



Not Your Average JoES

BROD, JAKE
DANIS, JULIA
GOVERNALE, LEANNA
JACOBSON, RYAN
MCMORROW, LAUREN
PAYNE, JONATHAN
WILLIAMS, CAROLINE

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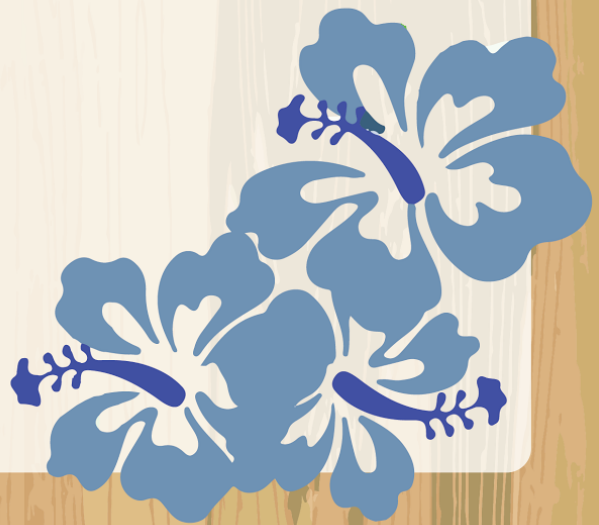
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MEMO



Memo

To: Dan Bane

From: SMAD 442 Communications Team

Subject: Corporate Social Responsibility Campaign

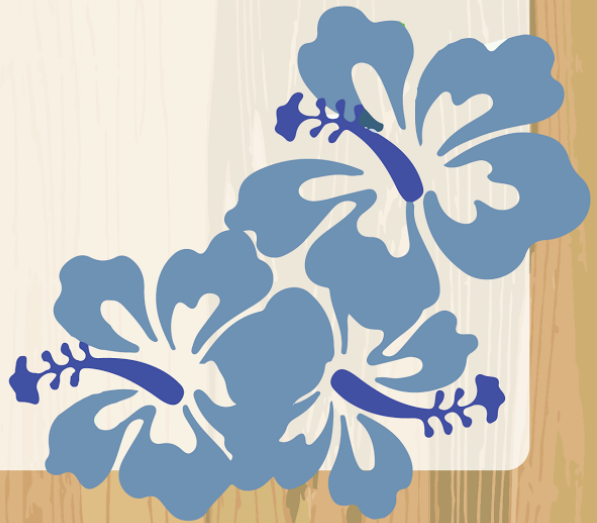
Date: April 17, 2017

A campaign has been created to showcase an increase of awareness in ethical labor practices, minimum wages, and employee benefits amongst the population of workers and consumers in the grocery store market. In the campaign, research has been developed along with strategies and execution of messages to reach a desired audience in efforts to increase awareness.

Trader Joe's is the perfect example as a platform to showcase the desired objectives of the campaign. With its flexible hours, high minimum wages, and employee benefit packages, *Trader Joe's* has the ability to create a movement that all supermarket and grocery store chains can align values with.

The corporate social responsibility campaign presented is believed to have objectives, ideas, research, and creative pieces to ensure the increased awareness of *Trader Joe's'* accomplishments and employee satisfaction.

SITUATIONAL ANALYSIS



Situation Analysis

Company Background

Trader Joe's is a privately held grocery store chain that was founded by a drugstore executive named Joe Coulombe in 1958. Originally, the company was called *Pronto Markets* and was known as a small chain of convenience stores located solely in Southern California (Forbes, 2017). In 1967, Coulombe changed the name of his company from *Pronto Markets* to *Trader Joe's*, which marked the beginning of an innovative business model (Trader Joe's, 2017). *Trader Joe's* was sold to the Albrecht family in 1979, which also owns *Aldi*, another discount supermarket chain (Forbes, 2017). In 1988, the up-and-coming grocery store chain expanded its location from Southern California to also include Northern California under its new ownership. By 1996, *Trader Joe's* increased its outreach even further to include locations on the East Coast and currently operates over 450 stores scattered across the nation (Forbes, 2017).

Trader Joe's operates its business under one centralized motto: great food + great prices = Value (Trader Joe's, 2017). The company prides itself on offering customers quality products at the lowest possible cost. *Trader Joe's* achieves this by purchasing its inventory directly from suppliers, whenever possible, to guarantee the lowest possible prices when selling products to loyal customers (Trader Joe's, 2017). Approximately 80 percent of *Trader Joe's* inventory is comprised of private label products, compared to 20 percent at most competitors' locations (Harvard Business School, 2015). By purchasing products directly from suppliers and displaying them under *Trader Joe's* private label, the company is able to offer its customers the same quality that may be found at competitors' locations, but at a significantly lower cost.

Trader Joe's is currently headquartered in Monrovia, California, under chief executive officer Dan Bane. The company has over 35,000 employees spread out across 450 locations nationwide (Forbes, 2017). *Trader Joe's* revolutionary business model over the past six decades has led to significant profits during its history. In 2014, *Trader Joe's* reported an estimated revenue of \$9.38 billion, with a net income of \$578 million (Harvard Business School, 2015).

Competitors

Whole Foods Market:

Whole Foods first began in 1980 with a small store in Austin, Texas. It currently has 508 locations in the United States, bringing in \$14.9 billion in annual revenue. The supermarket chain specializes in organic foods and has proclaimed itself to be America's Healthiest Grocery Store™. *Whole Foods* has made *Fortune's* 100 Best Places to Work list for a total of twenty years, jumping from number seventy-five in 2016 to number fifty-eight on the 2017 list. In terms of employee benefits, *Whole Foods* offers employees compensation programs such as a 401(k) plan and a pre-tax savings account. It also offers employees family care programs such as paid sick leave to care for children or relatives. *Whole Foods* health insurance program also covers medical, dental, vision and mental health care, as well as prescription drug subsidies.

Publix Super Market:

George Jenkins opened the first *Publix* in 1940 with the mission to put people first. Today, *Publix* has 1,131 work sites, bringing in \$32.4 billion in sales in 2016. *Publix* came in at number twenty-one on *Fortune's* 2017 100 Best Companies to Work For list. *Publix* offers benefits such as onsite medical care, onsite child care, health insurance for part timers, and college tuition reimbursement for students.

Wegmans Food Market:

Wegmans was founded in Rochester, New York in 1916 by Walter and John Wegman and to this day remains a family-owned company. *Wegmans* now has ninety-two locations on the east coast, and had \$8.3 billion dollars in sales in 2016. *Wegmans* made the number two spot on *Fortune's* 2017 100 Best Places to Work For, rising slightly from its 2016 spot at number four. *Wegmans* provides benefits such as health insurance for part-time employees, onsite health screenings, 401(k) plans and pre-tax savings accounts, a scholarship program/ college tuition reimbursement, and adoption assistance.

Size and Trend of Industry

Trader Joe's is currently a part of the retail (grocery) industry and have over 400 stores nationwide. In comparison to its competitors in the industry, *Trader Joe's* has about thirty more store locations than *Whole Foods Market*, over 600 fewer stores than *Publix Super Market*, and over 300 more stores than *Wegmans Food Market* (T, 2017). In 2017 consumers can find virtually any information they are searching for about the companies they are interested in. They are no longer content with just receiving the most basic facts. Therefore, transparency has become a key factor for consumers when deciding where they want to use their money. No longer are consumers comfortable with just knowing what they are buying, but more so where their money is going. Additionally companies that have stores with unique experiences are starting to prosper more and more. Consumers need more of an incentive to walk into a store rather than just buying from it online (V, 2017).

Typical Target Customers

The typical customer for *Trader Joe's* is known to have a general income of around \$80,000 plus, thus leading to the notion of its customers being very well educated having graduated from college (InfoScout, 2017). The highest rate of ethnicity is Asian with Caucasians and Hispanics coming in as close seconds and thirds, respectively. The typical shopper consists of 35-44 years of age, with the category of 24 years and younger in a close second (InfoScout, 2017). More males than females tend to shop at *Trader Joe's*, with tendencies including being conscious label readers of products due to wanting to live a healthy lifestyle.

Past and Current Communications Activities

Beginning in 1970, *Trader Joe's* created a newsletter called the Insider Report. At first this campaign was to inform its consumers about the wines *Trader Joe's* had available in its stores. In 1985, *Trader Joe's* changed the name of the newsletter to the Fearless Flyer in turn, leading to a powerful a social media campaign. This newsletter allows *Trader Joe's* consumers to stay active within the store's business, typically about new in-store products (*Business 2 Community*). Many consumers compare the newsletter to a comic book mixed with a catalog. The Fearless Flyer also allows *Trader Joe's* to give a personal touch and story to every single one of its products. With the birth of social media, the campaign spreads larger every year, with the most traffic being on *Trader Joe's* homepage.

Amount Spent in Previous Communication Campaigns

Due to *Trader Joe's* being a private company, finding its previous budgets for past communication campaigns was not successful. The attempted research was used for searching through business analytics Web sites, utilizing search engines, as well as digging through the company's Web site.

SWOT



SWOT

Strengths

Customer loyalty is one of *Trader Joe's* strong suits. Those that love *Trader Joe's* have created a cult-like following and appreciation for the company, making it the “neighborhood store” with the ability to bring the community together. The company’s products and strong brand name keep people coming back for more. With all of the products unique to the store, *Trader Joe's* has the ability to charge more for products the consumers cannot buy anywhere else. Although the store has this leisure, the prices remain relatively low compared to competitors like *Whole Foods*. “By selling almost all of its products under its own labels, *Trader Joe's* ‘skips the middleman’ and buys directly from both local and international small-time vendors” (Thayer, 2002). Another strength and the backbone of our campaign is the company’s employee benefits. *Trader Joe's* offers flexible hours and higher pay than most retail stores- on average more than twice of what other retailers pay their employees. With this treatment, the employee turnover rate is under 10%, compared to the average turnover rate of 59% in retail (Callahan, 2012). When employees are treated like human beings, the public is more likely to trust the brand and spend more time at the store, making this a huge strength for *Trader Joe's*.

Weaknesses

The main weakness of *Trader Joe's* can also be seen as a strength. Since the store offers so many unique products, this is not the store to go to if one wants to purchase “the essentials.” If a customer is looking to buy only a few things, such as milk, eggs, and toilet paper, *Trader Joe's*

would not be the first place that comes to mind. It is thought of as a store to buy certain foods that one would not be able to find anywhere else. The good part about this is that a customer is more likely to spend more money here, since they are going to *Trader Joe's* for their favorite products. As is normal for any big retail store, the company has dealt with product recalls in the past, most recently being for its applesauce. A recalled product is never good news and will most likely leave a bad taste in the mouths of consumers for a period of time. The upside to this weakness is that *Trader Joe's* has such a strong following; one recalled product will not stop the store's customers from shopping there.

Opportunities

In a continuously changing and increasingly competitive market, *Trader Joe's* is constantly striving to be more innovative and inventive with its products, employee tactics, and brand presence. The company has established its credibility by serving consumers for 50 years and now looks to optimize its business and take full advantage of the opportunities that are being presented to it. *Trader Joe's* first has the ability to clearly differentiate the brand's value from competitors such as *Whole Foods*, which has recently been referred to as "Whole paycheck" frequently on many media outlets. (Rowe, 2015) Capitalizing on this discussion can demonstrate the company's emphasis on good quality yet affordable merchandise, however it is important that the initiative do not appear to "kick the competitor while they're down" (Rowe, 2015) Another opportunity involves the growing demand for good quality food products and organic options. Increased awareness of health concerns among consumers as well as greater education on the harmful effects of pesticide use have been some of the main drivers of this new trend. *Trader Joe's* offers many organic products such as natural meats, organic produce, and alternative dairy

options through privately owned and developed brands. By taking advantage of this rising demand of organic products the company will obtain a competitive edge over competitors that have yet to explore the organic market. The company's financial stability opens up the doors to another opportunity involving expansion of the brand and retail network. *Trader Joe's* can expand by opening up more locations across the nation in order to create a more intimate connection with targeted customers and provide convenient shopping experiences. These new locations can allow for experimentation with different types of stores and potential acquisitions. Finally, as the world becomes ever more digital, opportunities to create an online marketplace are becoming essential aspects of business. (Dua, 2014) To create a universally known digital presence, the company may modernize the online food shopping experience or provide customers with a delivery or in-store pickup service. Overall, the company has been strong and steady in the past, and the established foundation allows *Trader Joe's* to branch out and take advantage of opportunities within the food and retail markets.

Threats

In the world of food and retail, competition is fierce. Competitors range from larger chains such as *Walmart* and *Target* to smaller more original chains such as *A&P Fresh* and *The Fresh Market*. As a result, it has become extremely challenging for grocers to differentiate brands and product offerings from others. *Trader Joe's* is disadvantaged compared to grocery giants with more extensive store networks, wider varieties of merchandise and in some cases a global or multi-national presence. These stores also provide the "one stop shop" experience by having multiple acquisitions within one building or products to satisfy every need, whereas *Trader Joe's* focuses mainly on food products. (Rowe, 2015) Another threat *Trader Joe's* faces

are constantly evolving consumer desires and preferences. (InfoScout, 2017) The success and financial gains of the company rely fully on the ability to pinpoint the major preferences and habits of consumers in order to offer a variety of products that can satisfy those needs. If *Trader Joe's* fails to connect and communicate with customers this may translate to an undesirable assortment of products on the shelves and ultimately a decrease in sales.

PRIMARY RESEARCH



Primary Research

Rationale

Since *Trader Joe's* is focusing on ethical labor laws it is important for the company to receive specific responses from the general workforce in an unbiased and non threatening environment. By choosing a survey as opposed to other primary research methods *Trader Joe's* was able to reach a diverse and large group of people while also getting responses in a very short amount of time. This then lead to our group having an adequate amount of time to analyze and interpret the data received to further develop *Trader Joe's* Corporate Social Responsibility campaign.

Purpose of Research

The purpose of this research is for *Trader Joe's* to get a more accurate representation of the general public's thoughts and opinions on ethical labor laws, minimum wage, and employee benefits. This research will be implemented into *Trader Joe's* Corporate Social Responsibility campaign in order to target the proper audience and make sure it is using the right type of messages to reach those audiences.

Procedure

This survey was conducted via an online Web site called *SurveyMonkey.com* from February 26th, 2017 to February 27th, 2017. The survey was sent out to members of the *James Madison University (JMU)* community, and received 100 responses.

Sample

Out of 100 people, 94 females, 4 males, and 2 non-gender conforming respondents answered the survey. The survey received 61 respondents between the ages of 18-20 years old, and 39 fell between the ages of 21-29 years old. Forty-six people answered as being currently employed, working part-time. Twenty-six were not employed, but looking for work, while 28 were not employed and not looking for work.

Results

All 100 respondents of the survey fell within the age range of 18-29 years old (see Appendix A). Of the 100 responses, 62 percent felt that the federal minimum wage of \$7.25 was too low (see Appendix B). Additionally, 89 of the 100 participants stated that their opinion of a company would be positively impacted if the organization offered employees a higher minimum wage (see Appendix C). In addition to higher wages, 71 percent of respondents stated that employee benefits are “very important” when considering a job opportunity, while 25 percent said employee benefits were “somewhat important” (see Appendix D). When asked to rank which employee benefits were most important, health care was identified as being most important by nearly 65% of the respondents (see Appendix E).

How does this research affect the campaign?

All of these findings clearly showcase the potential for *Trader Joe's* to be viewed in a positive light if it participates in ethical labor practices. By offering a higher minimum wage and extending employee benefits packages, *Trader Joe's* has the opportunity to separate itself from the competition and potentially encourage other companies to follow suit. Having all 100 respondents of the survey fall within the 18-29 age bracket is an extremely important aspect of

this primary research. This age group's opinion on ethical labor practices is extremely important for *Trader Joe's* and other companies to pay attention to, because these people are the future of America's workforce. This survey depicts the importance for companies, particularly *Trader Joe's*, to be socially responsible in order to maintain a positive reputation with the public.

TARGET AUDIENCE



Target Audience

Target Audience 1: The Decision Makers

The main goal of *Trader Joe's* corporate advertising campaign is to promote ethical labor practices and make it known that it treats its customers with the utmost respect. A big part of this campaign is to encourage other grocery stores to follow suit. Directing the advertising messages towards owners and managers of other stores is a way for *Trader Joe's* to accomplish this goal.

Demographics

The decision makers vary in demography since they are essentially anyone who has power within a company. They are the owners or managers of competing grocery stores in the country; essentially the “C-suite” of other corporations. This target audience is fairly educated (most likely college graduated) and usually make around \$70k a year. They are male or female, and between the ages of twenty-five and fifty. It is likely that the decision makers are married with children, as they value their family and work to provide the best for them.

Geographics

The best way to advertise to this target audience would be to start locally and initiate a chain reaction. Since a large amount of *Trader Joe's* stores are located on the West coast (Forbes, 2017), targeting other grocers in this area of the country would be beneficial. This way, when this audience decides to adopt some of the same practices, communication can be easier and information can be shared seamlessly. Stores that should be targeted include *Kroger* and *Safeway*, both stores being “key players” of the West coast (Progressive Grocer, 2013).

Psychographics

This target audience aligns the closest with the Achievers. Achievers can be described as hard-working and aspirational (Strategic Business Insights, 2009-2017). Achievers have the highest rate of full-time employment in the U.S and are committed to their family and job (Strategic Business Insights, 2009-2017). These types of people are the heads of the grocery stores that value their employees and want to be seen as an outstanding boss. Because they desire this role, they are willing to step outside of their comfort zone and pioneer a change in the treatment of employees. Although the decision makers are most likely to be Achievers, they can also obtain qualities of Experiencers. Experiencers are described as “spontaneous...and go against the current mainstream” (Strategic Business Insights, 2009-2017). These are the people who are most likely willing to adopt new labor practices and get on board with the trend of treating their employees with more respect.

Behavioristics

While work is extremely important to them, this target audience values their family and friends just the same. They do not like to spend too much time away from their spouse and children, and want their kids to grow up to be treated ethically at work, too. This is the main reason why the decision makers are *Trader Joe's* main target audience. It is hopeful that they would want to establish a better work atmosphere for their employees, since they can imagine how their families would feel if treated poorly. While they currently do not treat their subordinates with disrespect, they are just unaware of what steps they can take to ensure their employees are getting the most out of their job. *Trader Joe's* campaign will hopefully spark their interest and encourage them to make a change.

Media Consumption

The decision makers are familiar with social media, but would not be considered experts by any standard. Some of these people still wake up every morning to read the paper, and although they have social media accounts (*Instagram, Twitter, Facebook*), they can go days without logging into their accounts. Although their life is not centered around social media, they are very interested in learning more about how to communicate using this practice. They look to hire new people who will utilize these platforms to ensure that their grocery stores is being advertised well across all media.

Technology Consumption

Though not the most tech-savvy, the decision makers “value technology that provides a productivity boost” (Strategic Business Insights, 2009-2017). It is very probable that they own a smartphone, but the applications on this phone are mostly used for work purposes with the exception of a few games they like to play to reduce stress (think Solitaire or Words with Friends).

Target Audience 2: Future Employees

While other corporations are the primary target audience for this corporate communications campaign, future *Trader Joe's* employees should be considered as a secondary target audience. It was determined through primary research that 89 percent of 18-29 year old respondents would view a company in a more positive light if it offered its employees a higher hourly pay than the current minimum wage (see Appendix C). Because of this overwhelming support for ethical labor practices, this makes potential employees of *Trader Joe's* an important audience to target.

Demographics:

Trader Joe's future employees are likely to fall into the target audience that the company markets its own products towards. The company's founder, Joe Coulombe, openly said that *Trader Joe's* targets its products at "overeducated and underpaid" customers (Harvard Business School, 2015). Therefore, *Trader Joe's* future employees are likely to be made up of recent high school and college educated graduates. With this in mind, the ideal audience are considered Millennials and fall in the 18-29 age range. A majority of the company's customers, and therefore future employees, are male and their primary race is Asian (InfoScout, 2017). These individuals are likely to be unemployed, but actively seeking jobs.

Geographics:

Because *Trader Joe's* has 450 retail locations spread out across the nation in major cities (Forbes, 2017), the ideal future employee would be a young urban professional. These individuals are scattered across the United States, but a large population reside in major cities on the west coast, because *Trader Joe's* is headquartered in Monrovia, California (Forbes, 2017). These people are likely to live in urban housing around major cities with family or roommates.

Psychographics:

Future *Trader Joe's* employees are likely to live a proactive lifestyle, because they are young and typically live carefree. These individuals are described as fit and have an inherent interest in eating healthy, gourmet style foods. These individuals value their families and friends and enjoy spending their free time with these people. Future employees are considered to be both experiencers and achievers. Experiencers are described as those that are first to adopt trends, keep up with the latest fashion, believe that friends are important, and are considered to be

spontaneous (Strategic Business Insights, 2009-2017). Achievers are described as being hard working, professional, committed to a schedule, and goal oriented (Strategic Business Insights, 2009-2017). Because of their lifestyle choices and values, the innovative corporate social responsibility campaign by *Trader Joe's* will likely resonate with a majority of this target audience.

Behavioristics:

As was mentioned earlier, future employees are also likely to be consumers of *Trader Joe's* products. They would be considered semi-sole users, because they are frequent visitors and consumers of *Trader Joe's*, but also purchase goods from a handful of competitors. This target audience is considered medium to heavy users of *Trader Joe's* and its products, meaning they would potentially be great brand ambassadors for the company. Future employees purchase products from *Trader Joe's* regularly, which means they would have a wealth of knowledge about the company's products and services. These people seek quality products and great customer service while shopping at *Trader Joe's* and would offer the same service to customers as future employees.

Media Consumption:

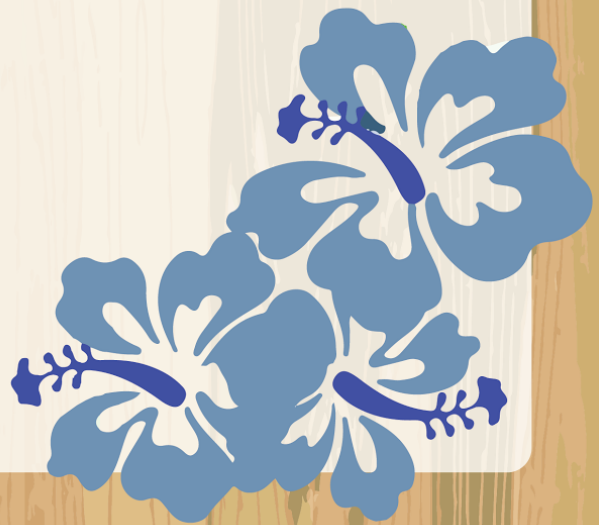
Future employees of *Trader Joe's* are likely to be Millennials, meaning they are heavily involved in the use of social media. The most popular social media applications used by Millennials are *Facebook* and *YouTube* (Dua, 2014). Additionally, the main news source that Millennials utilize are *Huffington Post*, *ABC News*, and *CNN* (Dua, 2014). This target audience likes to keep up with current events and trends and utilizes these media outlets on a regular basis. Finally, Millennials tend to favor streaming services, such as *Netflix* and *Hulu*, over basic

cable-television packages (Naftulin, 2016). Utilizing social media in the ethical labor practices campaign would likely reach a majority of future employees.

Technology Consumption:

Millennials are increasingly reliable of cell phones, like *iPhones*. A recent study suggests that less than 15 percent of millennials say they never pull out their cell phone during a concert, show, or other live event (Naftulin, 2016). Because they utilize various media outlets for news, future employees are also likely to use computers and laptops, such as *MacBook Pros*.

COMMUNICATION OBJECTIVES



Communication Objectives

Trader Joe's is aiming to encourage other companies in the retail industry to follow ethical labor practices more closely. In order to spread awareness more efficiently *Trader Joe's* will need a communication campaign to keep a consistent message to its constituents. By being a prime example of this, *Trader Joe's* intends to lead by example and really headline this movement.

Objectives:

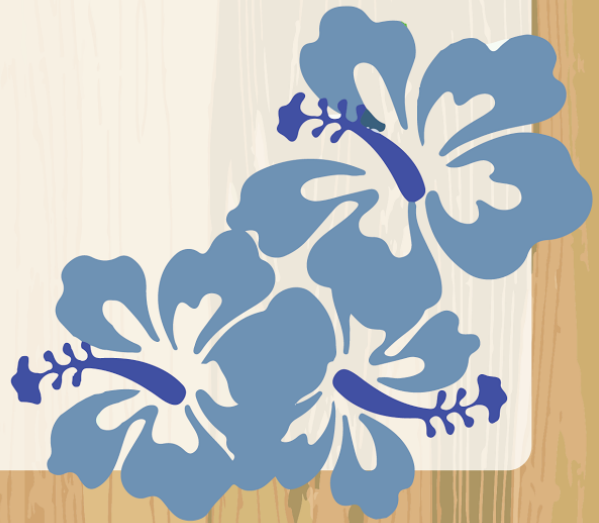
1. To increase social media usage *Trader Joe's* is aiming for a twenty percent increase in social media activity within the next six months through its new hashtag #notyouraveragejoes. By measuring social media usage, *Trader Joe's* is able to analyze a different target audience and can easily gauge general interest in its movement. A twenty percent increase is a good first objective for the company is easy to complete in the allotted time.

2. To see noticeable progress of its movement *Trader Joe's* hopes that at least three other companies within the retail industry will have made noticeable changes to their own employee benefits packages within the next five years. This objective will easily show if *Trader Joe's* campaign is making an impact on its main target audience. If there is no noticeable progress within the given timeframe then *Trader Joe's* will need to change its campaign or audience. *Trader Joe's* really wants to get other retail stores involved and that's why this is the second communication objective with a longer timeframe than the first.

3. To make a lasting and permanent change to ethical labor practices *Trader Joe's* hopes to bring attention to the problems in them by getting at least one lawmaker who vows to work with

Trader Joe's within the next fifteen years. The whole idea for the campaign is to ultimately spread awareness and to also make a noticeable difference in the lives of employees for all corporations of any industry. By targeting lawmakers *Trader Joe's* is making relationships with people who are physically able to change employee's lives.

THEMES & STRATEGIES



Themes and Strategies

The theme chosen to align the campaign around is the model of “Our employees are not your average Joe’s,” in an attempt to increase awareness of *Trader Joe’s* ethical labor practices. The campaign will include the basis of ethical labor practices, high wages, benefit packages, and flexible hours which are all traits that *Trader Joe’s* possesses. *Trader Joe’s* is built on characteristics such as natural, organic, fresh, healthy, and authentic. Part of what makes *Trader Joe’s* so appealing to its constituents is that it is simple, meaning it has no special clubs or memberships. It is a store that is all about value, and therefore, sees the values in its employees. Having a two way communication channel between a corporation and its employees is key to internal/external success. This campaign will revolve around the slogan presented above along with social media posts and in-store promotional items. The social media posts will appear on *Facebook* and *Twitter* involving a hashtag (#notyouraveragejoes). A strategy in development would be having employees share pictures of themselves along with stories of their *Trader Joe’s* experience while using the #notyouraveragejoes. This will help increase the awareness of *Trader Joe’s* ethical labor practices both in and out of the store.

Colors:

The colors chosen for this campaign are charcoal grey and light blue. Charcoal gray is associated with being solid, secure and reliable. Blue is associated with loyalty and trust, while white is associated with goodness and purity; they combine to create light blue which portrays all of those qualities. Each of these colors symbolizes a different aspect of the campaign as well as

ethical labor practices in general. The charcoal gray implies the overall reliability of the company in the eyes of its stakeholders, while the light blue implies a genuine loyalty that the company has to its employees. The combination of the two colors work well with the red of the logo, while also standing out from the usual products and corporate materials.

MESSAGE
STRATEGY
&
EXECUTION



Message Strategy and Execution

Employee T-shirt: These will be the employee shirts worn throughout the campaign in place of the regular employee uniform. The shirts are charcoal gray with light blue writing, to stick with the overall theme of the campaign. The shirt is simple, in both its message and its design. The *Trader Joe's* logo is featured on the front right and on the back is the hashtag used throughout the campaign along with a tagline. This will raise awareness of both the campaign and *Trader Joe's* stance on ethical labor practices from within the store. Customers will most likely notice the new shirts as different from the traditional Hawaiian shirts, and the simple message will leave them wanting to know more. This should either encourage customers to do research on the campaign by searching the hashtag or to ask employees for more information on the campaign.



Coupon:

Coupons like this one will be featured throughout the campaign. It will be sent out in local Newspapers, through email, and the Fearless Flyer Newspaper. The coupons will also be found inside the store at the checkout counter. It has a chevron background similar to that of the Fearless Flyer, the *Trader Joe's* newsletter, as well as the two colors seen throughout the campaign. The purpose of this coupon is to integrate the campaign into the stores. It will tie in actual *Trader Joe's* products with real *Trader Joe's* employees from across the country. The actual coupon will change every month, featuring a new promotion, product and member of the Trader Joe's crew. A different member of the crew will be randomly chosen, from headquarters, the factories, and inside the stores. They will be asked to share their favorite *Trader Joe's* products, and those products will be featured in a promotion for that month. This will get customers and employees talking about *Trader Joe's* stance on ethical labor practices and ultimately increase awareness of the campaign.

BUY ONE GET ONE FREE!

**JULIE'S FAVORITE
CHOCOLATE CHIP DUNKERS**



Limit one per customer. Expires 12/31/17.



TRADER JOE'S

It's not complicated . . .
we value our crew.

#NotYourAverageJOES



Reusable Grocery Bag:

Reusable bags are becoming more and more of a staple in the everyday shopper's life. Reusable bags are great for shoppers who care about the environment, and are cost efficient for consumers to use. This means that the design for this campaign will likely be successful in creating a buzz among constituents. This particular bag design conforms to the campaign color scheme by using a gray bag, and utilizes the same fun Trader Joe's style fonts. The bag features a cartoon rendering of a person wearing a red Trader Joe's shirt, assumably an employee. The background behind the cartoon is filled with the campaign hashtag, "#NotYourAverageJoe" repeated in a gray on gray tone. One "#NotYourAverageJoe" is highlighted white as to stand out more from the gray background of the bag.





Social media banner:

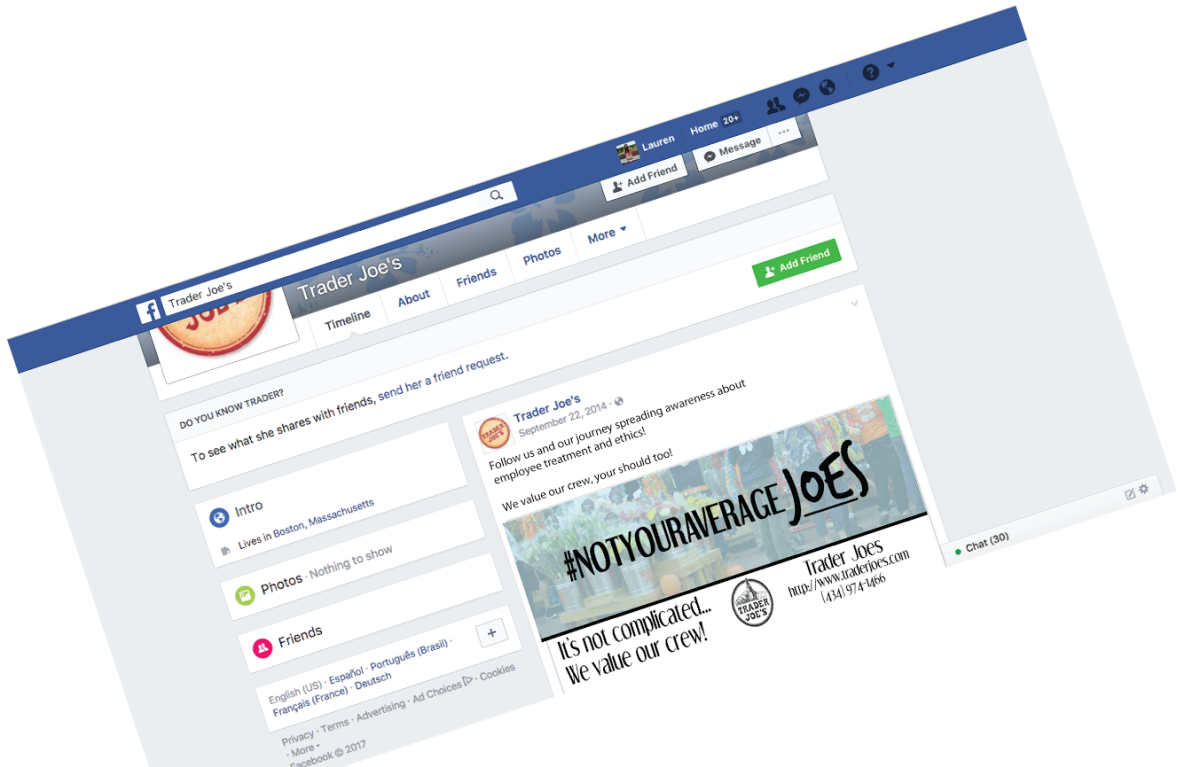
The social media banner was chosen as a creative piece to target the many social media users that double as consumers. Online platforms have become an essential part of marketing in a world that is becoming increasingly more digital. The banner would be displayed on frequently used social media platforms such as Facebook, Twitter, and Instagram. This banner intends to grab the viewer's eye by utilizing contrast of both colors as well as fonts. The darkness of the background image contrasted by the bright colors used in the shape, makes the text easily visible and appears as if it is popping off the page. There is also contrast with the choice of fonts. By choosing a very average or basic font, Dream Orphans bold and pairing it with the uniqueness of the font Trashhand viewers can understand the message that *Trader Joe's* is different and more quirky than other competitors. Finally, the campaign is centered around employee ethics therefore the background image displays a group of in-store crew members sporting this classic *Trader Joe's* t-shirts. This will remind people of the heart of the campaign and the importances of appropriate employee ethics practices.



It's not complicated...
We value our crew!



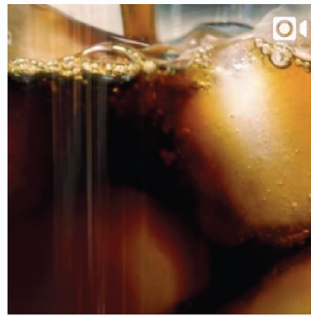
Trader Joes
<http://www.traderjoes.com>
(434) 974-1466



traderjoes Follow ⌵ ⋮

10 posts 2,796 followers 0 following

Trader Joe's Your Neighborhood Grocery Store Fearless-ly featuring new products, recipes, & more... www.traderjoes.com



Press Release:

The press release was chosen as a creative piece for the campaign due to its format of publication and distribution. It provides for a more formal way of addressing the public as well as competitors and news platforms. First and foremost, the document will be published on the *Trader Joe's* website under the “*Announcements*” tab. It will also be sent out along with the “*Fearless Flyer*,” which is the company’s monthly newsletter that is released monthly to customers that opt-into receiving it via direct mail or email. The document will be released to multiple news outlets to be distributed via the web or newspaper. This press release for *Trader Joe's* informs the public about the upcoming “Not your average Joe” campaign that will be rolling out in 2018 across all stores in the country and on multiple social media platforms. The campaign aims to target consumers, competitors, and future employees of the next generation. By encouraging conversation about employee ethics, *Trader Joe's* hopes to address an issue that often goes unrecognized in the workplace. The campaign will consist of promotional pieces such as newly designed shirts and name tags for crew members, updated grocery bags, a series of coupons that promote employee chosen items and finally a series of social media banners.

TRADER JOE'S

Alison Mochizuki
Press Contact
800 S Shamrock Ave
Monrovia, California 91016
Day & night contact: 626-599-3779
amochizuki@traderjoes.com
<http://www.traderjoes.com/>

April 3, 2017

FOR IMMEDIATE RELEASE

TRADER JOE'S LOOKS TO START AN EMPLOYEE ETHICS REVOLUTION ACROSS THE WORLD OF GROCERS

Monrovia, CA- *Trader Joe's*, a unique, neighborhood grocery store with foods and beverages ranging from the everyday to the exotic, has set the bar for employee ethics among both the food and retail industries. Employees are greatly valued from the top of the C-Suite to the in-store crew working one-on-one with customers. Crew Members are encouraged to consider themselves "traders on the culinary high seas" while sporting brightly colored Hawaiian-themed shirts, adding to the friendly and light-hearted air of the store. The company has chosen to launch an in-store and online campaign beginning September 2017 across all locations in the United States. This campaign is centered around the tagline "Not your average Joes" that is a play on the name of the store, but also highlights their out-of-the-ordinary employee ethics standards and habits. The goal of this campaign is to spread awareness about employee treatment throughout the grocery world and create a culture where all workers are valued.

The corporation has made employee respect and satisfaction one of its main priorities by providing team members with benefits such as vision and dental, and eliminating the typical "minimum wage" standard. Within the grocery industry *Trader Joe's* has established itself as a unique and easily recognizable brand creating a loyal following. "The stability and opportunities surrounding the corporation provides for the perfect platform to branch out and make a bigger impact on the community and the world," said CEO Dan Bane.

-more-

Trader Joe's | Monrovia, California 91016 | amochizuki@traderjoes.com | <http://www.traderjoes.com/>

TRADER JOE'S

Through a new and fresh campaign, *Trader Joe's* is aiming to encourage other companies in the retail industry to follow ethical labor practices more closely. With the tagline "Not your average Joe," the company highlights strengths in employee ethics and challenges competitors to follow suit. By being a prime example of a workplace structured in a way that promotes employee well-being, *Trader Joe's* intends to lead by example and really headline this movement.

"The goal is to generate conversation on the subject of employee ethics within the workplace, said Jon Basalone *Trader Joe's*' Senior Vice President of Marketing. By utilizing the tagline in social media posts and encouraging customers to start online conversations, *Trader Joe's* hopes to create a culture of consumers that care about treatment of those employed at stores they frequent. As a result, this targets competitors and encourages an internal reflection on past efforts to ensure employee support and satisfaction. It may also further influence competitors to take initiatives to improve employee ethics in the future.

The campaign will consist of a series of promotional pieces that can be seen both in the stores and across many social media platforms. Some of these pieces include t-shirts and name tags to be worn by crew members, newly designed grocery bags, a series of coupons promoting items chosen by employees, as well as social media banners.

As this campaign rolls out in stores and on social media over the course of the 2018-2019 corporate year, *Trader Joe's* looks to start a serious conversation about the importance of treating employees as the valuable brand ambassadors and leaders that they are. What it all boils down to is the fact that crew members work one-on-one with customers and have the greatest effect on the shopping experience. By treating each employee as an individual and providing benefits as well as a positive and stress free work environment, *Trader Joe's* has set an example of the success that may come along with upholding an ethical standard.

For more information about this campaign of the *Trader Joe's* brand, please reach out to press contact Alison Mochizuki at 626-599-3779 or through email at amochizuki@traderjoes.com.

Trader Joe's is a privately held grocery store chain that was founded by a drugstore executive named Joe Coulombe in 1958. The company currently operates over 450 stores scattered across the nation and prides itself on offering customers quality products at the lowest possible cost.

#####

MEDIA STRATEGY



Media Strategy

Traditional Media:

The press release will be distributed through traditional media outlets, such as newspapers. The release will be sent out to various newspapers, such as the *Los Angeles Times* and *San Francisco Chronicle*, because a majority of *Trader Joe's* locations are located on the west coast near its headquarters in Monrovia, California (Forbes, 2017). The coupon will also be distributed in newspapers, magazines, as well as by direct mail. Utilizing traditional media to distribute the press release will likely reach the decision makers of other companies, one of the main target audiences for the campaign. Companies often gather newspaper clippings to determine what is being said about the company and its competitors. Therefore, utilizing traditional media to publish the press release would go a long way in reaching one of the key target audiences.

Digital Media:

Along with being placed in traditional media, the press release could also be placed on the *Trader Joe's* website. This would allow all *Trader Joe's* customers to see the proactive stance that the company is taking with regards to ethical labor practices. The banner ad will be placed in several social media outlets, such as *Facebook*, *Twitter* and *Instagram*. Because Millennials frequently visit these social media sites, this strategy would be beneficial in reaching future employees, one of the main target audiences for this campaign. Utilizing digital media is a great way to reach both target audiences at an alarmingly low cost. Placing messages on the *Trader Joe's* website and on social media is extremely affordable and beneficial in reaching a large audience in a short amount of time.

Out-of-home Media:

The grocery bags and employee t-shirts will both be distributed and seen at all of the *Trader Joe's* locations around the United States. As was mentioned before, future *Trader Joe's* employees are likely to be the same people that are regular customers of the company's products. Therefore, delivering the grocery bag and t-shirt at store locations would reach this target audience and showcase *Trader Joe's* as a socially responsible company. Both the grocery bags and employee t-shirts would cost a little bit of money, because it is necessary for the image of the campaign to be consistent throughout all *Trader Joe's* locations. However, these expenses would not drain the company's resources and would be valuable to reaching one of the key target audiences for the campaign.

PLAN
FOR
EVALUATION



Plan for Evaluation

Trader Joe's communication objectives are all measurable and time based and can be easily viewed in graphic form. Constituents of *Trader Joe's* will be updated regularly on the progress of the communication objectives. In addition, *Trader Joe's* will also be reiterating to its constituents the advantages of taking part in a Corporate Social Responsibility such as improved consumer trust, increased employee loyalty, and even having more engaged investors. *Trader Joe's* isn't the first company to take part in Corporate Social Responsibility, *Starbucks* has also taken part and *Trader Joe's* will be referencing the company and its success in participating in ethical issues.

Digital:

Trader Joe's will be updating its constituents using digital methods such as emails, phone calls, and social media. This will hopefully keep constituents involved and in the loop about how well the company's campaign is going. Keeping its constituents happy is one of *Trader Joe's* top priorities. In addition to updating digitally, *Trader Joe's* will also be sending out online surveys concerning the campaign asking constituents whether the methods they are using have been effective in getting across the message so far. By asking questions pertaining to the communication objectives *Trader Joe's* hopes to evaluate whether or not they have worked. Since all three objectives are specific, measurable, attainable, result-focused, and time specific, the company is easily able to gauge whether or not its campaign was a success or not. If there is not at least a twenty-five percent increase in social media activity using the new hashtag within

the next six months, *Trader Joe's* will recognize this and will be able to see that the objective was not successful and will let its constituents know.

Face-to-Face:

In addition to updating its constituents via digital methods, *Trader Joe's* will also be using face-to-face methods to keep constituents involved. *Trader Joe's* will be having regular meetings with top executives and the heads of each divisions to reiterate the progress and benefits of the Corporate Social Responsibility campaign. Furthermore, *Trader Joe's* will also be conducting interviews with employees as well as people apart of the target audiences. By doing so, *Trader Joe's* hopes to keep a consistent message that is making an influence to the right constituents.

BUDGET



Budget

The budget for this campaign will be fairly inexpensive. Because of the research methods chosen, specifically the survey, none of the budget will be put towards primary research. The only parts of this campaign that will be factored into the budget are the creative pieces and the media outlets used to showcase them. Although there are no costs associated with the social media banner, the rest of the pieces will continue to dip into the budget throughout the entire year of the campaign. The reusable grocery bags will cost 10 cents to make in Vietnam, and then will be sold at all 461 stores across the country for 99 cents. Giving each store 1,000 bags for the year, that puts the reusable grocery bag budget at 46,100. When it comes to the employee t-shirts needed for the campaign, the two color design will cost around five dollars per shirt. With over 38,000 employees nationwide, there will be around 200,000 put in the budget simply for the shirts. Lastly, the coupons are the most inexpensive of the promotion materials. Although it will only cost a few cents to print each coupon, they will be redesigned and reprinted every month. This will set the budget for the coupons at around 10,000. Altogether, this puts the budget for the entire campaign at under 300,000, making it a very inexpensive budget with a lot of room to maneuver.

STATEMENT
OF
BENEFITIS



Statement of Benefits

The Organization:

As a result of this campaign, *Trader Joe's* will be seen in a new light. "Treat your employees as well as you do your best customers, and your business will reap rewards beyond your wildest imagination" (Patterson 2015). Showing appreciation for its employees will be extremely beneficial for *Trader Joe's* and create a foundation for outstanding labor practices. When employees are treated with respect, they are likely to respond with great work ethic. Being seen as a value to the organization will encourage employees to show up to work with a smile and strive to make *Trader Joe's* the best it can be. While increased profits are not what the organization is aiming to achieve, it is likely that this campaign will increase store popularity. Consumers want to shop at stores that treat their employees well. When people think of a "quality, wholesome grocery store", *Trader Joe's* will be the store that comes to mind.

The Public:

As stated before, one of the main goals of this campaign is for *Trader Joe's* to encourage other companies to follow suit. The hope is that a chain reaction will be started and more companies will treat their employees like their most valued customers. In return, shoppers and stakeholders will have a more pleasant experience, whether it be greeted joyfully when walking through the store, or benefitting from more deals and lower prices. People often dread grocery

shopping, so even a slightly more enjoyable shopping experience will benefit the public.

EXECUTIVE SUMMARY



Executive Summary

Overview:

The “#NotYourAverageJoes” campaign is a campaign through which *Trader Joe’s* can shed light on the recently debated minimum wage and benefits issue. The purpose of this campaign is to highlight the importance for *Trader Joe’s* to set the standard for employee welfare and benefits while also influencing and challenging its competitors and consumers to jump on the ethical bandwagon.

Mission

Trader Joe’s can get the conversation started and lead other major companies, specifically in the food and grocery industries, into a movement shaped around some of the most important constituents a given company can have— its employees. The employees or as *Trader Joe’s* considers them “crew members,” are the most valuable assets to a successful business. Working hands on with customers, ensuring there is constant productivity, and acting as brand ambassadors are few of the many tasks employees complete each day. Letting employees know that they are important and showing them off to other constituents can improve moral and the mission for *Trader Joe’s* is to make this a norm for companies to offer employees.

Data Collection

This campaign was supported by a survey taken by 100 members of the general public. Through this survey, members of a younger demographic were reached, which is extremely

important in being able to gather and analyze opinions from what will be the future workforce. Knowing what the current and future employee pools finds important in wages and benefits tells *Trader Joe's*, as well as other businesses, exactly what they can do to improve and expand upon their variety of employee benefits. As a large company, *Trader Joe's* can further its research and expand up online surveys by using methods such as one-on-one interviews and group interview sessions.

Keys to Success

In putting this plan into effect, *Trader Joe's* would utilize products including reusable bags and shirts to create a word of mouth buzz within each of its store. Employees would wear #NotYourAverageJoes shirts as a part of their uniforms to increase conversation between employees and other constituents about their standards for wage and other employee benefits. Ideally, these things would motivate other chain grocers to follow suit and offer more employee benefits and a higher-than-federal minimum wage. Spreading the idea that employees are truly more than just workers is important for businesses to portray to constituents in order to find passionate employees whose values align with the company's, and who feels valued in their work environment. Ultimately, this will mean that *Trader Joe's* employees will have a better quality of life and will be able to support themselves and their potential families with fewer worries. Employees who feel like an important part of a company will in turn make the customers feel heard. An overall improvement in the *Trader Joe's* wages and benefits could inspire other companies to spread the love with their employees as well.

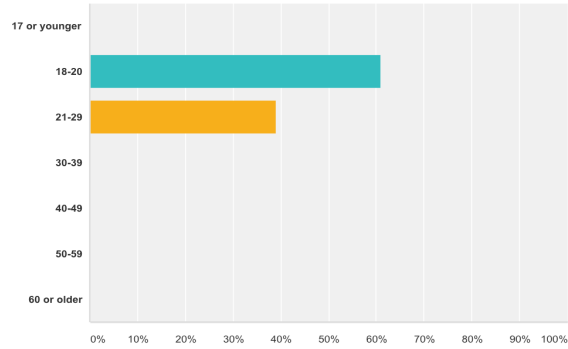
APPENDIX



Appendix A

What is your age?

Answered: 100 Skipped: 0

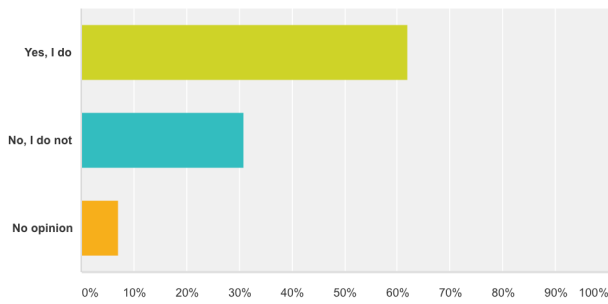


Answer Choices	Responses
17 or younger	0.00% 0
18-20	61.00% 61
21-29	39.00% 39
30-39	0.00% 0
40-49	0.00% 0
50-59	0.00% 0
60 or older	0.00% 0
Total	100

Appendix B

Do you think the current national minimum wage (\$7.25) is too low?

Answered: 100 Skipped: 0

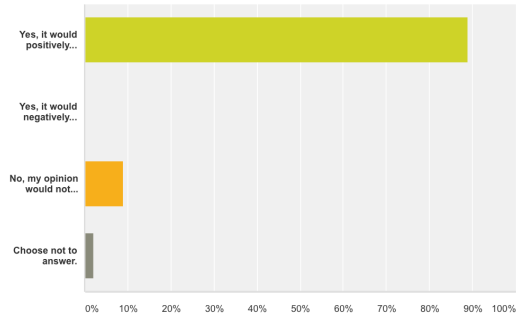


Answer Choices	Responses
Yes, I do	62.00% 62
No, I do not	31.00% 31
No opinion	7.00% 7
Total	100

Appendix C

Would your opinion of a company change if it offered employees a higher hourly pay than current minimum wage?

Answered: 100 Skipped: 0

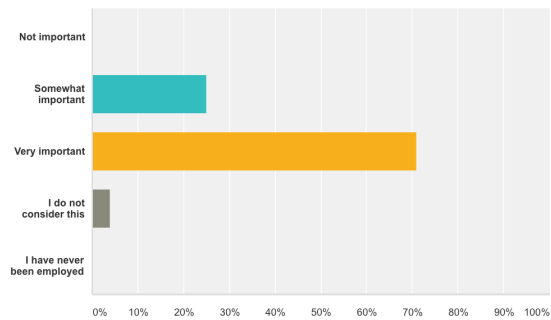


Answer Choices	Responses
Yes, it would positively impact my opinion.	89.00% 89
Yes, it would negatively impact my opinion.	0.00% 0
No, my opinion would not change.	9.00% 9
Choose not to answer.	2.00% 2
Total	100

Appendix D

How important are employee benefits when considering a job opportunity?

Answered: 100 Skipped: 0

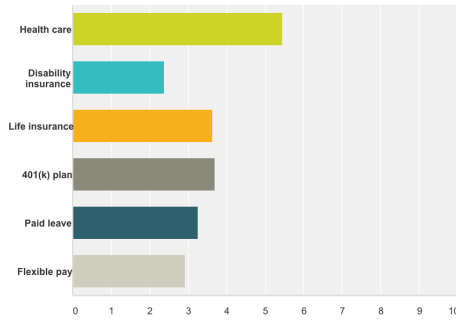


Answer Choices	Responses
Not important	0.00% 0
Somewhat important	25.00% 25
Very important	71.00% 71
I do not consider this	4.00% 4
I have never been employed	0.00% 0
Total	100

Appendix E

Which benefits do you consider when considering job opportunities? (rank 1 as most important, 7 least important)

Answered: 96 Skipped: 4



	1	2	3	4	5	6	N/A	Total	Score
Health care	64.58% 62	16.67% 16	5.21% 5	2.08% 2	2.08% 2	2.08% 2	7.29% 7	96	5.44
Disability insurance	1.04% 1	6.25% 6	14.58% 14	10.42% 10	20.83% 20	30.21% 29	16.67% 16	96	2.39
Life insurance	5.26% 5	28.42% 27	16.84% 16	17.89% 17	17.89% 17	6.32% 6	7.37% 7	95	3.64
401(k) plan	6.25% 6	26.04% 25	22.92% 22	13.54% 13	13.54% 13	8.33% 8	9.38% 9	96	3.70
Paid leave	1.05% 1	10.53% 10	26.32% 25	31.58% 30	17.89% 17	4.21% 4	8.42% 8	95	3.26
Flexible pay	15.96% 15	4.26% 4	7.45% 7	18.09% 17	17.02% 16	26.60% 25	10.64% 10	94	2.93

Appendix F

TRADER JOE'S



Jake Brod, Julia Danis, Leanna Governale,
Ryan Jacobson, Lauren McMorrow,
Jonathan Payne, & Caroline Williams

SMAD 442 Functions of Corporate
Communication, Section 001
April 16, 2017



Situation Analysis

Competitors

- Whole Foods
- Publix
- Wegmans



Situation Analysis

Typical Target Consumers

- General Income = \$80,000 +
- Well Educated/Graduated from College (InfoScout, 2017)
- Highest Ethnicity = Asian
- Age = 35-44 years old
- Male > Female
- **Conscious Label Readers**



Situation Analysis

Past/Current Communication Activities

- 1970 Insider Report, informative about available wines.
- 1985 changed to **Fearless Flyer**
 - Stay active within stores business and new products.
(Business 2 Community)
- Gives a personal touch and story to its products.
- Most traffic on *Trader Joe's*' homepage.



Primary Research

- 62% of respondents felt the federal minimum wage of \$7.25 was too low
- 71% said that employee benefits are “very important” when considering a job opportunity



SWOT

Strengths

- Customer loyalty
- Unique products
- Employee benefits

Weaknesses

- Not for the essentials
- Lack of social media



SWOT

Opportunities

- Organic products
- More locations
- Digital presence



Threats

- Constantly evolving consumer desires
- Not the biggest multi-national presence

Target Audience

“The Decision Makers”

- Anyone who holds power within a competing company
- Male or female, aged 25-50
- Achievers (Strategic Business Insights, 2009-2017)
 - Hardworking and aspirational
 - Committed to family and job
- Experiencers
 - Most likely to adapt to new labor practices



Target Audience

“The Decision Makers”

- Unaware of what steps to take
- Need inspiration and encouragement to change
- Life is not centered around social media
 - Look to hire people to utilize media platforms
 - “Value technology that provides a productivity boost”
(Strategic Business Insights, 2009-2017)



Target Audience

“Future Employees”

- “Overeducated and underpaid” customers (Harvard Business School, 2015)
- Male or female, aged 18-29
- Young urban professionals
- Experiencers and Achievers (Strategic Business Insights, 2009-2017)



Communication Objectives

- Increasing Social Media usage by twenty percent
- Three other companies in the retail industry to make noticeable changes to their employee benefits packages
- Get in touch with at least one lawmaker who vows to work with *Trader Joe's* in improving ethical labor practices



Themes and Strategies

#NotYourAverageJoe's

Theme: "Our employees are not your average Joe's"

The social media posts will appear on *Facebook* and *Twitter* involving a hashtag (#notyouraveragejoes).

- Strategy = employees share pictures of themselves along with stories of their *Trader Joe's* experience while using the #notyouraveragejoes.

Characteristics of Trader Joe's: Natural, Fresh, Healthy, and Authentic

Campaign Colors: Charcoal Grey & Light Blue

- Charcoal Grey → **Secure, Solid, Reliable**
- Light Blue → **Loyalty & Trust**



BUY ONE GET ONE FREE!



JULIE'S FAVORITE
CHOCOLATE CHIP DUNKERS



Limit one per customer. Expires 12/31/17

JULIE →



TRADER JOE'S

It's not complicated . . .
we value our crew.
#NotYourAverageJOES





#NOTYOURAVERAGE JOES

It's not complicated...
We value our crew!



Trader Joes
<http://www.traderjoes.com>
(434) 974-1466





Media Strategy

Traditional Media

- Press release
- Coupon

Digital Media

- Social media banner

Out-of-home Media

- Grocery Bag
- Employee t-shirt



Plan for Evaluation

- Digitally
 - Email, Phone calls, Online Surveys
- Face-to-Face
 - Meetings with Executives, Interviews



Statement of Benefits

The Organization

- Better work environment
- More customers, greater profit
- Happier employees



The Public

- Chain reaction of better labor practices
- More enjoyable shopping experience

Kahoot!

<https://getkahoot.com/>

The Kahoot! logo, featuring the word "Kahoot!" in a white, bold, sans-serif font with a slight shadow effect, centered on a solid blue rectangular background.

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