

Flatbush Caton Market

Strategic Marketing Plan



PREPARED BY SUNNY DAY MARKETING

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Note: This is an updated version of the marketing plan delivered on March 24, 2020, that incorporates revisions addressing feedback from Urbane Development.

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OVERVIEW

Flatbush Caton Market (FCM) was established in 2000 as an open-air market to provide a permanent space for street merchants, mainly of a Caribbean background, to sell their products. Over time, it became a commercial and cultural institution, having housed over 40 merchants, community events, and a seasonal farmers market. In November 2017, Urbane Development took over management of Flatbush Caton Market, which had previously been managed by Caribbean American Chamber of Commerce and Industry, since 2000. (For reference purposes in this plan, “original market” refers to the time frame of 2000- November 2017, “temporary market” refers to December 2017- present, and “new market” refers to 2021 and beyond.)

While FCM has been a mainstay within the community, it has struggled with many challenges. Some of these challenges include brand perception, lack of product variety, the changing demographics of the neighborhood, and a decrease in sales. Additionally, within the last couple of years, it temporarily changed its site to a location that does not have as much foot traffic as the original FCM location. Flatbush Caton Market reached out to Sunny Day Marketing for marketing assistance because it wanted to determine four key areas: who FCM is to the public; who FCM should be targeting; what FCM should be saying; and how FCM should be marketing itself over the next six months. FCM needs a targeted marketing strategy, so it can ultimately attract more visitors and increase sales.

PROCESS

To provide what we believe are the best recommendations to increase FCM’s awareness and develop a customized strategic 6-month plan, there were several steps taken by Sunny Day Marketing. First, Sunny Day Marketing immersed itself in research provided by FCM that included future plans, event information, and past marketing materials. Sunny Day Marketing also interviewed various FCM vendors and staff members to get their feedback. In addition to analyzing this research, Sunny Day Marketing reviewed articles, videos, and reports related to FCM’s target markets and the neighborhood that FCM is located in. Sunny Day Marketing also conducted two focus groups to hear directly from past and prospective customers regarding their thoughts and desires for the market. Finally, Sunny Day Marketing attended various events held at FCM for observation purposes. Each piece of research provided key insights that were valuable to the development of this marketing plan.

CURRENT SITUATION

Flatbush Caton Market is currently in a period of assessment and growth. As the market has been a known community staple for 20 years, it has gone through many phases ranging from growth to decline to stagnancy. There were multiple factors that led to its decline, including the lack of variety of offerings, customer service habits, location change, and competition. Now that FCM has new management, it is seeking ways to go from decline to growth. With FCM experiencing a continuing decline of sales and foot traffic, it recognizes the need for significant change, especially around marketing and branding.

Presently, FCM markets itself through its website, social media, events, advertising, and partnerships. These platforms have been great for sharing market updates and showcasing vendor offerings, but FCM is still not getting the level of increased traffic it is seeking. That is why it is now questioning the branding of FCM to the public, and how to better attract different types of customers to FCM. FCM has taken the first step of developing a terrific brand design, which is showcased at the venue, on the website, and in its marketing materials. Now it just needs to have the strategy that provides guidance on where and how its brand should be promoted.

FCM SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Community staple for 20 years Strong Instagram presence Has event space FCM sells select vendor products in locations outside of FCM for increased distribution Easily found as a Caribbean market in Brooklyn when online search is performed 	<ul style="list-style-type: none"> Many people think FCM shut down when it moved to a temporary location Temporary location is now on a side street, which has led to less foot traffic External competition – Many of the stores in neighborhood sell similar items Internal competition- Many of the vendors sell the same items FCM’s environment is not welcoming
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> More pop-up vendors who sell unique items can be brought in since increased vendor space is becoming available As podcasting continues to rise in popularity, FCM can potentially make one of the empty booths a small podcast recording studio where people can book sessions 	<ul style="list-style-type: none"> Population in area is changing and items sold at FCM may not resonate with them COVID-19, which has required people to practice social distancing or be quarantined, led to the temporary closing of the market in March 2020

COMPETITION:

Flatbush Caton Market has many competitors, mainly comprised of nearby stores selling similar offerings, street vendors, and caribBeing. Other stores in the vicinity also sell hair care, body products, apparel, nuts, spices, jewelry, and on busier thoroughfares than FCM is now located on. This results in people being less motivated to go out of their way to get the same products, even if they have an existing relationship with a FCM vendor.

One competitor that FCM considers to be strong is Tafari Tribe, which describes itself as a family-owned, cultural fashion brand with roots stemming from Jamaican heritage, on its website. Located roughly seven blocks away from FCM’s original market, Tafari Tribe also sells apparel, accessories, and household products; however their items appear to be more unique and customized.

From a branding perspective, FCM’s biggest competitor appears to be caribBeing House, a mobile art and cultural space in a sea container that moves around Brooklyn. In December 2019 caribBeing House

was featured in a *Caribbean Life* article, entitled “[Caribbean market opens in downtown Brooklyn.](#)” It was featured as a place to get Caribbean products for Christmas gifts, and the article described caribBeing as selling “Hand crafted goods and items from skin care products to jewelry, including Food and drinks from across the islands...” caribBeing’s strengths include: it carries unique and curated goods from different Caribbean-owned businesses; it can move to different neighborhoods to attract new clientele; and it has a fresh and evolving experience connected to it. A key differentiator between the two establishments is that FCM attracts mainly older shoppers, and from analyzing caribBeing’s social media profiles, their clientele appears to be younger shoppers.

Ultimately, FCM has competition on two levels – as an overall brand and via its individual vendors who have their own direct competitors from stores in the vicinity. Considering that the competition surrounding FCM is abundant, it is strongly recommended that FCM promote what makes it stand out from its competitors – its events, its venue size, and its legacy. As well, FCM should reinforce that when people shop at the market, they are supporting local vendors and contributing to the continued growth of the community, all while celebrating Caribbean culture.

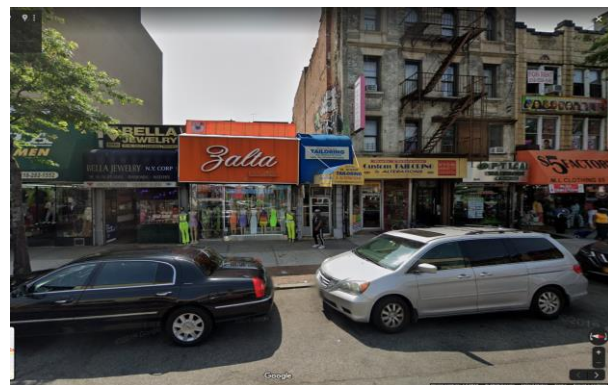
CARIBBEING HOUSE



STORES IN LOCAL VICINITY



Nostrand Avenue between Glenwood Road and Flatbush Avenue



Flatbush Avenue between Martense Street and Church Avenue

Sources (Clockwise from top left): [NYC & Company](#), [BK Reader](#), [Brooklyn Eagle](#), [Google Maps](#)

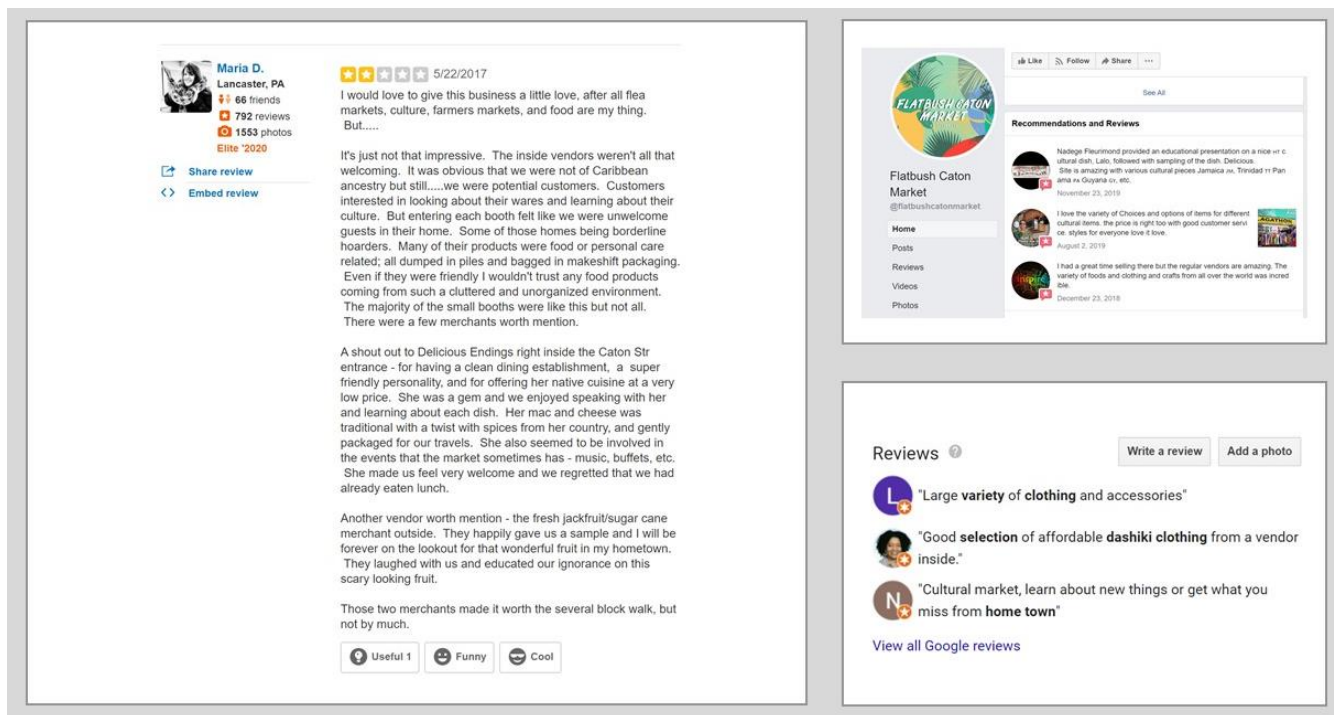
Flatbush Caton Market & caribBeing Snapshot Comparison

Similarities	Differences	Opportunities
Sell merchandise from Caribbean vendors	FCM has more legacy standing, opening in 2000, while caribBeing launched in 2010	FCM should establish itself as a major physical hub for events, connections, and space for community partners to utilize
At times, operate at same space	FCM has a stationary location while caribBeing moves its crate to different locations	FCM should position itself as a family-friendly cultural destination
Partner with some of the same brands – (e.g., Wukkout!® and Brooklyn Museum)	FCM attracts older consumers (50s and up) while caribBeing appears to attract younger consumers	FCM should establish itself as the neighborhood- and community-centric Caribbean market that has a mission to continuously service its community
Present events that celebrate Caribbean culture	FCM has a large space whereas caribBeing has a small space	FCM should showcase its appreciation for older generations that have contributed to the market's continuous evolvement

WHO FCM IS TO THE PUBLIC

To determine FCM's current public perception, SDM conducted primary and secondary research. Primary research consisted of 1-on-1 interviews with vendors and FCM staff, as well as holding focus groups with people who were aware of and/or have shopped at FCM in the past. Secondary research consisted of reading articles about the market and reviewing visitor feedback on various sites, including social media platforms.

The feedback about Flatbush Caton Market ranged, from people praising it because they can pick up Caribbean items they're familiar with to lambasting it due to the lack of customer service they felt they received. Some people shared in-depth reviews online of their experience in the market, such as the Yelp review from Maria D. shown in the following graphic.



Sources (Clockwise from left): [FCM Yelp page](#) (Original market), [FCM Facebook page](#), (Temporary market), [FCM Google Reviews](#) (Original & Temporary markets)

The following chart shows an overview of Flatbush Caton Market's reviews on various platforms.

Platform	URL	Number of Reviews	Average Rating
Google	https://bit.ly/33DVvBv	58	4.2/5
Yelp	https://www.yelp.com/biz/flatbush-caton-market-brooklyn	7	2.5/5
Facebook	https://www.facebook.com/flatbushcatonmarket/	3	5/5
Foursquare	https://foursquare.com/v/flatbush-caton-market/4b76d11ef964a52054612ee3	3	N/A
Airbnb	https://www.airbnb.com/things-to-do/places/941151	2	N/A

While there are a variety of reviews for Flatbush Caton Market, it should make it a priority to increase the number of positive reviews it has online, as this will entice more people to visit and shop at FCM.

The following tactics are recommended to best motivate customers to submit more positive reviews:

- Post signs at FCM asking shoppers to submit reviews on various online platforms, including Google Local, Yelp, Facebook, Foursquare, TripAdvisor, and on other social media platforms
- Distribute review cards at the front desk to shoppers when they are leaving
- Put language on FCM evergreen flyers that are handed out at events
- At events, post call-to-action on projection screen asking people to post reviews

- Include a section in e-blast campaigns asking people to share reviews
- When people shop or visit FCM, encourage them to sign up for FCM's email list
- Incentivize people to submit reviews by offering a monthly \$25 shopping credit, coupon code, or exclusive prizes from vendors to one lucky reviewer
- Send a follow-up text message or email asking people to review FCM after they've visited
- Link to a review platform on FCM website and on social media
- Ask people to fill out a survey (via social, email, or text)
- Post reviews on social media with photo or video of people using FCM product or service or visiting
- Ask people to share why they visited FCM, what their experience was like, if they purchased anything and if so, their thoughts on it
- Run a targeted expert review campaign asking experts to leave reviews of using the space, products/services, etc.
- Allow people to send reviews via text messages and videos

FOCUS GROUP FEEDBACK:



Source: Sunny Day Marketing

SDM held two focus groups in October 2019 to get insights from people who were aware of and/or shopped at FCM in the past. The focus group consisted of 17 participants, made up of 9 females and 8 males. The breakdown age-wise was: 18-29 - 2 people, 30-49 - 11 people, 50-69 - 3 people, and 70+ - 1 person. All but 2 participants, who were American, stated they were of Caribbean heritage. The countries they represented were Jamaica, Barbados, Trinidad, St. Lucia, Haiti, America, Nigeria, Cuba, and an unspecified Antilles country.

Like the online reviews, the focus group shared a variety of views ranging from good to bad. Certain feedback that stood out however was that the new market seemed sterile, products were redundant, and that people thought FCM had shut down. All of the feedback is listed in the focus group recap overview previously shared with FCM; however, in the following chart we listed select feedback to feature what some participants thought of the old and temporary markets, as well as what they felt the public brand perception of the market was overall.

OLD MARKET THOUGHTS	TEMPORARY MARKET THOUGHTS	FCM PUBLIC PERCEPTION
Felt more authentic	Cultural	No longer exists
Welcoming	Overwhelming (Fluorescent lights/White walls)	Don't think there are items sold that are of value
Dingy	No sidewalk activity	Flea market
More accessible and visible	Smells good	Didn't know it moved
Didn't know what vendor was connected to which stall	Clean	Not sure whether FCM will serve old or new Brooklyn
Clutter	Layout is better	Caters to Caribbean community
Felt like straight Caribbean market	Sad/Empty/Low energy	Place to get cultural items & shop culturally (flags, spices, etc.)
Coconut vendor was very visible	Lack of vendor information	Generationally old shoppers

After analyzing the online feedback and focus group feedback about FCM, below are key takeaways:

- People might think that FCM closed down
- While the new market is cleaner, it has a very impersonal feel to it
- It feels like a flea market that is authentic; however, it may not have things of value
- It caters to Caribbean community
- People don't always feel welcome

Overall, it was determined that FCM is seen as a Caribbean market that sells a variety of items from Caribbean vendors and that people of Caribbean descent have familiarity with. However, focus group participants felt FCM needed to provide more value in terms of its offerings and events. To add more value, they specifically mentioned: increase variety of offerings, feature additional vendors from other Caribbean countries, sell more food and drinks, provide cultural programming that is educational, integrate a point of sale system so credit cards could be used, and host more pop-ups and demos. Additionally, it was mentioned that the market doesn't have the most welcoming environment, typically due to the vendors not greeting shoppers when they walk in or engaging them. Other related observations were that the vendors don't appear to be happy and that some booths lack inviting layouts. These attributes likely strongly affect profitability as people don't feel compelled to shop or return. This feedback can be applied to the temporary and new market.

Also, they saw a lot of opportunity for FCM when it comes to bringing in additional vendors that provide more unique and popular offerings, such as men's clothing and a lash bar. Below are recommendations from focus group participants on what they felt the market needed or would benefit from.

Apparel	Food & Drinks	Beauty & Grooming	Services	Misc.
Men's clothing	Liquor (especially unique brands selling Caribbean and craft beers)	Hair braiding shop	School consultant	Health and wellness provider selling products
Children's products/clothing		Nail salon/tech	Tutoring service	
School uniforms	Juice bar serving drinks, smoothies, etc.	Waxing/Threading	Business incubator	Books
Custom/Exclusive clothes makers	Caribbean ice cream	Wigs		School supplies
Vintage clothing/Thrift shop	"Cafe" experience serving drinks like Ovaltine & Milo	Lash Bar		
Millennial designers				

After reviewing feedback from the focus groups, Sunny Day Marketing recommends adding the following vendor types that are not already represented in the market.

Recommended by Focus Groups	Additional Recommendations by Sunny Day Marketing
<ul style="list-style-type: none"> • Caribbean ice cream/ices pop-up vendor (during the warmer months) • Dedicated health and wellness provider selling products, such as vitamins and supplements • Men's clothing • Children's clothing (including school uniforms) • Waxing/Threading service provider • Lash bar • Millennial designers (or for millennials) 	<ul style="list-style-type: none"> • Makeup artist who also sells cosmetics • Florist • Food purveyor who sells shelf-stable Caribbean food items, such as sauces, sweets, preserves, etc. • Variety store vendor who sells cards, party supplies and other items needed for commonly celebrated special occasions • Accounting company (during tax season) • Notary

In terms of attracting new vendors, Sunny Day Marketing recommends the following tactics:

- Ask local small business organizations to share vendor space openings at FCM (e.g., CAMBA, local BIDs, merchant organizations, etc.)
- Advertise space openings on FCM's platforms with recommendations of how they can be used
- Mention open space opportunities at every event and have applications ready
- Let vendors know they'll be included in marketing, partnerships, and promoted in major campaigns
- Attend and make presentations at community board meetings
- Place ads with local Caribbean media
- Position FCM as a market that will allow vendors to sell as well as work on their merchandise on-site, if needed
- Post signs around and in front of FCM
- Ask people on social media to tag businesses that would be a good fit for FCM or need space
- Create a contact list of vendors who have showcased at FCM or partner events and reach out
- List the market in pop-up space directories

Additionally, there are community providers to whom FCM could provide temporary space to attract FCM's target market by providing needed and desired services related to the following areas:

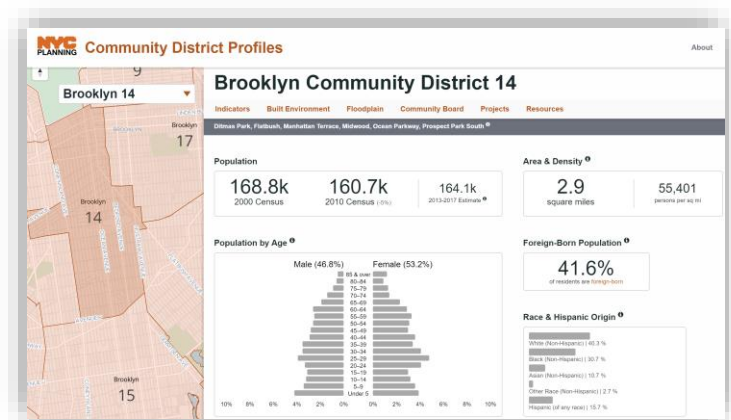
- Health insurance
- Health testing (e.g., cholesterol)
- Identification cards ([IDNYC](#))
- Vision screenings
- Housing counseling
- Immigration
- Services for older adults
 - [Department for the Aging](#)
 - [AARP](#)
- Free business services support
- Financial counseling

WHO FCM SHOULD BE TARGETING

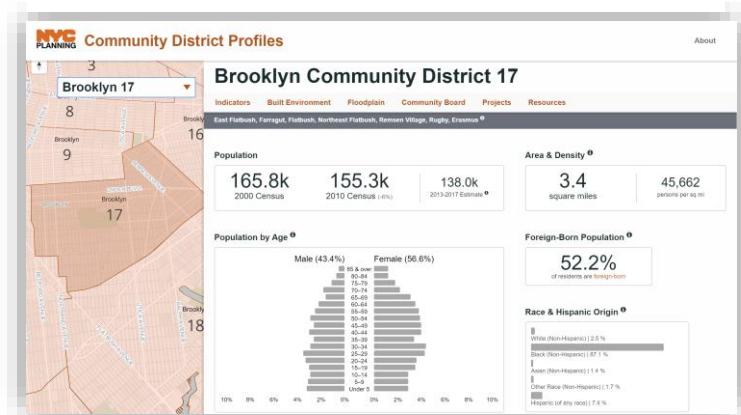
FCM is located in Community District (CD) 14, and according to CD 14's most recently released profile reportⁱ the racial makeup of the district is 41.6% White (Non-Hispanic), 30.7% Black (Non-Hispanic), 15.7% Hispanic (of any race), 10.7% Asian (Non-Hispanic), and 2.7% Other Race (Non-Hispanic), with 41.6% of this population being foreign-born. As well, the neighborhood is 53.2% female and 46.8% male. However, it is also worth noting that FCM is located a couple of blocks away from Community District 17ⁱⁱ, where it's racial makeup is quite different, being 2.5% White (Non-Hispanic), 87.1% Black (Non-Hispanic), 7.4% Hispanic (of any race), 1.4% Asian (Non-Hispanic), and 1.7% Other Race (Non-Hispanic), with 52.2% of that population being foreign-born. Lastly, its neighborhood was 56.6% female and 43.4% male. It is important to know these statistics, as well as other details listed in the profiles, as these people represent FCM's "lowest hanging fruit" in terms of prospective customers: They are in its immediate vicinity and can provide a significant amount of local customer sales.

Another reportⁱⁱⁱ provided a more in-depth breakdown by ancestry of the 11226 zip code that FCM is located in, shown in the chart below.

Ancestry Group	11226 Population Numbers (Approximate)
Haitian Ancestry, 2019	14,336
Jamaican Ancestry, 2019	10,644
Trinidadian and Tobagonian Ancestry, 2019	6,276
Guyanese Ancestry, 2019	4,871
Dominican (Dominican Republic) Ancestry, 2019	2,210
Panamanian Ancestry, 2019	2,055
Barbadian Ancestry, 2019	1,047
U.S. Virgin Islander Ancestry, 2019	52



Source: <https://communityprofiles.planning.nyc.gov/brooklyn/14>



Source: <https://communityprofiles.planning.nyc.gov/brooklyn/17>

These numbers provided by the Simply Analytics database shows that Haitians and Jamaicans are the most highly populated West Indians in the 11226 zip code. Also, according to the 2017 [NYC data Population & Geography report](#) by Baruch College, as of a few years ago, there were 893,705 Caribbeans in New York City overall and 276,733 Caribbeans in Brooklyn. Online research revealed there is a concentration of the Caribbean demographic in the Brooklyn neighborhoods of East Flatbush, Flatbush, Crown Heights, and Canarsie.




The Flatbush neighborhood that FCM has called home has changed over the years due to a myriad of factors, including gentrification. As the community changes, so does its needs and wants. However, Flatbush Caton Market is a legacy institution that has served the Caribbean community, which is still strongly represented in the surrounding areas. Therefore, it is our recommendation that FCM stay true to the essence of what it was created for— to provide a space for Caribbean vendors to sell their products and services, but that it also showcase how its Caribbean centric offerings can benefit an evolving and diverse community. Also, as Flatbush Caton Market has temporarily moved to a mainly residential area, more than ever now, it needs to market itself more as a destination location. While it once was able to stand out as a major local market, it no longer can have that as its claim to fame. Local markets are meant to be convenient and serve the needs of the community. This is an area FCM constantly struggles with, especially as it is not located in a highly trafficked shopping area and its goods are duplicative of what's being sold in nearby stores. Prospective customers need to find value in what's being sold in order to open their wallets. FCM needs to show that it is serving its target markets in the ways that they desire.

RECOMMENDATION:

Over the years, Flatbush Caton Market has served many customers. Its shoppers have ranged from those of Caribbean descent seeking items they are used to buying in their home countries to people of all backgrounds looking to discover new products. When reviewing FCM vendor assessments from 2016, most vendors said their customers were female and mainly of African-American, Hispanic/Latino and/or West Indian descent. Age-wise, the vendors said the majority of their customers fell in the 36-45 age range, followed closely by the 18-25, 26-35, and 46-55 age ranges. There were a few vendors that also served younger and older age ranges, but most customers were in the aforementioned age ranges. As far as the vendors themselves, the assessments showed that most vendors were between 46-75, predominantly 56 and older, and the gender breakdown was approximately 79% female and 21% male.

When asked what FCM's ideal client would be, FCM's Market Manager Lisa Thompson stated in a brand questionnaire that it would be "an intergenerational customer base -- with a particular emphasis on young adults and non-Caribbean people." After research was conducted by Sunny Day Marketing, we've come to the same agreement, as it would significantly expand FCM's prospective customer base. Based on research and reviewing past assessments, we recommend that FCM cater to the three consumer audiences profiled in the following chart.

TARGET AUDIENCE RECOMMENDATIONS

<ul style="list-style-type: none"> • Middle-aged and older people of Caribbean ancestry (mid-40s and up) • Either an immigrant or was born here who has a connection to a Caribbean country where family is from • Resides in Brooklyn • Seeks traditional items from their home country or items they grew up enjoying • Avid consumers of Caribbean-centric media • Looks to family and friends for purchasing recommendations 	 <p>flatbushcatonmarket • Following</p> <p>flatbushcatonmarket Have you gotten your mortar and pestle?</p> <p>@sabineturenne purchased a Haitian hand carved mortar and pestle/ pilon at #flatbushcatonmarket.</p> <p>You could be as happy as @sabineturenne</p> <p>26w</p> <p>bellechrystelle Wow! I need! Epis all year round</p> <p>26w 2 likes Reply</p> <p>View replies (1)</p> <p>Liked by ndennisbenn and 58 others</p> <p>AUGUST 31, 2019</p> <p>Add a comment... Post</p> <p>Source: https://www.instagram.com/p/B12RBPxFbMh/</p>
<ul style="list-style-type: none"> • Younger people of Caribbean ancestry (20s-early 40s) • Either an immigrant or was born here who has a connection to a Caribbean country where family is from • Resides in NYC • Seeks trendy or unique cultural items • Active on social media • Looks to online communities, family and friends for purchasing recommendations 	 <p>Source: https://www.instagram.com/p/BqyxPE5ItXV/</p>
<ul style="list-style-type: none"> • People from non-Caribbean backgrounds (20s and up) • Resides in NYC or is a tourist visiting neighborhood • Interested in learning about other cultures • Desires culturally authentic experiences • Seeking cultural and unique items • Interested in learning more about or immersing themselves in Caribbean culture • Active on social media 	 <p>nativecreative_photo • Follow</p> <p>nativecreative_photo Spent time in Flatbush today. Loved having a #NativeCreativeConcierge client want to visit Brooklyn and it NOT be Williamsburg or Bushwick #NYC #Brooklyn #VisitBrooklyn #Flatbush #ExploreNYC #Caribbean #Immersion #tour #travel #excursion #market #coconut #watercoconut #catonmarket #smiles #localNYC</p> <p>198w</p> <p>Liked by womeneur and 14 others</p> <p>MAY 11, 2016</p> <p>Add a comment... Post</p> <p>Source: https://www.instagram.com/p/BFSL5EDKtqz1/</p>

In order to attract more people of Caribbean ancestry, FCM needs to increase vendor diversity to include more backgrounds and age groups. Ideally, it would be good to have at least one vendor representing each Caribbean nation. While the Caribbean is seen as all-inclusive by some, for people from the different Caribbean cultures, there are distinct differences that separate them from each other and make them uniquely proud. It can be their national dishes, sayings, or the music they listen to, so it's important to feature as much cultural diversity in the marketplace to attract both younger and older people of Caribbean ancestry. For example, FCM could individually promote the different Haitian spices sold at the market and ask vendors to provide a week-long dinner menu that incorporates all the spices so that the menu resonates especially with Haitian shoppers. Alternatively, to attract people from non-Caribbean backgrounds, FCM could focus on promoting its unique products and services that could replace the ones they're used to. For example, instead of buying Dove soap, they could purchase custom natural soap from Medina's Natural Body Care Products. Finally, we recommend that FCM also recruit Caribbean-owned or themed, start-up or growing business types (that are not represented in the market already) that are looking for a physical space to sell their items. By incorporating these additional vendor types, FCM will be able to attract younger Caribbean shoppers and non-Caribbean shoppers more seamlessly.

Initially, we recommend that FCM focus on promoting its offerings to people within the local vicinity due to their proximity, especially as reviews have shown many people think FCM has shut down. Afterwards, FCM should expand its marketing to target highly populated Caribbean or Caribbean-American communities within all of Brooklyn. By focusing on these core audiences, FCM will be able to reinstate its shopping base, as well as expand into new audiences that may not be familiar with Flatbush Caton Market. Some additional targets to consider long-term are tourists, concierges, and travel planners who are seeking to experience or provide firsthand authentic Caribbean experiences and culture.

MARKETING STRATEGY – HOW FCM SHOULD BE MARKETING ITSELF

ANALYSIS OF FCM'S CURRENT MARKETING STRATEGY:

Foundationally, FCM has a strong marketing presence. It has a website, social media profiles, and has been covered in the press substantially, especially in the last couple of years due to the redevelopment of its original site.

FCM's social media presence consists of an Instagram page and 2 Facebook pages (one is a [profile page](#), and the other is a [business page](#)). It is most active on Instagram, where it posts content promoting its events, vendors, and Caribbean culture in general. With just over 1,000 followers and growing, Instagram is proving to be a good platform for FCM to have presence on. On the other hand, FCM's Facebook business page has 128 followers and very little engagement. This is likely because most of the content posted is promotional, and posting is not at the same rate or quantity.

From an event activation perspective, FCM holds an array of events connected to different Caribbean cultures, such as the “Patsy” book reading (Jamaica), Saint Lucia Day at Flatbush Caton Market, and the Manje Lakay - Haitian Cooking Series. While events like this have brought in new people to the market, there have been challenges with converting these visitors to customers. During 1-on-1 interviews, some vendors shared that while they see an influx of people coming to events, they don’t see a significant increase in sales.

Lastly, FCM has also invested in advertising. One of its most recent advertising efforts was developing a 30-second promo commercial that ran on Caribbean International Network (CIN) in December 2019 in order to drive traffic to Flatbush Caton Market. It showcased its vendors and the Manje Lakay - Haitian Cooking Series it held at FCM in November. While it was a great branding piece for the market, it did not lead to the increased sales FCM was hoping for.

Overall, the market has done a good job sharing FCM’s different initiatives and offerings, but it needs to increase its visibility and value with targeted markets, and reinforce the community, uniqueness, and personable aspects of the market. Currently, FCM is struggling with many challenges, including the perception that FCM is shut down, disappointing visitor experiences, and FCM not being a destination worth visiting. However, there are also many positive reviews shared via Google, Yelp, and Facebook, which can be leveraged when FCM begins its campaigns to attract new shoppers.

RECOMMENDATION:

Moving forward, Sunny Day Marketing recommends that FCM prioritize and amplify the market being a destination where people can come to shop, learn, and connect with others centered around Caribbean culture. While there are other nearby stores and centers that have similar offerings to Flatbush Caton Market, as mentioned earlier, there is no other major well-known venue in Brooklyn like FCM in size and heritage. That means there is a huge opportunity for FCM to stand out in this space. Since people have questioned FCM’s value, FCM needs to focus on showcasing what it uniquely provides, including its vendors, offerings, event space, and vendor space available for different lease periods.

It’s no secret that FCM has a major issue related to its inventory offerings. Many of the vendors sell similar items, which can lead to undercutting and visitors feeling that there is limited variety. While increased marketing can bring more foot traffic of first-time shoppers or people who haven’t been to FCM in a long time, what will keep people coming back, outside of attending events, is the belief they can obtain beneficial and/or hard-to-get Caribbean-related products or services. Additionally, the benefit of a market with multiple vendors is that it can be “one-stop shopping” for people, and they won’t have to go to multiple locations. Therefore, FCM needs to address this issue immediately and constantly provide public updates as it continues to diversify. In the meantime, FCM can start with developing mini-campaigns to promote certain items and services on a consistent basis.

As soon as possible, FCM needs to share its new brand messaging and positioning, work on building up its prospective customer, partner, and sponsor networks, and truly make the market the go-to hub for

Caribbean culture. We recommend that FCM start with a more localized marketing strategy of promoting in the surrounding vicinity and expand into other areas in Brooklyn, especially those that are heavily Caribbean. Key marketing tactics to use include social media, email marketing, partnerships, event activations, press, sponsorships, and advertising. FCM also needs to show that it is supportive of the community it is looking to serve through being involved in more community events and initiatives. As a result, FCM will increase its awareness in new spaces and deepen its relationships with these communities.

During the upcoming six-month time period, FCM should invest in material production and distribution. As there is already news being shared about the original location being worked on, FCM should increase promoting the fact that it is still in operation at its temporary location on Clarendon Road. As well, it should have consistent marketing showcasing how it's been a neighborhood mainstay over the years and how it is still serving the community, with some of the same vendors and new vendors.

It should be noted that in the month of March 2020, an anomaly occurred, which was the outbreak of the highly infectious COVID-19, which has had a significant impact on how the world normally operates. As a result of the virus, there has been a high percentage of illnesses, deaths, quarantines, as well as suspension of people going to nonessential workplaces and the temporary shutdown of FCM. While it is a time of uncertainty and confusion for many, this also represents an opportunity for FCM to expand its online presence, community, and engagement. If it works on building up these areas until the market reopens, it will have a larger prospective customer base to sell to and invite to events once the crisis has ended. As well, FCM should see how it can work with its vendors to sell more of their items online.

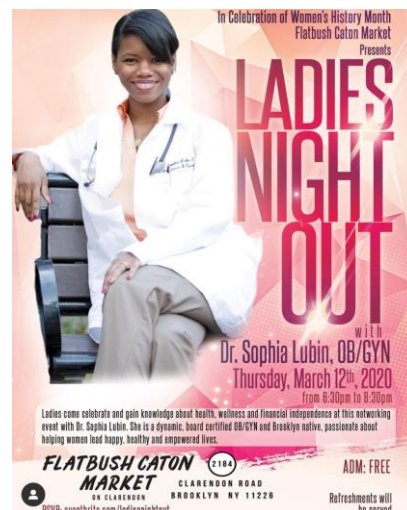
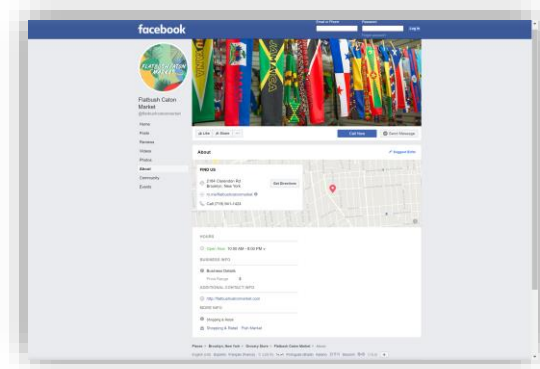
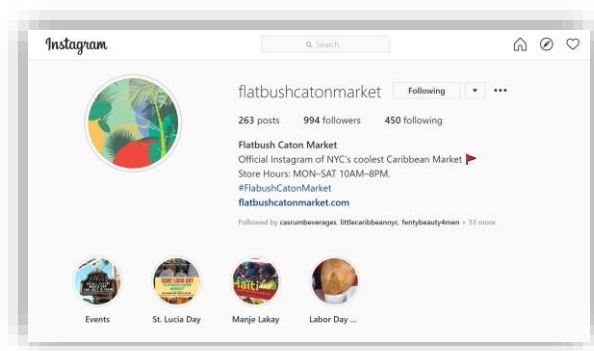
Lastly, in terms of advertising, we recommend that FCM not run any advertising until it knows when it will be able to reopen. With the current COVID-19 situation, shoppers cannot visit the market at this time and the money would be better spent when people can shop again.

MESSAGING – WHAT FCM SHOULD BE SAYING

Considering that we are recommending that FCM focus on 3 key consumer markets, we also recommend there is one overall cohesive messaging of what FCM is in general, but different positioning for each target market. Some of the current messaging about FCM is point on – in terms of what it sells, its vendors, and its purpose. Still, there is not an overall cohesive and consistent positioning that reinforces FCM across multiple platforms. Also, some of the messaging doesn't align with the reality of what FCM is, and that can result in people feeling misled, such as FCM calling itself "NYC's coolest Caribbean Market."

The following chart shows FCM’s messaging and branding that have been shared across multiple platforms.

INSTAGRAM	“Official Instagram of NYC’s coolest Caribbean Market”
FACEBOOK	There is no description; Its category tags are “Shopping & Retail” and “Fish Market.” As a place, it’s also listed under “Grocery Store.”
WEBSITE	“While NYC renovates our original building on Caton, you can find us here at our Clarendon location in Flatbush celebrating our diverse culture and sourcing your favorite global products and goods.” The offerings also say there is a lounge and business lab.
EVENTBRITE	“Flatbush Caton Market is Brooklyn's premier Caribbean themed market”
MATERIALS	FCM has used different graphic templates to promote its promotions and events, which can lead to brand confusion.



FCM visuals (Clockwise from top left): [FCM Instagram profile](#), [FCM Facebook page](#), [FCM event flyer](#), [FCM website](#)

PROPOSED POSITIONING:

At its core, a market is a location to buy items, but FCM is much more than that. It is an epicenter for Caribbean culture located in Brooklyn, NY. For people from the Caribbean or who have a close

connection to the Caribbean, FCM should be positioned as a place that will give them a familiar feeling of being “back home,” due to the vendors they’ll meet, refreshments they’ll enjoy, and events or experiences they can participate in. For people who are not from the Caribbean, this becomes a destination for them to learn more about Caribbean culture and its rich diversity.

People should be shown how shopping at FCM is meant to be an opportunity to get traditional and unique goods, services, and experiences that celebrate Caribbean culture in a way that can be familiar, satisfying, and empowering. It can be via buying an item that is native to a Caribbean country or doing a business transaction in a way that is more connected to a specific Caribbean culture. Connected to the legacy aspect, FCM should make it clear that while it may have the perception of serving older shoppers and visitors, it is meant to be an epicenter where people of all ages can come to learn, immerse themselves, and contribute to the evolution of the market. Many Caribbeans take pride in similar attributes from their home countries, which include their culture, landscape, music, food, familial/social relationships, and overall mentality of enjoying life, even when times may be hard. These are the elements Flatbush Caton Market should be sure to reinforce in its marketing, especially when it is looking to home in on its messaging that FCM will remind certain shoppers of “home.”

It’s important for FCM to reinforce what it brings to the public, including:



Source: https://www.instagram.com/p/Be_GNpIDmIL/

ISLAND DIVERSITY: It showcases a variety of Caribbean cultures. (There is no “one” way to be Caribbean; however, there is a sense of unity.)

LEGACY: It has seen many generations of Caribbeans and Caribbean-Americans come through its doors, making it an authentic part of the community.

CULTURAL PRIDE: Caribbean culture has its own style, vibrancy, and flavor that needs to be acknowledged and celebrated.

POSITIONING STATEMENT RECOMMENDATIONS:

Overall positioning: Flatbush Caton Market is more than a market. It's a destination for people to experience the different cultures of the Caribbean through shopping, events, and community. Simply put, it's "Where The Caribbean Comes Together."

Caribbean ancestry/connection:

- Flatbush Caton Market brings the rich history of Caribbean heritage to every generation!
- While there's no place like home, we are a close second!
- Family, unity, community, and cultural pride are hallmarks of Caribbean life, and Flatbush Caton-Market brings you all this close to home.



Source: <https://www.instagram.com/p/Bfq3KZZF7Kh/>

Non-Caribbean ancestry:

- Take a trip into Caribbean culture without leaving NY!
- Passport not required. Experience the Caribbean in the heart of Brooklyn.
- Find out what the Caribbean has to offer...besides the beach.



Source: <https://www.instagram.com/p/Br1ax00hY98/>

Additional options:

- Where Things Happen
- Where The Islands Link Up In Brooklyn
- We're Open & Delivering Our Joie de Vivre!

MARKETING CAMPAIGN TIMELINE

MONTH	FOCUS/PROMOTIONS	PRIORITY ACTIONS
May	<ul style="list-style-type: none"> Develop and increase FCM's branding elements online and at venue Increase followers online Increase online activity Prepare for summer initiatives/campaigns Build excitement for summer FCM activities and vendor offerings Increase online activity Mother's Day 	<ul style="list-style-type: none"> Update brand information on all platforms Design and/or display new signage Design and/or print new marketing materials Develop email listserv and send out first campaign Create sponsor/partner list for remainder of 2020 Develop a market vendor promotional calendar On FCM's online platforms, feature vendors, partners, and others who have contributed to where FCM is today Design & distribute summer brochure Launch FCM online shop Launch sponsorships to increase awareness prior to Caribbean-American Heritage Month Facebook & Instagram: Increase social media engagement with at least 100 future vendors, partners, and customers by following them, communicating with them, and/or resharing information that is relevant to FCM's audiences
JUNE	<ul style="list-style-type: none"> Be a major destination for people to visit and shop during Caribbean-American Heritage Month Father's Day 	<ul style="list-style-type: none"> Share summer 2020 initiatives with local press Print summer brochure Send out direct mail marketing campaign promoting market and upcoming events Launch 20th Anniversary promotional campaign Hold several events at FCM celebrating Caribbean-American Heritage month Launch "Who Does It Best?" competition series Partner with at least 10 organizations Facebook: Share past articles and reviews of FCM that showcase diversity of offerings from different countries. Ask for people to post their past FCM shopping experiences. Share little-known facts about Caribbean countries for people to share Instagram: Post photos and interview clips from past and present vendors, customers, and partners. Run #MyCaribbeanDad contest where winner gets a gift card to a local Caribbean restaurant and FCM gift card
JULY	<ul style="list-style-type: none"> Be a major destination for people to visit for summer activities and shopping 	<ul style="list-style-type: none"> Hold 20th Anniversary celebration event at FCM Announce partnership with Caribbean organization around preservation of Caribbean culture

	<ul style="list-style-type: none"> • Prepare for fall initiatives/campaigns 	<ul style="list-style-type: none"> • Survey customers to find out merchandise/event desires for rest of the year • Facebook: Roll out a multiweek partner series related to Caribbean culture preservation that shows traditional items sold and services offered at market being used in Caribbean countries • Instagram: Create polls on IG stories to find out the merchandise prospective shoppers want. Partner with select influencers to create “Summer Fun at FCM” initiatives
AUGUST	<ul style="list-style-type: none"> • Become a major destination for people to visit and shop for West Indian American Day Carnival needs • Prepare for fall initiatives/campaigns 	<ul style="list-style-type: none"> • Sponsor and partner with organizations that develop initiatives to celebrate West Indian American Day Carnival • Design fall brochure • Share fall 2020 initiatives with local press • Facebook: Share checklists of what people can buy at the market to get ready for or “experience” their own version of Carnival, whether they celebrate in person or virtually • Instagram: Send FCM merchandise kits filled with vendor items to influencers; Ask them to post photos and videos using items online
SEPTEMBER	<ul style="list-style-type: none"> • Labor Day • Back-to-school/work • Leverage the traffic from Labor Day activities • Prepare for winter and holiday initiatives/campaigns 	<ul style="list-style-type: none"> • Hold carnival-themed event the day(s) before Labor Day • Hold an influencer event as part of the Dr. Una S. T. Clarke Business Lab offerings • Plan and run advertising campaigns for the fall/winter seasons • Print and distribute fall brochure • Facebook: Ask followers to tag people in their network whom they attended past Carnivals with and share photos. Share community resources related to back-to-school/work and tie in FCM offerings that can be purchased/utilized (e.g., computer repair, clothes tailoring) • Instagram: Ask followers to tag people in their network who should attend influencer event. Create a “Last Days of Summer Staycation” campaign to attract non-Caribbean visitors to buy items to create their own Caribbean staycation at home
OCTOBER	<ul style="list-style-type: none"> • National Arts & Humanities Month • Prepare for winter and holiday initiatives/campaigns 	<ul style="list-style-type: none"> • Partner with select influencers who attended September’s events • Design winter brochure • Celebrate “National Arts & Humanities Month” with an event each weekend focused on a different arts discipline (Art, Music, Acting, etc.)

		<ul style="list-style-type: none"> • Facebook: Have National Arts & Humanities Month event participants share their stories via video of their influences, history, and offerings • Instagram: Share photos and videos of National Arts & Humanities Month event participants' art. Allow a partner from each category to do an IG takeover prior to event.
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MARKETING TACTICS

This section features marketing tactics/initiatives and content that FCM should utilize for marketing.

WEBSITE

Strategy: FCM needs to update its website so that visitors feel like they are virtually stepping into the market – meeting the vendors, attending the events, and immersing themselves in Caribbean culture.

- Recommendations:
 - Post hi-res photos & videos of vendors, customers, events, and lounge/eating area
 - Update calendar
 - Add button to calendar to be able to move forward to next month
 - Allow flyer in description to be expanded for easier viewing
 - Add vendor map
 - Link each vendor to their website and/or social media profiles, if available

SOCIAL MEDIA

Strategy: Social media provides many opportunities for FCM related to increasing awareness, driving traffic, making increased connections, finding brand advocates, and increasing sales. FCM needs to use social media more as a research tool to stay abreast of current and prospective customers' needs and wants, as well as their thoughts about FCM. From an engagement standpoint, FCM should use social media to connect directly with customers and prospective shoppers and build relationships that can lead to brand advocates and increased sales.

- General:
 - Update social media profile information so FCM is categorized and described correctly
 - Increase posting on Facebook to connect more with FCM's older target market group
 - For post and story content: videos, photos, GIFs, flyers, audio clips, articles/blog posts
- To increase engagement:
 - Share videos at least three times a week

- Increase posts of people wearing and using products sold at FCM
- Ask people of Caribbean ancestry to share their personal stories tied to growing up or living in the Caribbean, in Caribbean neighborhoods in NYC, and especially in Flatbush
- Invite FCM vendors, pop-up vendors, and event guests to do social media takeover days where followers can see FCM in action, from another point of view
- Encourage people to post reviews of shopping at FCM on FCM's social media profiles
- Add to profile description: "Tag photos @flatbushcatonmarket to potentially be featured."
- Tell people to use #flatbushcatonmarket hashtag when posting about FCM
- Search and follow these hashtags (#flatbushcatonmarket and #catonmarket) to find people who post about FCM, and also follow the posters if they seem like an ideal customer
- Repost from people who have shared their experience shopping, vending, or partnering at FCM
- Follow hashtags relevant to FCM and post comments on topics related to FCM's offerings: #caribbeanamerican, #brooklyncaribbean, #flatbushbrooklyn, #littlecaribbean, #catonbrooklyn, #caribbeannyc, #flatbush, #caribbeanamericanheritagemonth
- Feature more content from community leaders and organizations that service the Caribbean community in NYC
- Update Yelp and Facebook pages to ensure correct categories are selected and that it shows that the market is still open
- Claim one Yelp page and have other taken down
- Social media post suggestions
 - "Share Your Favorite Caribbean/Country..." saying, drink, dish, celebration, tradition, etc.



Source: <https://www.pinterest.com/pin/513128951267861328/>



Source: https://www.instagram.com/p/B9SjL_IM5/

- Behind the Scenes: FCM vendors prepping for day; Staff working; “A Day in the Life”
- Repeat (e.g., Weekly/Monthly) Features: Product, Outfit, Vendors, Customer
- Share updates about neighborhood developments relevant to FCM
- Livestream FCM events
- Showcase merchandise being handled and/or modeled by customers
- Showcase people using products & services they got at FCM, especially the unique ones
- Recruit for permanent vendors, pop-up vendors, and partners
- Step-by-step photo guides of how to use different items, especially traditional items

Overview Strategy Per Target Market

Audience	Platform	Priority focus	Recommended content
Older Caribbeans	Facebook	<p>FCM should post items and content that people want to reshare and recommend to their network</p> <p>FCM should be positioned as a family-friendly location to visit</p>	<p>Relevant news that can be tied into FCM offerings</p> <p>Updates about traditional/nostalgic items sold at FCM that are hard to get</p> <p>Feature older Caribbeans (solo and with others) using products and services, especially if it is in a unique manner related to their culture</p>
Younger Caribbeans	Instagram	<p>FCM should showcase its offerings that would resonate with its younger audience and in a manner that encourages commenting and engagement</p> <p>FCM should be positioned as a collaborator for upcoming generations</p>	<p>Events and event prep (Pre-promotion, Live, and After)</p> <p>Polls to get insights</p> <p>Imagery that showcases unique items that are more popular with younger crowd</p> <p>Influencer collaborations</p>
Non- Caribbeans	Instagram	<p>FCM should share content that provides a firsthand and authentic look into Caribbean culture</p> <p>FCM should be positioned as a market that represents a diverse variety of Caribbean countries</p>	<p>Imagery that shows FCM as a unique Caribbean market</p> <p>History behind certain Caribbean activities, event, and holidays</p> <p>Events and posts that feature little-known tips, knowledge, or experiences</p>

E-BLASTS

Strategy: FCM should use email marketing to further promote its offerings and engage with its community. FCM should showcase interesting tidbits about the Caribbean, as well as its latest events, offerings, vendors, and market updates. It can build its email marketing listserv from social media followers, event attendees, market visitors, partners, and pop-up vendors. It is recommended that FCM send out a biweekly e-blast.

- To build and grow list:
 - Promote signing up for listserv on social media, website, flyers, and at events
 - Encourage readers to forward e-blasts to others
 - Include email listserv sign-up link within e-blast for readers that are not on listserv
 - Add a social share bar to e-blast so readers can share it with their social media followers
 - Compile registrants from past events and ask people to opt-in to new FCM email list
- Engagement:
 - Segment lists based on offerings and events that people indicate they are interested in
 - Set up multi-email autoresponder campaign for new subscribers that introduces them to FCM and what it offers. Create an autoresponder email marketing campaign series that is laid out in the following sequence:
 - Email 1: Welcome to FCM's email list. Here is what you can expect to receive. (Link to video of market & website)
 - Email 2: Follow us on social media to always stay updated (Link to platforms)
 - Email 3: Would you like to vend, do a pop-up, or partner with FCM? Contact us.

MARKETING MATERIALS

Strategy: FCM needs to create a database of consistent and instantly recognizable FCM-branded templates that can be easily updated to promote events, offerings, and special market features. Collateral should be used as needed at FCM year-round, at events, on website, on social media, and wherever else requires it.

- Update or create:
 - Quarterly or seasonal brochures
 - Templates (print, social media)
 - Monthly calendar
 - Evergreen flyer showcasing offerings
 - Flyer asking people to leave reviews on Google, Yelp, and social media platforms
 - Venue signage (e.g., branded banner)

VIDEO

Strategy: FCM holds the key to a treasure trove when it comes to developing engaging content, having access to a variety of vendors, staff, products, and events. As video tends to get a higher level of

engagement and tell stories more effectively, FCM needs to showcase its offerings more in this form. As well, it can be distributed via multiple platforms, such as social media, email blasts, website, and article inclusion.

- Ideas:
 - Behind the Scenes content that allows people to see what it's like to be a vendor at the market- e.g., A Day in the Life of a FCM Vendor
 - Testimonials where people elaborate on why they purchased a product and possible cultural connection
 - FCM event recap videos
 - Product demo videos showing how products are traditionally used and/or can be used
 - Promotional messages from event partners to entice people to attend event
 - Market tours (updated seasonally to show new market merchandise and vendors)
 - User-submitted video of people visiting and shopping at the market
 - Ask vendors to share favorite aspects of their culture (e.g., dishes, traditions, cultural icons, etc.)
 - Ask repeat customers to share favorite memories related to FCM product/service/vendor

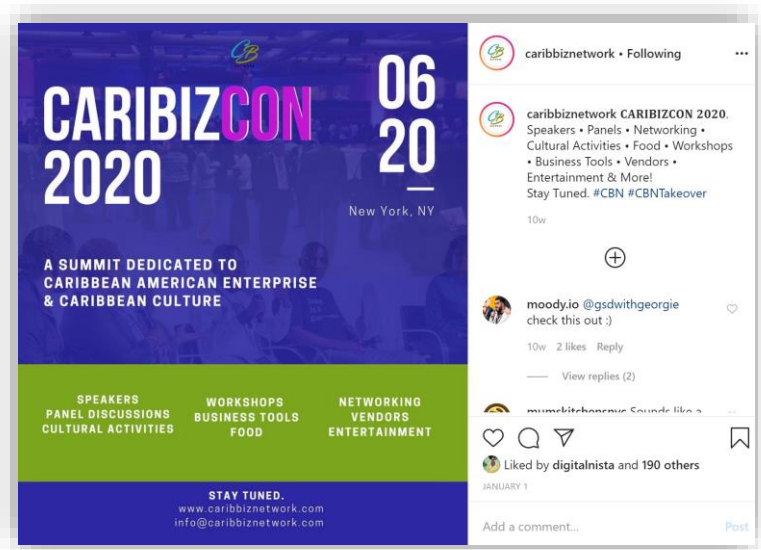
PUBLIC RELATIONS

Strategy: Connecting with the public is key for FCM, as it is a public market and relies on the public to stay in business. Having a positive public perception is essential, as it can strongly influence people shopping at FCM, especially as many of the vendors said that their business is largely promoted by word-of-mouth. With that being the case, FCM should focus on securing press to publicize its positive attributes and to address any negative publicity. As well, it should invest in sponsorships to expand its awareness and deepen relationships with its target markets.

- Ideas:
 - Have pieces written on FCM interviewing brand advocates who work and shop there
 - Pitch FCM items to be included in gift-giving segments in different local media platforms, especially during the holidays
 - Invite local press and influencers to FCM events
 - Encourage customers to post about their experience at FCM on review sites
 - Partner with influencers within target markets to livestream and/or host FCM events
 - List FCM on directories that attract audiences that FCM is targeting (e.g., [NYC & Company](#))
 - Feature and/or book willing vendors and pop-up vendors on programs that target the same audiences FCM is targeting
 - Become a content contributor for different platforms and share shopping trends related to Caribbean culture

Sponsorships

- FCM should sponsor events and platforms that attract a major concentration of its target markets. As much as possible, it should make sure the sponsorship allows for interaction with the audience. Suggestions include:
 - Local business events (e.g., [Caribizcon](#))
 - Podcasts
 - Caribbean themed events
 - Local neighborhood events (e.g., block parties)
 - Food, drink, and shopping crawls. FCM should also make sure it is a stop when relevant.



Source: <https://www.instagram.com/p/B6vS1-dpt6O/>

PARTNERSHIPS

Strategy: On average, FCM should develop at least 2 partnerships monthly, which can be done via events, initiatives, or simply cross-promotion. In order to maximize success, FCM should develop a cross-promotional kit that will include FCM-branded elements, such as its logo, messaging, and hashtags, that partners can use to easily promote partnership. Each partnership should find a way to include a featured vendor.

- Partnership category recommendations:
 - Local community leaders
 - Local politicians
 - Community organizations
 - Churches
 - Small business development organizations
 - Community development corporations
 - Tourism agencies & tour companies
 - Embassies
 - Cultural organizations that highlight Caribbean culture
 - Complementary service providers (e.g., barrel shipping company)
 - Influencers
 - Brands that promote Caribbean culture

ADVERTISING

Strategy: FCM should invest in multichannel advertising to connect with its different target markets. It is recommended that advertising be targeted to its primary audience of Caribbean ancestry first, as there will likely be a familiarity with the products sold and style of business done at FCM. Additionally, it is recommended that advertising be delayed until Flatbush Caton Market reopens or it has an online initiative that it needs to drive a significant amount of traffic to.

- Recommended Advertising Platforms:
 - Digital
 - Local- TV, Print, Radio
 - Direct Mail

EVENTS

Strategy: FCM should increase the number of events it holds and participates in, to at least three times a month. By rotating hosting events and having presence at established events outside of FCM, it will increase the chances of connecting with untapped communities. As well, each event should be able to incorporate a FCM vendor or an offering from a FCM vendor.

- Recommendations:
 - Partner on and/or sponsor Caribbean-themed events in areas where target markets live or frequent
 - Host or present at more sector or industry-based events that target markets are involved in (e.g., Industrial, Food, Fashion, Social Entrepreneurship, Real Estate, etc.)
 - Develop annual signature events
 - At the beginning of each season, FCM should have a “reveal” event that showcases new items or services. A seasonal brochure should also be distributed.
 - At every event, display featured items with prices from the vendors at strategically placed tables
 - Hire professional photographer and videographer for events to build up imagery database of high-quality videos and photos to be used in campaigns



Source: <https://www.instagram.com/p/B4UmMiah-6y/>

- Educational
 - Host a cultural educational series that is held in partnership with local politicians and/or community organizations that highlights the history of different Caribbean countries
 - Hold classes that teach different musical instruments utilized in Caribbean music: e.g., steelpan, bongos, boula, etc.
 - Create a quarterly interactive Caribbean book event series where the books that are read include traditional Caribbean items people can buy from FCM vendors

- Caribbean language classes or panel discussion – e.g., Haitian Creole, Local Patois, Papiamentu, etc.
- Interactive/Recreational
 - Traditional & Modern Caribbean game nights – e.g., Ludo, Dominoes, Trivia
 - Caribbean Dance classes- e.g. Konpa, Soca, Dancehall, Afro-Caribbean
 - Caribbean-inspired jewelry making classes
 - Caribbean cooking classes
 - Health, Wellness, Fitness classes – e.g., Caribbean Yoga



Source: Sunny Day Marketing

- Community Activism & Civics
 - Invite community leaders/politicians/advocates to use space (e.g., community board meetings)
 - NYC Commission on Human Rights meetings (e.g., immigration, housing rights, etc.)
 - Census presentations
- International connections
 - Invite politicians or representatives from Caribbean countries to speak at FCM
 - Create smaller or pop-up versions of [popular Caribbean events](#)^{iv}
- Caribbean Arts & Culture
 - Film & TV screenings
 - Live music showcases
 - Fashion shows
 - Book readings
 - Photo & Art exhibitions
 - Poetry/spoken word
 - Folklore
 - Comedy shows
- Business
 - Host business networking events
 - Partner with organizations to host small business competitions and workshops



Source: Sunny Day Marketing

In addition to increasing FCM's events, having engagement prior to and after events is key to ensuring the best turnout and people returning to FCM for future shopping.

- Pre- and post-event connection building
 - Collect social media handles at registration and engage with them online prior to event
 - Encourage people to follow FCM on social media and follow them back
 - Have a slideshow that plays while people are waiting for events that showcases different items for sale, different businesses, and upcoming events
 - Send event follow-up emails with future event information and vendor/product promotions
 - Share event and vendor information with organizations and groups that are associated with FCM's desired customers (e.g., community boards, special interest groups, etc.)
 - e.g., [43rd Assembly District listserv](#)

VENUE ENHANCEMENTS

Strategy: Update the visual atmosphere in FCM to reflect a warmer and more immersive Caribbean-inspired environment that is accented with various marketing inclusions designed to convert visitors to shoppers and enhance shopping experience.

- Create a branded FCM banner to be displayed in background whenever there is an event
- Place a digital monitor in front window that loops up-to-date market and product information
- Regularly clean outdoor awning
- Showcase highlighted samples from vendors around the market that is rotated at minimum monthly
- Create a wall of greetings or sayings associated with different Caribbean countries
- Post fun facts about various Caribbean countries around the market
- Create a mural showcasing different elements of Caribbean countries
- Display photos and/or paintings of Caribbean markets
- Display FCM collateral in containers that look like they would be native to the Caribbean
- Walls should be painted in brighter colors that make it seem more reflective of the Caribbean
- Lighting should be less harsh and closer to a tone that mimics natural sunlight/daylight
- Create prominent wayfinding signage
 - Put navigational signage in different areas of the market
 - Display a vendor directory map
 - Include a special section for pop-up or temporary vendors that is easily changed
 - If permissible, place signs potentially on the corner of Flatbush and Clarendon, and possibly at old location



Source: mocked up by Sunny Day Marketing

- Curate front window display on a biweekly basis tied to Caribbean events, major holidays, and relevant market themes
- Display art from local artists of Caribbean descent or art that is Caribbean inspired

INFLUENCER PARTNERSHIPS

Strategy: FCM should collaborate with local influencers who have a connection to the Caribbean or authentically celebrate aspects of Caribbean culture. FCM should invite influencers to hold events or visit FCM but let them know they must find a way to genuinely incorporate FCM's products/offerings when they share their experiences. We recommend FCM target a combination of nano (3K or less) and macro (3K -100K) influencers as conversion tends to be higher with influencers who have smaller but more engaged followings. Below are some recommended influencers.



[Jeff Lindor](#)

Founder of co-working space & consulting firm

Ancestry: Haitian



[Joanna E](#)

Travel and lifestyle blogger

Ancestry: Trinidadian



[Nadege Fleurimond](#)

Chef and business coach

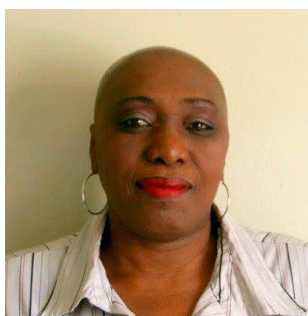
Ancestry: Haitian



[Andrea K. Castillo](#)

Blogger; Founder of rum cocktail company

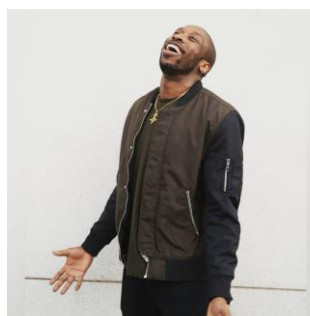
Ancestry: Belizean



[Deborah Lynch Burchell](#)

Chef; Food writer

Ancestry: Trinidadian



[SeJoe](#)

Comedian

Ancestry: Haitian



[Dani De Luna](#)

Mixologist; Freelance Spirits Industry writer

Ancestry: Unknown



[Jay Blessed](#)

Media influencer

Ancestry: Jamaican



Melissa Noel

Journalist

Ancestry: Guyanese



Kerry-Ann Reid-Brown

Podcaster; Founder of
podcast production
company

Ancestry: Jamaican



Leigh-Ann Martin

Chef; Food blogger

Ancestry: Trinidadian



A.V. Perkins

Lifestyle content
creator

Ancestry: Jamaican

Influencer partnership categories

Each influencer has a unique offering they can bring to the table when collaborating with Flatbush Caton Market. However, below are the main categories they can be grouped into. Additionally, the following chart shows recommended collaboration initiative types for each influencer.

- **Event partnership:** An influencer can work with FCM in this area by hosting or participating at an event at FCM or collaborating on an event held at another site that ultimately will attract FCM's target markets.
- **Digital content creation:** An influencer can work with FCM in this area by creating custom pieces of digital content with the main purpose of showcasing the essence of FCM, its vendors, and offerings.
- **FCM product/service use:** An influencer can work with FCM in this area by showcasing their organic use of products or services purchased at FCM.

	Event partnership	Digital content creation	FCM product/service use
Jeff Lindor	x		
Joanna E	x	x	x
Nadege Fleurimond	x		x
Andrea K. Castillo	x		x
Deborah Lynch Burrell	x		x
SeJoe	x	x	
Dani De Luna	x		x
Jay Blessed	x	x	
Melissa Noel	x	x	
Kerry-Ann Reid-Brown	x	x	
Leigh-Ann Martin	x		x
A.V. Perkins	x		x

RECOMMENDED INITIATIVES/ACTIVATIONS

Here are a few recommended initiatives FCM should consider implementing to increase awareness and expand its prospective customer base:

- **Roll out a 20th Anniversary Celebration Campaign**
 - This year FCM will have been in operation for 20 years, which is cause for celebration. FCM should run a campaign that showcases the market's evolution over the past two decades. This would be a great way to reinforce how much of a community staple it is and how it has continued to serve the community over the years, through all its changes. FCM can also hold a special ceremony to honor the vendors who have been there since the market opened its doors and/or the first vendors of the market.
- **Flatbush Caton Market Online Shop**
 - FCM should create an online shop where people can buy items (especially unique or hard-to-get Caribbean items) from its permanent and pop-up vendors. As many people shop online, this will open up another avenue for sales, and increase distribution. As well, FCM can create customized gift boxes or baskets, compiling select vendor items for different occasions. This will allow people to sample and try different vendor items that they may become repeat purchasers of in the future. FCM should create 2 box types – a customizable version and another that is already pre-designed.

- **“Who Does it Best?” Caribbean Competition Series** (Possible names: Nuff Talent; Show Yuh Skill)

- Hold a series of “Best of” cooking/drink-making competitions: sorrel, rice & peas, patties, etc.
- Hold family-friendly Caribbean game nights with participants representing different cultures
- Hold an event related to making/selling custom Caribbean-centric items. FCM can award the winner with a monetary prize and free booth space for 3 months.



Source: <https://www.jerkfestival.com/food.html>

- **Caribbean Preservation Initiative**

- Create a partnership to develop a Caribbean preservation initiative that can be implemented in-person and online. This initiative will focus on educating people about the Caribbean’s history, evolution, and show the best ways to maintain the heritage of the different Caribbean nations. This would be good for FCM’s public relations.

- **Influencer Marketing Workshop Series**

- FCM should hold or partner on an influencer marketing event to attract influencers or aspiring influencers to its market. FCM should host the event at the market, and thus increase the likelihood that FCM will be tagged and promoted by many attendees, which should increase traffic to its location and increase its overall awareness.

MARKETING METRICS

Analytics should be reviewed regularly to see how effective FCM’s marketing is. Therefore, the following categories should be measured. Specific metrics that can be tracked for each are listed.

New Customers	<ul style="list-style-type: none"> • Increase in traffic to FCM • Increase in sales • Number of leads inquiring about products/services
Social Media	<ul style="list-style-type: none"> • Follower growth • Engagement (Comments, Shares, Tags)
Email Marketing	<ul style="list-style-type: none"> • Open rate • Click rate • Subscribers • Shares
Brand Awareness	<ul style="list-style-type: none"> • Website traffic • Media coverage • Increase in inquiries to collaborate or become a vendor
Events	<ul style="list-style-type: none"> • Attendees • Post-event inquiries

As well, FCM should do its best to collect and review feedback on a consistent basis. This measurement will provide qualitative insights to complement the quantitative feedback listed in the preceding chart. Below are recommendations of how FCM can capture this feedback.

- Distribute and collect surveys or feedback cards at every event
- Ask people what products or services they would be interested in (for temporary & new markets)
- Survey customers to find out how they would rate their shopping experiences at FCM and provide information to vendors, so they can be aware and improve if needed
- On a weekly basis at minimum, review feedback posted online about Flatbush Caton Market on social media pages, Yelp, Google, and other platforms where reviews have been posted

CONCLUSION

In 2020, Flatbush Caton Market can once again become a premier destination for Caribbean culture in NYC. From its launch in 2000 to now, it has served countless customers seeking Caribbean offerings and culture. While there was a time when it was at its peak, over the years it became less prominent and relevant to prospective shoppers. As a result, foot traffic and sales decreased significantly. In addition, when it temporarily relocated to Clarendon Road between Flatbush Avenue and East 22nd Street, a strong public perception became that it had closed.

That's why it is imperative that Flatbush Caton Market makes it an initial priority to let the public, especially its core audiences, know that it is open and that it is worth visiting for its products and experiences. While there have been quite a few press pieces done about the market whenever there have been events and updates about the construction of the original site, it has not led to the increased consistent traffic FCM is seeking. FCM needs to reinforce that it is a year-round destination for people to come to when they want to experience authentic Caribbean culture of various backgrounds in one location. Although FCM has many competitors, there are not many permanent spaces (at least not publicly prominent) that bring together a variety of Caribbean merchants that also offers space for community events. As mentioned earlier, FCM does face major competition from caribBeing, which also celebrates Caribbean culture through events, products, and initiatives, but there is space for both businesses in this realm. FCM just needs to make its positioning very clear of how it differs and show its added benefits: such as a permanent space for events and larger collaborations, the legacy connected with its name for multiple Caribbean and Caribbean-American generations in Brooklyn, and also as a neighborhood institution welcome to all.

Flatbush Caton Market should be branded as the premier destination for Caribbean culture and commerce for people of all ages, not only in Brooklyn but also in NYC. Although the neighborhood it's located in is clearly changing in its demographic makeup, there is still a strong appreciation for offerings connected to the Caribbean culture. Over the next six months, Flatbush Caton Market needs to leverage its unique position as a Caribbean culture hub to attract people to the space. This will need to be done via marketing tactics, such as email marketing, social media, public relations, partnerships, and advertising. As well, it needs to increase its involvement in events and initiatives outside of its physical space to provide an exciting sampling of what people can expect once they visit. Once these marketing

tactics have drawn in more prospective shoppers, FCM then needs to work on converting visitors to repeat customers through tactics such as consistent follow-up marketing, increased customer service, and venue enhancements. Equally as important, however, FCM must increase its offerings to include items and services that would attract younger people and people of non-Caribbean backgrounds. Since FCM's foot traffic is not high now, in order to attract new tenants to its market to provide these offerings, FCM should offer them a variety of incentives. These incentives should include allowing them to have premium participation in events and initiatives that FCM hosts or partners on, assistance with marketing their offerings, and a press feature with one of FCM's media partners.

Next, not only does FCM need to spread the message that it brings the Caribbean together all under one roof, it also needs to promote how it celebrates the countries' individual personalities and uniqueness. This will be very important to people of Caribbean ancestry, due to the diversity of the subcultures within the Caribbean. By creating multilayered initiatives with partners and influencers of different Caribbean backgrounds, it can present more programming and share offerings that resonate specifically with people of different subcultures to remind them more of their "home" experiences.

Lastly, at the time of this marketing plan delivery in March 2020, a major health crisis named COVID-19 significantly impacted the world, and NYC especially. In a matter of weeks in NYC, it led to widespread illness and deaths, people being told to stay home, and most relevant to Flatbush Caton Market—the temporary shutting down of the market. As well, the government has not been able to confirm a date or time frame, when businesses and people will be able to get back to their normal way of life. Therefore, some of the recommended tactics in this plan, especially related to in-person events, will need to be put on hold temporarily or done as an online initiative. However, it's important to keep in mind there is still opportunity for the market to evolve positively during a time like this. Areas of opportunity center around it updating its digital presence, increasing its awareness, and expanding its online community. It is recommended that it be done organically through tactics like making connections with prospective customers, partnering, and creating an online content hub where people can come to learn about Caribbean culture and FCM's offerings.

Flatbush Caton Market needs to become known as the main public market for Caribbean culture in New York City. It should be seen as *the* place for people to experience the different cultures of the Caribbean through shopping, events, and community. Simply, people should think of it as "Where The Caribbean Comes Together."

APPENDIX

Potential Collaborators

Food <ul style="list-style-type: none"> ○ Branch Patty ○ Lakou ○ Lips Cafe ○ CaSpanish ○ KIT an' KIN 	Children/Adult Education <ul style="list-style-type: none"> ○ Blending Cultures ○ Jaidyn and the King of the Brooklyn Carnival ○ Institute of Caribbean Studies 	Arts <ul style="list-style-type: none"> ○ Conch Shell Productions ○ Dance Caribbean Collective ○ The Caribbean Film Academy
Fashion <ul style="list-style-type: none"> ○ BVStylez ○ Dem Shop ○ Does It Even Matter ○ Jam + Rico ○ Lily & Yas 	Community Organizations <ul style="list-style-type: none"> ○ East Flatbush Village ○ Caribbean American Center of New York 	Business <ul style="list-style-type: none"> ○ Carib Biz Network ○ Haitian American Business Network
Events to Sponsor/Partner <ul style="list-style-type: none"> ○ Afro-Latino Festival ○ Brooklyn Caribbean Literary Festival ○ Caribbean Cinema Nights ○ Caribbean Life Impact Awards ○ CITE Summit ○ Caribizcon 2020 ○ East Flatbush Restaurant Week ○ Eat Caribbean Restaurant Week ○ Grace Jamaican Jerk Festival ○ Queen of Soca screening 	Press, Advertising, Content Contributions <ul style="list-style-type: none"> ○ Caribbean Life ○ Caribbean Times ○ Caribbean Power Jam Radio ○ Everybody's New York ○ Haïti Observateur ○ Haïti Progres ○ Irie Jam Radio ○ Tempo ○ The Haitian Times ○ The New York Carib News ○ The West Indian Online ○ Whatz Up New York 	Cultural <ul style="list-style-type: none"> ○ Caribbean Cultural Center African Diaspora ○ Guyana Independence Celebration Committee ○ Haiti Cultural Exchange ○ St. Vincent and the Grenadines Diaspora Committee of New York ○ The Haitian Roundtable ○ West Indian American Day Carnival Association
Miscellaneous <ul style="list-style-type: none"> ○ Caribbean Podcast Directory ○ Carry On Friends ○ Di Soca Analysts ○ Know Your Caribbean ○ Soca Graffiti ○ Style & Vibes ○ West Indian Americans ○ The Millennial Jamaican 		

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- Andrea K. Castillo- <https://bit.ly/39d1M8F>
- Deborah Lynch Burchell- <https://bit.ly/2J9Ysk3>
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Reports

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Flatbush Caton Market Instagram profile- <https://www.instagram.com/flatbushcatonmarket/>

Flatbush Caton Market website- <http://flatbushcatonmarket.com/>

Flatbush Caton Market Yelp page (additional page)- <https://www.yelp.com/biz/flatbush-caton-market-brooklyn-2?osq=flatbush+caton+market>

The Caribbean's Events and Festivals- <http://caribya.com/caribbean/events.and.festivals/>

ENDNOTES

ⁱ Brooklyn Community District 14 Profile

ⁱⁱ Brooklyn Community District 17 Profile

ⁱⁱⁱ Simply Analytics Report

^{iv} The Caribbean's Events and Festivals