

THE BEAVER FOR LIFE CAMPAIGN
for

BEAVER
Classic



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Executive Summary

There is a large and readily available group of consumers who have been shown to relish the opportunity to support locally, ethically, and sustainably produced products. These consumers are the heart of OSU as they all call their Alma Mater Oregon State University. They reside in many different counties across Oregon. With higher incomes and education, along with greater access to artisanal products these *Loyalists* will be the focus of our *Beaver for Life Campaign*. Currently however, only 10% of OSU students are aware of the product line, and the number probably drops significantly within OSU alumni and faculty groups. We believe the research and analysis that we have conducted will help support a marketing strategy that will fit within the limited budget that is offered, the goal is to make every dollar count by impacting the right people in a big way. By doing so we will allow the Loyalists to become the innovators and marketers of your products.

Beaver Classic's products represent OSU and all that it has achieved. The company is manned by students, its creativity is driven by students, its livelihood depends on students. As a program that is centered around the education and growth of the next generation of OSU Alumni, the Loyalists will be ready and willing to support it as they will be able to see themselves in every current and future product that is produced and sold by your company, you need to tell that story. To aid in this we are recommending a new product, the Beaver Classic Variety Box. When the box is shipped out it will include a hand selected assortment of Beaver Classic's Products. This product will also give you the opportunity to include handouts and promotions, such as meet the maker stories that focus on the students that developed and produced the cheeses. This is one of the keys to the Beaver for Life Campaign, education.

In the current environment it is important that the Loyalists will be able to reach you from the comfort of their own home. By growing your website and social media pages into a hub for cheese making education and rewarding repeat business with loyalty cards. Anyone who buys your products can learn the process that each product you create goes through from beginning to end. This is important as your products are still in the late introductory stage of their life cycle, considered a shopping product with low to growing profits and a small group of dedicated consumers. Beaver Classic is competing in a saturated market space with many other local and established competitors already holding market share with the loyalists that are needed to support your product. The goal is to penetrate this sphere of consumers, by keying in on the nostalgia they will feel towards the students that produce your products. This also allows for a value-based pricing scheme as they will be willing to pay a premium for a product that they believe in.

With a vertically integrated supply chain model Beaver Classic is in a strong position to distribute to specialty food retailers, expanding to new markets, and satisfying any needs that may arise. By utilizing both indirect and direct marketing we can reach the target segment by many different avenues. The main goal of our recommendations is to move the Loyalists from being aware of the product to having high interest and desire to purchase Beaver Classic over any other brand.

Table of Contents

Cover Page	1
Executive Summary	2
Strategic Assessment.....	4
SWOT Analysis	4
Key Points:.....	4
Strategy	5
Segmentation & Targeting	5
Target Market Profile	5
Positioning	6
Marketing Mix	7
Product Type	7
Branding.....	7
Product Life Cycle (PLC)	8
Marketing Mix Implications	9
Pricing Study.....	9
Integrated Marketing Communication	10
Citations	12
Appendices.....	13
Appendix A- Porter 5-Forces Analysis	13
Appendix B - Perceptual Map.....	14
Appendix C – Price Comparison Table	15
Appendix D - MRD.....	19

Strategic Assessment

We have put together an analysis of the current environment that Beaver Classics' finds itself in, as well as an additional assessment of competition in the market space (See Appendix A). It is important to focus on the key points as they guide us through our strategic recommendations.

SWOT Analysis

<p style="text-align: center;"><i>Strength</i></p> <p>Student made – a project that students develop, produce, and sell is appealing to consumers affiliated with OSU</p> <p>Blue ribbon cheese – smoked cheddar produced at OSU has won a major award.</p> <p>Location-in the Willamette Valley where it is known for locally produced food and beverages (beer, cheese, wine, etc.). People in this area are loyal to local brands.</p> <p>Supply of raw materials- because animals are on campus dairy transportation and labor are a competitive advantage.</p> <p>Niche market- ability to create artisan products that consumers would pay a premium price for.</p>	<p style="text-align: center;"><i>Weakness</i></p> <p>Labor force – average student worker stint is 2 years. Turn-over and increase in training and does not allow for efficient manufacturing growth.</p> <p>Social media - weak social media presence.</p> <p>Low budget - Budget not sufficient for mass marketing.</p> <p>Limited physical space – current space inhibits technological and manufacturing upgrades</p> <p>Brand awareness – 10% of OSU students know about Beaver Classic, percentage most likely decreases as you go broader into the OSU community (Alumni, Faculty, Staff)</p>
<p style="text-align: center;"><i>Opportunity</i></p> <p>Market connections - Corvallis community provides an easy connection to consumers that are affiliated and have a deep connection with OSU.</p> <p>Accessibility to products - Beaver Classic's is produced on campus and has the ability to supply to local consumers easily.</p> <p>Social responsibility - there is a greater awareness and demand for food products that demonstrate sustainability and eco-friendliness. Consumers want to know where their food comes from and want to support local businesses [2].</p> <p>Educating consumers - opportunities to highlight the Beaver Classic story (educating consumers on the products they are purchasing).</p>	<p style="text-align: center;"><i>Threats</i></p> <p>Oversaturated markets - Oregon is known for producing cheese and currently has many specialty cheesemakers [3]. There are also many widely known honey, jerky, and beer makers in Oregon.</p> <p>Competition - local Oregon cheesemakers, specifically artisan-type products: Tillamook, Face Rock Creamery, and Willamette Valley Cheese Company.</p> <p>Readily available similar-type options - specialty cheeses and local honey have become much easier to obtain (cheese specialty cases in Fred Meyer, local honey sold in chain stores, etc.).</p> <p>Machine or mass-produced items - these items tend to be more affordable and easier to obtain. They also have the advantage of being a more mature product with loyal customers.</p>

Figure 1 - Swot Analysis

Key Points:

- Supply Chain - Supply of Raw Materials, Location, Accessibility to products
- Education - Student Made, Educating Consumers
- Artisanal - Niche Market, Location, Student Made

Beaver Classic stands in good position to market to a group of consumers that appreciate a high-quality product, produced in a local supply chain. It is produced by students, in small batches with the supply of raw materials all being provided on site. It is an artisanal product that will appeal to many, as the process is rooted in the education of students. You can pass that knowledge onto the consumer as well. Which will give everyone who buys a product from Beaver Classic a chance to be part of the process and learn the story behind all the products.

Strategy

Market penetration: The goal is to move market share away from the competition. We believe that the Beaver Classic products hold a large advantage with their OSU affiliation, high quality, and the ability to boast its artisanal manufacturing process (small, local, student made).

Segmentation & Targeting

Beaver Classic strives for brand recognition showcasing their student-made, high quality products. Currently, with little brand recognition and with little marketing to the OSU loyalists, the growth strategy recommendation is to focus on market penetration, taking the existing products and targeting the existing customer base with the idea of increasing brand awareness. The existing customer base is the OSU community, what is considered the appropriate segment to penetrate. The target group to focus on within that segment is the OSU graduates, specifically OSU loyalists located in Oregon.

Target Market Profile

The OSU affiliated cheese buyer is an individual who is an Alumni of Oregon State University, identified by:

- Graduate of:
 - OSU
 - OSU-Cascades
 - E-Campus
 - Portland
- Over the age of 30
- Professional careers
- Higher level of disposable income [6]

These identifiers increase their purchasing power for a product such as Beaver Classic's higher end, more expensive, and niche products [5]. Data provided by the OSU Alumni Association show these counties as containing large numbers of OSU alumni, which can be targeted by zip code:

Benton	Clackamas	Deschutes	Jackson
Lane	Linn	Marion	Multnomah
Polk	Washington	Yamhill	

This group of buyers are considered the loyalists of the OSU market; this group has a connection and loyalty to the brand based on its connection with their Alma Mater as it represents a tradition, which will be very nostalgic to

them. A characteristic of the loyalist is that they will find it important to support and give back to their school [7]. Our cheese buyers can purchase products on a want basis over a need basis because of their increased economic standing due to their education levels. This is a large group to target with approximately 112,880 alumni (Figures 3 and 4) and has the advantage of being easily accessible and identifiable [8].

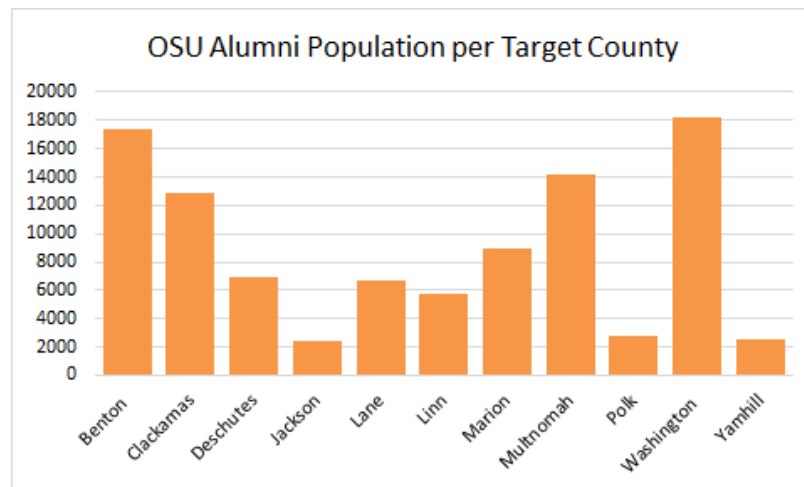


Figure 3- OSU Alumni Population by County

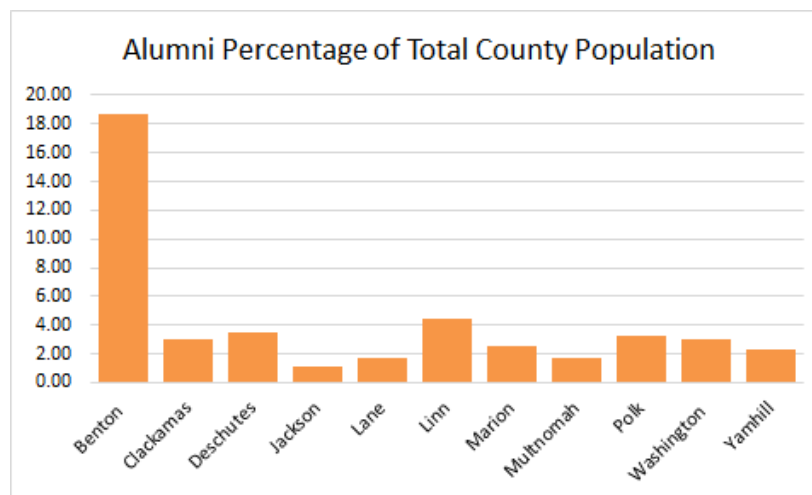


Figure 4- Alumni Percentage by County

Positioning

We believe a key proponent of success for Beaver Classic will be for loyalists to perceive the brand as highly associated with Oregon State. Alumni will be enticed to buy Beaver Classic cheese products if they are aware of the stories behind the products they are purchasing, understand that students are the masters behind these products, and learn that the College of Agriculture Sciences is dedicated to research that forges new approaches and processes to food products [1]. This program provides hands-on learning where the products power the careers of the students

and staff; a program that can cultivate leaders and innovate within industries are initiatives that alumni can get behind [1]. In addition, loyalists will place value in the Beaver Classic artisanal style; the value in buying artisanal foods lies in the flavor, ethical responsibility, and health benefits [9]. The perceptual map (Appendix B, Figure 1) shows the ideal positioning of the Beaver Classic Brand, which caters to the loyalist because of its high association with Oregon State University and its artisanal style.

Official positioning statement:

For the OSU alumni, known as the loyalists, who support OSU and enjoy diverse high quality food, Beaver Classic products are locally produced and sourced by OSU students. Unlike food products that are manufactured outside the region, ours are made on campus by skilled students in small batches within an experiential learning environment.

Marketing Mix

Product Type

Beaver Classic cheese products are shopping products in which the loyalists are willing to spend a fair amount of time comparing to competitors' products that are also high cost and purchased less often. Loyalists are those that enjoy taking the time to evaluate their products and characteristics. The comparable attributes that loyalists evaluate are price, taste, quality, type, brand, ingredients, type of production, and place of production. Our loyalists will be excited about Beaver Classic being manufactured by OSU students and therefore will be willing to pay higher prices for it.

Branding

It is imperative that Beaver Classic stays close to its core message as it continues to develop its brand. To optimize success with loyalists it is important to educate them on the company. A large part of doing this will involve continually updating loyalists on company activities via the alumni newsletter or company blog. They need to have a firm understanding of how much value the students are getting through learning the industry practices and the importance of supporting them by buying their cheese. So, the Beaver Classic brand should be associated with student-run practices whose profits are cycled back into the program to continue to help it improve.

WHO The College of Agricultural Sciences at Oregon State University

WHAT crafts and curates a collection of products

HOW connecting what's gained from learning and earned by doing

WHY to cultivate leaders and innovate within industries.

Figure 5 Beaver Classic Core Message - [8]



Figure 6 Beaver Classic Supporting Messages – [8]



Figure 7 Beaver Classic Cheese Packaging Design – [8]

Product Life Cycle (PLC)

Beaver Classic cheese is in the late introduction stage of the PLC. Beaver Classic only recently began generating a profit in 2017, with revenues slowly rising since then [8]. The loyalists of Beaver Classic cheese are categorized as the innovators because they must be willing to branch out from their habitual cheese purchase and they must have higher income so that they can afford taking the risk associated with trying a new product. A key for Beaver Classic will be to differentiate its products while using its high affiliation with Oregon State in order to stand out.

Marketing Mix Implications

Due to the extensiveness of the highly competitive and established market, it is important to:

- Have an effective salesperson
- Have in-depth online resources
- Have product differentiation by developing a variety box that offers those who appreciate new, fresh cheeses, lessening product fatigue.
 - Allows for an opportunity for Beaver Classic to share their product diversification
 - Allows loyalists to explore other product lines available at the newly developed online shop
 - This approach gives Beaver Classic the chance to introduce other product lines (jerky, honey, wine, beer etc.), giving loyalists an avenue to sample these products in a creative fun way

Pricing Study

The main competitors in the market space that we are trying to penetrate with the Beaver Classic Cheese Brand (appendix C):

Competitor	Pricing Strategy	Cost
Tillamook	<ul style="list-style-type: none">• Competitive Pricing• Efficient Manufacturing	Average Price/oz: \$.70
Face Rock Creamery	<ul style="list-style-type: none">• Cost Plus Pricing• High Variation in price	Average Price/oz: \$1.06
The Willamette Valley Cheese Company	<ul style="list-style-type: none">• Value Based Pricing• No Variation in price	Average Price/oz : \$.91

From the data we have collected Beaver Classic Brand offers their products in much smaller sizes and at a higher price than what the competition is doing in the same market space.

Value-based pricing scheme is advantageous for the Beaver Classic's line of cheeses. Loyalists will see value in purchasing products based on their affiliation with OSU, the students that produce them, the local and love driven manufacturing process, and finally the quality of the cheeses.

Integrated Marketing Communication

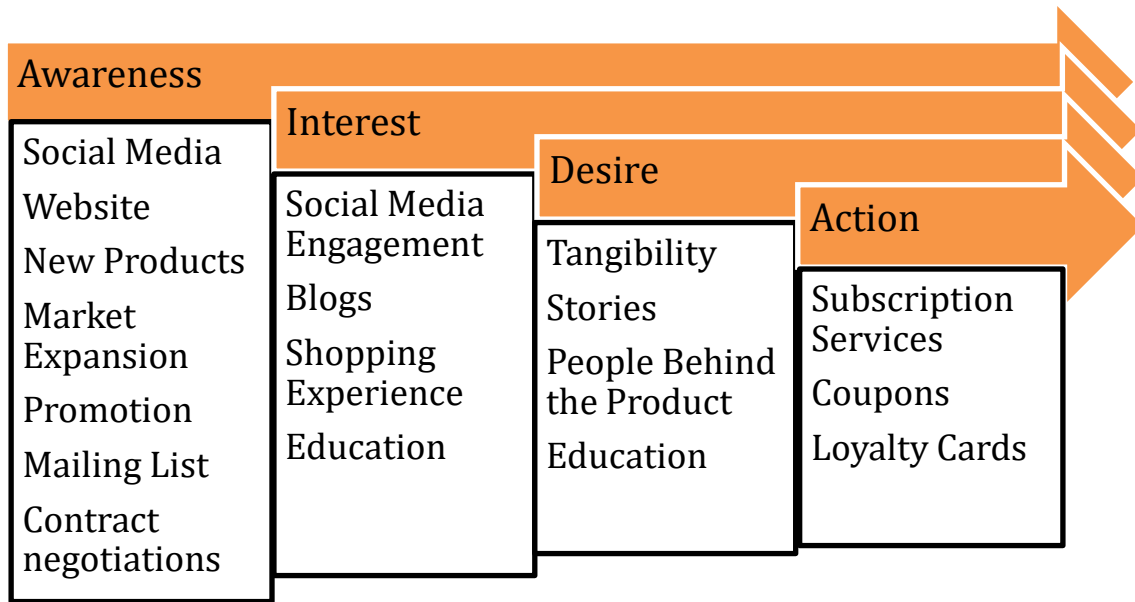


Figure 8 – AIDA Diagram

Awareness: We have a new product recommendation: The Variety Box. Beaver Classic has shipped “Variety/Taster Boxes” before, so some loyalists will be familiar with the idea. The goal is to build awareness across the loyalists that will get them to start looking into the company and the many products that are associated with it.

There are many different avenues to promote the Beaver For Life Campaign that will allow this outreach to begin:

- OSU Alumni mailing list
- Revamp website
 - Easy and robust shopping experience
- Renegotiating contracts with McMenamins to get logo on menu/restaurant
- Selective Distribution to Specialty Markets (i.e., Trader Joe’s, Market of Choice, New Seasons, Co-Op)
- Social media advertising by loyalist demographics

Interest: The goal in generating interest is sharing the stories of cheese going from farm to table. Painting a larger picture of each product will drive loyalists from just being interested to wanting to partake in the process. This requires touching on their nostalgic emotions of once being a student as well as supporting students who are currently going through the same experience by doing the following:

- Engaging on social media platforms (Facebook, Instagram)
 - “Meet the maker” posts on social media platforms that highlight one of the students involved in the process: who they are, what they want, and why they are with the brand.
- Adding promotion and education to the website
 - Weekly informational newsletter can be written and added to the website

- Blog that allows loyalists to respond and interact with company
- It can contain information from short articles about how the cheese is produced, to stories of the cows that are supplying the milk, highlights of the farmers, educational pieces about equipment, and cheese history.

Desire: It is critically important that outreach and education about the manufacturing process remains high. Any time a loyalist thinks about a Beaver Classic product they need to be thinking of the students, cows, farmers and every real tangible person that has been involved in the product and feel as if they know them. Each variety box can contain information about the students who created the cheese, how the cheese was produced, and wine/beer/food pairings that would complement the flavors.

Action: In this stage we can include:

- Variety box subscription services
 - Promote other product samples
 - Promotions that send a free sample of honey/jerky with every cheese order
 - Included in variety subscription services
- Coupons for 10-30% off the order
- Loyalty stamp cards
 - Frequent purchasers generate in-store credit

Citations

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- [5] Lusk, J. (2017, September 20). How Food Spending Varies with Income. Retrieved from <http://jaysonlusk.com/blog/2017/9/20/how-food-spending-varies-with-income>
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- [7] Toyn, G. (2018, September 10). The Two Types of Alumni Loyalty, and How to Earn Them. Retrieved December 09, 2020, from <https://blog.alumniaccess.com/the-two-types-of-alumni-loyalty-and-how-to-earn-them>
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Appendices

Appendix A- Porter 5-Forces Analysis

Competitive Rivalry

- Large number of dairies in Oregon, especially Willamette Valley
- Many small cheese manufacturers focused on customer service
- Larger variety of products in some competitors

Supplier Power

- Not applicable, raw materials are generated onsite.

Buyer Power

- Buyers in target market are willing to pay higher prices to support local cheese product
- Strong customer contact/service should allow for higher prices
- Lowering prices for customers is likely not an option

Threat of Substitution

- Various cheeses not made from cow's milk, mainly goat and sheep

Threat of New Entry

- Tillamook should help prevent any other large-scale cheese operations from entering, but new homemade cheese tents show up at farmer's markets often

Appendix B - Perceptual Map



Appendix C – Price Comparison Table

Brand	Product	Style	Location	price (\$)	unit	price/oz
Beaver Classic	Reserve Cheddar	Cheddar	Direct	\$10.00	6.4 oz	\$1.56
Beaver Classic	Smoked Applewood Cheddar	Cheddar	Co-Op	\$18.99	lb	\$1.19
Beaver Classic	Porter Cheddar	Cheddar	Co-Op	\$18.99	lb	\$1.19
Beaver Classic	Pinot Cheddar	Cheddar	Co-Op	\$18.99	lb	\$1.19
Beaver Classic	Chili Chili Cheddar	Cheddar	Co-Op	\$18.99	lb	\$1.19
Beaver Classic	Cheddar	Cheddar	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Smoked Cheddar	Cheddar	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Gochu Cheddar	Cheddar	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Cider Cheddar	Cheddar	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Pinot Cheddar	Cheddar	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Waxed Gouda	Gouda	Direct	\$8.00	6.4 oz	\$1.25
Beaver Classic	Gouda	Gouda	Direct	\$7.00	6.4 oz	\$1.09
Beaver Classic	Smoked Gouda	Gouda	Direct	\$7.00	6.4 oz	\$1.09
Beaver Classic	Provolone (all varieties))	Provolone	Direct	\$5.00	6.4 oz	\$0.78
Beaver Classic	Smoked Swiss	Swiss	Co-Op	\$18.99	lb	\$1.19
Beaver Classic	Swiss	Swiss	Direct	\$5.00	6.4 oz	\$0.78
Face Rock Creamery	Aged Cheddar	Cheddar	Safeway	\$23.20	lb	\$1.45
Face Rock Creamery	Peppercorn Cheddar	Cheddar	Safeway	\$23.20	lb	\$1.45
Face Rock Creamery	Peppercorn Cheddar	Cheddar	Fred Meyers	\$18.00	lb	\$1.13
Face Rock Creamery	Curds Cheddar Plain	Cheddar	Whole Foods	\$5.99	6 oz	\$1.00
Face Rock Creamery	Aged Cheddar	Cheddar	Fred Meyers	\$15.00	lb	\$0.94

Face Rock Creamery	Smokey Cheddar	Cheddar	Whole Foods	\$4.99	6 oz	\$0.83
Face Rock Creamery	Peppercorn Harvest Cheddar	Cheddar	Whole Foods	\$4.99	6 oz	\$0.83
Face Rock Creamery	Spicy Cheddar	Cheddar	Whole Foods	\$4.99	6 oz	\$0.83
Face Rock Creamery	Aged Cheddar	Cheddar	Market of Choice	\$7.99	7 oz	\$1.00
Face Rock Creamery	Smokey Cheddar	Cheddar	Market of Choice	\$7.99	7 oz	\$1.00
Face Rock Creamery	In your face cheddar	Cheddar	Market of Choice	\$7.99	7 oz	\$1.00
Face Rock Creamery	Extra aged cheddar	Cheddar	Market of Choice	\$7.99	7 oz	\$1.00
Face Rock Creamery	Garlic Cheddar	Cheddar	Market of Choice	\$7.99	7 oz	\$1.00
Face Rock Creamery	Monterey Jack	Jack	Safeway	\$23.20	1b	\$1.45
Face Rock Creamery	Monterey Jack	Jack	Whole Foods	\$5.99	6 oz	\$1.00
Market of Choice	House 18 Month Cheddar	Cheddar	Market of Choice	\$8.99	7 oz	\$1.12
Rogue Creamery	Rogue River Blue	Blue	Co-Op	\$41.99	1b	\$2.62
Rogue Creamery	Organic Enraptured Blue	Blue	Whole Foods	\$32.99	1b	\$2.06
Rogue Creamery	Oregonzola	Blue	Fred Meyers	\$31.00	1b	\$1.94
Rogue Creamery	Caveman Blue	Blue	Fred Meyers	\$30.00	1b	\$1.88
Rogue Creamery	Smokey Blue	Blue	Fred Meyers	\$29.00	1b	\$1.81
Rogue Creamery	Oregon Blue	Blue	Fred Meyers	\$27.00	1b	\$1.69
Rogue Creamery	Smokey Blue	Blue	Co-Op	\$23.29	1b	\$1.46
Rogue Creamery	Oregon Blue	Blue	Co-Op	\$23.29	1b	\$1.46
Rogue Creamery	Chocolate Stout Cheddar	Cheddar	Fred Meyers	\$23.00	1b	\$1.44
Rogue Creamery	Hopyard Cheddar	Cheddar	Fred Meyers	\$23.00	1b	\$1.44
Tillamook	Medium Cheddar Slice	Cheddar	Co-Op	\$0.79	.75oz	\$0.99
Tillamook	S Smoked Med Cheddar	Cheddar	Safeway	\$14.80	1b	\$0.93
Tillamook	S Cape Meares Cheddar	Cheddar	Safeway	\$14.80	1b	\$0.93

Tillamook	S Extra Sharp Cheddar	Cheddar	Safeway	\$14.80	1b	\$0.93
Tillamook	S Smoked White Cheddar	Cheddar	Safeway	\$14.80	1b	\$0.93
Tillamook	S Smoked Extra Sharp Cheddar	Cheddar	Safeway	\$14.80	1b	\$0.93
Tillamook	S Extra Sharp Cheddar	Cheddar	Fred Meyers	\$12.00	1b	\$0.75
Tillamook	Extra sharp white cheddar	Cheddar	Safeway	\$9.90	1b	\$0.62
Tillamook	Sharp White Cheddar	Cheddar	Safeway	\$8.00	1b	\$0.50
Tillamook	Extra Sharp Cheddar	Cheddar	Safeway	\$8.00	1b	\$0.50
Tillamook	S Hot Habanero Jack	Jack	Safeway	\$14.80	1b	\$0.93
Tillamook	Colby Jack	Jack	Safeway	\$8.00	1b	\$0.50
Tillamook	Pepper Jack	Jack	Safeway	\$8.00	1b	\$0.50
Tillamook	Colby Jack	Jack	Safeway	\$7.04	1b	\$0.44
Tillamook	Pepper Jack	Jack	Safeway	\$7.04	1b	\$0.44
Tillamook	Smokey Apple Crisp Cheese Board	Speciality	Co-Op	\$4.29	2.4oz	\$1.79
Tillamook	Sharp Berry Crunch Cheese Board	Speciality	Co-Op	\$4.29	2.4oz	\$1.79
Tillamook	Swiss	Swiss	Safeway	\$7.04	1b	\$0.44
Tillamook	Med Cheddar	Cheddar	Safeway	\$7.04	1b	\$0.44
Tillamook	Sharp Cheddar	Cheddar	Safeway	\$7.04	1b	\$0.44
Tillamook	Sharp White Cheddar	Cheddar	Safeway	\$7.04	1b	\$0.44
Tillamook	Vintage Cheddar	Cheddar	Whole Foods	\$13.99	2 lb	\$0.44
Tillamook	Sharp Cheddar	Cheddar	Whole Foods	\$10.99	2 lb	\$0.34
Tillamook	Cheddar	Cheddar	Fred Meyers	\$3.00	1b	\$0.19
Tillamook	Extra Sharp Cheddar	Cheddar	Market of Choice	\$6.99	7 oz	\$1.00
Tillamook	Cape Meares	Cheddar	Market of Choice	\$6.99	7 oz	\$1.00
Tillamook	Swiss	Swiss	Market of Choice	\$6.89	8 oz	\$0.86

Tillamook	Smoked Medium Cheddar	Cheddar	Market of Choice	\$6.99	7 oz	\$1.00
Tillamook	Morning Start Cheddar	Cheddar	Market of Choice	\$6.99	7 oz	\$1.00
Tillamook	3-Yr Reserve White Cheddar	Cheddar	Market of Choice	\$13.99	1b	\$0.87
Tillamook	Medium Cheddar Slice	Cheddar	Market of Choice	\$3.99	8 oz	\$0.50
Tillamook	Sharp Cheddar	Cheddar	Market of Choice	\$4.49	8 oz	\$0.56
Tillamook	Extra Sharp Cheddar	Cheddar	Market of Choice	\$4.69	8 oz	\$0.59
Willamette Valley Cheese	Smoked Gouda	Gouda	Co-Op	\$15.99	1b	\$1.00
Willamette Valley Cheese	Cumin Aged Gouda	Gouda	Co-Op	\$7.49	1b	\$0.47
Willamette Valley Cheese	Havarti	Havarti	Co-Op	\$15.99	1b	\$1.00
Willamette Valley Cheese	Dill Havarti	Havarti	Co-Op	\$15.99	1b	\$1.00
Willamette Valley Cheese	Herbes de provence havarti	Havarti	Co-Op	\$15.99	1b	\$1.00
Willamette Valley Cheese	Jalapeno Havarti	Havarti	Co-Op	\$15.99	1b	\$1.00

Appendix D - MRD

Campaign Name		Create Awareness for Beaver Classic cheese				
Strategy		Market Penetration				
Positioning		For the OSU alumni, known as the loyalists, who support OSU and enjoy diverse high quality food, Beaver Classic products are locally produced and sourced by OSU students. Unlike food products that are manufactured outside the region, ours are made on campus by skilled students in small batches within an experiential learning environment.				
Target Market		OSU Alumni				
Marketing Objectives		Market penetration with a focus on the smoked cheddar product by building a robust website and utilizing social media/internet for direct marketing, increasing distribution to select retailers, and rolling out a "variety box"				
Item #	Marketing Mix	Marketing Requirement	Reason (Environment, Trends, SWOT, BCG, etc.)	Description	Budget	Time (Optional)
1	Product	Variety subscription cheese box	Spark interest for customers who have not experienced Beaver Classic Cheese to have multiple options and satisfy loyalists sophisticated palate	Variety box that includes many different types of cheeses (possibly including other product lines as well)	\$1,000	Q1'21
2	Place	Update current website to be a robust ecommerce/educational website	Increase interest in customers by educating and engaging with them	Easy-to-use website that allows purchasing and includes a blogging section for customers to interact with the company. Educates customers on how the cheese products are manufactured by students and raw materials are supplied through the University	\$1,000	Q4'20
4	Place	Specialty food market retailers	Expand selective distribution for customers seeking high quality, craft cheese	Currently selling in Market of Choice and the Co-Op. Expand to Trader Joe's, Whole Foods, and New Season's	\$750	Q2/Q3 '21
4	Promotion	B2B cheese curd promotion	Sell cheese making byproduct while promoting awareness by ensuring businesses have cheese curds labeled	Re-negotiate contracts with McMenamins	\$250	Q1'21

5	Promotion	Utilize OSU alumni newsletter for marketing communications	Increase awareness in the alumni target market	Ad in alumni newsletter gets sent out weekly and educates target alumni market	\$2,000.00	Q1'21
6	Promotion	Promote via Facebook ads to OSU Alumni and/or zip code, age, likes	Create desire for consumers	Based on target market demographics and group affiliations	\$3,000.00	Q1'21
7	Promotion	Coupons	Allow discount to encourage customers to take action and make purchases	10-30% discount coupons intended to push the customer over the edge and make the purchase	\$1,000	Q2'21
8	Promotion	Loyalty Cards	Encourage customer loyalty and repeated action to make purchases	After 10th purchase, customers will receive in store credit (enough to buy one block of cheese)	\$1,000	Q2'21