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TASK 1 (CASE STUDY) – INDIVIDUAL REPORT

Table of Content

Introduction.....	3
Environmental Assessment and Critical Thinking about the Context.....	3
1. PESTLE Analysis.....	4
2. Market Trends and Consumer Behavior.....	4
3. Competitive Analysis.....	5
4. Research on Customers and Other Stakeholders.....	6
SWOT analysis.....	7
Development of Marketing Strategies.....	8
Implementation and Control.....	9
Conclusion.....	10

Introduction

Marketing fundamentals guide successful strategies and activities in the discipline. Understanding target market requirements, segmentation, positioning, and the "Four Ps" is crucial for designing goods and services that satisfy client needs. (*Kotler and Armstrong, 2014*). Customer relationship management (CRM) builds strong connections, evaluates satisfaction levels, and develops loyalty programmes. These principles generate value for consumers, establish brand equity, and drive business success.

The COVID-19 pandemic has significantly impacted Quebec's local food supply systems, requiring a comprehensive marketing process to address economic issues. (*He and Harris, 2020*). This report provides a summary of the steps involved in this process using frameworks like SWOT analysis, PESTLE analysis, the ANSOFF Matrix, and competition analysis. The case study, consisting of an online questionnaire and follow-up interviews with 15 Quebec farmers, reveals significant obstacles faced by farmers, such as labour shortages, food supply-demand equilibrium, and operational and development concerns. The marketing process involves scanning the environment, conducting scenario analysis, SWOT analysis, competition analysis, developing marketing strategies, implementing them, and performing control (*Lancaster and Withey, 2006*). The report offers valuable insights into the strategies Quebec farmers employ to understand their business environment, develop effective marketing strategies, and monitor their implementation through appropriate controls. By examining the case study within the marketing process framework, the report offers valuable insights into how the marketing process is applied to the case study.

Environmental Assessment and Critical Thinking about the Context

PESTLE Analysis

The PESTLE analyses political, economic, social, technical, and legal factors that impact a company's operating environment. Quebec farmers can use this framework to assess the impact of these elements on their operations.

- ✓ Political factors include government regulations.
- ✓ Economic variables include consumer buying habits.
- ✓ Social factors include customer preferences for locally sourced and environmentally friendly foods.

- ✓ Technological influences include new agricultural practises and internet distribution platforms.
- ✓ Legal considerations include labelling and food safety requirements.
- ✓ Environmental factors like climate change. Farmers can identify opportunities and risks from external factors by considering these aspects. (*Schreiber, et. al., 2022*).

Market Trends and Consumer Behavior

In order to modify their marketing tactics, it is essential for farmers in Quebec to understand the changes in the market as well as the behaviour of consumers. They are able to analyse trends such as the rising interest in sustainable and organic agricultural practises, the expansion of e-commerce and online sales platforms, and the increasing desire for locally produced goods. (*Schreiber, et. al., 2022*). Farmers are in a better position to match the wants and preferences of customers if they remain current on these trends and are aware of them.

Research on Customers and Other Stakeholders

Farmers may acquire valuable insights into the requirements, interests, and behaviours of their target customers by doing research in this area. This research may include conducting surveys, interviews, or focus groups to collect input from customers and get a better understanding of how those customers perceive the company's goods. Engaging with stakeholders such as local communities, wholesalers, and retailers may also give significant insights into the dynamics of the industry as well as prospective cooperation opportunities. (*Bhattacharya and Korschun, 2008*).

Farmers in Quebec can gain a comprehensive understanding of their business environment by conducting a thorough environmental scanning and scenario analysis.

SWOT analysis

The SWOT analysis provides farmers in Quebec with a useful framework for evaluating both the possibilities and dangers that come from the outside world as well as their own internal opportunities and weaknesses.

Strengths: Farmers must identify their internal strengths, which include agricultural knowledge, high-quality food, strong partnerships with local suppliers, and specialised competence in a specific farming style (Avdimiotis, *et. al.*, 2009). These strengths can help farmers capitalise on market possibilities and differentiate themselves from the competition.

Weaknesses: However, farmers must also recognise their internal weaknesses, which may include low financial resources, restricted technical skills, dependence on a single crop, or a lack of access to distribution channels. By acknowledging and addressing these weaknesses, farmers can develop strategies to overcome their deficiencies and minimise their influence on marketing efforts.

Opportunities: Farmers should evaluate external possibilities in the market that have the potential to be profitable, such as rising consumer attitudes towards local and sustainable food, increased demand for organic goods, government assistance for agricultural efforts, or new sales channels. (Darmayunata and Siswati, 2021). By aligning their marketing strategy with market demands, farmers can maximise their potential for development.

Threats: Farmers must also be aware of external dangers that may pose a risk to their livelihood and prosperity. These dangers may result from increased competition from larger agricultural enterprises, changing customer tastes, regulatory requirements, or supply chain disruptions. Farmers can build contingency plans and proactive measures to manage risks and react to market difficulties by identifying and evaluating the hazards facing their industry. (Darmayunata and Siswati, 2021).

Quebec farmers use SWOT analyses to understand their industry's capabilities and external market conditions, focusing on strengths, deficiencies, opportunities, and risks. This analysis leads to efficient marketing strategies, informed choices, and improved competitiveness, especially in the face of pandemic challenges.

Competitive analysis

Quebec farmers must conduct a comprehensive competitive analysis to effectively navigate the local food supply chain. This involves identifying direct and indirect competitors and analysing their manufacturing capabilities, product quality, pricing strategies, marketing and promotional

activities, distribution networks, customer service, and brand reputation. Farmers should also evaluate their market positioning, identifying gaps in the market they can fill or areas where they can better differentiate themselves from their rivals. (*Koutsoupias and Papadimitriou, 2000*).

Farmers should familiarise themselves with various marketing approaches used by their rivals and analyse these approaches, such as pricing tactics, promotional activities, advertising campaigns, internet presence, social media involvement, and consumer engagement efforts. This knowledge can help them identify opportunities for differentiation in their businesses, such as offering unique products or types, focusing on environmentally friendly or organic agricultural practises, building strong partnerships with local suppliers, implementing creative marketing strategies, or providing excellent customer service. (*Chofreh, et. al., 2021*).

Continuous monitoring is crucial for Quebec farmers, as competitive analysis is a continuous activity. Farmers should be aware of any changes in the competitive environment, such as new entrants, changes in customer tastes, or improvements in production and distribution techniques (*Smith and Albaum, 2005*). Therefore, farmers can maintain a competitive advantage by proactively adjusting their marketing strategy and staying up to date.

By conducting a comprehensive competition study, Quebec farmers can gain valuable insights into their rivals' strengths, weaknesses, tactics, and market positioning, enabling them to develop successful marketing strategies and maintain a leadership position in the local food supply chain. By continuously analysing the competitive environment, Quebec farmers can maintain their edge and stay competitive in the market.

Development of Marketing Strategies

Quebec farmers play a crucial role in the marketing process by creating plans that align with their company objectives and respond to market challenges and opportunities. By incorporating insights from environmental scanning, SWOT analysis, and competition analysis, farmers can develop effective strategies that adapt to the ever-changing market dynamics.

The Ansoff Matrix is a framework that helps farmers create growth plans based on the expansion of both products and markets. (*Loredana, 2016*).

Market penetration involves increasing the number of consumers they serve, fostering repeat business, and broadening their presence within the province's regional food supply chain. To

improve market penetration, farmers can adopt strategies such as promotional campaigns, customer loyalty programmes, or competitive pricing.

Market development involves expanding into new markets while maintaining current product offerings, such as by targeting nearby locations, forming partnerships with new distributors, or exploring internet sales platforms. (*Igel and Islam, 2001*).

Product development involves bringing new goods to current markets and variants, such as new crop varieties, value-added components, or expanding into product categories that complement existing offerings.

Diversification is essential, and farmers can explore connected and unrelated business opportunities, such as agritourism, food processing with added value, or renewable energy. Adaptation methods, such as redistribution, streamlining, replacement, cooperation, farm adjustment, and outlet adjustment, can influence marketing tactics. Collaborating with other local farms or organisations can improve operational efficiency and resource sharing.

Farmers should consider market segmentation and positioning, emphasising local and sustainable features, product quality, or unique advantages. The 4Ps (product, price, promotion, and location) should be considered when developing a complete marketing mix for farmers, ensuring alignment with their intended audience and overall marketing goals. (*Schreiber, et. al., 2022*). Continuous monitoring and evaluation are essential for farmers to assess the effectiveness of their marketing strategies, identify areas for improvement, make necessary modifications, and enhance their marketing strategies over time.

Implementation and Control

Quebec farmers must effectively execute their marketing strategies through clear communication and coordination within their organisation and with stakeholders in their industry. They must also maintain clear communication with external stakeholders like distributors, suppliers, and partners to ensure smooth implementation.

Price is another crucial aspect of the marketing process, as farmers must identify appropriate price strategies based on market dynamics, competition analysis, and cost structures. These strategies should align with the value proposition of the company's goods or services and maintain a competitive position. (*Kalogiannidis and Mavratzas, 2020*). Consistent monitoring of pricing strategies and market changes is essential for necessary modifications.

Promotion is another crucial aspect of marketing for Quebec farmers, as they should carry out activities such as advertising campaigns, social media marketing, content production, local events, and collaboration with influencers or organisations. These efforts should align with the target market and the intended positioning of agricultural goods. Distribution is another crucial aspect, as farmers must identify suitable distribution channels and establish solid connections with distributors or merchants to reach their intended consumers.(*Kalogiannidis and Mavratzas, 2020*). Regular monitoring of distribution channels and customer feedback is essential for making necessary modifications and improving the distribution process.

Product or service offers must align with marketing plans, meet client expectations, and continually innovate. Farmers should consider expanding their product offerings to respond to changing customer tastes and market dynamics. Monitoring and evaluating performance are crucial for successful implementation, as farmers should set controls and performance metrics to track sales data, customer feedback, and market share. Adaptation and flexibility are also essential for Quebec farmers to ensure successful implementation and timely modifications. By focusing on effective execution and management, farmers can examine the effectiveness of their tactics, identify areas for improvement, and optimise their marketing efforts to achieve their company objectives. (*Schreiber, et. al., 2022*).

Conclusion

The marketing process for Quebec farmers involves several steps to formulate successful strategies, understand the business climate, and monitor their implementation. Environmental scanning, scenario analysis, SWOT analysis, and competitive landscape analysis help evaluate external elements, internal strengths, weaknesses, opportunities, and threats. Frameworks like the Ansoff Matrix help farmers construct marketing plans based on these insights, focusing on market segmentation, positioning, and marketing mix components. During implementation and control, clear communication, coordination, and performance metrics ensure successful strategies are executed. By following marketing theories and frameworks like SWOT analysis, PESTLE analysis, competitive analysis, and the Ansoff Matrix, Quebec farmers can make informed decisions, boost competitiveness, and maintain the integrity of the regional food system. By adapting to the challenges and opportunities presented by the epidemic, they position themselves for long-term success in the rapidly changing agricultural landscape.

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