

PROJECT DEFINITION FORM for

## **Farmstrong Cider Company**

<https://www.farmstrongcider.com/>

More about our Company **Farmstrong Cider Company, Armstrong, BC, CANADA**

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Founded by Jeff and Halee Fried, who have been farming for 30 years. Their children are now the third generation committed to growing good food for great people.

People ask about where the name Farmstrong came from, to answer that we need to go back. Armstrong, a rural BC community in BC Okanagan Valley, where it was familiar territory to Halee. Her parents had been poultry farmers since the '70s and with that love of nature and the environment, Halee and Jeff always worried about sustainability and lessening their impact on the planet.

In 2009 a decision was made to compost all the waste from the poultry and cattle so much time and energy went into learning as much as possible about compost. In 2018 their son's Mitchell and Griffin purchased the compost business.

In 2016 Jeff and Halee purchased a century-old farm steeped with history and deeply rooted in the agriculture community of the Okanagan Valley. Looking for ways to make the farm more viable Halee f wanted to explore their fascination with cider and Jeff wanted to restore the heritage barn on the site.

**Farmstrong Cider Company** was born.

### **PROJECT ABSTRACT**

**Farmstrong Cider Company** needs to determine strategies for a few critical HR and Operation issues that they are currently experiencing. They also would like to explore the

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development of senior management or leadership roles as job descriptions, to be used in sourcing candidates. The definitions of key roles policies/principles so that we as founders can exit day-to-day operational activities in the running of business activities.

Finally, looking forward to the resumption of tourism and hospitality norms, following COVID, **Farmstrong Cider Company** would like to explore Marketing Strategies, Key Partner engagements, and finally the Customer Persona's (Customer Segments/Demographics) to better engage/develop Loyalty-Retention plans, increased Sales, and Route-to-Market channels, for future sustainability.

The need or the problem indicates several strategic needs in the business. In addition to all project teams developing their versions of the Business Model Canvas and the Value Proposition Canvas, the teams should also focus on one of the following issues

1. Employed staff to operational positions that make the entity, **Farmstrong Cider Company**, work on a daily basis. Given the Rural / Rural-Remote location of the business in Armstrong, BC, the available resource pool is limited. What can be done to solve this?
2. Daily, staff may not be available to illness (i.e.; COVID) or changes in local employment conditions. What strategies can be developed and implemented across the business to key daily operations at the highest quality levels and also avoid the founders (Halle & Jeff) from continually needing to take on these operational activities? Is there a way to create a temporary resource pool, maybe in partnership with other local businesses?

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3. The **Farmstrong Cider Company** structure is currently family owned-operated. What strategies and plans can be set in place to create a corporation with a strong and incentive-focused team for the sustainable success of the **Farmstrong Cider Company**? What roles and critical skillset would be required? What might the incentive plan look like (quarterly, yearly, & multi-year)?

4. Looking forward to the resumption of Tourism and Hospitality norms, following COVID, and especially in this region of BC, known as the BC tourist destination for the winery, craft brewing, and cider sales & tastings. The **Farmstrong Cider Company** would like to explore Marketing Strategies, Key Partner engagements, and finally, the Customer Persona's (Customer Segments/Demographics) to better understand/engage/develop new Loyalty-Retention plans, increased overall Sales, and define current and new Routes-to-Market (channels), for future sustainability.

### **PROJECT SCOPE DESCRIPTION**

The need for an MBA level engagement of ideation and creative approaches to setting a Strategic Management plan and creating a current business assessment for the above issues is critical to the success of the **Farmstrong Cider Company**. This lack of this Strategic Management model, an updated Business Model Canvas, Value Proposition Canvas, and core strategic models, such as the Risk-Risk Mitigation plan, SWOT, PESTEL IMPACT, and PORTERs 5-Forces, will hold back the development and future sustainability of the business.

This project is aimed at encouraging and capturing the four seasons of travelers to the BC Okanagan region and looking at other outlets for the products in Canada and globally. Although

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founder time is limited as they are running the daily operations, the project will expect the students will connect with this local business to hear about their pain points and the opportunities or outcome they desire. Students will conduct **Secondary Research** as required to support their ideas. If **Primary Research** is required the student teams will apply for and be granted by the University Ethics Approvals committee (Tri-Council Approvals), prior to conducting this type of research.

The deliverables created and the information gathered should tell the story, indicate the transforms, and outline a roadmap (3 months / 1 year / 3 years) to be followed. This information developed into a visual strategy and approach will encourage the need for transformations at the **Farmstrong Cider Company**.

### **OTHER KEY PROJECT ACTIVITIES**

The project activities include the production and explanation of both a Business Model Canvas and the Value Proposition Canvas. In addition, the report and presentation topic areas should discuss:

- ✓ Businesses ESG goals
- ✓ Competitive Positioning
- ✓ Consumer Behaviours
- ✓ Asset – Current and Needed
- ✓ Communications & Marketing Plan
- ✓ NEXT STEPS based on the deliverables