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Williams Gourmet Fare  
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Fair Trade Initiative: Canada  
Marketing Plan Proposal

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### Executive Summary

Williams Gourmet Coffee has enjoyed success for 20 years but the time has come to adapt to changes in issues of corporate responsibility, and market sustainability for all stakeholders involved in making Williams Gourmet a successful company. Mr. Bob Williams, brand manager and future owner of Williams Gourmet has tasked the marketing team to formulate a marketing strategy plan for our international fair-trade initiatives. The chief objective this of marketing plan is to launch a fair-trade line of gourmet coffees in Canada under the Fair-Trade certified label. As for long term goals and objectives for the new fair-trade brand(s), we foresee internationalizing Williams Gourmet in the mainstream as well as pursuing other fair trade-conscious markets in the developed world.

### Williams Gourmet Fare Mission Statement

“The Williams Gourmet Coffee Company Aims To Be An Example To The World And Partners With Businesses And The Government Of Nations A Fair Trade Model Of Business Based On Partnership, People-Centered Values And Sustainability To Build Awareness That Empowers Consumers To Participate In Fair Trade And Environmentally Sustainable Solutions.”

The remaining objectives of this proposal are:

- ▶ Environmental factors that will influence decisions and expected success
- ▶ Definition of population of the target market and key players in production and distribution.
- ▶ Demand estimates will be a collection of statistics both in Canada, Williams current suppliers, and globally to determine the profitability of the Fair-Trade consumer and production coffee market.



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- ▶ A Product strategy developed for Williams Gourmet Fare based on decisions regarding the four P's (product, place, price, and promotion), financial targets and budgets, tactical plans, and profit objectives.
- ▶ A Distribution strategy to map the way for Williams fair-trade brand to consumers that
- ▶ Based on historical data of customers' channel preferences which will help when determining and comparing those preferences with Williams existing and planned availabilities and capabilities. The competition's strategies will be evaluated by examining and comparing them and their effectiveness with Williams confidential communications with distribution partners to identify areas that need improvement, in addition to existing strengths that need to be amplified.
- ▶ A Communication strategy essential for both internal and external constituents and target customers in order to reach project objectives. Some communications goals that will be addressed are; what needs to change about the way we communicate for fair-trade initiatives in a different country, what do we want the target audience to know and what do you want them to feel? What picture of Williams Gourmet Fare do we want to create in their minds? What are the actions we want as a result? Williams Gourmet will implement and Integrated Marketing Communications strategy that will integrate different marketing communications tools to saturate the fair-trade and standard coffee marketplace with the right marketing message to the right audiences.
- ▶ Pricing strategy is important in relationship to product positioning on various levels and positions in the marketplace. Pricing may and will vary depending on where your product is placed in the distribution channel "web" at any given time or; "place." Product features will influence price, as will promotional activities.



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- ▶ Product policies serve and protect both the firm and its customers. Product policies cover quality control of your product from production to shelf to table, and public corporate relations to the world.
  
- ▶ Customer relationship marketing will gather your customers from the great beyond to your marketplace(s). Customer Relationship Management and Marketing, (CRMM), methods are exercised in a variety of ways most of which are currently executed through today's technologies such as CRM software tools, e-mail surveys and questionnaires, and electronic data research. Promotional and selling activities are aimed at customer profiles, and buying patterns in order to develop and manage trusting and long-term relationships. In B-to-B, (business-to-business), customer relationships, a history of contacts is maintained in a sales database and a company representative (usually what is coined "an account executive"), is assigned to key business affiliates and partners to fulfill their needs and maintain the relationship.



## Introduction

The central focus of this marketing proposal is to develop product policies and create customer value, relationship and satisfaction that will allow Williams Gourmet Fare to maintain demonstrated and effective control over the formulated marketing strategy activities. Going into the fair-trade market is assuredly different than anything like it that Williams Gourmet has done before. It is a well-known fact that coffee growers in many of the nations that export coffee do not receive an adequate payment for their backbreaking work and harsh labor is often inflicted on children rather than on emphasis on education and recreation. Market prices for coffee can unstable and fluctuate in costs for production and sales and at times have had to sell below costs of production. Some coffee cooperatives, (direct from farmer to distributor), in Brazil and Colombia were going bankrupt because prices were not high enough to cover operational costs. The economy in Colombia is struggling and the U.S. government is in the process of renegotiating a trade agreement that promises positive effects for these nations that export coffee under preferential tariff rates that extend to partner countries who have practice free-trade and sign Free Trade Agreements (FTA) with each other indicative that customs' duties, (tax or fee), for selected imported goods that *originate* from the FTA partner countries are lowered or totally eliminated.

The decision to market fair trade brands creates many benefits and added value to Williams Gourmet and its customers. Currently there are organizations here in the U.S., Canada, and Europe promoting the marketing of a growing range of agricultural products from developing countries. The goal of these organizations is to take advantage of increasingly conscious consumer market that wanted to do something about the perceived inequalities of developing



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nations in the global marketplace. Williams will launch a fair-trade initiative brand of gourmet coffee in the nearby Canadian provinces of Ontario and New Brunswick. Should the product line fail, it would little affect Williams established business here in the U.S. However, our vision is greater than this as Williams will continue to move its fair-trade initiative forward to fully internationalizing our firm pursuing fair trade-conscious markets world-wide. This new branding project will call for the company to go through some mild restructuring, particularly in the marketing, distribution, and operations sectors. This marketing proposal strategy plan will focus on developing the marketing plan to enter the Canadian market, as well as touching on some elements of total globalization, and changes in distribution and operations.

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### Environmental Factors

The environmental factors that we are concerned with are three-fold:

- ▶ The Customer Environment
- ▶ The Production Environment
- ▶ The Market Environment

The customer environment is where we are going to produce and distribute our fair-trade brand from; which is Canada, specifically Ontario and New Brunswick. What we need to know is what their geography, government, business laws, and etc...are like, in short; what is it going to be like operating our business in these provinces? The Ontario population is made up of many cultural backgrounds that call this vibrant province home. Ontario is a magnet for industry, the arts and sciences. The landscape is vast, rocky and mineral-rich, called the Canadian Shield, which separates the fertile farmland in the south and the grassy lowlands of the north. There are over 250,000 lakes in Ontario that make up about one-third of the world's fresh water. In summer, temperatures can soar above 30°C (86°F), while in winter they can drop to below -40°C (-40°F). To encourage shoppers to come out into the cold, Canada is notorious for its vast underground malls. Ontario's industries range from cultivating crops, mining minerals, manufacturing automobiles, leading-edge technology, and software design. Cultures from around the world thrive and are celebrated in Ontario.

This brings us to the production environment of operating a business in Ontario. Northern Ontario is less industrialized than southern Ontario and the economy is still highly dependent on natural resources. Southern Ontario bordering the U.S., is heavily industrialized favorably located to serve major Canadian and U.S. markets. 106 million people live within a day's trucking distance of Toronto its capital and largest city. Ottawa, the capital of Canada, is also





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located in Ontario. As of the 21st century, more Ontarians are employed in service industries than on assembly lines, which is typical of many developed nations whose manufacturing, production, customer service, and technology sectors are outsourced overseas due to lower costs for these functions. However, Ontario is still highly diversified enough to offer excellent opportunities in all sectors particularly in information, telecommunications technology, and the life sciences.

Which brings us next to the market environment, and it is fortunately an eco-conscious one! The perfect environment for a fair-trade brand initiative, (The Innovative Group, 2009, [http://www.toronto.ca/business\\_publications/pdf/green-marketing-plan.pdf](http://www.toronto.ca/business_publications/pdf/green-marketing-plan.pdf) ). Much of our first released products will be distributed in the city of Toronto, a city of 2 million people. It will be crucial for Williams to become a part of Toronto's initiatives in the green-conscious industry whose key-players of interest to Williams are:

- ▶ Green Leaders Forum: Comprised of leaders of diverse industry associations an informal committee serves as a forum for dialogue and collaboration aimed at promoting shared agenda setting and collective action around international marketing and green sector development.
- ▶ Green Global Advocate Network: Assembles and provides support to a global network of innovators and influencers responsible for advancements in regional green sector development through positive representation, relationship-building, and commercial engagement.
- ▶ Regional Branding Campaign Materials: Developing a suite of communications materials that will be used in targeted visibility, branding and education initiatives aimed at showcasing the Region's green sector value proposition in priority overseas markets.



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Perhaps the environmental factors of most concern are those where our free-trade journey begins and that is in Columbia and Brazil. While there are plans in the making to expand our reach of coffee suppliers to other regions, our first concerns are solidifying relationship with our existing partners in South America.

The fair-trade environment in Columbia is an unstable one highly volatile one and Williams is seriously considering dropping all ties with Columbia, or encouraging farmers to relocate, and still sell under a Columbian brand by nature of type, taste, and style, rather than location. Four decades of conflict have turned Colombia into one of the world's most volatile locations with millions of residents caught up in the crossfire between leftist rebels, cocaine smugglers and far-right paramilitary militias. An insurgent campaign to overthrow the Colombian Government escalated during the 1990s, funded in part by Columbian drug lords. The capital of Columbia, Bogota continues to try to negotiate a settlement, neighboring countries worry about the violence spilling over their borders. While the U.S. is Columbia's biggest import and export partner, until recently, Canada had little to zero no trade relationship with Columbia. On November 21, 2008, the Honorable Stockwell Day, Minister of International Trade and Minister for the Asia-Pacific Gateway, on behalf of Canada signed the Canada-Colombia Free Trade Agreement, (FTA), after which, 2008, two-way merchandise trade between Canada and Colombia totaled more than \$1.3 billion, with hundreds of Canadian companies now doing business with Colombia. Much of the Canadian direct investments are in mining, oil exploration, printing and education, but not coffee. This is where Williams Gourmet can make their mark in Canada, but only under free-trade initiatives *exclusively*, as that is our commitment to this new brand venture. Williams will need to seek fair-trade connections with TransFair Canada and continue to monitor the volatility of the Columbian environment.



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According to the data our team discovered, Brazil might be our primary focus in our efforts for fair-trade Canada. The Record Brazilian and World Production Forecast for 2010/11 tells us that world coffee production for 2010/11 is forecast at a record 139.7 million bags, up 14 million mostly due to Brazil. Over 50 percent of the world's coffee is again expected to be produced by Brazil and Vietnam with Brazil is forecasting to jump a record 55.3 million bags in the 2010/11 July-June marketing year. Colombia is forecast to expand 800,000 bags to 9.0 million in 2010/11; October-September, however several factors are expected to keep the harvest below the five-year average of 11.8 million. There are other problems facing Columbia other than civil and political instability such as high temperatures and dry conditions during most of the main crop's flowering period will likely lower yields. Conditions like this discourage farmers from applying fertilizers, which inhibit abundant yields for the main crop.

More Environmental Factors: The Rainforest Alliance and Fair Trade

Should Williams Gourmet combine their fair-trade branding initiatives with conservationist organizations like the Rainforest Alliance?

The Rainforest Alliance sets and enforces its own standard in a closed system. It is the best-funded and largest member of its Sustainable Agriculture Network (SAN). As the SAN secretariate, Rainforest Alliance coordinates the development and review of SAN standards giving its mark of approval to growers who fulfill *specific environmental requirements* and promote high health and education standards for workers and their children. What monitoring body investigates the producer's ability to comply with these standards? Local certifiers are hired directly by SAN, and certification costs are reduced for farmers who pay travel expenses, lodging, and meals for certifiers. Fair Trade has standards for farmers' organizations and for hired labor. Small organizations must establish co-ops that ensure independent decision making.



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Farms with hired labor must allow workers to unionize and establishes a baseline premium 'living wage', that is higher than merely maintaining the local legal floor for sustainable quality of life, but allows for growth and future independence and most importantly, farm workers are an integral part in establishing Fair Trade standards. The Rainforest Alliance's standard creation process does not involve the cooperation of farm workers, and are understandably much more lax. RA sets no baseline premium for wages, and at best holds to the low bar set by local governments. An element of concern for Williams about RA standards is that a buyer's product need only contain 30% organically certified content to be awarded the green frog label, and final certified product are allowed contain 30% materials that are only 50% child labor free. We do not support the latter, and should seek to do better with the former. At best, Williams may seek to be in compliance with the general expected standards of an environmentally and ecologically concerned corporation to achieve both certifications of fair-trade and rain-forest verified.

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### Definition of Population

Our population of interest will first be centered on the Toronto region of Ontario.

	Population	Target Market Age groups 20-54	Average number of family members	Employed	Projected Sales One purchaser out of three member households @ 1 \$8.99 lb. weekly General Consumption
Ontario	12,100,000	6,020,680	3	6,164,245	\$938,182,495
Toronto	2,500,000	1,336,420	3	1,242,215	\$208,249,874
Williams	Costs of Production for 6 Brands				Profits via the entirety of Ontario Alone
COGS (cost of goods sold) 19 tons of production	\$349,790,970 41,800 lbs.				\$18,041,971 per week

We chose these age groups specifically based on their likelihood in fair-trade interests the younger age bracket being interested in sustainability of the environment, and the older age bracket is selected due to the consciousness of equality coupled with ecological concerns that sprouted in the 1960's.

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### Demand Estimates



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Demand estimates are important to see if a profit against loss can be expected early on. Based on household purchases alone, historical data tells us that Williams can expect a profit of \$112700 from Ontario households for coffee purchases the first year.

<b>Demand Estimates For Green Coffee Household Use</b>	<b>Price Indices For Farmers</b>
139,696 Thousand Kilogram Bags Production Globally	Cost Coffee Raw 153.4 (producer weekly) 153.4 x 52 = \$7900 annually
131,500 Thousand Kilogram Bags Consumption Globally	127.00 Yearly (consumer per person) as Of October 2010
Imports General 15.6 Billion Export 8.5 Billion	Consumer 1.36 X 1,605 Ontario (household weekly) (per week) = \$2100 coffee revenue weekly \$2100 x 52 = \$112700 per year
Forecast	\$112700 - \$7900 = \$104,700 profit for farmers from Ontario Annually household sales baseline expectations

Product Strategy



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Gourmet Fair is a brand name that is simple and to the point for Williams Gourmet Coffee Fair-trade line. Firstly, the Fair-trade certification seal would be displayed on the packaging which will communicate to the consumer audience outside of specified fair-trade market-based locales that Williams practices fair-trade. The brand name, Gourmet Fair communicates two meanings; one that we are a gourmet quality product in taste and fair meaning *just* and fair meaning fine quality. From there, Williams Gourmet Fair will have a variety of a minimum of three to five coffees of various flavors, strengths, under the same brand. For example, Gourmet Fair's Columbian Bold; a French-Roast style Elegante; a Soothing Traditions de-caf; a chocolate Magnifico Mocha blend; North American Traditional Morning; and Brazilian Fiesta.

### International Marketing Plan

Product > Certified Free-Trade Gourmet coffee

- ▶ Six distinct varieties
- ▶ Holiday/Special day Gift Baskets/Wedding-Party favors
- ▶ Corporate gifts/promo gifting

Place/Position > Canada > Ontario > New Brunswick

- ▶ Fair-Trade markets
- ▶ Gourmet/Specialty Supermarkets
- ▶ Restaurants and cafés
- ▶ College Campuses



Price > \$8.99 - \$12.99 per lb. bag or can/\$3-\$5 per cup

Promotion > Gourmet Fair Great Taste Fairly Grown > Promo items with logo

- ▶ T-Shirts > I Drink Fairly
- ▶ Coffee Mugs w/logo

### The Five O's

Philip Kotler developed a concept of the five O's; object, objective, occurrence, outlet, and opposition, which stands for factors responsible in establishing the boundaries for the definition of the market of interest (Kotler, 1988).

- ▶ Object: The Description And Characteristics Of The Product Category
- ▶ Objective: The Customer's Main Motivation(S) To Buy The Product
- ▶ Occurrence: The Typical Situation In Which The Product Is Used Or Consumed By The Customer
- ▶ Outlet: The Places Where The Product Will Be Available To The Customers For Purchase
- ▶ Opposition: The Customer's Perception Of The Quality Of The Competing Products

When evaluating whether or not a new product or concept in an existing can be well delivered and received there are some considerations for deliberation. Do we have lucrative market potential? Are there interested parties on both the B-to-C and B-to-B ends? Does the product satisfy and respond to changes in customer need and values?





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Screening new product ideas will assist in evaluating the frequency by which the product is used or consumed by the customer. By expanding internationally the potential for market penetration is increased, thereby presenting an opportunity for greater competitive advantage. Williams has researched their target location(s) for incidents of occurrence and demand. To evaluate the incidence of occurrence for Ontario and New Brunswick, we needed to know how much gourmet coffee they consumed, and how interested and concerned this population was interested in Fair Trade. A product such as Free Trade gourmet grade coffee is not uncommon, it is however considered specialized which means it markets in a particular store, place, and category or “position,” (Lascu, 2008, p. 340-343).

Coffee consumption of specialty or gourmet grade coffees such as lattes, cappuccinos, and other special brews have grown in popularity in Canada with 54% of Canadians occasionally consuming specialty coffee, with 6% doing so on a daily basis. Outlets and markets other than the typical supermarket, specialty stores, or cafes are rest stops along major highways and the internet. Williams gourmet coffee will have to decide whether to develop a whole new website for their Free Trade platform and distribution or simply distribute the fair-trade product through third-party sales.



WILLIAMS GOURMET COFFEE	UNITED STATES	CANADA
<b>OBJECT- The description and characteristics of the product category</b>	Current Flavors/Brand Coffee Served Hot And Cold As A Beverage Or Dessert	New Fair Trade Coffee Served Hot More Than Cold, As An Additive To A Liquored Beverage
<b>OBJECTIVE - The customer's main motivation(s) to buy the product</b>	Cost, Flavor, Convenience, Popularity	Motivated By The Consciousnesses Of Fair Trade Necessity Expectancy Of Exotic Tastes
<b>OCCURRENCE - The typical situation in which the product is used or consumed by the customer</b>	At Home, Parties, Restaurants	At Home, Coffee Bars, Café's
<b>OUTLET - The places where the product will be available to the customers for purchase</b>	Existing Markets	Fair Trade Markets
<b>OPPOSITION - The customer's perception of the quality of the competing products</b>	Higher Costs	Established Brands



### Distribution Strategy

When it comes to restaurant distribution, the profits for them cut close. Fair-trade products can bring in more revenue by nature of the fact that it cost more, people are still going out, and if it is a matter of having coffee as part of their main meal, rather than for dessert, they will likely spend more on the cup of coffee, especially if they can have it made as specialty

There are three major distribution points where Williams Gourmet Fare will be placed:

- ▶ The organic/fair-trade aisle at super-sized supermarkets
- ▶ Specialty shops that sell organic and gourmet fare almost exclusively
- ▶ Cafes – Williams would like to seek fair-trade artists and willing café owners to sell the art work of fair-trade artists on our products, t-shirts, green bags, and knapsacks and on display in art galleries at the cafes where we position ourselves thereby raising awareness for fair-trade, and bringing in additional revenue for the cafes and for individuals in developing nations.

Later on, Williams will distribute Gourmet Fare via various vendor sites on the internet, specifically focusing on fair-trade, organic, and gourmet distribution websites as well as specialty catalogs for fair-trade products and gift-giving for holidays, special occasions, and corporate gifting.

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### Communication Strategy

For the long winter months in Canada, warm and fuzzy can go a long way with a hot cup of fair trade coffee knowing you made someone's life a whole lot better. And show a picture of a happy child on the ad poster. Mixing up the communication methodology is key in delivering targeted messages at targeted audiences known as Integrated Marketing Communications, (IMC). IMC uses all forms of communication that is relevant to the customer or prospect. The process begins with the customer or prospects and then works back to Williams marketing communicator at work to achieve a collective of communication elements, (synergy), such as point-of-purchase signage, advertising, and events such as fair-trade conventions. An important characteristic of IMC is connecting the brand with the customer by developing the relationship over the long term. One of the latest and most important positions for communications strategy is a social networking presence. This is an inexpensive and effective widely visible interactive tool for companies to discover what their customers and the market in general are thinking, saying, and feeling about your company and its products.

IMC can affect customer behavior contingent on the form of communication and the message in that particular communication. The mission, vision, and tag-lines might be included in all forms of your communication media; however, the way you deliver your message strategy will differ between the types of media used. For example, due to costs, a television commercial might be shorter on words, and more visual in nature as opposed to a radio ad by which your verbiage would be the focus. For example; a television clip might include something like this:

- ▶ Show a scene of coffee farmers cultivating their crops, fading into a restaurant or café bustling with people and there are various conversations and laughter in the background, quickly fading into the background so that we can speak our message; simple tag-line to



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the point and then zero in on a steaming cup of coffee swirling with crème, (can you almost smell it yet?), and speak our tag-line; Gourmet Fare, Great Taste, Fairly Grown.



- For the radio, we would start off with both making a statement, and asking a question, much like that age-old commercial by which a lot of other brands got their tag-lines from. Do we remember; “Do you know where your children are?” Our radio ad will start off something like this:

- Do you know where your coffee comes from?
- Do you know who cultivates it?
- Do you care?

We then present a brief message on the importance of fair-trade:

“Fair-Trade Is All About A Better Deal For Producers In The Developing World.

Fair-Trade Has The Potential To Lift Millions Out Of Poverty.

Will You Buy Fairly, So That We Can Trade Fairly?”



### Pricing Strategy

Williams Gourmet Fare will implement the following pricing strategy objectives by applying the methods as shown in this table:

Current Revenue Maximization – Williams will seek to maximize current revenue with no regard to profit margins in order to maximize long-term profits by increasing profit share and lowering production costs through distribution and variety.

Maximize Quantity – Maximizing the number of units sold through a broad range of distribution channels and customers served to decrease long-term costs to be expected by the experience curve proving a consistent relationship between cost of production and cumulative production quantity, (The Boston Consulting Group, 2010, [http://www.bcg.com/about\\_bcg/vision/our\\_heritage.aspx](http://www.bcg.com/about_bcg/vision/our_heritage.aspx)). Coffee does not go “out of season or style” the way a blouse, or some brands of jeans have for example.

Penetration Pricing	The price charged for products and services is set artificially low, (introductory offers), in order to gain market share. Once this is achieved, the price is increased, (leveled at the benchmark; [expected standards] )
Influence of Elasticity	The study of how raising or lowering a price affects demand. When using elastic pricing, the supply of the product is not a major factor in determining where a price will be set. When developing an elastic pricing strategy, it is important to analyze and understand ratios and how the ratio of price change affects demand
Cost Plus Pricing	In cost-plus pricing, a company first determines its break-even price for the product. This is done by calculating all the costs involved in the production, marketing and distribution of the product. Then a markup is set for each unit, based on the profit the



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	company needs to make, its sales objectives and the price it believes customers will pay.
Target Pricing/Premium Pricing	Use a high price where there is uniqueness about the product or service. This approach is used where a substantial competitive advantage exists. This pricing strategy should be used in café/restaurant services or corporate and gourmet gifting.
Value Pricing	This approach is used where external factors such as recession, increased competition, or industry standards for pricing force companies to provide 'value' products and services to retain sales, i.e., buy one bag of Gourmet Fare at the regular price and attached with it is a smaller "taste tester bag," at about ¼ the regular size of one of the variety brands such as the French roast; "Elegante."
Psychological Pricing	This approach is used when the marketer wants the consumer to respond on an emotional, rather than rational basis. Incorporate ethics, fair-trade awareness, and sustainability elements as well as "price point perspective pricing;" for example, \$8.99, not nine dollars
Predatory Pricing	Force out the competition not completely as some competition always attracts a like market, however, give them a reason to choose your product over another, not by being cheaper, but by differentiation



### Product Policies

Williams Gourmet Fare must stand by its product quality, and fair-trade and sustainable certifications. Without a product policy, a company, (an accountable one anyway), cannot initiate the launch of the product. The product policy of Williams Gourmet coffee products dictate that we stand by what we advertise about our products and that we will do something to correct anything or anyone that comes into violation of those policies. Should the quality of our product get compromised in a big way, Williams would issue a recall. Should it be perhaps one bag that happened to be sold to a customer after the expiration date, or if the product they encountered was substandard in anyway, we would issue a full refund and/or a coupon to use in addition to the refund, or at least a coupon to cover the cost of the unsatisfactory product. What if one of our affiliates was found guilty of violating and fair-trade or conservation and sustainable policies that Williams Gourmet stood by? Williams should seek to rectify the relationship with these partners stating that they either comply or it's good-bye, or we sever ties completely if violations and offenses are severe enough to tarnish Williams reputation. Customers must believe that you have their best interest in mind at all times, particularly when involved in a fair-trade initiative, our beliefs and practices have to be in line with their beliefs and practices.

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### Customer Relationship Marketing

There are three key components of CRM that Williams Gourmet need be concerned with when and where it comes to customer relationship marketing and management that goes beyond the software technologies to assist with managing customer information.

- ▶ Assisting the organization to improve telesales, account, and sales management by optimizing information shared by multiple employees, and streamlining existing processes (for example, customer interaction using mobile devices)
  - ▶ Allowing the formation of individualized relationships with customers, with the aim of improving customer satisfaction and maximizing profits; identifying the most profitable customers and providing them the highest level of service. With every sale of Gourmet Fare Fairly Grown coffee, include a small booklet fold-out telling about our commitment to fair-trade, with contact information and invite customers to share their fair-trade perspectives and questions on our website.
  - ▶ Providing employees with the information and processes necessary to know their customers in order to understand and identify customer needs and effectively build relationships between the company, its customer base, and distribution partners. Any employees or business partners unfamiliar with the fair-trade experience or our specific initiatives should be informed and trained in a manner which they are made to feel included, equal, and knowledgeable about company objectives and policies.
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## Conclusions

The most important factors of fair trade are about focusing on quality, not quantity. The mission of Fair-trade is to connect producers and consumers, promote just trading conditions and assist disadvantaged producers to combat poverty and strengthen their position to encourage, empower, and convince them to take hold of and possess more control over their lives. The majority of Fair-trade producers are involved in the production of coffee. When Williams Gourmet Coffee steps into position for their Fair-trade initiative they need to make sure they understand the reason for doing so in the first place because in terms of estimated Fair-trade sales revenues, coffee proved more significant than all other products combined. A successful launch of the Fair-trade brand in Canada is expected to be fairly uncomplicated due to the fact that Canada is Fair-trade certified. Canada would likely be pleased to host Williams Gourmet Coffee products in the interest of Free-trade awareness in the United States.

“TransFair Canada is a national non-profit certification and public education organization promoting Fair Trade to improve the livelihood of developing world farmers and workers,” (Trans-Fair Canada, 2007, [http://haskayne.ucalgary.ca/haskaynefaculty/files/haskaynefaculty/fair\\_trade\\_in\\_canada.pdf](http://haskayne.ucalgary.ca/haskaynefaculty/files/haskaynefaculty/fair_trade_in_canada.pdf))

There are great benefits to be had from Williams Gourmet Fair-trade certification along with creating more sustainable livelihoods for field workers and their families. Fair-trade efforts would also increase revenue for the company and working capital to improve production facilities due to slightly higher costs passed onto consumers. Consumers of Fair-trade products are already “in the know” that Fair-trade products cost more and they expect to pay more in support of Fair-trade commerce. No matter how long and successful in business a company is,



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new strategies to increase productivity and profits should always be an objective and Fair-trade initiatives will not only increase profits, but will also prove to the world that Williams Gourmet Coffee practices corporate responsibility and supports sustainability. A good reputation in 21<sup>st</sup> century business is invaluable.

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Fair Trade - is a strategy for poverty alleviation and sustainable development. Members create social and economic opportunities through trading partnerships with marginalized producers. Members place the interests of producers and their communities as the primary concern of their enterprise.

### Examples of Successful Fair-Trade Companies

#### Artisans' World Marketplace

Email [info@artisansworldmarketplace.com](mailto:info@artisansworldmarketplace.com)

<http://www.artisansworldmarketplace.com>

Main/Office Number 941-365-5994

Fax Number 941-316-9516

Address 128 S. Pineapple Avenue P.O. Box 5994

Sarasota FL 34236

Description Founded in 1995 to provide increased self-employment for low-income artisans worldwide through a non-profit retail outlet, the Marketplace responds to global problems of poverty. A 501(c) 3 tax-exempt charity, it is registered with the Department of Consumer Affairs in Tallahassee, FL.

#### Fair Trade Café > Alternative Grounds

333 Roncessvalles Avenue

Phone 416-534-5543

<http://www.alternativegrounds.com>

### Examples of Companies Creating Customer Satisfaction



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1. Apple
2. GE
3. Toyota
4. Google
5. Southwest Airlines
6. Cox Communications
7. Hilton Hotels Corporation
8. PaPa John's International
9. Direct TV
10. Samsung

<http://www.focus.com/fyi/customer-service/10-best-and-10-worst-companies-customer-service/>

Examples of Companies and Industries Affected and Limited by Trends

l.e.i.Jeans is now “only at Wal-Mart,” which is fine, however, l.e.i. used to be sold at more exclusive stores at its inception.

<http://www.leijeans.com>

[http://www.getmedressed.com/Fashion\\_Fashion\\_News\\_Clothing\\_Lifestyle\\_s/25.htm](http://www.getmedressed.com/Fashion_Fashion_News_Clothing_Lifestyle_s/25.htm)

1. Wal-Mart Dominates as the World's Biggest Retailer (and now America's Biggest Grocer)
2. Department Stores Have Evolved into Giant Apparel, Cosmetics and Accessories Stores/Outlet Stores Proliferate
3. Discounting and Discount Stores Evolve
4. Private Label Brands Boom
5. Sophistication and Success for Direct Marketers and Non-Store Sales





6. Rise of Showcase Stores and Super-Merchandisers
7. For the Long Term in the U.S, a Decline in Consumer Spending and Debt, along with an Increase in Saving
8. Bricks, Clicks and Catalogs Create Synergies While Online Sales Growth Slows
9. Location Based Advertising and Mobile Advertising on Cell phones Grow Quickly
10. Retail Technologies Leap Ahead
11. RFID Drives Inventory Management Evolution
12. Self Service Retail and Travel Technologies Take Off
13. Retailers Eye Expanding Middle Class, Move into Emerging Markets, Including China, India and Brazil
14. Lifestyle Centers and Super-Regional Malls Falter/Mall Glut Anticipated
15. Entertainment-Based Retailing, including Power Towns
16. Shopping Center Tenants Face Slow Sales/Store Closings Force Landlords to Become Creative
17. Malls Morph to Stay Afloat
18. Luxury Item Sales Rebound
19. LOHAS- Socially Conscious Consumers Create Challenges and Opportunities for Advertisers and Marketers
20. How to Interpret Reports of Retail Sales

<http://www.plunkettresearch.com/Industries/Retailing/tabid/210/Default.aspx>

