

**Local Food Promotion Program (LFPP)
Final Performance Report**

Report Date Range:	September 30, 2015 to March 30, 2016
Authorized Representative Name:	Jessica Smith
Authorized Representative Phone:	765-324-2161
Authorized Representative Email:	Jessica@thisoldfarminc.com
Recipient Organization Name:	This Old Farm, Inc.
Project Title as Stated on Grant Agreement:	Food Hub Continues Ongoing Work to Expand Local Brand Recognition via Targeted Television Advertising to Reach Food Service Providers and Grow the Local Food Economy
Grant Agreement Number:	15-LFPP-IN-0077
Year Grant was Awarded:	2015
Project City/State:	Colfax, IN
Total Awarded Budget:	\$100,000

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. "new objective", "new contact", "new consultant", etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

i. Goal/Objective 1: Increase Local Food Awareness in the Food Service sector.

a. Progress Made:

Under this grant, we were continuing work that had been started under our 2014 LFPP award. This first grant award allowed us to explore advertising with local television that carried high viewing ratings. While growth in the local food market is seen nationally, it is not yet known how institutions are receiving information to lower the barriers to serving local foods. These barriers are a perceived higher price, perceived lack of year-round availability, perceived lack of volume, and perceived lack of processing options. To address these barriers, it was thought that standard television commercials would work to reach a potential food service marketplace in a manner not yet used in Indiana. The focus of the reach would be education about local availability and sourcing of Good Clean Food. Indianapolis television station WTHR worked closely with us to create content for commercials and promos as well as digital ads and website videos. The campaign ran for 12.5 months, from mid-June 2015 to end of June 2016 which spanned two separate granting cycles. One set of ads was targeted to a general audience, and a second set was targeted primarily to the culinary community (chefs, restaurateurs, institutional food service managers, etc.). All work was completed ahead of schedule, and on budget. Our experience with the television marketing expert and videographer was completely

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positive. The WTHR team delivered what they promised, and created excellent advertising pieces. The entire exercise made our team at This Old Farm really think about who we are and what we do, and then articulate it to someone who knows marketing but does not know farming or the local food industry. It shaped the rest of our marketing campaign which included an updated website, new signage, and tradeshow banners that professionalized our brand image throughout the company.

b. Impact on Community:

While the relationship with WTHR was looked to in an effort for immediate reach to a targeted community, several relationships developed and strengthened during the granting cycle that allowed for unique and unplanned community impact. We strengthened our relationships with the individuals who participated in creating the commercials and web videos. The first was a farmer who had started selling us beef. While filming on his farm, we were able to get a better understanding of his challenges, and we offered expertise on getting the animals to a marketable weight and healthy fat content faster. He is now our leading supplier of beef fed with non-GMO grain. Customers ask for his product by name because it tastes great and answers the concerns of those who would rather not eat meat from animals fed with genetically modified grains.

The second individual was a hog farmer from northern Kentucky who does not sell his meat through us, but will drive a trailer of hogs 5 hours because he appreciates our humane slaughter practices, the care we take in cutting the meat to his customers' specifications, and the traceability of each package. Since filming, he has become an even bigger advocate for operations like ours, and has referred other farmers from his area to our facility.

The third subject was an executive chef for Bon Appetit, a global dining service company that serves two private colleges within a half hour drive of us. Current American college students and their parents increasingly expect hotel-like amenities for their room and board dollars, which includes fresh, healthy food choices. Working with us lets the chef say that the students are getting food that is superior in taste and quality, is locally sourced and processed, is shipped in an environmentally conscious fashion, but still fits into his budget.

The fourth subject was the Health and Wellness Director of Witham Hospital, a growing regional healthcare center that serves several rural counties around us. We collaborated with her to provide a weekly CSA for the hospital employees during the summer of 2016, and have participated in several health information fairs to educate the employees about the health benefits of fresh, locally grown foods.

Each of these relationships, cultivated through the request to utilize their expertise in videos that would reside on our website, demonstrated the importance of relationship marketing. By creating advocates for our producers we are able to expand out our reach to places that This Old Farm on its own may not have approached. The tradeshow attended as part of the granting cycle was another good example of relationship marketing that allowed for community impact. It was at one of these tradeshow that a connection with Farm Logix, another LFPP grantee organization from Chicago, was expanded. A partnership with both Farm Logix and Top Box Foods was formed to work on a separate project called the Chicago Food to Market Challenge sponsored by the Kinship Foundation. This project will result in providing local foods into Chicago food desserts and expanding the impact on community even further. I mention this not because it was a listed goal for our LFPP proposal but to show that community impact of one grant is often hard to measure at the end of the granting cycle as the relationships developed will go on to grow impact into the future. Without the LFPP funding, we would not have been at the

tradeshow that opened up a reach to a far greater community than originally planned for. Other examples of community impact are seen right in Indiana through a similar organization that learned of us through our commercials, Tabernacle Fresh Stop. This organization is buying local meats and distributing it through local Indianapolis churches. Again, this was not a planned community impact but fulfilled a long term mission of This Old Farm to provide Good Food for all, not just the wealthy. Beyond these items, and one that is hard to measure is the expanded community impact for many through the commercial education. While we did not reach our targeted audience as we had hoped for, we did reach many that reported sharing information about the availability of Local Food. Our goal was to impact not only our own organization, but other organizations that are coming into the marketplace to provide local foods. Anecdotally, it was shared several times that other Local Food providers saw an increase in awareness by the public in Indianapolis and surrounding areas.

ii. Goal/Objective 2: Establish This Old Farm as the Local Food Expert in Indiana.

a. Progress Made:

WTHR first approached us as a potential advertiser because they had launched a major advertising and public service announcement (PSA) initiative in 2013 to impact health and wellness in Indiana. Indiana ranks below the national average on many indicators of health, including obesity, diabetes, and diet quality. WTHR was looking for advertising partners who could be billed as Health Experts, including health care providers, hospitals, medical schools, makers of pharmaceuticals and medical devices, fitness and sports facilities, healthy food providers, etc. This Old Farm was brought on as the Fresh Local Food Expert. Alignment with professional sponsors is an age old advertising method as can be seen by many national brands that have a sport icon that represent their product. Someone with credibility like WTHR vouching for a new industry name like This Old Farm was to allow us forward progress in name or brand recognition. Visit <https://thisoldfarm.com/> to view the press cred at the bottom of the home webpage. Linking out to professional organizations like WTHR is said to also have lasting impact on search engine optimization. Other items on the website that helped establish This Old Farm as a Local Food Expert are the videos placed throughout the website that build lasting credibility through testimony.

As part of the initiative, each sponsor was given the opportunity to participate in WTHR's Health and Fitness Expo, a two-day annual festival that draws significant crowds and features everything from healthy food options and celebrity cooking show hosts to health screenings and exercise demos. We participated in the 2016 Expo, which drew almost 10,000 visitors. Other tradeshows attended during the granting cycle included DigIN-A Taste of Indiana a premier Local Food event in Indianapolis as well as the National Restaurant Association event in Chicago were about developing name recognition and exposure to a broad audience.

Sponsors are also featured daily for one year on the WTHR website, which logs 11 million hits each month, and on banner ads. Selected messaging is driven to targeted viewers' mobile devices.

This LFPP grant also allowed us to pay for participation in the 2015 and 2016 "DigIN-A Taste of Indiana", which has become known as "Indiana's premier farm-to-fork food festival. The one-day late-summer event features local chefs, vintners, brewers, farmers, and other food producers showcasing the best foods. The event draws several thousand visitors, but has also become known as a good place for food businesses to connect with each other. Additionally, we were able to purchase an ad and earn a full-length feature article in Edible Indy Magazine, a publication dedicated to local, sustainably-grown food. [Visit Edible Indy](#) to read the full article. This particular magazine helped us find a marketing partnership that extended beyond a typical ¼ page advertisement. The Edible Indy team was dedicated to going

beyond the advertisement to cover us in several articles built to add credibility to the name. This means of advertising was suggested for continued marketing as Food Hubs can write featured articles to relevant journals that position themselves in the marketplace for little cost.

b. Impact on Community:

This Old Farm staff interacted individually with several hundred visitors at the 2016 Expo, educating them on local food sourcing, and the health benefits of pasture-raised meats free of hormones and antibiotics. Many more of the visitors picked up our literature. At DigIN, our staff was able to have individual conversations with all the exhibitors, as well as several hundred visitors. We gained 7 new clients from the 2015 event. The Edible Indy ad and article will be seen by 100,000 readers (print and online throughout central Indiana). While we expect a long-term community impact that will carry us into the future in our own region, we were also able to gain National recognition as a local food expert. Through connections gained through grant work, This Old Farm was invited to speak at the Local Food Impact Conference in Washington D.C. in April of 2017. During this conference further work in measuring impact was discussed amongst many thought leaders in the industry. Having a role in shaping the means in which we measure local food impact into the future will expand our reach both Nationally as Leaders in the industry and Locally as we are often looked to by impactful organizations like Purdue University, Indiana Department of Education, and Indiana Department of Health to provide industry insight.

iii. Goal/Objective 3: Evaluate and Follow Up on Media Campaign Outcomes

a. Progress Made:

The advertising products created for us by WTHR and their outcomes are shown in Table 1.

Table 1. Media Products with Airing Frequency, Duration, Total Impressions, and Reach/Click-through Rate*

On-Air Product	Number of Airings	Campaign Dates	Total Impressions*	% of Viewer Area Reached
4-second station ID's co-branding TOFI and WTHR	242	6/16/15-6/30/16	5,453,000	
15-second promos co-branding TOFI and WTHR	78	6/16/15-6/30/16		
30-second "Complete Food Hub"- General Awareness Commercial (version 1)	125	6/16/15-8/18/15		97.6%
15-second "Complete Food Hub"- General Awareness Commercial (version 1)	19	6/16/15-8/18/15		97.6%
30-second "Complete Food Hub"- Targeting Food Service Professionals Commercial (version 1)	36	10/26/15-1/27/16		97.6%
15-second "Complete Food Hub"- Targeting Food Service Professionals Commercial (version 1)	30	10/26/15-1/27/16		97.6%

30-second "Complete Food Hub"- General Awareness Commercial (version 2)	125	6/16/15- 8/18/15		97.6%
15-second "Complete Food Hub"- General Awareness Commercial (version 2)	19	6/16/15- 8/18/15		97.6%
30-second "Complete Food Hub"- Targeting Food Service Professionals Commercial (version 2)	36	10/26/15- 1/27/16		97.6%
15-second "Complete Food Hub"- Targeting Food Service Professionals Commercial (version 2)	30	10/26/15- 1/27/16		97.6%

Table 1. Media Products with Airing Frequency, Duration, Total Impressions, and Reach/Click-through Rate* (continued)

Website and Mobile Product	Number of Impressions	Campaign Dates	Clicks to Website	Click-thru Rate
Video pre-roll (version 1)	4135	11/11/15- 12/31/15	102	2.47%
Video pre-roll (version 2)	10,866	11/11/15- 12/31/15	280	2.58%
Native Display Ad	300,000	11/11/15- 12/31/15	2898	.97%
ROS Display	380,027	11/11/15- 12/31/15	250	.07%
Mobile Banner Ad—News App	300,001	11/11/15- 12/31/15	1401	.47%
Total	995,029	11/11/15- 12/31/15	4931	.5%
Retargeted Digital Ads	495,436	6/16/16- 6/30/16	1598	.32%
Mobile Native Digital Ads**	395,754**	4/6/16- 5/31/17	3868**	0.98%**

*Source Data: WTHR Proof of Performance Report.

**As of September 30, 2016.

The Proof of Performance (POP) report provided to us by WTHR showed that the 4- and 15-second co-branding promos resulted in 5,453,000 total impressions. The actual commercials (15- and 30-second general awareness spots as well as those targeted at food service professionals) reached 97% of viewers in the dominant viewing area (DMA).

The data also showed that our web visitors were located all across central Indiana and even up into the Greater Chicago area. We could not have achieved this type of visibility and reach on our own.

The 2015 digital portion of the campaign delivered 995,029 impressions to users who viewed WTHR's "Expert Pages". A total of 4931 viewers clicked through to the TOFI website, for an average click-through

rate of 0.5%. The best rates were achieved by the two pre-roll videos, which had a click-through rate of 2.47%, and 2.58%, respectively. In 2016, WTHR retargeted the digital ads to those users across Indiana who had searched for the following key words: menu ideas, food service, Sysco, US Foods, restaurant equipment, and others. 495,436 total impressions were delivered inside a two-week period, resulting in 1598 click-throughs to the TOFI website (0.32% click-thru rate).

Each Expert Campaign sponsor also earned 14 months of mobile app native campaign advertising from WTHR. This campaign began in April of 2016 and will run through the end of May, 2017. As of September 30, 2016, 395,754 impressions had been delivered, resulting in 3868 click-throughs (.98% rate) thus far.

The videos from which the commercials were created can be viewed on our website, www.thisoldfarm.com.

b. Impact on Community:

Despite the large reach, and the multi-media approach provided by WTHR, we have not yet seen a significant increase in our customer base, or the expected impact on our sales numbers. To gain a better understanding of possible reasons for this, we created a digital survey and sent it out to our wholesale and retail customer and farmer mailing lists. This survey is discussed in Section 7 below.

An initial conclusion was made that the relationship marketing means provided by the LFPP grant in the form of sales staff and tradeshow attendance resulted in a better impact on our customer community. This grant led to work in Chicago recognizing a three-organization team including This Old Farm. [Team Leverage](#), was voted most likely to succeed in bringing Local Food into Chicago in the most impactful manner. By expanding these relationships through standard relationship marketing community impact can be seen into the future.

While the larger television marketing campaign has not shown itself to have the impact we hoped for, it is also important to note that the process which was taken to streamline the marketing message was the start of in house sales training materials that will have lasting impact. The journey is often just as important as reaching the goal and in this case, it may be the most noteworthy part of the project. This Old Farm now has clear value statements that can be trained into the future for present and future staff members. While this may not seem noteworthy, building a brand and the messages conveyed by that brand is often a multi-million dollar investment when national brands are launched. Similar due diligence was allotted through the work with WTHR and other marketing partners as part of this LFPP funding.

iv. Goal/Objective 4: Grow the Local Food Economy by Making the Program Sustainable

a. Progress Made:

As we already knew from talking to other local food businesses, advertising needs to be backed up with a live sales force. Part of the grant budget was used to hire a new sales associate to drive new business for our products, and increase sales with existing customers. Each grant undertaken by This Old Farm is done so with a look to sustainability of the project upon completion of the grant. An individual project is designed to advance our organization forward while not making us reliant on the funding. Through the tasks outlined in the proposal, including media buys, tradeshow attendance, and sales staff training a look to what the organization will look like upon grant completion is kept in mind. This funding came at a critical time for our organization in that 5-6 years into marketing local foods, we have seen a set-back in sales. This decline is two-fold, one the competition has grown and often by our own efforts. Many

producers that we started helping while they were small are now large enough to go directly to the market without the backing of a Food Hub. While this may look like a failure for This Old Farm's Food Hub, it must be recognized that without our initial help they would not have been able to scale their operations. Secondly, the competition from large business has put many of our smaller health food stores out of business. Six long standing accounts closed due to pressure from large box stores entering the area and offering Local Food or Organic Brands. While these two sources of pressure have resulted in lowered sales, we as an organization looked to new markets through use of funding to align ourselves for sustainability. To run a successful business, we need to constantly look at realigning. We have realized that our retail market through agritourism can expand as consumers look to an experience as they shop. We have also realized that our processing services are key to the success of many farm families that have their own markets. Instead of reacting negatively to farmers that have grown and gone around the Hub for sales outlets, we have looked to create expanded opportunities by the processing side of our Hub by always staying focused on the mission of our organization.

b. Impact on Community:

Our sales associate has been making in-person sales calls around central and northern Indiana, staffing our booth at conventions, and following up on leads by phone. We also trained inside sales staff to do follow up with our existing customers after product deliveries are made to ensure that the customer is satisfied, and to ask for repeat business. Thanks to this grant, this is the first time in our company's history that we have been able to hire individuals focused on sales. Unforeseen impact was seen while working on training materials for sales team member. Complete training plans were completed. Through this process of searching out some of the materials needed by a sales staff member realization of the time commitment sales team members should be spending with each customer both existing and new was determined. It was determined that the budget proposed did not adequately cover the industry normal for sales staff which could explain why our reach to new customers is slow. It was also determined that attracting staff to rural Indiana for employment will take additional company benefits beyond salary which are being addressed and will have community impact.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
 - i. Number of direct jobs created: One (Sales associate partly funded by this grant).
 - ii. Number of jobs retained: 15 (personnel in our slaughter and meat processing plant).
 - iii. Number of indirect jobs created: 20 (farmers who found us through the ad campaign and now have a new outlet for their meat)
 - iv. Number of markets expanded: 10 (Existing wholesale clients who now buy more from us and a few new ones. We also slightly expanded the number of non-farmer retail customers and the number of farmers using our processing facilities.
 - v. Number of new markets established: 40 (new customers resulting from the ad campaign, from Dig IN, from the HR Health and Fitness Expo, other conventions, and outreach to potential leads by our sales staff. Figure includes new retail customers, a few wholesale customers, and farmers now using us as their meat processor).
 - vi. Market Sales: At the close of this period market sales had not increased. We have seen several things happen in the last several years which are of note: 1. Because we market for the producer with their name included, several large customers went around us to go directly to a producer. While this may negatively affect our sales, it shows success for the producer community as a whole as they were able to gain access to new markets through our effort including that supported by LFPP. 2. We also have seen several

Health Food Stores that were good customers close their doors. Again, this may look like a failure for Local Food Impact but the closures are due to competitive pressure to large marketing agents entering the space like Whole Foods and Fresh Thyme. 3. It is also important to note that the marketing efforts will continue to see results for the next 18 months. Last week a call came in from someone that met This Old Farm staff at a LFPP conference in the last granting cycle. We believe the impact in market sales will be seen but not until after the close of the granting cycle.

- vii. Number of farmers/producers that have benefited from the project: 30-40.
 - a. Percent Increase: 15%

- 3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? Yes, LFPP allowed us to partner with another LFPP grantee, FarmLogix in Chicago. The relationship with FarmLogix opened into a relationship with Top Box Foods also in Chicago. We are now sending local food into Chicago Food Desserts for the first time addressing food insecurity issues. We also gained interest from a smaller but similar organization in Indianapolis called Fresh Stop that distributed it's first 800 lbs of local 100% grassfed meats purchased through us to food insecure families in Indianapolis.

Although we specifically targeted half of the commercials and almost all of the digital ads to food service professionals, we did not generate the anticipated interest from this market segment.

- 4. Discuss your community partnerships.
 - i. Who are your community partners?
WTHR Channel 13 TV, Indianapolis, IN. Edible Indy, farmers, vendors, and customers. Support organizations like Purdue University Extension, Department of Health, and Indiana Department of Education also play key roles in our development.

 - ii. How have they contributed to the results you've already achieved?
 - The WTHR marketing staff provided us with media expertise that we do not have in-house.
 - The marketing manager reached out to food service professionals to review our scripts before shooting. The feedback led us to make revisions that were better suited to our target audience.
 - They have connected us with subject matter experts in the local community who understand the food business and can help us refine future ad campaigns, improve our website, and even improve our on-line ordering system.
 - Our farmers and customers continually contribute to our ability to get sustainably-grown local food to more people, both within Indiana and outside of Indiana.
 - Vendor relationships have grown to offer true service along the value chain.

 - iii. How will they contribute to future results?
One of the largest take home lessons learned over the granting cycle is the importance of relationships. Business is indeed business and sometimes it is just that. But the largest contribution to growth is going to be through organizations that are matched to see the need of the farmer and of This Old Farm and to work solutions through the supply chain. Developing the relationships like those will see us into the future. Distribution channels have been established with a local produce company, Piazza

Produce that has allowed us to park our own trucks and gain the efficiencies afforded through outsourcing distribution. This partnership alone has allowed us to get product into all states surrounding Indiana at a 1/3 of the cost of utilizing our own trucks. We also developed a relationship with our local Fed Ex carrier that brings her into our offices every other day so that we can increase our direct to consumer business. An account gained through this grant allowed us to put together the mailers needed to get frozen product across the US at proper temperatures opening up another possible market for growth. While we once looked to our customers to have the largest impact on growth we now know our vendor relationships are equally important. Cultivation of all relationships will help contribute to future results.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

WTHR could be considered both a community partner and a contractor. The separation of a contractor versus a partner is a slight line that may not be distinguishable.

6. Have you publicized any results yet?

We will publicize the results at the same time this report is submitted. We will share this report with WTHR, The Wallace Center/National Good Food Network, Purdue University and Purdue Extension faculty, Purdue Extension Clinton County, and other food hubs around the country. Outreach through the Local Food Impact Conference co-sponsored by George Washington University and USDA AMS held in April of 2017 was also completed through a panel presentation done by Jessica Smith.

7. Have you collected any feedback from your community and additional stakeholders about your work? Yes. If so, how did you collect the information?
- i. Some was collected informally. Every employee here at This Old Farm that interacts with clients was asked to keep a tally of anyone who called or visited and mentioned seeing the commercials.

Approximately 200 callers/visitors mentioned that their call/visit was prompted by the commercials. Many were either retail customers, or farmers wanting to learn more about our processing services and/or selling us their meat. Interesting this helped grow our database of farmers to 249 thus expanding our pipeline availability of product.

- ii. During November and December 2016, we collected formal feedback by creating a brief Survey Monkey questionnaire and sending it electronically to our list of wholesale customers, retail customers, farmer alliance members (those who sell us their meats) and farmer customers (those who use our slaughter services but do not sell us their meats). The questionnaire responses were anonymous. Each questionnaire was returned only with a responder number, and could not be traced back to the responder's e-mail address. The questions and responses are shown here in Table 2.

Bounced-back mailings were counted and subtracted from the number sent to get an accurate number of e-mail addresses reached. 2142 active e-mail addresses were reached. There were 230 survey responses, giving us a 10% response rate.

Table 2. Responses to Survey Monkey Questionnaire Delivered During November and December 2016

Question	
1. Did you see the commercials for This Old Farm that ran on WTHR television this past year?	
Yes	41
No	177
Can't remember	7
Total:	225
Skipped	5
2. Are you a:	
Retail customer:	113
Farmer who sells us livestock or produce:	10
Farmer who uses our slaughter/processing Services but does not sell us product:	71
Wholesale customer:	11
Other:	37 (most are customers who buy meat directly from farmers who use our slaughter services)
3. If you are a wholesale customer, which food industry segment best describes you? (All others skip to question 5)	
Restaurant	1
Institutional dining (schools, colleges, corporate cafeterias, etc.)	2
Grocer or other food retailer	3
Catering	1
Food truck	1
Small artisan food producer	5
Aggregator/Distributor	2
Farmstand/On-farm store	5
None of the Above	31
4. Wholesale customers only: What are your "go to" sources for information on new foods, ingredients, suppliers, distributors, and trends in the food industry?	
Television or radio	1
Websites, e-mail advertising, e-news blasts, or newsletters	4
Social media	8
Colleagues, coworkers	4
Sales reps who call or visit	0
Print media (newsletters, trade magazines, direct mail)	5
Other (Please specify)	4 (research, local store)
5. If you are a NEW customer, was it the commercials that prompted you to call or visit us?	
Yes	1
No	101

Table 2. Responses to Survey Monkey Questionnaire Delivered During November and December 2016 (continued)

6. If you answered Yes to Question 5, how long was it between the time you saw the commercials and when you called or visited?	
Just a few days	1
Several weeks	0
Several months	0
A year or more	1
7. If you answered No to Question 5, how did you hear about us?	
Web search	16
Social media	0
Word of mouth	88
Happened to drive by	1
Other (Please specify)	31 (Most are customers of farmers who use our slaughter services. Several live near us. Some had done business with the previous owners. Remainder heard of us through farmers markets, other businesses, the Clinton County Food Tour, 4-H Fair, and the Indiana Dept. of Education.)
8. If you are an EXISTING customer, did the commercials prompt you to:	
Increase the amount of business you do with us	3
Place an order or schedule an animal for slaughter	0
Call to ask a question about our products or services	0
Come to the store to make a purchase	0
Feel good about being a This Old Farm customer	22
Commercials had no impact on me at all	39
Other (Please specify)	15
9. If you are a FORMER or LAPSED customer, did the commercials prompt you to:	
Get on our website to see what's new	6
Come back to our store to see what's new	2
Call to ask a question about our current products or services	2
Place an order or schedule an animal for slaughter	2
Commercials had no impact on me at all	38
Other (Please specify)	11

Of the 230 responders, 41 (18%) recalled seeing the commercials. Most were retail customers, followed by farmers who use our processing services. Thirty seven checked 'other', but many of these responders noted that they were the customers of farmers who use our processing services.

Eleven of the responders identified themselves as wholesale customers, the primary segment we were trying to reach with the television ads, and were therefore most interested in. Three of the 11 had seen the commercials. When we analyzed these 11 responses individually, we found that one responder was a grocer, one was a grocer/food aggregator, one was a grocer/caterer, two were small food artisans, one ran a farmstand, one worked in institutional dining, and one worked both in restaurant and institutional dining. Three did not identify with any segment. In response to question 4, all used more than one source of information. The most common source of information was social media, followed by websites. Two relied on print media and two on colleagues. One cited e-mail newsletters, one did individual research, and one relied on television/radio. None relied on sales reps. One responder skipped question 4 entirely.

While the wholesale customers sample size was too small to draw any conclusions, it is interesting that only 3 recalled seeing the commercials, and only one reported relying on TV/radio as a “go to” source for new information about their industry. Of the three who had seen the commercials, all said that it was word of mouth and not the commercials that prompted them to call or visit us. This is consistent with the responses of other new customers, who overwhelmingly cited word of mouth, other businesses, or public events as the route by which they heard about us.

Numerous responders other than wholesale customers (mostly farmers) responded to questions 3 and 4 for reasons that are not clear. These responses were not further analyzed.

a. What feedback was relayed (specific comments)?

Anecdotally, the reaction to the ad campaign was very positive. Several asked how a small operation like ours can afford television advertising. A television presence also seems to confer credibility on a business, something we had not anticipated in the ‘age of the internet’, even though we knew that popular local television stations associated with the 4 broadcast networks are still major sources of news and information. Comments have indicated that we are seen as a well-established, successful business, or as being larger than we actually are.

“The company must be doing well.”

“How were you able to afford the advertising? Where did the money come from?”

“Who created the ads for you?”

“Love the place, we go only there” [for slaughter]

8. Budget Summary:

- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income? No income was generated.

9. Lessons Learned:

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed). Working with a large media company on a marketing project was a completely positive experience for our organization. From initial discussions about target viewers and our products all the way to shooting, there was a tremendous amount of learning in both directions. The negative aspect was realizing how tricky it can be to reach a niche audience, even with careful planning, and input from a member of our staff who had been a long-time chef. As described in

previous sections, the journey through this marketing plan allowed for a refined branding message that will be valuable into the future. After working with all types of marketing platforms, tradeshows have been determined to be the most effective means of marketing.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

We were pleased that the ads seemed to reach retail customers and farmers, but disappointed that the ads did not reach food service professionals, a demographic we targeted specifically, and were very much hoping to reach. If we were to do this again, we would do more pre-work to determine the kind of media that our target group is most likely to use and respond to. In retrospect, a survey of area dining professionals might have been useful to help us understand if they watch television to any degree, and if so, what sort of messaging would be likely to catch their interest.

In retrospect, it has been recognized that local impact is really about relationship marketing. Thus boots on the ground in the form of a sale staff and good tradeshow attendance would be more effective than trying to compete with large companies with deep pockets that are able to out represent us in tv advertising. The videos produced will however go on to have a lasting impact as part of our website which can be seen as a more personal relationship marketing vehicle.

- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

Management often makes decisions leaving staff slow to understand what is desired of them into the future. While sales staff are valuable, each employee is an advocate for the company if trained well. A rural approach to employment has been to take existing staff and develop input sessions. Not everyone will weigh in on company direction but sometimes the best ideas come from staff members that have contact on the floor as opposed to those having a sky-high view of the market. When marketing is done, involve many from different walks of life.

10. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

Our mission as a company is to support small family farmers and provide stable jobs in an area where employment opportunities are scarce. To do this, we need to maintain growth and profitability. Both are directly dependent on growing our customer base, particularly our wholesale clientele, which brings in the largest part of our income. Even though none of the wholesale responders to the survey checked sales reps as a source

of information about the food industry, we know from the one sales rep funded by this grant that personal contact from a member of our staff is key to getting new customers and keeping existing ones. Our business plan now calls for adding more sales reps so we can reach and retain more wholesale customers.

We learned from both the survey and the informal polling of callers and visitors that the majority of people who saw the commercials were retail customers and farmers. We also learned that most customers come to us through word of mouth. The excellent videos that were created as a result of this grant have no 'expiration date' per se, and even though they were not successful as TV advertising tools, there is no reason why we can't use them as teaching/awareness tools for farmer meetings, school group tours of our plant, expos/fairs, and other public outreach venues. We could even run them in our store and send them out with our sales reps to show to potential wholesale clients. We therefore see the grant dollars as having a potential 'second life' and helping us meet the project goals by getting out the word about This Old Farm in a new way. More demand ultimately means that we will buy more meat, and thereby contribute to the success of small sustainable livestock farms in our state and beyond.