

Five-Year Plan Bringing Barley Cookies to Co-op Store Shelves

In the interest of privacy, confidential figures, costs, and names have been removed from this plan. The names of the companies in the value chain remain, with permission.

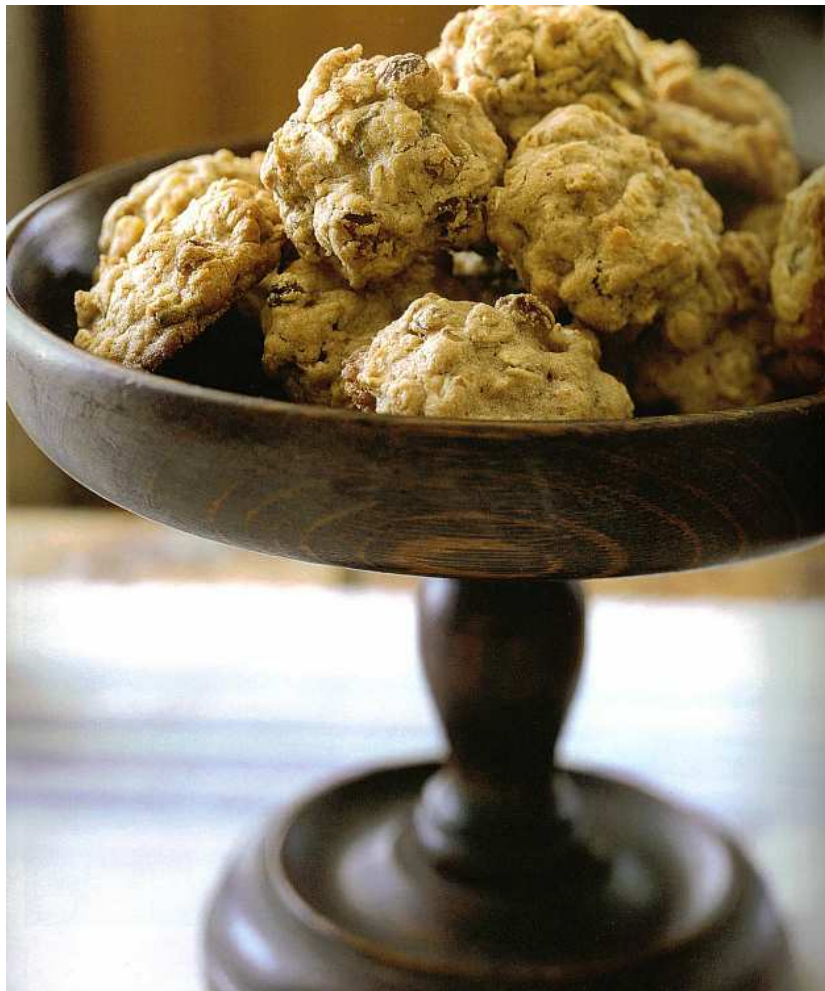


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1. Project and Product Description

The Alberta Barley Commission enthusiastically developed the Barley Commercialization Project in March 2003. Funded by Alberta Agriculture and the Alberta Barley Commission, the project placed barley cookies on Co-op store shelves for a limited time. The project team that conceived and “grew” the line of cookies included Susan Blanchard and three other managers, each with the following responsibilities:

Susan Blanchard	Responsibility
Communications Manager Alberta Barley Commission	All communications, marketing, and product R&D
Jane Doe (fictitious name)	Responsibility
Office Manager Alberta Barley Commission	Project Accounting and Human Resources
Jane Doe	Responsibility
Quality Assurance Officer	Quality Assurance and Product Distribution

The general concept was to work with Byblos Bakery and two Alberta-based flour millers (Schroeder’s Milling Ltd. and Hamilton’s Barley Flour) in a value-chain process to bring a unique line of barley-flour baked cookies to grocery-store shelves. The Alberta Barley Commission delivered the whole-grain barley cookies to Calgary Co-op stores a single metropolitan market (Calgary) with much pomp and fanfare.

According to the researchers hired to research and test the product, the Barley Commission's whole-grain line is the only line made from 100 percent barley. Because barley is a great tasting source of fibre without trans-fat, the premium-priced line gained fast and widespread acceptance in the Calgary test market.

Whole Grain Barley Line

1. Sumptuous **Barley Chocolate Chip Bites** (soft 'n' chewy big cookies) made from 100 percent barley flour and loaded with chocolate chips. Ten cookies per see-through clamshell package cost \$5.12.
2. Extra wholesome **Barley Apple 'n' Raisin Bites** made from 100 percent barley flour and loaded with fresh apples and raisins. Ten cookies per clamshell package cost \$5.12.
3. Extra flavorful **Cinnamon Spice Barley Bites**. Ten cookies per clamshell package cost \$5.12

Why Barley?

Naturally great taste. Barley adds a wholesome, rich graham flavor to baked goods.

High fibre. Barley is one of the richest sources of soluble and insoluble fibre known. North Americans consume about 14 grams of fibre per day, and nutritional recommendations indicate that consumption should be 20 – 35 grams per day. The label on the barley cookie packages says "Source of Fibre."

Zero cholesterol. Barley has components that reduce fat and cholesterol absorption in the intestine.

Barley is filling. Barley increases in size after consumption. It leaves you feeling fuller.

The funders conducted formal and informal research partly to gain perspective on the environmental factors affecting the development and purchase of the products. Research showed a strong trend toward healthy eating and increased fibre consumption, along with great demand for zero trans-fats and great-tasting but healthy products.

The Barley Flour Commercialization project was the catalyst that created awareness of the whole grain barley line—and of barley flour in general—among food processors, chefs, restaurant cooks, nutritionists, consumers and health professionals across Alberta and Canada.

The Barley Commission believed its tasty, nutritious, high-quality and premium-price niche strategy would really work. However, competition is fierce in the baked goods sector and the cookies occupied Co-op store shelves for a limited time only.

Extending the line's geographic coverage

This marketing plan outlines how the Barley Commission attempted to extend the line's geographic coverage from the Calgary market to markets across Alberta.

The Alberta Barley Commission introduced the line, developed a niche strategy for the cookies, and created positive communication around their health benefits.

Mediations for Risks

The business risks for the barley food processors, especially Hamilton's Barley Flour, were perceived as low, thanks to funding. Some of the supports to mediate risks included:

- (1) Consumer research and focus groups
- (2) Tested barley-flour recipes
- (3) Nutritional analysis to confirm the nutrients

- (4) Specific labeling information with the statement “Source of Fibre”
- (5) Point-of-sale marketing tools
- (6) Product sampling
- (7) Public relations, including a news conference
- (8) Push and pull promotions that include coupons and discounts
- (9) Advertising
- (10) Special communications to the 38,000 members of the Alberta Barley Commission.



The wholesome cookie line was made of 100 percent Alberta-grown barley.

2. Strategic Focus and Plan

This section covers the three aspects of corporate strategy that influenced the marketing plan:

- (1) Mission/vision
- (2) Goals
- (3) Core competency/sustainable competitive advantage

Mission

The mission is to be a premier Canadian branded consumer packaged goods company with the leading position in every barley food category. *Whole Grain Barley Products—with a whole lot of great taste.*

Vision

The project's vision is to market lines of high-quality barley products that satisfy consumers in this fast-growing health food segment, while building and expanding three Alberta food-processing businesses—Byblos Bakery, Schroeder's Milling and Hamilton's Barley Flour. The business risks for these food processors are low.

Goals

Over five years, the Barley Commission wanted to achieve the following goals:

Nonfinancial Goals

1. To retain its present image as the only highest quality line of barley products in the food categories in which it competes
2. To enter 15 new metropolitan markets
3. To increase production and distribution capacity to satisfy future sales, while maintaining present quality
4. To add a new product every third year
5. To be among the top 10 bakery lines—regardless of packaging—in one third of the metro markets it occupied.

Financial Goals

1. To obtain a real (inflation-adjusted) growth in earnings per share of eight percent per year over time
2. To obtain a return on equity of at least 20 percent
3. A total debt-to-capital ratio of no more than 40 percent

Core Competency and Sustainable Competitive Advantage

In terms of core competency, the Barley Commission sought to achieve a unique ability to: (1) provide distinctive, high-quality cookies and related products using barley recipes that appealed to and excited contemporary tastes, and (2) to deliver cookies to the customer's table using effective manufacturing and distribution systems that maintain the Barley Commission's quality standards.

To translate these core competencies into a sustainable competitive advantage, the Commission worked with Byblos Bakery, Hamilton's Barley Flour, and Schroeder's Milling to build the relationships and alliances necessary to satisfy the high taste, nutrition, and quality standards of customers.



The Alberta Barley Commission markets the barley category.

3. Situation Analysis

This situation analysis started with a snapshot of the current environment affecting the line. A brief SWOT (strengths, weaknesses, opportunities, threats) analysis is below.

For the SWOT tables, the Barley Commission analyzed the baked goods industry, health-food competitors, and consumers.

SWOT Analysis

Figure 1, on the next page, shows internal and external factors affecting the market opportunities for the barley line. Stated briefly, this SWOT analysis highlights the great strides the Commission took after the barley cookies first appeared on grocery-store shelves.

Strengths

To the Barley Commission's benefit are the strengths of an experienced management team and food processors, excellent acceptance of the cookie lines in the Calgary market, and a strong manufacturing and distribution system.

Favorable external factors (opportunities) included the increasing appeal of great tasting and healthy foods, the strength of the upscale market for cookies, and technological breakthroughs in food processing that make it easier for smaller food producers to compete. These favorable factors must be balanced against unfavourable ones.

Weaknesses

The main weakness of the line was in the limited size of the food processors' bakeries (Byblos, Hamilton's Flour and Schroeder Milling) relative to competitors who have more available financial resources, brand equity, *national* awareness, and wide distribution of product lines.

Threats

Threats include the potential danger that the line's premium price may limit its access to mass markets, no legal patent protection, a hitherto unregistered brand, and competition from the major cookie processors.

Figure 1. SWOT Analysis (Internal Factors)

Internal Factors	Strengths	Weaknesses
Management	Experienced and entrepreneurial management and food processors	Small size can restrict knowledge and options
Offerings	Unique, high-quality, high-priced, healthy, high-fibre, great tasting products	Many lower-quality, lower price competitors
Marketing	Distribution in four markets with excellent acceptance	No national awareness or distribution
Finance	Excellent growth in sales revenues	Limited resources may restrict growth opportunities when compared to giant competitors
Manufacturing	Food processors ensure high quality and are known for producing quality	
R&D	Continuing efforts to ensure quality in delivered products	
Personnel	Good work force, though small. Little staff turnover	Big gap if key employees leave or the team disperses. Good food processors are in demand.

Figure 2. SWOT Analysis (External Factors)

External Factors	Opportunities	Threats
Consumer/Social	<i>What might we do in terms of environmental opportunities we foresee? What do we do best in terms of our unique resources and special skills? What must we do in terms of achieving success in a market or with a product?</i> Upscale market with growing interest in great tasting and healthy food	Premium price may limit access to mass markets
Competitive	Tasty and healthy products are among the fastest growing segment. Product has catchy name and unique packaging	Not patentable; competitors can attempt to duplicate product
Technological	Technical breakthroughs enable smaller food producers to achieve many economies available to large competitors	
Economic	Consumer income is high and convenience is important to Canadian households. Product is ideal for lunches and snacks	More households eating out and bringing prepared take-out into home

Legal/Regulatory	High government regulatory standards eliminate fly-by-night competitors	
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Industry Analysis: Trends in healthy and delicious baked goods

In the past five years, whole and partial grain cookie consumption doubled. Experts predicted rapid growth in this segment and huge market potential.

Figure 3. Product Sales

Baked good	Last year’s sales \$1,000,000	Percentage change from last year to this year
Graham crackers	\$	%
Whole wheat or whole grain Health Section cookies	\$	%

Competitors

The whole wheat and whole grain cookie market represents \$590 million in annual sales. The healthy cookie lines are segmented according to benefits: whole wheat, whole grain cookies, low-fat, fat-free, sugar-free, zero trans-fat, and a few other rare and healthy options. Among the new healthy products introduced are cereal bars, a highly competing category.

Non-healthy cookie sales are generally declining. Kraft owns Nabisco and closed 13 plants last year. More than 3,500 jobs were eliminated. New products introduced by Kraft include the Nabsico 100-Calorie Packs and the KidSense Fun.

In response to declining sales, cookie companies offer healthier or portion-controlled versions of their products.

The average Canadian eats 35,000 cookies in a lifetime. Their favorites are: Oreos, Chips Ahoy, and Chips Deluxe. Every “favorite” brand contains chocolate.

On average, cookie sales account for 6.1 percent of in-store bakery sales. Average sales for each store per week depend on the region of the store. Sales are higher during Christmas and Valentine's Day.

Statistics indicate that more consumers are interested in freshly baked cookies, which they bake themselves or purchase ready made. This is a “plus” for the Barley Commission’s soft, chewy and freshly baked barley line.

Consumer Acceptance

Consumer taste tests determined that the differences between whole wheat or whole grain and barley cookies are negligible in terms of appearance, flavor, texture, colour intensity, sweetness, and overall acceptability.

Barley Commission Analysis

Susan Blanchard, Communications Manager for the Alberta Barley Commission, formed a team of barley flour millers and bakers who participated in the Barley Commercialization Project. Ms. Blanchard has an undergraduate degree in Communications and a graduate degree in Business Administration. She majored in marketing and is familiar with value chain processes. She understands the requirements for new product development.

She brought Alberta Agriculture and the National Research Council on board, and the Council’s Innovation Model was very useful to the project. By providing a framework for innovation, the Innovation Model allowed team members to understand the overall evolution of the barley commercialization process.

In its growth strategy, the barley line tried to retrace a path taken by the processors of Graham crackers, Digestives, and Arrowroot Cookies. The processors of these brands broke from the pack of their respective categories and established a new healthy

approach. They showed that cookies made from a variety of flour ingredients could be delicious, healthy, and in high demand. Likewise, the Barley Commission broadened the position of cookies in a way that could lead to impressive market share for the new product category.

The Barley Commission now had the ideal mix of food processors to maintain the consistently high quality required in its line. The greater volume increased production efficiencies that resulted in a steady decrease in the cost of cookies sold.

Intellectual Property

Ms. Blanchard stipulated who owned the intellectual properties of the recipes. Generic recipes prepared by Hamilton's Barley Flour and the Alberta Food Processing Development Centre are considered public property. Susan Blanchard retains the right to offer these recipes to interested businesses. Any new recipes developed by Hamiltons, Schroeders, and Byblos immediately became the private property of the miller or baker who conceived the recipe.

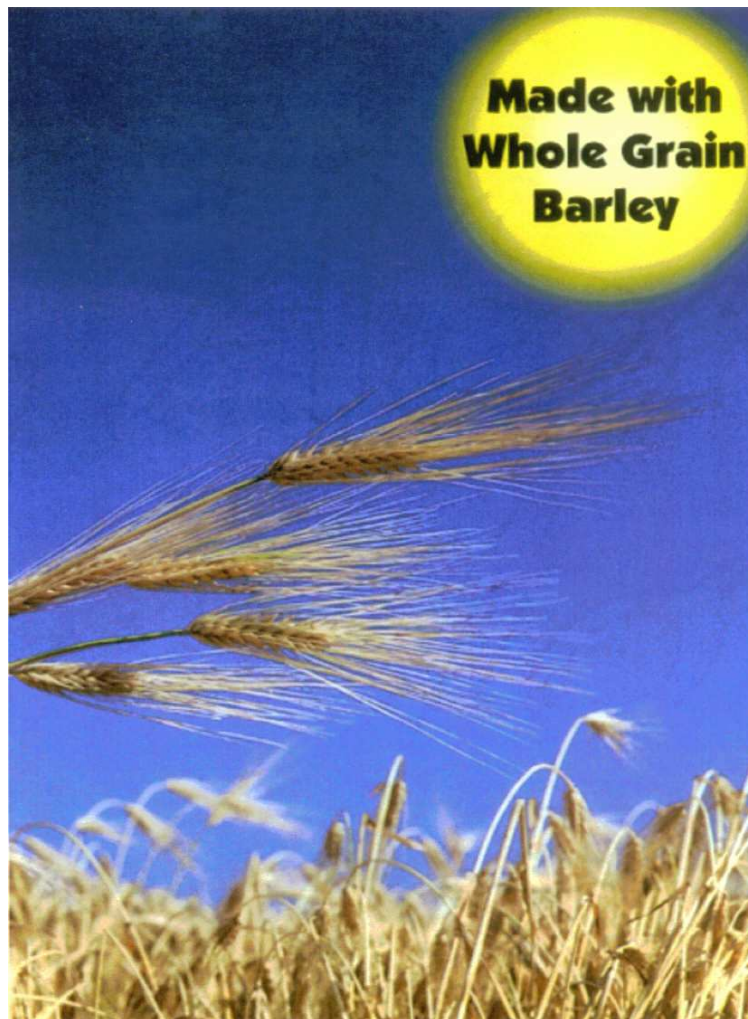
Customer Analysis

In terms of customer analysis, this section describes (1) the characteristics of customers expected to buy the line of barley cookies and (2) health and nutrition concerns of consumers today.

Demographically, barley products are purchased by consumers representing a broad range of socioeconomic backgrounds. Nutritional cookies are purchased chiefly by consumers who are athletic and/or health conscious, who have achieved higher levels of education, who may or may not have experienced problems with cholesterol or body weight, and whose income is \$30,000 and higher. These consumers, young, adult, and senior, represent 88 percent of healthy cookie eaters.

The household that buys barley cookies has one to four people in it. Among married couples, the barley-cookie line is generally bought by households in which there are children, seniors, or health conscious and fit adults. While women consist of the majority of the buyers, single men represent a significant segment.

Because consumers are concerned about their diets, they try to buy healthy foods. However, while consumers are well-versed in dietary matters, they are only slightly modifying their eating patterns to adopt a healthy-eating lifestyle. Many food processors say more and more consumers are drawn to foods that are low-calorie versions. Barley cookies are already higher in fibre and lower in calories, fat, and sodium than competitors' cookies, and those qualities are stressed in branding. Wholesome great taste, convenience and flexibility are other benefits.



4. Market-Product Focus

This section describes the five-year marketing and product objectives for the Barley Commission and the target markets, points of difference, and intended positioning of the barley-cookie line.

Marketing and Product Objectives

The Barley Commission's marketing intent was to take full advantage of its brand potential while building a base from which other revenue sources could be mined. The markets for the cookies are detailed in four areas below:

1. **Current markets.** Current markets would be grown by expanding brand and flavor distribution at the retail level. In addition, same-store sales would be grown by increasing consumer awareness and repeat purchases. With this increase in same-store sales, the more desirable broker/warehouse distribution channel would become available, increasing efficiency and saving costs.
2. **New markets.** By the end of Year 5, the barley cookie business would be expanded to a total of ___ metropolitan areas. This would represent 55 percent of food store sales.
3. **Food service industry.** Food service sales would include barley flour. Sales were expected to reach \$583,000 by the end of Year 3 and nearly \$1 million by the end of year 5.
4. **New products.** The barley line's brand presence would be expanded at the retail level through the addition of new baked goods. This would be accomplished through new product concept screening in Year 3 to identify new potential products. These products were to be brought to market in Years 3 and 4.

Target Markets

The primary target market for barley cookies would be households with one to four people, with kids or fitness- and health-focused adults or seniors with an individual income typically above \$50,000 per year.

Points of Difference

The “points of difference”—characteristics that made the barley line unique relative to competitors—fell into three important areas:

1. Unique wholesome taste and nutritional benefits. No known competitor offers a high-quality big, soft ‘n’ chewy cookie that’s freshly baked, a source of fibre, and comes in a range of barley cookie flavors—chocolate chip, cinnamon and spice, and apple and cinnamon.
2. Taste trends. The consumer’s palate is increasingly intrigued by richly flavoured cookies, freshly baked with a nutritious bend.
3. Premium packaging. The high-value labeling and transparent packaging shows the unique soft and chewy product, freshly baked.

Desired Positioning from the Customer’s Perspective

In the past, cookies have either been healthy or tasty, but often not both. Older cookie brands are solid and small, not big and chewy. In the barley line, these desirable characteristics were combined to derive a position in consumers’ minds. The desired positioning was: Fresh, high quality, soft ‘n’ chewy, big cookies are a source of fibre and tasty.

5. Marketing Program

Marketing strategy—the means by which the objectives will be achieved include: market development (sell barley baked goods in Alberta for the first time). Market penetration (selling more barley baked goods across Canada for the first time), product development (selling new barley goods such as flavored and partially cooked pearl barley) and diversification (selling a new barley product such as fruit-filled barley cakes outside

Canada). Diversification involves selling a new product category or developing a new business in new markets.

The four marketing mix elements of the barley-cookie marketing program are detailed below.

Product Strategy

After first summarizing the product line, the approach to product quality and packaging were covered.

1. **Product line.** Each type of barley cookie (chocolate chip, cinnamon and spice, and apple and raisin) would retail for \$5.12 for ten large, freshly baked, chewy big bites.
2. **Unique Product Quality.** The ingredients and natural flavors of the cookie line are proprietary. The wholesome tastiness comes from the rich “graham-like” barley flavor. The healthiness is due to the extra care lavished upon the healthiest ingredients during production. The ingredients are of unusually high quality and whole grain.
3. **Packaging.** Transparent but sealed clam-shell packaging shows the off the thick and soft, chewy cookies. But a colourful label shows the quality of the carefully milled ingredients. It says, “These are an exclusive brand of quality whole-grain cookies.”

Price Strategy

The barley cookie packages are, at \$5.12 for a ten-cookie package, priced comparably to other cookie offerings. They are priced higher than cookie-isle packages because they are fresh, big, soft, and unique. Their uniqueness and nutritional benefits justify the premium-price point.

Promotion Strategy

Key promotion programs featured in-store demonstrations and cents-off coupons.

- **Instore Taste-Test Demonstrations.** In-store demonstrations were conducted to give consumers a chance to try the cookies and learn about their unique features. Eventually, demos would be conducted regularly in all markets to increase awareness and trial purchases.
- **Convenience.** Consumers were reminded of the convenience of the cookies as a lunch snack when they saw the photograph of the cookies next to a lunch bag. Because the flexibility of use is a key selling point, the cookies would be offered to consumers for a week as a back-to-school snack in lunch bags. In addition, they would continue selling as a clamshell-packaged item.
- **Cents-off Coupons.** To generate trial and repeat purchase of the cookie line, coupons were distributed in four ways:
 - In Sunday newspaper inserts.** Free-standing inserts can help generate awareness and sales. Coupled with in-store demonstrations, they proved to be a very successful technique for marketing the cookies.
 - In-pack coupons.** Stored inside each package of cookies were coupons for \$1 off two or more packages of cookies. These coupons would be included for the first three months the product is shipped to a new market.
 - Direct-mail coupons.** Households that fit the right demographics would receive coupons in the mail. This would be an efficient promotion due to its greater audience selectivity.
- **In-store sampling.** Coupons would be passed around at in-store samplings to give an additional incentive to purchase.
- **Alberta Barley Commission promotions.** The 38,000 Alberta members of the Barley Commission would receive discounts.

Place (Distribution) Strategy

Byblos, a food processor, initially distributed the line to Co-op stores. Eventually, other distributors would buy the product, warehouse it, then resell and deliver it to

grocery retailers on a store-by-store basis. This is typical for products that have moderate sales—compared with, say, staples like milk or bread. As sales grow, the Barley Commission would shift to a more efficient system, such as using a broker who sells the products to retail chains and grocery wholesalers.

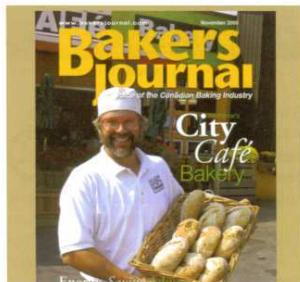
Public Relations Strategy

The main objectives of the public relations campaign are (1) to stimulate excitement and desire among consumers and media for the new Alberta made whole-grain barley and (2) encourage product sales.

The public relations activities would be largely low cost.

The strategies are to:

1. Stimulate interest and create a “must-try” excitement by associating barley flour and the barley line with Alberta-made nutritional goodness: zero trans-fat and a whole-grain source of fibre that tastes great and lowers cholesterol.
2. Communicate the line’s convenience as a healthy back-to-school lunch snack.
3. Tell media the story of how a local team of processors developed the products thanks to a successful business venture with food processors.
4. Work with retailers to host a news conference and tasting event to attract consumers and media.
5. Strive to create the positioning that the line is an ideal food choice.



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A Burgeoning Interest in Barley

Barley flour blends into the mainstream

By Susan Blanchard



Although it's delicious and healthy, barley flour is something of a curiosity to many bakers. Despite its rarity, this relatively new flour is gaining popularity across Western Canada thanks to producers like Hamilton's and Schroeder's in Alberta, and growers of Millhouse barley in Manitoba.

Schroeder, maker of SunnyBoy barley pancakes, has been in Alberta since the 1920s, but in 2003, its parent company went into bankruptcy. In fact, the iconic hot breakfast SunnyBoy Cereal had

completely disappeared from grocery store shelves by mid-2003 and it looked like nostalgia was all that was going to be left of this 75-year-old classic brand. That was until three brothers, Jim, Larry and Elmer Schroeder and Jim's son Randy Schroeder bought it, pulled it from receivership and restarted operations under the new company name, Schroeder Milling Ltd.

Schroeder processes, mills and packages cereal grains to produce quality "organic" and conventional breakfast cereals, pancake mix, baking mixes and flour.

Barley flour is the company's hallmark, purchased commercially by the popular Byblos Bakery in Calgary for a line of barley buns and cookies sold through Calgary Co-op stores.

For bakers who long for the magical words "whole grain" to appear on their bread and bun packages, barley flour is highly recommended. Adding 30 to 40 per cent barley flour to a whole wheat loaf recipe will allow the use of such phrases as "whole grain;" and "a good source of fibre" on the product label. Whole grain barley is higher in fibre than whole wheat and expands three to four times its starting volume when consumed. Pearl barley is known to fill you up and delay feelings of hunger.

Fifteen years ago, Donna and Alex Hamilton milled hullless barley grown on their farm in Olds, Alberta. They tried it as a hobby

Cranberry Barley Muffins

Created by SAIT student David Beard

Ingredients	Quantity	%
Barley flour	387 g	100%
Oat bran	97 g	25%
Flax meal	32 g	8%
Baking soda	5 g	1%
Baking powder	5 g	1%
Salt	2.5 g	.5%
Brown sugar	97 g	25%
Sunflower oil	125 ml	32%
Milk	375 ml	97%
Water	125 ml	32%
Eggs	100 ml	26%
Dried cranberries	258 g	67%

Method:

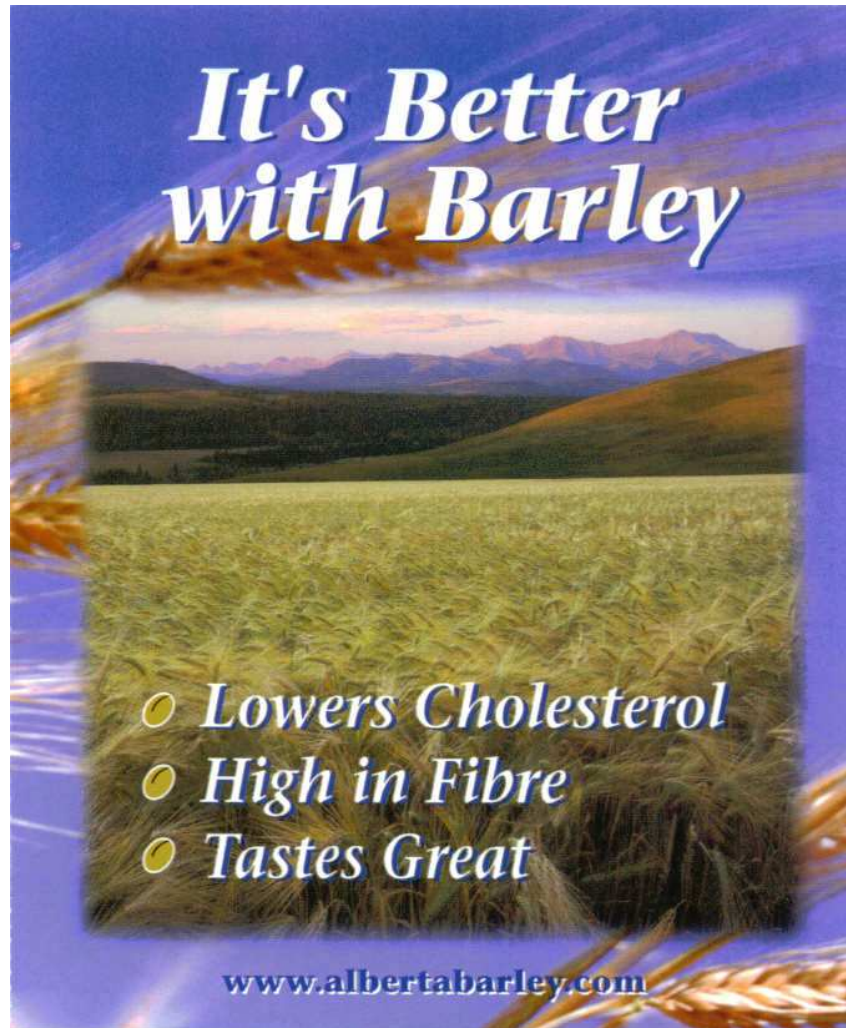
1. Combine dry ingredients (barley flour, oat bran, flax meal, baking soda, baking powder and salt).
 2. Combine moist ingredients (brown sugar, sunflower oil, milk, water and eggs).
 3. Add the dry and moist ingredients together.
 4. Add cranberries.
 5. Bake in a 375°F oven until golden brown.
 6. Test muffins with a toothpick before removing from oven.
- Yield: 12 muffins.
 Batch weight: 1608.5 g
 Individual muffin weight: 134 g
 Batch cost: \$5.58
 Muffin cost: 47¢



A magazine article Blanchard wrote for *Bakers Journal*, a national magazine

Product “Launch” Activities

1. Deliver news releases and product samples to media and invite them to news conferences. For the conferences, Byblos Bakery will provide sandwiches made on a newly created barley buns (a line extension), while the Barley Commission assembles dessert. Spokesperson Susan Blanchard will reveal the story of how the Alberta-made products were researched with the help of Alberta Agriculture, the Barley Commission and the National Research Council. She will also introduce the processing chain.
2. Primary media targeted include daily and national news reporters, CBC TV, TV station breakfast shows, cooking shows, news media, store magazines and food magazines.
3. A national article for *Bakers Journal* will focus on recipes and the benefits of barley flour for bakers across Canada.
4. Story ideas and releases will focus on the value-chain business venture for business publications.
5. Distribute coupons to Alberta Barley Commission members—38,000 consumers—when distributing the regular edition of *Barley Country*, the Alberta Barley Commissions membership newspaper. Copies of the newspaper will be placed at news stands around Calgary.



6. Financial Data and Projections

Past sales Revenues

Historically, the cookies have had a steady increase in sales revenues since their introduction. Immediately after the “launch,” sales jumped spectacularly, largely because of new promotion strategies.

Five-Year Projections

Five-year financial projections for the cookie line appear below:

Figure 4. Financial Projections

Financial Element	Units	Actual 2001	Year 1 2002	Year 2 2003	Year 3 2004	Year 4 2005	Year 5 2006
Cases sold							
Net sales							
Gross profit							
Operating profit (loss)							

These projections reflect the continuing growth in number of cases sold (with eight packages of the cookies per case) and increasing production and distribution economies of scale as sales volume increases.

7. Organization

The team's present organization appears in Figure 5. It shows the four people reporting to the Barley Commission. Below this level are the food processors and employees of the team.

Alberta Barley Commission and Alberta Agriculture (Funders) <hr/> Project Manager Communications Manager, Barley Commission	<hr/> Office Manager Accounting/HR	<hr/> QA/Distribution Manager
	Staff	Staff
Hamilton's Barley Flour	Schroeder's Milling	Byblos Bakery
Staff	Staff	Staff

8. Implementation Plan

Introducing the cookie line to new metropolitan areas is a complex task and requires creative promotional activities that gain consumer awareness and initial trial among target market households. The anticipated roll-out schedule to enter these metropolitan markets appears in Figure 6.

Figure 6. Anticipated rollout schedule to enter new markets.

Confidential.

Year	New Markets Added	Cumulative Markets	Cumulative Percentage of Market
Today (2001)	1	1	
Year 1 (2002)	3	4	
Year 2 (2003)	4	8	
Year 5 (2006)	10	17	

9. Evaluation and Control

Monthly sales targets in cases were set for the cookie line for each metropolitan area. The plan was to compare actual case sales with these targets and to modify tactical marketing programs to reflect the unique set of factors in each metropolitan area. The speed of the roll-out program would increase or decrease, depending on product performance in the successive metropolitan markets.

10. Meeting the Objectives

The ultimate measure of a product's success is based on how effectively the objectives for it were met. Because the campaign came to a close when Blanchard left the Barley Commission, the product was eventually removed from store shelves. The Barley Commission put the project on hold to pursue another corporate vision with the closure of the wheat board.