

Farming For a Fresh Future: Driven by Wellness, Defined by Community



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**2025 DECA International Career Development Conference | Orlando, FL
INTEGRATED MARKETING CAMPAIGN | SERVICE**

April 4th, 2025

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I. EXECUTIVE SUMMARY

Service Overview

Recognized across the Pacific Northwest region and United States, the University District Farmers Market is the oldest and largest farmers market in Seattle and a proud member of the Seattle Neighborhood Markets organization. Operations are year-round on Saturday from 9 AM to 2 PM, and holds eighty vendors at peak capacity.

Mission Statement

To provide fresh, accessible, and locally sourced produce while fostering a vibrant and inclusive environment. Through education, community engagement, and sustainability, we empower individuals to make healthier food choices and live active lifestyles.

Campaign Objectives

1. Double SNAP EBT Sales
2. Increase brand awareness by 20% through community outreach and social media
3. Increase shopper visits and returning customer visits by 10%

Campaign Activities

1. User generated content involving a CSA giveaway
2. Accessibility resources
3. Appreciation campaign
4. Flash sale
5. Community outreach
6. Press releases

Target Market

- Households residing in zip codes 98115, 98105, and 98195, aged 20-44 with a bachelor's degree or higher
- Median income of \$120,000
- Approximately 67% of adults
- Focusing on a physically active lifestyle and value preserving the environment.

Secondary Market

- 1,864 households that receive SNAP EBT benefits, in zip codes 98115, 98105, and 98195
- Four times higher disability rate

Budget

Category	Total Cost
Public Relations	\$600.00
User Generated Content Challenge	\$1496.00
Workshops	\$2,400.00
Direct Mail	\$3,389.00
Staffing	\$5,500.00
Technology	\$2,900.00
Advertising	\$750.00
Total Projected Cost	\$17,035.00

Key Metrics

Follower count, brand lift, engagement rate, sales records, net promoter score, and quantitative data.

Content Calendar / June 2025

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
	PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY					UGC CHALLENGE 1
8	9	10	11	12	13	14
CSA FLASH SALE	PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY					UGC CHALLENGE 2
	COMMUNITY OUTREACH					
15	16	17	18	19	20	21
THANK YOU CAMPAIGN	PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY					UGC CHALLENGE 3
	COMMUNITY OUTREACH					
22	23	24	25	26	27	28
CSA EXCLUSION	PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY					UGC CHALLENGE 4
	COMMUNITY OUTREACH					
29	30					
CSA EXCLUSION	COMMUNITY OUTREACH					

II. DESCRIPTION OF THE SERVICE

Background of the University District Farmers Market

Recognized and renowned across the region, the University District Farmers Market is the oldest and largest farmers market in Seattle, runs year-round and weekly on Saturdays from 9 AM to 2 PM, and holds up to eighty vendors at peak capacity. The farmers market is a part of Seattle Neighborhood Markets, a non-profit organization supporting small family farms and communities through seven farmers markets across Seattle. The location is on University Way between 50th and 52nd Street near the University of Washington. Many vendors are "lifers" whose long relationship of selling began early on or even at the beginning of the market's founding.

Below is a PESTEL analysis of the external business environment affecting agriculture.

Political

The proposed Kroger Company's 24 billion merger with Albertson initiated in October 2022 would have led to higher prices for consumers, hindering competition, and less opportunities for workers to have competitive benefits and wages.

After starting a trade war with China, U.S. exports to China decreased by 63%. In 2019, the agricultural sector saw record levels of debt and the most bankruptcies since 2011. Additionally, slow enforcement of food safety standards during Trump prompted a 37% decrease in warning letters by the FDA. The tariffs will have an uncertain impact, and it is hard to predict what will happen.

Economic

The benchmark interest rate decreased $\frac{1}{4}$ of a percentage point from 4.25 – 4.5 target range. Rates have fallen one percentage point since September and the Fed may cut rates starting in June 2025 if the threats of a trade war materialize. In the grocery sector, consumers are upset about grocery prices which inflated 23.6% since Biden took office while wages have increased approximately 19%.

Despite the Covid-19 pandemic in 2020, direct-to-consumer farm sales reached over \$10.7 billion dollars which was a 35% increase in 2019 while only a 15% increase for overall agriculture. Community supported agriculture saw sales double while farmers markets had a steady increase.

Social

58% of adults rate the sustainability actions of farmers as either good or excellent. Around 88% of adults reported excellent trust in their farmers. 84% of consumers agree that economic sustainability was especially important. This shows how Americans perceive sustainability and the health of farmers to be extremely important and will be prioritized in operations.

Technological

Today's agriculture is dominated by GPS technology, robotics, temperature and moisture sensors, and aerial images. This has allowed precision planting, decreased runoff and impact of local ecosystems and increased worker safety and crop yields as well.

Environmental

Decreasing these environmental effects while continuing to feed a growing population is a huge challenge and likely to be exacerbated by climate change. Plans to adapt to climate change involve environmental sustainability and climate resilience methods such as integrated soil fertility management, integrated pest management, drip irrigation, no-till soils, cover crops, and crop rotation.

Legal

In 2022, agriculture had 18.6 deaths per 100,000 FTEs or 6 times higher than the average in American industries. The H-2A visa allows workers to temporarily fill positions. There was an increase of three times as many applications since 2014 and the applications can only be mailed which makes processing difficult. Trump has no plans to cut this vital agricultural program.

Below is a SWOT analysis for the internal strengths and weaknesses and external opportunities and threats alongside the PESTEL.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • High vendor capacity • Direct to consumer and Community Supported Agriculture • Fresh and high-quality items • Community-building experience 	<ul style="list-style-type: none"> • Only open once a week • Narrow product mix • Small businesses have low brand awareness, difficulties with finance 	<ul style="list-style-type: none"> • Expand produce availability and winter capacity • Leader for sustainability • Hiring more volunteers • Implement modern technologies 	<ul style="list-style-type: none"> • Nearby local/fresh produce stores like Whole Foods and PCC • Large food chains like Safeway and QFC • Government funding and non-profit status

Vision Statement

Becoming the leader in fostering community connections in a space where everyone can enjoy sustainable, local produce.

Mission Statement

To provide fresh, accessible, and locally sourced produce while fostering a vibrant and inclusive environment. Through education, community engagement, and sustainability, we empower individuals to make healthier food choices and live active lifestyles.

III. CAMPAIGN OBJECTIVES

The first objective is to increase brand awareness and follower counts by 20% at the end of the campaign. About 3% of the population in Seattle is shopping at the farmers market each week. This is a small percentage of the population who shop at local and small businesses, and it is important to drive traffic to the market. Brand awareness for sustainability, farmers, and fresh local produce can be increased through community outreach, social media, and flash sales.

The second objective is to double SNAP EBT sales by the end of the year through measuring campaign transactions and sales. The health of the local community is incredibly important to the market's mission. Additionally, Seattle subsidizes Fresh Bucks, which gives certain families forty dollars to spend, at Farmers Market and SNAP Market Match gives up to twenty-five dollars match per market transaction. These subsidies allow consumers to afford market prices and put more money into the local economy. This further encourages small farms to expand. But farmers markets only hold 4.2% of total market share in SNAP redeemed across the country. It is possible to increase SNAP sales through effective community outreach about the financial benefits of shopping at the market. Next, attracting SNAP customers can yield a significant profit for the market.

Farmers Markets' Food Access	2023	2022	Difference	% change
Total SNAP EBT redeemed at FMs participating in SNAP Market Match Source: WS Dept of Health, Fruit and Vegetables Incentives Program/GusNIP Project	\$ 395,887	\$ 442,061	\$ (46,174)	-10%
Aggregated Total Number of Transactions	12,828	11,672	\$ 1,156	9.9%
Average SNAP EBT \$ per Transaction	\$ 30.86	\$ 37.87	\$ (7.01)	-19%
Average SNAP EBT per FM	\$24,743	\$29,471	\$(4,728)	-16%
# FMs reporting (includes Pike Place Market)	16	15	1	7%
Total SNAP Market Match Redeemed Source: WS Dept of Health, GusNIP Project	\$ 397,483	\$ 438,351	\$ (40,868)	-9%

From this table it is evident that SNAP sales have decreased by 10% in sales compared to a 18% increase in sales of the total market. However, by assuming that the typical consumer spends the average \$37.87 per visit, visits the market weekly, and 20% of the SNAP population shops like this, a large revenue can be reached.

\$37.87 per transaction*52 transactions per year*0.20*1864 households=\$734,132

It is clear in the data above that attracting this small segment of the population could double the market's profit.

The third objective of the campaign is to increase the number of shopper visits by 10% at the end of the year.

Seattle: Shopper Visits	2020	2019	Difference	% Change
Total Number of Shopper Visits for Season	405,570	1,644,968	(1,239,398)	-75%
Average # of Annual Shopper Visits per per Farmers Market*	57,939	109,665	(51,726)	-47%
# FMs reporting	7	15	-8	-53%

Farmers Markets' Shoppers	2023	2022	Difference	% change
Total Number of Shopper Visits for Season	1,289,103	1,215,964	73,139	6%
Average # of Annual Shopper Visits per Farmers Market*	92,079	86,855	5,224	6%

The table shows a 6% increase in shoppers. However, despite this increase, it is still lower than pre-pandemic levels by 21.63%. A goal of a 10% increase a year in shoppers would bring visits closer to 2019 levels and effectively increase the market's customer base. This goal can be achieved by expanding advertising on social media and workshops at the market to attract customers. Additionally, partnering with public transport and King County Access to increase awareness of affordable transportation modes and training. The goal will be measured through overall shopper counts, visits, and net promoter score. Constraints involve weather changes, proximity to the market, accessibility, and days the market is open. This goal is incredibly important since attracting customers is key to bringing profits and spreading awareness.

IV. CAMPAIGN TARGET MARKET

Target Market

Geographics: Households residing in the zip codes 98115, 98105, and 98195 which are closest to the market.

Demographics: Adults aged 20-44 with a bachelor's degree or currently working towards a bachelor's degree and median income of \$120,000 which is approximately 67% of the adult population.

Psychographics: Customers focusing on an active, healthy lifestyle and value preserving the environment through sustainable practices. They are Thinkers in the VALS framework who are mature, responsible, well-educated, open to social change, and informed about the world.

Behavioral: The primary motivation is to experience opportunities to talk to farmers, focus on eating healthier, shop weekly, and seek to make a positive impact on sustainable environments.

Secondary Market

Geographics: Households residing in the zip codes 98115, 98105, and 98195 which are closest to the market.

Demographics: All 1,864 households that receive SNAP EBT benefits as categorized by the US Census Bureau American Community Survey. 62% of households have at least one person over 60 years old and 58% have at least one disabled person. The disabled rate is four times higher in this population compared to the overall population and double the rate of elderly citizens

Psychographics: For psychographic segmentation, in the VALS framework they are Makers which has low resources and focus on work and family and often have little interest in the broader world by appreciating functional and practical products.

Behavioral: The primary motivation is to experience opportunities to talk to farmers, focus on eating healthier, shop weekly, and seek to make a positive impact on sustainable environments.

The Sustainable Thinker: Mr. Green



Mr. Green is a 32-year-old who has a master's degree in environmental science and works in energy engineering with a \$120,000 annual salary. He is married and has two kids. He lives just a 10-minute walk from the market. Mr. Green's goal is to prioritize health through fresh, organic, and locally sourced vegetables (kale, tomatoes, cabbage), and seeks to find meaningful connections to vendors. He wants his children to grow up to understand the importance of sustainable food and enjoys knowing the story behind the vendors and their eco-friendly practices. He values environmental sustainability and supports practices that minimize waste and preserve the planet. He tries his best to balance a busy lifestyle while maintaining healthy eating habits and actively supporting his local community food bank. Finally, he enjoys signing up for the market's community supported agriculture programs and meeting farmers.

The Practical Maker: Ms. Johnson



Ms. Johnson is a retired teacher with a bachelor's degree and receives her income from social security and SNAP EBT benefits. She relies on public transportation to get around, lives alone, and enjoys visiting her grandchildren. She prefers more affordable, practical food options that meet her health needs and make cooking and eating stress free. She seeks to stretch her benefits effectively and enjoys the weekly social interactions at the market. She lacks awareness of programs and discounts available at the market. She purchases essential staples like vegetables, bread, and dairy and focuses mostly on the value of her purchases.

V. CAMPAIGN ACTIVITIES AND SCHEDULE

The campaign will run from June 1st through June 30th. During this time, the nice weather will appeal to consumers, families have more time to spend on a weekend, and most crops are in season.

Accessibility

The partnership with King County Metro will support increased awareness for accessible public transport for consumers. Since the market is ADA compliant, it is a top priority to ensure consumers safely and reliably receive transportation. Additionally, a transit training course offered by King County Metro services for people aged 65+ will be requested. This training prepares customers with individual training, system training with rider tools like Trip Planner, ramp training for accessible transport with mobility aids, and group training field trips to apply knowledge. The market is accessible by one light rail station and five bus stops within walking distance.

For more particular cases, the costs for King County Access transport, a service that provides accessible transport to seniors in specially equipped vans, will be subsidized. The partnership with King County staff and volunteers will allow assistance with the application process and subsidize the one-way fare for each ride of \$1.75. This door-to-door service is compatible with wheelchairs and provides more personalized support.

The first main campaign activity is the public relations campaign. Press releases will be produced, and local TV stations and newspapers are invited to come and document the unique story of the market. During the coverage, business social responsibility will be highlighted through the Good Farmer Fund which has contributed 650,000 dollars over the last two decades to help farmers in need. The aim is to be featured on King 5 television, which receives 590,000 views daily, the Daily UW for University of Washington Campus, and U District food bank. This public relations activity is incredibly important to increase brand awareness. By positioning the brand as helping farmers and increasing the path towards sustainability, a brand differentiation between mainstream grocery stores will be established.

Our involvement in local community outreach will be expanded. Through PeachJar flyers and our unique position as a sustainable and healthy direct to consumer option to students, 50,000 students within our region can be connected to the market. In addition to spreading awareness about our market options, a free fruit system for children, K-8 will be implemented. Vendors will donate healthy items and with any purchase at the market the children can receive free healthy fruit. This will encourage families to continue shopping at the market and build healthy habits for young kids so they can become long term customers of the future. Also, providing an opportunity for a weekly excursion to customers to visit family farms to learn more about their lifestyles. Flyers will be provided weekly at the King North Community Services Office where EBT cards are distributed to inform consumers about making healthier choices. Additionally, contact information will be requested to continuously update customers about new market news. Another important target point would be the University District Food Bank where other low-income families could find information about SNAP EBT at farmers' markets.

The next campaign activity is focusing on user generated content. Customers will be encouraged to share photos, videos, or stories featuring our brand and integrate them in own ads foster community to further build credibility through the hashtag #FarmingForAFreshFuture. The challenge would be to have customers post a picture/video about how they integrate the farmers market products in their cooking, their market visit, and tag our account for a chance to receive one of four two-month CSA giveaways. Since this is a very localized event, word of mouth promotion would be effective in transmitting the message.

Additionally, stories about the vendors, experience, and our unique capacity to enhance sustainability to spread further awareness about the market through micro and nano influencers will be featured. These influencers have higher engagement rates and are trusted by customers. This can help on building credibility with real customer experiences while fostering more interaction through social media. These flyers and brand touchpoints with the market will help consumers feel energized. Views, likes, reposts, and continue to engage with the comments in our posts to present a positive public image will be tracked.

Next, a limited flash sale for Community Service Agriculture boxes will be created to drive quick decisions, higher sales, and play on the fear of missing out. 80 vendors will come together to create a produce and fruit focused box that would deliver monthly for one year. The sign-up window would be only on Sunday June 8th to create a sense of urgency and would be notified through email and social media to generation attention. Frequent customers would be offered first access to sign up. Community Supported Agriculture (CSA) is a partnership between farmers and members who agree to sign up for a season's worth of fresh produce and guaranteeing sales during challenging times. This allows farmers to experiment with new crop varieties (creating the exclusive feel), connect with new customers, and expand distribution channels. In addition, the convenience of delivering straight to your door consistently allows for a healthy and wide range selection of produce that can benefit one's health.

Finally, we would launch our appreciation / "thank you" campaign. Message would be sent through direct mail in zip codes near the market thanking them for supporting the farmers and a sustainable future along with an invitation to have a free fruit in the farmers market on us to drive traffic to the market. Customers would also be recognized publicly (with consent) on social media by randomly picking customers who have purchased goods and take their pictures and get information. This way, vendors and customers can have shoutouts to promote relationships to both in a way that feels natural and trustworthy. By rewarding our customers, loyalty, relationships, and goodwill can be strengthened.

Content Calendar / June 2025

SUN	MON	TUE	WED	THU	FRI	SAT
1	2 PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY	3	4	5	6	7 USQ CHALLENGE 1
8 CSA FLASH SALE	9 PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY COMMUNITY OUTREACH	10	11	12	13	14 UQC CHALLENGE 2
15 THANK YOU CAMPAIGN	16 PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY COMMUNITY OUTREACH	17	18	19	20	21 UQC CHALLENGE 3
22 CSA EXCURSION	23 PUBLIC RELATIONS PRESS RELEASES AND ACCESSIBILITY COMMUNITY OUTREACH	24	25	26	27	28 UQC CHALLENGE 4
29 CSA EXCURSION	30 COMMUNITY OUTREACH					

VI. BUDGET

Item	Cost Per Item	Total Cost
Press Kit	\$0.00	\$0.00
Media Distribution Fees	\$300.00	\$600.00
Content Creation (photos/videos)	\$500.00	\$500.00
Giveaway Challenges (CSA & Classes)	\$224.00	\$896.00
Shipping Costs for Prizes	\$25.00	\$100.00
Supplies and Equipment	\$0.80	\$400.00
Free Fruit for Events	\$1,000.00	\$1,000.00
CSA Excursion	\$100.00	\$1,000.00
Additional Ad Placements	\$750.00	\$750.00
USPS Direct Mail Thank you Cards	\$0.80	\$3,389.00
Project Manager (short-term)	\$3,000.00	\$3,000.00
Volunteer Incentives	\$50.00/day	\$2,000.00
Staff and Volunteer Branded Jackets	\$50.00	\$500.00
Graphic Design (entire campaign)	\$1,000.00	\$1,000.00
Accessibility	\$1.75	\$1,750.00
Technology Tools (Canva Pro, Mailchimp)	\$150.00	\$150.00
Total Projected Cost		\$17,035.00

VII. KEY METRICS

For measuring the success of brand awareness (first objective), follower counts on our social media pages will be monitored. Currently, the market has 30,000 followers and hope by the end of the campaign to reach 36,000 followers by 20% increase. Reach, the number of accounts our campaign interacted with, will be measured through web analytics. The goal is to increase engagement rate to increase by 20%. Engagement is expressed as the percentage of likes, shares, and comments added together divided by the reach. Additionally, this helps measure how many of our accounts are interacting with the brand touchpoint. Finally, brand lift is measured through the campaign to ensure awareness, ad recall, and brand consideration.

Next, to double SNAP EBT sales all transactions that are made by consumers at any of the vendors will be measured. To accurately reflect the data, all vendors must report end-of-day sales. SNAP sales match will be included in the total. Additionally, any other transactions like bulk ordering or a CSA transaction made on the market will be effectively counted. The goal is for customer lifetime value to increase by 15% to ensure more long-term customer sales are ensured past the campaign.

Finally, to measure shopper visit increase by 10%, quantitative and qualitative data will be collected. First, the total transactions in the period will be recorded and trends will be examined. With both numbers a trend can be deduced about returning customers visits. Additionally, net promoter score, which measures the percentage of promoters subtracted by the percentage of detractors, can help determine the likelihood of a customer recommending our products and if customers have a positive experience with our brand. Participants will be randomly sampled at equally spaced periods of time to ask them about the number of visits per customers, their perceived brand loyalty, and shopping experience to determine their position.

To justify the spending of this campaign, we will project the return on the investment. Assuming the average annual sales of the farmers market of \$1,190,724, a 10% increase of shoppers would generate an additional \$191,100 in revenue a year. That would produce a 93% return on the \$17,035 dollars spent on the campaign over the one-month period. This shows a clear justification of the campaign to expand skills.

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