

## Executive Summary

This marketing plan is being designed to help La Montañita Co-op achieve its sales goals and recognizing our local distribution network that we established at least 10 years ago.

Our 2017 marketing plan will include a multi-tiered campaign that celebrates our accomplishments, resilience, determination and looks forward to where we are going by focusing on both our retail and civic brands, which align with two of our Ends.

The campaign will showcase **“Get Fresh! Buy Local”** with dynamic call-to-action messaging, strong visual and typographic elements reinforcing that messaging, accompanied with a bold color palette. This will be accomplished by highlighting what differentiates us from our competitors: community owned, your corner market — Local. Organic. Exceptional food.

We will “reclaim” the word “Fresh” to make it synonymous with La Montañita.

Combining our retail and civic brand, we will focus on the following two ends:

1. Increased access to, and purchase of, healthy foods (Retail Brand)
2. A strengthened cooperative community (Civic Brand)

This campaign will run January through December 2017 and will include all our locations and Distribution Center, with ads, promotions and events across multiple media vehicles.

The campaign will continue to advance our pricing strategies and focus on local vendors and products.

The budget in this plan shows overall allocation for FY 2016-2017, including media buys and promotions for the campaign and Fall marketing (Oct.-Dec. 2017).

**Note:** Due to writing and implementing two simultaneous campaigns in 2016 (40<sup>th</sup> Anniversary and Westside), the Marketing Team was delayed in writing this plan/campaign prior to Dec. 2016.

## Competition

While our competitors still include Whole Foods, Sprouts Farmers Market, Trader Joe's and Natural Grocers, the conventional supermarkets such as Smith's, Albertsons and Walmart Supercenters have made a huge footprint with natural/organic offerings, additionally, new sources of competition include online grocery delivery services. We need to continue to embrace this New Normal (*changes in consumer buying/spending patterns and market trends that the competition is responding to*) in order to thrive in the current industry.

We need to advance changes in our price perception, reclaim the word “fresh” and show why and how La Montañita knows local.

Showcasing and focusing on our differentiators, along with competitive pricing, will make La Montañita top-of-mind for consumers who want exceptional quality products for their families and want to **"Get Fresh! Buy Local"**.

### **Target market**

#### **Primary:** *Mid-level Shoppers*

*Demographics:* Consumers who embrace a healthy, active lifestyle, are college educated and/or business professional, married or single with or without children, living in Albuquerque, Rio Rancho, Corrales with a median income around \$50,000, in Santa Fe with a median income around \$60,000 and in Gallup with a median income around \$40,000, with a variety of ethnic backgrounds and age ranges from 25-35+.

*Psychographics:* They are active people, owning their home or renting, have multiple vehicles, enjoy outdoor activities and like to travel with or without family. They are health conscious, environmentally aware, are active in and support local and community organizations and many, not all, take a holistic approach to living.

*Buying patterns:* They spend a significant portion of their disposable income on home maintenance, sporting goods, outdoor equipment, clothes, arts and crafts and online purchases for themselves and for their families, and they like unique gifts and shopping at **local** boutique shops, in addition to large chain stores. They shop at least 3 stores for quality food, look for a good price but are willing to pay more for quality and/or local products.

*Media patterns:* They have varied media usage. They are Internet and mobile device savvy and enjoy locating unique finds online, like to peruse traditional media such as magazines (outdoor, sports, art, fashion, travel, parenting, etc.), spend moderate time watching television with their families and enjoy family movies and independent films.

#### **Secondary:**

Current member-owners at La Montañita Co-op, reflect the demographics, psychographics, buying and media patterns of the primary target market. They are also brand loyal, avid volunteers and view sustainability as very important to local economic growth. Age ranges 40+, in addition to a growing number of Millennials.

**Consumer problems to overcome:** La Montañita Co-op has three main consumer problems:

1. While we have created greater overall awareness of who we are and what we do, there is still a perception of being over priced and not enough focus on local vendors and product variety.
2. Consumers are still not aware of the depth of our commitment and organization of our local foods network, and that just by shopping with us they support our many community efforts and partnerships with area non-profit organizations.

3. The Delis are not considered a place to pick up breakfast, lunch or dinner-to-go or that they can cater your special occasions.

### Strategic goals

The three strategic goals are:

1. To increase weekly sales by the continued awareness of what we have to offer, why we offer it, advancing our pricing strategies and focusing on local vendors and product variety.
2. To build understanding, change perception and educate consumers on the combined value of our retail and civic brand by illustrating the connection of our retail stores to our local community farmers, ranchers and producers.
3. Showcase the Delis as a go-to place for picking up breakfast, lunch and dinner and for catering services (party platters, entrees, salads, desserts and events).

### Positioning Statement

La Montañita Co-op is *the* local, fresh food market for consumers who embrace a healthy, active lifestyle through eating natural and/or organic foods, buying locally produced items and supporting local sustainability initiatives and economic growth.

### Creative Strategy/Executions

From September-December 2016, we focused on the completion of our 40<sup>th</sup> Anniversary Campaign, as well as Deli Services, including catering, and promotional in-store events (Cake Celebration and Season's Eatings Holiday Party).

From January-December 2017, we will be creating a multi-tiered campaign that celebrates our accomplishments, resilience, determination and looks forward to where we are going with by focusing on both our retail and civic brands, which align with two of our Ends:

1. Increased access to, and purchase of, healthy foods (Retail Brand)
2. A strengthened cooperative community (Civic Brand)

The campaign will feature dynamic call-to-action messaging, strong visual and typographic elements reinforcing that messaging and a bold color palette. All this will be accomplished by highlighting what differentiates us from our competitors: community owned, your corner market — Local. Organic. Exceptional food.

We will “reclaim” the word “Fresh” to make it synonymous with La Montañita.

The campaign will utilize the concept: **Get Fresh! Buy Local**, focusing on what differentiates us from the competition.

The following elements will be used:

**2017 Campaign Logo/Tagline:**



Colors of the logo will vary depending on the images used (samples above).

**Images:** Dominant images, photography as art

**Type/copy:** Reinforcing the message — local, community, fresh, healthy and healing

## SHOP LA MONTAÑITA COIOP.

*With the following copy used interchangeably below:*

Growing a Food Revolution Since '76

New Mexico Farms >SAME DAY DELIVERY<

New Mexico Ranches Are Closer to Home

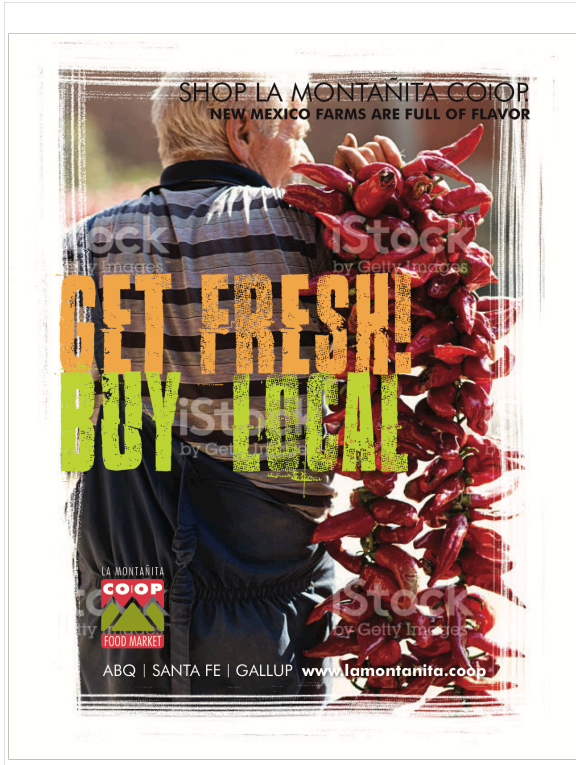
New Mexico Farms Are a Matter of Taste

New Mexico Farms Are Full of Flavor

New Mexico Food Has More Power

**The tone of the message:** Fresh, bold, iconic, edgy, visual storytelling, minimal

Sample ads:



Ads, promotions and designs will use grungy typography with fresh, bold color palettes, which will appeal to the target market.

*Please note: Some tweaks to copy may occur during campaign.*

**Mandatories:** Campaign logo/tagline, copy, website, LMC, ABQ/Santa Fe/Gallup

**Executions:** In addition to our media mix (see Media Plan below), we will be doing a variety of promotions and events showcasing local vendors and community.

We will also work with the Membership Department on the following:

- Member-Owner drive
- Community collaboration events (EarthFest, Pride Parade, Balloon Fiesta, etc.)

*Please note: Some tweaks to events and promos may occur during campaign.*

**Evaluation:**

The effectiveness for this plan will be measured using several assessment tools. In August, we will look at the assessed outcomes to date and adjust, where necessary, for the following year's plan. Analysis criteria includes:

- Increase in weekly sales

- Increase in member-ownerships
- Member-owner survey
- On-site and follow-up surveys for partnership events
- Data from various media outlets (ROI)
- Social media performance statistics and analytics
- Hits on the website via Google Analytics

**Going Forward (next three-year plan/campaign):** After evaluating this campaign and plan, we will determine where improvements can be made in marketing and promotions, which will set the direction they will take for the next three-year plan. Initial planning for the next campaign will begin in June 2017.