

Whole Foods Communication Plan



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Background

Whole Foods is a chain of natural foods supermarkets with stores in the United States, Canada, and the United Kingdom. [1] The company was founded in 1980 with its first store in Austin Texas, by John Mackey, Rene Lawson Hardy, Craig Weller and Mark Skiles, and it now has 408 stores in the U.S., ten stores in Canada, and nine stores in the UK. [2] Whole Foods employs more than 87,000 individuals and is headquartered in Austin, Texas. [3] The organization is also the largest retailer of natural and organic foods in the U.S. and the 7th largest public food retailer according to the 2013 sales ranking of *Progressive Grocer*. [4] Whole Foods was the first certified organic grocer and markets itself as “America’s Healthiest Grocery Store.” [5] Its mission is to promote the vitality and well-being of all individuals by supplying the highest quality, most wholesome foods available, and the organization is devoted to the promotion of organically grown foods, healthy eating, and sustainability of [the] entire ecosystem. [6] As an accumulation of all the company’s stores, Whole Foods averages over 7.7 million customer visits each week. [7]

Whole Foods stores average around 38,000 square feet each. [8] Each store is made up of 14 departments, which include the bakery; beer; bulk; cheese; coffee and tea; floral; grocery; meat and poultry; prepared foods; produce; seafood; wine; whole body; and pet departments. [9] The average store supplies more than 32,000 SKUs (stock keeping units) and larger stores can supply up to 49,000 SKUs. [10]

The company competes in the organic and natural foods market, which grew by more than 20 percent per year over the last 7 to 10 years.[11] The 2013-2014 fiscal year marked the fastest growth for the organic grocery industry with an 11.5 percent increase in sales (2). Studies show that Americans’ attitudes toward organic options are improving with 81 percent

occasionally buying organic foods (2). This trend can be attributed to the overall purchasing power of the U.S. economy and a growing awareness of health issues and the benefits of eating organic (3). Experts believe that the organic food industry will continue to experience growth of up to 14 percent over the next four years (1).

Whole Foods competes with major grocery stores in Eugene, such as Safeway, Albertsons, Grocery Outlet and WinCo (footnote). Major organic competitors such as Sprouts Farmers Market Inc., whose non-sale organic produce is 22 percent less expensive than Whole Foods Market, are fierce competitors for Whole Foods as well[12]. The company's Co-CEO, John Mackey, has also stated in *The Wall Street Journal* that Trader Joe's is their main national competitor. Even though Whole Foods operates 399 stores in the US compared to Trader Joe's 411 stores, Whole Foods surpassed Trader Joe's sales of \$11.3[est.] billion with sales of \$12.9 billion in 2013.[13]

The company is also subject to economic threats, such as the 2008 recession when the company's sales growth decelerated to historical lows.[14] Since then, Whole Foods realized its prices were too expensive and Walter Robb, a member of the executive committee for Whole Foods, acknowledged this when he described the recent price reduction as being a price-value relationship.[15]

In the 2014 fiscal year, around 30 percent of the company's sales were from organic items, not including prepared foods and bakery products, which made up 18.9 percent of total sales. [16] The company adheres to strict food quality standards for its products and refuses to sell products with certain ingredients. These ingredients are all listed on the company's website and include hydrogenated fats and artificial colors, flavors, sweeteners, as well as preservatives. [17] Additionally there are specific standards for produce, flowers, meat, seafood, cosmetics,

dietary supplements, organics, and cleaning products that the company will agree to sell, which are also listed on Whole Food's site. [18]

An increase of interest in the health and food industry has benefited Whole Foods recently. According to the fifth annual Whole Foods Market *Food Shopping Trend Tracker Survey*, 73 percent of Americans do not want to compromise on the quality of food in exchange for higher food prices.[19] "We see that Americans from all demographics are seeking more natural and organic foods; especially if the price is right," said A.C. Gallo, president and COO of Whole Foods Market." [footnote] Whole Foods employees who work over 20 hours a week and who have completed a probationary period of employment are eligible for medical care, life insurance, leaves of absence, paid time off amongst other benefits. [20] *Fortune Magazine* has included Whole Foods as one of the top "100 Best Places to Work" since the list began in 1998. The company also made *Fortune Magazine's* Most Diverse Companies list in 2013. Its workforce, is made up of 44 percent women and 43 percent minorities, which covers a large range of categories from race, religion, sexual orientation, citizenship status, etc. [21]

Whole Foods does a lot to give back to the community with the many corporate social responsibility programs it has in place. Whole Foods works to make each store fit in with its surrounding areas and helps support the local communities it serves. Each store donates to local food banks and shelters, and several times a year its stores give five percent of particular days sales to local nonprofits or educational organizations. [22] Additionally, Whole Foods' employees donate their time to local nonprofits, and the company provides independent local farmers and food artisans with low interest loans, in addition to selling locally produced products. [23] The company also has the Whole Planet Foundation, which works to alleviate poverty in developing communities around the world. The program operates through microcredit

loans that Whole Foods funds and partners with microfinance institutes in Latin America, Africa, and Asia, to form partnerships with the people in third world communities producing Whole Foods' products. [24] Whole Foods also has Whole Kids Foundation, which funds school gardens and school salad bars through partnerships, and helps promote healthy eating among children through free resources. The program also includes a Healthy Teachers Program, which educates teachers about healthy eating and nutrition, so they can be strong role models. Whole Foods also supports projects that work towards more sustainable production methods, healthy families and nutrition, and animal welfare. In times of regional and or national disasters, the company coordinates donations to help communities recover. [25] Yet another program the company has in place is Whole Trade. This program revolves around the products with the Whole Trade seal, which when purchased help fund environmental projects, community development projects, and projects to support better wages and working conditions for people around the world. [26] To further help the environment, Whole Foods uses solar and wind power for its stores, and it is the first major retailer to offset 100 percent of its energy with energy credits. Whole Foods also has company-wide recycling programs; internal green mission programs; and the company supports organic farming, animal welfare, and seafood sustainability by selling products that adhere to strict standards.[27] Through all of these Corporate Social Responsibility programs, Whole Foods ends up donating around five percent of its total profits giving back each year. [28]

Whole Foods has been a public company ever since 1992 and trades its stock through NASDAQ. [29] The company's revenue has been increasing over the past three years with total sales of \$11.7 billion in 2012; \$12.9 million in 2013; and \$14.2 million in 2014. [30] Whole Foods invested \$537 million in capital expenditures in the 2014-year, and \$399 million of that

went towards the 32 new Whole Foods stores. [32] At the end of 2014 there was a 20 percent increase in the company's stock to \$.12 per share, an increase from the \$.10 per share for shareholders earlier that year. [33] In addition, the company launched its first national ad campaign in the 2014 fiscal year known as the "Values Matter" campaign, which cost the company between \$15 and \$20 million. [34]

Whole Foods has been trying to open a store in Eugene, Ore. since 2005. There has been an ongoing controversy surrounding the store opening since then, and it was not until a second proposal in 2008 that the store was approved. The new store in Eugene will be the company's ninth store in Oregon, with seven others in the Portland area and one in Bend. [35] The Eugene store is scheduled to open March 1, 2016, however the city is split between supporters and opposers of the new store.

Eugene is a small city with approximately 159,190 individuals in 2013, while Oregon's total population was estimated at 3,930,065 people. Females make up 51.1 percent of Eugene's overall population and males account for 49.9 percent. A little over eighty five percent of the population is white (85.5 percent to be exact), and each household has an average of 2.28 people. When looking at the socio-economic breakdown of Eugene, the median household income in Eugene is approximately \$42,167 with close to 24.1 percent of the population living below the poverty line. As for education, 93.8 percent of residents who are 25 years of age or older have a high school degree or higher, and 39 percent of residents who are 25 years of age or older have a bachelors degree or higher.[36]

Many Eugene citizens fear that having Whole Foods come to their town will wipe out all of the smaller natural food stores and markets, which they value greatly due to the city's culture around local sustainable living, as well as wrongly advance the growth of the city.[37] However

Eugene's culture is what originally attracted Whole Foods to the area, according to the company's previous Pacific Northwest regional president, Ron Megahan. The locals who oppose the new store continue to voice their opinions on the matter stating "that the publicly traded giant is not welcome in their city," and are making it very clear that they would rather support their local natural food stores than to give their money to this corporate giant.[38] Eugene has shown its resistance to previous corporate owned organic food chains as well, such as Wild Oats, which bought out Oasis Market in 2006. Wild Oats closed eight years later, so Whole foods is really going to have to fight to be accepted into this community.[39]

Citizens such as Kyra Buckley, editor-in-chief of *Envision*, a University of Oregon environmental magazine, have been speaking out on behalf of the local-food markets at Eugene City Council meetings. Buckley claimed that, "allowing Whole Foods Market into Eugene would be investing in an outside corporation to spur growth in the city[40]." Her argument continued to explain that this would take away from the ability of local producers and shops to spur the growth in Eugene, which she believes is the best choice for the city.

However, supporters of the new Whole Foods believe that the employment opportunities that come with the store will be a major benefit to Eugene. These supporters think that this store may be extremely beneficial for the "urban revitalization efforts" of downtown Eugene, which have been taking place for some time now. These efforts involve "significant investments [being made to advance] downtown Eugene's economic prosperity," and supporters think this store will help. [41] Some even argue that this Whole Foods store will set the trend for other major corporations thinking of building stores in Eugene. Christian Fox, a broker for Pacific Real Estate Services, says that "Whole Foods is a major game changer for downtown Eugene. It'll be a vibrant structure, and another phase of the downtown redevelopment," process. [42]

The new Whole Foods store is projected to be unique to the Eugene area and different from any other store in the U.S. Each Whole Foods Market is made to fit in with its surrounding area; it is customized to the preferences of the local community. This unique Whole Foods quality is displayed through the company's product inventory, which ranges from prepared food items to local produce, as well as through the style and furnishings of each market. The new Eugene store is said to employ 150 people and will average around the same size as most of the other Whole Foods markets in the country[43]. Joe Rogoff, the regional president for Whole Foods in the Pacific Northwest, was quoted as saying that "we have long believed Eugene was a wonderful place for Whole Foods Market because the community's values mirror so much of what we hold important." [44]

"As a culinary destination, Eugene offers an abundance of locally-grown, raised and produced food products. From small farms to communal gardens to yogurt, cheese, chocolate and coffee companies." The organic and local food competition is strong with the city's more than 10 natural food stores which are supported by loyal Eugene customers such as:

- Sundance Natural Foods
- Kiva Grocery Store
- Capella Market
- Red Barn Natural Grocery
- Natural Grocers
- Wynant's Family Health Foods
- Market of Choice
- Friendly Street Market
- Lane County Farmers Market

- New Frontier Market

In addition, the city has a couple of grocery store chains which sell natural and organic food products, and the local farmers market, which dates back to 1950 and is made up of over 85 local farmers. “Since the 1970s, Kiva and Sundance Natural Foods have been Eugene’s original and primary local food grocers. Specializing in vegan, vegetarian and organic foodstuffs, both are venerable landmarks of the community.” In addition, according to *Eugene Weekly*, Kiva Grocery Store, Market of Choice and Capella Market are the best local grocery stores in the city. [45] These many pre-existing establishments currently control the local market, so Whole Foods will have to work hard to succeed in this already saturated market.

Situation Analysis

Whole Foods Market is opening a new store on March 1, 2016 at Broadway and High in downtown Eugene, Ore. The launch marks the company’s ninth Oregon store. [footnote] Due to the anti-corporate, local and small business culture in Eugene, many residents have resisted the new Whole Foods establishment. Thus, much of the Eugene Whole Foods’ future success will depend greatly upon the city’s perception and awareness of the new store and the company as a whole. The city’s grocery loyalty currently lies with small local markets traditionally rooted in the area that supports the organic and natural food movements. The company must actively engage the target consumers and activists of Eugene to raise awareness and change negative perceptions in order to establish a successful presence in the Eugene food market. If these concerns are not addressed, the activists could dissuade aware and latent consumers from shopping at Whole Foods. Furthermore, if the campaigns and media strategies are not executed, consumers may not be aware of the new store. By raising awareness of valuable local partnerships and programs unique to Whole Foods, the communication plan will encourage

consumers and activists to support Whole Foods' positive efforts to enhance the local economy and community. If this plan is not implemented, Whole Foods will continue to have a negative image in the Eugene community, preventing future success.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> -Established itself in the retail grocery industry -TAKE ACTION CENTERS, located at every store, both domestically and internationally, helps educate customers about health, sustainability and food concerns. -Offers a diverse range of products including its own line of organic products titled, 365 Everyday Value®. -Since 1998, Whole Foods has been chosen for FORTUNE magazine's "100 Best Companies to Work For." -Practices "conscience capitalism" rather than Corporate Social Responsibility for various food and societal issues. For example, Whole Foods partners with the Marine Stewardship Council to help improve seafood sustainability. Additionally, Whole Foods' Whole Planet Foundation® helps dissolve poverty in rural locations. Whole Foods also works towards the betterment of animal welfare, community giving and international fair trade ethics. 	<ul style="list-style-type: none"> -Predominantly based in high income and wealthy areas which limits its consumer base. -Lacks customer loyalty which has become such a significant issue, that the co-founder and co-chief executive officer of Whole Foods, John Mackey, has employed a customer loyalty program. -Negative reputation and perception for being excessively expensive, and encompassing a pretentious image. -Whole Foods does not exclusively sell organic and local food products, which is viewed negatively in the Eugene community.
Opportunities	Threats
<ul style="list-style-type: none"> -Partner with local food distributors and farmers -Enhance Eugene's economics by employing 150 new jobs 	<ul style="list-style-type: none"> -Local and organics supermarkets such as Trader Joe's, Market of Choice and Lane County's Food

<ul style="list-style-type: none"> -Improve the Eugene community with Whole Foods CSR programs -Since the economy is at an upturn, Whole Foods has the opportunity to reach a higher-income demographic. -The organic food industry will grow by 14 percent in the next 4 years.[footnote] -Since 81 percent of Americans choose organic occasionally and the community of Eugene is so centered around local and organic foods, Whole Foods has the opportunity to flourish in this area. 	<ul style="list-style-type: none"> Market among others. -International tariffs on Whole Foods items that are purchased abroad. -There is a high bargaining power of buyers because they have the choice as to where they want to buy their food, especially in a saturated local and organic food community. -Organic food regulations and standards in either Eugene or Oregon. -The social threat of hostile opinionators and activists protesting against Whole Foods. -Due to organic and local foods and products, Whole Foods inevitably encompasses higher prices.
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Problem Statement: Whole Foods Market is opening a new store in Eugene, Ore. where much of the activists' and consumers' perceptions of the company are negative, so Whole Foods must improve perceptions of its company otherwise the new store's reputation and sales may suffer.

Goal: Improve the image of Whole Foods amongst consumers' and activists' by communicating to the key publics the economical, social and environmental contributions the new store will have in the Eugene community, which will ensure a successful store opening.

Key Publics & Messages

We have identified two key publics. With the designated time and budget, focusing on only two publics that will fit Whole Food's main target audience is best. *Consumers* are a significant key public because they may already have a positive perspective on Whole Foods and will be the ones most likely to shop at the store compared to other local natural food grocers. On the other hand, *Activists* are those who feel that Whole Foods does not belong in Eugene and are speaking poorly about the company through various platforms. Therefore, it is important to target this public in order to change their attitudes of Whole Foods. By persuading activists to

change their attitude about the company, our aim is to silence the negative conversations and potentially influence this audience to promote a positive perspective of the new store.

Consumers:

Out of the 159,190 citizens in Eugene, 39 percent – ages 25 and up – have a Bachelor's degree or higher. There are approximately 33,847 families living in Eugene, and 14,794 of these households have children of their own under the age of 18.^[46] There are 79,611 female residents and 57,184 people between the ages of 20 to 35 living in Eugene.^[47] There are 11,368 households in Eugene that make more than \$50,000 a year. [footnote?]

Consumers for Whole Foods in Eugene will range from ages 25 years and up. Support from this demographic is important to Whole Foods because the new store opening in Eugene will be supported mostly by their financial support and active participation. These consumers are interested in maintaining a high social status; improving their health; having a higher amount of discretionary income, which will allow them to spend their finances on higher quality goods, services and activities. The consumers' influentials are various news media outlets such as *The Register Guard* and KVAL, they are also persuaded by opinions of health professionals such as doctors, nutritionists and fitness enthusiasts and others in their social group. These opinions also reach them through social media such as YouTube, Twitter, Facebook and Instagram.

With these aspects in mind, Whole Foods can raise this public's awareness of the store's opening and how its prices compare with other competitors in the area such as Trader Joes and Market of Choice. This will increase the number of customers at the store and potentially create a positive impact on other public's attitude toward the market due to positive word of mouth and popularity. Whole Foods will employ strategies and tactics that will answer the consumers' main question: why should we shop at Whole Foods? These tactics will raise awareness of Whole

Foods and offer incentives to bring new customers into the store in the hope that they will be satisfied with their shopping experience.

Primary messages:

1. A new Whole Foods location will be opening in downtown Eugene.
2. Whole Foods will be a place for shoppers to locate all of their grocery needs in one place, including locally grown and organic foods, at a competitive price.
3. The Whole Foods location will benefit the downtown area of Eugene by increasing traffic to this area of the city.
4. Whole Foods will be supporting and partnering with local producers in the Eugene community.
5. Whole Foods will partner with local nonprofits and educational organizations.

Secondary messages:

1. Whole Foods will be opening its doors to the public March 1st, 2016.
2. Whole Foods will be stocked with a large variety of products so that shoppers can find everything they need in one place. Products will include local and organic foods as well as other more conventional goods and Whole Foods' brand, 365 Everyday Value®. Whole Foods offers an online search engine through their website so that customers can find deals at their local Whole Foods markets. This sale search engine offers the chance for consumers to price check Whole Foods products against other natural grocery stores, keeping the Whole Foods products competitive.

3. Local experts such as real estate broker Christian Fox, claim that “Whole Foods is a major game changer for downtown Eugene. It’ll be a vibrant structure, and another phase of the downtown redevelopment.”
4. Whole Foods will be selling local food artisans’ and farmers’ products as well as providing loans to these local producers, through Whole Foods’ Local Producer Loan Program.
5. Whole Foods donates money and its employees donate time to Eugene food banks, shelters and other local nonprofits and educational organizations.

Objectives:

1. Raise primary household shoppers’ awareness of and support for the new Whole Foods by 25 percent by March 1, 2016.

Strategy #1: Encourage wealthy Eugenians to shop at the new store rather than other natural food stores in Eugene by targeting wealthy mothers at yoga studios around the Eugene area.

Tactics:

- Have a stack of 100 Whole Foods coupons at four Eugene yoga studios; Eugene Yoga, Everyday People Yoga, Yoga Studio, and Barre Three Eugene. The coupons will be for 50 percent off of a particular product in the new store, and will have the store’s opening date and address on them, to encourage people to go.
- Encourage people to go to the yoga studios and pick up a coupon after their class on Facebook and Twitter posts each week leading up to the store’s opening.

2. Engage affluent citizens’ in the Eugene community through an event which will increase awareness of and support for the new Whole Foods by 3 percent.

Strategy #1: Encourage the higher income demographic in the Eugene community to choose Whole Foods instead of local organic groceries through events.

Tactics:

- Chefs at Whole Foods will be hosting small and intimate cooking classes at Domaine Meriwether and partnering with Backroads Wine Tours teaching Whole Foods recipes to no more than 20 guests at each class. The Whole Foods in Eugene would partner with the winery and eventually

have the winery's beverages sold at Whole Foods for the first six months after the opening on March 1, 2016.

- Have local Whole Foods representatives participate in tabling events at larger community-based, Eugenic events.
- Utilize coupons to promote tabling events and the cooking classes for Whole Food products.

3. Raise general public's awareness of Whole Foods by 15 percent.

Strategy #1: Promote Whole Foods at local Eugene events to target key consumer audience and raise awareness.

Tactics:

- Generate awareness of Whole Foods' community involvement by posting to social media before, during and after tabling at an event. Share photos on Twitter, Facebook and Instagram of Whole Foods representatives and booth at events.
- Participate in Eugene events including the Eugene Celebration, Mount Pisgah Arboretum Mushroom Festival, KLCC Microbrew Festival and King Estate with Whole Foods representatives capable of answering questions about the new store and the company's mission.
- Provide Whole Foods food samples for event audience to try in an effort to build brand awareness and interest in products.
- Hand out fliers explaining the store's opening date, address and how the new store will support the local Eugene community
- Hand out pamphlets with Whole Foods recipes.
- Provide 10 \$50 gift cards to local farmers and producers to encourage them to publicize at the Saturday Farmer's Market that their products will be featured at Whole Foods.

Strategy 2: Raise awareness of Whole Foods among consumers in the Eugene area with an integrated social media plan. Highlight Whole Food's use of local and organic suppliers in the Willamette Valley, CSR programs and store features.

Tactics:

- Post on Facebook and Twitter twice daily. In the first post, include general information about store, CSR programs or suppliers. The second post should encourage discussion around the benefits of consuming organic and whole foods. Repurpose recipes and discussion topics from the @WholeFoods and @WholeRecipe twitter accounts and the Whole Foods Market Facebook page. Include recipes with local flavors and ingredients.
- Post on Instagram three times per week. Utilize visual storytelling to highlight CSR initiatives, local farmer and producer alliances and products, store progress, future food court options and brand mission. Share pictures of recipes from the Twitter and Facebook pages. Develop northwest presence and feel by photographing products and food in local setting. Encourage consumers to tag their food pictures on Instagram with the #wholefoods hashtag.
- Repurpose all recipe content from Facebook and Twitter on Whole Foods' Pinterest account. Focus on local flavor and tag recipes with Eugene, Oregon, Whole Foods, Pacific Northwest and local flavor.
- Share relevant videos from the Whole Foods Market YouTube channel on Twitter and Facebook. Create short promotional videos on the Willamette Valley wine culture and selections that will be

featured at Whole Foods in Eugene, recipe tutorials featuring local products and contribute to the 'Make it Local Producer Profile' series by interviewing local farmers and suppliers.

- Share information on CSR initiatives and use of local suppliers with local health, consumer and agriculture bloggers and encourage them to weigh in.

Promote community participation in Whole Foods' sponsored events and programs by March 1, 2016.

Strategy #1: Educate activists and consumers about Whole Foods' community efforts, such as their partnership with Food for Lane County, which will be promoted during the holidays through a Whole Foods sponsored event on Thanksgiving day.

Tactics:

- Donate \$4,000 dollars worth of Whole Foods food for a Thanksgiving day dinner at the Food for Lane County facility on Bailey Hill Road.
- Have five Whole Foods staff serving at the buffet style dinner on the day of the event. (Cashier level staff, which are paid \$11.05 on average but since its overtime we are paying them overtime, so we will pay each person \$14 an hour.)
- Encourage the rest of the community to get involved by donating additional food to the event, and volunteering alongside the Whole Foods staff, by promoting the event on Facebook and Twitter from September 1st through November 25th. In the social media posts explain how the new Whole Foods store will be donating to the local Eugene food banks and shelters including Food for Lane County, and how this is a program Whole Foods does with all of its stores.
 - Boost Facebook posts to reach the Eugene area, telling people about this event once a week in October for one day at a time and twice a week in November for one day at a time. (\$40 for four (\$10 a day) weeks in October) (\$80 for four weeks in November)).
 - Run a Twitter ad once a week promoting event for two months.
 - Instagram posts promoting event 2 times a week.
- Print ads in the Register Guard promoting the event and encouraging the community to get involved.
- Have flyers at the event explaining store opening date, address of new store, and the community CSR strategies that the Whole Foods has in place emphasizing the fact that the new store will be donating food to the Lane County Food Bank and other local shelters each week.

Activists:

Some activists have negatively promoted the new Whole Foods in the Eugene community through social media platforms as well as traditional media. These individuals and groups are interested in reading blogs, spending time and money on local charities, events and farmer's markets. They also support the local community and have less discretionary income to spend

compared to Whole Foods' primary consumers. Their influentials are peers within their social groups, news and media generated from non-profits and smaller, local organizations and blogs.

Some activists argue that Whole Foods will force smaller natural food businesses out of the city through their corporate structure, which provides everything in one location. The biggest issue for Whole Foods here is to change the attitude of this public, by promoting the positive influence that Whole Foods will have on the community. According to Ilene Aleshire from the *Register Guard*, much of this public views Whole Foods as a large corporation that will take business away from smaller, locally owned stores.^[48] The goal is to stop activists from producing more negative material about the company by changing their attitude on the subject. Our goal is to address this public's main concern, which is that Whole Foods is not going to support the local community. We will help to educate this public about our efforts to work with local natural producers in the area, in order to create a self sufficient, mutually beneficial situation for all parties involved.

Primary Messages:

1. Whole Foods will financially support local producers, as well as local nonprofits, educational organizations, food banks and shelters.
2. Whole Foods will benefit the local environment by contributing to environmental sustainability.
3. Whole Foods will increase organic and natural food consumption in Eugene. The more available natural and organic foods are, the more people there will be purchasing these food items and taking part in Eugene's rooted culture of healthy living. Thus, ultimately aiding the environment and the overarching goal of the activists.

Secondary Messages:

1. Whole Foods will partner with and provide loans with local producers via Whole Foods Producer Loan Program. Whole Foods donates money and its employees donate time to local food banks, shelters, nonprofits and educational organizations.
2. Whole Foods purchases products from local producers that follow USDA organic food standards, they have implemented a company wide recycling program, internal green mission programs and the company supports animal welfare and seafood sustainability by selling products that adhere to strict standards. They also donate time and finances
3. Whole Foods is dedicated to increasing the variety of organic foods in the area and expanding the overall opportunity for everyone in the community to partake in eating organically.^[47]

Objectives:

1. **Improve activists' perception of the new Whole Foods store in the media by 25 percent by March 1, 2016.**

Strategy #1: Utilize traditional and social media outlets to improve activists perception of the new Whole Foods store opening.

Tactics:

- Pitch six Op-eds to the *Register Guard* and *Eugene Magazine* having local farmers speak about their alliance with Whole Foods and how the store opening will be beneficial to their business. Another Op-ed piece could have Food for Lane County talk about the beneficial relationship that Whole Foods will foster with them and talk about Whole Foods donating efforts towards them.(Pricing TBD)
- Send 5 pitches and accompanying press releases to the *Register Guard* and *Eugene Magazine* in hopes of raising awareness about Whole Foods' effort to aid the local community.
- Influence activists through social media efforts which will educate activists about Whole Foods community benefit efforts. Highlight local community outreach by repurposing content from the Whole Foods Twitter and Facebook feeds and posting twice a day. Politely address concerns and comments by activists on social media sites such as Twitter, Facebook, Instagram, blogs and Youtube.

Strategy #2: Improve activists perception of the new store through public speaking in the Eugene Community.

Tactics:

- Whole Foods representatives will attend five Eugene City Council meetings on the fourth Monday of every month starting in November and ending in February at 7:30 pm in Harris Hall, 125 East 8th Avenue in the Public Service Building.
- Representatives will address activists concerns and suggestions while promoting Whole Foods' mission of bettering the Eugene community through social, economical, and agricultural initiatives.
- Whole Foods representatives will publicly speak at the Eugene Green and Sustainable group to connect with environmental enthusiasts to share resources and tips about sustainability. These representatives will also explain how the new store will help with local sustainability. Whole Foods representatives will also connect with the Eugene Center for Food Safety Meetup, to promote and learn about Eugene's sustainable food system.
- Whole Foods will use follow up posts after meetings on the company's various social media platforms explaining the topics discussed in city council meetings, to reach activists not present in the meetings.

2. Connect with activists through engagement of two community clubs and environmental organizations monthly by March 1, 2016.

Strategy #1: Engage with activists through participation at local community events addressing sustainable environmental practices in order to educate groups about Whole Foods' support towards these issues.

Tactics:

- Whole Foods representatives will attend monthly events with the City of Eugene Park Stewards to help clean up and maintain local parks by planting trees and picking up trash.
- Whole Foods representatives will work with the Willamette Valley's Sustainable Foods Alliance through monthly engagements, by educating the community about organic foods and the health benefits of growing, consuming and purchasing natural foods.
- Promote Whole Foods' engagement with City of Eugene Park Stewards and Willamette Valley Sustainable Foods Alliance with fliers at the Eugene Celebration, Mount Pisgah Arboretum Mushroom Festival, KLCC Microbrew Festival, and booths at King Estate.
- Whole Foods will use follow up posts on the various social media platforms explaining the representatives' volunteer work, to reach activists that were unaware of Whole Foods' commitment to these events.

Evaluation and Criteria

Objective One

Criteria

Raise primary household shoppers' awareness of and support for the new Whole Foods by 25 percent by March 1, 2016.

Tools

To measure baseline levels of consumer awareness, perception and intent to shop at the new Whole Foods store, postcards will be distributed to upper income households in the Eugene area in early September 2015. These postcards will direct household shoppers to participate in an online survey. The same participants will be invited to take a follow-up survey five months later to re-assess awareness levels.

Objective Two

Criteria

Engage affluent citizens' in the Eugene community through an event which will increase awareness of and support for the new Whole Foods store by 3 percent.

Tools

Create an online survey to measure awareness of and interest in the new Whole Foods Store. Participants, specifically upper-income households, will be reached through mailings directing them to the online survey. After the event, a new survey will be distributed to measure new awareness and support levels.

Objective Three

Criteria

Raise general publics' awareness of Whole Foods by 15 percent.

Tools

Track social media engagement levels prior to the campaign in September 2015. Likes, mentions and conversations will be measured to gain insight into awareness levels of the new Whole Foods store among the general public. In March 2015, engagement assessments will be conducted once more to understand the final awareness levels.

Objective Four

Criteria

Promote community participation in Whole Foods' sponsored events and programs by March 1, 2016.

Tools

Measure initial event and program interest with a survey posted on our website and social media in September 2015. At each event, including the Food for Lane County Thanksgiving Day event, measure attendance.

Objective Five

Criteria

Improve activists' perception of the new Whole Foods store in the media by 25 percent by March 1, 2016.

Tools

Count impressions of op-eds and related pieces in print media and online. Track social media engagement levels prior to the campaign in September 2015. Likes, mentions and conversations will be measured to gain insight into perception levels of the new Whole Foods store among the activists. In March 2015, engagement assessments will be conducted once more to understand the final perception levels.

Objective Six

Criteria

Connect with activists through engagement of two community clubs and environmental organizations monthly by March 1, 2016.

Tools

Note number of times Whole Foods representatives participated in organizational events and track attendance levels at each event.

Appendices

Appendix A- Calendar

	Sept. week 1	Sept. week 2	Sept. week 3	Sept. week 4	Oct. week 1	Oct. week 2
Twitter:						
General WF	X	X	X	X	X	X
Food for Lane County Event					X	X
Wine Tasting Event(s)	X	X	X	X	X	X
Tabling				X	X	X
Environmental Org. Engagement	X	X	X	X	X	X
City Council Attendance	X	X	X		X	X
Facebook:						
General WF	X	X	X	X	X	X
Food for Lane County Event					X	X
Wine Tasting Event	X	X	X	X	X	X
Tabling				X	X	X
Environmental Org. Engagement	X	X	X	X	X	X
City Council Attendance	X	X	X		X	X
Instagram:						
General WF	X	X	X	X	X	X
Food for Lane County Event						
Wine Tasting Event(s)	X	X	X	X	X	X
Tabling				X	X	X
Environmental Org. Engagement	X	X	X	X	X	X
Op-ed:	X				X	
Press Release:		X				X
City Council Attendance			X			
Environmental Org. Engagement		X				X
Measurement Surveys	X	X	X	X		

Nov. week 1	Nov. week 2	Nov. week 3	Nov. week 4	Dec. week 1	Dec. week 2	Dec. week 3	Dec. week 4
X	X	X	X	X	X	X	X
X	X	X	X				
X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X
X	X	X		X	X	X	
X	X	X	X	X	X	X	X
X	X	X	X				
X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X
X	X	X		X	X	X	
X	X	X	X	X	X	X	X
X	X	X	X	X			
X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X
X				X			
	X				X		
		X				X	
	X				X		

Jan. week 1	Jan. week 2	Jan week 3	Jan. week 4	Feb. week 1	Feb. week 2	Feb. week 3	Feb. week 4	N
X	X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X	X
			X	X	X			
X	X	X	X	X	X	X	X	X
X	X	X		X	X	X		
X	X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X	X
			X	X	X			
X	X	X	X	X	X	X	X	X
X	X	X		X	X	X		
X	X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X	X
			X	X	X			
X	X	X	X	X	X	X	X	X
X		X		X			X	
	X				X			
		X				X		
	X				X			
				X	X	X	X	

Appendix B-Budget

ITEM	UNIT COST	QUANTITY	ESTIMATED
Catering			
Food		Per class	
Fresh Fruit Platter	\$19.99	15	\$299.85
Fresh Vegetable Platter	\$24.99	15	\$299.85
Field Greens Salad	\$19.99	15	\$299.85
Large Cookie Platter (Serves 15-20)	\$49.99	2	\$99.98
<i>Food Sub Total- 4 Classes</i>			\$3,998.13
Chef	\$15/Hour	3 Chefs/4 hours	
<i>Sub Total Chef Payroll 4 Classes</i>			\$720.00
Decorations			
Linens 90" Round	\$11	2	\$22.00
Linens 60" x 60" Square	\$9	2	\$18.00
Table 48" x 48"	\$14	2	\$28.00
Table Round Cocktails 30"	\$9	2	\$18.00
<i>Sub Total Decorations</i>			\$86.00
Coupons	\$0.08	500	
<i>Coupon Sub Total</i>			\$37.50
Tabling			
Farmer Gift Cards	\$50	10	\$500.00
Flyers	\$0.30	600	\$180.00
Catering	\$50	10	\$500.00
Recipe Pamphlets	\$0.60	250	\$150.00
Decorations/Setup			\$150.00
<i>Sub total Tabling Events</i>			\$1,480.00
Social Media	allotted allowance (dollar amount)		
Twitter	1,000		

Social Media	allotted allowance (dollar amount)		
Twitter	1,000		
Facebook Boosts	\$10/day	12	\$120
<i>Sub Total Social Media</i>			\$1,120
Food for Lane County			
Food Donation			\$3,470
Mailing Survey			
Postcards (4.25 x 5.5)	\$0.10	4,000	\$400
Traditional Media			
Register Guard			
Half Ad	\$49.89 per inch per day		\$3,139.92
Full-Page Ad			\$6,279.84
Press Release/Op-Ed			0
Eugene Magazine			
Half-Page Ad	1,814	1	\$1,814
Full-Page Ad	2,453	1	\$2,453
Op-Ed			
<i>Sub Total Traditional Media</i>			13,686.76
Sub-Total			\$24,999.38

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