



MARKETING 483

Integrated Marketing Communications

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Assumptions

1. Varying definitions of the 'nutrition bar' industry exist and estimates of the size of the industry vary. For the purpose of this report we will use the \$6.2 billion figure estimated by research firm Mintel and cited by various sources.¹
2. Many competitors in the nutrition bar industry keep their financial information private or are part of a larger corporation and revenues of the subdivision are not disclosed. For this reason Füd was not able to identify sufficient information to estimate market share of industry players and will use industry averages as a guide for our marketing budget, rather than a share-of-voice (SOV) model.
3. The Meal-Ready-to-Eat (MRE) market matches many of the uses of our product, however for the purpose of this report we will focus on the more mainstream nutrition bar industry and how our product compares to these products.
4. We assume Füd will be approved by the FDA and the product is able to meet our nutrition and taste claims.

¹ Day, B. (2015, April 1). Fit club: Tracking nutrition bar trends. Retrieved December 09, 2017, from http://www.foodbusinessnews.net/articles/news_home/Consumer_Trends/2015/04/Fit_club_Tracking_nutrition_bar.asp?ID=%7B023A1C99-94A0-46EB-9C9F-8FDCC2BC0A6C%7D

Executive Summary

Füd is a nutritious meal replacement bar manufacturer and distributor that focuses on saving time, providing nutritious food, and convenience. Eating Füd bars will keep you full just like a traditional meal so you can go on your adventures. Füd bars are small and portable making it easy for users can conveniently put them in their bags and bring it with them wherever they go. After the Füd bar is consumed, one can just bury the packaging into the ground since the packaging is compostable instead of finding a trash can. Füd bars are sold through our website and selected retailers: Whole Foods, Trader Joes, and REI.

The following integrated marketing communications (IMC) plan will show Füd's marketing strategy in order to introduce our product into the nutrition bar market. Our in depth plan will show how Füd plans on reach out target market. Füd's target market consists of 13.37 million Outdoor Enthusiasts with a household income of \$50,000 - \$150,000 and between the age of 18-54. Our target market typically has an education level of college graduate and beyond. To reach our target market, Füd will use a mixture of traditional media, digital media, owned media, direct marketing, product placement, and public relations & event sponsorship. Füd has communication objectives of increasing brand awareness by 50% (6.7 million people) and brand knowledge by 30% (4 million people). These different methods of marketing will help Füd achieve our first year communication objectives by December 31st, 2018.

Füd is positioned to be the only nutrition bar that provides a full meal's worth of nutrition with a taste just like a home-cooked meal. With our positioning, Füd aims to achieve 2.5% market share by the end of our first year resulting in \$31 million revenue. The IMC budget has been set as \$3,106,897.

The campaign theme "Adventures Fueled by Füd" will be integrated throughout the IMC plan.

Füd will launch on Jan 1, 2018

Segmentation Strategy

Potential Target Markets

Tech-Industry Workers have already begun to adopt trends in meal-replacement solutions, such as Soylent², and this market segment is looking for easy meal alternatives to help them through long work days and hours of coding. The size of this market segment is approximately 12.9 million individuals in the U.S. ([Appendix A](#)).

Marathon Runners / Triathletes expend an average of 2,600 calories per race³ and use a variety of bars and gels to meet their energy requirements. Lightweight, calorie and nutrient-dense Füd bars make our product a logical solution for these athletes to consume during their races. We define 'Marathon Runners & Triathletes' as individuals who participate in marathon or triathlon training at least once per month and the total size of this segment is 1.1 million people in the U.S. ([Appendix B](#))

Outdoor Enthusiasts require energy bars to fuel their bodies while engaging in strenuous activities such as hiking, backpacking, and kayaking. Füd bars provide the required nutrition in a lightweight package. As hiking is a popular and accessible outdoor activity in nearly every region of the U.S., we define 'Outdoor Enthusiast' as someone who hikes at least once a month and the total size of this segment is roughly 13.37 million people in the U.S. ([Appendix C](#)).

² Widdicombe, L. (2017, June 19). The End of Food. Retrieved December 08, 2017, from <https://www.newyorker.com/magazine/2014/05/12/the-end-of-food>

³How Many Calories Does Running a Marathon Burn? (2015, July 23). Retrieved December 08, 2017, from <https://www.theactivetimes.com/how-many-calories-does-running-marathon-burn>

Demographics of Possible Segments					
	Household Income	Age	Education	Race	Gender
Tech - Industry Workers⁴	\$75,000 - \$150,000 +	25-54	- Graduated college plus - Post graduate	Asian and White	Male
Marathon Runners / Triathletes⁵	\$75,000 - \$150,000+	18-24 and 35-44	- Post graduate - Graduated college plus	Other / Multiple races; White	Male
Outdoor Enthusiasts⁶	\$50,000 - \$150,000 +	18-54	- Graduated college plus - Post graduate	Asian and White	Male / Female

Geographics of Possible Segments			
	Regions	Density	City Size
Tech - Industry Workers⁷	Bay Area, Various cities across US	Urban	300,000 - 1 million +
Marathon Runners / Triathletes⁸	West Coast, New England, Various regions	Urban, Suburban	200,000 - 1 million +
Outdoor Enthusiasts⁹	West Coast, Mountain states, Northeast	Urban, Suburban, Rural	50,000 - 1 million +

⁴ [Appendix A](#)

⁵ [Appendix B](#)

⁶ [Appendix C](#)

⁷ Kotkin, J. (2017, March 16). The Cities Creating The Most Tech Jobs 2017. Retrieved December 09, 2017, from <https://www.forbes.com/sites/joelkotkin/2017/03/16/technology-jobs-2017-san-francisco-charlotte-detroit/#79fb71a638f6>

⁸ Which State Has the Most Marathons? (2015, May 26). Retrieved December 09, 2017, from <https://www.runnersworld.com/run-the-numbers/which-state-has-the-most-marathons>

⁹ America's Top 10 Outdoor-Loving States. (n.d.). Retrieved December 09, 2017, from <http://www.retale.com/info/outdoor-states/>

Psychographics of Possible Segments		
	Personality	Lifestyle
Tech - Industry Workers¹⁰	Ambitious, driven, creative, go-getter	Busy lifestyle focused on saving time and group collaboration
Marathon Runners / Triathletes¹¹	Driven, competitive, serious	Lives very active and healthy lifestyle, long hours of training
Outdoor Enthusiasts¹²	Adventurous, ambitious, risk taker	Lives an active and healthy lifestyle and enjoys nature

¹⁰ Chou, T. (2017, June 28). A leading Silicon Valley engineer explains why every tech worker needs a humanities education. Retrieved December 12, 2017, from <https://qz.com/1016900/tracy-chou-leading-silicon-valley-engineer-explains-why-every-tech-worker-needs-a-humanities-education/>

¹¹ Sarkar, M. (2016, April 22). How to run a marathon (hint: it's all in the mind). Retrieved December 12, 2017, from <https://theconversation.com/how-to-run-a-marathon-hint-its-all-in-the-mind-58033>

¹² Spinski, T. (2015, September 09). Inside the mind of an Appalachian Trail hiker - The Boston Globe. Retrieved December 12, 2017, from <https://www.bostonglobe.com/magazine/2015/09/09/inside-mind-appalachian-trail-hiker/HZQS53jPKcj6wirW2Ll0LM/story.html>

Best Consumer Target Market: Outdoor Enthusiasts

Demographics ¹³	Income: \$50,000- \$150,000 +	Age: 18-54	Education: Graduated College Plus and Post Graduation	Race: Asian and White
Geographics ¹⁴	Region: West Coast, Mountain states, Northeast	Density: Urban, Suburban, Rural		
Psychographics	Personality: Adventurous, ambitious	Lifestyle: Lives an active and healthy lifestyle and enjoys nature		

Benefits Sought by this Target Market

1. Save time
 - Fūd bars give campers and backpackers a complete, nutritional meal without having to spend time making a fire or cooking their meals, allowing them to refuel their energy on the go.
2. Save weight
 - Fūd bars are small and easily transportable
3. Great Taste
 - Fūd bars offer a variety of flavors to suit all preferences

¹³ [Appendix C](#)

¹⁴ America's Top 10 Outdoor-Loving States. (n.d.). Retrieved December 09, 2017, from <http://www.retailer.com/info/outdoor-states/>

User State and Usage Rate

Based on our findings (Appendix D), 14.4 million Americans consume a nutrition bar roughly once a month, 10.6 million consume 2-4 bars per month, and 19.5 million consume a nutrition bar 5 or more times a month — creating a combined total of roughly 44.5 million Americans who consume a nutrition or energy bar at least once a month (about 13.7% of total U.S. population).

Using a weighted average, we estimate that the average consumption rate for the 44.5 million Americans who consume energy or nutrition bars is about 3.1 bars per month (see [Appendix E](#) for calculations), or about 37 bars per year.

As demonstrated in the table below, Outdoor Enthusiasts have very similar demographic characteristics as Consumers of nutrition and energy bars. Given this information, we believe that Outdoor Enthusiasts will have similar consumption habits and we feel confident that they will be willing to adopt our product once marketing efforts are able to build awareness for our brand.

Outdoor Enthusiasts vs. Nutrition / Energy Bar Consumers ¹⁵		
	Outdoor Enthusiasts	Consumers of Nutrition / Energy Bars (at least 1 per month)
Age	18-54	18-54
Gender	Male and Female	Female
Household Income	\$50,000 - \$150,000 +	\$60,000 - \$150,000 +
Education	- Graduate College Plus - Post-graduate	- Graduate College Plus - Post-graduate
Race	Asian and White	Asian, White, Hispanic

¹⁵ [Appendix O](#)

Brands or Products Currently in Use

There are dozens of nutrition bars currently on the market. Brands range from KIND, Quaker, and Lärabar aimed at casual snack consumers, PowerBar aimed at performance athletes, and Nature Valley and Clif Bar who Füd will be competing directly against in the Outdoor Enthusiast target market.

Financial information for many of these companies is not disclosed, however Clif Bar is reported to be the largest player in the industry with a market share of 33%.¹⁶

1. Clif Bar & Luna Bar (Parent Company: Clif Bar & Company)
2. Nature Valley & Lärabar (Parent Company: General Mills)
3. PowerBar
4. KIND Bar
5. Quaker Chewy Bar (Parent Company: PepsiCo)

Justification of segmentation variables

We chose the segmentation variables of occupation, household income and lifestyle because our product's purpose is to provide a meal replacement in a fast and easy way. To find our target market, we have to look at the lifestyles of potential consumers and try to understand their struggles and finding a problem that we can solve.

¹⁶ Frojo, R. (2016, November 10). Clif Bar CEO has company revenue and employee count growing. Retrieved December 13, 2017, from <https://www.bizjournals.com/sanfrancisco/news/2016/11/10/most-admired-kevin-clearly-clif-bar-revenue-growth.html>

Size of Consumer Target Market: Outdoor Enthusiasts

For the purpose of our report, we define an 'Outdoor Enthusiast' as someone who engages in hiking at least once per month. Our findings from University Reporter showed that 13.37 million Americans engage in hiking at least once a month. A majority of these individuals have a household income range of \$60,000 - \$150,000, are in the age range of 18-54, and typically have received an education of postgraduate or higher

¹⁷.

Justification of Best Target Market

The best target market for Füd bars are Outdoor Enthusiasts. We selected this target market because this group consumes energy bars at a high rate and engage in activities that would benefit from a product that is lightweight, tasty, and a complete meal replacement.

Tech-Industry workers also have demographics that closely match up with consumers of nutrition bars, however, Füd believes that lifestyle positioning will be a more effective way to market our product and we believe that cultivating a persona around a shared love of the outdoors is easier than attempting to craft a persona that satisfies the varied interests of all tech-industry workers.

Marathon runners and triathletes are logical target markets due to their high consumption of nutrition and energy bars, however this market segment is far smaller than that of Outdoor Enthusiasts (1.1 million compared to 13.37 million) and due to the physically taxing nature of marathons and triathlons, an average athlete will only compete in 1-3 races each year¹⁸, which will further limit the usage rate and potential for sales among this target market.

¹⁷ [Appendix C](#)

¹⁸ Hadfield, J. (2015, May 26). How Many Marathons Can You Run In a Year? Retrieved December 12, 2017, from <https://www.runnersworld.com/ask-coach-jenny/how-many-marathons-can-you-run-in-a-year>

Description and Size of Trade T.M.

We will market most of our bars through third-party retailers while also giving customers the option to purchase directly through our website. Outdoor retailer REI has a customer base that closely matches our target market demographics (see table below) and thus will make a great trade partner for wholesale. In addition, grocers such as Whole Foods and Trader Joe's target higher-income and higher-educated consumers (see table below) that fall into our target market.

Size of trade TM:

- Retail Stores:
 - REI (154 locations)
- Grocery Stores
 - Whole Foods (450 location)
 - Trader Joe's (474 locations)
- Total: 1,078 locations

Demographics of Retailer Customers					
	Household Income	Age	Education	Race	Gender
Outdoor Enthusiasts (Target Market)	\$50,000 - \$150,000 +	18-54	- Graduated college plus - Post graduate	Asian and White	Male / Female
REI ¹⁹	\$60,000 - \$150,000 +	25-44	- Graduated college plus - Post graduate	Asian and White	Male
Whole Foods ²⁰	\$75,000 - \$150,000 +	25-54	- Graduated college plus - Post graduate	Asian and Multiracial	Female
Trader Joe's ²¹	\$75,000 - \$150,000 +	25-64	- Graduated college plus - Post graduate	Asian and White	Female

¹⁹ [Appendix F](#)

²⁰ [Appendix G](#)

²¹ [Appendix H](#)

Positioning Strategy

Positioning Statement

For outdoor enthusiasts **who** need a nutritional, lightweight meal on the go, **Füd bars is the only** nutrition bar **that provides** a full meal's worth of nutrition with a taste just like a home-cooked meal. **Unlike** competitors such as Clif, PowerBar, and Nature Valley, which have less nutritional value and feature only snack flavors, Füd provides the only on-the-go meal solution in the form of a portable and nutritious meal-replacement bar.

Benefit Positioning

The biggest benefit that Füd bars can offer to consumers is the amount of nutrition in one small bar that is easily transportable. Füd bars can be a meal replacement. While other energy and protein bars can offer nutrients in a bar form, no energy bar can be used to replace a meal. Füd offers a convenient and appetizing option for meal time. Unlike other bland and unappetizing nutrition bars, Füd bars are delicious and feature a variety of flavors that consumers will love.

Lifestyle Positioning

Füd's target market is full of individuals who are focused on being in the moment in order to enjoy nature and the outdoors. For this reason Füd bars are a fantastic alternative to lugging around heavy food ingredients and cookware, allowing consumers to get their complete nutrition requirements and spend less time worrying about meal preparation and more time enjoying the outdoors.

Important Attributes of the Brand

1. Reduce waste by decreasing the amount of packaging, materials, and ingredients used to prepare meals
2. Compostable packaging to reduce environmental impact
3. Product saves lives for those in emergency situations
4. Partner with charities to end world hunger
5. Variety of choice and flavors unrivaled by competitors

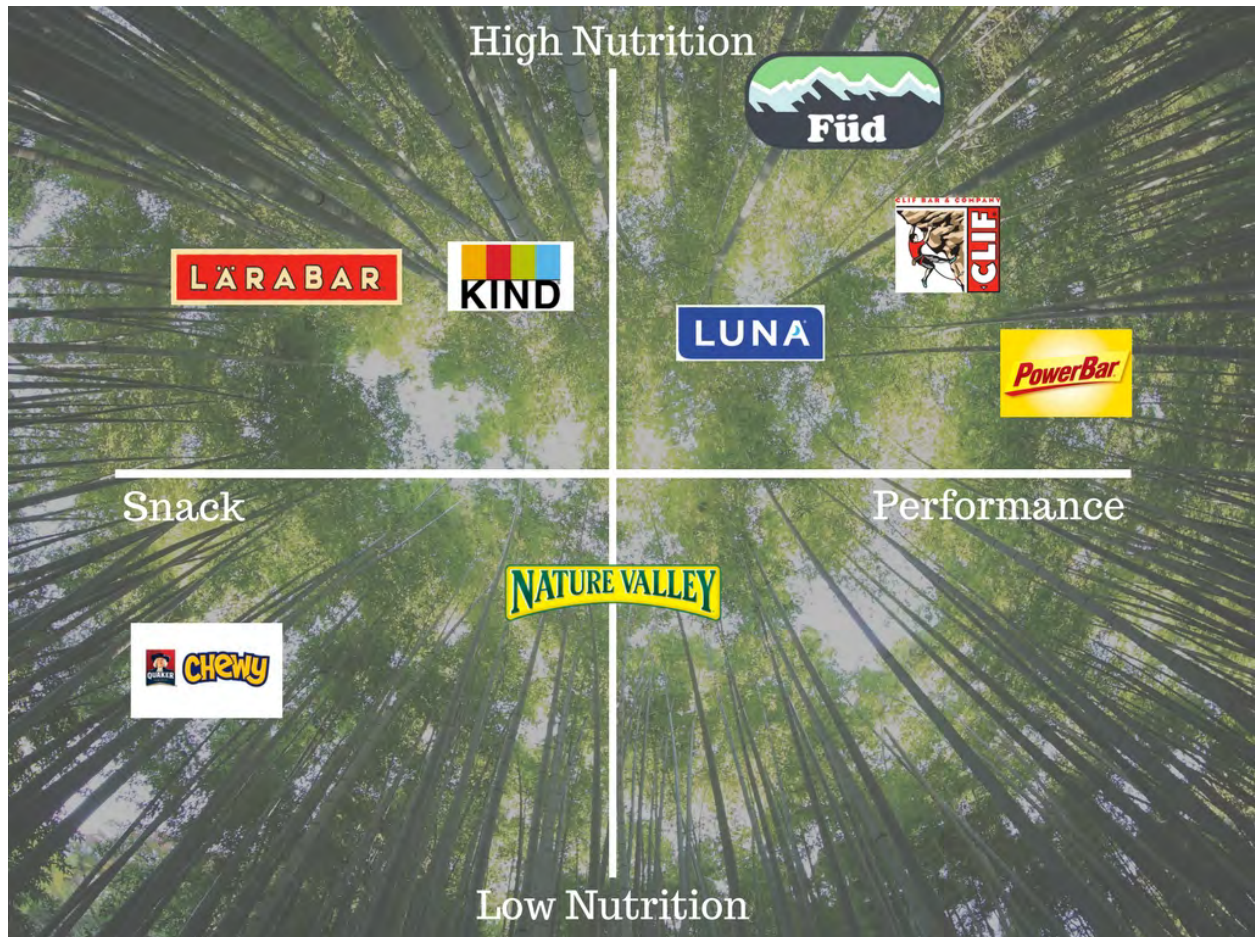
Competitive Analysis

Differentiation Matrix

Competitors	Product				Pricing	Distribution	Differentiation
	Physical Features		Intellectual Advantages	Emotional Benefits			
Füd Bar	Calories: 650 Total Fat: 20g Carbs: 50g Protein: 40g	High nutrition and energy content, replaces complete meal, variety of meal flavors	Ability to engage in daily-life or outdoor activities without spending time cooking	Feelings of content and freedom, enjoying tasty meals without the worry or logistics of cooking	\$2.25	In Stores and Online	-----
Clif Bars	Calories: 250 Total Fat: 5g Carbs: 26g Protein: 8g	Well-balanced nutrition, organic ingredients, available in 20 flavors	Energy to engage in outdoor and exercise activities	Joy and motivation to experience outdoor recreation	\$1.79	In Stores and Online	Füd offers higher nutrition content than Clif and has the ability to completely replace a meal.
Luna Bars	Calories: 190 Total Fat: 8g Carbs: 26g Protein: 8g	Well-balanced nutrition, gluten-free, available in 9 flavors	Energy to engage in daily-life and exercise activities	Delight in being energized and ready to take on life activities	\$1.79	In Stores and Online	Füd offers higher nutrition content and unlike Luna, Füd is intended for a universal target market that is not gender-specific.
LÄRABAR	Calories: 190 Total Fat: 10g Carbs: 24g Protein: 4g	Natural & simple ingredients (max 9 per product), available in 21+ flavors	Healthy snack to get between meals; many flavors offer lots of consumer choice	Pride from eating healthy; flavor choice prevents boredom	\$0.99	In Stores and Online	Füd is geared more toward providing energy for recreation whereas LÄRABAR is intended more as a nutritional snack.
Nature Valley	Calories: 190 Total Fat: 7g Carbs: 29g Protein: 3g	Two bars per pack, moderate energy content, available in 10 flavors	Energy for outdoor or daily activities; two bars allows for ability to share	Joy of experiencing outdoors; contentment from sharing with friends	\$0.50	In Stores and Online	Both products are marketed to outdoor recreationalists, but Füd provides far more nutritional value for users engaging in more lengthy or strenuous activities.
KIND Bar	Calories: 200 Total Fat: 15g Carbs: 16g Protein: 6g	Balanced nutrition content, simple ingredients, available in 26 flavors	Healthy snack to get between meals; many flavors offer lots of consumer choice	Pride from eating healthy; flavor choice prevents boredom	\$1.31	In Stores and Online	Füd provides greater nutritional value and is more geared toward recreation and exercise than KIND.
PowerBar	Calories: 230 Total Fat: 3.5g Carbs: 44g Protein: 9g	High energy content, available in 5+ flavors	Provides energy to engage in strenuous exercise	Self-satisfaction from exercising and achieving fitness goals	\$1.79	In Stores and Online	Füd provides a wider range of nutritional benefit and is targeted for outdoor recreation whereas PowerBar is more focused on gym and fitness activities.
Quaker Chewy Bar	Calories: 90 Total Fat: 2g Carbs: 19g Protein: 1g	Small package, moderate energy content, 8 flavors	Convenient way to refuel on the go	Product allows to pack snacks in advance and not worry about hunger during the day	\$0.47	In Stores and Online	Füd's nutritional benefits far exceed those of Quaker Chewy bars.

Perceptual Map

To determine Füd's strategic positioning in relation to industry competitors, we utilized a perceptual map with nutritional content on the Y axis and purpose of use on the X axis, ranging from 'Snack' on the left side, indicating products aimed toward a general consumer base, to 'Performance' on the right side, indicating products marketed for use with athletic activities.



Marketing Objectives

Marketing Objective #1:

- 80% / 20% Sales Model (Wholesale/Direct) for 2018 financial year

Throughout the 2018 financial year, Füd's goal is to sell 80% of units through wholesale channels and 20% of units directly through the online webstore.

With this model Füd will be able to reach our target market by distributing through retailers whose customer base match our target demographics, such as REI²², Whole Foods²³, and Trader Joe's (appendix F,G,H), and Füd will also be able to benefit from direct online sales that offer a higher profit margin and the ability to gain insight on consumer purchasing habits through e-commerce analytics²⁴.

This objective will be met through trade partnerships with third-party retailers to promote wholesale and through advertisements promoting our webstore to spur direct sales.

Marketing Objective #2:

- \$31,068,975 in Total Sales by Dec. 31st, 2018

Füd's goal is to convert 5% of our target market of Outdoor Enthusiasts, or 668,150 people, into users of our product. With this user base and the sales model detailed in Marketing Objective #1, we will reach a total year 1 sales revenue of \$31,068,975 between January 1st, 2018 and December 31st, 2018.

\$31,068,975 is a relatively high revenue for a new entrant in the industry, but with proper marketing Füd believes it is possible to achieve these figures due to the large size of the total nutrition bar industry and our positioning among competitors that allows us to cater to a sizeable niche of customers.

Calculations for these projections can be found in the table on the following page.

²² [Appendix F](#)

²³ [Appendix G](#)

²⁴ Hopwood, C. (2016, April 06). Why direct-to-consumer is becoming an important retail channel. Retrieved December 09, 2017, from <https://www.visioncritical.com/direct-to-consumer-marketing-channel/>

Füd Year One Revenue Projections

Revenue Projections - Year One	
Target Market	13,363,000 people
Total T.M. who will purchase our product	668,150 (5% of T.M.)
T.M. who will purchase our product in third-party retail stores	534,520 (About 4% of T.M.)
T.M. who will purchase our product directly online	133,630 (About 1% of T.M.)
Purchase Quantity (per month)	3.1 units
Purchase Frequency (per year)	12
Wholesale Price	\$1.00 / unit
Retail Price	\$2.25 / unit
Year 1 Wholesale Revenue	\$19,884,144 ²⁵
Year 1 Retail Revenue	\$11,184,831 ²⁶
Total Year 1 Revenue	\$31,068,975
Year 1 Market Share	0.5% ²⁷

Budget Ceiling for Integrated Marketing Communications:

- $\$31,068,975 \times 20\% = \underline{\$6,213,795}$

²⁵ Wholesale Revenue: Projected Customers x (Qty x Frequency) x Wholesale Price
 ○ $= 534,520 \times 3.1 \times 12 \times 1 = \$19,884,144$

²⁶ Retail Revenue: Projected Retail Customers x (Qty x Frequency) x Retail Price
 ○ $= 133,630 \times 3.1 \times 12 \times 2.25 = \$11,184,831$

²⁷ Market Share: Year 1 Sales / Industry Sales
 ○ $= 31 \text{ million} / 6.2 \text{ billion} = 0.5\%$

Marketing Objective #3:

- 2.5% Market Share by December 31st, 2022

At the end of financial year 2018, Füd projects a total revenue of roughly \$31 million, a small 0.5% of the total \$6.2 billion²⁸ nutritional bar industry. Füd's 5-year goal is to expand this market share to 2.5% of industry sales, or approximately \$155 million, by December 31st, 2022.

With over 1000 different bars currently on the market today²⁹, consumers are spoiled with a wealth of choice and Füd will need to carve out a foothold in the industry by focusing marketing efforts to capture the niche market looking for nutritional full-meal replacement bars rather than just typical snack or energy bars.

Füd will achieve its goal of increasing market share from 0.5% at the end of 2018 to 2.5% by December 31st, 2022 by both increasing general sales volume and by more heavily emphasizing higher-margin direct web store sales as brand name recognition grows and more consumers purchase directly from our site.

²⁸ Day, B. (2015, April 1). Fit club: Tracking nutrition bar trends. Retrieved December 09, 2017, from http://www.foodbusinessnews.net/articles/news_home/Consumer_Trends/2015/04/Fit_club_Tracking_nutrition_bar.aspx?ID=%7B023A1C99-94A0-46EB-9C9F-8FDCC2BC0A6C%7D

²⁹ Lutz, A. (2015, June 09). Grocery stores have discovered the perfect product, and customers are happily paying higher prices. Retrieved December 09, 2017, from <http://www.businessinsider.com/nutrition-bar-sales-are-soaring-2015-6>

First-Year IMC Budget

Due to the lack of publicly available financial data for many companies in the nutrition bar industry (see [Assumption #2](#)), Füd will not be able to use share-of-voice (SOV) as a method to calculate the IMC budget needed to achieve our desired marketing objectives.

Based on the CMO Survey by Deloitte LLP and the American Marketing Association, the average marketing budget for a company in the 'Consumer Packaged Goods' industry accounts for 24% of the total budget and is on average equal to 7.5% of the company's total revenue³⁰

As a new entrant into a competitive industry, Füd will allocate a marketing budget larger than the 7.5% industry average in order to establish a foothold in the industry.

Füd will allocate 10% of year-one revenues to the marketing budget in order to achieve our desired marketing objectives, for a total of \$3,106,897.

Year One Revenue x Allocated % = First-Year IMC Budget

- **\$31,068,975 x 10% = \$3,106,897**

³⁰ The Wall Street Journal. (2017, January 24). Marketing Budgets Vary by Industry. Retrieved December 12, 2017, from <http://deloitte.wsj.com/cmo/2017/01/24/who-has-the-biggest-marketing-budgets/>

Marketing Mix

Product Strategy

Features Physical		Advantages Intellectual		Benefits Emotional
Small, compact size; easy to pack.	→	Packing gear becomes easier and less time consuming.	→	Users feel happier and less stressed than they would attempting to cram everything into their packs.
Lightweight alternative to carrying cooking ingredients / wares.	→	Less weight in packs leads to less fatigue; able to travel further, faster.	→	Users feel relaxed at the end of the day rather than cranky and fatigued.
Biodegradable packaging.	→	Appeals to the eco-conscious. No need to worry about packing out trash.	→	Users feel happy that they are able to experience nature while leaving no trace and minimal environmental impact.
High nutritional content to replace a meal (650 calories, 20g fat, 50g carbs, 40g protein).	→	Provides users with all the nutrition and energy they require to continue their activities.	→	Users feel content and healthy with full stomachs and proper nutrition. Also avoids sickness and malnutrition that would take away the joy from the activities they engage in.

Pricing Strategy

Among major competitors in the nutrition bar category, Quaker and Nature Valley bars sit on the lower end of the pricing spectrum at \$0.47 and \$0.50 per bar, respectively. On the high end are Luna, PowerBar, and the aspirational brand in the category, Clif, each priced at \$1.79 per bar.

Füd will utilize a **premium pricing** strategy to communicate the value of our product and clearly define our position in the nutrition bar category as not just a snack bar but a complete meal-replacement solution. Although not the cheapest product in the category, Füd bars reflect a great value due to the superior nutritional content the bars offer in comparison to competitors.

For wholesale distribution, Füd bars are priced at \$1.00 per bar and retail at \$2.25 per bar, giving retailers a 125% profit margin on each unit sold.

Retail	Wholesale
\$2.25	\$1.00

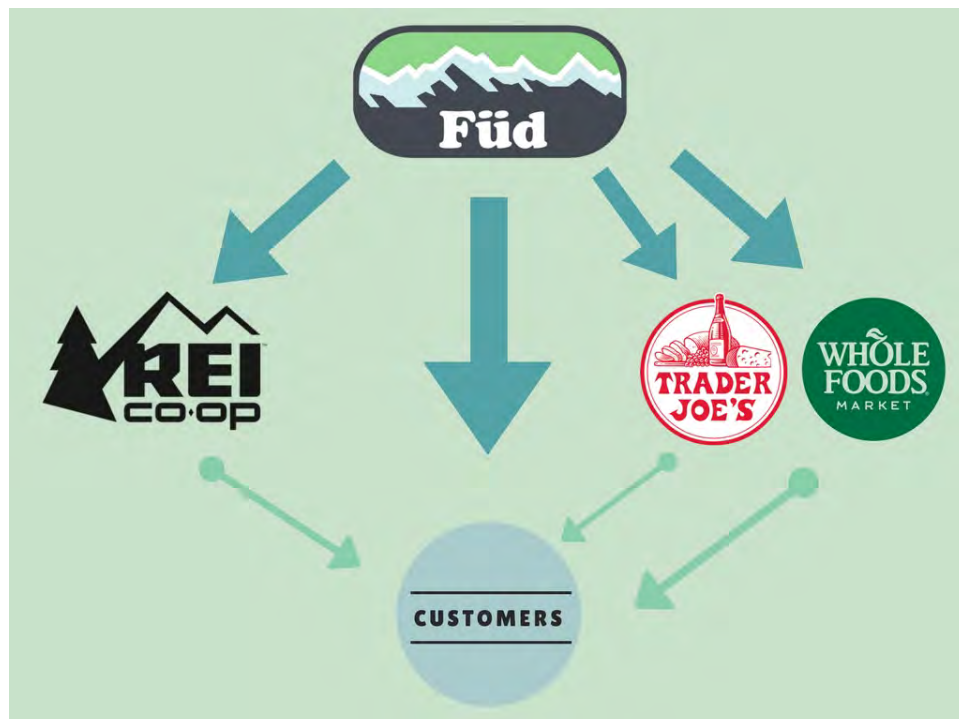
Distribution Strategy

Füd will utilize both a business-to-business and business-to-consumer distribution strategy.

As detailed in [Marketing Objective #1](#), Füd has a goal to complete 80% of sales volume through third-party retailers and 20% through direct online sales.

With this model Füd will be able to reach our target market by distributing through retailers whose customer base match our target demographics, such as REI³¹ and Whole Foods³², and Füd also will be able to benefit from direct online sales that offer a higher profit margin and the ability to gain insight on consumer purchasing habits through e-commerce analytics³³.

In subsequent years as Füd grows as a company and brand-name recognition and product usage among our target market increases, Füd plans to shift the 80-20 model closer to 50-50 in order to capitalize on higher profit margins by selling direct to the consumer.



³¹ [Appendix F](#)

³² [Appendix G](#)

³³ Hopwood, C. (2016, April 06). Why direct-to-consumer is becoming an important retail channel. Retrieved December 09, 2017, from <https://www.visioncritical.com/direct-to-consumer-marketing-channel/>

Creative Strategy

Communication Objectives

Objective Areas	Numerical Target		By	Date		
-	Current Level	New Level	-	Month	Day	Year
Brand Awareness	0%	50%	by	December	31	2018
Brand Knowledge	0%	30%	by	December	31	2018

Justification of Communication Objectives

Specific:

- Awareness: Füd wishes to achieve 50% brand awareness within our target market of outdoor enthusiasts, for a total of about 6.7 million people.
- Knowledge: Füd wishes to achieve 30% brand knowledge within our target market, for a total of about 4 million people.

Measurable:

- Awareness of brand will be measured through consumer surveys distributed online and through our trade partners.
- Knowledge of brand will be gauged through conducting surveys to see whether consumers can identify our brand's points of differentiation and other unique aspects.

Achievable:

- Füd believes these objectives can be achieved through our integrated communications plan.

Timely:

- The timeframe to meet these objectives is January 1st, 2018 to December 31st, 2018.



Creative Brief

Brand Name: Füd

Positioning Statement:

For outdoor enthusiasts **who** need a nutritional, lightweight meal on the go, **Füd** bars **is the only** nutrition bar **that provides** a full meal's worth of nutrition with a taste just like a home-cooked meal. **Unlike** competitors such as Clif, PowerBar, and Nature Valley, which have less nutritional value and feature only snack flavors, Füd provides the only on-the-go meal solution in the form of a portable and nutritious meal-replacement bar.

Target Market Definition

Füd's target market is Outdoor Enthusiasts, defined as individuals who engage in hiking activities at least once a month. The following characteristics define this market segment:

Demographics:

- Age: 18-54; 18-24 is the highest segment with an index of 147
- Household Income: \$50,000 - \$150,000
- Education: Graduated college or higher level of education
- Race: Asian and White
- Gender: Male and Female

Geographic:

- Regions: West Coast, Mountain states, Northeast
- Size: Rural areas as well as metro areas in close proximity to nature

Psychographics:

- Moderate to heavy outdoor activity
- Eco-conscious

User State & Usage Rate

- Outdoor Enthusiasts are already moderate to heavy users of nutrition bar products, such as Clif bars and Nature Valley granola bars, to fuel their energy while engaging in outdoor activities. Based on consumption data of nutrition bar products ([Appendix D](#)), we estimate that the average user of nutrition bars consumers 3.1 bars per month (calculations can be found in [Appendix E](#)).

Benefits Sought by Target Market:

Convenience

- Füd bars are small and portable. Users can conveniently put them in their bags and bring it with them
- Füd bars are ready to eat, no need to add anything to it
- After the Füd bar is consumed, one can just bury the packaging into the ground since the packaging is compostable instead of finding a trash can

Nutritious

- Unlike many bars, Füd bars provide all the nutrition needed in one meal
- Eating Füd bars will keep you full just like a traditional meal so you can go on your adventures

Saves time

- Füd bars provides ease to users by replacing meals
- Cooking meals can be time consuming with the preparation and cleaning, using Füd bars eliminates these extra steps
- Users of Füd bar don't have to worry about making a meal and can focus on enjoying the outdoors

Campaign Theme - “Fueled by Füd”

“**Fueled by Füd**” is a marketing campaign integrated across various media channels (print, video, social media, etc.) to communicate two of Füd bars’ greatest benefits: the nutrition and energy needed to fuel outdoor activities and the variety of flavors available with our product.

“**Fueled**” connotes ideas of energy, action, and activity and inspires members of our target market to get out and engage in the forms of outdoor recreation that they enjoy the most. This part of the copy will strike at the core of the ‘adventure’ persona that our brand and other outdoor brands such as The North Face and REI aim to cultivate.

“**By Füd**” encapsulates many ideas central to our product. This part of the tagline will not only educate consumers on how to pronounce our brand name (pronounced as “food”), the copy also is intended to conjure concepts central to food itself — nourishment, necessity, and even the comfort and joy associated with eating food in social settings.

Message Strategy Methods:

Awareness

To increase awareness of Füd, different forms of audio and visual advertisements will be repeated. Throughout the different forms of audio and visual advertisements, Füd will consistently use our slogan “Fueled by Füd”

Liking

Füd can achieve liking through “feel-good” advertisements. Our advertisements will appeal to consumers that have an interest in the active lifestyle. By associating our brand with fueling our consumer’s adventures, consumers that enjoy an active lifestyle will feel good about their purchase. The increase of awareness to turn into familiarity with our brand and this can lead to liking.

Preference

Füd will achieve preference through adventure appeal. This appeal is directed towards giving the impression that purchasing a product will change the individual’s life radically and fill it with fun, adventure, and action. Füd’s ads are all centered about creating adventures in the great outdoors.

Integration

We are integrating our theme of “Fueled by Füd” across all of our advertisements. We are integrating the Füd logo through all of our advertisements and using the same fonts, colors, and tag lines to keep our campaigns constituents.

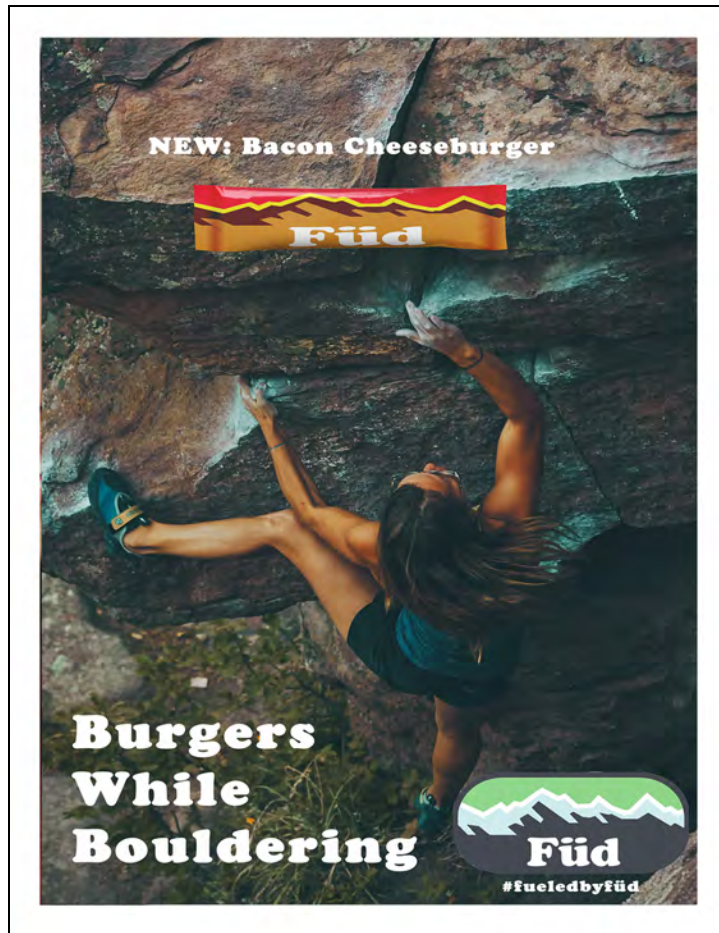
Logo:



Fonts: Lato (Video Ads) and Cooper (logo)

Colors: Grey, white, light blue, and mint pastel green

Print Advertisements



'Burgers While Bouldering' and 'Pasta While Paddling'

Video Commercial Storyboard

Title of Video: "Life Fueled by Füd"

Objective of video: Increase awareness and brand name recognition of Füd

Length: 30 seconds

Link: https://www.youtube.com/watch?v=ljHcB7_qlaw

Message Strategy Method: Awareness & Knowledge

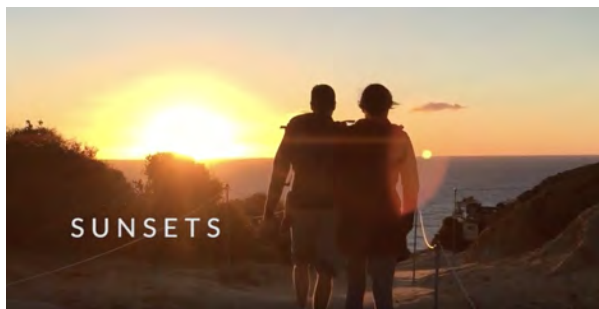
Visual	Description
<i>Song: "Aftergold" by Big Wild</i>	
	Commercial opens with a timelapse scene of K2. "Aftergold" by Big Wild begins to play. The text "What Fuels You" appears over the scene.
	The scene changes to show a group of climbers. The text "Top-Roping" appearing over the scene.
	The text "Fueled by Top Ramen" appears next to "Top-Roping"



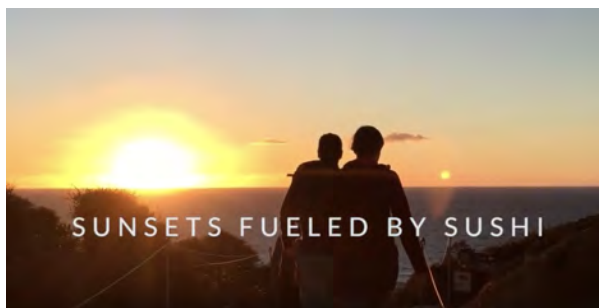
Scene changes to show a kayak rocking on the ocean.
The text "Paddling" appears over the scene.



The text "Fueled by Pad Thai" appears next to "Paddling"



Scene changes to show a group of hikers walking along a path with the ocean and a sunset in the background.
The text "Sunsets" appears over the scene.



The text "Fueled by Sushi" appears next to "Sunsets".



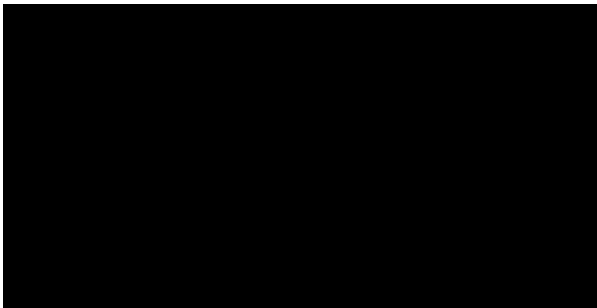
Scene changes to show a group of people preparing to jump off of a cliff.



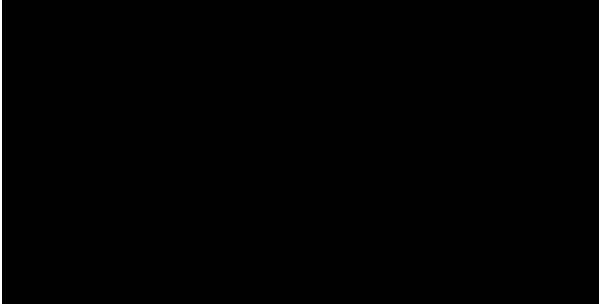
The video freezes with the jumpers in mid-air.
The text "Life" appears over the scene.



The video resumes as the jumpers fall toward the water.
The text "Fueled by Füd" appears alongside "Life".



The scene cuts to black.

	A product shot of a Füd bar appears.
	Text gradually appears in sync with the music in the order: “650 Calories” “Dozens of Flavors” “Hours of Adventure” “#Fueled by Füd”
	Commercial fades to black, music fades out.

Media Strategy

Reach

Reach = Number of People in T.M. Exposed to Advertisement / Total Number of People in T.M.

Füd's Reach: $6,681,500 / 13,363,000 = \underline{50\%}$

Frequency

94 paid ad spots / 12 months = 7.833 frequency

Füd will be utilizing a **pulsing method** to ensure that spending on advertising is done when our target market is most active in outdoor recreation and demand is at its highest.

With this strategy Füd will advertise heavily in the spring and summer months from April to August, when fair-weather sports such as hiking, camping, and kayaking are popular, and in the winter months from November to January when winter sports such as skiing and snowshoeing are in season.

GRP

Reach x Frequency x 100 =

$0.80 \times 7.833 \times 100 = \underline{626.67}$

Length and Size of Advertisements

30-second Video Advertisement

Füd will promote our 30-second video commercial on both television and online through our owned media channels on YouTube, Facebook, Instagram, and Twitter. The longer length of these video ads will allow Füd to enhance brand knowledge by using the time to communicate the benefits and key characteristics of our product – the nutritional value and the selection of flavors.

Full Page Print Ad

Füd will advertise in a select number of magazines (detailed in [Media Vehicles](#)) using a full-page print format in order to increase brand awareness. Print magazines also allow for the display of quality images and Füd will utilize this strength of the medium to display crowd-sourced photography in our advertising.

Push & Pull Media Strategy:

Füd will be utilizing both a **push and pull media strategy**.

As a consumer packaged good, Füd will be carried in stores and our company must work alongside partnered retailers to **push** demand through the distribution chain to the customer. To achieve this push strategy, Füd will utilize in-store Point-of-Purchase (POP) displays.

A **pull strategy** will also be central to Füd's marketing efforts. No other products like Füd currently exist on the market and thus Füd will communicate our unique selling proposition, the fact that we are the only bar with a complete meal's nutrition, directly to consumers. The demand at the consumer level will in turn pull demand through the distribution chain and retailers will stock our product in order to fulfill customer demand. Additionally, the pull strategy will bring customers directly to our online website.

Media Mix

Füd will utilize an **assorted media strategy** in order to reach the greatest number of our target market of Outdoor Enthusiasts in the most effective manner possible. Given that our target market has a wide age range from 18-54, Füd must implement both traditional and digital media in order to reach these demographics who each have differing media habits.

Television

Our target market of Outdoor Enthusiasts are 6% less likely to subscribe to cable than the average American³⁴. However, cable television still reaches 5,571,000 individuals in our target market, or roughly 42%. Because of this considerable reach among our target market, Füd will advertise on the television networks that our target market watches the most. These networks will be detailed in the [Media Vehicles](#) section.

Print

Print media is an outlet that our target market of Outdoor Enthusiasts tends to favor far more than other market segments. Several magazines have index ratings of well over 200 and reach as high as 321. Due to the high costs of print advertising, Füd will not be advertising in every magazine that our target market favors but instead focus on a couple of publications that we believe will be most effective for our marketing strategy. Information on these publications can be found in the [Media Vehicles](#) section.

Paid Digital

Füd will utilize a combination of Search Engine Optimization and sponsored posts on social media. This information can be found under Media Vehicles.

³⁴ [Appendix I](#)

Media Scheduling

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX
2018	Jan				Feb				Mar				Apr				May				Jun				Jul				Aug				Sept				Oct				Nov				Dec				
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Frequency				
Television																																																	
BBC America	1	1	1	1					1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	36	
Magazine																																																	
Sunset													1				1				1				1																	1							5
Outside																1				1				1				1																1					5
Online																																																	
Google AdWords	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	48

Media Vehicles

Traditional Media:

Television: BBC America (index: 120)³⁵



Reach:

- 1,099, 000 viewers in T.M. / 13,363,000 total T.M. = 6.62% Target Market³⁶

Frequency:

- 36 30-second commercials throughout year (see Media Schedule)
- 36 ads / 12 months = 3.0 frequency

Cost:

- \$650 per 30 second primetime ad³⁷
- Total cost: \$650 x 36 ads = \$23,400

CPM Calculation:

- CPM = (Cost Per Ad / T.M. that views ad) x 1000
 - = (\$650 / 1,099,000) x 1000
 - CPM = \$0.59

Justification:

- Although our target market is 6% less likely to subscribe to cable than the average American, television still allows to reach a large percentage of our target market at a low CPM. BBC America has the highest index among our target market with 120, indicating that Outdoor Enthusiasts are 20% more likely to watch this network than the average American.
- This media vehicle will be used to achieve reach among our target market as well as frequency, with weekly ads taking place 9 months out of the year.

³⁵ [Appendix I](#)

³⁶ [Appendix I](#)

³⁷ [Appendix K](#)

Print: Sunset Magazine (index: 321)³⁸

Sunset

Reach:

- 816,000 readers in T.M. / 13,363,000 total T.M. = 6.11%

Frequency:

- 1 full page ad 5 months out of the year (see Media Schedule)
- 5 ads / 12 months = 0.42 frequency

Cost/Ad:

- \$152,400 per full page ad³⁹
- Total Cost: \$152,400 x 5 ads = \$914,400

CPM Calculation:

- CPM = (Cost Per Ad / T.M. that views ad) x 1000
 - = (\$152,400 / 816,000) x 1000
 - CPM = \$186.76

Justification:

- Of all print publications, Sunset Magazine, a travel magazine distributed in 13 western states, has the highest index with 321 — indicating that Outdoor Enthusiasts are 221% more likely to read this magazine than the average American. Sunset Magazine's readership also tends to be older individuals with high levels of household income⁴⁰, which reaches the upper end of our target market's 18-54 age range where digital channels might be less effective.
- This media vehicle will be used to achieve reach among our target market.

³⁸ [Appendix J](#)

³⁹ [Appendix L](#)

⁴⁰ [Appendix L](#)

Print: Outside Magazine (index: 202)⁴¹



Reach:

- 268,000 readers in T.M. / 3,363,000 total T.M. = 2.01%

Frequency:

- 1 Full page ad 5 months out of the year (see Media Schedule)

Cost/Ad:

- \$99,355 per full page ad⁴²
- Total Cost: \$101,750 x 5 ads = \$508,750

CPM/Calculations:

- CPM = (Cost Per Ad / T.M. that views ad) x 1000
 - = (\$101,750 / 268,000) x 1000
 - CPM = \$379.66

Justification:

- Although other sports magazines such as Ski (index: 248) and Runner's World (index: 210) outperformed Outside Magazine in terms of index score⁴³, we believe that Outdoor Magazine's broader appeal to outdoor enthusiasts as a whole would be more fitting for our target market and we believe the readership will identify strongly with our brand persona. Although \$379.66 CPM is very high, we believe that this readership may develop into our product's 'heavy users' for years to come. We believe increasing awareness among this user segment will be a worthwhile investment.
- This media vehicle will be used to achieve reach among our target market.

⁴¹ [Appendix J](#)

⁴² [Appendix M](#)

⁴³ [Appendix J](#)

Trade Advertising:

For year one Füd will focus solely on getting our products into three retailers: REI, Trader Joe's, and Whole Foods. Each retailer requires a vendor application request, however no fees are required for this process (see [Appendix N](#)).

In the future Füd may choose to advertise in trade journals such as Supermarket News⁴⁴ to reach grocers and the Outdoor Industry Association⁴⁵ to expand reach among outdoor equipment retailers, however Füd will not use these channels in year one as we will focus first on reaching our three key retailers.

Total Trade Advertising Cost: None

⁴⁴ <http://www.supermarketnews.com/>

⁴⁵ <https://outdoorindustry.org/>

Paid Digital:

Google AdWords



Reach:

- According to AdWords with Füd's budget and choice of keywords, they will be able to generate potentially 249 clicks and 13 thousand impressions per day within the United States (Appendix P).

Frequency:

- Füd's Google AdWords campaign will run daily throughout the year.

Cost:

- \$150 per day budget
- Total Cost: $\$150 \times 365 = \underline{\$54,750}$

Justification:

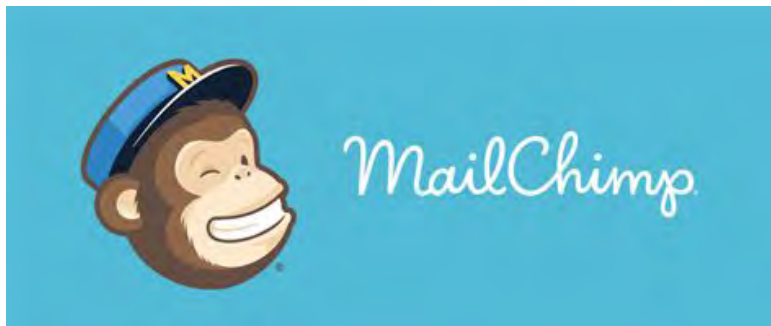
- Füd will use AdWords and SEO (Search Engine Optimization) in order to be more prominently featured in search queries. Through AdWords Füd will be able to view the analytics of each ad campaign allowing us to better allocate our investment and ROI. Keywords such as "meal replacement", "nutrition bar", and "fud bar" (Appendix P) will be used to bring consumers to Füd's website.
- With the rise of the digital age many consumers are looking to search engines to collect information about products/services, so naturally it is crucial to take advantage of this medium. Investing in search engines provides awareness nationally and allows consumers who are already in the funnel find your product/service.

Email Marketing

Email marketing is a cost efficient way to market to wide audiences. It is good for building and strengthening relationships with potential and existing customers. As a new company, we will work on building our internal email. To build an internal mailing list, we will place CTA (Call to Action) for consumers to redeem a 50% off coupon. In order to obtain the 50% off coupon, consumers have to give us their email and the coupon will be sent to their email.

Cost

As Füd continues to grow its email list, Füd will use MailChimp to send and organize emails. In MailChimp, Füd can also run A/B tests to figure out what is working and what isn't. By being able to test our emails before mass sending them we can raise our conversion rate. A subscription to MailChimp costs \$10/month, or \$120 annually.



Integration

Across Füd's Email Campaigns, we plan on emphasizing and highlighting our campaign theme "Fueled by Füd". Besides using variations of our ads from the campaigns, we will also use the same font and colors along with our company logo. We will also include call to action buttons (CTA) in our emails to link to a landing page to our website. There will also be links to our various owned media such as YouTube, Facebook, and Instagram.

Total Paid Digital Costs:

Google AdWords Campaign	\$54,750.00
MailChimp Subscription	\$120.00
Total	\$54,870.00

Public Relations & Event Sponsorship

Public Relations Tactics

Objective: To assist reaching Füd's communication objective of increasing brand awareness by 50% by the end of 2018.

Integration: Füd believes in getting sourcing natural ingredients sustainability and keeping Mother Nature beautiful. We want to make sure the great outdoors is there for future generations to enjoy so they can go on their own adventures. Along with sourcing natural ingredients sustainability, we also package our bars with compostable materials. Going with the "green" theme, Füd will continue to sponsor volunteer events to keep the planet green.

Event: Füd will partner with Washington State Parks to sponsor an event to clean a local park. Füd employees will participate in this event and encourage consumers to participate. Tools, gloves and trash bags will be provided by Washington State Parks. To entice consumers to participate we will also hand out free Füd bars and coupons.

Costs: \$369 Per Press Release via PRWeb

Public Relations & Event Sponsorship Cost : \$369

Press Release	\$369
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Press Release

Press Release

FOR IMMEDIATE RELEASE

Füd GIVES BACK BY HOSTING A PARK CLEAN UP AT OYSTER DOME

BELLINGHAM, Wash., June 30, 2018 - Füd, a Pacific Northwest-based brand selling nutritious meal replacement bars is partnering with Washington State Parks to host a park clean up at Bellingham's local gem, Oyster Dome on July 7th. Tools, gloves and trash bags will be provided.

"At Füd, we believe in keeping nature beautiful so we can continue our outdoor adventures," said Karen Liang, Füd's VP of Public Relations "Come join our staff to keep our beautiful parks green."

Meet at the south parking lot on the bottom of the Oyster Dome trail at 10AM.

For further details or media queries, please contact:

Karen Liang
VP, Public Relations, Füd Bars
Phone: 206-111-1111
Email: PR@fudbars.com

Support Media

Füd has decided to implement outdoor and transit media due to the potential to reach the lifestyles of outdoor enthusiasts, and others in our target market. Füd is also using product placements to advertise, instead of having our consumers come to us, we go to a platform where they are engaged in order to advertise to them there. Finally, Füd is also planning to create branded entertainment to bring value to our consumers while raising awareness for our brand.

Outdoor Media



Objective: Füd will be utilizing outdoor advertising through Lamar Advertising as a medium to build awareness for our brand and reach a large number of consumers.

Description: Digital billboards will be utilized in the metropolitan areas of Seattle-Tacoma and Denver-Aurora as these are large cities that are well-known for their opportunities for outdoor recreation.

Justification: Digital billboards are a low-cost alternative to traditional print billboards and they offer the potential to build brand awareness and reach a large number of consumers at a relatively low CPM.

Seattle-Tacoma Metro Area

Reach:

- 1.1 million impressions per 2 week run
- % of Target Market unknown

Frequency:

- One two-week period per month between April - August and November - January
 - Total run per year: 8

Cost/Ad:

- \$8,625 per 2 week ad run
- \$69,000 per year

CPM Calculation:

- $8,625 / 1,100,000 = 0.00784 \times 1000 = \7.84
CPM: \$7.84

Denver-Aurora Metropolitan Area

Reach:

- 185,200 impressions per 2 week run
- % of Target Market unknown

Frequency:

- One two-week period per month between April - August and November - January
 - Total run per year: 8

Cost/Ad:

- \$8,735 per 2 week ad run
- \$69,880 per year

CPM Calculation:

- $8,735 / 185,200 = 0.0472 \times 1000 = \47.17
CPM: \$47.17



Transit Media

Objective: Füd will be utilizing outdoor advertising through Lamar Advertising as a medium to build awareness for our brand and reach a large number of consumers.

Description: In addition to the digital billboard campaigns (mentioned in the Direct Marketing Portion), a bus advertising campaign will be run in Portland, Oregon. Portland is another city known for its proximity to outdoor recreation and is also well known for its popular public transportation system.

Justification: Our bus advertising campaign will build our brand name recognition in this city of outdoor enthusiasts in a manner that is culturally relevant to them. Due to how our consumers are outdoors enthusiasts, both our digital billboard and bus ad campaign will follow a pulsing media strategy with ads being run in Spring and Summer to reach consumers during the popular hiking and water sport seasons and in Winter to reach consumers during the skiing and winter sport seasons.

Portland, OR

Reach:

- 400,000 impressions per bus x 3 buses = 1.2 million total impressions per 4 week run
- % of Target Market unknown

Frequency:

- One four-week period per month between April - August and November - January
 - Total run per year: 8

Cost/Ad:

- \$2,650 per/bus 4 week run x 3 buses = \$7,950
- \$63,600 per year

CPM Calculation:

- $7,950 / 1,200,000 = 0.00663 \times 1000 = \6.63
CPM: \$6.63

Product Placement

Objective: To assist reaching Füd's communication goal of increasing brand awareness by 50% by the end of 2018.

Description: We will advertise through micro-influencers such as Cascade Hiker Podcast. Although they have a smaller audience, micro influencers tend to have a more tight knit community and can share advertisements throughout their different social media platforms. Cascade Hiker Podcast is based in Bellingham, WA, and has almost 10,000 listeners that all share a passion for hiking. For \$40, you get 2 mentions in an episode along with a Facebook post.

Justification: Füd can practice Native Advertising through Podcasts. By advertising through this channel, it creates more value for listeners who get to hear stories and conversations instead of a stand alone sales pitch. Many of these blogs have communities with selective audiences that share similar interests making it more likely to be successful in the community.

Cost: Cascade Hiker Podcast: \$40/episode (24 episode = \$960)

Cascade Hiker Podcast

Inspiring You to Get out on the Trail

Branded Entertainment

Objective: To assist reaching Füd's communication objective of increasing brand liking by 25% by the end of 2018.

Description: Füd will create entertaining and informative podcasts about hiking and the outdoors through Midroll. The podcasts will talk about different outdoor adventures with a regional focus on each of our targeted geographic areas. Midroll can build a new podcast series specifically for Füd. Midroll will help us access studios, editors, producers etc.

Justification: Creating content that consumers actually want to listen to instead of a pushy sales pitch can help increasing liking of our brand because we are creating content that is valuable to the consumers. In an AdWeek article, ComScore says that people prefer Ads in Podcasts over any other digital medium. Nearly one in five Americans between the age of 18 and 49 listen to podcasts at least once a month. Listeners tend to have a college education and a household income of \$100,000 or more. The demographics that listen to podcasts matches our target market demographics. Creating content that people want is important but it is also important to display your content on a medium that your target market uses.

Cost: \$50,000 - \$75,000 for 3 episode run (Appendix D)



IMC Cost Calculations:

Traditional Media Costs:

BBC America	\$23,400.00
Sunset Magazine	\$914,400.00
Outside Magazine	\$508,750.00
Total	\$1,446,550

Digital Marketing Costs

Google AdWords	\$54,750.00
MailChimp Subscription	\$120.00
Total	\$54,870.00

Public Relations Costs:

Press Release	\$369.00
Total	\$369.00

Support Media Costs:

Seattle - Tacoma Digital Billboard	\$8,625.00
Denver - Aurora Digital Billboard	\$8,625.00
Portland Bus Ad	\$63,600.00
Product Placement	\$960.00
MidRoll Podcasts	\$75,000.00
Total	\$156,810

Total First-Year IMC Costs: \$1,658,599

Appendix A

MIS/IS/IT/Networking/Technology-related Industry workers

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	12,894	100.00	5.32	100
Men	116,965	8,364	64.87	7.15	134
Women	125,296	4,530	35.13	3.62	68
Educ: graduated college plus	71,542	7,891	61.20	11.03	207
Educ: attended college	69,219	3,624	28.11	5.24	98
Educ: graduated high school	71,696	1,223	9.48	1.71	32
Educ: did not graduate HS	29,804	157	1.21	0.53	10
Educ: post graduate	25,425	2,667	20.84	10.57	199
Educ: no college	101,500	1,379	10.70	1.36	26
Age 18-24	30,255	852	6.61	2.82	53
Age 25-34	42,994	3,114	24.15	7.24	136
Age 35-44	40,104	3,168	24.57	7.90	148
Age 45-54	43,102	3,238	25.12	7.51	141
Age 55-64	40,273	2,138	16.58	5.31	100
Age 65+	45,533	384	2.98	0.84	16
Occupation: Management, Business and Financial Operations	24,483	4,282	33.21	17.49	329
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	591	4.58	4.37	82
Occupation: Other Employed	43,214	633	4.91	1.47	28
Occupation: Professional and Related Occupations	33,784	5,533	42.91	16.38	308
Occupation: Sales and Office Occupations	32,582	1,855	14.39	5.69	107
HHI \$150,000+	31,309	3,962	30.73	12.65	238
HHI \$75,000-\$149,999	71,365	6,093	47.25	8.54	160
HHI \$60,000-\$74,999	25,108	1,013	7.86	4.04	76
HHI \$50,000-\$59,999	18,706	513	3.98	2.74	51
HHI \$40,000-\$49,999	20,470	499	3.87	2.44	46
HHI \$30,000-\$39,999	21,877	399	3.09	1.82	34
HHI \$20,000-\$29,999	21,434	239	1.85	1.11	21
HHI <\$20,000	31,991	176	1.37	0.55	10
Race: American Indian or Alaska Native	2,622	96	0.74	3.65	69
Race: Asian	8,610	759	5.88	8.81	166
Race: Black/African American	30,508	883	6.85	2.89	54
Race: Black/African American only	29,280	815	6.32	2.78	52
Race: Other	22,883	438	3.40	1.93	36
Race: Other Race/Multiple Classifications	34,170	1,281	9.94	3.75	70
Race: White	182,398	10,944	84.88	6.00	113
Race: White only	178,811	10,798	83.74	6.04	113
Spanish Or Hispanic Origin Or Descent	37,117	922	7.15	2.48	47
Spanish spoken in home (most often or other)	38,614	1,233	9.58	3.19	60
HH subscribe to Cable	107,200	5,125	39.75	4.78	90
HH have a satellite dish	62,716	2,877	22.31	4.59	86
Cable Services: BabyFirst	1,508	13	0.10	0.85	16
Cable Services: PBS KIDS	5,010	165	1.28	3.30	62
Cable Services: Sprout	2,508	62	0.48	2.45	46
Cable Services: A&E	49,687	2,294	17.79	4.62	87
Cable Services: Adult Swim	15,390	802	6.22	5.21	98
Cable Services: AMC	45,095	2,708	21.00	6.01	113
Total Adults = 242,261		Red text indicates unweighted count of 50 or less			

Source: University Reporter

Appendix B

Participated in Marathon / Triathlon training at least once a month

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	1,096	100.00	0.45	100
Men	116,965	597	54.49	0.51	113
Women	125,296	499	45.51	0.40	88
Educ: graduated college plus	71,542	567	51.71	0.79	175
Educ: attended college	69,219	242	22.04	0.35	77
Educ: graduated high school	71,696	268	24.43	0.37	83
Educ: did not graduate HS	29,804	20	1.83	0.07	15
Educ: post graduate	25,425	182	16.56	0.71	158
Educ: no college	101,500	288	26.25	0.28	63
Age 18-24	30,255	243	22.15	0.80	177
Age 25-34	42,994	205	18.67	0.48	105
Age 35-44	40,104	310	28.31	0.77	171
Age 45-54	43,102	197	17.94	0.46	101
Age 55-64	40,273	105	9.56	0.26	58
Age 65+	45,533	37	3.36	0.08	18
Occupation: Management, Business and Financial Operations	24,483	188	16.94	0.78	168
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	46	4.21	0.34	75
Occupation: Other Employed	43,214	248	22.67	0.57	127
Occupation: Professional and Related Occupations	33,784	219	20.00	0.65	143
Occupation: Sales and Office Occupations	32,582	199	18.13	0.61	135
HHI \$150,000+	31,309	342	31.20	1.09	241
HHI \$75,000-\$149,999	71,365	482	43.98	0.68	149
HHI \$60,000-\$74,999	25,108	115	10.51	0.46	101
HHI \$50,000-\$59,999	18,706	88	8.01	0.47	104
HHI \$40,000-\$49,999	20,470	32	2.95	0.16	35
HHI \$30,000-\$39,999	21,877	6	0.53	0.03	6
HHI \$20,000-\$29,999	21,434	0	0.00	0.00	0
HHI <\$20,000	31,991	31	2.83	0.10	21
Race: American Indian or Alaska Native	2,622	11	1.04	0.44	96
Race: Asian	8,610	40	3.68	0.47	103
Race: Black/African American	30,508	37	3.41	0.12	27
Race: Black/African American only	29,280	26	2.37	0.09	20
Race: Other	22,683	117	10.69	0.52	114
Race: Other Race/Multiple Classifications	34,170	180	16.46	0.53	117
Race: White	182,398	915	83.50	0.50	111
Race: White only	178,811	890	81.17	0.50	110
Spanish Or Hispanic Origin Or Descent	37,117	161	14.65	0.43	96
Spanish spoken in home (most often or other)	38,614	189	17.21	0.49	108
HH subscribe to Cable	107,200	550	50.15	0.51	113
HH have a satellite dish	62,716	251	22.87	0.40	88
Cable Services: BabyFirst	1,508	13	1.18	0.86	190
Cable Services: PBS KIDS	5,010	30	2.72	0.59	131
Cable Services: Sprout	2,508	7	0.65	0.28	62
Cable Services: A&E	49,687	82	7.52	0.17	37
Cable Services: Adult Swim	15,390	116	10.58	0.75	167
Cable Services: AMC	45,095	175	15.96	0.39	86

Source: University Reporter

Appendix C

Engage in Hiking Activities at Least Once a Month

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	13,363	100.00	5.52	100
Men	116,985	6,575	49.20	5.62	102
Women	125,295	6,788	50.80	5.42	99
Educ: graduated college plus	71,542	6,494	48.60	9.08	165
Educ: attended college	69,219	3,804	28.47	5.50	100
Educ: graduated high school	71,698	2,368	17.72	3.30	60
Educ: did not graduate HS	29,804	697	5.21	2.34	42
Educ: post graduate	25,425	2,258	16.90	8.88	161
Educ: no college	101,500	3,085	22.94	3.02	55
Age 18-24	30,255	2,447	18.31	8.09	147
Age 25-34	42,994	2,552	19.10	5.94	108
Age 35-44	40,104	2,225	16.65	5.55	101
Age 45-54	43,102	2,535	18.97	5.88	107
Age 55-64	40,273	2,044	15.29	5.08	92
Age 65+	45,533	1,559	11.67	3.42	62
Occupation: Management, Business and Financial Operations	24,483	1,729	12.94	7.06	128
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	613	4.59	4.54	82
Occupation: Other Employed	43,214	1,971	14.75	4.56	83
Occupation: Professional and Related Occupations	33,784	3,118	23.33	9.23	167
Occupation: Sales and Office Occupations	32,582	2,112	15.81	6.48	118
HHI \$150,000+	31,309	2,655	19.87	8.48	154
HHI \$75,000-\$149,999	71,365	5,113	38.26	7.16	130
HHI \$60,000-\$74,999	25,108	1,710	12.80	6.81	123
HHI \$50,000-\$59,999	18,705	1,281	9.59	6.85	124
HHI \$40,000-\$49,999	20,470	793	5.94	3.88	70
HHI \$30,000-\$39,999	21,877	623	4.66	2.85	52
HHI \$20,000-\$29,999	21,434	444	3.32	2.07	38
HHI <\$20,000	31,991	744	5.57	2.33	42
Race: American Indian or Alaska Native	2,622	155	1.16	5.92	107
Race: Asian	8,610	589	4.41	6.84	124
Race: Black/African American	30,508	321	2.40	1.05	19
Race: Black/African American only	29,280	267	2.00	0.91	17
Race: Other	22,683	911	6.81	4.01	73
Race: Other Race/Multiple Classifications	34,170	1,642	12.29	4.81	87
Race: White	182,398	11,652	87.19	6.39	116
Race: White only	178,811	11,454	85.71	6.41	116
Spanish Or Hispanic Origin Or Descent	37,117	1,715	12.84	4.62	84
Spanish spoken in home (most often or other)	38,814	1,974	14.77	5.11	93
HH subscribe to Cable	107,200	5,571	41.69	5.20	94
HH have a satellite dish	62,716	2,933	21.94	4.68	85
Cable Services: BabyFirst	1,508	0	0.00	0.00	0
Cable Services: PBS KIDS	5,010	276	2.06	5.50	100
Cable Services: Sprout	2,508	93	0.70	3.71	67
Cable Services: A&E	49,687	2,126	15.91	4.28	78
Cable Services: Adult Swim	15,390	724	5.41	4.70	85
Cable Services: AMC	45,095	2,023	15.14	4.49	81
Total Adults = 242,261		Red text indicates unweighted count of 50 or less			

Source: University Reporter

Appendix D

Energy / Nutrition Bar Consumption Rate

Consume 0-1 / 30 days

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	14,438	100.00	5.96	100
Men	116,965	5,859	40.58	5.01	84
Women	125,296	8,578	59.42	6.85	115
Educ: graduated college plus	71,542	5,685	39.38	7.95	133
Educ: attended college	69,219	4,069	28.18	5.88	99
Educ: graduated high school	71,696	3,479	24.10	4.85	81
Educ: did not graduate HS	29,804	1,204	8.34	4.04	68
Educ: post graduate	25,425	2,085	14.30	8.12	136
Educ: no college	101,500	4,683	32.44	4.61	77
Age 18-24	30,255	2,314	16.03	7.65	128
Age 25-34	42,994	3,193	22.11	7.43	125
Age 35-44	40,104	2,752	19.06	6.88	115
Age 45-54	43,102	2,547	17.64	5.91	99
Age 55-64	40,273	2,105	14.58	5.23	88
Age 65+	45,533	1,527	10.57	3.35	56

Consume 2-4 / 30 days:

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	10,551	100.00	4.36	100
Men	116,965	4,643	44.01	3.97	91
Women	125,296	5,907	55.99	4.71	108
Educ: graduated college plus	71,542	4,196	39.77	5.87	135
Educ: attended college	69,219	3,031	28.72	4.38	101
Educ: graduated high school	71,696	2,451	23.23	3.42	78
Educ: did not graduate HS	29,804	873	8.27	2.93	67
Educ: post graduate	25,425	1,584	15.01	6.23	143
Educ: no college	101,500	3,324	31.50	3.27	75
Age 18-24	30,255	1,863	17.66	6.16	141
Age 25-34	42,994	2,161	20.48	5.03	115
Age 35-44	40,104	1,807	17.12	4.51	103
Age 45-54	43,102	1,646	15.60	3.82	88
Age 55-64	40,273	1,719	16.29	4.27	98
Age 65+	45,533	1,356	12.85	2.98	68

Consume 5+ / 30 days

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	19,523	100.00	8.06	100
Men	116,965	9,326	47.77	7.97	99
Women	125,296	10,197	52.23	8.14	101
Educ: graduated college plus	71,542	7,927	40.60	11.08	138
Educ: attended college	69,219	6,254	32.04	9.04	112
Educ: graduated high school	71,696	3,868	19.81	5.39	67
Educ: did not graduate HS	29,804	1,474	7.55	4.94	61
Educ: post graduate	25,425	2,876	14.73	11.31	140
Educ: no college	101,500	5,341	27.36	5.26	65
Age 18-24	30,255	2,698	13.82	8.92	111
Age 25-34	42,994	3,497	17.91	8.13	101
Age 35-44	40,104	3,873	19.84	9.66	120
Age 45-54	43,102	4,007	20.53	9.30	115
Age 55-64	40,273	3,094	15.85	7.68	95
Age 65+	45,533	2,354	12.06	5.17	64

Appendix E

Weighted average calculation for nutrition bar consumption

Consume about 0-1 every 30 days:

- Average: $(0+1) / 2 = 0.5$ bars every 30 days
- Segment size / Total Nutrition Bar Consumers
 - $14,438,000 / 44,512,000 = 0.324 = 32.4\%$ of total bar consumers
- $0.5 \times 0.324 = \underline{0.162}$ weighted bar consumption

Consume 2-4 bars every 30 days:

- Average: $(2+4) / 2 = 3$ bars every 30 days
- Segment size / Total Nutrition Bar Consumers
 - $10,551,000 / 44,512,000 = 0.237 = 23.7\%$ total bar consumers
- $3 \times 0.237 = \underline{0.711}$ weighted bar consumption

Consume 5+ bars every 30 days:

- Average: 5 every 30 days (conservative assumption)
- Segment size / Total Nutrition Bar Consumers
 - $19,523,000 / 44,512,000 = 0.439 = 43.9\%$ total bar consumers
- $5 \times 0.439 = \underline{2.195}$ weighted bar consumption

Weighted average consumption

- $0.162 + 0.711 + 2.195 = \underline{3.068}$
- **Rounded Average: 3.1 bars per month**

Appendix F

Shopped at REI past 12 months

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	2,610	100.00	1.08	100
Men	116,965	1,561	59.79	1.33	124
Women	125,296	1,050	40.21	0.84	78
Educ: graduated college plus	71,542	1,517	58.11	2.12	197
Educ: attended college	69,219	704	26.95	1.02	94
Educ: graduated high school	71,696	356	13.63	0.50	46
Educ: did not graduate HS	29,804	34	1.30	0.11	11
Educ: post graduate	25,425	560	21.44	2.20	204
Educ: no college	101,500	390	14.93	0.38	36
Age 18-24	30,255	292	11.20	0.97	90
Age 25-34	42,994	627	24.01	1.46	135
Age 35-44	40,104	521	19.98	1.30	121
Age 45-54	43,102	489	18.73	1.13	105
Age 55-64	40,273	404	15.48	1.00	93
Age 65+	45,533	277	10.60	0.61	56
Occupation: Management, Business and Financial Operations	24,483	433	16.58	1.77	164
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	144	5.52	1.07	99
Occupation: Other Employed	43,214	342	13.12	0.79	74
Occupation: Professional and Related Occupations	33,784	654	25.07	1.94	180
Occupation: Sales and Office Occupations	32,582	477	18.26	1.46	136
HHI \$150,000+	31,309	691	26.46	2.21	205
HHI \$75,000-\$149,999	71,365	1,099	42.12	1.54	143
HHI \$60,000-\$74,999	25,108	328	12.56	1.31	121
HHI \$50,000-\$59,999	18,706	121	4.62	0.64	60
HHI \$40,000-\$49,999	20,470	74	2.84	0.36	34
HHI \$30,000-\$39,999	21,877	92	3.54	0.42	39
HHI \$20,000-\$29,999	21,434	64	2.43	0.30	28
HHI <\$20,000	31,991	142	5.44	0.44	41
Race: American Indian or Alaska Native	2,622	7	0.26	0.26	24
Race: Asian	8,610	117	4.49	1.36	126
Race: Black/African American	30,508	132	5.06	0.43	40
Race: Black/African American only	29,280	123	4.73	0.42	39
Race: Other	22,683	159	6.07	0.70	65
Race: Other Race/Multiple Classifications	34,170	284	10.89	0.83	77
Race: White	182,398	2,248	86.11	1.23	114
Race: White only	178,811	2,203	84.38	1.23	114
Spanish Or Hispanic Origin Or Descent	37,117	296	11.35	0.80	74
Spanish spoken in home (most often or other)	38,614	365	13.96	0.94	68
HH subscribe to Cable	107,200	934	35.79	0.87	81
HH have a satellite dish	62,716	546	20.92	0.87	81
Cable Services: BabyFirst	1,508	0	0.00	0.00	0
Cable Services: PBS KIDS	5,010	24	0.92	0.48	44
Cable Services: Sprout	2,508	2	0.08	0.08	7
Cable Services: A&E	49,687	342	13.11	0.69	64
Cable Services: Adult Swim	15,390	155	5.95	1.01	94
Cable Services: AMC	45,095	330	12.65	0.73	68
Total Adults = 242,261		Red text indicates unweighted count of 50 or less			

Source: University Reporter

Appendix G

Shopped at Whole Foods in past 30 days

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	18,333	100.00	7.57	100
Men	116,965	7,521	41.02	6.43	85
Women	125,296	10,812	58.98	8.63	114
Educ: graduated college plus	71,542	9,377	51.15	13.11	173
Educ: attended college	69,219	5,133	28.00	7.42	98
Educ: graduated high school	71,696	2,841	15.49	3.96	52
Educ: did not graduate HS	29,804	983	5.36	3.30	44
Educ: post graduate	25,425	3,713	20.25	14.60	193
Educ: no college	101,500	3,824	20.86	3.77	50
Age 18-24	30,255	1,901	10.37	6.28	83
Age 25-34	42,994	4,038	22.03	9.39	124
Age 35-44	40,104	3,427	18.69	8.55	113
Age 45-54	43,102	4,023	21.94	9.33	123
Age 55-64	40,273	2,905	15.85	7.21	95
Age 65+	45,533	2,039	11.12	4.48	59
Occupation: Management, Business and Financial Operations	24,483	3,279	17.89	13.39	177
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	681	3.72	5.04	67
Occupation: Other Employed	43,214	2,698	14.72	6.24	83
Occupation: Professional and Related Occupations	33,784	4,077	22.24	12.07	159
Occupation: Sales and Office Occupations	32,582	2,555	13.93	7.84	104
HHI \$150,000+	31,309	4,806	26.21	15.35	203
HHI \$75,000-\$149,999	71,365	7,104	38.75	9.95	132
HHI \$60,000-\$74,999	25,108	1,777	9.70	7.08	94
HHI \$50,000-\$59,999	18,706	1,299	7.08	6.94	92
HHI \$40,000-\$49,999	20,470	838	4.57	4.09	54
HHI \$30,000-\$39,999	21,877	848	4.63	3.88	51
HHI \$20,000-\$29,999	21,434	807	4.40	3.77	50
HHI <\$20,000	31,991	855	4.66	2.67	35
Race: American Indian or Alaska Native	2,622	113	0.62	4.30	57
Race: Asian	8,610	1,226	6.69	14.24	188
Race: Black/African American	30,508	2,266	12.36	7.43	98
Race: Black/African American only	29,280	2,145	11.70	7.33	97
Race: Other	22,683	1,568	8.55	6.91	91
Race: Other Race/Multiple Classification	34,170	2,943	16.05	8.61	114
Race: White	182,398	13,504	73.66	7.40	98
Race: White only	178,811	13,245	72.25	7.41	98
Spanish Or Hispanic Origin Or Descent	37,117	2,478	13.52	6.68	88
Spanish spoken in home (most often or other)	38,614	2,793	15.24	7.23	96
HH subscribe to Cable	107,200	8,492	46.32	7.92	105
HH have a satellite dish	62,716	3,722	20.30	5.93	78
Cable Services: BabyFirst	1,508	240	1.31	15.93	210
Cable Services: PBS KIDS	5,010	505	2.76	10.08	133
Cable Services: Sprout	2,508	333	1.82	13.28	176
Cable Services: A&E	49,687	3,097	16.90	6.23	82
Cable Services: Adult Swim	15,390	985	5.37	6.40	85
Cable Services: AMC	45,095	3,255	17.75	7.22	95
Total Adults = 242,261					

Red text indicates unweighted count of 50 or less

Source: University Reporter

Appendix H

Visited Trader Joe's in the past 30 days

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	28,116	100.00	11.61	100
Men	116,965	10,959	38.98	9.37	81
Women	125,296	17,157	61.02	13.69	118
Educ: graduated college plus	71,542	13,930	49.55	19.47	168
Educ: attended college	69,219	7,594	27.01	10.97	95
Educ: graduated high school	71,696	4,957	17.63	6.91	60
Educ: did not graduate HS	29,804	1,634	5.81	5.48	47
Educ: post graduate	25,425	5,376	19.12	21.14	182
Educ: no college	101,500	6,591	23.44	6.49	56
Age 18-24	30,255	2,962	10.53	9.79	84
Age 25-34	42,994	5,301	18.85	12.33	106
Age 35-44	40,104	5,016	17.84	12.51	108
Age 45-54	43,102	5,150	18.32	11.95	103
Age 55-64	40,273	5,003	17.80	12.42	107
Age 65+	45,533	4,684	16.66	10.29	89
Occupation: Management, Business and Financial Operations	24,483	4,089	14.47	16.62	143
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	962	3.42	7.12	61
Occupation: Other Employed	43,214	3,734	13.28	8.64	74
Occupation: Professional and Related Occupations	33,784	6,446	22.93	19.08	164
Occupation: Sales and Office Occupations	32,582	3,986	14.18	12.23	105
HHI \$150,000+	31,309	6,755	24.03	21.58	186
HHI \$75,000-\$149,999	71,365	11,134	39.60	15.60	134
HHI \$60,000-\$74,999	25,108	2,242	7.97	8.93	77
HHI \$50,000-\$59,999	18,706	2,138	7.80	11.43	98
HHI \$40,000-\$49,999	20,470	1,646	5.86	8.04	69
HHI \$30,000-\$39,999	21,877	1,516	5.39	6.93	60
HHI \$20,000-\$29,999	21,434	1,208	4.30	5.64	49
HHI <\$20,000	31,991	1,477	5.25	4.62	40
Race: American Indian or Alaska Native	2,622	209	0.74	7.98	89
Race: Asian	8,610	1,279	4.55	14.86	128
Race: Black/African American	30,508	1,867	6.64	6.12	53
Race: Black/African American only	29,280	1,718	6.11	5.87	51
Race: Other	22,683	2,698	9.24	11.45	99
Race: Other Race/Multiple Classifications	34,170	4,116	14.64	12.05	104
Race: White	182,398	22,671	80.64	12.43	107
Race: White only	178,811	22,281	79.25	12.46	107
Spanish Or Hispanic Origin Or Descent	37,117	4,288	15.25	11.55	100
Spanish spoken in home (most often or other)	38,614	4,679	16.64	12.12	104
HH subscribe to Cable	107,200	12,223	43.47	11.40	98
HH have a satellite dish	62,716	5,901	20.99	9.41	81
Cable Services: BabyFirst	1,508	127	0.45	8.44	73
Cable Services: PBS KIDS	5,010	457	1.62	9.12	79
Cable Services: Sprout	2,508	231	0.82	9.22	79
Cable Services: A&E	49,687	4,510	16.04	9.08	78
Cable Services: Adult Swim	15,390	1,296	4.61	8.42	73
Cable Services: AMC	45,095	4,914	17.48	10.90	94
Total Adults = 242,261					

Red text indicates unweighted count of 50 or less

Source: University Reporter

Appendix I

Television viewing habits of Outdoor Enthusiasts

Target	Base Total '000	'000	% Detail	% Target	Index
Race: Black/African American	30,508	321	2.40	1.05	19
Race: Black/African American only	29,280	287	2.00	0.91	17
Race: Other	22,683	911	6.81	4.01	73
Race: Other Race/Multiple Classifications	34,170	1,642	12.29	4.81	87
Race: White	182,398	11,652	87.19	6.39	116
Race: White only	178,811	11,454	85.71	6.41	116
Spanish Or Hispanic Origin Or Descent	37,117	1,715	12.84	4.62	84
Spanish spoken in home (most often or other)	38,614	1,974	14.77	5.11	93
HH subscribe to Cable	107,200	5,571	41.69	5.20	94
HH have a satellite dish	62,716	2,933	21.94	4.68	85
Cable Services: BabyFirst	1,508	0	0.00	0.00	0
Cable Services: PBS KIDS	5,010	276	2.06	5.50	100
Cable Services: Sprout	2,508	93	0.70	3.71	67
Cable Services: A&E	49,687	2,126	15.91	4.28	78
Cable Services: Adult Swim	15,390	724	5.41	4.70	85
Cable Services: AMC	45,095	2,023	15.14	4.49	81
Cable Services: American Heroes Channel	5,081	259	1.93	5.09	92
Cable Services: Animal Planet	43,210	2,039	15.26	4.72	86
Cable Services: BBC America	16,602	1,099	8.22	6.62	120
Cable Services: BBC World News	12,417	703	5.26	5.66	103
Cable Services: BET (Black Entertainment TV)	20,351	529	3.96	2.60	47
Cable Services: Bloomberg Television	5,012	285	2.21	5.89	107
Cable Services: Bounce TV	4,949	70	0.52	1.41	26
Cable Services: Bravo	25,873	1,245	9.32	4.81	87
Cable Services: Cartoon Network	24,242	824	6.17	3.40	62
Cable Services: CBS Sports Network	25,565	1,278	9.58	5.00	91
Cable Services: Centric	4,596	58	0.43	1.25	23
Cable Services: Chiller	5,621	275	2.06	4.90	89
Cable Services: CLOO	1,906	60	0.45	3.16	57
Cable Services: CMT (Country Music Television)	16,893	672	5.03	3.98	72
Cable Services: CNBC	26,650	1,330	9.95	4.99	90
Cable Services: CNN	61,088	2,762	20.67	4.52	82
Cable Services: Comedy Central	26,617	1,678	12.56	6.31	114
Cable Services: Cooking Channel	27,590	1,143	8.55	4.14	75
Cable Services: Destination America	5,863	288	2.15	4.90	89
Cable Services: Discovery Channel	54,854	2,436	18.23	4.44	81
Cable Services: Discovery Family	9,285	373	2.79	4.02	73
Cable Services: Discovery Life Channel	5,670	210	1.57	3.70	67
Cable Services: Disney Channel	30,196	1,000	7.48	3.31	60
Cable Services: Disney Junior	19,275	797	5.96	4.13	75
Cable Services: Disney XD	11,566	487	3.64	4.21	76
Cable Services: E! (Entertainment Television)	19,755	715	5.35	3.62	66
Cable Services: ESPN	64,933	3,344	25.02	5.15	93
Cable Services: ESPN Classic	7,805	330	2.47	4.22	77
Cable Services: ESPN2	34,348	1,666	12.47	4.85	88
Cable Services: ESPNNews	20,053	937	7.01	4.67	85
Total Adults = 242,261					

Red text indicates unweighted count of 50 or less

Source: University Reporter

Appendix J

Magazine Reading Habit for Outdoor Enthusiasts

Target	Base Total '000	'000	% Detail	% Target	Index
Magazines: New York Times (Sunday)	4,069	273	2.04	6.72	122
Magazines: NNN Top 10 (Daily)	14,876	893	6.68	6.00	109
Magazines: NNN Top 10 (Sunday)	20,771	1,197	8.96	5.76	104
Magazines: NNN Top 25 (Daily)	24,107	1,653	12.37	6.86	124
Magazines: NNN Top 25 (Sunday)	34,109	2,184	16.34	6.40	116
Magazines: O, The Oprah Magazine	10,292	405	3.03	3.93	71
Magazines: OK!	4,392	216	1.62	4.92	89
Magazines: Outdoor Life	5,977	440	3.29	7.37	134
Magazines: Outside	2,405	268	2.01	11.16	202
Magazines: Parade Carrier Newspapers	47,782	2,359	17.66	4.94	90
Magazines: Parents	11,723	421	3.15	3.59	65
Magazines: People	40,010	2,355	17.62	5.89	107
Magazines: People en Español	7,133	371	2.78	5.21	94
Magazines: Playboy	3,892	121	0.91	3.11	56
Magazines: Popular Mechanics	7,127	477	3.57	6.69	121
Magazines: Popular Photography	1,587	97	0.73	6.13	111
Magazines: Popular Science	8,156	475	3.56	7.72	140
Magazines: Prevention	7,021	317	2.37	4.52	82
Magazines: Psychology Today	3,789	252	1.89	6.66	121
Magazines: Rachael Ray Every Day	5,842	302	2.26	5.17	94
Magazines: Reader's Digest	18,014	866	6.48	4.81	87
Magazines: Real Simple	7,207	585	4.38	8.11	147
Magazines: Redbook	5,465	254	1.90	4.65	84
Magazines: Reminisce	2,299	117	0.88	5.09	92
Magazines: Road & Track	2,652	122	0.91	4.59	83
Magazines: Rolling Stone	11,137	704	5.27	6.32	115
Magazines: Runner's World	2,748	318	2.38	11.58	210
Magazines: Saltwater Sportsman	1,525	93	0.69	6.09	110
Magazines: Saturday Evening Post	1,720	77	0.58	4.50	82
Magazines: Scientific American	3,254	501	3.75	15.40	279
Magazines: Self	4,111	334	2.50	8.12	147
Magazines: Ser Padres	2,210	88	0.66	3.97	72
Magazines: Seventeen	8,686	557	4.17	8.35	151
Magazines: Siempre Mujer	1,978	145	1.08	7.31	132
Magazines: Ski	1,518	208	1.55	13.69	248
Magazines: Smithsonian	7,028	697	5.21	9.91	180
Magazines: Soap Opera Digest	2,860	38	0.29	1.33	24
Magazines: Southern Living	14,864	477	3.57	3.21	58
Magazines: Southwest: The Magazine	5,462	652	4.88	11.93	216
Magazines: Sports Illustrated	18,237	909	6.80	4.98	90
Magazines: Star	5,664	156	1.16	2.75	50
Magazines: Street Rodder	2,219	193	1.45	8.71	158
Magazines: Sunday Mag/Net Carrier Newspapers	11,171	767	5.74	6.87	125
Magazines: Sunset	4,618	618	6.11	17.68	321
Magazines: Super Chevy	2,250	114	0.86	5.09	92
Magazines: Taste of Home	13,440	670	5.04	5.60	100
Total Adults = 242,261			Red text indicates unweighted count of 50 or less		

Source: University Reporter

Appendix K

BBC America Rate Card

NORTH AMERICA		
Weekdays		
Daypart	EST	Ratecard US\$
Breakfast Peak	0600 - 0930	300
Day Time	0930 - 1700	150
Early Peak	1700 - 1900	400
Evening Peak	1900 - 2400	650
Late Evening	2400 - 0200	100
Night Time	0200 - 0600	80

Weekends		
Daypart	EST	Ratecard US\$
Breakfast Peak	0600 - 0930	300
Day Time	0930 - 1700	150
Early Peak	1700 - 1900	400
Evening Peak	1900 - 2400	650
Late Evening	2400 - 0200	100
Night Time	0200 - 0600	80

Appendix L

Sunset Magazine Readership – Source: Pocket Piece

Circulation (000)	Adult Average Audience (000)	Adult Median Household Income	Adult Median Age	Adult Print + Digital Audience (000)	Readers Per Copy
2877	15667	73107	54.7	15932	5.45
444	6358	116753	46.2	6358	14.32
2904	16567	75064	43.2	17643	5.71
470	5301	62852	46.3	5461	11.28
119	2099	65420	49.0	2222	17.64
1255	4255	106510	57.4	4346	3.39
2443	12320	69206	55.2	12821	5.04
1001	2929	57317	28.8	3137	2.93
551	1385	90797	50.3	1449	2.51
289	2336	94577	51.2	2384	8.08
906	6567	68797	57.2	6810	7.25
2964	17163	78472	50.4	18337	5.79
495	3232	61376	53.2	3355	6.53
830	4228	82935	56.2	4339	5.09
955	6689	101639	52.4	6921	7.00
1219	3930	81435	58.6		3.22
2435	6171	81222	56.4		2.53
6663	34763	66269	56.9	35892	5.22
1457	9962	45721	51.5	10788	6.84

2017 // RATE CARD

COVERS

4th cover	\$198,200
3rd cover	\$167,700
2nd cover	\$182,900

FULL RUN / 4-COLOR

CIRC. BASE	FULL PAGE	2/3 PAGE	1/2 PAGE	1/3 PAGE
Full Run	\$152,400	\$122,000	\$99,100	\$68,600

REGIONAL EDITIONS CPM TABLE / 4-COLOR

250,000	\$55,390	\$44,340	\$35,990	\$24,920
Add'l per M	148.91	119.18	96.75	67.03
500,000	\$92,630	\$74,130	\$60,180	\$41,690
Add'l per M	141.46	113.22	91.92	63.67
750,000	\$127,990	\$102,440	\$83,170	\$57,600
Add'l per M	139.36	111.55	90.55	62.72

Source: https://www.sunset.com/microsites/pdf-listing/media-kit/2017_sunset_ratecard_r5.pdf

Appendix M

Outside Magazine Readership

Circulation (000)	Adult Average Audience (000)	Adult Median Household Income	Adult Median Age	Adult Print + Digital Audience (000)	Readers Per Copy
391	2850	79419	50.2	3291	7.29
559	2243	103397	47.5	9824	4.01
1083	4171	100814	54.2	11563	3.85
957	4630	98734	52.4	5327	4.84
2266	9748	77494	53.1	9992	4.30
281	3877	69412	40.8	4087	13.80
735	6253	61778	47.4	6493	8.51
1142	25626	62852	45.8	26339	22.44
627	2606	82298	44.2	2807	4.16
22047	48170	72968	58.3		2.18
2104	11516	66007	38.1	11861	5.47
3387	37901	73689	49.1	39141	11.19
532	6856	40402	45.6	6967	12.89
467	3422	50500	40.0	3473	7.33
1148	6928	77047	51.1	7314	6.03
896	8286	83129	48.0	8780	9.25
1363	6363	74164	58.1	6519	4.67
246	3680	81025	46.7	3680	14.96
1651	5692	67316	51.8	5942	3.45

Source: Pocket Piece

Rate Card

OUTSIDE MAGAZINE PRICE SCHEDULE

COLOR	1x	3x	6x	9x	12x	18x	24x
2 Pg Spread	203,500	197,400	193,330	187,220	181,120	172,980	168,910
Full Page	101,750	98,700	96,665	93,610	90,560	86,490	84,455
2/3 Page	72,795	70,610	69,155	66,970	64,790	61,875	60,420
1/2 Page	59,485	57,700	56,510	54,725	52,940	50,560	49,375
1/3 Page	41,675	40,425	39,590	38,340	37,090	35,425	34,590
1/4 Page	32,530	31,555	30,905	29,930	28,950	27,650	27,000
1/6 Page	23,410	22,710	22,240	21,535	20,835	19,900	19,430

Source:

https://static1.squarespace.com/static/57fd5a599f745699d45f3246/t/5a2063530d9297f97364091b/1512072026791/2018-Outside-media-kit_11.30.17.pdf

* For the purposes of this report we will use the \$101,750 standard cost rather than a special pricing figure for bundles.

Appendix N

Vendor Application Forms

1. Trader Joe's Distribution:

Become a New Vendor

While we'd really like to be able to speak with all potential vendors, we are lean; and with 99.9% of our Crew Members out in the store or traveling the world searching for amazing products, it is an untenable task. As such, please take good care to fill out our New Vendor Form fully, accurately and with the understanding that we are listening, even if we are unable to respond.

COMPANY INFORMATION		CONTACT INFORMATION	
Company Name	Required	Contact Name	Required
Street Address	Required	Contact Title	Required
City	Required	Contact Email Address	Required
State	Required	Phone Number	Required
Select a State			
Country	Required		
Select a Country			
Zip Code	Required		
Company Website	Required		
Company History and Background	Required		

PRODUCT DETAILS	
Product Name	Required
Does this product contain colors derived only from naturally available products?	
Required ☐ No ☐ Yes	

2. Whole Foods Distribution:



Coupons Local Sales Recipes Shop Online Customer Service

[Find a Store](#) | [Sign up](#) | [Register](#)

Home » Information For Potential Suppliers

INFORMATION FOR POTENTIAL SUPPLIERS

Discovering and featuring new and innovative products is the core of what we do! We are very interested in receiving information about your company and products.

Here's how it works:

- [Sign up for RangeMe](#)
- Create a RangeMe company and product profile and upload your product information
- Your product is directed to the right category buyer at Whole Foods Market who can provide feedback directly to you!

Our buyers use RangeMe across all categories including:

- Grocery, which includes dry goods, dairy, frozen, & general merchandise
- Whole Body, which includes supplements, body care, apparel, and lifestyle items
- Prepared Foods
- Produce
- Meat
- Seafood
- Specialty, which includes cheese, beer, & wine

To be considered, all products must meet our [Quality Standards](#). Please ensure you list all ingredients in your online submission; the ingredient list on our public website is only a partial list intended for screening products. Our buyers will provide you with a full list and further review your product if it is selected.

Due to the overwhelming volume of new product information submitted to Whole Foods Market, we cannot guarantee you will receive a response. Providing complete and accurate information in your product profile can help to expedite the process.

3. REI Distribution

Contract Contact

This person may be contacted to review and sign the REI Master Seller's Agreement or Seller's Payment Allowance Agreement documents which outline the terms of business with REI.

*** Required**

First Name *

Last Name *

Email Address *

Please only use your company's domain email address.

Company Name *

If brand name, please also list corporate name in parentheses.

Job Title *

Phone Number *

Format: ###-###-#### (if international, please add + country code)

Submit

Never submit passwords through Google Forms.

Appendix O

Nutrition / Energy Bar Consumers Demographics

Target	Base Total '000	'000	% Detail	% Target	Index
Total	242,261	44,511	100.00	18.37	100
Men	116,985	19,629	44.55	16.95	92
Women	125,296	24,682	55.45	19.70	107
Educ: graduated college plus	71,542	17,809	40.01	24.89	135
Educ: attended college	89,219	13,354	30.00	19.29	105
Educ: graduated high school	71,696	9,798	22.01	13.87	74
Educ: did not graduate HS	29,804	3,550	7.98	11.91	65
Educ: post graduate	25,425	8,525	14.86	25.86	140
Educ: no college	101,500	13,348	29.99	13.15	72
Age 18-24	30,255	6,875	15.45	22.72	124
Age 25-34	42,994	8,851	19.88	20.59	112
Age 35-44	40,104	8,431	18.94	21.02	114
Age 45-54	43,102	8,200	18.42	19.02	104
Age 55-64	40,273	6,917	15.54	17.18	93
Age 65+	45,533	5,237	11.77	11.50	63
Occupation: Management, Business and Financial Operations	24,483	6,084	13.82	24.77	135
Occupation: Natural Resources, Construction and Maintenance Occupations	13,514	2,333	5.24	17.27	94
Occupation: Other Employed	43,214	7,313	16.43	16.92	92
Occupation: Professional and Related Occupations	33,784	9,196	20.86	27.22	148
Occupation: Sales and Office Occupations	32,582	8,760	15.19	20.75	113
HHI \$150,000+	31,309	8,775	19.71	28.03	153
HHI \$75,000-\$149,999	71,385	16,090	36.15	22.55	123
HHI \$60,000-\$74,999	25,108	4,745	10.66	18.90	103
HHI \$50,000-\$59,999	18,708	2,766	8.21	14.79	80
HHI \$40,000-\$49,999	20,470	2,594	5.83	12.67	69
HHI \$30,000-\$39,999	21,877	3,674	8.26	16.80	91
HHI \$20,000-\$29,999	21,434	2,688	6.04	12.54	68
HHI <\$20,000	31,991	3,178	7.14	9.93	54
Race: American Indian or Alaska Native	2,622	332	0.75	12.65	69
Race: Asian	8,610	1,787	4.02	20.76	113
Race: Black/African American	30,508	3,467	7.79	11.36	62
Race: Black/African American only	29,280	3,228	7.25	11.03	60
Race: Other	22,683	3,680	8.27	16.22	88
Race: Other Race/Multiple Classifications	34,170	5,923	13.31	17.33	94
Race: White	182,398	35,958	80.76	19.71	107
Race: White only	178,811	35,359	79.44	19.77	108
Spanish Or Hispanic Origin Or Descent	37,117	7,173	16.11	19.32	105
Spanish spoken in home (most often or other)	36,614	7,289	16.38	18.88	103

Source: University Reporter

Appendix P

Google Adwords Campaign



✓ About your business

2 Your first campaign

3 Payment

Your first campaign

A **campaign** focuses on a theme or a group of products. To create a campaign, you'll set a budget, choose your audience, and write your ad. Keep in mind, you won't be charged for selecting options, and you can always make changes later.

1. Decide how much to spend

Your budget \$150.00 per day

Daily potential reach
Search Network only
251+ clicks
14K+ impressions

2. Choose a target audience

Locations United States

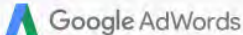
Networks Search Network, Display Network

Keywords

protein barbest protein barsluna barsenergy barsclif protein barshealthiest protein barsclif energy barshigh protein barsnutrition barsenergy barfud barmeal replacementhiking snackclif barcamping food

3. Set your bid

Bid AdWords automatically sets your bids to help you get as many clicks as possible within your budget.



✓ About your business

✓ Your first campaign

3 Payment

Payment

Provide your payment information below. Remember, you won't be charged until your ad starts showing and people start clicking it.

Your ad

FuD Bars - Full Meal Replacement
 www.fudbar.com
Experience all the flavors of a meal in one bar.

Daily potential reach
249+ Clicks
Budget and bidding
\$150.00 daily budget
AdWords automatically sets your bids to help you get as many clicks as possible within your budget.

Your ad could be formatted differently to fit a user's device, but your ad text will stay the same.

Payment information

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