Case Study

**Developing a Strategic Marketing Plan for Family-Owned Natural Grocer**

"We thought we knew who we were, but we needed another set of eyes to give us a professional opinion on our strategy. It's an exciting ride and we appreciate all your help."

- Terry Brett, Founder & CEO Kimberton Whole Foods

**Client Profile**

In 1986, Terry and Pat Brett, pioneers in natural foods, helped establish a worker cooperative to manage Seven Stars Farm, a 400-acre biodynamic dairy farm. The Bretts opened a small farm store and created a yogurt product that is now the top-selling natural yogurt brand on the East Coast. Today, Terry Brett is a nationally-known natural and organic foods entrepreneur and Kimberton Whole Foods (KWF) has grown to become a $22M family-owned business. Kimberton Whole Foods reflects the Bretts’ commitment to local farmers, fair trade, and organic food.

**The Project**

Mainstream retailers have recognized the opportunity for growth by expanding their organic product selections. There are also new distribution channels, such as home delivery, which are a threat to consumer loyalty for the KWF brand. KWF engaged Fox Management Consulting (Fox MC) to develop a strategic marketing plan that enables KWF to succeed in this increasingly competitive landscape.

**Research**

The Fox MC team evaluated KWF’s existing marketing efforts within the context of the grocery industry through primary and secondary research. In order to identify emerging customer needs, the team developed and issued surveys to both existing KWF customers and hundreds of general shoppers in the Greater Philadelphia region. The team also conducted a pricing analysis of KWF against three regional competitors.

**Key Findings and Recommendations**

The team identified the following areas with subsequent recommendations aligning with these areas:

- **Brand Awareness**: Combine existing and new marketing tactics to increase KWF’s physical and online visibility. The team identified four unique attributes Kimberton should emphasize as a basis of all messaging to differentiate their brand.
- **Convenience**: Meet customers’ demand for convenience, through various tactics including standardizing in-store labeling, offering online ordering and delivery, enriching employee training and increasing street signage.
- **Strategic Decision-Making**: KWF’s business strategy
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should shift from tactical to broader strategic thinking. Newly formed cross-functional teams will use existing customer and store data to solve problems and proactively develop, implement, and track solutions.

Results
Based on the EMC team’s recommendations, KWF plans to empower existing staff by funding a marketing budget and creating a cross-functional team designed to plan KWF’s future strategy. The marketing plan will leverage existing data to address both brand awareness and convenience.