business. They want vegan or vegetarian options. They represent potential opportunity for the Farm store but currently think competitors (like Whole Foods) are more of a fit for a healthy lifestyle. They may want items such as protein snacks and low carb foods, and might need more targeted marketing and product labeling.	Solo Supporters are the only segment shopping mostly for themselves. They value local products, produce, and organic foods. They may live alone, with roommates, or living in a senior home as they're a relatively older segment. They are the least active on social media, so perhaps email marketing and website are the best bet for reaching this segment.
Motivations	These shoppers are most interested in having a healthy lifestyle. The specialty stores can be interesting to them because they can offer the health benefits of locally grown items like fruits and vegetables.	This shopper mostly lives and shops alone. However, they still enjoy the social aspect of the Farm Store. Since they may spend time alone, they see the Farm Store as a fun connection to their community.
Demographics	Predominantly represented by White women of Boomers II (59-68).	Predominantly represented by White Women of Post-war and Boomers I group (69+), the oldest group. Live on fixed budget.

Customer Profiles (cont'd)

	5. Conventional Shoppers
Who are they?	<p>This segment shops for others when it's time to stock up, and are the most likely to prefer bigger stores to smaller stores. They are also very traditional in that they don't care for dietary alternatives. They call the shots for when it's time to grocery shop and what items are in need for their household. They enjoy special events the most out of all the segments. The Farm Store can reach this segment by participating in more community events and even creating and promoting more events. They do have a desire for harder-to-find items but probably see them as more "special" than items that are part of their regular routine.</p>
Motivations	<p>They have multiple people that they frequently shop for and they want to make everyone happy. They purchase the foods their family wants and rarely purchase new and specialty items.</p>
Demographics	<p>Best represented by Asian women of Boomers II (59-68) and Gen X (43-58). This shopper is all business and routine.</p>

Customer Analysis

	Identity Shoppers	Novelty Hunters
Identifiability	<ul style="list-style-type: none"> • Want to be perceived as having refined tastes. • Enjoy specialty stores because the stores' uniqueness helps support their image. • Locally produced food is an important part of their image as a shopper. • Buys unique items • Enjoys contributing to the community • Buys local produce 	<ul style="list-style-type: none"> • Curious about the new and exciting items that specialty stores have to offer, and want these items since they typically have genuinely unique tastes. • Enjoys supporting the local community • Learning more about 'new' and 'exciting' items • Enjoys purchasing for others
Actionability	<ul style="list-style-type: none"> • Target with Farm Store events. • Offer Rewards / Loyalty Program 	<ul style="list-style-type: none"> • Target with Farm Store seasonal, limited time, or unique brands • Offer deals on seasonal items.
Sustainability	<ul style="list-style-type: none"> • Has visited the Farm Store the most out of any segment • Uses rewards at Specialty Food Stores • Not loyal to any stores. 	<ul style="list-style-type: none"> • Visits the Farm Store the second most frequently out of all the segments • Wants to support their local community
Accessibility	<ul style="list-style-type: none"> • Use rewards & rewards app programs • Reach them through rewards app system 	<ul style="list-style-type: none"> • Create more deals on seasonal items and post on social media to reach this segment.

Customer Analysis (cont'd)

	Health Nuts	Solo Supporters	Conventional Shoppers
Identifiability	<ul style="list-style-type: none"> This shopper is searching for food for their specific diet Purchases organic or local produce Thinks it's important to support local businesses 	<ul style="list-style-type: none"> This shopper mostly lives and shops alone. However, they still enjoy the social aspect of the Farm Store. Since they may spend time alone, they see the Farm Store as a fun connection to their community 	<ul style="list-style-type: none"> They have multiple people that they frequently shop for and they want to make everyone happy. T hey purchase the foods their family wants and rarely purchase new and specialty items.
Actionability	<ul style="list-style-type: none"> Clear label with dietary restrictions Clear signage in store with local or organic products 	<ul style="list-style-type: none"> Community get togethers Volunteer events Individually portioned items 	<ul style="list-style-type: none"> Email newsletter Posting new products & services on social media pages
Sustainability	<ul style="list-style-type: none"> Not a frequent Farm Store shopper - Supporting their local community - Shops at stores that satisfy their dietary preferences 	<ul style="list-style-type: none"> Rarely goes to the Farm Store - Is a convenience shopper, and would rather shop at a conventional grocery store if it is closer 	<ul style="list-style-type: none"> Segment that goes to Farm Store <u>events</u> the most - Prefers conventional grocery stores because of the options and costs
Accessibility	<ul style="list-style-type: none"> Least likely to read Farm Store emails 	<ul style="list-style-type: none"> Most frequent email reader of the Farm Store Least active on social 	<ul style="list-style-type: none"> This shopper is the most active on social media and email, reaching them on these about types of products the Farm Store has to offer would be best

CH 8. SWOT Analysis

Strengths

Unique Product Offerings:

- o Fresh produce and specialty items grown and produced on campus.
- o Educational and sustainable agriculture focus.

Community Engagement:

- o Strong connection with the university and local community.
- o Opportunities for students to gain hands-on experience.

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Weaknesses

Limited Brand Awareness:

- o May not be as well-known outside the immediate community.
- o Marketing strategies may need improvement to reach a broader audience.

Operational Constraints:

- o Limited operational hours compared to larger retail chains.
- o Potential resource limitations in scaling operations.

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Threats

Product Diversification:

- o Potential to introduce new product lines like the lunch box program.
- o Expanding the range of unique branded items.

Market Expansion:

- o Increasing online presence and e-commerce capabilities.
- o Collaborations with local businesses and community events.

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Opportunities

Competitive Market:

- o Strong competition from larger retail chains like Trader Joe's and Sprouts.
- o Price competition and product variety from established retailers.

Economic Factors:

- o Fluctuations in market demand and supply chain disruptions.
- o Economic downturns affecting consumer spending.

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SWOT: Summary

The Cal Poly Pomona Farm Store benefits from unique product offerings and strong community ties. To capitalize on growth opportunities, it must address brand awareness and operational challenges. By leveraging its strengths and exploring new markets, the Farm Store can enhance its competitive edge despite threats from larger retail chains and economic fluctuations.

CH 9. Recommended Retail Strategy

- 9.1. Target Markets and Descriptions**
- 9.2. Retail Store Positioning**
- 9.3. Retail Format**
- 9.4. Retail Channels and Sites**
- 9.5. Merchandising and Buying**
- 9.6. Retail Pricing Strategy**
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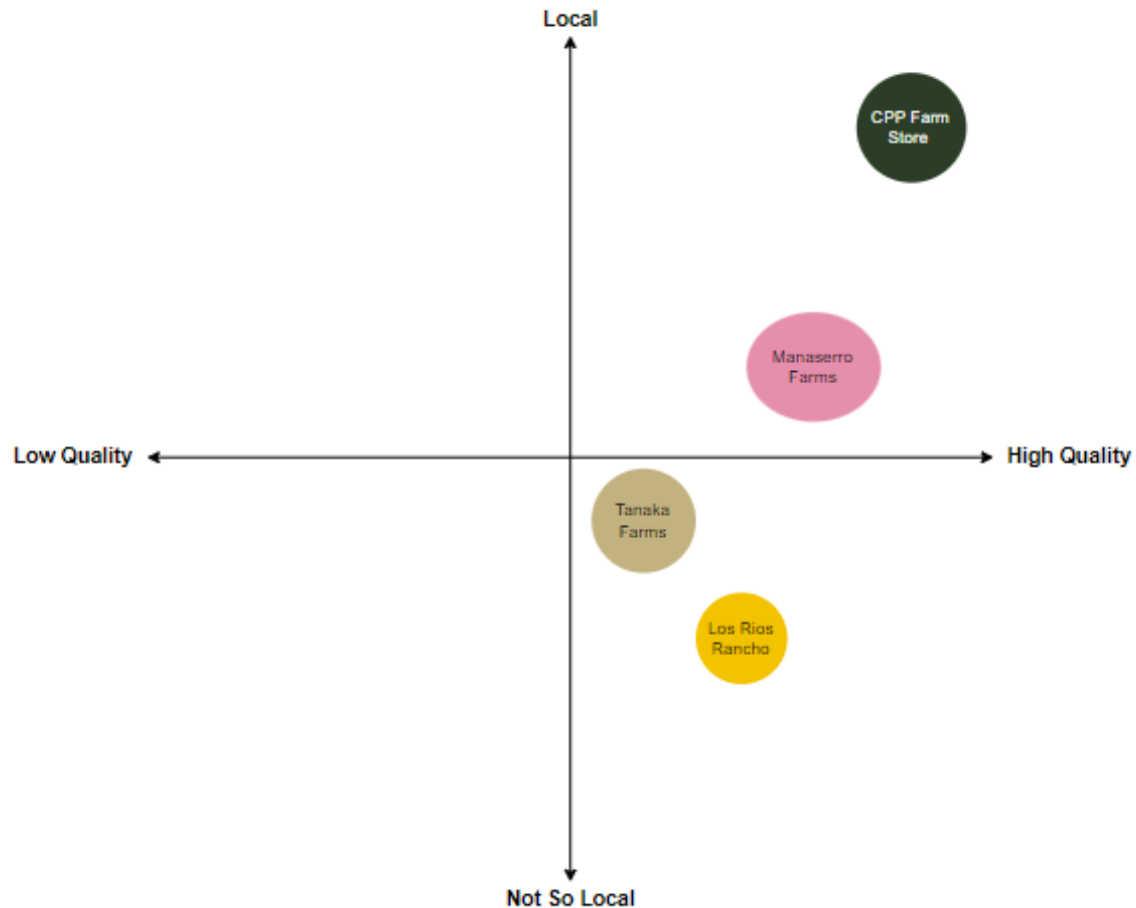
9.1. Target Market

	Identity Shoppers	Novelty Hunters	Health Nuts	Solo Shoppers	Conventional Shoppers
Demographics	<ul style="list-style-type: none"> • Hispanics • Gen X (Age 43-58) • Lower income • Low/Medium Spend • Family oriented 	<ul style="list-style-type: none"> • White Women • Boomers (59-68) II • Wealthiest & largest CPP Employees 	<ul style="list-style-type: none"> • White Women • Boomers II (59-68) 	<ul style="list-style-type: none"> • White Women • Boomers I (69+) • Lives alone 	<ul style="list-style-type: none"> • Asian Women • Boomers II (59-68) • Gen X (43-58) • Family oriented
Psychographic/ Motivations	<ul style="list-style-type: none"> • Having refined taste • Store's uniqueness supports their image • Locally produced food 	<ul style="list-style-type: none"> • Supports local community • Curious about new & specialty items offered • Genuinely unique taste 	<ul style="list-style-type: none"> • Supports local community • Healthy lifestyle & benefits • Locally grown items 	<ul style="list-style-type: none"> • Social aspect of fam store • Sense of community 	<ul style="list-style-type: none"> • Active on social media • Curious shoppers • Special events
Behavioral	<ul style="list-style-type: none"> • Shops frequently, spends the least • Most visited farm store 	<ul style="list-style-type: none"> • Second most to visit the farm store • Higher spend 	<ul style="list-style-type: none"> • Not a frequent shopper • High spend 	<ul style="list-style-type: none"> • Rarely visits the farm store • Shops for themselves 	<ul style="list-style-type: none"> • Shops frequently • Open minded to trying new items
Geographic	<ul style="list-style-type: none"> • Diamond Bar • San Dimas • Covina 	<ul style="list-style-type: none"> • Claremont • Upland • Diamond Bar 	<ul style="list-style-type: none"> • Claremont • Upland • Diamond Bar 	<ul style="list-style-type: none"> • Claremont • Upland • Diamond Bar 	<ul style="list-style-type: none"> • Walnut • Chino Hills

9.1. Target Market (Cont'd)

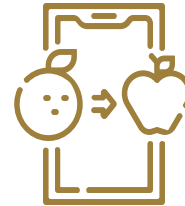
- Primary Target Market
 - Identity Shoppers & Novelty Hunters
 - Shops frequently at Farm Store
- Secondary
 - Conventional Shoppers
 - Attends most Farm Store Events
 - Solo Shoppers

9.2. Recommended Retail Store Positioning



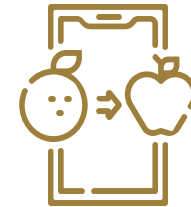
9.3. Retail Format

- Enhancing E-Commerce Experience
- Independent Grocery Store
 - Merchandising
 - Retail Pricing
 - HR & Store Management
 - Store Presentation / Layout
 - Customer Service
 - Advertising & Promotional Programs



9.4. Retail Channels and Sites

- Farm Store Website
 - No dedicated page; extension of CPP site
 - Curbside is only purchase option available
 - Customers redirected to another site
 - To view plant nursery selection, customers are redirected to yet another site
 - Recommendation is to consolidate landing pages on one dedicated website to simplify shopping experience



9.5. Recommended Merchandising and Buying

- 9.5.1. Brand Development Strategy**
- 9.5.2. Category Management**
- 9.5.3. Gift Box Design/Theme**
- 9.5.4. Lunch Box Program Plan**

9.5.1 Brand Development Strategy

- **Establishing Brand**
- **Brand Identity and Positioning**
- **Target Audience**
- **Digital Presence**
- **Digital Presence Revamp**
- **Community Engagement**
- **IMC Campaign**
- **Merchandising**
- **KPIs**
- **Implementation Plan**

Establishing Brand

- Origin Story

- Established in 2001 to provide a direct market for locally grown produce from the campus farm, orchards, nursery, and greenhouses Integral component of the university's agricultural program

- Brand Value

- Locally Grown Produce

- Identity

- Known by student and locals



Brand Identity & Positioning

- Create Brand Guide
 - Organize logo, colors, and design elements
- Emphasize quality and local, student-grown produce
- Slogan: “ Fresh, Local, Student-Grown”
- Redesign Logo
 - New Identity

Brand Guide

MAIN LOGO



MAIN LOGO

SUB MARK



COLOURS



FONTS

Gotham Black
Gotham Bold

Target Audience

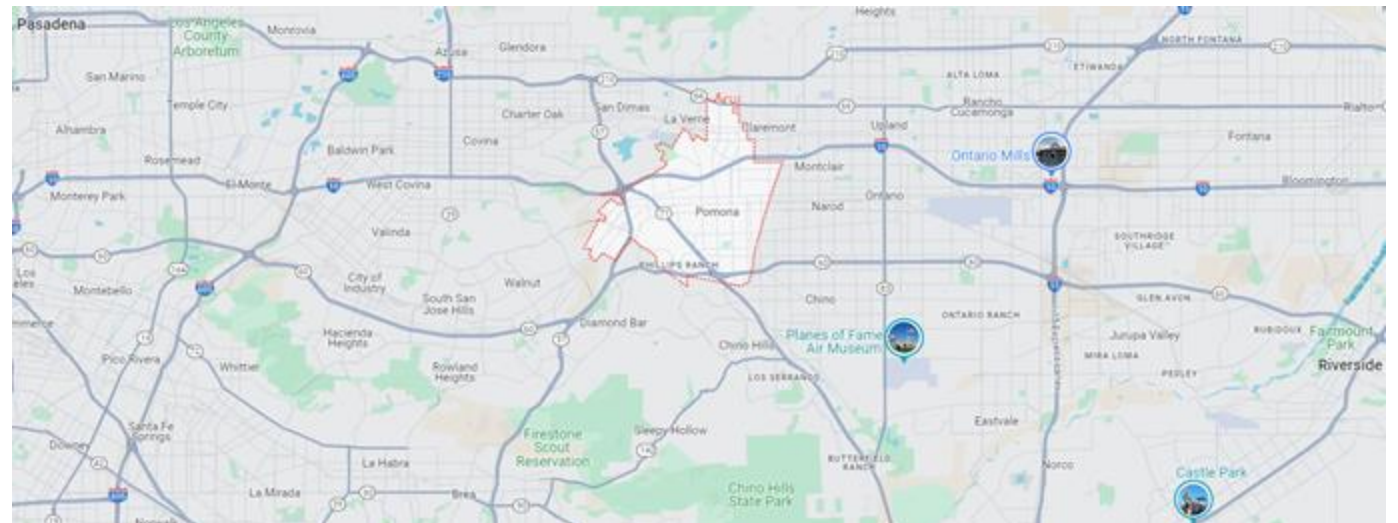
Primary

- Students
- Local Community
- Pomona Residents



Secondary

- Local Programs
- Health Conscious Consumers
- Surrounding Cities



Digital Presence

Instagram

- Followers: 3,352 Followers
- Likes: 96 Likes
- Comments: 2 per post
- Post Frequency: Inconsistent

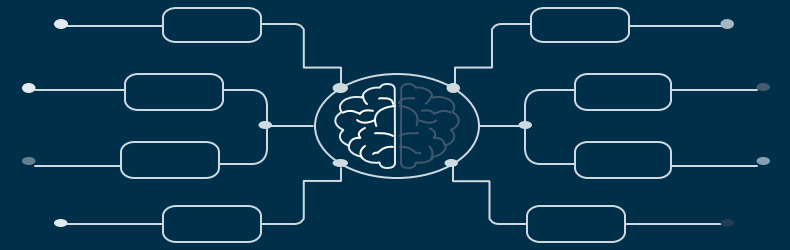


Facebook

- Followers: 10k
- Likes: 47 Likes
- Comments: 1
- Post Frequency: Inconsistent



Digital Presence Revamp



- Revamp Online Shop, Blogs, and Events Calendar
 - New Online Shop
 - Revamp E-commerce Site design
 - Blogs/Vlogs educating product and lifestyles to consumers
- Social Media Strategy: Instagram & Facebook
 - Hire Summer Intern/Local CPP student
 - Instagram Focuses on young and median age consumers
 - Facebook focused on older consumers
- Content Marketing
 - Local Influencer Partnerships
 - Give CPP Micro Influencer a partnership
 - Blogs/Vlogs

Community Engagement

- Host Campus Pop-Up Events
 - Take on the “Go to Consumer” Approach
- Community Involvement



Integrated Marketing Communication Campaigns

- Highlight Seasonal Offerings Online
- Advertising
 - Campus Flyers
 - Sponsoring Campus Events
- Media Outreach
 - Email Marketing
 - Influencer Partnerships



Merchandising

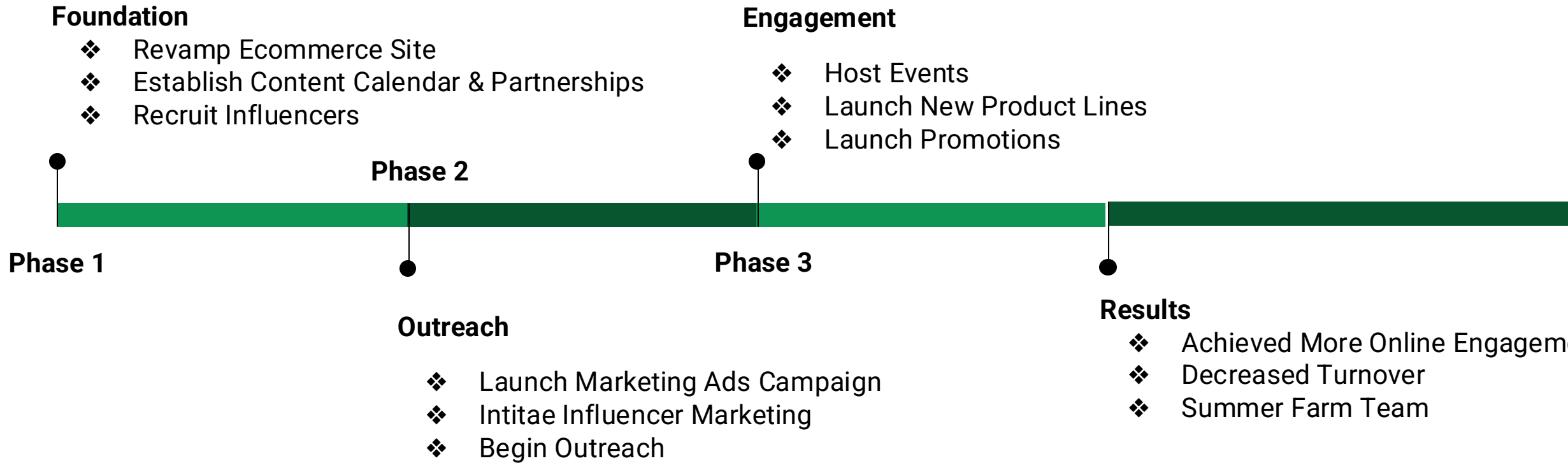
- Expand Product Range
 - New Product Lines
 - Themed sections
 - Seasonal Product
 - Local Brands & Products
 - Remove Low Performing Products
 - Sale section or markdown section for items that are not doing as well
 - Budget friendly (grab-n-go section) for students
- Branded Merchandise
 - Hats / Stickers / Pins
- Emphasis on Nursery Items



Key Performance Indicators (KPI's)

- Develop 3 months of Content Ahead of Time
- Partner with 10 Micro Influencers
- Increase Social Media Following
 - Instagram to 10,000 Followers
 - Facebook to 20,000 Followers
- 3% website conversion rate
- Incorporate monthly sales goals
- Measure sales productivity

Implementation Plan



9.5.2. Recommendations for Category Management

- **Gift**
- **Grocery Snacks**

Merchandising and Buying

Recommendations from Category Sales Data

We focused on two merchandising categories: *Gift* category and *Grocery Snacks* category. Based on the purchasing insights obtained from looking at monthly sales for the top 25 selling items per category in the past two years, we have couple recommendations.

We believe that Cal Poly Pomona Farm Store has the potential to increase sales in both categories:

1. GIFT

- Canvas Shopping Bags: create additional graphic options, bring in seasonal designs that pertain to promotional events
- Graphic Tee's: introduce couple print options to test-out, bring seasonal graphics for events
- Aprons with graphics: same as Bags and Tee's

2. GROCERY SNACKS

- Olive Oil and Bread tasting table display
- Expand POP (Point of Purchase) Displays: items such as honey sticks, baskets with candy, beverages, multiple options of canvas bags to grab during checkout
- Fresh produce in snack-size easy to grab containers; visible price label with an attractive design

Merchandising and Buying (cont'd)

Recommendations from Category Sales Data



9.5.3. Gift Box Design & Theme

Common Type of Basket -Woven Wicker

- Already in use by the CPP Farm Store
- Most expected “gift/picnic” basket
- CPP colored bow for theme and fruits and vegetables get swapped out for the season
- Very subtle & elegant look



Practical Plastic Gift Box Design

- Green color with gold lining (CPP)
- Less expensive to produce since its plastic



Gift Box Theme



- Cardboard/Paper food safe box
- Gold bow for CPP theme
- Cheap to produce and looks professional

Metal Gift Box



- Most expensive gift box decision
- Most durable box for purchase
- Most luxurious looking box

9.5.4. Lunch Box Program Plan

Grab and Go Foods

Partnership with Fresh & Ready

Benefits:

- Grab & Go lunches for students and people driving by
- adds more foot traffic
- does not require food handling certifications/permits

Kinds of grab and go items:

- Sandwiches
- Salads
- Wraps
- Pasta Salads
- Parfaits
- Snack Packs
- Entrees

Other info:

- Cost for this service was not provided since we do not have a clear idea as to how many units would be purchased but this company partners with campuses



9.6. Recommended Retail Pricing Strategy

Recommended Pricing Strategy

40 Point Markup Pricing Strategy Needs to be more Dynamic vs. a Cost-Oriented Strategy

- Low Margin Staple Items to Drive Traffic - Milk and Eggs
- BOGO Pricing - Promote increased transaction size (Buy one get one at 25% off)
- Bundle of Complementary Items (Similar to Basket Offerings) - Promote new products
- Seasonal pricing for seasonal items - Benchmark margin at start of season to clearance at end
- Clearance Pricing - Improve Inventory turnover of Distressed Inventory
- Increase use of Promotions - Promo Codes, Loyalty Discounts, In store Call outs
- Pricing strategy should focus on Category profit vs individual product margin
- Utilize Vendor Marketing resources to ensure timely sell through and competitiveness

- ERP Investment Offset by Operational Savings

9.7. Recommended Retail Communication Mix

- 9.7.1. Traditional Media**
- 9.7.2. Digital Media in General**
- 9.7.3. Social Media Strategy**
- 9.7.4. Proposed Monthly Content Calendar**
- 9.7.5. Email Strategy**
- 9.7.6. Paid Search Ads**
- 8.7.7. Paid Social Media Ads**

9.7.1. Traditional Media

- Radio: Advertise major events, like the Pumpkin Fest, on local radio stations. Radio ads are cost-effective and can attract new customers from surrounding areas.
- Magazines are not recommended for the Farm Store since this is a less used media outlet amongst the target market.
- Billboards can be a great option to advertise big events offered by the Farm Store but it is not recommended since the price range can be very high.

9.7.2. Digital Media

- Understanding the target market to tailor the content and design effectively
- Conduct regular SEO audits to identify and resolve issues that might affect the search engine rankings.
- Analyze user behavior using analytics tools to pinpoint areas for improvement and ensure a seamless user experience.
- Regularly fix dead links to prevent disruptions, and gather customer feedback to identify and address pain points.
- Implement improvements based on your findings to continuously refine and optimize your site, creating a more user-friendly and successful online presence.

9.7.3. Social Media Strategy

Developing a social media strategy is important to drive sales for the CPP Farm Store. Through their various social media channels, the Farm Store can continue to build brand awareness and engage with the community by posting consistently on all available platforms.

- Define social media goals
- Identify their audience in each platform
- Create engaging content
- Engage with their audience
- Track and analyze performance

After a few social media campaigns, based on their analytics and performance, the farm store will revise their social media strategy to implement any new things they have learned.

9.7.4. Proposed Monthly Social Media Calendar

- **Proposed Monthly Social Media Calendar**
- **Carousel Template 1**
- **Carousel Template 2**
- **Suggested Posting Time**

Proposed Social Media Calendar

Platform	Content Type	Caption	Visual Suggestion	Hashtags
Instagram, Facebook	Photo	"Welcome to the Cal Poly Pomona Farm Store! Explore fresh produce and unique gifts. 🍎🥕 #FarmFresh #CalPolyPomona"	Photo of the store entrance with produce display	#FarmFresh #CalPolyPomona #Organic #Farmstore
Instagram, Facebook	Article	"The Benefits of Supporting Local Farms: A Closer Look at Cal Poly Pomona Farm Store."	Article thumbnail with farm scenery	#SupportLocal #Sustainability #CalPolyPomona #Farmstore
Instagram	Video	"See what's in season this week! 🗣️🍷 Visit us for the freshest picks. #FarmStoreFinds #CalPolyPomona"	Short video of fresh seasonal produce	#FarmStoreFinds #CalPolyPomona #FreshProduce #Farmstore #Inseason
Facebook	Testimonial	"Hear from our customers! 'I love the variety and quality at Cal Poly Pomona Farm Store.' - Jane D."	Customer testimonial photo	#CustomerLove #FarmStore #CalPolyPomona
Instagram, Facebook	Photo	"Our Farm Store honey is the sweetest! 🍯🐝 Perfect for your morning tea. #LocalHoney #CalPolyPomona"	Photo of honey jars	#LocalHoney #CalPolyPomona #FarmStore
Instagram, Facebook	Update	"New arrivals alert! Freshly picked blueberries are now available. Don't miss out!"	Photo of blueberries	#NewArrivals #FarmFresh #CalPolyPomona
Instagram	Story	"Farm Store Tip: Storing fresh veggies. Swipe up for more! 🥕🥬 #FarmStoreTips #CalPolyPomona"	Instagram Story graphic with storage tips	#FarmStoreTips #CalPolyPomona #FreshVeggies
Facebook	Article	"Sustainable Practices at Cal Poly Pomona Farm Store: How We Keep it Green."	Article thumbnail with green farm image	#Sustainability #GreenFarming #CalPolyPomona
Instagram	Carousel	"Our top 3-5 summer fruits! 🍎🥕🍇 Swipe to see them all. #SummerFruits #CalPolyPomona"	Carousel of various summer fruits	#SummerFruits #CalPolyPomona #HealthyEating #Farmstore
Facebook	Event (This can be use for other months when you have event such as the Pumpkin Fest)	"Join us for a farm tour this weekend! Explore and learn about sustainable farming."	Event banner with farm tour details	#FarmTour #Event #CalPolyPomona

[A full calendar document can be accessed here:](#)



[A full template can be accessed here:](#)

Carousel Template (cont'd)



[A full template can be accessed here:](#)

Suggested Posting Time

Best times to post on *social media*

Mondays 11 a.m to noon

Tuesdays 10 a.m. to 2 p.m. 3 to 4 p.m.

Wednesdays 9 a.m to 3 p.m.

Thursdays 9 a.m to 2 p.m.

Fridays 10 to 11 a.m.

✓ **Best days** Tuesdays, Wednesdays, Thursdays

✗ **Worst days** Sundays

- Recommend to post at least once a week.
- Use Capcut/Canva for free template for video or reel
- Use the content calendar for content ideas
- Use the planing tools to stay organized and ahead

Weekly Social Media Content

Week : _____ Month : _____

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Time	11:00 pm	17:00 pm	20:00 pm	20:00 pm	15:00 pm	09:00 am	11:00 pm
Platform	Platform A	Platform B	Platform C				
Content	Inspirational Quotes	Product Image	Info				
Visual							
Caption	"Happy Monday! Have a beautiful day!"	"Something new is coming"	"Which one will you choose in the end?"				
Hashtag	#MondayMotivation #TuesdayVibes	#NewProduct #Announcement #MustHave	#Info #Tips				

Monthly Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY

A full video template
can be accessed here:

9.7.5. Email

- **Email Campaigns**
- **Developing Email Campaigns**
- **Email Content Ideas**
- **Email Template**

Email Recommendations

Email Campaigns

To develop a successful retail strategy, CPP's Farm Store will be developing an email campaign throughout the year to raise awareness of their products. The target audience for email campaigns would be those who have previously shopped at the farm store or are already familiar with it such as students, local community, and event attendees.






The Farm Store will need to continue collecting email addresses through the Cal Poly Pomona website, in-store sign-ups, and local events such as the Pumpkin Patch hosted yearly.

Developing Email Campaigns

- a. **Welcome Emails:** Send a welcome email to new subscribers with an introduction to your farm store, a thank-you note, and a special offer or discount.
- a. **Product Updates:** Regularly update subscribers about new products or seasonal items that will highlight any farm-fresh produce or any other brand-name products.
- a. **Educational Content:** Share content related to your farm's products, such as recipes, usage tips, and stories about your farm's practices.
- a. **Event Announcements:** Inform subscribers about upcoming events, farmers' markets, and special in-store promotions or farm tours.
- a. **Seasonal Campaigns:** Tailor your emails to seasonal themes and holidays, promoting relevant products and offering special seasonal deals.
- a. **Customer Stories:** Share testimonials or stories from satisfied customers to build trust and engagement. Include user-generated content if applicable.



Email Content Ideas

				
JANUARY	FEBRUARY	MARCH	APRIL	MAY
NEW YEAR'S RESOLUTIONS Promote healthy eating by including healthy recipes with items that customers can purchase at the farm store.	VALENTINE'S DAY Highlight their gift baskets and encourage customers to build their own for a picnic with their valentine or as a gift.	SPRING Highlight spring activities such as planting their own seeds or purchasing plants from the farm store to transfer to their own garden.	EASTER Highlight that their gift baskets can also be used as Easter baskets. Focus on Earth Day and sustainable practices.	MOTHER'S DAY Highlight special promotions on their gifts. Include gardening tips and also include any customer stories about their moms.

Email Template



- This is a possibility of what an email could look like for the Farm Store. The wording and font could be better but we just wanted to give you a visual idea of how the images in the mail could look way more cohesive compared to what they currently look like.
- Changing the layout and having the images all work off of each other makes it look as one instead of separate chunks in an email.

9.7.6. Paid Search Ads

- **Recommendations for Paid Search Ads**
- **Paid Search Ad Example 1**
- **Paid Search Ad Example 2**
- **Monitoring and Optimizing**

Recommendations for Paid Search Ads

Target Options:

- Geographic targeting: Cal Poly Pomona campus areas and nearby neighborhoods.
- Demographic targeting: CPP students (Ages: around 18 to 25)

Primary Keywords: "Cal Poly Pomona farm store", "fresh fruit Cal Poly Pomona", "buy oranges near me", "local wine Pomona", "local honey Pomona"

Long-Tail Keywords: "pumpkin fest event Cal Poly Pomona", "Where to buy fresh oranges in Pomona", "Cal Poly Pomona fresh wine", "local grown organic honey in Pomona"

Paid Search Ads Example 1

Promote Pumpkin Fest Event

- Headline 1: Cal Poly Pomona Farm Store
- Headline 2: Pumpkin Fest
- Description: Join Us for Pumpkin Fest from 9/28 - 10/27. Enjoy Pumpkin Hill, kids patch, live music, food, farm demonstrations, and the marketplace craft vendors.
- Sitelinks: "Get Your Ticket", "Event Information"
- Location Extensions: Display the event location on Google Maps for easier finding.

Paid Search Ads Example 2

Promote Campus Grown and Locally Grown Products

- Headline 1: Cal Poly Pomona Farm Store
- Headline 2: Local Wine & Honey
- Description: Enjoy locally produced wine, honey and campus grown fresh vegetables and fruits. Visit our Cal Poly Pomona farm store today!
- Sitelinks: "Shop Fresh Produces", "Store Information"
- Location Extensions: Display the farm store's location on Google Maps for easier finding.

Monitoring and Optimization:

- Track the performance of paid ads for better and more efficient results.
- Make sure any landing page associated with the ads are allied with the ad messages and keywords.

Paid Search Ads: **Monitoring and Optimization**

- Track the performance of paid ads for better and more efficient results.
- Make sure any landing page associated with the ads are allied with the ad messages and keywords.

9.7.7. Paid Social Media Ads

- **Recommended Paid Social Media Ads**
- **Paid Social Media Ad Example 1**
- **Paid Social Media Ad Example 2**
- **Paid Social Media Ad Example 3**
- **Paid Social Media Ad Copy**

Recommended Paid Social Media Ads

Farm store will utilize social media platforms and paid ads in order to effectively increase online traffic, brand awareness, sales and foot traffic to the farm store

Platforms: Facebook, Instagram, TikTok

- Farm store currently has Facebook and Instagram.
- We recommend creating TikTok account since it is widely used platform, especially among young people (Farm store's target audience)

Primary Target Audience:

- CPP Students (Ages: Around 18 -25, Location: Pomona)
- College students actively engage on social media

Secondary Target Audience:

If additional budget becomes available, farm store can also target the following group of people,

- Local community members
- Past event attendees
- Health-conscious or eco-conscious consumers

Paid Social Media Ads Example 1



Facebook: Event Ads for Pumpkin Fest

Headline: Join Us for Annual Pumpkin Fest!

Description:

- Bring your friends and family to Cal Poly Pomona Pumpkin Fest! Let's celebrate the fall season and the 31st Anniversary of our annual event starting 9/28. Don't miss this great chance to enjoy a day with Pumpkin Hill, kids patch, a country fair area, live music, farm demonstrations, festival food vendors, and the marketplace craft vendors.

CTA: Buy Your Ticket Now

Visual Element: Photos showcasing how the event looks like



Image Source: [Farm store website](#)¹⁰³

Paid Social Media Ads Example 2



Instagram: Carousel Ads

- Highlight specialty items like honey, wine, fresh produce

Headline: Discover Locally Grown Produces from CPP Farm Store!

Description:

- Visit the CPP farm store for campus-grown fresh produce and locally produced wine, rose, and honey. Support Local & Eat Local!

CTA: Shop Now

Visual Element: multiple photos of unique items available from the farm store



Paid Social Media Ads Example 3



TikTok: Video

- Show behind-the-scenes of creating locally grown pure honey including customer testimonials

Headline: Freshness guaranteed, Local Honey Straight from CPP Farm Store!

Description:

- Get your hands on the best local produce, 100% pure & raw wildflower honey at Cal Poly Pomona. It not only tastes delicious but also has benefit to improve your health.

CTA: Shop Now



Paid Social Media Ads Copy

Headlines

- Discover Fresh Oranges at Cal Poly Pomona
- Local Wine Straight from CPP Farm Store
- Organic Honey Available Now
- Join Us for Petting Farm Saturday!

Call-to-Actions (CTAs)

- Learn More
- Shop Now
- Visit Us
- Visit Website
- Order Online
- Sign Up

Descriptions

- Visit our campus farm store for fresh, organic oranges, locally produced wine, and honey. Support local agriculture!
- Get your hands on the best local produce, wine, and honey at Cal Poly Pomona. Freshness guaranteed.
- Join us at Cal Poly Pomona farm store for fresh, organic produce, wine, and honey. Taste the difference today!

★ Monitor the ad performance and adjust for better results

9.8. Recommended HR and Store Management

- **Human Resources**
- **Store Management**

Human Resources

1. Define Organizational Structure:
 - a. Roles and Responsibilities
 - b. Job Descriptions
2. Recruitment strategy
3. Hiring Process
4. Onboarding and Training New Recruits
5. Performance Management
6. Compensation and Benefits
7. Compliance:
 - a. Labor Laws
 - b. Health and Safety
8. Employee Engagement



Store Management

- Operational Plan
 - Inventory Management & Store Hours
- Staff Management & Customer Service
 - Staffing Levels, Scheduling, Training etc.
- Marketing and Promotion
 - Local Advertising & Seasonal Promotions
 - Online Presence
- Compliance and Safety
 - Health & Safety Standards
- Technology Integration
 - Implement CRM system
- Sustainability Practices
- Performance monitoring and Improvement
 - KPI's (Key Performance Indicators)
 - Inventory turnover
 - Customer satisfaction



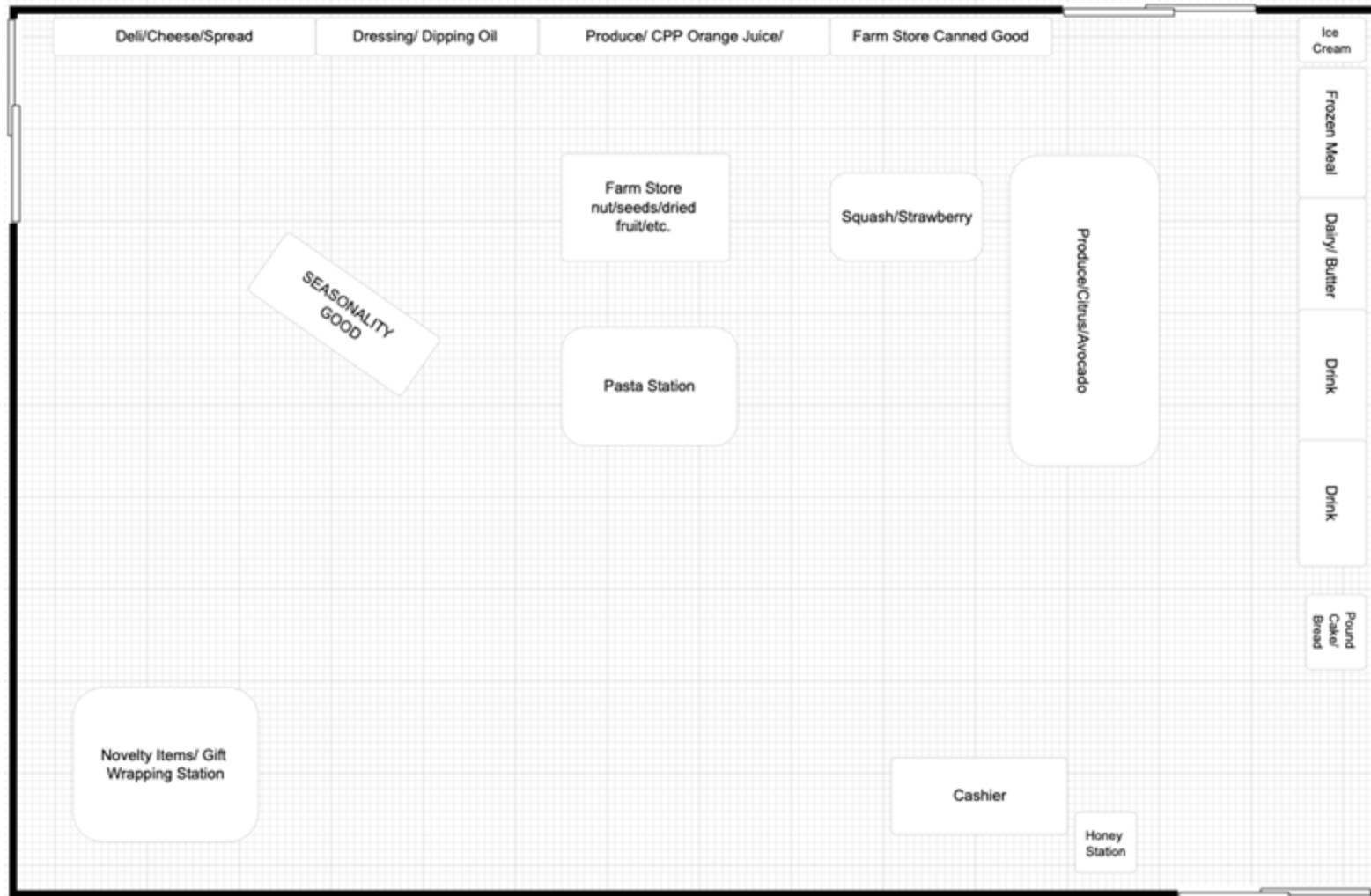
9.9. Recommended Store Presentation

- **Store Presentation**
- **Recommended Planogram Change**

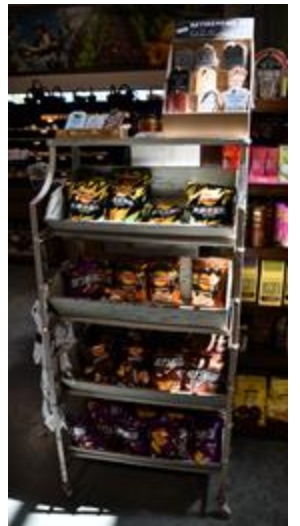
Store Presentation

- Store Layout and Design
 - Floor Plan - Planogram Created by Group “Goal Digger”
- Product Placement
 - Eye-level shelving for popular products. CPP or non-CPP
 - Promotional items near register
 - Childrens items are displayed at their eye-level
 - Group similar items (Dairy in one section, Baking items in another)
- Accessibility - Wide isles for easy navigation amongst shoppers
- Visual Merchandising
 - Displays, signs, and lighting should correspond to the product
 - Thematic and seasonal displays
 - This will tie in with the gift box design and theme

Suggested Planogram Changes



- Improve category signage & labeling
- Consolidate Product Groups
 - Novelty & Gifts
 - Candies & Snacks
 - Vegan
 - Breads & Crackers
- Eliminate Empty Spaces by optimizing merchandising



9.10. Recommended Customer Service

Customer Service

- Farm Store Mission Statement
 - Supplement our students' education with professional experience through serving our communities by providing high quality service
- Core Values
 - Friendliness, reliability, honesty, and community focus
- Staff Training
 - Customer Service Training
 - Product Knowledge
 - Ongoing Education about New Products and Services



Promotional Programs

Loyalty Program

- Repeat customers get rewarded with discounts or a goodie
- Customer Appreciation
 - Small gifts, thank you notes etc.



Thank you

From the Inaugural
Cal Poly Pomona
M.S. Digital Marketing Cohort