

Emerging Marketing and Business Strategies

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“National Survey of CSAs: Emerging Marketing and Business Strategies”

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Elmwood Stock Farm

Central Kentucky

- Evolution of traditional single farm CSA
- Complement to farm market and local branding
- Value added products – farm estate branding
- Sustainable food customer base
- Difficult to compete with local suppliers to restaurants and schools
- Competition from local food aggregators also emerging – also from local university

Elmwood Stock Farm

Central Kentucky

- Risks of shared CSA markets
 - Shareholder relations
 - Product quality
 - Mission creep
 - Farm branding limits
- Demand for season extension
 - 18 to 22 weeks, fall shares
 - High tunnels, meats



Farmer Dave's/Many Hands Organic Farm

- Partnering with urban community development agencies to reach lower income and inner-city shareholders
 - Harvard Medical School
 - Boston Housing Authority
 - Madison Park Development Corporation
 - East Boston Neighborhood Health Center
 - NOFA
- Seafood CSA: Community Supported Fishery – extending the distribution model to a host of products

Farmer Dave's/Many Hands Organic Farm

- Shareholder recruitment
- SNAP and other subsidy facilitation
- Peer shareholder leadership
- Cooking classes, expanded community health programs
- Food consumption behavioral studies
- Shared missional fit with community food systems



Elizabeth Gonzalez Suarez
Trinity Property Management

Connecting to Low Income Urban Shareholders



\$6-8 weekly subsidy per share through food income assistance programs

Taking the CSA Beyond the Traditional Shareholder Base



Ginger Turner
CSA Manager for Farmer Daves
(Dave Demaresq)

Fair Prices for Farmers

- Many Hands Organic Farm
 - Medium Vegetable Share: \$16.25/week, \$325/season
- Farmer Dave
 - Fruit Share, \$19.25/week, \$250/season (13 weeks)
 - Small Vegetable: \$21.50/week, \$430/season
 - Regular Vegetable: \$29.25/week, \$585/season

CSA SNAPSHOT: PENNS CORNER FARM ALLIANCE (Pittsburgh, PA)

Timeline:

- 1999 Formed marketing co-op to restaurants, \$16,000 in sales
- 2003 Started CSA; 10 grower members
- 2007 Hires Neil Stauffer as GM
- 2008-11 +20% sales growth annually
- 2012 Add flower, winter CSA program; start processing tomatoes
- Four full-time staff
- Acquired 3800 sq. ft. Pittsburgh warehouse, office, cooler space



Size: 36 farms, including a 12-farm Amish/Mennonite cooperative (Clarion River Organics)

CSA Members: ~700

2012: 509 spring shares, 630 harvest shares, 237 biweekly winter shares; 15 flower shares; ~30 egg shares

Other Outlets: Direct-to-restaurant, online ordering "Farm Stand"

Sales: \$1.4 million in 2012; about 20% annual sales growth 2008-11

Future Plans: Continuing CSA; expand Farm Stand online ordering; dabbling in providing locally sourced foods to universities, private schools; developing Gift Basket line; encouraging high-end cheesemaking in the region.

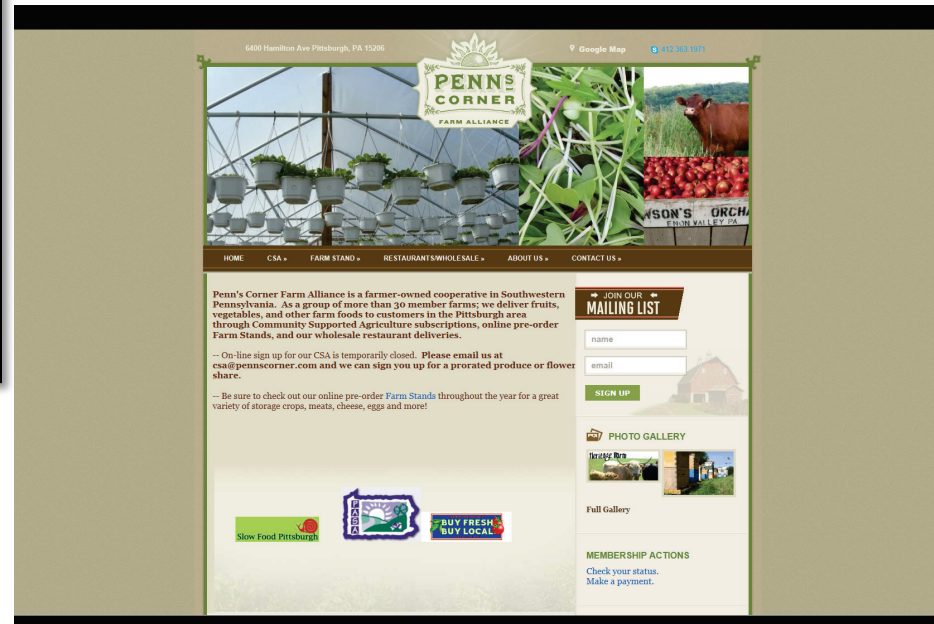


Downtown warehouse location





- Rapid expansion of e-commerce
- Small Farm Central
- CSA, [farm stand](#), restaurant/wholesale



FairShare

Madison, Wisconsin



- Association of organic CSAs
- Health Insurance Rebate program
 - Physician's Plus
- Cookbook sales funding substantial cooperative programming
- Coalition support from Extension, medical community, strong local foods culture
- Coalition able to provide
 - specialized CSA training for members
 - Shareholder recruitment
 - Community and fundraising benefits

FairShare Health Rebate Program Growth

	2005	2006	2007	2008	2009	2010	2011	2012
Estimated total rebates issued	96	972	1282	3550	6100	6800	7300	7200
Approximate # of shares available via FS farms	2000	2800	3500	4500	6950	8650	8733	9700



Denver Area CSAs

- CSA community post-Grant Farms
- Urban CSAs – links with Denver Housing Authority
- CSA as a connection to city planning
- Strong local foods and sustainable ag community in region



Granata Farms CSA and Urban Farmers Collective
Downtown Denver, CO

Star Acre Farms



Local, sustainable, organic
veggies!

Community Supported Agriculture (CSA) memberships now
available! Veggies, herbs, flowers and eggs grown in Arvada!

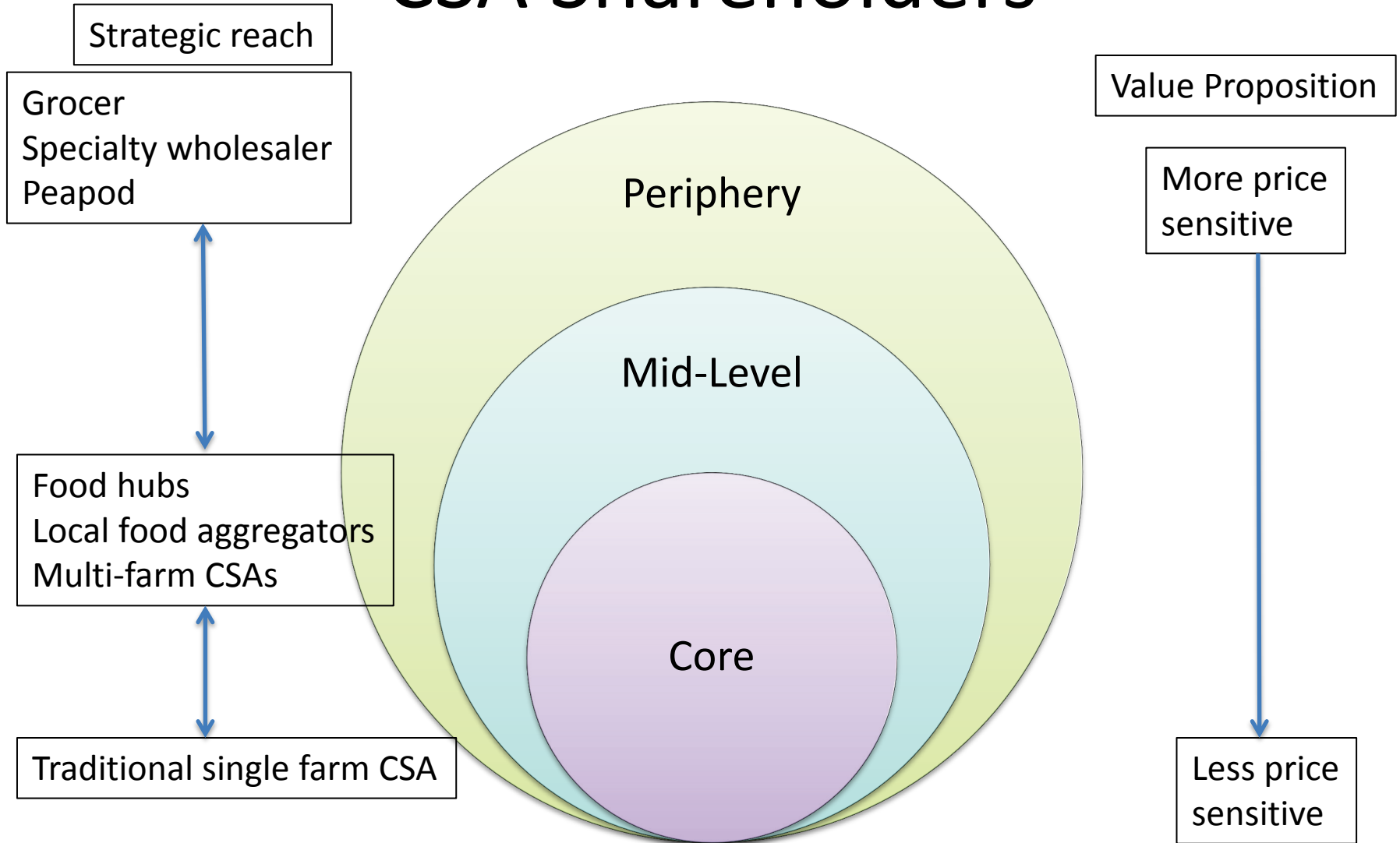
Star Acre Farms
www.staracrefarms.com



Contrast Multi-Farm CSAs

- [Fair Shares CCSA](#) (Combined Community Supported Agriculture)
 - St. Louis-based 450 share multi-farm CSA network
 - Around 40 farms, meat, produce, coffee, bread, pasta, cheese
 - Private venture
- [Grasshoppers](#) Kentucky-based food hub/CSA/specialty foods distributor
 - 40-50 KY and IN farms
 - Wide diversity of fresh and processed products
 - CSA a shrinking share of the business
 - Significant public investment from state

CSA Shareholders



Wider Definitions of Local by Retailers



Boston Area Whole Foods

What we are learning

- CSA agency and community partnerships that bridge entry barriers – helping with logistics, education, retention.
- Scale economies still important in distribution and promotion. Tension between “authentic” farmer and community relationship objectives and subscription delivery model (Peapod and others)/ other scale efforts

What we are learning

- E-commerce a core part of CSA business with growing applications for management
- Rapid expansion in new products marketed through the CSA model