

# Report

*by Aurel Apopei*

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**Submission date:** 19-Jun-2023 10:08AM (UTC+0100)

**Submission ID:** 209139503

**File name:** 46960\_Aurel\_Apopei\_Report\_504089\_593521673.docx (73.27K)

**Word count:** 1567

**Character count:** 8491

# **Component 1**

## **Diverse Adaptation Strategies**

### **Individual Report**

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**LCBB4004**

**2 Marketing Fundamentals**

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## 1. Introduction

<sup>2</sup> Marketing is an organisational function and set of activities for creating, communicating, and delivering value to customers (Kotler et al., 2015). Moreover, marketing entails processes that focus on delivering value and benefits to customers to meet their needs, not just the advertisement and the selling of goods, services, or ideas (Lamb et al., 2012). In other words, marketing is more than simply advertising and selling a product, as it requires close management and development along with it, which will ensure customer satisfaction and success (Pride & Ferrell, 2019). However, everything took a wild turn with the worldwide spread of COVID-19, which has caused a worldwide pandemic that has negatively impacted humans, businesses, environment, industries, and life in general. Globally, all food production sectors, and operation sizes felt the impacts of public safety measures because of the pandemic (Schreiber et al., 2022). The COVID-19 pandemic has therefore more than changed the way marketing works, due to consumer behaviour drastically changing (Hoekstra & Leeftang, 2020). This has been the case to food supply chains, specifically local supply chains in Québec (Canada), as the COVID-19 pandemic has caused disturbances and challenges that local farmers had to overcome.

## 2. Overview of Marketing Process

Under the marketing concept, businesses must find a way to find and satisfy customer needs to be successful (Baines et al., 2017). Businesses must therefore be aware of all opportunities within the market and think of ways on how to use them to attract new customers whilst meeting the needs of existing consumers. Businesses often do that using five different steps that set the framework of their marketing process.

### 2.1 Situational Analysis

The core of a marketing plan is often referred to as a situational analysis. A situational analysis includes a profound analysis and examination of both internal and external factors affecting a business, which will help understanding all elements that may influence and affect the future of the business. Taking the Québec Case Study into consideration, a SWOT Analysis will be conducted under this subheading to analyse the internal and external factors affecting the local farmers in Québec.

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According to Fine (2009), a SWOT analysis is a tool that allows an organisation to better utilise its strengths and overcome weaknesses, take advantage of opportunities, and overcome threats. This will be extremely helpful tool to use to overcome the effects of the COVID-19 pandemic.

### Strengths

- 1 The Covid-19 pandemic has bolstered the interest in and awareness for “eating local” (Zollet et al., 2021), meaning more customers all over the world.
- Technologies are available
- Increased demand in products so more revenue coming in
- 1 Canada's federal, provincial, and territorial government support programs have helped to prevent overall food shortages

### Weaknesses

- Food demand too high to adapt to changes
- Changes in worldwide food security policies to ensure public safety because of the widespread of the virus
- Lack of workforce
- Some rural areas had low and unstable internet connection for implementing online shopping

### Opportunities

- 1 New partnerships between packing houses and farmers
- New up-to-date marketing strategies to help with high sales
- High demand of food
- Use of online shopping which has proven to be effective

### Threats

- Loss of resources and high amount of money
- Threat of going out of business if unable to cope with COVID-19 challenges
- Travel restrictions due to public safety because of the COVID-19 have disrupted the exporting of food

## 2.2. Objectives

The overall aim and goals of the local farmers in Québec was to successfully adapt <sup>11</sup> to the effects of the COVID-19 pandemic. This meaning that farmers aimed to change the way their marketing and business has been working, to keep up with the challenges the pandemic has causes. According to the Case Study conducted by Schreiber et al. 2022, most farmers have managed to adapt to the changes due to the pandemic. Not only that, but they have also managed to be more profitable than ever before due to the high food demand.

## 2.3. Strategy

According to the Case Study, six key adaptations and strategies <sup>9</sup> have helped the farmers cope with the effects of the COVID-19 pandemic, them being: redistribution, streamlining, replacement, collaboration, farm adjustment, and outlet adjustment. The first strategy was changing the distribution system. Before the pandemic, restaurants have been the third most used sales outlet by farmers with more than 42% farmers selling food to them. With the temporarily closure and sudden harsh social distancing restrictions, the strategy of <sup>1</sup> redistributing food dedicated to restaurants to other outlets has been one of the most efficient adaptations to the COVID-19 pandemic. To address the lack of workforce, some other farmers have also reduced their sales at farmer's markets, and instead have set up their own pick-up operation point where customers can buy <sup>1</sup> their goods and avoiding COVID-19 contact. The most efficient and commonly used <sup>1</sup> adaptation measures have ranged from streamlining and adjusting existing outlets to adding or setting up <sup>1</sup> latest sales outlets, including online shops. Some farmers have been compensated the temporary workforce by hiring locals, which was often not an adequate replacement and strategy due to lack of training, however, the help was very much needed. Overall, <sup>1</sup> switching from one sales outlet to another or temporarily replacing a farm worker therefore shows a degree of redundancy that has enabled farmers to compensate potential revenue and resource losses.

## 2.4. Implementation

<sup>1</sup> This is the process where farmers put their ideas and plans into effect. This can include terminating agreements or contracts with closed outlets such as restaurants and setting up new ones with other outlets who are predicted to bring in a lot more revenue.

## 2.5. Control

There are number of ways that help check the adjustments and changes made by <sup>1</sup>farmers to adapt to the COVID-19 pandemic, one of them being number of sales and revenue calculation. Both should be calculated and kept track of on a weekly basis to decide whether the changes made has made a positive impact on their financial performance. If there are losses or farmers are experiencing a break-even, it would be clear to suggest that the changes made did not help overcome the COVID-19 challenges.

### 3. Marketing Mix

#### Product

- The harvested food by the farmers
- The distribution method
- Transport
- Packaging

#### Price

- Prices significantly higher due to high demand
- Comparing prices competitors offer

#### Place

- The goods are being harvested in Québec, Canada
- The harvested food is transported and distributed in other parts of Canada, and even internationally by some farmers

#### Promotion

- Some farmers started using social media to promote their goods and services
- Virtual markets
- Direct marketing

## Ansoff Matrix



Figure 1: Ansoff Matrix. Source : <https://pestleanalysis.com/ansoff-matrix/>

Hence the COVID-19 has changed consumer behaviour, industries, and markets all over the world, it is clear to say that the farmers in Québec are experiencing a medium risk as they are within the market development sector. Due to the pandemic, the market has drastically changed as it has introduced new policies, prices, consumer behaviour, safety measures etc, which therefore makes it a new market compared to what it has looked like prior to the pandemic.

## 4. Conclusion

Based on the findings of the Case Study, the farmers in Québec, did not experience the severe losses that have been predicted at the beginning of the pandemic. The results indicate that fears of food supply shortages may have encouraged more people to purchase food from local farmers, leading to an increase in demand for locally sourced food. Most local farmers in Quebec have stated their ability to adapt to the increased demand and overcome the challenges posed by the pandemic, such as restrictions and safety protocols. They have even managed to switch to alternative sales outlets such as online stores and virtual markets thanks to the power of social media marketing. In general, the local farmers in Quebec were able to cope with various challenges brought about by the pandemic, while some reported a positive impact on their sales and operations. Despite the pandemic, the local farmers in Quebec were able to weather the storm and achieve success in their business.

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