

# Aquaculture Bootcamp, 9 August 2013, KSU



## MARKET AQUACULTURE PRODUCTS

JULIE FOX, OSU EXTENSION & OARDC

[DIRECTMARKETING.OSU.EDU/CONTENT/AQUA.HTM](http://DIRECTMARKETING.OSU.EDU/CONTENT/AQUA.HTM)

# ATTENTION:

This presentation is meant to be used as a training tool for food producers, food marketers and food buyers.

If you decide to give a MarketReady presentation and want more information, the Ohio Direct Marketing Team and UK faculty are glad to work with you.

Please contact:

Julie Moose, [moose.14@osu.edu](mailto:moose.14@osu.edu)

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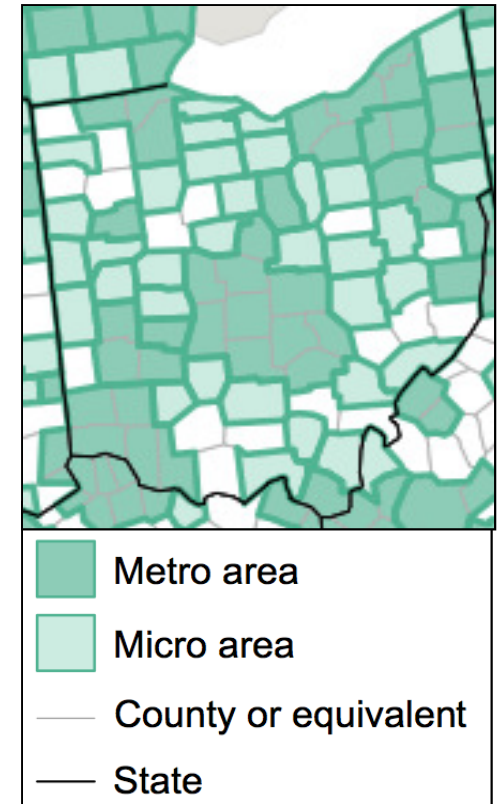
Materials modified for Ohio by Julie Fox, [fox.264@osu.edu](mailto:fox.264@osu.edu), and the Ohio Direct Marketing Team, with permission from Timothy A. Woods





# Overview for the Session

- Local Food in Ohio
- MarketReady Background and Framework
- Direct Marketing/interactive

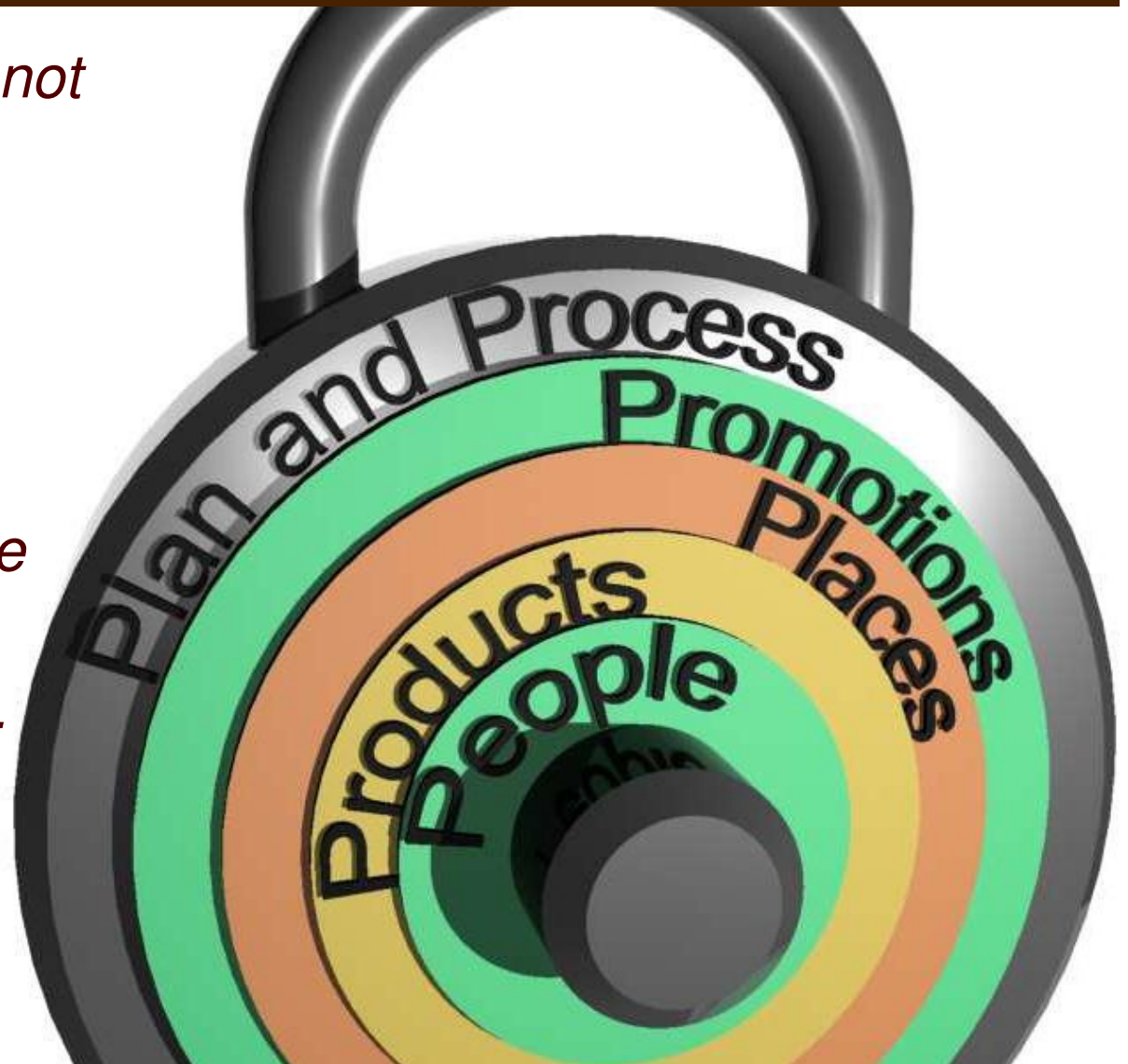


[www.census.gov/population/metro](http://www.census.gov/population/metro)



# Marketing: “Combination”

*Marketing is not only much broader than selling, it is the whole business seen from the customer's point of view.*  
Peter Drucker





# Selling & Marketing Concepts

## Marketing 'Culture'

Starting  
point

Focus

Means

Ends

Business

Existing  
products

Selling and  
promotion

Success  
through  
sales

(a) The selling concept

Target  
market

Customer  
needs

Integrated  
marketing

Success  
through  
satisfaction

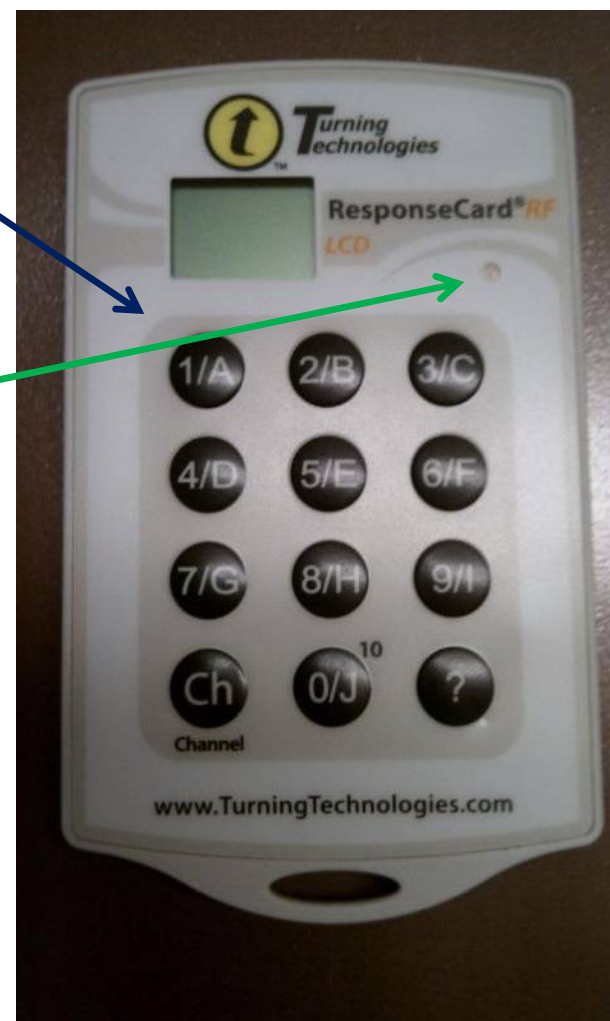
(b) The marketing concept

Kotler, Philip. (2000) Marketing Management

# Materials:

## Response Cards (Clickers)

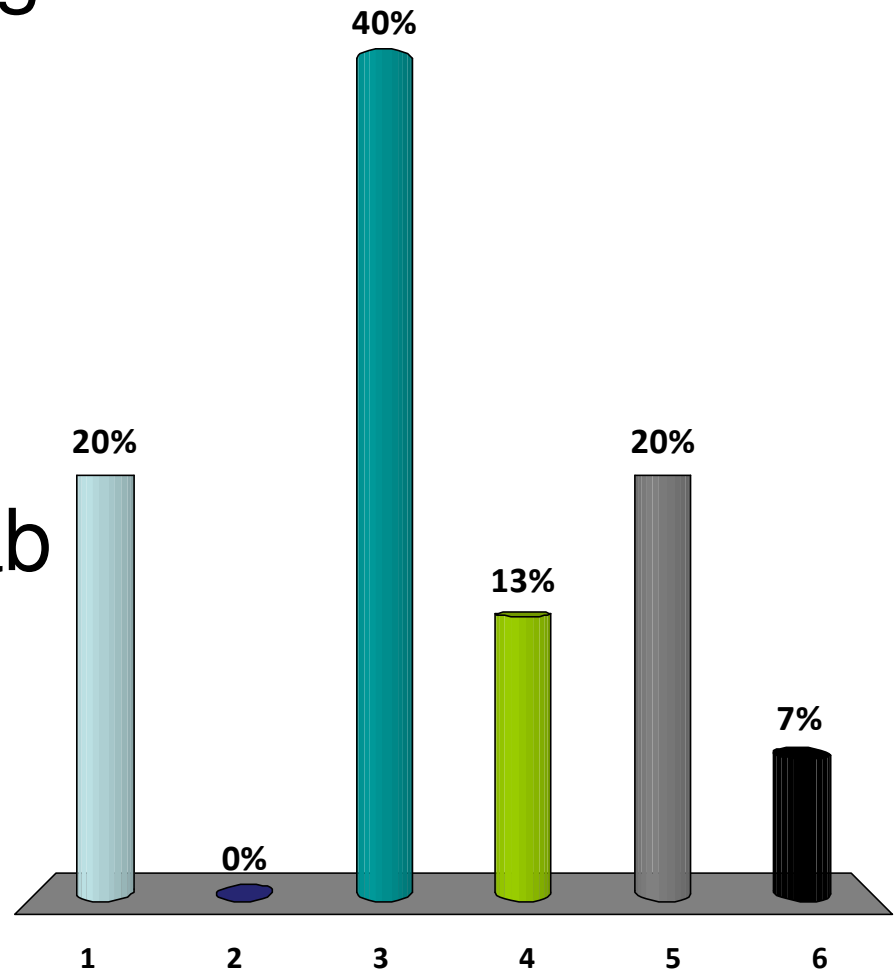
- To respond, click and hold down the button of your choice (you will see a green light)
- Please return clicker at the end of the day with your evaluation form.





# What is your largest marketing challenge?

1. Understanding Buyers
2. Product 'Selection'
3. Pricing
4. Packaging/Labelling
5. Distribution
6. Promotions & Sales





# Think Like a Customer



- **People** (Relationship Marketing)
  - **Customers: can you think like them?**
  - YOU & Your business goals/capabilities
- Product
- Place
- Promotion
- Plan & Process



People – Product – Place – Promotion – Plan



# Think Like a Customer

- **Direct to Consumer**
  - Demographics +  
(food, bait, sport, ornamental)
- **Direct to Wholesale Buyers**
  - Restaurants
  - Grocery Stores/Retailers
  - Bait Shops, Pay Lakes (Recreation)
  - Other Aquaculture Businesses
- **Other Influential People**



People – Product – Place – Promotion – Plan

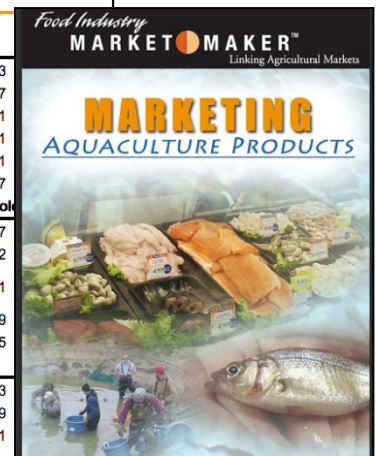
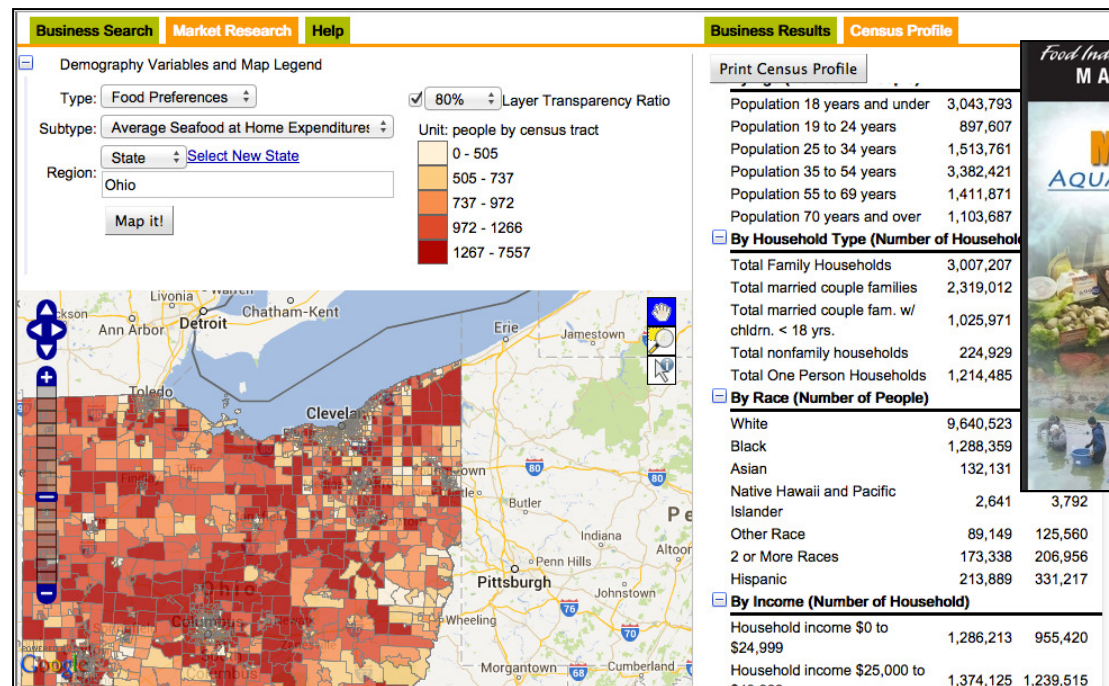


# Think Like a Customer

www.ohiomarketmaker.com

- **Market Analysis**

- who they are, what's important to them, where they get information and how they behave?



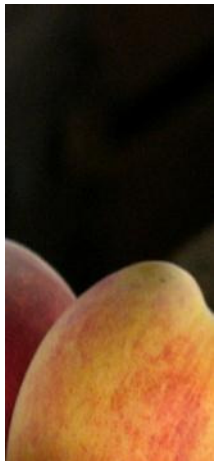
Page 40



People – Product – Place – Promotion – Plan







# Think Like a Consumer

Farm Market - Farmers' Market - CSA - AgriTourism

## • Why Buy Locally Grown Food?

	Most Important	2nd Most Important	3rd Most Important	Total
Freshness ★★	57.49	24.34	9.31	87.47
Taste ★	17.40	34.29	11.31	62.56
Nutrition	3.52	7.08	10.64	21.15
Safety	3.30	2.88	4.66	10.79
Support local businesses ★	12.78	22.79	35.25	70.48
Support regional economy	1.32	5.75	14.86	21.81
Connect w/ food source	4.19	2.88	13.97	20.93



<http://aede.ag.ohio-state.edu/programs/VanBuren/pdf/AEDE-RP-0057-05.pdf>

People – Product – Place – Promotion – Plan



# Think Like a Customer

## Restaurant

- The 3 most important things about marketing to restaurants may be “**Communication, Communication, Communication**”
- Producers need to understand chefs’ needs and feedback they receive from **their** customers

“The plates are coming back clean”

- A Chicago chef’s observation about a change in salad greens led one farm to developing their signature mesculin product



People – Product – Place – Promotion – Plan





# Think Like a Customer

## Restaurant - Grocery

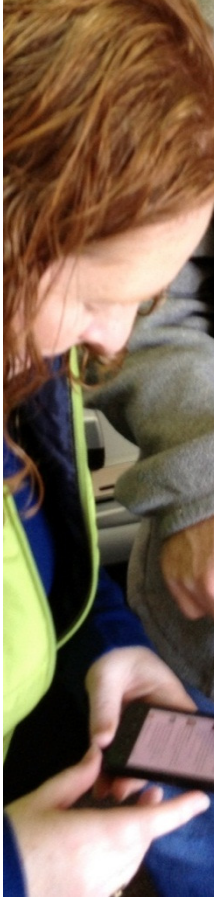
### Thinking like a buyer...

- to be able to reach producers directly for their product needs just as easily as they would reach wholesalers.
- producers to understand how a restaurant, grocery store or school dining service operates.
- producers to be acquainted with the ‘types’ of food their customers prefer.
- you to understand their customers and how you can provide them with a remarkable product & experience.

People – Product – Place – Promotion – Plan







# Think Like a Customer

## Grocery

- Supermarkets today carry an average of 38,718 items, according to the Food Marketing Institute.



People – Product – Place – Promotion – Plan



# Think Like a Customer



- Men in the Supermarket and Kitchen  
Singles & Dads -“Man aisles” with male-oriented foods, recipes and promotions
- The Impact of Millennials (1982-2001)  
19% of population by 2020 (love food/deals)
- The Boomer Reality  
Control more than 1/2 of grocery dollars by 2015

<http://supermarketnews.com/blog/top-10-food-trend-predictions-2013>

[Phil Lempert's 2013 food trend predictions, Lempert Report at SupermarketGuru.com](#)



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# Think Like a Customer

Think like your customers' customers



<http://www.foodchannel.com/articles/article/top-ten-food-trends-2013>

Trailblazing Chefs and Blazing-Hot Flavors — 2013 Predictions From Food Network Kitchens



<http://blog.foodnetwork.com/fn-dish/2012/12/2013-food-trend-predictions-from-food-network-kitchens>



# Think Like a Marketer

*New growers need to find a place in the market to match their land, facilities, abilities, and scale of production.*

*Richard de Wilde, Harmony Valley Farm*

- **What to Consider...**
  - Your Personal, Family & Business Interests/Goals
  - Your Resources & Strengths
  - Your Lifestyle & Motivations
- **Is Aquaculture Farming For You?**
  - [http://www.aces.edu/dept/fisheries/education/ras/publications/bus\\_mark/aq4u.pdf](http://www.aces.edu/dept/fisheries/education/ras/publications/bus_mark/aq4u.pdf)

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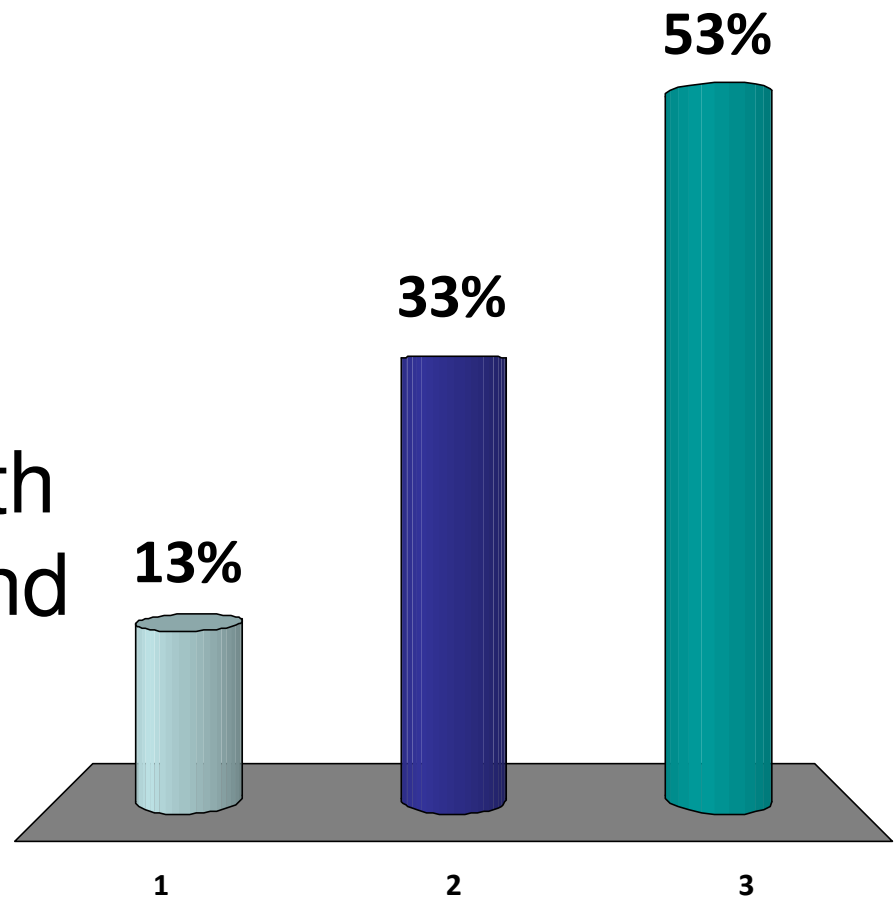






# Who are your customers?

1. Directly to consumers
2. Directly to wholesale buyers
3. Directly to both consumers and wholesale buyers



# MarketReady



- People
- **Product** (Product Development)
  - Product selection and supply
  - Packaging & Labeling
  - Pricing & Payments
- Place
- Promotion
- Plan & Process



People – Product – Place – Promotion – Plan





# Product Selection & Supply

- Product selection and supply
  - What products/services do you offer?
    - Food Fish and Shrimp (value-added)
    - Aquaponic Crops
    - Sport (bait, stocking)
    - ‘Agritourism’ Experiences
  - Quality & Attributes
  - Quantity
  - Timing – available when buyer wants



People – Product – Place – Promotion – Plan



# Product Selection & Supply



## Food Trends & Predictions

- **1** Locally sourced meats and seafood
- **2** Locally grown produce
- **4** Environmental sustainability
- **7** Hyper-local sourcing (restaurant gardens)
- **9** Sustainable seafood
- **11** Farm/estate-branded ingredients



People – Product – Place – Promotion – Plan





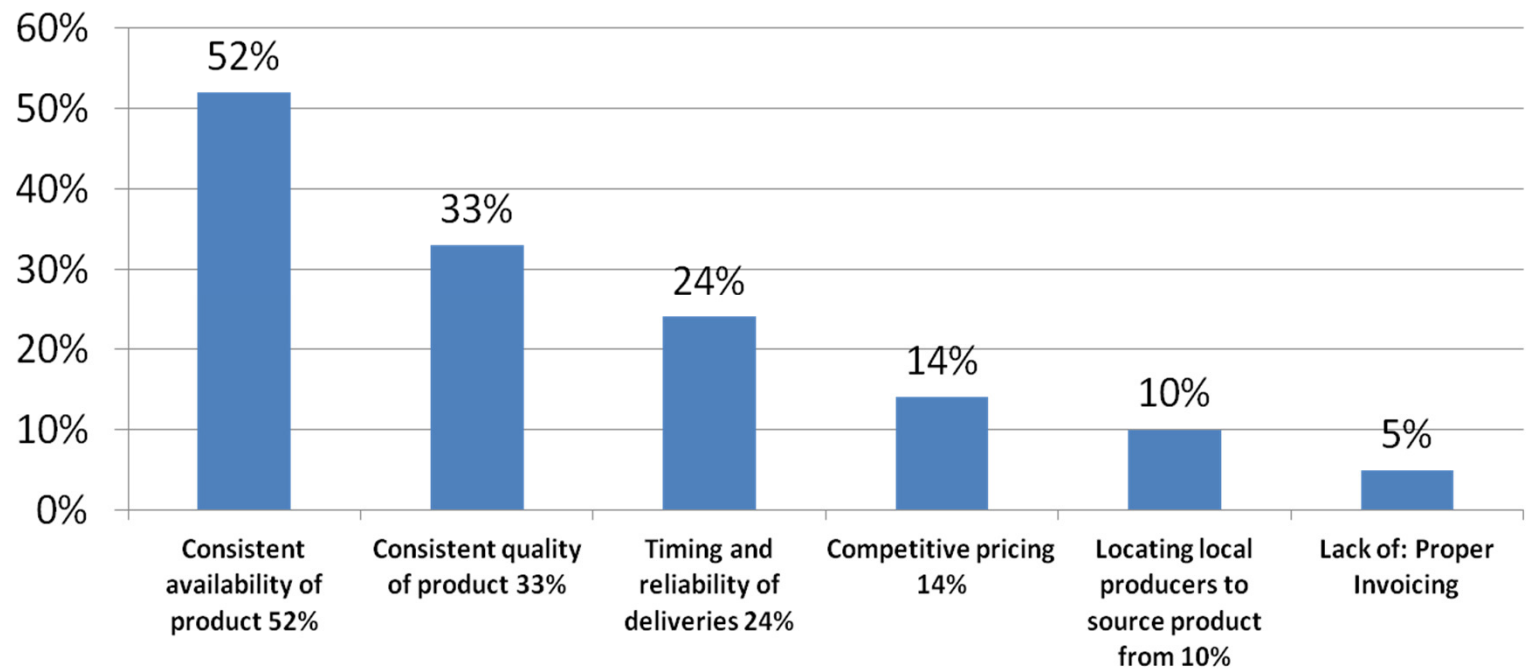
***Darren  
Malhame***

***Northstar***

# Product Selection & Supply

## Restaurant

% Responding



People – Product – Place – Promotion – Plan



# Product Selection & Supply

## Grocery

- Snacking and Mini-Meals
- Evolution of Frozen Foods
- The Economy — New Proteins
- Breakfast Becomes the Most Important Meal of the Day
- The Story Behind Our Food – Reading Labels
- Sustainability — We Stop Wasting Food
- Smartphones



<http://supermarketnews.com/blog/top-10-food-trend-predictions-2013>



People – Product – Place – Promotion – Plan

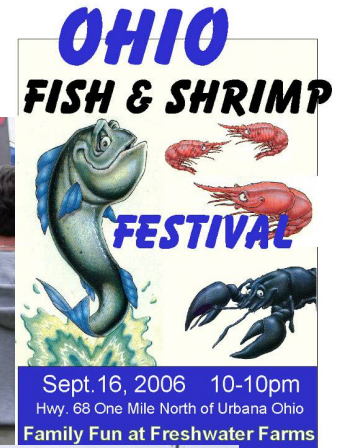


# Product Selection & Supply

Marketable, VFR, Business, [industry.discoverohio.com](http://industry.discoverohio.com)

## Agritourism/Culinary Experiences:

- Guided Tours
- Festivals/Events
- Entertainment
- Adventure
- Celebration
- Education
- Shopping – Retail Therapy
- Eating locally grown or locally prepared food
- Overnight stays – B&B, cabin, cottage, ...



People – Product – Place – Promotion – Plan



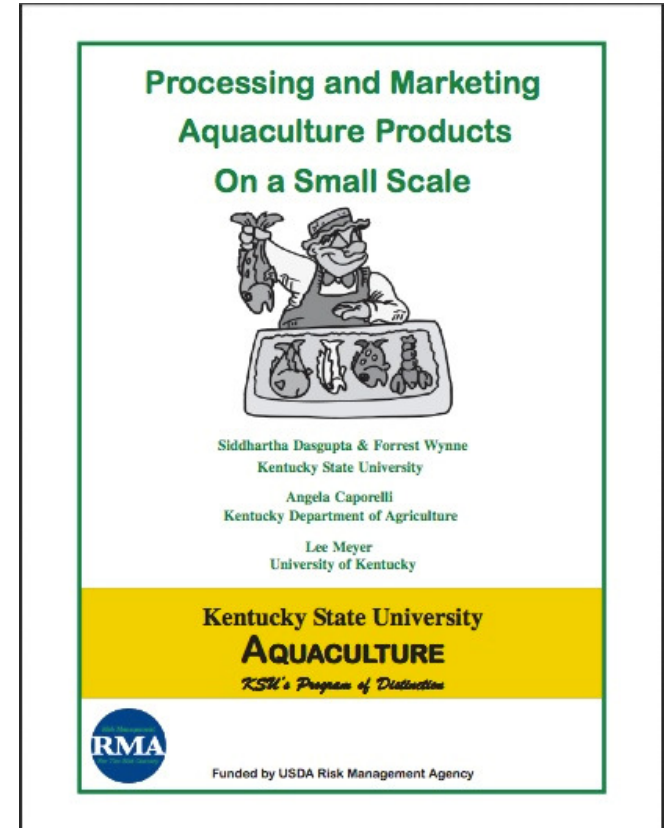




# Packaging & Labeling



- **Regulation**  
Federal & State (+ export)
- **Protection**  
against damage,  
spoilage & pilferage
- **Assist in marketing**  
Function, Education,  
Reinforce Brand, +  
[www.plucodes.com](http://www.plucodes.com)
- **Cost Effective**



People – Product – Place – Promotion – Plan





# Pricing & Payments

- **How Much \$? Pricing Objectives?**
  - Bottom Up – ALL costs are starting point, then influences such as competition & market tolerance
  - Top Down – Analyze range, set retail price, then analyze - costs covered / profit enough?
  - What are customers willing to pay?  
(supply & demand, seasonality, competition, unique factors, perceived value)
  - What image convey? Penetration, Rate, Skim
  - Other Strategies: Bundling, Lost Leader, Impulse
  - POP (no more than 1/3 of average sale)
  - AgT: One Entry Fee or Price/Attraction?



People – Product – Place – Promotion – Plan



# Pricing & Payments

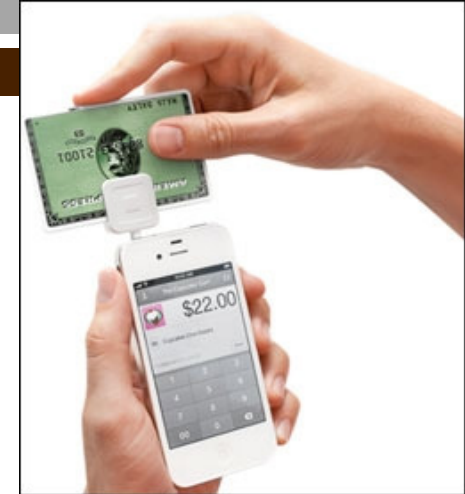
- **How & When Pay?**

- Consumers

- Cash
- Check
- Credit Cards
- Mobile Payments
- SNAP, WIC, Senior, ...

- CSA: Deposit? # of Payments/Timing, Incentive...

- AgT: One Entry Fee or Price/Attraction?



People – Product – Place – Promotion – Plan



# Pricing

## Restaurant

- Quality of the long term relationship is about delivering value to the restaurant.
- Be careful not to price yourself out of the market.
  - *“I can’t afford to serve an \$8-10 ‘local’ salad. It won’t sell.”*
- Keep in mind why the restaurant would continue to regard you as a “preferred supplier”.



People – Product – Place – Promotion – Plan





# Pricing

## Grocery

- **Standard Retail Pricing**

Margin-based retail pricing (used by almost all food retailers – standard retail price) –

**Food cost % = 1 - % margin**

**Target retail price = wholesale unit cost/food cost %**

Example: A retailer wants to get a 40% margin on asparagus. A case standard is 28 pounds and costs \$48.50 from the supplier. This comes to \$1.73/pound cost to the retailer.

The food cost % in this case is  $1 - .40 = .60$

The **target retail price** to reach the margin with this method is  $\$1.73/.60 = \$2.89/\text{lb.}$



People – Product – Place – Promotion – Plan



# Product Pricing

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## Standard Retail Pricing

**Tim Woods, Ph.D.**  
**Extension Marketing Professor**  
**University of Kentucky**

**MarketReady™**



# Pricing

## Grocery

### How is the target margin determined by retailers?

- spoilage – higher likelihood of loss means higher margin required to cover losses.
- theft or unaccounted loss of inventory
- unsold inventory
- seasonality, demand, availability in other stores
- special promotions

Typical grocery **produce** margins run 33-50% and are variable across items.

### Seafood:

[www.progressivegrocer.com/inprint/article/id/6666/title/I-wave-of-opportunity/](http://www.progressivegrocer.com/inprint/article/id/6666/title/I-wave-of-opportunity/)

People – Product – Place – Promotion – Plan



# Payments

## Restaurant

- Invoices are required by most chefs
- Few chefs pay cash at the kitchen door
- Requirements for invoice
  - Contact Information: Name, address, phone number, email/Internet contact
  - Product Description
  - How much product (weight or count)
  - How much product cost
  - Transaction Date and Invoice #

People – Product – Place – Promotion – Plan





# Payments

## Restaurant - Grocery

### Product: Sample Invoice (Generic MSWord Form)

Farm Logo  
displayed  
prominently

Space for customer  
contact information

YOUR LOGO  
HERE

*DIRECT TO YOU FARM*

TO  
[Name]  
[Company Name]  
[Street Address]  
[City, ST ZIP Code]  
[Phone]  
Customer ID [ABC12345]

Invoice

Date: 10/30/2009  
INVOICE # [100]

Invoice date and  
number

Payment terms and  
due date specified

Quantity, Product, Cost  
and Total

Salesperson	Job	Shipping Method	Shipping Terms	Delivery Date	Payment Terms	Due Date
					Net 15 Days	11/15/2009
Qty	Item #	Description	Unit Price	Discount	Line Total	
2 Cases		HEIRLOOM TOMATOES	20.00		40.00	
Total Discount					Subtotal	40.00
					Sales Tax	
					Total	40.00

Make all checks payable to DIRECT TO YOU FARM

*Thank you for your business!*

DIRECT TO YOU FARM [Street Address], [City, ST ZIP Code] Phone [000-000-0000] Fax [000-000-0000] [e-mail]

Your Farm's complete  
contact information



People – Product – Place – Promotion – Plan



# Payments

## Grocery

- **Basic Expectations**

- Document the transactions
- G,W,FS more demanding, need regular communication of basic information
  - “Name, address, phone number, the product, how much it weighed and how much it cost.” (date, transaction# a good idea, too)
- Invoice
- Bill of lading – deals with transportation records
- Cash/payment receipt
- Occasional seasonal transactions with smaller independents may be more flexible.
- Larger sales volume needs system of financial controls
  - Consider at least a Quickbooks or comparable system





People – Product – Place – Promotion – Plan



# Payments

## Grocery – Sample Bill of Lading

 **Smith Farm, LLC**  
2471 Farmville Rd Prosperity, KY 00021  
875-462-1234 office  
875-222-1234 cell phone, Ralph  
875-222-1233 cell phone, Sam

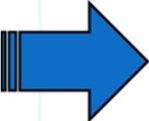

**Bill of Lading # 703** 

Buyer:  
(Name) John Brown Shipping Date 8-1-09 Ship to (Name): XYZ Store #1  
Address XYZ Co. Louisville Delivery Time before 10 AM Address 72 Home Court  
Phone 800-222-1234 Delivery Date 8-2-09 Louisville, KY 40321

P.O. # 7926 Phone 1-606-777-1234

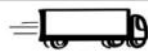
Item / ID #	Unit	Price per Unit	Total per Item
½ bu. Squash	150 bu		
Slicer Cucumber	50 bu		
Green Bell Pepper	100 bu		
Total			

Trucking Co. Rapid Trucking Co. Receiver (Company) \_\_\_\_\_  
Trailer Tag # KY 1743 Signature \_\_\_\_\_  
Produce temperature 38°F Time & Date \_\_\_\_\_  
Temperature to be maintained at 38°F  
Drivers Signature J. Miller  
Timeout: 1 PM

People – Product – Place – Promotion – Plan

MarketReady™



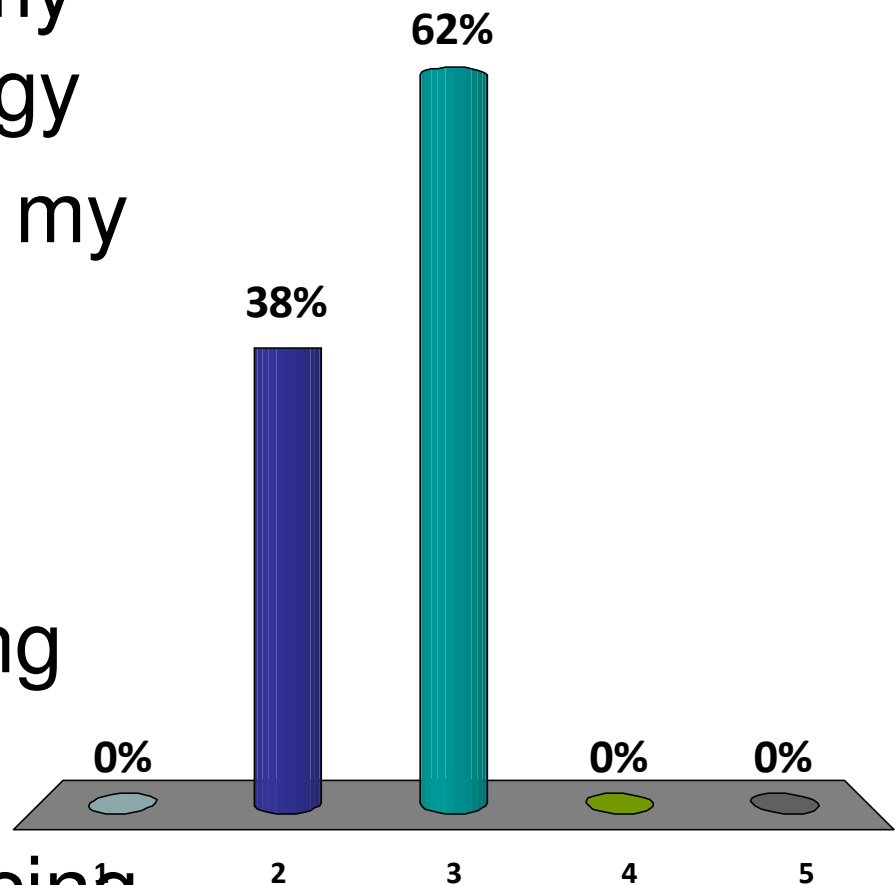
Wholesale

THE  
OHIO  
STATE  
UNIVERSITY

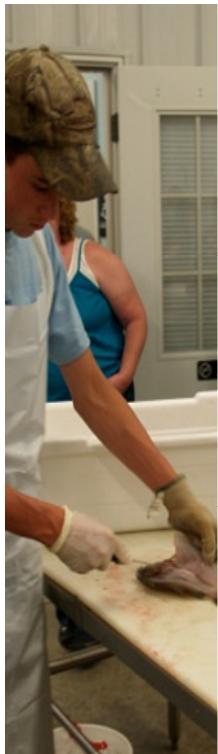
EXTENSION  
OARDC

# When it comes to pricing...

1. I feel 100% confident in my pricing strategy
2. I am OK with my pricing, but I continually reassess
3. I am struggling to figure out profitable pricing







# MarketReady



- People
- Product
- **Place**
  - Distribution & Storage
- Promotion
- Plan & Process



People – Product – **Place** – Promotion – Plan



# Distribution

## On-Farm Examples

- Retail Market
- Food Service
- Agritourism
  - Tours
  - Pondsides Shrimp Harvest
  - Festival



### Proper Handling and Storage of Freshwater Shrimp

Fish and shellfish are nutritious. They are high in protein, vitamins, and minerals but low in total fat and saturated fat. Freshwater shrimp contain less cholesterol than saltwater shrimp and less than 0.5% fat.

#### Purchasing Fresh Shrimp

- ❖ Fish is firm in texture, not soft
- ❖ Odor is fresh and mild
- ❖ Shell is free of black spots

#### Purchasing Frozen Shrimp

- ❖ Shrimp should be solidly frozen
- ❖ Little or no odor
- ❖ No brown spots or freezer burn

#### Freezing Fresh Shrimp

- ❖ Place shrimp in plastic freezer bag
- ❖ Add some water, partially close bag
- ❖ Remove most of water and air, finish closing
- ❖ Place in freezer



Culture and Research Development  
Extension with funding provided by



People – Product – Place – Promotion – Plan



# Distribution

## Off-Farm Examples

- Farmers' Market
- Community Event
- Catering
- Restaurant Sales
- Grocery Sales
- Retailers
- Other
- CSA



People – Product – **Place** – Promotion – Plan



# Distribution Options

- Own delivery direct-to-buyer
- Shared delivery with other producers
- Pre-arranged pick up points
- 3<sup>rd</sup> Party delivery company
- Wholesaler or distributor working with restaurants
- ***Each system has own benefits and costs***



People – Product – Place – Promotion – Plan





# Distribution & Storage

- **Distribution & Storage**

- How can you keep product quality?
- Harvest to Delivery
- Cost of distribution and storage



<http://plantsforhumanhealth.ncsu.edu/2012/08/20/pack-n-cool/>

People – Product – **Place** – Promotion – Plan



# Distribution

## Restaurant

- Producers should determine best times for ‘regular’ delivery to specific restaurants
- Typical delivery times:
  - Before lunch preparation in morning (9-10 am)
  - Between lunch and dinner (3-4 pm)



People – Product – **Place** – Promotion – Plan

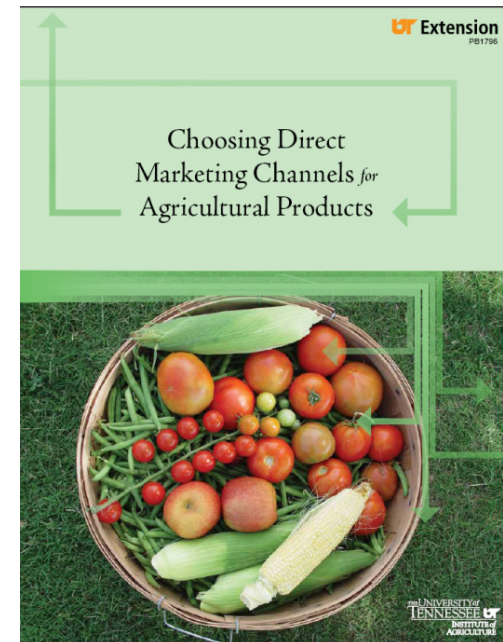


# Distribution

## Accessibility, Attractions, Amenities

- Evaluating 'Place'
  - Benefits
  - Challenges
  - Required Resources
  - Tips
  - Include in Costs

<https://utextension.tennessee.edu/publications/Documents/PB1796.pdf>



People – Product – **Place** – Promotion – Plan



# MarketReady



- People
- Product
- Place
- **Promotion**
  - Print & Electronic Communications
  - Signage & Merchandising
  - Targeted Campaigns
  - Custom Service
- Plan & Process



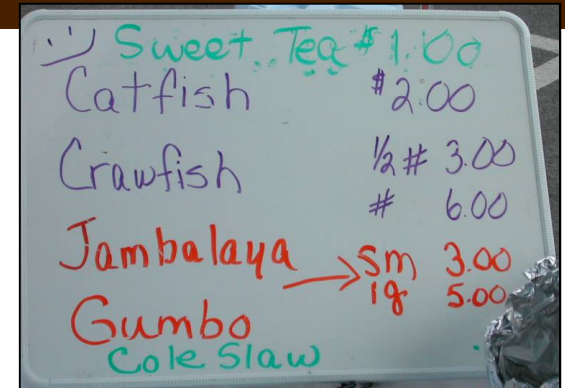
People – Product – Place – Promotion – Plan





# Basic Communications

- **Print**
  - Business Card
  - Brochure
  - Price List
- **Electronic**
  - Website
  - Social Media
- **Other**
  - Elevator Pitch
  - Directory Listings
  - Uniforms



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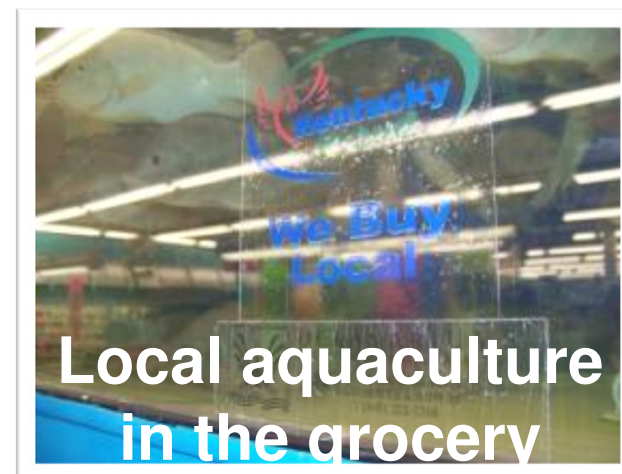
YouTube



# Basic Communications

## Market Partners

- Sales & Marketing **to** wholesale buyers
- Marketing **with** wholesale customers
  - Recognition on menus
  - Signage in grocery
  - Link on websites
  - Cross-promo on social media



People – Product – Place – Promotion – Plan



# Basic Communications

## Connecting through MarketMaker

Free Business Profile – buyers can find you

Buy/Sell Forum post/find (private)

Free market data demographics, food consumption, industry contacts  
Feature your business

**OHIO MARKETMAKER®**

MarketMaker is an interactive mapping system that locates businesses and markets of agricultural products in Ohio, providing an important link between producers and consumers.

**OHIO MARKETMAKER®**

HOME | GETTING STARTED | SEARCH | RESOURCES | CONTACT US | LOG IN

**Fishery>Fish/Shellfish/Seafood**  
**Freshwater Farms of Ohio, Inc**

2624 North US Highway 68  
Urbana, Ohio 43078

**Email:** [Contact Us](mailto:Contact Us)  
**Website:** [www.fwfarms.com](http://www.fwfarms.com)  
**Phone :** (937) 652-3701  
**Alt. Phone :** (800) 634-7434  
**Contact:** Dr. Dave Smith  
**Last Updated:** Feb 14, 2012

**Fishery**

**Fish/Shellfish/Seafood**

**Freshwater Fish/Shellfish**  
Bullhead (Fathead Minnow, Golden Shiner, Goldfish), Bass (Hybrid Striped, Largemouth), Bluegill (Hybrid), Carp (Grass), Catfish (Channel), Crawfish (Crayfish), Ornamental Fish (Goldfish, Koi), Perch (Yellow), Prawn (Freshwater), Sturgeon (White), Trout (Rainbow)

**Marine Fish/Shellfish/Seafood**  
Perch, Shrimp

**Product Attributes - Producer Verified**  
All Natural, Chemical Free, Farm Raised, GMO Feed Free, Live, No Antibiotics Ever, No Antibiotics Fed, No Artificial Colors, No Artificial Flavors, No Growth Promotants, No MSG, No Preservative, Processed under HACCP

**Product Attributes - 3rd Party Certified/Verified**  
County or State Inspected, FDA Inspected

**Product Forms**  
Dog/Cat Treats, Fillets, Fresh - Never Frozen, Frozen, Head-off, Head-on, Live, Salads/Spreads, Smoked, Vacuum-packed, Value-added, Whole Dressed/Head-on

**Methods of Sale**  
Direct, Farmers Market, Live Fish Delivery to Ponds, On Farm Sales, Retail Storefront

**Business Details**

**Markets Served**  
Local

**Business Details**  
Days/Hours of Operation: Monday through Saturday 10-6 ET. Closed major holidays

**Map** Satellite

Enter your zipcode for directions:  **Go**

**About Us**  
No business details yet.

**Business Connections**  
No connections yet.

**Industry Affiliations**

**On the Web**

**Find us on Facebook**

**Buy & Sell Forum Listings**  
No Buy & Sell Forum ads yet.

People – Product – Place – Promotion – Plan



# Signage

- **Signage**
  - Way finding
  - On Premises
  - Point of Purchase
  - Direct, Find You
  - Inform, Educate
  - Select Product ... Other Action
  - Answer common Questions or Solve problems
  - Positioning/Branding



People – Product – **Place** – Promotion – Plan





# Signage

- **Elements of good signage**

- Simple, clear message
- Tough to read ALL CAPS, *Fancy Fonts*
- Size of Letters & Color Combinations
- Color Psychology ... Consistency
- Appropriate Materials (Permanent/Temp)
- Background

[www.oaaa.org/marketingresources/industrystandardsandpractices.aspx](http://www.oaaa.org/marketingresources/industrystandardsandpractices.aspx)

[www.thesignagefoundation.org/Research](http://www.thesignagefoundation.org/Research)

People – Product – Place – Promotion – Plan





# Visual Merchandising

Farm Market - Farmers' Market - CSA - AgriTourism

## • Displays

- Inviting / Interactive
- Abundance (not perfection)
- Shopping is a sensory experience
- Height of product (signage, theater)
- 'Staging'
- Decisions/Actions



<https://utextension.tennessee.edu/publications/PB1794.pdf>



*Visual Merchandising, A Guide for Small Retailers*

<http://ncrcrd.msu.edu/uploads/files/133/NCRCRD-rrd155-print.pdf>



People – Product – Place – Promotion – Plan





# Targeted Campaigns

Why, how & when you lead the customer to purchase (Taylor, 1965)

- **Why?** (what will you measure?)
  - Awareness, Trial, Customers, Referrals, Loyalty
- **Who?**
  - Right Audience/s ... Relationships
- **What?**
  - Right Message (Benefits vs. Features)  
Attention, Interest, Desire, Action (Lavidge and Steiner, 1961)  
What do you want them to feel, do, know?
- **When?**
  - Right Time, Frequency (4-9x), Consistency
- **Where?** - Right Place, Media Choices
- **How Much?**- Right Budget

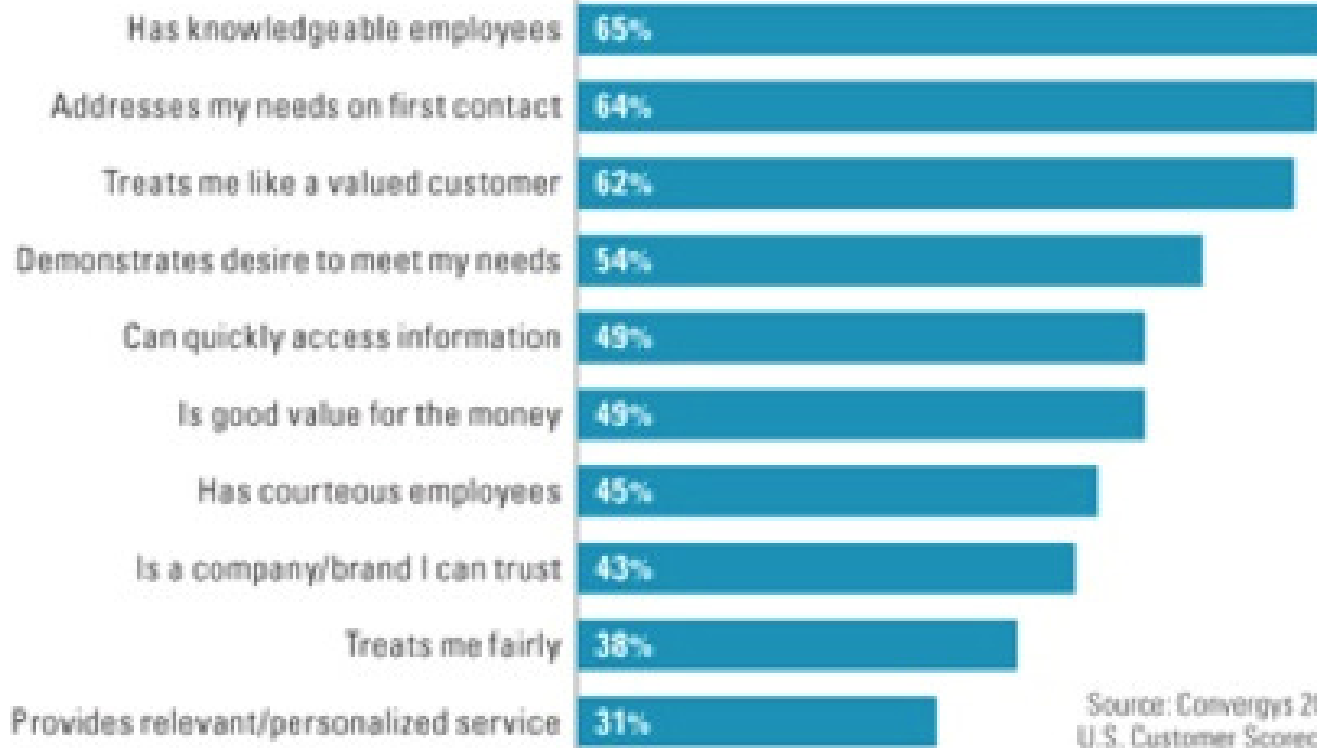
People – Product – Place – Promotion – Plan



# Customer Service

## Policies, Practices & Performance

- The Customer Service Experience



**So what?** Customers' willingness to recommend a you to someone else (Harvard Business Review)

People – Product – Place – Promotion – Plan





# Customer Service

## Communication examples

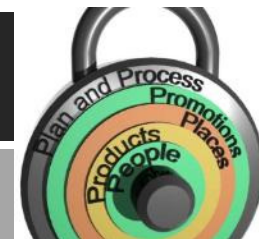
Wrong Approach	Polite and Friendly Alternative
"I don't know."	"I'll find out."
"No."	"What I can do is..."
"That's not my job."	"Let me find the right person who can help you with ..."
"You're right – this is bad."	"I understand your frustrations."
"That's not my fault."	"Let's see what we can do about this."
"You want it by when?"	"I'll try my best."
"Calm down."	"I'm sorry."
"I'm busy right now."	"I'll be with you in just a moment."
"Call me back."	"I will call you back, what is your telephone ber."

- [www.customerservicemanager.com](http://www.customerservicemanager.com),
- <http://www.nationalcsa.com>, <http://icsatoday.org>

People – Product – Place – Promotion – Plan



# MarketReady



- People
- Product
- Place
- Promotion

- **Plan & Process**

- Current Marketing Audit (customer/s point of view)
- Industry Overview & Competitive Analysis
- Resource Management (\$, Human, Space, Equip)
- Risk Management (Quality, Safety, Insurance)
- Marketing & business plan (goals, milestones, budget, calendar)



People – Product – Place – Promotion – Plan



# Resource & Risk Management

## Working Cooperatively

- Additional ABC Sessions
- Risk <http://nationalaglawcenter.org/readingrooms/aquaculture/>
- Financial Resources <http://www.agecon.purdue.edu/AQUABUSINESS/budgets.html>



People – Product – Place – Promotion – Plan



# Marketing & Business Plan

## Business Plans (Story)

- Section 1: Summary
- Section 2: Management
- Section 3: Marketing
  - People: Target Markets/Trade Area
  - Products & Services (pricing, packaging)
  - Place (distribution)
  - Promotions (competitive advantage)
- Section 4: Money
- Section 5: Measures of Success
- Section 6: Attachments



People – Product – Place – Promotion – Plan

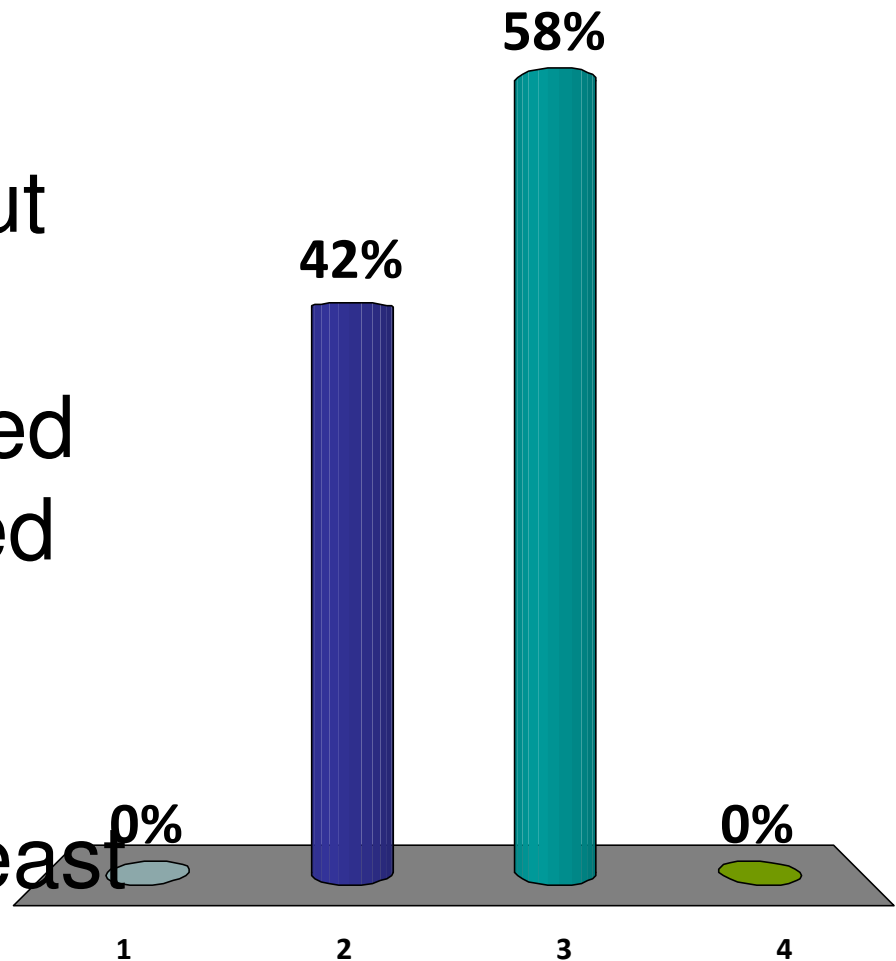






# Our business plan is...

1. Has not been discussed
2. Discussed, but not written
3. Partially figured out and shared with others
4. Written & reviewed at least once a year



# Management

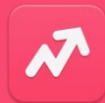
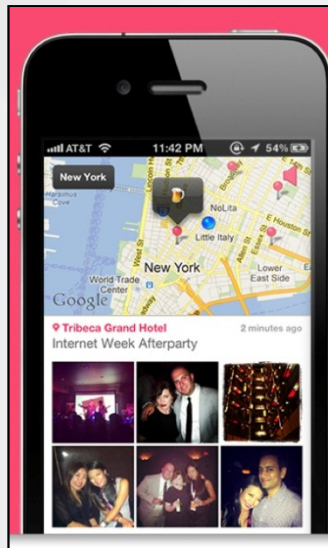
Restaurant - Grocery - School/Institution - Other

**"You never achieve success unless you  
like what you are doing."  
— Dale Carnegie**

The good news is that marketing will be  
around forever. The bad news is that it  
won't be exactly the way you learned it  
because of the hypercompetitive and  
rapidly changing marketplace  
(Kotler, 2003).

People – Product – Place – Promotion – Plan





Now

Experience your city.

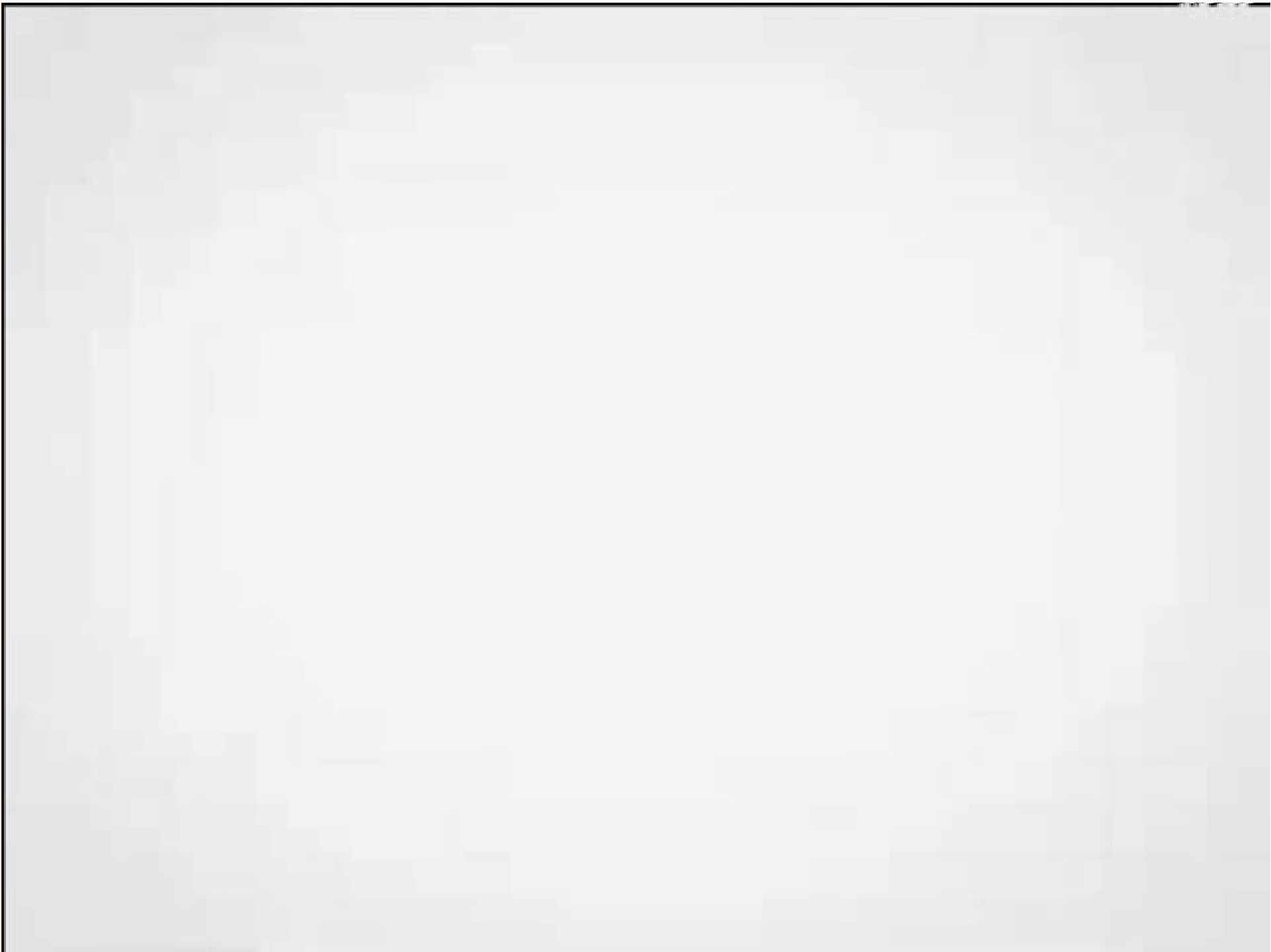
What is happening in your city?

Now detects events in your city and shows you photos taken by others there. Finally be in the know.

Get the free app



<http://www.youtube.com/watch?v=nJVoYsBym88>

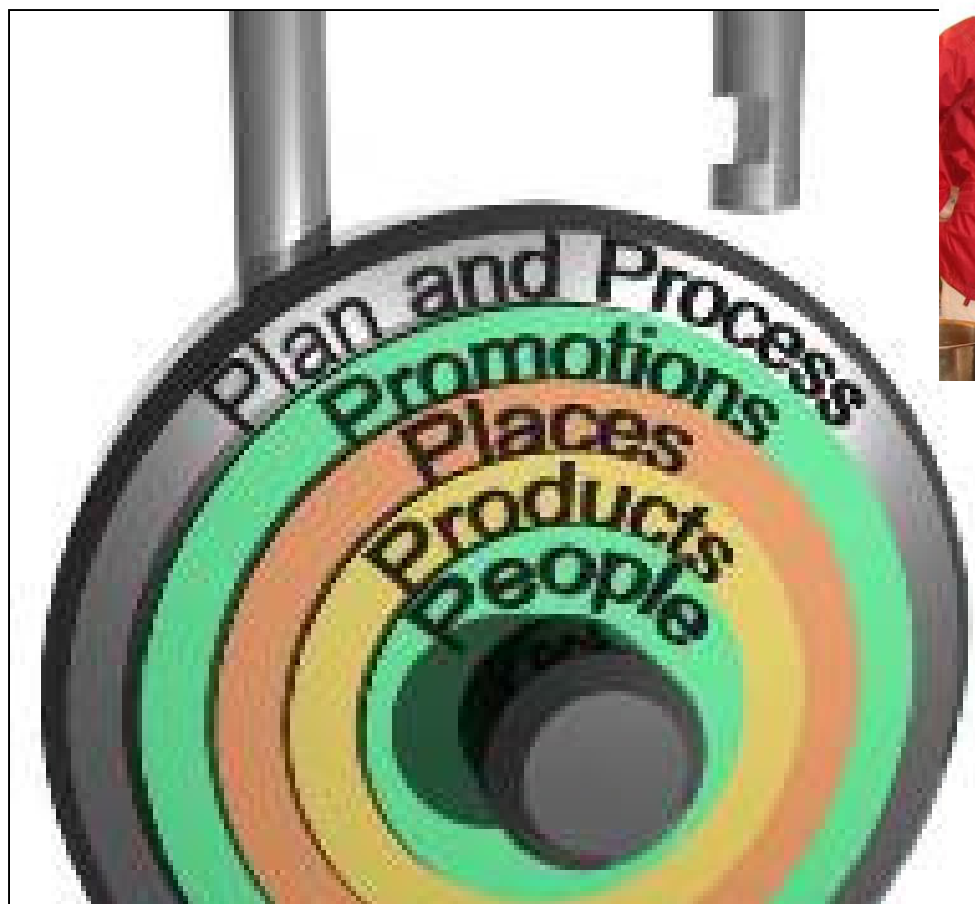




# *Are You MarketReady?*

## Bring it all Together

### Your Plan ...





EXTENSION  
OARDC

# DIRECT MARKETING

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