

# FOODLANTHROPY

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THE 105 GRILL & PUB

Thursday, April 16

COMM  
3200

TEAM DOERS



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IN SUPPORT OF  
LOAVES &  
FISHES



## **Executive Summary**

Through the “Foodlanthropy” project on Thursday, April 16th, 2015, Team Doers succeeded in generating 136 dollars for Charlottesville Loaves and Fishes Food Pantry. Even though the amount of money does not seem to be tremendous, it can still supply over 800 pounds of food for local low income families. From this program, not only did we gain the hands-on experience of how to manage a project combining what we have been learning in the class with the reality, but we also realized our team strengths and weaknesses, which would help each of us achieve better results in the future courses and real-world experience.

The vision statement of our team is to raise awareness of hunger problems within Charlottesville through community wide events to seek donations and celebrate organizations that are helping people in need in the Charlottesville Community. We aim to raise funds for a local charity, Charlottesville Loaves and Fishes Food Pantry (hereafter “L&F”) through a one-day fundraising event as required in the COMM 3200 class by Professor Williamson. L&F is a local food pantry that provides food assistance to families and individuals in need in Charlottesville and surrounding communities. Our project partner/donor is the 105 Grill and Pub (hereafter “the 105”), a newly opened restaurant on the “corner” of UVa grounds.

We created a win-win situation via “Foodlanthropy” because L&F received a generous donation and the 105 gained philanthropic promotion among the UVa and Charlottesville community. We decided on using the 105 as our partner of choice due to its willingness to corporate and eagerness to help local charities. The 105 agreed to donate 20% of its gross profit to L&F and offered a “10% off everything” discount to attract more customers on the day. This strategy it has deployed turned out to be very effective. As a result, according to the owner of the 105, the restaurant did much better on that day than its typical Thursday revenue generation. This achievement is significant for the 105 because they were introduced to many new customers.

However, we did face some obstacles such as limited time, inefficient communication, and operation difficulties during the execution stage of the project, which caused some slight delays and a certain level of ineffectiveness. Fortunately, by adopting a flexible strategy and adjusting our strategies according to different situations, we were able to overcome the challenges and accomplish a positive result.

Overall, we define our project as a failed success. Although we did not manage to achieve the monetary result that we expected, each of us learned a lot from this process. This experience has given us confidence that we can do better in the future as a team or individually.

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## **Team Doers strives to help people in hunger and raise public awareness of poverty**

It may be surprising to many that hunger remains a problem in the United States, one of the most developed countries in the world. In fact, hunger has been impacting people within the Charlottesville community, a community we are so attached to as students at the University of Virginia. According to a research conducted by Map the Meal Gap, food insecurity rate in Charlottesville is a startling 17.9%, meaning that close to one in five households in Charlottesville is facing the problem of hunger everyday, concerned with when their next meal will come.

The reason we have initiated a project raising awareness for the hunger issue in Charlottesville is not only because of the harsh fact of food insecurity, but also the lack of awareness among U.Va. students. Most of the student body, coming from upper to middle class households, simply do not know that hunger is still an issue in the United States. After students have grown up to become leaders in the society, they will ignore people in hunger - a population that deserves so much more attention than they are currently getting. Through our project, we hope to raise enough awareness for the hunger issue in Charlottesville so that when our generation of U.Va. Alumnis are conducting philanthropic activities around the world, they will not forget to help people in hunger in the community that has supported their success - they will not forget “foodlanthrophy”.

## **Partnership with Loaves & Fishes and restaurants near U.Va is ideal for the program**

We have decided to partner with Charlottesville local food bank called “Loaves and Fishes”. L&F was a particularly attractive partner to us because it is dedicated in serving the Charlottesville Community and was founded by a U.Va. Alumni. L&F is able to help over 125 Charlottesville families in need with just 25 dollars, creating enormous impact to the Charlottesville community. Even though our primary objective was to raise awareness for the hunger problem in Charlottesville, we realized early on in the project that we can also, via our events, help restaurants on the corner to advertise their locations and create sustained revenue for them in the long term. Therefore, our objectives are two-fold: (1) the initiation of our project was driven emotionally by the hunger issue in Charlottesville and (2) we are also attempting to create great business outcomes for both Loaves and Fishes and partnering restaurants in Charlottesville.

## **Three initial options were presented with unique pros and cons**

Even though our objective was clear during the very early stages of the project, we did not fully understand the process to completing our vision. During the initial brainstorming phase, we came up with three ideas that could be feasibly implemented in the given timeline. Our first plan was to organize

a revenue sharing program with one popular restaurants on the corner or around U.Va. One of the major advantage for this option is that we will be able to gain exposure very fast with very minimal promotional efforts. Chipotle was selected as one of the most attractive partners due to its high population flow throughout the week and it's popularity among U.Va. students. However, one of the most concerning drawback of this plan was that we will not be helping Chipotle to gain awareness on ground since they are already a well-known location. Additionally, over reliance on one location is risky for our project as large corporations like Chipotle usually have large wait lists for potential philanthropy event requests.

Our second option was to host an event on grounds or at the corner and raise money through the proceeds from the event and catering from restaurants on the corner. Possible event options we explored include a chess simultaneous exhibition, a poker tournament, and a trivia night. One of the major advantage for choosing this option is that some of our group members are involved in CIO's that may be able to help us with our events, such as Chess Club and Poker Club. Furthermore, we will also be relatively less venue reliant since we can host the events anywhere on ground or on the corner utilizing our CIO connections. However, one of the major risk associated with this option is the risk of reduced attendance. We are aware that there are a lot of other groups organizing similar events during the same time period we are organizing ours, which will cause cannibalization of events and diminish proceeds from both events. Secondly, the events we are planning to host are not related to hunger issue in Charlottesville or helping restaurants on the corner raise awareness. This mixed message might impact the clarity of the message we are sending to the U.Va. community.

The last option we had was to host a restaurant crawl revenue sharing event that will last a week and involves multiple restaurants on ground. It is similar to the Chipotle idea in respect of raising money, but we believe this option is significantly less risky than the first option as we are not overly dependent on one location. At the same time, hosting the event for a week will maximize both revenue raised for Loaves and Fishes, but also generating most awareness for our message. Furthermore, we are able to help multiple small restaurants on ground raise awareness by attracting students to eat at those locations. However, one of the major risk associated with this option is that an intensive amount of communication is required to make the week happen, and we might not gain enough supports from the restaurant to make the event realistic.

### **The “corner sprawl” event was the best option due to low risk projected by pilot testing**

All three ideas looked equally attractive to us initially, all with their unique pro and cons. As a result, we have decided to test the viability of all three options by contacting relevant stakeholders. The first option was ruled out after we contacted Chipotle. We learned that there was a three-month preparation period required for any philanthropy associated with the restaurant. On the other hand, even though the CIOs

our members associated with expressed interest in helping us with the second option, we have decided to pursue the third option due to the fact that almost all restaurants we have made initial contact with expressed interest in co-hosting the corner-crawl week with us. We believed that because a lot of restaurants expressed initial interest, the risk associated with the “crawl week” is significantly lower compared with the second option.

### **An informal and flexible methodology benefited our team throughout the project**

Rather than following TPM or Agile, our team had no formal methodology but instead used an informal structure. This meant that our planning and timeline for our project did not fit a defined mold. This strategy resulted in benefits for our team but also negative consequences.

One example of our lack of formal methodology was the fact that we did not have a defined process for planning and executing our project. This resulted in an open process with team-based decision-making. It also led to a more fluid environment where our ideas were allowed to change frequently. This is probably why our project changed so many times over the course of the process. Our project went from a Chipotle day, to a corner sprawl, to a bar night, to “Foodlathropy”, all in the course of a couple months. Most of the time, it felt like we were just taking it one step at a time instead of trying to execute our project with a rigid structure, which had both pros and cons. Additionally, our group did not have defined roles for the members, which assisted in the development of an informal structure.

On the positive side, the informal structure allowed us to work with flexibility. The project was constantly being switched up and dates were being change, the lack of a formal methodology made it possible to successfully maneuver giving a changing landscape. In contrast, the lack of formal methodology limited our ability to stay on target. We had no strategy for our project management and this led to us being disorganized and getting off task frequently.

### **Communication lag caused the actual timeline to last significantly longer**

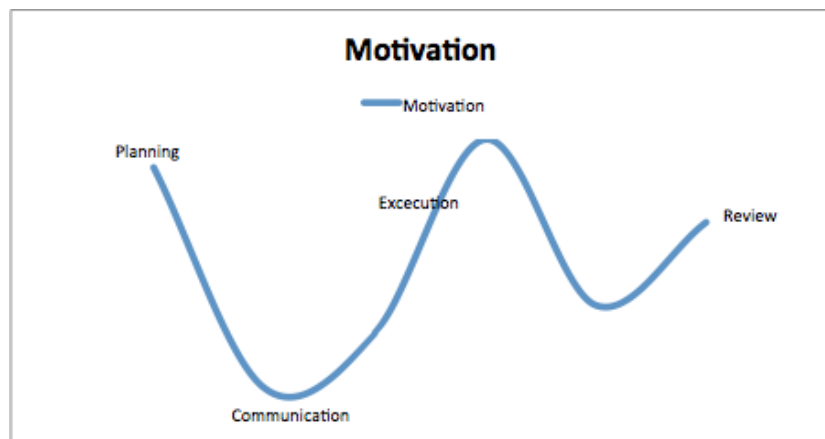
We divided this project into four primary stages: planning, communication, execution, and review. A detailed project work breakdown structure is shown in Appendix 1. Initially, we projected 15 days of planning, 11 days of communication, 13 days of execution, and 5 days of review. The project will start on Feb. 6th and ends March 31st of 2015 with a total duration of 45 days excluding spring break.

However, as we proceeded to execute the event, the actual timeline lasted significantly longer than what we pre-planned. Overall, the project lasted 81 days, excluding spring break, almost double the time of our projected timeline. The actual timeline of the project is presented in Appendix 2. One of the major

causes for the longer duration of the project was the communication phase. We have realized that we vastly underestimated the time investment of the phase, which ended up lasting 35 days, instead of 11 days as projected. Another major cause of increasing duration is the review phase, which lasted 20 days instead of 5 days as projected. We believe this was caused by the final project period of Commerce School, in which all group members did not have enough time to come together and prepare the final report. For later projects, final exam period should be set as non-working days. One of the most critical turning point for the project is task 1.2.3, where we realized that we will not be able to host our events at multiple restaurants and still return a positive profit. During this phase, we decided to discard the idea of a “restaurant crawl” week and instead focused on a single restaurant for our event.

### **Motivation level was low during the communication phase but peaked during execution**

In regards to commitment and motivation of group members during the project, we have drafted a momentum map and it is presented below in *Figure 1*. In the initial planning phase of the project, the



*Figure 1: Team Doers' motivation level changed throughout the project timeline.*

motivation of team members were high, a lot of ideas were thrown around and we have met multiple times to discuss those ideas. However, after we decided on an idea and presented the project plan, the commitment level started to decrease and reached its low point during the communication phase. This is partially because work from other classes started to burden team members, causing them to not be able to commit fully on the project. Lack of commitment during the communication

phase can also be caused by the disruption of the entire period by spring break, in which team members did not communicate with each other at all. After the break, team members had to re-communicate and re-assign tasks that were forgotten during the break period. The motivation level elevated again as we approached the event date due to non-responses from the restaurants and pressure to change the initial project plan. The motivation level peaked after the group presentation for the project as final period has began in the Commerce School and the commitment level has once again declined. Finally, the commitment level has rejuvenated after finals and before the project due date in order to deliver the final report with highest standard.

## **The team worked on identifying needs and brainstorming collectively**

The team identified the requirements of the project collectively. The selection criteria included that it should have minimal cost upfront, should be easy to execute, and benefit all parties within the event. We also hoped to connect different organizations within Charlottesville to build a connection and understanding of these groups with each other.

The team decided to host an event with a restaurant to provide it with a tax benefit. This would benefit both parties, no cost will be involved, and minimal planning is needed with the exception of advertising. Our initial target collaborator was Chipotle because they have a large customer base and have hosted such events before. However, when Chipotle did not carry through due to the need to communicate with them three months in advance, we worked on a secondary plan. The idea was to plan a successful corner sprawl with more than five restaurants and collect over \$500 as a result and the initial plan is listed below:

- February: Organization Phase -- Brainstorming and Planning
- March: Communication Phase -- Outreach and Finalizing Plans
- April: Execution Phase -- Advertise and Promote the Events

Throughout the process, the major source of communication was through email and groupme within the team. The communication of the group resulted in the project planning and execution process going smoothly.

## **An informal but effective decision-making strategy added value to our performance**

The group used mostly informal decision making processes throughout the completion of the project. During group meetings, that were always set in advance to work around everyone's schedule, we had open discussions and a democratic process when deciding on what course of actions to take. This worked because everyone was open and everyone was encouraged to talk or bring up their ideas.

As a group we had clear goals and plans, because we did not feel the need to sugar coat anything or please every member individually. However, this did not mean we were lightning quick. At the beginning of the project we were slow in coming to a decision for a project idea and were very concerned with getting assignments in on time. The short notice and difficulty with communication between the group and restaurants could have been fixed if we had come to a conclusion that we wanted to work with restaurants at the beginning of the class. The uncertainty of what project to pursue seemed to be a common theme amongst almost all teams, a longer timeline and more time to execute would



have helped with planning. Faster decisions would have also helped and not put so much pressure on us at the back end of the project when the semester was coming to a close.

### **Open discussions and clear work allocation were encouraged to help overcome biases**

Group members potentially had biases towards their own ideas at the beginning, but these would quickly disappear with open discussion. Large biases did not exist after communication together due to everyone being willing to listen to constructive criticism and once on the floor nothing was taken personally.

Expectations for the group were set when the group was formed and we all knew what to expect from each other. When splitting up work we all were able to come to a consensus almost every time. We allocated work based on what people wanted to do which allowed us to avoid problems over who took on a task because everyone chose the parts they wanted.

We could have saved small amounts of time if we just had one person to tell everyone what to do, but this might have affected the group in a negative way. Democracy within the group helped team chemistry and we wanted everyone in the group to feel like they had a voice and would be heard.

### **Three major challenges caused slight delay and limited our potential profitability**

*Long preparation required by Chipotle could not be met due to short time*

At the beginning of the project, we decided to partner with the Chipotle restaurant on Barracks road because of its high popularity among UVa students and local people. However, when we started to contact Chipotle and go to its website, we found that Chipotle requires us to submit all related materials 12 weeks ahead of the event. Unfortunately, we realized that we could not meet this requirement since we only had less than three months before the class would end, so we had to change our intended partner. Although this was a major change to our project, it did not bring us too many difficulties because we had not started any major preparation for the event. The only factor that we needed to reconsider was the income prediction of the event, since we could not use Chipotle's sales data to make predictions any more. After a brief discussion, we decided to focus on restaurants on the corner, which were relatively small and with simple structures (unlike Chipotle, which is a publicly traded corporation with lots of regulations.)

*Negative responses from restaurants on the corner discouraged the partnership*

As each person of our team started to communicate with five restaurants on the corner by email, phone, or talking in person, three major problems that discourage our potential partnership occurred. These problems narrowed our selection of restaurants and caused a slight delay in the progress:

- a. Inappropriate attitude of some managers. The attitude meant a lot to us because we believed that there would be frequent communication and corporation between us and the restaurants. When one of the teammates was calling the manager of a restaurant, the attitude of the manager was fairly arrogant, making her very difficult to work with. Therefore, we believe that it would not be a good idea to corporate with that restaurant.
- b. Busy schedules of the restaurants. Many restaurants were very busy at that time, making it hard for both sides to coordinate. Even though many restaurants were very interested in participating the event, some of them were fully booked with other activities that would happen within a short period. Meanwhile, since we also had a preferred time period, we were not able to coordinate with each other's schedule.
- c. Ineffective communication. Although we all had been trying to maintain the communication as effective as possible, the lack of responses from some restaurants caused inefficiency and failure of potential partnership. For example, when one of the teammates was reaching out to a restaurant, their face-to-face conversation went very well. However, after our teammates sent the event details to the restaurant manager, he just stopped responding to our emails. Later, we were told that the manager had to be away for a few days but no one was sure when he would be back. Therefore, we had to move on to other restaurants because we had limited time. Similar situations happened to several other restaurants. We realized that we could not spend too much time waiting for and keep reaching out to the same restaurants, since it would be too time consuming. We finally decided on only one restaurant, which simplified the process.

#### *Operation difficulties suppressed potential income*

After deciding on the 105 Grill and Pub, a new Asian fusion restaurant on the corner, we became aware that the owner/manager wanted the event to be as simple as possible. She did not appreciate the idea of having drink specials on the evening, which could be very appealing to college students. Even though we tried to persuade her that this kind of event would bring more customers to the store, she was still not interested in implementing the idea as she was concerned with the potential difficulties brought by that. As a result, she offered a "10% off everything" special discount on that day, which was also helpful.

## **The Process was a success with ROI = 257% despite fundraising target was not reached**

This was definitely a success and was a great learning experience with everything going according to plan and on schedule. Although there were some frustration involving contacting restaurants in between, the final project had a great outcome.

In February, we compiled a list of 30 restaurants. Throughout the process, the team shared a google doc which listed all the restaurants that we wanted to communicate with, along with the person in charge, the status of the situation, how many percentage the restaurant is willing to contribute as well as the contact information of the company.

In March, we communicated with these restaurants and due to the lack of response, we had the cut off date of March 30th, in order to have enough time to advertise. We also realized that most restaurants are not willing to contribute more than 10% of their profit and preferably on a day that's not too busy. Thus, we decided to partner with the one restaurant that provided the most profit and was the most communicative, the 105 Grill & Pub.

In April, the team carried out it's advertising plans through poster, facebook, chalkboard and email blurbs and eventually held the event on April 16th.

In total, we made a profit of 136 dollars, which can support 800 pounds of groceries or provide 700 meals to families in Charlottesville. It was completed on schedule and none of our initial \$500 budget was used. We only spent approximately \$53 on the outdoor poster and we decided to split up the cost on our own. Therefore, the ROI of our project is 257%. Although it did not meet the initial requirements of 5+ restaurants and \$500 of profit, the individual stakeholders were fairly satisfied as 105 received tax deduction benefits as well as advertisement from the student body. The owner reflected that the customer flow was higher that day than any other thursday. Meanwhile, Loaves and Fishes received donations and students at the event enjoyed 10% off of their entire bill.

## **Communicating face-to-face will maximize communication efficiency**

One of the major recommendation we would offer to future teams is to start the communication process early, preferably in February, and follow up "relentlessly" throughout March to make sure some of the major players on corer on on board with the idea and willing to offer helps. At the same time, even though emailing was probably one of the most standard way of communicating with potential partners, it was a very inefficient way of communication as busy restaurant owners may just ignore those emails as irrelevant or forget to respond. Therefore one of the major recommendation we would like to offer to

team after us is to walk into the store with a physical copy of the project plan and engage in direct conversation with the managers or even schedule meetings with the owner through the phone.

### **Marketing via more intimate channel will create better turnout**

It is also important to not only start marketing and advertising efforts early, but also to pursue multiple channels of marketing, in particular word of mouth marketing and on-ground tabling. During our event, we have primarily pursued a digital channel of marketing in attempt to appeal to a broader audience. However, even though our event had a great amount of exposure (around 700 people) on ground, it was not converted to real world purchase and visit to the 105. We therefore have concluded that in order to convert our promotion to real-world results, we must utilize a more intimate form of advertising and promote personal networks of our target population or talk to them face-to-face regarding the event. Tabling and word-of-mouth marketing can achieve this purpose efficiently.

### **Failed success is still a success due to differences in objectives**

Finally, even though we have described this project as a failed success, we would like to reiterate that it is nevertheless a success. First of all, even though we did not collect as much money as we projected, we have helped the 105, a newly established restaurant on grounds, to increase its awareness and drive long-term revenue for them. Secondly, we gained valuable insight regarding how to organize similar events in the future and what kind of pitfall we should avoid. In the original project goal document, we have listed “making an impact” as one of our most important goals. We believe through the event, we have made long-lasting impacts to the Charlottesville Community, but also rest of our lives.

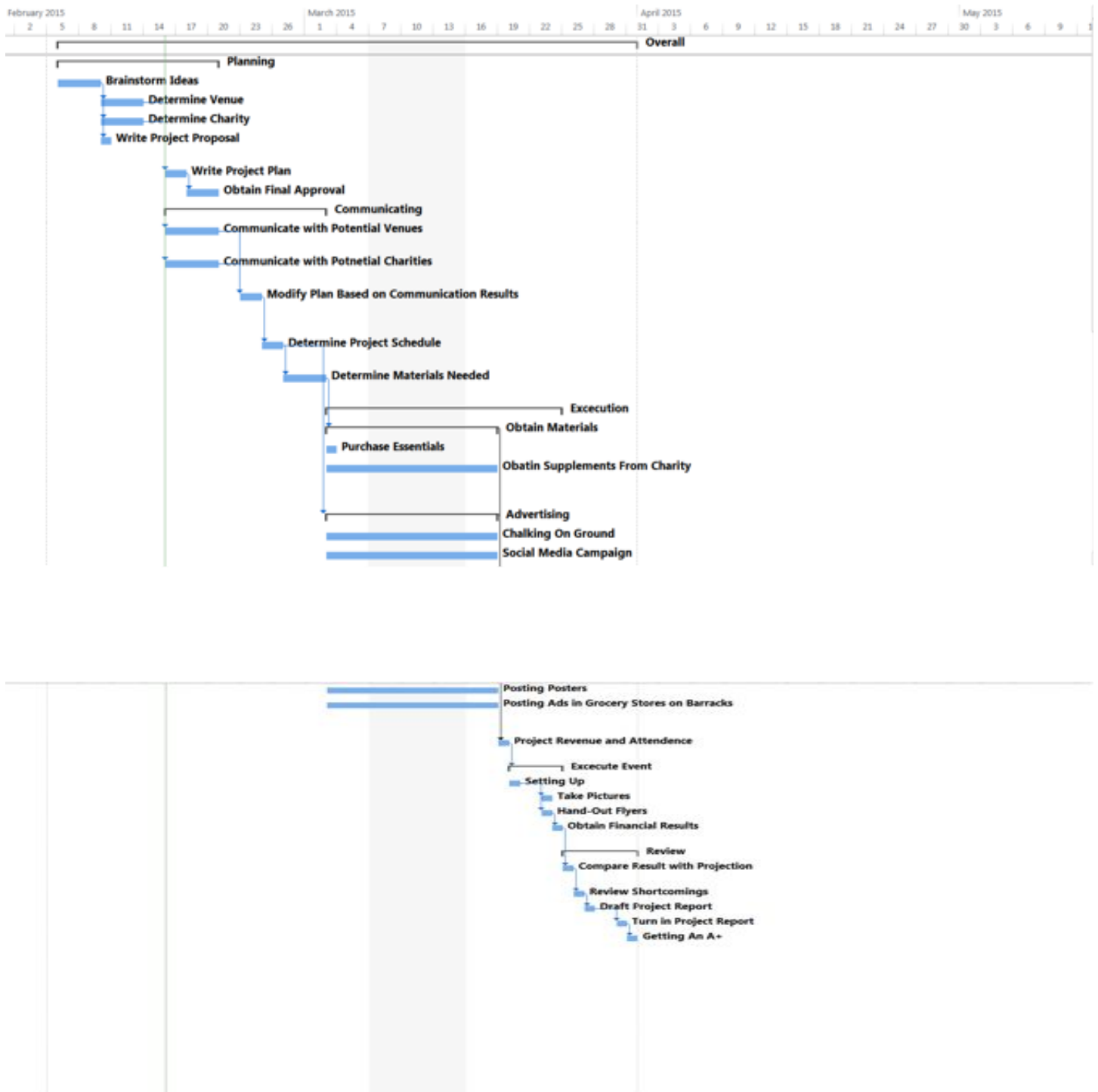
**Appendix 1:** Cost and revenue analysis showed positive potential (before we knew Chipotle's requirement)

Estimated Revenue Analysis		Sensitivity Analysis						
Percentage of sales	50%	1,100	30	40	50	60	70	people
Average spending per person	9	20%	416	488	560	632	704	
Opening hours	4	30%	524	632	740	848	956	
Number of people per hour	50	40%	632	776	920	1,064	1,208	
Estimated direct donations from customer	200	50%	740	920	1,100	1,280	1,460	
Estimated revenue (donated to the charity)	1,100	% of revenue						
Estimated Cost Analysis		Sensitivity Analysis						
Donation box/jar	0	25	5	10	15	20	25	30 Flyers and posters
Flyers and posters	15	5	10	15	20	25	30	35
Boost post on Facebook	10	10	15	20	25	30	35	40
Total cost	25	15	20	25	30	35	40	45
		20	25	30	35	40	45	50
		25	30	35	40	45	50	55
		30	35	40	45	50	55	60
		Boost post on Facebook						
Resources:								
<a href="http://www.quora.com/On-an-average-day-how-many-people-order-Chipotle-online">http://www.quora.com/On-an-average-day-how-many-people-order-Chipotle-online</a>								

**Appendix 2:** Communication plan outlines the activity items (before we knew Chipotle's requirement)



### Appendix 3: Gantt Chart explains detailed work allocation and time line



#### Appendix 4: Work breakdown structure specifies each teammate' tasks

	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
		<b>1</b>	<b>Overall</b>	<b>33 days?</b>	<b>Fri 2/6/15</b>	<b>Tue 3/31/15</b>		
		<b>1.1</b>	<b>Planning</b>	<b>11 days?</b>	<b>Fri 2/6/15</b>	<b>Tue 2/20/15</b>		
		1.1.1	Brainstorm Ideas	2 days	Fri 2/6/15	Mon 2/9/15		Andrew,Bill,Clark,Katie,Matt,Rui
		1.1.2	Determine Venue	4 days	Tue 2/10/15	Fri 2/13/15	3	Andrew,Bill,Clark,Katie,Matt,Rui
		1.1.3	Determine Charity	4 days	Tue 2/10/15	Fri 2/13/15	3	Andrew,Bill,Clark,Katie,Matt,Rui
		1.1.4	Write Project Proposal	1 day?	Tue 2/10/15	Tue 2/10/15	3	Andrew,Bill,Clark,Katie,Matt,Rui
		1.1.5	Write Project Plan	2 days	Mon 2/16/15	Tue 2/17/15	4,5	Andrew,Bill,Clark,Katie,Matt,Rui
		1.1.6	Obtain Final Approv	3 days	Wed 2/18/15	Fri 2/20/15	7	Andrew,Clark
		<b>1.2</b>	<b>Communicating</b>	<b>11 days</b>	<b>Mon 2/16/15</b>	<b>Mon 3/2/15</b>		
		1.2.1	Communicate with Potential Venues	5 days	Mon 2/16/15	Fri 2/20/15	4	Andrew,Bill,Clark
		1.2.2	Communicate with Potnetial Charities	5 days	Mon 2/16/15	Fri 2/20/15	5	Katie,Matt,Rui
		1.2.3	Modify Plan Based on Communication Results	2 days	Mon 2/23/15	Tue 2/24/15	10,11	Clark,Katie
		1.2.4	Determine Project Schedule	2 days	Wed 2/25/15	Thu 2/26/15	12	Matt,Rui
		1.2.5	Determine Materials Needed	2 days	Fri 2/27/15	Mon 3/2/15	13	Andrew,Bill
		<b>1.3</b>	<b>Execution</b>	<b>11 days?</b>	<b>Tue 3/3/15</b>	<b>Tue 3/24/15</b>		
		<b>1.3.1</b>	<b>Obtain Materials</b>	<b>7 days?</b>	<b>Tue 3/3/15</b>	<b>Wed 3/18/15</b>	<b>14</b>	
		1.3.1.1	Purchase Essentie	1 day?	Tue 3/3/15	Tue 3/3/15		Clark,Katie
		1.3.1.2	Obatin Supplements From Charity	7 days?	Tue 3/3/15	Wed 3/18/15		Bill,Katie,Matt
		<b>1.3.1.3</b>	<b>Advertising</b>	<b>7 days</b>	<b>Tue 3/3/15</b>	<b>Wed 3/18/15</b>	<b>13</b>	
		1.3.1.3.1	Chalking On Gra	7 days	Tue 3/3/15	Wed 3/18/15		Bill,Andrew
		1.3.1.3.2	Social Media Campaign	7 days	Tue 3/3/15	Wed 3/18/15		Clark
		1.3.1.3.3	Posting Posters	7 days	Tue 3/3/15	Wed 3/18/15		Rui
		1.3.1.3.4	Posting Ads in Grocery Stores on Bantacks	7 days	Tue 3/3/15	Wed 3/18/15		Matt
		1.3.2	Project Revenue and Attendance	1 day?	Thu 3/19/15	Thu 3/19/15	16,19	Bill,Rui
		<b>1.3.3</b>	<b>Execute Event</b>	<b>3 days?</b>	<b>Fri 3/20/15</b>	<b>Tue 3/24/15</b>	<b>24</b>	
		1.3.3.1	Setting Up	1 day?	Fri 3/20/15	Fri 3/20/15		Andrew,Clark
		1.3.3.2	Take Pictures	1 day?	Mon 3/23/15	Mon 3/23/15	26	Katie,Matt
		1.3.3.3	Hand-Out Flyers	1 day?	Mon 3/23/15	Mon 3/23/15	26	Matt,Rui
		1.3.3.4	Obtain Financial Results	1 day?	Tue 3/24/15	Tue 3/24/15	28	Bill
		<b>1.4</b>	<b>Review</b>	<b>5 days?</b>	<b>Wed 3/25/15</b>	<b>Tue 3/31/15</b>		
		1.4.1	Compare Result with Projection	1 day?	Wed 3/25/15	Wed 3/25/15	29	Andrew,Bill,Clark,Katie,Matt,Rui
		1.4.2	Review Shortcoming	1 day?	Thu 3/26/15	Thu 3/26/15	31	Andrew,Bill,Clark,Katie,Matt,Rui
		1.4.3	Draft Project Repor	1 day?	Fri 3/27/15	Fri 3/27/15	32	Andrew,Bill,Clark,Katie,Matt,Rui
		1.4.4	Turn in Project Repc	1 day?	Mon 3/30/15	Mon 3/30/15	33	Andrew,Bill,Clark,Katie,Matt,Rui
		1.4.5	Getting An A+	1 day?	Tue 3/31/15	Tue 3/31/15	34	Andrew,Bill,Clark,Katie,Matt,Rui



**Appendix 5:** Written communication plan submitted to Professor Williamson (before we knew Chipotle's requirement)

### **Communication Plan for a smoothly operated project**

Within the group we are actively communicating and have set up roles that we will take on such as who is going to talk with Chipotle, who is going to talk with the Blue Ridge Food Bank, and who is going to take on the other roles within the project.

We are currently in the beginning stages of communicating with the Chipotle at Barracks Road and the charity Blue Ridge Food Bank. Firstly, at least three of the group members will go to the Chipotle restaurant and talk with the manager and walk him/her through a specific plan, including the time period, required tax-related documentation, expected revenue & cost, and how we will split up the profit. We have already contacted them a few times but were unable to get in touch with the manager in charge of donations. We also need to make sure that there will not be any time conflict with other major in-store promotions (or promotions supported by other organizations.) We plan to get in communication with a Chipotle manager on 2/17, and from there meet them over the weekend around 2/20. We look to have the event at the end of March (3/30).

Since Chipotle has done similar events before, we suppose the negotiation process to be smooth. We have reached out to people who have done this type of event in the past and are waiting on a response of which will be the easiest method of contact. The correspondence will provide us information on who our primary contact should be at Chipotle, and which UVa organizations have collaborated with Chipotle.

After deciding on one of the charities, we will manage to call/visit the charity and get the permission of using its name for raising fund. We have already talked with some charities. We have contacted the Blue Ridge Area Food Bank they appear to be very receptive to working with us as an organization, and would be able to accept our proceeds. We are also going to contact more charities to get a great idea of who we are collaborating and where the proceeds are going.

Finally, we will keep in constant touch with the organizations and within the group through weekly emails and phone calls if necessary.

## Appendix 6: Restaurants that we decided to reach out

[illegible]

**Appendix 7:** Email template was prepared for reaching out to restaurants

Dear \_\_\_\_\_,

Hope this email finds you well. I am \_\_\_\_\_ from the University of Virginia. On behalf of the project management class at the School of Commerce, I would like to invite you to participate in our "Food for Charity" philanthropy event. This is a great opportunity for \_\_\_\_\_ to both promote in the community and attain tax reduction.

The details of the event are listed in the document attached. If possible, please provide us with the details regarding your time preference, donation amount and possible discount at your earliest convenience.

Please feel free to let me know if you have any questions or concerns. We looking forward to hearing from you and have a nice day!

Yours sincerely,

\_\_\_\_\_

## **Appendix 8: Market plan presented to restaurant managers to specify our marketing strategy**

### **“Food for Charity” Marketing Plan**

#### **Team Profile**

Our team consists of six McIntire Undergraduate Students who are heavily involved in the student body and have experiences organizing on-ground events. More than half of us held executive position in at least one on-ground student organizations. We believe with our experience and connections we are able to make “Food for Charity” a successful venture both for us and for you.

#### **Marketing Plan Overview**

After analyzing our resources, we have decided to advertise this event through three major channels: CIO and Faculty Connection, On-Ground Advertising, and Online Advertising. We believe the utilization of all three channels will be able to generate greatest exposure for our event.

#### **CIO and Faculty Connection**

Because most of our team members are heavily involved in at least one CIO (contracted independent organizations) on ground, we have accumulated a large CIO connection that could be utilized by this event. At the same time, some of us have already established an intimate relationship with many professors, who have the potential of spreading the words among all of their students.

We plan to contact CIO related to non-profits or awareness and professors teaching impact-related introductory classes. These organizations and classes include but not limited to on-ground non-profit related organizations (Student Entrepreneurs for Economic Development, Enactus), dialogue-based organizations (Sustainable Dialogue, International Relations Organization), Greek Life, and introductory classes in politics and commerce departments.

Other than organizations specified above, we will also contact other organizations on ground that will help us gain more exposure, such as first-year dormitories, student council, and other organizations with great influences on ground.

#### **On-Ground Advertising**

Even though we consider CIO and Faculty Connections our core marketing activity, we recognize the necessity of utilizing some traditional on-ground advertising methods to gain more exposure.

Our on-ground advertising strategy include but not limited to chalking, posting flyers on ground and on the corner, and tabling for our event to hand out flyers personally to students at dining

halls, or libraries. We have also got in touch with Fishes and Loaves, who are able to provide us with more advertising materials for the event.

### **Online Advertising**

Lastly, we believe it is necessary to not only advertise our event physically, but also online through social media platforms. We will first create a event on Facebook for “Food for Charity” and then invite all of our friends to attend the event. Then we will more actively post our events on major student organizations’ online groups to make more people aware of our events.

After the event, we will also encourage students to post positive reviews on Yelp about your restaurants, which in turn will increase popularity and online exposure of your location.

### **Marketing Timeline**

For this event, we are planning a two-week long marketing campaign that will integrate all elements specified above. The first week will be focusing on online promotion and CIO and Faculty connections whereas the second week will be focusing on on-ground advertising.

### **Contact Information**

Please feel free to let us know if you have any questions or concerns. Please reach us at [rs2bd@virginia.edu](mailto:rs2bd@virginia.edu) or 567-277-1022. If you have any questions about the project in general, please reach out to Professor Jason Williamson at [jpw4ma@virginia.edu](mailto:jpw4ma@virginia.edu).

**Appendix 9:** Press release was prepared to promote the event (before we knew Chipotle's requirement)

### **UVa Students and Chipotle work together on event for Loaves & Fishes**

By Team Doers March 24, 2015

Charlottesville, VA – UVa students announced today that they will be partnering with the Barracks shopping center Chipotle to donate percentage of purchases to the local Loaves & Fishes Food Pantry on April 16<sup>th</sup>, 2015. UVa students are working to organize the entire event as part of a course offered through the McIntire School of Commerce, COMM 3200 Project Management.

The students from the Project Management course desire to understand the logistics, requirements, and risks of running a project. Additionally, the goal of the students is to donate 100% of the proceeds to the local food bank in hopes of giving back to the community. The students' goal is to break \$2,000 of donations for Loaves & Fishes.

The event will help the Loaves & Fishes as donations decrease during the months following the Holiday season. The donations are expected to help provide for those in needs and mitigate the reduction during January – March.

More information is expected to be released following the event on March 30, 2015.

#### **About Chipotle**

When Chipotle (pronounced chi-POAT-lay) opened its first store in 1993, the idea was simple: demonstrate that food served fast didn't have to be a "fast-food" experience. We use high-quality raw ingredients, classic cooking methods and distinctive interior design--features that are more frequently found in the world of fine dining. When we opened, there wasn't an industry category to describe what we were doing. Some 20 years and more than 1,600 restaurants later, we compete in a category of dining now called "fast-casual," the fastest growing segment of the restaurant industry, where customers expect food quality that's more in line with full-service restaurants, coupled with the speed and convenience of fast food.

#### **About Loaves & Fishes**

Loaves & Fishes Food Pantry exists to provide food assistance to families and individuals in need in Charlottesville and surrounding communities. 1 in 6 people in Charlottesville struggle with hunger. This struggle can take many forms – families may not be able to afford adequate food and so family members may skip meals, or they may have to choose between food and other important expenses such as housing, utilities or medical bills.

#### **Contact**

To learn more about this project, please contact Team Doers, Project Management Students  
125 Ruppel Drive, Rouss Robertson Hall,  
Charlottesville, VA 22903  
Office: (434) – 200 – 5555  
Email: [TeamDoers@virginia.edu](mailto:TeamDoers@virginia.edu)

**Appendix 10:** Poster designed for the project was used to promote “Foodlanthropy” on grounds



Appendix 11: Blurb designed for the event was sent to different mailing lists

**Care for the community?  
But don't have time for volunteering?**

♥You need "Foodlanthropy"♥

🍴Helping by Eating🍴

**Come to try the '++BEST NEW++' restaurant at the  
Corner**

★**The 105 Grill and Pub**★

**10% OFF ALL FOOD & DRINKS**

**The more you EAT, the more the restaurant will  
DONATE to**

**Charlottesville Loaves and Fishes Food Pantry**

**ALL DAY on Thursday, 4/16|**

**You know you want to come**

Facebook: <https://www.facebook.com/events/944978168876140/>



Appendix 12: Facebook event page was the main promotional method

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# FOODLANTROPY

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## THE 105 GRILL & PUB

**APR 16** "Foodlantry" **10%** all day  
Thursday, April 16

Open Invite · Hosted by Rui Gōng and 4 others

Hosting Invite Edit ...

🕒 Thursday, April 16 · Add a Time?  
about 3 weeks ago

📍 The 105 Grill & Pub  
14th St NW, Charlottesville, Virginia 22903 [Show Map](#)

No time for volunteering? No worries! Just EAT at The 105 Grill & Pub. The generous owner will donate a big part of the revenue to the Charlottesville Loaves and Fishes Food Pantry (<http://cvilleloavesandfishes.org/>)

4978168876140/#



Tong, Anna and 26 other friends went

42 went	5 maybe	728 invited
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