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# My Choice Greens

Alina Zulfikarova

Clark University, azulfikarova@clarku.edu

Amelia Mohr

Clark University, amohr@clarku.edu

Hesi Zhang

Clark University, hzhang@clarku.edu

Ruiqi Huang

Clark University, rhuang@clarku.edu

Sean Tatar

Clark University, statar@clarku.edu

*See next page for additional authors*

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**Author**

Alina Zulfikarova, Amelia Mohr, Hesi Zhang, Ruiqi Huang, Sean Tatar, Yuhao Zhou, and Zijun Zhou

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UNIVERSITY



CHALLENGE CONVENTION. CHANGE OUR WORLD.

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# My Choice Greens

School of Professional Studies  
Capstone Project  
Spring 2018

Alina Zulfikarova | Amelia Mohr | Hesi Zhang | Ruiqi Huang | Sean  
Tatar | Yuhao Zhou | Zijun Zhou

Advisor: Laura Myers

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## EXECUTIVE SUMMARY

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My Choice Programs for Independent Living is a nonprofit in Worcester, Massachusetts that helps individuals with special needs. In 2016, My Choice Programs added a branch to their organization called My Choice Greens. My Choice Greens is committed to growing fresh produce in their hydroponic farm. The profit generated from selling their vegetables is put back into direct programming for My Choice Programs. My Choice Greens is the first hydroponic farm in Worcester, but unfortunately not many people are aware of their program. Also, since they are a small nonprofit, they do not have sufficient funding or resources to market their programming. To rectify this situation, My Choice Greens reached out to Clark University's School of Professional Studies to assist them with marketing. Our team was selected to help My Choice Greens as our Capstone Project. My Choice Greens wanted the team from Clark University's School of Professional Studies to focus on creating a marketing campaign for their Open House on March 8th, as well as creating a strategic marketing plan for My Choice Greens to follow over the next two-three years.

To complete this project, our group split into two smaller groups to focus on short-term and long-term marketing. Both teams focused solely on social media marketing because My Choice Greens does not have any expertise in digital marketing. The short-term team created a campaign on social media for the Open House and the long-term team delivered a strategic marketing plan.

From our research, we found the importance of focusing on consumer-focused content, community narratives, and visually engaging content. We also found the importance of ensuring brand uniformity through all social media platforms, as well as consistent posting. We created a posting



schedule for My Choice Greens to use on their social media to ensure that they can keep their viewers engaged.

We recommend that My Choice Greens focus on community-oriented content that should be consistently posted on every social media platform. Over the next year, My Choice Greens should invest in some social media advertisements to get the word out about events. Also, the organization should hire an intern to create short-term content for all social media pages. Finally, as My Choice Greens grows over the next two to three years, they should hire a full-time employee to focus on social media content creation and communications. These findings will be discussed more in-depth in the following paper.

## CHAPTER ONE: INTRODUCTION

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### **Background Information**

My Choice Programs for Independent Living is a nonprofit organization in Worcester, Massachusetts that provides services and support to individuals with developmental disabilities. Operating since 1972, they serve the community by providing effective housing and employment options to vulnerable populations in Worcester. To modernize their programming, My Choice has developed My Choice Greens, which is a community-oriented enterprise that provides fresh produce and vegetables to people across Worcester. The My Choice Greens initiative was conceived in 2016 by My Choice Programs CEO, Alain Beret. My Choice Greens utilizes the art of hydroponic and vertical farming technology to grow healthy, organic food. It is a program that intends to provide an important service to the community, as well as fund other social services that My Choice may provide in the future. My Choice Greens fulfills these needs and promotes healthy eating habits in the Worcester community. The organization also provides nutritious, affordable vegetables and meaningful employment opportunities to disadvantaged members of the Worcester community.

### **Problem Statement**

Unfortunately, My Choice Greens is not widely known, and traditional marketing strategies can be expensive. As of 2018, the nonprofit had limited funds to spend on advertising and could not afford to hire an employee to focus solely on marketing. Despite budget-limitations, the nonprofit did some work to boost recognition of their organization through traditional media strategies. To address community unawareness, the nonprofit organized an Open House on March 8, 2018 to showcase their

new hydroponic farm to the community. Unfortunately, employees at My Choice Greens were not comfortable using social media and the organization as a whole did not have a social media presence.

Due to these issues, My Choice Greens needed an effective marketing strategy that spanned across multiple communication channels. To be precise, My Choice Greens needed a new media focused marketing program for their Open House, as well as a strategic marketing plan for the next two or three years. To address their lack of new media marketing strategies, the nonprofit partnered with our Capstone team in Clark University's School of Professional Studies.

### **Purpose of the Project**

The purpose of this project is to develop a report that outlines the marketing needs of My Choice, particularly in relation to educating the Worcester community about My Choice Greens. Specifically, our project focused on two aspects of marketing. First, we designed and implemented a plan to market their March 8th Open House. Next, we developed a long-term strategic social media marketing plan for the next two-to-three years at the organization. Our main role was to develop marketing strategies that could be easily and effectively implemented by the employees of My Choice Greens. Our other role was to increase community awareness of My Choice Greens and to effectively tell the story of the organization and spread their message across Worcester.

### **Significance of the Project**

Creation of an urban vertical farm in Worcester would be revolutionary due to the advantages of hydroponic farming. Although it was once a thriving industrial city, today Worcester is an economically depressed city and food insecurity is a problem for countless individuals. A recent study found that there are five food deserts in Worcester, meaning that there is limited access to food in these areas (Community Commons). Furthermore, traditional farms are gradually becoming unsustainable due to

changing climates and weather patterns, and the lack of green space in urban areas. Hydroponic farming addresses many of these problems, serving as a means of ending food deserts in low-income urban areas.

If we are able to successfully market My Choice Greens, we will raise awareness and interest in further investing in hydroponic farms in the city. In addition to increasing access to fresh produce, My Choice Greens hopes to directly support disadvantaged community members. They plan to offer educational classes and hydroponic job training to at-risk youths and individuals with developmental disabilities. Offering resources to disadvantaged community members will positively affect the community as a whole.

### **Content in the Subsequent Chapters**

In the following chapters, we will first review the literature and industry trends of hydroponic farming as well as social media marketing. Next, we will address our two marketing plans. In Chapter Three, we focus on our short-term marketing plan for the Open House, and in Chapter Four we will present our background information and strategies for our long-term marketing plan. Finally, we will give our recommendations and takeaways from this Capstone project.

## CHAPTER TWO: LITERATURE REVIEW & INDUSTRY TRENDS

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### Hydroponic Farming Literature and Trends

Over the past several years, hydroponic farming has begun to gain traction in mainstream agricultural practices. Hydroponic farming is a specific urban farming technique that grows plants by using a mineral-rich water solution rather than soil (Butler, 2015). Hydroponic farms tend to be vertical farms, in which plants are grown in vertically stacked layers, but not all vertical farms are hydroponic farms. While vertical farming has existed for hundreds and possibly even thousands of years, the use of this technique has begun to gain popularity in modern farming. For purposes of understanding the hydroponic farming industry, it is important to understand why there has been a push towards new farming techniques.

### The Demand for New Farming Techniques

One of the main trends in literature around hydroponics is that global food problems have caused more people to use vertical farming. The article *Global Food Security, Population, and Limits to Growth* by Colin Butler looked into the causes of malnutrition at a global level, and ways to reduce hunger around the globe. It is estimated that at least one hundred million people suffer from malnutrition across the globe. Butler goes on to state that “the actual number of people deprived of sufficient macronutrients for health or economic productivity is at least seven times as large” (Butler, 2015). Furthermore, over 2 billion people suffer from “micronutrient deficiencies” specifically in iron and zinc (Butler, 2015). This causes health risks and can reduce the learning capacity in young children who are nutrient deficient. Even by conservative estimates, there are hundreds of millions of people globally who struggle with hunger, which can cause horrible health problems.

Butler points to five major problems why our global food problem is so pervasive. The first is the cost of energy. Butler states that “the steep rise in the price of energy from about 2005 to late 2014 is due mainly to falling supplies of the most accessible, high-quality forms of fossil fuel” (Butler, 2015). The second reason is that climate change has reduced Earth’s capacity to “absorb waste gases,” which is causing issues while growing crops (Butler, 2015). The third cause is the increased use of fossil fuels. Since energy is becoming more expensive, more people have begun to use alternative fuels that come from crops such as corn and sugarcane. With more food going to fuel, less crops can be used to feed people (Butler, 2015). The fourth problem is that crop yield is beginning to flatten in countries such as the U.S. and China (Butler, 2015). Finally, there is the reduction of fertile land which has been caused by the overuse of water and the rise of deforestation (Butler, 2015). To keep the global food problem in check, Butler encourages investment in new farming techniques that address these problems.

The article *Vertical Farming: An Interview with Dickson Despommier* by Peter Platt also looks into why vertical farms have started to develop and the effect that this will have on the environment. Consistent with other articles about hydroponics and vertical farming, our global food problem has been linked to complications resulting from climate change. According to Dr. Despommier, climate change has caused “larger swings of weather patterns—an increase in hurricanes, the prolongation of summer, and an increase in diseases transmitted by vectors such as viruses, bacteria, and parasites” (Platt, 2007). This has caused crops to have longer growing seasons, but this also makes them more susceptible to attacks from insects. Problems with our food supply can also be linked to the increase in population which places a “greater demand on the common goods of atmosphere, land, and water” (Platt, 2007). With our increased population, 90% of our freshwater is being used in agriculture, which is also depleting this resource. Due to these issues, Platt and Despommier both make the point that vertical

farms and hydroponic farming “arose out of a need to consider issues of food security and food production” (Platt, 2007).

### **Advantages of Vertical and Hydroponic Farms**

One major advantage to hydroponic farming is that this type of farming can be sustained in urban areas. The majority of the world's population lives in the city, yet most farms are in the countryside. Through research and experiments with students, Dr. Despommier’s class developed plans to build a vertical farm in New York City. The goal was to feed fifty thousand people. They determined that a 48 story building in one city block could satisfy this goal (Platt, 2007). Moving farms to more urban settings would allow for food to be more localized and sustainable.

In addition to feeding a large number of people in a small area, one major positive aspect of vertical farming and hydroponics is the potential to slow climate change through new farming practices. According to the Food and Agriculture Organization “to pull the temperature back down again we would have to re-establish the hardwood forests we sacrificed in favor of crops” (Platt, 2007). Through hydroponic farming, Despommier makes the argument that if we move farming inside we could restore ecosystems and start to reverse the effects of global farming (Platt, 2007). Farms can look different depending on the climate of the city, but all cities have the power to make this change and invest in sustainable agriculture. Building hydroponic urban farms would allow our world to take steps to restore our environment, while also providing urban communities with “as much food as they can possibly consume” (Platt, 2007).

Notwithstanding the promising future and large potential benefits, there are challenges and barriers in the path to the implementation of vertical farming that should be noted (Al-Kodmany, 2018). Some research highlights social resistance, where masses of people do not accept vertical farming as a

natural way to grow food. But according to Al-Kodmany, the core argument against vertical farming is that “growing food indoors requires more energy, effort, and resources,” (Al-Kodmany, 2018). For example, the start-up costs for a vertical greenhouse are much higher than for a normal greenhouse, requiring higher investment costs. It also means the vertical farm must be much more profitable to survive. In relation to high start-up costs, central cities are ideal for urban farming, but urban land and space are expensive. A third drawback is the inability to produce all types of crops (Al-Kodmany, 2018). Currently, vertical farms produce limited crops such as lettuce, swiss chard, tomatoes, and herbs, while products like wheat can only be grown in traditional farms. However, vertical farms are not there to replace all traditional farms. Traditional and new farming techniques can work together to help end global food shortages.

### **Hydroponic Industry Trends**

The hydroponic farming industry has seen explosive growth in the past few years. The report *Global Hydroponics Market Analysis & Trends* indicated the global hydroponics market is poised to grow at a compound annual growth rate (CAGR) of around 6.4% over the next decade, reaching approximately \$13.73 billion by 2025 (Research and Market, 2017). This growth is mainly caused by the growing demand for food, increasing focus on medical plants, and rising adoption of vertical farming techniques. Hydroponics is potentially one of the most innovative and profitable businesses of the future as it has the capacity to create both jobs opportunities as well as a sustainable food supply.

According to *Hydroponic Growth Trends for 2017* by AmHydro, there are three social trends in the growth of hydroponic farming. First, the rapid spread of information through social media and all-day news cycles have increased awareness of the issues occurring within the agricultural field. People are increasingly concerned about changing climates and weather patterns, limited green space in



urban areas, mass drought, and lack of food security (AmHydro, 2017). As new techniques are developed and integrated with the hydroponic industry, more people are turning to vertical farming to address these ever pervasive issues (AmHydro, 2017). A second trend affecting hydroponic farms is a growing affinity towards eating local year-round food. Consumers now tend to care more than ever about purchasing produce that is grown locally and sustainably. Grocery chains and restaurants are realizing the importance of providing food that meets consumer desires for fresh, less processed food (AmHydro, 2017). Finally, hydroponic farms are expected to grow due to increasing acceptance of marijuana use, which has long been linked to hydroponic farms (AmHydro, 2017).

One of the key trends transforming the hydroponic industry is changes in indoor farming space utilization. The introduction of vertical farming over traditional flatbeds is one of the biggest advantages of hydroponic farming. By adding aisles to growing areas – more effectively optimizing the space – hydroponics produce much more profit per square foot (Business First Family, 2017). It is likely that hydroponic businesses will continue to work on maximizing their indoor spaces to improve revenue.

As previously mentioned, a key disadvantage of urban farming are the high expenses. Therefore, another trend of hydroponic farming is to decrease costs. Indoor commercial spaces are usually expensive, especially when businesses need a large amount of space to run their operations. However, hydroponic business have been able to find other ways, such as LED lighting and low energy consumption infrastructure, to lower the costs. Such solutions lead to lower costs and higher profit margins. Leaders in the industry believe that hydroponic businesses should continue to lower the production costs in the coming future (Business First Family, 2017).

A third trend of hydroponic farming is based on legal requirements. Currently, the law requires that hydroponic businesses need to meet the same standards as all other agricultural businesses.

However, many believe that in the near future there will be an increased set of legal requirements and legislation to regulate hydroponic businesses. Additionally, the government will potentially conduct a higher intensity of inspections (Business First Family, 2017). Businesses should strategically plan for the possibility that companies may be asked to comply with higher standards or specialized licenses to run hydroponic farms.

### **Gaps in the Research**

After surveying the literature on urban and hydroponic farming, it is obvious that there are some holes in current research. There are not a great deal of articles which focus on hydroponics and best practices in developing a hydroponic farm. Also, the current literature focuses mostly on global food problems, but not on food insecurity in the United States, where My Choice Greens is located. There were not any articles specifically looking at how hydroponic farming could benefit cities in the U.S. There also was not a great deal of information about the intersection between hydroponic farming and marketing practices. Examining the intersection of hydroponics and marketing may be too niche of research question at this point in time, which resulted in us dividing our research between social media marketing and hydroponic farming. In general, there needs to be more literature written specifically about hydroponic farming, how this can impact the U.S., and different tactics that these farms can use to be successful.

### **Social Media Marketing Literature and Trends**

Technology is rapidly changing the marketing landscape, and if a business wants to be competitive then it needs to participate in the world of new media. Approximately three-quarters of Americans have a profile on a social media network (Smith & Anderson, 2018). If marketers want their message to reach their target consumers, they need to design marketing campaigns for the online world

or else they are missing out on a significant opportunity. Social media marketing campaigns are particularly effective for small businesses that do not have substantial marketing and advertising budgets because social media is free to use (University of Minnesota Libraries Publishing, 2015). A business needs to pay to increase visibility of their social media posts, but such fees are usually inexpensive and not essential in developing a competitive brand. In order for social media marketing to be effective, knowledge of the new media landscape is more important than money.

### **Benefits of Social Media Marketing**

There are countless social media platforms, but certain platforms have significantly more users than others. Facebook is by far the most popular social media platform, as 68% of all Americans and 79% of online Americans use Facebook (Smith & Anderson, 2018). The next most popular platform is Instagram with 35% of Americans using it. Pinterest (29%), Snapchat (27%), LinkedIn (25%), Twitter (24%), and WhatsApp (22%) are other platforms with a sizable portion of American users (Smith & Anderson, 2018). The majority of Facebook and Instagram users check each site daily, and the majority of Twitter users check the platform at least weekly (Greenwood, Perrin, & Duggan, 2016). More than that 51% of Facebook users check it several times a day and 23% check it once a day. Thirty-eight percent of Instagram users check it several times a day, and 22% check it once a day. There is also substantial cross-over of users for each of these platforms. The median American uses three of the eight most popular social media platforms. For example, 47% of Facebook users also use Instagram and 32% use Twitter (see Figure 1; Smith & Anderson, 2018).

*Figure 1*

## Substantial 'reciprocity' across major social media platforms

% of \_\_ users who also ...

	Use Twitter	Use Instagram	Use Facebook	Use Snapchat	Use YouTube	Use WhatsApp	Use Pinterest	Use LinkedIn
Twitter	–	73%	90%	54%	95%	35%	49%	50%
Instagram	50	–	91	60	95	35	47	41
Facebook	32	47	–	35	87	27	37	33
Snapchat	48	77	89	–	95	33	44	37
YouTube	31	45	81	35	–	28	36	32
WhatsApp	38	55	85	40	92	–	33	40
Pinterest	41	56	89	41	92	25	–	42
LinkedIn	47	57	90	40	94	35	49	–

Source: Survey conducted Jan. 3-10, 2018.  
"Social Media Use in 2018"

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90% of LinkedIn users  
also use Facebook

There is a reason so many social media platforms exist: they serve different purposes and thus fulfill different consumer needs. However, although social media serves as free marketing, it is time-consuming to break through the many voices online (University of Minnesota Libraries Publishing, 2015). Therefore, it is not feasible, especially for a small organization, to have an active presence on all social media platforms. For this reason, even if the popularity of a platform is valuable, it is more crucial for an organization to consider how and why they want to use social media.

### Effective Social Media Strategies

Although there are varying purposes for the many forms of social media platforms — Instagram and Pinterest are for sharing photos, YouTube shares videos, Twitter is limited to 140 characters or less, and so forth — there is one key similarity: the purpose of social media is to engage (Kerpen, 2011; Piskorski, 2014; Young, 2010), hence the name *social* media. An organization cannot build a successful

online presence if they only post about their brand or product (Kerpen, 2011; Young, 2010); blasting consumers with blatant marketing content is more common of traditional media, which represents a one-way flow of information (Kerpen, 2011). Social media marketing is an interactive, two-way flow of information (Young, 2010). Before posting content, businesses should put themselves into the minds of consumers and ask: (1) “will the recipients of this message truly find it of value, or will they find it annoying and disruptive” and (2) “would I want to receive this message as a consumer” (Kerpen, 2011, p. 41). Posting content without such considerations may generate some web traffic, but it can damage a brand in the long-term.

Consumer-focused content is necessary for successful online marketing because many social media website algorithms filter content based on user responsiveness (Kerpen, 2011). Social media marketing relies on consumer endorsement in order for it to be visible. For example, algorithms on Facebook filter what content is most likely to show up on a user’s “Top Stories” feed (Kerpen, 2011). It provides users with individualized content based on how recently the content was posted, the strength of a user’s relationship between the people or organization who shared the content, and the comments and likes the content generates. This final factor is crucial for marketers. If consumers enjoy content, then more consumers will “like” it (Kerpen, 2011). The more people that “like” is, then the more prominent it will be on the Facebook feed. On traditional media, in contrast, an organization primarily needs to buy a high-visibility marketing slot, such as the back cover of a magazine or primetime commercial, in order to be filtered into consumer consciousness (Young, 2010).

In order to effectively engage with consumers and produce likable content, organizations must build online communities that are focused on customer relationships (Kerpen, 2011). These communities must be built around trust and loyalty to create a genuine connection between the customers and the

organization, as well as among customers themselves. If there is a sense of connection among consumers, it can evolve into a brand community (Muniz & O’Guinn, 2001). A brand community is beneficial for an organization because it can serve as a means of free promotion and instills customer loyalty (Kerpen, 2011; Muniz & O’Guinn, 2001). If an organization faces a situation that may damage their reputation, a devoted brand community can minimize potential fallout (Kerpen, 2011). Although a strong online brand community is beneficial for all organizations, “it is crucial for nonprofits and governments” as they rely on an engaged constituent base in order to operate (Kerpen, 2011, p. 70).

One effective means of building an online brand community is by sharing stories. Stories serve as social currency and humanize an organization (Kerpen, 2011). Ideally, if an organization shares stories about themselves then it will prompt customers to also share stories. Some possible narratives could be about the history of an organization, valuable customers, interesting or funny moments from the organization, or information about employees. These stories can be told by text or photos, but it is most effective if they are told with videos (Jackson, 2017; Kerpon, 2011). Eighty-three percent of consumers appreciate it when brands use video clips on social media (Jackson, 2017). Consumers also appreciate when organizations respond to questions (83%), join conversations (68%), and talk about timely events (66%).

### **Differences in Social Media Platforms**

However, it is important for organizations to realize that although consumer engagement is crucial for success across all social media platforms, the differences between the platforms is equally essential. Research has found that there are ideal purposes for some of the most popular social media platforms (Kerpon, 2011). Facebook is the number one social network in the world, so it is best used to connect with and engage one’s target audience. Twitter offers real-time consumer engagement, so it is

best used for consumer insight, customer service, and fast communication. YouTube can be used to demonstrate corporate culture or product uses. Google+ can help drive better search results for a company, or be used to collaborate with customers and coworkers through live video. Pinterest can be utilized to curate visual content and facilitate e-commerce. Instagram can bring a brand alive through photos, and it is one the top social networking platforms for the phone. LinkedIn is best for professional networking, recruitment, retention, industry collaboration, and business to business development. Blogs are ideal to connect more deeply to a target audience and to position one's organization as a "thought leader" in the industry (Kerpon, 2011, p. 253). Finally, many other social platforms — such as Yelp, Myspace, or Flickr — are ideal to connect with highly targeted audiences.

In order for an organization to build the most effective online brand, it must consider what social media platforms would be best suited to the organization's needs (Jackson, 2017). Although some social media platforms may have a large number of users, that does not mean it is the ideal platform for an organization. Furthermore, even if the means of engagement and purpose of engagement may vary across platforms, an organization should maintain a consistent voice (Jackson, 2017). Similarly, the branding should be consistent across platforms. If a social media platform offers the option to customize profile visuals — profiles pictures, banner pictures, color palettes, and so forth — then the visuals should be consistent across platforms (Jackson, 2017). For example, the profile and banner pictures should be the same images across social media platforms so consumers know with certainty it is the same organization. Consistency in visuals, content topics, and organizational voice helps consumers build a brand image that transcends a social media platform. Finally, in order to properly engage with consumers, an organization should post regularly, but only post an appropriate amount on that platform (Aynsley, 2018; Jackson, 2017).

## **Social Media Marketing Industry Trends**

With the development of online platforms, competition between brands has gradually intensified, and it has become increasingly difficult to attract the attention of audiences. Users scroll 300 feet of content each day, but their attention span has been reduced to 8 seconds (Wade, 2018). This gives brands limited space to grab users' attention (Wade, 2018). In order to stay ahead of the competition, there are four major trends projected to affect the social media landscape: (1) growing utilization of Chatbots, (2) increased affinity for ephemeral content, (3) integration of influencer marketing, and (4) solidification of video marketing.

The first major trend in the industry is that Chatbots will make customer service faster (Wade, 2018). These robots are constantly being optimized, and many brands are developing better, more successful Chatbots to serve their platforms. According to Gartner, “20% of business content could be machine-generated by 2018” (Wade, 2018). Facebook reported that they now see 100,000 monthly active bots on Facebook Messenger (Wade, 2018). This offers a whole new platform for marketers to connect with audiences. Now, brands can send users personalized content and interact with users on a daily basis. These robots provide marketers with a new and dynamic platform for them to contact and communicate with customers.

The second major trend affecting the social media landscape is a growing affinity for ephemeral content. Because of the fast pace of life, it is increasingly difficult to keep people's attention. Researchers estimate that fleeting content will likely provide the best engagement rate on social media platforms (Wade, 2018). Ephemeral content lasts for a short amount of time, 24 hours at most, before disappearing. Successful ephemeral content makes a large impact with the least amount of commitment from users (Wade, 2018). Stories on Snapchat, Instagram, and Facebook stories led to the popularity of



short-lived content. To stay up to date with consumer wants, brands need to integrate ephemeral content into their social media tactics.

Another trend in social media is the continued integration and growing popularity of influencer marketing (Wade, 2018). Celebrity endorsements are no longer the most effective means of promoting a product; most people feel that celebrities are too detached from their own lives. However, bloggers active on social media platforms are gradually attracting more fans and influencing consumers' perceptions; they are closer to the lives of most "normal" people. Researchers call these people "media influencers" (Wade, 2018). If a media influencer favors a brand, they likely will encourage consumers to favor it as well. Brands can foster this promotion by sending a media influencer their products for free. As long as a brand is aware of the demographics of an influencer's audience, such collaboration can bring a strong return on investment.

Finally, video marketing is still dominant in social media trends. Video marketing is a product of a mobile-first culture (Wade, 2018). Video is the number one fastest growing advertising format in the world. In 2017, video constituted 90% of all content shared by users on social media (Wade, 2018). Facebook, Snapchat, Instagram and Twitter are investing in developing more video marketing strategies to help generate participation and build followers. By 2020, videos will make up 80% of all online consumer internet traffic (Wade, 2018). The challenge for marketers is to determine how to capture audience attention in the first three seconds (Wade, 2018). Nevertheless, if an organization wants to develop consumer-focused content, then they should focus on video development.

## CHAPTER THREE: OPEN HOUSE CAMPAIGN

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Based on our research and the needs of My Choice Greens, our group split into two smaller teams. One team focused on researching, designing, and implementing a short-term social media marketing campaign for the My Choice Greens Open House on March 8th, 2018. The other team focused on creating a long-term strategic marketing plan for the organization. The following chapter will focus on the methods and outcomes for the Open House marketing campaign. Chapter 4 will then focus on the long-term strategic marketing plan for My Choice Greens.

### Methods

As the public is largely unfamiliar with hydroponic farming (see Chapter 2), My Choice Greens realizes it may be difficult for people to understand how they intend to use this innovative farming technique to make Worcester the city of the future. Before My Choice can accomplish this long-term strategic goal, the public must know the organization exists. To address this obstacle, they organized an Open House on March 8, 2018 to invite the public to see their facilities. The Open House included tours of the farm and tasting samples of their produce. They partnered with a popular restaurant group in Worcester, Niche Hospitality, to create juice samples using their produce. The ultimate purpose of the Open House was to announce the existence of My Choice Greens and explain why people should care about their mission. Once people understand the value of My Choice Greens, the organization will be able to focus on ending food deserts in Worcester and hiring disadvantaged populations.

Although the event was open for anybody to attend, My Choice Greens wanted to connect with populations that represented their target consumer. As the organization is still relatively young, they focused on reaching out to people in Worcester that could dramatically push their vision forward.

Namely, they reached out to local politicians, restaurant owners, and food service directors at anchor institutions, like universities or hospitals, rather than the everyday consumer. My Choice used traditional marketing strategies to reach these target populations.

However, My Choice Greens also wanted their work to reach media influencers in order to really make a splash with the Open House. As the current staff at My Choice had a handle on traditional media strategies, we determined our partnership would be most beneficial if we focused on social media marketing strategies. After researching the best practices for digital media, we designed and implemented a short-term social media marketing campaign to advertise the event.

First, we chose the best social media platforms based on the business goals of My Choice Greens. We then created a schedule to maximize our effectiveness within the three-week time frame. After researching the most effective social media strategies, we designed content that incorporated these techniques. Throughout the month, we used web analytics to measure the effectiveness of these strategies. In order to provide comparative data, we also designed content that did not use the research-recommended techniques. Finally, we created an Open House Visit Survey as another source of data to determine the effectiveness of our campaign. In the following pages we discuss in depth this highly methodical process we used to create an effective social media campaign.

### **Step 1: Branding My Choice Greens**

There are a vast number of social media platforms in existence but certain platforms are more appropriate than others (Chapter 2). The first step in designing a short-term marketing plan was to choose social media platforms that would be appropriate for My Choice Greens. We selected three social media platforms: Facebook, Instagram, and Twitter. These three are the most appropriate for My Choice Greens because they are some of the most widely used social media platforms (Smith &

Anderson, 2018), so they can reach a wide range of consumers. Additionally, the other branch of the nonprofit, My Choice Programs for Independent Living, already had a Facebook page and Twitter account. Creating a Facebook page and Twitter account for My Choice Greens connected the two branches of the nonprofit. Although My Choice Programs for Independent Living did not have an Instagram, it was appropriate to create one for My Choice Greens because visual storytelling is one of the most effective social media tactics (Chapter 2) and a particularly effective tactic for marketing food. Plus, indoor vertical hydroponic farms are still a relatively new concept and difficult to explain with words alone.

In order for social media marketing plans to be effective across different platforms, there must be brand unity across all platforms (Chapter 2). In addition to brand unity in terms of profile picture images and graphic design, there must be unity of voice (even if the posts are not identical on each platform). In order to market the Open House, we decided the overall unifying message of the campaign would be: “My Choice Greens is launching the future of food in Worcester, and you need to be there for the inauguration.” Although the content of the posts differed for each platform, every post was designed with this message in mind.

We expected to reach different audiences on each social media platform and considered the social media brand identity before creating any posts. On Facebook, we expected to reach the widest demographic of people. The vast majority of Instagram users (91%) and Twitter users (90%) also use Facebook (Smith & Anderson, 2018), so we designed Facebook to be the universal social media platform. Due to this, we planned for Facebook to be the most factually informative, yet emotionally engaging, of the three social media platforms. In contrast to Facebook, we expected to reach a more targeted demographic on Instagram. On Instagram we expected to reach younger audiences and

hopefully connect with media influencers (Chapter 2). Thus, the Instagram page was expected to be the most creative and playful of the three social media platforms. Finally, we designed the Twitter platform to be a blend between the Instagram and Facebook pages by creating posts that were playful and visually captivating, yet informative. Twitter had the least emotional narrative of all the platforms due to its limited character count. We expected to reach a wide demographic of users on Twitter, but in contrast to Facebook, we expected Twitter users to be more responsive (likely to retweet or like My Choice Greens' post; Chapter 2).

### **Step 2: Setting a Schedule**

The short time frame was a key obstacle in creating and implementing the short-term marketing plan for My Choice Green's Open House. With one month to design, create, and implement the plan, there was little time to waste exploring new ideas. The marketing plan needed to be designed and implemented almost simultaneously. In response to this obstacle, the second step in designing our marketing plan was to create a month-long schedule (Appendix C). The schedule was organized by week, with a different goal for each week. Within each week, there were specific tasks to achieve these goals.

As previously stated, the master narrative for all content designed for the marketing plan was: "My Choice Greens is launching the future of food in Worcester, and you need to be there for the inauguration." In order to effectively convey this narrative, there were different sub-narratives for each week. The sub-narrative for the first week (February 12-18) was to introduce online audiences to the existence of My Choice Greens and the Open House. This entailed creating the three social media platforms, researching media influencers to connect with, following other users, inviting users to "like" or "follow" My Choice Greens social media, and posting event details for the Open House. The

sub-narrative for the second week (February 19-25) was to give audiences reasons to care about hydroponic farming. Posts focused on the scientific benefits of hydroponic farming in order to inform the public of a relatively new concept. For the third week (February 26-March 4), the sub-narrative centered around reasons why people should attend the Open House. To complement the more scientific benefits of hydroponic farming in the previous week, these posts highlighted the community of the farm. Posts centered around showing the My Choice Greens employee community, the role of the farm in the larger picture of Worcester, and how the Open House would highlight the community experience. For the fourth and final week (March 3-9), the sub-narrative focused on building excitement for the Open House. These posts served mainly to remind audiences that the Open House was that week and showcase all the enjoyable activities at the event.

The CEO of My Choice, Alain Beret, wanted to approve all posts before we published them on social media. In order to stick to the schedule and maximize the number of posts per week, we created drafts of posts for each week based on the sub-narratives (Appendix D). We emailed the weekly drafts to the CEO the Friday before each week and waited for him to approve the posts. We continued this process to create content for the entire month before the Open House.

### **Step 3: Content Creation**

After laying down the foundational work for the Open House social media campaign by choosing the best platforms to meet the needs of My Choice and creating a schedule to maximize our work in the short timeframe, the next step was to create content for each platform. We needed to determine what content would be most effective and how we would create this content. We also needed to determine how we would measure the effectiveness of our work. Each social media platform has unique web analytics ingrained in their design so users can measure the effectiveness of their posts. We

planned to use these web analytics to determine what content we posted had the highest engagement with the My Choice Greens online audience.

Although the content itself differed across the three social media platforms, the process of content creation was similar for each platform. After establishing the master narrative and sub-narratives we wanted to come across in the content, we researched effective social media strategies (Chapter 2). We designed the content of our posts based on three strategies researchers recommend: (1) writing community-oriented posts, (2) posting visually-engaging content, and (3) interacting with online audiences. In order to examine the effectiveness of these strategies for My Choice Greens, we also created posts that did not incorporate these techniques, such as strictly educational posts about hydroponic farming. As we will discuss, some platforms were more conducive to these techniques than others, but we nevertheless incorporated all three of these techniques into all our platforms.

We then gathered material to use in posts. To create the educational posts, we researched hydroponic farming. As our research indicated that community-oriented posts were an effective social media strategy, we also interviewed four members of the My Choice Greens team to get some of their thoughts on the Open House. These interviews were posted on the Facebook page to give more background about My Choice employees and to get people excited about the Open House through a personal connection. To create visually engaging posts, we reached out to employees at My Choice to get pictures of the organization to post on our platforms. During the final week before the Open House, we also went into the My Choice Greens building to take pictures of the hydroponic farm so that we would have new content for our Twitter and Instagram.

## **Facebook**

The Facebook page for My Choice Greens was designed to be the most informative and universally appealing of the three platforms. Although the Facebook page was designed for a wide range of audiences, it was expected that a significant portion of the audience – compared to the other platforms – would be an older demographic (Smith & Anderson, 2018). We also expected that most social media users would see the Facebook because the majority of Twitter and Instagram users have a Facebook profile (Smith & Anderson, 2018), and Facebook is by far the most popular social media platform. Therefore, the Facebook page was also designed to serve as an addendum to the My Choice Greens website.

Before creating any posts for the Facebook page, the first step was to add all pertinent business information for My Choice Greens. Such information included the organization's address, contact information, backstory, and about section. The page also needed an appropriate profile picture and cover photo. The same profile picture and cover photos were used across the platforms to establish brand uniformity. No matter how engaging posts could be, the marketing plan would be ineffective if users did not know what My Choice Greens was or how to get more information about the organization. It was also important to connect the Facebook page to other Internet pages, such as the Instagram account and My Choice website, so users could easily find more information. It was not possible to connect the Facebook and Twitter pages because the two platforms are operated by different companies and are not as cohesive as Facebook and Instagram.

In addition to establishing brand uniformity, we wanted to make the Facebook page visually pleasing so audiences would be inclined to engage with it. We made sure the profile picture was an aesthetically pleasing image of the My Choice Greens logo. The original cover photo was a picture of



the hydroponic farm. When My Choice Greens asked us to share their copy of the Open House invitation on social media (Figure 2), we redesigned the image to be more graphically exciting (Figure 3). Finally, as our research indicated that utilization of videos are the a key trend on social media, we posted videos on our page. After one of the My Choice Greens interns created a promotional video of the hydroponic farm, we replaced the Facebook cover photo with a cover video. In order to quickly remind page visitors of the Open House, we edited the video to include the text “Open House | March 8, 2018” overlaid on the images. After the Open House, we replaced the cover photo with the original, no-text video. We also used this video on our Facebook event we created for the Open House.

Figure 2



Figure 3



The posts created for the Facebook page fell into one of the three categories: sharing online articles, original creative content, and straightforward information about the Open House. All posts were scheduled to publish during peak hours, which were 12-3pm during the week and 12-1pm during the weekend. For posts centered on sharing articles, we searched for information on hydroponics, urban farming, or fresh produce and found appropriate articles that fit within the weekly marketing narrative. We would then share the article and include a post caption explaining why it relates to My Choice Greens. For example, one post shared was a BBC article titled “How Vertical Farming Reinvents Agriculture” (Baranuik, 2017) and included the caption “We’ve said it before, and we’ll keep saying it. Our vertical farm is the first step for Worcester to become the city of the future. My Choice Greens is the first hydroponic farm in Worcester, but other organizations have been working on building vertical farms anywhere from Seattle, Washington to Kortrijk, Belgium.” (Appendix D).

The second type of post for the Facebook page focused on original creative content about My Choice Greens. For example, to highlight the importance of community in hydroponic farms there were multiple posts that were interviews with My Choice Greens staff. Each interview post included a photo of the employee, a short bio, and answers to the following questions: (1) in a few words, why are you excited about the Open House, (2) do you have a favorite dish you make using My Choice Greens produce, and (3) if you were a vegetable, what vegetable would you be (Appendix D). Other examples of creative posts included sharing a photo album depicting the history of construction of the farm, or sharing photos of volunteers at work. Such original creative content was created to add vibrancy and an emotional narrative to the Facebook page and ensure it was not strictly educational.

The final type of post concerned straightforward information about the Open House. Examples of such posts would be creation of a Facebook event, or a post saying "You may be wondering, is the

Open House meant for me? The answer is yes! We want anybody and everybody to stop by. We are making history, and we want you to be there for the first events” (Appendix D). It was crucial to have such straightforward information as standalone posts, rather than burying the information under other content, to quickly remind audiences of the Open House details. In addition to the standalone posts, event details were featured prominently on the page by changing the cover photo to a promotional cover video with the date stamped across the video (Figure 4). If people cannot easily find logistical details about the event — it does not matter how excited they are — they will be less likely to attend.

*Figure 4*



### **Instagram**

For the Instagram, as we stated before, the goal was to create fun and creative content for My Choice Greens so that individuals in the Worcester community would take notice and attend the Open House. After My Choice Greens sent us photos of the farm and after we took our own farm photos, we edited the pictures to ensure that they were visually appealing and beautiful to look at (see Appendix D).

Since the focus on Instagram is for pictures to look aesthetically pleasing, this was the main goal in content creation. In regards of gaining followers, it was easier than other social media platforms to get attention from other accounts. As the hydroponic farm at My Choice Greens was very visually appealing, it was fairly easy to create visually engaging content. Also, other accounts were inclined to follow an account with a solid brand identity.

In the first week of starting the Instagram page, we followed over 100 accounts to gain attention. This included following other nonprofits and popular restaurants in Worcester, as well as farms and hydroponic hubs in Massachusetts. We wanted to gain attention quickly so that people would see our content and learn about the Open House.

### **Twitter**

Twitter is a platform that is best used for individuals and brands to post fast, promotional content. Due to limitation of writing within 140 characters, content on Twitter must be direct. Compared to other platforms, Twitter posts often focused on facts over feelings in conveying information. Thus, the content for our Twitter was less emotional than Facebook or Instagram (see Appendix C). Due to the limited characters, Twitter posts must be refined before posting to help the keywords stand out for our audience.

After we created the Twitter account, we started following influencers and restaurants in Worcester. We created a list of restaurants that were going to attend Worcester Restaurant Week 2018, and we followed them as soon as possible. Additionally, in order to ensure that as many people as possible would see the posts, we researched what hashtags would be most effective for our campaign by coming up with a list of potential hashtags related to the topic and checking the popularity of these

hashtags. Additionally, a sidebar on Twitter shows the most popular hashtags for specific accounts so we utilized these tags to increase our audience.

#### **Step 4: Measure Success Through Open House Visit Survey**

After posting the content on our social media platforms, we needed data to measure the success of our campaign. Although we primarily used web analytics to measure the effectiveness of the campaign, we also administered a survey at the Open House to gather more data. There were two surveys administered at the Open House, one by the short-term marketing team and another by the long-term marketing team (Chapter 4). The short-term team designed an “Open House Visit Survey” in order to examine how Open House attendees learned of the event. The survey included four questions in total. These were: (1) did you enjoy Open House, (2) how did you hear about the Open House, (3) did you know about My Choice before attending the Open House, and (4) do you have any suggestions for My Choice Greens? Our team members printed some copies and put them on the inside table at the main entrance to My Choice. Attendees filled this paper survey out at the Open House. We placed them at the entrance of the open house building so that people would see the survey and would have a chance to fill it out before leaving the event.

Data from this survey would be used to determine if our social media posts were successful and if our posts reached enough people. If a significant number of respondents said that they learned of the Open House due to social media posts, then this would indicate that what we posted on social media had a powerful influence on the community. However, it is worth noting that even if many survey respondents did not cite the social media as their primary reason for attending the Open House, it does not mean that we were entirely unsuccessful in our online presence. Such results would only prove that our current social media presence was not strong enough to bring them to the Open House.

## **Results**

Although we worked to ensure a consistent brand across the social media platforms, each platform functions differently. Consequently, the content design process and subsequent results differed slightly for the Facebook, Instagram, and Twitter pages. Thus, the following section divides the analysis by platform. To determine which posting strategies were most effective, we used web analytics to measure the success of posts on each platform. We also discuss the results of the Open House Visit Survey. This chapter concludes with overall recommendations of best digital marketing practices for My Choice Greens based on our experience with these three social media platforms.

### **Facebook**

#### **Results**

Despite the careful posting efforts, the Facebook page was not as successful as intended and did not gain many followers over the course of the campaign. Facebook analytics show that over the month, 898 unique users had posts from or about the My Choice Greens page enter their screen. This means that information about My Choice Greens reached 898 different people, even if they did not like, click, or interact with the page at all. The total impressions, which are the total number of times that posts from or about the page entered users screens — meaning multiple posts may have reached a single user — was 3,321. This data is useful in determining the reach of the My Choice Greens page, but less indicative of user retention. To determine retention, it is valuable to examine the number of users that visited the page and then chose to follow it. Over the course of the month, 176 unique users engaged with the page, which includes any click or story created. Out of these 176 unique users, 35 users chose to follow the page. Considering that we only had three weeks to establish an online presence from scratch for My Choice Greens, we determine 35 followers to be a success.

Some specific posts were more successful than others. On March 5th, content from or about the Facebook page reached 181 unique users. The daily total impressions for that day was 485. It is not surprising March 5th had the largest reach pool because we shared the Open House Facebook event on other Facebook pages, such as the Clark University 2017-2018 Student Body Facebook page, on that day. However, although the My Choice Greens page reached the highest number of people on March 5th, it was not the day with the highest user engagement. On March 2nd, the Facebook page achieved the highest number of unique users engaging with the page at 38 users. There were several posts shared around this date; two posts were interviews with My Choice Greens employees and one post shared the Facebook event for the Open House.

### **Reflection**

It is difficult to say at this time what the most effective techniques are for marketing content on a Facebook page because the page is still relatively young. Based on the days with the highest degree of engagement, it appears that audiences respond the most to posts with community-focused content. This aligns with our research (see Chapter 2). Informative content may be helpful for audiences, but it may not provoke users to interact with the page as often. It is possible that community-focused content is more emotional, which is why it causes them to engage with the page more.

Although the Facebook page reached a considerable number of people, it did not achieve as much engagement or result in as many followers as desired. There are a few possible explanations as to why people may not follow the page, even if they engage with it. One explanation could be that the content of the posts was simply not interesting enough for users to engage with the page or desire to follow the page to see future posts. It is also possible users may be less likely overall to follow or like a Facebook page than profiles on other social media platforms. Business profiles on Twitter and Instagram

can follow other users; this encourages users to reciprocate the gesture and follow the organization back. However, Facebook business pages cannot follow or like users or other pages. In order to encourage users to follow the Facebook people, we had to create posts asking users to like the page or reach out to people from our personal Facebook accounts. We attempted both techniques, but for the latter we were largely limited to reach out to people we already knew. Reaching out to people individually to encourage page engagement is not feasible for a long-term marketing plan or for breaking into markets with unknown consumers.

## **Instagram**

### **Results**

When we started to post content, users tended to react fairly slowly, but eventually our followers grew. We made sure to use hashtags and tag brands such as Living Earth Market when they started to sell My Choice Greens products in their stores. We gained over 25 followers in one day when Nu Cafe sent out a picture of our Instagram to their over 1,700 followers. They posted this on March 3rd which helped us to gain more of a following before the Open House on March 8th.

Over the month that we were posting on Instagram, My Choice Greens gained 120 followers. The average likes per post came out to approximately 19.6 likes. Our first post received the least likes with 11 total, but this grew over time. Our most popular post, which was uploaded on March 8th, gained 29 likes and 139 insights. This means that 139 people across Instagram saw the post. Additionally, the post that we uploaded the day after the Open House gained 25 likes and 125 impressions. Many people who were not following our account still saw our posts and clicked on them which raised brand awareness. Similar to our Facebook page, pictures featuring people and community members tended to gain a great deal of attention and likes on the Instagram account. We believe this is due to online



audiences associating with the people working on the farm. This built on the community aspect of the organization. Therefore, it will be important to continue posting pictures of people as well as plants in the future.

Of our followers, Instagram analytics has shown that 31% are men and 69% are women. 33% of our followers are aged 18-24 and 37% are aged 25-34. This is consistent with research signifying that the majority of Instagram users tend to be younger than other forms of social media. Also, 38% of our followers are from Worcester. This demonstrates the importance of connecting directly with the community around My Choice. For our followers, they tend to be most active on Wednesday, Saturday, and Sunday. Of these days, Wednesday between 12-3pm, Saturdays between 9-12 pm, and Sundays between 6-9pm are the most active hours. We used this data when crafting a posting schedule for My Choice Greens; this will be further discussed in Chapter 5 with our recommendations.

### **Reflection**

Overall, our impressions from posting on Instagram were that the posts should be visually appealing and utilize hashtags to gain attention. The work that My Choice Greens does is extremely conducive to the use of Instagram because pictures of the farm are beautiful and easy to post. It is easier to simply post a picture of the farm rather than do a great deal of research about hydroponics to find an interesting article. By creating a fun and artsy brand for My Choice Greens, we were able to gain a great deal of followers and support through the Instagram, which can be continued to push My Choice Greens into the forefront of hydroponic farming for the future.

## **Twitter**

### **Results**

Compared with Instagram, we found it more difficult to gain followers on our Twitter page. When we followed Twitter accounts, they were less likely to follow our account back. To date, the Twitter page has only 10 stable followers. Among them, 57% are male and 43% are female. There are 12% from Massachusetts, 8% from California, and 7% from England. Twitter analytics also report the interests of our followers. For example, 57% of My Choice Greens Twitter followers love “Business and News” and 53% love “Politics and Current Events.” As the Twitter audience grows, this data will serve as demographic information for My Choice to target consumers. In March, we tweeted 12 times, gained 4,108 impressions, and received 77 profile visits. Additionally, we received one “mention,” which means that another Twitter account tagged us in their post.

### **Reflection**

We learned through our daily posting that hashtags were one of the most effective techniques to attract attention online. When we added some popular hashtags related to hydroponic farming to our content, unsurprisingly, more people who cared about this topic saw our posts. For instance, the final post we added to the Twitter page was a link encouraging people to fill out our survey for our long-term marketing plan (see Chapter 4). We put #survey, #TuesdayThoughts, #Hydroponics, and #urbanfarming as hashtags. According to Twitter analytics, this post gained 329 impressions and 15 engagements. This was very good data compared to our other content. We also tagged other organizations, such as Niche Hospitality, when they provided juice shots for the Open House event. Because the Niche Hospitality account had over 1,000 followers, we gained 1189 impressions and 20 engagements. Our experience confirmed that tags can be used to our advantage to gain people’s attention.

## **Open House Visit Survey Results**

Overall, the survey did not work as we had planned. Only four people who attended the Open House filled out the survey, so this did not provide enough data for us to analyze the sources of their information about the Open House. This was likely due to the fact that our survey was rather isolated from the rest of the events at the Open House. The survey was placed alone on a front table the entrance to the building rather than in the main presentation room, so many people forgot to fill out the survey before they left the event. Also, the Open House happened the day after a large snow storm in Worcester, so turnout for the event as a whole was significantly lower than expected. After reflecting on our mistakes, if we did the survey again we would have waited at the door to hand it to people before leaving instead of leaving the surveys unattended. This personal touch could have made more people want to fill out the survey and given us more data to use.

From the four survey results, none of the attendees knew the Open House from social media. Most people found out about the Open House through friends and other sources. As we mentioned before, this does not mean that our social media presence was unsuccessful. As our Facebook, Instagram, and Twitter analytics indicate, awareness of My Choice Greens has been increased through social media. If My Choice Greens maintains consistent posting on these platforms, we believe even more influence will be made in future. Through using Facebook, Twitter, and Instagram we have been able to build the foundation for My Choice Greens to continue their social media marketing to increase awareness and ensure that everyone in Worcester understands their mission.

## **Recommendations and Conclusion**

With only three weeks to research, design, and implement a short-term social media marketing campaign to promote the My Choice Greens Open House, we determined our work to be a success.

After testing the effectiveness of the research recommended social media strategies, we have some suggestions for My Choice Greens specifically. First, our experience indicates that each platform – Facebook, Instagram, and Twitter – serves different, yet valuable purposes and the combination of all these platforms will help the nonprofit achieve its business goals. With this, some social media strategies are better suited for some platforms than others. For example, Instagram is the best platform for visual storytelling. It is one of the easiest platforms to create a solid, engaging brand. It is also one of the easiest platforms to attract followers. However, Twitter is the best platform to build online business and customer relationships because online audiences are more responsive on Twitter. Facebook is the best platform to post universally appealing content as it will be viewed by the widest demographic range. Therefore, it is highly valuable to use multiple social media platforms in order to achieve different goals. A single social media platform will not fulfill all the marketing needs of My Choice Greens.

Second, although some social media strategies are more conducive to certain platforms, it is important to implement the following strategies on every platform: (1) develop community-oriented narratives, (2) post visually engaging content, and (3) connect with online audiences. Again, Instagram may be the easiest platform to post visually engaging content, but all the platforms should implement this strategy. The purpose of social media is to engage. Based on data collected from web analytics for our platforms, these three strategies are the most valuable techniques for My Choice to implement. This said, we encourage My Choice to experiment with their own strategies. Although we found these three to be valuable strategies, social media allows for easy experimentation of new strategies because web analytics provide immediate feedback.

Finally, we learned that creating content for social media is a valuable low-budget marketing technique but time consuming. It takes substantial effort to break through the many voices present

online. However, if one is successful in engaging with online audiences, the benefit is that the audience then helps push the content forward. Traditional marketing strategies represent a one-way flow of information, but a successful social media strategy transforms marketing into a two-way form of communication. Therefore, we recommend My Choice Greens continues to invest in social media strategies. Chapter 4 outlines how the organization can do this in our long-term strategic marketing plan.

### **Ethical Concerns**

There were key ethical dilemmas that affected the design of the social media marketing campaign for the Open House. First, it was sometimes difficult to find pictures to post on social media because there are privacy restrictions for My Choice Programs. Especially because this nonprofit works with individuals with developmental disabilities, we wanted to ensure that we acted ethically and did not use photographs without the permission of individuals. Second, we wanted to ensure that the brand we were creating reflected the needs of the nonprofit. My Choice Greens is a very new organization, and if we made a mistake and created harmful or offensive content, this could ruin the brand going forward.

Finally, if we misrepresented My Choice Greens in any way, this could hurt the relationship between this organization and the Clark University's School of Professional Studies. Ideally, My Choice will continue working with Clark students to help grow their social media presence. If our campaign was unsuccessful, this could hurt this relationship and cause My Choice to not want to work with Clark in the future.

### **Reflection on the Open House Campaign**

There are a number of things that we learned while creating the short-term Open House marketing plan for My Choice Greens. One major thing that we learned during this process was how to create boundaries for work while meeting with our client. During the first meeting, employees at My

Choice wanted us to work on all forms of media when advertising the Open House. This would have been very difficult regarding our time frame, so we set parameters during a meeting with our advisor to focus solely on new media. It is difficult set boundaries, but by standing our ground, we were able to avoid scope creep and set clear parameters for our project. We believe we were able to deliver a higher quality of work because we made sure to not stretch ourselves too thin. This was a skill that was important to develop throughout our project because employees in small nonprofits are accustomed to wearing many hats and may expect volunteers and interns to do the same. At the same time, we are all students with busy schedules and we had to complete other work in tandem with the social media content. This project has taught us all to be firm in our project parameters so that we are all comfortable with the work that we are completing.

Furthermore, through this project we have learned how to work with a client to meet our deadlines. When getting content approved to post on social media, it often took several days for the CEO to approve the content, which often put us behind schedule. Instead of sitting back and watching our work get more and more behind schedule, we had a meeting with My Choice to discuss the best times to send them our content to get the quickest response. We wanted to ensure that specifically for our last week of posting, that our content was approved by the Friday before the Open House on Wednesday. We discussed that if we could get our content sent to the CEO a week before the Open House, he could approve the content that day so we could keep to our schedule. This taught us to be more proactive in our work and offer solutions to problems when meeting with a client.

The entire process – from creating social media pages to brainstorming weekly content – gave us a good sense of how a small organization can benefit from making the best use of social media. The platforms that we used were free but we were able to earn attention and impressions from the public.

Any type of start-up organization with a limited marketing budget can benefit from using social media to reach targeted audiences.

Yet, by posting on social media daily, we also realized the difficulty of marketing on platforms such as Facebook, Twitter, and Instagram. As My Choice Greens is a new organization, we were building up these sites from scratch. For this reason, it was extremely time consuming and difficult to gain followers. We spent hours putting together content to ensure that each post was high quality. The time spent did not always mean that the post would be successful because not many people were seeing the content that we created. This was also likely due to the fact that we did not have a budget to put money into buying ads on social media sites so it was difficult to gain an audience. While it is convenient that social media is accessible to everyone, since the advertising is free it takes a great deal of time and effort to break through all of the other content and make an impression. Organizations have to take time to make content and invest time each day to connect with their followers. Once we consistently posted, we all gained more attention on all social media platforms. Unfortunately, once we stopped posting, people stop noticing the organization and it becomes harder for people to see content in the sea of other social media posts.

## CHAPTER FOUR: LONG-TERM SOCIAL MEDIA MARKETING PLAN

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Our team also created a long-term strategic marketing plan for My Choice Greens to implement over the next two to three years at the organization. The long-term team used research on social media and social media marketing plans to put together this strategic plan. In the first part of this chapter, we will discuss the methodology and foundational data on our marketing plan. In the second part of this chapter, we will outline the key takeaways from our marketing plan. We conclude this chapter with reflections on what we learned in designing the long-term marketing plan.

### **Methods**

In the following pages of this chapter, we will first highlight the preliminary market research that went into creating a strategic marketing plan. For additional background research, the team also designed a Consumer Habits Survey to gather data on how individuals view hydroponic farming and vegetable production in general. This survey was different from the Open House Visit Survey (Chapter 3). We will outline our survey questions and results that we received from the survey completion. Finally, we will give information about website development that the long-term team completed throughout the semester to give My Choice Greens a marketing basis for their future goals at the organization.

### **Identification of Business Goals**

Successful companies set goals. Without them, they have no defined purpose and nothing to strive for; consequently, they stagnate and struggle for meaningful accomplishments. Goals are stepping stones and resolutions to achieve the desired result. They must be presented in every business plan and



become a regular part of ongoing business operations. Whether short or long-term, they provide a clear understanding of what the company is striving to accomplish. Setting short-term goals to reach related long-term goals is a key to success for most any business.

Before we could make any marketing decisions, we needed to identify what My Choice Greens wanted to achieve within the next several years. My Choice Greens told our project team their clear business goals in our initial meetings with them. The following points are the four major goals that My Choice Greens has as an organization.

**Goal 1: Build the Brand of My Choice Greens**

Competent branding is very important in the modern world. It helps to promote goods and increase company loyalty (Hayzlett, 2016). Although My Choice Programs for Independent Living has been an established organization since 1972, the My Choice Greens branch of the nonprofit is only two years old. Additionally, hydroponic farming has only recently started to gain traction in the larger public narrative (Chapter 2). Because My Choice Greens is a new organization and one that is based on a relatively new concept, it must build a solid brand in order to effectively and quickly inform audiences of its existence. It is difficult, if not impossible, to design marketing messages without a clear, solidified brand. For these reasons, branding is a major goal for My Choice Greens over the next two to three years.

**Goal 2: Raise Public Awareness and Acceptance of Hydroponics**

As My Choice Greens is the first hydroponics farm in Worcester, at this stage it is vital for My Choice Greens to raise awareness about hydroponics. Hydroponic farms have developed rapidly in recent years, but based on our research, not many people know what a hydroponic firm is or are aware that this type of farming exists in the city. Yet, this farming technique is one of the organization's unique

selling points. If My Choice Greens wants people to be interested in their products and quickly occupy the local market in Worcester, they first need to increase the publicity and promotion of the concept of hydroponic farming. If people do not know about the advantages of hydroponics, then it will be difficult for My Choice Greens to increase their product sales and establish their own brand.

### **Goal 3: Create Job Opportunities and Offer Hydroponic Related Training**

Another business goal of My Choice Greens is to create job opportunities and offer hydroponic related training to individuals who are willing to or interested in starting careers in the hydroponic industry. It is valuable to note that in order to become an employer, My Choice Greens needs to get its EIN (Employer Identification Number), set up records for withholding taxes, get a license of training provider, design training programs, go through the hiring process for both regular employees and qualified program trainers, and promote training programs.

### **Goal 4: Become a Hydroponic Vegetable Supplier**

The final and most important business goal is for My Choice Greens to become a vegetable supplier to the community. As the first local hydroponic farm in Worcester, My Choice Greens has the unique opportunity to be the first to enter and establish their dominance in this growing future market. In order to achieve this goal, My Choice Greens has to identify the demands of the market, confirm the type of hydroponic crops that they should sell, and consider operating costs. Additionally, helping individuals with developmental disabilities is a great selling point when My Choice Greens wants to sell their products.

### **Organizational, Industry, and Consumer Research**

Before designing a long-term marketing plan for My Choice, our team needed to conduct industry circumstance analysis. This analysis helped us identify the needs of the organization and

understand where it stands in the larger competitive market. To get further background research, the team also designed a Consumer Habits Survey for My Choice Greens to distribute at their Open House to give us more data on how individuals view hydroponic farming and vegetable production in general.

**SWOT Analysis**

SWOT analysis is a strategic planning technique used to help a person or organization identify the “strengths, weaknesses, opportunities, and threats related to business competition or project planning” (Mindtools, 2017). It is intended to specify the objectives of the business venture or project. It also identifies the internal and external factors that are favorable and unfavorable to achieving those objectives. Users of a SWOT analysis often ask themselves questions for each category – strengths, weaknesses, opportunities, and threats. For example, to determine the strengths of an organization, a researcher may ask themselves “What advantages does your organization have?” or “What do you do better than anyone else?”. The answers to these questions generate information that makes SWOT a useful tool to identify their competitive advantage (Mindtools, 2017).

After researching the organization and market landscape, our team created a SWOT analysis chart for My Choice Greens (Figure 5). We then used this analysis to determine how to achieve My Choice Greens four business goals.

*Figure 5*

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Hydroponic farming is new in Worcester	Limited funding (Non-Profit)	Provide job opportunities	Lack of hydroponic professionals
First hydroponic farm in Worcester	No social media marketing professionals	Public shift to healthier living	Low public acceptance
Productive and dedicated	Undeveloped	Increased acceptance of	Potential customers

project team	hydroponic market in Worcester	alternative farming methods	have established preferences
Environmental friendly	My Choice Greens is a new organization	Food deserts in Worcester	Higher unit price than other similar goods
		No direct competitors	

**Market Analysis**

As we have stated before, hydroponic farming is an industry that has been continuously growing throughout history, and the industry has seen explosive growth in recent years. Technology is rapidly changing the marketing landscape, and if a business wants to be competitive, it needs to participate in the world of new media. If marketers want their message to reach their target consumers, they must design marketing campaigns for the online world, or they risk missing out on a significant opportunity. Social media marketing campaigns are particularly effective for small businesses that do not have substantial marketing and advertising budgets because social media is free to use. Proper usage of social media could have a significant impact on the success of operations at My Choice. If My Choice Greens utilizes social media to promote their hydroponic farming, they will be uniquely situated at the forefront of innovation and will be able to make a significant difference in Worcester, Massachusetts.

**Consumer Habits Survey**

In addition to conducting large-scale industry research about the target market for My Choice Greens, we wanted to gather data on the current consumers. Because My Choice Greens has not yet started to sell their produce to the general public, there are technically no current customers. However, there are current *consumers*; there are people – not employed at My Choice – that are consuming information about the organization. Any non-employees that are following the organization’s social

media pages or attended the Open House are examples of current consumers. In order to learn more about potential *customers*, we wanted to collect data on current My Choice Greens *consumers*. We determined the Open House was the best opportunity to gather insight due to an expected high volume of consumers. Consequently, our team recommended questions for My Choice Greens to ask in a survey to be administered during the Open House.

This survey was separated from the Open House Visitor Survey that was implemented by the short-term marketing team (Chapter 3). Our long-term team designed a Consumer Habits Survey through Survey Monkey. Members of our team asked Open House attendees to fill out the survey on electronic tablets that we placed in the produce-tasting room of the event. After the Open House, we posted a link to the survey on the My Choice Greens Facebook, Instagram, and Twitter pages so we could gather data on consumers that were not able to attend the event. However, the vast majority of our survey data was from Open House attendees. The survey contained nine simple questions. The following questions were asked in our survey.

1. Before today, did you know about hydroponic, locally grown greens? (Answer can be multiple)
  - A. No
  - B. Yes, I knew a little bit about it
  - C. I am very familiar with hydroponics
  - D. I am very familiar with Locally Grown Greens
2. What, if any Greens, Herbs or Lettuces do you use? Please list them below.
3. How important is it that the produce you purchase is certified "Organic"?
  - A. Very Important, I only Buy Organic

- B. Preferred, but I do not always buy Organic
  - C. Organic, does not matter to me
  - D. I do not purchase/ use Fresh Greens/ Herbs / Lettuce
4. Which factor affects your decision when purchasing? (Answer can be multiple)
- A. Product price
  - B. The freshness, both look and taste
  - C. Convenience, how do I get them and how long it takes
  - D. The dealer's name
5. Would you consider paying more for a better product?
- A. Yes, if the alternative is indeed better
  - B. No, I do not want to pay more even if the quality is better
  - C. On occasion, I would choose to pay more
6. Which of the following social media you use most often? (Answer can be multiple)
- A. Facebook
  - B. Twitter
  - C. YouTube
  - D. Instagram
  - E. Other (please specify)
7. Would you consider purchasing Fresh Local Greens from My Choice Greens?
- A. Yes, I work for a Restaurant, Kitchen, Food Service Company
  - B. Yes, I would like to purchase Greens for use in my own home.

8. How can we contact you to arrange to purchase from My Choice Greens?
9. Would you recommend us to another business/individual?

We received 27 responses. After analyzing the survey, we noticed that most of the people who attended the event already know about hydroponics and organic produce. 74.4% of attendees preferred organic produce over regular vegetables. Also, 80% of attendees stated that they were interested in hydroponic farming. Our data is not representative of the general public since anyone attending the Open House likely already had a concept of what hydroponic farming was. Despite this slightly skewed data, the survey still gave us important insights into people's attitudes about hydroponic farming and whether or not people would consider purchasing from My Choice Greens in the future. Even if a small number of people buy produce from the organization, if there is a dedicated customer base this can sustain the organization and allow it to grow. We used these data results in the development of our strategic marketing plan.

### **Building the Website**

Before we began working with the organization, My Choice Greens had an extremely underdeveloped website. Most of the information on the website was clearly from a template, with generic website phrases such as "this is where you describe your image". Living in the digital world, a website is now a necessity for a business, big or small. The web has a far wider reach than any other form of advertising, and this will help the business grow. If My Choice Greens did not have a fully-established website, people unfamiliar with the organization may assume they were not a legitimate organization and My Choice would be to miss out on a number of great opportunities.

Our team developed My Choice Greens' official website through Wix based on its already existing domain, as well as a merchant page. The website was then connected to all of the My Choice

Greens social media pages. This made it easier for people to engage with the organization. Ideally, the website should be the center of My Choice Greens' online presence. We helped My Choice Greens by posting employee-created content onto the page so that viewers could engage with our content. We did not assist with content creation on the website because this would have been outside of our scope, which we address in our Project Charter.

The following images are taken from our work on the website (Figures 6, 7).

*Figure 6*

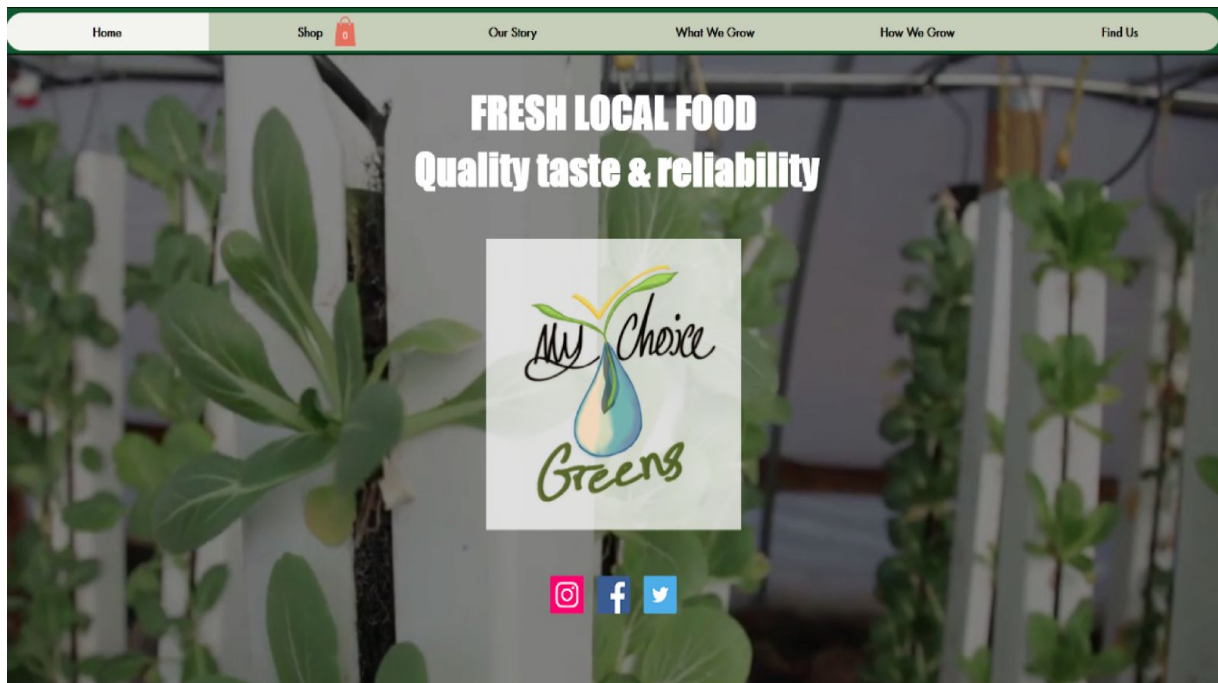
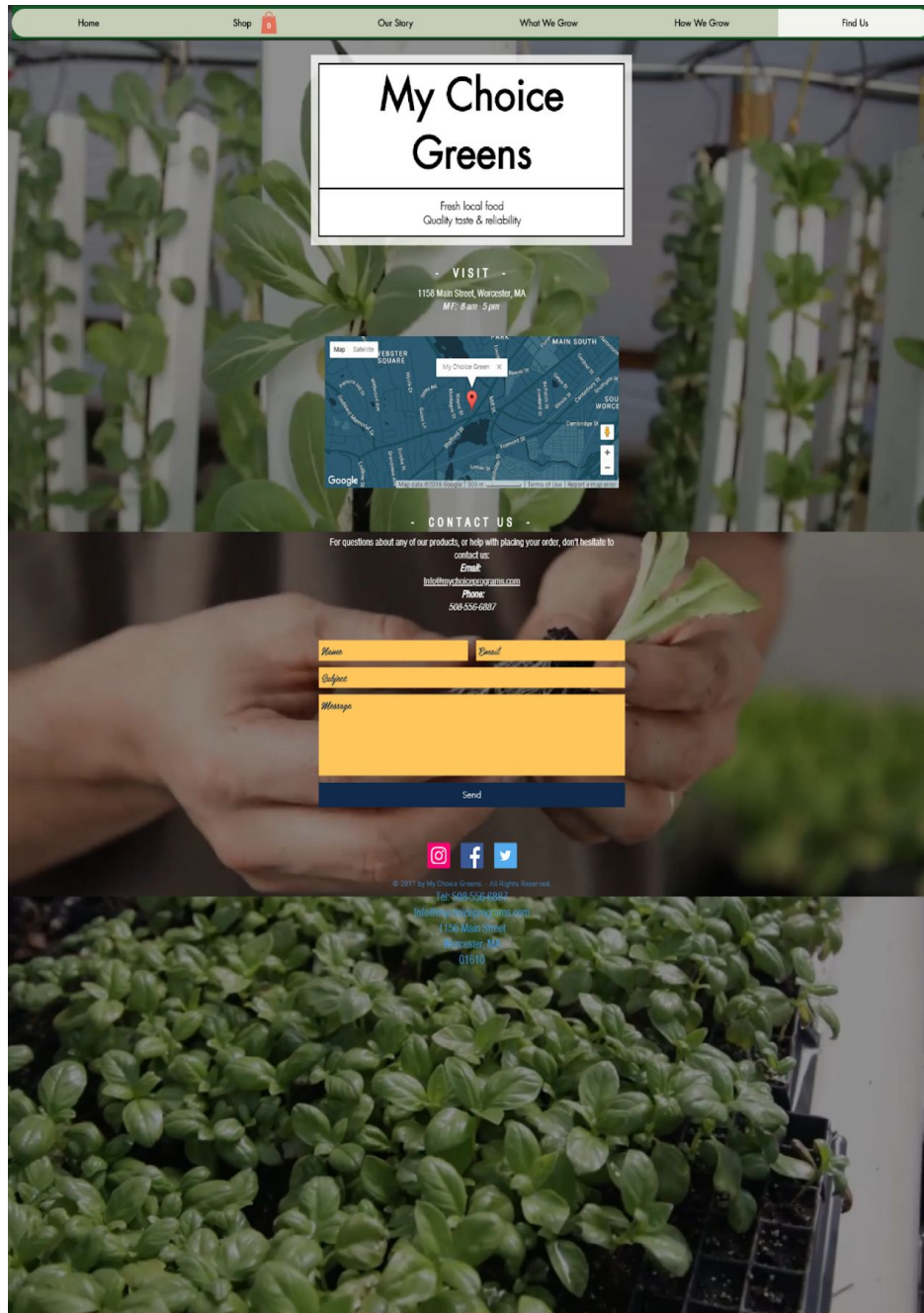




Figure 7



### **Details and Discussion of the Long-Term Marketing Plan**

The second part of this chapter will outline key takeaways from our long-term strategic marketing plan for My Choice Greens. For the full version of the long-term strategic marketing, please see the Appendix F. Based on our foundational research, we determined that social media marketing would be the most advantageous strategy for the nonprofit. Therefore, our marketing plan is designed to use social media to achieve My Choice Greens four primary business goals. My Choice Greens should implement this strategic social media plan in order to raise awareness about their organization, form an online community, and build a strong, recognizable brand. This marketing plan is designed to be implemented by My Choice Greens employees over the next two or three years.

#### **Business Goal 1: Build the My Choice Greens Brand**

The first step in developing a brand was determining the key qualities that define My Choice Greens. The following are the key qualities. First, My Choice Greens provides fresh local produce and vegetables. Second, everything is grown in Worcester, Massachusetts. This reduces the need for long-distance transportation and third-party distributors in order to feed the Worcester community. This results in fresher food at a more affordable price. Additionally, the locally-grown produce is much better for the environment than other imported produce. We used these key qualities to make decisions on the next steps in building the My Choice Greens brand.

In order for a brand to be quickly recognizable by audiences, it needs an effective tagline and logo to be used for all content. My Choice Greens designed the logo and tagline themselves. The brand's tagline is "FRESH LOCAL FOOD. Quality taste & reliability". The brand's logo is an image of a plant growing out of a water droplet (Figure 8).

*Figure 8*

The next step in building a brand was defining the business voice of the organization. The business voice is defined as how companies communicate with their customers and how they respond back. It is important to find the right tone to engage with clients in social networking. We recommend that My Choice Greens uses a friendly and informative voice and keeps this tone consistent with their social media presence. Even if the content is not uniform across all social media platforms, it is necessary that the tone is consistent. This establishes brand uniformity across social media platforms. As long as they have brand uniformity, they can use any social media platforms they desire to achieve their business goals.

Furthermore, social media platforms serve as the perfect opportunity to showcase their identity to potential consumers. If My Choice Greens wants to establish themselves as a community-oriented organization, they can demonstrate this identity by posting community-oriented content on their social media pages. For example, My Choice Greens could use social media platforms to supply the public with recipes that use Worcester-grown produce. Another means with which they can use social media to

build a brand identity is by taking advantage of specific holidays or occasions that promote a healthier lifestyle. For example, on April 22<sup>nd</sup> we celebrate Earth Day. This may not be most the most widely celebrated holiday, but in the organic and natural foods industry, it is indeed one of the largest.

Similarly, in the fall, the month of September is designated as National Organic Harvest month. Such holidays are great opportunities to make My Choice Greens a destination point for organic produce.

Ultimately, social networks are created for communication and engagement. In order to engage with new media and attract customers, My Choice Greens should: (a) actively attract subscribers, (b) offer perks to existing and potential customers, and (c) participate in discussions online. They should publish content three to five times a week and promote it in all available ways. For example, they could stimulate potential customers to purchase greens by sharing pictures of customers who already had the opportunity to try the company's products. Additionally, My Choice Greens must respond to comments, and encourage users to continue the discussion. The more active your audience, the more subscribers you will have.

In order to establish themselves as an engaging online brand, we recommend that My Choice Greens uses the following techniques: (a) create media-rich content, (b) run contests and giveaways, (c) create polls, and (d) use high-quality images. We also recommend that My Choice creates promotional videos. This will increase brand popularity because videos are popular and easy to consume for potential customers.

### **Business Goal 2: Raise Public Awareness and Acceptance of Hydroponic Farming**

In order to raise people's awareness of hydroponic concepts and hydroponic crops and promote the popularity of its hydroponics farms, My Choice Greens needs to use social media as an effective tool. There are a few steps that My Choice can take in order to properly use social media to increase

awareness about hydroponic farming and their organization. First, they need to choose the most appropriate social networks for their organization. To determine the success of these platforms, they need to identify their key metrics for success. Finally, they must then choose a posting strategy based on their needs.

### **Choose Your Social Networks**

Due to the short-term marketing plan, My Choice Greens already has the following social media platforms: Facebook, Instagram, and Twitter. To encourage engagement with these accounts, we set up a QR code for those social media platforms so that people could easily follow these social media accounts. Although we have already discussed some of the reasons we chose these three platforms as the best channels for this organization (Chapter 3), it is worthwhile to clarify why they should continue to use all these platforms. Facebook has the highest degree of usage in comparison to all other social media platforms. For this reason, it is pivotal for My Choice Greens to continue posting on Facebook to engage with the widest array of people. However, since My Choice Greens is a newly-emerging business, they must also focus on a variety of other platforms to determine the effectiveness of strategic implementation.

It is valuable for My Choice to continue posting on their Instagram page because – due to the accelerated pace of life – it is difficult for people of today to focus on information-heavy content. Instagram picture sharing is aligned with people's psychological and social needs. Twitter is also valuable due to the fast pace of life, but it serves different needs than Facebook or Instagram. According to a recent article, “Twitter is where executives go to get news before it breaks anywhere else and to instantly share their thoughts with the most relevant audience” (Twitter Business). Twitter is the quick, short sharing information battlefield which can be used to build personal connections between My

Choice Greens and individual consumers. To make the most of Twitter, My Choice Greens should do the following: (a) update information and pictures frequently, (b) always check and respond to replies, and (c) remember that perseverance means victory.

In addition to maintaining the current Facebook, Instagram, and Twitter pages, there are a few other social media platforms we recommend My Choice Greens consider implementing within the next few years. First, we recommend that My Choice Greens use email in an effective manner. According to our research, email marketing is the most commonly used method of online marketing in the US small to medium-sized enterprises that conduct network marketing, accounting for about 60% of marketing (Frank N. Magid, 2004). Furthermore, small to medium-sized enterprises can use network marketing to obtain a significant return on investment. Our research shows that 87% of companies can get orders through the website every month (Frank N. Magid, 2004). Constant Contact is an online platform that enables organizations to create weekly or monthly updates to send to many customers at once in an email. This platform could help My Choice Greens update their marketing to the fast-paced world that we live in and ensure that individuals in Worcester are kept up to date on the progress of the organization.

Another platform we recommend My Choice consider implementing is LinkedIn due to its unique advantages for new companies to seek business opportunities. LinkedIn allows organizations to get detailed information about individuals including:

1. Demographics: Gender, Age, Location
2. Occupation: Position, Job, Qualification, Skills
3. Group Company: Category/Industry, Company size, Company name
4. Education: School name, Degree, Research fields

Most of LinkedIn users have business ideas, and they are more likely to accept advertisements. In addition, the precise position of LinkedIn will allow My Choice Greens to reach decision makers directly, which is more conducive to the successful negotiation of the transaction.

Finally, we recommend My Choice Greens creates a YouTube channel. Video marketing is now the dominant trend in social media marketing (Chapter 2). YouTube primarily focuses on and invests in the video market to help facilitate relationships and contacts with followers.

### **Identify Key Metrics for Success**

After selecting their preferred social media platforms, the next step for My Choice Greens is to identify key success metrics. Key metrics are how My Choice Greens will determine if their social media marketing efforts are successful. In the area of social media promotion, My Choice Greens can measure whether it has achieved a good degree of attention and effectiveness publicity by looking at the following aspects:

5. Track Follower Growth
6. Identify Optimal Times for Engagement
7. Track Likes and Reactions for Your Posts
8. Delve Into Audience Demographics
9. Determine Reach
10. Review Replies and Comments to Your Posts
11. Find Out What Content Is Being Shared
12. Track Referral Traffic From Social Media
13. Examine Click Rates

### **Choose a Posting Strategy**

After My Choice Greens has decided what platforms would best serve their needs and what key success metrics they would like to focus on, they need to focus on maximizing their social media presence. We recommend the following techniques to maximize their presence: (a) continue to determine the unique selling proposition of My Choice (b) cooperate with social media celebrities, (c) hire an employee or intern to focus entirely on social media marketing, and (d) identify and document the ideal consumer.

### ***Unique Selling Proposition.***

In order to break through the many voices clamoring for attention online, My Choice Greens needs to identify and promote their unique selling proposition. Considering the current landscape, in order to raise public awareness and acceptance of hydroponic farming, we recommend My Choice promote the freshness of their product. Since My Choice Greens is mainly engaged in hydroponic farming, there are no restrictions on the growth cycles and seasons for hydroponic vegetables. This is the biggest advantage that helps My Choice Greens improve its competitiveness in the market because the vegetables can be produced regardless of the season. Therefore, My Choice Greens can choose to avoid the peak season of certain types of vegetables, and then introduce this type of vegetable in the slack season. By selling fresh produce that cannot be found in stores, the organization can garner more attention. It is possible this unique selling proposition may change over time.

### ***Cooperation with Social Media Celebrities.***

My Choice Greens can cooperate with famous influencers or bloggers on social media who have a large number of fans. Some examples of individuals and organizations who are famous in the Worcester community include Niche Hospitality, EatVegWorcester, Worcester Foodies, and Sarah



Connell from Worcester Magazine. Engaging with influencers can quickly help My Choice Greens increase the effectiveness of their publicity and advertising. My Choice Greens can give these online celebrities free hydroponic vegetables for them to try out and these influencers can, in turn, recommend vegetables to their followers. This will not only lower the cost of advertisements but will also quickly attract more people's attention.

***Track, Analyze, Optimize.***

In terms of online marketing promotion, we suggest that My Choice Greens should have a dedicated person or a group responsible for social media marketing. This will ensure that content is consistent to ensure brand uniformity. Responsibilities for the social media person or team will include the following aspects:

- Writing content
- Taking pictures
- Making short videos
- Following a posting schedule
- Responding to comments

***Identify and Document the Ideal Customer.***

Finally, in order to properly market their brand, they must identify and document a target online audience. The organization has already identified their target consumer, but they should also consider who they want to target online. We strongly suggest that My Choice Greens get as specific as possible in identifying the audience of their brand. The organization must understand their audience and cater their content to this audience. For My Choice Greens, we suggest identifying an audience through the following characteristics:

- Age
- Location
- Availability
- Most Used Social Network
- Long-Term Potential
- Enthusiasm and Passion
- Putting Skills to Action
- Responsiveness

My Choice Greens also wants to hire individuals with developmental disabilities in the Worcester community, as well as program advisers to train employees on how to work on a hydroponic farm. We recommend that potential target should be college agriculture department lecturers and hydroponic insiders in Worcester. The following graphs (Figure 9, 10) are the are demographics of some mainstream social media users and Worcester residents for My Choice Greens to use in identifying their ideal customer and audience. The following chart (Figure 11) is a side-by-side comparison of the major social media platforms' user demographics. From these charts, we can easily tell Facebook has the most users of all ages, education levels, and income ranges among all the other social media.

Figure 9: Demographics of Social Media Users

Platforms	Overall % of Users	18-29 year old users (as % all users)	Urban-Located users	Earnings	College Experience
Facebook	89%	88%	81%	84% (<\$30,000)	82%
Instagram	38%	59%	39%	38% (<\$30,000)	37%
Twitter	35%	36%	26%	28% (\$50,000-\$74,999)	29%
LinkedIn	31%	34%	34%	45% (>\$75,000)	50%
Snapchat	24%	56%	N/A	27% (<\$50,000)	27%

Data from Alex York on February 19, 2018

Figure 10: Demographics of Worcester Residents

Worcester	Gender	Age	Education	Income (2016)
	51.3% (W)	22.1% (<18)	29.7% Bachelor's	Media Household \$45,599
	48.7% (M)	11.7% (>65)	84.8% High School	Per Capita \$25,224
		66.2% (19-64)		Poverty 22.1%

Data from United States Census Bureau

*Figure 11: Percent of U.S. Adults Who Use Each Social Media Platform*

Data From Pew Research Center

*% of U.S. adults who use each social media platform*

	<b>Facebook</b>	<b>Instagram</b>	<b>Pinterest</b>	<b>LinkedIn</b>	<b>Twitter</b>
Total	68%	28%	26%	25%	21%
Men	67%	23%	15%	28%	21%
Women	69%	32%	38%	23%	21%
Ages 18-29	88%	59%	36%	34%	36%
30-49	79%	31%	32%	31%	22%
50-64	61%	13%	24%	21%	18%
65+	36%	5%	9%	11%	6%
High school or less	56%	19%	18%	9%	14%
Some college	77%	35%	31%	25%	24%
College graduate	77%	32%	33%	49%	28%
Less than \$30,000	65%	29%	23%	16%	18%
\$30,000-\$49,999	68%	27%	27%	11%	16%
\$50,000-\$74,999	70%	30%	29%	30%	26%
\$75,000+	76%	30%	34%	45%	30%
Urban	70%	34%	26%	29%	22%
Suburban	68%	24%	29%	26%	21%
Rural	65%	25%	20%	15%	19%

### **Business Goal 3: Offer Training and Create Job Opportunities**

In the stage of developing hydroponic-related training programs, social media may not be necessary. However, social media can be useful in gathering insight to design such a program, and it is an advantageous channel to boost awareness of job opportunities. For example, if My Choice Greens needs other perspectives while developing their training program, social media is a great place to post a discussion topic and hear from people. Also, by visiting the social media sites of organizations who already have established hydroponic training programs, My Choice Greens can observe and learn from their experiences. Additionally, social media can be greatly helpful when My Choice Greens goes through its hiring process, regardless of whether they are hiring regular employees or program trainers.

Social media will also be helpful when My Choice Greens begins its program promotion stage, not only for marketing but as a means of education. Social media can be an ideal classroom for My Choice Greens to run its program to remote students. In this stage – whether My Choice Greens wants to show off their program on its website’s homepage, send out an email to inform customers, or find an influencer to spread the word – My Choice Greens has to promote the program in order to see success. If customers do not know about the program, then how can they take advantage of it? In order to optimize social media usage to help promote training programs, My Choice Greens needs to work on a series of major aspects to boost its social media capability.

#### **Techniques to Increase Awareness of Job Opportunities**

First, before implementing our strategic marketing plan, My Choice Greens must audit their current social media presence and understand improvements that need to be made. We suggest that the organization ask the following questions.

- Which networks are My Choice Greens currently active on?

- Which networks are currently bringing My Choice Greens the most value?
- How do My Choice Greens profiles compare to its competitors' profiles?

These questions are valuable questions to achieve any marketing goal of My Choice, but they are particularly useful in terms of promoting hiring content because the organization will want to hire posts to reach the widest range of audiences.

To create engaging content related to promoting job opportunities at My Choice, we recommend the following strategies. First My Choice Greens should strategically place important content on their homepage. This way, when a customer visits the My Choice Greens website, they will immediately see the most important content. Second, they should use targeted email marketing. Email is one of the best ways to get in touch with customers. When My Choice Greens introduces a new program or organize a new event, they should always send a well-designed email to communicate progress to their customers. Finally, they can promote programs through email signatures. Most brands have email signatures attached to each email that a team member sends, so why not include a link to the programs? We suggest My Choice Greens to do this whenever they have new programs or announcement to which they want to bring attention.

We also recommend My Choice Greens consider investing in social media management and promotion tools to further awareness of their job opportunities. Paid social media, such as Facebook Ads or Promoted Tweets, are a great way to promote content and products. The best part of these networks is that they are highly targeted, so My Choice Greens can promote the program exclusively to existing customers. They can be used to achieve any marketing goal of My Choice, but we understand that it would be expensive to use them for every social media post. Therefore, we recommend using them specifically for posts concerning job opportunities because these posts will likely be less frequent than

general posts about the brand or hydroponic farm. Plus, as job opportunities tend to contain more targeted content, it is more valuable for these posts to reach the target market than the more generally engaging posts about the farm. The following tools can be used by My Choice Greens to boost the efficiency of social media promotion.

The first tool is Promo, which can be used to easily create engaging marketing videos. Promo offers high-quality footage, full-licensing, music, and editing tools to create a beautiful and effective video. A video is usually 30 second to 1 minute. The videos can be published on Facebook, Instagram, YouTube, Twitter, websites, blogs, or anywhere else on the web. They offer a few different plans that can be purchased (Figure 12). The second tool is HootSuite. HootSuite is a social media management platform that can manage all of the company's social networks in one convenient dashboard to get a bird's-eye view of what's happening in the social world. This will allow for My Choice Greens to respond to comments quickly through one dashboard and look at analytics reports for all of the social media platforms at once. Like Promo, Hootsuite offers a few different plan options (Figure 13). Finally, My Choice Greens can also use ads on their established social media sites to gain more of a following. These include:

- Twitter ads — Average \$30/day
- Facebook ads — Average \$10/day depending on business needs
- Instagram ads — Average \$5/day

Figure 12

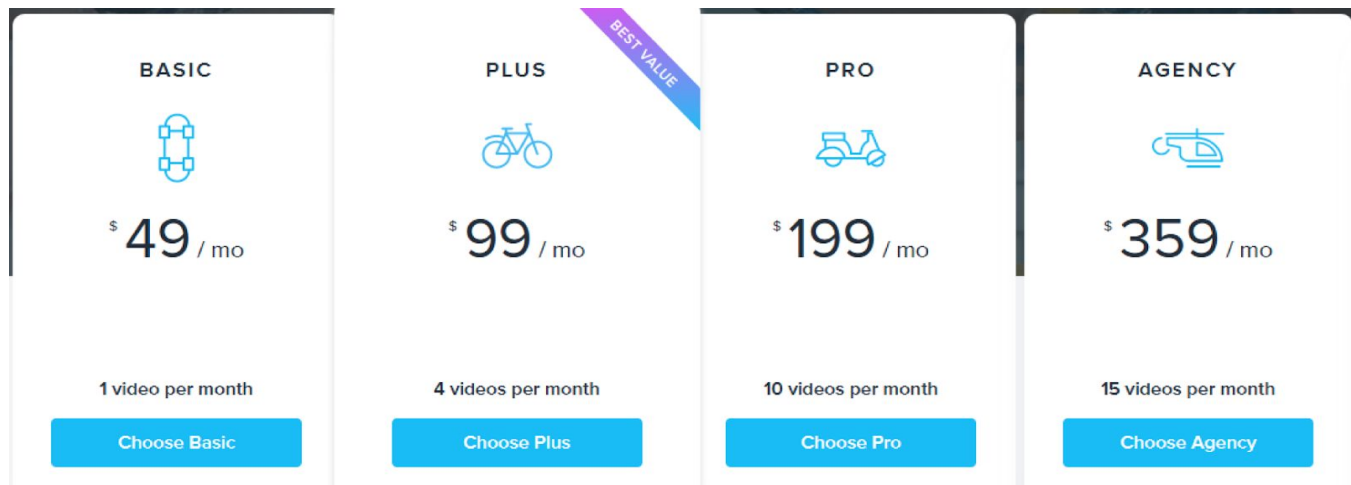
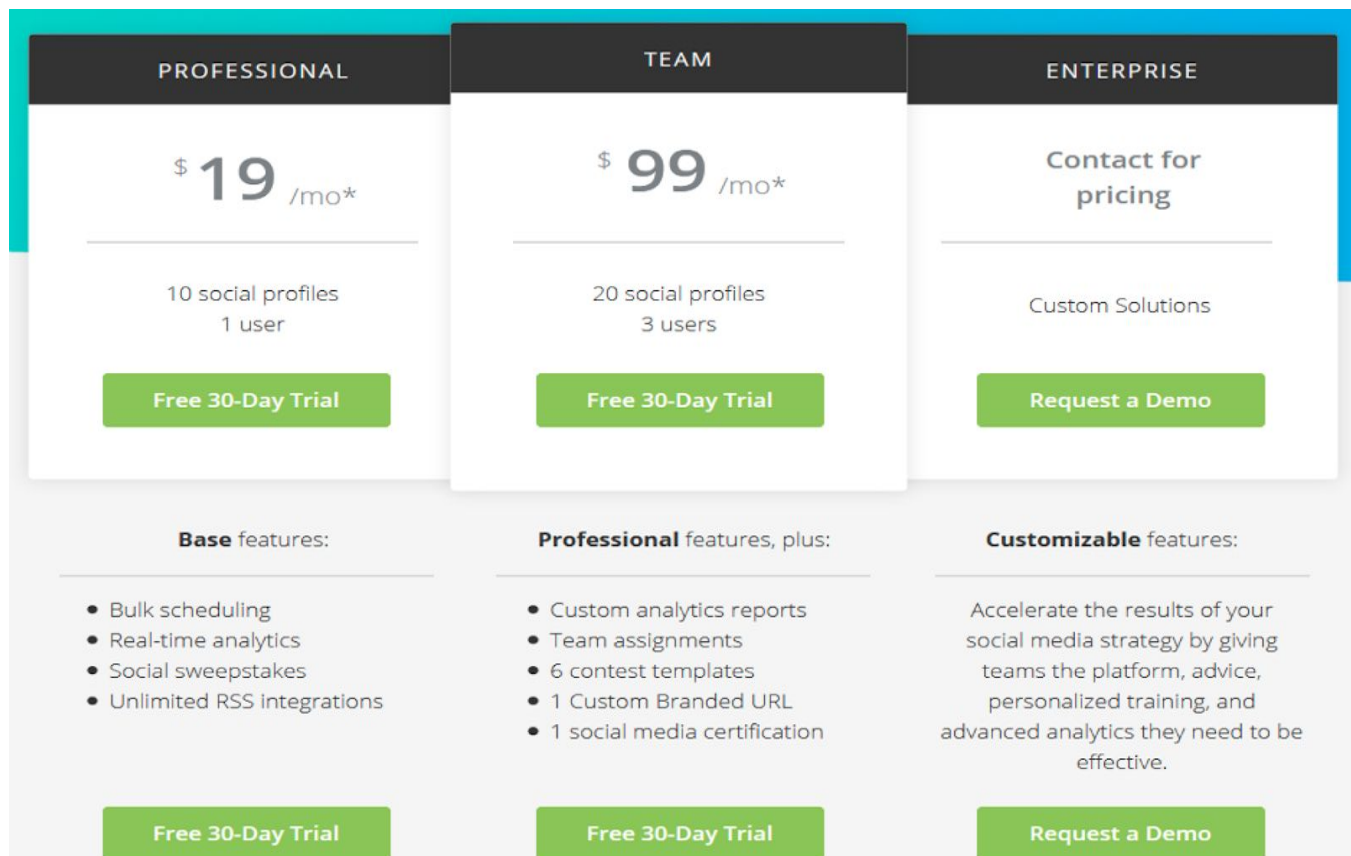


Figure 13





**Business Goal 4: Become a Vegetable Supplier**

In order to achieve their business goal of becoming a key vegetable supplier in Worcester, social media platforms are an effective marketing technique because these platforms allow organizations to easily reach out to potential customers. Social media allows organizations to reach out to both individual customers and organizations as customers.

The traditional way to reach out individuals is to contact them one-by-one. However, contacting customers is much easier now. The online two-way communication through social media could create opportunities for My Choice Greens to develop their customers base directly. For example, our research indicates that keyword strategy could help them for all social media platforms. My Choice Greens could input keywords on social media – such as “hydroponic”, “green lifestyle”, “health” – to see demographic data of people connected to these words online. Analysis of these potential customer profiles would generate lots information, including age, location, purchasing power, and life values. This method can help My Choice Greens identify potential consumers. It is worth noting that, according to Twitter algorithms, the more active you are online, the higher the likelihood you can be found through the social media by the keywords.

One of the most difficult but most important steps in creating a successful business is convincing new customers to be returning customers. However, social media marketing makes this task easier than before. Customers are more likely to return if there is an established brand community (Chapter 2). If My Choice Greens uses the previously recommended techniques to achieve their other three business goals, an online community will likely result. This online community will help convert new customers into returning ones, and it will help with customer retention. Therefore, if My Choice Greens wishes to

achieve their final business goal of becoming a key vegetable supplier in the Worcester market, it is vital that they focus on using social media to achieve the first three business goals.

### **Reflection on the Long-Term Marketing Plan**

Our cooperation with My Choice Greens has been a process of continuous discovery, adaptation, and further improvement. Because all of our team members did not have experience in social media marketing before this project, the process was a brand-new challenge for all of us. In this process, we have gained a lot of experience and also learned many new methods.

First, we all learned the importance of research and gathering data to lay a solid foundation for a practical long-term marketing plan. Since My Choice Greens is a new organization, our first priority was to gain more understanding of the organization in order to create a successful marketing plan.

Next, in developing a long-term marketing plan, we learned to use various social media platforms to find the data and information for our project. We also learned to formulate an overall framework and improve our own marketing plan by referring to a large number of already existing successes or failures from other organizations. By looking for information and data, we charted this information, which helped us to analyze the data more intuitively, make predictions about current trends and future developments, and develop a more accurate market path for the subsequent development of My Choice Greens. Through conversations and arguments, we now further understand each other's intentions and experiences. We divided the project into small parts in the form of division of labor and when we finished our own work, we gathered these pieces together to check whether there are omissions in content and opinions. Working together and communicating has greatly improved our efficiency in completing tasks, and has also made us more understanding of others viewpoints.

Finally, our team learned how to write an exhaustive marketing plan. We went from confusion to orderliness to create the social media marketing plan. At very first, we did not exactly know how to put this type of information together. With several negotiations and meetings with My Choice Greens, we finally created a detailed marketing plan based on our extensive data and research. While we thought it was impossible at the beginning of the semester, we now have the skills to create a strategic marketing plan.

## CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSION

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Following the short-term marketing plan's feedback from social media posts, along with research from the long-term marketing plan, we have a number of recommendations for the future of My Choice Greens. First, we have found that community-oriented content is the most effective on social media. For example, posting photos of people in the organization tends to get more likes and a higher response rate. To get the biggest response from social media, My Choice Greens should take pictures of employees working on the farm as well as take pictures from events and post them on their social media platforms.

Next, it is pivotal that social media posts show personality. In the short-term marketing plan, we posted a number of different types of content on all sites. When we posted strictly factual or educational information about hydroponic farms, this tended to get a low response rate because this content is less exciting for readers. While it is important to educate people around Worcester about hydroponics, social media posts should be more interesting and fun rather than densely packed with research. In the future, My Choice Greens should focus their content on more fun facts rather than strictly informational posts.

One of the most important aspects of creating a social media presence for My Choice Greens will be ensuring that there is brand uniformity throughout their platforms. Every profile picture and cover photo should be the same for every social media page so that people can immediately see the logo and connect it to My Choice Greens. Going off of this, every page should be equally maintained. Currently, My Choice Greens has an active Facebook, Twitter, and Instagram that have all gained followers after the Open House in March. Since this event, these pages have not been maintained so many of our followers will soon forget about the organization and we will lose traction in the community. Currently,

there has been some activity on the Facebook page, but the Twitter and Instagram have been neglected. It is pivotal to post on each platform at least 3-4 times a week to keep followers active and tuned into the goals of the organization. Also, each platform should have different posts. We created brand uniformity across all platforms and each one has different types of content. Whoever posts on the social media should understand the differences between the pages, maintain all platforms, and stay consistent. This will allow for viewers to understand My Choice Greens just by looking at their social media.

For an effective social media marketing plan, My Choice Greens has to devote a great deal of time and effort into maintaining all social media platforms and creating content. Over the next few months, since My Choice Greens does not have a social media marketing budget, an intern should be hired to specifically build up the social media and create content. With the abundance of colleges in the area, it should not be difficult to find a qualified college student with experience in social media marketing. For a long-term strategy, hiring an intern is not the most ideal situation because they are short-term and it does take a long time to learn about an organization and build up a wealth of knowledge on hydroponic farming. From our work on our short-term marketing plan, we had to do a great deal of research on hydroponics before we could create content. At the same time, an intern will be able to keep the social media up to date and they will bring a fresh eye to the different platforms to create new and interesting content.

Before devoting a large amount of money to social media marketing, My Choice Greens should also carve out small amounts of money to devote to social media ads, especially during weeks of action before an event. Facebook, Twitter, and Instagram ads allow organizations to target specific types of people in a given geographical area to pinpoint who will see ads. With pricing as low as \$5 for a day of social media ads, this will allow for hundreds of people to learn about an event to increase turnout.

These short-term fixes will allow My Choice Greens to maintain their social media presence with minimum financial involvement.

As My Choice Greens grows throughout the next two to three years, the organization should strongly consider hiring a full-time employee to focus on social media marketing and communications. Having a full-time employee focused solely on building a brand and promoting My Choice Greens will be pivotal in building the customer base and ensuring that every resident in Worcester knows about the new hydroponic farm. This employee will be able to build up their knowledge and research on hydroponic farms, so it will be easy for them to craft content that is interesting and appealing to viewers. My Choice Greens can take small steps to build up their social media with little money, but due to the amount of time needed to create a strong social media following, a full-time employee will allow the organization to grow exponentially after the groundwork has been set by our Capstone project and other interns.

The following charts (Figures 14, 15, 16) give an overview of our recommendations, as well as the best social media platforms to use and data on when My Choice Greens should post their content. While My Choice Greens does not need to follow this data exactly, based on our research these are our recommendations for how the organization should grow their social media platforms. The first chart (Figure 14) is a recap of what we've suggested in the marketing plan for My Choice Greens to integrate social media with its business process. The rows stand for business goals and the columns stand for business processes. By referring to this chart My Choice Greens can quickly understand what we recommended. However, more detail can be found in the strategic marketing plan in Chapter 4 of this paper. The second chart (Figure 15) is a recap of the social media promotion tools we have suggested that My Choice Greens invest in. In the future, My Choice Greens should use these tools to increase

awareness of their programs. While this organization does not have a great deal of money to devote to marketing, these tools are a great way to get the largest amount of awareness with the least amount of money. The third chart (Figure 16) is a recap of the best time to post to each commonly used social media on a daily basis. To get the biggest response to social media posts, My Choice Greens should try to post during these times so more people can see their content and react to it. While this chart does not have to be followed perfectly, this can be used as a guideline to create a calendar for social media posts to stay on top of posting and ensure that content is being created in a timely manner.

Figure 14

	Outline the key qualities & benefits brand offers.	Form your brand's business voice	Social campaigns to promote products	Engaging in social nets
Build brand of MyChoice Greens				Instagram
				Facebook
				YouTube
	Public	Education		
Raise Awareness and Education of Hydroponic concept	Email	Website		
	Facebook	E-mail		
	YouTube			
	Instagram			
	Licenser	Program	Hiring	Market Program
Offer Training and Create Job Opportunities		observe and learn from other's experiences	LinkedIn	Facebook
			Website	Twitter
				Website
				YouTube
				E-Mail
	potential individual consumers	potential organization consumers	maintaining the consumers	Tools to invest
Become the vegetable supplier	Instagram	Facebook	e-mail	Facebook ads
		twitter	LinkedIn	twitter ads
		LinkedIn		constant contact

Figure 15

Tools to invest
InstagramAd Manager,
Facebook Ads
Google AdWords
Manager,Hootsuit Ads
Social Ads Tool
Bootup.me
HootSuite
Promo

Figure 16

	Sun	Mon	Tue	Wed	Thur	Fri	Sat
7-8AM			LinkedIn	LinkedIn	LinkedIn		
9:00 AM	Facebook	Instagram			Facebook	Facebook	Facebook
					Instagram		
10:00 AM							
11:00 AM							
12:00 PM			LinkedIn	LinkedIn	LinkedIn		
				Twitter			
1:00 PM	Facebook				Facebook	Facebook	Facebook
2:00 PM							
3:00 PM	Facebook			Twitter	Facebook	Facebook	Facebook
4:00 PM							
5-6 PM		Instagram	LinkedIn	Twitter	LinkedIn		
				linkedin	Instagram		



Ultimately, social media is important for nonprofit organizations, but it is also difficult and often time-consuming. Though it may be tedious, social media is extremely important and in order to keep up to date with trends in the digital age, organizations have to keep their platforms new and relevant. While anyone can have a social media page, it is not easy to get noticed in a sea of other accounts. If My Choice Greens wants to make Worcester the city of the future, they must devote a great deal of time and energy into maintaining their accounts and keeping viewers engaged. Whether this is through an intern or an employee, it is pivotal to carve out time in every workday to take pictures of the farm, interview an employee, or research a fun fact on hydroponics to share with the community. If My Choice Greens begins to maintain their accounts, they will only get more interest and awareness of their important programs.

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## **Appendix A**

### **Initial Report**

#### **My Choice Capstone Group**

Yuhao Zhou, Zijun Zhou, Amelia Mohr, Sean Tatar, Hesi Zhang, Alina Zulfikarova, Ruiqi Huang

#### **Objectives for Capstone**

1. Build an effective marketing plan that: (a) helps My Choice reach Worcester residents, (b) is sustainable and expandable, and (c) visibly adds to our portfolio for future career opportunities
2. Maximize the skills of individual team members while still granting opportunities for new development
3. Bring group members' individual skills learned in class into practical experience
4. Gain experience directly working with a client
5. Develop teamwork and project management skills

#### **Impression Based on Social Media & Other Sources**

##### *Logistics:*

In terms of social media presence, they have a Facebook and Twitter. They promote both on their website. However, they have no Tweets and only two followers. They have no other social media accounts. On Facebook, they are good at posting. They use the “events” feature on Facebook to promote upcoming events. However, the events are very underdeveloped. Nobody is invited to them and there is no event description. They must excel in terms of news feed posting; they post fairly frequently (about every 2 days), with content varying from sharing widespread Internet posts to original content about My Choice.

Their mychoicegreens.com website is extremely underdeveloped. Their primary website has clear and succinct the website info is. There is not an overwhelming amount of information to read, and the font is large. They know the importance of using storytelling to advocate themselves and their programs. It might be less attractive to the audiences if they keep telling stories in long paragraphs. Videos or some GIF pictures may help.

*Impression:*

Our main question after looking through their information is, how connected is the My Choice Greens to My Choice? It seems that members of varying abilities will work in My Choice Greens, but other than that there does not seem to be much of a connection. It feels like separate goals/organizations.

Their social media and websites have a good introduction to all the programs that the Inc. is running, clearly categorized, as well as the info of the direct contact person. However, they do not share their outcomes and achievements by conduction programs. Overall, My Choice seems to be a unique organization because they act with clients, not for clients.

**Mission, Vision, Core Values**

*Mission*

“My Choice Programs is committed to providing quality services that are designed to enable individuals to make choices and meaningful decisions, speak out for themselves and others, initiate ideas, take risks, and make informed decisions about needed supports. It is a part of our mission to make certain that our services are consistent with an individual’s needs and desires. In part, we do this by offering flexible resources which are driven by an individual’s choice.

Additionally, it is part of our mission to teach, guide and support an individual so that he or she will stand out as valued members of the community.”

*Vision*

“As a result of knowing their civil and human rights, the individuals we serve are empowered to live the life they choose and desire. Equally important, because of the support and coaching that we provide, an individual can identify his/her skills and interests so that with hard work, determination and courage, every individual can realize their potential.”

*Core Values*

“My Choice Programs adheres to a strict ethical duty to provide cost-effective services delivered by well-trained, qualified staff. Our organization values the ethnic, religious and cultural diversity of each individual.”

**New Trends Relevant to the Industry**

The 2010 Census found that 1 in 5 people have the disability in the United States. There has a huge population in the USA who is the disability. My Choice program has already followed the trend: support the community. There are growing numbers of niche independent living centers, with communities based on nationality or religion.

LGBT communities are especially growing. These trends are mainly based on senior independent living communities, but could be related to disability-focused ones.

There are trends that the industry that may not apply to My Choice for several reasons. No program or regulation in the field is going to work well across the entire spectrum of disabilities. This requires services, supports, and regulatory protections, in the coming age, must be individualized and

models must be developed whether in the healthcare or human services sector to better serve those individual needs. Also, the industry is a world which the organization does not set the prices for services and support. In fact, 1/3 of disability services providers are losing money each year and many Direct Support Professionals are paid something less than a living wage. The industry, in general, is facing the legitimate question of whether the existing system of supports and services can sustain against increasing demand. This requires organizations to develop innovative models, both technological and programmatic, that will enable them to do more with less.

The video should be integrated into My Choice social media. In an individualized funding world evidence and stories about what organizations do, successes stories and who clients are as real people is critical to building trust online. These are all the valued information for them to gain trust from their consumers. And videos can make a difference on impact.

Other senior independent living trends include:

1. Access to technology and adoption of innovative safety technology.
2. Empowering growth and learning, such as by connecting with nearby universities.
3. Integrating into the local community, such as letting locals use common areas.

### **How Organization Fits into Larger System**

The independent living movement for people with disabilities began in the late 1960s with the growth in the civil rights movement. The moment sees disabled people first-and-foremost as citizens, rather than simply consumers of healthcare, rehabilitation, or social services. It is primarily a grass-roots movement based on peer support and role modeling, often with disabled individuals running and controlling Centers for Independent Living (CIL). “The first Independent Living ideologists and organizers were people with extensive disabilities. Today the movement’s message is still most easily

grasped by people whose everyday lives depend on assistance with the activities of daily living, since they are most exposed to custodial care, paternalistic attitudes, and control by professionals.”

My Choice follows the pattern of the larger system. It opened in 1972 under the name Independent Living for Adults with Special Needs. However, when searching for Centers for Independent Living on google, even if looking only in Massachusetts, My Choice does not pop up. Even though the organization has been around for over 40 years, it is not well known or popularized in the community. A merge with advanced technology to its marketing and operating is a must.



## **Appendix B**

### **Project Charter**

#### **1. PROJECT OVERVIEW**

1.1 INTRODUCTION

1.2 MAJOR STAKEHOLDERS

1.3 DOCUMENT PURPOSE

#### **2. PROJECT END STATE AND SCOPE**

2.1 REQUIRED END STATE

2.2 PROJECT SCOPE

2.3 CHANGE MANAGEMENT

#### **3. ASSUMPTIONS**

#### **4. CONSTRAINTS**

#### **5. RISKS**

#### **6. COMMUNICATION STRATEGY**

#### **7. PROJECT STRUCTURE**

#### **8. STAKEHOLDER COMMITMENTS**

#### **9. ROLES & RESPONSIBILITIES/RASCI CHART**

#### **10. MEASURES OF SUCCESS**

#### **11. STAKEHOLDER SIGN-OFF**

## **1. Project Overview**

### ***1.1 Introduction***

My Choice Programs is a non-profit organization in Worcester that provides services and support to individuals with developmental disabilities. They serve the community by providing effective housing options and employment options to vulnerable populations in Worcester. Recently, to modernize their programming, My Choice has developed My Choice Greens which is the first hydroponic farm in Worcester. This program seeks to provide year round urban farming that produces fresh greens and herbs for the local community. Their goal is to market Worcester as the city of the future by pushing farming into urban locations so that once again people are living amongst the food that sustains them. They also plan to employ individuals with developmental disabilities to give them employment experience and train them in the new field of hydroponics.

Unfortunately, My Choice Greens is not widely known and many people in Worcester are unaware of any of the programs that they offer. To promote the project, an effective all channeled marketing plan for My Choice Green is necessary. Currently, they are in need of a marketing plan for their open house on March 8th, as well as a strategic marketing plan for the next two to three years in their organization. Limited funds as a non-profit limits their ability to get their message out, and it is the goal of our Capstone group to effectively tell the story of My Choice and get their message out into the community.

### ***1.2 Major Stakeholders***

- Employees/ Volunteers at My Choice
- Capstone Project Team

- Team advisor- Laura Myers
- Client contact- Debra Aharonian
- School of Professional Studies
- City of Worcester

### ***1.3 Document Purpose***

The purpose of this project is to develop a framework and report that outlines the needs of My Choice and their marketing needs to educate the community about My Choice Greens. Specifically, our project will focus on two aspects of marketing. First, we will develop a plan to market their March 8th open house. Next, we will develop a strategic marketing plan for the next two to three years at the organization. This will include recommendations for how My Choice Greens should market themselves following our final presentation on April 23rd. Our main role will be to develop and implement marketing strategies to ensure that more people in the Worcester community are aware of My Choice Greens. We will also provide secondary community awareness about My Choice and their programming.

## **2. Project End State and Scope**

### ***2.1 Required End State***

Our capstone team will provide a short and long term marketing plan for My Choice Greens. We will also complete a final report and powerpoint presentation to show our findings to our advisor and project sponsors. Our team will also work with employees at My Choice to create social media content and other marketing materials to post about My Choice Greens programs. Total completion of the project is expected by April 23rd, 2018.

## 2.2 Project Scope

Work Area	In Scope	Out of Scope
Marketing	<ul style="list-style-type: none"> <li>• New media</li> <li>• Implementing open house plan</li> <li>• Creating 2-3 year strategic marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional media (newspaper, TV, radio)</li> <li>• Markets outside of Worcester</li> <li>• Implementing 2-3 year strategic plan</li> </ul>
Finances	<ul style="list-style-type: none"> <li>• Marketing plan budget research</li> </ul>	<ul style="list-style-type: none"> <li>• Developing prices for selling products</li> </ul>
Research	<ul style="list-style-type: none"> <li>• Populations that My Choice Greens serves</li> <li>• Worcester food industry</li> <li>• Background on hydroponics</li> <li>• Marketing plan best practices</li> </ul>	<ul style="list-style-type: none"> <li>• How to properly sell products</li> </ul>
Website	<ul style="list-style-type: none"> <li>• Adding content to My Choice Greens site</li> </ul>	<ul style="list-style-type: none"> <li>• Creating website content</li> </ul>

## 2.3 Change Management

When requests to edit the project charter arise, we will entertain potential changes through a process.

The process will include:

- Requester sends change to project manager.
- A draft of the proposed change developed by the project manager.
- Discussion about proposed edits at weekly team meeting with opportunity to incorporate team suggestions at that time.
- Opportunity for team members to speak for or against the change.
- Majority vote to enact the edit to the project charter.
- Update to project charter.
- Sponsor sign off.
- Enact changes.

### **3. Assumptions**

- Team assumptions
  - All team members will attend every meeting or will communicate with other team members if they cannot.
  - Team members will equally divide work.
- Client assumptions
  - Client is committed to the project and they will be responsive to communication.
  - Client will follow the marketing plan that our team presents and they will follow the timing that we suggest
  - Client will contribute all the information and data that they use
- General project assumption
  - The project can be completed and meet all the requirement from client on time.

### **4. Constraints**

- Stakeholders' Budget
  - Limitation of operating funds: Related to the expansion and development of follow-up My Choice Program.
  - No funds for advertising: This will to some extent affect the promotion of the program, reducing the visibility of the program for the target population.
- Capstone team time limit

- Lack of time for Capstone team and My Choice employees to physically meet in person.  
This may affect of both parties' ability to communicate on project basis and may result in information exchanging delay.
- Cooperation period is short (January 31 to April 23).
- Limited resources
  - Team members have limited expertise and technical competence.
  - There are limited ways to find potential consumers.
  - Publicity channels are limited: There are limited media outlets available to the team because of the lack of a budget.
- Limitation of staff numbers: Few members but lots work to be done.

## 5. Risks

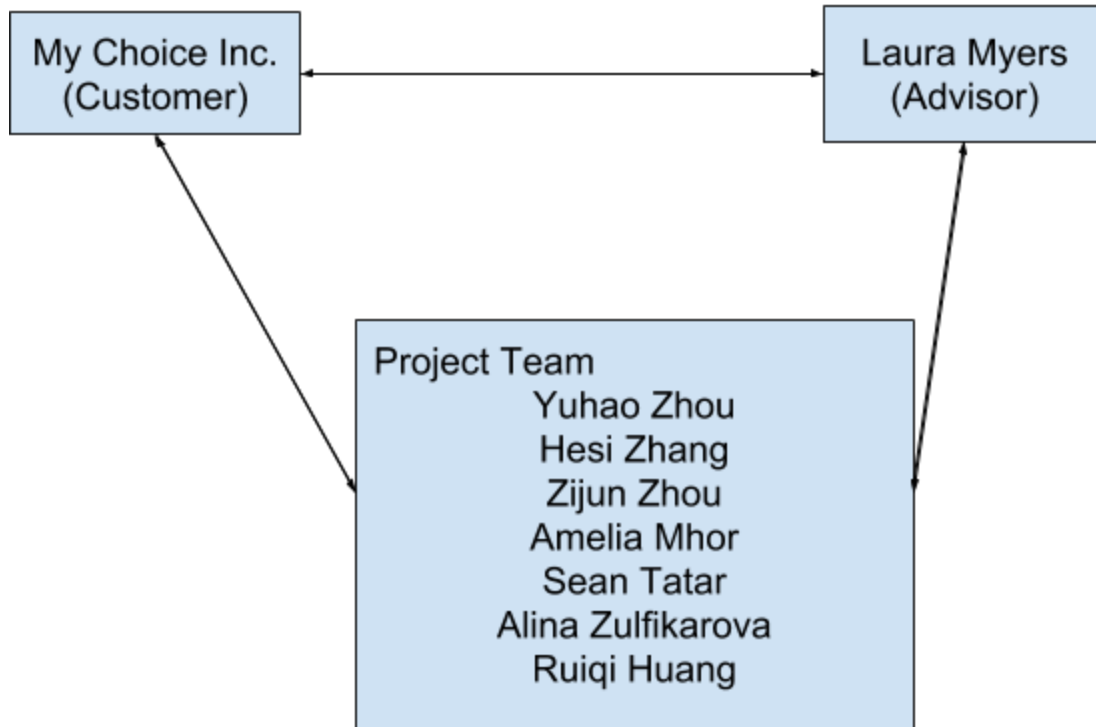
- Negative Risks
  - Impact: If our marketing campaign is poorly executed, it could hurt the reputation of My Choice and My Choice Greens. It additionally could negatively impact the organization's relationship with community members.
  - Strategic: If we do not design a successful marketing campaign, then it could impact the success of My Choice and My Choice Greens, resulting in a financial loss for the organization.
  - Project Relationships: A negative project performance could result in hurting relationships between My Choice, My Choice Greens, and Clark University.
  - Timeline: If we fall behind schedule, the project deliverable may not be completed on time.

- Positive Risks
  - High impact: If the project is well executed, My Choice and My Choice Greens may bolster their reputation and financial success. A well-executed project also may enable the organization to foster stronger community relations in Worcester and Massachusetts.
  - Long-term: If our project is well executed, My Choice Greens will have the groundwork completed to implement marketing after our team completes our work.
  - Experience: Our project team could have practical experiences to use in future workplaces.

## **6. Communication Strategy**

- Tasks are to be finished electronically in Google Doc.
- The project team will have in-group discussion daily through email and meet in person weekly on Wednesday nights at 5:30pm.
- Questions will be communicated between group members through our group text.
- Status meeting with Clark Advisor (Laura Myers) weekly on Tuesdays at 11:00am.
- Status meeting with stakeholders are to be conducted when milestones are reached if required (report presentation is optional). Weekly or biweekly meetings will be scheduled by Amelia with Debra Aharonian through email.
- Meetings with stakeholders are to be conducted when risks occur.
- Final presentation on project deliverables will be conducted at Clark University on 04/23/2018.

## 7. Project Structure



## 8. Stakeholder Commitments

- All decisions require consensus by all stakeholders. For the purpose of this project, consensus is defined as every stakeholder being able to say “I can support the decision” – this does not necessarily imply that every stakeholder has to 100% agree with every decision.
- All decisions, sign offs, etc. must be made within three business days of submission. Similarly, if a stakeholder is unable to provide signoff or approval, this must be communicated within three business days together with an explanation and guidance on what would allow approval to be provided.



- If a stakeholder is unavailable, they will provide an alternate or agree to the remaining stakeholders making decisions on their behalf.
- Three stakeholders from My Choice are required for a quorum.

**9. Roles & Responsibilities/RASCI Chart**

TASKS / DELIVERABLES	Joe	Julia	Amelia	Sean	Hesi	Alina	Ruiqi	My Choice
Report-Design	R	I	I	C	I	R	I	I
Presentation-Design	A	C	R	A	C	A	I	I
Presentation-Creation	R	I	C	A	C	A	A	I
Presentation-presenting	R	R	R	R	R	R	R	I
Communication	R	R	R	R	R	R	R	R
Charter Initial Creation	R	R	R	R	R	R	R	C
Charter Updates	R	C	A	C	A	I	C	I
Detailed Schedule	R	I	A	R	I	I	I	I

- Responsible – The role(s) that is expected to complete the work
- Accountable – The role that is expected to ensure that the work is completed (escalation point)
- Sign-Off – The role(s) that is expected to approve the work
- Consulted – The role(s) that is consulted on/contributes to the completion of the work
- Informed – The role(s) that receives the output of the work and/or receives status reports on the progress of the work

**10. Measures of Success**

<b>Project Performance Dimensions by Project Success Factor</b>	
<b>Project Outcomes</b>	<b>Measure of Success</b>
<i>Open House Marketing Plan</i>	<ul style="list-style-type: none"> <li>● Successful new media plan</li> <li>● Increase individuals attending open house</li> </ul>
<i>Strategic Marketing Plan</i>	<ul style="list-style-type: none"> <li>● Long term client recommendations</li> <li>● Implementation of plan after project end</li> </ul>
<i>Final Report/ Presentation</i>	<ul style="list-style-type: none"> <li>● Project Sponsor review and approval</li> <li>● Advisor supervisors approval</li> </ul>
<i>Team Development</i>	<ul style="list-style-type: none"> <li>● Long term networking</li> <li>● Marketing knowledge</li> </ul>

**11. Stakeholder Sign-off**

This project charter has been signed off by the following stakeholders:

Name	Title	Date

Project Teams Members:

Name	Title	Date

**Appendix C**

**Open House Campaign Schedule**

Weekly Schedules

Week 1	Monday 2/12	Tuesday 2/13	Wed 2/14	Thurs 2/15	Friday 2/16	Saturday 2/17	Sunday 2/18
To-Do  Goal: Introduce My Choice Greens and Open House	-Amelia sends pre-meeting email	-Client meeting @4	-Creating FB, Twitter, Insta -Post the invitation	-FB event, invite people -Follow people -Research media influencers			

Week 2	Monday 2/19	Tuesday 2/20	Wed 2/21	Thurs 2/22	Friday 2/23	Saturday 2/24	Sunday 2/25
To-Do  Goal: Why you should care about hydroponics	-Insta: life cycle of the plant -FB: Sharing interesting plant articles - Twitter: fun fact of the day						- Post video

Week 3	Monday 2/26	Tuesday 2/27	Wed 2/28	Thurs 3/1	Friday 3/2	Saturday 3/3	Sunday 3/4
To-Do:  Goal: Reasons to come to the Open House	-FB: interviews with the employees - Insta: employee pics with the plants reasons to come to Open House Twitter: Fun things in the Open House (Taste )						- Post video (rocket launch)

Week 4	Monday 3/5	Tuesday 3/6	Wed 3/7	Thurs 3/8	Friday 3/9	Saturday 3/10	Sunday 3/11
To-Do  Goal: Get hyped for the Open House!	- Excited Open House post	- Excited Open House post	- Excited Open House post	- Excited Open House post  <b>OPEN HOUSE!!</b>			

## Appendix D

### Facebook, Instagram, and Twitter Content

#### Facebook Content

##### Post 1: (Mon. 2/19)

Welcome to our Facebook page! In case you don't know us, My Choice Greens is a year-round indoor urban hydroponics farm project with the ultimate goal of creating income to support wellness programs and promote access to local food in the Worcester Community. Stay tuned to learn more about us!

##### Post 2: (Mon. 2/19)

Join us for our Open House March 8th! Meet the staff, see the facilities, and taste some of our delicious greens!

[insert Open House invitation]

##### Post 3: (Tues. 2/20)

We use the term “hydroponics” a lot, but what does that mean? Basically, it is a means of growing plants in water. Plants get all the nutrients they need from a mineral-infused water solution rather than from soil. This allows for more productive growth and is much more environmentally friendly than traditional farms. With hydroponic farming, it is possible for us to grow fresh produce year-round in an urban setting. It is the future of farming! Here is a helpful article to learn a bit more about hydroponic farming,: <https://bigpictureeducation.com/hydroponics-and-future-farming>

##### Post 4 (Weds. 2/21)

Urban farming can truly be the future of food in Worcester. Here are five key benefits:

1. There's year-round crop production. Plus there are no weeds, bugs, or pesticides.
2. Vertical farms are weatherproof.

3. They use less water (up to 70% less than traditional farms!).
4. There is less spoilage.
5. Vertical farms take up less space.
6. They reduce transportation costs. No more gas guzzling transport of greens from California!

To learn more about why hydroponics will help create a more sustainable future, check out this article:

<https://draxe.com/hydroponics-sustainable/>

**Post 5: (Thurs. 2/22)**

At our Open House on March 8th, you will have the chance to see what our vertical farm looks like. But here is a sneak peek inside. Looks pretty tasty, right?

[insert some images from My Choice Greens]

**Post 6: (Fri. 2/23)**

Not only are vertical farms more environmentally friendly, but eating local food is healthier than most store-bought produce. During the many days it takes to transport plants, they lose some of their nutritional value. The sooner you eat plants after they have been cut, the higher the nutrients and the better the taste.

<http://www.dailymail.co.uk/news/article-2990788/Home-grown-fruit-vegetables-really-healthier-tastier-aren-t-pretty-grace-supermarket-shelves.html>

**Post 7: (Saturday 2/24)**

We are really excited about the Open House! To get as excited as us, check out our preview video! Like a delicious meal, sharing is encouraged :)

[insert video link]

**Alternative post 7 if the video is not created:**

We've said it before, and we will keep saying it. Our vertical farm is the first step for Worcester to become the city of the future. My Choice Greens is the first hydroponic farm in Worcester, but other organizations have been working on building vertical farms anywhere from Seattle, Washington to Kortrijk, Belgium.

<http://www.bbc.com/future/story/20170405-how-vertical-farming-reinvents-agriculture>

**Post 8: (Tentatively Sunday 2/25, but more likely to be posted in the week leading to the Open House)**

You may be wondering, is the Open House meant for me? The answer is yes! We want anybody and everybody to stop by. We are making history, and we want you to be there for one of the first events.

**Instagram Content**

**Post 1 (Monday 2/19)**

Welcome to our Instagram page! In case you don't know us, My Choice Greens is a year-round urban farming project with the ultimate goal of creating income to support wellness programs and promote access to local food in the Worcester Community. Stay tuned for more pictures of our farm!



**Post 2 (Tuesday 2/20)**

Join us for our Open House March 8th! Meet the staff, see the facilities, and taste some of our delicious greens!

[insert picture of Open House invitation]

**Post 3 (Wednesday 2/21)**

We want to make Worcester the city of the future! That's why we grow our plants year-round in our urban farm #hydroponics



**Post 4 (Thursday 2/22)**

Take a look at this gorgeous basil! If you want to get a closer look, make sure to come to our Open House on March 8th! #hydroponics #mychoicegreens





**Post 5 (Friday 2/23)**

Eating local is easy when you have access to fresh produce year-round #hydroponics



**Twitter Content**

**Post 1 (Monday 2/19)**

Welcome to our Twitter page! In case you don't know us, My Choice Greens is a year-round urban farming project with the ultimate goal of creating income to support wellness programs and promote access to local food in the Worcester Community. Stay tuned to learn more about us!



**Post 2 (Tuesday 2/20)**

Join us for our Open House March 8th! Meet the staff, see the facilities, and taste some of our delicious greens! [insert Open House invitation]

**Post 3 (Wednesday 2/21)**

We are making the future farming of #Worcester into a more productive and #environmental-friendly way-- #Hydroponics! Basically, it is a means of growing plants without soil. Here is an article to learn more about #hydroponics farming: <https://bigpictureeducation.com/hydroponics-and-future-farming>



**Post 4 (Thursday 2/22)**

Come to our #Open House on March 8th! Have a look at both the cool #hydroponics facilities and the adorable #greens! Let's taste some of our delicious greens. Join us and experience the difference!

(share: [https://www.youtube.com/watch?v=6a0J6Zd-R\\_c](https://www.youtube.com/watch?v=6a0J6Zd-R_c))

**Post 5 (Friday 2/23)**

#Data can tell us everything! In (how many days or weeks?), we can have (how many pounds of greens can be collected?) pounds of plants harvested, with (how many kilograms water cost?) pounds water in a (how big is the room for planting?) square room. Up to 70% less than the water that traditional farms using, less space, and no more gas guzzling transport of greens, stop hesitating and join us to build a future of the #local food. #mychoicegreens (Insert more pics of the plants)

**Post 6: (Saturday 2/24)**

We are really excited about the Open House on March 8th! To get as excited as us, check out our preview video! Like a delicious meal, sharing is encouraged :)

[insert video link]

### **Facebook Content**

#### **Post 1: Monday (2/26)**

We look forward to seeing you at Open House on March 8th from 1-7pm!

[Share Facebook event]

#### **Post 1.5: Monday (2/26)**

My Choice Greens is more than an urban farm, it is a farm focused on the Worcester community. At our Open House, you can meet some of our staff that are making this endeavor possible. Stay tuned this week for a sneak preview of some of the members of our community working for the larger Worcester community.

#### **Post 2: Tuesday (2/27)**

We've said it before, and we will keep saying it. Our vertical farm is the first step for Worcester to become the city of the future. My Choice Greens is the first hydroponic farm in Worcester, but other organizations have been working on building vertical farms anywhere from Seattle, Washington to Kortrijk, Belgium.

<http://www.bbc.com/future/story/20170405-how-vertical-farming-reinvents-agriculture>

#### **Post 3: Wednesday (2/28)**

For the first day of our staff sneak peak, meet Debra Aharonian. Debra is the Director of Community Relations. If you have questions about the Open House you can email her at

[daharonian@mychoiceprograms.com](mailto:daharonian@mychoiceprograms.com).

In two sentences or less, why are you excited about the Open House?

Do you have a favorite dish you make using My Choice Greens produce?

If you were a vegetable, what vegetable would you be?

**Post 4: Thursday (3/1)**

One week from today you can meet [insert name: probably Howard]! [Talk about position, why they are important to the Open House]

In two sentences or less, why are you excited about the Open House?

Do you have a favorite dish you make using My Choice Greens produce?

If you were a vegetable, what vegetable would you be?

**Post 5: Friday (3/2)**

You may be wondering, is the Open House meant for me? The answer is yes! We want anybody and everybody to stop by. We are making history, and we want you to be there for one of the first events.

**Post 6: Saturday (3/3)**

At the Open House you can say hello to [insert name: probably John]! [Talk about the position, why they are important to the Open House]

In two sentences or less, why are you excited about the Open House?

Do you have a favorite dish you make using My Choice Greens produce?

If you were a vegetable, what vegetable would you be?

**Post 7: Sunday (3/4)**

We are really excited about the Open House! To get as excited as us, check out our preview video! Like a delicious meal, sharing is encouraged :)

[insert preview video]

### Post 8: Monday (3/5)

Finally, meet [insert name: probably Alain]! [Talk about the position, why they are important to the Open House]

In two sentences or less, why are you excited about the Open House?

Do you have a favorite dish you make using My Choice Greens produce?

If you were a vegetable, what vegetable would you be?

### Instagram Content

#### Monday 2/26



Check out this photo from our first harvest! Want to see more of our greens? Our Open House is on March 8th. Come see how we are preparing to change Worcester and change lives #hydroponics

#### Tuesday 2/27



Thanks to @livingearthmarket for selling our produce in their store! Excited for everyone to taste our fresh greens #hydroponics #worchester

**Wednesday 2/28**



The sooner you eat plants after they have been cut, the higher the nutrients and the better the taste #hydroponics #urbanfarming

**Thursday 3/1**

We are so proud of our facilities! Here's a sneak peek inside, but make sure to get a closer look at our vertical farm at our Open House March 8th





**Friday 3/2**



Our committed staff is working round the clock to get ready for our Open House on March 8th. Make sure to come by and take a look at our farm #hydroponics

**Twitter Content**

**Monday 2/26**

@mychoicegreens is making farming fun and cool in #Worcester! Not only you can have #freshcut vegetables, but also at the meantime to help people who have special needs at @mychoiceprogram for #independentliving. Let's have our first for Worcester! #urbanfarming #verticalfarming

[Share: <http://www.bbc.com/news/av/stories-43004630/nigeria-s-soil-free-salad-farm>]

**Tuesday 2/27**

From an empty room to a place with all the fresh greens and cool #hydroponics facilities! Our committed staffs are working their best to provide our #Worcester community a better future. Again, our #OpenHouse is on #March 8th. Come and #taste some different greens! #urbanfarming

**Wednesday 2/28**

With every bunch of greens that you have at @livingearthworc, we are helping people at @mychoiceprogramforindependentliving! #urbanfarming #hydroponics

[Insert a photo with people having look at our vegetables at Living Earth]

### **Thursday 3/1**

We set up modern state-of-the-art #hydroponics facilities for you to have healthier and fresher #organic vegetables. We aim to create a bright future for #Worcester! With all the rich nutrient, free pesticide, environment-friendly and organic produced advantages, we'd love to give you the best #choice.

#urbanfarming



### **Friday 3/2**

This is why #urbanfarming is changing the world! Come see how does our facilities work to grow those fresh greens! Again, our Open House is on March 8th! Meet you there at My Choice Greens in #Worcester!

[Share:[https://www.weforum.org/agenda/2018/01/why-urban-farming-is-changing-the-future-of-agriculture?utm\\_content=buffer625d2&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](https://www.weforum.org/agenda/2018/01/why-urban-farming-is-changing-the-future-of-agriculture?utm_content=buffer625d2&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer)]

### **Facebook Content**

#### **Post 1: Monday (3/5)**



Only four more days until the Open House! To get as excited as us, check out our preview video! Like a delicious meal, sharing is encouraged :)

[insert preview video]

**Post 1.5: Monday (3/5)**

In our final day of our staff preview, meet [insert name: probably Alain]! [Talk about position, why they are important to the Open House]

1. In two sentences or less, why are you excited about the Open House?
2. Do you have a favorite dish you make using My Choice Greens produce?
3. If you were a vegetable, what vegetable would you be?

**Post 2: Tuesday (3/6)**

Did you know that at our Open House we will have juice tastings of our produce courtesy of Niche Hospitality? That's right, we are partnering with the seasoned tastemakers charge of Bocado Tapas Wine Bar, Mezcal Tequila Cantina, Nonna's Pizza + Pasta, Rainers Sports Tavern, Rye & Thyme American Tavern, Steam Energy Cafe, The Citizen Wine Bar, and The Fix Burger Bar. Wow, our stomachs are growling.

**Post 3: Wednesday (3/7)**

Only one more day until the Open House! Our plants are looking beautiful, crisp, and ready to welcome the public. It is pretty astounding that they were grown entirely indoors, right? You can see for yourself how we do it by going on one of our tours at the Open House.

[include some photos of the plants]

**Post 4: Thursday (3/8)**

Today is the day of the Open House! Stop by anytime from 1-7pm today, and stay for as long as you want. We cannot wait to see you there!

[share Facebook event]

**Post 4.5: Thursday (3/8)**

[Amelia will do a Facebook live stream at the Open House]

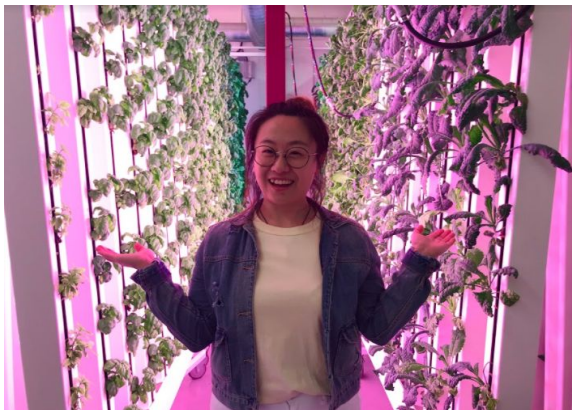
**Post 5: Friday (3/9)**

Thank you so much for everyone who attended our Open House yesterday! Your encouragement is our power to do our best and create us a better future in Worcester. Stay tuned to our page to find out more information about urban farming, what we are doing, and where you can buy our produce. The Open House may be over, but it is just the beginning for us!

[ideally insert an image of the My Choice Greens team at the Open House]

**Instagram Content**

**Sunday 3/4**



Students from @clark\_sps love our farm! Make sure to come to our Open House March 8th to see our greens for yourself #hydroponics

**Monday 3/5**



My Choice Greens is more than an urban farm, it is a farm focused on the Worcester community

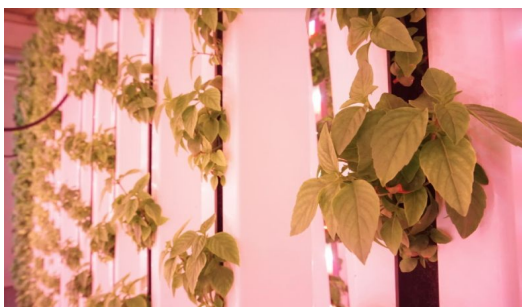
#hydroponics

**Tuesday 3/6**



Our plants are growing more and more everyday! Make sure to stop by our Open House this Thursday to get a taste of these delicious greens and juice shots from @nichedining #urbanfarming #hydroponics

**Wednesday 3/7**



Our open house is tomorrow! Stop by and be part of our movement to make Worcester the city of the future #hydroponics



Want to try our greens? At our Open House tomorrow you will get the chance to try our kale, mizuna, and swiss chard #hydroponics #urbanfarming

**Thursday 3/8**



Today is the day! Make sure to stop by our Open House today 1-7pm. Check out our farm and get a sample of our fresh greens #hydroponics #urbanfarming

**Friday 3/9 (final post)**

(insert picture from the Open House)

Thank you so much for everyone who attended our Open House yesterday! Your encouragement is our power to do our best and create us a better future in Worcester. Stay tuned for more #urbanfarming

**Twitter Content**

### **Monday 3/5**

Click the video to see how we grow our #hydroponics farm here in #Worcester! #urbanfarming #OpenHouse #March #MondayThoughts

[Insert the video of My Choice Greens that Jack made and Amelia edited]

### **Tuesday 3/6**

Within hours of being #harvested, we offer the #Worcester community #fresher #local products, which are less spoilage, and lower #transportation emissions than a similar rural operation might have.

#hydroponics #urbanfarming #bigdata #climatechange

[Share:<https://www.citylab.com/environment/2018/02/big-data-suggests-big-potential-for-urban-farming/552770/>]

Make sure to stop by our Open House this Thursday to get a taste of our delicious greens and juice shots from @nichedining #urbanfarming #hydroponics #Worcester #kale #swisschard #mizuna



### **Wednesday 3/7**

Tomorrow is our #OpenHouse from 1pm to 7pm at My Choice Program. Want to try our greens? Come and taste the difference! See you there! #kale, #mizuna, and #swisschard #urbanfarming #hydroponics #Worcester #WednesdayThoughts



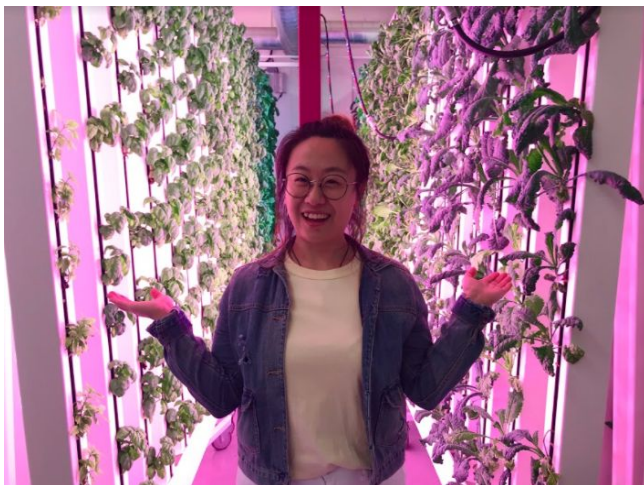


Our cutest #swisschard are waiting for you at @MyChoiceGreens! Save your day for our tomorrow's #OpenHouse! #urbanfarming #hydroponics #1pm-7pm #Worcester #WednesdayThoughts



### Thursday 3/8

Students from @clark\_sps love our farm! We are having our #OpenHouse now! Make sure to come see and #taste our greens for yourself #hydroponics #Worcester #1pm-7pm #March #ThursdayThoughts



Today is the day!! Our #OpenHouse offers you a chance to get a close look at the future #urbanfarming of #Worcester community! Come now and #taste the difference! We also have #juiceshots from @nichedining! Again, we are open from 1pm to 7pm today! #kale #mizuna #swisschard

[Insert a photo of the OpenHouse]

**Friday 3/9 (final post)**

We'd like to let you know how grateful we are to have all of you come to our #OpenHouse yesterday! Your encouragement is our power to do our best and create us a better future in #Worcester! Stay tuned for more #urbanfarming.

[Insert pictures from the Open House]

## Appendix E

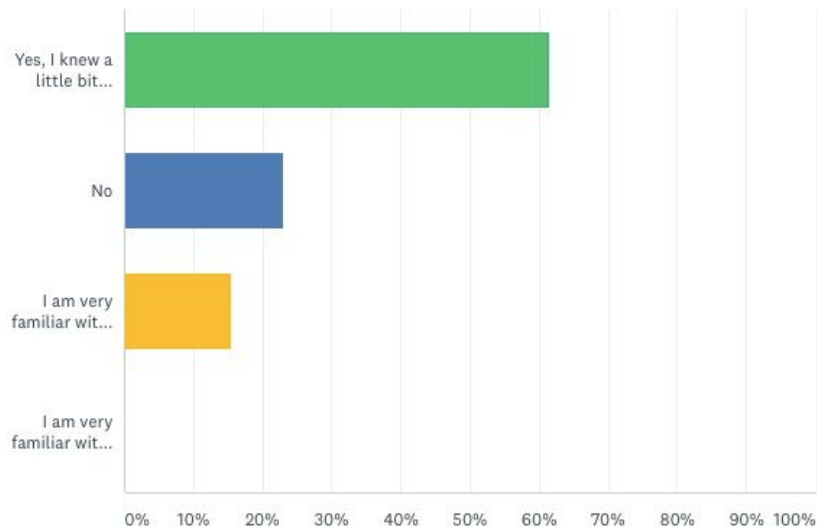
### Survey Results

Q1

Customize Export

Before today, did you know about hydroponic, locally grown greens? (Answer can be multiple)

Answered: 26 Skipped: 2



ANSWER CHOICES	RESPONSES
Yes, I knew a little bit about it	61.54% 16
No	23.08% 6
I am very familiar with hydroponics	15.38% 4
I am very familiar with Locally Grown Greens	0.00% 0



Q2

Export ▼

What if any Greens, Herbs or Lettuces do you use? Please list them below.

Answered: 26 Skipped: 2

RESPONSES (26) TEXT ANALYSIS TAGS (0)

**PAID FEATURE** ✕  
 Text Analysis lets you search and tag comments and see word clouds of frequent words and phrases. To get this feature, upgrade to a paid plan.  
[UPGRADE](#) [Learn more »](#)

Add Tags ▼ Filter by Tag ▼

Search responses  🔍 ?

Showing 26 responses

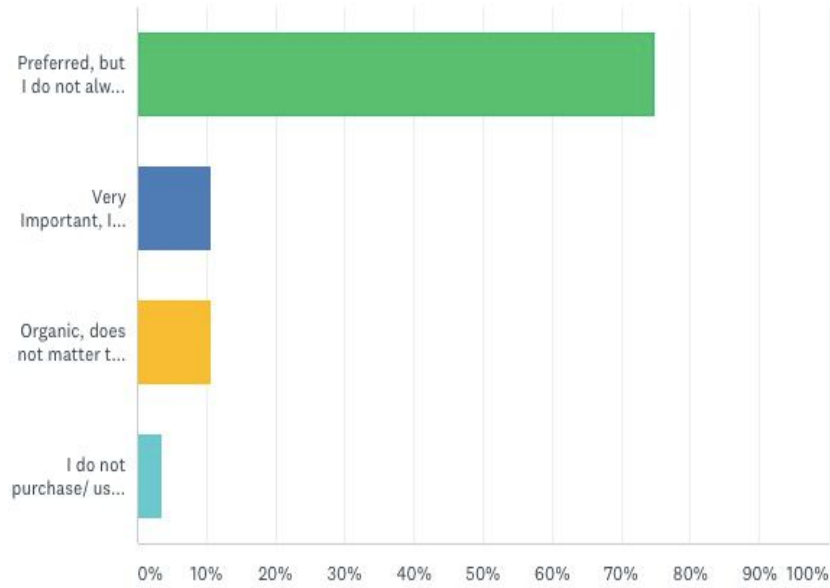
All varieties I like spring mix	4/23/2018 3:37 PM	<a href="#">View respondent's answers</a>
Spinach, kale	3/21/2018 6:36 PM	<a href="#">View respondent's answers</a>
mint, lettuce, spinach, kale, basil	3/21/2018 6:31 PM	<a href="#">View respondent's answers</a>
Romaine, chives	3/21/2018 6:06 PM	<a href="#">View respondent's answers</a>
Kale, Romaine, green leaf lettuce, red and green cabbage, thyme, basil, cilantro, sage (dried and fresh), dill and rosemary.	3/20/2018 3:41 PM	<a href="#">View respondent's answers</a>
Spinach, Romaine, Basil, Cilantro, Arugala		

Q3

Customize Export

How important is it that the produce you purchase is certified "Organic"?

Answered: 28 Skipped: 0



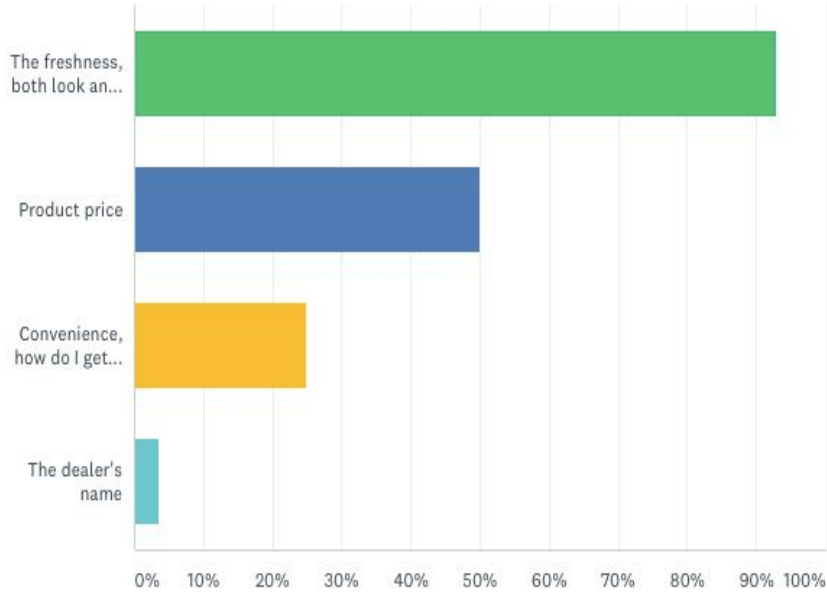
ANSWER CHOICES	RESPONSES
Preferred, but I do not always buy Organic	75.00% 21
Very Important, I only Buy Organic	10.71% 3
Organic, does not matter to me	10.71% 3
I do not purchase/ use Fresh Greens/ Herbs / Lettuce	3.57% 1

Q4

Customize Export

Which factor effects your decision when purchasing? (Answer can be multiple)

Answered: 28 Skipped: 0



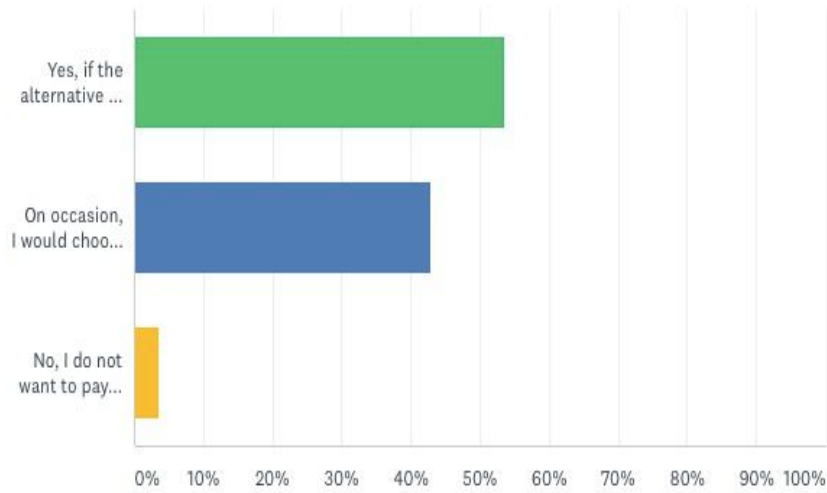
ANSWER CHOICES	RESPONSES
▼ The freshness, both look and taste	92.86% 26
▼ Product price	50.00% 14
▼ Convenience, how do I get them and how long it takes	25.00% 7
▼ The dealer's name	3.57% 1

Q5

Customize Export ▼

### Would you consider paying more for a better product?

Answered: 28 Skipped: 0



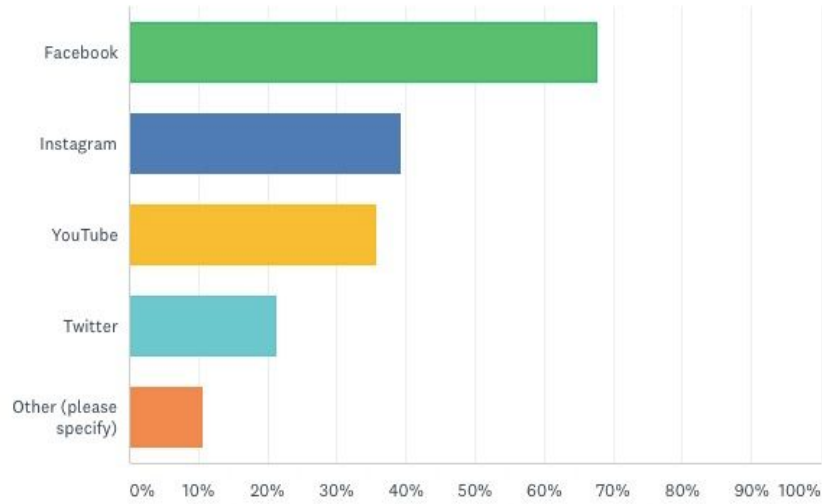
ANSWER CHOICES	RESPONSES
▼ Yes, if the alternative is indeed better	53.57% 15
▼ On occasion, I would choose to pay more	42.86% 12
▼ No, I do not want to pay more even if the quality is better	3.57% 1

Q6

Customize Export

Which of the following social media you use most often? (Answer can be multiple)

Answered: 28 Skipped: 0



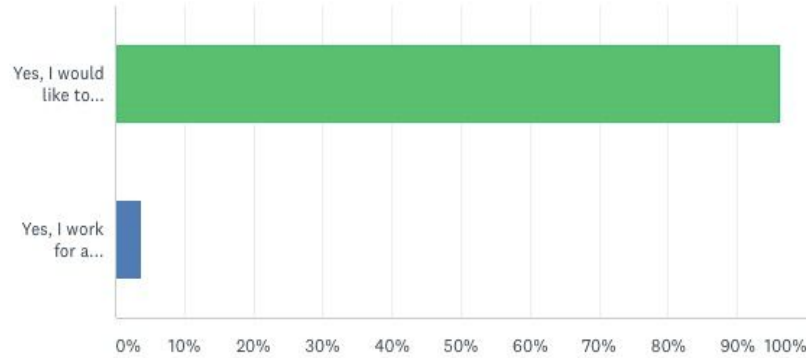
ANSWER CHOICES	RESPONSES
Facebook	67.86% 19
Instagram	39.29% 11
YouTube	35.71% 10
Twitter	21.43% 6
Other (please specify)	Responses 10.71% 3

Q7

Customize Export

Would you consider purchasing Fresh Local Greens from My Choice Greens?

Answered: 27 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes, I would like to purchase Greens for use in my own home.	96.30% 26
Yes, I work for a Restaurant, Kitchen, Food Service Company	3.70% 1

Q8

Export

How can we contact you to arrange purchasing from My Choice Greens?

Answered: 20 Skipped: 8

ANSWER CHOICES	RESPONSES
Name	Responses 100.00% 20
Address	Responses 85.00% 17
City/Town	Responses 85.00% 17
Email Address	Responses 85.00% 17
Phone Number	Responses 85.00% 17
State/Province	Responses 80.00% 16
ZIP/Postal Code	Responses 80.00% 16
Company	Responses 20.00% 4
Address 2	Responses 0.00% 0
Country	Responses 0.00% 0

Q9

Export ▼

Would you recommend us to another business/individual?

Answered: 0 Skipped: 28

ANSWER CHOICES ▼	RESPONSES ▼
Name	Responses 0.00% 0
Company	Responses 0.00% 0
Address	Responses 0.00% 0
Address 2	Responses 0.00% 0
City/Town	Responses 0.00% 0
State/Province	Responses 0.00% 0
ZIP/Postal Code	Responses 0.00% 0
Country	Responses 0.00% 0
Email Address	Responses 0.00% 0
Phone Number	Responses 0.00% 0

## **Appendix F**

### **Long-Term Strategic Social Media Marketing Plan**

#### **Chapter One: Summary**

#### **Chapter Two: Industry circumstance Analysis**

2.1 Market Analysis

2.2 SWOT Analysis

#### **Chapter Three: Business Goals and Fundamental Business Processes**

3.1 Build brand of My Choice Greens

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3.3 Offer Training and Create Job Opportunities

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#### **Chapter Four: Social Media Marketing Strategy**

4.1 Build brand of My Choice Greens with Social Media

4.2 Raise Awareness of Solution Hydroponic for Social Media

4.3 Offer Training and Create Job Opportunities with Social Media

4.4 Become vegetable supplier with social media

#### **Chapter Five: Conclusion and Suggestion**

##### **Chapter One: Summary**

My Choice Programs is a non-profit organization in Worcester, MA that provides services and supports to individuals with developmental disabilities. It serves the community by providing effective housing options and employment options to vulnerable populations in Worcester. Recently My Choice Program has launched My Choice Greens, the very first hydroponic farm in Worcester and the project



seeks to provide year-round urban farming that produces fresh greens and herbs for the local community.

This social media oriented marketing plan is aiming to promote My Choice Greens' four major business goals: build up the brand of My Choice Greens, raise awareness and acceptance of hydroponic solution, offer training and create job opportunities for the community, especially people with special needs, and penetrate vegetable supply chain to become a supplier. Social media is one of the crucial tools that sustain business nowadays in its all foundational processes, in this marketing plan we provide benefit analysis of social media platforms (Facebook, Twitter, YouTube, LinkedIn, Website, and Instagram, etc.) towards My Choice Greens' four primary business goals, and we also make suggestions on how My Choice Greens should integrate social media into its process.

## **Chapter Two: Industry Circumstance Analysis**

### **Market Analysis**

Hydroponic farming is an industry that has been continuously growing throughout a long time and has seen explosive growth and accepted by mainstream agriculture in recent few years. Potential job opportunity, public decision shifts towards healthier living, increasing acceptance of alternative farming methods, and deficient capacity of the food supply in some areas, together the factors make hydroponic farming meant to be one of the most innovative and profitable businesses in the future.

Technology is rapidly changing the marketing landscape, and if a business wants to be competitive, it needs to participate in the world of new media. Approximately three-quarters of Americans have a profile on a social media network, Facebook is by far the most popular social media platform, as 68% of all Americans and 79% of online Americans use Facebook. The next most popular platform is Instagram with 35% of Americans using it. Pinterest (29%), Snapchat (27%), LinkedIn

(25%), Twitter (24%), and WhatsApp (22%) are other platforms with a sizable portion of American users. If marketers want their message to reach their target consumers, they need to design marketing campaigns for the online world or else they are missing out on a significant opportunity. Social media marketing campaigns are particularly effective for small businesses that do not have substantial marketing and advertising budgets because social media is free to use.

Together, the idea of hydroponic farming with the assistance of social media will make a difference.

### Substantial 'reciprocity' across major social media platforms

% of \_\_ users who also ...

	Use Twitter	Use Instagram	Use Facebook	Use Snapchat	Use YouTube	Use WhatsApp	Use Pinterest	Use LinkedIn
Twitter	-	73%	90%	54%	95%	35%	49%	50%
Instagram	50	-	91	60	95	35	47	41
Facebook	32	47	-	35	87	27	37	33
Snapchat	48	77	89	-	95	33	44	37
YouTube	31	45	81	35	-	28	36	32
WhatsApp	38	55	85	40	92	-	33	40
Pinterest	41	56	89	41	92	25	-	42
LinkedIn	47	57	90	40	94	35	49	-

Source: Survey conducted Jan. 3-10, 2018.  
 "Social Media Use in 2018"

PEW RESEARCH CENTER

90% of LinkedIn users also use Facebook

(Smith & Anderson, 2018)

**SWOT Analysis**

SWOT analysis is a strategic planning technique used to help a person or organization identify the Strengths, Weaknesses, Opportunities, and Threats related to business competition or project planning. It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage.

Our team created SWOT analysis chart for My Choice Greens based on our research, and it will be useful to help determine My Choice Greens business goals.

Strengths	Weaknesses	Opportunities	Threats
Hydroponic is a new concept for Worcester	Lack of resources in the industry	Job opportunity	Short of hydroponic professionals available
Being the 1st Hydrofarm in Worcester	Limited funding	Public tend to shift to healthier living	Low public acceptance currently
Having productive and dedicated project team	Limited marketing professionals	Increased acceptance of alternative farming methods	Potential customers have established preferences
Environmental friendly		Fact that Worcester cannot sustain its people in harsh period cuts down harvest	Higher unit price than other similar goods
		No direct competitors	
		Popularization of vegetarian	

### **Chapter Three: Identify Business Goals and Fundamental Processes**

Successful companies set goals. Without them, they have no defined purpose and nothing to strive for; consequently, they stagnate and struggle for meaningful accomplishments. Goals are stepping stones and resolutions to achieve the desired result. They must be presented in every business plan and become a regular part of ongoing business operations. Whether short or long-term, they provide a clear understanding of what the company is striving to accomplish. Setting short-term goals to reach related long-term goals is a key to success for most any business. MyChoice Greens' business goals are told the project team fronts up in a clear way, and we feel the goals can be compatibly integrated with social media as an extreme help. Here we document fundamental business processes that lead MyChoice Greens to its destination, because it is necessary to understand My Choice Greens' business processes and identify what stages are good for social media to fit in, in order to create the marketing plan.

#### **Build Brand of My Choice Greens**

Competent branding is very important in the modern world. It helps to promote the goods, make it more expensive and increase loyalty to the company. That's why we highlight brand building as a one of important business goal for MyChoice Greens. We identified several basic steps for branding in social media which will help My Choice Greens to become more recognizable in the Worcester market. The main point on which the company should pay attention is the activity in social networks and engaging with potential customers. Also, we recommend several marketing tools for attracting MyChoice's audience in social networking.

#### **Raise Public Awareness and Acceptance of Hydroponic**

Since My Choice Greens is the first hydroponics farm in Worcester, the most important thing for My Choice Greens at this stage is to raise people's awareness of the concept of hydroponics. Hydroponic

farms have developed rapidly in the world in recent years, but its advocacy and acceptance in Worcester are not enough. If My Choice Greens wants people to be more interested in their products, and quickly occupy the local market in Worcester, the first thing they need to do is to increase the publicity and promotion of the concept of hydroponic culture. Only by letting people recognize the advantages and future of hydroponic, My Choice Greens can improve people's acceptance and attention, so as to further increase their product sales and establish their own brand effects.

### **Create Job Opportunities and Offer Hydroponic Related Training**

Another business goal of My Choice Greens is to create job opportunities and offer hydroponic related training to those, especially people with special needs, who are willing to or interested in starting careers in hydroponic industry in the community. In order to become an employer and licensed training provider, My Choice Greens needs to get its EIN (Employer Identification Number), set up records for withholding taxes, get the license of training provider, design training programs, go through the hiring process for both regular employees and qualified program trainers, and promote training programs.

### **Become a Hydroponic Vegetable Supplier**

Another My Choice Greens business goal is to be a vegetable supplier, and it is also an original goal. Helping disabilities is a great selling point when My Choice Greens wants to sell their productions. Worcester has reliable water sources, and this is a basic requirement of the hydroponic farming building. In the meantime, as the first local hydroponic farm in Worcester. It has a great chance to occupy the local market share in the hydroponic area. In order to achieve the goal, My Choice Greens, in the current status, has to identify the demand of the market, confirms the type of hydroponic crops, and considers the operating costs.

Social media is not necessary for My Choice Greens' in its every single goals or process because there may be none external public communication needed during the phase, nevertheless social media will still work for My Choice Greens in an extreme degree. This social media marketing plan aims to give promotion along with My Choice Greens' business goals in the very steps, and though partially overlapped, My Choice Greens needs to take every integration with social media and its business goals as independent entities.

#### **Chapter Four: Strategic Social Media Marketing Strategy**

##### **Build brand of My Choice Greens with Social Media**

###### **Outline the key qualities & benefits brand offers.**

My Choice Green provides fresh local produce and vegetables. Everything is grown right here in Worcester, which reduces the need for long-distance transportation and third-party distributors; this results in fresher food at a more affordable price. Additionally, the locally-grown produce is much better for the environment than other, imported produce.

###### **Create a brand logo & tagline**

“FRESH LOCAL FOOD. Quality taste & reliability”



**Form your brand's business voice**

Business voice means how a company communicates with their customers, and how they respond back. It's important to find the right tone to engage with clients in social networking.

We recommend that My Choice Greens uses promotional and friendly voice call.

**Social campaigns to promote products**

Online promotion. My Choice Green has Instagram, YouTube and Facebook and this social channels could be ideal for potential customers. For instance, a company will be able to supply them with recipes using organic farm products that they'll include in their diet program. Join social networking sites and fasten to online communities by playing forums or blogging.

Take advantage of natural holidays or occasions that promote organic. Every spring for example on April 22nd we celebrate Earth Day. This holiday may not be the most celebrated holiday during springtime, but in the organic and natural foods industry it is indeed one of the largest. Similarly, in the fall, the month of September is designated as National Organic Harvest month. These two times of the year are great opportunities to really roll out the organic promotions and make your particular store a destination point for organic produce.

Social Media Promotions:

- Creation of rich media content
- Social media audit of the brand
- Social media campaigns (if applicable)
- Run Contest & Giveaways
- Creating Polls
- High-Quality Images
- Referral Schemes
- Creating a big idea to promote it on various online channels and focus on SMO strategies for engaging the more social audience and increase online sales of organic food.

Video Promotion (YouTube)

As per current marketing scenario, a mostly user shows its interest in watching promotional videos. So, introduce promotional HD animated videos of your organic food shop and share on video sharing sites as well as on Social Media Channels for increasing the brand popularity.

Email marketing

A great source for reaching into potential customer's pocket. Promotional Mails helps to create big sales if mails have a good promotional message which directly impacts your targeted audience and hits into its Mind.

**Engaging in social nets**

Social networks are created for communication. To successfully promote the business, My Choice needs to communicate with potential customers and colleagues.

There are some recommendations:



- Actively attract subscribers. To do this, publish the current content and promote it in all available ways. One of the good ideas is to post on Facebook and Instagram recipes with the ingredients that the company offers. Also, My Choice can stimulate potential customers to purchase greens by sharing pictures of customers who already had the opportunity to try the company's products. On the official website, it can be a blog about healthy lifestyle or just about healthy food.



- Offer to follow to your page to existing and potential customers. Motivate them with discounts, access to exclusive information, and the opportunity to exchange opinions.
- Participate in discussions in other groups.
- Respond to comments, encourage users to continue the discussion. The more active your audience, the more subscribers you will have.

### **Raise Public Awareness and Acceptance of Hydroponic concept**

#### **Raise Public Awareness**

My Choice Greens has always wanted everyone to accept the belief in hydroponic because the answer for if Worcester can sustain itself during the harsh time is NO. So it's necessary to embrace the hydroponic concept.

To raise people's awareness of hydroponic concepts and hydroponic crops and promote the popularity of its hydroponics farms, My Choice Greens needs to use social media as an effective tool.

### **Current Social Presence**

My Choice Greens has already had multiple social platform accounts at this stage, such as Website and Facebook, and it has frequently posted photos, short videos, and stories to share in order to attract people's attention and create greater influence and awareness.

Moreover, My Choice Greens has successfully promoted its Open House business on March 8 through social media such as Facebook, Twitter, YouTube, and Ins. My Choice Greens had set up QR code for those social media platforms so that people could easily follow these social media accounts.

### **Identify and Document Ideal Customers**

To use social media for publicity and business development, My Choice Greens must first clearly understand what the status quo is and determine the target audience, including the age, gender, education level, etc. of the audience. Only by determining these factors can it accurately finds the business positioning and spends all the time and energy in an effective direction, so that the program can be further planned.

Following are demographics of some mainstream social media users and Worcester residents:

	Women /Men users	18-29 year olds	Urban-located user	Earning	collegeg experience
Facebook	89%(W)	88%	81%	84%(<\$30,000)	82%
Instagram	38%(W)	59%	39%	38%(<\$30,000)	37%
Twitter	25%(W)	36%	26%	28%(\$50,000-\$74,999)	29%
LinkedIn	31%(M)	34%	34%	45%(>\$75,000)	50%
Snapchat	24%(M)	56%		27%(<\$50,000)	27%

Worcester	Gender	Age	Education	Economy(2012)	Income(2016)
	51.3%(W)	22.1%(<18 )	29.7% bachelor	Accommodation & food \$342,020	Median household 2012-2016 \$45,599
	48.7%(M)	11.7%(>65)	84.4% high school	Merchant Wholesaler \$1,098,534	Per Capita past 12 month \$25,224
		66.2%(19-64)		Retail Sales \$1,991,539	Person In poverty 22.1%

From the overlap part of the social platform data and Worcester regional data, we figured out that women from 18 to 29 years old tend to accept the idea of hydroponic easier among others.

However, in the real activity, we still suggest My Choice Greens include everyone.

**Choose your social networks**

- Facebook

Facebook has the highest degree of usage, of which women account for about 89%. This data is far beyond the reach of other social platforms. But for My Choice Greens, this is a newly emerging business, it’s not enough to focus only on Facebook. The key point to My Choice Greens is to make good use of social media tools because it will directly determine the effectiveness of strategic implementation and successfully time-saving.

- E-mail

E-mail is the lowest cost but most widely used a social tool. It can be used to reach out to people all around the world. According to the survey results, Email marketing is the most commonly

used method of online marketing in the US small to medium-sized enterprises that conduct network marketing, accounting for about 60%.

And according to the survey, it shows that small to medium-sized enterprises can use network marketing to obtain a significant return on investment. 87% of companies can get orders through the website every month.

- YouTube

Video marketing is now the dominant trend of mainstream media. In 2017, 90% of all content shared by users on social media is video. YouTube primarily focuses on and invests in the video market to help facilitate relationships and contacts with followers.

And according to Sean O'Neal from Adaptly Mobile, the video is the fastest growing advertising format in the world, which has doubled compared to the same period last year. By 2020, the video will account for 80%.

- Instagram

Due to the accelerated pace of life, people's attention is increasingly difficult to focus on one long story. So Instagram's short stories and pictures exactly align with people's psychological and social need.

### **Identify Key Success Metrics**

In the area of social media promotion, My Choice Greens has measured whether it has achieved a good degree of attention and effectiveness publicity mainly in the following aspects.

- The number of followers after posting articles or videos
- The number of forwarding for the article or videos
- The number of people involved in the discussion

- Search rate for hydroponic
- Monthly new attention

### **Pick Up Posting Strategy**

- Promotion opportunity

Using the slack season and peak season of product: Because My Choice Greens is mainly engaged in hydroponic farms, and there are no restrictions on the growth cycles and seasons for hydroponic vegetables. This is the biggest advantage that helps My Choice Greens to improve competitiveness in the market because most of the vegetables have a fixed maturity time. Therefore, My Choice Greens can choose to avoid the peak season of a certain kind of vegetables, and mainly introduce this kind of vegetable in the slack season. By using the manner of the anti-season to achieve better publicity, and it can get more attention.

- Cooperation with social media celebrities

My Choice Greens can cooperate with famous people or bloggers on social media because they have a large number of fans so that they can quickly help My Choice Greens increase the effectiveness of publicity and advertising. My Choice Greens can give these online celebrities free hydroponic vegetables for them to try out. On the other hand, these online celebrities use their popularity to recommend to fans. This will not only save the cost of advertisements but also quickly attract more people's attention.

### **Create Engaging Content**

In terms of content, My Choice Greens needs to pay more attention to diversity and short and interesting content. Pay attention to the different time and frequency of content delivered by each social platform, and put edited content at an appropriate time.

## **Invest in a Social Media Management Tool and Promotion Tool**

YouTube offers video advertising services, and most businesses want to advertise themselves and start with at least \$10 per day for local campaigns. It also offers the option to only pay when the user chooses to watch your advertisements, and you also can make adjustments at any time. To learn more about the cost of video advertisements, you can refer this link:

<https://www.youtube.com/yt/advertise/pricing/>

## **Track, Analyze, Optimize**

In terms of online marketing promotion, we suggest that My Choice Greens should have a dedicated person or a group responsible for the publicity, including the following aspects:

- Writing content
- Taking pictures
- Making short videos
- Putting the content on different network platforms according to the different time
- Responding to the content according to different time points
- Make timely adjustments to published content

## **School focused education stage**

### **Audit Your Current Social Presence**

At this stage, My Choice Greens has not yet begun to publicity and prepare for education. Before My Choice Greens begins, it is necessary to pay attention to contact with the target audience, that is, the schools, reach an agreement and obtain permission. And My Choice Greens cannot violate the school's relevant regulations.

### **Identify and Document Who Your Ideal Customer Is**

Schools and student. Because My Choice Greens wants to carry out the publicity and education of hydroponic concepts mainly to students, so its target audience is schools.

### **Choose your social networks**

- Website

Because in this direction of education, the goal of My Choice Greens is very clear, so they don't have to spend too much time on different social media platforms. It should just focus all their attention on the website and use the website to communicate with schools. This will be faster and efficient.

- E-mail

E-mail is a highly targeted social media tool. Once My Choice Greens determines its target customers, it can use emails to contact and communicate with customers.

### **Identify Key Success Metrics**

The degree of progress in the cooperation between MCG and schools can be measured by the following aspects:

- Reply rate of E-mail
- Schools' cooperation rate with My Choice Greens
- The degree of students' interest in hydroponics
- Students' acceptance of hydroponic concepts and knowledge

### **Pick Up Posting Strategy**

In this step, My Choice Greens only needs to maintain close communication with schools. For example, My Choice Greens can send emails with cooperation intention to schools. If they don't receive timely responses, MyChoice Greens could Email the school again one week later.

If My Choice Greens has particularly strong intention of cooperation with some schools, it can also call the relevant responsible department to make an appointment for special visits and publicity.

### **Create Engaging Content**

- Send E-mail

My Choice Greens should pay attention to the frequency of emails should not be too high. Indicate its context show strong intentions of cooperation with the schools so as not to be treated as advertisements or junk email.

- Make a video

When My Choice Greens went to the school for publicity, it could shoot short videos showing their educational intentions, and the scenes at that time could be recorded and uploaded to the Internet for everyone to watch and comment on.

### **Track, Analyze, Optimize**

In terms of going deep into schools for education, we strongly recommend that My Choice Greens should have a team that is specifically responsible for advocacy because there are too many things need to be done, including the following:

- Contact with the school in the early stage
- Determine the cooperation with the school
- Signing cooperation contract with the school
- Discuss the exact education time with the school



- Video shooting of educational activities
- Organized educational content planning
- Put educational videos on the website
- Further tracking of school feedback

### **Offer Training and Create Job Opportunities for Social Media**

#### **Licenser**

In stages of getting EIN, set up records for withholding taxes, and get the license of training provider, MyChoice Greens do not necessarily need social media to assist, and in fact, My Choice Greens had done some of the processes before this project launched.

#### **Program generate stage**

In the stage of developing hydroponic related training program, My Choice Greens might not need social media as well since it's an internal mission, however we want to point out that social media is a great place to post a discussion topic and hear from people if My Choice Greens need external voice to enlarge their sight while developing training program. Also, by visiting social media of those institutions who are providing similar training programs My Choice Greens is very likely to be able to observe and learn from their experiences.

#### **Hiring process stage**

Social media can be greatly helpful when My Choice Greens goes through its hiring process, regardless hiring regular employees or program trainers. In order to optimize utilize social media, MyChoice Greens needs to work on a series of major aspects to boost its social media capability.

#### **Quick audit the current social presence**

This is a must for MyChoice Greens to look at where they before strategize their plan ahead. We suggest My Choice Greens assess a few areas:

- Which networks are My Choice Greens currently active on?
- Are My Choice Greens networks optimized (photo, video, bio, URL, etc.)?
- Which networks are currently bringing My Choice Greens the most value?
- How do MyChoice Greens profiles compare to its competitors' profiles?

Unfortunately, it seems My Choice Greens do not have any social media platform set of its hiring processes. It will starts from the blank page, which the situation is very normal for start-up companies like My Choice Greens.

### **Identify and document ideal audiences**

The next step after the quick internal audit is to identify and document targeted audience, and we strongly suggest My Choice Greens get as specific as possible with this part. For example, if My Choice Greens identifies its target market as those who are willing to or interested in starting careers in hydroponic industry and those who have the professional knowledge to be hydroponic related program trainers would be satisfactory. However, if My Choice Greens is able to identify its audiences more in-depth, such as age, location, and skill, it will have much more success.

Ideal audiences need to be documented after getting identified because in this way My Choice Greens will coherent all its following processes aim to the same group of audiences. In My Choice Greens satiation, we suggest My Choice Greens identify at least the following info of their ideal audience:

- Age
- Location

- Availability
- Most Used Social Network
- Long-Term Potential
- Enthusiasm and Passion
- Putting Skills to Action
- Team Player
- Ambition
- Responsiveness

As for the employees, MyChoice Greens wanted to hire people, especially with special needs, from Worcester community, and as of program trainers, the project team does not have any information yet. However, we think the potential target could be college agriculture department lecturers, hydroponic insiders, and etc.

### **Choose social networks**

After identify and document ideal audience, My Choice Greens needs to choose social media. MyChoice Greens does not have to be on them all, just the ones that matter to them and their audience because of different social media platform targets on different groups of people.

Regarding My Choice Greens current capacity, we suggest My Choice Greens to use Linked to post their openings as well as create a career page on their official website to promote employment info. Since My Choice Greens do not have anything so far, we suggest this done as soon as possible.

### **Identify Key Success Metrics**

Next step for MyChoice Greens after select preferred social media is to identify key success metrics. Key metrics are how MyChoice Greens will determine if its social media marketing efforts are successful.

Regarding the particular satiation, we suggest MyChoice Greens assess at least the following few metrics while using social media to assist its hiring process:

- Volume (the size of the conversation)
- Reach (the spread of a social media conversation)
- Engagement (how are people participating in the conversation)
- Internal Budget and Time Spend

### **Pick Up Posting Strategy**

There are questions regards when, how and what should My Choice Greens put on its social, however for the hiring info those questions are not applicable. The reason why we still have this section is we want to remind My Choice Greens to repost its openings if there are no applicants for a time and when there is an urgent need to hire.

### **Create Engaging Content**

For the content of hiring info, MyChoice Greens does not need to make it fancy but clear and detail. It always comes to a win-win scheme when employers write the job description and any other related info clear and scene-making. This will require someone who knows inside-out of the job.

### **Invest in a Social Media Management Tool and Promotion Tool**

Most marketers have their social media tools, they don't guarantee success in social media, but almost no one can make it successful without using it. Regarding My Choice Greens satiation, the job posting is not actually considered as social media marketing. However, My Choice Greens will need to

pay for posting jobs on LinkedIn, pricing can be found on

<https://www.linkedin.com/help/linkedin/answer/167/job-posting-prices?lang=en>.

In contrast, website career page is a free method to post openings, which only requires a developer to work once for all time.

### **Training Program Promotion Stage**

Social media will be helpful the most for MyChoice Greens during its program promotion stage, not only for marketing but also social media can be an ideal classroom for MyChoice Greens to run its program to remote students. In this stage, whether My Choice Greens show off the program on its website's homepage, send out an email to tell its customers, or find an influencer to spread the word, My Choice Greens has to promote the program in order to see success. If customers don't know about the program, then how can they take advantage of it?

In order to optimize utilize social media to help promote training programs, MyChoice Greens need to work on a series of major aspects to boost its social media capability.

### **Audit Current Social Presence**

This is a must for My Choice Greens to look at where they before strategize their plan ahead. We suggest My Choice Greens assess a few areas:

- Which networks are My Choice Greens currently active on
- Are My Choice Greens networks optimized (photo, video, bio, URL, etc.)?
- Which networks are currently bringing My Choice Greens the most value?
- How do My Choice Greens profiles compare to its competitors' profiles?

Since My Choice Greens did not launch any of the programs yet, they did not take move on social media promoting programs. However, My Choice Greens does have a Twitter page and Facebook

page set to post its daily or weekly news to keep engaging followers, and though not considerable, the number of followers on the Twitter and Facebook is good. My Choice Greens needs to make sure its current social media stay alive so it can use it as fundamental when it comes to promoting the programs soon.

### **Identify and Document Who Your Ideal Customer Is**

The next step after the quick internal audit is to identify and document targeted audience, and we strongly suggest My Choice Greens get as specific as possible with this part. For example, if My Choice Greens identify its target audience as those who want to learn about hydroponic would be OK. However, if My Choice Greens is able to identify the audience as those who are between 25 to 50 years old, live in Worcester, MA and want to learn about hydroponic it will have much more success.

MyChoice Greens is currently not in the stage where they can filter audience, however knowing which group of audiences mostly tends to become the customer MyChoice Greens will perform better in follow-up reactions once the connection is constructed. Here are a few traits of the audience that we suggest My Choice Greens to particularly pay attention to once get reached back:

- Age
- Location
- Availability
- Job Title
- Income
- If any agriculture experiences
- Pain Points (that My Choice Greens program can solve)
- Most Used Social Network

Ideal audiences need to be documented after getting identified because in this way My Choice Greens will coherent all its following processes aim to the same group of audiences.

**Choose social networks**

In the stage of promoting training programs, My Choice Greens needs to take advantages as much as they can on social media, though don't have to be on them all, My Choice Greens needs those matter the most because of different social media platform targets on different groups of people.

The following chart is a side-by-side comparison of the major social media platforms' user demographics, from where we can easily tell Facebook has most users from all ages, education levels and income ranges among all the other social media.

*% of U.S. adults who use each social media platform*

	<b>Facebook</b>	<b>Instagram</b>	<b>Pinterest</b>	<b>LinkedIn</b>	<b>Twitter</b>
Total	68%	28%	26%	25%	21%
Men	67%	23%	15%	28%	21%
Women	69%	32%	38%	23%	21%
Ages 18-29	88%	59%	36%	34%	36%
30-49	79%	31%	32%	31%	22%
50-64	61%	13%	24%	21%	18%
65+	36%	5%	9%	11%	6%
High school or less	56%	19%	18%	9%	14%
Some college	77%	35%	31%	25%	24%
College graduate	77%	32%	33%	49%	28%
Less than \$30,000	65%	29%	23%	16%	18%
\$30,000-\$49,999	68%	27%	27%	11%	16%
\$50,000-\$74,999	70%	30%	29%	30%	26%
\$75,000+	76%	30%	34%	45%	30%
Urban	70%	34%	26%	29%	22%
Suburban	68%	24%	29%	26%	21%
Rural	65%	25%	20%	15%	19%

Of course, My Choice Greens will learn from the survey on their own situation basis. Regarding My Choice Greens budget and start-up situation, here we suggest My Choice Greens focus majorly on the following social media while other social media remain optional:



- Facebook

The most commonly used social media platform in the US, great choice to the market training program as well as get in touch with potential customers. MyChoice Greens already have the Facebook page, there is no reason not to take advantage from it. Facebook marketing should be given priority.

- Twitter

Since Instagram is not ideal for program promotion, Twitter is second only to Facebook in terms of general exposure rate. My Choice Greens already have the Twitter page, there is no reason not to take advantage from it.

- YouTube

Higher engagement and retention rates. Though takes a lot more to generate, video marketing is by any means the most effective social media marketing method today and YouTube is the best video post platform. It is free and unlimited (advanced features are priced).

- Website

The website is the place where My Choice Greens is going to actually create a page of content describe its programs, as well as the registrar entrance. The website is not only about marketing because this is the place where people will come after seeing your post, it is the “face” of My Choice Greens training programs.

- Email

### **Identify Key Success Metrics**

Next step for My Choice Greens after select preferred social media is to identify key success metrics. Key metrics are how My Choice Greens will determine if their social media marketing efforts

are successful. It's the best way to create targeted, customized content to improve engagement with your audience.

Regarding the particular satiation, we suggest My Choice Greens assess at least the following few metrics, if possible while promoting its programs over social media:

- Track Follower Growth
- Identify Optimal Times for Engagement
- Track Likes and Reactions to Your Posts
- Delve Into Audience Demographics
- Determine Reach
- Review Replies and Comments for Your Posts
- Find Out What Content Is Being Shared
- Track Referral Traffic From Social Media
- Examine Click Rates

<https://www.socialmediaexaminer.com/10-metrics-to-track-for-social-media-success/> (Agius,

2016) is a hand to hand demonstration of how to track data on Facebook and Twitter.

### **Create Engaging Content**

Content to post could vary, it depends on what program my choice have at the time and what they want to do with it (new program or need the referral, etc.). However couple things following we suggest My Choice Greens pay attention to regardless.

- Strategically place it on your homepage

In order to effectively promote a program, My Choice Greens should strategically place it on their homepage. That way, when a customer visits My Choice Greens website, they'll see the program front and center.

- Use targeted email marketing

Email is one of the best ways to get in touch with customers. When My Choice Greens introduces a new program or want to get fresh eyes on an existing one, always send a well-designed email to anyone who ever communicated with My Choice Greens.

- Make call outs for the programs to spread the word

When someone is checking out a particular product, they're more interested in that product than anything else on site. Because of this, My Choice Greens should make call outs for programs on product and sign up pages on their website. Or least, we suggest My Choice Greens must have social sharing buttons to make it easy for customers to share particular products with their friends.

- Promote the program in email signatures

Most brands have email signatures attached to each email a team member sends, so why not include a link to the programs? We suggest My Choice Greens do this whenever they have new programs or going-on program that is prioritized.

- Run a paid social media campaign to target loyal customers

Paid social media, such as Facebook Ads or Promoted Tweets, are a great way to promote content, products. The best part of these networks is that they're highly targeted, so My Choice Greens can promote the program exclusively to existing customers by uploading a list of email addresses. My Choice Greens can test out a promotion for as little as \$100 to see if they get results. We will make suggestions in next section.

## Invest in a Social Media Management and Promotion Tool

Most marketers have their social media tools, they can guarantee successful in social media, but almost no one can make it success without them. We here suggest My Choice Greens invest in a few tools so they will boost the efficiency of social media promotion.

- Promo: Easily Create Beautiful Marketing Videos

Promo offers high-quality footage, full-licensing, music, and editing tools to create a beautiful and effective video. The video is usually 30 second to 1 minute and can post, publish, upload, and share on Facebook, Instagram, YouTube, Twitter, websites, blogs, and anywhere else on the web.

Tier	Price / mo	Videos per month	Icon
BASIC	\$ 49 / mo	1 video per month	Icon of a video frame
PLUS	\$ 99 / mo	4 videos per month	Icon of a bicycle
PRO	\$ 199 / mo	10 videos per month	Icon of a scooter
AGENCY	\$ 359 / mo	15 videos per month	Icon of a train

The Plus tier is marked as 'BEST VALUE' with a purple banner.

- HootSuite

HootSuite is a social media management platform that manages all of the company's social networks in one convenient dashboard, and get a bird-eye view of what's happening in your social world. Quickly respond to messages, brand mentions, and comments across your social networks through a single dashboard. Analytics reports show you what's working and what isn't. Learn about your audience and improve your campaigns.

PROFESSIONAL	TEAM	ENTERPRISE
\$ <b>19</b> /mo*	\$ <b>99</b> /mo*	Contact for pricing
10 social profiles 1 user	20 social profiles 3 users	Custom Solutions
<a href="#">Free 30-Day Trial</a>	<a href="#">Free 30-Day Trial</a>	<a href="#">Request a Demo</a>
<b>Base</b> features:	<b>Professional</b> features, plus:	<b>Customizable</b> features:
<ul style="list-style-type: none"> <li>• Bulk scheduling</li> <li>• Real-time analytics</li> <li>• Social sweepstakes</li> <li>• Unlimited RSS integrations</li> </ul>	<ul style="list-style-type: none"> <li>• Custom analytics reports</li> <li>• Team assignments</li> <li>• 6 contest templates</li> <li>• 1 Custom Branded URL</li> <li>• 1 social media certification</li> </ul>	Accelerate the results of your social media strategy by giving teams the platform, advice, personalized training, and advanced analytics they need to be effective.
<a href="#">Free 30-Day Trial</a>	<a href="#">Free 30-Day Trial</a>	<a href="#">Request a Demo</a>

### Track, Analyze, and Optimize

My Choice Greens will need a particular person or even a group to work on, analysis, and maintain its social media, which of course if My Choice Greens does not have enough help they will not be able to make any difference on social media. Thus, each previous steps should be re-evaluated after analyzing the result of the marketing efforts. Let the data drive.

### Become vegetable supplier with social media

#### Preparatory Work

My Choice Greens was the first hydroponic vertical farm in the Worcester, and produce organic vegetable. If My Choice Greens could get certified organic by the USDA, the quality might be more acceptable to the consumer.

Secondly, from the angle of social media, My Choice Greens has already had social media accounts such as Facebook, Twitter, and Instagram. My Choice Greens could post information on this

social media platform. However, as a business, if My Choice Greens could open an account on the LinkedIn, it might help them to find more cooperative partners.

### **Reach out to the potential consumers**

Social media is very useful for this part, they could be a mediator between My Choice Greens and its potential consumers. Social media offer platforms for people to find and search their friends with common interests, but also for business to find their potential customers and build the conversation between themselves.

### **Individuals**

The traditional way for reaching out individuals is to contact them one by one physically. However, it is much easier for now. The online two-way communication through social media could create opportunities for My Choice Greens to develop their customers directly.

- Keyword Strategy

Keyword Strategy could help them for all social media platform: To start with, My Choice Greens could input the keywords through the social media such as “hydroponic”, “green lifestyle”, “health”, etc. to see the results and local people who related to this words. Analysis their profile and social media page, it shows lots information including age, location, purchasing power, and life value. Then My Choice Greens could choose to follow them, these people may become the customers of My Choice Greens because they value this field.

This method can help My Choice Greens to identify potential consumers. And according to the recommended algorithm for example in Twitter, the more you act, the more chance you could be found through the social media by the keywords.

- Small Online Events

Organized a small online event could help My Choice Greens stay active on the social media. The small activities could be the lottery, re-tweeting with awarding, or small online conference with a theme, etc. These events can help My Choice Greens create the potential consumer's list.

### **Organization**

My Choice Greens is not a famous brand now, even it established on an existed organization, My Choice Program. What My Choice Greens needs to do now is let more people and organizations know them well. And social media is a great way to do.

- LinkedIn

There are so many social media platform on the internet, but for business, LinkedIn has unique advantages for un-famous companies to seek business opportunities.

LinkedIn offered lots information about organizations:

- a. Demographics: Gender, Age, Location
- b. Occupation: Position, Job, Qualification, Skills
- c. Group Company: Category/Industry, Company size, Company name
- d. Education: School name, Degree, Research fields.

Most of LinkedIn users have business ideas, and they are more likely to accept advertisements. In addition, the precise position of LinkedIn allows My Choice Greens to reach the decision makers directly, which is more conducive to the successful negotiation of the transaction.

- Campaign or events

Creating campaign or events is one of the most effective ways in social media marketing strategy. Most of the companies would like to organize an event to marketing themselves. And it is also a good way to raise reputation. My Choice Greens had already organized a successful event: the Open House. However, it was a traditional way. My Choice Greens could organize small online events through social media such as lottery events.

The big events could help My Choice Greens accumulates potential consumers and raise reputation quickly in the short time, expand business channels and increase business opportunities.

- Using the power of short video

In our research, the short video is the major future form of social media marketing. Short video not only could help My Choice Greens exhibits company culture, value, and products, but also could let more people and organization knew.

- Constant Contact

Constant Contact is an online platform enables its customer to create weekly or monthly news with professional frameworks and to send email to numbers of customers at once.

For business goal which My Choice Greens wants to achieve. The best and traditional solution is the advertisement. However, it may cost a lot. Based on the huge influence of social media now, social media become the verbs not nouns. Then, making advertisement on the social media platforms becomes the methods that standing on the shoulder of a giant. And the most important is that the ads on the social media are powerful, controllable, and affordable. If My Choice Greens buys the program, the platform also offers analysis pages which could help My Choice Greens to find out exactly conversion rate from social media users to potential consumers.



Followings are we social media ads suggestion:

- Twitter ads — \$30/day up
- Facebook ads — depends on what result MyChoice Greens wants
- Instagram ads — depends on what result MyChoice Greens wants

**Maintain stable relationship with existing customers**

When My Choice Greens has the increasing list of customers, the hardest part is to keep them and make from new customers to regular customers. In the old time, it might take lots of time to do the maintaining job. However, it might be easier now.

- Twitter

“Twitter is where executive goes to get news before it breaks anywhere else and to instantly share their thoughts with the most relevant audience.” (Twitter Business) Last year, Twitter made a major change that their character limit from 140 to 280. This huge change could let My Choice Greens say more information on the Twitter. And also, Twitter is the quick, short sharing information battlefield. In the meantime, Twitter also could be a great place for building the personal connection between My Choice Greens and individual consumers. To get the useful effect through the Twitter, My Choice Greens should do keep steps:

- a. Updated information and pictures frequently
- b. Always check and respond replies
- c. Perseveration means victory

- LinkedIn

As we mentioned before, LinkedIn is the place for business and professional skills. LinkedIn is a good place for seeking the cooperation partner, and My Choice Greens also could create a group to keep

in touch groupers easily. Then My Choice Greens may put community marketing in practice after they settle down the group chat. Community marketing is a more concentrated marketing strategy. It engages the audience in an active, non-annoying customer conversation. People who involved are core consumers of My Choice Greens, they are loyalty, active, and consulting. My Choice Greens also could offer some privilege for this group of people to glue them.

- Website

The Website is a very official place. When people found something new about My Choice Greens, most of the people would check the official website to make sure the authenticity of information. The Website also is the official shopping place for My Choice Greens, My Choice Greens collected the customers' information and keep connect them to transfer to regular customers.

- E-mail

Many companies are still independent on the operation of Email advertisement because Email still occupies the position of major digital advertisement promotion. The long-term sustainability of email communication and the depth of the communication content make up for the fragmentation, the loss of fans, and business instability of the social media advertising sales promotion. Turning social media users from fans into your email users is a great way to promote a two-way promotion of brands and sales.

### **Chapter Five: Recommendations**

Social media marketing is an important foundation for any company's success. B2C companies have always attached great importance to social media, and more and more B2B companies have also noticed that to enhance brand awareness, 72% of B2B companies gain loyal users through social networks.

In order to achieve business goals My Choice green needs to really realize and utilize the power of social media. Generally speaking, social media ads are more affordable than traditional ads, and conversion rate is usually higher.

Following chart 1 is a recap of what we've suggested in the marketing plan for MyChoice Greens to integrate social media with its business process. The rows stand for business goals and the column stand for business processes, by referring to the chart My Choice Greens can quickly understand what we recommended to use. However, for detail information readers need to go back to the marketing plan.

Following chart 2 is a recap of the social media promotion tools we've suggested My Choice Greens invest in order to boost the efficiency of utilizing social media.

Following chart 3 is a recap of the best time to post to each commonly used social media on daily basis. There are more strategies for posting, My Choice Greens do not have to follow the strategy we provided.

**Chart 1**

	Outline the key qualities & benefits brand offers.	Form your brand's business voice	Social campaigns to promote products	Engaging in social nets
Build brand of MyChoice Greens				Instagram
				Facebook
				YouTube
	Public	Education		
Raise Awareness and Education of Hydroponic concept	Email	Website		
	Facebook	E-mail		
	YouTube			
	Instagram			
	Licenser	Program	Hiring	Market Program
Offer Training and Create Job Opportunities		observe and learn from other's experiences	LinkedIn	Facebook
			Website	Twitter
				Website
				YouTube
				E-Mail
	potential individual consumers	potential organization consumers	maintaining the consumers	Tools to invest
Become the vegetable supplier	Instagram	Facebook	e-mail	Facebook ads
		twitter	LinkedIn	twitter ads
		LinkedIn		constant contact

Chart 2

Tools to invest
InstagramAd Manager,
Facebook Ads
Google AdWords
Manager,Hootsuit Ads
Social Ads Tool
Bootup.me
HootSuite
Promo

**Chart 3**

	Sun	Mon	Tue	Wed	Thur	Fri	Sat
7-8AM			LinkedIn	LinkedIn	LinkedIn		
9:00 AM	Facebook	Instagram			Facebook	Facebook	Facebook
10:00 AM					Instagram		
11:00 AM							
12:00 PM			LinkedIn	LinkedIn	LinkedIn		
				Twitter			
1:00 PM	Facebook				Facebook	Facebook	Facebook
2:00 PM							
3:00 PM	Facebook			Twitter	Facebook	Facebook	Facebook
4:00 PM							
5-6 PM		Instagram	LinkedIn	Twitter	LinkedIn		
				linkedin	Instagram		

## Appendix G

### Meeting Notes

#### Team Meeting Schedule

Meeting Type	Time	Location
Advisor Meeting	01/23/2018 11:00 am	JC111
Advisor Meeting	01/30/2018 11:00 am	JC111
Client Meeting	01/31/2018 2:00 PM	1158 Main Street Worcester, MA 01610
Group Meeting	01/31/2018 5:30 PM	AC
Advisor Meeting	02/06/2018 11:00 am	JC111
Client	02/06/2018 5:00 pm	1158 Main Street Worcester, MA 01610
Group Meeting	02/07/2018 5.30 PM	AC
Advisor Meeting	02/13/2018 11:00 am	JC111
Client (Long-term G)	02/13/2018 2:00 pm	1158 Main Street Worcester, MA 01610
Client (Short-term G)	02/13/2018 4:00 pm	1158 Main Street Worcester, MA 01610
Client (Long-term G)	02/20/2018 2:00 pm	1158 Main Street Worcester, MA 01610
Client (Short-term G)	02/20/2018 4:00 pm	1158 Main Street Worcester, MA 01610
Group Meeting	02/14/2018 5.30 PM	AC
Advisor Meeting	02/27/2018 11:00 am	JC111
Client (Long-term G)	02/27/2018 2:00 pm	1158 Main Street Worcester, MA 01610
Client (Short-term G)	02/27/2018 4:00 pm	1158 Main Street Worcester, MA 01610

Group Meeting	02/28/2018 5.30 PM	AC
Attend Open House	03/08/2018 1:00 -7:00 pm	1158 Main Street Worcester, MA 01610
Group Meeting	03/14/2018 5.30 PM	AC
Advisor Meeting	02/20/2018 11:00 am	JC111
Client Meeting	03/20/2018 2:00 pm	1158 Main Street Worcester, MA 01610
Group Meeting	03/21/2018 5.30 PM	AC
Advisor Meeting	04/03/2018 11:00 am	JC111
Group Meeting	04/04/2018 5.30 PM	AC
Group Meeting	04/11/2018 5.30 PM	AC
Dry Run	04/17/2018 11:00 am	JC215
Group Meeting	04/18/2018 5.30 PM	AC
Group Meeting	04/21/2018 10.30 AM	AC

### First Meeting with Client Agenda

#### Meeting Details

*Time:* 2pm on January 31st, 2018 (Arrive at location by 1:45-1:50pm)

*Location:* My Choice, 1158 Main St, Worcester, MA, United States

*Expected Attendees:*

**Our team:** Yuhao Zhou, Zijun Zhou, Amelia Mohr, Sean Tatar, Hesi Zhang, Alina Zulfikarova,  
Ruiqi Huang

**Their team:** Debra Aharonian (Director of Community Relations)

#### Agenda

1. Introduce ourselves to client
  - a. Amelia serves as the meeting leader because she is the client communicator.
2. Provide overview of what we know about My Choice
  - a. My Choice is a Center for Independent Living that is committed to enabling individuals to make choices and meaningful decisions about their lives.
  - b. Initial report will be helpful, especially in terms of trends.
3. Ask our questions (see below)
4. Give client a chance to ask our team questions
5. Leave with clear understanding of client and client's expectations

### **Questions to Ask Client**

#### *Section 1: Clarifying Information About My Choice & My Choice Greens*

1. Is the information about My Choice we don't already know? How do you define My Choice?
  - a. Who is the target audience My Choice?
    - i. What is the level of disabilities they serve?
    - ii. Age of clients?
  - b. Where do you receive your funding? Donations, the government, SSDI (social security disability income), other? (Or maybe don't ask this question??)
2. Who is My Choice Greens?
  - a. Who is the target audience of My Choice Greens?
  - b. Who will be controlling it and who will be using it?
3. How are My Choice and My Choice Greens related?

#### *Section 2: Marketing Plans*



1. What is their ideal vision/purpose of this marketing plan? Do they want something for My Choice, My Choice Greens, or both?
  - a. Who is their target audience for this marketing plan? It may be different than the people they serve.
  - b. Are there particular platforms they would like us to use?
2. What is the longevity of this marketing plan? Can it be maintained? (Especially on digital media or social media?)
3. What is the budget? Is there a budget?
4. Is there a timeline for this plan? (Other than our this semester timeline)

### **Second Meeting with Client Agenda**

#### **Meeting Details**

*Time:* 5pm February 6th

*Location:* My Choice, 1158 Main St, Worcester, MA, United States

*Expected Attendees:*

**Our team:** Yuhao Zhou, Zijun Zhou, Amelia Mohr, Sean Tatar, Hesi Zhang, Alina Zulfikarova, Ruiqi Huang

**Their team:** Debra Aharonian (Director of Community Relations)

#### **Agenda**

1. We tell client parameters of what we can deliver. We can't do everything they asked for in the first meeting, so we will clarify our capabilities up front.
2. Give the client a chance to clarify what they want.
3. We ask clarifying questions of client so we know exactly what we will be doing.

4. Figure out future meeting times. Should we meet by team? Do we need to meet weekly? Can we teleconference or skype in rather than always meet in person?
5. Let them know about the Presentation time!

**Parameters:**

We can develop two marketing plans. One marketing plan is a short-term plan for the Open House. The other is a long-term strategic plan that they can implement over the next two or three years.

- a) The short-term Open House plan
  - i) We will create the plan and implement. My Choice will provide the content (photos, etc.), and we will implement the content.
  - ii) Team: Amelia Mohr, Sean Tatar, Zijun Zhou
- b) The long-term strategic plan
  - i) We will create the plan, but *not* implement it. My Choice will implement the plan, possibly hiring somebody to do so upon our recommendation.
  - ii) Team: Yuhao Zhou, Hesi Zhang, Alina Zulfikarova, and Ruiqi Huang

Other parameters:

- a) We are only using new media/social media, not traditional media. If My Choice would like traditional media marketing, they must undertake that themselves.
- b) We are only focusing on Worcester community members, not all of Massachusetts.

**Questions to Ask Client:**

*General questions (we don't have to specifically ask these, but we should have an answer for them by the end of it):*

- 1) Who are they marketing to?

- 2) Are they gonna pay for the employees? Do you have a clear marketing employment budget?
- 3) What's their role in process?

*Project specific questions:*

### Open House Plan

- 1) What is their ideal message for the Open House? (i.e. we exist, work for us, etc.?)
- 2) Who is their ideal audience for the Open House? You want to reach everybody, but who is invited? Who do you want to attend?
  - a) What is the potential client ranking?
  - b) Our guess of the potential client ranking is:
    - i) Young people in Worcester
    - ii) Schools
    - iii) Restaurants
    - iv) Worcester residents
    - v) Other?
- 3) What will My Choice's/My Choice Greens's role be in this process? What will Debra give us?

### Long-Term Plan

What is their ideal long-term message? What is the purpose of the long-term marketing? (i.e. sale, market share, hiring?)

- 1) Who is their ideal audience for the long-term plan? Is there an ideal audience for new media/social media specifically?
- 2) What is the potential client ranking?
  - a) Our guess of the potential client ranking is:

- i) All residents in Worcester
  - ii) Restaurants in Worcester or community?
  - iii) Organizations?
- 3) Will you pay for an employee to implement this upon our completion? Do you have a clear marketing employee budget?
  - 4) What will My Choice's/My Choice Greens's role be in this process? What will Debra give us?

### **Open House Campaign Team Meeting 1 Agenda**

#### **Meeting Details**

*Time:* 4pm February 6th

*Location:* My Choice, 1158 Main St, Worcester, MA, United States

*Expected Attendees:*

**Our team:** Zijun Zhou, Amelia Mohr (via phone), Sean Tatar

**Their team:** Debra Aharonian (Director of Community Relations)

#### **Prior to Meeting:**

Email My Choice to confirm meeting time and ask for:

- 1) The list of who is invited and what anchor institutions they would like to connect with.
- 2) Tell them we will create more social media platforms and ask what account information they want to use. (What email and password do they want to use for these pages?)
- 3) Can they prepare all the content they have now so they can give it to us at (or after) the meeting?

#### **Agenda**

1. We will tell them our marketing plan and give outline of our schedule.
2. We will ask them clarifying questions.

3. They have a chance to ask us clarifying questions.
4. We go out into the world and start implementing our plan!

**Our Plan:**

We will create three social media platforms: a Facebook, Instagram, and Twitter for My Choice Greens. Sean will be in charge of Instagram, Zijun will be in charge of Twitter, and Amelia will be in charge of Facebook. We will post daily (at our discretion), with posts aligning with the theme for each week. The Facebook brand will be more information focused, the Twitter brand will be interactive, and the Instagram brand will be playful and fun. We will also create original videos, using My Choice's content, to post on all the platforms. Our team will work on these videos together.

**Questions to Ask Client:**

*General questions (we don't have to specifically ask these, but we should have an answer for them by the end of it):*

- 1) How will content be created? Currently we are thinking that our team will think of potential content, My Choice will provide the necessary media, and our team will post it. But would My Choice prefer to post it themselves? Do they need to approve the posts?
- 2) Do they want us to create a media pack? It sounds out of our jurisdiction.
- 3) How will they give us content?
- 4) Do they need us to be at the Open House?
- 5) Do they have an idea of who specifically they want us to connect with on social media?

**Open House Campaign Team Meeting 2 Agenda**

**Meeting Details**

*Time:* 4pm February 27th

*Location:* My Choice, 1158 Main St, Worcester, MA, United States

*Expected Attendees:*

**Our team:** Zijun Zhou, Amelia Mohr (via phone), Sean Tatar

**Their team:** Debra Aharonian (Director of Community Relations)

## **Agenda**

1. Ask our questions to make sure we have everything we need.
2. Go take photos.
3. We can check in at the end.

## **Questions to Ask Client:**

*General questions (we don't have to specifically ask these, but we should have an answer for them by the end of it):*

- 1) Do they have the list of organizations to contact? Or do you have a list of competitors that we should not contact? If not we can look up Worcester restaurants on our own through the Department of Public Health and Chamber of Commerce.
- 2) If we send out social media content on Friday morning can we expect approval by the end of the day? We know everyone is busy but we want to make sure that everything gets approved so we can promote the open house this week.
- 3) We saw that you posted on the Facebook page and that a promotional video was added to the shared drive...
  - a) If there is content that you would like on social media that is separate from our content, could you let us know? We are happy if you post it yourselves, but we don't want to double-post. We also want to spread content across all the pages.

- b) If you would like us to post something additionally, such as the video the intern made, could you tell us? That way we don't miss posting something you would like us to post.
- 4) Can you ask attendees at the open house how they heard about the event when they come in? (we can create a spreadsheet for them to use)
- 5) Are we getting juice shots from Niche (as a way to market the event)
- 6) Can we take photos and videos of the farm to post of social media?

Can we have their intern's contact information?


## Appendix H

### Final Powerpoint

**MY CHOICE GREENS**

AMELIA MOHR, ALINA ZULFIKAROVA, HESI ZHANG, SEAN TATAR, RUIQI HUANG,  
YUAHO ZHOU, ZIJUN ZHOU

04/23/2018




**CLARK**  
UNIVERSITY

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**Presentation Outline**

- **Background**
- **Open House Social Media Campaign**
- **Strategic Long-Term Marketing Plan**
- **Our Recommendations**
- **Takeaways**



2





## My Choice & My Choice Greens

- **My Choice Programs for Independent Living**
  - Services & support to individuals with developmental disabilities
- **My Choices Greens**
  - A year-round indoor urban hydroponics farm
  - Funds programming, employs disadvantaged people

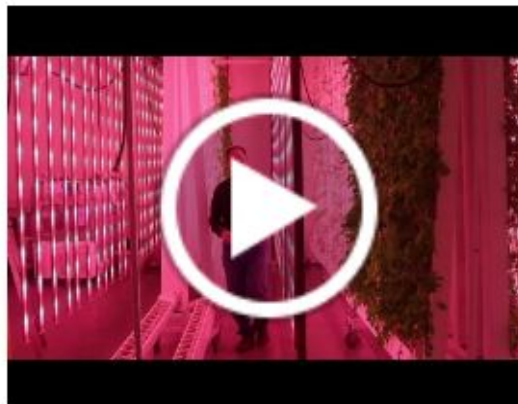


2



## Hydroponic Farming

- **Growing plants without soil**
- **Uses a mineral-infused water solution**
- **Benefits**
  - Sustainable
  - Urban
  - More productive growth
  - Year-round produce



4



## Open House

- **March 8, 2018**
- Tours of the farm & tastings
- **Goal:** Introduce hydroponic farming to the community



5



## Problem Statement

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• <b>Problems</b></li><li>• Start-Up</li><li>• Limited Budget</li><li>• Lack of Promotion Plan for the Approaching Campaign</li><li>• Lack of Social Media Professionals</li></ul> | <ul style="list-style-type: none"><li>• <b>Solution</b></li><li>• Marketing Direction Development</li><li>• Effective Branding</li><li>• Open House Campaign Promotion</li><li>• Create Social Media Marketing Plan</li></ul> |
|--|---|

6



## How We Went About the Project

- **Team 1: Open House Campaign**
  - Researched, implemented, and designed social media campaign
- **Team 2: Long-Term Marketing Plan**
  - Designed strategic social media marketing plan
    - Administered survey
  - Website



## SOCIAL MEDIA CAMPAIGN FOR THE OPEN HOUSE



### Problem 1: No Social Media Profiles



9

### Problem 3: How Do We Create Effective Content?



My Choice Greens

Published by Amelja Mohr [?] · March 1 · @

For the first day of our staff sneak peak, meet Howard. Howard has committed himself to strengthening the resiliency of neighborhoods in Worcester where he grew up. His goal is to transform the city and improve the quality of life for all.

1. Why are you excited about the Open House?

"I'm excited to educate the community about the future of farming and the wonderful opportunity we have to improve the health and wellness of Worcester's residents. I am ready to bring the commun... See More



11





**Top Follower** followed by 27.7K people



**SeasonsCornerMarket**

@Seasons\_Market **FOLLOWS YOU**

Seasons Corner Market: New England's Finest Neighborhood Convenience Stores. We're Fast, Fresh, & Friendly! <http://www.seasonscornermarket.com>

View profile



13

# LONG-TERM STRATEGIC SOCIAL MEDIA MARKETING PLAN





## Social Media Marketing Plan

- **SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats)**
- **Website Develop and Consumer Habits Survey**
- **Identify Goals of My Choice Greens**
  - Build Brand of My Choice Greens.
  - Raise Public Awareness and Acceptance of Hydroponic.
  - Create Job Opportunities and Offer Hydroponic Related Training.
  - Become a Hydroponic Vegetable Supplier.
- **How social media will help My Choice Greens on its way to achieve the goals**

*Together with hydroponics and social media, My Choice Greens will make a difference*



## SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Hydroponic is a new concept for Worcester	Limited funding (Non-Profit)	Provide Job opportunity	Short of hydroponic professionals available
Being the 1st hydro-farm in Worcester	No marketing professionals	Public tend to shift to healthier living	Low public acceptance currently
Having productive and dedicated project team	Undeveloped hydroponic market in Worcester	Increased acceptance of alternative farming methods	Potential customers have established preferences
Environmental friendly	MyChoice Greens as a start-up	Fact that Worcester cannot sustain its people in harsh period cuts down harvest	Higher unit price than other similar goods
		No direct competitors	

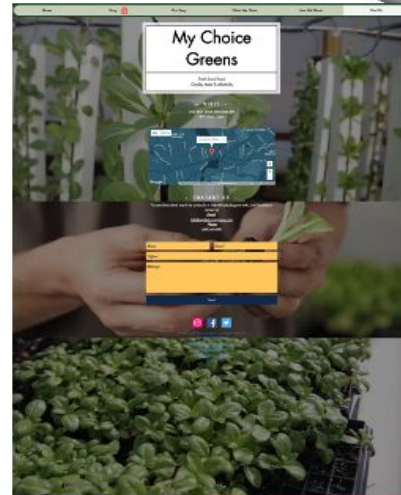
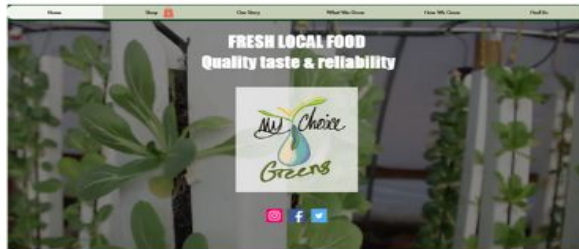




## Website Development

- Prior to the Capstone, My Choice Greens website was undeveloped
- Now My Choice Greens has a shining website
- Ideally, the website should be the center of My Choice Greens online presence

<http://www.mychoicegreens.com/>



## Consumer Habits Survey



- Q1. Before today, did you know about hydroponic, locally grown green?
- Q2. What, if any Greens, Herbs or Lettuces do you use? Please list them below.
- Q3. How important is it that the produce you purchase is certified "Organic"?
- Q4. Which factor affects your decision when purchasing?
- Q5. Would you consider paying more for a better product?
- Q6. Which of the following social media you use most often?
- Q7. Would you consider purchasing Fresh Local Greens from MyChoice Greens?
- Q8. How can we contact you to arrange purchasing from MyChoice Greens?
- Q9. Would you recommend us to another business/individual?

MyChoice Greens - YouChoice Organic

SUMMARY DESIGN SURVEY PREVIEW & SCORE COLLECT RESPONSES ANALYZE

Survey Design Responses and Status

MyChoice Greens - YouChoice Organic  
Created on 3/8/2018

9 QUESTIONS 1 PAGES  
Survey language: English

Upgrade to add your logo UPGRADE

TOTAL RESPONSES: 27

Collectors

- OPEN Social Media Post 1  
Created: 3/20/2018
- OPEN Mobile Link  
Created: 3/8/2018

**74.4% of attendees prefer organic produce over regular vegetables.**  
**80% of attendees stated that they were interested in hydroponic farming**





## Business Goals Analysis

	Reach Individual Consumers	Reach Organization Consumers	Maintaining Relationship	
Become the vegetable supplier	Instagram	Facebook	e-mail	
		twitter	LinkedIn	
		LinkedIn		
Build brand of MyChoice Greens	Outline Key Qualities & Benefits Brand Offers.	Form Brand's Business Voice	Social Campaigns to Promote Products	Engaging in social nets
				Instagram
				Facebook
Raise Awareness and Education of Hydroponic concept	Public	Education		
	Email	Website		
	Facebook	E-mail		
	YouTube			
	Instagram			
Offer Training and Create Job Opportunities	Licenser	Program	Hiring	Market Program
		Observe and Learn from Other's Experiences	LinkedIn	Facebook
		Set Discuss Topic	Website	Twitter
				Website
				YouTube
			E-Mail	

Tools to Invest
Promo
HootSuite
Google AdWords
Social Ads Tool
Bootup.me
Facebook Ads
Instagram Ad Manager



## Final Recommendations

- Utilize community oriented content
- Show personality, not just information
- Brand uniformity and consistency
- To start, hire an intern and use social media ads for events
- Over the next 2 years, consider hiring a full-time employee to focus on social media marketing and communications



## Best Time To Post

	Sun	Mon	Tue	Wed	Thur	Fri	Sat
7-8AM			LinkedIn	LinkedIn	LinkedIn		
9:00 AM	Facebook	Instagram			Facebook	Facebook	Facebook
10:00 AM							
11:00 AM							
12:00 PM			LinkedIn	LinkedIn	LinkedIn		
1:00 PM	Facebook			Twitter		Facebook	Facebook
2:00 PM							
3:00 PM	Facebook			Twitter	Facebook	Facebook	Facebook
4:00 PM							
5-6 PM		Instagram	LinkedIn	Twitter	Instagram		
				LinkedIn	LinkedIn		

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## Project Takeaways and Lessons

- **Short Term**
  - Outlining scope of a project
  - Scheduling and deadlines
  - Starting social media from scratch
  - Social media marketing takes time
- **Long Term**
  - Research is the foundation for a good plan
  - Use social media data
  - Marketing plan creation from start to finish

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**Questions? Comments?**