

KRICK IT

REDEFINING PROTEIN

PURDUE UNIVERSITY

2020 NAMA STUDENT COMPETITION EXECUTIVE SUMMARY

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INTRODUCTION

Now more than ever, consumers are concerned about the future of the planet and the impact their actions carry. With this growing environmentally-conscious mindset, the need for sustainable food products has never been higher. Consumers are actively taking a role in the fight against climate change and are demanding that the brands they purchase do the same.¹ With 73% of consumers desiring products that are environmentally responsible, the market is primed for companies that are focused on more than just sales.²

Using significantly less land, water, and feed than any alternative protein source, crickets produce 71 grams of protein to every 100 gallons of water.³ Emitting 100 times fewer greenhouse gases, crickets are leaping ahead of conventional protein sources.⁴

Founded in 2005, Columbia River Crickets prides itself on sticking true to its core values that promote local community, and environmental advocacy by producing and raising awareness for a sustainable source of insect protein. Through their established network of cricket farms, Columbia River Crickets processes and wholesales cricket powder and roasted crickets to a number of West Coast consumers. In light of producer interest and growing consumer demand, Columbia River Crickets is looking to expand into a value-added venture that can bring Cricket protein into the mainstream.

Introducing Columbia River Cricket's new protein shake, Krick-It, an all-natural, organic source of alternative insect protein in the convenience of a ready-to-drink shake. Krick-It appeals to health-driven consumers as the most environmentally conscious protein shake on the market. On top of Krick-It's sustainable characteristics, the shake contains all nine essential amino acids and is gluten, soy, and dairy-free, without compromising taste.⁵ Sustainable, convenient, nutritious, and delicious, Krick-It truly is **REDEFINING PROTEIN.**

MARKET ANALYSIS

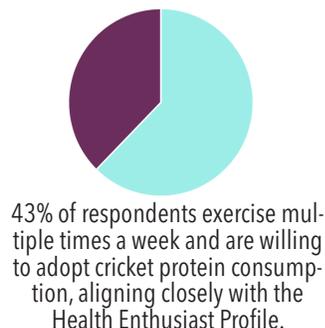
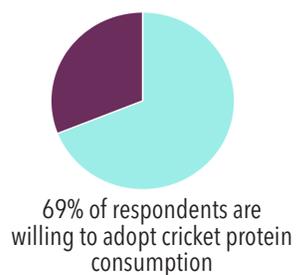
TARGET MARKET

Krick-It's target market is composed of two segments: Resource Conservers and Health Enthusiasts. These target consumers are proactive and intentional in finding the right product to fit their needs and lifestyles.

- » **RESOURCE CONSERVERS** continually work hard to preserve the earth by tackling all challenges they encounter with an unmatched passion.¹¹ These consumers place the environment at the top of their priority list. They value sustainability and are more apt to purchase products that align with their core values, particularly products with very little negative impact on the environment. Furthermore, they actively research these products, devoting themselves to a cause where they feel they can make a difference.
- » **HEALTH ENTHUSIASTS** are self-motivated and willing to invest what is necessary to achieve their personal goals. These consumers consider health and nutrition their top priority and strive to maintain their health and wellness in the form of dedication to a holistic lifestyle. Health Enthusiasts focus on staying physically active and are more likely to engage in healthy dieting than others. They value new healthy foods and will try unique flavors and new ingredients.

PRIMARY RESEARCH

Gold Rush marketing conducted a survey to better understand buying preferences and behaviors in target geographies. The survey randomly sampled 197 individuals throughout the targeted metropolitan cities. The results helped Gold Rush Marketing define the buying preferences of Krick-It's target market. The results follow:

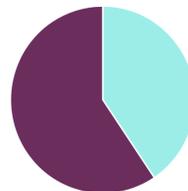


MARKET TRENDS

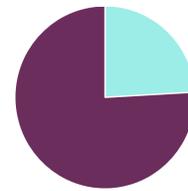
- » The United States meal replacement and protein supplement market hit \$3.8 billion in 2019. This number is expected to grow to \$4.208 billion by 2021, a growth rate of 5.23% over.⁶
- » The ready to drink product segment is anticipated to reach USD \$4.1 billion in revenue by 2025.⁷
- » The U.S. natural and organic industry continues to grow, hitting \$2.19 billion in sales last year, with 62% of these consumers seeking natural beverage options.^{8,9}
- » The insect protein market is projected to reach \$1.3 billion by 2025, from \$1.44 million in 2019, at a CAGR of 45.0%.¹⁰
- » 73% of global consumers are willing to change their consumption habits to reduce their impact on the environment.²

MARKET SIZE

Scattered along the West Coast, more than 12 million of Krick-It's targeted consumers spend on average \$2.18 million dollars on protein drinks with each consumer spending \$125.50 dollars per year. The ready-to-drink protein beverage market nationwide is currently worth \$3.8 billion dollars and is anticipated to reach \$4.208 billion dollars within the next 3 years.



28% of respondents consider environmental sustainability a core buying value and are willing to adopt cricket protein consumption, aligning closely with the Resource Conserver Profile.



16.5% of respondents align with both the Resource Conserver and Health Enthusiast profile.

KEY:

■ Respondents align with Krick-It

■ Respondents do not align with Krick-It

NEED

When reaching for a protein-enhanced shake, consumers are struggling to find a complete beverage that is tasty, nutritious, and sustainable. Fifty-seven percent of shoppers are holding brands to a higher standard, expecting them to take responsibility for their role in environmental stewardship.¹² With Krick-It, consumers are getting a product that exceeds expectations, providing peace of mind in knowing their protein shake supports their health and the health of the world around them.

CUSTOMER PROFILES

RESOURCE CONSERVERS- MOST PROACTIVE WHEN IT COMES TO CONSERVATION AND SUSTAINABILITY

Johnny Leaper

- » Motivated by goals and achievement, Johnny Leaper is tackling the climate challenge with passion, personally volunteering his time to make a difference
- » Heavily researches brands and independently verifies their environmental claims
- » Pays more for environmentally friendly products, especially from local farmers markets
- » Finds information online to eliminate paper waste



HEALTH ENTHUSIASTS- PROACTIVE IN PERSONAL HEALTH AND IS WELLNESS-ORIENTED

Jenna Hopper

- » Joins fitness classes and events in her community such as yoga and pilates with like-minded individuals
- » Open to new ideas and sources of information, and is willing to try new things
- » Jenna defines what her own personal health success looks like
- » An avid social media user, Jenna is very aware of her image and healthy lifestyle
- » Scouts out local food co-ops for the latest organic, sustainable foods



COMPETITIVE ANALYSIS

Krick-It will leap into the beverage market as the first ready-to-drink protein shake, made entirely of sustainable cricket protein. This organic and nutritious beverage can be categorized in two ways. The first is made up of meal replacement beverages, such as Quest, Ensure, and Muscle Milk. The second category comprises protein-enriched drinks such as Core Power, Huel, Gatorade Protein, and more. Krick-It distinguishes itself above these brands, by not only offering lean and organic protein, but also incorporating all nine essential amino acids, its dairy-free element, and soy-free benefits. Most importantly, Krick-It sets itself apart as a product-focused not only on consumer nutrition but the prosperity of the environment as a whole.

- » FIRST TO THE MARKET
- » NO KNOWN ALLERGIES OR INTOLERANCES TO PRODUCT INGREDIENTS
- » EXISTING DISTRIBUTION CHANNELS WITH RETAILERS
- » PRODUCTION AND RESOURCE EFFICIENCY
- » CONVENIENT TO CONSUME
- » HIGH PROTEIN CONTENT
- » HIGH PROFIT MARGIN

- » FIRST TO THE MARKET
- » LACK OF PRODUCT DIVERSITY
- » LIMITED PRODUCT AWARENESS

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- » POTENTIAL FOR CRICKET-BASED BEVERAGE EXPANSION
- » HISTORICAL UPWARD MARKET TRENDS FOR PROTEIN DRINKS
- » INCREASING CONSUMER WILLINGNESS TO CONSUME INSECTS

- » SATURATED PROTEIN BEVERAGE MARKET
- » PERCEPTION OF INSECT-BASED PRODUCTS
- » INSECT DISEASES
- » FUTURE USDA/FDA REGULATIONS

NAME	COST PER BOTTLE	PROTEIN/SERVING	CALORIES	TYPE OF PROTEIN	SUGAR	SODIUM
Muscle Milk	\$1.83	25 g	160	Whey	0 g	300 mg
Quest	\$2.74	30 g	160	Whey	1 g	230 mg
Ensure	\$2.00	16 g	160	Soy	4 g	180 mg
Gatorade Protein	\$1.99	20 g	280	Whey	20 g	330 mg
Huel	\$3.71	20 g	400	Vegan Protein	5 g	278 mg
Core Power	\$1.98	26 g	240	Whey	26 g	160 mg



BUSINESS PROPOSITION

KEY PLANNING ASSUMPTIONS

- » Krick-It will benefit from sharing overhead expenses with the parent company, Columbia River Crickets
- » Krick-It will have a steady supply of cricket protein sourced from the cricket farm contracts through Columbia River Crickets
- » Krick-It will meet all the requirements put in place by the United Natural Foods INC. and local farmers' markets.
- » Krick-It's protein shake meets all USDA and FDA production and packaging standards and regulations.

*Columbia River Crickets' assumes one farm consists of a 35x35 barn equipped for producing 16.6 million crickets or 45,000 pounds of cricket protein per year

STRATEGY STATEMENT

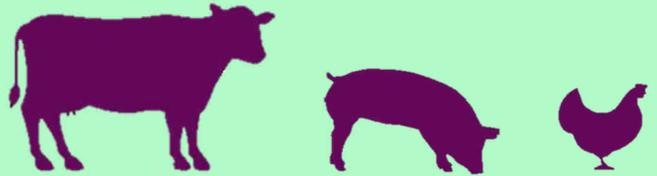
Krick-It will fuel consumers' healthy and sustainable lifestyles with a ready-to-drink, cricket-based, organic protein shake. Krick-It is jumping at the opportunity to expand Columbia River Crickets' product lines to normalize and grow insect protein consumption.

PRODUCT DESCRIPTION

Krick-It redefines protein with a delicious ready-to-drink shake derived entirely from locally raised crickets. This all-natural, organic, alternative protein shake provides 20 grams of protein per serving, as well as all nine essential amino acids. Krick-It is a nutrient-dense product that can be enjoyed by all as a gluten and dairy-free protein shake. By utilizing cricket protein, Krick-It stands out as the most environmentally-conscious product on the market, using less land, water, and feed, while emitting fewer emissions than any other protein source. Krick-It can be enjoyed in three tasty flavors: Strawberry-Banana, Mango-Pineapple, and Orchard Berry.

BENEFIT TO PRODUCERS

In today's competitive agricultural markets, more and more farmers are looking to add value to their farming operations through alternative revenue sources. Extensive enterprise analysis reveals that the average producer contracting with Columbia River Crickets will net \$34.29 per square foot, considerably higher than other agricultural activities such as dairy, poultry, or hogs. In comparison, growing hogs results in \$3.39 profit per square foot, raising poultry results in \$0.25 per square foot, and dairy loses \$3.44 per square foot. Crickets may be up to ten times more profitable than alternative uses for a farmer's production space. By year three Krick-It will demand enough protein powder to contract more than 18 Oregon farms*.



ACTION PLAN

POSITION

Pioneering its way into the beverage market, Krick-It is introduced as the only protein shake made entirely of sustainable cricket protein. This all-natural, organic shake will satisfy consumers looking for a lean alternative protein that is delicious, nutritious, and environmentally-friendly. Krick-It will be packaged in a 12 oz. single-serving sized carton, made of 100% recyclable material, being offered in a pack of four.¹³

PRICE

The Krick-It Pack comes with four protein-packed ready-to-drink beverages sold at the retail price of \$15.99 at select cooperative grocers, farmer's markets, and through Krick-It's interactive website. Krick-It will be sold to cooperative grocers through the parent wholesaler, United Natural Foods Incorporated, at a price of \$12.79.

PLACE



With locally raised Oregon crickets processed by Columbia River Crickets, Krick-It sold through United Natural Foods Inc and will be distributed through Portland Food Co-ops, farmer's markets and the Krick-It website starting in year one. In the next two years, Krick-It will strategically expand from Portland to metropolitan areas along the West Coast with a large Cooperative Grocer presence. In year two, Krick-it will expand to Seattle and San Francisco, then move south to Los Angeles in year three.

Krick-It is dedicated to those who pride themselves on living a healthy, sustainable lifestyle - those who focus on growing their local community by supporting local producers and initiatives. It is this mission that drives the targeted relationships with West Coast food cooperatives, such as the People's Food Co-op in Portland, allowing Krick-It to improve awareness through distributors who share their same values. Farmers' markets provide the opportunity to share the product with local consumers; sharing Krick-It's story with those who are seeking to know more about their food. The average meal travels over 1500 miles to its destination, but with farmer's markets, Krick-It is made and sold in the consumer's backyard.¹⁴ With 48% of US grocery shoppers purchasing online, Krick-It's interactive website and social media campaigns allow Krick-It to engage with Resource Conservers and Health Enthusiasts outside of our target geographies.¹⁵



PROMOTION

PAID MEDIA:

SEO

- » Krick-It will invest in keyword phrases to target consumers searching for related products and information about health, sustainability, and protein. By purchasing strategic keywords, Krick-It will further develop brand awareness by boosting website traffic through higher click counts and views.

GEO TARGETING

- » Geofences will be placed on specific geographical regions of the target market and displayed on digital media based on the viewers location. Advertisements will lead prospective consumers to Krick-It's online platforms for additional information.

SOCIAL MEDIA ADVERTISEMENTS - Facebook, Instagram, Twitter, Snapchat

- » Paid, interactive advertisements will run on Facebook, Instagram, Twitter, and Snapchat, directing consumers to corresponding social media sites.

YOUTUBE AD CAMPAIGNS - Health and Fitness Videos, Environmental Videos

- » Video advertisements will run during YouTube videos that target Health Enthusiasts and Resource Conservers. The curated video advertisements will grasp user attention, directing traffic to the Krick-It webpage.

PODCAST ADS - Health and Fitness Podcast (#1), Resource Conserver (#1)

- » 30-second advertisements will be endorsed by accredited podcasts that highlight fitness and sustainable lifestyles, such as *The Green Divas* and *Nutrition Matters*.^{16,17}

EMAIL CAMPAIGN - Educational info

- » Opt-In email campaigns containing educational and promotional materials will launch, encouraging brand loyalty and engagement.

GYM/LOCAL CAFE/SPECIALTY STORE ADS

- » Krick-It's representatives will engage with consumers at local businesses whose values align with the Krick-It brand to promote the product by providing samples and educating consumers.

LOCAL INFLUENCERS - Health and Eco

- » By fostering organic relationships with local influencers, Krick-It will bring a personal touch and friendly face to local marketing campaigns. Influencers will share the vision and benefits of Krick-It through social media, building brand trust within the community.

DISPLAYS IN LOCAL FOOD CO-OPS - Stand with educational materials

- » By using POP displays at local food co-ops, Krick-It will display educational and promotional materials to draw in consumers, focusing on the sustainability and health benefits of cricket protein.

OWNED MEDIA:

WEBSITE

- » Krick-It's user-friendly website will be designed to monetize brand awareness and capture sales. The website will include pages for product lists, purchasing options, educational materials, nutritional information, email lists, links to social media accounts, and a page to contact the company.

SOCIAL MEDIA ACCOUNTS

- » Krick-It will have active accounts on Facebook, Instagram, and Twitter to reach their media-minded consumer base. Creative and shareable social media content will be employed to advocate and publicize the brand's messages, objectives and values.

FARMERS MARKET BOOTHS - sell product, pass out samples, promotional educational materials

- » Krick-It will host booths at target communities' farmers markets where marketing personnel will distribute samples, sell products, and promote cricket protein.

MARKETING TEAM - Handing out samples, working booths

- » Krick-It's reliable marketing team will be responsible for managing farmers market booths and store displays, educating consumers, and distributing samples of the product.

GOLD RUSH MARKETING CONSULTING-

- » Strategic planning is a crucial component in ensuring that Krick-It achieves its goals and widespread success. Where many enterprises fail is not the development of a strategic plan, but rather the execution of the plan. Gold Rush Marketing prides itself on not only providing its customers with strategic innovation but taking the time to ensure each plan can be successfully executed. Gold Rush Marketing will serve as a two-year consultant to the Columbia River Crickets and Krick-It Marketing team. Gold Rush Marketing has dedicated itself to researching Krick-Its' niche market to understand the demographics and promotional tactics that will allow Krick-It to prosper. In a competitive labor market, a smaller enterprise such as Columbia River Crickets may find it challenging to recruit a marketing director with the background to lead their team to success. Gold Rush Marketing would serve as the Marketing Director in the infancy of the company, allowing Krick-It to not only achieve the goals outlined in this marketing plan but to take their time in finding a director who can lead them beyond their three-year goals.

PR CAMPAIGN

Krick-It Trail Hop - Partnering with the Forest Park Conservancy, Krick-It will host a clean-up hike through Forest Park, the largest urban park in Portland, Oregon.¹⁶ Groups will register for \$25 and be assigned a trail to hike and pick up trash. At the end of the hike participants will be greeted with Krick-It swag, live local music, games, and local food trucks. As Krick-It expands to further geographic locations, the Krick-It Trail Hop initiative will grow as well.



FINANCIALS

Krick-It uses initial investment capital from parent company Columbia River Crickets and small business loans to fund operations at the beginning of the venture. The cost to manufacture a bottle of Krick-It is \$2.22 a bottle. The wholesale price for United Natural Foods Inc is set at \$12.79 for a four pack of Krick-It, resulting in a 44% contribution margin for Krick- It to work with to cover all overhead expenses. A 25% price mark-up between UNFI and Cooperative grocers results in a manufacturer's suggested retail price of \$15.99 per pack. In year one, Krick-It projects to sell 51,496 four-packs. The cost of capital and high initial marketing expenses leads to a net loss during year one. However, growth through brand awareness and direct to consumer sales generate a positive net profit in years two and three.

MONITORING & MEASURING

Expand Brand Awareness to 25% of the Target Market by the end of Year One.

Channel: Google AdWords Keyword Planner, website traffic data, social media campaign, and surveys

- + Analyze and re-allocate resources to marketing campaigns that generate more consumer activity
- Re-invest profits into new campaigns intended to improve consumer contact and market awareness

100% Retailer Satisfaction with Portland Cooperative Grocers by the end of Year Two.

Channel: Assess logistics and workflow with retailers

- + Re-Negotiate current Cooperative Grocer Contacts and consider future regional growth
- Invest in total quality management campaigns that can allow salesman and operational leads alike to be better equipped to meet the needs of the individual cooperatives

Decrease the number of days in an average consumer purchase cycle from 35 to 28 by the second year Krick-It is established in a Geography

Channel: Develop and track the effectiveness of targeted Shopper sales promotional tactics. Inventory and Sales Analysis, Website analytics

- + Expand into Complementary Geographies or Product lines
- Increase budget allocations towards sales discounts. Coordinate campaigns with Cooperative Grocers that better promote targeted shopper tactics. Research Reward System implementation.

Decrease the cost of customer acquisition to \$16 by the end of Year Three.

Channel: Advertising analysis, budget management, and sales history

- + Grow PR Campaigns to additional high potential metropolitan areas
- Assess the effectiveness of individual marketing campaigns and re-allocate more advertising dollars to effective campaigns

INCOME STATEMENT	YEAR 1	YEAR 2	YEAR 3
Annual Customers	5,150	24,703	58,416
4 packs Sold	51,496	262,483	658,268
Online Sales	\$146,061.33	\$893,085.39	\$2,391,575.69
Farmers Market Sales	\$59,792.79	\$156,190.32	\$239,850.00
Cooperative Sales	\$493,965.25	\$2,517,830.22	\$6,314,339.57
Total Sales	\$699,819.37	\$3,567,105.92	\$8,945,765.26
Sales and Discounts	\$34,990.97	\$178,355.30	\$447,288.26
Total Gross Sales	\$664,828.40	\$3,388,750.63	\$8,498,477.00
Cost of Goods Sold	\$456,582.55	\$2,106,798.15	\$4,835,910.82
Manufacturing Overhead	\$59,027.58	\$157,953.37	\$267,085.14
Gross Profit	\$149,218.27	\$1,123,999.11	\$3,395,481.04
Warehouse and Office Lease	\$17,759.48	\$38,018.47	\$45,918.39
Office Personnel Salaries	\$66,762.49	\$142,921.29	\$190,476.27
Other Operating Expenses	\$59,027.58	\$157,953.37	\$267,085.14
Total Marketing Costs	\$233,731.32	\$530,339.95	\$932,795.82
Total Overhead	\$377,280.88	\$869,233.07	\$1,436,275.61
Net Profit	-\$228,062.61	\$254,766.04	\$1,959,205.42
Net Profit Margin	-34.30%	7.52%	23.05%
Gross Profit Margin	22.44%	33.17%	39.95%

MARKETING BUDGET	YEAR 1	YEAR 2	YEAR 3
Personell Compensation			\$ -
Gold Rush Marketing Consulting	\$30,000.00	\$45,000.00	
Director of Sales and Marketing	\$ -	\$ -	\$119,000.00
West Coast Regional Marketing Team	\$90,648.28	\$271,887.51	\$462,984.77
DIGITAL MEDIA			
SEO and GeoTargeting	\$23,988.00	\$41,988.00	\$71,988.00
Key Hole Social Media Analytics	\$3,588.00	\$3,588.00	\$3,588.00
Website Development	\$6,760.00	\$ -	\$ -
Social Media Engagement	\$10,913.80	\$49,826.59	\$107,797.68
Podcast Advertisements	\$4,212.00	\$4,212.00	\$4,212.00
Promotional Email Campaign	\$3,599.00	\$3,599.00	\$3,599.00
Local Influencers	\$5,325.00	\$8,025.00	\$12,300.00
PUBLIC RELATIONS CAMPAIGN			
Food Cooperative Displays	\$7,991.91	\$23,975.73	\$39,959.55
Local Gym Appearances	\$3,995.96	\$11,987.87	\$19,979.78
Farmers Market Booths	\$18,464.37	\$22,760.26	\$31,774.53
World Yoga Day	-	\$2,500.00	\$2,500.00
International Coastal Cleanup	\$6,000.00	\$7,000.00	\$10,000.00
Mountain Biking Oregon	\$3,000.00	\$3,500.00	\$5,000.00
Krick-It Trail Hop	\$15,245.00	\$30,490.00	\$38,112.50
Total	\$233,731.32	\$530,339.95	\$932,795.82
Cost of Customer Acquisition	\$45.39	\$21.47	\$15.97
Percentage of Sales	35.16%	15.65%	10.98%

20,21,22,23,24,25,26,27,28,29,30

CONCLUSION

Redefine your life with the drink that's redefining protein. Krick-It is jumping at the opportunity to become the new favorite product on the market. Healthy and delicious, there is no better option. Hop on board with Krick-It!



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