



# Ohio Direct Marketing Case Study Report

Exploring marketing practices, marketing challenges and market access for Ohio food producing farmers and other key players in Ohio's food chain

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*Report prepared by Julie M. Fox, The Ohio State University, October 2009*

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OHIO AGRICULTURAL RESEARCH AND DEVELOPMENT CENTER

# Introduction

## **Purpose of the Study**

Farm venture profitability and sustainability can be improved by assisting producers in improving marketing practices, expanding market access, and reducing the price spread between the producer and the consumer. Lucrative niche markets in large population centers may be promising opportunities, but limited access to markets, the high cost of market intelligence and scale-related inefficiencies are inherent barriers to entry for Ohio's food producing farmers.

Ohio is rich in diversity with rural Appalachian communities to the southeast, a lakefront region to the north, and growing immigrant populations in numerous metropolitan areas. Ohio is one of the most urbanized states in the country, yet retains over half its land base in agricultural uses (Clark, Sharp, Irwin & Libby, 2003). Seventy-three percent (73%) of all urban land cover in Ohio is located within 5 miles of a highway (Reece & Irwin, 2002). This unique proximity of metropolitan and micropolitan areas, combined with growing interest in local foods, presents unique marketing opportunities. Since market systems are rarely defined by state boundaries, it is also significant that Ohio is conveniently located within a 600 mile radius of 60-70% of the U.S. population and 51% of the Canadian population and within a day's trucking of some of North America's most lucrative and diverse food markets.

The primary objectives addressed in this project were to better understand these significant marketing opportunities, identify the best ways to assist Ohio food producing farmers in more efficient and orderly marketing to reach these markets, and to begin measuring the impacts of these marketing improvements. Electronic markets and technology have the potential to reduce marketing and transaction costs and otherwise level the playing field for these enterprises. An electronic infrastructure, such as MarketMaker, that successfully connects food producers to its best suited market, has the capacity to significantly impact rural economies as well as better serve a dynamic marketplace.

The project included a three phase work plan that began with survey-based research to profile producers and identify their perceived marketing challenges and opportunities. The second and third phases included case study research and a web-based survey to further study the impacts of improved market access. This report is one of three reports associated with the project, "Exploring and improving marketing practices and regional market access for Ohio's food producing farmers".

Related research and Extension work continues through the Ohio Direct Marketing Team, a statewide team with representatives from numerous organizations committed to enhancing the growth of the agricultural industry through increased direct sales of products, services, and experiences.

## Acknowledgements

This project was made possible through funding from the Federal-State Marketing Improvement Program, Transportation and Marketing Agricultural Marketing Service, USDA in cooperation with the Ohio Department of Agriculture.

A special thanks to the direct marketing team members who assisted with the research and writing of the case studies: Christy Eckstein, Lori Panda, Julie Strawser –Moose and Christie Welch.

## Project Partners

Ohio Department of Agriculture, Division of Markets

The Ohio State University

Ohio Agricultural Research and Development Center (OARDC) & OSU Extension  
College of Food, Agricultural & Environmental Sciences (CFAES)

## Additional Contributors

The Ohio Grape Industries Committee

The Center for Innovative Food Technology

The Ohio Farm Bureau Federation

The Ohio Center for Cooperative Development

The Ohio Farmers' Market Managers Network

The Ohio State University South Centers, Business Development Team

The Ohio Produce Growers & Marketers Association

The Ohio Direct Marketing Team

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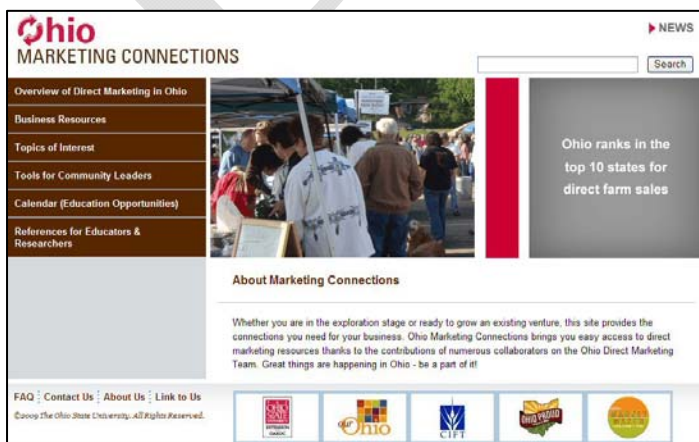
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**Ohio**  
MARKETING CONNECTIONS

Overview of Direct Marketing in Ohio  
Business Resources  
Topics of Interest  
Tools for Community Leaders  
Calendar (Education Opportunities)  
References for Educators & Researchers

Ohio ranks in the top 10 states for direct farm sales

**About Marketing Connections**

Whether you are in the exploration stage or ready to grow an existing venture, this site provides the connections you need for your business. Ohio Marketing Connections brings you easy access to direct marketing resources thanks to the contributions of numerous collaborators on the Ohio Direct Marketing Team. Great things are happening in Ohio - be a part of it!

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<http://directmarketing.osu.edu>

# Project Overview & Cases

## PROJECT OVERVIEW

A case study is an empirical inquiry that is one of several ways of doing social science research (Yin, 2003). Case study has been a common research strategy in business (Ghauri & Gronhaug, 2002).and offers significant opportunities to the marketing community (Bonoma, 1985). Individual case studies are presented to explore, explain, describe, and illustrate real-life marketing situations in Ohio's food chain.

The objectives of these case studies were to:

- 1) ask "how" and "why" questions within the real-life context of direct food marketing to better understand dynamics within the context of Ohio's food chain.
- 2) identify the effective ways to assist food producing farmers in more efficient and orderly marketing to reach viable new markets.
- 3) explore changes in marketing practices and market access that result from use of resources organized through MarketMaker (<http://www.ohiomarketmaker.com>).

## Selected Cases

Case study research is not sampling research. Selecting cases was done so as to maximize what could be learned, in the period of time available for the study (Yin, 1989; Stake 1995).

Cases included:

Schacht Farm Market	Producer and retail farm market
Brinkman Turkey Farms	Processor and retail farm market
DM Yummers BBQ Sauce	Processor and retailer
Tremont Farmers' Market	Farmers' Market
Henke Winery	Processor and retailer (including restaurant)
I & K Distributors	Distributor

Businesses were located in various areas throughout Ohio and ranged in age, size and scope. Future cases will be developed using the protocol established through this project. For example, the project team is interested in gaining additional perspectives from chefs/restaurants, grocery store buyers and institutional buyers.

## **FIELD PROCEDURES**

### **Field Procedure for this Multiple Exploratory Case Study Research Project**

For this qualitative research, investigators met prior to initial contacts to cover the project overview, case study background, pre-specified field procedures and guide for the report. Investigators were provided with the following materials

1. Initial contact (Script requesting access; MarketMaker listing and activity report)
2. Preparation for the onsite visit (Draft letters/emails to confirm visit – initial and right before the visit)
3. At the onsite visit (Case study interview questions, Release Form)
4. After the onsite visit (Thank-you letter; A guide for the case study report/narrative)

While the business situation in each case presented a different perspective in Ohio's food chain, the guide for the report outlined consistent content on the marketing practices, marketing challenges and market access in Ohio's food chain.

Business Overview & Marketing Situation

Products/Services (packaging, pricing, payments)

People (customers)

Places (distribution)

Promotion & Positioning (advertising, signage, merchandising, customer relations, PR, ...)

Planning & Marketing Management (challenges, opportunities, priorities)

Marketing Assistance Resources

Cases also include insight into how businesses use Ohio MarketMaker for market intelligence, customer communications, and acquisition. All cases were conducted in 2009.

A direct marketing team member interviewed the owner or manager of each business and gathered information through other sources of evidence such as documentation and direct observation. Interview questions and additional details can be found in the summary and appendix of this report.

All cases were conducted in 2009. An Ohio Direct Marketing Team member interviewed the owner or manager of each business and gathered information through other sources of evidence such as documentation and direct observation. Construct validity was established through multiple sources of evidence and having draft case study reports reviewed by key informants. Reliability was achieved through the development of case study protocol.



# Schacht Farm Market



## *A Case Study from the Ohio Direct Marketing Team*

This case study was prepared for the 2009 OPGMA Summer Tour & Field Day, [www.opgma.org](http://www.opgma.org). This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

Schacht Farm Market, 5950 Shannon Road, Canal Winchester, OH 43110  
Lisa & David Schacht

## Business Overview

Schacht Farm Market began selling fresh quality fruits and vegetables to the local central Ohio community in 1981 with 11 acres and three types of vegetables. Today, the farm has more than 60 acres and provides a variety of fresh homegrown produce and the “Pick Your Own” experience to a diverse group of urban and suburban customers. Their retail farm market is open from the end of April to the end of October.



## Marketing Situation



As fifth generation farmers, David and Lisa Schacht both grew up on dairy farms before deciding their future in agriculture would be selling fresh produce. The Schachts differentiate their market from the grocery store by focusing on freshness and offering consumers a connection to the family farm. Their overall marketing strategy is to take advantage of their great location and to keep things as simple as possible – simple product line, simple packaging, simple displays, simple customer communications, and simple marketing methods.

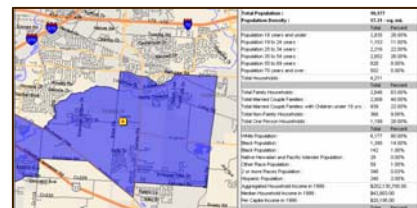
## Products/Services

Schacht Farm Market sells a variety of fruits and vegetables, beginning with strawberries and asparagus at the end of April and continuing with favorites such as tomatoes, peas, peppers, melons, berries, squash, and sweet corn. In the autumn, they attract niche markets with products such as Pick Your Own greens and bulk potatoes. Most products are displayed to make it easy for customers to select their own. Pricing is adjusted when select products are packaged or offered in larger quantities. In addition to the produce they grow, they purchase tree fruits and other quality produce to meet consumer demand. They offer new products based on customer suggestions, and discontinue products based on sales levels. Other than food items, the Schachts grow soy and wheat as rotational crops and retail straw and squirrel corn. They accept a variety of forms of payment, including cash, checks, credit cards, debit cards, food stamp benefits, senior farmers’ market nutrition program coupons.

## People (Customers)

The majority (85%) of Schacht’s sales are retail. Over the years, their customer mix has shifted from people wanting bulk produce to preserve to more people wanting convenient access to fresh local food and the recreational farm experience. “The growth in demand for local foods has become very prevalent, so the impact for us is new clientele,” commented Lisa. “We definitely have the mature customer who remembers what it’s like to either garden themselves or what it tastes like to have fresh corn that was picked that day. They’re going to be great customers indefinitely. But we’re seeing the young people again who want to experience the farm or get that healthful source of food. We’re also seeing the ethnic groups who desire a product that they could get in the old country coming to the farm to see if that’s available.”

In addition to their retail sales, they sell to a select group of other farm marketers who attract different clientele, as well as through a wholesaler to reach other key markets and distribute occasional surplus products. While they do not focus on sales to restaurants, chefs and caterers shop at their market. According to the food consumption data in Ohio MarketMaker, their customer base includes households with a high level of average fruits and vegetables expenditures. The census data in Ohio MarketMaker provides reports on demographic and income information in their census tract ([www.ohiomarketmaker.com](http://www.ohiomarketmaker.com)).



## Place (Distribution)

Schacht’s retail market provides a convenient primary sales location for a steady customer base. Pick Your Own customers start and end their visit at the retail market. In addition to their retail farm market, Schachts occasionally provide produce to food banks and sell certain products at auctions in Bainbridge or Mt. Hope.

## Promotion & Positioning

Schacht Farm Market promotes its market through good road signage, community and media relations, local radio to target markets, listings in various directories, and a prepared staff that sells, sells, sells. In the early years, they tested print ads in weekly community newspapers and direct mail. Now, their primary focus is on working with the media on human interest stories and working with a radio station to attract and update customers on the latest product availability. They also have a phone number with an up-to-date recording telling customers about product availability. In the future, they plan to use more Internet communications and possibly a loyalty program. Lisa provides customer service training, hands-on training, and an employee manual for all retail employees to prepare them to interact with customers and maintain fresh displays. Lisa handles problem situations directly. The Schachts list their market in a number of free directories, including Ohio MarketMaker, Local Harvest, and pickyourown.org. “Most of our customers find our market through their friends, our road signs, and by driving by and seeing the activity on the farm,” said Lisa. “It’s that taste... that freshness...that enjoyment. When you feel good, you share that.”



## Planning & Marketing Management

Lisa and David handle all of the marketing planning and management. With a focus on freshness, they bring fresh produce into the market throughout the day. “Quality, fresh products and good pricing are important to repeat customers who are loyal to the market,” noted Lisa. “We manage seasonal challenges such as customer relations and personnel management by investing in pre-season activities that quickly prepare staff and customers for the new season.” When asked about advice for other marketers, Lisa suggested, “You don’t have to get real big to be successful. The size and scope of your business will vary based on your goals, strengths and size of your market.”

## Marketing Assistance Resources

For help with their marketing, management, and sustainable production practices, the Schachts turn to numerous organizations and programs including Ohio Produce Growers and Markets Association (OPGMA), Ohio Proud, Ohio Farm Bureau/Our Ohio, Ohio MarketMaker, North American Farm Direct Marketing Association (NAFDMA), National Federation of Independent Business (NFIB), Ohio Ecological Food & Farm Association (OEFFA), their local Chamber of Commerce, and various grower groups and publications. They also visit other farm markets and keep an eye on the grocer’s association to learn from other marketers.



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## Brinkman Turkey Farms



### *A Case Study from the Ohio Direct Marketing Team*

This case study was prepared in cooperation with Ohio Proud, [www.OhioProud.org](http://www.OhioProud.org). This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

Brinkman Turkey Farms, Inc., 16314  
US RT. 68, Findlay, OH 45840  
Larry Hoerig, Sales Manager

## Business Overview

Rex and Nancy Brinkman purchased farmland just south of Findlay in 1952 with the thought they would make a living by raising and processing turkeys. In 1975, they were able to incorporate Brinkman Turkey Farms and open a cannery. Over the years, they added new businesses as their interests expanded.

Today, Brinkman's operates four businesses with annual sales between \$5 - \$6 million. The businesses include a cannery, farm, a retail store and five greenhouses. Fall is the busiest season for the Brinkman's as their customers visit the pumpkin patch and purchase turkeys for the holiday season.



## Marketing Situation

Over the years, additional competition has entered the retail market competing with Brinkman's canned products. This has made the family re-evaluate their marketing strategy. They know they need to meet the demands of the younger consumer and promote their product as healthy and convenient. They developed a marketing plan with the University of Findlay and hope to use some of the strategies suggested. They created a website with online shopping; print recipes on all of their labels and are investigating other opportunities such as fund raising and processing product for the State of Ohio prisons.

## Products/Services

**The Farm** - The family farm produces grain and fresh produce which is used in products at the cannery and sold at their "Brinkman's Country Corner" retail store.

**The Retail Store & Greenhouse** - The retail store sells all of Brinkman's products as well as other Ohio Proud products. Flowers, plants and hanging baskets are just some of the retail products sold at the greenhouses.

**The Cannery** - With a focus on quality, the cannery processes turkey, chicken, beef, pork and other related products. The cannery is also known for custom canning – they can deer meat for hunters as well as private label for a regional company. In addition to a variety of canned meat products, Brinkman's produces vegetable soup, chicken and noodles and beef and noodles. They use cuts of choice meat which are a higher quality than other competing brands.

Because all four businesses operate under one budget, it is difficult to get a true cost on their product which makes pricing difficult.

## People (Customers)

Brinkman's is fortunate that 95% of their sales are from repeat customers. Larry Hoerig, Sales Manager, says Brinkman's products are noted for quality and reliability. Because of being a small company, they are able to provide quality customer service as well as pay attention to detail. They have worked with the same suppliers for many years which allow them to develop strong relationships.

## Place (Distribution)

Brinkman's canned meat products are sold in over 100 grocery stores throughout Ohio. Their products reach the retailer primarily by Direct Store Delivery (DSD); however Nash Finch distributes their products to the independent stores.

## Promotion & Positioning

Brinkman's promotes their products through in-store demonstrations. They believe that when the consumer tastes their product they will choose it over the competing brands. Positioning products on the retail shelves is difficult to compete with national brands. It is easier for Brinkman's to position and promote their products with the independent grocery stores as they are able to display their products with special signage highlighting they are an Ohio Proud company.



## Planning & Marketing Management

Brinkman's has 70 employees who operate all of their businesses. The cost of promoting their products as well as the positioning of them in the retail market is difficult for a small company like Brinkman's. The national companies have the funds to get the best position on the store shelf which is why conducting in-store demonstrations are important for the smaller companies.

They believe in contributing to Ohio's economy and focus on purchasing local products for the cannery. They currently purchase 70% of the product from Ohio that is processed at the cannery. They would like to see an Ohio distributor focus on local products. There are some distributors carrying local products; however, they also carry a lot of other brands. A small/ medium size distributor would be most beneficial to small Ohio companies.

## Marketing Assistance Resources

Marketing and promotions is something the company needs to develop which is why they are a member of the Ohio Proud program, Ohio MarketMaker, Ohio Grocers Association and the Ohio Association of Meat Processors. These organizations provide networking opportunities which helps increase sales.



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## D.B. Yummers BBQ Sauce



### *A Case Study from the Ohio Direct Marketing Team*

This case study was prepared in cooperation with Ohio Proud, [www.OhioProud.org](http://www.OhioProud.org). This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

D.B. Yummers, Inc, 1114 Bush Road,  
SW, Washington CH, OH 43160  
Debra Diley, Owner

## Business Overview



In 1991, Deb & Bill Diley opened a restaurant in Washington Court House called “Yummers”. Because of the crowds on the weekends, they started having cookouts every Friday and Saturday nights to celebrate food, family and friends. They really enjoyed operating Yummers and are thankful for the years they spent celebrating with their fantastic staff and loyal patrons. Although the restaurant is a distant memory, their customers just couldn't resist asking for their famous BBQ sauce. The Diley's decided to respond to the wonderful community who supported the Yummers Restaurant, and D.B. Yummers was born. Deb and Bill began bottling their BBQ sauce in 1999 at the ACEnet kitchen incubator in Athens, Ohio. Today, they have their own facility and make a varieties of sauces. They have been able to grow their small family business keeping both of them very busy. During their busy season, a few family members pitch in to help them make and distribute the product.

## Marketing Situation

Initially, D.B. Yummers BBQ sauce was marketed through school fundraisers in an effort to support the school system. Today, D.B. Yummers has expanded its' support of various non-profit organizations by offering the sale of their BBQ sauce through fundraisers and retailers. D.B. Yummers strives to increase sales of their products by using the Ohio Proud logo in their marketing efforts as well as through fundraising programs. As a retired teacher, Bill understands the education system and the need for fundraising projects. He has developed programs for many school systems. At the retail level, they place Ohio Proud stickers on their jars so consumers know it is a local product. Deb said when placing two bottles together; one with the Ohio Proud logo and one without, the one with the logo is the first to sell. D.B. Yummers has been an Ohio Proud Partner since 2005. Ohio Proud is the Department of Agriculture's domestic marketing program which promotes agricultural products that are made in Ohio and grown in Ohio. Deb and Bill benefit from being an Ohio Proud Partner by educating buyers and consumers that they are a local company. Using the Ohio Proud logo on their bottles has helped increase sales.

## Products/Services

D.B. Yummers famous BBQ sauce was developed over fifteen years ago for use during cookouts at their restaurant in Washington Court House, Ohio. Currently, rather than a restaurant, D.B. Yummers focuses on making their customers the sauce they continue requesting. D.B. Yummers is made with no preservatives and is fat-free. They accept a variety of forms of payment for their Original Sweet & Smokey BBQ Sauce and Mildly Spicy BBQ Sauce. Retailer customers order product by fax and through the company website ([www.dbyummers.com](http://www.dbyummers.com)).

## People (Customers)

Many of their customers are acquired through fund raising programs with Future Farmers of America (FFA) and other school organizations. They also sell to customers involved in catering and hog roasts. Most of their Internet sales are from customers who originally purchased their products through a fund raiser. They also do some private labeling. Approximately two-thirds of their customers are repeat customers.

## Place (Distribution)

In addition to their website and fund raising programs, they sell to nearly 50 grocery stores in Ohio and Indiana, farm markets and one restaurant. The restaurant purchases 100 gallons a month. D.B. Yummers BBQ sauce is sold in a variety of markets, but much of their energy is focused on fundraising for non-profit organizations. For those who purchase the BBQ sauce through these great groups, a portion of the proceeds go to charity. Deb and Bill deliver product on Monday and Friday's and make the sauce on Tuesday, Wednesday and Thursday.

## Promotion & Positioning

D.B. Yummers focuses on in-store product demonstrations at the retail level. They believe sampling product is a way to get consumers to purchase it. There is so much competition in the BBQ sauce category, that sampling and providing recipes are how they attract customers. Another way to compete in the marketplace is by placing their product in the meat department in addition to on the store shelves. Many consumers will pick up a bottle of the sauce after they've decided what meat they are purchasing.



## Planning & Marketing Management

Because D.B. Yummers is a small company, Deb and Bill have limited time and money to survey their customers or potential customers. They focus on making the product and getting it to the stores along with fundraising programs. They are investigating the possibility of adding a product and making gift packs but Deb said that will not happen for a while. Providing recipes with their product works well in farm markets but not as well in the retail stores. They really look at the school fund raisers as a way to grow their business. A percentage of each bottle sold is donated to the local humane society. Their biggest challenge is distribution. They are not large enough to sell to a large distributor and have a difficult time growing their business when they have to make and deliver the product. There is a great need for a distributor to promote small Ohio businesses. Another challenge can be working with large retail chains as each store manager has their own ideas and products they want to carry. Many times D.B. Yummers is carried on a store-by-store basis.



## Marketing Assistance Resources

Deb and Bill rely on the assistance they receive through their Ohio Proud membership. They appreciate the help they received from ACEnet ([www.acenetworks.org](http://www.acenetworks.org)), when they began developing their product. The Dileys will also explore new resources, such as MarketMaker, ([www.ohiomarketmaker.com](http://www.ohiomarketmaker.com)).



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# Tremont Farmers' Markets



## *A Case Study from the Ohio Direct Marketing Team*

This case study was prepared in cooperation with the OSU South Centers Business Development Network. This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

The Tremont Farmers' Market c/o  
TWDC 2406 Professor Ave,  
Cleveland, OH 44113

## Business Overview

The Tremont Farmers' Market is a seasonal market which operates from June through October at Lincoln Park in the heart of Cleveland, Ohio. Started in 2006 by a group of dedicated urban growers who were motivated by the need for fresh, healthy food and a dynamic neighborhood. The mission of the market is threefold:

- to preserve the connection between local growers & artisans and the consumer.
- to educate consumers about the benefits of preserving local agriculture and using local products.
- to serve the Tremont neighborhood by providing fresh, high quality, locally grown produce as well as by providing an environment that fosters social gathering and interaction.

In its fourth season (2009), the market continues to flourish. Lincoln Park is the site of the market and provides a wonderful place to spend the evening, buy fresh and healthy produce, have a picnic, listen to some great music, and learn about local food from the folks who grow it.



## Marketing Situation

After the third season of the market, the decision was made to move the market to its current location in Lincoln Park. This move was thought to be beneficial to the market and the community. However, it did present the challenge of letting consumers know about the move. To accomplish this task, a variety of marketing strategies were employed. As with most farmers' markets, funds are limited and therefore the market had to maximize the use of the existing resources available. They accomplished this through the use of a variety of low-cost and no-cost tactics. The market used press releases and public service announcements through its partner, Tremont West Development Corporation, a non-profit organization. The market also participated in the Ohio Proud marketing offer in Ohio Magazine; direct mailing of postcards; flyers and posters in the neighborhood and downtown Cleveland; a banner across W.14<sup>th</sup> Street; the market website; weekly emails; special events and social media such as Facebook, Twitter and Local Food Cleveland [www.localfoodcleveland.org](http://www.localfoodcleveland.org). In addition, the market used Ohio MarketMaker to attract new vendors to the market. This has enabled the market to increase its vendor numbers and product offerings which in turn has helped to attract additional consumers.

## Products/Services

The Tremont Farmers' Market provides a venue to enhance the local community and provide residents access to fresh, healthy, locally produced foods including fruits, vegetables, meats, cheeses, eggs, and baked goods. In addition, local artisans participate in the market. Finally, the market provides space for local organizations that are focused on sustainable and environmentally friendly projects.

## People (Customers)

Tremont Farmers' Market is dedicated to providing consumers access to the fresh, healthy, locally produced foods from the region. Customers include consumers who work in the area and residents of the area. The market is dedicated to providing access to fresh fruits and vegetables for low-income residents.



## Place (Distribution)

Lincoln Park has a long history. The area began as a hunting ground for native peoples until being purchased in the 1840s by the Pelton family and others who planned to build the "Harvard of the Midwest". The area has seen many changes over the years and was the gathering place of many immigrants who constructed great churches and residences in the early 1900's. After an outmigration in the early 1960's, the area began to attract many artists in the 1970's and 1980's because of its magnificent architecture and space. The Tremont Farmers' Market move to Lincoln Park has continued the history of the area by providing a gathering space for the area residents. It is a wonderful site for a farmers' market. The park is surrounded by residences, businesses and quite a few historic churches. The market has established a wonderful place for members of the community to gather and spend time in a very positive way.

## Promotions & Positioning

With the growing interest in consumers to know how and where their food is produced, the Tremont Farmers' Market is positioned to provide consumers with access to locally produced foods and access to the farmers who produce the food. In addition, the market is dedicated to building the community in which they are located. In addition to serving as an outlet for local food producers, they are also dedicated to:

- providing education to consumers on the benefits of consuming healthy fruits and vegetables.
- preserving the environment.
- providing an opportunity for community members to come together in a positive atmosphere to grow the community.

The market uses press releases and public service announcements, postcards, flyers and posters, a website, weekly emails, social media such as Facebook and Twitter and special events. In addition, the market uses Ohio Proud and the Ohio MarketMaker Buy/Sell to increase its number of vendors and consumers.

## Planning & Marketing Management

The planning and management of the marketing is conducted by the market manager with input from the vendors. Ohio has a growing number of farmers' markets who are collectively working on challenges and opportunities through the Ohio Farmer's Market Management Network (<http://fmmn.org>).

## Marketing Assistance Resources

The market seeks out strategic partners to assist them in leveraging their resources. The Tremont Farmers' Market receives support from Tremont West Development Corporation, local chef Ricardo Sandoval and Councilman Joe Cimperman. They have also applied for marketing grants through Neighborhood Connections in Cleveland, and the Ohio Department of Agriculture. Assistance is also offered through Ohio State University Extension (<http://ohiofarmersmarkets.osu.edu>).



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# Henke Winery (& Restaurant)



Henke Winery, 3077 Harrison Avenue, Cincinnati, OH 45211– Joe Henke, Co-Owner and Winemaker

## A Case Study from the Ohio Direct Marketing Team

This case study was prepared in cooperation with the Ohio Grape Industries Committee (OGIC), [www.tasteohiowines.com](http://www.tasteohiowines.com).

This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

## Business Overview

Henke Winery became a licensed winery in 1996, however, co-owner and winemaker Joe Henke’s initial aspirations were sparked in 1973 during a visit to his sister’s Pennsylvania home. Joe’s love for winemaking grew and so did the number of people who encouraged him to begin making wine professionally. Henke Winery, both a winery and full-service restaurant, produces more than 4,000 gallons of wine and employs 10 individuals year round in the Cincinnati area.



## Marketing Situation

Although Henke Winery is considered an urban winery, and co-owners Joe and Joan Henke do not grow any grapes of their own, they take pride in the fact that their wine is made from locally-grown hybrid and vinifera grapes. As the interest in Henke wines has grown, so has their availability. With more than 85 percent of Ohio winery sales occurring at the winery location, the Henkes have taken it upon themselves to seek out new locations to promote their wines, including Biggs, a small chain of grocery stores located in southern Ohio, and Aston Oaks Golf Club in North Bend, Ohio.

## Products/Services



With 15 varieties of wine, Henke Winery’s overall marketing strategy is to offer its patrons a diverse and economical wine and food menu while pleasing even the most critical palettes. This marketing approach has proven successful with the implementation of their 2 for \$20 offering on Tuesdays – a 2-item pizza, 2 salads, and 2 glasses of wine for \$20. Henke Winery offers their award-winning wines at affordable prices, based on what the market can bare, as well as inputs and competitor pricing. Like most Ohio wineries, Henke Winery offers a case (12 bottles) discount and accepts most major credit cards.

## People (Customers)

With nearly 80 percent of its patrons being repeat customers between the ages of 40-70, Henke Winery has recently seen growth in the number of young patrons who happen to walk or drive by the winery/restaurant and come in to see what’s going on. “People had never seen anything quite like this before,” says Joe of the barrel room/restaurant/tasting bar/and retail shop. “But I think they’ve found a *Cheers*-like home they’re comfortable with. We see a lot of locals who walk here, enjoy the food and wine, and then walk home. We also get people from Kentucky and Indiana who make the winery their prime destination.” The census data in Ohio MarketMaker provides reports on demographic and income information in their census tract ([www.ohiomarketmaker.com](http://www.ohiomarketmaker.com)).

## Place (Distribution)

Located across the street from a Methodist Church and City Hall, Henke Winery sits deep in the heart of Cincinnati's blue collar West Side. The 1880s-era building which Henke Winery calls home was once a candy store where Mr. Gamble of Proctor & Gamble used to pay the owner \$5 on Sundays to shut the doors so more children would attend church services. In addition to offering consumers a full wine and food menu, Henke Winery offers a retail gift shop and tasting bar where consumers can "Sit, Sip, and Savor," while finding their favorite.

## Promotions & Positioning

Henke Winery promotes itself through a printed quarterly newsletter, community and media relations, as well as participating in local and statewide wine events and festivals. They are contemplating making the newsletter electronic and are currently in the process of making the big empty windows on the second floor of the building into a wine mural, in order to reinforce the idea that Henke Winery is a winery located in an urban setting. Henke Winery owners believe that belonging to local and state organizations, such as the Ohio Restaurant Association, Cincinnati Visitors Bureau, AAA, American Wine Society, and the Ohio Grape Industries Ohio Quality Wine program, help to build their credibility as one of Ohio's premier wine destinations. The Henkes also pride themselves on the fact that they provide five-star service with the help of their well-trained staff, who know the customers so well they call them by name and predict what they're going to order.



## Planning & Marketing Management

Joe and Joan handle all of the marketing planning and management for both the winery and restaurant. With a huge focus on quality, the Henkes know the vineyards are where it all starts, so they have a very close relationship with the growers who produce their grapes. They strive to achieve Ohio Quality Wine designations for their wines each and every year since the program began in 2007.

## Marketing Assistance Resources

For help with their marketing practices, Henke Winery participates in the Ohio Grape Industries Committee's (OGIC) Cost Share Marketing and Promotion program, which helps to offset some of their marketing expenses for the printing of their newsletter, advertising, etc. The OGIC also provides all Ohio wineries point-of-purchase materials including wine bags, six-bottle wine carriers, and wine guides free of charge. Henke Winery also participates in educational programs provided by the Ohio Agricultural Research and Development Center (OARDC) and the OSU South Centers in Piketon (<http://southcenters.osu.edu>).



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# I & K Distributors



## *A Case Study from the Ohio Direct Marketing Team*

This case study was prepared in cooperation with Ohio Proud, [www.OhioProud.org](http://www.OhioProud.org). This is part of a case study series prepared with funding from the USDA Farm State Marketing Improvement Program.

I&K Distributors, 1600 Gressel Drive,  
Delphos, Ohio – Whit Tecmire,  
Director of Marketing & Procurement

## Business Overview

I&K Distributors is a regional distribution company founded in 1966 who specialized in the manufacturing and distribution of potato and macaroni salads (through the purchase of Yoder's salad business) to 75 Delphos Ohio area customers on their single company truck. Today, I&K no longer manufactures product but the warehouse includes more than 3,600 SKU's and they distribute more than 50,000 packages daily with increased amounts during peak season. They employ 400 associates who deliver high quality refrigerated dairy, deli, bakery, meat and grocery items to over 5,400 customers. The company operates a 100,000 sq. ft. fully automated distribution center in Delphos, Ohio. They have regional distribution centers in Michigan, Indiana, West Virginia, and Illinois.

## Marketing Situation

I&K Distributing focuses on delivering quality products to their customers who are primarily retail grocery stores. From the large box retailer to the small independent, I&K meets the needs of their customer. Because they are a regional distributor, they are able to deliver product daily when needed. With the growth and demand for "buying" local, they also focus on distributing Ohio products. A coordinated marketing effort between I&K and A Taste of Ohio has allowed Ohio products to enter the retail market. I&K distributes the product and A Taste of Ohio offers a retail program with special displays and signs featuring Ohio products. This program has been a great benefit for the small to medium size family business who wants to enter the retail arena.

## Products/Services

I&K Distributors deliver high quality refrigerated dairy, deli, bakery, meat and grocery items to over 4,200 customers. They distribute Yoder brand products which is private labeled for them. They also carry many other brands such as Reno's, Copperwood, Michigan and Berne's. Many local products have been added the past few years and have become more of a focus. Every two weeks they offer sales sheets to their buyers which highlight special priced items. These sheets help educate buyers about the availability of local products as well as new products entering the marketplace.



## People (Customers)

I&K is a regional distributor whose customer is the retail grocery store. Their retail portfolio includes large customers like Meiers, Kroger, and Giant Eagle as well as small independent grocers. They also distribute to a few institutions. Their contacts at the store level are usually with Department Managers and Store Managers.

## Place

I&K's home office is located in Delphos, Ohio with distribution locations in Michigan, Indiana, West Virginia and Illinois. These distribution sites are locations where trucks meet to pick up product. The only distribution warehouse is located in Delphos.

## Promotions & Positioning

I&K Distributing issues weekly sales sheets to promote products to the retailers. These sheets allow the buyer to see new products as well as special priced items. Promotions and signs are required by the manufacturer or retailer.

## Planning & Marketing Management

Director of Marketing & Procurement Whit Tecmire and his team focus on the sales and marketing of distributing products to the retailer. Due to the demand of local foods, Whit organized a program to distribute local products and include Ohio companies in special promotions. This local program has educated buyers about Ohio products and has encouraged them to purchase these items. However, due to price and overcrowded food sectors, some of these items aren't selling as quickly as expected. Distributing shelf stable products also becomes a challenge. For example, natural or organic milk that has shelf life of only a few days can be difficult to market. These types of items require frequent deliveries (sometimes daily) to the retailer.



## Marketing Assistance Resources

For help with their marketing, management and distribution practices, I&K is a member of the Ohio Grocers Association as well as national associations. Distributors in Ohio also use new resources, such as MarketMaker ([www.ohiomarketmaker.com](http://www.ohiomarketmaker.com)).

The Prepared Food Specialists: DSD Distributors Throughout the Midwest

I&K Distributors was founded in 1956 with the purchase of the Yoder's salad business, specializing in the manufacturing and distribution of potato and macaroni salads. [More](#)

Company Locations | Products Carried | Employment Opportunities | About Us | Contact I&K | Login

**Our Mission**  
I&K will become the leading DSD refrigerated foods supplier in the dairy, deli, bakery, meat, produce and grocery departments of chain and independent grocery operations. [More](#)

**News and Events**  
I&K Welcomes Mike Ellis  
Welcoming Copperwoods to the I&K Family  
Information on the sale of I&K [More](#)

**Copperwood**

**Reno's**

**Michigan**

**Bernella**  
and Yoder's  
Chip Dip

**Yoder's**  
Sour Cream

**I&K Distributors maintains several distribution facilities across the Midwest.**  
[View our locations](#)

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# Project Summary & Next Steps

## **An Overview of the Case Study Project** (objectives, issues, topics being investigated)

This study investigated the marketing practices, marketing challenges and market access in Ohio's food chain. The objectives of these case studies were to:

- 1) ask "how" and "why" questions within the real-life context of direct food marketing to better understand dynamics within the context of Ohio's food chain.
- 2) identify the effective ways to assist food producing farmers in more efficient and orderly marketing to reach viable new markets.
- 3) explore changes in marketing practices and market access that result from use of resources organized through MarketMaker (<http://www.ohiomarketmaker.com>).

Issues and topics being investigated included the business overview and marketing situation; products/services (packaging, pricing, payments); people (customers); places (distribution); promotion and positioning (advertising, signage, merchandising, customer relations, PR, ...); planning and marketing management (challenges, opportunities, priorities); marketing assistance resources. Cases also include insight into how businesses use Ohio MarketMaker for market intelligence, customer communications, and acquisition.

## **Cases**

The six cases included in this report explore the marketing practices, marketing challenges and market access for Ohio food producing farmers and other key players in Ohio's food chain. Selecting cases was done so as to maximize what could be learned, in the period of time available for the study (Yin, 1989, 2003; Stake 1995).

### Cases included:

Schacht Farm Market	Producer and retail farm market
Brinkman Turkey Farms	Processor and retail farm market
DM Yummers BBQ Sauce	Processor and retailer
Tremont Farmers' Market	Farmers' Market
Henke Winery	Processor and retailer (including restaurant)
I & K Distributors	Distributor

Businesses were located in various areas throughout Ohio and ranged in age, size and scope. While there were distinct differences in their business and marketing situations, there were also some common marketing challenges and opportunities.

## **Summary of Multiple Cases**

In reviewing all of the evidence, the most significant aspect of the case study was that despite the differences in the age and size of the companies, there were some similarities in their marketing practices and challenges. For example, all rely on repeat customer visits and all are involved in some level of online marketing. Observations included the opportunity to improve efficient market connections and better prepare producers for shifts in the market.

### **Business/Market Situations**

Some companies represented new small businesses, while others represented established large businesses. All face unique business opportunities as well as similar challenges, such as making efficient connections in the food system and using new technologies to improve marketing performance.

### **Products/Services**

The cases featured a variety of products from fresh fruits and vegetables to flowers, processed food and prepared foods. All cases discussed the importance of quality products. The value of quality products and experiences were also one of the most common responses to the Direct Marketing Research survey question about the most effective marketing strategy respondents had seen.

### **People**

All companies include a marketing focus on communicating with and serving repeat customers. Reaching new customers is also a focus that was emphasized in the Direct Marketing Research conducted earlier in the research project.

### **Place**

Some businesses, such as Schacht Farm Market, have been at their business location for numerous years and consider their location to be essential to their success. Other businesses, such as Tremont Farmers' Market are in the early stages of creating awareness in a new location.

### **Promotion & Positioning**

During the case study research, businesses identified promotions that began with customer awareness and continued through trial (demonstration, taste testing), merchandising and customer service. Many used various strategies to attract new customers, communicate effectively with repeat customers and get their message through everyone involved in the production, distribution and sales of their products.

### **Ohio MarketMaker Involvement**

Similar to the results from the Ohio MarketMaker survey, these companies had various levels of involvement with MarketMaker. Tremont Farmers Market used their business profile and the Buy/Sell Forum to attract vendors and customers. Others were included in retail, processor and distributor listings in MarketMaker. All companies could benefit from existing and new program elements, such as using the ability to manage contacts.

## **Next Steps**

To continue learning from this exploration, future cases will be developed using the protocol established through this project. For example, the project team is interested in gaining additional perspectives from Community Supported Agriculture (CSA) operators, auctions, festivals, agritourism enterprises offering food, grocery store buyers, chefs/restaurants, institutional buyers and other food service providers.

Additional sources of evidence may be used in future cases including photographs, video clips, documentation and archival records (Marshall & Rossman, 1989; Yin, 2003).

At the time of this study, MarketMaker had been in Ohio for one year. In 2010, Ohio MarketMaker tutorials will be provided to continue increasing producer and buyer participation. In the future, case protocol could be adjusted for explanatory or descriptive case research to explore the relationship between MarketMaker adoption and marketing performance.

Findings will be reviewed by the Ohio Direct Marketing Team, the Ohio Food Policy Council Market Connections Task Force and the national MarketMaker evaluation committee. Future cases, focused specifically on MarketMaker will be added to the Case Study section of the MarketMaker website.

DRAFT

# Appendix

## Case Study Interview Questions

(specific questions that the investigator must keep in mind during data collection.)

*Notes: Not all questions need to be addressed in detail – use them as prompts. Try to make the person comfortable. Make the interview a ‘conversation’. Replace the word “business” with market, winery, or most appropriate word. Audio record the interview if possible.*

### Section 1: Description of the case study entity

#### 1.1 Name of the organization (and contact information):

#### 1.2 Name and function of respondents:

**Name:**

**Title/Function**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<b>1.3.Business Overview</b> (their story)	
1.3.1 What type of business – general description, legal type, location, size and scope of operation (describe size of company in a way that is comfortable for the respondent - \$ sales, # employees, acreage, when do they sell?)	
1.3.2 History - How many years has the business been in operation?  Note milestones/turning points/key decisions	
1.3.3 Anything else that makes their business unique? (size, scope, historical location, recognition or awards, ...)	

## Section 2: Marketing

<b>2. 1 Marketing Situation</b>	
<p>2.1.1 Opportunity / Motivation</p> <p>What motivated them to start their business – what keeps them in business?</p> <p>External opportunities Internal strengths</p>	
<p>2.1.2 Challenges</p> <p>External threats</p> <ul style="list-style-type: none"> <li>- Competitors</li> <li>- Political (regulation changes,...)</li> <li>- Environmental (sustainability / green, ...)</li> <li>- Economy</li> <li>- Social</li> <li>- Technological</li> </ul> <p>Internal Weaknesses</p> <ul style="list-style-type: none"> <li>- Selecting products/services to sell</li> <li>- Pricing</li> <li>- Employees, - finding, managing, retaining, ...</li> <li>- Getting new customers</li> <li>- Customer service</li> <li>- Finding the best location/s to sell</li> <li>- Transportation/distribution</li> <li>- Risk Management</li> <li>- Handling regulations, liability, ...</li> <li>- Developing a marketing plan</li> </ul>	
<p>2.1.3 Overall marketing strategies</p>	
<p>2.1.4. Who is involved in marketing (and management) decisions and activities? (family dynamics? consultants?)</p>	
<p>2.1.5 Do you have any key partners, suppliers, affiliations (organization memberships, ...)</p>	

<b>2.2. Products/Services – What you sell</b>	
<p>2.2.1. What do you sell? (% if possible)</p> <ul style="list-style-type: none"> <li>- Fruits</li> <li>- Vegetables</li> <li>- Meat / Fish</li> <li>- Dairy / Eggs</li> <li>- Value-added food/beverage</li> <li>- Agri-tourism activities/services</li> <li>- Cut flowers, nursery &amp; greenhouse plants</li>   <li>- Other</li> </ul> <p>Unique products?</p>	
<p>2.2.2 Packaging &amp; Labeling</p> <p>What words do you use in your packaging?</p> <ul style="list-style-type: none"> <li>- Your “brand” (name, image, contact information, etc.)</li> <li>- Locally grown</li> <li>- Production methods (chemical-free, natural, free-range, etc.)</li> <li>- Certified _____</li> <li>- Nutritional value (low fat, high fiber, high in vitamin C, etc.)</li> <li>- Taste, flavor, texture or other taste factors</li> <li>- Convenience</li> <li>- Quality</li> <li>- Production/Processing methods</li> <li>- Affiliation with a regional or state organization</li> <li>- Other</li> </ul>	
<p>2.2.3 Pricing</p> <p>How do you price your products? (pricing strategies?)</p>	
<p>2.2.4 Product Strategies</p> <p>Depth/Breadth of product line</p> <p>Do you use any special packaging and pricing strategies, such as bundling, ...?</p>	
<p>2.2.5 Product Selection</p> <p>What percentage of your products are new?  How do you select new products?  What are your most successful products?  What was a product flop?</p> <hr/> <p>Just for Farmers Markets - Vendor Selection</p> <p>What percentage of your vendors are new?  How do you select new vendors?  Who are your most successful vendors?  What do you notice about vendors who are not successful?</p>	

<b>2.3. People – Customers &amp; Place</b>	
<p>2.3.1. Who are your customers and where do you sell to them? (get % if you can)</p> <p>Consumers</p> <ul style="list-style-type: none"> <li>- Temporary roadside stand</li> <li>- On-farm market, including PYO</li> <li>- Farmers' markets</li> <li>- Community Supported Ag. (CSA)</li> <li>- Mail order or Internet</li> <li>- Other</li> </ul> <p>Wholesale Buyers</p> <ul style="list-style-type: none"> <li>- Auctions</li> <li>- Restaurants / Chefs</li> <li>- Specialty Grocery Stores</li> <li>- Schools, Institutions, Municipalities</li> <li>- Corporations, Other Organizations</li> <li>- Brokers or distributors</li> <li>- Other</li> </ul>	
<p>2.3.2 What do you see as the advantages or disadvantages of working with different types /sizes of buyers?</p>	
<p>2.3.3 Customer Mix</p> <p>What % of your current customers are</p> <ul style="list-style-type: none"> <li>- new</li> <li>- repeat or regulars</li> </ul> <p>What do you like about your customer mix?</p> <p>What would you change about your customer mix?</p>	
<p>2.3.4. Market Intelligence</p> <p>How do you gather information about current or potential customers? (market intelligence – what info. is used to make decisions)</p>	
<p>2.3.5 How have you used MarketMaker to find out information about potential markets or customers (expanded geographical area, new farmers' market, new type of buyer – restaurant...?)</p>	

<b>2.4. Promotions</b>	
<p>2.4.1 How do you promote your market - and communicate with <u>customers</u>? (If Retail...)</p> <ul style="list-style-type: none"> <li>- Vehicle Signage, Road signs or billboards</li> <li>- Community or media relations (free PR)</li> <li>- Paid newspaper advertising</li> <li>- Paid radio or television advertising</li> <li>- Direct mail</li> <li>- Website</li> <li>- Listing/s in printed or on web “directories”</li> <li>- Email</li> <li>- Social media (Blogs, Twitter, YouTube, Facebook,..)</li> <li>- Coupons / discounts</li> <li>- Samples or demonstrations</li> <li>- Frequent buyer / Loyalty program</li> <li>- Host or participate in special EVENTS</li> <li>- Other</li> </ul> <p>(If Wholesale - )</p> <ul style="list-style-type: none"> <li>- Meet 1:1 with buyers or brokers or distributors</li> <li>- Trade shows</li> <li>- Events</li> <li>- Other</li> </ul> <p>How do you communicate with <u>suppliers</u> (sources of your ingredients, packaging, etc.?)</p> <p>2.4.1 (For farmers’ markets - How do you promote your market and communicate with <u>vendors</u>?)</p>	
<p>2.4.2 What would you consider to be your Competitive Advantage?</p> <p>(possible follow-up questions)</p> <p>Describe characteristics that make your business unique.</p> <p>How do you position your products/services?</p>	
<p>2.4.3 What has been one of your most successful promotional campaigns?</p> <p>Have you had any campaigns that didn’t go as you had planned?</p>	
<p>2.4.4 How do you handle Customer Service?</p> <p>(training, policies, ....?)</p>	
<p>2.4.5. How have you been involved in promoting your business through Ohio MarketMaker?</p> <ul style="list-style-type: none"> <li>- Listing (updated?)</li> <li>- Found a new contact which led to a sale</li> <li>- Buy/Sell Forum</li> <li>- Check my activity</li> <li>- Other</li> </ul>	
<p>2.4.6 Describe your calendar of promotional activities (key timing issues)</p>	

<b>2.5. Planning &amp; Evaluation</b>	
2.5.1 Who is involved in marketing (and management) decisions and activities? (family dynamics? consultants?)	
2.5.2 How do you do your marketing planning?  Written Plan? (If so – how learn / what motivated them to do it?)  What are your current marketing goals? How and why did you make these marketing decisions?	
2.5.3 How do you measure your marketing success? (formal / informal) <ul style="list-style-type: none"> <li>• Sales (Units, Timing, \$ – gross/net) By the hour, day, week, week in a month, month, season, year – How much did you sell... didn't you sell?</li> <li>• People Customer mix, Frequency of visits/purchase</li> <li>• Products (pricing, packaging) New Product, Cross-sell (or bundle products) Extended Season, ... Product profitability</li> <li>• Places (if you are testing different locations)</li> <li>• Promotions/Campaigns Awareness, Trial Source and cost per lead, Conversion of lead to sale %</li> <li>• Other KEY DRIVERS (impact profitability, goals)</li> </ul>	
2.5.4 How has your marketing changed? Lessons learned? Advise for others? Future of mktg.?	
2.5.5 How do you think your business contributes to the:  Local Community? Local Economy?	
2.5.6. What are important aspects of your current marketing practices? (open discussion for anything that may not have already been covered)	

<b>2.6 Marketing Assistance Resources</b>	
2.6.1. Marketing assistance resources? How/Where do you get information to help you with your marketing?	
2.6.2 What is one of the most valuable resources that helped you with your marketing?	
2.6.3 What would help you improve your marketing?	
2.6.4 What else would you like from Ohio MarketMaker?	

<b>3. Closing Questions - Possible video clips gathered during the interview</b> (If not a video, ask these questions and take notes – these make for a nice closing)	
<b>3.1. General Marketing</b> How do customers find out about your market? Why do they buy from you rather than someone else? What keeps them coming back? What makes them so happy they tell others about you?	
<b>3.2 Local Foods</b> How has consumer interest in local foods influenced your market? (opportunities) In the future, what improvements could be made to improve local foods? (challenges) Are there any resources on local foods that you would recommend to others?	
<b>3.3 MarketMaker</b> How has your business used Ohio MarketMaker to improve marketing practices and marketing performance? (initial involvement – profile listing,...) (intermediate – market analysis tool, made contacts – clients, suppliers, or partners...) (long-term – transactions – increase revenue, reduce marketing expenses, change risk...) What marketing goals does MarketMaker help you achieve? (benefits) Describe one feature of Ohio MarketMaker that you especially like. How can the Ohio MarketMaker program become even better in the future? Describe what you would like to see developed or further developed. (existing feature improved or new feature added). If you had more time, what are some additional things you would like to do with Ohio MarketMaker?	

<b>3.4 Open-ended</b> Is there anything that I have not asked that you think is important to your marketing?	
---	--

**Section 4: Evidence of Marketing**  
**Checklist of potential marketing evidence**

Description	They Have (X)	Documentation Gathered (X)	Notes
<b>4.1 Marketing Planning</b>			
4.1.1 Marketing (business) Plan			
4.1.2 Market Research			
4.1.3 Marketing Consultant			
4.1.4 Marketing Evaluation			
<b>4.2 Marketing Promotions</b>			
4.2.1 Road signs or billboards			
4.2.2 Media Coverage			
4.2.3 Ads			
4.2.4 Directory Listings			
4.2.5 Direct Mail			
4.2.6 Website			
4.2.7 Social Media (blog, Facebook, YouTube)			
4.2.8 Coupons, Discounts			
4.2.9 Sample or demonstrations			
4.2.10 Frequent buyer program (loyalty)			
4.2.11 Participate in special events			
4.2.12 Other			
<b>4.3 MarketMaker Listing</b>			
<b>4.4 Other</b>			

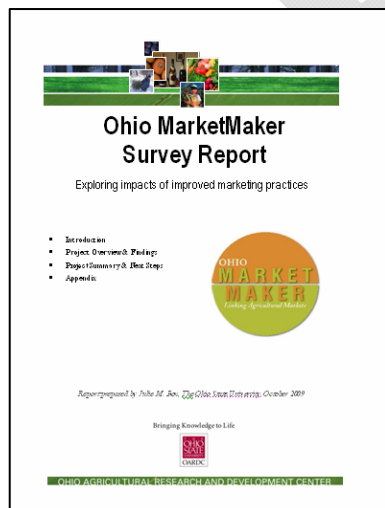
This report is one of three reports associated with the project, “Exploring and improving marketing practices and regional market access for Ohio’s food producing farmers”.



The project included a three phase work plan that began with survey-based research to profile producers and identify their perceived marketing challenges and opportunities.



The second phase included case study research. Individual case studies are presented to explore, explain, describe, and illustrate real-life marketing situations in Ohio’s food chain.



The third phase included web-based survey research to further study the impacts of improved market access.



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**OARDC is....**

- Nationally ranked in the top 10 in terms of research cited.
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- Credited with more than 30% of all royalty income for The Ohio State University.
- Involved in annual collaborations with more than 130 businesses throughout the world.
- Credited with a 15-30% annual increase in grants and industry support for its scientists.
- Some 230 scientists conducting more than 400 research projects annually.
- A generator of more than \$1 billion of annual economic impact and cost savings to Ohio and the United States.

## Direct Marketing – Important to Ohio’s Economy



The Ohio State University College of Food, Agricultural and Environmental Sciences focuses on direct marketing in the current Strategic Plan. Within the strategy of a accelerating engagement with targeted OSU Extension programming, actions include Increasing the number of producers and counties receiving direct marketing education.

## The Ohio Direct Marketing Team

The Ohio Direct Marketing Team works collaboratively to improve Ohio’s economy through direct marketing research and education. Team members include representatives from colleges and universities, state agencies, industry associations, nonprofit businesses, community groups and other organizations.

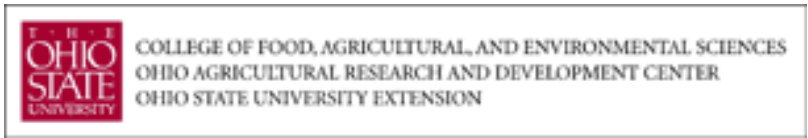
## Ohio MarketMaker

### Improving connections in Ohio’s food system

To gain more from the food economy, the Ohio Direct Marketing Team supports Ohio MarketMaker, which improves connections between food producers, buyers and others in the food chain. This free web-based resource combines easy-to-use information that food businesses need, including demographic, food consumption and business profile data that can be mapped to show concentrated markets and strategic business partners. Ohio MarketMaker is supported through the leadership of OSU Extension in partnership with the Ohio Department of Agriculture, Ohio Farm Bureau, the Center for Innovative Food Technology and other organizations.

[www.oardc.ohio-state.edu](http://www.oardc.ohio-state.edu)

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