

TEACHING GUIDE

Learning Objectives

The primary objective of the case is to provide students with opportunities to engage in market research and the development of marketing strategy. In doing so, students will appreciate the importance of good research, a well-informed marketing plan, and feasible implementation.

The central managerial challenges are to:

- position PPM for the future by understanding the context of the market, the external environment's impact on PPM and farmers' markets in general; and
- develop a marketing strategy to accomplish the market's goals.

In addressing these challenges, we advance student knowledge by providing opportunities to engage in market research and use those data to develop the framework of a marketing plan. Specifically, upon completion of this case and its activities and discussion, students should be able to:

- recognize a marketing problem/opportunity
- gather secondary data on an organization and its competitors
- identify an organization's competitors and industry exemplars
- perform a SWOT analysis
- develop marketing recommendations based on such research

Suggested Teaching Plan

Prior to this case, students should be familiar with basic market research concepts and principles of marketing – namely the “4 Ps.” Further, students should be able to perform a SWOT analysis. The case may be used as a supplement to a textbook or to complement course themes related to research, environmental scanning, and strategy. The following section

highlights some key concepts and material, provides recommended activities, and offers guidance on class discussion.

Following a reading of the case and prior to class discussion, the instructor should instruct students to do their own research into PPM using the market's website and web searches. Next, students should engage in further secondary data collection by performing an environmental scan, focusing on similar farmers' markets in the Southeastern United States. See the appendix for a sampling of appropriate markets.

The instructor should begin by using discussion to establish the challenges that PPM faced. Next, the instructor should confirm students' understanding of certain unique aspects of PPM's operation, including its nonprofit status, limited operating schedule (due to the use of business parking lots), and relationship with Sloss Real Estate. At this time, the instructor might transition into the Discussion Questions below. Take ample time focusing on possible marketing actions, with an emphasis on the feasibility of implementation. When concluding the discussion, instructors should ask how PPM should proceed with marketing research and which strategic direction PPM should take.

Theoretical Background

As noted above, students should be familiar with basic concepts of market research, principles of marketing, and common strategic analyses. In particular, students should be well-informed on:

- primary and secondary data collection methods
- environmental scanning and competitive analysis
- conducting a SWOT analysis
- market segmentation and targeting

- the marketing mix (4 Ps of marketing)

These concepts are covered well in Ferrell & Hartline (2014), *Marketing Strategy*, 6th ed., Southwestern Cengage Learning, Mason, OH. Chapters 4 and 6 may be most particularly germane. Additional recommended textbook resources include:

- Kotler & Armstrong (2018), *Principles of Marketing*, 17th ed., Pearson, New York, NY. Chapters 4 and 18, in particular.
- Kotler & Keller (2016), *Marketing Management*, 15th ed., Pearson, New York, NY.

Discussion Questions

1. Conduct a SWOT analysis of Pepper Place Market.
2. Engage in competitive scanning to identify successful farmers' markets in the Southeastern United States. What are some best practices and techniques employed by those markets that PPM might implement?
3. Create and elaborate upon a table of competition, in which you identify competition at the levels of brand, product, generic, and total budget.
4. Discuss Pepper Place Market's competitive advantages.
5. Should Pepper Place Market remain at the same size or grow? Provide arguments for each course of action.
6. What are the most significant challenges that the market faces? How should PPM address these challenges?
7. Create a marketing plan for Pepper Place Market in which you establish goals, define the target market(s), elaborate upon each element of the marketing mix (4 Ps), and outline the needed implementation priorities.

Suggested Answers to Discussion Questions

1. Conduct a SWOT analysis of Pepper Place Market.

- **Strengths:**
 - **Location / atmosphere.** The market has a unique, organic feel, owing to its unique historic district venue. The downtown Birmingham locations makes it easily accessible to all suburbs, as evidenced each Saturday morning where a diverse crowd of thousands gathers to enjoy live music, cooking seminars, and a distinct urban atmosphere punctuated by the goods of local farmers and artisans.
 - **Loyal customers.** Pepper Place Market enjoys a loyal and devoted customer base. While local residents enjoy the convenience of the market's downtown location, many repeat customers travel a considerable distance to be a part of the market on Saturday mornings.
 - **Relationship with Sloss Real Estate.** Jones's family ties to the real estate company provide unique benefits, such as the free use of the Pepper Place grounds and additional space for potential expansion.
 - **Vendor and business community relationships.** Pepper Place Market has used a barter system that allows it to trade real estate or vendor space for services that are important to the operation of the market. For instance, the bartered contract with Zeekee Interactive provides the market's with website and social media services in return for commercial space for Zeekee.
- **Weaknesses:**
 - **No formal business or marketing plan.** The lack of formal business and marketing plans has led to growth without a vision to direct it. A thorough marketing plan

serves as a guide for marketing tactics and policy, assisting the company with linking its goals with its marketing actions.

- Lack of data. In addition to having no formal marketing plan, the market lacked quantifiable data and research. This information could improve the market's ability to understand its customers, solicit sponsorships, and promote the market.
- Narrow revenue streams. The market's only revenue streams come from booth space (rented at below-market rates) and annual sponsorships – a relatively new revenue source, which may prove to be volatile.
- Opportunities:
 - Urban revitalization. Many cities across the country are experiencing a revitalization of the downtown core, and such is the case for Birmingham. Located downtown, Pepper Place Market can take advantage of this trend as more people embrace urban lifestyles while suburbanites look to historic downtown districts for entertainment and recreation.
 - Buy local food trend. There is a growing preference for organic and locally-sourced food. This trend bodes well for farmers' markets across the country.
 - Healthy lifestyles. After decades of increasing obesity and its health-related by-products, many Americans are engaging in healthier lifestyle choices. This is evidenced in the increasing demand for healthier diets and outdoor activities. Farmers' markets are able to support both of these desires.
 - Corporate social responsibility (CSR). Many corporations are looking for ways to enhance their reputations for civic investment. Nonprofits in general stand to benefit as for-profits seek community partners. In particular, Pepper Place

Market could leverage its high profile status in the community to achieve additional sponsorship success.

- Prevalence of social media usage. Social media use continues to proliferate among Pepper Place Market's key target demographics. With the "photo friendly" nature of the market and its products, it can leverage free social media platforms and tools to stay top-of-mind with its target audience while growing public awareness and interest.
- Threats:
 - Competition. The number of farmers' markets in Alabama has grown from seven at the time Pepper Place Market started to over 100 today. With ample (albeit somewhat pricey) land in the downtown area, a competing urban market could open with little barrier to entry. Further, suburban markets could open and become more convenient options for some patrons and draw current vendors away.
 - Weather. As an outdoor market, Pepper Place Market is susceptible to poor weather conditions. Alabama summers (particularly on asphalt) can be brutal. Meanwhile, a rainy Saturday can have a serious detrimental impact on the day's attendance.
 - Corporate overreach. As for-profits continue to emphasize CSR, and sponsorship support grows, there is a risk of – whether it be perception or reality – corporations seeking greater influence over their nonprofit partners. Such overreach can hurt the image of farmers' markets, which appeal to patrons seeking to support "the little guy."

- Competing events. In addition to the threat of new farmers' markets entering the playing field, markets compete with other events, as well. From little league soccer and college football to movies and street festivals, people have an ever-increasing pallet of social options vying for their attention and time.
 - Demographic trends. Whether it is a population decline in the metro area, or a large subset of the population (e.g., Gen Y) experiencing changing lifestyle priorities (e.g., having children and choosing tee ball games over browsing the market), Pepper Place must stay abreast of consumer interests, be nimble, and work to maintain its social and cultural relevance.
 - Crime and panhandling. Some people hold negative perceptions of urban areas, such as high incidents of crime and panhandling. Should either of these actually increase, it could reinforce negative stereotypes and/or create anxiety among current patrons.
2. Engage in competitive scanning to identify successful farmers' markets in the Southeastern United States. What are some best practices and techniques employed by those markets that PPM might implement?

See the appendix for some Southeastern farmers' markets in cities of comparable size.

Depending on the other markets that students identify and research, responses might include:

- Children's programming
- Nutritional programs
- Cooking demonstrations
- PPM cookbook to sell
- Merchandise sales

- Onsite restaurant
 - Promoting volunteer and donation opportunities online
 - Market-wide credit/debit/EBT capabilities
 - PPM “currency”
 - Loyalty/rewards program
 - Increased days/hours of operation
 - Multiple locations of operation, including an indoor option (in particular, for inclement weather)
 - Recipe contests
 - Creating a cooperative
 - Adding more corporate partners
3. Create and elaborate upon a table of competition¹, in which you identify competition at the levels of brand, product, generic, and total budget.

The purpose of this exercise is to get students to understand the breadth of the competition faced by a farmers’ market. The table of competition would be performed for the farmers’ market industry for which students should identify one or more consumer “needs fulfilled.” The table’s brand competitors should include other farmers’ markets in the area. Product competitors would include traditional grocery stores and supermarkets. Generic competitors may include food-related options such as restaurants and home gardening but should also expand to other entertainment options: sporting events, movies, street festivals, concerts, etc.

4. Discuss Pepper Place Market’s competitive advantages.

¹ Ferrell & Hartline (2014), Chapter 3. Can also be supplemented with Kotler & Armstrong (2018), Chapter 18.

Competitive advantages can be identified by matching an organization's strengths with opportunities afforded by the external environment. Considering its strengths and current position, Pepper Place Market's competitive advantages are due, in part, to its location, low cost profile, current customer loyalty, and first mover advantages. Further, external factors such as the demand for local food products and healthier lifestyles work in Pepper Place Market's favor.

Competitive advantages can be categorized in a number of ways. Pricing advantages exist when an organization's costs allow it to deliver customer benefits at a lower price than its competition. Such is the case for Pepper Place Market relative to most other farmers' markets. Pepper Place Market enjoys a large footprint in a desirable part of downtown and does not have to pay rent for it. Viewed from the perspective of the end consumer, farmers' markets allow producers to sell directly goods, cutting out the "middle man" and potentially saving the consumer money.

Differentiation advantages occur when an organization offers benefits that consumers see as superior to those of its competitors. Pepper Place Market's trendy location, vast numbers of vendors, and variety of products make it an extremely difficult offering to imitate.

Pepper Place Market's relational advantages come from both the supplier side (Sloss Real Estate and the market's vendors) and the customer side, where current customers have shown great loyalty to the market. With the relationships Pepper Place Market has forged with local farmers and artisans, it enjoys strong relationships that would be difficult for competing markets to form.

5. Should Pepper Place Market remain at the same size or grow? Provide arguments for each course of action.

- Pepper Place Market should remain the same size:

- The current model has been moderately successful, roughly breaking even from year to year. Changing the model might drive the market into unprofitability.
- Current patrons clearly enjoy the market in its current state. A larger market may change the “neighborhood” feel of the market while also creating logistical issues.
- An unexpected economic downturn that follows on the heels of a growth emphasis could have disastrous impact on the Pepper Place Market as an entity.
- Attempts to grow may be perceived as a money-focused move and met with a negative response from supporters who appreciate the nonprofit mission of the market.
- In an attempt to grow the market, if capacity outpaces demand, the market could face the embarrassment of empty tents/land or end up with vendors who are not the right fit for the market.
- A growth plan would require additional marketing planning and execution, which have not been strengths of Pepper Place Market to date.
- The market causes a spike in traffic and noise in the area. Local residents may be resistant to growth plans and become antagonistic toward the market.
- Pepper Place Market should grow:
 - There exists a lengthy waitlist of vendors wanting to be part of the market. Without growth, many local farmers and artisans will not have the opportunity to be a part of this popular event.
 - The financial position of the market should improve because more farmers will be paying to be a part of the market while costs should be nearly the same due to the

relationship with Sloss. Sponsors may also be willing to pay more money due to the exposure to more people.

- Nearby businesses will receive more traffic, allowing them to expand while other businesses may be attracted to the Lakeview area.
- With increased traffic, the market could stay open for a longer hours or more days of the week, accommodating more farmers and patrons, while providing opportunities for more revenue.
- Potential for improved property values in the area, as more people are exposed to the market, its vendors, and nearby businesses.

6. What are the most significant challenges that the market faces? How should PPM address these challenges?

- PPM has never been intentional with its marketing efforts. The bits of marketing conducted throughout its history have been scattered and often spontaneous and reactive. Not having a marketing plan created inconsistent branding and a broken message to PPM consumers.
 - To address these challenges, PPM could hire a marketing consultant to design and implement a comprehensive marketing strategy. In the meantime, PPM address promotion inconsistencies by making its logo the primary element of all branding efforts. (See Exhibit 7 for the Pepper Place Market Logo.)
- PPM's current advertising was inconsistent and fragmented. While it did engage in some local advertising, it was far too little and a large number of residents in Metro Birmingham had not been exposed to the market. In addition, Pepper Place had failed to establish a consistent message in these advertisements.

- PPM could develop in-kind partnerships with local media outlets, allowing the market to promote itself at no cost in return for benefits at the market.
- PPM did not know its customers. It did not know consumer preferences, demographic information, or have firm attendance figures.
 - PPM should collect information from its attendees using one or more research methods, such as observational research or short interviews. Such information would help PPM ensure it crafts the right promotional messages for both consumers and potential sponsors.
- Revenues from the market have been flat and unexceptional.
 - Since managers are reluctant to raise tent fees due to the nonprofit and community-focused mission of the market, creating more and higher-value sponsorships should be a priority.
- Farmers' markets as a whole are challenged with the seasonality of their products. There are only so many days a year that produce is considered "in season." PPM prides itself on its fresh and local produce.
 - PPM could consider broadening its variety of produce and products sold. Additionally, artisans can sell their wares at any time of year. Diversification of products could limit the seasonality of the market's business.
- The market lacks constant and consistent communication with their customer base. PPM has struggled to reach the community with timely messages.
 - In the ever-evolving world of digital media, social media platforms have made communication an efficient and instantaneous method of communication. PPM

could implement an email newsletter while using social media for both information and promotion.

7. Create a marketing plan for Pepper Place Market in which you establish goals, define the target market(s), elaborate upon each element of the marketing mix (4 Ps), and outline the needed implementation priorities.

A good marketing plan may contain some of the following elements.

I. Goals:

- a.) To strength the PPM brand within the Birmingham area and the state of Alabama
- b.) To grow organically among the local community while benefiting local farmers, restaurant-owners, chefs, artisans, and musicians
- c.) To contribute to the culture of Birmingham
- d.) To maintain the heart of what makes Alabama's food, music, art, community and people so wonderful
- e.) To enhance interaction between PPM, its vendors, and its customers
- f.) To involve the Alabama community in maintaining, supporting, and growing PPM
- g.) To discover who PPM customers are and how best to promote to them
- h.) To grow the corporate sponsorship program

II. Marketing Strategy

i) Targeting Strategy:

After performing market research to better understand its customers and supporters, PPM should engage in targeting efforts. The actual targeting approach will depend upon the results of this research; however, we offer some potential direction here. As strong supporters of the "buy local" mindset and healthy lifestyles, PPM might target

millennial and young adult consumers, with an emphasis on highly educated individuals and higher-income families. Secondly, PPM should promote to anyone who may prefer organic food or enjoy a street festival-type atmosphere.

ii) Product Strategy:

Through its history, PPM has acquired vendors selling many types of products. These ranged from fresh produce to hand-made jewelry to woodwork to art work to fresh meals. These products are the tangible, core, of what was sold at the market. Moving forward, PPM should continue gathering and recruiting new vendors, and diversifying its available products. Additionally, its own merchandise, such as apparel, should be considered. New product ideas, gleaned from comparable markets include: recipe contests, nutritional programs, cookbooks, and cooperative opportunities between the market and its vendors.

iii) Price:

Since PPM does not dictate prices to its vendors, the only price which it can control are the vendor fees and sponsorship packages. There is room to increase the \$45 fee without impacting the perception of its nonprofit, community-focused mission. PPM could set multiple fee levels that vary by size (e.g., annual revenues) of vendor, location of tent, and benefits available to the vendor. Sponsorships and private donations are additional revenue opportunities for PPM, and with the increasing popularity of the market, there is great potential to grow these revenue sources. PPM could raise the price of each sponsorship level. In return, PPM must review the benefits its offers sponsors at each level.

iv) Distribution:

Ways to improve the distribution of the product to consumers include increasing the footprint by expanding onto additional, adjacent Sloss properties; adding additional tents; and expanding days/hours of operation. Further, PPM could move part of the market indoors to make the market more consumer-friendly during times of inclement or extreme weather. PPM should consider making volunteering and donating easier on consumers by offering online volunteer sign-up and donation capabilities.

v) Promotion:

PPM must be consistent with its brand and advertising efforts. Instead of showcasing Mr. Alfano's artwork, which changes each year, PPM should make its logo the centerpiece of its visual identity. The advertising approach should focus on in-kind partnerships with sponsors. Strategically soliciting partners in television, radio, print, and online media, PPM could achieve broader coverage and deeper penetration of the Birmingham and Alabama markets. In addition to creating regular press releases, PPM should work with print and online partners to achieve coverage of the market through feature articles. Social media could be used both for paid advertising and "free" promotion of the market via organic posts. An email campaign management tool could maintain two separate lists: one for the general public and another for vendors. Keeping both of these audiences abreast of news and opportunities will be an important part of maintaining the market's relevance and improving the value of outgoing communications. It is also a way to gather feedback via short surveys.

Given roughly 10,000 visitors each Saturday yet only 5,000 email subscribers, PPM could incentive its Saturday visitors to sign up for the email newsletter by offering a drawing for a prize in exchange for signing up. PPM should continually seek ways to

engage with the community. The market could be the start and/or end of a 5K / fun run. And events such as auctions and wine/beer/food tastings can help connect PPM's current vendors, prospective vendors, and customers outside of the traditional market.

III. Implementation:

- i) Hire a Director of Marketing. PPM has grown to the point that it needs someone full-time to implement marketing programs. Being responsible for marketing is a complex and time-consuming endeavor for an organization of this size. This person could be supported by volunteers and/or college interns.
- ii) Initiate a new, tiered pricing structure with vendors.
- iii) Grow sponsorships. This is a critical source of revenue for a 501(c)(3) and can lead into mutually beneficial partnerships and relationships with companies throughout Birmingham and the rest of Alabama. In order to successfully foster and grow the sponsorship program, PPM needs to know much more about its customers and how many customers visit the market.
- iv) Create more visible donation opportunities. Donations are critical source of revenue for many 501(c)(3) organizations. PPM should host fundraising events (auctions, tastings, fun runs, art shows) and have a prominent place on its website for soliciting donations. Social media should also be used in this endeavor. Use donations boxes at the market at various high-traffic locations. Email can also be used to highlight donation opportunities.
- v) Engage in market research to better understand the customer base. Create a survey that can be quickly completed by attendees at the market as well as distributed via email.

Responses should be incentivized, and vendors as well as sponsors could help provide such incentives.

- vi) To better measure the size of the market each Saturday, a more restrictive entry pattern could be employed. Using ropes and temporary barricades, the public can be shepherded toward a more limited number of access points at which volunteers can count entrants.
- vii) Showcase the PPM logo on all signage and collateral.
- viii) Begin seeking partnerships with players in each major, local communication medium.
- ix) Make more regular, consistent use of email and social media to engage with vendors and the general public.

APPENDIX

Crescent City Farmers Market, New Orleans, LA (www.crescentcityfarmersmarket.org)

The Crescent City Farmers Market (CCFM) is complex yet customer-friendly. Though markets throughout New Orleans had been in operation since 1779, the Great Depression in the 1930s negatively impacted the markets. Markets throughout New Orleans had almost completely disappeared by 1995 until the CCFM launched four days a week in four different locations to serve all areas of New Orleans. In 2006, CCFM scaled back, due to Hurricane Katrina, to three days a week.

The Tuesday Market operated in Uptown New Orleans. Customers could mingle with local chefs and visiting school groups and stock up on fresh, local and affordable fruits, vegetables, seafood, and more. The Thursday Market operated in Mid-City New Orleans. Local farmers, fishermen, and food artisans gathered at this location to sell their products to crowds of hungry New Orleanians. Finally, the Saturday Market operated in downtown New Orleans. Here, customers could find the best in fresh, locally grown produce, seafood, baked goods, and

much more. If it rained, it relocated inside a large building adjacent to the parking lot. New Orleanians and tourists would come for the food and then would stick around for great entertainment by local musicians and cooking demonstrations.

CCFM had its own currency, the Crescent. The Crescent could be purchased in 1- or 5-dollar increments. CCFM accepted cash and Crescents and also had a program for credit, debit, and EBT. It offered programs such as the Farmers Market Bingo, “Market Morsels” weekly newsletter, online donation and volunteer capabilities, an online store selling merchandise (including a cookbook), recipe contests, radio accessibility, Marketeer Club for kids, recipe of the week contests featured online, Farmers Market Nutrition Program, and many more interactive and customer-friendly programs to enhance the community and the market.

CCFM also had an intentional and strategic process to acquire vendors. See Exhibit 6 for more details.

Mississippi Farmers Market - Jackson, MS

(www.mdac.state.ms.us/n_library/departments/farm_mkt/index_farmmkt.html)

The Mississippi Farmers Market, located in downtown Jackson, was home to over 50 area vendors. The indoor market, created in 2006, was designed as an efficient handling facility and platform for farmers to sell and showcase directly to the consumer the richness of the state’s produce. The market offered a wide variety of products and events.

Built upon fresh produce, the market included a wide range of arts & crafts and events. These events included cooking demonstrations, local area chefs, various seasonal events, and promotions with live music.

The 18,000 square foot facility was the largest of its kind in the state. The facility included a 32-stall building with roll-up doors and an open-air, “all weather” market. In addition to the market, there was a Market Grille located inside the facility.

The Market Grille was capable of hosting 40 people in a bistro and buffet-style restaurant located within the market. The market and Grille were open every Tuesday, Thursday, and Saturday. A second revenue generator for the market was the charitable contribution opportunity promoted on the market's website. The tax-deductible gift to the market went to support young local musicians.

Forsyth Farmer’s Market - Savannah, GA (<http://www.forsythfarmersmarket.org/>)

The Forsyth Farmer’s Market (FFM) was located in Savannah, GA. The market was held every Saturday from April through November. Unlike similar farmers’ markets, FFM was open only to vendors of food and plants. The market maintained a 60/40 ratio of whole food to prepared food vendors, making the market unique. In addition, FFM had a health pavilion that featured free health, nutrition, and gardening lectures and workshops. The health pavilion also provided several free screenings during the year. There was also a Community Spotlight tent featuring non-profits and their work in the local Savannah area.

FFM was run by the Savannah Local Food Collaborative. While the market had several sponsors, all of them were non-profits, such as Step Up Savannah. The goal of the market was to make fresh, healthy food available to Savannah’s citizens and improve the wellness of those living in the greater Savannah area. FFM offered a promotion where customers could spend \$5 from their EBT account and receive a \$5 voucher for use at the FFM.

Nashville Farmers’ Market - Nashville, TN (www.nashvillefarmersmarket.org)

The Nashville Farmers Market (NFM) was home to farmers, artisans, restaurateurs, and local business merchants throughout the year. NFM offered classes, events, gift cards, holiday items, NFM apparel, and venue and/or meeting room rental. NFM was divided into three distinct areas, each supporting locally-owned & operated businesses.

The "Farm Side" consisted of two large covered sheds and a middle market area home to anywhere from five to 100 farmers, artisans, crafts persons, and merchants. Seven days a week, 362 days per year, customers could purchase produce, jams, honey, canned goods, and more from five locally-owned and operated businesses who have been at NFM for generations.

The Market House consisted of eight restaurants, a coffee cafe, Louisiana Seafood Co. (Friday-Sunday), International Market, Howell's Farm Store, and many day-merchants.

The Flea Market was open Friday-Sunday and was home to over 50 merchants selling everything from handcrafted pottery and jewelry to home goods and clothing.

Charleston Farmers Market - Charleston, SC (www.charlestoncvb.com/)

(www.charlestonarts.sc/)

The Charleston Farmers Market (CFM), located in Marion Square, welcomed a fun-filled, family-friendly atmosphere. Every Saturday from April through December, the market was filled with local artists, musicians, and farmers. The market hosted over 25 produce vendors, 35 food vendors, and 70 local artists.

The shift to a "Green Market" was began in 2011 for the CFM in an effort to make the market into one of the few in the country labeled as a Green Market. Green Markets are known as more environmentally friendly with an emphasis on recycling and education for both vendors and the public.

CFM was founded in 1989 by the city's mayor. The market has since received numerous awards, particularly the Three Sisters Award. The award was issued from Charleston Save the City Committee for the market's relocation back into the revitalized Marion Square district of Charleston.

Gray Street Farmer's Market - Louisville, KY (<http://louisville.edu/sphis/gsfm>)

The Gray Street Farmer's Market (GSFM) began in 2009 as an outreach program of the School of Public Health and Information Sciences at the University of Louisville. The goal of the market was to increase access to fresh, locally-grown food in the downtown area, and specifically the Phoenix Hill neighborhood. Customers could purchase food with EBT cards and food stamps using their SNAP (Supplemental Nutrition Assistance Program) benefits. The market was part of a greater revitalization and development effort with Liberty Green, a new mixed-income housing development in the area.

Unlike similar farmers' markets, the GSFM was open on Thursdays and not on Sundays. The market was open May through October. GSFM partnered with the Phoenix Hill Farmer's Market, which was held every Tuesday, and the Smoketown-Shelby Park Farmers' Market, which was held on Saturdays. All of these markets were located in the Phoenix Hill neighborhood of Louisville.

GSFM partners included the Louisville Metro Department of Public Health and Wellness, UofL Health Care, the Louisville Area Chapter of the Red Cross, and Norton Healthcare. These organizations also had representatives on the market's governing committee.

Lexington Farmers' Market - Lexington, KY (www.lexingtonfarmersmarket.com)

The Lexington Farmers' Market (LFM) was a cooperative run by a Board of Directors elected by its membership. It was established in 1975 as the Farm and Garden Market

Cooperative Association. The cooperative paid all expenses including, insurance, advertising, and portable toilets. It held the market on leased land on a downtown street on Saturdays and on private property on Sundays.

By 2011, the LFM developed into a four-day market each week during peak season. Normal outdoor season was mid-April until late November, but LFM operated year-round from December to mid-April in Victorian Square Plaza.

LFM has 70+ paid members. The market had operating expenses of approximately \$100,000 per year, which included staff, site rental fees, portable toilets, taxes, legal fees, CPA fees, office expenses, signs, and other expenses typical of running a business. Separate sponsorship dollars that were donated to the LFM were strictly used for marketing and promotional purposes. Many farmers came to the market only during the season for their specialty, such as sweet corn or tomatoes, while others came year-round with a value-added or expanded product line.

In 2005, the LFM launched a new Sunday satellite market on Southland Drive. It instantly became a big hit with customers. LFM brought in local chefs to demonstrate how to make great dishes from fresh items available at the market. LFM hosted music and events with some of the finest street musicians and performers in the area. LFM also offered many education sessions throughout the season.

EPILOGUE

After hearing the ideas and suggestions presented with this case, Pepper Place Market began evaluating what aspects of marketing to undertake and, then, how to implement those areas. Considering that Pepper Place Market has never intentionally focused on marketing, largely due to the lack of staff and funding, the evaluation of these options and discussion of the

related issues have been complex, difficult matters. The market's focus remains on the welfare of Alabama farmers through connecting farmers, restaurant-owners, and the general public – all while being an active participant in Birmingham's urban revitalization – in particular, the Lakeview District of downtown Birmingham.