

The image features a large, circular USDA Organic Seal in the background. The seal is green and white, with the words "USDA" in green and "ORGANIC" in white. The seal is surrounded by a thick, light brown circular border. The text of the thesis title is overlaid on the seal.

**It's Only Natural:**  
Challenges and Strategies for  
Selling the USDA Organic Seal

Thesis submitted by:  
Elizabeth Creasey

In candidacy for an honors  
designation in Business Administration  
Advisor: Amanda Bower  
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## Market

### Assessment

#### Objectives

In October, 2002, the USDA established national criteria to define organic food certification standards. This national certification program was implemented in an effort to provide consumers with a coherent set of guidelines to inform their purchasing decisions. When the program was implemented in 2001, some effort was made to promote the seal through producers and retail chains, but there was never a national campaign made to promote the new label, and as such, the seal has faded into relative insignificance.

By neglecting to promote the seal when inaugurated, the organic foods industry missed out on a substantial opportunity to promote awareness of the organic foods industry as a whole. Much in the way that the California Fluid Milk Advisory Board joined together to promote milk through the, "Got Milk?" campaign, so could the organic foods industry unite to promote organic foods through the USDA Organic seal.

This project seeks to determine consumer attitudes towards organic foods, and assess the ways in which the USDA Organic seal might be marketed so as to extend awareness of the label to mass-market consumers. This campaign will present organic not simply as a method of food production, but rather as a means to depict a lifestyle aesthetic of comfort, elegance, and consummate good taste.

# Market Assessment

## Objectives

Analyze the market for organic food products.

Identify the role of the USDA Organic seal in the market for organic food products.

Position the USDA Organic label as a tool for increasing awareness of the organic foods market.

## Strategies

Conduct an industry analysis of the market for organic food products.

Conduct an analysis of current organic food product advertising campaigns, focusing upon the role of the USDA Organic seal in each advertisement.

Assess the strengths and weaknesses of the organic foods market, as well as the strengths and weaknesses of the USDA Organic seal.

*"The USDA regulations gave legitimacy and uniformity to the organic industry, strengthening its stock in the eyes of consumers who already considered organic foods to be advantageous in terms of safety, taste and health benefits."*<sup>1</sup>

## What is "organic"?

For many, the word 'organic' simply means that a product was produced without the use of chemicals. For others, 'organic' implies a much broader lifestyle choice. Regardless of personal definitions, businesses have begun to realize that "organic" has the potential to mean big profits.

With sales growing at a rate of 10% annually, and a price premium of as much as 30%-50%, organic foods have moved out of the health food store niche, and have begun the transition into mainstream markets.

### From the USDA...

"Organic food is produced without using most conventional pesticides; fertilizers made with synthetic ingredients or sewage sludge; bioengineering; or ionizing radiation."<sup>2</sup>

# Why buy certified?

In response to the increasing popularity of organic foods, in October of 2002 the US Department of Agriculture (USDA) implemented national standards for organic certification, under its newly established National Organic Program. Except for farms with gross agricultural income of greater than \$5,000, a USDA certifying agent must certify all food products labeled "organic". This program was established as a result of the Foods Production Act of 1990 (OFPA). Congress passed this act to accomplish three primary goals, as stated on the USDA website:

- (1) To establish national standards governing the marketing of certain agricultural products as organically produced products,
- (2) To assure consumers that organically produced products meet a consistent standard; and
- (3) To facilitate commerce in fresh and processed food that is organically produced.<sup>3</sup>

One of the most influential benefits of the National Organic Program has been the institution of a national USDA Organic seal to identify certified organic products.

## The USDA Organic seal will...

Afford consumers a visual cue when shopping for organic products

Present an excellent opportunity to develop a national awareness campaign for organic food products across the industry.

## By using this seal to promote organic foods as a whole...

Consumers will benefit from improved information about their purchasing decisions

Producers will benefit from a campaign that reaches out to previously unidentified market segments.



This picture illustrates the different labeling requirements as explained in the next table. The cereal box on the far left illustrates a product which is 100% organic, the next product is 95% organic, the third from the left is at least 70% organic, and the fourth box is less than 70% organic, and therefore may only be labeled with the percentage of organic ingredients included.<sup>4</sup>

## Strengths

# Competitive Assessment

Claim	% Organic Ingredients	Must Show:	May Show:	May NOT Show:
"100% Organic" (Or similar statement)	100%	<ul style="list-style-type: none"> <li>List organic ingredients (IP)</li> <li>Include the statement: "Certified organic by _____". (IP)</li> </ul>	<ul style="list-style-type: none"> <li>Use the USDA Organic seal (PDP/OP)</li> <li>Certifying agent seal</li> <li>Use the term "100 percent organic" to modify the product name (PDP/IP/OP)</li> </ul>	Not applicable
"Organic" (Or similar statement)	95%	<ul style="list-style-type: none"> <li>Show an ingredient statement when the word "organic" is used and identify organic ingredients as "organic". (IS)</li> <li>Include the statement: "Certified organic by _____". (IP)</li> </ul>	<ul style="list-style-type: none"> <li>Use the USDA Organic seal (PDP/OP)</li> <li>Certifying agent seal (PDP/OP)</li> <li>Use the term "Organic" to modify the product name (PDP/IP/OP)</li> </ul>	Not applicable
"Made with Organic Ingredients" (Or similar statement)	70%	<ul style="list-style-type: none"> <li>Show an ingredient statement when the word "organic" is used, and identify organic ingredients as "organic". (IS)</li> <li>Include the statement: "Certified organic by _____". (IP)</li> </ul>	<ul style="list-style-type: none"> <li>Use the USDA Organic seal (PDP/OP)</li> <li>Certifying agent seal</li> <li>Use the term "Organic" to modify the product name (PDP/IP/OP)</li> </ul>	<ul style="list-style-type: none"> <li><b>The USDA Organic seal</b></li> </ul>
That a product has some organic ingredients	May contain less than 70% organic	<ul style="list-style-type: none"> <li>Show an ingredient statement when the word "organic" is used, and identify organic ingredients as "organic". (IS)</li> </ul>	<ul style="list-style-type: none"> <li>The organic status of ingredients in the ingredients statement. (IS)</li> <li>"X% organic ingredients" (IP).</li> </ul>	<ul style="list-style-type: none"> <li><b>The USDA Organic seal</b></li> <li>Certifying agent seal</li> </ul>

Initials indicate where the labels may be placed on the package:

PDP= Primary Display Panel

OP= Any Other Panel

IP= Information Panel

IS=Ingredients Statement<sup>5</sup>

# Competitive Assessment

## Strengths

Recognition of the USDA name

Health consciousness trend

Establishes one national standard for customers to understand

Loyal base of organic consumers

## Weaknesses

Lack of information among mainstream consumers

Price premiums

## Opportunities

Rapid sales growth of organic food products

Increasing acreage of certified organic farms

Big-name conventional brands entering the organic foods market

## Threats

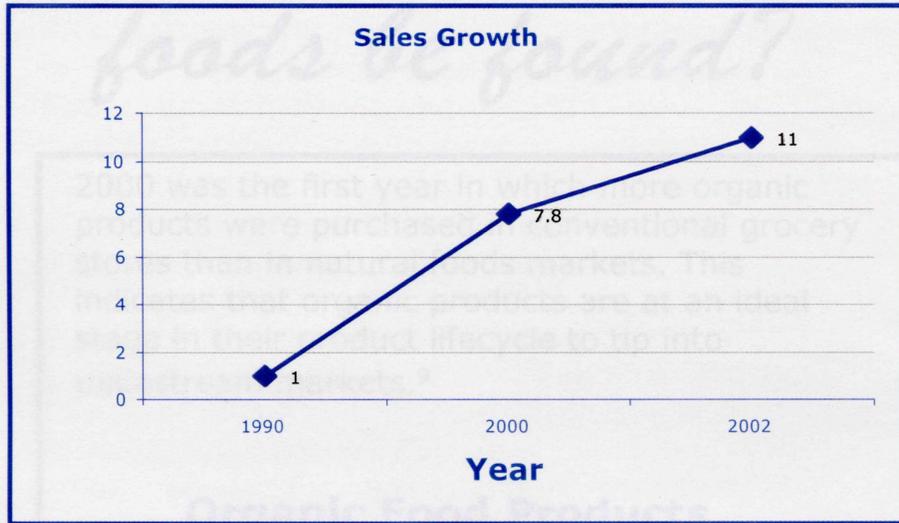
Opposition from organic purists who think the standards to be too lenient

Standards may be threatened by lobbying efforts of conventional farmers

One of the strongest assets of the USDA Organic seal is the fact that mainstream consumers recognize the USDA. For consumers who might otherwise be hesitant about buying an unknown product, the addition of any highly recognizable element, such as the seal, may engender a certain level of product familiarity.

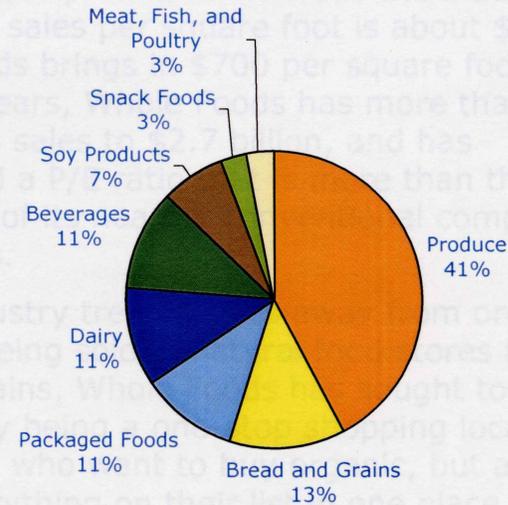
One of the greatest drawbacks of the USDA Organic seal is USDA's refusal to address the widely held conception that organic foods are healthier. This poses a challenge to the campaign, as the most commonly perceived benefit to buying organic foods are in regards to health related concerns. This issue should be addressed by the USDA.

# Sales Growth in the Organic Foods Industry



The organic foods industry is experiencing a period of rapid growth. Accounting for 1.5%-2% of total food sales, organic food products have experienced unprecedented growth in recent years—no less than 20% annually since 1996.

Table 1: Sales of Organic Food Products



Currently, the top five organic foods are:

- fresh fruits**
- vegetables**
- breads and grains**
- packaged foods**
- dairy products**

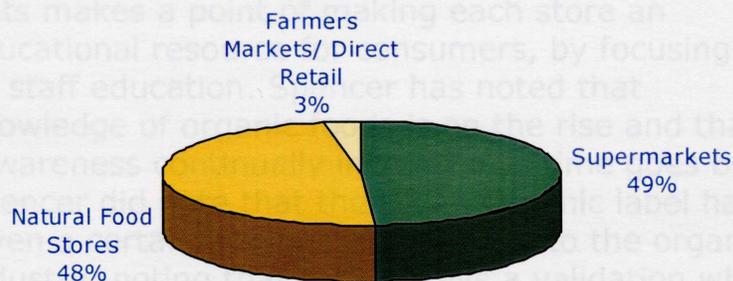
Although dairy products are trailing the top five, they have experienced the most substantial growth, increasing in sales by well over 500% between 1996-2000.<sup>7</sup>

The bulk of organic food sales are produce items such as fruits and vegetables. According to the ERS, these purchases are considered "gateway" purchases and are often the first purchase made as consumers begin to buy organic foods on a regular basis.<sup>8</sup>

# Where can organic foods be found?

2000 was the first year in which more organic products were purchased in conventional grocery stores than in natural foods markets. This indicates that organic products are at an ideal stage in their product lifecycle to tip into mainstream markets.<sup>9</sup>

## Organic Food Products Channels of Distribution



## Whole Foods Organic Market

Whole Foods has positioned itself not simply as a gourmet grocery store, but rather as a gourmet shopping experience. This experience includes in-store cooking demonstrations, chair massages, and food items such as shark and heirloom tomatoes. If growing sales are any indication, this is a shopping experience for which consumers are willing to pay the 10%-15% premium. Whereas the industry average of sales per square foot is about \$400, Whole Foods brings in \$700 per square foot. In the past five years, Whole Foods has more than doubled its sales to \$2.7 billion, and has established a P/E ratio that is more than three-times that of its nearest conventional competitor, Albertson's.

As the industry trend moves away from organic products being sold in natural food stores to mass market chains, Whole Foods has sought to bridge that gap by being a one-stop shopping location for consumers who want to buy organic, but also want to get everything on their list in one place. Whole Foods CEO, John Mackey, says that he doesn't worry about competition from large mass-market chains because, "the competition will merely increase public awareness of natural and organic products. Besides, while the supermarket leviathan can compete on price, they can't touch Whole Foods in the range of offerings or service."<sup>10</sup>

## *Wild Oats*

Wild Oats Natural Markets is currently the nation's second largest natural foods store, behind Whole Foods. While they may be second in sales, Wild Oats representative Tracy Spencer asserts that they are the number one natural foods retailer, based on the percentage of natural foods that they carry.

According to Spencer, "We carry a larger percentage of organic products than other chains. 70 percent of our produce is organic, and 50 percent of products storewide are organic." Everything else Wild Oats carries is all-natural, without artificial colors, flavors, or additives. Spencer describes the typical Wild Oats consumer as being well-educated, especially in regards to healthy living options, "most consumers who come to our store are aware of the benefits of organic foods." To compliment this education, Wild Oats makes a point of making each store an educational resource for consumers, by focusing first on staff education. Spencer has noted that knowledge of organic foods is on the rise and that, "awareness continually increases as time goes by." Spencer did note that the USDA Organic label has given a certain amount of credibility to the organics industry, noting that, "it's always a validation when the USDA is willing to put their name on a product." Spencer believes that most consumers trust the USDA Organic seal, and that it will continue to be an important factor in the growth of the natural foods industry.

## *Cool Springs Organic Market*

Cool Springs Organic Market is a local organic market in Lexington, Virginia. Owned by local residents, Brad Eisold and Selena Anderson, this market caters both to residents who are looking for healthful, organic fare, as well as upscale shoppers who are looking for gourmet items. Brad and Selena describe their customers as, "open minded and in-tune with social issues." While they have grown a loyal customer base, they feel that the greatest obstacle to introducing organic foods to mainstream consumers is the lack of awareness about buying organic foods, "Prices are 20%-30% higher," Brad commented, "and without awareness about organic foods, people don't see any reason to pay the premium." Selena also noted that shopping is closely tied to "habit patterns", and that deeply ingrained habits such as grocery shopping are often difficult to break.

As the industry grows, however, Brad and Selena believe that organic foods will become an option to a wider market of consumers. Brad believes that, "The goal of all dedicated growers should be to get their products into grocery store chains and make their products available to the mass markets of people."

# Account Planning

## Objectives

Identify a target market for the USDA Organic seal.

Determine the ways in which the USDA Organic seal can effectively reach out to new markets for organic products.

Uncover an insight as to how organic foods play a role in the life our target consumer.

## Strategies

Analyze secondary sources of current market research in the organic foods industry

Obtain a consumer profile of current organic buyers through a survey at Cool Springs Organic Market.

Conduct an online survey to investigate consumers' food purchasing decisions, especially focusing on the role of product labeling.

## *Only hippies buy organic, right?*

If only it were that simple... Attempts to establish a target market for organic food products have been nebulous at best. There is little conclusive data to associate demographic and psychographic variables with consumption patterns. Some surveys indicate that wealthy, well educated, parents are the typical customers; while other studies report that the market for organic foods is represented by young, urban, singles. However, in a report compiled by the Economic Research Service of the USDA, the typical organic shopper may be described as, "a younger household in which females do the shopping; smaller and higher income households are the most likely purchasers."<sup>11</sup>

One difficulty in establishing a "typical" organic consumer is the variability of individual values. Whereas food products are traditionally used to define low-involvement, high-utility commodity goods, organic foods introduce an element of hedonistic purchasing considerations into the decision making process. Many aspects of the decision to "buy organic" are subjective. As a result, consumers who are asked to consider purchasing organic products are being asked to shift from making traditionally low-involvement decisions based solely on price and appearance, to making sometimes very high involvement decisions based on factors such as ethics and social responsibility. Factors such as income and urbanity are weak predictors of how an individual responds to the perceived threat of chemical contamination.

## *...Then who is in this target market?*

This campaign should aim to reach consumers who prioritize a healthy lifestyle, and see value as more than a number on a price tag. These consumers enjoy being active, and choose high quality products which compliment their favorite leisure activities, such as running, skiing, playing tennis, and enjoying gourmet meals.

Using research published in the 2003 Market Lifestyle Analyst, young married couples, ages 25-34, are more likely than the average American to enjoy running, skiing, tennis, wines, and high fashion.<sup>12</sup> In addition, young couples are often at a stage in their lives when they will soon be considering raising a family- a point in time when establishing healthy eating habits becomes a high priority. This combination of factors make the 25-35 year old age group an ideal demographic for the USDA Organic campaign to target in their creative executions.

# Interviews

The quest for consumer insight began with interviews to discuss perceptions of organic foods. Some of the most common, and most opinionated, comments have been highlighted here.

Please note, these are direct quotes and in no way reflect the opinion of the author...

"Include people that aren't crazy"

"I'm really bothered by anything artificial, so I don't mind paying for purity."

"Can you buy it if you don't make your own clothes?"

"How does it not bother people to not know what's in the food they eat?"

"It all just seems so elitist."

"Everyone should know that organic isn't just for vegetarians."

**"It's all a bunch of crazy media hype"**

"I'd buy it but I don't smoke pot."

"It's a bunch of overpriced food for hippies that tastes just the same."

"Do they make any of it without tofu?"

"It's just confusing and not worth taking the time to figure out."

"You can eat as much as you want and not get fat."

**"I don't think about pesticides; it's not like they make the food taste different."**

"I buy it all the time, but I'm really turned off by most advertisements. I feel like no one advertises to me."

## In-Store Interviews

The survey process continued at Cool Springs Organic Market, a local retailer of organic foods. These surveys were conducted to determine consumer attitudes regarding organic foods, based on people who already buy organic.

The questions were asked in order to determine what motivates consumers to buy organic. Some of these motivations are summarized below

- 100% of consumers interviewed said that freshness is the most important consideration when they buy groceries.
- 20% of consumers consider appearance to be an important factor in their decision to buy.
- Only 30% consider themselves to be familiar with the USDA Organic seal.

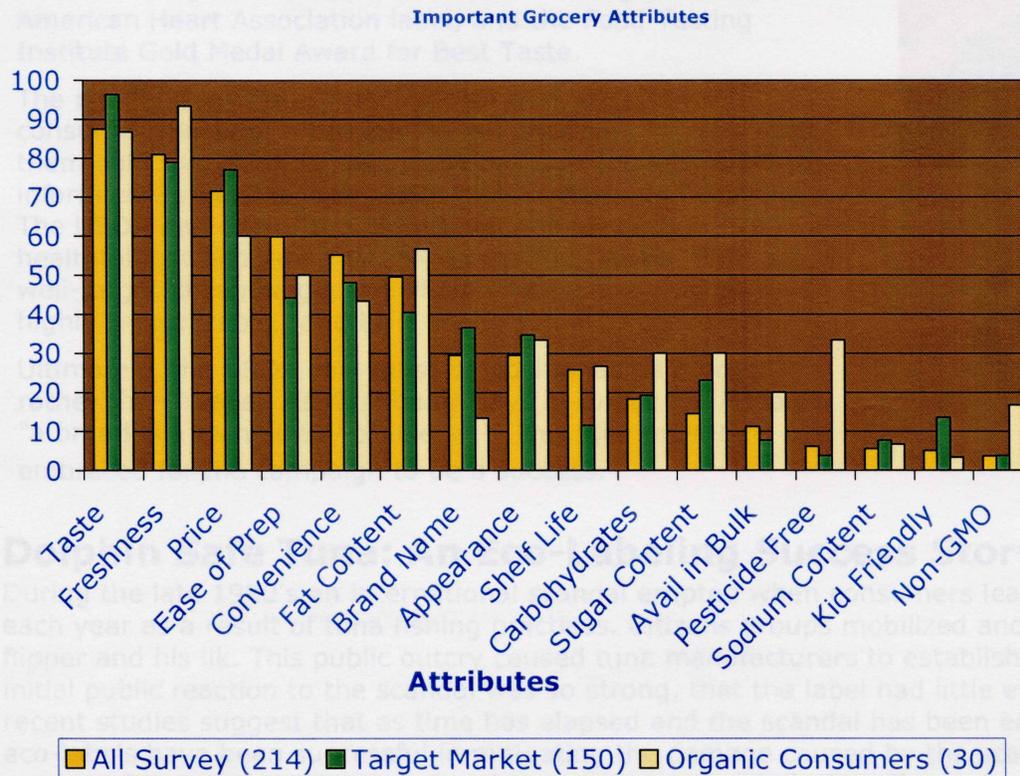
•Of those who did recognize the label:

-65% consider it to be credible

-72% of respondents would prefer to purchase a product with the label over one without.

# Online Survey Results

A nationwide survey was conducted in order to assess current awareness of the USDA Organic seal, as well as to gain insight into common perceptions of organic food products. In addition, questions were asked regarding lifestyle factors, as well as attitudes towards food labeling in general. There were 214 survey respondents total, 52 of whom are in the primary target market of 25-35 year old married women. In the larger target market of 18-34 year old women, there were 150 respondents.



The survey began by asking respondents to identify the attributes which are most important to them when grocery shopping, whether for conventional or organic products. Naturally, taste was determined to be the most influential factor for consumers. The second most-important attribute, however, was freshness. This is a crucial insight for the USDA Organic campaign, as freshness is one of the most substantial benefits of buying organic food products.

Other positive implications of the survey are that consumers do not seem to prioritize either appearance or shelf-life. These are commonly considered to be two of the primary drawbacks to organic foods, and so it is encouraging that these are not necessarily factors which influence purchasing decisions.

Finally, and most importantly, the greatest hurdle to overcome will be the issue of price. This is a primary concern for over two-thirds of respondents. The campaign should stress the idea of value rather than price in an effort to justify the price premium.

# Awareness *A Community of Users:*

*The Importance of the USDA Organic seal being more than just another label*

The survey sought to appraise the attention given to product labels, in order to determine whether consumers pay attention to labels when they purchase food products. Studies have shown that labeling does demonstrate the ability to influence consumer decision-making, especially in the context of environmental consumerism (see the note below on dolphin-safe tuna).

Questions were asked about four different labels: the Good Housekeeping Seal of Approval, the USDA Organic seal, the American Heart Association label, and the Food Tasting Institute Gold Medal Award for Best Taste.

The results from the survey indicate that while most consumers know of these labels, few shoppers actively seek them out. This is not to say, however, that the labels fail to inform consumers as they make their purchasing decisions. The USDA had one of the highest ratings for both healthfulness and integrity among the four labels. With a well-targeted campaign, the USDA Organic seal will be highly recognizable, and be a useful signal to consumers.

Ultimately, the USDA seal must be positioned as a brand rather than a label. As Kirshbaum says in *Under the Radar*, "a brand is a community of users".<sup>13</sup> This idea must be embraced for the campaign to be a success.

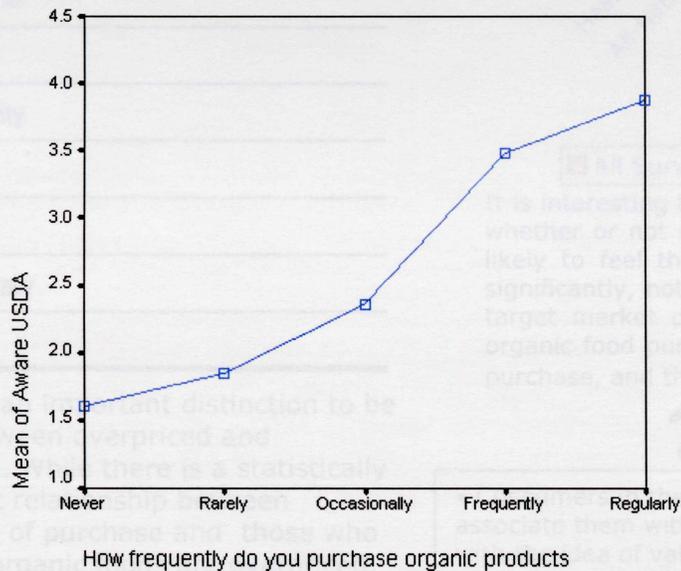
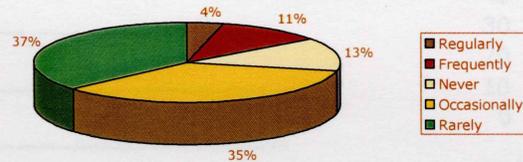


## **Dolphin Safe Tuna: An Eco-Labeling Success Story?**

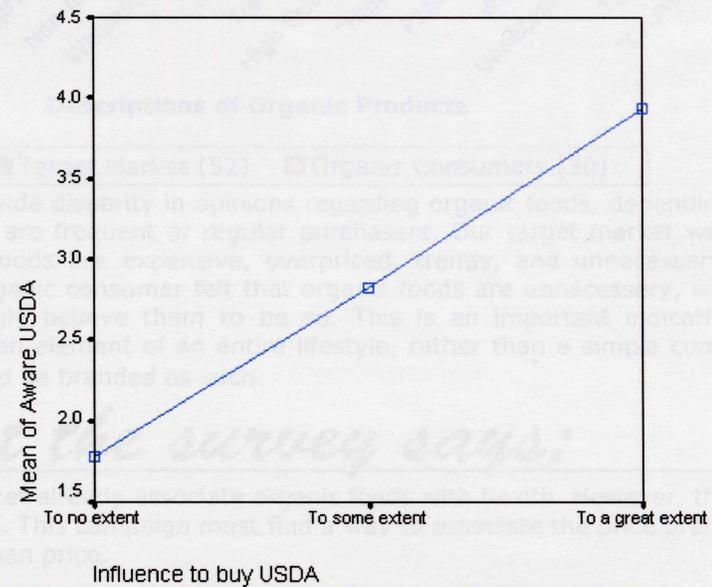
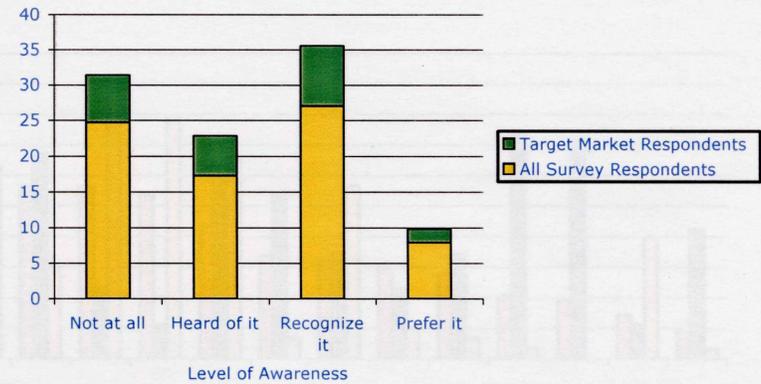
During the late 1980's an international scandal erupted when consumers learned that as many as 100,000 dolphins were killed each year as a result of tuna fishing practices. Citizens groups mobilized and there was an outpouring of support for the plight of flipper and his ilk. This public outcry caused tuna manufacturers to establish a label for dolphin-safe tuna. Data suggests that the initial public reaction to the scandal was so strong, that the label had little effect upon assuaging consumer fears. However, recent studies suggest that as time has elapsed and the scandal has been eclipsed by the ubiquity of the dolphin-safe labels, the eco-labels have been successful in mitigating the damage caused by the scandal. According to researchers, "if a significant portion of the consumer population demand environmentally friendly products, the presence of an eco-labeling program may provide firms an incentive to differentiate and market their products."<sup>14</sup>

# Awareness and Frequency of Purchase

Frequency of Organic Food Purchases



Awareness of the USDA Organic Seal



These two graphs illustrate a critically important finding from the survey research--there is a relationship between awareness of the USDA Organic seal, and the frequency of purchase. An ANOVA test was run two ways, and in both cases, there was a significant relationship between the level of awareness of the USDA Organic seal and the frequency with which organic products are purchased. This indicates that as people move along the hierarchy of effects, there is a strong tendency to translate the cognitive liking or preference for the label into action. For people who are moved along the hierarchy of effects to preference of the label, the median frequency of purchase is as high as 3.8, meaning that once people grow to prefer the label, they will most likely become frequent purchasers.

## Significant Attributes

Respondents were asked to select three adjectives which they felt best described their attitude toward organic foods. These factors are shown to have a statistically significant relationship to the frequency of purchase

(Ranked by % of Respondents)

Healthy

Fresh

Overpriced\*

Wholesome

Safe

High Quality

Faddish

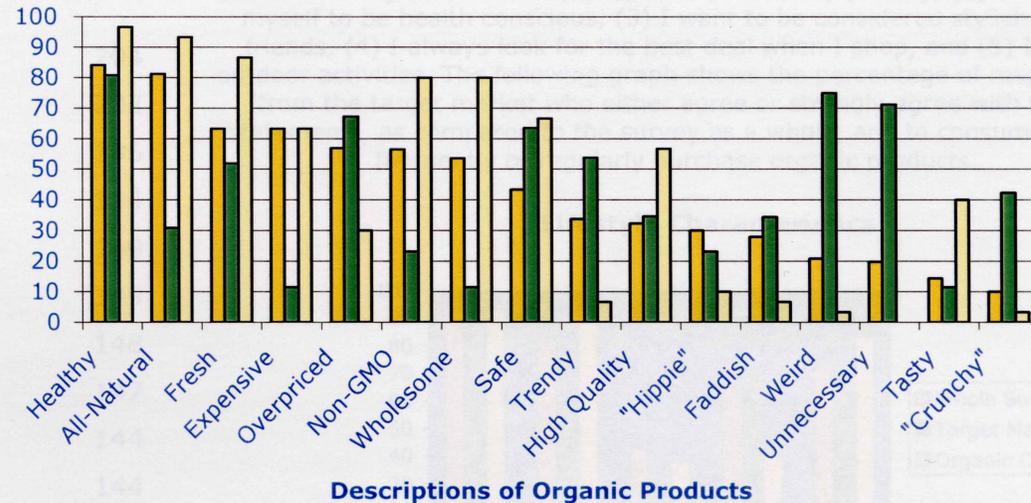
Weird

Unnecessary

Tasty

\*There is an important distinction to be made between overpriced and expensive. While there is a statistically significant relationship between frequency of purchase and those who feel that organic foods are overpriced, there is no relationship for those who think it to be expensive. This implies that although organic consumers are willing to acknowledge the price premium, they view it as being worthwhile.

## Attitudes Towards Organic Products



■ All Survey (214) ■ Target Market (52) ■ Organic Consumers (30)

It is interesting to note the wide disparity in opinions regarding organic foods, depending upon whether or not respondents are frequent or regular purchasers. Our target market was most likely to feel that organic foods are expensive, overpriced, trendy, and unnecessary. Most significantly, not a single organic consumer felt that organic foods are unnecessary, while the target market overwhelmingly believe them to be so. This is an important indication that organic food purchases are an element of an entire lifestyle, rather than a simple commodity purchase, and the seal should be branded as such.

## What the survey says:

- Consumers in the target market already associate organic foods with health. However, they also associate them with high prices. This campaign must find a way to associate the price premiums with the idea of value, rather than price.
- Because organic foods have become associated with stereotypes such as "weird" and "crunchy", the first step in this campaign must be to reposition organic foods in the minds of our target market.
- Our target market prioritizes many of the attributes for which organic foods are well known, such as freshness and healthfulness. It is not enough for consumers to associate organic foods with these words, however. Organic foods must be seen as superior to conventional products in these respects.

# Lifestyle Market

Top Ten Lifestyles Ranked By Index\*\*

Lifestyle	Index Score
Running/ Jogging	204
Snow Skiing Frequently	202
Tennis Frequently	196
Electronics	184
Home Video Games	169
Foreign Travel	149
Science/New Technology	148
Wines	147
Fashion Clothing	144
Golf	144

*Analyst*

\*\*The index is based at 100, and the index scores should be read as follows:

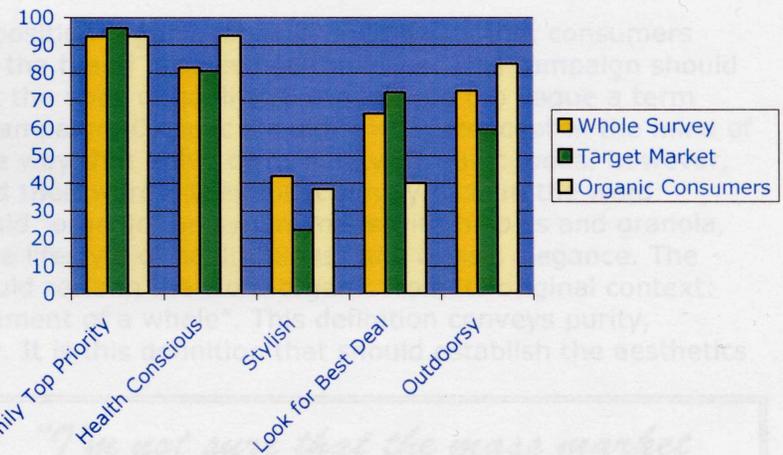
Married couples ages 18-34 are 2.04 times more likely to enjoy running/jogging than the average American.<sup>15</sup>

Exploring the Lifestyle Market Analyst data was the first step in determining that this demographic was a viable market to target for the USDA Organic campaign. Young married couples engage in many other lifestyle activities which are conducive to healthy living, but they are also more likely than average to spend money on luxury goods such as golf, fashion, and wines. This indicates that while married couples tend to be "heavy economizers"<sup>16</sup> in some aspects of their shopping patterns, they are willing to spend money if they think the product is worthwhile.

## Lifestyle Priorities From the Survey Data

Survey respondents were asked to state the extent to which they agreed with the following statements: (1) My family is my top priority, (2) I consider myself to be health conscious, (3) I want to be considered stylish by my friends, (4) I always look for the best deal when I shop, and (5) I enjoy outdoor activities. The following graph shows the percentage of respondents from the target market who either agree or strongly agree with those statements, as compared to the survey as a whole, and to consumers who frequently or regularly purchase organic products.

Lifestyle Characteristics



Personal Questions

*"Singles and young married seem to be more receptive to new products and their brands, but they are price sensitive consumers. They have postponed marriage to a later age, and thus are able to cultivate such activities as single ski lodges, scuba diving, travel, and the establishment of their own households."<sup>17</sup>*

## *Consumer Insight:* “USDA Organic: It’s more than you think.”

When consumers think organic, they think, “healthy”. While it seems that this should be a good connection, in reality, the word “healthy” is keeping organic foods from growing beyond its current 3% market-share. The problem with consumers consistently associating organic foods with health is the problem of why they make the association. Consumers don’t think organic=healthy because they believe it’s true; consumers think organic=healthy because they think it’s *supposed* to be true. The problem this creates is that of reactance and disconfirmation. For the most part, consumers see the only benefit of organic foods as healthfulness. If they think that this benefit is contrived, then they won’t think about organic foods long enough to consider all of the other benefits

such as freshness, taste, and quality.

**“Attitudes are often difficult to change, but marketers may be able to accomplish attitude change through communications, particularly if buyers’ perceptions about the brand are incorrect.”<sup>18</sup>**

This campaign must reposition organic foods in such a way that consumers make associations with the brand besides healthfulness. This campaign should position organic food at the apex of quality. But quality is too vague a term upon which to build a campaign. Organic should “own” a concept in the mind of consumers, much in the way that Volvo owns safety. Organic foods, however, need not look far to find their word-- they must simply reclaim the word organic. No longer should “organic” be synonymous with hippies and granola, but rather with an entire lifestyle of healthfulness and classic elegance. The USDA Organic seal should reclaim the word organic from its original context: “forming an integral element of a whole”. This definition conveys purity, simplicity, and integrity. It is this definition that should establish the aesthetics of the brand.

The single most important thing we want people to take away from this campaign is that organic food is more than health food. Consumers should be open-minded about what organic means, and they should judge the foods based on their own opinion, not the opinion that says they’re healthy or the opinion that says they’re “crunchy”. This campaign should reshape their opinion about what organic is, aside from the hype and the stereotypes. Organic foods aren’t going to be for everyone. But for everyone who sees the quality in foods produced by small farms, and for people who want freshness that comes from local suppliers, organic should be an option. It’s an option that most people don’t know exists, and it’s an option that this campaign should promote to consumers.

**Organic isn’t just what you think, it’s much more.**

*“I’m not sure that the mass market consumer finds the word ‘organic’ friendly. They’re not educated enough in it.... It’s all in the education. The food is great and once consumers get it in their mouths, once you get them to cross over, it becomes an option to them.”<sup>19</sup>*

# Creative

## Objectives

Gain an understanding of the current ad campaigns being produced for organic food products.

Gain an understanding of what motivates our target market, as well as what purchases of organic products throughout the industry,

Create advertisements which reach out to our target market in such a way that the campaign is both memorable and motivational.

## Strategies

Analyze current ad campaigns, and hold focus groups to learn more about how consumers respond to these advertisements.

Study the account planning information to understand the values and motivations of the campaign's target market.

Utilize market research to develop a creative strategy that is based upon what will sell organic foods to new consumers.

## *Creative Strategy: this is organic.*

In order to increase sales among first-time buyers of organic foods, the USDA Organic seal must reposition the word "organic" in the minds of consumers. Consumers should be made aware of the other benefits to organic such as freshness and taste, so as to avoid the reactance experienced by those who don't believe the claims of better health.

This campaign will directly reposition organic foods as luxury commodity goods, largely based upon lifestyle marketing directed towards upper-class consumers. Each headline will begin with the word organic, followed by a blank space to be filled with different words such as elegance and growth and yoga. Each of these words are chosen because they are able to convey instances in which the benefit of buying organic would be readily applicable to the consumer.

Finally, in an effort to facilitate these changes, this campaign will utilize the tagline: "This is organic". This expression conveys the idea that the lifestyle advertised is truly organic, as opposed to the stereotypical ideas of what organic means. "This is organic" allows the USDA Organic label to create a new paradigm for the organic foods industry; a paradigm based not on hippies and fear appeals, but rather on aspiration and lifestyle marketing.

### *television*

The television advertisements are intended largely to cast a wide net of awareness regarding the campaign. Because it is both difficult and expensive to advertise on television, this element of creative will adopt a quality-over-quantity approach in its media planning. Therefore, the executions that are developed for television must be extremely well targeted.

### *print*

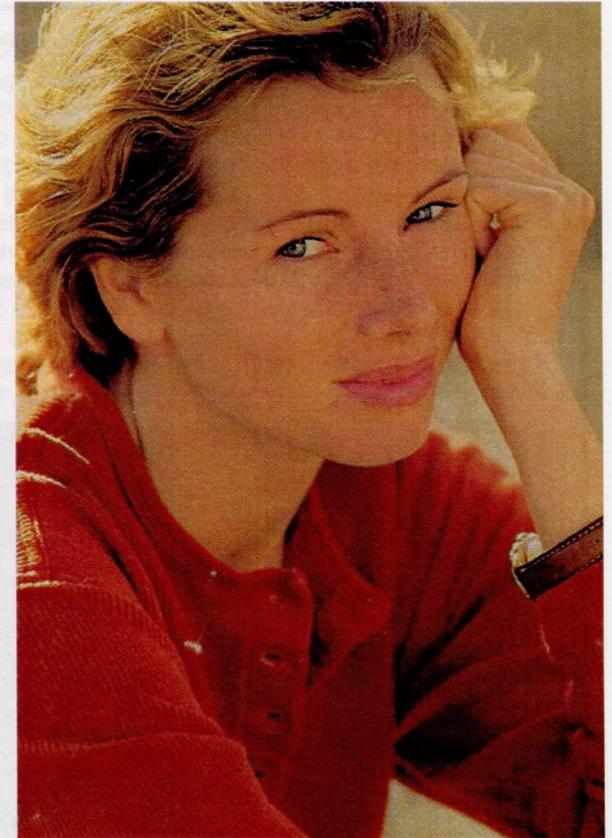
The print advertisements are meant to frame the lifestyle that we want this campaign to convey. These ads will be visually stimulating, and relatively short on copy. The objective of the print advertisements will be to convince consumers that organics fit into their lifestyle. The real selling will take place through promotions at markets.

### *nontraditional and support media*

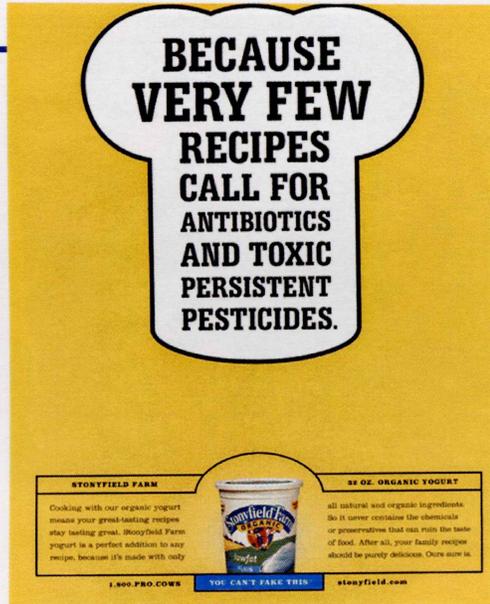
Non-traditional media will play an integral role in keeping the USDA Organic campaign in the minds of consumers. A great deal of targeting will occur through the media placement of the non-traditional media item.

## *Meet Lydia Drake. She's "Organic"*

If organic were a consumer, her name would be Lydia Drake. She would be a 28 year old woman, with a fiance that she met at law school. She is currently working as an issue advocate for the Natural Resources Defense Council, which belies the fact that James, her fiance, was just hired as a part of the in-house council for a real-estate developer. Lydia is a voracious reader, and she particularly likes John Irving and Jane Smiley. The only show she watches religiously is the West Wing, but she does love movies, especially ones with Kevin Kline. She and James enjoy going to hear live music on their weekends, but when they're at home they listen to Van Morrison and Sting. Lydia really enjoys being active. She runs 5 times a week, and she enjoys mountain biking when she gets a chance to get away for the weekend. When she and James vacation, they enjoy visiting places like Monterrey, California-- quiet and elegant places where they are able to relax and have world class meals. Lydia is quite progressive in her political ideology, but she strongly values a close family. She very much wants children, and is looking forward to raising them to be generous and intellectually curious. Lydia is respected by her friends, and is described as being effortlessly stylish and smart. Lydia believes that it's important to buy organic foods because they're healthy, but more importantly, they're simply better quality. She says that she is willing to pay the price premium because, "it always strikes me as odd that anyone would spend \$200 on shoes, and then resent the extra .30 that it costs to feed their body the best food available."



# Analysis of Current Advertisements



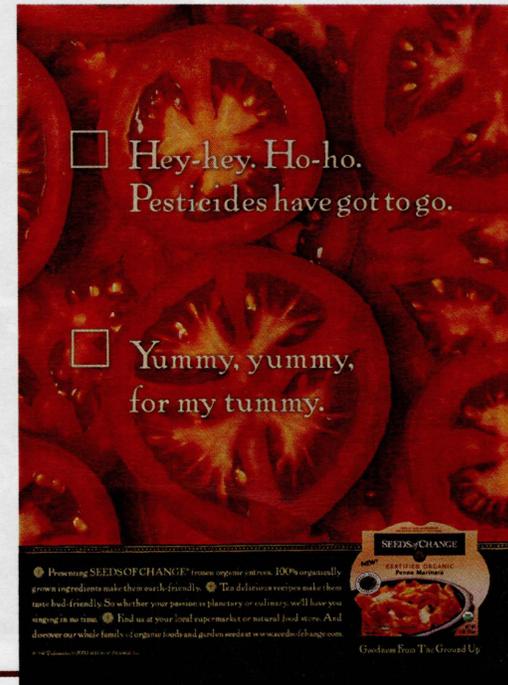
## Stonyfield Farms: Bold and Aggressive

Stonyfield Farms have produced a series of advertisements which adopt a zero-tolerance policy for pesticides. The colors are loud and the copy is quite frank in its efforts to push pesticides out of consumers' latitude of acceptance. While the use of candor in the headline is attention-grabbing, the copy fails to hold that attention, as it over-sells the product, causing the reader's radar to shoot back up. For example, in this advertisement, the copy reads, "free from pesticides which can ruin the taste of foods." Overwhelmingly in focus groups, readers who saw that line eschewed the entire message. There are many perceived drawbacks to pesticides, but few would acknowledge that an off-taste is one of them.

Overall, the bold headlines are successful in grabbing attention, but the lesson to be learned from these ads is that the copy cannot overstate the benefits to wary consumers, or they will tend to disbelieve the message in its entirety.

## Seeds of Change: An Attempt to Reposition

The Seeds of Change advertisement is trying to communicate the message that consumers don't have to choose between buying foods which are organic, and foods which taste great. That's the idea, but in pre-testing, that message was rarely decoded properly. Because of the check-box format of the artwork, readers felt as though they were being forced to choose, rather than the intended message that a choice is no longer needed. Overall, the message is an important one to the target market, and the attitude of the copy is engaging, but the execution must be done in such a way that consumers are able to easily understand the right message, all in the time it takes to flip the page of a magazine.

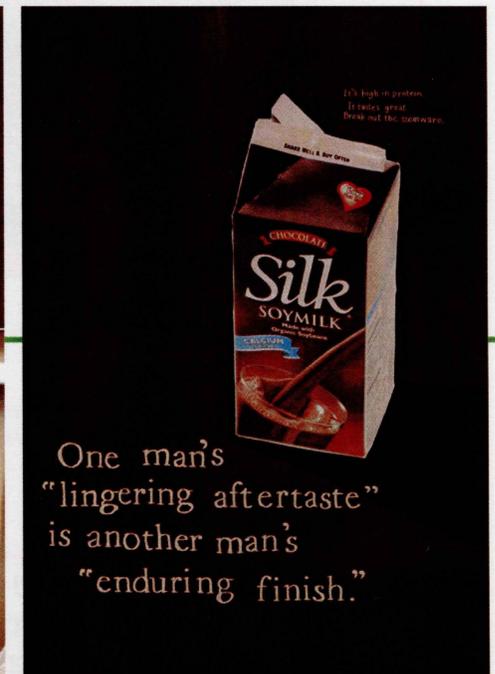
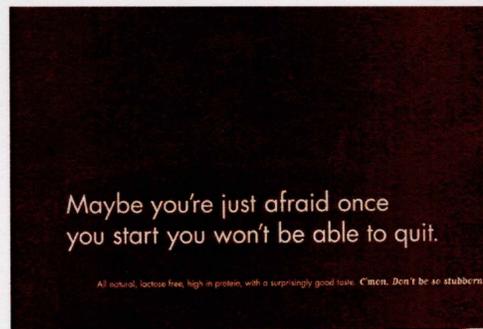


# Analysis of Current Advertisements



## Optimum: Organic Food for Organic Consumers

These advertisements take a different approach to selling organic foods than the two previous advertisements. These ads take on a positive attitude, and make no effort to convince consumers to switch from conventional cereals. These advertisements are clearly directed towards consumers who already see the benefit of buying organic. In focus groups, one consumer who identified herself as non-buyer claimed that she wouldn't even think to stop and look at the ad, because, "it is so visually uninteresting, and lacks any sort of persuasive headline."



## Silk Soy Milk: The Ideal

These Silk Soy ads just get it. They use simple layout, clean and humorous copy, and a tagline that shows a keen insight into the market. They use the law of candor admirably, admitting that not everyone likes soy milk-- until they try it. These ads really capture the appropriate attitude for communicating to a skeptical market. They don't try to oversell their product, and they don't try to make people feel bad about their current habits. These ads very simply just ask consumers to try the product, confident that the product will sell itself.

# Print Advertising

organic elegance



Who needs chandeliers when you can have the stars?

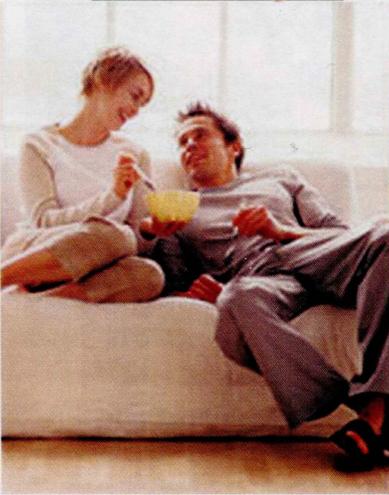
There's an organic elegance to dinner with friends and family. Shouldn't your meal reflect that same elegance with only the most pure foods available?

So if you prefer sand to sateen, go for organic elegance, and look for the USDA Organic seal next time you shop. You can be sure that you're using only the best for a meal that deserves nothing less.



this is organic.

Organic morning



Sunday morning. Still early enough to be lazy, almost time to get going. But first, food.

Compliment this bright, clear morning with a fresh and pure breakfast. Look for the USDA Organic seal on the foods you buy, and give yourself a fresh start to a fresh day.



This is organic.

These two ads capture the lifestyle aesthetic with which we want consumers to associate organic foods. They are clean, simple, and warm. Each ad uses the Organic \_\_\_\_\_ format to invite consumers to fill in the blank about what this organic advertisement conveys to them.<sup>20</sup>

## Organic relaxation



Good work Jedi-master.

You've saluted the sun and posed like a child. But now that you need to refuel, why would you put anything but the purest food back into the body that you've just cleansed?

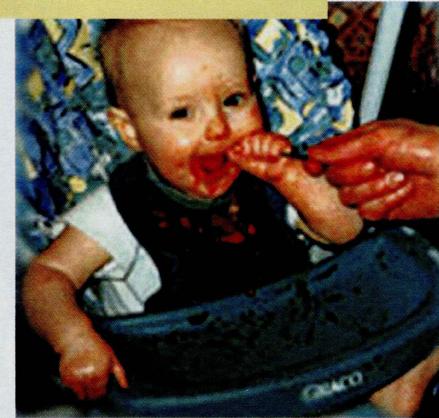
Be at peace with the food you buy. Look for the USDA Organic seal, and know that you're buying only fresh, pure foods, all produced without pesticides. Since you don't have to worry about chemicals in your food, you can let your mind wander to other matters, like the cute new guy in class. Talk about food for thought.



this is organic.

This ad is targeted towards health-conscious consumers, especially the more alternative consumer (read- traditional organic consumer).

## Organic facial



Just think, in a few short years, she'll read in a magazine that she should be doing this on purpose.

But until she's old enough to read about the latest oatmeal-avocado face mask, treat her skin, and tummy, to only the best-quality ingredients by buying baby food that has received the USDA Organic seal.

At least you'll know that what actually makes it in her mouth is clean, inside and out.



this is organic.

Young mothers are a crucial segment of this target market. Consumer research shows that while new mothers are highly likely to try new products on behalf of their children, at any price. As children age, consumers become increasingly price sensitive. For this reason it is crucial that our ads target new and pregnant mothers.

## Organic education



cookbooks are books, too.

a child's education starts outside the classroom, and some of the most important lessons they learn in their early years are habits such as healthy eating that will last a lifetime. teach by example, and show your kids the importance of buying fresh, pure foods which have recieved the USDA Organic seal.

bring your kids into the kitchen with you, and get them started with a lesson that will truly last a lifetime.



this is organic

## Organic growth



Buy something for them that they won't outgrow.

Good nutrition is one of the key components to meeting target growth rates in young children. During this time when good eating habits are crucial to the development of your children, why would you buy anything but the best quality foods?

Foods which have been certified as USDA Organic are free from chemicals and growth hormones that are present in many conventional food products. Don't they grow fast enough as it is?



this is organic.

These two ads are also targeted towards mothers. Another reason why mothers are an important group to target is because childbirth means that women are at a period of transition in their lives. Times of transition are an ideal time to reach our target market, because during transitions like this, habit patterns are likely to shift-- a crucial opportunity to encourage the purchase of organic products.

# Organic comfort



## Healthy Macaroni and Cheese

- 1 small butternut squash (about 1 pound), peeled, seeded, and cut into 1-inch cubes (about 3 cups)
- 1 cup Homemade Chicken Stock, or low-sodium canned, skimmed of fat
- 1 1/2 cups nonfat milk
- Pinch of freshly grated nutmeg
- Pinch of cayenne pepper
- 3/4 teaspoon coarse salt, plus more for water
- Freshly ground black pepper
- 1 pound elbow macaroni
- 4 ounces extra-sharp cheddar cheese, finely grated (about 1 cup)
- 1/2 cup part-skim ricotta cheese
- 4 tablespoons finely grated Parmesan cheese (1 ounce)
- 2 tablespoons fine breadcrumbs
- 1 teaspoon olive oil
- Olive-oil cooking spray

1. Preheat oven to 375°. Combine squash, stock, and milk in a medium saucepan; bring to a boil over medium-high heat. Reduce heat to medium; simmer until squash is tender when pierced with a fork, about 20 minutes. Remove from heat. Mash contents of saucepan; stir in nutmeg, cayenne, and salt, and season with black pepper. Stir to combine.
2. Meanwhile, bring a large pot of water to a boil; add salt. Add noodles; cook until al dente, according to package instructions, about 8 minutes. Drain, and transfer to a large bowl; stir in squash mixture, cheddar, ricotta, and 2 tablespoons Parmesan.
3. Lightly coat a 9-inch-square baking dish with cooking spray. Transfer noodle mixture to dish. In a small bowl, combine breadcrumbs, the remaining 2 tablespoons Parmesan, and oil; sprinkle over noodles.
4. Cover with aluminum foil, and bake 20 minutes. Remove foil, and continue baking until lightly browned and crisp on top, 30 to 40 minutes more. Serve immediately.

Note: 350 calories, 6 g fat, 18 mg cholesterol, 57 g carbohydrate, 505 mg sodium, 16 g protein, 2 g fiber.

Comfort foods: the ultimate battle between your mind and your midsection.

Win the war with an Organic comfort food classic - healthy mac n' cheese. Not only are you cutting calories, but when you buy ingredients certified with the USDA Organic seal, you can won't even have to worry about where those other brands found a shade of orange that is most certainly not found in nature.

Talk about comforting.



this is organic.

# Organic Nigella



Celebrity chef Nigella Lawson knows that food is more than nourishment for the body; it can nourish the heart and soul as well. That's why she cooks with the best ingredients available-- ingredients which have received the USDA Organic seal of approval.

If you want to feed your whole body and spirit, buy organic and know that the food you're getting is as wholesome as food gets.



this is organic.

These advertisements are targeted towards consumers who cook frequently. The recipe advertisement is ideally suited to magazines like Martha Stewart Living, while the Nigella Lawson advertisement is designed for magazines such as Food & Wine-- publications which have a reader base that is more acquainted with celebrity chefs than the average consumer. The celebrity chef ads offer an opportunity to create a series, much like the Milk Mustache campaign.

## Organic union



For being such a "big day", it certainly does go by quickly.

The big day is over and now it's time to start all the little days along the way. Make your start a fresh start, and look for foods that have received the USDA Organic seal.

Organic farmers have made a lifelong commitment of their own-- to produce the best quality foods available, without the use of chemicals, pesticides, and hormones. Because of their dedication to their products, you can be sure that you're buying the most fresh and pure products available.



this is organic.

This advertisement is designed for bridal magazines. According to Simmons data, a substantial percentage of our target market is either engaged or has been married in the last six months, so this is an important element of the campaign to include. Also, marriage is one of the key times of transition in the lives of our target market,

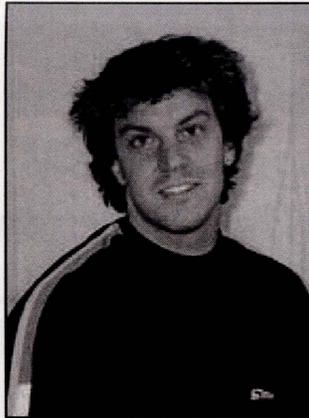
## Television Advertising

By carefully selecting our publications, our print advertisements will be able to communicate the desired lifestyle aesthetic to a target market of consumers who will particularly be receptive to the message. Our television advertising, however, is going to reach a much larger audience, and therefore, the strategy employed must be somewhat broader.

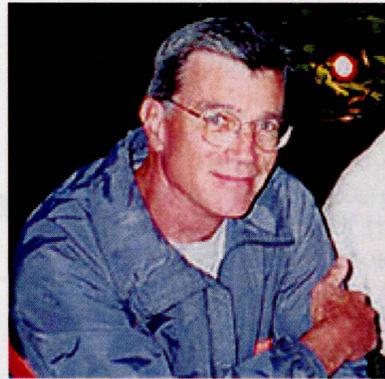
The main objective in the television advertisements will be to address commonly held stereotypes about organic foods. In the next advertisement, the stereotype at hand is that of organic foods being "food for hippies".

Note in this advertisement, as in all potential television advertisements, there is still a strong sense of the target market-- young, affluent consumers. In addition, the simplicity of the advertisement is in keeping with the tone of the print advertisement. It is very important to keep the tone in mind, because that will be the one element of the television campaign that will connect the print and television advertisements in the minds of consumers.

Most important to the success of the television campaign will be the art direction. Because the style has changed from the print advertisements, the aesthetic must be maintained. Also, especially in the sample television ad shown here, the content is rather aggressive, so art direction is key to avoid turning consumers away from the message.



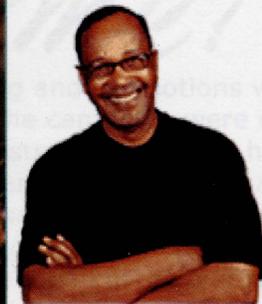
Question: What is organic?  
 Answer: Uh, I don't know. Like, food for hippies, I guess...



Caption: Daniel Becker, age 47  
 Accountant  
 Daniel: I'm a hippie



Caption: Anna Frankel, age 26  
 Marketing Associate  
 Anna: I'm a hippie



John Williams, age 51  
 Engineer  
 John: I'm a hippie

Hippies can come from all walks of life.

If want fresh food that is chemical and pesticide free, buy organic.  
 (Birkenstocks are optional.)

USDA Certified Organic  
 this is organic.



Sean Jackson, age 22  
 Actor/Waiter  
 Sean: I'm a hippie



Betsey MacIntosh, age 34  
 Mother of two  
 Betsey: I'm a hippie

# Integrated Marketing Communications

## Objectives

Use integrated marketing techniques to create a community of users for the USDA Organic seal.

Convince consumers to consider organic foods as an option while they are in the grocery store.

Develop focused partnerships, promotions, and public relations that reach our target market.

## Strategies

Utilize non-traditional communication channels to connect consumers through their shared lifestyles and interests.

Develop in-store promotions such as sampling, POP displays, and educational information.

Use account planning research to identify the promotions to which our target market would be most responsive.

## What is IMC?

Throughout the history of advertising, advertising and promotions were held in two entirely separate regards. These two categories of the campaign were often territorial and possessive of their budgets and staff. As the industry has evolved, however, the new approach in most agencies is one of integrated marketing communications (IMC). This new approach to marketing recognizes that advertisements alone are no longer sufficient to induce action from consumers. By integrating the promotions into the overall advertising campaign, agencies are able to provide their clients a cohesive brand image that enhances, rather than dilutes, brand equity in every message that a consumer receives.

In the case of the USDA Organic seal, the integrated media will be the most crucial factor in the overall success of the campaign. Because consumers are wary of organic foods, and because the creative work is taking such a radical stance to reposition organic foods, the IMC must be coherent and compelling in order to literally show that, "THIS is organic."

### In-Store Selling

This is the most critical element of the IMC campaign. Consumers must recognize the label immediately, and know where to find organic products in the stores they visit. A large portion of the budget will be allowed in in-store promotions, including money spent to induce retailers to stock and promote organic foods.

### Promotions

Because organic foods are being repositioned as gourmet food items, promotions such as couponing would dilute the brand equity of the USDA Organic seal. As such, the promotions will focus upon more lifestyle oriented, community building activities.

### Public Relations

Public relations will be integral to reaching a target market that is often highly dismissive of traditional advertisements. PR activities such as sponsorship of marathons and cancer walks will not only raise awareness of the label, but will reach a target market that is actively involved in healthy living activities.

### Internet

This target market is extremely tech-savvy, and the development of an informational USDA Organic website will be an important vehicle to communicate facts about organic foods to consumers. Other internet objectives include advertising on targeted websites, as well as integrating an organic presence into online reference-groups such as those found on the message boards at ivillage.com.

## *This is Recognition:* Trade-Oriented Promotions

### *Organic shopping: In-Store Promotional*

The success of the in-store and trade <sup>Items</sup> promotions will ultimately determine the success of the USDA Organic campaign. The creative is designed as a pull-strategy, with the primary objective being that customers are made aware of, and are able to recognize the label. The in-store promotions will be the crucial step in ensuring that customers move along the hierarchy from recognizing the label to actively seeking out the label.

Some examples of in-store promotions include:

- **Information kiosks:** This element of the promotional mix will work best in big cities with large grocery stores. The kiosks will have computers with links to the USDA Organic seal website, as well as informative brochures and fact sheets about the USDA Organic seal, and organic foods in general.
- **Signage:** Aisles with organic foods must be consistently labeled across the country with an aesthetic that is coherent with the aesthetic of the national advertising campaign. These aisle markers must represent the physical manifestation of the creative campaign in the grocery markets, so that consumers know what to look for while shopping.
- **POP Displays:** These displays should be located at various areas where comparison shopping between conventional and organic products could occur, such as produce and dairy sections.
- **In-store demos:** These demonstrations by trained professionals will not just be about organic foods, but will pertain to many aspects of gourmet cooking, featuring organic foods.
- **Trade promotions:** Trade promotions will be crucial to convince store managers that the USDA Organic campaign deserves the amount of floor space that these promotions would entail.

### *Second Market Retailers*

Another opportunity to communicate the brand to consumers is to provide promotional items to the businesses which sell certified organic products. For example, a coffee shop which sells organic coffee would receive coffee sleeves with the tagline: "this is \_\_\_\_\_? If you're not sure that this is organic, talk to your barista, and ask for a cup with the best quality, organic beans available." to make consumers aware of all the places where organic products are available that they might not have realized. One crucial element of this part of the promotional campaign, however, is to ensure that the promotional items are only given to vendors who have purchased certified organic products. Another important element is the absence of the actual seal from these promotional items. Recognition of the label is critical, but there is too great an opportunity for mislabeling, which is not acceptable when the credibility of the USDA Organic seal is at stake.

### **Three Reasons to Support Trade Promotions:**

1. Improves stock management
2. Increases the likelihood of trade support at featured events
3. Informs all retailers about the product, in order to recognize the need for support and stocking<sup>21</sup>

## Nontraditional Media and Promotions

Because of the limited budget of the USDA Organic campaign, appropriate media is crucial to raise awareness within the target market.

Many traditional elements of a large-scale campaign, such as billboard and transit advertising, are being omitted and replaced with non-traditional media and promotions which have a higher likelihood of appealing directly to our demographic group, while eliminating as much waste coverage as possible.

### *This is personalized: Specialty advertising*

Specialty advertising refers to the use of prizes, gifts, and commemoratives for promotional purposes. The benefits of using specialty, or promotional products, include repetitive exposures, low costs (per exposure), and the ability to be selective in the distribution of the products. Some examples of specialty promotional products could include:

- **Rubbermaid containers:** One common complaint regarding organic products is the short shelf life. Offering imprinted Rubbermaid containers might serve as a solution to that particular problem for many consumers, while providing a promotional item that has become a staple in most kitchens
- **Shopping list notepads:** Members of the target market will receive notepads with a watermark of the USDA label to remind them to look for the seal along with the items on their grocery list.
- **Magnetic memo boards:** For use on the kitchen fridge, these white boards will be a visual reminder of the USDA Organic seal every time the consumer goes to fridge, which is an ideal time to be reminding consumers about the USDA Organic seal.

## *Organic Competition: National Cooking Contest*

The USDA Organic National Cooking Contest will provide an opportunity for home cooks from all across the country to submit their recipes which utilize only the freshest, high quality, USDA Organic certified ingredients. This contest will carry a substantial cash prize for the finalists. In addition, this contest presents another opportunity to integrate promotions into print media, by featuring winners and their recipes in the print advertisements.

The contest will have three main categories:

### *Category One: Fresh n' Fit*

Recipes in this category should all be light recipes which are not only low calorie, but nutritionally complete as well.

### *Category Two: Good for Guests*

This category should showcase entrees which would be best suited to be served at a dinner party. Special consideration is given to the ease of preparation as well as aesthetic aspects such as plating.

### *Category Three: Sunday Dinner*

This category calls for recipes which are family classics. The focal points of this category will again be ease of preparation, but point will also be awarded based on Kid Friendliness.

## *This is community:* Consumer-Oriented Promotion

One of the most crucial functions of a brand is to identify a community of users. Rather than developing promotions based on couponing or discounts, the USDA Organic promotions will act as a way to create community. This community is especially crucial to the USDA Organic campaign because of the strong tendency of this target market to rely on reference groups and social proof in order to normalize their consumption patterns.

### *Organic Epicurean: Cooking classes*

In the 15 cities targeted in the media plan, USDA Organic will establish not-for-profit cooking schools for local consumers who are interested in learning about healthy eating and cooking techniques. This promotion will be important in two ways: First, chefs teaching the classes will have a weekly captive audience with which to extol the benefits of eating organic. The second benefit of this program is that it will allow organic consumers in the area to get to know each other. If the campaign is targeted accurately, then many of these women will share similar interests, and a sub-community will begin to emerge from within the classes. Groups like this are an important element to trends tipping into the mainstream market.

### *Organic charity: Give while you get*

Utilizing scanner data technology, this campaign will make donations to local charities based on a percentage of USDA Organic food sales. This promotion is designed as a way for consumers to feel like they are making responsible purchasing decisions, not only for themselves, but for their entire community.

### *Organic consumer: Photo contest*

One consistent element of the print campaign will be the use of a single photograph to illustrate an element of the organic lifestyle. This will be utilized in a promotional campaign which will allow organic consumers to submit a photo which illustrates their organic lifestyle, with a short essay to explain why their photo should be featured in an ad as the picture of organic. This promotion will allow the USDA Organic campaign to incorporate social proof into their advertisements. When other consumers read the ads and see that the family pictured has neither dreadlocks nor Birkenstocks, they may be more inclined to believe that organic foods may be an option for their family.

### *Organic taste-test: In-Store Sampling*

Because the use of couponing would diminish the brand equity establishing through the creative repositioning campaign, coupons and rebates should not be an option in the consumer-oriented promotions mix. One traditional promotion should be retained, however-- sampling. Providing in-store samples to consumers will allow buyers to experience the freshness and high quality of organic food products first hand.

## *This is technology:* Utilizing the Internet

This element of the Integrated Marketing Communications program seeks to develop a community of organic consumers across the nation through the web. The USDA Organic seal will develop a website for organic consumers to visit in order to obtain important information, and begin dialogues about organic foods with other consumers. Consumers will have access to a website filled with articles, information, and online support groups. This website will allow consumers to identify themselves by region, so if they are interested, they can establish running groups, book clubs, or even cooking clubs. This online community will appeal to the target market, as they are extremely comfortable using the internet, as well as being heavily dependent upon reference groups.

### *Organic Recipes: Video Cookbooks*

There will be an organic consumers group organized through the website. Consumers who join the online club will receive a healthy-eating cookbook on DVD. Each DVD will have 4-5 recipes to create an entire meal, from appetizers to after-dinner drinks. Each part of the recipe is indexed as a chapter, and each video taught by a different celebrity chef. These DVDs will become a series, available for purchase after the initial video is received free of charge. The proceeds from subsequent video purchases will go towards the USDA's chosen corporate sponsorship, Share Our Strength, a national anti-hunger organization.

One important place to reach our target market is through online communities such as iVillage.com. These are groups of women who have already created a community of their own online, and by injecting these sites with information about organic foods, these reference groups may be able to begin a motivational dialogue about the benefits of buying organic foods.

## *This is Buzz:* Media Management and Public Relations

The most important step in repositioning organic foods as a luxury item will be through positive word of mouth. Information transmitted via word of mouth is of a much higher integrity than that which is communicated through advertising. In the case of organic foods, this is especially important, because many people who had strong preconceived notions about the benefits of organic would be unlikely to believe the repositioning strategy without outside corroboration.

The USDA Organic campaign should begin its efforts by hiring a spokesperson. This individual should be regarded by the target market as a reputable source of information, as well as an advocate of organic living. An ideal candidate to consider might be Sue Gilbert, the resident nutrition expert on iVillage.com.

She already serves in a position of authority on health and nutrition on the website, and it would be a natural extension of her advice about buying organic foods to include advice to specifically look for the USDA Organic seal. She would not be limited to advocacy on the web, however. Her face would be on all the information packets provided, she would be on the USDA Organic website, as well as serving as a spokesperson for any television or media interviews which arise following the launch of the campaign.

### *Event Sponsorship: Share Our Strength, Taste of the Nation*

Share Our Strength is a nationally recognized anti-hunger organization which supports food banks and emergency relief efforts. In addition to providing food and money as support, they also participate in campaigns to address the causes of hunger and poverty-- education.

Through community outreach efforts, Share Our Strength provides basic food and nutrition education programs, both to children and their families.

One of the most prominent fundraising events organized by Share Our Strength is their Taste of the Nation events. Share Our Strength organizes a week-long event in various cities across the country, during which the most popular downtown restaurants offer a prix-fixe menu at a substantial discount, with all the proceeds going to benefit Share Our Strength. This event is an ideal partnership for the USDA Organic campaign because of the shared cause of food issues.

# Media Planning

## Objectives

Determine the best cities in which to concentrate media efforts.

Choose the most appropriate media channels in which to place our creative.

Develop a budget and schedule for the implementation of the campaign.

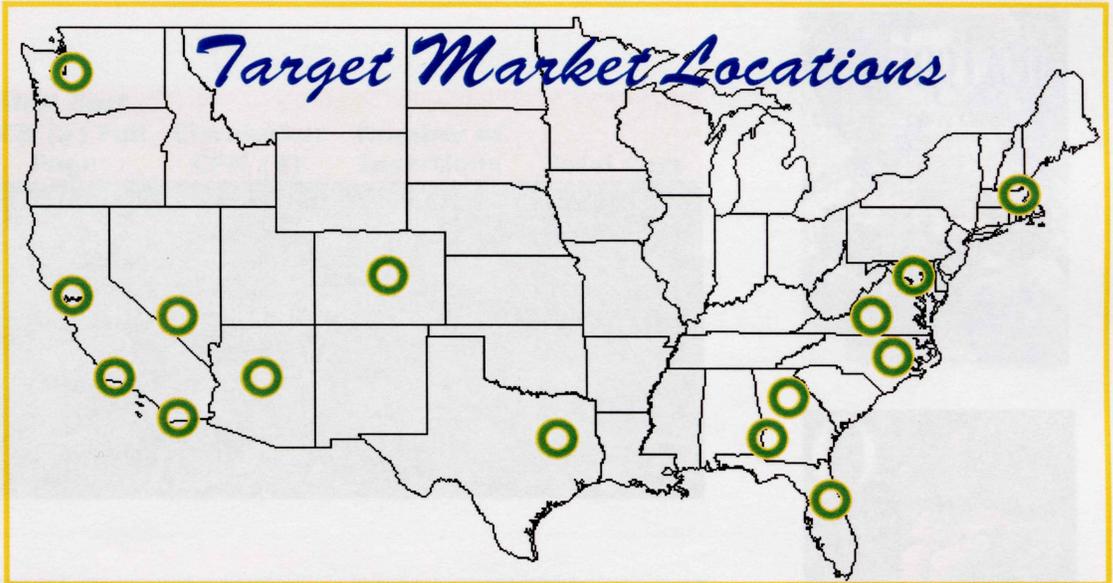
## Strategies

Use the Lifestyle Market Analyst to determine the best DMAs for our demographic group.

Use Simmons market data to analyze the magazines and television channels which will be most likely to reach our demographic group.

Research the rate cards for various media vehicles, and determine the best channels in which to communicate our campaign.

The media planning process by identifying the locations where media would be most likely to reach its desired audience. Because of the limited budget of the campaign, the first prerogative of the media planning should be effectively targeting the desired market, with as little waste coverage as possible. For this reason, the USDA Organic campaign will concentrate its initial efforts into these 15 DMAs, which were identified as ideal locations based on lifestyle demographics obtained from the 2003 Lifestyle Market Analyst. All of these cities have high indices of the target demographics: single women ages 18-34, married couples ages 18-34. In addition, these cities all rank highly for important lifestyle characteristics which include interests in running, exercise, self-improvement, and health and natural foods.<sup>22</sup>



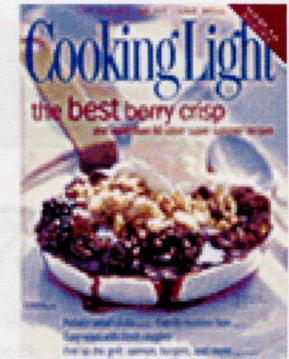
1. Seattle, WA	4. San Diego, CA	7. Denver, CO	10. Atlanta, GA	13. Charlottesville, VA
2. San Francisco, CA	5. Las Vegas, NV	8. Austin, TX	11. Gainesville, FL	14. Washington, DC
3. Los Angeles, CA	6. Phoenix, AZ	9. Columbus, GA	12. Raleigh, NC	15. Boston, MA

# Print Advertising

## Magazines

This campaign will rely upon magazine print advertisements for the bulk of the creative communications. The main reason for emphasizing this channel is the ability to be selective in targeting certain readers through interest-specific publications. The number of magazines chosen is small, but each magazine has been chosen in order to reach appropriate readers, as well as to reinforce the brand image. By placing print advertisements in publications such as Food & Wine, the creative will not only reach a well-targeted audience, but the chosen magazine will also impart an element of its aesthetic to the advertisement.<sup>23</sup>

Title	Circulation	Total Readership	Unit Cost		Circulation CPM (\$)	Number of Insertions	Total Cost
			4CB (\$)	Full Page			
Cooking Light	1,615,023	1,650,000	76,400		\$47.31	9	687600
Elle	1,014,418	1,000,000	100,332		\$86.00	3	300996
Food & Wine	944,651	900,000	57,240		\$60.59	9	515160
Martha Stewart Living	2,364,920	1,800,000	107,640		\$45.52	3	322920
O	2,652,522	2,100,000	129,000		\$48.63	3	387000
Parents	2,072,867	2,200,000	123,000		\$59.34	3	369000
Real Simple	1,500,246	1,550,000	105,700		\$70.46	4	422800
Self	1,314,270	1,300,000	110,245		\$72.94	5	551225
Southern Living	2,608,632	2,550,000	124,000		\$47.53	3	372000
<b>Total</b>							<b>3928701</b>



The print media campaign will adopt a pulse strategy, in which the most heavy media placements will occur around holidays, when home cooking becomes an especially prominent event. Issues in November, December, January, and April will be especially targeted for a strong media presence.

# Television Advertising

## Network Television

Because the USDA Organic campaign is first and foremost an awareness campaign, the media campaign must cast a wide net of awareness to potential members of the target market. The best way to reach such a wide audience is through advertising during primetime on national network television. Although this is a necessary element of the media plan, it is certainly not a central channel through which this campaign will reach its target audience. As such, network television spots will rely heavily on quality of placement, rather than quantity of appearances.



Network TV	Primetime Rate	Spots Per Month	# of Months	Total Cost/Yr.
ABC	119,200	2	5	1192000
NBC	112,200	2	7	1570800
			<b>Total</b>	<b>2762800</b>

## Cable Television

Cable television advertising provides an opportunity to reach our target market much in the same way as magazines. Both media channels afford the opportunity to communicate with an audience based upon interests and lifestyles, allowing for a greater likelihood that the advertising will make an impression upon the intended audience. In keeping with the flying strategy of the television media plan, the campaign will target certain months such as holiday and summer months as focal points for the campaign, as these are all times during which home cooking becomes especially attractive or important to members of our target market.

Cable TV	Morning	Cost per Month	Early Evening	Cost per Month	Primetime	Cost per Month	Placements per Month	Total Cost/Month	Number of Months/Year	Total Cost/Year
CNN	1340	2680	2190	0	3880	7760	4	10440	10	104400
E!	416	0	483	483	1750	1750	2	2233	5	11165
Food Network	225	0	695	2780	1550	0	4	2780	12	33360
HGTV	800	0	1435	2870	7450	14900	4	17770	11	195470
Lifetime	3000	0	6000	6000	9500	28500	4	34500	5	172500
TNT	1000	0	6000	0	10000	20000	2	20000	7	140000
USA	1800	0	4820	0	18000	36000	2	36000	5	180000
				<b>Totals</b>		<b>108910</b>	<b>22</b>	<b>123723</b>	<b>55</b>	<b>836895</b>

Market Assessment Account Planning Creative Integrated Marketing Communications Media

# Media Budget

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Legend
<b>Newspapers</b>													
Austin American Statesman	13167			13167			13167				13167	52668	# : cost (\$) of placement
Charlottesville Daily Progress	5040			5040			5040				5040	20160	
Denver Post	36855			36855							36855	147420	□ : 1/4 Sheet
San Francisco Chronicle	31311			31311							31311	125244	
Raliegh News & Observer	7623				7623							30114	■ : Full Sheet
San Diego Union Tribune	18648				18648						18648		
Atlanta Journal Constitution	30114			30114								30114	
Seattle Times	18270			18270							18270	73080	
Gainesville Sun	13167			13167							13167		
Arizona Republic	22239				22239						22239		
Las Vegas Review Journal	7119	7119		7119							38871		
Washington Post	38871			38871							38871	155484	
Los Angeles Times	52920				52920						52920	211680	
Boston Globe	22617			22617							22617		
Columbus Ledger-Enquirer	9135			9135								9135	
<b>Magazines</b>													
Cooking Light	76,400		76,400	76,400		76,400	76,400		76,400	76,400	76,400	76,400	□ : 1x/Month
Elle	100,332		100,332					100,332			61,080		
Food & Wine	57,240		57,240	57,240		57,240	57,240		57,240	57,240	57,240	57,240	
Martha Stewart Living				107,640							107,640	107,640	
O				129,000							129,000	83,870	
Parents						123,000			123,000			123,000	
Real Simple	105,700			105,700							105,700	105,700	
Self	110,245				110,245	110,245					110,245	110,245	
Southern Living							124,000				124,000	124,000	
<b>Cable Television</b>													
CNN	11780		11780	11780	11780	11780	11780		11780	11780	11780	11780	■ : 5x/Month
E!	2233			2233	2233						2233	2233	
Food Network	2780	2780	2780	2780	2780	2780	2780	2780	2780	2780	2780	2780	■ : 4x/Month
HGTV	17770	17770	17770	17770	17770	17770	17770		17770	17770	17770	17770	
Lifetime	34500			34500	34500						34500	34500	■ : 2x/Month
TNT	20000	20000		20000	20000				20000		20000	20000	
USA	36000				36000					36000	36000	36000	
<b>Network Television</b>													
ABC	119,200				119,200						119,200	119,200	■ : 2x/Month
NBC	112,200			112,200	112,200						112,200	112,200	

# Media Budget

	\$	%	Total Cost (\$)
PRODUCTION	\$1,200,000.00	0.10	\$1,200,000.00
<i>Print Media</i>			
Newspaper Ads	\$1,785,231.00	0.15	\$2,985,231.00
Magazine Ads	\$3,928,701.00	0.33	\$6,913,932.00
<b>Total Print</b>	<b>\$5,713,932.00</b>	<b>0.48</b>	
<i>Commercial Media</i>			
Network Commercials	\$2,075,600.00	0.17	\$8,989,532.00
Cable Commercials	\$850,295.00	0.07	\$9,839,827.00
<b>Total Commercial</b>	<b>\$2,925,895.00</b>	<b>0.24</b>	
<i>Integrated Media</i>			
Trade Oriented	\$840,000.00	0.07	\$10,679,827.00
Customer Oriented	\$720,000.00	0.06	\$11,399,827.00
Public Relations	\$360,000.00	0.03	\$11,759,827.00
Internet	\$240,000.00	0.02	\$11,999,827.00
<b>Total IMC</b>	<b>\$2,160,000.00</b>	<b>0.18</b>	
<b>Total Budget</b>	<b>\$12,000,000.00</b>	<b>1.00</b>	<b>\$11,999,827.00</b>

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**By failing to seize the opportunity to promote organics through the "brand" of the USDA Organic seal, the organic foods industry has missed a valuable opportunity to reach out to mainstream consumers. The USDA Organic seal presents a unique opportunity to reach these consumers, due to the high level of recognition that is associated with an institution as well known as the USDA.**

**This campaign has sought to reach out to first time organic consumers, and raise awareness for the industry as a whole. The main insight from consumer research showed that consumers need to hear more from organic advertisements than promises of health benefits. For this reason, this campaign embraced a lifestyle aesthetic of elegance, comfort, and quality, in order to reposition organic foods as premier commodity goods.**

**Organic foods producers have reached the point at which they must begin to extend to mainstream consumers. The "this is organic." campaign has combined market and consumer research to develop a creative strategy to do just that.**

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