

10.7 Example Analytical Report



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Mr. Adam Freeman,

Contained within this project are our findings and recommendations to increase sales and lower the waste of the untraditional meats sold at your business. Our group has spent eight weeks performing research online and through surveys and interviews in order to develop potential new marketing and advertising strategies for offal and variety meats.

We found that most consumers were not aware that Elite Meats offered these cuts of meat. Additionally, we found multiple ways that these parts of the animal could be used, advertised, and sold for a profit. Included in this report is our method of research, results from our findings, discussion of our results, and recommendations for developing new marketing strategies. We hope that after reading this you will be able to utilize the information and recommendations we have provided to better serve your customers through new marketing ideas. In turn, we hope to help you increase the sale of these unconventional cuts of meat, which will reduce waste and maximize profits.

Thank you for your time, and we hope you found this research insightful. If you wish to contact our group, you can reach us at meattoyou@gmail.com.

Sincerely,

Victoria Bauer, Morgan Dunker, Alex Whitnah, and Maria Hernandez

* Note: Business names and some urls have been changed for privacy.

Offal and Variety Meats: A Detailed Study Into the Sale and Consumption of Unconventional Cuts of Meat at Elite Meats

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Abstract

A majority of meat consumers in the United States are not aware of the benefits of variety and offal meats, which are written off as strange and not appetizing enough for a meal. A research plan was set in motion to see if marketing methods and false beliefs by word of mouth were to blame. The research sought to discover this by questioning why non-vegetarians choose to refrain from buying and consuming variety and offal meats. The information was gathered through online surveys, interviews and research of prices and consumer patterns. Surveys found that the most trusted form of advertisement was indeed word of mouth and social media. We recommend the Elite Meats use marketing strategies that emphasize the health benefits, cheaper prices, and post-preparation pictures of offal and variety meats. Secondly, Elite Meats could attract the wary to become new consumers by holding special days or weeks that offer free samples of the variety or offal meats.

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Elite Meats is a local butcher shop that specializes in locally-sourced beef, chicken, pork, lamb, and bison. Several conventional cuts of meat are available through Elite Meats, such as short rack ribs, sirloin, and tenderloin. Elite Meats strives to be cost efficient, so any meat that has reached its shelf life in the front counter is rotated to the back kitchen for use in the restaurant area of the business. This butcher shop also strives to utilize all parts of an animal, so nontraditional cuts of meat such as tongue, oxtail, and heart are also available for sale. Despite the efforts of Elite Meats, these aforementioned cuts often go to waste, or are ground into dog food.

Variety meats are not traditionally included in a Midwestern, Oklahoma diet, and can be described as “repulsive” in their uncooked form (Bulletproof Staff, 2018). However, variety meats can be included in cultural dishes or used for means other than food. If handled and cooked properly, offal can be a delicious and nutritious addition to any diet. Variety meats tend to also be much more budget friendly than their traditional meat counterparts. In this way, all of the animal, whether it cattle, pigs, or chickens, will be put to use. Despite this, these unconventional cuts of meat are the least demanded at Elite Meats. Although freezing of these types of meat indefinitely is sufficient for now, there could be a few measures that can be taken to ensure that all parts of an animal are put to use in a cost and labor-efficient way for Elite Meats.

Several suggestions can be made to improve advertising and marketing of non-traditional cuts of meat. One of these could be to use several forms of advertising other than the social media platforms that Elite Meats already utilizes, as this would reach the target demographic of middle aged community members that consistently purchase and consume meat. Additionally, Elite Meats could post recipes and uses for unconventional cuts of meat on their website, 1907meat.co, as they already do with more traditional cuts. These new methods of marketing and advertising would assist in increasing consumer awareness of the cuts of meat that are available through Elite Meats, as well as the potential benefits of purchasing and consuming non-traditional cuts of meat.

The remainder of this report describes the method followed to complete this research, results of the research, and a discussion. After, we conclude with recommendations to promote the sale of these meats and to cut costs at your business.

Method

Our research goals were to discover the reasons for specific meat products purchased by consumers and the current marketing strategies used by Elite Meats. The research targeted meat consumers, specifically those who visited Elite Meats to purchase their meat. The research sought to gauge why people might oppose certain offal and variety meat, whether because it does not seem appetizing or because they simply have not tried these types of meats before. In order to generate and obtain data, we sent out online surveys, interviewed an Elite Meats employee, completed online research, and coordinated benchmarking with other locally-owned butcher shops. This newly found information helped us to provide better marketing tactics and strategies.

Phase I- Survey of Consumers

We surveyed customers of Elite Meats to see what their perception of these alternative cuts and their willingness to buy/use them. We asked them what factors were considered in their purchasing of products, as well as if they were aware that Elite Meats offers other cuts of meat that are not as popular with customers. Additionally, we asked them about their interactions with advertising and Elite Meats's social media accounts. Along with this, we reached out into the general public via social media and received feedback from families, college students, and adults within the community to see if there were certain consumer backgrounds that were more likely to purchase these meats. Pictures of oxtail and comparisons to more popular cuts of meat were provided in the surveys to help gauge the receptivity of the meat consumers in the area. The questions in the online survey targeted the consumer's reasons for their meat selection and purchasing habits, and were valid for our research to what goes into the consumer's choice of meat consumption. A full list of survey questions can be found in Appendix A.

Phase II- Interview Elite Meats Employee

We interviewed a current employee of Elite Meats in order to ascertain the current marketing strategies are regarding unconventional cuts of beef, pork, chicken, lamb, and bison. We also focused on what kinds of customers, if any, currently frequent the business. We asked what the employee believes will increase sales of these meats, demand of these products, and if there are any other uses for these cuts of meat within while decreasing waste and maximizing profit. This information gave us an inside perspective of Elite Meats and an employee's view of customers and marketing strategies.

Phase III- Online Research into Benefits and Benchmarking

We interviewed other local butcher shops in the Oklahoma City and Tulsa area to see how they went about selling these variety meats. We also interviewed butcher shops outside of Oklahoma to see if there was a difference in customer preference and/or different or new ideas on how to better utilize these cuts. In addition, we asked how these butcher shops dealt with the sales/usage of unconventional cuts of meat. As well, we checked the price differences between different shops to see if that could have been a potential problem. This information will gave us a good insight into how Elite Meats could consider changing their marketing methods to better sell these types of meat in the Stillwater area. Furthermore, we researched online for recipes or other uses for unconventional cuts of meat, in addition to benefits and potential downsides that can be derived from purchasing and consuming these cuts of meat.

Results

In this section, we will report the results of the survey we conducted through Google Forms to friends, family, and consumers of Elite Meats. We will also report information garnered through the interview of an Elite Meats employee and online research into the behaviors of meat consumers as they make their meat purchasing decision. The secondary research conducted in this study will convey the health and economic benefits of consuming unconventional cuts of meat versus the more renowned choices.

Survey Results

We received survey results from personal interviews, electronic surveys, social media surveys and surveys distributed to community members and customers of Elite Meats. All of the surveys were conducted and recorded through Google Forms. We did not target any specific group or individual once they were inside the store. A total of 185 responses were recorded for our surveys. The survey consisted of 14 questions that sought the reasons behind choices of meat purchases in the Stillwater community. Secondly, we looked to specifically develop better marketing strategies for Elite Meats and their offal and variety meats, whether that was targeting a certain demographic or the general public.

The survey consisted of fourteen questions focused on unconventional cuts of meat and the possible factors responsible for swaying the consumer away from buying those unconventional cuts of meat, versus the more traditional and typical types of purchases of meat (see Appendix A). The survey reached a good sample size of 185 people; we were able to gain a greater understanding on the buying behaviors of a wide variety of meat consumers in the community.

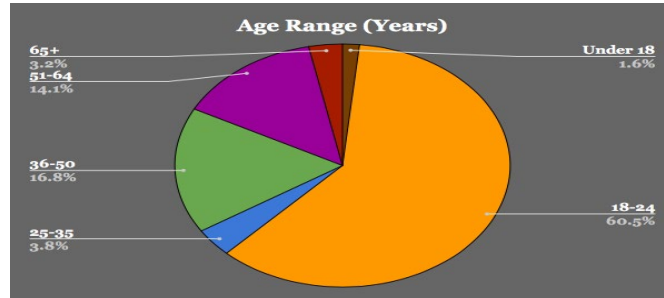


Figure 1: Age of Respondents

Figure 1 shows the age ranges of the responders. The responses from the survey are shown as a pie chart in figure 1. This statistic shows that 1.6% of those surveyed were under the age of 18, 60.5% were of the ages of 18 to 24, 3.8% were in the age range of 25 to 35, 16.8% were in the age range of 36 to 50, 14.1% ranged from 51 to 64 years. This question had the intention of discovering the driving age range for the purchasing choices with in the community. The majority of survey respondents demonstrated to be within the age range of 18 to 24 years old, which makes sense, as the community is currently a majority of students attending Oklahoma State University.

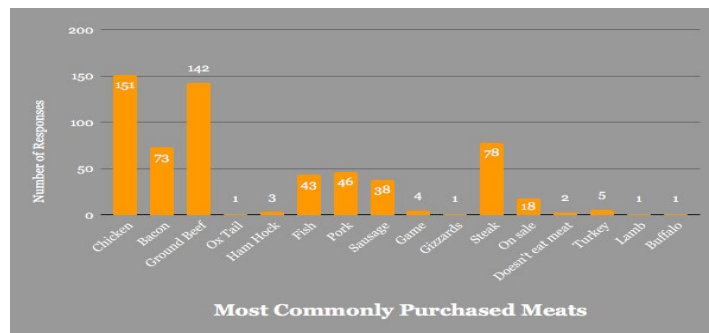


Figure 2: Community Purchasing Habits

Figure 2 shows the responses when those surveyed were asked to list the three most common types of meat they purchase when grocery shopping. The top three purchased meats were chicken breasts and thighs (81.%), ground beef (76.2%), and steak (41.6%). Among the least purchased were cuts such as oxtail and gizzards. This

knowledge can help us to recognize the top selling cuts of meat and then research the marketing methods and appealing factors to the meat consumers in the community.

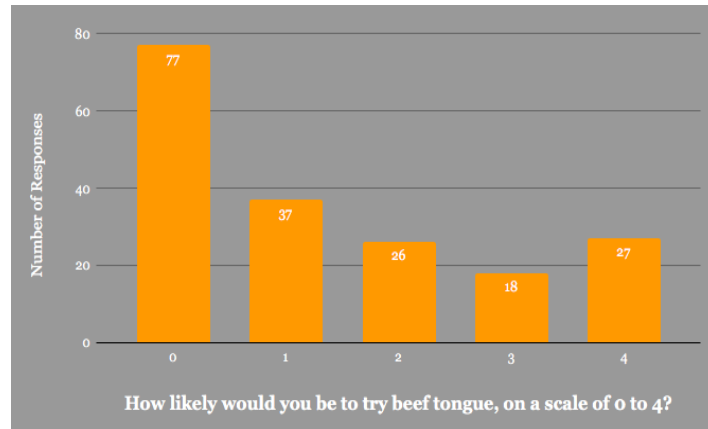


Figure 3: Likelihood to Try Beef Tongue

Figures 3 and 4 demonstrate how we asked the respondents to gauge how likely they would be to try beef tongue and pork cheeks (jowl). The willingness of the respondent to try these meats was rated on a scale of 0 to 4, with 0 being absolutely not and 4 being “definitely yes.” Figures 3 and 4 show the responses to beef tongue and pork cheeks (jowl). The responses showed a 15% chance of “yes, definitely” trying pork cheeks; this was the highest 4 level rating of all meats that were presented for rating. On the flipside, beef tongue had the most responses recorded as “absolutely not”, with 77 of 185 respondents rating it as 0. These responses were not surprising. America Midwest culture has shaped people to only eat the most common types of meat like chicken and beef, as was seen in figure 2.

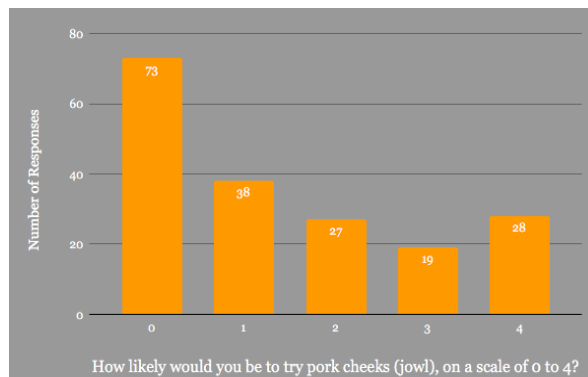


Figure 4: Likelihood to Try Pork Cheek

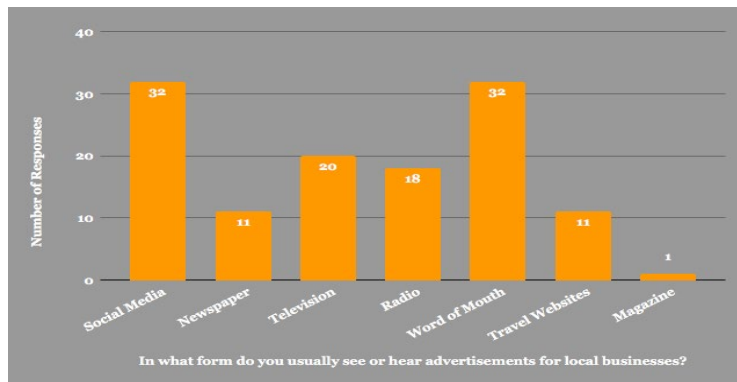


Figure 5: Advertising Trends in Community

Figure 5 displays the survey question which asks in what form the respondents usually see or hear advertisements for local business. The results were 65.3% for social media, 22.4% for newspaper, 40.8% television, for 36.7% for radio, 65.3% for personal recommendation (word of mouth) and 22.4% for travel websites (Google, Yelp, etc.).

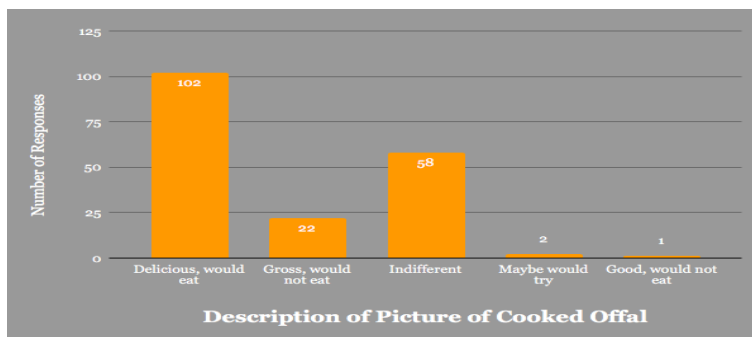


Figure 6: Responses to Visual Recipe

Figure 6 illustrates the responses as to whether a prepared dish of oxtail, was appealing or not at first glance. Of the respondents, 55.14% chose “definitely would eat”, 11.9% thought the dish was “gross, would not eat”, 31.4% were indifferent. The majority of those surveyed believed this offal cooked looked appetizing.

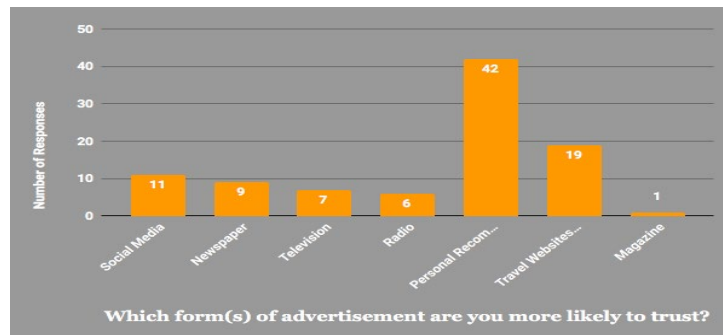


Figure 7: Advertisement Trends in Area

Figure 7 reveals which form(s) of advertisement the respondents were most likely to trust. The options were the same as in figure 5 plus a magazine option and resulted in 22.4% trusted social media the most of available choices, 18.4% trusted television ads, 14.3% trusted radio spots, 12.2% trusted newspaper advertisements. The vast majority, 85.7%, trusted personal recommendation (word of mouth), while the next popular decision, travel websites such as Google and Yelp, was selected by 20% of respondents. By far, the most trustworthy form of advertisement to those who responded to the survey was personal recommendation and word of mouth.

Interview Results

We interviewed a part-time employee of Elite Meats that usually works at the front meat counter as a cashier. At the front counter, she frequently interacts with most of the customers and oversees transactions when meat is purchased. Because of her responsibilities, she was able to answer several of our questions in-depth. After meeting with this employee, we were better able to understand the processes for purchasing, storing, and selling unconventional cuts of meat and offal, as well as the types of customers that generally buy this type of meat and parts of the animal. Furthermore, we learned what happens to these parts if they are not sold. The questions that were asked in the interview can be found in Appendix B.

The employee that we interviewed was able to give us a valuable insight into the customers of Elite Meats. Generally, she said that while college students from Oklahoma State University do come in at times, they do not make up the majority of the customers. “A lot of our custom orders or any larger meat purchases are from the

age of 25 to 40,” she approximated. She mentioned that there may be some “over and under”, and that typically, consumers visit the store and make purchases after work.

The employee also gave valuable insight into the customers that buy unconventional cuts of meat, such as beef tongue, buy them for “cultural reasons:” For example, she stated, “a lot of Hispanic people come in and buy beef tongue,” perhaps because “tongue tacos are really popular.” When asked to go more in-depth as to who buys specific unconventional cuts of meat, she said that while Hispanic and Indian cultures were the main groups that buy this kind of meat, veterinary students and the elderly also make these purchases from time to time. She tells of a time that a few vet students came in and each asked for beef tongue in order to “practice suturing on.” Furthermore, she said that the, “older generation...likes beef liver.”

The employee also explained exactly what kind of meats and products are available for purchase from Elite Meats. In the front counter that have a definite and short shelf life, she explained that Elite Meats has “all cuts of meat, pork, beef, lamb, chicken, and bison.” She also confirmed our belief that the business sold offal such as beef tongue and oxtail, and also added that Elite Meats sells marrow bones and liver, as well as pig ears that are primarily smoked and used for dog treats. She also divulged that they are not able to market all parts of an animal, as Elite Meats is “partnered with” OSU’s Food and Agricultural Products Center, and states, “Sometimes, we can’t get everything in due to their regulations of what they have to legally dispose of.”

When asked about the marketing and advertising strategies in place for variety meats and non-traditional cuts, the employee explained, “There's not much of a marketing strategy behind those specific cuts,” the most likely reason being that the main reason these types of meat are purchased are for cultural meals and dishes. Cuts such as tongue and liver are kept in the freezer until “the customer initiates [the purchase].” If a cut of meat that a customer requests is in stock, but is not readily available for purchase, the employee states, “we can place an order for it.” She also suggested that a reason that these cuts are not in high demand is that they are not on the typical grocery list, but rather consumed for “a special occasion”, “trying a new recipe”, or “something like that.” For products kept in the front counter, their primary advertising platforms were “Instagram or Facebook, pictures of [meat products] to advertise.”

Since the employee explained that unconventional cuts of meat are not typically purchased, we then asked what the typical shelf life of these types of meat were, and how they were disposed of when they reached the end of that shelf life. She answered that most of these cuts are frozen and kept in storage, so they have “an indefinite shelf life because it’s packed airtight.” Since Elite Meats “doesn’t get that many carcasses,” they do not have many livers or tongues to sell, so it is not “a huge deal if we do or don’t sell it.” She also added that while pig ears are primarily smoked for dog treats, they are available “unsmoked” upon request, but marrow bones are always smoked, because “we do try to use everything we can.”

Since these cuts of meat are not “necessarily on [customers’] radar”, Elite Meats does not heavily advertise or post recipes on their website, because, as the employee stated, “it’s not something that’s on [the customers’] radar.” Since offal and variety meats are in short supply and low demand, she says that these kinds of meat are not “something that’s dragging us down if we don’t sell it,” and that if they are able to sell it and remove a product from the freezer, “it’s a plus because we do get to use all the part [of an animal] and that’s something we try to do.”

Online Research and Benchmarking Results

Research was performed online into the monetary and nutritional benefits and downsides of offal, and called other butcher shops to see if and how they marketed non-traditional cuts of meat. The definition of unconventional cuts of meat, or “offal,” that is used throughout this research is variety, pluck or organ meats. Offal is all of the edible organs, entrails, bones, and muscle from an animal.

Nutrition and Monetary Benefits

Offal or “organ meats” are high in vitamin A. Vitamin A is capable of many good deeds for the body; these include reducing inflammation, fighting off disease and infection, promoting eye health, fighting against anemia, helping with a healthy pregnancy, and more. The type of vitamin A offal provides is a convenient type of vitamin A because it does not need to be converted to anything else to be used by the body, therefore, it is convenient and healthy for the body to absorb (Bulletproof Staff, 2018). The nutritious benefits to eating offal are only one reason to choose to expand one’s horizons to offal meat. Not only with the advantageous addition of vitamin A to a meal can one fight off bacteria and viruses, while also promoting healthy growth in the body, one can at the same time cut out the expense of buying vitamin supplements (Edwards, 2018).

Speaking of cutting out expenses, the prices of the beloved steaks average at \$15.79 at our local butcher shop Elite Meats in Stillwater, Oklahoma (Fresh Meat Menu, n.d.). This habit can easily be strenuous on anyone's wallet. However, opening one's eyes to the world of offal meat will be not only a great experience for the taste buds, but a great break to the wallet. Offal such as oxtail at Elite Meats can be bought in any proportion chosen by the customer ahead of time. Oxtail runs at a price of \$6.99 per pound, they are generally sold in proportions around one to two pounds, so the price is most commonly sold as about \$12.99 (Fresh Meat Options, n.d.). The prices of offal range from \$2.99 to \$12.99 on average from a professional butcher shop online, Preston's Master Butchers (Preston's, n.d.). The organs and entrails are responsible for the lower costs ranging in the single digits. The comparably higher priced variety meats are honeycomb tripe and oxtail, as they are more popular with consumers. Given prices of the honeycomb tripe and oxtail from "professional" butchers are \$12.99 and \$11.99 respectively, which still compares lower than the \$15.79 average price (Preston's, n.d.) of most steaks at a local butcher shop, offal is still a smarter choice for your wallet.

Potential Downsides

The words "offal" and "organs" themselves seem very off-putting, and getting people to buy them, let alone try them, can be relatively difficult. American culture, especially after World War II and the Cold War, has focused itself on "name-brand" and easy-to-get meats that are quick, easy to cook, and visually appealing. People are under the assumption that meats MUST already look appealing when bought raw, so the idea of buying a heart makes people uncomfortable. Some organ meats are also an acquired taste, like stomachs, which can turn people away permanently if they happen to have one bad experience (Bulletproof Staff, 2018). Americans want visually appealing meat to be cooked in a short amount of time; however, some offal requires more time cooking to become tender. For example, the widely popular Hispanic soup menudo requires that you simmer the tripe and honeycomb for a few hours. Additionally, the delicious pork osso buco takes a significant amount of time to prepare, as the pork shanks must be braised for a few hours so that all the bone marrow is pulled from the bone and thickens the sauce into an umami flavor bomb (Fresh Meat Menu, n.d.). Though some chefs may be dedicated to the dish and have time to prepare it, the typical American now are looking for quick, ready-to-eat meals, which is quite the opposite.

Benchmarking

To get a better idea of how other butcher shops handle their offal, we contacted a handful of shops locally—as well as from other regions—to try and discover if there were regional differences in purchase preference as well as possible new ideas that might not be known here. One of the shops willing to talk about products was The Meat Hook, a Brooklyn-based butchery in the state of New York. This east coast butcher shop had some creative ideas on how to handle offal, but admitted that these ideas were not original to them and that many others are finding new ways to keep food waste to a minimum and promote the sale of offal even if the customers are not exactly aware that they are eating it. Many butcher shops sell more than just raw meat; it is common for shops to sell chili and sauces to help increase profit. This is where they discovered one way to get rid of their amassing amounts of pig skin. In one butcher's famous Italian pasta sauce, pig skin is simmered, which they say gives the sauce a very silky texture and is a great way to utilize the product. Another example they gave was that they turn a lot of their beef hearts into jerky, as people will buy jerky but rarely will they buy a heart the size of your head.

Most of the butcher shops we were able to get in contact with had very similar ideas; every shop used bones, tendons, and dehydrated pig skins to make dog treats in an attempt to bring in some extra dollars. Along those same lines, many shops who could not sell enough organ meat often used the meat to make specialty raw dog food, yet many said they wished they did not have to make dog food because the labor usually outweighs the profit. Lastly, some of the butcher shops in bigger cities, such as New York City, are able to sell their offal in the form of charcuterie. Often, expensive charcuterie is known for being a delicacy, and people are willing to spend upwards of \$30-\$40 per pound for what are mostly offal ingredients (Mylan, 2011). Common charcuterie options are pâté, terrines, and dried meats encased in burlap or other animal stomach/intestinal tissue.

Discussion of Results

The results from the survey showed that a majority of the respondents who purchased meat are female and within the range of 18 to 24 years old, with the next highest ranging from 36 to 50 years old. This statistic shows us that the marketing strategies can be tooled towards female buyers and those specific age demographics. However, when speaking with an employee of Elite Meats, we were informed that while this age range is among the customers of the business, the majority of consumers fall between the ages of 25 and 40 years old. Therefore, it may be more productive for Elite Meats to market specifically to that age range.

Advertising the nutrition benefits seen in offal and variety meat can help ease more consumers into trying offal and variety meat. For example, variety and offal meat contain vitamin A, a specific kind of vitamin which does not need to be converted to anything further in your body before benefits can be derived. Vitamin A is known to fight off infection, help support healthy eyes, support a healthy pregnancy and more (Edwards, 2018). This can be explained to consumers in addition to the economic benefits found in our research. The average cost of one of the most expensive unconventional meats (offal) is less than the average price of the most purchased meat among those surveyed, steak (Preston's, n.d.). The most common age group of respondents suggests they could still be college students and would appreciate the new lower costs of buying meat, as would any member of the community that is looking to shop in a more economically efficient way.

The graph provided in figure 5 demonstrated the responses to a picture of prepared oxtail. Barely half of the respondents chose the response of "looks delicious, would eat it." This showed the respondents were receptive to the aesthetics of the dish; however many free responses were along the lines of "looks good, but not willing to try it." Maybe the respondents are less receptive to offal and variety meat because of an idea that the meat tastes bad, rather than knowing than for sure that they dislike the taste or texture. A majority of respondents even stated they would definitely try the dish if prepared, but they must know how it was prepared. This could correlate to the idea of offal or variety meat coming from "strange parts" of an animal and therefore seem unappetizing to see before it is fully prepared. The important aspect to note is the majority vote declined oxtail only when it was known that it was "oxtail" by the

name, and therefore followed by the common idea that it is gross. Many responses noted the picture looked okay or even good, but they were wary to try it. From this new information, Elite Meats can try to conquer the idea of all unconventional meat tasting and looking gross by advertising the pictures of prepared meals possible with offal and variety meat, or by providing samples of prepared meat.

One of the responses stated that the consumer only bought the more conventional cuts of meat because they did not know of any other kind available for sale. Large corporations such as Walmart may not have offal and variety meats readily available for purchase, but Elite Meats has a wider assortment of unconventional meats available. Elite Meats can take the newly found information of most popular and most trusted forms of advertisement for their customers and use it to market recipes and a variety of meats to their target demographic. The most recognized forms of business advertisement were social media and personal account (word of mouth). Social media can show the benefits and possibilities of unconventional meat in many ways. The majority of respondents hears or sees advertising from social media and personal recommendations, which could be a result of the majority of respondents falling in the age category of 18 to 24 years, and even more age groups joining social media. A possible suggestion to marketing strategies for Elite Meats could be to utilize social media with appetizing pictures of prepared offal and variety meats while also stating the more favorable price and fun fact health benefits.

Information from the interview suggests that these unconventional cuts of meat are bought only by a specific group of people and for special occasions or cultural reasons. Because of this lack of demand, unconventional cuts of meat are usually kept in the freezer at Elite Meats, and are available usually only upon request of the customer. However, butcher shops from across the nation use offal and less demanded cuts of meat in pasta sauces and snack foods; this way, all parts of the animal are used, with nothing going to waste.

Conclusion and Recommendations

In conclusion, many are not aware of the true taste and benefits of offal and variety meat at Elite Meats, and this may not change. Many have an idea already set in their minds that offal and variety meat are gross; however, there is hope for the gain in favorability of unconventional cuts of meat. Marketing techniques targeting social media and word of mouth can help to emphasize the selling of unconventional cuts of meat through mentioning all the benefits unconventional meat has to offer to individuals and society, as several of the following recommendations would cost nothing extra, but would provide extra income if non-traditional cuts of meat are sold.

Unfortunately, we do not believe 1907 can utilize variety meats in the case of charcuterie. There is complicated licensing required because of the use of nitrates and nitrites, but also because the consumer base may not be interested enough for the expenditures. Charcuterie is much more expensive than the common cuts of meat

because of the time of labor and aging that many of the products require. A lot of shops in bigger cities utilize charcuterie as a portion of their profit, but in Stillwater, Oklahoma, where the population fluctuates aggressively multiple times of the year, we do not think this route should be sought, at least not on a large scale.

Our recommendations are as follows:

- **Try-a-meat:** Buyers will most likely be more receptive if Elite Meat holds a “meat try” of the week/month to get customers to be more receptive to trying new variety meats
- **Community Education:** Use existing social media accounts to promote the benefits of offal and variety meat, as well as posting potential recipes. This would provide a free and wide-reaching platform to better market these types of meat
- **Customer Promotions:** 1907 Meat Co. could encourage days to bring in friends/more people for deals or discounts, or provide discounts via social media

- **Advertisement:** Unconventional cuts of meat be heavily advertised, or possibly discounted, on holidays or special occasions when they are usually found on the table or in a traditional dish
- **Continue Preservation Practices:** It would not be a waste of parts of the animal or a drain on finances to continue to vacuum pack and freeze these cuts of meat until requested by a customer.

In a time and society where waste is being produced and disposed at exponentially increasing rates, it is becoming even more important to use all parts of an animal that has been slaughtered. This is the mission of Elite Meats, and the increased sale and use of unconventional cuts of meat and offal can help to fulfill the goals of this business, as well as provide numerous benefits to consumers.

We thank you for your time and hope you take our recommendations into consideration. If you have any comments or questions, you can contact us at meattoyou@gmail.com or (123)-456-7890.

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Appendix A: Survey Questions

The purpose of this survey is to see what types of meat people usually purchase/consume on a daily basis. This survey should take approximately 5 minutes and will give us a good understanding as to why people do or do not purchase/consume unconventional cuts of meat.

Unconventional cuts of meat for example are but not limited to: Organs, variety-uncommon muscles such as oxtail, beef tongue, and jowl, and skin.

Offal is defined as the entrails, organs, and insides of the animal (including muscles) that is edible, also known as variety meats

****We define meat to include all cuts of animals INCLUDING fish****

1. What is your gender?*

- a. Female
- b. Male
- c. Prefer not to say

2. What is your age range?*

- a. Under 18
- b. 18-24
- c. 25-35
- d. 36-50
- f. 65+

3. Do you eat meat (fish included)?*

- a. Yes
- b. No
- c. Other

8. At first glance, how would you describe this picture of meat? How does it make you feel?



- a. Looks delicious, would definitely eat it
- b. Looks gross, would not eat
- c. Indifferent
- d. Other

9. If a friend cooked you a meal and it included offal (non-traditional cuts of meat/lesser used parts of the animal), would you eat it?*

- a. Absolutely not
- b. Yes, of course!
- c. Yes, if I didn't know what it was
- d. No, I don't eat meat
- e. Maybe, depends on how it is prepared
- f. Other

4. How often do you eat meat (fish included)?*

- a. Daily
- b. Few times a week
- c. Few times a month
- d. Very rarely
- e. I don't eat meat
- f. Other

2. Check off the three most common types of meat you buy*

- a. Chicken (breast, thighs, etc)
- b. Bacon
- c. Ground Beef
- d. Oxtail
- e. Ham Hock
- f. Fish
- g. Pork
- h. Sausage
- i. Game (venison, duck, goose, pheasant, , etc)
- j. Gizzards, livers, hearts, etc.
- k. Steak
- l. Whatever is on sale
- m. I don't eat meat
- n. Other

10. Do you feel as though you stay inside the bounds of meat other than offal because that is what you ate growing up?*

- a. Yes
- b. I never looked at it that way
- c. No, not at all
- d. Other

11. Do you think you would be more receptive to offal if your family favored it?*

- a. Yes!
- b. Maybe every once in a while
- c. No, never!
- d. Other

12. Do you follow Elite Meats on any of these social media sites? (Select all that apply)*

- a. Facebook
- b. Twitter
- c. Instagram
- d. 1907meat.co
- e. N/A
- f. Other

13. In what form do you usually see or hear advertisements for local businesses? (Select all that apply)*

- a. Social Media
- b. Newspaper
- c. Television
- d. Radio
- e. Personal Recommendation
- f. Travel Websites (Google, Yelp, TripAdvisor, etc)
- g. Other

6. Check off the three most common types of meat you eat when going out*

- | | |
|--|---|
| a. Chicken
(breast, thighs,
etc) | j. Gizzards,
livers, hearts,
etc. |
| b. Bacon | k. Steak |
| c. Ground Beef | l. Whatever is on
sale |
| d. Oxtail | m. I don't eat
meat |
| e. Ham Hock | n. Other |
| f. Fish | |
| g. Pork | |
| h. Sausage | |
| i. Game
(venison, duck,
goose,
pheasant, , etc) | |

7. On a scale of 0 to 4, how likely would you be to try these types of meats? (0 being absolutely not and 4 being definitely yes)*

- a. Beef Tongue: 0 1 2 3 4
- b. Oxtail: 0 1 2 3 4
- c. Pork Cheeks (Jowl): 0 1 2 3 4
- d. Beef Liver: 0 1 2 3 4

14. Which form(s) of advertisement are you more likely to trust?*

- | | |
|--------------------|---|
| a. Social
Media | f. Travel
Websites
(Google, Yelp,
TripAdvisor,
etc) |
| b. Newspaper | |
| c. Television | |
| d. Radio | |
| e. Personal | g. Other |

Appendix B: Employee Interview Questions

The purpose of this interview is to gain an inside perspective of Elite Meats, and to get a better understanding of the marketing and advertising strategies that are already in place. We will be asking questions concerning unconventional cuts of meat such as beef tongue, oxtail, and liver. Additionally, we are trying to get an idea of the types and characteristics of customers that purchase these cuts of meat. This interview should take about 10 to 15 minutes. This information will be included on a report that may or may not be presented to your employer, Mr. Adam Freeman.

1. Could you describe the kind of customers you interact with while working?
2. Tell me about the products Elite Meats sells.
3. What kind of unconventional cuts does Elite Meats offer?
4. Describe the strategy or process in place to market or sell unconventional cuts of meat.
5. What cuts and kinds of meat do you keep in your front counter, and why those specifically?
6. Who, if anyone, buys unconventional cuts of meat such as beef tongue and oxtail?
7. What are some non-typical cuts of meat that are available from Elite Meats?
8. What are the most popular cuts with customers?
9. What's the typical shelf life of untraditional cuts of meat? If they aren't sold within that shelf life, what happens to them?