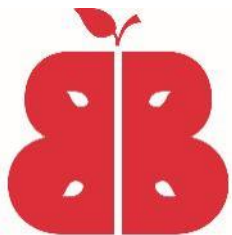




brighterbites®

MISSION-ALIGNED, INTEGRATED PRODUCT MARKETING

ReFED ACCELERATOR — NOVEMBER 2019



Our mission at Brighter Bites is to create communities of health through fresh food. We are a nonprofit that delivers fruits and vegetables directly into underserved families' hands. We teach them how to use it and track their behavior change.

We make it fun. We make it free.
And we make it happen via a simple, replicable formula. *More on that later.*



COOKING TOOLS

Your First Step: Prep!

The first great rule of a great meal is to be prepared. Stock your kitchen with these simple standbys to help keep cooking smart, safe, and speedy.

WAX BAVER



USE TO: Smooth wax on vegetables, like asparagus and potatoes.

TIP: Keep about 1/2 inch between wax and vegetable every 1/2 inch.

BAKING TRAY



USE TO: Roast your vegetables in the oven.

TIP: Cook your veg with slightly raised sides for the crispest roasting.

CUTTING BOARD



TIP: Never put raw meat or fish on the same board as the produce without first cleaning with soap and water.

COLANDRER OR STEAM BASKET



USE TO: Rinse fresh fruit and vegetables, or steam frozen ones. Drain pasta, frozen vegetables.

WOODEN SPOON



TIP: It's sturdy, sometimes it can be used to stir in a sauce, or to turn. Because they're made of wood, they're the perfect kitchen tool for cooking, stirring, or mashing soups.

HOW-TOO SKILLET



TIP: "Why not eat it?" You can use your skillet to cook your veg, or to make a meal. It's a great kitchen tool for cooking, stirring, or mashing soups.

PEELER



USE TO: Remove skins and peel some other veg. Because they're made of wood, they're the perfect kitchen tool for cooking, stirring, or mashing soups.

SCISSORS



USE TO: Cut up herbs and greens. They make chopping and mincing so much easier.

TIP: Make sure you keep the blades sharp, they make chopping and mincing so much easier.

ALUMINUM FOIL



USE TO: Cook your vegetables in the grill or in the oven. In the oven, spread foil over the bottom of the pan, then your veg on top. On the grill, it's a great way to grill your veg, and it's a great way to keep the grill clean. Make sure you keep the foil clean, so it's a good idea to use a separate piece of foil for each veg.

FILLO CASE



USE TO: Store the green beans. It's a great way to keep them fresh, and it's a great way to keep them from getting soggy.

TIP: Choose a fillo case that's a good size for the veg you're storing. It's a good idea to use a separate piece of foil for each veg.

HEATING CUPS & SPOONS



TIP: Never underestimate the importance of preheating. One hot cup of oil can turn a delicious meal into a disaster. Always use proper preheating techniques to keep your food from getting soggy or burnt.

3 BASIC KNIVES

CHEF'S KNIFE



USE TO: Chop, slice, dice, and mince.

TIP: The size of the blade is important. A 6-inch blade is a good size for most people. A 4-inch blade is a good size for children.

PARING KNIFE



USE TO: Slice, dice, and mince.

TIP: The size of the blade is important. A 3-inch blade is a good size for most people. A 2-inch blade is a good size for children.

SERRATED (BREAD) KNIFE



USE TO: Slice bread, fruit, or vegetables.

TIP: The size of the blade is important. A 6-inch blade is a good size for most people. A 4-inch blade is a good size for children.

HOW TO HOLD A KNIFE



Hold the knife with your thumb and index finger, and your middle finger. The blade should be pointing towards your thumb.

Sharp Knife - Safe Knife

A sharp knife requires more force to cut, making accidents more likely. A dull knife requires less force to cut, making accidents more likely. Always use proper cutting techniques to keep your food from getting soggy or burnt.





OUR 'WHY'

INCREASE ACCESS & AWARENESS

An estimated 10% of the U.S. population has poor access to fresh food, and there is a widespread lack of understanding on how diet impacts health.

CREATE DEMAND

Less than half of U.S. children eat the advised amount of fruits and vegetables daily.

IMPROVE HEALTH

Three out of every ten children in the U.S. are obese. And the annual health care costs for one obese child with Medicaid is about \$6700.

REDUCE WASTE

An estimated 40% of the U.S. supply chain of F&V goes to waste every year.



OUR OPPORTUNITY

- Processed, unhealthy snacks outsell fresh produce by nearly **\$20 billion annually**.
- Marketing efforts among fruit & vegetable growers remain **one-dimensional**.
- There is a need for broad adoption and utilization of marketing tools completely focused on **driving proprietary branded produce products** vs. commodities.
- Produce companies and marketing associations have traditionally focused marketing efforts on retaining existing customers, and have yet to identify a program like Brighter Bites data-proven to create **new, reliable consumers**.



THE BRIGHTER BITES FORMULA

Produce Distribution
(50 servings/week)



Nutrition Education
(school & home)



Fun Food Experience
(recipe tasting)

all three done on a weekly basis for continuity

Fill the Plate



Bring fresh produce to where
kids already are.

Educate

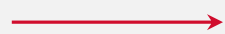


Teach kids and families healthy
ways to use the food.

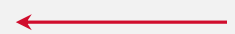
Make it Great



Create a fun food experience for
everyone involved.



Measure Outcomes to Determine Impact





SINCE 2012, BRIGHTER BITES...



has distributed over **25 million lbs** of fresh produce and **hundreds of thousands** of nutrition education materials



to more than **285,000 individuals** (representing 72,000 cumulative families)

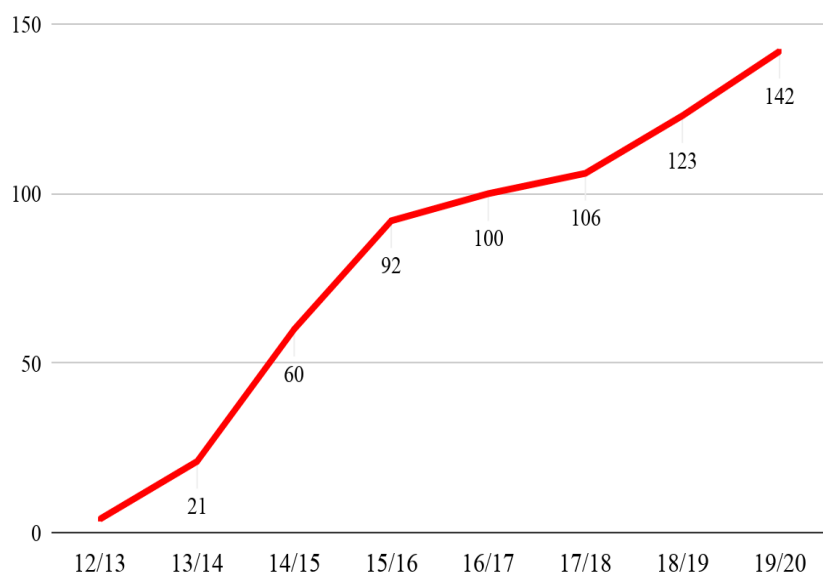


at over **250 sites** across Houston, Dallas, Austin, New York City, the Washington, D.C. area, and Southwest Florida.

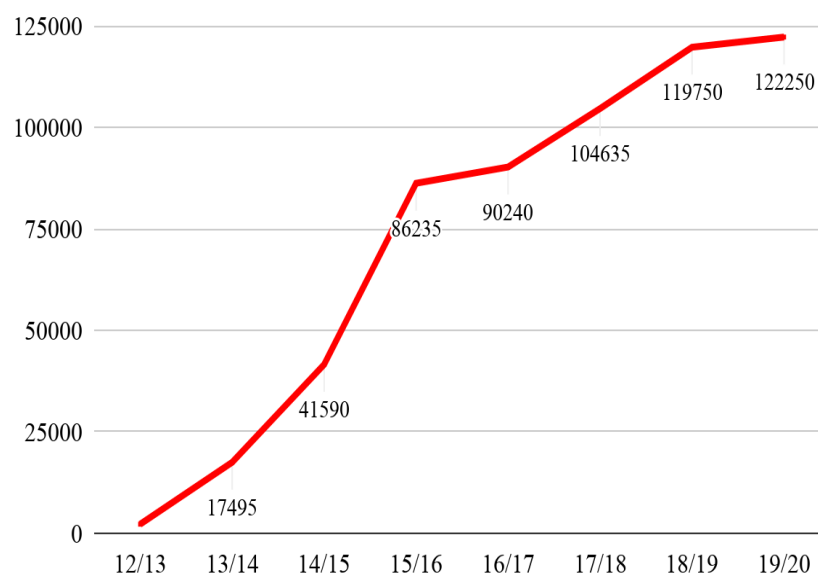
BRIGHTER BITES GROWTH OVER TIME

Brighter Bites has demonstrated consistent growth during each of its six years in operation, whether in terms of new cities, new sites, or families served. In 2019/2020, we will launch in our seventh city and serve approximately **122,000 individuals**.

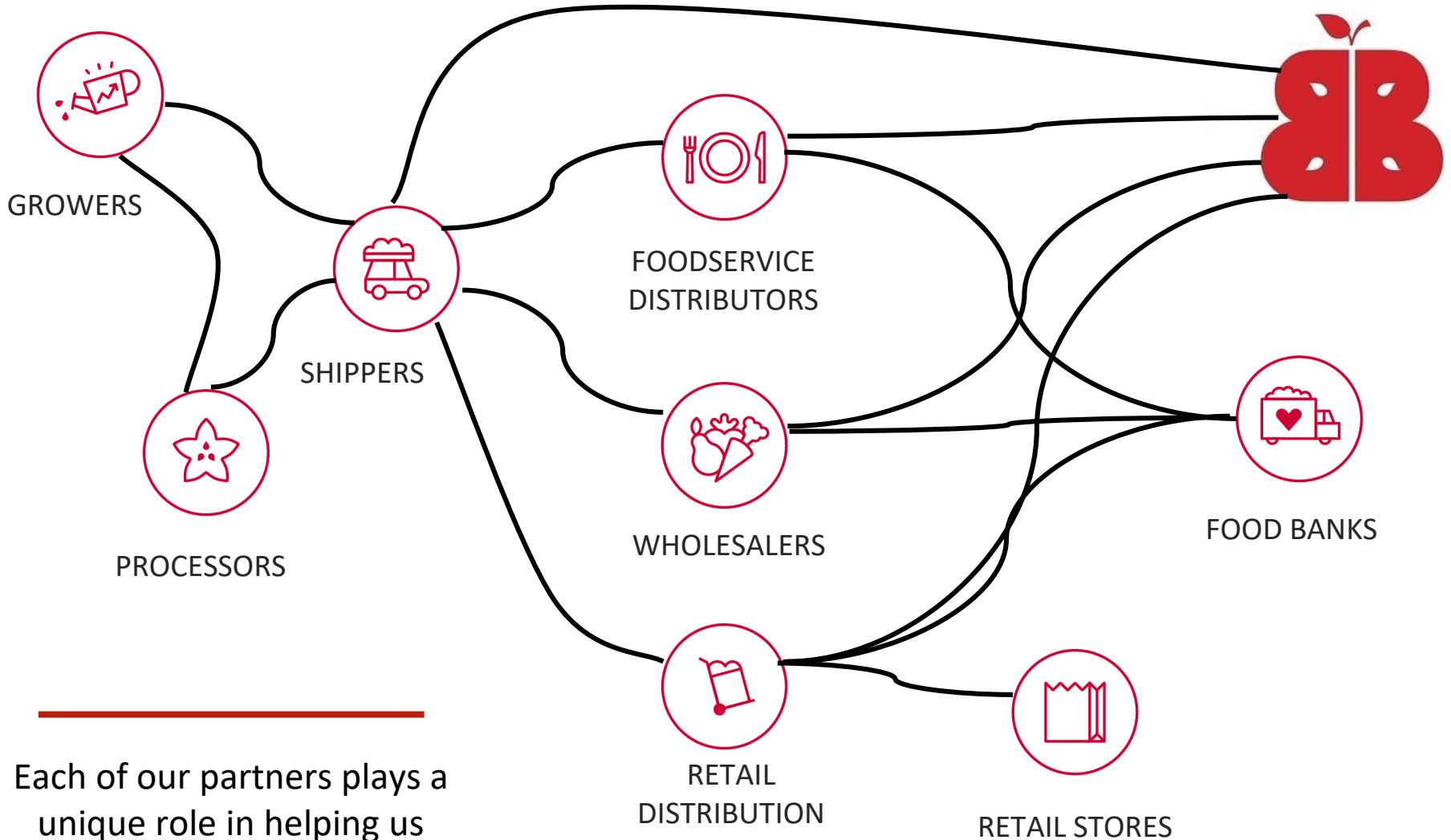
Sites



Individuals



OUR FARM TO FAMILY SUPPLY CHAIN



Each of our partners plays a unique role in helping us create communities of health through fresh food.



... AND IT'S WORKING

WE ARE CREATING DEMAND

2018-2019 SCHOOL YEAR

98% of Brighter Bites parents reported that their children **ate more fruits and vegetables** while participating in the program.

Of those, **96%** said that they were able to **maintain that increased level** after the Brighter Bites season ended.



BRIGHTER BITES IMPACTS FAMILIES

As compared to those in the study's control group (not receiving Brighter Bites), children and parents who *did* receive Brighter Bites demonstrated...



HEALTHIER SNACKING

Significant increase in serving more fruits and vegetables as snacks.



HEALTHIER HABITS

Significant increase in amounts of fruits and vegetables consumed.



LESS ADDED SUGAR

Significant decrease in amount of added sugars consumed among children.

Research & Results – S.V. Sharma et al. / Preventive Medicine 91 (2016) 8-17

BUT, DO THESE HABITS STICK?

GROWING HEALTHIER FAMILIES



Research by UTHealth School of Public Health shows that an average Brighter Bites family consumes **19 additional servings of fresh fruits and vegetables** over one week, two years after participating in the Brighter Bites program.



Translating these effects to the 30,000 families that we will serve in the 2019/2020 school year + summer, that is an estimated **570,000** additional servings (per week) of fresh produce that Brighter Bites families will consume.



Over the course of a year, those 30,000 families would be on course to consume an additional **29.64 million servings**, representing **+\$7.2 million in potential retail produce sales**.







MISSION-ALIGNED EARNED REVENUE

Consumer **education**.

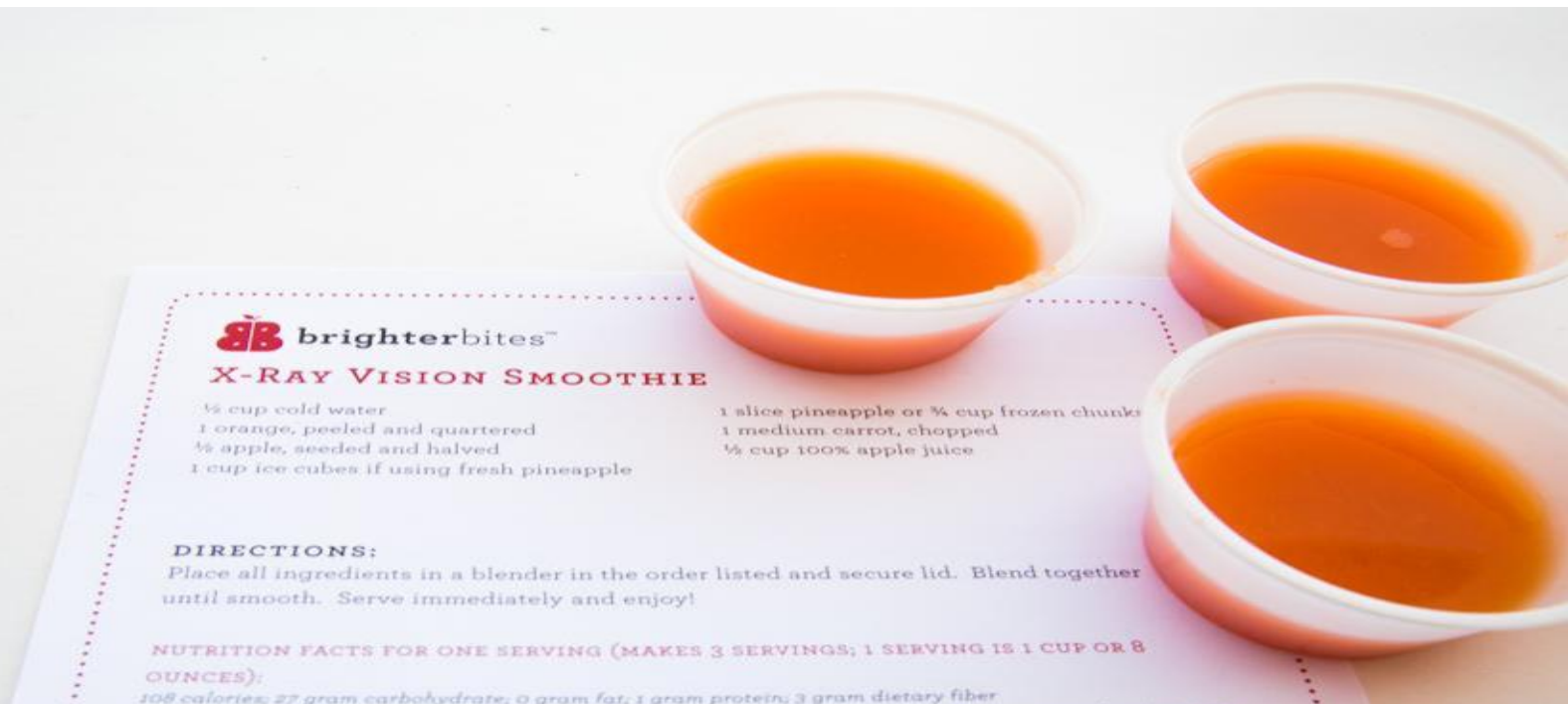
Brand **awareness**.

Increased **demand**.

Customer **loyalty**.

→ **Millions in potential
retail sales.**

Brighter Bites provides produce organizations an opportunity to reach directly into consumers' homes with product samples and recipe demonstrations, co-branded educational materials, and **targeted, high-frequency reach.**



CUSTOMER TESTIMONIALS



"[Brighter Bites] is driving sustainable consumption of fresh produce after the charitable activity is over."

-Kathy Means, VP of Demand Creation, Produce Marketing Association



"Driving awareness is something worth paying for."

-Mac Riggan, Director of Marketing, Chelan Fresh

DO THE AVOCADO SWAP



SWAP TO BOOST TRUIT INTAKE ADD HEALTHY AVOCADOS TO BREAKFAST

Eating a healthy diet rich in some vegetables and fruits may protect against certain types of cancers. Healthy avocados are a fruit that that can enhance the nutrient quality of the diet.

- Spread on toast
- Mix into a smoothie
- Enjoy as a topping on yogurt or cottage cheese

Avocados pair perfectly with eggs!

SWAP FOR HEART HEALTH A CREAMY TOPPING, SPREAD AND SNACK

Fresh avocados can be part of a nutritious diet and lifestyle. Avocados are cholesterol-free, sodium-free and low in saturated fat. While many factors affect heart disease, diets low in saturated fat and cholesterol may reduce the risk of this disease.

- Add to sandwiches and burgers
- Mix into salads (chicken, tuna, veggie)
- Enjoy as a topping for soup

SWAP TO ADD A SOURCE OF PLANT-BASED FAT SOURCE FOR BAKING

Avocados contribute nearly 20 vitamins, compounds

dietary multi are also a good source of potassium and medium of calcium

- Feature in and muff
- Replace or all in 1 an equal ripe olive temper

Brighter Bites @BrighterBites · Mar 21

Everyone is thoroughly enjoying **Avocado Week** Part 2, especially these distribution helpers who wanted to help with everything including handing out **avocado** flyers to parents in both English and Spanish. 🥑
@AvoFromMexico @DelMonteFresh



READY WHEN YOU'RE READY

Learn how to maximize the goodness of every avocado with Avocados From Mexico's trusted tips and techniques.





Available at participating locations



Small Apple. Big Flavor

Rockit® is a deliciously sweet and crisp miniature apple that is naturally good for you!

Packed with essential vitamins, minerals and fiber to support everyday health for active kids and adults. Rockit® apples deliver big flavor to fuel your day.

Tag #HowIRokit to share your daily blas



brighterbites™



Disponible en las ubicaciones participantes



Manzana pequeña. ¡Gran Sabor!

Rockit® es una manzana miniatura deliciosamente dulce y crujiente que es naturalmente bueno para usted!

Repleto de vitaminas esenciales, minerales y fibra para apoyar la salud diaria de niños y adultos activos. Las manzanas Rockit® ofrecen un gran sabor para alimentar tu día.

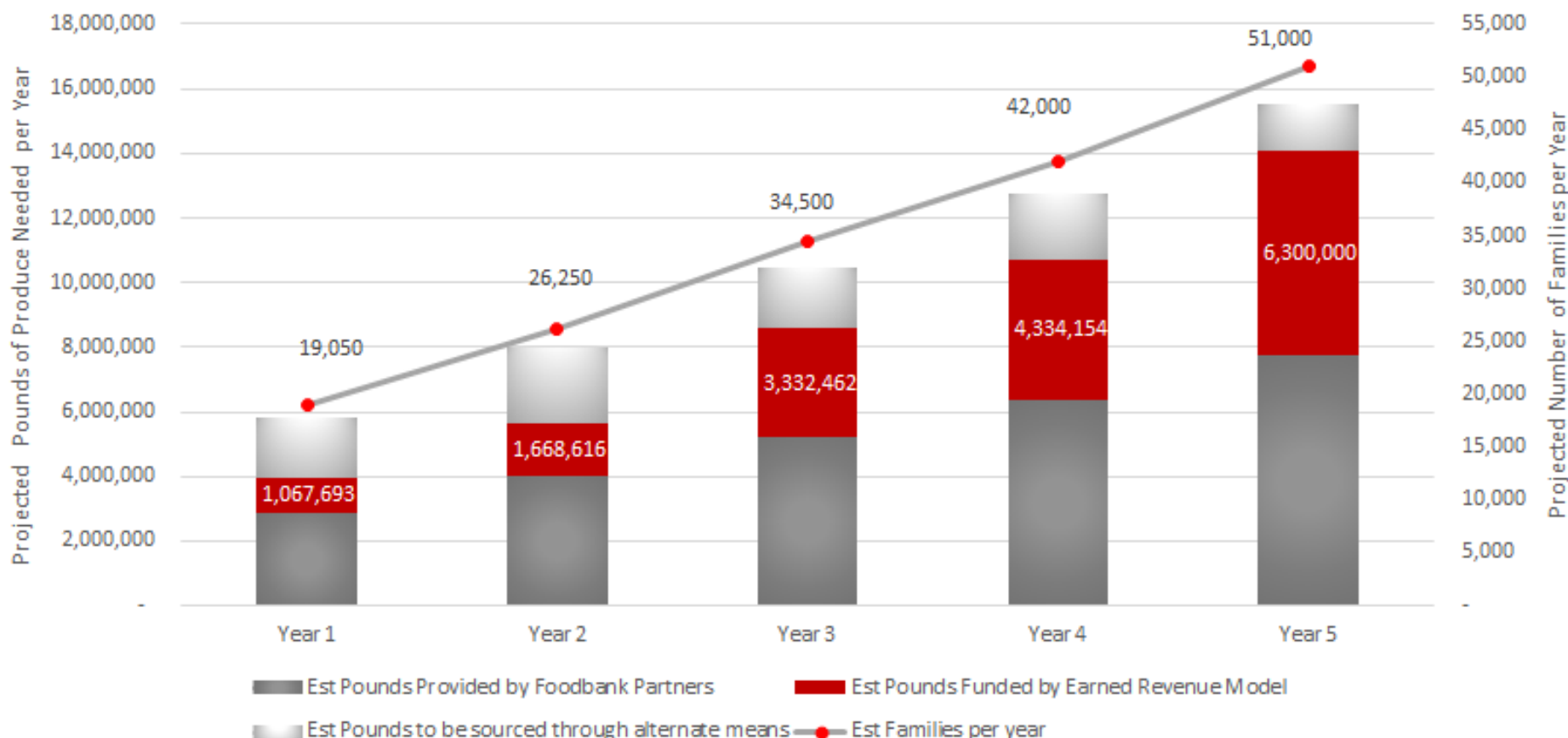
www.chelanfresh.com

Walmart 

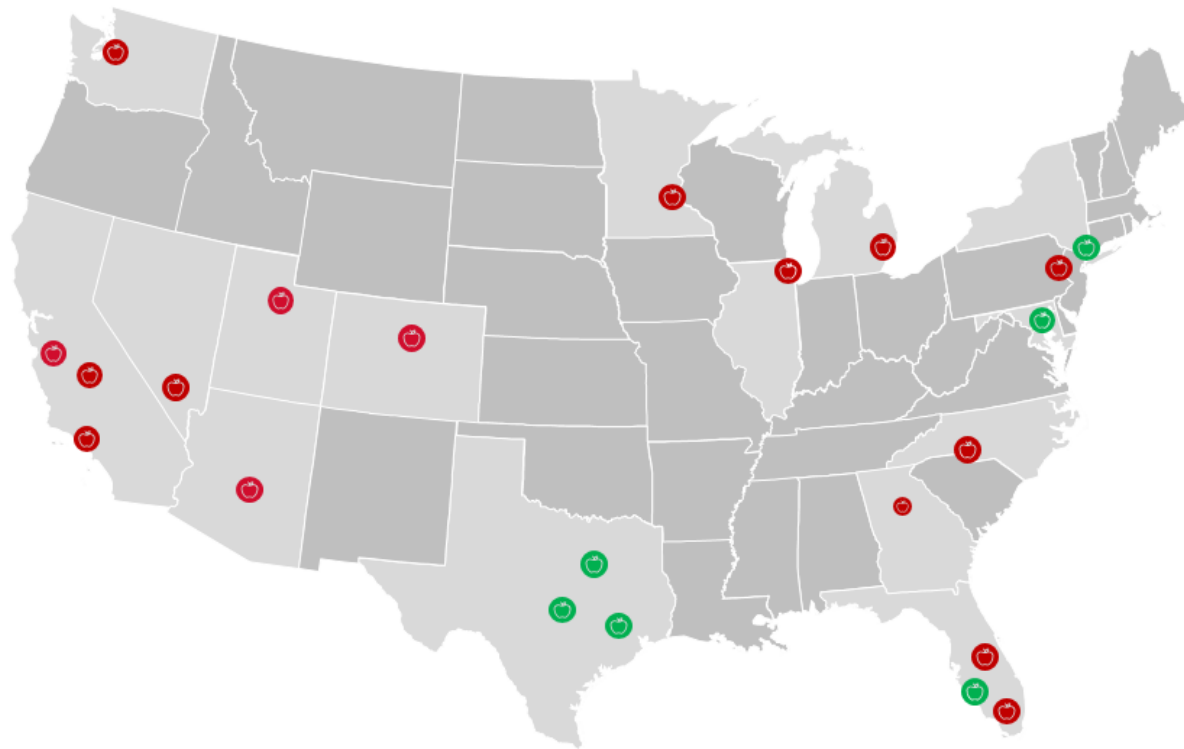
OUR FUTURE ROLE AND IMPACT ASPIRATIONS

By 2023, Brighter Bites will reach more than 50,000 families annually as the organization expands into new schools in both new and existing markets, distributing more than 16 million pounds of donated and reclaimed F&V each year.

5 Year Growth Plan, Families and Pounds of Produce



THE PATH FORWARD: WHERE WE WANT TO EXPAND



Priority Markets

- Miami, FL
- Orlando, FL
- Twin Cities (MSP), MN
- Detroit, MI
- Chicago, IL
- Atlanta, GA
- Charlotte, NC
- Salt Lake City, UT
- Denver, CO
- Phoenix/Mesa, AZ
- Las Vegas, NV
- Seattle, WA
- Los Angeles, CA
- Fresno, CA
- Salinas, CA
- Philadelphia, PA

Existing Markets

- Austin, TX
- Houston, TX
- Dallas, TX
- New York, NY
- Washington, DC
- Immokalee, FL

In the next 5 years, we will enter 10-11 markets to increase the demographic diversity of our population served, deliver Brighter Bites to a rural population that is proximal to growers, and launch on the West Coast or Midwest

FINANCIAL PROJECTIONS

By Year Five, we anticipate serving approximately 83 customers annually (at an average price of \$11,500 per customer) to generate nearly \$1 million in earned revenue annually.
(\$0.13/pound as cost of produce)

Year	Number of Customers (All Market Segments)	Expected Revenue	Variable Input Costs	Gross Profit	Pounds of Produce Rescued with Reinvested Profit
1	15	\$155,000.00	\$ 16,200.00	\$138,800.00	1,067,693
2	26	\$245,000.00	\$ 28,080.00	\$216,920.00	1,668,616
3*	51	\$532,500.00	\$ 99,280.00	\$433,220.00	3,332,462
4	67	\$680,000.00	\$ 116,560.00	\$563,440.00	4,334,154
5	83	\$955,000.00	\$ 136,000.00	\$819,000.00	6,300,000
<i>*Hire a full-time Business Development and Marketing role at beginning of Year 3, with starting salary of \$55,000</i>					

PARTNER WITH US

Brighter Bites is creating demand for fresh food in communities across the U.S., and looking to cultivate relationships with partners who want to make a difference in the wellbeing of our next generation.

Whether you'd like to integrate Brighter Bites into your next marketing campaign, or help bring our program to new cities — **join us in advancing the health of underserved children and their families.**

Ragen Doyle

Director of Development

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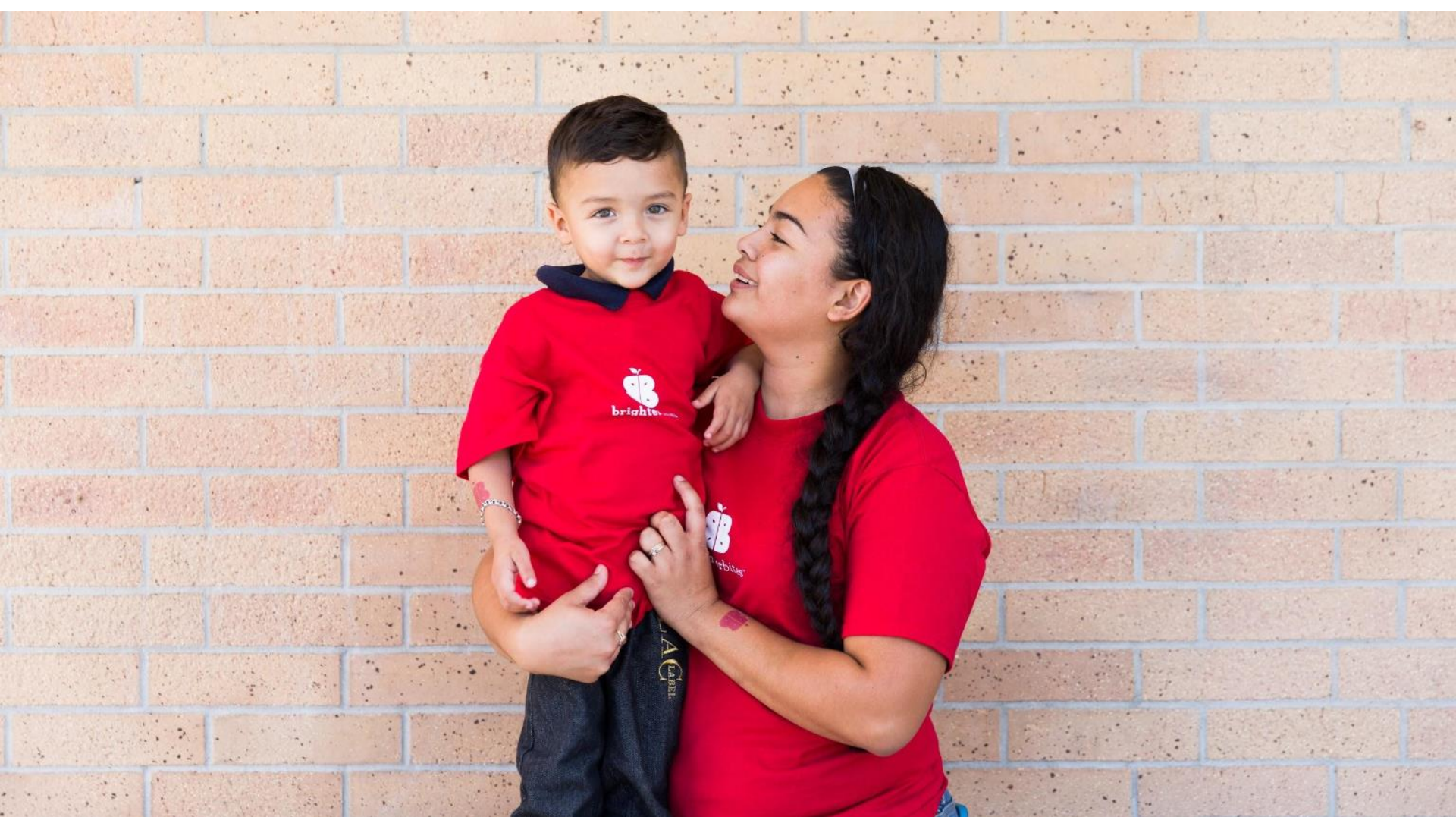
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APPENDIX

UNIT ECONOMICS: GROWTH AT SCALE

GROWTH IN CURRENT MARKETS

Through thoughtful planning and capacity building, our existing markets are primed for expansion.

GROWTH IN NEW MARKETS

New leadership has us poised for explosive growth: 11 new cities in 5 years.

PRODUCE VOLUME SCALED

Revenue from marketing campaigns will be used to pay for freight on donated produce, or to pay the grower a marginal rate based on cost of production, allowing us to massively increase our pounds of produce recovered.

Market	Year 1	Year 2	Year 3	Year 4	Year 5
Houston	45	50	50	55	55
Dallas	25	30	35	45	45
Austin	15	20	20	20	25
NYC	10	15	20	20	25
DC	7	10	15	20	20
SWFL	10	10	15	15	20
City 7	5	10	15	15	20
City 8	5	10	15	15	20
City 9	5	10	15	15	20
City 10	-	5	10	15	15
City 11	-	5	10	15	15
City 12	-	-	5	10	15
City 13	-	-	5	10	15
City 14	-	-	-	5	10
City 15	-	-	-	5	10
City 16	-	-	-	-	5
City 17	-	-	-	-	5
Total sites	127	175	230	280	340
Est Families per year	19,050	26,250	34,500	42,000	51,000
Est Total # Produce per School Year	5,791,200	7,980,000	10,488,000	12,768,000	15,504,000
Est Pounds Provided by Food Bank Partners	2,895,600	3,990,000	5,244,000	6,384,000	7,752,000
Est Pounds Funded by Earned Revenue Model	1,067,693	1,668,616	3,332,462	4,334,154	6,300,000
Est Pounds to be Sourced Through Alternate Means	1,827,907	2,321,384	1,911,538	2,049,846	1,452,000

EARNED REVENUE BUSINESS MODEL

MARKET SEGMENTS

PRODUCE COMPANIES

- High level of brand recognition
- Strong retail presence
- Emphasis on modern marketing methods
- Currently bringing a proprietary product to market

RETAILERS

- CSR is a central tenet of their business
- Value retailer with geographic representation in Brighter Bites markets
- Sell product from some of the produce companies we are targeting

COMMODITY BOARDS

- Child and consumer education is a strategic priority
- Represent a commodity that is experiencing growth in the marketplace

ADJACENT

- Companies selling products that would be useful for a family cooking with produce

GO TO MARKET STRATEGY

Leveraging our deep ties to the produce industry and relationships with the hosts of the biggest trade shows in the produce world, we are able to strategically target prospects in-person. We have academic, peer-reviewed research showing increase in demand for and sustainable consumption of produce.

RISKS AND MITIGATIONS

DOUBLE DIPPING

Scaling our reach also means scaling our produce needs. We may be relying on our potential customers to donate more produce, which could cut into their desire to also hire us to run a strategic marketing campaign.

Our market segmentation will guide us to approach certain companies for marketing sponsorships, and another segment of companies for straight product donations or distressed product.

REPEAT CUSTOMERS

Customer discover did not provide the level of insight we needed to discern the frequency of which customers will wish to run these campaigns.

However, our flexibility in product offerings, as well the detailed level of metrics and deliverables we are able to provide for customers makes us confident in the likelihood of serving repeat customers.

OUR TEAM

LISA HELFMAN

Founder

Director of Public Affairs, H-E-B Houston

SHREELA SHARMA, PhD

Co-Founder

Professor of Epidemiology, UTHealth School
of Public Health



RICH DACHMAN

Chief Executive Officer

Former Sysco Executive

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Professor of Epidemiology, UTHealth School of Public Health

SUE SMITH

Community Volunteer

DR. FAIYAZ BJOHANI

Global Health Lead, Royal Dutch Shell

JOEL GRADE

Executive Vice President and Chief Financial Officer, Sysco

VIC SMITH

President and CEO, JV Smith Companies



the better we

NOURISH

the brighter we

FLOURISH

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