CASE STUDY:
SHE WOLF BAKERY
A small bakery based out of Brooklyn, New York which creates naturally-leavened sourdough breads from grain sourced from GrowNYC’s Grains project helping to support small farmers in the Northeast region.

“Walking through the data...proved our need to make significant changes to our stand. Having something concrete to share with the management team at She Wolf was very helpful in making my case to make some changes.”
— CHRISTINA ERMILLO
SHE WOLF BAKERY

THE CHALLENGE
Christina Ermillo approached the GrowNYC Farmer Assistance program trying to understand how to make improvements to their stand at the Greenmarkets to help increase sales. The customer behavior analysis revealed that despite She Wolf Bakery having a very strong brand presence at market, the daily lines that formed at their stand were actually blocking their signage and reducing the number of impressions and considerations during times of heavy foot traffic. Regular customers could not find their stand which moved locations each week and new customers were not able to tell what they were selling.

RATE %: IMPRESSIONS VS STOPS

<table>
<thead>
<tr>
<th>Time (Min)</th>
<th>Impressions</th>
<th>Stops</th>
<th>Purchases</th>
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<tbody>
<tr>
<td>1-10</td>
<td>60%</td>
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THE PROJECT

A custom-designed tent using She Wolf’s recognizable logo and branded colorway helped to lift their visual identity out from behind their bread display and up above the crowds. Customers could now easily locate their stand amongst the other 80 vendors at the Union Square Greenmarkets and they no longer missed out on sales during the busiest times at market.

To what extent have you noticed an increase in sales after you implemented the marketing changes?

SIGNIFICANTLY
○ 5
○ 4
○ 3
○ 2
○ 1
NOT AT ALL

“Folks could easily find us and walk right up to our stand in the gross weather rather than have to go searching and then just end up leaving if they couldn’t find us. I also have received many fewer notes about where we are located in USQ (I used to receive at least one per week...)!”

— CHRISTINA ERMILLIO, SHE WOLF BAKERY

BEFORE

![Before Image]

AFTER

![After Image]
CASE STUDY: 
OFF THE WHEAT SWEETS & EATS BAKERY

Blaine Carravagghi’s bakery creates baked goods in small batches focused on customers with dietary concerns using ingredients sourced from Greenmarket farmers.

“The entire GROWNYC Farmer Assistance program are amazing assets to GrowNYC producers. I feel very fortunate!”

— BLAINE CARRAVAGGHI
OFF THE WHEAT BAKERY

THE CHALLENGE

During the initial customer behavior analysis, the GFA team noticed that Blaine fielded many detailed questions about ingredients and nutritional content of the gluten-free, sugar-free, dairy-free, and low-carb options in her product line. Customers were often unaware that a product that met their dietary needs was available at the Greenmarkets. Once those customers sampled her baked goods, many became returning customers and often referred friends. Unfortunately, her location at the markets often moved and Blaine would miss out on sales when customers could not locate her stand.

RATE %: IMPRESSIONS VS STOPS

<table>
<thead>
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<th>Time</th>
<th>Impressions</th>
<th>Stops</th>
<th>Purchases</th>
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<tr>
<td>31-40 min</td>
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<tr>
<td>41-50 min</td>
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THE PROJECT

In order to increase product and brand awareness, OTW’s existing logo was updated to build off of their established visual identity and a branded custom tent and flag were designed to feature the differentiating components, “Low-Carb” “Dairy-Free”, and “Sugar Free”, that frequently drew customers into their stand.

Updated product labels and business cards were also designed to help build upon their brand and generate new customer referrals through her dedicated base of Paleo, Keto and Gluten-free regulars.

To what extent has your logo and marketing materials affected your business?

SIGNIFICANTLY

○ 5
○ 4
○ 3
○ 2
○ 1

SALES INCREASE REPORTED

10-20 %

“*I believe I am up about 10-15% with new tent/feather flag*”

— BLAINE CARRAVAGGHI, OFF THE WHEAT BAKERY
CASE STUDY:

GOPAL FARM

Gopal Farm, owned by Nimai and Ashley, is a 90-acre diversified farm located on the fertile floodplains of the Wallkill River in the town of New Paltz, NY. The farm focuses on growing heirloom Indian ethnic specialty vegetables, spices and Ayurvedic herbs sourced from seeds with origins in the foothills of the Himalayas.

THE CHALLENGE

Nimai wanted to develop a brand whose visual language communicated his values and cultural heritage that would be broadly recognizable to chefs, retail customers, and the largest Indian population in the western hemisphere located in New York City. The challenge was identifying the key differentiators that made his farm unique to the Hudson Valley and NYC marketplace. Indian specialty vegetables, himilayan-sourced seeds, biodynamic practices with an Ayurvedic focus, Nimai's Hindu beliefs and production practices and a plan to establish a “No-Kill” dairy farm were all a part of the complex story behind Gopal Farm which means “Friend of the Cow” Farm.

MOOD BOARD
THE PROJECT

The image of a conch represents Springtime and fertility in the Hindu sect Vaishnavism which Nimai follows, tying nicely into his biodynamic farming practices began to emerge as a central theme. The blue color of the god Vishnu was chosen to create a colorway easily identified by their target customer. Incorporating something personal so that Nimai and Ashley could take ownership over their logo and proudly communicate the background of their branding to their customers was an important factor to consider.

How successful was the marketing project in achieving the goals you set at the beginning of the project?

VERY SUCCESSFUL

☐ 5
☐ 4
☐ 3
☐ 2
☐ 1

NOT AT ALL

6-10 % SALES INCREASE REPORTED

THE RESULTS

Only in its third year of production, Gopal Farm has leveraged its unique story and product offerings to establish a strong following at the Union Square Greenmarket, create a wholesale customer base made up of NYC’s top chefs, and developed an Indian CSA box delivered directly to customers’ homes.

PRODUCT PACKAGING

MARKET BANNERS
CASE STUDY:

HAYWOOD’S FRESH

The Susan and Mark Haywood operate a small diversified livestock operation in Ghent, NY, bringing their 3 young sons to the farmer’s market each week to help sell the products that they grow as a family.

The GrowNYC Farmer Assistance staff is amazing. They are very resourceful. They can usually answer any questions that I have.”

— SUSAN HAYWOOD
OFF THE WHEAT BAKERY

THE CHALLENGE

While the Haywood’s have a strong following of regulars, they lacked a cohesive logo and brand, with differently branded materials at each market. This meant that Susan, Mark, and their sons had to rely primarily on their individual relationships with customers to maintain their sales. A customer behavior analysis was performed on a day that Susan was not able to attend market and they saw a large drop in foot traffic and their sales. In addition, the use of 8.5x11” laminated pricing signs for their extensive product line, made it difficult for customers to know what products they offered and price points.

CONVERSION RATE %: HAYWOOD’S FRESH VS. AVERAGE VENDOR AT SMALL MARKETS

*ANALYSIS PERFORMED WHEN SUSAN HAYWOOD COULD NOT ATTEND HERSELF AND HIRED A SALESPERSON
The GFA team worked with the Haywoods to develop a logo that featured their product line as well as a storybook aesthetic that referenced their sons and their family run farm. Custom tents, larger visible pricing signs, cooler bags, and loyalty cards were designed to help communicate their values and product line to new customers and build upon their loyal customer base by establishing a memorable brand identity.

To what extent has your logo and marketing materials affected your business?

**SIGNIFICANTLY**

- 5
- 4
- 3
- 2
- 1

**NOT AT ALL**

6-10% sales increase reported

“This project was amazing, between the logo, designing the tents, shopping bags and the wonderful loyalty cards. Customers really respond to the loyalty cards and are always waiting with them ready in their hands. ”

— SUSAN HAYWOOD, HAYWOOD’S FRESH

**BEFORE**

**AFTER**
CASE STUDY:

SHANNON BROOK FARM

Shannon Brook Farm is 127 acres of carefully managed, certified organic pastures and woods; grazing sheep and cattle, free-ranging laying hens, broiler chickens, pekin ducks and pastured hogs interwoven with the landscape and protected by a team of livestock guardian dogs.

THE CHALLENGE

Livestock farmers often have difficulty in increasing their impression rates since their product is hidden away in coolers. Creating other engaging visual stimuli to help draw customers in and allow a salesperson to interact is paramount to converting impressions to purchases. Shannon Brook Farm wanted to create a cohesive brand that would communicate their dedication to their animals while also paying homage to the history of the farm they call home.

MOOD BOARD
A series of illustrations and marketing materials were designed to personify the many personalities of the animals on their farm. They also wanted to offer a nod to a bygone era of high touch, biodynamic farming practices from which they draw inspiration. Banners, large-scale pricing signs, customer referral cards, product labels, tote bags, and stickers were produced to overhaul their market’s branded aesthetic.

To what extent has your logo and marketing materials affected your business?

**VERY SUCCESSFUL**

- 5
- 4
- 3
- 2
- 1

**NOT AT ALL**

**10-20% Sales Increase Reported**

**BUTCHER PAPER STICKERS**

**TOTE BAGS**

**PRICING SIGNS**

**MARKET BANNERS**

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CASE STUDY: 
ARDITH MAE FARMSTEAD CHEESE
Shereen Alinaghian runs Ardith Mae Farm, a small Animal Welfare Approved goat dairy located in Stuyvesant, NY.

"Understanding what draws people in and how to interact with customers...helped with customer flow and servicing them more efficiently."
— SHEREEN ALINAGHIAN
ARDITH MAE FARMSTEAD CHEESE

THE CHALLENGE
During their initial customer behavior analysis, GFA noted that while many customers requested to pay with credit card, Ardith Mae did not offer this as a payment option. Despite a large crowd of customers enjoying their free samples, many sales opportunities were missed due to not having cash available.

RATE %: IMPRESSIONS VS STOPS
LARGE CROWDS FORMED AROUND SAMPLES BLOCKING ALL STAND SIGNAGE
A Square Point of Sale system was implemented with product listings to allow credit card transactions and to help track sales by product, market, and salesperson. Their product labeling was also updated to assist customers in identifying their favorite products more easily and reduce the labor hours for their cheese production staff and materials costs in labeling by 66% by combining three labels into one.

**ORIGIN**

**PRODUCT LABELS**

**NEW CONSOLIDATED PRODUCT LABELS**

If you developed a POS system, to what extent has it affected your business?

- **SIGNIFICANTLY**
  - 5
  - 4
  - 3
  - 2
  - 1
  - **NOT AT ALL**

**OVER 20 % SALES INCREASE REPORTED**

The addition of the POS system has made a huge impact on my sales (our cc sales are now higher than our cash sales) and tracking my products. It also helped to assure employees are being held accountable for sales and cash received. The information from tracking our sales not only helps us to understand what products we should be producing, but it also helps show my financial advisor track our growth. — SHEREEN ALINAGHIAN, ARDITH MAE FARMSTEAD CHEESE

**BEFORE**

**AFTER**

GROW NYC

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CASE STUDY:
WOOD THRUSH FARM

Laurel Bell and Kevin Caplicki of Wood Thrush Farm, located in Montgomery, NY, recently worked to take over sales and operations of Windfall Farms, an established diversified vegetable Greenmarket farm with whom they’ve worked with on farm and at market for years.

“Creating an online presence with a strong identity has allowed us to adapt and stay in business during this pandemic and disruption in the economy.”
— KEVIN CAPLICKI
WOOD THRUSH FARM

THE CHALLENGE

The farmers wanted to establish a unique brand identity with their aesthetics and values imbued while continuing the legacy of their predecessor, Windfall Farms. Their logo design and branding transition began in late 2019. Despite developing marketing materials to reintroduce Wood Thrush Farm to their customer base at the Greenmarkets, the first 2 months of sales they depended upon to begin their 2020 market season in April and May were delayed by the outbreak of COVID-19.

SUCCESSION & BRANDING TRANSITION

[Images of market stalls and farmers]
THE PROJECT

By leveraging their social media and email newsletters, they were able to quickly transition their distribution method from at-market sales to home deliveries. Working with the GFA team, they developed systems to manage customer orders, packing, invoicing, and delivery routes. Having now returned to selling in-person at their regular Greenmarket location, they continue to build upon the loyalty they’ve created having serviced their customers during a time of need.

To what extent have you noticed an increase in sales after you implemented the marketing changes?

- [ ] 5
- [ ] 4
- [ ] 3
- [ ] 2
- [ ] 1

NOT AT ALL

SALES INCREASE REPORTED

10 - 20%

The branding and marketing that we have implemented allows us to continue business and maintain an income nearly equivalent to our predecessors sales the prior season.

— KEVIN CAPLICKI, WOOD THRUSH FARM

PIVOTING DISTRIBUTION FROM MARKET SALES

TO DIRECT HOME DELIVERY
CASE STUDY:

MARTIN’S PRETZELS

Martin’s Pretzels has hand-rolled pretzels since the Great Depression and been selling their products at Greenmarkets for nearly 40 years. Over the past several years they have worked with GrowNYC in sourcing their flour from grain farmers in the Northeast and transitioned their business to the younger generations of pretzel bakers and salesmen.

“By reconciling all of our packaging, branding, and website we were able to push our CPG products to chefs, restaurants & stores using the Greenmarket as a showcase and advertise on-line promotions to push customers to our website and our social media for a more fully integrated pretzel experience.” — ETHAN GALLAGHER

MARTIN’S PRETZELS

THE CHALLENGE

Martin’s Pretzels has a strong brand identity at the Greenmarkets and small retailers in NYC but their online sales platform has primarily been utilized by their wholesale accounts. Ethan Gallagher, reached out to GFA to redesign their website and develop an online retail ordering platform so their customers could easily purchase their products for at home delivery.

ORIGINAL WEBSITE

NEW WEBSITE
The Project

Redesigning their product packaging to fit with their new branding aesthetic, hiring a professional photographer to create appealing product shots, and building upon the story of several decades of marketing were the starting points. GFA worked alongside Ethan in creating a website and online store that met the needs of their customers and streamlined the backend to prepare production for large orders during promotional and seasonal upticks. Promotions were offered strategically leveraging their Greenmarket presence and social media following.

How successful was the marketing project in achieving the goals you set at the beginning of the project?

**Very Successful**
- 5
- 4
- 3
- 2
- 1

Not at All

"Honestly, I can’t say enough about the FARMroots team. I felt like they were all working so hard for my success and the success of this business that has been a part of Greenmarket for the last 38+ years. I would recommend these services to every producer in the Greenmarket program. I am proud to know these guys!" — Ethan Gallagher, Martin’s Pretzels

1 Year: Over $120k in Online Sales

Grownyc.org

@GrowNYC
CASE STUDY:

MOXIE RIDGE FARM

Lee Hennessy owns and runs Moxie Ridge Farm & Creamery, made up of a 200 year-old farmstead on 46 diverse acres in Argyle, NY where the Moxie milking goats, laying hens, meat chickens, sheep, and pigs are raised on pasture, brush and woods.

“This assistance for my online sales website, Moxie-Box.com, came during the Covid-19 pandemic and created/provided the sole source of income for my farm while I was not attending markets… Moving forward, online sales, presence, etc. are going to be crucial to market farms so I’d love to see more of this support”

— LEE HENNESSY, MOXIE RIDGE FARM

THE CHALLENGE

When the outbreak of the coronavirus made it so that Lee could no longer sell at Greenmarkets and their upstate farmer’s markets, a new marketing outlet needed to be established that could support not only Moxie Ridge but also other farmers in Washington County who lost their sources of revenue.

GREENMARKETS 2019

MOXIE BOX 2020
Lee developed Moxie Box as a curated online offering for home delivery to customers in Washington County that showcased the best farmers’ products in his region that were also in line with his values and growing practices.

“How successful was the marketing project in achieving the goals you set at the beginning of the project?”

**VERY SUCCESSFUL**

- 5
- 4
- 3
- 2
- 1

NOT AT ALL

“Now that Moxie Box is launched and active, it is not only supporting my farm, but 8 additional small, family-run, sustainable local farms in my foodshed. And we’re adding more farms all the time… At the time I am writing this, sales on this platform have replaced roughly 25%-30% of my normal weekly revenue at markets as compared with last year”

— LEE HENESSY, MOXIE RIDGE FARM

**HOME DELIVERIES IN WASHINGTON COUNTY, NY AND EXPANDING**
CASE STUDY:

LUNA FAMILY FARM

Luna Family Farm grows over 40 varieties of cut flowers on 65 acres in Columbus, New Jersey. Owner Pablo Luna spent 25 years working for a Greenmarket flower producer before branching out to start his own business in 2018. He and his family now sell their beautiful cut flowers through four different Greenmarket locations in Brooklyn and Manhattan.

THE CHALLENGE

While a favorite vendor amongst Greenmarket regulars, Luna Family Farm did not have any branded materials to help establish a visual identity with their customers.

MOOD BOARD

With the banners that I received, customers were able to remember us and share it amongst their friends. Our logo could not have been made without the help of this beautiful program which all in the Luna Family do greatly appreciate.  

— PABLO LUNA JR., LUNA FAMILY FARM
THE PROJECT
An illustrator created hand-drawn icons for their logo to visually combine their product offerings, farm name, and represent the five members of their family as stars who contribute to growing and selling their flowers. The branding is used on various marketing materials including a farm banner, t-shirts for at-market and farm staff, business cards, and stickers to seal and brand the paper wraps for their bouquets.

How successful was the marketing project in achieving the goals you set at the beginning of the project?

VERY SUCCESSFUL
- 5
- 4
- 3
- 2
- 1

NOT AT ALL

BUSINESS CARDS

T-SHIRTS

STICKERS TO WRAP BOUQUETS

GROWNYC
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New York NY 10272
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CASE STUDY:
TAMARACK HOLLOW FARM

Amanda Andrews and her farm crew from Tamarack Hollow Farm grow certified organic vegetables on the rich upland soils in Plainfield, Vermont and sell at the Union Square Greenmarket.

THE CHALLENGE

Amanda noticed a drop in sales at their Union Square Greenmarket stand and reached out to GFA to help assess what might be causing the drop sales and strategize on how to improve revenue. A customer behavioral analysis revealed below average impressions, clearly showing that customers were not noticing her market stand as they walked through the busy Union Square Greenmarket.

IMPRESSIONS CONVERSION RATE %:
TAMARACK HOLLOW FARM VS. AVERAGE VENDOR AT UNION SQUARE
THE PROJECT

The strategies used to draw customers in and reduce the crowds blocking product display included using brightly colored displays of their produce at the front of their stand and redesigning their entryways to help reduce crowding and improve customer flow. Their farm is one of the few certified organic farms at market and the only farm based in Vermont. A large vertical flag was designed with their current brand elements to emphasize those differentiators to new customers and allow regulars to easily identify their market location from afar.

To what extent has your logo and marketing materials affected your business?

SIGNIFICANTLY

○ 5
○ 4
○ 3
○ 2
○ 1
NOT AT ALL

BEFORE

AFTER

GROW NYC

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CASE STUDY:

ACEVEDO FAMILY FARM

Based in the black dirt region region of Orange County, NY, Acevedo Family Farm is a second generation farm growing diversified vegetables and Mexican speciality products for their NYC Greenmarkets.

THE CHALLENGE

Finding an iconic representation that spoke to Ernesto and his family's history as farmers in Mexico and Orange County, NY to communicate to their customers the care with which they tend their land
Pulling inspiration from a favorite photo of Ernesto Acevedo riding his tractor, an illustration and logo was designed to elicit the dedication he practiced in his work, on his land, and to the communities that he and his family feed.

To what extent has your logo and marketing materials affected your business?

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<thead>
<tr>
<th>VERY SUCCESSFUL</th>
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<td>NOT AT ALL</td>
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“I would say the logo, getting us that really helped our farm. The t-shirts have helped a lot with team building in the market.”

— VICENTA ACEVEDO, ACEVEDO FAMILY FARM

Business Cards

T-Shirts

Market Banners

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CASE STUDY:

**Soumppou Kaffo Farm**

Growing up as a livestock farmer in Mali, Kama Doucoure moved to New York to start a farm in the Hudson Valley. Kama grows West African vegetables and Halal meat to provide food for his Muslim community in Bronx, NY.

THE CHALLENGE

Kama had a recurring dream of building a farm in New York that paid homage to the livestock farm he grew up on and managed in Mali. He envisioned a space where he could grow fresh varieties of vegetables for his West African community and not be reliant upon the frozen imported vegetables offered at his local market. The farm would also provide a spiritual space for his Muslim community that would provide access to Halal meats for ritual and daily consumption. Community and family were two primary components to Kama’s vision.

MOOD BOARD
THE PROJECT

The theme of dreams and nighttime were the main inspiration for Kama’s logo. Building upon his interest in creating a community and family around his farm, Kama chose Soumppou Kaffo Farm which translates to “Community Family Farm” as the name for his business.

How successful was the marketing project in achieving the goals you set at the beginning of the project?

VERY SUCCESSFUL

- 5
- 4
- 3
- 2
- 1

NOT AT ALL

6-10% SALES INCREASE REPORTED

BUSINESS CARDS

APPAREL

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