

Call's Meat Market Custom Meat Processing

Marketing Proposal



**Buffalo FFA Chapter- WV0120
West Virginia
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DESCRIPTION OF PRODUCT/CLIENT STATUS

Leanne Call established Call's Meat Market (Call's) in Hurricane (Putnam County), West Virginia in 2014. Growing up, Leanne was active in Putnam County 4-H and spent her youth helping her father and grandfather on the family farm. She always dreamed of starting her own meat market and her dream became reality in November 2014 when Call's became the only female-owned meat market in West Virginia. Through listening to the voice of her customers, she identified customer interest in purchasing quality meat products and the desire to support local businesses. As a result, her services included a deli, storefront meats and lunch offerings. Business has grown and by 2018, additional customer input revealed an opportunity for custom processing for beef, pork and deer.



Ms. Call desires to expand her processing services and knowing the past success of the Buffalo FFA Marketing Team in assisting other local agricultural businesses, she contacted the Buffalo FFA Marketing Team to develop a marketing plan to help her grow the custom meat processing aspect of her business. The Marketing Team identified a strong opportunity for success due to Call's established reputation, prime location, focus on the customer, business experience, and knowledge of meat production and processing¹. These strategic advantages strongly position Call's to excel against its key competitors: Joe Leadmon Meat Shop and Patriot Meat Processing.

I. MARKET ANALYSIS

A. Client's Status in the Current Market

Ms. Call has been successful with the deli, storefront meat selection, and lunch offerings products and services with continued customer growth and profitability. Call's Meat Market's current marketing efforts include Facebook (with 4,094 Facebook followers as of August 2019), some local television commercials and radio infomercials. Marketing efforts have focused on both the quality of the meat products sold and the aspect of being a local business. She is now ready to expand her service offerings and has identified custom meat processing as the area with the most potential.² She is being asked to offer custom meat processing by the following market segments: 1) the farmer using meat for home consumption; 2) the farmer producing and marketing his/her meat to individuals; 3) business owners and supporters of local county fairs who purchase animals; and 4) hunters who want the convenience of having their deer processed. Call's competitors for custom meat processing include Joe Leadmon Meat Shop (Leadmon), and Patriot Meat Processing (Patriot). Leadmon's is an experienced meat processor with a good reputation; however, their facilities do not include a storefront and are not as pristine as Call's. Patriot has a kill floor and their facilities are also not designed as a storefront. Both competitor locations are more difficult to access, whereas Call's is located on a major roadway in an affluent part of West Virginia. Call's has established relationships with all of the customer segments listed above and customers are asking for the meat processing service. Although Call's does not have a kill floor, it has the ability to set itself apart from its competitors with its customer focused, high-quality, immaculate and organized store front business.

B. Industry Trends

With the average American eating 54 pounds of beef and 50 pounds of pork per year, the demand for meat is high.³ The meat industry is the largest segment of U.S. agriculture with a total of 52 billion pounds of meat processed in 2017. Over 32 million head of cattle and 121 million head of pork are being processed in the United States each year. According to the USDA, "beef production will rise in 2019 due to increased slaughter and heavier carcass weights, while pork production will rise due to growth." According to the U.S. Department of Agriculture, "Local food is rapidly growing from a niche market to an integrated system recognized for its economic boost to communities across the country."⁴ In West Virginia, there is an increase in purchasing local food and supporting small businesses.⁵ Additionally, there are many pieces of legislation which support farmers and encourage consumers to purchase local.⁶

C. Buyer Profile and Behavior

The Buffalo FFA Marketing Team focused on the key roles of buyer behavior that are applicable for this marketing plan. From the analysis, the Marketing Team identified the key considerations found in the table below. As a result, it is evident that all the market segments are initiators, influencers, deciders, buyers and users of the custom meat processing service. One difference is that the farmer producing meat to sell to others is a gatekeeper to Call's and uses the service, but unlike the other market segments does not consume the product.

6 BUYING ROLES	BUYING BEHAVIOR	BUYER DECISION-MAKING PROCESS FOR MARKET SEGMENTS				
		Farmer Using Meat for Own Consumption	Farmer Producing/ Marketing Meat to Others	Fair Customers (Business Owners/ Supporters)	Hunters	Call's Current/Potential New Customers who expand purchases to include custom processed meats
Initiator	Identifies the need to purchase the service	✓	✓	✓	✓	✓
Influencer	Influenced by views	✓	✓	✓	✓	✓

¹ Call, L. Personal Interview. 10 November 2018.

² Snodgrass, K. Personal Interview. 10 November 2018.

³ "The United States Meat Industry at a Glance." <https://www.meatinstitute.org/index.php?ht=d/sp/i/47465/pid/47465> 4 January 2019.

⁴ "Obama Administration Assists Communities in Building Local Systems to Foster Economic Growth."

<https://www.usda.gov/media/press-releases/2015/06/30/obama-administration-assists-communities-building-local-food>

⁵ "Trends in U.S. Local and Regional Food Systems: A Note to Congress." <https://www.ers.usda.gov/publications/pub-details/?pubid=42807>

⁶ "West Virginia Legislature-Agriculture" <http://wvlegislature.gov/>

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		Farmer Using Meat for Own Consumption	Farmer Producing/ Marketing Meat to Others	Fair Customers (Business Owners/ Supporters)	Hunters	Call's Current/Potential New Customers who expand purchases to include custom processed meats
Decider	Decides what, when, where, how to buy	✓	✓	✓	✓	✓
Buyer	Authority to select and purchase	✓	✓	✓	✓	✓
User	Consumes or uses the product	✓	✓	✓	✓	✓
Gatekeeper	Controls info and access to decision makers		✓			

D. SWOT Analysis for Competition and Call's Meat Market

SWOT	COMPETITION'S SWOT ANALYSIS		CLIENT'S SWOT ANALYSIS	
	Joe Leadmon Meat Shop	Patriot Meat Processing	Call's	
Strengths	- Good reputation and highly recommended by previous customers - Convenience of being open 7 days a week	- Kill floor on site - Active on social media - Provides list of available cuts of meat - Loyal customers who are satisfied with Patriot's products and services	- Personal customized service – customers speak directly with butchers - Option for all cuts of meat - Custom, vacuum sealed packaging - Established presence on social media - Location and pristine store front - Customer retention	
Weaknesses	- Location- rural, hard to navigate highway limits access - No kill floor on site – dependent on Patriot for this step of the processing	- Negative Facebook reviews - Hidden charges for additional services - Additional fees for vacuum sealing	- No kill floor on site - dependent on Patriot Meat Processing for this step of the processing - Space limitations in meat freezers and coolers - Getting customers from competitors to try Call's for the first time	
Opportunities	- Add a kill floor - Increase social media presence	New competitive pricing	- Promote advantages of Call's custom meat processing over competitors - Expand market reach: 80% of current customers are from Putnam County - Educational opportunity regarding availability, convenience and quality of custom meat processing	
Threats	Located 2.7 miles from Call's Meat Market, which is more accessible and has a storefront	Call's and Leadmon's positive reputations	- Reliance on competitor for the kill step of the process - Competitor refusing to do or creating delays with the kill step for Call's	

E. Primary Research Results

The Marketing Team established a plan for collection of primary research data to ensure an understanding of the current business environment for custom meat processing in the identified service area. The plan included administration of three separate surveys that were distributed to the identified market segments, both in-person and on Facebook. The first survey was for current customers who purchase products at Call's and had 45 participants. The second was a survey of 83 individuals who reside in Cabell, Jackson, Kanawha, Mason, Putnam and Roane Counties and process their meat in West Virginia. The third survey, with 55 participants, was designed for deer hunters who reside in these six counties. As a result, a total of 183 individuals participated in the surveys to provide voice of the customer data.

Key Learnings from the Primary Research

- Social media can play a key role as a primary method of advertising (nearly 99% of respondents interact with social media daily).
- The cleanliness of Call's Meat Market was a definite factor in their repeat business with Call's.
- Respondents were surprised to learn Call's prices were very competitive after comparing all costs that were hidden or add-on costs associated with competitor processing.
- 72.3% of participants are willing to use two separate locations for processing which eliminated this concern as a weakness in the SWOT analysis.
- Over 60% of respondents are potential customers – they either process meat themselves or use other sources.
- Only 40% were not willing to travel more than 30 miles for custom meat processing.
- Focusing on beef, pork and deer will address the greatest processing needs of customers.

Highlights of Survey Results

DEMOGRAPHICS

Gender of Survey Participants:

Male: 54.6%
Female: 45.4%

Age of Survey Participants:

≤ 20: 12.0%	51-60: 19.3%
21-30: 14.5%	61-70: 4.8%
31-40: 20.5%	>70: 3.6%
41-50: 25.3%	

Number from Each County:

Putnam: 149	Kanawha: 7
Mason: 13	Cabell: 4
Jackson: 8	Roane: 2

CURRENT KNOWLEDGE AND PURCHASING HABITS FOR CALL'S MEAT MARKET

Are you familiar with Call's Meat Market?

Yes: 86.7% No: 13.3%

Who currently processes your meat products?

Joe Leadmon Meat Shop: 16.9%
Patriot Meat Processing: 14.5%
Nelson's Meat Processing: 4.8%
Other (including self): 63.8%

What do you engage with daily?

Social Media: 98.8%
Television: 81.9%
Radio: 62.7%
Mailings: 36.1%
Newspaper: 20.5%
Market Bulletin: 14.5%

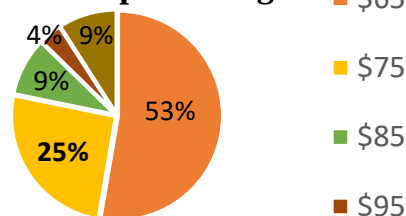
What is the farthest you are willing to travel to have meat processed?

31-40 miles: 32%
21-30 miles: 28%
41-50 miles: 21%
0-20 miles: 12%
50 or more miles: 7%

What species do you have processed? (Includes only participants who send for slaughter.)

Beef: 80%	Goat: 10%
Pork: 61%	Lamb: 10%
Deer: 30%	

What is the highest you would be willing to pay for deer processing?



Are you willing to drop off your animals at one place and pick meat up at another?

Yes: 72.3% No: 27.7%

II. BUSINESS PROPOSAL

A. **Mission Statement** - **TO BE THE ONE STOP SHOP FOR LOCALLY GROWN, QUALITY MEAT PRODUCTS DELIVERED IN A PRISTINE AND FRIENDLY ENVIRONMENT.**

B. **Key Planning Assumptions**

In developing this marketing plan, the Buffalo FFA Marketing Team identified four key planning assumptions based on information gathered through voice of the customer, primary research and industry trends to develop strategies to serve as the foundation for strategy development. These include:

1. Agribusinesses are a growing industry; therefore, the expansion of agribusiness would be welcomed in the state of West Virginia. The West Virginia Department of Agriculture advocates for small businesses and supports growth for the agriculture industry.⁷
Validation: 86.7% of the survey participants indicated they returned to Call's and the customer base has grown each year.
2. Custom meat processing is an area for growth for Call's Meat Market since there are few quality processing facilities in the area and customers are willing to travel in order to have meat processed at a high-quality facility.
Validation: Call's Meat Market has the opportunity to expand custom meat processing to five surrounding county fairs (Cabell, Jackson, Mason, Kanawha and Roane County), resulting in increased exposure to the quality of the service and convenience of the location. "Willingness to travel" distances fall within the acceptable ranges identified in the survey.
3. Call's storefront is ideally located for convenience and for the addition of the custom meat processing business.
Validation: 88.9% of survey participants indicated the location of Call's was not an issue and was worth the drive. Both current and new customers will benefit from the separation of the kill site from the purchase site.
4. Deer hunters are willing to pay \$65 to have their deer processed.
Validation: 53% of survey participants answered they would be willing to pay \$65 to have a deer processed and 22% are willing to pay more than \$75. This service offers convenience to local hunters and provides Call's with the opportunity to develop a new customer base.

⁷ "West Virginia Department of Agriculture." <https://agriculture.wv.gov/Pages/default.aspx>

C. Short and Long-Term Goals

SHORT TERM GOALS To be accomplished in 12 months to add value to Call's custom meat processing start-up in alignment with the mission statement. Details on strategies outlined in Section III D. Promotion.	MARKET SEGMENTS ADDRESSED BY SHORT TERM GOALS				
	Farmer Using Meat	Farmer Selling Meat to Others	Fair Customers	Hunters	Call's Current/Potential New Customers
1. Update website to include information and education about custom meat processing services to include pricing and benefits of choosing Call's within 6 weeks of acceptance of plan.	✓	✓	✓	✓	✓
2. Implement marketing strategies to gain customers to process 50 beef and 30 pork by the end of year one. These strategies include social media visibility and advertising; articles in the Farm Bureau Magazine and Market Bulletin, and holding "Meet Your Butcher" days and luncheons throughout year one.	✓	✓	✓		✓
3. Attend six community events and/or meetings to provide details on services and promote custom meat processing. These include attending agricultural meetings in the identified counties and having a booth at the annual WV Hunting and Fishing Show.	✓	✓	✓	✓	✓
4. Be a sponsor of the 2020 Putnam and Cabell County Fair Media Dinners in April 2020. Supply meat for the attendees' dinner and provide Champion Awards to prize recipients.	✓	✓	✓		
5. Implement marketing strategies and streamline the process to custom process 100 deer in 2020 hunting season.				✓	✓
6. Attend the Fall Feeder Calf Sale at the Jackson County Livestock Market in October and provide a free sandwich and drink coupon for all registered buyers.	✓	✓			
LONG TERM GOALS (To be accomplished in Year 2)					
1. Survey all current customers about willingness to use an online ordering system during the first two months of year two. If favorable, implement new system.	✓	✓	✓	✓	✓
2. Review success of Year 1 marketing strategies during the first month of Year 2 and revise as needed to increase all custom meat processing by 25% in Year 2. Identify website enhancements.	✓	✓	✓	✓	✓
LONG TERM GOALS (To be accomplished in Year 3)					
3. Review success of Year 2 marketing strategies during the first month of Year 3 and revise as needed to increase all custom meat processing by 50% in Year 3. Identify growth goals for year 4 and develop strategy to address any space constraints.	✓	✓	✓	✓	✓

D. Target Markets

Our Buffalo FFA Marketing Team's **target market segments** are identified in the table above. These groups were identified as the people who are most likely to buy Call's products and services and are who we want to reach with our marketing message about Call's Meat Market Custom Meat Processing. Through our research and other voice of the customer input, we identified that our target market segments want a quality meat processing facility, high quality meat products, cost-efficient options for meat processing, and cleanliness of the facility. Our short and long term goals are focused on addressing each of the target market segments and their needs through marketing campaigns optimized for each segment.

III. STRATEGIES AND ACTION PLAN

A. Product

Call's Meat Market offers custom meat processing for beef, pork, and deer. Call's is set apart from its competition by its focus on customer service in the following areas:

- All meat products are packaged in vacuum sealed packages, providing product guarantee and freshness. Product price is all inclusive with no hidden fees.
- Customers will be scheduled for a personal consultation/educational session with a butcher at Call's Meat Market to ensure they are provided with the cuts of meat that meet their needs.
- Customers pick up their meat in the store front. Because the kill floor is at another location, customers have no exposure to this step in the process.

B. Price Structure

Call's provides quality custom meat processing at a very competitive price that still provides for financial viability for the business. Unlike its competitors, Call's does not charge for freezing or vacuum packaging. Additional add-ons are clearly visible to the customer. Leanne Call, owner of Call's Meat Market, is eager to provide customers with a personalized meat processing experience that is budget friendly. Custom meat processing prices and profitability follows. The pricing structure was determined by considering competitor prices, calculating input costs and surveying potential consumers.

Species	Price	Additional add-ons	PROFITABILITY
Beef	\$0.48/lb.	Patties- \$1.00/lb. Kill bill- \$20.00 (per half); \$40.00 (whole)	\$75.00
Pork	\$0.53/lb.	Seasoning- \$8.00/pig; Smoking- \$2.00/lb.	\$26.50
Deer	\$65 (Skinned); \$75 (Not skinned)	Not applicable	\$43.00

C. Place

Call's Meat Market is conveniently located for its customers in Hurricane, West Virginia. The storefront is along a main road that is busy but has a convenient turning lane. This location is 2.5 miles from the two nearest interstate entrances. In addition, the location offers a store front that is modern, impeccably clean and pleasant. This provides the advantage of distancing the killing process (both physically and emotionally) from the planning and pick-up location for the meat products.

D. Promotion

The Buffalo FFA Marketing Team established product promotion plans to generate sales and develop brand loyalty for Call's through the following means:

SHORT TERM GOALS (See II.C above)	VALUE ADDED PRODUCT/SERVICE PROMOTION ALIGNED WITH GOALS
1. Update website to include information and education about custom meat processing services to include pricing and benefits of choosing Call's.	Website Enhancements- The Marketing Team will enhance the website to provide customers with a quick access to important information regarding pricing, customized services, and benefits of Call's. This will be completed by the Buffalo FFA Marketing Team and will be kept up to date by the team.
2. Implement marketing strategies to gain customers to process 50 beef and 30 pork in 2020. These strategies include social media visibility and advertising; articles in the Farm Bureau Magazine and Market Bulletin, and holding a "Meet Your Butcher" day and luncheon.	Social Media Advertising- Use social media as a platform to promote the custom meat processing. Capitalize on Call's 4,094 followers on Facebook with targeted messaging to the customer market segments. To gain more attention for the processing, offer incentives such as "Free Lunch on Us" as a giveaway for liking and sharing posts. Buffalo FFA Marketing Team is not recommending advertising on television and radio for this part of Call's services because of the difficulty of messaging. We do encourage Ms. Call to continue the use of TV and radio for the deli, storefront and lunch business. Farm Bureau Magazine- Be a featured story in the Farm Bureau Magazine that is distributed throughout West Virginia and membership includes not only farmers but other interested in agriculture and those seeking insurance discounts. Meet the Butcher Day- Producers will be invited to attend an educational, one-on-one experience with the butchers and be able to see a demonstration of meat being processed. There will be a social media livestream for the general public or those who are unable to attend. Customer Feedback and Retention Program- An employee at Call's Meat Market will call customers within one month of their custom meat purchase with a questionnaire to gain information about their satisfaction, experience and any recommendations for improvement. Customers who participate in the follow-up call will be invited to enjoy a free lunch at Call's Meat Market.
3. Attend six community events and/or meetings to provide details on services and promote custom meat processing.	Attend Farm Bureau Meetings in Cabell, Jackson, Kanawha, Mason, Putnam and Roane Counties; County Extension Meetings; and Conservation District Meetings and ask for agenda time at each meeting. Distribute promotional materials.
4. Be a sponsor of the 2020 Putnam and Cabell County Fair Media Dinners in April 2020. Supply meat for the attendees' dinner to demonstrate quality and promote services. Provide Champion Awards to prize recipients to increase visibility.	Fair Media Dinners - Provide meat for the Putnam and Cabell County Fair Media Dinners and provide refreshments for Jackson, Mason, and Roane County Fairs before their Livestock Auctions. Provide promotional materials. Provide T-shirts for Grand Champion/Reserve Champion Exhibitors at Cabell, Putnam, Jackson, Mason, and Roane County Fairs- The fair attracts target customers for Call's Meat Market. This action provides an ideal opportunity to promote the meat processing aspect of the business and increase reach to the fair market segment.
5. Implement marketing strategies and streamline the process to custom process 100 deer in the 2020 hunting season.	Booth at West Virginia Hunting and Fishing Show- Advertise deer processing and other processing services at the annual WV Hunting and Fishing Show. This show is well attended and captures the hunting market segment. Social Media Promotion - Place Facebook Sponsored Ads for 4 weeks (2 weeks in August prior to bow-hunting season and 2 weeks in November prior to gun season)

	promoting deer processing by Call's with a focus on the convenience and cost effectiveness of the service.
6. Attend the Fall Feeder Calf Sale at the Jackson County Livestock Market in October and provide a free sandwich and drink coupon for all registered buyers.	Provide livestock buyers at county fairs with custom clipboards and pens to advertise custom processing. Jackson County Livestock Market Free Lunch and Drink Special- Provide registered buyers with a free lunch and drink coupon at Call's Meat Market to encourage their experiencing the storefront's pristine and friendly environment.
LONG TERM GOALS	
1. Survey all current customers about willingness to use an online ordering system during the first two months of year two. If favorable, implement new system.	Online Ordering System- Create an online ordering system for customers to easily access at any location to place orders for pickup or arrange to drop off.
2. and 3. Review success of Year 1 and Year 2 marketing strategies during the first month of Years 2 and 3 and revise as needed to increase all custom meat processing.	The FFA Marketing Team will annually review the marketing strategies and schedule meetings with Ms. Call to provide a plan of action for the following year.

E. Position

Overall, Call's Meat Market will position itself as a local business offering fresh high-quality meats that are cost effective and provided in pristine facilities. Tailored market positioning is focused on the needs of the identified market segments. The unique selling position for each segment is clearly outlined in II.C above.

IV. PROJECTED BUDGET

A. Strategy Costs

STRATEGY and Associated Goal #	Year 1- 2020 Costs	Year 2 - 2021 Costs	Year 3 – 2022 Costs
Social Media Advertising (Short term Goal #2)	\$300	\$500	\$500
Champion Awards at Fairs (#4)	\$600	\$600	\$600
Farm Bureau Magazine (#2)	\$0	\$0	\$0
Fair Media Dinners (#4)	\$1,500	\$1,500	\$1,500
Attend local agricultural meetings (travel expenses) (#3)	\$375	\$375	\$375
Customer Feedback and Retention Program (meal)(#2)	\$625	\$800	\$975
Meet the Butcher Day (lunch)(#2)	\$100	\$150	\$200
West Virginia Hunting and Fishing Show (booth)(#5)	\$375	\$375	\$375
Buyer Custom Clipboards and Pens (#6)	\$1,944	\$1,344	\$1,344
Jackson County Livestock Market Flyers and Coupons (#6)	\$1,000	\$1,000	\$1,000
TOTAL	\$6,819	\$6,644	\$6,869

B. Pro Forma Income Statement

	Year 1- 2020	Year 2- 2021	Year 3- 2022
SALES REVENUE	<i>Additional Revenue from Custom Meat Processing</i>		
Hogs	\$3,330 (30 hogs)	\$4,180 (38 hogs)	\$6,270 (57 hogs)
Beef	\$19,200 (50 beef)	\$24,192 (63 beef)	\$36,480 (95 beef)
Deer	\$6,500 (100 deer)	\$8,125 (125 deer)	\$12,200 (185 deer)
TOTAL REVENUE	\$29,030	\$36,497	\$54,950
EXPENSES	<i>Additional Expenses from Custom Meat Processing</i>		
Strategy Costs	\$6,819	\$6,644	\$6,869
Labor	\$2,700	\$3,548	\$4,343
Materials - Bags	\$ 540	\$ 679	\$1,022
Utilities	\$1,250	\$1,650	\$2,313
Rent	\$2,400	\$3,168	\$4,440
Accounting Services	\$300	\$350	\$400
TOTAL EXPENSES	\$14,009	\$16,039	\$19,387
NET INCOME	\$15,021	\$20,458	\$35,563
FINANCIAL RETURN OF THE MARKETING PLAN			
ROI	107%	128%	183%

- The custom meat processing sales are only **10%** of Call's Meat Market's total sales in Year 1. This increases to 13.2% in Year 2 and 18.5% in Year 3.

LABOR COSTS (processing time)

Beef	2 hours
Pork	1 hour
Deer	30 minutes

- Marketing Services will be provided by the Buffalo FFA Marketing Team at no cost as a community service.
- Butcher paid at \$15/hour.

V. Evaluation

A. Benchmarks to Track Progress Toward Goals

Short Term Goal	Benchmarks
1. Update website to include information and education about custom meat processing services to include pricing and benefits of choosing Call's within 6 weeks of acceptance of plan.	- Buffalo FFA Marketing Team and Ms. Call to meet within one week of acceptance of this plan to review Marketing Team's Plan for enhancements to the website. - Implement enhancements within one month. - Meet monthly for 3 months; then quarterly thereafter to review results and identify any needed changes to the website based on customer feedback.
2. Implement marketing strategies to gain customers to process 50 beef and 30 pork in 2020. These strategies include social media visibility and advertising; articles in the Farm Bureau Magazine and Market Bulletin and holding a "Meet Your Butcher" day/luncheon.	- Social media plan finalized within 3 weeks of plan acceptance and implemented in 1 month. - Articles prepared and submitted for each of the targeted publications per publication schedule. "Meet Your Butcher" days scheduled monthly and invitee list prepared. Menus finalized. To begin month 3 of year one.
3. Attend six community events and/or meetings to provide details on services and promote custom meat processing in 2020.	- Contact each organization and document dates of important events. - Attend 6 events in the community throughout the year with plan established for marketing materials and presentations for each meeting or event.
4. Be a sponsor of the 2020 Putnam and Cabell County Fair Media Dinners in April 2020. Supply meat for the attendees' dinner to demonstrate quality and promote services. Provide Champion Awards to prize recipients to increase visibility.	- Schedule meeting with Fair Board members in February. - Establish a contract with the Fair Board for Media Dinner planning. - Develop a banner to be utilized at events by March 2020. - Plan, design and prepare T-shirt orders to arrive one month prior to fairs.
5. Implement marketing strategies and streamline the process to custom process 100 deer in 2020 hunting season.	- Prepare messaging for Facebook Sponsored Ads in May. - Provide ads for 4 weeks (2 weeks in August prior to bow-hunting season and 2 weeks in November before gun season). - Track "likes" and have a plan for addressing Facebook comments, both positive and negative.
6. Attend the Fall Feeder Calf Sale at the Jackson County Livestock Market in October and provide a free sandwich and drink coupon for all registered buyers.	- Meet with Jackson County Livestock Market in July to schedule the date for October. - Prepare coupons by September 1.
Long Term Goal	Benchmarks
Year 2- Survey customers about willingness to use an online ordering system, if favorable implement new system. Year 2- Increase all custom meat processing by 25%.	- Create and distribute survey for customers. - Identify an online ordering system provided. If favorable, implement this system in 2022. - Monitor volumes monthly to ensure meeting 25% growth targets.
Year 3- Increase all custom meat processing by 50%.	- Monitor volumes monthly to ensure meeting 50% growth targets. - Hold meetings with Ms. Call to identify need for new marketing strategies based on customer input.

B. TOOLS TO MEASURE ESTABLISHED BENCHMARKS

- Use follow-up **customer satisfaction calls** to get ongoing voice of the customer input on satisfaction as well as how the products and services can be improved.
- Monitor social media** advertising to see how many people are exposed to the Call's Meat Market site; review facebook comments and track number of "likes."
- Hold quarterly meetings** with Ms. Call to assess results and progress toward achieving benchmarks, determine the best practice for continued operation, and discuss finding from ongoing market assessment and future marketing opportunities.

C. Recommendations for Alternative Strategies if Benchmarks are Not Reached

- During regular quarterly meetings with Ms. Call, the marketing team will analyze the results and determine if benchmarks are being met. Revisions will be made to the marketing strategy as necessary based on marketing segments identified as not at goal.
- Although a business strategy and not a marketing strategy, the Buffalo FFA Marketing Team will monitor any issues relating to freezer/refrigerator space constraints and not having a kill floor that may be impacting meeting goals. If these are identified as factors contributing to not meeting goals, the Team will talk with Ms. Call about alternative strategies to reduce these possible constraints.
- In the event, the market does not support Call's custom meat processing, the team will refocus marketing efforts on the already thriving and growing storefront meat and luncheon sales for further expansion.