



Sharing your story

1. Building your brand
2. Creating a marketing strategy on a shoestring budget
3. Measuring and communicating impact



“Storytelling is by far the most underrated skill when it comes to business.”

– Gary Vaynerchuck

Chapter 7

Telling your story plays a crucial part of your startup journey: it helps you gain the attention of all key stakeholders whether customers, suppliers, or investors. It helps you sell your product or service. People love stories. The better story you tell, the more successful your startup will be. Particularly within the food industry, telling stories is crucial – everyone has an emotional connection to food as everyone eats every day. Building a business in the food industry provides a great opportunity to engage people on issues they're likely to care about or at least be able to relate to. There are lots of aspects to consider when building and sharing your story. This chapter looks into that from the core tenets of your brand to building a strong marketing strategy.

Building your brand

"A brand is a set of expectations, memories, stories and relationships that, taken together, account for a consumer's decision to choose one product or service over another."

– Seth Godin



Your brand reflects what you stand for, whether or not you're a consumer facing business. Your mission, your vision and values matter to how you build your business. When you're starting a business, it's very easy to get distracted by different opportunities and challenges. You may want to grab every exciting opportunity that comes knocking at your door. Or you may feel you need to compromise on certain aspects but aren't sure how. Having a strong mission and vision early on will act as your compass and help guide strategic business decisions. Having these two defined also help with engaging your (future) employees and the wider public.

Your mission

A mission statement expresses why your business exists. It states your purpose and lays out the impact you want to have. A company providing technology to reduce water usage on agricultural land could, for example, state its mission as follows: "We exist to increase water efficiency on farms to benefit farming communities in the developing world". An easy way to start putting together your mission statement is to start with "we exist to...".

Your vision

This defines your idea for the future focusing more on long-term aspirations and the wider context of your mission. In the example above, the company's vision statement could be: "Our vision is to create sustainable farming practices and contribute to the development of a better and more environmentally friendly food system."

Your values

Similarly to your mission and your vision, your company values matter as they will guide how you build your business and the type of company culture you create (see more on this in chapter 9). Your company values should come from you as founders and what you care about. It's not always easy expressing these in non-generic terms so have a look at other businesses you admire, many share their values on their website. We love Unreasonable's company values and how they're articulated: <https://unreasonablegroup.com/manifesto/>. You can follow a simple brainstorming exercise with your founder(s)/team to identify your values: Write down your current values/what defines your company culture on post-it notes, then write down what you wish your values & company culture were (your ideal scenario). Have a read through & discuss as a group. You can then decide which ones to prioritise as a team.



Entrepreneur testimonials on having a strong mission & vision

"OLIO's mission has remained completely unchanged since day 1 – and that is to "unlock the value of food that is wasted in the home & local community." However, how we're executing against that has continued to evolve as we learn what does and doesn't work."

– Tessa Stuart, Co-Founder at Olio



"...We only care about one number and that number is how much food waste we're preventing...And because of that there is a north star in our business that is unwavering. And the question is always "what will this do to prevent more food waste and solve more and more of the problem".

– Marc Zornes, Co-Founder at Winnow Solutions

Brand positioning

One of the first steps in developing your brand and marketing strategy is figuring out who you will target specifically (who your target market is) and how you will differentiate yourself from your competitors in doing so. Your brand (or competitive) positioning strategy lays that out. Go back to the market research you conducted to evaluate which customers are within your market segment and who the different competitors are. Once you've figured that out, you can decide which target segment(s) you will go after. People respond better to messages targeted at them rather than generic ones so it's important you have a clear understanding of your brand positioning and develop strategies to exploit it. Companies are generally more likely to be successful if they create a niche rather than try please everybody. To figure out your brand positioning, ask yourself these questions:

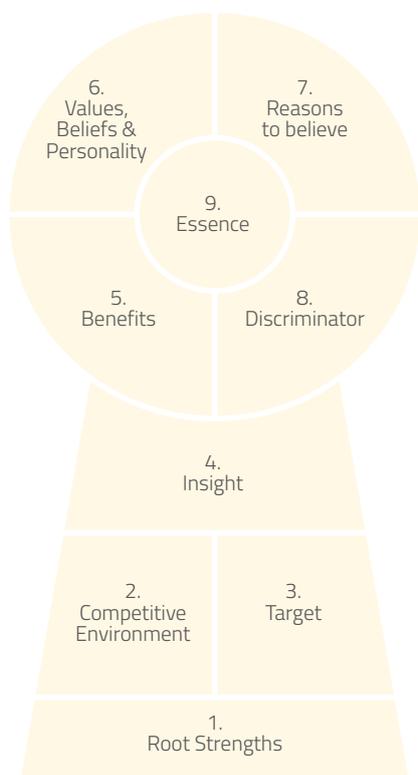
1. **What customer segments* exist within the market we operate in?**
2. **Which of those customer segments is the most likely to respond positively to our offering?**
3. **How is the competition in this market positioning itself (in other words, which customer segments are they going after)?**
4. **How will we differentiate ourselves from the competition, especially if we're going after the same segments?**



*Customer segments are groups of customers based on certain criteria like gender, age, geographic location, interests & preferences, spending habits etc.

With your brand positioning, you want to have a clear idea of the impression or brand perception your customers should have of your brand. You can structure your brand positioning statement in different ways as long as it answers the key points addressed in the questions above, you could also use one of the following templates:

- **For** [insert Target Market], [insert Brand] **is the** [insert Point of Differentiation] **among all** [insert Frame of Reference] **because** [insert Reason to Believe]. (ivyexec.com)
- **For** [your audience], [your brand] **is the** [your market] **that best delivers on** [your brand promise] **because** [your brand], **and only** [your brand], **is** [your evidence]. (ivyexec.com)



The brand key, sometimes known as the “Unilever” brand key, is a useful framework to develop your brand and brand positioning, which will in turn inform your marketing strategy (the next part of this chapter). It contains 9 steps.



Brand key exercise

1. **Root strengths** - The basic strengths and values you want your brand to be known for and on what you want to build on.
2. **Competitive environment** - The alternatives to your brand. Take both direct and indirect competition into account and list all the other brands and products/services that the customer might consider when making a purchase decision. What is the value you offer compared to competition?
3. **Target** - Your target customer. The target customers shouldn't be defined solely based on demographics, but their attitudes, values and interests should be described, too. To whom will your brand be the first choice?
4. **Insight** - What do you know about the customer? Insights about the target market and description of customer wants and needs. What can your brand do to satisfy those wants and needs?
5. **Benefits** - How can the consumer benefit from your brand? How does the brand solve consumers' problems or improve their lives? Benefits can be functional, emotional and self-expressive.
6. **Values, Beliefs & Personality** - What does the brand believe in and stand for? What kind of personality does the brand have? How does it behave?
7. **Reasons to Believe** - Proof of why the brand is better than all the alternatives. Come up with an argument that describes why customers would choose your brand over all the other brands.
8. **Discriminator** - What sets you apart from the competition? What is the single most compelling reason for consumers to pick your brand over competition? Describe in one sentence your competitive edge.
9. **Essence** - What is the brand all about? Describe the essence of the brand very briefly in a couple of words. Essence lies at the heart of the brand guiding all of its actions.

Top tip from entrepreneurs of building your brand

"Be unique, daring, totally transparent and true."
– Jim Cregan, Co-Founder at Jimmy's Iced Coffee



"Killer brands are the ones that do things differently, that don't just follow the crowd. The ones that truly pave their own way."
– Lucy Wright, Co-Founder at Nice

Brand tone of voice & personality

Figuring out your brand personality and the tone you will use in communication is important since it will help you form connections and build relationships with your audience. Tone of voice humanises the brand and gives it a personality, which reminds the audience that there are real people behind it. A defined tone of voice also helps strengthen the values you want to portray and build a desired brand image. In a study of more than 7000 consumers, 64% of participants cited shared values as the primary reason for having a brand relationship (Harvard Business Review, 2012). So, the importance of being able to convey your values shouldn't be overlooked. No matter whether you are in B2C or B2B, when it comes down to it, people buy from people – from people they relate to and like, to be more exact.

Here are some exercises to help you do that:

- If your brand was a person, who would they be? What are their values? Define the human characteristics and think about how your customers will relate to your brand. How can you build a real relationship with your audience?
- Define what you're not. Be clear about what you're not and what communication styles aren't aligned with the brand image you want to create. What DON'T you want to be described as? If you try to be everything for everyone, the chances are you end up being nothing to no one.
- 5 words that define you. First, think about what's in the core of your brand, your values, what kind of reputation you want to build and who you are trying to reach with your content. Then, come up with a few words that describe your brand personality.

Developing your brand with an agency – yay or nay?

Depending on your budget and the type of business you're building, you may want to work with a branding agency or freelancers to build your brand. Unless you're a designer yourself, it's likely you'll at least have to work with someone to create your basic visual identity (logo, fonts, colour scheme etc.). If you're building a consumer-facing food brand, it's also likely that at some stage you'll need to engage the services of a branding agency. However, this doesn't need to happen from day 1 if you don't have the budget. Brands can and do evolve. Look at some recent brands and you'll see many of them went through rebranding exercises as they grew and got more investment. It's also worth spending a bit of time figuring out what you want your brand to be and represent before hiring their services.

Creating a marketing strategy on a shoestring budget

"You can't sell anything if you can't tell anything"
– Beth Comstock



Having a strong marketing strategy matters: if you want customers to pay for your product or service, you will need to go out and find them, and then convince them to buy from you. Many startups focus on their product and service but don't put enough thought into their marketing strategy when, in fact, it's as equally important as your sales strategy. The two go hand in hand.

Knowing your customer

The first step in creating a marketing strategy is really getting to know your customers. Through your brand positioning, you identified your target market and how you will set yourself apart from your competition. Here you go one step further identifying and developing customer profiles. You may want to think of this as customer "personas". The aim is to understand what your customers' pain points and priorities are. What problem are you solving for them with your product and service? And what is their behaviour going to be to buy your product or service? How will they find out about you? How do you want them to feel? You shouldn't base these profiles on assumptions or guesses, it's best to go out and do as much research as possible. Research online data available, carry out interviews and surveys and take advantage of your online social networks. Can you get friends on Facebook to respond to a survey, or can you reach out to LinkedIn contacts? Even a small amount of research is better than none. Once you've gathered enough information, you can create profiles outlining a few different sections (these are not-exhaustive and will vary depending on the kind of business you're building and the customer journey):

- **Demographic:** Gender, age, location
- **Pain points:** What are they struggling with?
- **Behaviour:** What do they do for work? In their free time? What are they interested in? How do they like being approached? Where do they find out about new products and services?
- **Channels:** This section is filled out after you've identified your marketing channels (next section!)



Choosing your channels

When you know who you will be targeting, you need to figure out the channels you'll go through to reach these customers. As a startup, your marketing budget is limited so it's important to make the most of it and pick your channels effectively.

Word of mouth/testimonials

The cheapest (and mostly free!) marketing channel is through word of mouth. A great way for potential customers to relate to your product or service is through testimonials from other customers. It's also worth considering if you're able to create a referral process which encourages existing customers to recommend you in exchange for something (e.g. a discount). This isn't possible for all business models but don't underestimate how much people are willing to help up-and-coming entrepreneurs, especially mission-led ones. When you win a customer, can you ask them if they know other potential interested parties and whether they'd be happy to make an introduction? Or can you ask them to write a testimonial you can share on your website & other communications?

Email marketing

Emails can be a highly effective marketing tool to engage existing customers, drive repeat purchases and gain customer insights. People who agree to receiving email marketing (newsletters) from you have made that deliberate choice so it's fair to assume they're a strong supporter of what you do. Use that to your advantage by sending clear, easy to navigate, exciting & engaging emails. More tips on this [guide to growing an email list](#).

PR

It's tempting to think that PR (Public Relations) is only for the big boys but it'd be a shame (and a missed opportunity) not to include this in your marketing strategy. Make the most out of being a startup striving to make a positive impact and/or doing something different. It's relatively easy to get good PR coverage since people are always looking for new, exciting content to write about. You don't need to hire the services of an expensive PR firm at this stage, you can do it in-house instead. Here are a few steps to get you started:

- Start by writing a press release. Journalists may constantly be on the look-out but they're also short on time, so make sure your press release is catchy and stands out from the crowd. Here are some [tips, templates and examples](#) for inspiration.
- Identify journalists or outlets you'd like to target, make a list and plan your approach. You may wonder

how you find people to get in touch with? Look up journalists who have written about similar topics/ your industry/the problem you're solving in the past and try reaching out to them either by email (if you can find it) or on twitter (also a great place to find them). You can also search for relevant hashtags like #prrequests or #journorequests, you never know what you might find. Don't be shy and consider contacting different (online) magazines, podcasts and bloggers that are focused on topics related to your product or service. Not everyone is going to want to write about you but if you do your research, perfect your pitch, contact the right people and clarify what's in it for them, chances are someone is going to want to share your story.

- Build a strong social media presence (see below) and PR will come to you!

SEO

An effective search engine optimisation (SEO) is essential for startups as it helps capture relevant traffic from search engines and drive this traffic to your website. It's important to keep in mind that the specifications for SEO change constantly and it's not enough to simply optimise title tags and meta descriptions, distribute links that direct back to your website and regularly update your (possible) blog. In order for Google and other search engines to recognise you as a trustworthy and legitimate brand, you need to have an active social media account. Consequently, a strong social media presence helps you rank for a certain set of keywords. (Startups.co.uk, 2018)

Social media

Social media is a train you don't want to miss. Globally, over three billion people use social media at least once a month. The social media management platform Hootsuite surveyed over 9,000 B2B and B2C organizations of varying sizes across the world for their Social Media Barometer Report 2018 and found that 90% of brands use social media to increase brand awareness. Being part of the remaining 10% is anything but advisable.

You don't have to be in every single platform that exists but choosing the best possible platform(s) for your business and putting in the effort will help your startup succeed.

facebook

- The most popular social media platform in the world with 2.17 billion users.
- Main audience is slightly older than Instagram and Snapchat.
- A Facebook page is essential for any startup business.
- Can be a great way to build a strong and active community. To do this, start conversations by asking questions and responding to answers as opposed to just posting a photo or news about your company. Having posts that invite interaction is important as Facebook's algorithm means your post won't show up on people's feed if there are no responses or likes.
- **Advertising options?** Photos, videos, stories, messenger, carousels, slideshows, collections and playables.
- **Cost?** They vary depending on what you're after. If charged for impressions (meaning someone has simply seen your post), minimum daily budget is around €1. If charged for clicks, likes, video views or post engagement, the minimum daily budget is around €4. If charged for low frequency events such as offer claims or app installs, minimum daily budget is approximately €35.



YouTube

- More than 1.5 billion monthly active users, with approximately 45% of users accessing the platform daily.
- One of the most popular platforms amongst seniors.
- 70% of users have used the platform to solve a problem and 86% use it to learn new things.
- Great for creating e.g. 'How to' tutorials.



- **Advertising options?** Skippable video a.k.a TrueView ads (two formats: In-Stream ads and Discovery ads), non-skippable video ads, bumper ads, overlay ads, display ads and sponsored cards (find out more [here](#)).
- **Costs?** Depend on your daily budget. You can also choose to pay only when someone chooses to watch your TrueView ad for at least 30 seconds or engages with your ad.

Instagram

- 1 billion active users
- A must for companies targeting millennials.
- Approximately 60% of users access the platform daily.
- 80% of Instagram users follow at least one business on Instagram.
- Heavily focused on images and visually pleasing content so a great platform for many food and drink companies.
- Great opportunity to show off your product/service in a creative way and create a recognizable visual image for your brand. Sharing user generated content (UGC) that is in line with your style is also a great way to connect with your audience and make your brand feel more authentic.
- **Advertising options?** Photo ads, video ads, carousel ads, stories ads and collection ads.
- **Costs?** The average cost-per-click is around €0.70 but there are various factors that affect the pricing (e.g.: ads with popular target audiences, such as age groups 18-24, 25-34 and 35-44, cost more).



Twitter

- More than 330 million monthly active users.
- Approximately 46% of users access the platform daily.
- One of the most active social media platforms.
- 74% of users use the platform to get at least some of their news.
- 93% of Twitter users following small-to-medium-size businesses (SMB) plan to purchase from a brand they follow.
- 85% of SMBs with Twitter accounts report it being important for customer service.
- Tweets with video get six times as many retweets as tweets with photos.
- Great for curating and sculpting the sort of content you'd like people to associate with your business identity. However, it's important not to just push your own products and services, rather use Twitter to build an image of you as a thought leader in your field. It's also an excellent channel to use for customer service since many people tweet about an issue or question they have instead of contacting the company by phone or email.
- **Advertising options?** Promoted tweets, promoted accounts and promoted trends. The first two will cost anything between 0.34€ and 3.40€ per engagement, while promoted trends cost over 170,000€ per day (figures from August 2018). The ROI for advertisements can be good if combined with an effective marketing strategy.



LinkedIn

- More than 260 million monthly active users.
- Best platform for brands wanting to reach a professional audience.



- Great for building a reputation as the go-to authority for experts in your industry, which will also help you get leads and sales. Share and post news, insights and developments relating to your industry, in addition to simply posting things about your company. Comment and take part in conversations that are relevant to the industry you operate in. Especially useful for B2B businesses.
- **Advertising options?** Self-Service ads (sponsored content, LinkedIn text ads, sponsored InMail, video ads, LinkedIn display ads, dynamic ads) and LinkedIn Advertising Partner Solutions (each partner offers different tools such as ad technology, content creation and media buying)
- **Costs?** You can choose between Cost per click (CPC), Cost per impression (CPM) or Cost per send, for Sponsored InMail ads (pay only for the messages received). For CPC and CPM, you can set a daily spend limit and a bid price.

SnapChat

- Approximately 186 million daily active users.
- The most important platform for teenagers.
- The average active daily users access the app over 25 times a day.
- More than 3.5 billion photo messages sent over Snapchat daily.
- Great for B2C startups targeting millennials. Relate to your audience by being casual, silly or funny.
- **Advertising options?** Snap ads, collection ads, story ads, sponsored lenses, sponsored geofilters, on-demand geofilters. On-demand geofilters are the cheapest and simplest way to advertise in Snapchat, cost can be just shy of €4.5.



Pinterest

- Approximately 250 million monthly active users.
- Majority of users are female.
- 55% of Pinterest users actively use the platform for making purchases.
- Compared to Facebook, Pinterest drives 33% more referral traffic for shopping websites.
- Place for inspiration and visually appealing content.
- Good way to reach people when they're making decisions and provide inspiration for their daily lives. According to Pinterest, 61% of users have found out about new brands through promoted pins, and one out of two have made a purchase after viewing a promoted pin. More relevant to B2C than B2B companies.
- **Advertising options?** Promoted pins, promoted video pins, one-tap pins, promoted add pins, cinematic pins.
- **Costs?** The minimum bid per click or engagement is €0.087, and the minimum CPM (cost per mile) for awareness campaigns is €1.75 for regular Pins or €5.24 for video.



What is it all for? Have clear, measurable goals. Are you using social media to drive sales, reach new markets, increase brand awareness, customer support, or to teach people how to use your product/service? Who are you trying to reach? This will affect the choice of channel(s). Who is your average buyer? Which channels does (s)he use? Get clear on your goals and target audience to get an idea of which channels you should put your effort in.



You don't have to be everywhere: when it comes to platforms, less is more. Don't spread yourself too thin by setting up an account to every possible platform. Be realistic about your resources and choose the channels where your customers are most likely to be.

It's not all about you: according to Social Media Today, just 20% of your posts should promote your brand and 80% should be other content. People don't like to be sold to and no one likes a person or brand that only talks about themselves. Make sure you provide value with your posts and create content that entertains, inspires or educates your audience.

Listen and reply: as discussed above, if you want to be successful in social media, you can't simply push your own content and then leave it at that. It's called social media for a reason. Social media is a great opportunity to get close to your customers and build camaraderie. Make sure you take time to reply to each comment and question and show your audience that their engagement is appreciated.

Visuals, visuals, visuals: you could argue that 'visuals, visuals, visuals' is the new 'location, location, location'. Consistent imagery will help you tell your brand's story and leave a lasting impact. Social media management platform Buffer has reported that tweets with images are retweeted 150% more often than their text-only counterparts. Additionally, Facebook posts with images get 2.3 times more engagement than posts without images.

Get yourself a toolkit: do yourself a favour and make use of scheduling tools like Later, Buffer and Hootsuite. These tools will save you time and help to ensure your posts go live when your audience is online to see them, not when you happen to have time for posting.

Measure, refine, repeat: knowing your target is only part of the battle. Even a well-defined target provides little value unless you measure your efforts and know how well you're hitting it. Free analytics tools such as Facebook Insights, Twitter Analytics, Instagram Insights, Pinterest Analytics and LinkedIn Analytics help you track how people reacted to specific posts so you can refine your strategy as you go on. In addition to free analytics tools, there are also many paid social media analytics tools such as Hootsuite and Buffer.

Events, conferences, tradeshows and networking

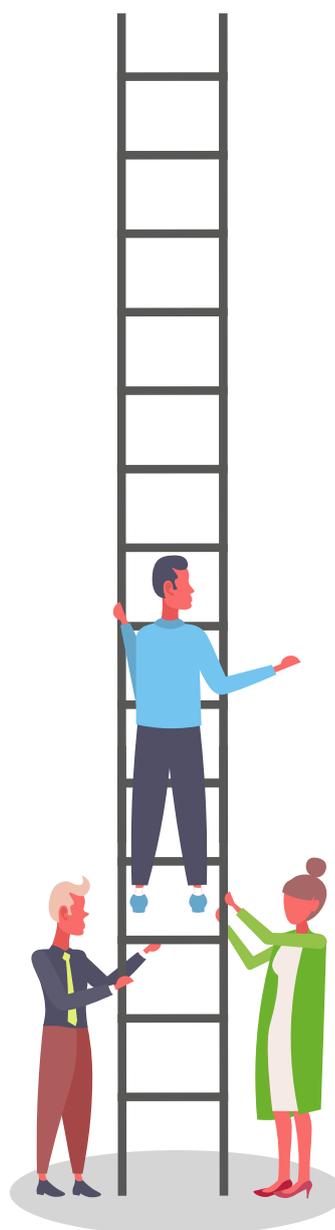
Once your startup gets traction, you'll no doubt be bombarded with invitations and requests to join all sorts of events. Physical presence is a great tool in your marketing strategy but it's also time consuming and can be very tiring so it's worth thinking about where you spend your time wisely. On the pros side, going to industry events, conferences and tradeshows is fantastic opportunity to network and to get yourself out there. Physically being present somewhere, talking to people and building relationships is an efficient way to get noticed and remembered. That said, make sure you research events you attend carefully beforehand & look up the attendee list if it's available. This means you won't wander around aimlessly but rather have some idea of who you want to approach. In some instances, you may want to attend as an "observer" only and use the experience as an information gathering exercise.

Attending tradeshows early on in your journey may be a way to study your competition and understand your market more deeply. On the other hand, taking on a more active role, such as exhibiting, can be a great way to raise your company's profile and meet new customers or partners. That said, they can also easily turn into an expensive waste of time if you don't do your homework properly before participating. Most shows have heavy price tags attached to them and require full time staff for a minimum of 2 days, and that's without the preparation that goes into making your stand attractive. Do a lot of research on events you might consider exhibiting at, speak with previous exhibitors and make sure that you are in a position to capitalise on potential opportunities.



Some examples of events (this list is non-exhaustive!)

1. **Anuga Food Fair, Germany (biannual)**
<http://www.anuga.com>
2. **ISM Cologne, Germany (annual)**
<http://www.ism-cologne.com/ISM/index-2.php>
3. **Fruit Logistica, Germany (annual)**
<https://www.fruitlogistica.com>
4. **Vitafoods Europe, Switzerland (annual)**
<https://www.vitafoods.eu.com/en/welcome.html>
5. **The International Food & Drink Event (ife), UK (biennial)**
<https://www.ife.co.uk>
6. **Biofach Germany, Germany (annual)**
<https://www.biofach.de/en>
7. **Global Forum for Food and Agriculture Berlin, Germany, (annual)**
<https://www.gffa-berlin.de/en/>
8. **Brau Beviale, Germany (annual)**
<https://www.braubeviale.de/en>
9. **Natural & organic products Europe, UK**
<https://www.naturalproducts.co.uk>
10. **Sustainable Foods Summit**
<https://sustainablefoodssummit.com/europe/about/>
11. **Euro Food & Beverages Conference**
<https://europe.foodtechconferences.org>
12. **The Food Bank Leadership Institute (FBLI), convened annually by the Global FoodBanking Network (annual)**
<https://www.foodbanking.org/what-we-do/fbli/>
13. **Food Innovate Summit, Netherlands (annual)**
<https://www.foodinnovateworld.com/programme-2019>
14. **Seed and Chips, Italy (annual)**
<https://www.seedsandchips.com/>
15. **Food Matters Live, UK (annual)**
<https://www.foodmatterslive.com/>



Case study on successful marketing strategies



"Our most effective marketing initiative has most definitely been the Ambassador Programme, which has seen over 25,000 people reach out to offer to help spread the word about OLIO in their local communities. As well as supporting us on social media, our Ambassadors also take letters, posters and flyers to share locally and we've found that this is a really cost effective and authentic way to grow."

– Tessa Stuart, Co-Founder at Olio

Bypassing the big guys: Going direct to consumers

There's a lot to be said for going direct to consumers if you're a B2C business. It's never been easier to do this so it should be something you take advantage of. It's often a difficult and lengthy process to convince large retailers and other established food businesses to work with you whereas doing things direct is something you can get going on very quickly. Not only does it allow you to keep control of your sales process and pricing, it allows you to build a community of devoted customers who will be ready to choose your products when you do end up hitting the shelves.

Entrepreneur testimonials on going direct & building a community

"The beautiful thing about where we are today is that, through social media and direct-to-consumer fulfilment, we have an opportunity as entrepreneurs to connect immediately and quickly with people. You know who's buying your food."

– Bryan Freeman, CEO of Real Good Foods (entrepreneur.com)



"We started on the right moment and started "story telling" 1.5 years before we were selling a product. We created the market ourselves by sharing our love for this plan. Our community was already there when the product launched."

– Chantal Engelen, Co-Founder at Kromkommer

Going direct case study: Ugly Drinks



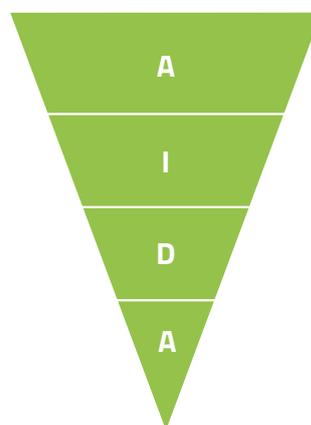
Ugly Drinks is a brand of sugar free flavoured sparkling waters in the UK and the US. Launched in 2016, Ugly has built a strong social media following and deliberately pushed its online offering selling its canned drinks through its own webshop, on Amazon and by creating a subscription service – a great way of creating regular revenue and loyal customers. After a successful launch in the UK, Ugly implemented the same strategy to launch in the US in 2018.

Breaking down the sales/marketing funnel

When developing marketing strategies, you want to keep in mind which part of the sales funnel you're targeting.

Your potential customers will go through these different stages before choosing your product or service:

- **Awareness:** A person becomes aware of your company, product or service.
- **Interest:** A person becomes interested enough to find out more about your product or service (perhaps clicking on a link, looking up your website or reviews online etc.).
- **Desire:** The person moves from being interested to wanting your product or service – an emotional connection has been made.
- **Action:** The person decides to act on their desire and purchases your product or service.



For each stage, have a think about how you will engage your potential customer and move them down the funnel.

Awareness: Who are the potential customers? Where do they spend their time (e.g.: can you reach them on Twitter, YouTube and/or Instagram)? Once you know answers to these questions, prioritise which platforms and tools to focus on and think about your messages. At this stage, the goal is to make customers aware of your products and services.

Interest: How can you generate enough interest for the potential customer to research more? What content can you create to add value to the potential customer? In what form and where should the content be (e.g. blog posts on website, YouTube videos, Instagram posts, customer ratings...)?

Desire: What makes your product or service desirable for the potential customer? How can you start building a relationship and make an emotional connection? Can you offer the potential customer something of value such as an e-book, a discount, a recipe or other tips/advice? Perhaps start an online chat or be very responsive in social media platforms?

Action: What do you want the potential customer to do? What is the call to action? Is it easy for the customer to understand and find? Think about how to best engage with the customer in your chosen marketing channel(s)/platform(s). Is it through e.g.: landing pages, inbound phone calls or emails? Remember to keep fostering the relationship with helpful, valuable and consistent communications.

Tools that make marketing easier & cheaper

It's likely that there will be plenty of agencies and individuals trying to sell you their services to help you get better at marketing your product or service. Some are worth engaging with, some are not. There are plenty of tools available online that can make your life easier & make you a savvy marketer, at least in the initial stages of your business. Here are a few to get you started and don't forget to check online if you're struggling with something. There's probably a free (or cheap) tool out there that will meet your needs.



- **Bitly:** A link management platform that allows you to brand, track and optimise your links so you can make the most of every touchpoint.
- **Buffer:** Schedule your posts. Buffer is a social media management platform that allows you to schedule social media posts and analyse their results.
- **SurveyMonkey:** Ask the audience. SurveyMonkey is an online survey tool that provides free, customisable surveys.
- **Unsplash:** Need free photography? This is where you can find good quality images about basically everything without having to spend any money.
- **Mailchimp:** Your go to for sending out email marketing & building a newsletter database.
- **Google Analytics & Adwords:** Data is king. Use Analytics to track visitors to your website and Adwords to create target online ads with tiny budgets.
- **Canva:** Having to rely on a designer for every bit of content you put out can be expensive so Canva enables you to become a designer in no time (assuming you don't have design skills already). It has sets of template & the paying model allows you to upload your brand settings so whenever you want to design something, it will be quick and easy.
- **Rapportive:** An integrated tool for your email which shows you whether an email is linked to a LinkedIn profile, very useful when generating leads or trying to guess people's email addresses.
- **The Noun project:** A great database of icons to represent different nouns. These can be particularly handy when you're putting together marketing presentations or pitching documents.
- **Fiverr:** If you're really struggling to do it yourself and want to find freelancers to help you. Fiverr is a platform that labels itself as "Freelance Services for the Lean Entrepreneur".

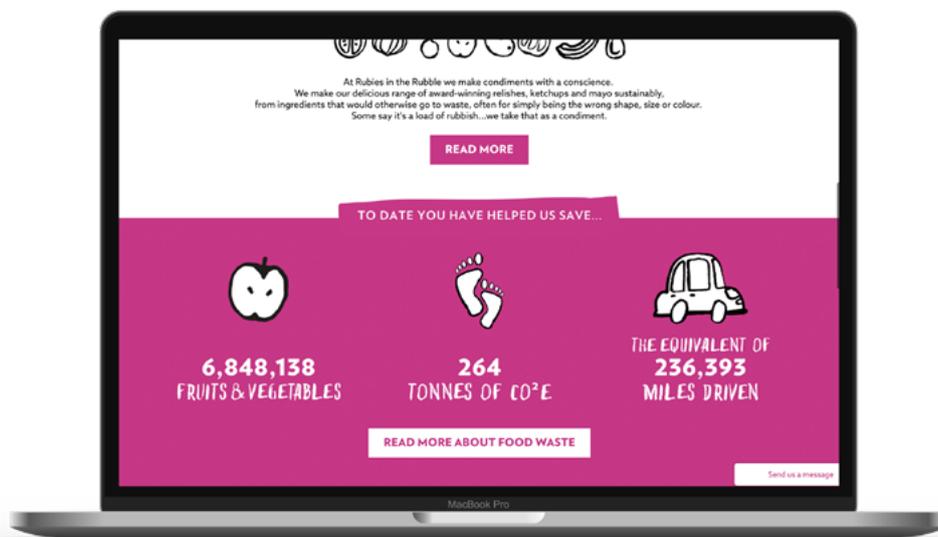
General marketing tips

- Get inspiration from other brands and entrepreneurs but don't be a copycat. Stick to your own tone of voice and come up with your own ideas that support your desired brand image and goals. Don't solely follow competitors and brands in your industry but be openminded and look for inspiration from a wide range of sources.
- Don't think you need big bucks to make progress, have an impact and share your story. Do as much as you can by yourself in the beginning – e.g. social media, blogging, online sales and direct fulfilment provide great opportunities to build your brand without needing to spend a lot of money. As Tony Robbins has said "It's not the lack of resources, it's your lack of resourcefulness that stops you.
- Make sure you have a clear objective for your marketing activities, there's no point in spending money in advertising/marketing if they don't have a defined target. What do you want to accomplish with each activity? What do you want the potential customer to do (e.g.: sign up for a newsletter, post/tell about your brand in their network, place an order, increase their average spend...)? What is the call to action?

Measuring & communicating impact

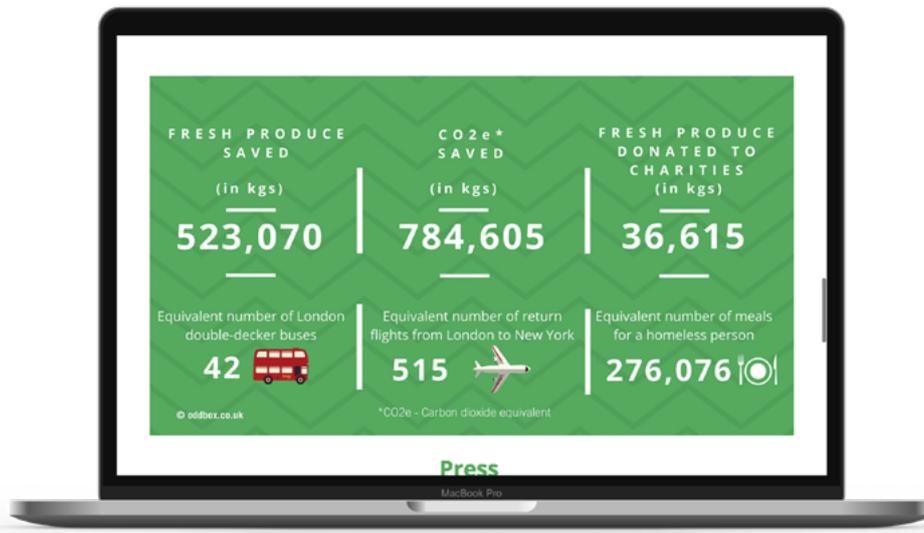
As a sustainable food business, you'll want to track the positive impact you're having in the food system and use metrics gathered to share these with potential customers, investors and other relevant stakeholders. What you measure should ultimately be linked to your mission. What you share and how you communicate should be simple, clear and very easy for a lay person to understand – someone with no deep knowledge of your business or the sector you operate in.

Rubies in the Rubble – makes relishes, ketchups & mayos from ingredients that would otherwise be wasted



On the homepage, the brand has Today you have helped us save "calculator" that demonstrates how many fruits & vegetables and how many tonnes of CO2 emissions they have saved. The brand puts these figures into perspective by stating equivalents in miles driven. Each figure is accompanied with a simple graphic.

OddBox – delivers wonky and other surplus vegetables & fruits to your door



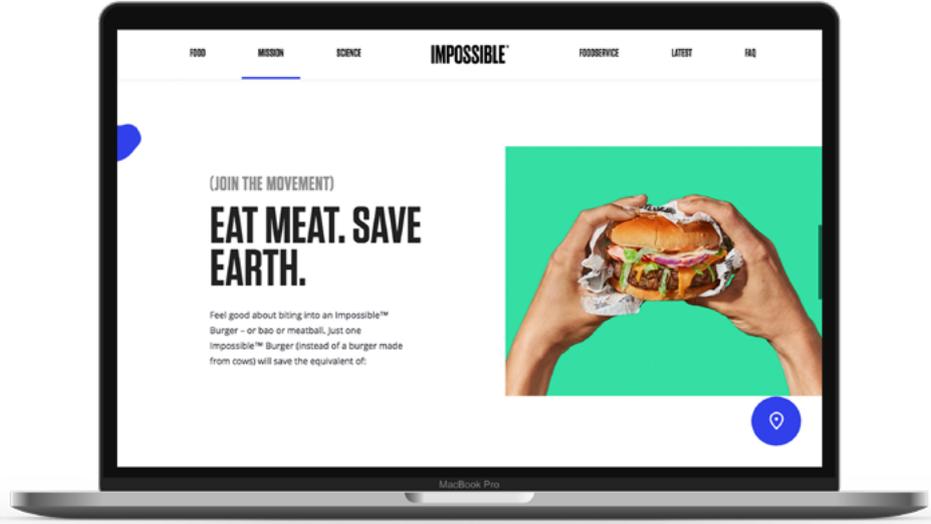
The homepage shows how many tonnes of fresh produce and CO2 emissions they've saved and how many tonnes of fresh produce have been donated to charities. What's more, they put each of these figures in perspective and make them more tangible by stating the equivalent number of London double-decker buses for fresh produce, return flights from London to New York for CO2 emissions and meals for a homeless person for donated produce.

BeyondMeat – makes 100% plantbased. 'meat' products such as burger patties, sausages and 'chicken' strips



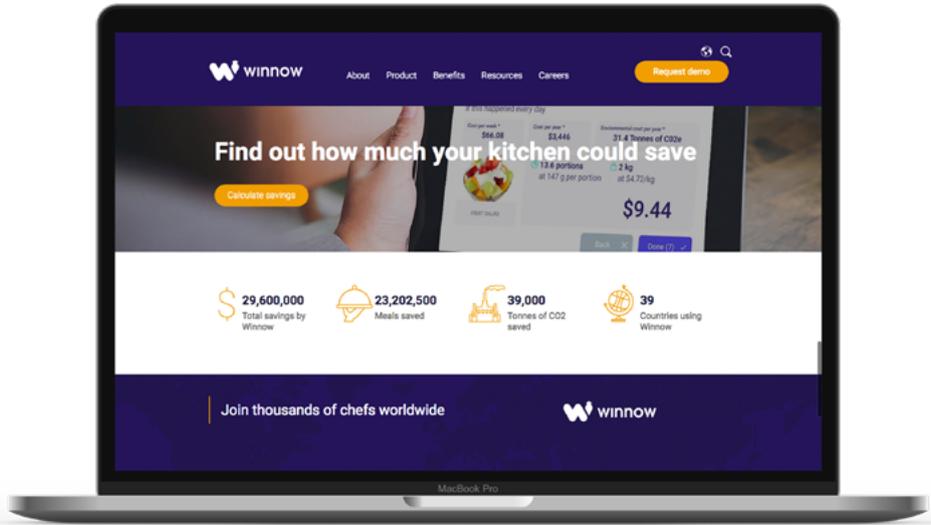
Website compares the water, land, greenhouse gas emissions (GHG) and energy usage of Beyond burger with beef burger (1/4 LB US). The site shows photos of each burger and uses simple images and text to demonstrate that Beyond burger uses 99% less water, 93% less land, 90% fewer GHGE and 46% less energy. The site also has a short explanation of the study that the figures are based on, and a link to the study in question.

ImpossibleFoods – makes 100% plant-based ‘meat’ products that mimic the flavour, aroma and beefiness of meat from cows



Website shows a juicy photo of Impossible Burger and states that “Just one Impossible Burger (instead of burger made from cows) will the save equivalent of: 75 sq ft of land, 1 half tub of bathwater, 18 miles of emissions in a car”. The figures are accompanied with brightly coloured and simple graphic pictures of a tree, drop of water and a car. By showing the impact of eating one Impossible burger as opposed to a beef burger, the brand breaks down the impact of individual choices and makes the impact of consumers’ choices very tangible.

WinnowSolutions – develops digital tools to help chefs run more sustainable and profitable kitchens by halving food waste



The website has impressive figures (December 2018) that state what the total monetary savings made with Winnow’s technologies (25,000,000) are, total of meals saved (18,322,500), tonnes of CO2 saved (35,249) and number of countries that use Winnow (39). Each figure is accompanied with a small drawing.

What all these brands have in common is that they don't use hard-to-understand jargon or long-winded explanations when it comes to demonstrating their impact. They've chosen a few key figures that give an idea of the positive impact they're making. Moreover, they use very simple images instead of photos of food sitting in the landfills or destroyed land. The focus is on the positive, which is a good idea since preaching or guilting rarely works. Instead of preaching to consumers, it's better to evoke pride in them regarding their actions and purchase decisions.



Chapter 7 Wrap-up

Key take-aways

- Building a brand is key to most businesses whether or not they're consumer facing, and reflects what you stand for. Defining your mission, vision and values early on will help guide you as you develop your brand. Alongside an understanding of your consumers, these will help you to establish your brand positioning, tone of voice and personality.
Time to stop and think: what five words capture the essence your brand? What's in the core of your brand, What are your values? What kind of reputation do you want to build and who you are trying to reach with your content? What kind of communication styles aren't aligned with the brand image you want to create? What DON'T you want to be described as? What is your target market and how will you differentiate yourself from the competition? What are your customers' pain points and priorities? What problem are you solving for them with your product and service?
- Having a strong marketing strategy matters as customers need to know about your product/service in order to buy it. There are lots of ways of getting your message out there and key to doing this effectively is; knowing your customer, which channels they respond to (word of mouth, social media, billboards, etc) as well as types of messages they engage with.
- Marketing and sales are inherently linked, your marketing strategy should be developed in conjunction with your sales plans so that the former is part of the funnel bringing you active customers.
Time to stop and think: what do you want to accomplish with each marketing activity? What do you want the potential customer to do (e.g.: sign up for a newsletter, post/tell about your brand in their network, place an order, increase their average spend...)? What is the call to action?
- Measuring and reporting your impact as a business can be a brilliant way of engaging with your target audience. The messaging should be simple for people to understand and be a true reflection of the benefits/impacts of your business.



Now, let's get active!

- 1. Define your mission statement, vision and values.**
You can start your mission statement with "We exist to...."
- 2. Fill in the Unilever brand key framework.**
Go through and define the nine steps of the framework.



Additional resources

These articles will help you get clear on your vision, mission and values:

Give Your Brand a Soul: Why Vision, Mission and Values Matter

<https://www.goalcast.com/2017/04/18/give-brand-why-soul-vision-mission-values-matter/>

How to write a vision and mission statement for your brand

<https://www.dummies.com/business/marketing/branding/how-to-write-vision-and-mission-statements-for-your-brand/>

If you need help in creating a brand identity and getting your brand voice right, read these articles:

Three Thought-Provoking Branding Exercises To Help Define Your Business

<https://www.forbes.com/sites/yec/2017/08/24/three-thought-provoking-branding-exercises-to-help-define-your-business/#21db83822cfb>

Find the Right Brand Voice With These 5 Brainstorming Exercises

<https://contently.com/2018/09/18/brand-voice-brainstorming-exercises/>

Creating a Brand Identity: 20 Questions to Consider

<https://www.lean-labs.com/blog/creating-a-brand-identity-20-questions-to-consider>

Learn more about brand positioning from these great reads:

How to Create Strong Brand Positioning in Your Market

<http://cultbranding.com/ceo/create-strong-brand-positioning-strategy/>

4 Popular Examples of Brand Positioning Strategy Types

<https://www.impactbnd.com/blog/brand-positioning-strategy>

Brand Key Model

<https://becausebranding.wordpress.com/2016/02/12/position-your-brand-using-the-brandy-model>

Let these resources help you nail your marketing strategy, with or without a big budget:

No Strategy, No Customers: How to Build a Profitable Marketing Strategy

<https://foundr.com/marketing-strategy/>

Create your marketing strategy

<https://www.infoentrepreneurs.org/en/guides/create-your-marketing-strategy/>

The Marketing Mix 4P's and 7P's Explained

<https://www.marketingmix.co.uk>

Five Essential Marketing Strategies For Any Startup

<https://www.forbes.com/sites/forbesagencycouncil/2018/05/30/five-essential-marketing-strategies-for-any-startup/#5c9570925795>

The Ultimate Guide to Marketing Your Startup Online Without a Big Budget

<https://kickofflabs.com/blog/guide-to-startup-marketing-without-a-big-budget/>

The One-Person Marketing Plan for Startups

<https://marketinginsidergroup.com/strategy/the-one-person-marketing-plan-for-startups/>

20 Uncommon Marketing Strategies That'll Kickstart Your Startup

<https://neilpatel.com/blog/startup-marketing-strategies/>

It pays off to dive in to the world of marketing guru and bestselling author Seth Godin

<https://www.sethgodin.com>