

Increasing memberships in Community-Supported Agriculture (CSA)

*Life Sciences Communication 515:
Public Information Campaigns
and Programs*





CSA FairShare Coalition:

THE “KEEP YOUR FARMERS CLOSE” CAMPAIGN

LSC 515



Executive Summary

The “Keep Your Farmers Close” campaign aims to help CSA FairShare Coalition achieve the mission of connecting and supporting farmers and eaters by increasing the number of new shareholder sign ups and improving existing shareholder retention. Our research shows that the majority of Dane County community members are passionate about supporting Wisconsin-grown food and local businesses, but may not be well-informed of how their current food shopping habits largely impact their local community. Our narrative attempts to evoke a sense of responsibility and empathy from our audience, by focusing on the ways in which choosing not to join CSA may actually take away from the relative success, health, and happiness of the community. The campaign directly speaks to why CSA is the better alternative to buying produce in larger or midsize food markets. Additionally, it encourages a stronger relationship between farmers and shareholders, by using social media in innovative ways in order to connect consumers to the people behind the produce.

Our slogan, “Keep your friends close, your farmers closer,” seamlessly ties together all aspects of our campaign to communicate our foundational aspect of our campaign: things are just better when they are close to home.

Situational Analysis

Situation Background

CSA FairShare Coalition is a nonprofit organization that strives to connect consumers, or “eaters,” with local farmers. The consumers purchase a share of produce from the farm of their choice through CSA. Consumers pay a flat fee in the beginning on the season and receive a box of produce weekly for 20 weeks. Consumers may pick from a standard or a small share. Currently, the biggest challenge is the slowing of CSA shares.

This campaign, and the research we are conducting prior, are crucial to the future of CSA in our community. As membership declines and certain markets become oversaturated, changes must be made. Research conducted will help us determine how we can combat the current issues CSA is facing and work towards a goal of annual growth. Due to the fact that CSA is non-profit, it relies on memberships to keep the organization running. This campaign will give CSA insight into why people are not enrolling in CSA and what they are doing instead. From our results, we can develop marketing strategies that attract audiences that will be receptive to the CSA mission. Over time, CSA hopes to increase the overall number of shareholders and promote awareness of the program amongst groups that are currently underrepresented in the CSA community.

Research Methods

We used both qualitative and quantitative surveys in order to help us acquire different measurements and data, as well as to get an understanding of where our subjects motivations were. All LSC 515 students conducted qualitative interviews in person. These interviews were comprised of open-ended questions that helped to give us a broad idea of common food shopping and money spending habits of people in the Dane County area. Once we received results from the qualitative interview, we created an online survey with more targeted questions. There were over 170 people that took our quantitative online survey, which consisted of questions that allowed us to look deeper into the motivations and values of our study group. Our questions asked how much certain aspects like distance and price influence the respondents’ shopping habits. We also asked respondents about their personal values and beliefs concerning food processing and distribution. Finally, demographic questions helped us to better understand how certain characteristics may influence the opinions of our respondents. We were tasked with asking five people to complete our survey and it allowed us to have a diverse group to be

studied. As an incentive for our respondents, they were given the chance to win a \$50 gift card just by simply completing the survey. The respondents were given a few days to complete the survey so that we could take the data and use it to understand the groups motivations and create a plan to get more people to join CSA.

Research Findings

Behavioral Tendencies

Pairing the results from both the qualitative interviews and quantitative surveys have allowed us to develop a profile of the average Madison area food shopper. Understanding the values, habits, and priorities of our respondents will help us to develop a better targeted campaign. Over 50% of our survey respondents live *in* the city of Madison, Wisconsin, which may affect how connected they feel to supporting agricultural developments in the larger Dane County Area. While many of our respondents are city dwellers, nearly 80% of respondents agree with the sentiment that they'd like to purchase fresh, healthy food grown in Wisconsin. When asked about the sentiments of others, respondents felt their neighbors were most concerned with the food they consume being safe for the environment and the people that inhabit it. Over 50% of respondents are between 20 and 25 years old, and roughly 60% have no kids. 40% of our respondents cited themselves as being the primary shopper for their home, generally shop for groceries three or four times a month and spend about \$50-100. The age demographic and lack of children in the household of our respondents may also have a negative effect on their willingness to enroll in the CSA program.

On the other hand, over 50% cook at home most nights of the week, which may have a positive effect on the overall willingness to sign up for CSA. On average, our respondents are willing to travel within the 11-20-minute distance range to get their groceries. There is a large desire to support local food, which can be understood by almost 80% of respondents saying they "somewhat agree" or "strongly agree" with the sentiment that they'd like to purchase fresh, healthy food grown in Wisconsin. While there is a strong desire to support local, the concept of purchasing "organic" didn't sway our respondents; the percentage difference of respondents wanting to support organic fresh food from Wisconsin as opposed to fresh food from Wisconsin was not statistically significant. 80% of respondents have never been signed up for CSA, 10% have been signed up in the past but are not now, and about 8% are currently signed up for a CSA.

Desire to Control

After reviewing the results from both the surveys and interviews, it's clear that most of our respondents are concerned by lack of control of their grocery shopping experience. Grocery shopping is something unique to each shopper based on their dietary restrictions and personal taste, so the concept that someone else will be choosing what you pay for without your input is definitely a foreign and concerning idea. Respondents' willingness to sign up for CSA seemed to be greater when we suggested changes to the CSA model; Respondents seemed less willing to sign up for CSA when the survey suggested that it might require more time or effort from the respondents. Many interviewees mentioned cost and quality most when asked what factors predominantly influence where and how they shop for food; "Price and quality are the biggest factors that determine how and where I shop for food. I need something affordable, which is probably the most important factor," shared one interviewee. Many respondents agreed that they'd be more likely to sign up for CSA if: A) the price was lowered; B) they could pay in weekly installments; or C) they were able to pay on a per-box basis without committing to the entire season. These opinions show that many respondents are fearful of relinquishing control over what they are paying for and for how long.

Additionally, many respondents were concerned with the amount of food they would receive with CSA. The majority of customers answered that "smaller boxes, so that I will be able to finish all the food myself without wasting any" would make them more likely to sign up for a CSA share. As mentioned above, many of our respondents don't have children and cited having an average of two or three adults in their home that food shop together, so there is a general concern that signing up for CSA would be wasteful. One interviewee mentioned that joining a CSA, "does sound like a really good deal but I don't really know how much is in a box..." The uncertainty of not knowing what or how much food they were getting each week was concerning for our respondents. One interviewee mentioned that, "If the food was not wasted and fully used each week that'd make me more willing to sign up, because there are only 2 adults in my household and I wouldn't want any of the food to go to waste." Additionally, the ability to go online and choose which vegetables would be in their box made respondents much more likely to sign up. The uncertainty of not knowing what or how much food they were getting each week

was concerning for them. Many of these preferences show that what we eat and spend money on are huge responsibilities that we prefer to remain in control of.

Perceived Barriers

Like results from the qualitative interviews, survey respondents cited similar issues when asked what would make them *not* want to sign up for CSA. The upfront price being the most popular barrier. Signing up for CSA requires shareholders to spend a large amount of money without any proof of return on investment.

Distance was also cited as an issue, as many interviewees were turned off by the concept of traveling to pick up fruits and vegetables separately from the rest of their groceries. While a closer pick up location seemed to make interviewees more agreeable to signing up for CSA, the majority of survey respondents said that a pick-up location closer to their home would make CSA only moderately more attractive. Ultimately, the issue becomes having to go to one location for produce, and then a different one for the remainder of the respondent's groceries.

Potential Solutions

Our survey and interview results showed that issues with CSA stem from how it stacks up against the more mainstream food shopping options. Paying up front for CSA with the added risk of possibly not receiving desired vegetables made respondents uneasy. "I don't really see a point in paying for something I may not want to eat," said one interviewee. To respondents that shared these sentiments, it seems more logical to go and specifically pick out what they want while still abiding by a weekly or bi-weekly budget. These responses suggest that minimal changes to the CSA model (which is constantly changing), could be largely beneficial to the overall success of the program. For example, while letting customers choose all the items in their weekly box seems unrealistic, allowing them to select specific items they *do not* want to receive (due to dietary restrictions or preference) may make potential shareholders more comfortable with signing up. This action communicates to shareholders that the process is personalized, and that their input is valued and appreciated. This could also help to minimize the amount of food wasted, which was also cited as a concern for interviewees.

Strategic Implications and Recommendations

From the results of the survey, one improvement could be promoting the communication between CSA and consumers. How CSA facilitates the wellbeing of local farms and farmers was

largely unknown to most of our respondents. We infer this because for most questions that asked about CSA, respondents replied with “neither agree nor disagree.” The lack of opinion towards CSA is problematic, as it insinuates current marketing efforts are largely ineffective in reaching the public. It’s important to start advertising and spreading awareness of the brand itself before promoting what they offer; Doing so will spark interest and curiosity.

CSA FairShare Coalition’s initial presentation mentioned wanting to reach out to new populations, such as younger, rural, racially diverse, and lower income groups. It should be noted that a campaign may not be able to target all populations at the same time, as different groups think differently about how they eat and more importantly how they spend money. Nearly 60% of our survey respondents were female, and over 60% answered that they personally responsible for grocery shopping for their household. However, our research shows that the common belief that *only* women are responsible for grocery shopping is a misconception. One study showed that men shop for groceries almost as much as women do, with women accounting for 51% of grocery shoppers and men responsible for the remaining 49%. While the target market of health-conscious mothers is extremely relevant to CSA FairShare’s goals and will likely see a good response, the market may be somewhat oversaturated. Campaigns directed at health-conscious fathers may be a refreshing way to get more family homes involved in CSA.

A different avenue may be to target younger individuals in the area that are living alone, or with one or two roommates, and have a stricter budget. Many of our survey respondents were between the ages of 20 and 25. Additionally, when asked what would make our respondents more likely to sign up for CSA, options that suggested augmenting either the price or payment plan of a share were selected most frequently. While price and payment are probably the two most difficult aspects of CSA to change, more flexibility around payment may be extremely helpful to the success of CSA. The strict budget of young adults makes a lump sum payment daunting. Payment plans may allow consumers the ability to better manage finances to make CSA enrollment possible.

A majority of respondents spend about 11-20 minutes traveling for groceries. Survey results indicated that distance and traveling was an issue for most consumers mainly because CSA only provides a finite amount of groceries. Communicating that CSA pick up sites are close to many supermarkets would be an effective way to spread awareness of the variety of options

consumers have when choosing a CSA pick up location. With this information, prospective shareholders may rationalize enrolling in CSA, and then buying other necessities elsewhere.

Campaign Strategy

Operational Objectives of Campaign

The goal of our campaign is to increase CSA membership sign ups. Our secondary goal is to increase customer loyalty within our existing clients. Higher retention rates will provide more funding and help the overall growth of the operation.

In order to increase member sign-ups in the Dane County area, we plan to execute a campaign based upon the theme of individual responsibility for the well-being of one's own community. While the wellbeing of a community is determined by a multitude of factors, we plan to home in on the community involvement necessary to keep family-owned farms flourishing, and prevent big business domination of the food industry within the Dane County area. We believe this will be an effective strategy as many of our survey respondents claimed that they care a great deal about the well-being of their community; over 60% of survey respondents are passionate about buying fresh, local produce from Wisconsin, and over 80% feel that their fellow Dane County members are concerned with supporting local farmers as well.

Our creative campaign consists of two main concepts. The first will attempt to show many of consumers that while their current food shopping habits often *don't* give back to their respective community, CSA offers an alternative that can and does. These advertisements will not only encourage community members to sign-up for CSA, but also prompt them to reflect on the current choices they make with respect to food shopping, and what these choices mean for the greater Dane County community. The campaign is meant to be largely positive and harp on the benefits of joining a CSA, but also point out how many grocery stores or home delivery services operate under the guise of helping small farms, while really supporting bigger food corporations. In other words, if you care about the well-being of the Madison community, why give your money to a group of people you don't know, rather than support your neighbors?

Target Audience(s)

Our target audience consists of individuals who care about consuming locally-sourced produce and frequently cook meals at home. It's important we target those who are responsible for the cooking and food shopping of their respective home as they probably have the best idea of how much they currently spend/ are willing to spend on groceries.

A secondary target audience would be those that generally care about health and wellness. Although they may not currently realize the importance of getting produce from local sources, greater knowledge of how their food is grown and prepared would be a huge bonus of joining CSA. This knowledge creates trust between the farmer and the "eater," and contributes to the wholesome idea of a healthy lifestyle. Additionally, being a shareholder means a constant supply of produce in the home.

Persuasion Strategies

Over the course of the past few weeks, we've learned how joining a CSA can benefit not only the health and wellbeing of the shareholder, but also their community. We believe messages based on eliciting a sense of empathy and responsibility will be effective. Print advertisements that highlight the shortcomings of supermarkets in addressing the needs of their immediate community will be an effective way to differentiate CSA from more mainstream "healthy" food shopping options, such as Whole Foods.

Using ads that include farmers will help to break the "typical farmer" stereotype while strengthening the relationship between farm owners and shareholders. Focusing on the benefits of joining CSA in an effort to support the community's economy, and more specifically the wellbeing of the individuals in the community, may attract the variety of survey respondents who answered that they are very supportive of local economic initiatives. By facilitating more communication between farmers and shareholders CSA FairShare can aid in strengthening the relationship farmers have with their consumers. More transparency with respect to who is operating what farm will aid in our secondary goal of shareholder retention.

Most existing CSA FairShare campaigns we've come across focus on the idea that CSA provides shareholders with locally grown fresh produce. While this is absolutely true, it's not

enough to communicate its value to the public. We feel the narratives mentioned above help to show consumers what is unique about joining CSA, while simultaneously addressing the concerns of prospective shareholders.

Campaign Partners

In the Madison area, some partners that may be effective in distributing messages include University Health Services (UHS) or UW Health, Rec Sports, Dragonfly Yoga and Cyc Fitness. Outside of Madison, any fitness studios, community centers, or libraries would be great partners. These would be effective because they all involve individuals “bettering” themselves. Whether it’s working out, reading a book, or interacting with others from the community, people are engaging in a lifestyle that enhances their mind, body, or spirit. Many of these spaces have message boards or allow local companies to hang up advertisements, so it should be easy to develop partnerships.

Locations such as UW Health or other hospitals will have provide access to more varied audiences. Reaching out to the general population is always a good idea as individuals that may be interested in CSA may not be in our specific target market. While the population is more general, featuring CSA advertisements in space that promotes health is not random. CSA largely contributes to the health and wellbeing of the local community by assuring products are grown in a safe way.

Evaluation Plan

To determine if the campaign was successful, we will measure retention rates, membership signup and membership cancel rates. After implementing our creative strategies, we will create email surveys that are sent to those that signed up, those that canceled, and those that are members or frequent guests at our partner sites that are not engaged with CSA in any form. Surveying those that have not or are not enrolled in CSA but may have seen our campaign advertisements will help us understand if our campaign communicated our desired message, and what we can improve on in the future. More survey responses will help us to better understand how the decisions and opinions of consumers in each geographical area differ. If the survey responses shed light on a new issue we haven’t yet uncovered, more in-depth phone interviews

should be conducted to obtain open-ended explanations from respondents. Additionally, representatives from each farm should continue to be surveyed at the end of the season in order to keep track of what is working well with respect to marketing strategy.

Budget Considerations

With a \$2500-dollar budget, we'll have to make good use of as social media platforms; increasing engagement on the Facebook page will allow for a stronger connection with shareholders. The print ads that are created in the campaign will be promoted on social as well; For a small fee, these ads can be boosted so they appear in the News Feeds of target audiences we determine. . It's important that we engage regularly with our audience on these platforms to humanize the CSA Fairshare Coalition. In order to do this, we'll create a schedule for each team member's time spent online.

About half of our budget will go to printing various advertisements to give out at the places mentioned above. Any remaining funds will be reserved for a promotional event to attract new customers in the Madison community. While our budget is on the smaller side, it's possible that we can give out promotional items at a larger event or even on the street.

Timeline

We plan on sending out our advertisements one to three months prior to the 20-week growing season. This will allow the potential customers enough time to find out more about CSA and what they have to offer. Sending the advertisements out that early will also allow for early sign-ups so that the farmers will have enough time to plan accordingly to the amount of people that they have to produce for.

We also plan to participate in a promotional event during the peak of the growing season to invite people that are on the fence about CSA to try the products for themselves. Provided the budget works, this will show prospective customers the benefits of CSA and increase sales.

By mid-season we should be able to see if our campaign was effective in increasing the overall number of sign ups. At this point, we'd send out our post-campaign surveys to determine how effective the campaign was in increasing awareness of CSA and number of sign ups. For the

following season, we'll record all returning shareholders and separately record all shareholders that signed up after our campaign. By doing this, we'll be able to see if our campaign had a significant effect on retention rates.

Creative Plan

Summary

Emotionally charged print advertisements and social media posts will be the two main creative implementations of this campaign. We are hoping to elicit a sense of responsibility for the greater community good from our audience. Our creative plan is split into two main initiatives:

Use of Social Media

Using social media helps us in two main ways: 1) using social media to further develop the relationship between shareholders and farmers to improve retention; and 2) allows us to capitalize on our existing community by using them as an additional communication outlet to the greater public.

Caring about the effect of one's own actions on community members necessitates an ability to understand the lives and challenges of their fellow neighbors. In order to facilitate this understanding, we plan to create social media posts detailing the lives of CSA FairShare Coalition farmers. These featured posts will help those unfamiliar with growing their own produce to understand where their money would go if they were to sign up for CSA, and why it's important that their money would be given to farmers in the beginning of the season. The CSA Facebook page is relatively active, but by regularly posting about the lives of certain farm owners and what the success of their respective farms means to them, we hope to trigger a sense of empathy amongst the audience that claims to care about and want to help their community. The social media posts that go live on Facebook, Twitter, and the website weekly will further contextualize CSA for current and prospective shareholders. We will incentivize current CSA FairShare Facebook followers to share and engage with the posts by running online contests and giveaways.

“Where Is Your Money Going?” Print Advertisements

While social media marketing will serve as a great way to stay engaged with the community and possibly create new connections, in order to attract new shareholders, we will

have to widen the scope of our audience and hopefully target people who may have never or minimally considered CSA before, but care about their community.

Our second creative strategy, 12"x 18" sized posters (*figures 2&3*), highlight the shortcomings of CSA competitors. These will be posted on notice boards in community centers, libraries, and university buildings around Madison. In a less traditional setting, we will put the flyers on the back on bathroom stall doors in these and other buildings (i.e. coffee shops) throughout Madison, as this offers us a few seconds of undivided attention. These flyers could also be placed near competing food markets such as Whole Foods, with the hope that those who are planning to shop at the specific store or already have, will be reminded or informed of the effect of their actions on their community. It is likely that the print ads will only be viewed once by each person that comes across them, so it's important that they are attention-grabbing and possibly somewhat controversial.

By using variations of green with white in conjunction with earth tones on our creative materials, we can achieve a clean and healthy image, as the color green is often associated with healthy foods.

Example Images



Figure 1. Simple FairShare CSA logo.



Figure 2. (“hand” icon would be replaced with FairShare logo)



Figure 3. Comparison – CSA vs. Mainstream supermarket

Slogan

The slogan our team came up with was, “Keep your friends close, keep your farmers closer.” We chose this slogan because we want the consumer to be able to see the relationships that CSA farmers have with respective shareholders. The slogan insinuates that the best possible produce comes from resources closest to the individuals. The slogan is catchy, and plays off the commonly known phrase of “keep your friends close, and your enemies closer.” By pairing the slogan with great photos of produce from local farmers, we can help consumers visualize the benefits of shopping locally.

Explanation

We are confident materials posted on the website detailing personal stories of farmers and their farms distributed via social media platforms will see engagement from CSA FairShare Coalition’s existing followers; while acquiring new shareholders is the main campaign goal, solidifying a connection with existing shareholders will improve retention and create more opportunity for us to call on our community to help promote CSA. Both CSA and those that follow are extremely vocal on the Facebook page, often sharing personal anecdotes of their experiences and reasons why they love CSA, and what will be posted online should only boost these sentiments more. Additionally, including a call-to-action that probes page followers to share the posts will give CSA access to more people online that are “friends” with CSA shareholders. Passionate shareholders often become unintentional advocates for CSA and offer an avenue for free word-of-mouth marketing.

The print materials will receive attention because of their content and placement. As stated above, focusing on possibly unsettling facts about other popular food shopping options that claim to support local communities will stand out to viewers. Due to confirmation bias, it’s possible that some viewers will may disregard the information, but others may be interested in learning more about CSA and therefore consider CSA as a viable option. Also mentioned above,

placing flyers in places where attention is somewhat “required” such as bathroom stalls will make sure that our materials achieve maximum visibility.

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(LSC 515 Qualitative Interviews & LSC Quantitative Survey)

*Supporting local **farmers**. Strengthening our **community**.*



FAIRSHARE
CSA COALITION

Campaign Book

Executive Summary

FairShare's Community-Supported Agriculture program works to bring the community closer to farmers by cutting out the middleman and supplying consumers with fresh, locally grown produce straight from local farms. To begin developing our campaign proposal, we completed extensive background research, conducted a series of qualitative and quantitative surveys, and synthesized knowledge garnered from course lectures and discussions. Through in-depth analysis, our group uncovered barriers keeping consumers from signing up for CSA; these included low levels of overall awareness about the CSA program, along with hesitance stemming from upfront costs that consumers perceived as intimidating. However, our research also revealed opportunities for FairShare to craft messages that resonate with consumers; for example, for consumers already aware of the CSA program, sentiment about the program was generally very high, with respondents liking the idea of eating local and strengthening their community in the process. In addition, we revealed that messages delivered directly from Wisconsin farmers were likely to be perceived as credible, trustworthy and influential.

To capitalize on these opportunities, we have developed the *Supporting local farmers. Strengthening our community* campaign. Our core proposals include the implementation of a "Farmer Focus" series, which uses testimony and imagery straight from local farmers in order to craft credible and persuasive messages. Another main proposal is a partnership with a Madison-area restaurant for an experiential marketing event: FairShare would collaborate with the restaurant's chefs on special menu items that employ produce supplied by CSA farms, and would offer potential new customers discounts on CSA shares with their restaurant receipt. Through the publicity of the partnership and the increased credibility from the Farmer Focus series, we hope

that our campaign will help consumers perceive signing up for FairShare CSA as a more personally connective process – one that brings people closer to their food, farmers, and community.

Situation Analysis

Situation Background

FairShare CSA Coalition is a Madison area non-profit organization that has been working to help link local Wisconsin farmers with local consumers through CSA (Community Supported Agriculture) programs for over 20 years. With various forms of outreach and interaction, FairShare looks to raise awareness, support, and involvement in the process of supporting local farms. Through a CSA share program, FairShare connects a community member with a local grower, who provides them with “share boxes” of fresh, locally grown produce throughout the growing season. A mission statement taken from their website reads, “from farm to table and back to farm, we bridge the gap between area farmers and folks who are longing for a deeper connection to food and community.”

The main goal of the CSA model is to create an alternative mode of business that utilizes consumers who enjoy fresh, high quality, organic produce to mitigate the risks that many local farmers face during the growing season. By paying a lump sum prior to the growing season, the consumer is essentially investing in that farm to help ensure that the farmer has the resources needed to grow the produce. Through this investment, the consumer is not only paying for the high quality vegetables, but also for the peace of mind in knowing exactly where their food comes from and how it is grown. They are also increasing their levels of environmental stewardship and community support in the process.

Research Methods

There were multiple research methods used to gather the data needed to come up with a

quality campaign for CSA's. These include class lectures, online research, a background research report, qualitative interviews, and quantitative surveys. As a class, the first step was to conduct was a background research report. We began by doing online research in order to find information such as strengths and weaknesses of CSA in order to come up with ways they could possibly improve. The two parts that required a longer process were the qualitative interviews and the quantitative surveys. The qualitative interviews began with each student coming up with questions they believed would help gather background and information from a general audience pertaining to CSA's. Those questions were then filtered during class and by the teacher to create a standard qualitative interview for the entire class. Each student then interviewed one person in Dane County. These interviews were given over a time period of one week. The results were then compiled to where we were able to look at all thirteen interviews given. After the interviews were gathered, our group was able to look at all of the information collectively and come up with a few main ideas that were trending throughout the interviewee's answers. After finding the qualities that were important to the interviewees, our group was able to move on to the quantitative survey. The process for coming up with the quantitative survey questions was done in a similar way to the qualitative interview with the exception that these questions were based not on opinion but facts that we could collect actual data from. Each group shared their findings in class, and then the teacher narrowed it down to the questions that would help us gather the most important information from our audience. Each student in the class was required to give the survey to at least five people in Dane County or the areas surrounding. In order to get people interested in taking the survey, an option to be entered in a contest for the incentive of a \$50 iTunes gift card. A total of 175 people took the survey. This concluded the research portion of the project.

Research Findings

Background Research

FairShare CSA Coalition is a non-profit organization that utilizes the CSA model, connecting local farmers to their communities in Southern Wisconsin. In their presentation, “Expanding Community Supported Agriculture in Rural Dane County,” speaker Erika Jones explained that the organization allows for consumers to join a farm in the spring, receive boxes of fresh, delicious and organic veggies weekly or biweekly that change throughout a 20-week season, and attend events that take place on the farm. Jones placed great emphasis on how consumers could support a small family farm, strengthen local economies, and promote health. Depending on the farm, a season’s worth of small shares would cost approximately \$325-375, and standard shares would cost \$550-625. The organization clearly showcases their driving values, stating that they place strong importance on “education, outreach, community building, and resource sharing,” as stated on their website. Through programs such as their Partner Shares Program, and through the variety of events that they host, FairShare exhibits these aforementioned values, and through these programs, proves to consumers that their organization seeks to strengthen the community while supporting education and local food.

In their presentation, Jones stated that a campaign goal of FairShare was to, “reach new populations,” noting their attempt to resonate with younger consumers. According to a Mintel report from 2013, in the United States, ten percent of consumers utilized CSA in order to buy their fruits and vegetables, and the Mintel report predicts that this percentage will grow in the next years as the “local food movement,” driven by younger socially-conscious consumers, becomes an increasingly large influence in the larger population’s food purchasing decisions

(Grabowski, 2013). The report claims that one in five consumers seek to purchase vegetables from a local farm (either through a farmer's market, or a CSA), and 61% of those consumers report that buying local vegetables is more important to them than whether the vegetables they purchase are organic. In addition, Jones spoke about their desire to reach consumers from rural areas. According to a Mintel report from 2016, older generations, especially those from more rural areas, have reported interest in consuming locally-produced food because it supports their local economy (Smith, 2016).

Perceptions about current food options

According to the quantitative survey results, two-thirds of respondents reported that they usually purchase their groceries from a supermarket, with one-fifth of respondents saying they obtain their produce from a "smaller market." One percent of respondents reported that they usually purchase food from farmers markets. As gathered from the compiled qualitative and quantitative interview responses, a majority of participants reported "price" as one of the largest factors in determining where they currently shop for food. Sixty-two percent of participants reported that they spend between \$11-30 on vegetables during each visit to the grocery store, and a large percentage (45%) shop for groceries once per week. As evidenced in the qualitative transcripts, some respondents reported paying premiums for higher quality food; however, others preferred to sacrifice quality in order to get a better deal, as exhibited in Interview 5, where the respondent stated, "I need something affordable, which is probably the most important factor... I don't need the highest quality foods."

Additionally, convenience appeared to be an important consideration when consumers weighed their options for purchasing vegetables. Over 80% of participants reported that they

would not be willing to spend over 20 minutes traveling to the place where they purchase groceries, with 25% asserting that they would be unwilling to travel more than ten minutes. In the qualitative interview transcripts, participants expressed that they highly value convenience while acquiring their groceries. In Interview 2, a respondent states, “I would rather go to the closest store to me even if I have to pay a little extra for food,” showcasing that participants are even willing to pay a premium price in order to make the purchasing process easier.

Knowledge of and Past Experience With CSA

A vast majority of respondents (80%) reported that they had never signed up for a CSA in the past, with an additional 10% reporting that they had historically subscribed to the service, but are not currently enrolled. Conversely, 7% affirmed that they were currently signed up for CSA, and 30% indicated that they agreed, to any extent, with the statement, “I am potentially interested in signing up for CSA within the next month.” However, this percentage of respondents interested in signing up nearly halved when the qualifier, “even if it is somewhat inconvenient to do so,” was added to the beginning of the statement, which speaks to the importance of “convenience” as a consideration, as discussed earlier in this section. While none of the participants interviewed for our qualitative survey asserted that they were currently signed up for CSA, those who stated that they had enrolled in the service in the past reported quitting due to concerns about food waste, such as the participant from Interview 12, who stated, “I have joined a few CSAs but found that I received too many vegetables. I did take it to neighbors but still had too much go to waste.” Other participants who were familiar with the model stated that they had heard about it through word-of-mouth from family and friends. These people thought positively about the CSA model overall, but also exhibited concern about the issue of food waste due to the

large amount of produce offered in each box. This is illustrated in Interview 11, where the respondent said, “I think [the CSA model] is really cool. I know [my friend’s family] really enjoyed it while they were a part of the CSA... I guess my only thing that I noticed that was maybe negative is sometimes they would end up throwing away a decent amount of produce because they were given so much.” Therefore, it appears while a small percentage of respondents were currently enrolled in CSA, many knew family or friends who had historically signed up for CSA, and held positive feelings toward towards the service, but felt concerned about issues such as food waste.

Perceived barriers to signing up for CSA

The participants from our surveys considered the CSA model’s upfront costs as intimidating, which presents a potential obstacle to their enrolling in a CSA program. In Interview 5, the respondent stated that, “The upfront costs in a lot of the programs I’ve looked at is something that hurts a little to think about, but I love the idea of the program, which would basically help me support local farms with a lot more convenience,” showing that, even though respondents may hold CSA in high regard, the seemingly substantial upfront costs remains a large deterrent. As previously discussed, most respondents reportedly spent approximately \$20 per week on vegetables, which is roughly equivalent to purchasing a season’s worth of small CSA boxes by paying \$350 upfront. However, 50% of participants in the quantitative survey reported being disinterested, to any extent, with the idea of signing up for a small share and paying upfront, displaying that the obstacle stems from the fact that consumers must pay a cost upfront that they perceive as excessive.

Additionally, consumers may be dissuaded from signing up for CSA because they perceive the model as allowing them limited agency as to what vegetables are included. In Interview 2, the respondent stated, “I would sign up for CSA if the price was lower and if I could pick which product I would receive. I don’t really see a point in paying for something I may not want to eat.” In this interview excerpt, the participant is concerned about wasting their money if they are unable to choose the vegetables in the box prior to receiving it. In particular, this lack of choice may present an issue for consumers with dietary restrictions, such as the interviewee who said, “I love the idea of supporting the community and buying local however, I think I would like more control over what types of produce I would be receiving... but I can’t have potatoes or tomatoes but I can have green beans so it would be disappointing if I got a box with sweet potatoes and tomatoes.” In this quote, it appears that the consumer thinks highly of the CSA program, but is deterred from signing up because they believe they may be unable to eat some of the vegetables included in the box, despite having already paid for it.

Opportunities to Improve Communications about CSA

Per our research, it appeared that consumers may be hesitant to sign up for FairShare because they perceive CSA’s upfront costs as intimidating. Thus, FairShare has an opportunity to improve their communications through taking action to minimize consumers’ hesitation, making it more appealing for consumers to ‘try out’ the service. Our results exhibited a statistically significant correlation (0.28) between respondents’ holding of the belief that the cost of CSA is low, and their desire to sign up for the program. Also, consumers may perceive the upfront purchase of an entire season on boxes as overpriced and overly committal, as evidenced by how nearly 40% of respondents reported that paying for CSA on a per-box basis would “make CSA

very much more attractive,” and two-thirds of respondents said that paying for their boxes in weekly installments would make CSA either “moderately” or “very much more attractive.” Moreover, from the results of the quantitative survey, the number one change that would be most effective in influencing participants to enroll is receiving, “a free trial box - getting a small box of vegetables free before committing to sign up,” with 17% choosing this option. Additionally, in Interview 10, the respondent stated, “I think it would be a waste with me. If the boxes were smaller then I’d be more willing to try- but they should offer a trial period like other food services like blue apron.” This consumer had doubts about the CSA model, but remained open to participating in a trial, and there is a chance that the consumer may discover that they enjoy the service and enroll. Thus, if FairShare could develop a strategy to make their upfront costs appear less intimidating to consumers, consumers may exhibit desire to ‘try out’ the service, hopefully remaining subscribed if they enjoy the service.

In addition, our results uncovered that consumers generally trust messages that come from farmers, which opens up an opportunity: FairShare could craft an effective message through placing an emphasis on local farmers. Our quantitative results uncovered a statistically significant correlation (0.23) between respondents’ perception that CSA provides them with a strong connection to local farmers, and their willingness to sign up for CSA. Additionally, a large percentage of respondents noted that receiving a message from Wisconsin Farmers would be either moderately (35%), very (31%), or extremely (12%) influential. Interviewees from our qualitative survey echo this sentiment, with a respondent from Interview 12 stating, “I look for local farmers when buying anything in the grocery stores,” exhibiting that some consumers go out of their way to purchase produce that display messages expressed by local farmers.

Strategic Implications and Recommendations

As noted in the last section, our research has revealed that, even if consumers show interest in signing up for FairShare, they may be resistant to make the jump due to the shares' intimidating upfront costs. Thus, an opportunity arises; to mitigate this issue, FairShare should consider rolling out promotional offers that lower or eliminate this perceived barrier to entry. Some strategies FairShare could utilize include offering a free trial box before consumers commit to signing up, and distributing a coupon that discounts the price on consumers' first CSA purchase. As stated in the last section, although consumers note concerns about the CSA program when prompted, people generally think positively about the model. It follows that, once consumers feel more confident in actually signing up for FairShare, there is a better chance they will experience the program and become a repeat customer of the service. If FairShare was able to develop these programs, and then use these promotions as a foundation of a campaign, FairShare may be able to more effectively communicate their messages, incentivize sign-ups, and thus increase their subscriber base. Additionally, as previously mentioned, consumers reported disinterest in signing up for a season's worth of boxes at one time, despite reportedly spending a similar amount on vegetables overall through weekly excursions. Thus, FairShare could craft an effective message by clarifying that their service is not much more expensive for consumers, or else create messaging that clearly breaks down the costs. This idea could be further developed; it may be effective for FairShare to consider modifying their payment model, if possible, to become a weekly subscription type service as consumers would not perceive themselves as spending a lot of money, and would feel more satisfied, despite actually paying the same amount of money overall.

In the previous section, our group mentioned how our research revealed an opportunity for FairShare stemming from consumers' perceptions of farmers as an overall trustworthy source. FairShare may be able to craft an effective campaign through the development of communications that greatly emphasize the words of local farmers. From observing FairShare's current efforts on their own website and social media channels, it appears that the organization already crafts a few posts that show pictures of farmers, and some of these posts include quotes from the farmers. However, these posts are relatively rare, do not adhere to a consistent format, and do not primarily highlight the actual words of the farmers. If FairShare were to provide consumers with messages that they perceive as credible and trustworthy, it is more likely that these messages would resonate with consumers and invoke an increased desire for signing up for CSA. Thus, our group recommends that FairShare creates a series of promotional images that showcase images of CSA-affiliated farmers and puts the spotlight on their direct testimony.

Each addition to the series of farmer-centered messages would have a supplemental longer blog post on FairShare's website. Due to the manner in which search engines operate, maintaining a regularly updated blog can improve the organic search engine optimization (SEO) of FairShare's website. FairShare's website would appear higher in organic search engine results if its content contained more relevant keywords, as would be found in the supplemental blog posts, and also if more external links (i.e. those posted to Facebook) directed back to FairShare's own website. An improved organic SEO would increase page-views and engagement on FairShare's website, helping to raise awareness about the organization without the need to spend additional money on advertisements.

Campaign Strategy

Operational Objectives

With the implementation of the *Supporting local farmers. Strengthening our community.* campaign, our group seeks to help FairShare succeed in a few main objectives. First, we would like to assist the organization with creating a compelling, credible and influential social media campaign; therefore, we would like to help facilitate a rise in user engagement on social media channels such as Facebook and Instagram, which would be exhibited as an increase in likes, shares and comments. In addition, we want to increase traffic and user immersion on FairShare's website. Thus, our proposal has the goal of increasing the page-views and the average time users spend on FairShare's own website. Lastly, through offering a promotional discount for new FairShare customers, we aspire to see many customers sign up with the discount, and then remain signed up for CSA, hopefully resulting in an expansion of FairShare's base of loyal customers.

Target Audience

Our primary target audience for this campaign will focus on millennials and young professionals. This demographic is more likely to care about eating at local, trendy restaurants making them a perfect target for our campaign. Using a pre-existing target market of a restaurant like Graze will only help grow recognition for FairShare. It will be easy to convince this audience that supporting their local economy is very important to the community they live in. This demographic is also very concerned with maintaining healthy lifestyles and eating habits.

CSA shares these same ideals and can show how their ideals are aligned in campaign focused on health and connecting to the community.

A secondary target market for our campaign will be older community members, aged 45 to 65, who live in middle-class to upper middle-class communities in Dane County, such as Middleton. As evidenced by Mintel, this population places high value on supporting their local economy, and because this segment has the money to do so, these individuals go out of their way to purchase locally-produced food, despite the potential premium pricing.

Persuasion Strategies

In order to construct a campaign that resonates with consumers who already have memberships to co-ops and frequent farmers' markets, it would be effective to profile individual farmers. This strategy would be compelling because our research shows that consumers consider farmers to be credible sources, and consequently, messages about CSA that are voiced by farmers would be more likely to influence consumers' attitudes through internalization, where consumers would integrate the values and opinions of the farmers into their own way of thinking, resulting in the desired purchase behavior.

As evidenced by the results of our quantitative survey, consumers often perceive farmers as having high levels of expertise. FairShare should then construct messages that supplement this expertise with trustworthiness by using quotes that highlight the farmer's perceived honesty, character and safety. The organization could also accentuate farmers' credibility by using quotes that highlight their goodwill, or perceived earnest caring and altruistic qualities. For example, it would be effective to highlight how the individual farmer simply has the consumer's and the

earth's interests at heart; thus, consumers would be more likely to perceive FairShare's message as being very credible.

Additionally, because this select group of consumers already wants to support local farmers, a message containing attitude-consistent information expressed by these credible farmers would be evaluated as stronger by consumers due to the prior attitude effect. The aforementioned select group of consumers already exhibit that they would be willing to go out of their way to support farms through their shopping at co-ops and farmer's markets, so they may find it dissonant to then refuse to sign up for CSA when prompted.

As mentioned before, FairShare has previously created a few social media posts that show pictures of farmers, which sometimes are supplemented with quotes, but these posts generally center their messaging around the distribution of information about their organization. Thus, our proposed strategy of highlighting individual farmers is differentiated from previous CSA ads because, instead of concentrating on providing information about the organization, our new campaign directs the focus onto the words of the individual farmers. Consequently, this campaign would aim to capture the consumers' interest and trust through this credible source, but then allow for a "curiosity gap." If successful, this would keep consumers engaged and compel them to move forward, hopefully increasing the number of consumers to sign up for CSA.

Campaign Partners

In terms of campaign partners, FairShare CSA Coalition should collaborate with a local Madison-based restaurant, along with local farmers that already work with FairShare. It would

be beneficial to get the local farms that would be harvesting the products for CSA to speak out about joining the movement. These farmers could act as influencers, posting about FairShare on their personal social media channels, and FairShare could then profile these farmers and their farms on FairShare's own blog and social media pages. Another way to partner up with the community during this campaign would be to reach out to local restaurants who source from local farms. Two locally sourced restaurants that stood out were L'Etoile and Harvest. These restaurants are in the Madison area and, judging by their history, may be interested in supporting CSA. L'Etoile has served local and seasonal offerings since it opened 40 years ago, and Harvest was named one of America's top farm-to-table restaurants by Gourmet Magazine. Our last idea about partnering is one that could really reach our student audience. By partnering with The University of Wisconsin, CSA could advertise at the food carts around campus. We believe that each of these are good decisions on who to partner with, because they help CSA get their message out to a diverse group of people throughout the local area.

Evaluation Plan

In order to evaluate whether our campaign choices were effective or not we will do a series of things ranging from online statistics to surveys. We will collect online data from social media in order to help tell if our campaign was a success in those areas. We will judge success by the amount of followers we have and how active the amount of likes and shares we have for our posts are. We will link the ads to an informative website that can count when people click to learn more. For the advertisements done in person rather than through media, we can have informative flyers placed. This way it will be easy to count how many people are interested by

counting how many flyers are taken. We would then conduct a follow up survey to people who ended up joining the CSAs after a month has passed to see where they found out about CSA from, helping determine if our efforts made a difference.

Budget Considerations

A lot of the partnerships and potential marketing strategies we discussed in our campaign should not only be effective, but will also be relatively inexpensive to execute. The farmer focused aspect of our campaign will largely be made up of social media posts and website features, which will be minimal in cost. These posts and other forms of farmer-central material will require interviews or statements from local CSA Madison-area farmers, along with photographs and videos, but we anticipate that these various forms of testimony from the farmers will come willingly and at minimal cost to FairShare.

One of our other main goals, which was to partner with a locally-sourced restaurant in the Madison area, like Forage, Graze, or L'Etoile, should also be very cost-efficient beyond delivery of the produce to the restaurant. This idea should, in theory, generate money with the restaurants paying to support the local growers who are supplying them with vegetables. On top of that, we hope to get quality advertising and additional sign-ups for CSA shares out of it with a detailed and persuasive description of the partnership and of CSA in the food menus and in the restaurants themselves. We feel that the restaurant would be motivated to do this advertising because it will be better branding and publicity for themselves. If FairShare would in fact have to pay for some of the marketing material involved in announcing the partnership, this would be mainly in the form of small flyers and posters, and a lot of announcement material posted on

social media channels and the website. This will be very cost efficient and well within range of budget.

Timeline

As far as planning, we feel that November 2018 will be a great time to begin to set up some of the potential marketing strategies that we have laid out. While these ideas could definitely begin to be put into motion during the upcoming growing season, we feel that the off-season months would be a great time to begin to make connections and set up our marketing strategies while not getting bogged down with sign ups, deliveries, and packaging of CSAs.

Once a potential partnership is established with a Madison area locally-sourced restaurant, marketing for FairShare and CSA will be year-round. Though vegetables will only be delivered by CSA and prepared by the restaurant while in-season, marketing and information about the partnership with CSA will still be found in the menus and in the restaurants. We anticipate this will create year-round interest with those who enjoy locally sourced food, and hopefully lead to an increase in sign-ups.

The farmer focused side of our campaign can also largely be prepared and set into motion during the non-growing season months, starting in November. During the end of fall and throughout the winter, these local farmers will have much more time to sit down to do interviews and take pictures than in the busy summer months of planting and harvest. While it will still be valuable to get plenty of content from the growers while in-season and out working in the fields, we feel that a lot of the content can be created when the farmers have more time to offer.

Creative Plan

Summary of campaign materials and unified theme

Our group will be developing a campaign that centers around a series of experiential marketing events made possible through a partnership with a local restaurant, and we will utilize a mix of owned media (organic social media and website), earned media (press releases), and paid advertising (posters, paid social) to promote these events.

The first step of the campaign would be to secure a local restaurant with which to partner for a series of FairShare sponsored events. At these events, FairShare would provide the ingredients and collaborate with the restaurant's chefs on a recipe for a small amount of unique options that would supplement the restaurant's normal menu. The partner restaurant would then serve these options while supplies lasted.

All materials used in the campaign would be a part of a unified series, and thus would incorporate consistent imagery, messaging, color schemes, and tone. First, we would like to introduce the *Farmer Focus* series of images, which would be a primary aspect of the campaign. Each image in the *Farmer Focus* series would show an image of a singular farmer (or family) from a farm in the FairShare CSA Coalition, and would include a succinct direct quote (not more than one or two sentences) about their specific work, or something related to the importance of eating fresh food and supporting local farmers. Ideally these messages would exhibit a strong emphasis on values such as community, care for the well-being of consumers and the earth, and their pride in producing the highest-quality fresh vegetables. In order to evoke the idea of "freshness" in consumers, all of these images would incorporate colors such as green, vibrant

oranges/reds/yellows, and light blue, with the farmer's quotes written in an easy-to-read serif font. Each addition to the *Farmer Focus* series would be numbered in order to further personalize each message, make them feel "hand-made," and potentially give consumers the urge to keep up-to-date on the series in order to "collect them all," despite them being found in digital form online. In addition, 24" x 36" printed posters promoting the CSA/local restaurant partnership event would be distributed around Madison to be displayed on public notice boards downtown, along with inside coffee shops, public libraries, community centers, record stores, and other spaces that highly value strengthening community and willing to showcase the poster.

Regarding social media, our campaign would utilize posts on FairShare's Facebook and Instagram pages. First, FairShare would regularly post new *Farmer Focus* images on both Facebook and Instagram, updating these pages two to three times per week in addition to their usual postings. Each of these images would link back to FairShare's own website, where there would be a longer blog-style post profiling the individual farmer showcased in the image. FairShare should sponsor one *Farmer Focus* post every two weeks in order to increase visibility and issue a native-style advertisement that educates and provides value to consumers. In addition, FairShare should create a Facebook event page for when FairShare/Restaurant collaborations are scheduled; this would consolidate all of the important information in one place, making it easier for consumers to access, and would be helpful in facilitating a space for consumers to share the event themselves and invite their own friends.

At the events in the partner restaurant, three to four 24" x 36" printed posters of select *Farmer Focus* images would be hanging up. In addition, small 3" x 5" *Farmer Focus* images could be found on a table tent at every table. At these events, attendees would receive 4" x 11" paper menu supplements, and these would exhibit the same overall look and color scheme as the

rest of the FairShare-sponsored messages. These menu supplements would provide information about the limited edition menu options, along with information about these menu items' ingredients and the farms that produced them. On the back of these menu supplements, consumers would be able to find information about FairShare, along with a coupon for 10 percent off their first season of CSA shares, further incentivizing consumers to sign up.

Example Images (used "Graze" as an example for potential restaurant partnership)



GRAZE



NOW PARTNERING

With

FAIRSHARE

CSA COALITION



Now locally sourced with produce from
Madison area farms. Strengthening the
community while supporting local farmers.

Get 5% off your own CSA share with your Graze receipt!

LEARN MORE: www.csacoalition.org



FAIRSHARE
CSA COALITION

FAIRSHARE X GRAZE MENU

Menu Item 1

Ingredients, vegetables, etc.....\$11.99

Menu Item 2

Ingredients, vegetables, etc.....\$11.99

Farmer Focus



Table tent version for use in restaurant



Slogan

Wisconsin farm raised brought to you by Graze.

The strategy we decided to use when coming up with this slogan is based upon targeting people take pride in the quality and sourcing of the food they put in their bodies. These are the type of people who eat at the healthy restaurants we would like to collaborate with, such as Graze. By choosing these people as our target audience, it can already be ensured that they are interested in eating organically, buying locally and have the money to do so. We realized that this limits our target audience to people in their 30s and up and family dynamics. In order to make this slogan concept work, we will decide which slogan to use in each restaurant based upon the age demographic of the consumers who regularly eat at each location.

Explanation of how materials will get attention

In our campaign, we will first draw consumers' attention by promoting a partnership with a restaurant using posters, special menu items using CSA vegetables, table stands featuring farmer focus/CSA discounts, call to action to visit Fairshare's website, and Graze recipe cards included in the CSA boxes. Teaming with a restaurant such as Graze will enable us to use the target market that they have already established and immediately have a larger audience. With a platform like Facebook, we will be able to draw more attention to specific events and send out invitations to attend in order to get people excited to come to the restaurant to try farm fresh dishes using CSA products.

Another way our campaign materials will draw attention is by using posters inside the restaurant as well as popular food markets in the Madison area – East Campus Mall and the State Street area, for example. By placing posters in these types of areas, we can draw our target audience to the partnering restaurant. The posters placed inside the restaurant will draw attention to the fact that when they order their meal, the vegetables are provided by CSA and that if they enjoy their meals, they may think of signing up or continuing to frequent the restaurant.

For the *Farmer Focus* posts on social media, we propose that FairShare pays to sponsor one image every two weeks in order to ensure that the content makes an impression on users, especially those who are not currently following FairShare on social media. Using Facebook and Instagram's powerful advertisement targeting capabilities, FairShare can utilize keywords in order to make sure that FairShare's money is used in an effective manner and that these posts are exposed to users within the correct target market.

The final way our campaign will keep the attention of our target audience is by having table stands and/or small advertisements on the menu. Whether our campaign was successful in drawing the audience to the restaurant or they came in without seeing our campaign material, we can ensure they will see images of our strategy as they are about to order their meals. We believe using clear and appealing images in partnership with an established restaurant is the best way to draw and keep the attention of our target audience.

Works Cited

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Changing Perceptions: FairShare Marketing Plan

Executive Summary In order to accomplish FairShare's goal of increasing sign ups for CSA shares, this campaign will raise awareness of CSA , address the concerns of potential customers, and showcase the benefits of participating in CSA. Although people generally love the idea of CSA, we would like to address their concerns, mainly regarding price and convenience of pick-up. We have data from qualitative and quantitative surveys that show that people are concerned about paying the sum up front as well as having to travel long distances to pick up the produce. Instead of avoiding these topics, we will directly address these issues to show people the concerns are unnecessary. We will also raise awareness of CSA while showcasing the benefits it promises such as supporting local farmers, eating healthy, and living an eco-friendly lifestyle. These goals will be accomplished through creative marketing and advertising tools with significant statistics and persuasive imagery. Lastly, we will propose incentives to sign up for CSA which consists of adding extras to the boxes and sponsoring community events. The additives to the boxes are simple and cost-effective, such as recipe cards and small seed packets. The events we propose are relatively easy and inexpensive, such as setting up a booth at local farmers markets and collaborating with UW athletics to draw in customers. We feel that with these tactics and suggestions, along with the quality of CSA produce speaking for itself, this campaign will undoubtedly increase sign-ups with FairShare.

Situational Analysis

Situation Background

Fairshare CSA Coalition is an organization which works to connect local farmers to people in the community who are interested in receiving fresh, locally-grown vegetables.

Fairshare works on education, outreach, community building, and research sharing in order to increase the accessibility of CSA shares. The process for signing up requires a payment in full up front to cover the weekly boxes of produce through the 20-week season. There is an option for a standard share as well as a small share for a lower price. There are also payment options for low-income families who cannot afford to pay the total price up front. Each week, the boxes are available for pick-up at specified locations.

Through this campaign, FairShare is hoping to improve participation in community supported agriculture by increasing their sign-ups for shares with local farmers. There is no specific demographic Fairshare wishes to target for this campaign, as their first and foremost goal is to increase sign-ups in the community of Dane County. Dane county is one of the most populated regions in the state of Wisconsin with about half a million residents. Of these residents, about 80% are Caucasian. The median household income is about \$65,000, with only 10% of residents in poverty (U.S. Census Bureau).

Research Methods

The research methods we used to gather data were qualitative interviews and a quantitative survey. The qualitative interviews were conducted over the phone or in person, and then later transcribed. Thirteen different interviews were conducted over a two-week period. The questions were designed to find out more information about the lifestyle choices and opinions on CSA of people living in Wisconsin. Everyone in the class came up with options for interview questions, and the best were compiled into a ten-question interview. We asked interviewees about their personal shopping, cooking, and eating habits, their feelings about organic, locally-sourced, eco-friendly food, and their opinions on CSA as well as any suggestions for improvement.

The quantitative survey questions were created to find out more detailed information about questions we had after completing the qualitative interviews. For example, we asked about average travel times to purchase groceries and amount of money spent on vegetables each week. Once again, the best ideas from a compiled list of quantitative questions from the class were consolidated into the final survey. The members of the class then each distributed the survey to five or more people to complete, and it was also completed by several individuals and organizations known to the instructor of the class and the director of FairShare. There was an overall total of 175 people completing the survey. The respondents were offered anonymity as well as a chance at winning a fifty dollar gift card upon completion of the survey.

Research Findings

The qualitative interview that was conducted concluded quantitative results. For example, the biggest misunderstanding from interviewees were the upfront cost of the weekly shares. Interviewees were reluctant to join the program because they either wanted a cheaper price or they wanted a payment plan. "Maybe if you also didn't have to pay 300 or 600 up front ... even just splitting it up twice like 150/150. I'd just be a lot more willing if it was split up just some." Through our collection of data we determined that it would be best for CSA to shares that are based on an individual's income level. In focusing on income level we believe that this will bring in more clientele. Other issues that played a role to interviewees not fully committing to CSA were the small variety of shares. There are only two available boxes to purchase, which make it harder for people to decide if a big or small share is the appropriate amount for each individual or family. "I think I've always been wanting to try something like this, but are the boxes big? Because I live by myself and I don't want to waste the food" (pg 2 interviewee). With only two boxes to choose from interviewees are worried receiving too much food that could potentially be

wasted or receive not enough food to support the family. Other suggestions included having the ability to create a box or share, specifically being able to pick and choose what you would like and the amount. Lastly, the discussion regarding CSA not having transportation for delivery decreased the chances of interviewees signing up. Several of the interviewees believed if they had to pick up the shares weekly, they might as well go to the grocery store. We concluded, that if Community Supported Agriculture were to have a delivery service it would increase the amount of signees, which would tailor the program to the customer.

Finally, in conducting the quantitative survey we found out tons of information specifically pertaining to percentages and spending amount, whether that was time or money. One research finding was that people are more interested in buying “fresh, healthy food” rather than “fresh, healthy, organic food.” This information was based from the findings of the data that displayed only 35% responded strongly agree when the word “organic” was in the question and 60% responded with strongly agree when the sentence did not obtain “organic”. Other findings included that the average person from the survey would be willing to travel 11-20 minutes to purchase groceries. Also, the perceptions to sign up with CSA, had a .28 correlation, which positively related to more people signing up. Since these individuals thought it would be cheaper, more convenient and had a connection with local land and farmers, they would be more willing to sign up. Other research informed that most people quoted they cooked at home everyday of the week or at least 2-3 times a week, which informs us on which share would be appropriate for this individual and their family. Another example of valid data were that 54.86% of the people would be willing to spend up to 20 minutes to receive groceries. Overall the majority of the information conducted from quantitative survey was beneficial to the redirecting and remarketing of CSA to increase their brand.

Strategic Implications and Recommendations

The qualitative interview, quantitative survey and background research all seem to backup the same few claims made previously. One of the big takeaways from our research was that messages matter. In all three research methods, perceptions held a statistically significant relationship to self-reported intentions for CSA, so we want to make sure that all of our implications are focused upon changing the perception of community supported agriculture.

The significant perceptions include that it was cheaper, convenient, and fostered a connection to the land and to the farmers. Keeping the different messages at the core of the campaign and focusing on changing these four perceptions of CSA's would be the most effective strategy. One way we could do this would be comparing the cost of a CSA box each week versus that same cost at other grocery stores, such as pic n save, or whole foods. We think that if we showed the box and the price and then right next to it there was a picture of how many vegetables you got from whole foods for that price. I think that this would change the perception of how expensive a CSA box is.

In addition to this we could use this same strategy of compare and contrast between CSA's and grocery stores for other perceptions such as convenience, connection to the land, and recipes' using the vegetables.

We decided to target an audience that already had the same values needed by CSA consumers. These values included environmentally friendly, locally sourced, and promoting the community. These consumers are usually found at farmer's market, co-ops, or events that promote these things, so we would strategically do outreach at events that these people may be at, such as different conferences, farmers markets, street festivals, etc. By promoting our events that

help connect the farmers and the consumers, people will be to experience connecting with where their food comes from. Stated in both the quantitative and qualitative interview, people would be more likely to sign up for a CSA if they receive something unique and can't get through a grocery store.

Campaign Strategy

Operational Objectives of Campaign

Although the overall objective of this campaign is to increase sign-ups for CSA shares, there are several important factors we intend to target specifically in order to produce this outcome. First off, we really want to bring about awareness of CSA and educate the public on the benefits of participating. We feel that this is a very important first step in sparking interest, as we have found that many people--including ourselves--had never heard of CSA before this campaign began. We also would like to change people's attitudes towards CSA. Based on our own knowledge as well as survey data, many people initially perceive this program as overly expensive and inconvenient. We would like to shift these views to a more positive outlook of seeing CSA as a way to support local farmers and the community, be eco-friendly, and feed your family nutritious, wholesome produce. By bringing awareness, education, and influencing the public's views of CSA, we are confident these campaign strategies will attract more CSA sign-ups, the ultimate goal that FairShare is trying to accomplish.

Target Audience

Our main target audience for this campaign will be busy families with kids, and more specifically, busy moms. These families will most likely be middle- to upper-class families as CSA is quite pricey, especially with the fact that you have to pay the sum up front. These families will reside in Dane County, as that is the demographic desired by FairShare to increase

sign-ups. We feel that this will be the most effective target audience to tailor our campaign to because there are many persuasion strategies we feel will be especially effective with this group of people. For example, we will use social norms regarding families and the foods they choose to feed their children as a means of persuasion. A secondary audience we may target with this campaign is people who already pay a lot for fresh produce, such as people who shop at Whole Foods. We feel that this specific group will be an effective audience to target because we can show them how switching to CSA can save them money while helping local farmers and the environment. The reason this will not be our main target audience, however, is because we believe it is a pretty small group of people. So, although it may be very effective to advertise to them directly, we still need to consider our overall goal of increasing total CSA sign-ups, which we feel will be best accomplished by targeting busy moms and their families.

Persuasion Strategies

For our campaign we want to focus on establishing social norms about CSA, such as that it is an affordable way to receive produce, and shift people's emotions about CSA's. We want to shift people's thinking about CSA, as many people in our target audience have never heard of it or have a slightly negative connotation of it being inconvenient and pricy.

One aspect that we want to try to address is the fear of feeding your family unhealthy food. This negative connotation of unhealthy food will lead to a negative affect and avoidance of the unhealthy food. This angle could be too forceful or fearful, so we could also focus on using a positive effect of what happens when you eat healthy food. This approach focuses on changing consumers' behavior and relies on reward seeking desires. Both of these would be good ways to use different emotions in our campaign, especially since most of our consumers lack expertise in this domain.

Another strategy that our campaign will focus on is social norms. Since our target audience will be moms, we want to make sure that most of the campaign is focusing on that CSA's are starting to become more and more of a social norm. I think that this would be more effective if we show groups of people all together cooking with a CSA or hanging out with friends. Within these social norms, we can split it up into descriptive norms and injunctive norms. Both of these norms would be effective for our CSA campaign since descriptive norms are the perceptions of the common beliefs and behaviors of those around us, whereas injunctive norms are the perceptions of the beliefs and behaviors others approve of. By using flyers, commercials, etc about these norms, it will start to get the idea into our target audience that this is now a social norm.

By using these different types of norms we are focusing our campaign around changing the perception of what a CSA is. This is different from previous campaigns since other campaigns are focused around how great CSA's are for the family and for you but hasn't really given people a strong idea of who they are, what they are good at, and how they add value to everyone's life.

Campaign Partners

The organizations and people we will try to acquire as campaign partners are healthy food bloggers in the Dane County area, local co-ops like the Willy Street co-op, and groups from UW-Madison such as UW athletics. An example of a food blogger we may contact to partner with is Megan Hile Block, author of the blog Foodalution. She focuses on healthy options in the community and it would be great for people like her to reach out to her audience to bring awareness about CSA, as these people are likely already interested in healthy food and supporting the community. As for the co-ops, Willy Street would be a great option because it is

in the area, sells healthy, local food, and would likely support a cause like CSA. People who shop there, of course, are already interested in these things as well and are more likely to be interested in participating in a program like CSA. Finally, we feel that partnering with groups at UW-Madison would be extremely beneficial as the university is what makes up a large portion of Dane County and has a great influence in this area. Partnering with a group like UW-athletics, who strives to be healthy and has many athletes to feed, has opportunity for great success with CSA.

Evaluation Plan

Since our campaign will be successful if we gain CSA more signups, this is the main way we will measure if it was successful. At the end of our campaign we will send out the same qualitative survey to the general public of Dane county to see if people who didn't sign up knew more or less about CSA. We will then complete the same statistical tests to determine if there was a significant difference between the surveys from class versus the survey after the campaign.

Budget Considerations

Taking in consideration that we have a budget of \$2500, our campaign will be quite simple but effective. The main approach is to spread the word at a low price to as many people as possible. First, method would be to create social media platforms as such as Facebook, Twitter and Instagram to build relationships and a strong support system. Also, a large portion of our budget will go towards printed media. Essentially, we would buy sections in the local newspaper to inform and persuade people to learn more about and sign up for CSA. Another method that we plan to invest in are printing flyers to hang up and pass out around different communities and nearby areas. Lastly, to generate a broader variety of CSA prospects and signees a primary

approach would be to contact local radio host to potentially have sections throughout their radio show to speak and discuss CSA to persuade and inform people the benefits of the organization.

Timeline

The different elements that our campaign is using throughout the course of the year will be during the whole time period. We believe that the constant notoriety of CSA will keep people engaged in the organization and invite new signees if the program is often spoken about on radio stations, discussed in the newspaper and seen throughout the communities on flyers. Weekly or bi-weekly announcements for CSA members to update them with new events, discounts or issues that may be occurring can only be beneficial in the long run. As time approaches harvest season we do plan to have more social events as a community outreach for people who may or may not be involved in CSA. This can be a friendly gesture to persuade local people to support local farms with events supplying food, drinks and a good time for people to come and learn more about CSA. The overall goal is to keep people up to date with what CSA is doing or improving to make their life easier during this process.

Creative Plan

Summary of Campaign Materials and Theme

The three mediums we will use as campaign materials are flyers, social media/web-based advertisements, and an event proposal, where a more informational, pamphlet-style advertisement will be handed out. The flyers will be letter-sized paper and there will be two different designs. The first type of flyer will use statistics to talk about the benefits of eating nutritious foods, what other moms are feeding their kids, and the risks of kids not getting the proper nutrition. This is where we will utilize social norms as a persuasive strategy to busy

moms. The second type of flyer will be a comparison of the prices of CSA shares compared to other places where fresh, organic produce is sold, like Whole Foods. We are dedicating a whole flyer to convincing consumers that the price is actually fair, because, according to the surveys, the price is a significant deterrent from participating in CSA. These flyers will be posted around the community in common areas like noticeboards in public buildings, at and around food stores like Whole Foods, local rec centers, and other popular areas.

We decided to include social media based advertisements as well, because they are such a popular media platform nowadays. Since we are mostly intending to target busy moms, we decided that the most logical social media platform to advertise on would be Facebook. This is mainly based on our prior knowledge of the fact that Facebook is becoming much more popular among the older generations, and less popular with the younger ones due to emergence of other platforms like Twitter and Instagram. These advertisements will focus more on awareness rather than specific aspects of CSA because, based on our own reactions as well as people around us, we have found that awareness is something that needs to be addressed.

Finally, we would like to propose that representatives of FairShare or CSA farmers open a booth at local farmers markets where they can not only sell their produce, but also talk to people about CSA, hand out pamphlets with information, and potentially increase sign-ups. We feel that this will be especially effective because members of the community will not only get to meet the farmers or representatives, but they will also get to see the produce first-hand and address any questions or concerns they may have about CSA right away. Handing out pamphlets at the same time will serve as a reminder about CSA and will also describe how it works and answer FAQs.

There are a few things that will be unified throughout all of our campaign materials in order to produce a unified theme. These will be the color scheme of the background, a comparing and contrasting message, and a slogan. The print media will all be created using the same tools and techniques on InDesign and Photoshop, with similar styles, fonts, etc. The slogan will be displayed on all types of advertisements. The comparing and contrasting is more of a subtle theme but we feel that it will be a particularly effective persuasive strategy in our campaign. The comparisons will not always look the same, however. For example, we will compare CSA and whole foods using side-by-side pictures, whereas we will use social norms as comparisons for moms to persuade them to make the health choice (CSA). Using these techniques, it will be clear that the different means of advertising are from the same campaign.

Example Images



Incentive One- Seed Packet



11 x 8.5' Social Norm Flyer

HOW MUCH WOULD YOU PAY?



\$25
CSA BOX

\$40
WHOLE FOODS

Same produce, same quality
and supporting local farms!
Join a CSA today!

8.5 x 11' flyer - Money



11 x 8.5' Convenience Flyer

Slogan

“C.S.A....., C.S.A....., SUPPORT YOUR LOCAL FARM TODAY”

We believe that this slogan will be effective for our campaign based on the rhyming scheme used. Slogans that are catchy and fun are easier to remember for adults and especially children. The message is encouraging people to explore CSA and promoting to support local farming.

How Campaign Materials Will Get Attention

Our campaign materials will be able to attract the audience by using a compare and contrast of CSA boxes next to the same box of food items, but it costs more. We think this will be effective since it shows that CSA can actually be cheaper than what the average person spends on groceries, which is something that the consumers don't realize. We use this same tactic to promote convenience of CSA's by placing all the local CSA pickups on a map and then placing the grocery stores on it as well, which are actually much less abundant than previously thought. These two compare and contrast models help change the perception of CSA. We will then place these flyers in strategic locations, such as the back of bathrooms stalls, where we will get some undivided attention. In addition to these flyers, we have come up with recipe cards which can be handed out at events for adults to try a new recipe, but since they have the fair share logo on them, they will know where it came from, hopefully sparking interest when looking back. We also created seed packets to hand out, to try to get little kids more involved with CSA by promoting gardening, and growing things. All of these campaign materials are unique and eye catching, which will catch the consumer's eye. By involving kids, it shows that CSA is about community and wants to involve all of its consumers, not just its adults.

References

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Fresh Taste, Friendly Face, Family Farms



FAIRSHARE
CSA COALITION

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Executive Summary

This campaign provides insight and evaluation of the current and prospective profitability and stability of FairShare Community Supported Agriculture (CSA) Coalition. In order to make CSA more well-known in the Madison and Dane county area, we have decided to target the already healthy-aware and active individuals and families that would want to continue or begin purchasing shares with FairShare. By emphasizing the uniqueness of the target audiences' current lifestyle, we will show that the addition of FairShare CSA will only further enhance their health goals. Additionally, we are focusing on providing more transparency about what CSA is, what it provides, and how it can benefit the target audience. Some of these things of course are the health aspects that therefore will increase life and longevity and the sense of community built among farmers and the people who purchase their produce and help their farms.

To do this, we have created inviting and colorful posters and will place them around the city- showcasing real farmers and their families and what it means to be a CSA member. We will also implement an enhanced website that will make it easier for potential members to obtain information about CSA. Lastly, we advise that FairShare obtain an Instagram account. This will increase overall social media outreach. This platform serves as a space where we can promote CSA as a part of a healthier lifestyle. Additionally, it is a place to share the stories of the farmers providing the produce, and of the community.



Situation Analysis

Situation Background

This semester, the client being served by the students of LSC 515 is FairShare CSA Coalition. CSA stands for Community Shared Agriculture. When someone signs up to be a member of a CSA Coalition, they essentially purchase a share of the farm, thus supporting the farm throughout the growing season. In return, they receive a box of fresh vegetables weekly or biweekly throughout the 20-week growing season. FairShare CSA specifically supports farms in the greater Dane County area.

In recent seasons, FairShare CSA has seen a plateau in the annual membership (the number of shares purchased throughout each growing season). This can be observed in either the overall decrease in share purchases, or the individual farms not reaching their personal quotas/goals (for example, a farmer only selling 80 shares when they had previously/intended to sell 120). After meeting with representatives from FairShare, we learned that additionally, they are observing that they are reaching a limited audience. Currently, most of their customers are from the greater Madison area. FairShare CSA expressed interest in reaching some of the other populations in more rural areas of Dane County, but their primary goals are to increase membership and raise more awareness for the organization.

Preliminary background research shows that the median age in Dane County is 31 years old¹. This is likely due to the large college-age/young adult population present in the city of Madison. Additionally, Dane County contains some wealthier towns, including Maple Bluff, Shorewood Hills, Fitchburg, Verona and Middleton. Additionally, there are some more rural

areas including Lodi, Mount Horeb, Cross Plains and Deerfield. Based on our preliminary research, our group believes that it may be best for FairShare to continue targeting the Madison area, due to its higher overall population and diversity.

Research Methods

At the beginning of the semester, we had an initial meeting with representatives from FairShare CSA. They went over some basic information about their organization, their goals, and information they obtained from a survey they conducted. After learning their goals, we began planning questions for our qualitative interviews. Each student in LSC 515 submitted eight potential qualitative interview questions, justifying why each one would provide important information to our overall campaign. After screening from the professor and teaching assistant, the class collectively determined which questions were most important. The qualitative interview questions strived to provide thoughtful insights into CSA participation. Once we had a finalized list of questions, each student was instructed to conduct an interview with an individual from Madison. Interview transcripts were compiled after completion, and trends/patterns in answers were observed.

After the qualitative interview process was completed, the class began working on developing questions for the quantitative survey. While the methodology in determining survey questions was quite similar to that of the qualitative interview, our goal was to obtain more concrete, numerical data from the survey. After it was developed, each student in our section of LSC 515 was instructed to distribute the survey to at least five individuals. Additionally, the professor distributed the survey to a couple groups of people. Respondents who completed the survey had the opportunity to enter an email to win

a \$50 dollar iTunes gift card. The survey was in circulation for about a week, after which the results of 175 total respondents, ranging in ages 20-65, were recorded.

Research Findings

We have learned quite a lot from background research and information we've compiled through quantitative and qualitative measures. Most of this information is very helpful and useful in making our campaign successful. Based on our findings from the background research, we can see where Fair Share is excelling, and where some improvements can be made, which is extremely useful in planning out campaign.

Based off of qualitative interviews, we have learned that generally, people in Dane county didn't really know much about CSA but liked the idea and concept of the produce boxes when they were told what it was. However, they were mostly unsure of commitment due to pricing and convenience (boxes would have to be picked up at a specific time/location and paid for in full at the beginning of the growing season). Another key piece of information was that a lot of the interviewees also mentioned their concern over food waste from the boxes. Of the individuals interviewed, 96% were either single or living with only one or two more people and were unsure of how to best utilize the box. One such interviewee said, "I just don't really see the value for me. I don't mind trying it, but I'd be more willing to commit if it were smaller and maybe even you could choose what particular produces you'd want in it. That way you don't really waste what you're getting and you know what you're going to get." The ones who had children and families were less likely to be concerned with waste in this matter as one mentioned, "This is something that I would be interested in purchasing for my family as it may reduce my spending at the

supermarket." This and the previously mentioned concerns greatly affected their attitudes and commitment on the boxes where they were less likely to buy a box right there and then.

Community and lifestyles was an important aspect of the research. The average ages for the people in the qualitative interviews ranged from the early 20's to the late 50's. This was expected as most of these were in the Madison and Dane county area. Since CSA's focus is more on rural and Madison, we would expect more to be around the college and adult life stages. The thought in turn was that they'd be healthier or wanting to eat healthier. They would also prefer to help out the community and local farmers more too as seen in an interview where they mentioned, "I love the idea of supporting the community and buying local.", as well as, "I would definitely be more swayed to purchase local. I think it's important to support your community.". This goes in hand with the survey where 39% were moderately concerned and 30% were very concerned in supporting local farmers. There was even 14.94% who were extremely concerned- a value much higher than what we thought it would be. Overall, approximately 84% of respondents had some level of concern. This is clearly a significant value, and was definitely an important outcome of our research.

Of the 175, when asked how often they or someone in the household cooked meals at home, 50% answered that it happened most days of the week, 33% with 2-3 times per week, 12% every day of the week, 2.3% once a week and 2.3 % with never. It was interesting to see that 2-3 times per week was the most common response, even with the potential pools of those in family households. We also found that family/friends, scientists from UW-Madison and Wisconsin farmers were viewed as very influential in terms of if they

personally gave them messages about the environment.

From the quantitative survey, we learned quite a few things as well. One of the surprising findings was seeing how much of an effect using the word “organic” could have on people's attitudes as seen in questions five and six of the survey. These questions asked individuals to rate how strongly they agreed with a set of statements, keeping the word “organic” in one, and leaving it out in the other. Interestingly, there was a 25% increase in respondents marking that they strongly agreed with a statement expressing interest in purchasing fresh, healthy food grown in Wisconsin when the word “organic” was removed from the phrase. From this we could draw the conclusion that using the word “organic” in advertising materials and throughout the campaign may bring forth unwanted negative reactions by our target audience.

Another interesting statistic we drew from the quantitative survey was that nearly 80% of respondents had never heard of CSA before. Additionally, 10.29% of those surveyed have been signed up for a CSA in the past, 7.43% were currently signed up, and 2.3% were unsure. This confirmed to us that we need to improve how CSA is marketed, in order to make it more known, and sought after as opposed to other supermarket alternatives. This can be remedied by a multitude of things, but through the survey we learned that particular areas we could focus on in terms of our campaign is convenience and pricing.

In terms of pricing and convenience, when asked on choosing one option that would be most effective in making them sign up, 20.11% chose paying on a per-box basis without the commitment to buy more. About 17.24% chose getting a free trial box before having to commit through sign-ups and 15.5% chose reduced price. These choices directly correlate with pricing and convenience. Additionally, people seemed

to be unsure on committing due to the high upfront payments of either \$350 or \$600. However, in the survey, we found that 38% of the 175 surveyed spend about \$11-20 already on vegetables alone, which is only a \$4-\$10 difference from the spread-out price of only about \$15 to \$30 a week per box based on the upfront price.

Continuing with the idea of convenience, 66.29% of our participants answered that they usually get their groceries from the supermarket. This was dramatically increased when compared to the 1.14% who get their vegetables at the farmer's market and the 20.57% who get them at the smaller markets. Interestingly, about 55% answered that they would be willing to go 11-20 minutes in travel time to get their groceries. The time convenience ranged from 0-30+ minutes, and this statistic shows just how important convenience is to our target audience.

Strategic Implications and Recommendations

According to the results from our quantitative survey there are some small changes that could be made to help increase the number of CSA shares purchased. Based on our background research, the price of the shares is of highest importance to prospective customers.

In the quantitative survey, we asked many different questions pertaining to the cost of the shares. While we may not be able to lower the overall price of the shares, the payment methods for shares themselves could be improved. Survey respondents indicated that two aspects of CSA would make it more likely for them to purchase a share. First, individuals expressed interest in weekly payments for shares, rather than paying for the whole season upfront. The second aspect that would make CSA more appealing to our respondents was being

able to choose the vegetables that go into your share box. Of these two requests, the payment method is something that would be easier to change being that farmers cannot change which vegetables grow naturally in the different seasons. Additionally, the survey respondents noted that they typically spend roughly \$11-30 dollars a week on vegetables. If this is compared to the \$350 price of a small share, that would be equivalent to \$17.50 per week (throughout the 20-week growing season). This weekly payment would be much more appealing to our target audience, as opposed to an upfront payment of over \$300.

Spacing out the payments into various installments does not have to be the only method offered, but can definitely make CSA more appealing if it were offered as an additional option or alternative to the upfront payment. Having this payment plan as an option might lead more individuals to sign up for CSA shares, rather than resort to other options which are commonly thought to be more practical, such as the supermarket and the farmers market. The addition of a lowered price along with the support of local farmers, freshly and naturally grown foods, and a support for a cleaner environment would help make a substantial push for more shares being bought for CSA. Many individuals participating in CSA likely already have some level of interest in local, fresh produce. This notion, combined with the varying price options could definitely secure a wider target audience for FairShare. These recommendations are the ones that are both supported by our quantitative results, and the easiest to realistically implement.

Campaign Strategy

Operational Objectives of Campaign

Regarding the operational objectives of the CSA campaign, our group has decided to focus on a couple of things. Ideally, after our campaign has been fully implemented, we hope to see an increase in understanding of what CSA is, in addition to an increase in the number of shares purchased from FairShare CSA annually.

In terms of increasing the number of shares purchased, this can be done by showing our target audience that the expense is a minor price for the quality of food they are receiving. To do this we would compare the money spent on their own groceries versus the breakdown price of the CSA boxes- to which we found was similar. We would also want to diminish any negative perceptions our audience may have regarding CSA, in addition to showing them how great of a benefit CSA is.

In terms of increasing knowledge, and awareness about CSA, we can better equip our target audience so that they are adequately informed about the services that CSA Coalitions offer. That way, they can make an educated decision about where they obtain their vegetables from, and feel as though they are contributing to a worthy cause/mission.

Target Audience

Based on our findings and previous research, our target market for this campaign would be to people in their mid 20's and older- while also focusing more on families and people who are already invested in their community. The main reason we've chosen these groups has to do with lifestyle. We've chosen to target individuals in their mid 20s, and older. People in their mid-20s would be a good target audience because this group of individuals have a unique, busy lifestyle. At this age, an individual could be starting a new job, meaning a new schedule. Additionally, someone else this age could

be starting a family. Since the mid 20s are typically seen as a time of transition, they will be different for everyone. However, it isn't uncommon nowadays for individuals, especially in that age group, to strive to lead a healthy lifestyle, including both healthy diets and activity.

Lifestyle in young families helped us decide to focus on them as well. As mentioned above, new families could also benefit from the services of FairShare, or other CSA Coalitions. Since there is an abundance and variety of produce to try with a CSA share, it saves families time and money when preparing meals. It's also a great way for them to still feel connected with the community during their busy life as well as give them means of keeping their loved ones healthier. Additionally, individuals already involved in the community would be more likely to become a member with CSA, due to the shared community interest.

Persuasion Strategies

Now that our objectives and target audiences have been identified, we would like to elaborate more on the strategies we will implement to accomplish the goals we have for FairShare. In terms of message content, we believe that messages containing clearer information will be the most effective in our campaign. Additionally, we believe that messages based on social norms could be utilized in our campaign to increase the number of shares/memberships purchased.

Primarily, we want to focus on providing clearer information to CSA customers. Currently, the FairShare website is packed with information, however, not all of it is necessary. Fine-tuning this information to include only relevant information about what CSA is, and why FairShare CSA Coalition is the right Coalition for Dane County residents to

participate in is most important. While the extra information is nice, it doesn't show how the customers will be benefiting from CSA. Having more basic information will increase the level of understanding about the organization, and about the how the community is benefitting as well.

The second message that we think will be useful in our campaign will be based on social norms. As stated above, our target audience was chosen based on lifestyle choices. The idea of a busy family or a busy young adult could be used to generate messages about the campaign. For example, an advertisement surrounding our campaign could focus on having a busy lifestyle, but still having the desire to eat cleanly. With data obtained in our quantitative and qualitative surveys, we could demonstrate that much of Dane County has the same desires, and that it is attainable to live a busy, healthy life with the help of CSA.

The strategies that we have developed will build upon ones that FairShare already has in place. For example, they already have sufficient content surrounding their services and events. The content just needs to take the next step and be provided to the correct target audience, in the correct manner. The combination of the firm backbone they have provided, in addition to our improvements, will hopefully increase membership for the next growing season.

Campaign partners

The range of partners that could help our campaign be successful is broad. Overall, since one of our primary messages is to convey that it is completely attainable to have a busy and healthy lifestyle, we think partnering with other organizations or individuals that embody the same attitude would be beneficial to the campaign. We recommend pairing with any trending

food-based social media accounts, such as @goodful or @fitmomma4three. Both of these accounts, especially the latter post frequently about healthy eating using fresh foods. Additionally, to promote community outreach, we also feel that FairShare could partner with multiple homeless shelters such as, The Salvation Army of Dane County, or The Road Home Dane County. We could sell left over shares to them at a discounted price. This would benefit the community by helping the homeless. Additionally, it would also give us another vital opportunity to help promote CSA. In addition to area homeless shelters, the same concepts could be applied to area nursing homes and hospitals. By selling bulk shares to these larger industries, we would maintain the goal of increasing membership, while helping provide the community with sustainable food as well. Lastly, all of these places provide outlets for posting advertisement.

Evaluation Plan

Our campaign success will be evaluated by various measures. First, we will measure if there is an overall increase in membership, specifically with our targeted age group. Additionally, our campaign success will be evaluated based on the knowledge the target audience, and hopefully someday the general public, has regarding CSA Coalitions and what they have to offer. With that being said, an influx of membership over the course of the campaign will be considered as a success.

Lastly, we will evaluate the success of our campaign based upon the satisfaction of new customers. Ideally, we would like to make their membership with FairShare a conversation so the services that FairShare provides can be adequately adjusted over time. The survey, or check in with the members would occur quarterly (five times throughout the 20-week growing season).

Additionally, we suggest an exit evaluation for anyone that may terminate their membership with CSA. Though the surveys seem tedious, they will provide FairShare with adequate input that evolves over time. This input will be of great help in providing the best service to customers in the long run.

Budget Considerations

We have been given a budget of \$2500. Most of the budget would go towards advertising CSA, and FairShare specifically, since we've found that little of the population knows about it. Marketing CSA is one of the biggest and best things that we can do to involve more of the community and to make the concept of CSA more prevalent. This can be done through a reorganization of the web page, sending out fliers and emails, and local advertising and marketing events like deals at the farmer's market booths or Concerts at The Square.

One of the elements to spend the budget on could be a possible benefit event for the farmers and the community. This raises awareness as well as potential membership amounts for CSA. This also reflects well on CSA as a real community-effort campaign and adds to the credibility and truth of the campaign's message and story.

Another budget consideration would be the processing and development of advertisement materials, such as printed posters and website modifications. In terms of website modifications specifically, an updated website could be made using Wix.com. The interface is extremely user-friendly. Additionally, the domain subscription for fairsharecsa.com (currently available), would be a small cost of \$38.95 for a three-year subscription (\$12.95 annually).

As for time and effort, again, more of it would be devoted to marketing CSA to the

public because the more interests and memberships we get, the more we can work with improving the campaign and raising funds. Along with the time and effort, we could spend it with the community itself-seeing what farmers would like as well as the customers.

Timeline

The timeline for our campaign is more fluid, since much of our campaign is providing advertisement materials and more transparent information about CSA in general. While we don't have timeline boundaries, we do have goals set for when we would like certain aspects of the campaign to be executed. Our first goal is to develop and post the persuasive advertisement materials, including print posters. Next, we would implement the website improvements, and add the Instagram account to FairShare's social media docket. Ideally, all aspects of the campaign will be implemented by the 2019 growing season.

Creative Plan

Summary of Campaign Materials

In order to successfully carry out the message of our campaign, we will implement a variety of campaign materials. These materials include print media/posters, web-based content, and social media. Our goal is that the materials will cohesively communicate our underlying campaign theme, which is 'lifestyle.' Additionally, as stated in previous sections of the report, some of our campaign materials will focus on transparency, and the importance of making and adding healthier food options and decisions.

We plan to use 12x18" printed posters to communicate different messages

throughout the campaign. There will be two different designs of the posters, each equally communicating the message. The posters will be placed on bulletin boards in the greater Madison area, especially at locations where you would find our target audience. These locations could vary, since we selected our target audience based on lifestyle, focusing on those who carry out a healthy way of life while managing a busy schedule. Specifically, we will focus on young adults and families. With that in mind, some examples of locations where you could find our campaign posters are Starbucks/other coffee shop public bulletins, Memorial Union or Union South, or a gym/yoga facility. We would place the posters in these areas because they combine the busy, active, and healthy lifestyle aspects of the group of individuals we are targeting.

The web based content of our campaign will mostly include updates to the website that will make the basis of what community supported agriculture is clearer. The website will be more user friendly and aesthetically pleasing. We suggest that the client, FairShare, updates their website based on the attached website mock-up. For budget considerations, we created our mockup on Wix.com, and a domain could be available to FairShare. The website will also contain links to FairShare's social media pages.

The last aspect of our campaign materials include the addition of an Instagram account. We think the current FairShare Facebook account is being managed well, but would like to add another platform. Instagram is growing in popularity (up 100 million users in the last calendar year from 700 million to 800 million)², especially with our young adult and new family audiences. We think opening an Instagram would benefit FairShare by gaining membership traction, and at the very least, obtaining additional advertisement.

Lastly, our goal is to maintain continuity across all campaign materials. In order to do this, our campaign slogan will appear on all campaign posters. Additionally, it will be found on our website, and as a part of our Facebook and Instagram biographies. Our print and electronic media will also have the same

general color scheme, containing earthy tones (browns and greens), in addition to bright, friendly colors (soft yellows, and blues

Advertisement Materials Printed Posters

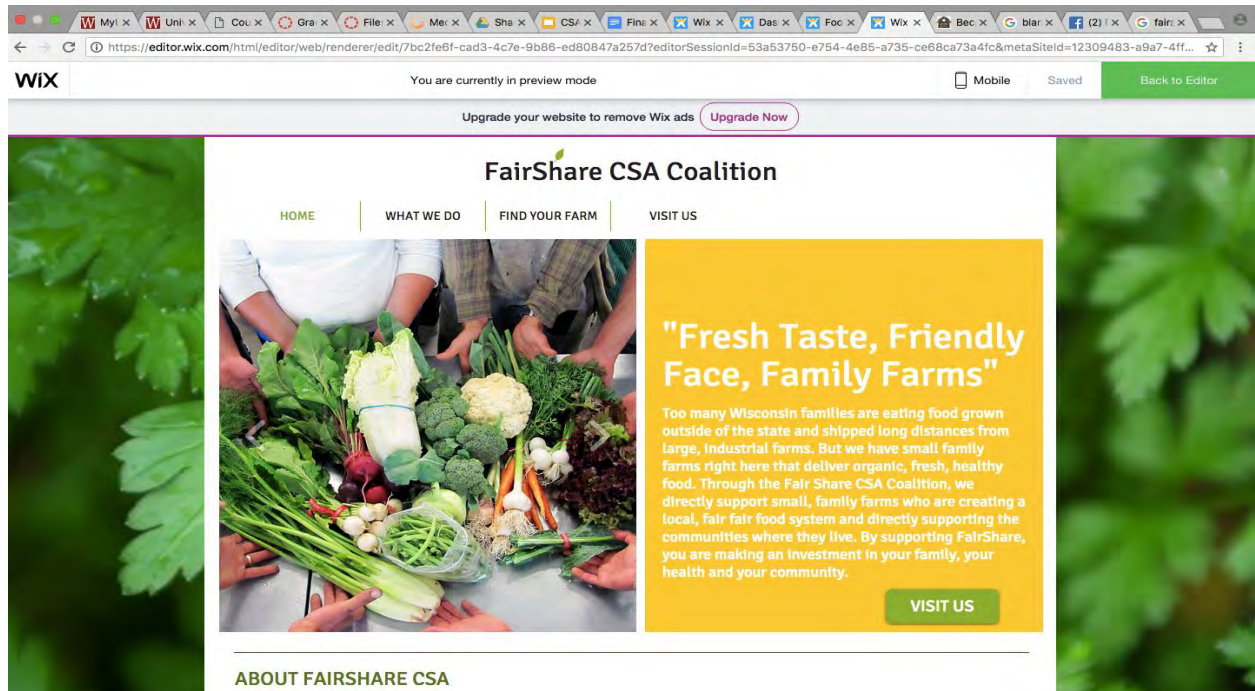


Print Design #1

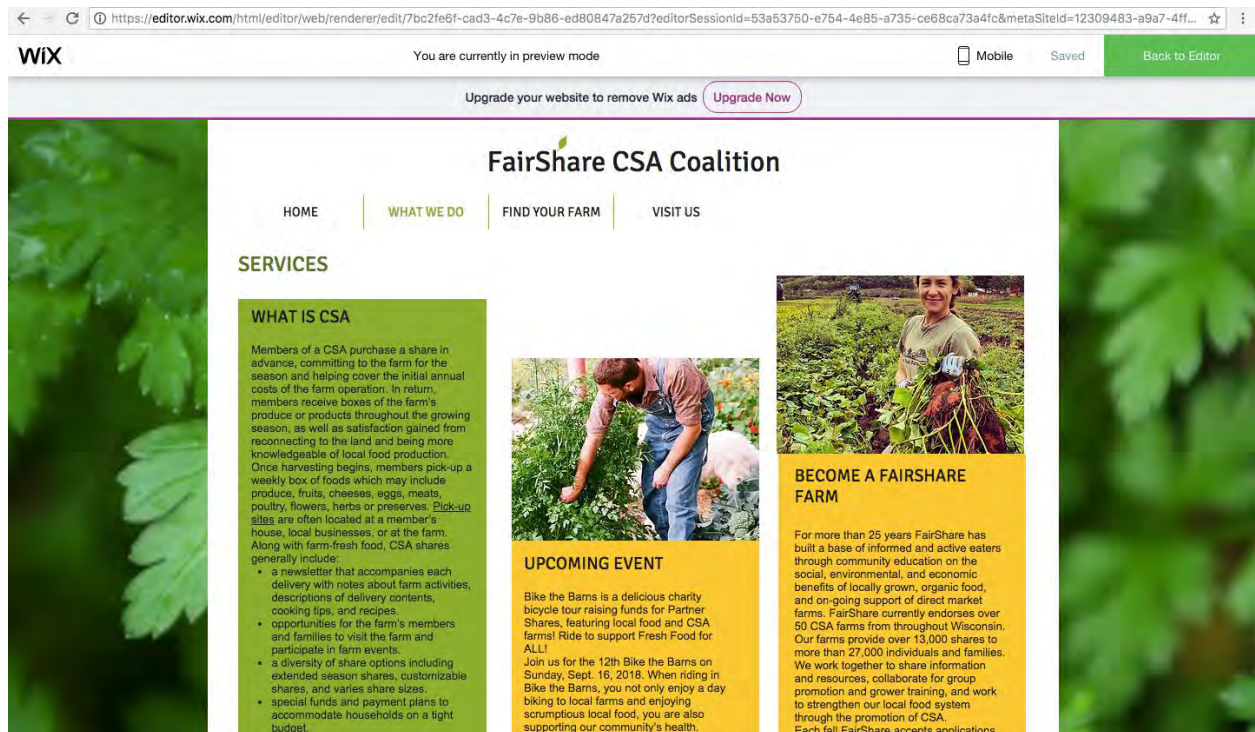


Print Design #2

Website Mock-Up

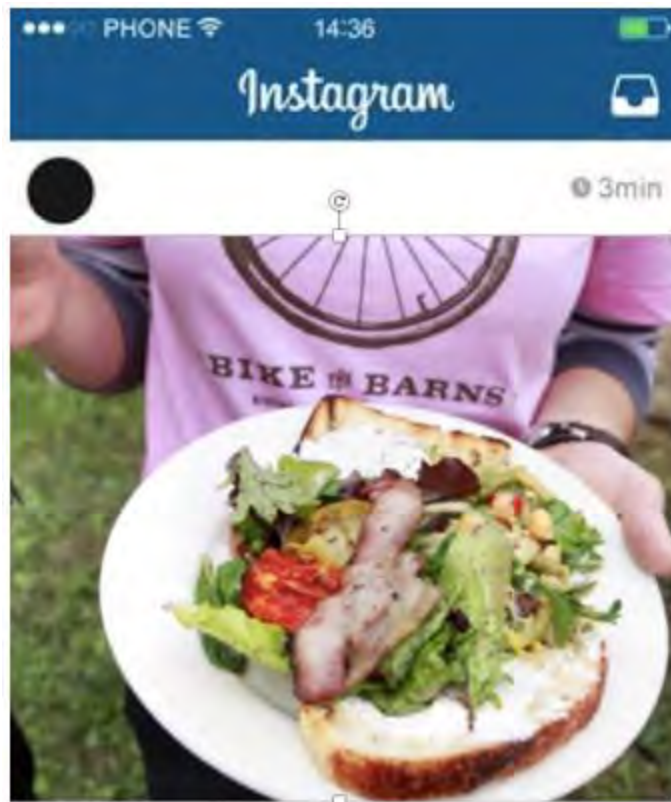


Home-page of the FairShare CSA Website



Example of informational page

Instagram Mock Post



MMM – Look at that DELISH Sammy made with fresh FairShare veggies!! This can all be yours! Follow the link in bio for recipes 😊

Slogan

"Fresh Taste, Friendly Face, Family Farms"

The purpose of our slogan was to try and promote the fact that with FairShare, you will be getting quality fresh foods accompanied by a great smile from our farmers, who work hard and diligently on crops year-round. The reasoning behind the slogan was to appeal to our target audience of families and people who value a friendly fresh environment for their foods as well as supporting local farmers. This slogan makes the farmers feel more relatable as "friendly" and "family" make it seem like the relationship is close and warm.

Getting and Keeping Attention

Based on past research and data we have seen, FairShare, and other CSA Coalitions aren't well known to people in Madison and Dane County area. In order to get their name and services more well-known we have implemented a few ideas. Overall, our goal is to increase the awareness of CSA services, primarily by increasing advertisement. As discussed above, this will be done through the utilization of print posters, increasing social media presence, and enhancing the transparency of information on the website. Hopefully, the combination of the three will maintain the attention and interest of our target audience.

The posters will grab attention due to their consistent color and layout. Additionally, all print posters will also contain an image as the focus of the poster. The idea is that the image will leave viewers wondering what that image is representing,

leading them to read the text information on the flyer. Using images of families and our farmers, we hope to spark our target audiences interest in learning more, which will lead them to the website or our various social media outlets.

Another way to hold our audiences' attention is through an enhancement of FairShare's website. The new website will focus on the important aspects of CSA such as the slogan, mission statement, and information about the produce box services as well as information about the farmers themselves. We noticed that the current website doesn't have a clear picture or information about the content of the boxes and so our goal is to make information more transparent with the update. The website will also be more personal by sharing information about specific farmers involved and community events. This level of trust between the audience and FairShare will also be built upon because the audience knows they can count on the website and CSA to be reliable and whole-hearted in their mission.

Lastly, an Instagram account will be created to boost CSA's name and services across the social media platform. On Instagram, we could post photos or short videos about our services, farmers or community-environment. Utilizing this resource would be a quick and unique way to hold the attention of our audience. There are a lot of Instagrammers and businesses who become famous through their posts and this is a great way for CSA to get more connected with the younger adults of our target audience.

Naturally, all of our content will have our new slogan for FairShare, making it recognizable to members of our target audience as it's seen across the different advertising platforms.

References (APA style)

¹: Madison, WI. (n.d.). Retrieved March 26, 2018, from
<https://datausa.io/profile/geo/madison-wi/#housing>

²: Instagram monthly active users 2017. Retrieved May 2, 2018, from
<https://www.statista.com/statistics/253577/number-of-monthly-active-instagram-users/>



About UniverCity Year

UniverCity Year is a three-year partnership between UW-Madison and one community in Wisconsin. The community partner identifies sustainability and livability projects that would benefit from UW-Madison expertise. Faculty from across the university incorporate these projects into their courses with graduate students and upper-level undergraduate students. UniverCity Year staff provide administrative support to faculty, students and the partner community to ensure the collaboration's success. The result is on-the-ground impact and momentum for a community working toward a more sustainable and livable future.

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