



GROWING FOOD, GROWING ACCESS

A STRATEGIC PLAN FOR THE WORLD PEAS FOOD HUB

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EXECUTIVE SUMMARY

The New Entry Sustainable Farming Project (NESFP), based in Lowell, Massachusetts, is striving to bridge the gap that exists between accessible, healthy food and low-income households through its World PEAS (People Enhancing Agricultural Sustainability) Community Supported Agriculture (CSA) produce shares. As its core mission, New Entry seeks to “improve our local and regional food systems” through their farmer-training and career development programs. Through World PEAS, New Entry also operates several food access initiatives including subsidized Supplemental Nutrition Assistance Program (SNAP) CSA shares, outreach to homebound seniors, and donations to Women, Infant and Children’s (WIC) nutrition program participants. Connecting these two vital areas—farmers and “food deserts”—represents a unique, holistic approach to the challenge of improving food security.

World PEAS answers a growing demand in Massachusetts for access to healthy, fresh, affordable produce. Over the past nine years, the organization has grown tremendously and benefited from an upward national trend toward purchasing locally grown foods, particularly CSA shares. Currently, due to an increase in market competition and changing consumer habits, the business model must adapt in some ways to continue to grow in the coming years. Organizational capacity challenges currently limit immediate growth, but with a strategic pivot and new partner networking, WorldPEAS and New Entry can adapt and capitalize on new opportunities in the larger food landscape.

Challenges

The design of this strategic growth plan seeks to address several specific challenges that World PEAS and New Entry must tackle in order to facilitate future growth. The first challenge is an exceedingly common one among small non-profit organizations: staff and resources. The wide scope of duties currently assigned to each full-time employee makes it difficult to concentrate on growth or focus on strategic

opportunities. Rather, the complexities of the day-to-day operation of the various programs require consistent involvement of even high-level staff. In order to grow the organization, NESFP must strategize on how to best allocate staffing resources to more adequately address the needs of World PEAS. Another challenge comes from the declining demand for CSA shares evident in the World PEAS annual financials, particularly in the past two years. The general appeal of CSA shares has declined with the perceived value, due to increased competition from farmers’ markets, an increase in the availability of local produce in grocery stores, inconvenience of delivery and pickup, and a reticence to cooking unfamiliar foods. Finally, World PEAS is challenged with constraining resources for the continued support of the food access initiatives and, as a result, only limited marketing has focused on this vital part of the organizational mission.

World PEAS can adapt and capitalize on new opportunities in the larger food landscape

Overview of Major Findings

Through customer, farmer, and staff interviews, an extensive literature review, a study of best practices, and survey data analysis, our consulting team has formulated and tested numerous hypotheses and produced a number of major findings:

- 1) New Entry’s main factor of differentiation is its holistic social mission;
- 2) There may be future opportunities for greater involvement from farmers;
- 3) The organizational structure of World PEAS could be modified to better facilitate growth.

These findings are discussed in greater detail in the Recommendations section.

Overview of Recommendations

Moving forward and advancing the organizational mission will require some adaptation of World PEAS’ strategy, marketing methods, staffing capacity, and networking. Likely, the best path will include a combination or some formulation of all of these approaches. The consulting team has developed a multi-tiered strategic growth plan, each tier requiring increasingly higher levels of investment and more dramatic organizational pivots. Details for each of the following tiers can be found in the Recommendations section of this paper.

The first plan, Tier 1, recommends some basic messaging shifts in existing marketing materials. This messaging refocuses existing and prospective customers on the core mission and the food access initiative. From our customer survey results, we determined that it would be most effective to frame the mission in terms of what and who their dollars are supporting—under-resourced farmers, low-income populations, and food insecure communities. From the survey, we also found that the target audience is actually comprised of young professionals and near-retired or retired customers. We recommend reorienting some existing staff time toward marketing to these populations.

Tier 2 involves a larger marketing and communications overhaul, as well as a higher investment in part- and full-time staff hours. However, these improvements are projected to increase revenue and improve the financial sustainability of the organization. Increasing staff capacity through additional employees would allow greater focus on cultivating institutional and industry relationships.

The third tier represents a more structural approach to future growth for World PEAS. We recommend developing a “core group” of like-minded collaborators, institutional associates, as well as other current stakeholders including customers and farmers to act in an advisory capacity and help connect the organization to greater resources. Including the reoriented marketing materials and increased staff capacity from the first two tiers, this third tier will also seek out larger grant opportunities and revenue-generating partnerships with similar mission-oriented organizations working in World PEAS target communities. Some of these goals may be outside the three-year scope of the original proposal, but exploring these more long-term strategies may clarify the more immediate opportunities.

Throughout each of these tiers, we examine growth opportunities in three main categories:

- Marketing
- Operations
- Sales

General Cost-Benefit Comparison

Tier 1 and Tier 2

	Tier 1	Tier 2
Incremental Cost	\$\$	\$\$\$\$
Increased Retention	 \$\$	 \$\$\$
New Members	 \$\$	 \$\$\$

We will explore several examples of additional marketing approaches for each tier. The concept of a “core group” of advisors—representative stakeholders—will be applied to new ideas for structure and operations. Finally, we will propose additional potential partnerships to bolster sales, particularly at likeminded, mission-oriented organizations in the area.

INTRODUCTION

One of our society's many challenges in this still-new millennium is the improvement of the health and prosperity of its citizens. Many of the solutions to that challenge are dependent upon reliable access to one of the most basic of human necessities: healthy food. Here in the United States, even regions of great economic prosperity still offer only limited access to healthy, affordable food for many communities. Some of these communities are in "food deserts," or areas without accessible options for fresh food.

The New Entry Sustainable Farming Project grew out of the Tufts Friedman School of Nutrition Science and Policy and a partnership with the action agency Community Teamwork Incorporated (CTI), also based in Lowell, Massachusetts. New Entry's World PEAS Food Hub began in 2005 with the explicit mission of expanding "access of healthy foods in underserved areas through production of locally-grown foods," as well as providing a reliable market outlet through their CSA program for beginning farmers.

A growing issue both in Massachusetts and across the country is the overall improvement of individual health and well being, and both food and job security. New Entry confronts these interconnected challenges by addressing the local food system in its entirety and working at the intersection of low-income food access and new farmer training. Here, the intersection is the organization's World PEAS Food Hub. World PEAS provides an outlet for New Entry's farmers to sell their produce and provides low-income families with subsidized, affordable weekly CSA shares. In addition, World PEAS also sells CSA shares at market price to its members.

Despite many successes and a level of mission achievement, World PEAS has begun to face numerous challenges, thus stagnating the organization's growth. The limited staffing resources allocated to World PEAS cause individual staff members to be stretched thin, completing tasks that are often out of scope. Furthermore, World PEAS'

market price CSA growth has peaked, and has been on the decline for the last two years. Finally, World PEAS is struggling to achieve financial sustainability, particularly to support its low-income food access initiative.

The ability of the organization to continue to provide access to healthy, affordable food is key in Massachusetts. In the last five years, SNAP benefit utilization has increased by over 37%¹. *Bridging the gap between affordable and healthy food is critical* Moreover, a 2014 study published in the Journal of Nutrition Education and Behavior shows that SNAP participants are more likely to eat unhealthy foods than individuals not enrolled in SNAP benefits². Bridging the gap between affordable and healthy food is critical for the Commonwealth.

Our task is to develop a three-year strategic growth plan for World PEAS. Our recommendations, based on several key findings, come in the form of a three-tiered plan. Our principal findings indicate that World PEAS can grow its CSA membership, expand its food access initiative, and achieve financial sustainability by aggressively marketing its holistic approach to food system development, particularly its commitment to food access for low-income families. Each tier includes recommendations in the areas of Marketing, Sales, and Operations, which are discussed in detail.

Our final recommendation is for World PEAS to select our Tier 2 proposal, which involves new print and web marketing materials targeted at selling their full-circle mission, the introduction of a "Fair Share" in the organization's CSA program, the addition of new mission-driven partnerships, a new hire to manage development and marketing, and finally the creation of a Core Group of stakeholders to take on an advisory role for World PEAS.



Nasrin Morovaty (left) shows the Supply Team her “hoop house” where she can grow vegetables and herbs all winter long. Nasrin is beginning her second year as a supplier to World PEAS.

METHODOLOGY

In order to better understand World PEAS’ management challenges, our team utilized both qualitative and quantitative approaches. Our methods included in-person and phone interviews, two online surveys, a literature review, the use of several strategic frameworks, as well as marketing, financial, operations, and competitor analyses.

For the first half of the project, we split our team of six into two smaller working groups of three people each based on the logical divide between supply-side and demand-side activities of the client organization. The supply team focused on World PEAS’ farmers, as well as other comparable CSA programs in the Eastern Massachusetts area. This group interviewed four farmers that graduated from New Entry’s incubator training program as well as ten local CSA programs

as part of a competitor analysis. The demand team interviewed several current World PEAS customers and administered a comprehensive survey of over 200 past and present customers. It also performed a literature review of local, regional, and national CSA best practices and other relevant data.

During the second phase of the project, we found it useful to modify the focus of our two working groups from supply/demand to the specific components of our final client deliverable. One working group focused on the organization’s financials and sales, which compared the per unit price of each item in one week’s CSA share with the prices from five retail food stores and farmers’ markets. The second group focused on marketing and organizational structure, including the development of specific marketing suggestions and the formulation

In order to better understand World PEAS' management challenges, the team utilized both quantitative and qualitative methods.

of the “core group” idea, which is included in the recommendations section of this paper.

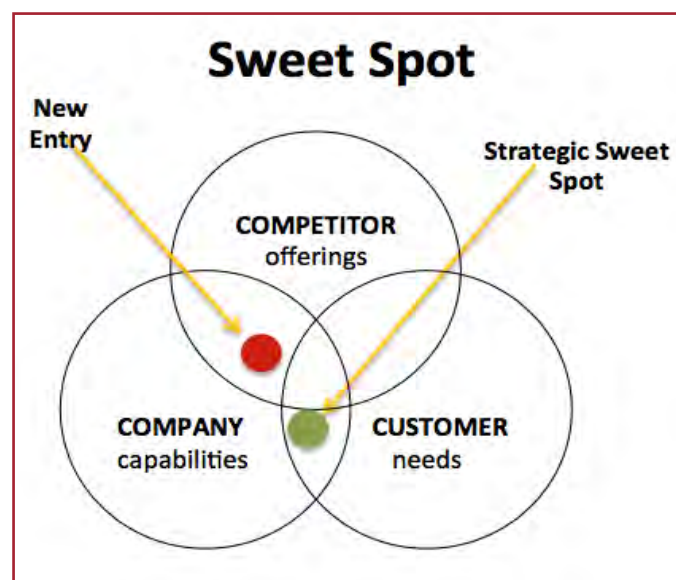
The methodology also used three strategic frameworks: a Sweet Spot analysis³, the “4 Ps”⁴, and Sources of Competitive Advantage, also known as Where to Play, How to Win⁵. We applied these frameworks at different times and on different levels throughout the project. In addition, our framing of the work plan through the initial division of supply and demand fueled many of our eventual conclusions.

The Sweet Spot helps to analyze the relationships between customer needs, competitor offerings, and company capabilities to determine which two the

organization should focus on and which it can afford to ignore. In New Entry's case, we determined that the sweet spot—and thus the application of future resources— should be between company capabilities and customer needs, because the holistic, mission-oriented model differentiates it sufficiently from competitors.

The 4 Ps, as formulated by EJ McCarthy in 1960⁶, are:

- Price
- Product
- Promotion
- Place



The Sweet Spot analysis focuses on NESFP and World PEAS' strengths and identifies areas they can ignore. The red dot represents the current outlook, while green represents the goal.

This framework is also known as a marketing mix, in which resources are focused on capitalizing on the strong Ps and shoring up the weaker Ps⁷. In the context of the World PEAS food hub, each of the four showed potential for growth.

Through interviews and industry literature review, we were also able to analyze Sources of Competitive Advantage. This information supplements the findings of the Sweet Spot analysis to allow World PEAS to gain a more complete understanding of the competitive landscape while it focuses on reaching new customers. Generally, the best answers to “where to play” appear to be within the existing customer base, focusing on increasing retention rates through raising awareness of the broader NESFP mission. As far as “how to win,” the key will be in maximizing partnerships with like-minded, socially oriented, mission-driven organizations⁸.

RESULTS & DISCUSSION

Overview

We initiated our process by conducting a literature review of available research publications, journals, and websites, looking at the national and regional CSA market, CSA governance structures, and the local foods market in general. The local foods market breaks down primarily to grocery stores sales, farmer's markets, other CSAs, and local farm stands. Next, we investigated supply-side and demand-side factors of World PEAS' business by interviewing a number of farmers and customers identified by New Entry staff. Using the information gained from these interviews, we sent out a survey to get a wider picture of what was valued by customers and to flag any areas of improvement for World PEAS. Later, we conducted a Pricing Analysis to look at World PEAS share price in comparison to several local competitors. Next, we conducted a sensitivity analysis using New Entry's current financials to project anticipated changes based upon growth assumptions of costs and expenses. This resulted in the final step of our methodology, the creation of pro-forma financial projections that incorporate growth assumptions with our recommendations.

Findings from Interviews with Comparable CSAs

We talked with the CSA coordinators of two of the most successful CSAs in the Boston Area—Enterprise Farm and Red Fire Farm. These farms maintain 700 to 1000 regular members in their CSA programs. Both of the programs are run as for-profit businesses and do not have a specifically integrated social mission. Both have achieved financial sustainability and combine CSA sales with wholesale. Wholesale transactions represent a quarter to half of their revenue. Both CSAs do work with institutional customers but individual customers are the largest portion of their customer base (70% and 90%). They do not have a particular pre-determined marketing strategy and tend to reach new customers mostly through the word of mouth.

These farms consider two main aspects as their key factors of success. First, they offer common products (not exotic or unknown) at affordable prices. CSA

customers know that they will receive consistent produce offerings that they will know how to prepare. Second, they have a large number of pick-up sites, making box deliveries convenient for their customers. It is important to note that Enterprise Farm also offers an extra-small CSA share for customers that do not cook regularly. This strategy began in response to consumer demand for smaller fixed shares of products.

We also compared WorldPEAS CSA share prices with competing CSA share prices and found that WorldPEAS' small and large shares price are above the market average (19% and 38%, respectively). This finding supports our recommendation that New Entry will have to communicate the added social value of their CSA program in order to encourage customers to pay a higher price for their WorldPEAS' CSA share.

Findings from Interviews with Farmers

In our interviews with various farmers several aspects of the ongoing work of New Entry was made clear. First, the support from this organization is invaluable for the farmers with whom they work. All farmers mentioned that New Entry supported them way far beyond what they expected.

The organization supports them through the training program and later on through the purchases of their

products for the CSA shares. New Entry also helps with other aspects of their development as new farmers, such as providing advice for their growing techniques, presentation of products and accessing farmers markets, as well as buying products above their established quota. Many are first-time farmers who have spent their lives in other lines of work. One New Entry farmer, John Migliorini, is trained as a carpenter, and explained his entry into farming, "It's in my blood, I just love to grow."

Groups of growers could gather together to share stands in farmers markets.

“It’s in my blood, I just love to grow.”

—NEW ENTRY FARMER JOHN MIGLIORINI

Farmers noted that it was difficult to access new markets throughout the first stages of farming, thus the CSA program was a very useful system to gain the initial access to the market. After two or three years of farming, farmers felt the confidence to approach new markets on their own, but sales to World PEAS are still a pivotal part of their farming income. Interviews revealed that since farmer time is mainly dedicated to growing activities (for some, as many as 60 hours per week), it is very difficult for them to find time to initiate marketing activities. Currently, farmers have little knowledge about the customer’s needs and market tendencies, and this is the area where they feel the biggest need for improvement.

Another notable finding from the interviews conducted is the lack of an integrated community within New Entry’s farmers. The farmers have a close relationship with the previous and current CSA coordinator

(Kate and Mary Alice, respectively) but hardly knew other farmers that work with the organization. If New Entry encourages communications and support among farmers, it will help share knowledge while also expand marketing possibilities for farmers outside of the World PEAS CSA system. For example, as one farmer mentioned, groups of growers could gather together to share stands in farmers’ markets; the increased variety of products will make such stands more appealing for customers. Similarly, groups of farmers could also share tools or transportation expenses, making their operations easier or less expensive.

Findings from Interviews with Customers

Our initial interviews with customers indicated that one of the key factors motivating members to sign up for a CSA share was to obtain fresh food products. It was particularly satisfying for them that World PEAS offered “exotic” products that they would not normally buy in their weekly grocery shop. Nevertheless, customers needed to supplement their CSA share with fruits and vegetables purchased at other outlets. Therefore, being part of a CSA program is somewhat of a luxury. In regards to the amount, type and quality of the products delivered in the World PEAS’ CSA shares, customers mentioned being satisfied.

With regard to their knowledge of New Entry and the organization’s work, customers said that they heard about New Entry primarily through word of mouth. One CSA member mentioned learning about New Entry through a friend from his religious congregation. The customers interviewed also said that they have some understanding of New Entry’s mission to support new farmers thanks to the organization’s communication materials. However, many were not aware of the food access initiative for low-income families. To customers, the low-income food access mission was tremendously appealing and they shared their interest in knowing more about this aspect of New Entry’s operations. To follow-up on this information we



At the Liberty Farm plot in Dracut, MA, John is a carpenter by trade, but also grows and sells his vegetables—including tomatoes, carrots, and “sunchokes”—to the World PEAS CSA.

developed a customer survey to help us clarify whether these perceptions were shared by the majority of New Entry's customers. In the following segment, we will present our findings from the customer survey.

Customer Survey

Administering a customer survey allowed the team to explore assumptions on the demand-side more in-depth. Of 780 emails sent to New Entry's email distribution list (including customers, former customers, and those who have signed up to receive email updates), we received 205 responses—constituting our sample. This breaks down to a 26% response rate and a 99% confidence interval of 6.79 (n=205). While this is a significant sample, it only represents approximately 1 in 4 current or former World PEAS customers. Furthermore, customers that responded to this survey are likely to be disproportionately more engaged with the organization, possibly skewing our findings about customers' awareness of World PEAS' mission and new initiatives.

The sample size of defectors was very small, less than 1% of the surveyed participants (n=15). It must be noted that all discussion of defector data is not statistically significant but rather anecdotally informative.

Table 1

Demographics

Age	Number of Responses	Response Ratio
18–29	47	22.9%
30–39	59	28.7%
40–49	24	11.7%
50 or above	61	29.7%
No response	14	6.8%
Total	205	100%

Results

The majority of respondents are under 40 (51%) or over 50 years old (30%). Only 12% of respondents fall within the 40–49 year old age group. They live as close to World PEAS as Lowell and as far away as 37 miles south in Avon, MA. The full territory of World PEAS customer base (excluding a few outliers) is 800 square miles. However, the highest density of customers falls within 30 square miles in Boston, Cambridge, and Somerville, MA (see map in Appendix).

Figure 1 Of the categories examined, most customers learned about World PEAS through their place of business. The next most frequently occurring categories were through a friend or at his or her place of worship or community organization. The least effective outlets for attracting customers was through social media and advertising materials.

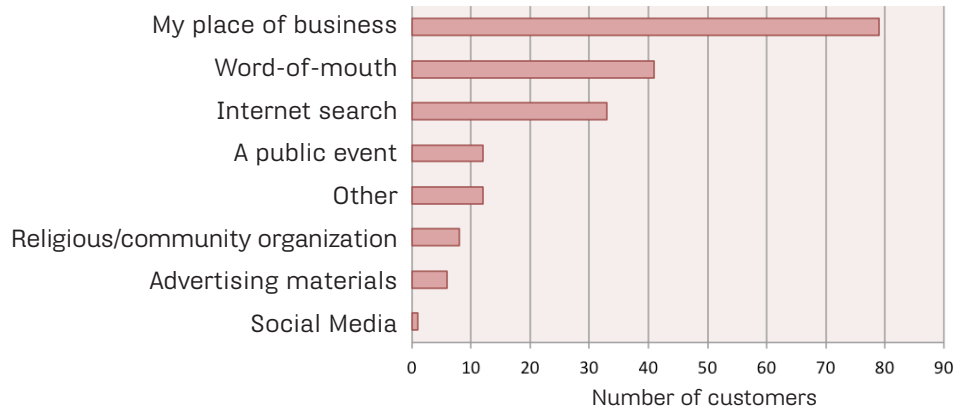
Figure 2 Of the multiple reasons that members were motivated to buy a CSA share, by far most were motivated by the desire to eat more local produce and to support local farmers (99% respectively). However, supporting low-income families and convenience were also cited as important factors.

Looking at age and motivations together, only two categories were not independent of one another: Those were unique or hard-to-find produce ($\chi^2=8.3$, $df=3$, $p\leq 0.05$) and price ($\chi^2=9.3$, $df=3$, $p\leq 0.05$). The 18–29 year old segment was the only group that was interested in receiving unique or hard-to-find produce in their shares: 22 out of the 47 people, or 47%, selected for an interest in unique produce in the survey, compared with 0% for any other age group.

Although the 18–29 year old segment was the only group interested in unique or hard-to-find produce, it should be noted that most CSA members were satisfied overall with the variety of the produce in their shares: 159 out of 180 respondents, or 88%.

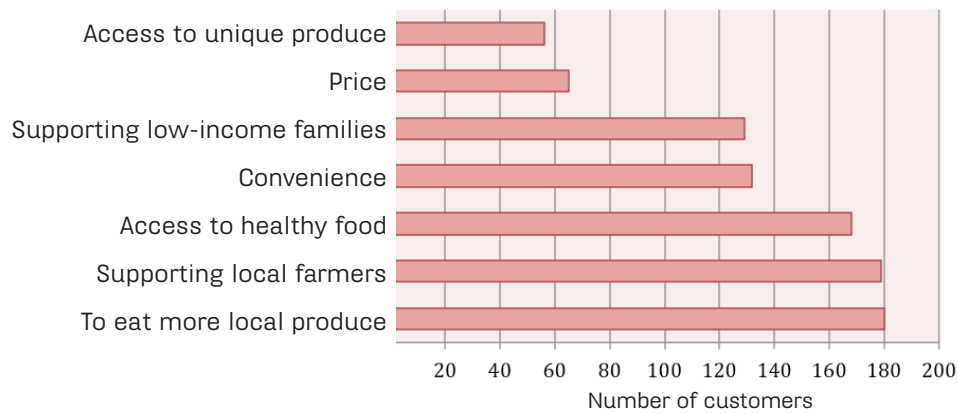
Where customers first learned about World PEAS

Figure 1



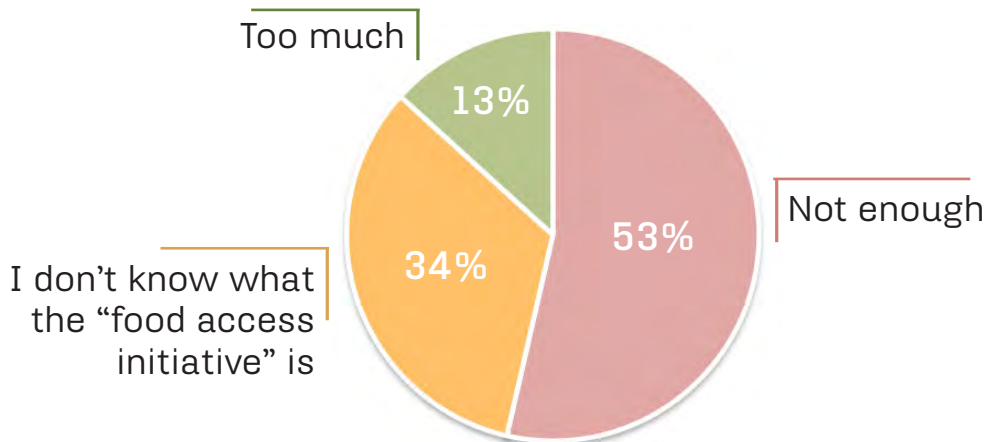
Motivations for buying a share

Figure 2



How much information customers have received about the World PEAS Low-Income Food Access Initiative

Figure 3



*"No response" not included in this graph

Table 2

Is supporting affordable access to healthy food for low-income families important to you?

	Number of Responses	Response Ratio
Yes	167	81.4%
No	12	5.8%
No response	26	12.6%
Total	205	100%

Table 3

How much more per week would you have been willing to spend on your CSA share if the proceeds went directly to subsidizing access to healthy food for low-income families in your community?

	Number of Responses	Response Ratio
\$0	77	44.5%
\$3-\$5	85	49.1%
\$6-\$10	12	6.9%
\$10 or more	6	3.4%
Total	173	100%

Table 4

Including only “yes” responses from Table 2

	Number of Responses	Response Ratio
\$0	66	42%
\$3-\$5	78	49%
\$6-\$10	10	6%
\$10 or more	5	3%
Total	159	100%

Figure 3 The willingness of customers to support the low-access program may also point to important findings about further marketing efforts necessary to broaden messaging. For example, when asked if customers had received ample information about World PEAS Low-Income Food Access Initiative, over 77% of respondents said that they either did not receive enough information about this program or did not know what the initiative is. Making customers aware of this program will be a crucial aspect in marketing the mission of the organization.

Survey participants were asked whether or not supporting access to healthy food for low-income families was important to them (Table 2). This was followed with a question gauging participants’ willingness to pay more in their shares to help subsidize the low-income food access program (Table 3).

Table 3 shows the data combined across all surveyed current or new customers. Table 4 further refines this question and shows the responses to the question above but is filtered for customers that answered “yes” to the prior question about whether or not supporting access for low-income families was important to them.

In summation, 81% of respondents think that supporting access to healthy food for low-income families is important, and over half are willing to spend more in order to achieve this mission. Across categories, the vast majority of respondents would be willing to pay on average \$3.00–\$5.00 more weekly in support of the program.

Overall, customers have expressed satisfaction with World PEAS. 84% of respondents rated their share experience as either “good” or “very good.” When asked if they would recommend World PEAS to others, 162 out of 205 participants, or 79%, answered yes.

14 out of 15 respondents said that although they are no longer customers of World PEAS, purchasing locally grown food is still important to them.

Produce replacement outlets for former customers

Figure 4

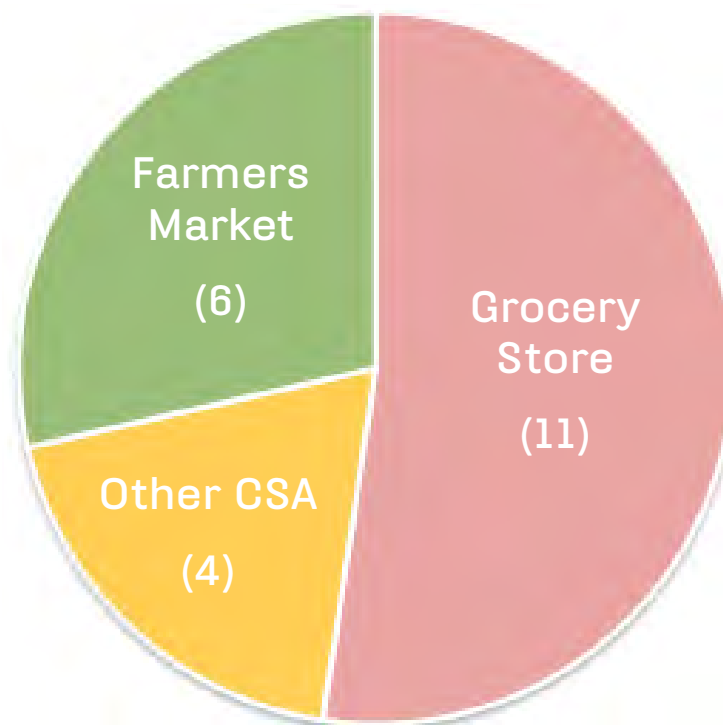


Figure 4 The 15 respondents were asked to select all places in which they currently purchase produce. Today, they are purchasing produce in the following three outlets: farmers markets, grocery stores, and other CSAs.

Discussion

1) Given our results on customer age, we believe that World PEAS should continue to target marketing towards the 18–39 year old customers as well as the ≥50 age group. Customers aged 40–49 are not a substantial group, perhaps due to factors involving career and family life during this period of time. Targeting two distinct marketing messages for the groups of focus with different marketing campaigns may better bring in these target customers. Furthermore, as will be discussed later in the recommendations, if an even smaller, less-expensive share option will be made available to customers, it is important for World PEAS to include hard-to-find produce in those shares since the customers will likely fall into the 18–29 year old category.

The organization serves a customer base over 800 square miles, with density in the Greater Boston area. This area is approximately a 30 mile drive from NESFP's headquarters and is often fraught with traffic. The distance leads to significant fuel expenses, time, and driver costs. Some competing CSAs charge a per-mile fee for delivery of \$0.55/mile or incentivize customers that live closer (within 10 miles) by charging a small flat-rate for delivery⁹. Other models restrict deliver to within certain area codes. Other models restrict deliver to within certain area codes.

2) The low yield from social media may be a result of a lack of engagement from World PEAS' embracement of this marketing tool. While New Entry's website contains information about the CSA, World PEAS lacks its own presence online, maintaining only a Facebook page with under 500 likes. With a database of 8,378 active email contacts on its Constant Contact account, social media may be a focused area of improvement for World PEAS.

3) The willingness of customers to support the low-access program may also point to important findings about further marketing efforts necessary to broaden messaging. For example, when asked if customers had received ample information about World PEAS low-income food access initiative, most respondents said that they either did not receive enough information about this program or did not know what the initiative is. Making customers aware of this program will be a crucial aspect in marketing the mission.

4) The high customer satisfaction rate confirms a priori expectations that World PEAS does not have an issue with quality or variety. Furthermore, that 79% of survey participants would recommend World PEAS as “net promoters” is an important finding, particularly when considered alongside information about where customers discovered World PEAS, the second most selected category being “word-of-mouth.” Word-of-mouth seems particularly relevant to marketing efforts of this CSA share in particular and the CSA share market in general.

5) The alternate shopping outlets in Figure 3 utilized by defectors to purchase local produce is consistent with market research about increased competition in the local foods market regionally and nationally.

Industry Analysis

Findings from the customer survey point towards targeting a young professional segment. One way for World PEAS to become more attractive to this group would be through keeping up with competitors’ offerings by experimenting with “extra-small shares.” Through our interviews and in research, this trend appeared in other parts of the market, and it seems applicable for young professionals who are often cooking for less people than a family demographic. If World PEAS experiments with this type of share, it should include produce that is unique or hard-to-find, since that was cited as important to young professionals in the World PEAS customer survey.

The next industry trend that appears in the literature is the “Core Group.” This industry term describes a structure, which is similar, though not synonymous, to an advisory board. It consists of 10–17 members of mixed stakeholders (farmers, staff members, customers, etc.). World PEAS does not currently have any similar structure within their organization. Reports of CSAs that have Core Groups are correlated with receiving higher revenue¹⁰. This is a strong option for World PEAS to restructure governance and bring in additional revenue.

Finally, an interesting model appeared in our research—The Trustees of Reservations—an organization that focuses on land preservation. The Trustees also offers a CSA share, but the shares are offered as a donation to their larger mission, not as a core aspect of its business. If World PEAS adopted a similar model, this different orientation would shift customers’ view of the CSA share from a product to a stronger focus on supporting the mission, which ties in with our larger recommendation for World PEAS to focus primarily on “marketing the mission.”



Tools of the trade, New Entry farm plot in Dracut, MA

RECOMMENDATIONS

Overview

Over the course of this project, our team has come to fully appreciate the whole-hearted efforts of the NESFP and World PEAS staff. With limited capacity and resources, the organization accomplishes a great deal toward its mission of a more sustainable and equitable food system. To better facilitate that mission and encourage further growth, the team has envisioned several paths forward for the organization over the next three years and beyond. In this section, we will present our recommendations in the form of three fully developed tiered strategic growth plans, each representing a different level of investment for WorldPEAS to consider, as well as an optional “core group” add-on. Each tier of our growth recommendations can be broken down into three distinct areas: marketing, sales and operations. We will discuss the goal of each area, generally, before outlining the three distinct tiers.

Three Growth Areas

Marketing

World PEAS has an opportunity to improve its messaging and build a stronger brand. The overall goal of the marketing recommendation is to differentiate World PEAS from other local CSAs in the area, and improve its value proposition by informing existing members, prospective members and potential partner organizations of World PEAS’ larger social mission, particularly the food access initiative. Branding materials should highlight a broader understanding of New Entry, World PEAS, and the food access initiative’s holistic approach to building and strengthening local food systems.

There are a multitude of tools from which the organization can choose to achieve these goals, starting simply with the information the organization shares in the CSA share itself, in its newsletter and on its website. We also recommend updating marketing materials and creating new ones: brochures and

infographics. At the highest level, this would include a total rebrand: A new name or logo that more clearly identifies the larger mission of the organization and better unifies the activities and objectives of New Entry and World PEAS.

Sales

It is clear that WorldPEAS requires a major shift in customer retention, new customers and partnerships with other organizations. Our primary recommendation is to avoid wholesale customers, and focus sales efforts on social justice organizations, with which the mission of the organization will resonate most highly. Within this category, we see opportunities for partnerships that are primarily aimed at creating new customers, but also partnerships to increase donations or grants.

In terms of sales initiatives, we see an opportunity for more partnerships with religious organizations, which already provide referrals to WorldPEAS, specifically, the Unitarian Universalists, whose Boston-area congregations have been a source of referrals for World PEAS in the past. Other organizations to target in these partnerships are large, local non-profit organizations like Oxfam America, the Appalachian Mountain Club, and WGBH.

Other partnerships with community health centers, food banks, or school programs should be considered as sales opportunities. A partnership with the Greater Boston Food Bank, for instance, might serve to help raise money to provide fresh produce to low-income families.

Structure and Operations

Our operational recommendations are primarily tied to the previous areas of concentration; shifts in programming, delivery routes and internal staff to support the needs of new sales and marketing initiatives. For example, successful partnerships with local religious organizations might necessitate new delivery routes on Sunday.

In addition, we have several specific recommendations regarding share offerings that we are categorizing under “operations.” Comparable CSAs offer a “half share”, or “extra-small share” for customers who travel frequently or cook at home infrequently. We think the increasing percentage of World PEAS customers opting for a Small Share (versus a Large Share) indicates an interest in this direction. On the other end of the spectrum, we recommend a new higher-priced share, “FAIR Share,” that is comparable to a small share, but tied to a direct donation to the Food Access Initiative (see Appendix).

In addition to the operational changes above, we also recommend a change to the structure of the Food Hub. We believe that World PEAS should adopt a “core group” to assist with activities including decision-making, feedback generation, some marketing/sales tasks, fundraising, and membership/partnership recruitment and retention. Core groups are an important part of CSAs throughout the United States, yet their structure and function varies widely depending on the specific arrangement. For World PEAS, we the core group could be an optional add-on to any of the three tiers of investment. It includes a separate cost/benefit analysis, discussed in the results section and included in full as an appendix. The main expense of the core group includes a full-time development and communications staff member, which will be offset by the additional revenue that the core group is expected to bring in.

The most recent National CSA Farm Survey, conducted in 1999 by the University of Wisconsin-Madison and other partners, compared CSAs with and without core groups. While 72% of the survey respondents did not have a core group, the 28% that did “had significantly higher mean CSA income than non-core group farms.”¹² Specifically, the annual median income for core group farms was almost \$10,000 higher than for non-core group farms¹³. Since this survey data is now 15 years old, it can be reasonably assumed that the percentage of CSAs with core groups has increased, strengthening the argument for their use.

Three Growth Plans

As requested by New Entry in their initial project proposal, we have crafted three distinct growth plans that incorporate elements from each of our three “recommendations” categories—marketing, sales and structure/operations. Each of the three options is intended to accomplish the same goal, and reflects distinct levels of investment and potential returns. Tier 1 involves the lowest degree of investment, with a projected positive profitability for World PEAS in year three; while Tier 3 involves the largest level of investment with greater returns and profitability in year two.

Below, we will present each of the tiers, with an estimated cost in each recommendation category, along with projected returns in distinct areas. In projecting the “returns” for each Tier, we used three distinct metrics: customer retention, new customers, and fundraising.

World PEAS’ customer retention for the last two years has averaged approximately 31% (33% in 2012–2013, and 30% in 2013–2014). Comparable CSAs and national averages suggest that successful CSA’s frequently achieve a 60–65% retention rate¹⁴. In our projections, we will use 30% as a baseline for improvement, and refer to incremental improvements in retention as a percentage. In other words, a 5% increase in retention would mean an over-all retention rate of 35%.

World PEAS’ most valuable asset: the unique and holistic mission

For the last few years, World PEAS membership has remained relatively flat, declining slightly in 2014, which is accounted for in the decline in retention. In other words, World PEAS has attracted a relatively steady number of new customers, around 240. In the following projections, we use 243 (the total number of new members, regardless of their share size) as a baseline for new customers. We will refer to increases in new customers—as a percentage of 243. We assume

the new members would remain steady with no change at all, but an increase in new membership would mean 267 new members (243 + 24).

We mentioned previously the importance of attracting new donors—private, public or institutional. In 2014, World PEAS estimates that it will attract \$16,500 in donations, through their winter fundraiser and direct giving from CSA members. We assume that these fundraising activities will continue in future years, however, our projections will include a flat, dollar amount in donations in each distinct Tier, based on resources allocated to fundraising activities.

Tier 1

The least extreme tier represents only slight changes in World PEAS' structure and operations. It emphasizes some new messaging in marketing materials, targeting strategic, mission-driven partners, and a new core group that will fill an advising and fundraising role.

Tier 2

Our recommended growth plan represents the “medium” approach. The largest changes are in marketing: We suggest an investment of nearly \$45,000, over three years, in marketing. Our plan includes an internal shift in their current marketing materials, outreach and social media, and hiring an outside design consultant to develop more appealing materials like a brochure and infographics. It also includes a large investment in World PEAS website improvements to better incorporate the larger mission and consolidate their programs and messages.

All three plans include a sales emphasis on targeting socially conscious businesses, churches and community organizations that share a commitment to social justice and healthy food systems. We have included lists of likely religious institutions and other non-profit organizations from which to start. We also recommend a “premium” share—a share that costs more, but with a specific contribution to food access initiative programming. We recommend materials to promote this new share, and a premium of \$100, which amounts to contribution of \$5/week over the course of the season.

The plan for Tier 2 also includes hiring a new staff member; 50% of their time as a sale representative, and 50% as a development officer.

Tier 2 includes the formation of a Core Group to serve as advisors to World PEAS staff, and volunteers doing outreach and soliciting feedback from members. Like many non-profit “boards,” the Core Group, which is not a formal board in this iteration, would focus much of its time on fundraising and identifying potential partnerships. The part-time development officer would be responsible for coordinating the fundraising efforts of the Core Group and writing grant proposals.

Tier 3

At the highest degree of change and investment, Tier 3 includes all the elements of Tier 2, but in addition to the marketing recommendations; it includes a complete rebranding, including a brand audit, consolidating the marketing messages of New Entry and World PEAS, and a new logo (potentially a new name entirely).

In sales and structure/operations, Tier 3 is similar in content to Tier 2, but is decidedly more aggressive, hiring a staff member (again, 50% sales, 50% development) in year one, to rapidly expand new sales and fundraising.

Conclusion

In examining the various aspects of the World PEAS business model, and its relationship to New Entry, it is clear that there are many possible paths forward. There is a high degree of loyalty and buy-in from the farmers, a deep base of possible customers, and most importantly a solid holistic mission that sets World PEAS apart. These strengths will propel the organization forward as it tackles the strategic challenges of the growth plans presented in this report. Success may require increased time and financial investment, but the ultimate goal of sustainability can be achieved if the right balance can be found. Though Tier 2 represents our group's overall recommendation for a three-year strategic growth plan, many of the initiatives we explored could be added to support growth further into the future.

Tier 1

Marketing	Design- Outsource Redirect Message (Existing Marketing)	5,000 Annual 0
Sales	Focus on Partnerships (Existing) Churches Non-Profit and LI	
Operations	Minimal Maybe new drops are worthwhile	
Structure	Core Group Focused on Fundraising/New Sales	5,000 Annual
Retention		40%
New Customers		15%
Fundraising Revenue		

Tier 2

Marketing	Website	\$ 25,000
	Marketing Design	\$ 15,000
	Print	\$ 5,000
	Focus on Partnerships (Existing) Churches Non-Profit and LI S&M Part-Time Year2	\$ 25,000
	1 New Sunday Route FAI Premium	???? 1,000
Structure	Core Group Focused on Fundraising/New Sales	\$ 5,000 Year 1
	Development Part-Time Year2	\$ 25,000 Year 2/3
Retention		50%
New Customers		25%
Fundraising Revenue		

Tier 3

Marketing	Website	25000
	Name/Logo Rebrand	25000
	Marketing Materials	15000
	Focus on Partnerships (Existing) Churches Non-Profit and LI S&M Part-Time Year1	\$ 25,000
	1 New Sunday Route FAI Premium	???? 1,000
	Core Group Focused on Fundraising/New Sales	\$ 5,000 Year 1
	Development Part-Time Year2	\$ 25,000 Year 1
Retention		60%
New Customers		35%
Fundraising Revenue		

END NOTES

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² Journal of Nutrition Education and Behavior. 2014. Retrieved from [http://www.jneb.org/article/S1499-4046\(13\)00677-5/pdf](http://www.jneb.org/article/S1499-4046(13)00677-5/pdf)

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⁴ McCarthy, Jerome E. 1960. *Basic Marketing: A Managerial Approach*. Homewood, IL: Richard D. Irwin.

⁵ AG Lafley and Roger L. Martin. *Playing to Win: How Strategy Really Works*. 2013. Boston: Harvard Business Review Press.

⁶ McCarthy, Jerome E. 1960. *Basic Marketing: A Managerial Approach*. Homewood, IL: Richard D. Irwin.

⁷ McCarthy, Jerome E. 1960. *Basic Marketing: A Managerial Approach*. Homewood, IL: Richard D. Irwin.

⁸ AG Lafley and Roger L. Martin. *Playing to Win: How Strategy Really Works*. 2013. Boston: Harvard Business Review Press.

⁹ CSA FAQs. (n.d.). Retrieved August 20, 2014, from <http://www.rootnroost.com/#!csa-faq/cd6j>

Our CSA Program. (n.d.). Retrieved August 20, 2014, from <http://www.earthwizefarms.com/CSA/>

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¹² Lass et. al, 2003, p. 15

¹³ Center for Agroecology and Sustainable Food Systems. 2014. Teaching Direct Marketing and Small Farm Viability: Resources for Instructor. University of California: Santa Cruz. Retrieved from: <http://casfs.ucsc.edu/about/publications/Teaching%20Direct%20Marketing/index.html>

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RAW CUSTOMER SURVEY RESULTS

Sample Size	Total	Current/Returning	Defectors
% of Respondents	n= 205	n=188	n=15

CURRENT OR NEW MEMBERS		
Where did you first learn about the WorldPEAS CSA program?		
	Number of Response(s)	Response Ratio
My place of business	79	42.90%
Socially (from a friend)	41	22.20%
My religious institution or community organization	8	4.30%
Internet search	33	17.90%
A public event	12	6.50%
Advertising materials	6	3.20%
Social media (Facebook, Twitter, etc.)	1	<1%
Other	12	6.50%
Total	184	100%
Did the following factors motivate you to subscribe to the WorldPEAS CSA program?		
	Yes	No
	180	2
To eat more local produce	99%	1%
	56	103
Access to unique or hard-to-find produce	35%	65%
	168	11
Access to healthy food	94%	6%
	179	1
Supporting local farmers	99%	1%
	129	39
Supporting low-income families	77%	23%
	132	40
Convenience	77%	23%
	65	89
Price	42%	58%
29 Comment(s)		
Are you aware of the organization's mission to improve local and regional food systems by supporting new farmers?		
	Number of Response(s)	Response Ratio
Yes	172	83.90%
No	4	1.90%
No Responses	29	14.10%
Total	205	100%
How much information have you received about the World PEAS Low-Income Food Access Initiative?		
	Number of Response(s)	Response Ratio
Not enough	97	47.30%
Too much	24	11.70%
N/A- I don't know what "The Food Access Initiative" is	60	29.20%
No Responses	24	11.70%
Total	205	100%

Is supporting affordable access to healthy food for low-income families important to you?

	Number of Response(s)	Response Ratio
Yes	167	1.00%
No	12	5.80%
No Responses	26	12.60%
Total	205	100%

DEFECTORS

Are you aware of the organization's mission to improve local and regional food systems by supporting new farmers?

	Number of Response(s)	Response Ratio
Yes	14	6.80%
No	0	0.00%
No Responses	191	93.10%
Total	205	100%

How much information did you received about the WorldPEAS Food Access Initiative?

	Number of Response(s)	Response Ratio
Not enough	6	2.90%
Too much	0	0.00%
N/A- I don't know what "The Food Access Initiative" is	8	3.90%
No Responses	191	93.10%
Total	205	100%

Is supporting affordable access to healthy food for low-income families important to you?

	Number of Response(s)	Response Ratio
Yes	14	6.80%
No	0	0.00%
No Responses	191	93.10%
Total	205	100%

Please give an overall rating of your WorldPEAS CSA experience:

	Number of Response(s)	Response Ratio
Very poor	0	0.00%
Poor	1	<1%
Good	3	1.40%
Very good	10	4.80%
No Responses	191	93.10%
Total	205	100%

Is purchasing locally-grown produce still important to you?

	Number of Response(s)	Response Ratio
Yes	14	6.80%
No	0	0.00%
No Responses	191	93.10%
Total	205	100%

Now that you no longer subscribe to the WorldPEAS CSA share, where do you purchase your produce? Please select all that apply.

	Number of Response(s)	Response Ratio
The grocery store	11	78.50%
A CSA share from another farm or organization	4	28.50%
Farmers Market	6	42.80%
Other	0	0.00%
Total	14	100%

TOTAL
What is your age?
18-29
30-39
40-49
50 or above
No Responses
Total

Number of Response(s)	Response Ratio
47	22.90%
59	28.70%
24	11.70%
61	29.70%
14	6.80%
205	100%

PROSPECTIVE CLIENTS: RELIGIOUS INSTITUTIONS

The list below highlights a few religious institutions whose values seem to align well with New Entry's mission. These institutions do not yet subscribe to or act as a distribution site for another CSA share at this time.

In addition to speaking with church leaders at these particular locations, we especially encourage outreach to World PEAS current CSA members' places of worship via the members themselves approaching their own church leaders. This would be consistent with the effectiveness of word-of-mouth marketing typical of CSAs and also fits in with most church organizations with grassroots involvements of its congregation/parish/laity/etc. Deliveries should be planned to coincide with regularly scheduled services, so a special effort should be made to coordinate the delivery schedule based upon time and location.

From a small-scale internet search, it appears that Unitarian Universalist and Synagogues have the highest saturation of CSAs shares already, whereas Catholic, Presbyterian, and Episcopalian churches do not seem to have many offered yet. The reasons behind these market trends are unclear from this investigation.

Unitarian Universalist

1. The Unitarian Universalist Church of Medford
147 High St
Medford, MA
P: 781- 396-4549
<http://uumedford.org/about-us/theology/>
<http://uumedford.org/serve/social-justice/>
2. First Parish Milton
535 Canton Ave
Milton, MA 02189
Email: office@fpmilton.org
P: 617-698-6329
<http://fpmilton.org/>
3. First Church in Belmont
404 Concord Ave
Belmont, MA
P: 617-484-1054
<http://uubelmont.org/>

Roman Catholic

4. Church of St. Ignatius of Loyola
28 Commonwealth Ave.
Chestnut Hill, MA 02467
P: 617-552-6100
Email: Ignatius@bc.edu
http://www.bc.edu/bc_org/prs/stign/
5. St. Cecilia Parish
18 Belvidere St
Boston, MA 02115
P: 617 536-4548
<http://www.stceciliaboston.org/>
6. Parish of St. Paul – Roman Catholic Church in Harvard Square
29 Mount Auburn Street
Cambridge, Massachusetts 02138
Telephone 617-491-8400
Fax 617-354-7092
E-Mail info@stpaulparish.org
<http://stpaulparish.org/>

PROSPECTIVE CLIENTS: RELIGIOUS INSTITUTIONS (cont.)

Jewish

7. Temple Reyim
1860 Washington St, Auburndale, MA 02466
P: 617-527-2410
<http://www.reyim.org/>
8. Temple Beth Israel
25 Harvard St
Waltham, MA
P: 781-894-5146
<http://tbiwaltham.org/>

Episcopalian

11. Cathedral Church of St. Paul
138 Tremont St
Boston, MA
P: 617-482-5800
<http://www.stpaulboston.org/>
12. St. James Episcopal Church
1991 Massachusetts Ave
Cambridge, MA
P: 617- 547-4070
<http://www.stjames-cambridge.org/>

Presbyterian

9. Citylife Presbyterian Church
69 Middlesex Road
Chestnut Hill, MA
P: 617-482-1800
<http://www.citylifeboston.org/>
10. Christ the King Presbyterian Church
99 Prospect St, Cambridge, MA 02139
P: 617- 354-8341
<http://www.ctkcambridge.org/>

QUANTITATIVE ESTIMATES OF PROPOSED CHANGES

Cost savings from replacing packaging volunteers for New Entry's farmers:

Donation to each packaging volunteer: 1 small share per day

Cost to World PEAS of a weekly small share: \$25

Current number of packaging volunteers: 9

Total volunteer retribution cost per week: \$225

Total volunteer retribution cost per season (20 weeks): \$4,500*

* Total yearly savings

Additional Revenues from FAIR Shares**

Additional weekly revenue per FAIR Share: \$3.00

Estimated number of members subscribing to the FAIR Share (70% of current members): 288

Total additional yearly revenues from FAIR Shares: $(\$3 * 288) * 20 = \$ 17,280$

**FAIR Shares are designed as a higher priced CSA share, which extra revenues will directly invested on the Food Access Initiative. The survey results show that 81% of WorldPEAS customers are willing to pay between \$3 to \$5 a week in order to support the Food Access Initiative. On these estimations we consider at least 70% of WorldPEAS' current members will subscribe to a \$3 weekly price increase for the new FAIR Share program.

PRICING ANALYSIS

IN THE CSA MARKET:

CSA Name	Location	Season (week)	Large Share Price	Small Share Price	Price Large Share per week	Price Small Share per week	Price Large Share Compared to World PEAS (%)	Price Small Share Compared to World PEAS (%)
World PEAS	Lowell, MA	20	\$ 805	\$ 540	\$ 40	\$ 27		
Stone Soup Farm	Hadley, MA	20	\$ 412	N/A	\$ 21	N/A	-49%	N/A
Red Fire Farm	Granby, MA	24	\$ 563	N/A	\$ 24	N/A	-42%	N/A
Queen's Greens	Ware, MA	20	\$ 500	N/A	\$ 25	N/A	-38%	N/A
Appleton Farms	Ipswich, MA	22	\$ 650	N/A	\$ 30	N/A	-27%	N/A
Siena Farms	Sudbury, MA	12	\$ 550	N/A	\$ 46	N/A	14%	N/A
Moose Hill Farm	Sharon, MA	20	\$ 600	\$ 350	\$ 30	\$ 18	-25%	-35%
Crimson & Clover	Northampton, MA	20	\$ 550	\$ 390	\$ 28	\$ 20	-32%	-28%
Allandale Farm	Brookline, MA	20	\$ 670	\$ 390	\$ 34	\$ 20	-17%	-28%
Stillman's Farm	Lunenburg, MA	16	\$ 528	\$ 376	\$ 33	\$ 24	-18%	-13%
Enterprise Farm	Whately, MA	10	\$ 320	\$ 254	\$ 32	\$ 25	-21%	-6%
Arrowhead Farm	Newburyport, MA	10	\$ 435	\$ 335	\$ 44	\$ 34	8%	24%
Lindentree Farm	Lincoln, MA	20	\$ 850	\$ 700	\$ 43	\$ 35	6%	30%

IN THE GREATER FOOD MARKET:

Market/Store Name	Small Share	Large Share
World PEAS	\$ 27	\$ 38
Hmart	\$ 17	\$ 26
Trader Joe's	\$ 19	\$ 27
Brookline Farmer's Market	\$ 20	\$ 30
Star Market Unit Prices	\$ 22	\$ 36
Harvest Co-opt	\$ 29	\$ 40
Whole Foods	\$ 33	\$ 45

PROSPECTIVE NON-PROFIT PARTNER LIST

COMMUNITY HEALTH CENTERS

Geiger Gibson Community Health Center	Dorchester
Codman Square Health Center	Dorchester
Upham's Corner Health Center	Dorchester
Mattapan Community Health Center	Mattapan
East Boston Neighborhood Health Center	East Boston
South End Community Health Center	South End

HOSPITALS

Massachusetts General Hospital	Boston <i>"Stoplight" healthy eating program</i>
MGH West	Waltham
Chelsea HealthCare Center (MGH)	Chelsea
Revere HealthCare Center (MGH)	Revere
Mass General/North Shore	Danvers
Boston Medical Center	Boston <i>Healthy initiatives in cafeteria</i>
Spaulding Rehab Hospital	Charlestown <i>No longer serves fried foods</i>
Beth Israel Deaconess	Longwood <i>Known for its high quality food</i>
Lowell General Hospital	Lowell

NURSING/LONG-TERM CARE

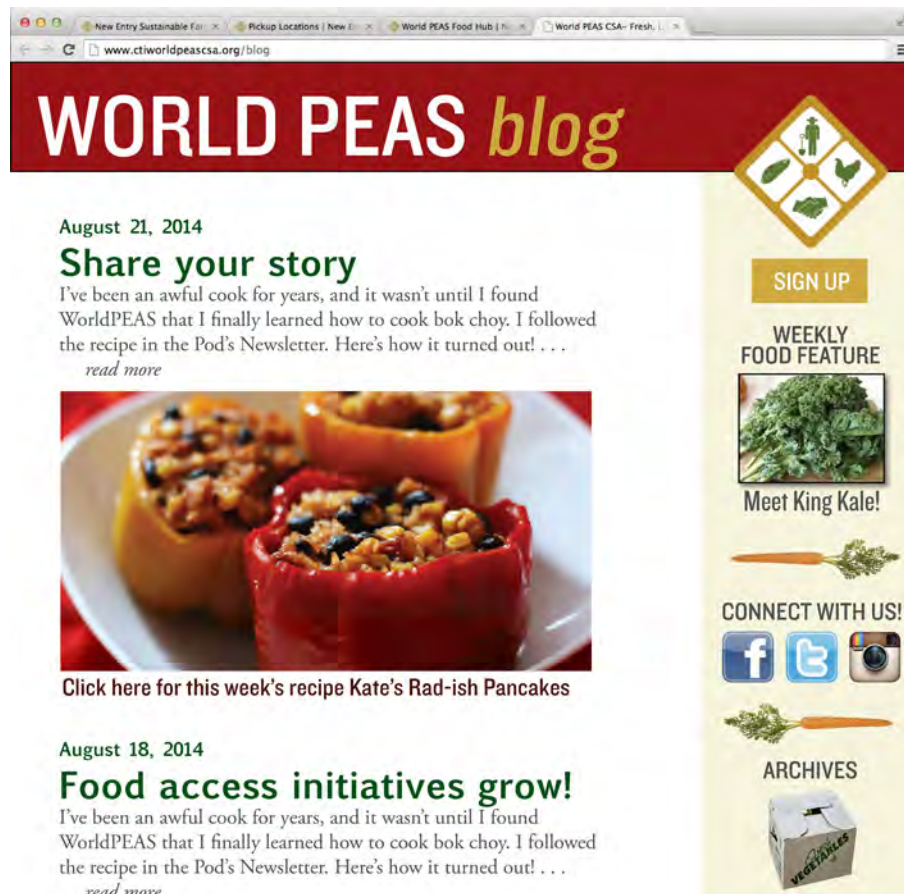
Hebrew Senior Life	Multiple locations <i>Relationship with Brandeis</i>
Jewish Family & Children's Service	Multiple locations

OTHER

Healthworks	Multiple locations <i>Provides nutrition services</i>
Network for Excellence in Health Innovation	Cambridge

MARKETING EXAMPLES

TIER 2



The screenshot shows the homepage of the World PEAS blog at www.ctiworldpeascsa.org/blog. The header features the title "WORLD PEAS *blog*" in white and yellow text on a red background. Below the header, there are two main article teasers. The first, dated August 21, 2014, is titled "Share your story" and includes a photo of stuffed peppers. The second, dated August 18, 2014, is titled "Food access initiatives grow!" and includes a photo of a vegetable box. On the right side, there is a sidebar with a "SIGN UP" button, a "WEEKLY FOOD FEATURE" section featuring "Meet King Kale!" with a photo of kale, a "CONNECT WITH US!" section with social media icons for Facebook, Twitter, and Instagram, and an "ARCHIVES" section with a photo of a vegetable box.

WORLD PEAS *blog*

August 21, 2014
Share your story
 I've been an awful cook for years, and it wasn't until I found WorldPEAS that I finally learned how to cook bok choy. I followed the recipe in the Pod's Newsletter. Here's how it turned out! . . .
[read more](#)

Click here for this week's recipe Kate's Rad-ish Pancakes

August 18, 2014
Food access initiatives grow!
 I've been an awful cook for years, and it wasn't until I found WorldPEAS that I finally learned how to cook bok choy. I followed the recipe in the Pod's Newsletter. Here's how it turned out! . . .
[read more](#)

WEEKLY FOOD FEATURE
 Meet King Kale!

CONNECT WITH US!

ARCHIVES

TIER 3



SAMPLE SOCIAL MEDIA VIDEO: <http://youtu.be/pX9kXGBSrg>

ADVERTISING ON THE DELIVERY TRUCK

Selling ads on trucks is an attractive way for small businesses to earn a little extra cash on the side, particularly for a business like WorldPEAS whose delivery truck makes frequent round-trips from Lowell to Boston.

Ad revenues on trucks seem to pay a variable rate depending on the size and location of the ad. One website, TruckAds, offers a brief tutorial for taking out an ad on a company's truck:

http://www.truckads.com/carrier_ad_kit_faqs.htm

This site also offers a place for users to sign up on a free database to make other companies aware of their ad space availability.

While the above toolkit is a useful introduction to the ad truck business, deeper research of profit margins is in order before signing up. TruckAds quotes returns of \$200-\$350/month. However, another source quotes the revenue at approximately \$1,000 (this does NOT specify the size of such a truck, though):

<http://www.wikihow.com/Sell-Advertising-Space-on-Your-Car-to-Make-Money>

The above wiki site is another quick and easy way to learn more about the ad process. Among other tips, this source mentions that renting out ad space can be very competitive. It also cautions readers that they should never be required to pay money to post their ad space availability.

One complication for World PEAS' prospective ad campaign is that their brand is already beautifully displayed on their trucks. In fact, there is no unused space on the truck anywhere. Likewise, World PEAS staff has mentioned a desire to only show the ad on the return trip from the Boston area to Lowell. The implication of this "ask" for businesses is unclear but may be an undesirable option, considering the abundance of truck substitutions in the competitive landscape.

Even so, exploring ads that may serve a temporary one-way purpose seems viable. Many ads are available as removable decals rather than posted straight onto the vehicle. A removable decal example:

<http://www.signazon.com/removable-car-decals/>

Other types of removable ads include magnets, stickers, or "body wraps" (see description in additional resources).

Finally, one drawback from advertising on trucks is that your brand may be diluted or confused by the new ads. Also, if a company advertised on your company's truck gets into hot water, this bad press could negatively affect customers' view of your brand:

<http://www.brighthub.com/office/entrepreneurs/articles/124007.aspx>

Additional Resources

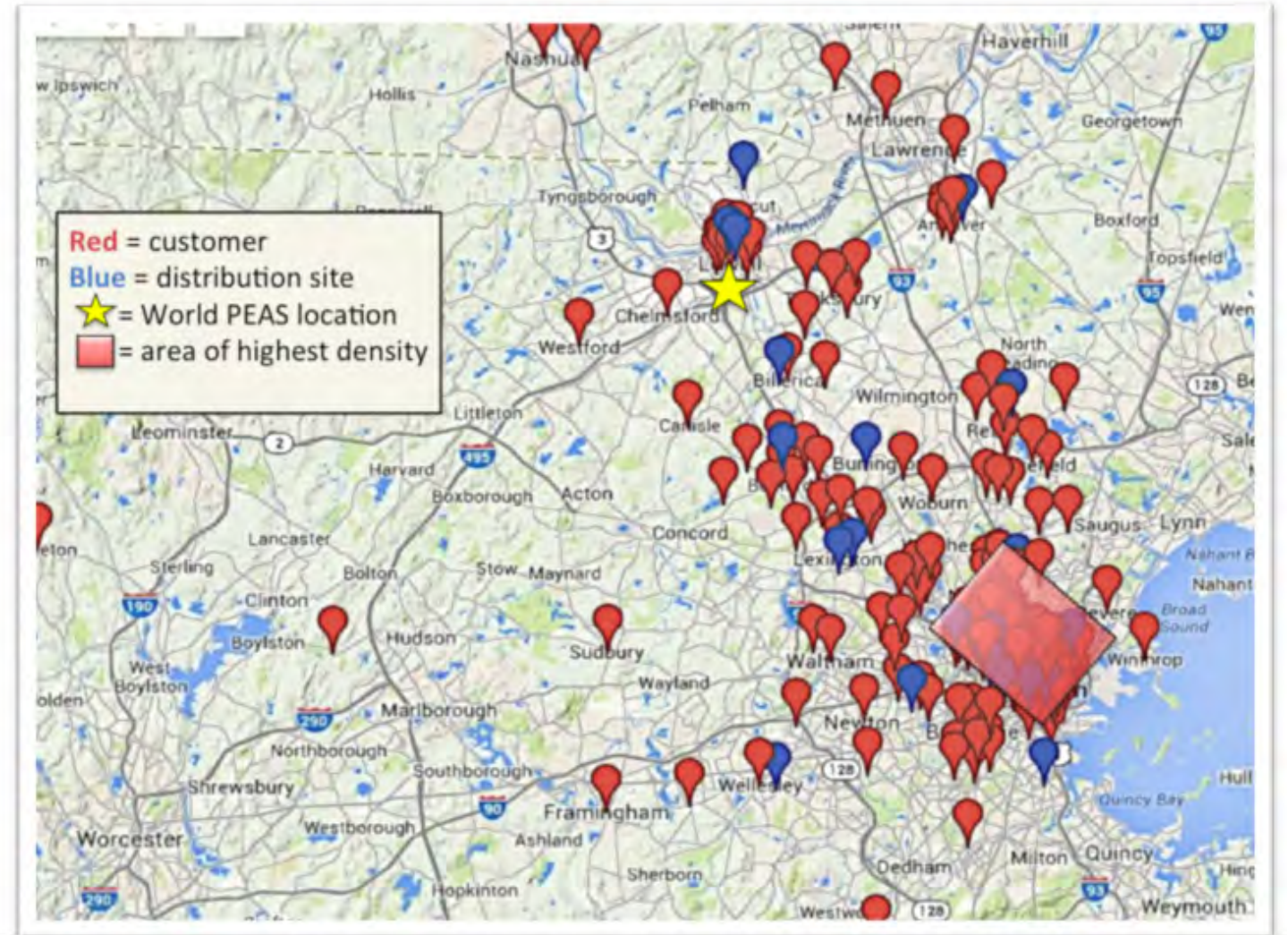
How-To: <http://finance.yahoo.com/blogs/breakout/how-to-get-paid-for-driving-your-own-car-125346537.html>

Body Wraps: <http://www.aretedis.com/pros-and-cons-of-vehicle-wraps.html>

Application of Removable Ads Video: http://www.truckads.com/pdf-bin/truckads_frame_install_video1.html

Truck Ad Frequently Asked Questions: http://www.truckads.com/frequently_asked_questions.htm

CUSTOMER RESIDENCY MAP AND DISTRIBUTION SITES



Retrieval from: <https://mapsengine.google.com/map/u/0/edit?mid=z9yOvUr6eJOk.k0GqPz3NbKfc>

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