



BRAND STRATEGY PROPOSAL

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OVERVIEW

There are many positive aspects and characteristics of Queen City's ("QC") products and services. It is these qualities that will support brand awareness efforts in targeted segments of the food service market. Developing increased brand awareness will help internal selling efforts, repeat customer business and the ability to open new market segments.

Develop A Concise and Consistent Message

Effective communication of these qualities to the marketplace is vital to the success of the QC brand development. These QC brand qualities must be refined, organized and publicly presented in a clear, concise and consistent message. Once created, this message or series of messages will drive all marketing communications throughout the company. The message will affect all aspects of communication including, but not limited to, the following:

10-60-10 Sales Message (the elevator presentation)

This series of messages will be used in all personal QC selling efforts. The 10-60-10 message is a series of three messages of different lengths – 10 seconds, 60 seconds, and 10 minutes. Commonly known as an "Elevator Pitch", the 10/60/10 Message allows sales staff to keep a consistent message throughout all selling efforts including cold calling, networking, face-to-face selling and other direct communications.

Brand Statement

Brand statements bring the instant value proposition to the customer. "Just Do It"™ from NIKE®, "We bring good things to Life"™ from General Electric® and "Let's Build Something Together"™ from Lowe's® are all brand statements that simply state the reason why the brand exists. The brand statement developed for QC will give customers a simple connection to the company and convey how QC can support their values and needs.

Defensible Claims

Defensible claims are brief statements of the unique qualities that QC can back up with solid empirical data and proven evidence. "The only company to ...", "The first company to ..." and "The most requested by ..." are typical phrases used in defensible claims. Using superlative adjectives like fastest, largest, most, etc. clearly defines the benefits of the brand. These claims are typically NOT subjective but an objective viewpoint that sets the company and its products apart from others.



Important Research and Development

To develop a cohesive and comprehensive brand message, QC must commit to research studies that include internal and external viewpoints. Interviews with company employees, direct distributors, vendors, executive management, outside sales and end users will determine what is important to all stake holders in the purchasing chain, how QC satisfies those needs and how QC can affect the action of each member of the channel. These interviews will all be part of an ongoing research effort to hone the QC message. This undertaking is the first step to creating an efficient and successful brand development campaign strategy.

TACTICAL PROGRAMS

Once the brand strategy is developed, certain Tactical programs can be used to support the strategy. The following list describes some of these programs:

PR Efforts

QC has a number of anecdotal stories that can be used in many PR efforts. Stories about George Bush, Ellen Degeneres and "women going into labor" are perfect human interest stories that can be leveraged to support the overall brand strategy. The overall story of the company itself, growing from a garage and into a multi-million dollar company, is fodder for any publication. Many on line, consumer and B2B resources can be accessed efficiently to capitalize on the importance of these testimonials (one of the most effective means to develop a brand).

POP Efforts

QC has access to some large retailers that have high traffic bakeries. QC should develop a simple, compact, easily installed POP (Point-of-Purchase) Display to promote the QC brand. Interfacing and negotiating with the retailer will be challenging as shelf space and store position are prime properties in any retailer. But, securing a prominent position to promote the brand in a retail environment, already populated with "pre-qualified" customers can be an important tool for QC's brand development.

On line Properties

The website is the most important, efficient and visible marketing tool that any company can use to promote products and services. But many companies misuse the Internet by creating sites that are merely electronic versions of printed brochures and catalog's. QC's website should engage the user, entice the customer and commit them to some action. It is this interactivity that can be tracked and analyzed to find the most effective tactical tools.



E-commerce can also be an important aspect of any producer. But many producer's launch e-commerce efforts without addressing many challenges of servicing "the world." The World Wide Web is named appropriately as everyone with an Internet connection can order through an on line store. Is QC prepared to accept payment, fulfill and deliver to "any" customer, or should the on line store restrict certain products, regions or customers? These questions need to be answered in the very early stages of developing any on line property.

On line advertising can be a very efficient and flexible way to promote a brand. During the research phases of the brand strategy development, on line properties important to channel stake holders should be identified. These trusted websites, blogs and chat rooms should be targeted for possible links, ads and contributions.

Brand Building Loyalty Programs

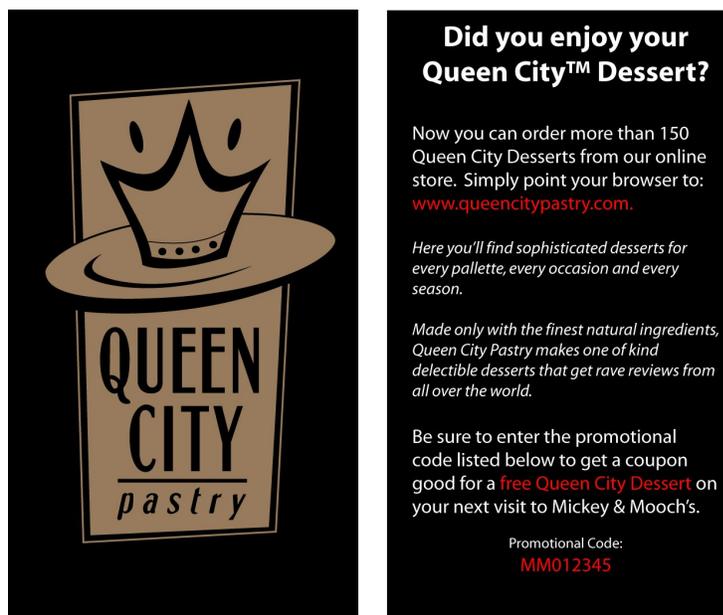
Airlines offer frequent flier miles, coffee shops offer punch cards and even soft drink companies offer merchandise from product purchases. QC can develop an effective loyalty program used to improve repeat business, create a partnership with restaurant customers and develop new customers by offering more than just a great product. The following scenario outlines such a loyalty program. Titled, "It's A Piece of Cake", this loyalty program rewards the channel brand specifiers (the waiters and waitresses), supports the brand distributor (the restaurateur) and engages and captures the brand's end user (the dining patron).



QC's "IT'S-A-PIECE-OF-CAKE" LOYALTY PROGRAM

Step 1:

QC creates a small business card as shown in the sample:



Front

Back

This card is branded and contains the following information:

- Company name and web address.
- Unique promotional code. (One code for each batch of 250 cards).
- An offer (call to action) to the reader.

Step 2:

These cards are handed out to the wait-staff of a local restaurant that currently serves QC desserts (I'll use Mickey & Mooch ["M&M"] for this example). Each waiter and waitress gets a box of 250 QC cards each with the same promotional code. The code on each box of cards is recorded and linked to the name and address of the waiter or waitress.



Step 3:

The M&M staff is trained to do the following:

- At the end of a meal, any customer who ordered a QC dessert will receive one card with their dinner check.
- The waiter/waitress will ask the patron; "Did you like your desserts?"
- After receiving positive feedback from the patrons, the waiter/waitress informs them that a special promotional card is included with the bill. The patron is encouraged to visit the website to see the other desserts created by QC.
- The patron is told that they can order desserts on line (reminding them that they can only get the 7-layer cake at M&M). And, by entering in the promotional code, the patron can download a coupon for a free QC dessert the next time they visit M&M. (This coupon will be emailed to patron creating a loyalty email list for future campaigns and preventing fraud amongst the wait staff).

The staff is also informed of the benefits to them:

- Every time a patron enters in the promotional code on line, that particular waiter/waitress will receive \$1 from QC.
- Every two weeks the waiter/waitress will receive a check from QC for the number of on line visitors they directed to the website.
- At the end of the promotional period, the staff member with the largest number of visitors will win an additional cash prize of \$500.

NOTE: Money values are for demonstration purposes only. A detailed budget would be required to specify exact costs and reward values.

Step 4:

The patron visits the on line website to view the deserts and enter the promotional code. Part of the promotion requires the patron's email address (this is required to receive their coupon). This information is stored in a database for future reference and tracking. The patron is exposed to the entire QC catalog and is able to order any desert on line (except the 7-layer cake). The site provides links to M&M's website as well. When returning to M&M, the patron presents the coupon to the wait staff during final payment and one of the QC desserts is removed from the bill.



NOTE: The Mickey and Mooch website shows how important QC desserts are in promoting their business. This is their home page:



Highlights of "It's-a-Piece-of-Cake" Loyalty Program

- QC is providing incentives to the channel member that can make the most direct brand impact – the wait staff.
- Waiters/waitresses are add another source of income for their support.
- The restaurant (M&M) is lowering advertising costs and improving repeat customers.
- QC is promoting other desserts to "qualified" end user's through their on line website.
- QC and the restaurant are creating a "loyal" email list for future promotions.
- QC is generating a stream of loyal visitors to the website and generating traffic to their e-commerce portal. This traffic elevates search engines and visibility on line.
- QC can go to other small restaurant chains and promote the program as "More than just a great dessert, but a way to lower your advertising costs and improving repeat business."



SUMMARY

The initiatives presented in this paper are just a preliminary approach to an all encompassing promotional effort to develop the Queen City Brand. Some, all and other programs may be needed after research results are examined in detail.

I can implement, direct, organize, track and report the results of all these marketing initiatives presented in this proposal and others developed in the near term and long term.

Let me know if you wish to discuss this further by contacting me directly at:

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