

How to build a marketing plan

1

Start with a deep-dive business review to look at every area surrounding the brand.

- Market:** Macro view, economic indicators, consumer behavior, technology, political
- Consumer:** Target, buying habits, trends, consumer enemies, key insights
- Channels:** growth channels, major customers, available tools and programs
- Competitors:** Performance, positioning, innovation, pricing, distribution, perceptions.
- Brand:** Funnel, reputation, tracking results, pricing, distribution, financial analysis.

2

Summarize drivers & inhibitors currently facing brand, then risks and opportunities for future.

Drivers	Inhibitors
Factors of strength or inertia that accelerate your brand's growth.	Weaknesses or friction slows brand down, leak to fix
Opportunities	Threats
Changing consumer needs, technologies, channels, legal	Competitor launch, trade barriers, customer preference.

3

Use strategic questions to help you frame the key issues facing your brand.

Strategic ThinkBox Questions

- Core strength your brand can win on?
- Connectivity of consumers to your brand?
- Current competitive position?
- Business situation that your brand faces?

5

Put everything together into our Marketing plan on a page

Marketing Plan

GRAY'S Cookies

Brand Vision: Be first 'healthy cookie' to generate craving, popularity and sales of a mainstream cookie. \$100 Million by 2024.

Analysis	Issues and Strategies	Executional Plans
P&L forecast <ul style="list-style-type: none"> Sales: \$30,385 Gross Margin: 61% GM %: 23% Forecast	Key Issues <ol style="list-style-type: none"> What's the priority choice for growth: find new users or drive usage frequency among loyalists? Where should the investment focus and deployment be to drive growth and share needs for Gray's? How will we defend Gray's against the proposed Q1 2014 'healthy cookie' launches from Pepperidge Farms and Nabisco? Issues <ol style="list-style-type: none"> Continue to attract new users to Gray's Focus investment on advertising and trial with new consumers and existing retail. Build defense plan against new entrants that defends with consumers and at store level. Strategies <ol style="list-style-type: none"> Increase penetration from 10% to 12%, specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal to ensure it stays steady. Increase awareness from 33% to 42%, specifically up from 45% to 50% within the core target. Drive trial from 15% to 20%. Focus for success on distribution gaps going from 62% to 72%. Hold dollar share during competitive launches and continue to grow 11% post launch gaining up to 1.2% share. Target zero losses at shelf. Goals	Advertising <ul style="list-style-type: none"> Use awareness to drive trial of the new Grays. Target "Proactive Preventers". Suburban working women, 35-40. Main Message of "great tasting cookie without the guilt, so you can stay in control of your health". Media includes 15 second TV, specialty health magazines, event signage, digital and social media Sampling <ul style="list-style-type: none"> Drive trial with In-store sampling at grocery, Costco, health food stores and event sampling at fitness, yoga, women's networking, new moms. Distribution <ul style="list-style-type: none"> Support Q4 retail blitz focused on holding shelf space during the competitive launches. Q2 specialty blitz to grow distribution at key specialty stores. Innovation <ul style="list-style-type: none"> Launch two new flavours in Q4/15 & Q4/16. Explore new diet claims, motivating and ownable. Competitive Attack Plan <ul style="list-style-type: none"> Pre Launch sales blitz to shore up all distribution gaps. At launch, heavy merchandising, locking up key ad dates, BOGO, TV, print, coupons, in-store sampling. Use sales story that any new "healthy" cookies should displace under-performing and declining unhealthy cookies.

4

Use our ThinkBox to come up with specific key issues and strategies

Key Issues

- What's the priority for growth: driving new users or driving frequency among current users?
- How do we fix the distribution gaps to add to Gray's momentum?
- How to defend Gray's against the proposed Q1 2020 'healthy cookie' launch from Nabisco?

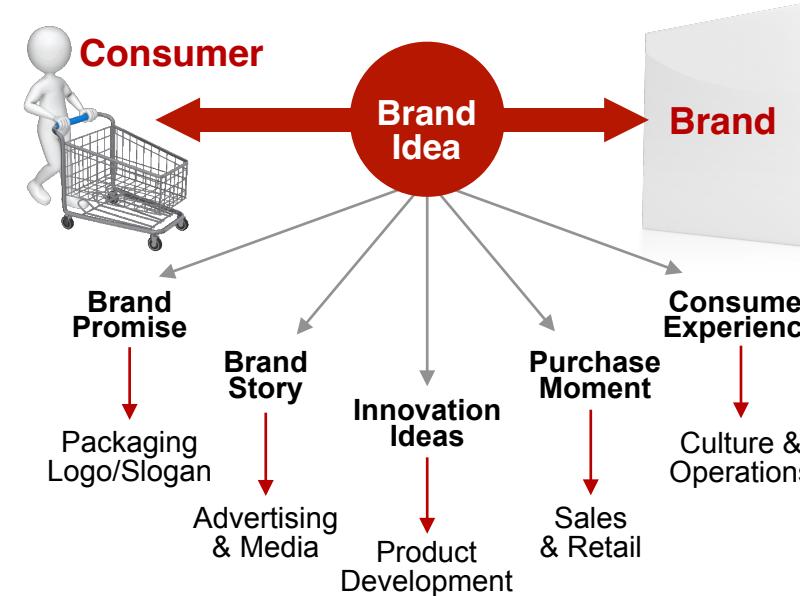
Strategies

- Drive trial by advertising Gray's "stay in control" positioning
- Fix Gray's distribution gaps with a sales force blitz at mass and drug
- Attack Nabisco's 'healthy' credibility by having 60% higher calories

Building the bridge from planning to execution

1

Use our brand idea map to drive consistency by organizing how the brand shows up at all 5 consumer touch-points.



2

Use specific execution plans to steer those working on your brand: communication, innovation, selling

Brand Communications Plan

Communications Strategy:

- Advertise Gray's "stay in control" positioning to new "proactive preventers" to move consumers from consideration to trial and steal competitive users.

Target Market:

- "Proactive Preventers". Suburban working women, 35-40, who want to stay healthy.

Brand Idea:

- Grays are the best tasting yet guilt free pleasure.

Main Benefit:

- Guilt free cookie that tastes so good that you can stay in control of your health.

Support Points:

- Gray's matched leaders on taste, only 100 calories and 3g of net carbs.
- 12-week study, consumers using Gray's as a daily dessert lost 5-10 pounds.

What do we want consumers to think, do or feel? Desired Response:

- Try Grays to see if you like the great taste.

Media Options:

- Main creative will be TV 15-second spot, with specialty health magazines, event signage and in-store sampling. Carry the idea into digital, social media and a website.

3

Use a creative brief to focus your creative advertising and media decisions

Creative brief

Why are we advertising
Tempt consumers to try Gray's Cookies because they are the "best tasting yet guilt free pleasure."

About our consumer

Our target
"Proactive Preventers", suburban working moms, 35-40, who are willing to do whatever it takes to stay healthy. They run, workout and eat right. For many, food can be a stress-reliever and escape even for people who watch what they eat.

Consumer's enemy
Temptation and guilt when they cheat.

Consumer Insights
Once consumers cheat on their diet, it puts their whole willpower at risk. "Once I give in to a cookie, I can't stop myself. They taste too good. It puts my diet at risk of collapsing. I feel so guilty."

What does our consumer think now?
While Gray's Cookies have achieved a small growing base of brand fans, most consumers remain unfamiliar with the brand and have yet to try Gray's. Those few who love Gray's, describe it as "equally good on health and taste."

What do we want consumers to do?
TRY Grays, and we know once they do, the great taste will win them over.

Tone we take with our consumers
A safe choice, honest and down-to-earth.

GRAY'S Cookies

About our brand

Main message
With Gray's Cookies, you can do what you want and stop feeling guilty over eating a damn cookie.

Support points
Grays Cookies matched the market leaders on taste, but only has 100 calories and 2g of carbs. In a 12-week study, consumers using Gray's once a night lost 5 lbs.

Brand Idea
Gray's are the best tasting yet guilt-free pleasure so you can stay in control of your health and mind.

Brand Assets
Story of our New England family recipe, our signature stack of beautiful cookies, and tagline "More Cookie. Less Guilt."

Our ask

Media Choices to explore
Main creative will be 30 sec TV ad, supported by event signage and in-store display. Carry idea into digital, social media and build a microsite

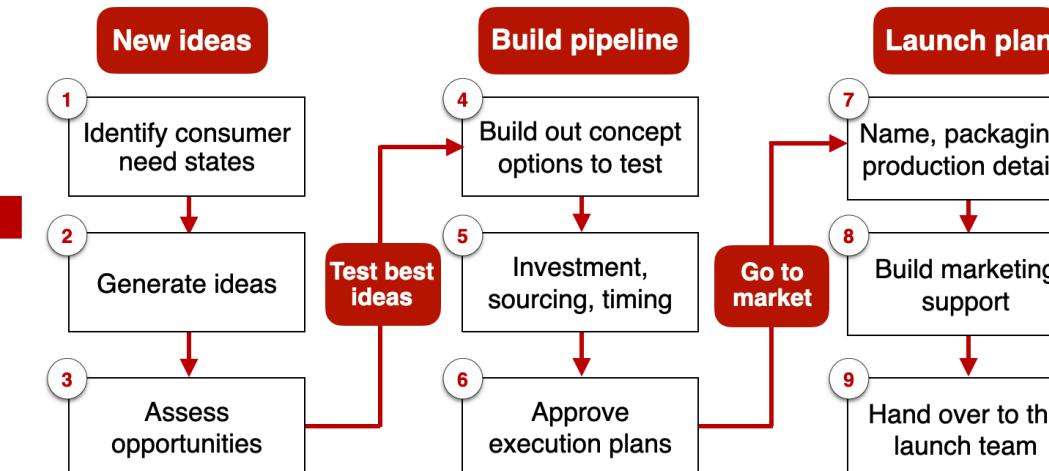
6

Build a sales plan to align with and support your sales team. Bring tools that will close the sale at the purchase moment.



5

Use an innovation process to capture new ideas, build a pipeline, evaluate using our checklist and build launch plans.



4

Find smart, creative marketing communications using our creative checklist to focus the feedback.



Creative Checklist

Gray's / In-office Poster / 9 feet from door

Rate each as high, medium or low to identify gaps you see in the advertising. Focus your feedback or challenges to the creative team.

ABC's Summary

- Fits with brand** Does the ad make the brand look good? Does it leverage creative assets? Does the ad fit with the tone of the brand?
- Distinguishes brand** Does the ad offer unique emotional benefits to own competitive space that is memorable, relevant and memorable for the brand?
- Gut Instincts** Do you love what the ad has the potential to do? Does the ad make you proud of the ad? Is the ad inspiring?
- Branded Breakthrough** Is the ad different enough to capture attention within the clutter? Does the ad engage consumers? Will it make the brand a significant part of the culture?
- Delivers strategy** Does the ad match up to the objective of the ad from your brand?
- Motivating Message** Is the communication of the main benefit of the ad clear to consumers? Does the ad make consumers want to buy it?
- Builds bond** Does the ad speak directly to the consumer target? Does it leave a positive impression on consumers? Will it deepen our bond with our consumers? Can the ad help build memories and rituals?

Strategic choices must align to your vision and be framed by the unique situation and circumstances you face

Our Strategic ThinkBox

1. What is your brand's core strength?

- Product, story, experience, or price? Are you lined up with it?
- Where are you investing? What has paid off or not?
- Are you communicating your core strength?
- Are you moving consumers? What is working well, or needs fixing?

2. How tight is the bond with consumers?

- Unknown, indifferent, liked, loved, or beloved?
- Consumer target, knowledge, insights, match with benefits?
- What triggers consumers to move along their journey?
- What does the brand funnel indicate? Penetration, frequency?

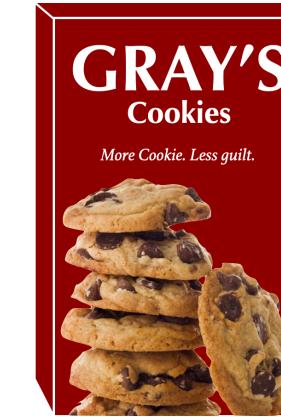
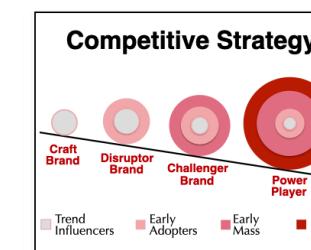
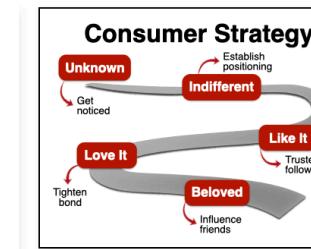
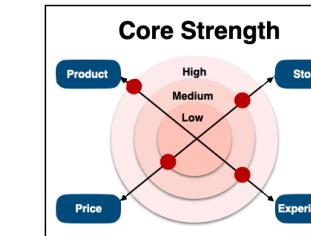
3. What is your competitive situation?

- Power player, challenger, disruptor, or craft brand?
- What is the unique positioning space you win with?
- What is the intensity of competition? Are you attacking or defending?
- Winning battles: investment, messages, innovation, retail, location?

4. What is your business situation?

- Continue momentum, turnaround results, realignment, or startup?
- Wealth: sales, profits, share? Health: reputation, distribution, pipeline?
- Biggest gaps that need fixing? Message, distribution, innovation?
- Current drivers and inhibitors? Future opportunities and threats?

Our thinking tools



Gray's Cookies Key Issues

- 1 How do we shift Gray's from a product-led launch to an idea-led brand to own "guilt free"?
- 2 How do we drive consideration and trial to establish brand in the consumers mind?
- 3 How do we defend against entry of mainstream cookies into good for you segment?
- 4 How do we keep growth momentum by closing the identified gaps in distribution?

How to structure your brand strategy statements

Use our A + B + C + D method to write your strategy statements

a Strategic Program

Available resources



Apply them to a strategic program



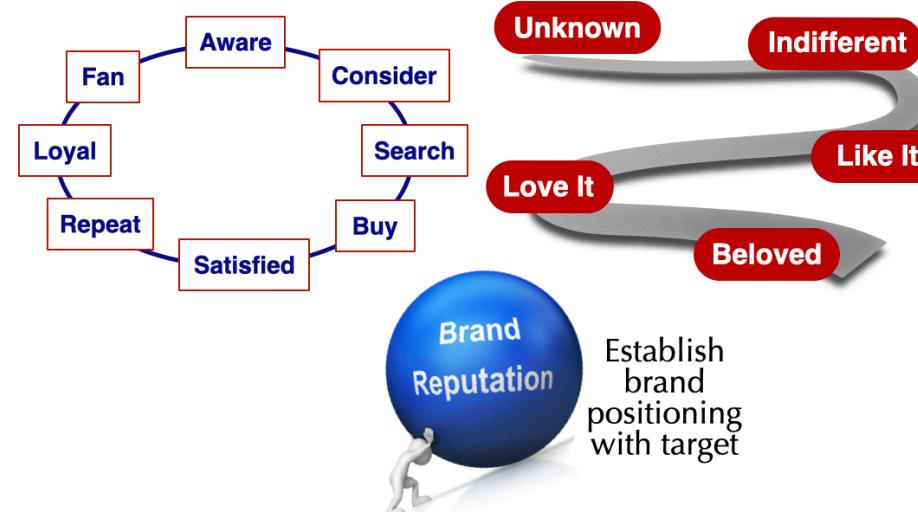
b Focused Opportunity

Focus your limited resources on a distinct opportunity you have identified



c Market Impact

Move consumers along their journey



Tighten the bond with consumers

d Performance result

Harness one of either a power or profit driver



- Consumers
- Employees
- Influencers
- Media

- Channels
- Competitors
- Suppliers
- New Entries

and / or



- Premium Pricing
- Trading Up
- Lower COGs
- Efficient Spend

- Steal Share
- Users to use more
- New Markets
- Find New Uses

Brand strategy statement

Advertise Gray's "guilt free" positioning (a) to new "proactive preventers" (b) to move consumers from consideration to trial (c) and steal competitive users (d).

How to organize the strategy page

Our A + B + C + D method helps write your strategy objective statements, and then summarize for a headline

List three tactical programs, where you will invest your resources.

Strategy #1: Drive trial by advertising Gray's "stay in control" positioning

GRAY'S
Cookies

Strategic Objective:

- Advertise Gray's "stay in control" positioning to new "proactive preventers" to move consumers from consideration to trial and steal competitive users.

Goals:

- Increase penetration from 10% to 12%, specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal to ensure it stays steady.

Tactical Program:

- Ensure all programs target "Proactive Preventer", who is 35-40 female, works out 3x a week.
- Use "guilt free treat" message across advertising, packaging, in-store and events, which has tested as the most motivating and own-able message for Gray's.
- Recommend a balanced consumer marketing mix of advertising to drive positioning and sampling to drive trial. More details are outlined on the next strategy.

Watch out:

- At this point, we believe the product taste and consumer habits around healthy eating can help drive frequency of use.

Goals are a measurement of the market impact or performance result

The watch out statement shows I am proactively addressing the biggest pushback type question I could receive and I answer it before being asked. This helps me avoid getting the question that could derail my presentation.

How to organize the execution page

Strategy:
Describe how you will use the tactics to move consumers along their journey or to tighten their bond with your brand.



Strategy:

Describe how you will use the tactics to move consumers along their journey or to tighten their bond with your brand.

Advertising Plan for 2022

Creative advertising plan

- **Strategy:** Advertise Gray's "stay in control" positioning to new "proactive preventers" to move consumers from consideration to trial and steal competitive users. Increase awareness from 22% to 33% in 2022.
- **Creative Idea:** Showcase empowering story and purpose of how an old family recipe became a modern-day healthy cookie.
- **Tagline:** "Women have enough guilt in their life."

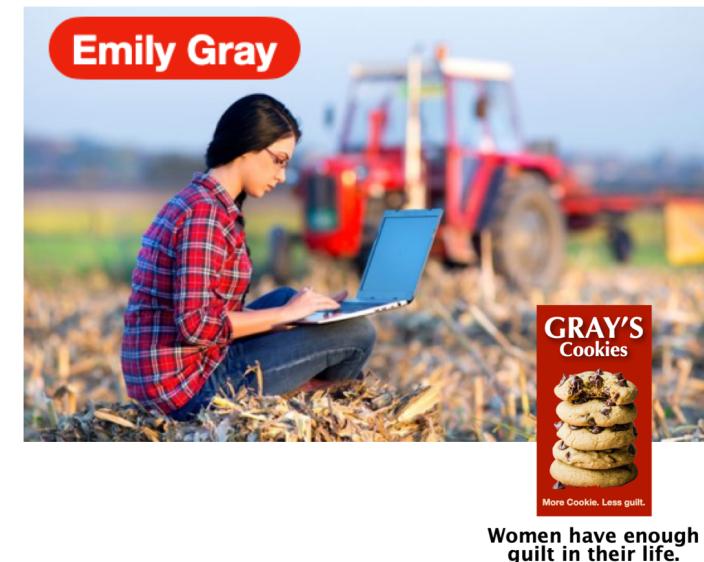
Media plan

- Main creative will be 30/60 second TV ad, supported by magazine, event signage and in-store display.
- Carry idea into digital with highly targeted display messages, visual assets. Use social media to engage and build a microsite.

Tracking scorecard

	Gray's	Norms	Comments
Aided Recall	33	52	Niche vs powerhouse brands
Brand Link	50	50	Stay within norms
Main Message	65	50	Need guilt free to shine
Uniqueness	40	22	Establish positioning
Purchase Intent	40	32	Among core target

Stated in percent



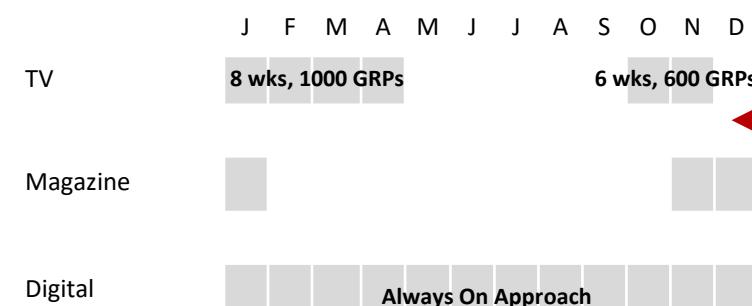
Key visuals:

Showcase execution of ads, displays, promotions, or tools you will use.

Measurement:
Lay out the goals, spend level, or expected results of the tactics, linking the execution to the overall strategy.



Activity Calendar

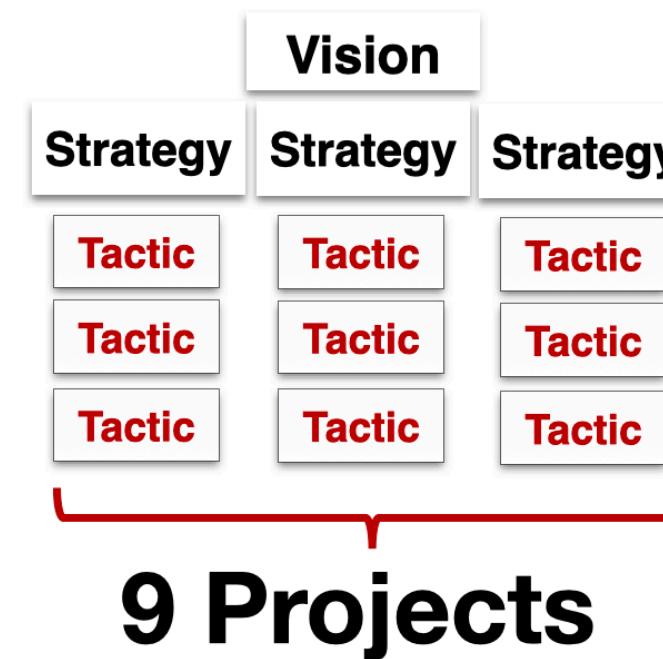


Calendar:

Chart allows multiple activities, with any monthly breakouts you can shade in.

Use the planning process to force your team to make decisions to focus

3 strategies x 3 tactics = 9 major projects



7 strategies x 7 tactics = 49 major projects



49 Projects

Marketing Plan

Brand Vision: Be first 'healthy cookie' to generate craving, popularity and sales of a mainstream cookie. \$100 Million by 2024.

Analysis	Issues and Strategies	Executional Plans
<p>P&L forecast</p> <ul style="list-style-type: none"> Sales \$30,385 Gross Margin \$17,148 GM % 56% Marketing Budget \$8,850 Contribution Margin \$6,949 CM% 23% <p>Drivers</p> <ul style="list-style-type: none"> Taste drives a high conversion of Trial to Purchase Strong Listings in Food Channels Exceptional brand health scores among Early Adopters. Highly Beloved Brand among niche. <p>Inhibitors</p> <ul style="list-style-type: none"> Low familiar yet to turn our sales into loyalty Awareness held back due to weak Advertising Low distribution at specialty stores. Poor coverage. Low Purchase Frequency even among most loyal. <p>Risks</p> <ul style="list-style-type: none"> Launch of Mainstream cookie brands (Pepperidge Farms and Nabisco). De-listing 2 weakest skus weakened our in-store presence Legal Challenge to tastes claims <p>Opportunities</p> <ul style="list-style-type: none"> R&D has 5 new flavors in development. Sales Broker create gains at Specialty Stores Explore social media to convert loyal following. 	<p>Key Issues</p> <ol style="list-style-type: none"> What's the priority choice for growth: find new users or drive usage frequency among loyalists? Where should the investment/resources focus and deployment be to drive our awareness and share needs for Gray's? How will we defend Gray's against the proposed Q1 2014 'healthy cookie' launches from Pepperidge Farms and Nabisco? <p>Strategies</p> <ol style="list-style-type: none"> Continue to attract new users to Gray's Focus investment on driving awareness and trial with new consumers and building a presence at retail. Build defense plan against new entrants that defends with consumers and at store level. <p>Goals</p> <ul style="list-style-type: none"> Increase penetration from 10% to 12%, specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal to ensure it stays steady. Increase awareness from 33% to 42%, specifically up from 45% to 50% within the core target. Drive trial from 15% to 20%. Focus for sales is to close distribution gaps going from 62% to 72%. Hold dollar share during competitive launches and continue to grow 11% post launch gaining up to 1.2% share. Target zero losses at shelf. 	<p>Advertising</p> <ul style="list-style-type: none"> Use awareness to drive trial of the new Grays. Target "Proactive Preventers". Suburban working women, 35-40. Main Message of "great tasting cookie without the guilt, so you can stay in control of your health". Media includes 15 second TV, specialty health magazines, event signage, digital and social media <p>Sampling</p> <ul style="list-style-type: none"> Drive trial with In-store sampling at grocery, Costco, health food stores and event sampling at fitness, yoga, women's networking, new moms. <p>Distribution</p> <ul style="list-style-type: none"> Support Q4 retail blitz with message focused on holding shelf space during the competitive launches. Q2 specialty blitz to grow distribution at key specialty stores. <p>Innovation</p> <ul style="list-style-type: none"> Launch two new flavours in Q4/15 & Q4/16. Explore new diet claims, motivating and own-able. <p>Competitive Attack Plan</p> <ul style="list-style-type: none"> Pre Launch sales blitz to shore up all distribution gaps. At launch, heavy merchandising, locking up key ad dates, BOGO. TV, print, coupons, in-store sampling. Use sales story that any new "healthy" cookies should displace under-performing and declining unhealthy cookies.

Build your plan presentation with a structure that allows you to tell your strategic story

Strategic Slides

Execution Slides



Marketing Plan on Page



Vision Purpose



Sales forecast



Profit statement



Advertising Plan



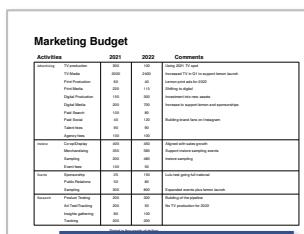
Social Media / Search



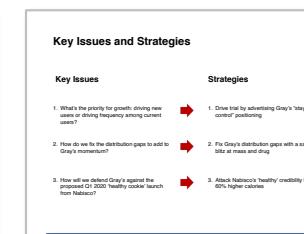
Sampling / Sponsorship



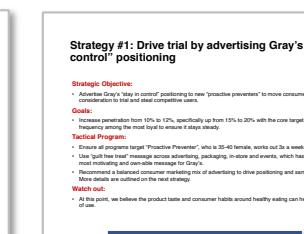
Creative Brief



Marketing Budget



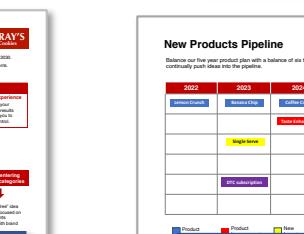
Key Issues & Strategies



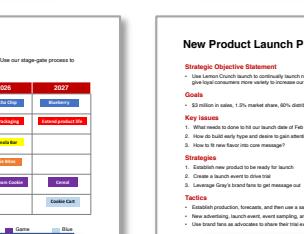
Strategy page



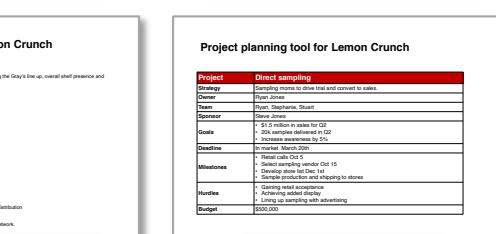
Brand Strategy Roadmap



Innovation Pipeline



New Product Launch



Project Launch



Customer Marketing



Brand Communications



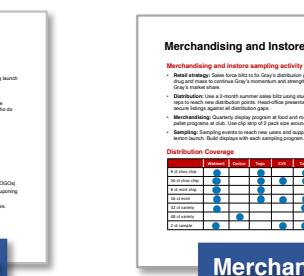
Innovation Plan



Selling / Retailing



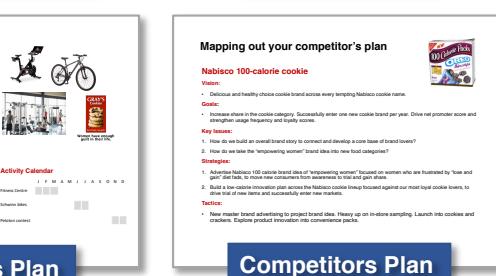
Competitive Defense



Merchandising



Promotions Plan



Competitors Plan



Market Research

Our Marketing Plan template has all the PowerPoint slides you need to run your brand

Strategic Planning Definitions

- **VISION:** “Where could we be?” Put a stake in the ground that describes an ideal state for your future. It should last for five to 10 years to give everyone clear direction. Write your vision in a way that scares you a little and excites you a lot.
- **BRAND PURPOSE:** “Why does your brand exist?” It’s the underlying personal motivation for why you do what you do. The purpose is a powerful way to connect with employees and consumers, giving your brand a soul.
- **VALUES:** “What do you stand for?” Your values should guide you and shape the organization’s standards, beliefs, behaviors, expectations, and motivations. A brand must consistently deliver each value.
- **GOALS:** “What will you achieve?” Specific measures include consumer behavioral changes, program metrics, in-market performance targets, financial results, or milestones on the pathway to the vision. Use goals to set up a brand dashboard or scoreboard.
- **SITUATION ANALYSIS:** “Where are we?” Summarize the drivers and inhibitors you currently face, and the threats and untapped opportunities in the future.
- **KEY ISSUES:** “Why are we here?” Look at what is getting in your way of achieving your vision. Set up the issues as questions, using strategies to answer each issue.
- **STRATEGIES:** “How can we get there?” Look for market opportunities you see with consumers, competitors, or situations. Strategies provide clear marching orders that define your investment in strategic program, the focused opportunity you see, the desired market impact and performance result that benefits your business.
- **TACTICS:** “What do we need to do?” Framed entirely by strategy, tactics turn into action plans with clear marching orders to your teams. Decide on which activities to invest in to stay on track with your vision while delivering the highest return on investment (ROI) and highest return on effort (ROE) for your business.

Laying out the elements of your strategic plan

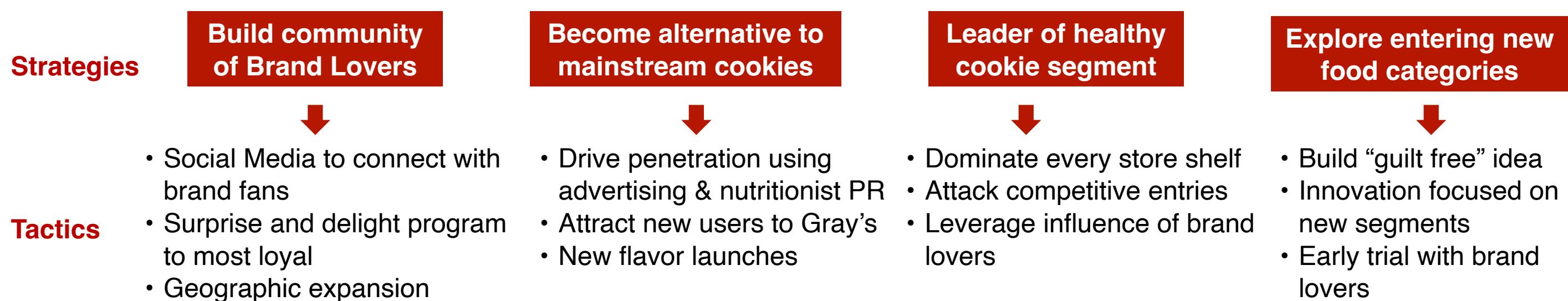
Vision: First ‘healthy cookie’ to generate the craving, popularity and sales of a mainstream cookie. \$100Million by 2024.

Purpose: We help people re-discover the lost secret that the most amazing tasting food is made of natural ingredients.

Values: Consumer first, great taste, healthy, natural ingredients, fast-to-market, family owned.

Goals: \$100 Million brand by 2020, become a mainstream brand, increase usage, longer term penetration gains.

- Issues:**
1. How do we tighten the bond with our most loyal brand lovers?
 2. How do we balance driving penetration and usage frequency?
 3. How will we defend Gray’s leadership position in the Healthy Cookie segment?
 4. How do we leverage “guilt free” idea across new food categories?



Brand Strategy Roadmap combines elements of a long-range strategic plan with a brand idea map

Elements of the strategic plan

Vision:	Ffirst 'healthy cookie' to generate the craving, popularity and sales of a mainstream cookie. \$100Million by 2024.												
Purpose:	We help people re-discover the lost secret that the most amazing tasting food is made of natural ingredients.												
Values:	Consumer first, great taste, healthy, natural ingredients, fast-to-market, family owned.												
Goals:	\$100 Million brand by 2020, become a mainstream brand, increase usage, longer term penetration gains.												
Issues:	<ol style="list-style-type: none"> How do we tighten the bond with our most loyal brand lovers? How do we balance driving penetration and usage frequency? How will we defend Gray's leadership position in the Healthy Cookie segment? How do we leverage "guilt free" idea across new food categories? 												
Strategies	<div style="display: flex; justify-content: space-around;"> <div>Build community of Brand Lovers</div> <div>Become alternative to mainstream cookies</div> <div>Leader of healthy cookie segment</div> <div>Explore entering new food categories</div> </div>												
Tactics	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">• Social Media to connect with brand fans</td> <td style="padding: 5px;">• Drive penetration using advertising & nutritionist PR</td> <td style="padding: 5px;">• Dominate every store shelf</td> <td style="padding: 5px;">• Build "guilt free" idea</td> </tr> <tr> <td style="padding: 5px;">• Surprise and delight program to most loyal</td> <td style="padding: 5px;">• Attract new users to Gray's</td> <td style="padding: 5px;">• Leverage influence of brand lovers</td> <td style="padding: 5px;">• Innovation focused on new segments</td> </tr> <tr> <td style="padding: 5px;">• Geographic expansion</td> <td style="padding: 5px;">• New flavor launches</td> <td style="padding: 5px;">• Early trial with brand lovers</td> <td style="padding: 5px;">• None of the guilt."</td> </tr> </table>	• Social Media to connect with brand fans	• Drive penetration using advertising & nutritionist PR	• Dominate every store shelf	• Build "guilt free" idea	• Surprise and delight program to most loyal	• Attract new users to Gray's	• Leverage influence of brand lovers	• Innovation focused on new segments	• Geographic expansion	• New flavor launches	• Early trial with brand lovers	• None of the guilt."
• Social Media to connect with brand fans	• Drive penetration using advertising & nutritionist PR	• Dominate every store shelf	• Build "guilt free" idea										
• Surprise and delight program to most loyal	• Attract new users to Gray's	• Leverage influence of brand lovers	• Innovation focused on new segments										
• Geographic expansion	• New flavor launches	• Early trial with brand lovers	• None of the guilt."										



Brand idea map



Brand Strategy Roadmap

Vision: Be the first 'healthy cookie' to generate the craving, popularity and sales of a mainstream cookie. \$100Million by 2030.

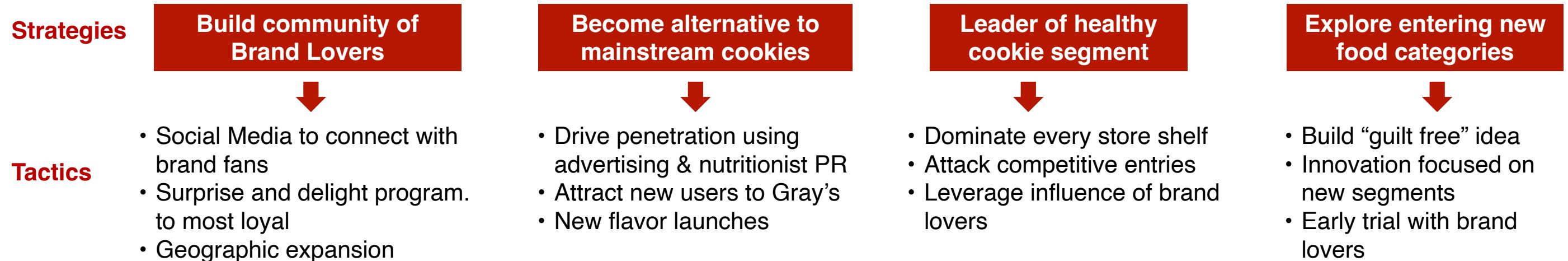
Purpose: We want to help people re-discover the lost secret that the most amazing tasting food is made of natural ingredients.

Values: Consumer first, great taste, healthy, natural ingredients, fast-to-market, family owned.

Brand Idea: Grays are the best tasting yet guilt free pleasure so you can stay in control				
Promise	Brand Story	Innovation	Purchase Moment	Experience
Take control of your weight by replacing your favorite snack with Grays.	Real life stories to show women living "All the pleasure, but no guilt."	We never sacrifice on taste, you won't have to sacrifice your cookie.	Interrupt purchase routine to set up Grays as \the better alternative.	We hope your weight loss results empowers you to stay in control.

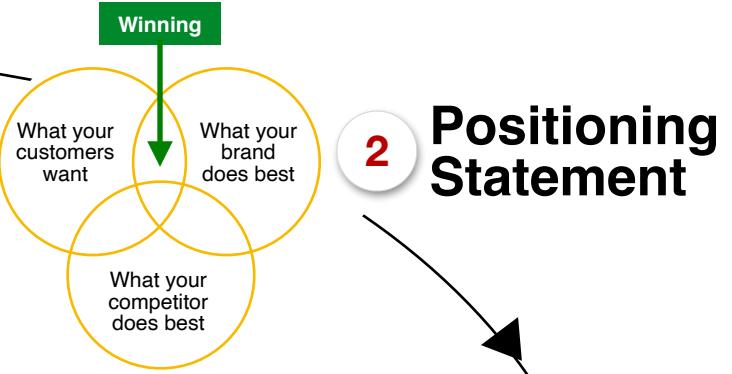
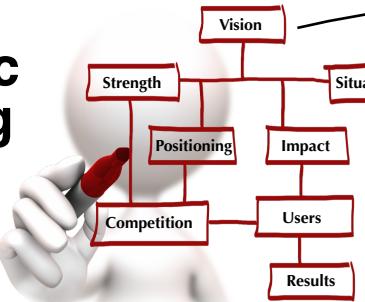
Goals: \$100 Million brand by 2020, become a mainstream brand, increase usage, longer term penetration gains.

- Issues:**
1. How do we tighten the bond with our most loyal brand lovers?
 2. How do we balance driving penetration and usage frequency?
 3. How will we defend Gray's leadership position in the Healthy Cookie segment?
 4. How do we leverage "guilt free" idea across new food categories?



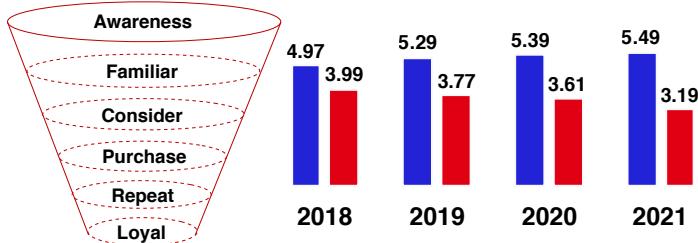
1

Strategic Thinking



2

Positioning Statement



5

Marketing Analytics

Marketing Plan		
Brand Vision:		GRAY'S Cookies
Analysis	Strategy	Execution
P&L forecast Sales: \$30,385 Gross Margin: 17.148 GM%: 55% Marketing Budget: \$8,850 Contribution Margin: \$2,850 CM%: 23%	Key Plan 1. What's the priority choice for growth? Find new users or drive usage frequency among existing users. 2. Where should the investment/resources be allocated? Drive trial and awareness of Gray's Cookies. C2 specialty health includes 15 second TV, specialty health magazines, event signage, digital and social media. Drivers • Trial drives a high conversion of Trial to Purchase. • Strong branding in Food Channels. • Extended brand health scores among Early Adopters. Highly Beloved Brand among niche. Inhibitors • Low Trial rate to turn our sales into loyalty. • Awareness held back due to weak Advertising. • Low distribution at specialty stores. Poor coverage. Risks • Launch of Manhattans cookie brands (Pepperidge Farms and Nabisco). • Declining 2 weakest skus weakened our inventory position. • Legal Challenge to tastes claims Opportunities • Trial has 5 new flavors in development. • Sales Broker creates gains at Specialty Stores. • Explore social media to convert loyal followers.	Advertise Use awareness to drive trial of the new Gray's Cookies. Target "Proactive Preventers". Suburban working mothers who are health conscious and have time to cook without the guilt, so you can stay in control of their diet. Other segments include 15 second TV, specialty health magazines, event signage, digital and social media. Launch Drive trial with in-store sampling at grocery, Costco, health food stores and event sampling at specialty stores. Work with national media partners. Distribution Support Q4 retail lists with message focused on increasing distribution during the competitive launches. C2 specialty bts to grow distribution at specialty stores. Innovation Launch 2 new flavors in Q4/15 & Q4/16. Explore diet claims.
Strategies	Objectives	Marketing Plan
1. Capture to attract new users to Gray's Cookies. 2. Focus investment on driving awareness and trial. Drive trial and awareness among Early Adopters. Highly Beloved Brand among niche. Marketing Plan • Build a defense plan against the launch of Manhattans cookie brands (Pepperidge Farms and Nabisco). • Increase awareness from 35% to 42%. • Increase trial from 15% to 20%. • Increase distribution from 65% to 72%.	Objectives • Increase penetration from 15% to 12% specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal consumers to ensure they are meeting the core target. Drive trial from 15% to 20%. Marketing Plan • Hold dollar share during competitive launches. C2 specialty bts to grow distribution at specialty stores. Marketing Plan • Launch 2 new flavors in Q4/15 & Q4/16. Explore diet claims.	GRAY'S Cookies

3

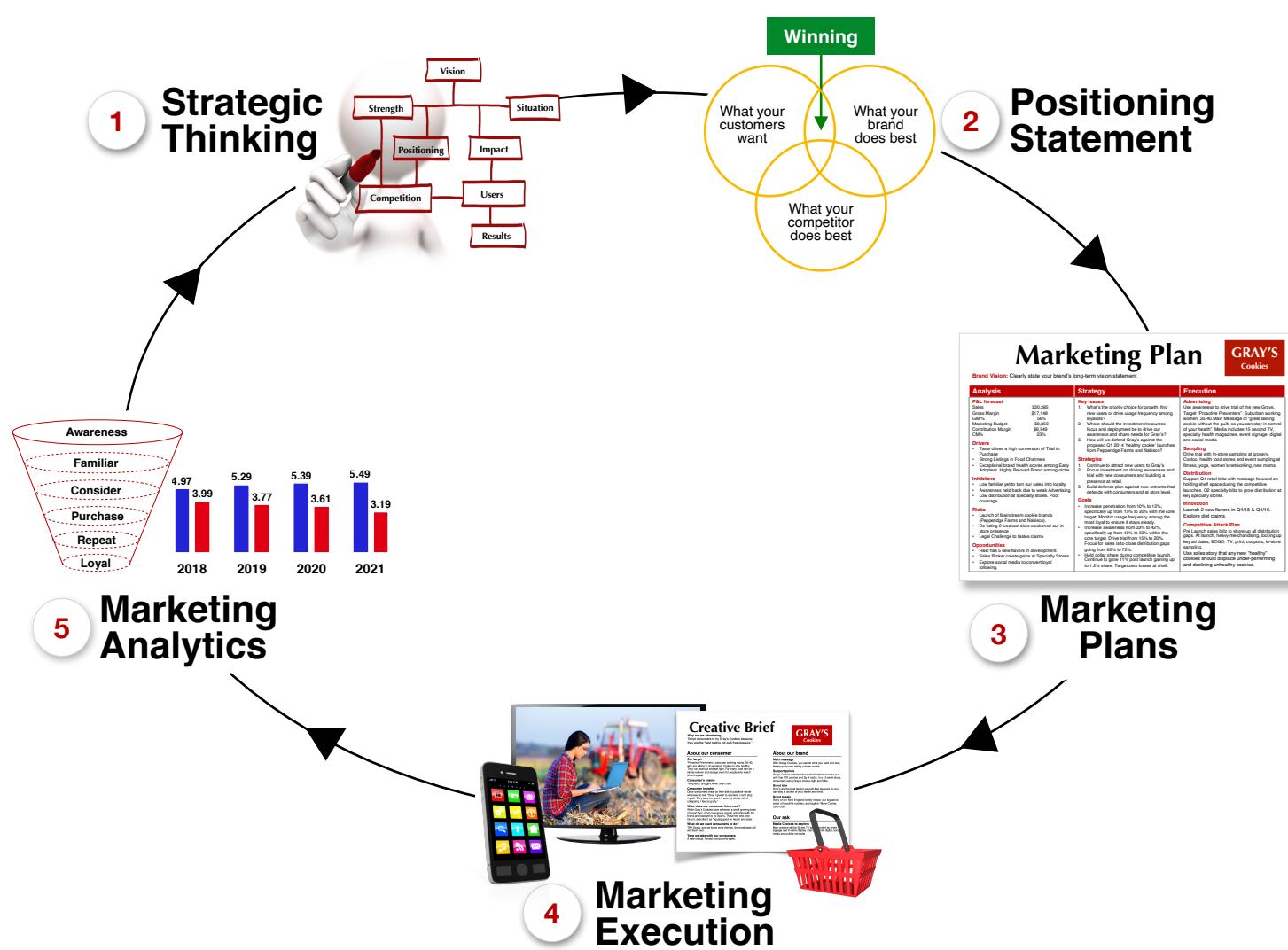
Marketing Plans



Marketing Execution

Our marketing flywheel teaches how the best marketers think, define, plan, execute and analyze

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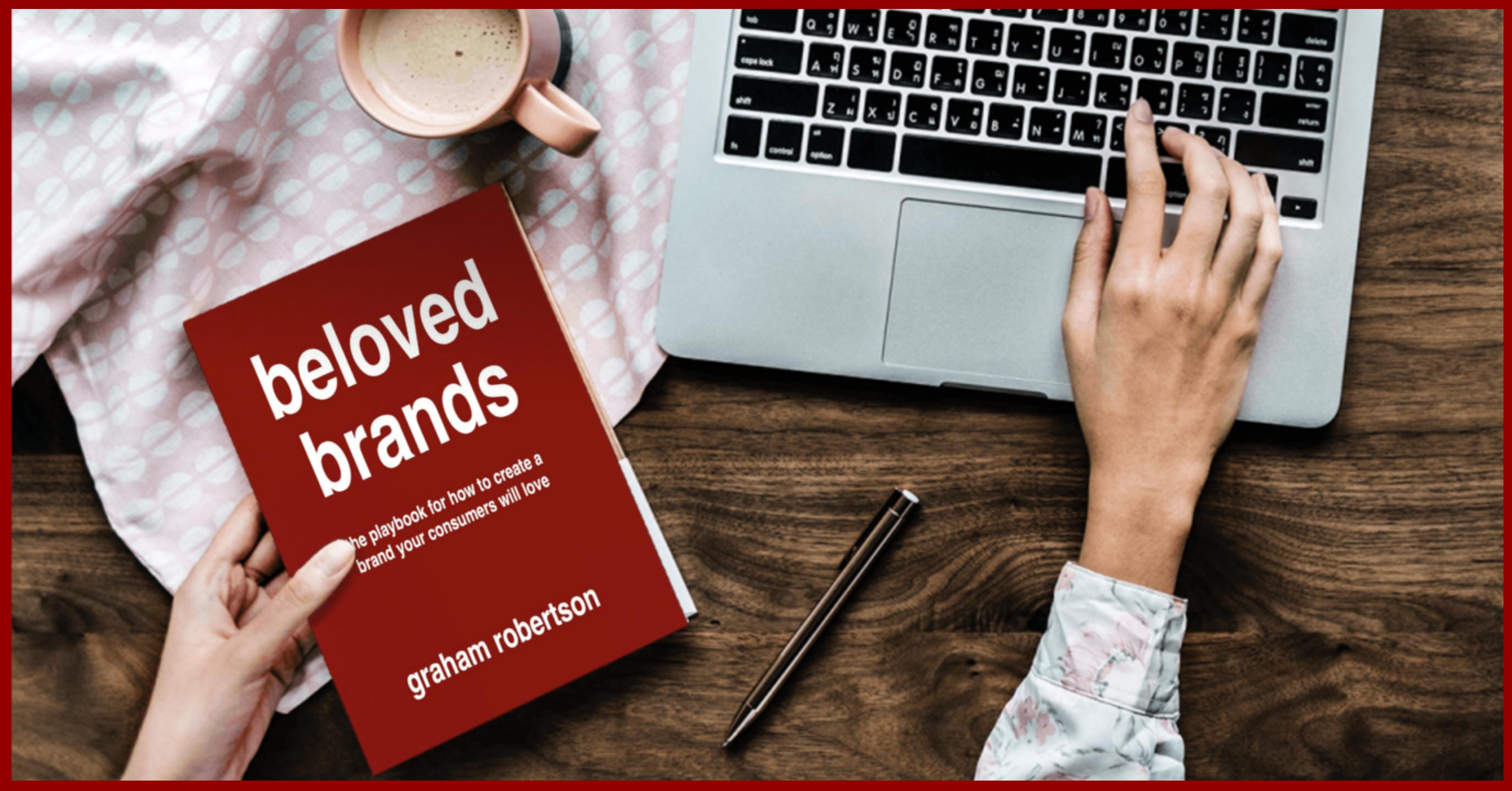


- 1 **Strategic Thinking:** We show how to ask the challenging questions by taking a holistic look at your brand's core strength, competitive landscape, tightness of the consumer bond, and business situation.
- 2 **Brand Positioning:** Our brand positioning process starts with a consumer profile and uses a balance of functional and emotional benefits to find a winning space that is interesting, simple, unique, motivating, and ownable.
- 3 **Marketing Plans:** We use the marketing plan as a decision-making tool that guides everyone who works on the brand. We teach how to write a brand vision, purpose, goals, key issues, strategies and marketing execution plans.
- 4 **Marketing Execution:** Our marketing execution training includes the creative brief, innovation process, and sales plan. We show how to make smart decisions on execution around creative communication and media choices.
- 5 **Marketing Analytics:** We teach how to lead a deep-dive business review, to assess your brand's performance and set up smarter strategic thinking, looking at the marketplace, consumers, channels, competitors, and brand.

Our marketing training brings three distinct streams based on the type of business your team manages



Every example we use is in our training is specific to the type of business the marketers work on. The lessons bring relevant tools that can be applied to their brand. Also, our brand books line up with the type of business.



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