Company-wide Recommendations

Group A

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EXECUTIVE SUMMARY

The purpose of this report is to present our suggestions for improving the Sweetbay Supermarkets across Florida, and to discuss its strengths, weaknesses, opportunities, and threats within the marketplace. We made the following suggestions in order to capitalize on strengths and minimize weaknesses through the following opportunities to maintain an advantage against Sweetbay’s threats and competition.

One way to clarify the company’s direction is by tweaking the company’s current two-paragraph statement and creating a clear and concise mission statement. This short mission statement will be easy to teach both employees and customers while giving corporate marketing and development an obvious direction to move towards. This is our final suggestion:

Our mission at Sweetbay is committed to superior quality, a fresh taste, and value.

– We are committed to providing:
  • A unique and satisfying customer experience
  • An abundance of freshly-picked produce from local farmers
  • A superior variety of meats
  • Long-term consumer cost savings
  • A rewarding environment that promotes the growth of employees

Another weakness we discovered through an in-depth survey of Florida consumers is the lack of understanding in the Sweet Deal/Sweet Sale campaign. Our survey confirmed that, even with educational tools, respondents struggled to understand the Sweet Deal message. We recommend replacing “A Passion for Savings” with “Sweet Deal”.

We updated the current clusters to accurately reflect the consumers who shop at the Sweetbay supermarkets. Our purpose for creating new clusters was to be able to brand and market the products that appeal to specific clusters and consumer lifestyles.

Additionally, the survey that we conducted taught us that Sweetbay customers care most about price, meat, and produce quality. Since Sweetbay’s strengths match these qualities, we created a new motto to promote this advantage in the marketplace: “Better Meat, Better Produce, Better Prices, Best Value.”

Our final suggestion capitalizes on the opportunity of free press. The recent hire of Mike Vail as CEO of Sweetbay is newsworthy and we recommend that Sweetbay should take advantage of this. If Mr. Vail makes himself available to small local papers, he may be able to present Sweetbay’s overall message and initiatives specific to certain communities within different clusters.
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1. BACKGROUND INFORMATION

Sweetbay Supermarket is a Florida-based company owned by the Delhaize group, and is the sister company of Hannaford, a popular supermarket in the northern section of the United States. The Delhaize group created the Sweetbay brand after researching Florida’s consumer market. The brand strives to support diverse tastes by providing fresh products at a reasonable price. Sweetbay replaced Kash N’ Karry supermarkets throughout the state. According to Sweetbay, the Kash N’ Karry consumers associate Sweetbay with higher prices, and the consumers choose other outlets.

Sweetbay experiences several challenges competing with other grocery stores, primarily Publix and Walmart. Publix benefits from a strong image of superior customer service accompanying a clean and inviting atmosphere. Furthermore, Walmart is seen as the cost leader and adds to its appeal with a strong, recognizable brand image. These strong competitors in particular make it difficult for Sweetbay to attract loyal customers to its stores.

Additionally, Sweetbay’s brand image is still maturing, as many potential customers are uncertain as to whether the supermarket is categorized as a specialty foods store with high prices, or as another version of Kash N’ Karry (unsatisfactory quality with low prices). The store is still experimenting with marketing and advertising efforts, leaving consumers confused, as they have not been presented with a clear marketing message to entice them into trying a new grocery store.
## 2. SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fresh &amp; local produce</td>
<td>• Mixed Marketing Messages</td>
</tr>
<tr>
<td>• High Quality Angus Meat</td>
<td>• Varied Price Perceptions</td>
</tr>
<tr>
<td>• Everyday low prices</td>
<td>• Outdated Cluster Strategies</td>
</tr>
<tr>
<td>• Ability to cater to specific markets</td>
<td></td>
</tr>
<tr>
<td>• Open-minded Management</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Economic Recession</td>
<td>• Publix growth and brand loyalty</td>
</tr>
<tr>
<td>• Decrease Advertising Budget</td>
<td>• Walmart and its growth in supercenters</td>
</tr>
<tr>
<td>• Sustainability</td>
<td>• Economic Recession changing shopping patterns</td>
</tr>
</tbody>
</table>

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3. MISSION STATEMENT

Sweetbay’s mission statement is two paragraphs in length. After calling several associates at multiple Sweetbay supermarkets and asking if they knew what the mission statement was, we discovered that only the corporate office secretary was able to show us where to find the mission statement online. Sweetbay must address this weakness so that the corporate offices, store managers, and employees know the direction of the company, and are able to convey this to the customers. We conducted further research by reading the mission statements of Sweetbay’s competitors and contemporaries, and discovered their mission statements are more clear and concise.

Sweetbay’s previous mission statement
Sweetbay Supermarkets blends passion, knowledge and excitement with outstanding quality, value and variety to offer a one-of-a-kind shopping experience to Floridians. Each store is a cornucopia of enticing sights, scents and textures. You’ll always find an abundance of fresh-picked produce, top-quality meats, diverse ethnic offerings, oven-fresh baked goods, an expansive deli selection and well-stocked grocery aisles. In every department, our helpful associates share their expertise and passion for food.

As a “rewarding place to work,” Sweetbay is a company where differences are not merely tolerated, but embraced to develop and leverage our associates and grow our business. As an inclusive company, we reach out to every level of the workforce, maximizing the potential of all associates while achieving our individual and organizational goals. This creates a competitive advantage, mirrors our communities and provides a culture where our associates bring their whole selves to work.

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publix</td>
<td>Our Mission at Publix is to be the premier quality food retailer in the world.</td>
</tr>
<tr>
<td></td>
<td>• To that end we commit to be:</td>
</tr>
<tr>
<td></td>
<td>o Passionately focused on Customer Value,</td>
</tr>
<tr>
<td></td>
<td>o Intolerant of Waste,</td>
</tr>
<tr>
<td></td>
<td>o Dedicated to the Dignity, Value and Employment Security of our Associates,</td>
</tr>
<tr>
<td></td>
<td>o Devoted to the highest standards of stewardship for our Stockholders, and Involved as Responsible Citizens in our Communities.</td>
</tr>
</tbody>
</table>
Winn-Dixie’s mission is to earn the trust and loyalty of our customers, business partners, and neighborhoods every day.

Sam’s Club Our goal is to bring our Members the highest possible quality products and services at exceptional values. By keeping our overhead low, we can pass along the savings to you.

**New Mission Statement**

Our mission at Sweetbay is committed to superior quality, a fresh taste, and value.

- We are committed to providing:
  - A unique and satisfying customer experience
  - An abundance of freshly-picked produce from local farmers
  - A superior variety of meats
  - Long-term consumer cost savings
  - A rewarding environment that promotes the growth of employees

The new mission statement created for Sweetbay is tailored to match Sweetbay’s specific goals in a short, concise manner that will be easy for corporate and store employees to learn and recite to customers. Our goal is for this statement to be taught to employees as a part of their training program and reinforced by managers throughout the stores. If employees are knowledgeable of Sweetbay’s mission, they will pass their passion for Sweetbay’s mission to the consumers, as the overall direction of the store will be more specific to Sweetbay’s goals. The marketing department can also use this information to decide on the best marketing messages to emphasize.
4. CLUSTER ANALYSIS

Now that Sweetbay has a clear direction for marketing and management, it must address another weakness by updating its clusters. Since one of Sweetbay’s advantages is the ability to cater specific stores within distinct clusters, having accurate clusters is extremely important. Sweetbay classifies its market into five different clusters. The breakdown of these clusters is shown in Figure 4.1. These clusters were created while Sweetbay was under the name of Kash N Karry, and have not been updated since.

<table>
<thead>
<tr>
<th>Cluster</th>
<th># Stores</th>
<th>% Stores</th>
<th>Average Age(_SD)</th>
<th>Average Networth( SD)</th>
<th>Main Competitor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thrifty Elders</td>
<td>30</td>
<td>27.78%</td>
<td>55(9.8%)</td>
<td>$117,312(61,220%)</td>
<td>Publix/Walmart</td>
<td>lower income retirees and families --- most rural influence in all clusters</td>
</tr>
<tr>
<td>Golden Downscale</td>
<td>32</td>
<td>29.63%</td>
<td>41(10%)</td>
<td>$84,297(56,600%)</td>
<td>Publix/Walmart</td>
<td>lower income retirees and families living in cities and surrounding areas</td>
</tr>
<tr>
<td>Upscale Suburbs</td>
<td>25</td>
<td>23.15%</td>
<td>45(11.6%)</td>
<td>$201,602(104,206%)</td>
<td>Publix</td>
<td>Suburban settings with a large portion of baby boomers and traditional families</td>
</tr>
<tr>
<td>Gainesville</td>
<td>1</td>
<td>0.93%</td>
<td>23</td>
<td>$10,000</td>
<td>Publix</td>
<td>Gainesville</td>
</tr>
<tr>
<td>Affluents</td>
<td>20</td>
<td>18.52%</td>
<td>43(8.5%)</td>
<td>$191,071(83,173%)</td>
<td>Publix</td>
<td>Upscale families, couples, singles</td>
</tr>
</tbody>
</table>

Cluster 1 includes people in their “Golden Years” segment and a small amount of the “Getting by” segment. The average age in this cluster is 55, with the average net worth reported as being just over $117,000. 91% of the people are white.
Analysis of Current Clusters

Each standard deviation of the net worth category in each cluster is over $54,000. This is a huge variation, which can be improved upon. The overall average age for all of Sweetbay stores is 46 years. The average net worth is $141,000, and the percentage of Caucasians in the population is 83%.

Each of Sweetbay’s clusters has a wide range of people and data in each as shown by the large variations in each statistic. Sweetbay can better understand who their customers and clientele are by reclassifying the clusters. This will then improve upon advertising campaigns, storewide promotions, and data collections. By effectively and accurately changing these clusters, we can get a better idea of who is shopping at each store and effectively communicate goals and expectations to store and district managers.

The method we used in analyzing each cluster involved the following steps:

1. Organized each cluster by average age
2. Sorted each store by average net worth
3. Matched net worth and age profiles
4. Individually analyzed each store’s main competitor
5. Individually analyzed each store’s lifestyle segmentation to see if they matched with the projected cluster
6. Made changes as needed

Data used for this analysis came from ERSI and Tapestry census information, and is derived strictly from this census data.
The cluster lifestyle trends and cluster recommendations are listed on the next page.

**Cluster Recommendations**

**Cluster 1 – “Senior Styles”**
The population in cluster 1 consists of seniors, empty nesters, and retirees. These people are typically seasonal to Florida. They have disposable income to spend on extra items, yet place fairly strong emphasis on finding good deals. Their net worth is reported to be less than $199,999. The typical lifestyle in this cluster is retired couples who enjoy spending their day outside either on the beach or on the golf course. The majority of these people live in small towns, with some in the suburbs. They can best be branded to with quality and sales. The best marketing messages would be through television and newspaper advertising.

**Cluster 2 – “Paycheck-to-Paycheck”**
Cluster 2 represents younger families who are striving to live the “American Dream.” These people are more likely to take out education loans, and many of these homes are younger families with active children. There is a mix between these people living in inner cities as well as rural areas. Their average net worth is less than $70,000, and they respond well to sales. There is a high percentage of working women in these areas, and catering to their children during shopping hours can enhance overall experience. These homes can best be advertised to using television and radio mediums. There are also several ethnically diverse stores located within each cluster.*

**Cluster 3 – “Families and Traditional Living”**
Cluster 3 includes younger families with children who enjoy a middle class to upper middle class lifestyle. These types of families are very active with their children. There is a high percentage of women in the workforce leading to many family grocery store trips. Making it a fun place for children can enhance overall experience. Most people in this cluster live in suburban areas. These people are middle class, meaning families have a little extra money to spend on quality but will ultimately settle for the best price. People in this cluster are young and respond through the internet and to internet advertising.*

**Cluster 4 – “College Town”**
This cluster is devoted to the college student population. These students primarily attend the University of Florida or the University of South Florida, and respond well to internet advertisements, as they are very tech-savvy. Marketing schemes that are centered on university activities would help in targeting these consumers.
Cluster 5 – “High Society”
Cluster 5 has a large range of people all under the affluent category. These homes include many families with children as well as some retirees with larger incomes. They are classified as upper class and high society. As a result they value quality and are willing to spend extra money for exceptional products. Most of these people live in the suburbs with some living in the expensive part of the city. There is a mix of families with no children along with families with children and pets. Emphasis on quality will ultimately be the most important part on these people’s shopping experience. All forms of advertising mediums are effective for consumers within this cluster, focusing on newspaper, internet, and television. These people like to dine out a lot and spend money on food; the key will be to convince them that Sweetbay food is the best food.

*Since there are a large amount of Hispanics within these clusters, we suggest creating different branding and advertising techniques within these stores to promote the ethnic variety of foods with dedicated aisles and end caps. Stores with over 35% Hispanic population in the area will be in this “ethnic” category.

On the next page is a breakdown and basic description of each cluster.
Figure 4.2 – New & Improved Cluster Breakdown

<table>
<thead>
<tr>
<th>Cluster</th>
<th># Stores</th>
<th>% Stores</th>
<th>Hispanic Stores</th>
<th>Average Age(SD)</th>
<th>Average Networth(SD)</th>
<th>Main Competitor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Styles</td>
<td>25</td>
<td>23.15%</td>
<td>1</td>
<td>59.6(6%)</td>
<td>$126,069(39,600%)</td>
<td>Publix/Walmart</td>
<td>Senior/Retiree lifestyle, money to spend, outdoors, few kids, television advertising, mix of suburb and rural living</td>
</tr>
<tr>
<td>Paycheck to Paycheck</td>
<td>25</td>
<td>23.15%</td>
<td>5</td>
<td>37.8(7%)</td>
<td>$43,292(18,000%)</td>
<td>Publix/Walmart</td>
<td>Lower income, inner city/rural living, younger families with active kids, lower prices, print media with radio</td>
</tr>
<tr>
<td>Families and Traditional Living</td>
<td>32</td>
<td>29.63%</td>
<td>7</td>
<td>41.2(5%)</td>
<td>$133,676(30,800%)</td>
<td>Publix</td>
<td>Middle Class, young families with money to spend, active children, mix of quality and price, suburbs, internet, TV</td>
</tr>
<tr>
<td>College Town</td>
<td>2</td>
<td>1.85%</td>
<td>0</td>
<td>25.5(3%)</td>
<td>$11,906(2,700%)</td>
<td>Publix</td>
<td>College cluster, parents money, internet and campus promotions, complimentary items, quick, easy foods</td>
</tr>
<tr>
<td>High Society</td>
<td>24</td>
<td>22.22%</td>
<td>0</td>
<td>49.2(11%)</td>
<td>$272,036(68,025%)</td>
<td>Publix</td>
<td>Upper Class, High society, value quality, mix of couples with no kids and young families with kids and money, suburbs and cities, experience</td>
</tr>
<tr>
<td>Total</td>
<td>108</td>
<td>100.00%</td>
<td>13</td>
<td></td>
<td></td>
<td>Publix</td>
<td></td>
</tr>
</tbody>
</table>

The specific clusters with each Sweetbay store are in APPENDIX D.
5. SWEET DEAL & SWEET SALE ANALYSIS

With both of Sweetbay’s major weaknesses addressed, we began to analyze Sweetbay’s strengths. This led us to discover that Sweetbay’s strength of better prices is widely misunderstood.

Sweetbay Price Perception
We asked participants to rank the following stores in order of lowest price (1) to highest price (6) and found the results shown below.

<table>
<thead>
<tr>
<th>Answer</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweetbay</td>
<td>3</td>
<td>18</td>
<td>44</td>
<td>60</td>
<td>59</td>
<td>21</td>
</tr>
<tr>
<td>Winn-Dixie</td>
<td>16</td>
<td>60</td>
<td>54</td>
<td>36</td>
<td>27</td>
<td>12</td>
</tr>
<tr>
<td>Fresh Market</td>
<td>16</td>
<td>17</td>
<td>13</td>
<td>18</td>
<td>35</td>
<td>106</td>
</tr>
<tr>
<td>Albertsons</td>
<td>20</td>
<td>42</td>
<td>49</td>
<td>47</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>Publix</td>
<td>35</td>
<td>43</td>
<td>24</td>
<td>30</td>
<td>53</td>
<td>20</td>
</tr>
<tr>
<td>Walmart</td>
<td>115</td>
<td>25</td>
<td>21</td>
<td>14</td>
<td>9</td>
<td>21</td>
</tr>
</tbody>
</table>

We ranked the markets was through weighted averages, by multiplying their first place votes by one and adding that number to their second place votes and multiplying by 2 and so on. The final total is divided by the total number of votes to give the weighted average.

1. Walmart (2.22)  
2. Winn-Dixie (3.17)  
3. Publix (3.40)  
4. Albertsons (3.41)  
5. Sweetbay (4.06)  
6. Freshmarket (4.74)

Sweetbay is ranked fifth among supermarkets and is below Publix despite claiming to have an annual cost savings over Publix. In order to increase price perception we considered several options. Sweetbay could introduce more sales or deeper discounts, price even more aggressively, show price savings on receipts, post price savings within the store, generate an online strategy to highlight lower prices, or concentrate their marketing to focus on their lower prices. We chose the latter and will explain the full marketing plan after showing further research on how strongly customers care about pricing. The other plans could deeply hurt the bottom line and are therefore not recommended. Before deciding how we
wanted to advertise Sweetbay’s cost advantage, we needed to discover why there was a misguided price perception. We did so by analyzing the current pricing strategy.

Current Sweetbay Pricing Strategy:

Sweetbay currently is running a pricing campaign with many underlying messages. These messages are: “everyday low prices”, “Sweet Deal,” “Sweet Sale,” and “Passion for savings,” and the messages are all slightly different. For example, we have viewed billboards that read: “Sweetbay Angus. Great price, great taste.” and “Sweet Angus, Sweet Price.” With the pricing perception problems that Corporate has expressed to our group, and as confirmed by our survey, it is possible that these messages are either confusing or not working at all.

The goal of the Sweet Deal/Sweet Sale questions were to assess whether Sweetbay was communicating each campaign well or if the two promotions needed to be better explained in order to capitalize on Sweetbay’s lower prices. We discovered that the Sweet Deal promotion would be understood more clearly only after the consumers were educated about the promotion, and that the Sweet Sale campaign was already well understood.
We asked the same questions twice to each participant, with an education element introduced the second time. Below, the results are summarized with both in-depth data and general conclusions we have arrived at from analyzing the survey results.

**Sweet Deal**

The graphs were broken down between those who had shopped and who hadn’t shopped previously at the Gainesville Sweetbay store. The data does not seem to differ much between the two; the overall trends are similar. This shows that having already been exposed to in-store advertising did not improve survey answers.

Before education, 32.53% of those polled knew a Sweet Deal lasted longer than ten weeks. After the education, 58.57% of those polled knew a Sweet Deal lasted longer than ten weeks (up 26.4%). Additionally, before education, 62.65% participants thought the Sweet Deal lasted up to 3 weeks, and after education that number dropped to 32.86%. That number is relatively high, implying there is still confusion even after the educational elements were shown. Considering the cost of education, 32.86% is a high percentage to still not understand the campaign.

The following two graphs correspond to questions intended to assess the motivational aspect of the Sweetbay messages. The survey asked how long it would take respondents to actually go to the store and purchase a product carrying a Sweet Deal tag. The results are as follows:
The results show that a majority (59% before education, 42% after) would not purchase a Sweet Deal product. Of those that would purchase, they would do so within a three week time span. This is evidence that the Sweet Deal promotion does not get people into stores, even after they see education elements. Our interpretation of this data is that since there is no urgency involved with the Sweet Deal campaign, people do not feel pressured to go to the store to capture the savings.

Furthermore, we asked the respondents to explain, in their own words, what exactly the Sweet Deal promotion was.

For the graph in Figure 5.6, each response was given a number based on the following characteristics:

- 1) Couldn’t / wouldn’t explain any aspect of the promotion correctly
  - Example: “I don’t really remember it. It didn’t really jump out at me.”
- 2) Communicated some aspect of the promotion correctly
  - Example: “It is trying to get you to buy something by saying it is cheaper.”
- 3) Completely understood the promotion.
  - Example: “…a sweet deal that lasts a long time, not just today or a few days.”
After our sample

Before the educational flyer, over half of the sample could not correctly describe any aspect of the Sweet Deal promotion, while just a fifth could explain at least some part. This implies that by just seeing a Sweet Deal sticker, people cannot be sure of what exactly a Sweet Deal is, and that educating is required to increase their knowledge.

After the educational material was shown, the respondents understood the Sweet Deal campaign significantly more than before (20% before to 60% after). The educational material works in increasing knowledge about the campaign, and more should be distributed if we want to increase awareness of the Sweet Deals at Sweetbay. However, at what cost is education?

Sweet Sale

The results here showed that 71% of our respondents knew the Sweet Sale is a short-term drop in prices before any form of education was administered (Figure 3.7). Absolutely no one said a Sweet Sale
lasted more than a Sweet Deal timeframe of greater than ten weeks, meaning there is little need to educate the consumers on Sweet Sale length.

After the educational materials were shown, the Sweet Sale campaign is only slightly better understood. Again, this shows that the marketing efforts do not need to emphasize explaining what a Sweet Sale is, just that there are Sweet Sales.

The following two graphs correspond to questions intended to assess the motivational aspect of the Sweetbay messages. The survey asked how long it would take respondents to actually go to the store and purchase a product carrying a Sweet Sale tag.

The responses show here that 48% before education and 51% after would act within a week to purchase a product marked with a Sweet Sale tag. However, over 30% of people would not purchase the product at all if it were marked a Sweet Sale regardless of education. This might suggest that marketing efforts should not only be concentrated on communicating Sweet Sales, but that it should also concentrate on creating a desire to purchase from Sweetbay.
Similar to the Sweet Deal section, we also asked for written responses to explain what a Sweet Sale was. The data supported our findings and can be found in APPENDIX E.

**Sweet Deal/Sweet Sale Recommendations**
Currently, Sweetbay is running too many pricing messages, which distract from the ultimate goal of communicating everyday low prices. The Sweet Deal and Sweet Sale promotions have been thoroughly promoted, so we suggest keeping these two messages. We recommend removing the “Passion for Savings” slogan because it is not one of Sweetbay’s current main advertising slogans. There is no need to deliver three low-price messages to communicate the single idea of cost savings.

The Sweet Deal campaign clearly needs education for it to be understood in consumers’ eyes. This education is going to be costly. On the other hand, the Sweet Sale campaign is clearly understood, and does not need education for its message.

The factors above, coupled with the data we received, have led us to consider two options for Sweetbay’s immediate future pricing strategies. They are outlined below:

**Option 1:**
We propose that Sweetbay move the “Sweet Deal” slogan to the top of the pricing strategy. Under it will lay the Sweet Sale campaign. Sweet Deal will become the umbrella program, encompassing the entire Sweetbay brand’s pricing messages. The advertisements will include statements such as “Sweetbay: Sweet Deals are just the beginning,” for example.

One advantage of this option is that it allows Sweetbay to benefit from the Sweet Deal promotions that Sweetbay consumers have begun to recognize thus far. Sweetbay has spent a considerable amount of money on advertising, and this option capitalizes on that expense.

The disadvantage is that it is still two different pricing messages that could possibly be confusing. Again, not everyone knows what a “deal” symbolizes in the grocery market, so Sweetbay may experience problems.

**Option 2:**
We propose that Sweetbay completely remove the Sweet Deal campaign. Then, Sweet Sale will be the only pricing strategy at Sweetbay. Sweet Sale will be included in advertisements highlighting Sweetbay’s pricing strategy. For example, “Sweetbay: Sweet Sales Save You Even More Money.”

Advantages of this option are that it allows Sweetbay to 1) completely eliminate the necessary costs of educating consumers on what a Sweet Deal really is, and 2) it removes all but one of the pricing messages that Sweetbay delivers to its customers.
A disadvantage of this option is that the “Sweet Deal” brand recognition is lost among consumers. Because of this, we recommend option 1, and the new strategy is outlined below.

Everyday Low Prices

Sweet Deals

Sweet Sale

Used as a slogan for Sweetbay’s low prices

1 week duration
Deeper price reductions

To advertise Sweetbay’s low prices using this strategy, we recommend continuing the price comparisons with Publix. These will be combined with messages of “low prices” that consumers will understand without the need to be educated.

We realize that our results are based solely from data gathered within the Gainesville market. However, Mr. Hal Vincent of PyperPaul & Kenney Advertising Agency, as well as Mr. Barnette, assured us that our conclusions of the Sweet Deal and Sweet Sale messages could be applied all of the clusters throughout Florida. In an attempt to validate this assumption, we have created a short survey to distribute to Florida customers. To view the survey, see Appendix H.

We have developed a resourceful solution of distributing the surveys, which is similar to other companies, such as Banana Republic. Sweetbay will print a link to an online survey at the bottom of customers’ receipts. Upon customer completion of the survey, the customer will receive a $5.00 on their next purchase at Sweetbay. We researched the costs of online surveys, and found a website with many useful services. “www.esurveyspro.com” is used by firms such as Microsoft, Disney, and IBM, as the “Corporate Account” starts at $400.00 per year.

If we seek 200 responses, the costs of this online service sums to $1,400.00, which includes $1,000.00 for the $5.00 coupons (which not everyone may use) and $400 for the online service. If we were to use Qualtrics, the cost would be $8.00 per person, or $1,600.00. Sweetbay would save at least $200.00, and the cost savings would increase with the number of respondents.
6. MARKETING

Key In-Store Factors for Gaining Market Share
We addressed Sweetbay’s major weaknesses, and will now begin to analyze the best methods of conveying Sweetbay’s strengths to consumers. We determined previously that Sweetbay is perceived as expensive, but we have not shown the factors that are most important to customers. Does it matter if Sweetbay seems expensive? What factors would convince a customer to try a new supermarket?

When survey respondents were asked, “I would switch grocery stores for...” they responded with the results below:

Figure 6.1 – Why will Grocery Shoppers Switch
I would consider switching my grocery store for...

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Very Likely</th>
<th>Somewhat Likely</th>
<th>Somewhat Unlikely</th>
<th>Not Likely</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Increased Support for Local Growers</td>
<td>30</td>
<td>96</td>
<td>62</td>
<td>20</td>
<td>208</td>
</tr>
<tr>
<td>5</td>
<td>Free Samples</td>
<td>47</td>
<td>73</td>
<td>56</td>
<td>30</td>
<td>206</td>
</tr>
<tr>
<td>2</td>
<td>Better Service</td>
<td>49</td>
<td>97</td>
<td>50</td>
<td>13</td>
<td>209</td>
</tr>
<tr>
<td>3</td>
<td>Better Meat</td>
<td>65</td>
<td>91</td>
<td>42</td>
<td>11</td>
<td>209</td>
</tr>
<tr>
<td>4</td>
<td>Better Produce</td>
<td>69</td>
<td>101</td>
<td>32</td>
<td>7</td>
<td>209</td>
</tr>
<tr>
<td>1</td>
<td>Lower Prices</td>
<td>127</td>
<td>70</td>
<td>9</td>
<td>2</td>
<td>208</td>
</tr>
</tbody>
</table>

The percentage of participants that scored each category as “most likely” or “likely” are ranked according to each attribute listed below:
1. Lower Prices 97%
2. Better Produce 84%
3. Better Meat 77%
4. Better Service 72%
5. Increased support for local growers 62%
6. Free Samples 59%
When asked about the importance of the following nine attributes on the survey, the participants responded with these results:

**Figure 6.2 – Attribution Importance**

How important are the following attributes when choosing a grocery store?

The following list shows rankings and the raw number of people who rated each category as important or better:

1. Product Quality 214
2. Value for your Money 214
3. Cleanliness 207
4. Variety 196
5. Location 195
6. Price Promotions 193
7. Visual Appearance 177
8. Customer Service 170
9. Layout 168

Since consumers prefer high quality meat and produce as well as low prices we recommend using store signs and in-store visual displays to improve the perception of food quality (such as having a magnolia tree in the produce section). Additionally, there could be a full butcher shop in every store to increase the meat quality perception, or the variety of both meat and produce offered could be increased. The overall goal is to effectively advertise Sweetbay’s strengths of superior meat and produce at low prices.
**Marketing Recommendation**

We recommend advertising the meat and produce quality with the price advantage in all advertisements. Using a single marketing message will ensure that the customer truly understands the value they receive at Sweetbay, and will increase brand perception by changing the customer’s perception of Sweetbay’s most important characteristics. Sweetbay should be easily identified as a “value” supermarket, which translates to high quality and low prices. We suggest the following motto: “Better Meat, Better Produce, Better Prices.”

Using the motto “Better Meat, Better Produce, Better Prices.” would ensure that Sweetbay would be appealing to what customers say they prefer, and highlight what Sweetbay claims to be their strengths. Using a single message ensures that this value is the first aspect that consumers think of when they think about Sweetbay. The goal of our motto is similar to the goal of the mission statement, which is to make sure that the customer has a single important message about Sweetbay so their expectations are fulfilled.

Alternative mottos would emphasize the word “value”, to secure that message in the customer’s mind. The motto could be “Better Quality, Better Prices, Best Value”, but this loses the emphasis on meat and produce. It could be “Better Meat, Better Produce, Best Value”, but that loses the emphasis on prices value could be gained simply from having the highest quality and moderate prices.

**Advertising Channels**

Our data shows that consumers respond well to television advertising, so we designed a specific television concept to introduce this new motto. Our advertisement features a fictional character named Adam, and includes a voiceover component.

*Figure 6.3 – Advertising Response*

I respond to...

![Bar chart showing advertising response](chart.png)
Scene 1: Adam walks through the doors at Sweetbay into a garden and starts picking fresh produce and putting it in his Sweetbay cart.

Scene 2: The voiceover asks, “What if your supermarket experience was like this? At Sweetbay we pick only the freshest locally grown produce so every bite feels like you picked it off the tree yourself.”

Scene 3: Adam is shown at an actual Sweetbay picking his groceries
Scene 4: Voiceover: “Did you notice that it is also lower priced?”
Scene 5: Show Adam nodding, and then comparing Publix prices to Sweetbay prices
Scene 6: Show Adam wandering into the meat section and show a cow pasture
Scene 7: Voice: “What if selecting meat was like picking your own cow?”
Scene 8: Show Adam horrified
Scene 9: Voice: “No? Too much?”
Scene 10: “Sweetbay Better Produce, Better Meat, Better Prices.” is read and shown on the screen.

Not only does this commercial focus on the fresh produce and high meat quality, but it increases Sweetbay’s price perception versus Publix, whose importance will soon be shown in the next survey. The commercial also fits within the corporate idea that while Publix is the supermarket that will make you cry, Sweetbay will make you laugh.

Sweetbay Brand Awareness
Now that we showed that customers are looking for exactly what Sweetbay is offering and communicated this through our new slogan, we looked for alternative ways to promote our message. We first looked at our current standing in the marketplace by testing our brand awareness.

The following data comes from an online survey aimed at Gainesville students. The survey asked for the respondent to take “3 seconds of their time” to list 3 places they can buy groceries of food and to name their hometown. The idea is to see the consideration set for grocers in the Gainesville community and to use the hometown column (the first column) to help extrapolate the data. Consumers will usually go to a supermarket that is on their mind when they need groceries. The grocers they think of are their grocery consideration set. Consideration sets are usually not larger than three places. We understandably notice how those with hometowns outside of Florida have strikingly different places within their consideration sets. Refer to Appendix C for survey results.

According to Appendix C was taken to discover the consideration set when customers think of “places to buy groceries or food”. The data holds the supermarkets in the order they were written in. This “3 second email” was not edited to change the order that each supermarket came to their mind. This likely means that if Sweetbay is listed in the fourth column, it is last in the consideration set. Some individuals may have a smaller consideration set when they need groceries and therefore the market in the last
column is not truly in their consideration set. According to this survey, when customers think about places to go to buy groceries, 100% of Florida based customers’ think of Publix making them the key threat to Sweetbay. Walmart was named by 15 respondents despite not selling a full grocery selection in all of their locations and only having one supercenter in the Gainesville area. Only ten respondents named Sweetbay and one named the defunct Kash n’ Karry. This data shows a lack of brand awareness in the Gainesville market in particular, but also in their hometown markets.

This awareness can be increased through advertising in a multitude of facets. Using a single motto and consistent message is the first step to making it easier to remember the information they receive. When customers think of “Sweetbay” we want them to think “value” and make Sweetbay there choice for meat and produce. The more they see a single message, the more they will remember it and remember Sweetbay. We want to advertise across multiple outlets for maximum expose, however we want to minimize advertising costs. This brings us to our last marketing suggestion

Our final marketing recommendation is our strongest suggestion. The recent hire of Mike Vail as CEO of Sweetbay is newsworthy, and he can reach out to community and city papers in Sweetbay locations to explain his role and the new direction of Sweetbay. In order to make the article more relevant to the readers, he can tailor each release to the specific needs of the local markets. In Gainesville for example, he would tailor the message around college students and the quick, low-expense lifestyle of university students, and connect with shoppers about mutual interests like Gator sports. Using community newspapers will increase the likelihood of seeing the press release in print and getting a better location in the paper to increase readership.

The press release would be sent to as many local papers as possible. Assuming that the circulation of all of the small papers combined equals that of the major papers, the average circulation would be approximately 79,128 readers. The table in Appendix G shows how many customers would read the press release based on a percent of papers that pick up the story and a percent that read the article. We predict that 30% of papers will run the story and 20% will read the story and 15% will visit the store for a total of 712 readers in Florida. The second table shows the number of customers that would become lifetime shoppers after visiting the store based on percentage assumptions. We predict that 30% of these customers will become lifetime members for a total of 214 new members. However, if we use less modest assumptions like 50% running the story with 40% readership, 20% visit the store and 50% become lifetime members, 1,583 new lifetime members would shop at Sweetbay.
7. SUSTAINABILITY

Our final section discusses an opportunity that Sweetbay can take advantage of because of the current trends in supermarkets and retail in general. While this is not the core subject of our research, we feel strongly that Sweetbay should conduct their own research on this growing trend so it does not fall behind its competitors.

The concepts of sustainability and environmental responsibility are serious issues that began as a trend and are evolving into a moral standard for companies who have the goal of attaining a higher market share in the future. According to a study concerning the importance of the environment within a retail setting, 49% of U.S. consumers say that a company’s environmental record impacts their purchasing decisions. However, many of these consumers are misinformed of the green initiatives taken by companies, as an article by the NPD Group suggests, “consumer concern for the environment is high and consumers value green initiatives, yet they generally have a low awareness of what is being done.” (NPD Group) In response to these findings, Sweetbay has an opportunity to make it their mission to inform consumers of their sustainability efforts and allow the consumers to become actively involved in the process.

While becoming more environmentally friendly can be costly and time-consuming, there are simple, relatively low-effort ways for Sweetbay to become more competitive within the marketplace. Currently, Sweetbay is encouraging consumers to purchase Sweetbay’s eco-friendly bags instead of using the paper or plastic bags that have automatically been given to them with their purchases. This movement is slowly enabling consumers to view Sweetbay as a grocery store that cares about the environment and will perhaps change their perceptions of the quality of Sweetbay’s products overall, as studies have shown that people associate environmentally friendly grocery stores and restaurants with fresh and healthy food. The next action within the green movement would be to educate employees on proper recycling procedures throughout the facilities to reduce waste and save money through the reuse of products. By encouraging employees to adopt the mindset of becoming more environmentally friendly, their attitudes will become contagious throughout the stores and will ultimately effect consumers’ purchasing decisions. Additionally, Sweetbay should emphasize the use of local farmers for its produce by advertising its high quality and freshness, as well as the minimal amount of effort it takes to transport the produce from the farms to the stores. Consumers will realize how fresh the produce truly is, and the sustainability efforts that Sweetbay maintains throughout the transportation process. We also suggest that Sweetbay devotes a section of their website to their sustainability issues to inform consumers of their environmental responsibility acts. This section of the website would encourage consumers get involved in their “going green” initiatives increase the amount of brand loyal consumers. Through a gradual learning process that will extend into the future, Sweetbay will slowly become more environmentally friendly as it gains the resources to upgrade its equipment to follow its competitors in the movement of going green. The figure below illustrates the sustainability efforts that other grocery stores are employing to become eco-friendly.
### Figure 7.1 – Grocery Store Sustainability Trends

<table>
<thead>
<tr>
<th>Grocery Store Sustainability Trends</th>
<th>Publix</th>
<th>Walmart</th>
<th>Hannaford</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Light Emitting Diode (LED) Technology</td>
<td>• Solar Power Project in Texas</td>
<td>• Green Store – Augusta, Maine</td>
<td></td>
</tr>
<tr>
<td>• Secondary Coolant Technology that reduces refrigeration change</td>
<td>• Redesigning Trucks – aerodynamics, transmission, tires, etc.</td>
<td>• 44% more energy efficient</td>
<td></td>
</tr>
<tr>
<td>• Photovoltaic Feasibility System Pilots (Energy-conserving system in 2 GreenWise Markets)</td>
<td>• Reusable Bags</td>
<td>• Geothermal heating and cooling</td>
<td></td>
</tr>
<tr>
<td>• Recycling</td>
<td>• Kids Recycling Challenge</td>
<td>• Solar photovoltaic panels</td>
<td></td>
</tr>
<tr>
<td>• Reusable bags</td>
<td></td>
<td>• High-efficiency refrigeration</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Energy-efficient lighting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Partnering with EPA</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX A – Demographics of Respondents

Demographic information can be very useful interpreting and utilizing information. This information gives us insight of the participants which, in turn, allows us to analyze their thought processes and how they derived an answer. Here, our data is skewed because we did not have the resources to use a more accurate type of sampling method, random sampling. So, who are the people that took the survey?

First, we will take a look at age. 88% of the respondents are between the ages of 18 and 25. The respondents were very young. What does this mean? In order to attract this type of consumer we need to come up with marketing plans that will appeal to this particular age group.

**Figure A.1 – Age**
What is your age?

Second, there is ethnicity. Caucasians and Hispanics dominate the chart with 83%, Asians coming in 3rd with 8% and African Americans at 6%. So, a large portion of our data is from people with a Caucasian or Hispanic background.

**Figure A.2 – Ethnicity**
What is your race?
Third, all of the students have some form of college education. Besides a couple outliers, no one had an education above a bachelor’s degree.

**Figure A.3 – Education**

What is your education?

Fourth, the majority of respondents have an income of less than $9,999. This could mean a lot of things like they are really poor or maybe they receive money from other sources to purchase necessities. There are other scenarios that could present themselves as valid explanations to the low income level.

**Figure A.4 – Income**

What is your income per year?

Next, we looked at where our respondents shopped for groceries. Publix was the overall leader by a large margin followed by Super Walmart, then Sweetbay. Publix is doing a good job at marketing our respondents and Sweetbay has a lot of room for improvement.

**Figure A.5 – Favored Grocery Stores**

Which grocery stores do you shop in Gainesville?
The data we collected for monthly grocery budget shows that the majority of people spend between $51 and $200+ on groceries a month with a relatively even spread. This data is telling us our respondents are spending money on groceries a market for grocery stores exist.

**Figure A.6 – Monthly Grocery Budget**
What is your monthly budget when buying groceries?

Primetime hours for grocery shopping are between two and ten p.m. This means the store should definitely be open during these peak times and maybe even have more employees working during these times.
Figure A.7 – Primetime
What time of day do you usually shop for groceries?

Demographics Summary
Demographics reveal a lot of information concerning how to interpret the answers we get to certain questions. There is a lot of research someone can do, not only on the underlying reason for answer choices, but also interpreting the data presented. In conclusion, based on data collected, our core demographic are young Caucasians between the ages of 18 and 25 with an at least some form of college education.

APPENDIX B - Gainesville Sweetbay Survey Data

We conducted a survey to determine consumer opinions on Sweetbay and its competitors. The participants were University of Florida students ages 18 through 25, earning a yearly income of less than $9,999. They all took the survey online, as most questions were in the form of multiple-choice. A few of the questions allowed for participants to write short-response answers so that they could voice their opinions or experiences. Additional information on the demographic characteristics of the participants can be found in Appendix A.

Sweetbay Experience
A section of the survey was devoted entirely to questioning those who had previously shopped at the Gainesville Sweetbay location, resulting in exactly 50% of the participants. The results from the survey indicate that the majority (91%) of Gainesville Sweetbay shoppers have the primary goal of purchasing groceries when they visit the store, while many of them (46%) also purchase liquor and beer. Only 10% of the respondents reported buying a sub while in Sweetbay. More specifically, as shown in Figure 2.1 and 2.2, the highest rated product categories in Sweetbay are meat, frozen goods, beer, and liquor, while the produce section is rated moderately, meaning that some consumers are impressed with this section, while others would like this section to be improved. The areas not regularly utilized within the store include most of the other product categories: seafood, organic, international/ethnic, home and
beauty, olive cart, gourmet cheese, flowers, cards, wine, and the deli. These results suggest that these sections need to be improved to gain a larger percentage of visitations from the Gainesville Sweetbay shoppers.

**Figure B.1 – Sweetbay Departments Perception**

How would you rate the following sections?

![Bar chart showing perceptions of different sections.]

**Figure B.2 – Sweetbay Departments Perception Cont’d**

How would you rate the following sections?

![Bar chart showing perceptions of additional sections.]

The survey participants were then asked about their feelings toward the elements of the store that contribute to the overall customer experience. Consumers responded positively to the cleanliness of the store, as well as the value they gained for the money they spent on products. However, as figure 2.3 indicates below, consumers have mixed feelings toward the appearance, organization, and location of the Gainesville Sweetbay store. These results can be compared to our findings from a question we asked earlier in the survey, for all participants to rate the level of importance of different attributes within grocery stores. The results are shown in Figure 2.4. Cleanliness, value, and location were rated as most important, while visual appearance and layout were least important to the participants. After comparing the results from both of the questions, we can conclude that the most important elements to
consumers (cleanliness, value, and location) were actually rated fairly high when analyzing Sweetbay. Therefore, consumers are satisfied with the most important aspects of their shopping experience at Sweetbay.

**Figure B.3 – Customer Experience**
When you shopped at Sweetbay, what were your feelings towards the following attributes?

![Bar chart showing customer experience ratings for cleanliness, value, appearance, organization, and location.]

As an additional element contributing the customer experience, participants were asked about their perception of the Gainesville Sweetbay employees. According to figure 2.5 below, the majority of participants reported that the employees are willing to help them, and are generally friendly when they interact with them. However, consumers reported that the employees are not readily available when they are needed and are often poorly dressed. These results indicate a need for more thorough training of employees and a stricter dress code policy. Furthermore, earlier in the survey we asked consumers to rate the aspects of customer service that were most important to them when choosing a grocery store. The results indicate that these consumers strongly consider the level of employees’ willingness to help, friendliness, minimum wait time, and the availability of employees. Sweetbay scored fairly high on these attributes, indicating that they are fairly satisfying customers on the most important qualities that
they are searching for in a grocery store. However, there is still room for improvement, as we suggest management to enforce the staff dress code policy and encourage them to be more helpful and available to consumers in need of assistance.

**Figure B.5 – Sweetbay Employee Perception**
How would you rate the Gainesville Sweetbay’s Customer Service on the following characteristics?

![Employee Perception Chart]

**Figure B.6 – Sweetbay Employee Perception**
The following aspects of customer service are important to me:

![Aspect Perception Chart]

The survey participants were also questioned on their comprehension and perceptions of the advertisements placed throughout the Gainesville Sweetbay store. Most respondents thought that the advertisements were clear, meaning that they understood the main message. The results also indicate that the consumers feel that the promotions are communicated in an obvious manner throughout the store, indicating that the signage is noticed by consumers. However, participants reported confusion in the determination of prices and the availability of items. These results indicate the need for better organizational strategies of products, as well as a need for presenting clearer prices of products to consumers.

**Figure B.7 – Advertisement Perception & Comprehension**
Participants were then given the opportunity to add remarks about their Gainesville Sweetbay shopping experiences. Many of the consumers noted that they utilize Sweetbay as a convenience store late at night after Publix, Sweetbay’s main competitor, closes. Other survey participants had mixed reviews about the prices, as some consumers felt that the prices were exceptional, while others preferred Super Walmart’s prices. Another participant compared the overall shopping experience of Sweetbay to Publix, remarking, “Overall, I find the deals at Publix to be easier to spot and am happier to buy there. They’ve created an environment for food that truly makes shopping a pleasure.” According to these results, it is recommended that Sweetbay should strive to create a clearer pricing strategy and a consistently positive customer experience.

Recommendations
In response to the data collected from the survey regarding customer perception of the different categorical departments within Sweetbay, we suggest for Sweetbay to promote the sections of the store that are not actively utilized by shoppers. These departments include: seafood, organic, international/ethnic, home and beauty, olive cart, gourmet cheese, flowers, cards, wine, and the deli. It appears that the main problem with the Gainesville location is that many consumers are utilizing it as a convenience store instead of a supermarket. Advertisement campaigns and redesign of product displays would attract more consumers to these sections. Additionally, ongoing promotional campaigns and combination meals within the deli section would further Sweetbay’s success. Furthermore, since the survey results indicate that the cleanliness and overall layout of the store lack in appeal, we recommend that the managers adjust the cleaning schedule to create a better shopping experience for the consumers. We also encourage Sweetbay to analyze different lighting solutions that will display the colors of the products in a more flattering way, and thus highlight Sweetbay’s best features and make the store feel cleaner and more organized. Another suggestion is for Sweetbay to consider rearranging their aisles to promote more traffic flow to the items receiving the least attention.

APPENDIX C – Brand Awareness
### Figure C.1 – Grocery Store Consideration Set

<table>
<thead>
<tr>
<th>Location</th>
<th>Supermarket 1</th>
<th>Supermarket 2</th>
<th>Supermarket 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coral Springs</td>
<td>Publix</td>
<td>Sam's</td>
<td>Albertson's</td>
</tr>
<tr>
<td>Longwood</td>
<td>Publix</td>
<td>Winn Dixie</td>
<td>Sweetbay</td>
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<td>Walmart</td>
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<td>Walmart</td>
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<td>Costco</td>
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<td>Publix</td>
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<td>Winn Dixie</td>
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**APPENDIX E – Written Sweet Sale Data**

The following two graphs correspond to written explanations from respondents. We asked the respondents to explain, in their own words, what exactly the Sweet Deal promotion was.

For the first graph, each response was given a number based on the following characteristics:

- 1) Couldn’t / Wouldn’t explain the Sweet Sale promotion
  - Example: “I don’t know.”
- 2) Could explain the Sweet Sale promotion
  - Example: “Items that will only be on sale for a little while.”
For the second graph, each response was given a number based on the following characteristics:

- 1) Couldn’t / Wouldn’t correctly explain the Sweet Sale campaign
  - Example: “Not very specific... like any other typical advertisement.”
- 2) Could explain the Sweet Sale campaign
  - Example: “Limited time offer that requires immediate action.”

Here, the data confirmed that a vast majority, 80%, of those surveyed knew that a Sweet Sale was a week-long promotion with lower prices, even before the education element was added. Again, it shows that people do not need to be educated about what is a Sweet Sale.

Education increased the number of correct responses just 3%, to 83%. Clearly, marketing efforts do not need to be concentrated in explaining the Sweet Sale promotion, but rather what that week is a “Sweet Sale.”
APPENDIX F – Additional Marketing Info

Promotional Advertising
When asked if survey respondents agree that they enjoy getting coupons and deals in the mail we received the following results:

Figure F.1 – Promotional Advertising
I enjoy getting coupon and special deals in the mail.

The pie chart gives a good display of the positive response to the marketing efforts. Only 16% of respondents had negative reactions. Sending mailings to new communities near old Sweetbay locations and old communities by new stores can increase awareness and introduce new shoppers to Sweetbay. One idea to reach customers was to have a brochure explaining all of the confusing Sweetbay information, such as: Sweet Deal Sweet Sale, A Passion for Savings, Hannaford private label, and Guiding Stars. We now prefer to focus our message on Better Meat, Better Produce, Better Price. Best Value. The front side of the mailing could show the logo and motto, and the back could include coupons and savings to entice the recipient to enter the store. Once they visit, it is the manager’s job to make sure their expectations are met.

APPENDIX G – Sample Press Release

Contact: CEO Mike Vail
FOR IMMEDIATE RELEASE
Tel. 555-555-5555
Email Mike.Vail@sweetbay.com
SWEETBAY’S NEW DIRECTION FOR GAINESVILLE
New CEO Mike Vail Works with University of Florida Students to Improve Local Store

CEO Mike Vail contacted Dr. Hyunjoo Oh of the David F. Miller Center for Retail to form a partnership allowing direct communication between University of Florida Students and Sweetbay’s local store. The students specifically focused on advertising and improving the Sweetbay Deli, as well as modifying the overall store layout and analyzing traffic flow. Many of the suggestions have already been implemented.

COMMENT TO BE PLACED HERE FROM GAINESVILLE SWEETBAY MANAGER DISCUSSING STORE MODIFICATIONS

As Sweetbay has gradually transitioned from Kash n’ Karry in recent years, it has been challenged with developing a new brand image to distinguish itself from competitors. The students have conducted market research to test the effectiveness of Sweetbay’s promotions in an effort to gain awareness for the young store.

In addition, Sweetbay’s new CEO, Mike Vail, has developed many new ideas to further the success of the stores. He plans on comparing his ideas with the suggestions of the students in order to propel Sweetbay to gain more market share and gain greater awareness of potential customers.

COMMENT FROM CEO MIKE VAIL TO BE PLACED HERE ON HIS GOALS FOR FURTHERING THE SWEETBAY BRAND

Sweetbay will be implementing new marketing campaigns in the upcoming months emphasizing its locally grown produce, fresh meat, and unsurpassed value, which will give Sweetbay a presence among its competitors.

The University of Florida students used several sources in gathering their information and forming recommendations for Sweetbay’s future. They have conducted in-depth consumer surveys, utilized an advertisement agency, and visited several of Sweetbay’s Florida stores, as well as the stores of its competitors in order to determine opportunities and threats within the marketplace.

The students are confident that their hard work will pay off in the future months as Sweetbay becomes more competitive throughout Florida.

CEO Mike Vail will be available to answer more questions about this project between Sweetbay and the University of Florida business students.
If you would like more information on this topic or an interview with CEO Mike Vail please contact Ms. Secretary at 555-555-5555 or MsSecretary@sweetbay.com

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**APPENDIX H – Suggested Survey**

Customer Survey – Sweet Deal and Sweet Sale

Sweetbay Supermarkets
Show the image above, then ask the following questions:

How long does the Sweet Deal promotion last?
- < 1 week
- 1 – 4 weeks
- 5 – 8 weeks
- 9 – 12 weeks
- >12 weeks
- Don’t know

How quickly would you act to purchase a product labeled with the Sweet Deal tag?
- < 1 week
- 1 – 4 weeks
- 5 – 8 weeks
- 9 – 12 weeks
- > 12 weeks
- I would not act

In your own words, please explain the Sweet Deal promotion.
How long does the Sweet Sale promotion last?
- < 1 week
- 1 – 4 weeks
- 5 – 8 weeks
- 9 – 12 weeks
- >12 weeks
- Don’t know

How quickly would you act to purchase a product labeled with the Sweet Sale tag?
- < 1 week
- 1 – 4 weeks
- 5 – 8 weeks
- 9 – 12 weeks
- >12 weeks
- I would not act

In your own words, please explain the Sweet Sale promotion.

Repeat for the following images the Sweet Deal and Sweet Sale questions above.
WORKS CITED


