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Executive Summary

The energy bar industry has become saturated with companies all vying for a piece of the rapidly growing market. A few companies have emerged as major players and have set a trend that many have tried to follow. These companies have focused on competitive athletes or tried to cater to popular specialty diets with varying degrees of success. The opportunity exists for Flash 5 to bring something to the market that none of these companies possess:

“Energy for Real Life.”

There is an underserved segment in the market that is ideal for the Flash 5 product. Busy, health conscious individuals between the ages of 25-44 are prime consumers of health foods, including granola bars, organic products, and energy bars. These people are educated, socially aware, and financially independent, but they are not world-class competitive athletes. They are in need of a product that fits into their daily life, a product that helps them in their everyday “real” life. That product will be Flash 5.

The following Integrated Marketing Communications Plan outlines a 12-week national promotional campaign entitled, “**Flash 5 Fits Here**”, beginning on March 29th, 2004 and running through to June 20th, 2004. The 12-week campaign is designed to target these consumers directly, introduce the Flash 5 product to them, and convince them that Flash 5 can provide the missing piece of the puzzle in their daily lives.

The emphasis will be on point-of-purchase sales promotion to induce trial and promote initial product purchase by the target consumer. One two-week flight of on-site sampling and two three-week flights of couponing will be implemented in 60 grocery stores in six major urban centres across the country. Grocery stores remain the most popular shopping location among the target market and thus allow for more effective promotion and reduced wastage.

In place of costly, non-targeted mass media, in-store shopping cart advertising and POP displays will be utilized to create in-store top-of-mind awareness with the consumer and support sales promotion efforts.

An online sweepstakes will be run for the duration of the campaign to build excitement surrounding the brand, drive traffic to the redesigned Flash 5 website, and begin building an opt-in email database for future promotional campaigns.

The total cost of the campaign is estimated at **\$51,481**, with an estimated **\$193,356** generated in revenue (equivalent to an 18% ROI) by the end of the 12-week period. In terms of cost-effectiveness, the campaign is the ideal “fit” for Flash 5’s opportunities in the market.



Situation Analysis

Internal Environment

Company Environment

Flash 5 is a division of a locally owned and operated company incorporated since 1971. The company operates out of two self-owned buildings in Port Coquitlam. Other divisions of the company include Bio-Care Laboratories, Poor Richard's Distributing Corporation, Aalphen Research, and Nutri-Nation Foods.

Nutri-Nation Foods is a contract manufacturer of private label functional food products, specializing in energy bars, sports nutrition bars, diet & weight management bars as well as total meal replacement bars. They produce Flash 5 products as well as other products in the category.

The Flash 5 brand was developed in 1998 when the owners recognized a void in the marketplace that they believed they could fill with an energy bar product. Companies like PowerBar had demonstrated staying power in the competitive industry and it was believed that Flash 5 would bring something to the marketplace that no other company was offering.

The Flash 5 Vision

"After considerable research and development utilizing top people from sports nutrition, food science, and surprise,...the gourmet food industry; we have been able to produce a product line that is unlike any others in the market. Our nutritional profiles are cutting edge and our taste experience is simply... the best. We acknowledge that there are good products out there and we admire the business built by a few of the main players. We will compete"

Product

Flash 5 was designed to meet five consumer needs and its ability to meet these needs (thus the name Flash 5). The five essential components are:

- **Carbohydrates:** Which people need for slow burning energy
- **Protein:** Is needed to build muscle mass and maintain a healthy diet
- **Fats:** Flash 5 contains functional fats
- **Fibre:** To keep the body running smoothly
- **Taste:** To make the bar more appealing than competitive products

Flash 5 is unique to the energy bar market in respect to product ingredients as well as the way it is produced. Flash 5 contains:

- A whole food composition, including dried apples and raisins
- Lycopene and Leutein
 - Two natural vitamins with many health benefits now included in popular multi-vitamins (Centrum for example)
- “Good” carbohydrates originating from sources such as fruit and whole grains
- Protein, soy and whey which are carefully selected to ensure quality
- Functional fats and fibres
 - Real milk chocolate and hence no hydrogenated oils
 - Flash 5 is high in fibre relative to competitors

Flash 5 is labelled as a nutritional supplement, having met standards set out in Federal regulations. Flash 5 cannot however call their bar a meal replacement.

Flash 5 produces two types of bars:

- Classic bars – energy bars coated in real milk chocolate
- Trail bars – uncoated versions of the classic bars

The classic bar is the original Flash 5 energy bar and the trail bar is a newer variety. It was designed to meet the needs of athletes and eliminate some of their concerns with melting chocolate.

Flash 5 comes in six different flavour varieties (three for each bar type):

- Classic Bars
 - Café Mocha
 - Wildberry
 - Orange Blast
- Trail Bars
 - Coconut Express
 - Oat Berry
 - Carrot Cake

In anticipation of their national launch, Flash 5 has revised their packaging to meet the following objectives:

- Clearly identify the flavour on the package, thereby reducing consumer confusion
- Conform to 2005 labelling standards
- Provide a clearer description of product ingredients
- Increase product credibility by adding “0% Trans Fat” to the nutritional panel

Price

The suggested retail price of Flash 5 is between \$1.99 and \$2.99 per bar. This price was established as a result of the low cost ingredients. The wholesale price is \$1.31 per bar, with a cost to the manufacturer of approximately \$0.90 per bar.

The products are also available in box of six bars with a suggested retail price between \$8.99 and \$9.99. The discount offered on box purchases was designed to:

- Provide value to the consumer without requiring a major purchase commitment
- Push volume sales, thereby increasing retailer and Flash 5 sales

Distribution

Currently, Flash 5 is only available in British Columbia and Alberta. It is carried in Mountain Equipment Co-op and Save-On-Foods. Outlined below are the product placement, pricing, and promotion currently used in the two stores:

Mountain Equipment Co-op:

- Carries classic Flash 5 energy bars (Café Mocha, Wildberry, and Orange Blast) but does not carry trail bar varieties
- Price - \$1.50 per bar (lowest price of all bars)
- Located on the bottom shelf

Save-On-Foods:

- All six flavors (classic and trail) are carried
- Price - \$1.99 per bar
- Located on the bottom shelf

Flash 5 plans to focus distribution in grocery stores across Canada. However, the product will remain in biking and running stores in British Columbia. For the national distribution strategy, Flash 5 plans to achieve distribution in the following outlets:

- Overwaitea Food Group
- IGA (HY Louie, Sobey's West)
- Thrifty Foods
- Sobey's East: Ontario
- London Drugs
- Shoppers Drug Mart
- Walmart

- Husky Oil
- 7-Eleven

Within these stores, Flash 5 hopes to gain shelf space that will stimulate both impulse and planned purchases. To do so they hope to have the bars in primary and secondary locations within the stores:

- Primary store locations - to promote planned purchases
 - Nutritional/Meal Supplements
 - Diet Products
 - Natural Foods
- Secondary store locations- to promote impulse purchases
 - Snack Foods
 - Checkout and other impulse areas (e.g. shippers)

Flash 5 had previously been distributing through their online e-commerce site. However, this distribution channel is currently under review and is therefore unavailable for public use.

Promotion

Most of Flash 5's previous promotional efforts centered on "grassroots" event sponsorship aimed at targeting athletes and health conscious individuals as well as some limited print and radio advertising in the lower mainland (see Appendix A for previous promotional activities).

Throughout these events, three different slogans were used to promote the product:

- "Fuel for Champions"
- "Big Energy Big Taste"
- "Trust the Thrust"

The use of multiple slogans has resulted in no one slogan that identifies the brand. This makes consistency across promotions and consumer recognition for the brand difficult.

Flash 5 also sponsors or is affiliated with:

- Trans Rockies Challenge – primary sponsor
- SORCE – Surrey Off Road Cycling Enthusiasts
 - Flash 5 sponsors this local club
- Informal athlete sponsorships where athletes receive:
 - \$50 cash
 - T-shirt
 - Water bottle
- Outdoor Adventure Show in Vancouver (participant)

With the exception of the Trans Rockies Challenge, for which the trail bars were developed, there has been little distinction in terms of how the classic bars and trail bars have been promoted.

Previous promotional efforts have not focused on consumer information capture or database development due to lack of time and resources.

In terms of website marketing and promotion, Flash 5’s website layout and the use of graphics have not been changed since its launch on April 1, 1999. The vote/poll feature has been absent since Nov 20, 2002.

In an online search of popular search engine, the Flash 5 website ranks relatively high in the list based on a search for “energy bar.” Table 1 shows the ranking obtained from some popular search engines (Note: These search engines were chosen because they do not share search results.)

**Table 1: Ranking report for www.flash-5.com
As of February 26, 2004**

Search Engines	Ranking	Competitors who receive better ranking
Google	1	None
AllTheWeb	7 (1 st page)	ClifBar, PowerBar
Overture	Not in first 100	ClifBar, PowerBar
LookSmart	23 (2 nd page)	Balance, Luna, AdvantEdge

Flash 5’s web address (URL) is also listed in highly relevant association directories and websites including:

- Open Directory – Business: Food and Related Products: Energy Bars
- Delta Half Marathon
- Iron Lung Trail Series
- Energy Bars Information at Business.com
- Outdoors-411 Energy Bar for Camping and Backpacking

Consumer Analysis

Analysis of the consumer market is based on primary research conducted in the Greater Vancouver area by the Bureau of Broadcast Measurement (BBM) (Appendix B) and independent research conducted by ReVive Communications (Appendix C).

Demographic Characteristics

More than 53% of adults in the target group consume energy bars or granola bars on a weekly basis. Men and women show no significant difference in terms of consumption of energy bars. However, there is a skew towards women (69%) when the group is expanded to include those adults who consume health foods and/or have been on a diet in the past year.

They are financially secure and busy.

- 60% earn annual household incomes in excess of \$50,000
- 63% work 30+ hours per week
- 74% have some form of post-secondary education
- 20% are “professionals”
- 67% are homeowners
- 60% own two or more vehicles, likely a sedan (25%) and an SUV (15%)

They are also actively involved in investment with 65% contributing to RRSP's and 51% to mutual funds each year. Annual income does not, however, have an impact on energy bar consumption.

They are a socially aware group of adults, with approximately 50% claiming to be concerned about the environment. 57% voted in the last federal election and 63% voted in the last provincial election, indicating a social conscience and active interest in their community.

Most people who consume energy bars are not under 25 years old. Only 30% of individuals between the ages of 12 and 24 eat energy bars on a regular basis.

Energy bar consumers do not drink diet soda (63%) and they do not drink alcoholic beverages on a regular basis. In an average week:

- 62% do not drink beer
- 49% do not drink wine
- 88% do not drink cider

While they are health conscious and active, they are not semi-competitive or competitive athletes. Only 15% were involved in an individual or team sports team in the past year.

They are not big gamblers. 43% have spent nothing on the lottery in the past month and 57% have spent less than \$5.00.

Media Habits

Energy bar consumers are heavy media users, with 88% of the group being exposed to radio or television on a daily basis. This is no different than the majority of consumers, however, 86% of this group have cable television in their homes, as compared to the national average of 81%. 64% are classed as medium to heavy TV watchers.

They are web savvy:

- 88% have a computer at home
- 84% have Internet access at home
- 60% are online on a daily basis
- 28% spend 1-5 hours per week on the internet at home

They read local and community newspapers:

- 50% read the newspaper on a daily basis
- 24% read the newspaper five times per week

They listen to the radio:

- 37.5% are classed as “heavy” radio listeners
- 75% listen to the radio five days a week

Consumer Behaviour

Energy bar consumers are supportive of loyalty programs. The majority belongs to one or more of the following loyalty programs:

- AirMiles – 62.2%
- HBC Rewards/Club Z – 54.6%
- Shoppers Optimum Card – 23.2%
- Other Loyalty Cards – 34.8%

They are buying for a household, most spending \$100+ per week at the grocery store (63%). This is also where a significant portion buys their energy bars (30%). They also purchase energy bars and other products at health food and nutritional specialty stores (21%). As they are health conscious, typical products include bottled water (56.5% consume at least one bottle per day) and vitamin/mineral supplements (63%).

They are Starbucks consumers (58% have been in the past 6 months).

Recreational Activities

They are active and most enjoy working out on a regular basis (61%). Nearly 50% of them also go running or jogging on a regular basis.

They enjoy going out to community events:

- 37% have been to the ballet or symphony in the past year
- 28% have been to the art gallery in the past year
- 29% have been to a professional sporting event in the past year

However, they do not go to the movies on a regular basis:

- 52% have not been in the past month

ReVive Research

When it comes to energy bars, women are more focused on taste while men are content to forego taste in exchange for higher protein content. Men are spending more time exercising and competing in athletic activities than women and are thus more concerned with energy and athletic benefits associated with protein content.

In terms of energy bar preferences, men and women differ in a number of areas. In a survey conducted by ReVive Communications the following brand preferences were observed:

- Most popular brands among males:
 - PowerBar
 - Clifbar
 - AdvantEdge
- Most popular brands among females
 - PowerBar
 - Luna
 - Balance

When tested in a focus group, a blind taste test resulted in participants claiming that Flash 5 traditional energy bar was better tasting than the competitors. 25% of both males and females claim that taste is the most important thing to consider when purchasing an energy bar (with a slight female skew).

Interestingly, both males and females stated price as being the least important factor in the purchase decision. However, when asked 22% of males and females indicated that lower price would be the most likely incentive for them to try a new brand, followed by higher protein content (21%) and taste (15%).

Whatever the brand preference, what is clear is that both men and women suffer flavour fatigue and grow tired of brands and flavours quickly unless new additions or changes are made.

The Canadian Consumer

When considering which foods to purchase Canadians think a number of factors are important. Canadians rank taste as the most important factor in food purchase decisions, with nutrition and health aspects ranking a close 2nd (Table 2)

Table 2: Factors Involved in Food Purchase Decisions

Factor	% of Respondents Who Consider Important
Taste	93%
Nutrition and health	89%
Ease of preparation	68%
Preparation time	66%
Price	62%
Weight control	55%

Canadians make use of coupons

- Percentage of consumers who clip and save coupons varies very little by age group
- 82% of consumers who attended graduate school use cents-off coupons
- Consumers with household incomes below \$40,000 per year are more likely to use coupons than those with household incomes above \$40,000
- Internet coupons
 - Distribution grew 111% in 2002
 - Average face value of \$0.97
 - 4.8month average expiration period
 - Consumers increased their use of Internet coupons by 476% in 2002

Research Summary

Primary Research

Quantitative Research:

- Age group of 20 – 30 years old consumes more energy bars on average than any other age group
- Gender plays no role in the decision to purchase and/or consume energy bar
- While males are exercising more than females each week on average, this does not have an effect on consumption and females are consuming as many energy bars as males
- Gender does play a role in the preferred brands that are purchased by energy bar users
- Males appear to prefer bars that are higher in protein content (PowerBar, Clifbar) while females prefer bars that are intended to accompany diets (i.e. – Slimfast bar) or are specifically designed for women (Clif Luna)
- Both men and women would likely buy a new brand of energy bar if that brand were priced lower than their current brand
- If price change is not an option, it is likely that improvements in taste would attract both males and females

Focus Group:

- Respondents were concerned with the natural ingredients in the energy bars they consume
- Majority indicated that taste is not the most important factor and that it may be overlooked as long as the desired contents are present
- Majority proposed \$3.00 per bar to be a reasonable price to pay for a bar that provided the desired contents
- Majority found all flavours of Flash 5 to be not as filling as the other samples
- Majority indicated that they did not find any of the samples delicious but chose Flash 5 (traditional café mocha) as their favourite of the group

Advertising Evaluation:

- The majority of the respondents felt that the people featured in the ads appeared to be busy on the go people
- All of the respondents except one stated that, based on the ads, Flash 5 was an energy or protein bar
- The majority of respondents said that they first thing they looked at in the ads was the missing puzzle piece
- Most respondents stated that the last thing that they looked at was the information in the strip at the bottom of the ad

Secondary Research:

- Demand for products in the energy bar category continues to grow, increasing 24% nationally in the past year (16% in the West)
- 13% of Canadians do not have enough time to prepare proper meals and generally eat in a hurry
- Canadians strive to maintain a healthy lifestyle
- The most popular activities among Canadians are walking, gardening, and biking (1st, 2nd, and 3rd respectively)
- The packaged goods industry has gone online, using the Internet to promote and sell their product

(See Appendix C for complete research study)

External Environment

Competitive Environment

The “Health Bar” product category is heavily saturated and is in the ends of the growth stage. This means that competition is fierce and the number of competitors in the market is high.

According to the “Market Share Reporter – 2003”, the “health bar” category can be broken up into 3 categories:

- Energy Bars
- Protein Bars
- Granola Bars

As is evident in the naming, these categories are based on nutritional makeup. For example, energy bars consist of those bars that are moderate in protein and carbohydrates, providing:

- 9% - 20% of daily value for protein
- 5% to 12% of daily value for carbohydrate

Flash 5 fits into the “energy bar” category and as such, competes directly with many of the top brands in the industry. Offerings in the other categories can be treated as indirect competitors all vying for their share of the broad industry.

A detailed evaluation of the competition and Flash 5’s relative position within the industry can be found in Appendix D.

The perceptual map below shows the relative position of Flash 5 in the competitive marketplace with respect to consumer “perceived taste” and target market “athleticism.” It is clear to see where the majority of competitors have positioned themselves and where the opportunities exist for Flash 5.

Perceptual Map: Energy Bars – Perceived Taste by Target Market athleticism



Business Environment

The “Health/Energy bar” industry has been and is currently experiencing significant growth despite the saturation of competition. Retail sales in the energy bar market in Canada increased 24% to \$22 million CDN in the 2002/2003 fiscal year. Based on this figure, 1% of market share in the Canadian energy bar market is equivalent to approximately \$220,000 in annual retail sales.

When expanded to include meal replacements and nutritional supplements, total sales exceeded \$160 million CDN in the same year (Table 3).

Table 3: Canadian Retail Sales for “Supplements”

Categories	Sales (in million \$)
Vitamins and minerals	\$220.6
Energy Bar/Meal replacement/nutritional supplement	\$162.2
Diet formulas	\$140.2
Herbal singles	\$124.6
Herbal formulas	\$73.8
Food supplements	\$48.0
Digestive aids and enzymes	\$28.5
Other	\$260.9

Demand for products in the energy bar category continues to grow, increasing 24% nationally in the past year (16% in the West) according to AC Nielson. This has translated to increased demand for retailer shelf space by competing companies that want to capitalize on this increasing demand.

Social/Cultural Environment

Canadian lifestyles have undergone dramatic changes over the past few years:

- 68% of Canadians say that they are short of time
- 13% say they do not have enough time to prepare proper meals and generally eat in a hurry

Despite facing a shortage of time, Canadians still strive to maintain a healthy lifestyle. A recent study from Health Canada ranked “maintaining personal health” as the most popular concern of Canadians regarding healthy living (Table 4).

Table 4 – Canadian Healthy Living Preferences

Healthy living categories	Percentage of Respondents
Maintain personal health	58%
Lose weight	22%
Accommodate needs of family members	10%
To prevent disease	8%
To look better	8%

In general Canadians have become more health conscious. Nine in ten Canadians say that they try to be health conscious when making decisions about what to eat, and 73% of Canadians claim to eat a well-balanced and healthy diet. However, despite the awareness of the benefits of a healthy lifestyle and their claims, Canadians are unhealthier today than ever. According to a recent health Canada study, 47% of Canadians are obese, up 17% from 1970. This has led to increased pressure from the government and social interest groups to begin promoting healthy living in the country in an attempt to shift the social framework of Canada to one of improved health.

Health/Recreation Environment

Canadians that are active enjoy a variety of activities. The most popular activities among Canadians are walking, gardening, and biking (1st, 2nd, and 3rd respectively).

Urban Canadians enjoy cycling. In Toronto, nearly 50% of the population over 15 years old claims to be a cyclist, even though 83% of them own cars and drive often (56%).

Recreational running/jogging has been increasing in popularity. Both men and women take part in regular runs. In 2002, More than 800,000 Canadians ran 100 days or more.

The most active age group in Canada is between the ages of 35 and 44 (see Appendix E for details). Men and women enjoy different activities:

- Women are more likely to have an interest in walking, exercise classes, and social dancing
- Men are more likely to enjoy tennis, fishing, swimming, bowling, golfing, skating and hockey

Diet Environment

Dieting trends in Canada have had a profound effect on the energy bar market and on the food industry in general. 27% of Canadians are currently dieting or trying to lose weight.

The growing popularity of low carbohydrate/high protein diets like the Atkins diet and the Zone diet has helped to reshape the consumer market:

- 78% of Canadians are aware that a low-carbohydrate diet can be part of a weight reduction plan
- Protein is currently the most important ingredient to consumers when shopping for health/energy bars
- Women tend to pick up bars that contain 20-30g of protein while men choose higher protein content products
- Restaurants like TGI Fridays and Subway now offer “Atkins-friendly” menus

There is controversy surrounding the long-term effects of these diets the result of which is important to the producers of these products and their competition. People on the diets praise the fast results of the diet while health experts claim that carbohydrates are important for healthy living. The result of this controversy is a relative instability in the energy bar industry. What is popular today may be gone tomorrow.

Because of their health benefits many people are also seeking products that contain natural ingredients. Some natural products and extracts that have been gaining a reputation as having a positive effect on health include:

- Ginkgo Biloba
 - Enhances mental acuity and performance
 - Helps with problems associated with aging (stroke, heart disease, deafness)
- Ginseng
 - Supports immune function
 - Triggers the adrenal gland
 - Used in athletics and fitness
- Leutein
 - Plays a role in maintaining the eyes, skin, and heart as well as the cervix and breasts in women
 - Has antioxidant properties
 - Is not produced in the human body and must be obtained from supplements or food
- Lycopene
 - Powerful antioxidant
 - May prevent prostate cancer and some other forms of cancer and heart disease
 - Is a carotenoid

- Echinacea
 - Has antiviral and anti-inflammatory properties
 - Used to treat the common cold
- Chamomile
 - Has healing, calming and anti-inflammatory properties
- Ginger
 - Enhances the effects of other natural ingredients
 - Contains vitamins A and C
 - Useful in preventing nausea
 - Stimulates the digestive system and prevents irritation of the intestinal walls

In recent years there has been an increase in the prominence of allergies in children. Many scientists attribute this to an increase in the number of toxins people's bodies are exposed to as well as children eating certain foods before their immune systems are fully developed. This increase creates new challenges for producers of health/energy bars.

The following list sites the most common food allergies which account for approximately 90% of cases:

- Peanuts
- Tree nuts (almonds, hazelnuts, cashews, walnuts)
- Soy
- Sesame seeds
- Wheat
- Milk, Eggs
- Fish
- Shellfish
- Sulfites

Media Environment

The primary change in the media environment that affects the energy bar industry is the abundance of packaged goods companies who are making use of websites and e-commerce to promote and sell their product. Table 5 illustrates this trend in the energy bar market.

Table 5: Launch dates of E-commerce among competitors in the Energy Bar Market

Competitors	Website Promotion	E-Commerce
PowerBar	April 8, 1997	Oct 13, 1999
Balance	April 12, 1997	Aug 15, 2000
EAS AdvantEdge	May 24, 2003	May 24, 2003
Clif Bar	Jan 9, 1998	Oct 2, 1999

Websites for these products have some common characteristics:

- The sites are interactive and build customer relationships
- They provide information on more than just the product
- They are extremely visually appealing
- All subsequent/supportive advertising directs traffic to the website



SWOT Analysis

Strengths

- *Flash 5 is made primarily with natural ingredients.* Flash 5 contains fructose, not sucrose (the “bad” sugar) or artificial additives, making it appealing to health-conscious consumers.
- *Flash 5 contains Lycopene and Leutein.* These compounds have received increasing publicity due to their powerful antioxidant characteristics and cancer-fighting potential.
- *The production facility utilizes state of the art production equipment.* If it is found that consumers do not like a certain ingredient in the bars, then the formulation of the bars can be changed rapidly.
- *Flash 5 is a nutritional supplement.* It is recognized by the government as a nutritional supplement which gives the product further credibility and makes the product GST exempt.
- *The product is competitively priced.* The pricing structure positions Flash 5 as a mid priced product which allows for the potential to appeal to both price sensitive and price insensitive consumers.
- *The box quantity is an acceptable size to induce trial.* Boxes contain only six bars, which helps to reduce consumer commitment and drive volume sales.
- *www.flash-5.com has high search engine rankings* – Flash 5’s web site appears as high as number 1 on a search for “energy bar” on Google, the most popular search engine
- *Flash 5 has an affiliate network.* Flash 5 made relevant affiliations with outdoor clubs and associations.
- *The coating on the traditional bars is made from real milk chocolate* – Most bars have artificial chocolate coatings; Flash 5 uses only real milk chocolate.

Weaknesses

- *Flash 5 currently has limited distribution.* The brand has limited distribution meaning it is not available to the consumer in as many retail locations as the primary competitors.
- *The product has low brand awareness.* Flash 5 has lower brand awareness (0.2%) than the primary competitors in the market who have established brand names.
- *Flash 5 is experiencing poor store placement.* Poor retailer shelf placement makes the product less visible to the consumer, therefore reducing sales.
- *Flash 5 does not have a narrowly defined target market.* Lack of a narrow target market has made it difficult to effectively position the brand within the product category.
- *There has been no accurate measurement and evaluation of previous campaigns.* Success and/or failure of previous promotional activities, such as print ad, radio ad, and event promotion were not measured effectively or accurately, making it difficult to evaluate their relative effectiveness in terms of brand awareness and sales.
- *The website lacks many attributes of a successful website.* Although the website ranks high in search engines, the content, interactivity, and overall “stickiness” of the site is poor, making it unattractive to consumers and ineffective in building loyalty

Opportunities

- *The energy bar market has been experiencing growth.* The popularity of energy bars in Canada has been increasing as Canadians are becoming busier and as a result, companies in the market have realized continued growth.
- *Canadians are becoming more health-conscious.* The current consumer is more health-oriented and more aware of the nutritional benefits of organic and natural foods.
- *Canadians are becoming more active.* Canadians, especially between the ages of 35-44, have become more physically active, creating opportunities for companies manufacturing and selling energy products.
- *Convenience, health and innovation products are increasing in popularity.* These three categories are the top product categories currently experiencing growth in Canada.
- *E-commerce has been increasing worldwide.* Increased use of the Internet has allowed companies to expand distribution not only nationally, but globally as well.

Threats

- *Trendy diets have been affecting consumer-shopping habits.* Diets like the Atkins and Zone diet have become extremely popular and resulted in a large number of people avoiding all foods with more than minimal carbohydrates.
- *Alternative energy supplements are increasing in popularity.* Digestibility of energy products has become an issue and has led to the advent of alternative forms of energy foods (i.e. – energy gels)
- *The energy bar market has become saturated.* The existence of a large number of energy bar companies dominating the market is making it increasingly difficult to gain product and/or brand recognition.
- *There is nutritional controversy surrounding energy bars.* There has been controversy among nutritionists concerning the safety and reliability of energy bars and this may have an adverse effect on the product category in the long-term.
- *Increasing numbers of companies are capitalizing on a growing market.* Established companies with well-known brand names and reputations are getting into the energy supplement market (ex – Snickers Marathon)
- *There has been intense globalization.* Competitors have undergone mergers and solidified stronger presence within their market.



Campaign Objectives

Marketing Objectives

1. Achieve 2.5% market share in the Canadian energy bar market within the first 12 months of the campaign
2. Sell 20,000 boxes of Flash 5 bars over a 12-week campaign
3. Obtain a positive return on investment immediately following the 12-week campaign
4. Build a database of 2,000 opt-in email addresses over the time of the campaign

Communication Objectives

1. Introduce and promote Flash 5 to six urban centers in the national consumer market
2. Reposition Flash 5 within the target market as the energy bar that provides the ideal energy balance for busy, health-conscious individuals
3. Promote trial of Flash 5 energy bars by the target consumer



Target Market

The target market for Flash 5 and for this campaign is the health-conscious individual with the following characteristics:

Characteristics	Detail
Gender	Male and Female
Age	25 – 44
HH Income	\$50K+
Lifestyle	Urban, active, outdoors, busy, always on the go, health conscious
Education	Some post-secondary
Recreational activities	Working out, jogging, likely to have been on a diet in the past year
Material possession	SUV, sedan, flat-screen television, homeowners

This market segment was determined to be the most likely to purchase Flash 5 bars, as they are very active and busy people that require additional energy to accomplish daily tasks. Through primary quantitative research, it was found that this group of consumers, particularly women in this age demographic, spends the most money on convenience products, such as energy bars. This segment is also health conscious, and looks for products with natural ingredients and high nutritional content.

The population of this segment of consumers is significant in each market Flash 5 plans to market its product. The following chart depicts total market population, as well as target audience population in these geographic areas.

	Total Population	Women 25-44	Men 25-44
Vancouver	1,986,965	330,795	316,135
Calgary	951,395	164,980	166,475
Edmonton	937,845	149,305	148,200
Winnipeg	671,274	101,450	100,320
Ottawa	774,072	127,645	124,015
Toronto	4,682,897	797,220	756,470
Total	10,004,448	1,671,395	1,611,615

The significant number of 25-44 year old women in each of these markets indicates that these will be viable locations to focus major marketing efforts. Research from BBM also indicates that the majority of energy bars are purchased by urban dwellers that participate in a multitude of various daily and recreational activities. Therefore, Flash 5 will execute its national campaign in six major city centres across Canada, over the course of a 12-week campaign, to induce trial and create awareness among its key target audience.



Strategic Plan

Positioning Strategy

To be the energy bar that provides the ideal energy balance for busy, health-conscious individuals. Simply put, Flash 5 is:

“Energy for real life”

Rationale: In response to heavy market saturation, Flash 5 will be positioned using an emotional approach. The idea will be to develop a relationship with the consumer by promoting Flash 5 as a bar that is ideal for the average, everyday person. Flash 5 can be a part of their daily lives, supplying them with the energy they need to get through their busy day.

Market Share Strategy

Steal market share away from Flash 5’s direct competitors in the “moderate protein and carbohydrate” segment of the energy bar category.

Rationale: Developing a brand image for Flash 5 that appeals to consumers on an emotional level will allow the brand to steal market share away from brands that consumers buy, but have no emotional connection with.

National Strategy

Promote Flash 5 in six major metropolitan areas across Canada.

Rationale: The majority of Flash 5 consumers live in urban markets and by promoting in these markets, this will provide the greatest potential to gain brand awareness and induce trial among the target group.

Spending Strategy

Make use of available budget resources to promote Flash 5 in six major urban centers across Canada.

Rationale: With a budget of \$50,000, promotion will be focused on urban centers in order to maximize the exposure to consumers and increase brand awareness.

Target Market Strategy

Promote to both men and women in the target market with an emphasis on females.

Rationale: While the target market consists of males and females, females remain the primary purchasers in the household. Because of this, promotional tactics will have a female skew.

Promotions and Events Strategy

Focus on point of purchase sales promotion and advertising in conjunction with online advertising.

Rationale: The new Flash 5 brand image will be promoted in-store to induce trial among consumers, generate sale and create excitement about the brand.

Advertising Message Strategy

Develop an advertising campaign to build awareness of the new Flash 5 brand image to the national consumer market.

Rationale: The energy bar market is saturated and thus products must differentiate themselves based on image and raise awareness of that image while establishing an emotional relationship with the consumer.

Advertising Media Strategy

Advertise in a quick three-month burst, focusing on point of purchase to introduce the new Flash 5 brand image to the target market and support sales promotion efforts.

Rationale: Because of budget constraints, extensive advertising will not be feasible. Instead, advertising will be used to promote the Flash 5 brand image and create in-store top-of-mind awareness.

Market Research/Testing

Evaluate the current marketing environment in the product category and identify consumer trends in the energy bar market.

Rationale: Primary research will be utilized to evaluate consumer preferences in the energy bar category and compare Flash 5 to some leading competitors in terms of taste and perceived quality.



Sales Promotion Plan

Objectives

- Sell 20,000 boxes of Flash 5 energy bars during the 12-week campaign
- Create excitement around the Flash 5 brand
- Drive traffic to the web site
- Capture 2,000 e-newsletter subscriptions

Tactical Execution

Sampling

A two-week national sampling campaign will run at the launch of the campaign and run for the first two weeks (March 29- April 12). Sampling will be conducted in the following cities across Canada:

1. Vancouver
2. Edmonton
3. Calgary
4. Winnipeg
5. Toronto
6. Ottawa

The sampling will be conducted outside of grocery stores in the six cities for eight days throughout the two-week flight. Grocery stores allow for a potential 100% penetration of the target market as the majority of them visit the grocery store as many as three times per week. A total of 60 grocery stores will be used as sampling locations, individually chosen based on:

- Consumer traffic
- Retailer support of sampling initiative

Sampling teams will be outside the store location since the majority of grocery chains do not allow small companies to sample in-store. Sampling will require the permission of individual store managers, plus a fee (estimated at \$175 per day) paid to them for the use of their location. This cost estimate is based on previous costs paid by Flash 5 during sampling campaigns in the past.

The sampling booths will consist of a backdrop consistent with the advertising creative message, a table to display and dispense samples, and a tent to ensure that sampling is not hindered by rain (Appendix K).

Sample portions will be approximately ¼ of a Flash 5 bar. The size will allow for a sample of the product that the consumer will consume immediately. Complete bars will not be given out because there is the potential for the consumer to carry the sample away from point-of-purchase without consuming, thereby reducing the chance that they will purchase the product immediately.

The average sample distribution rate is estimated at one sample distributed every three minutes for each eight-hour sampling day, resulting in approximately 100 samples being distributed per day per location.

Based on the known effects of sampling on consumer behaviour, the estimated consumer conversion is calculated as follows:

Samples distributed per store per day = 100
Total number of stores sampled = 60
Total number of samples distributed = 60*100 = 6,000
Estimated conversion rate = 10%
Total boxes of Flash 5 purchased as a result of sampling = 600
Boxes purchased per day per store = 10

Benefits

Short-term benefits of point-of-purchase sampling are:

- Increased consumer awareness of Flash 5
- Increase in sales through trial purchase (increased by coupling with couponing)
- Demonstration of product benefits to potential consumers

Long-term benefits of sampling include:

- Building long-term Flash 5 brand value in the minds of the consumer

Couponing

In-store cents-off coupons will be implemented at the start of the campaign to coordinate with the on-site sampling program. The face value of the coupon will be \$1.00 off a box of Flash 5 bars (six per box). This is equivalent to a 10% discount on volume purchase. The coupons will be distributed in 60 grocery stores in the six cities used in the sampling campaign (listed above).

The coupon format will be a one-fold, two-sided card produced in full colour. The bottom portion will be a tear-off coupon and the top will contain product benefit information as well as promotional information relating to the concurrent online sweepstakes (discussed below).

Couponing will consist of two 3-week flights, with the first occurring in the first three weeks of the campaign (March 29- April 19) and the other occurring in the last three weeks (May 31-June 20). The purpose of the flying pattern is to stimulate trial purchase in the first flight, allow a six week period for further purchases at regular price, and then reintroduce the

coupon to promote trial among consumers missed and/or not convinced by the first effort. The break in couponing will allow for profit loss associated with coupon redemption to be minimized. All coupons will expire on June 20, 2004 (the final day of the campaign).

In addition to distribution via sampling booths, coupons will be delivered via “take-one” displays placed and ordered through News Canada Marketing. Estimated costs of delivery are based on weekly rates obtained from their website for national coupon campaigns.

Total desired valid redemption for the campaign is 12,000 coupons. It is estimated that redemption between the two coupon flights will not be equal. Sampling in the first two weeks of the first flight of couponing (discussed above) will have a positive effect on redemption rate. To account for this effect, redemption is estimated as follows:

- Flight 1 – 6,900 coupons redeemed
- Flight 2 – 5,100 coupons redeemed

These estimates are based on a 35% lift associated with the sampling campaign in the first flight (see Appendix L).

Benefits

Short-term benefits of couponing include:

- Generating trial purchases from non-users of the product (effectiveness increased with sampling)
- Gaining from slippage associated with sales without coupon redemption
- Reward loyal consumers with a price discount
- Promotes volume purchases among loyal consumers
- Makes Flash 5 physically “stand out” on the shelf (see Appendix F)

Long-term benefits of couponing include:

- Increased retention of loyal customers
- Increased number of loyal customers obtained through trial purchase

Measurability

Coupons will be coded for tracking purposes. Coupons will be coded differently based on:

- Where in the store the coupon was received (sample booth, POP display, on-shelf)
- When the coupon was received (flight 1 and 2)
- What city the coupon was redeemed in

This will allow for evaluation of the effectiveness of the coupon campaign and determination of the most effective technique for increasing redemption.

“You Fit Here” Online Sweepstakes

Beginning on March 29th, an online sweepstakes will begin and run for the duration of the 12-week campaign. The goals of the sweepstakes include:

1. Create excitement about the Flash 5 brand
2. Drive traffic to the newly improved website (www.flash-5.com)
3. Attract 2,000 entrants into the sweepstakes

With the launch of the new online face of Flash 5, the “You fit here” sweepstakes will be an ideal way to drive traffic to the improved site and promote the new look. The sweepstakes will be an online, random draw and will be promoted through a stick-on label placed on boxes of Flash 5 bars (see Appendix G) and on the coupon outlined above (Appendix F). Interested customers will be required to visit the Flash 5 website and enter online for a chance to win the grand prize. At this time, they will also be given the opportunity to opt-in to the “News Flash” newsletter.

The grand prize will consist of a 4-day and 3-night getaway for two at the Banff Springs resort in Banff Alberta. The trip will include airfare from anywhere in Canada aboard Westjet, three night’s accommodation at the Banff Springs Resort, a round of golf for two, and a day-spa package for two. The winner will cover all other expenses. The total cost of the prize is \$2,200.

In addition to the grand prize, smaller prizes will be awarded to randomly drawn contestants on a weekly basis for the duration of the campaign. Prizes will include:

- Flash 5 specialty advertising products (t-shirts, water bottles, etc)
- Free Flash 5 product

Sweepstakes winners will be contacted via email and the prize will be mailed to them via express post. The reduction in cost associated with email notification (as opposed to telephone and/or mail) will allow funds to be allocated to the mailing of the prizes.

Residents of Quebec will not be eligible to win and no sweepstakes advertisements will appear in this province. This will allow Flash 5 to avoid the costs associated with government regulations present in Quebec that greatly increase the costs of running sweepstakes.

Benefits

Short-term benefits of the sweepstakes include:

- Creating excitement about the Flash 5 brand
- Promoting in-store top-of-mind awareness during the 12 week campaign

Long-term benefits of the sweepstakes include:

- Relationships built with new and existing customers through distribution of prizes
- Beginnings of a consumer opt-in email list as a result of newsletter subscription
- Creating goodwill towards the Flash 5 company and brand

Measurability

Because the sweepstakes is on online, the results of the tactic will be easily measured in terms of the number of entrants. Entrants will be required to indicate where they heard about the sweepstakes to determine the most effective communication point driving consumers to the website.

The number of sweepstakes entries is estimated at 10% of boxes sold during the 12-week campaign. This is a conservative estimate and could prove to be higher. Based on predicted sales of 24,600, sweepstakes entries are estimated to be 2,460 (excluding entries through linking in and word of mouth).

POP Displays/Shippers

Point-of-purchase display units will be distributed to the 60 stores promoted in the campaign to support sales promotion efforts. Sixty metal displays will be placed in grocery stores for two 3-week flights. The details are as follows:

1. Flight #1: Week 1 – week 3
2. Flight #2: Week 9 – week 11

The alternating flights are necessary because retailers are reluctant to allow displays to remain on the floor for periods of longer than three weeks as most become run-down after extended periods. The displays to be used are constructed of metal and will thus have a longer life than cardboard displays. However, they will still be taken down to promote good relations with retailers.

Creative unique to the campaign will have to be produced for each of the 60 displays used. The displays will be placed in high traffic areas of the store (dependant on negotiation with individual store managers) to promote Flash 5 in the store and increase the visibility of the product to the consumer. The placement away from the regular shelf will help to increase coupon redemption and stimulate product sales while the displays are in place in the store. In addition, the displays will aid in promoting the online sweepstakes, thereby generating excitement about the brand.

Benefits

Benefits of the displays are primarily short-term and include:

- Increased visibility of the product in store
- Support for other promotional activities (sampling, shopping cart advertising)
- Increased coupon redemption associated with increased visibility
- Increased impulse purchases of bars and boxes
- Increased merchandising space

Tactics considered but not chosen

Cause Marketing

Cause marketing was considered but rejected for the following reasons:

- In order to be effective, the cause must be chosen carefully so as not to look self-serving
- Cause marketing requires long-term commitment and a corporate mission to be successful and may not generate immediate ROI
- Cause marketing is difficult to get out of if things do not go as planned

Continuity Programs

Continuity programs were rejected for the following reasons:

- False loyalty - consumers may be loyal to the Flash 5 brand as long as the continuity program is running, but when the program is over, the loyalty may disappear
- A continuity program would be extremely expensive to set up and maintain

Price Discounts

Price discounts were rejected for the following reasons:

- Price-offs generally need to be at least 15-20% of full price to be effective
- Retailers could demand extra fees for their support
- There is no potential for slippage with price-offs



Public Relations Plan

Objectives

- Promote brand image
- Promote the launch of the new website
- Drive traffic to the web site
- Build a database of 2,000 email addresses
- Develop a relationship with the consumer

Tactical Execution

The Website

The original Flash 5 site was launched April 1, 1999, soon after on October 1, 1999 the E commerce portion was added. However, since this time no major changes have been made to the site. For this reason a new website will be launched at the same time as the start of the campaign. The new site is designed to meet a number of criteria:

- The website needs to be easy for customers and other stakeholders to navigate in order to increase usability and website stickiness
- Incorporate abundant relevant keywords in order to improve search engine rankings and increase website traffic
- Increase the interactivity of the site in order to improve the sites stickiness and foster relationships with customers.
- Improve the visual appeal of the website to increase the company credibility and effectively promote the Flash 5 brand image in order to increase awareness
- Ensure content is relevant, up to date and informative in order to attract strategic partnerships, increase link popularity and appeal to customer needs

In order to meet these criteria changes were made to the existing website content and many new features were added including:

- An online newsletter
- Customer information capture form
- Frequently Asked Questions
- News
- Media Relations
- Customer Testimonials
- About Us Section
- Website map
- Refer to friends option
- Privacy Policy

See appendix J for screen shots of the new website layout

“News Flash” e-newsletter

The Flash 5 subscription newsletter, titled the “News Flash,” will run its first issue on day one of the campaign (see Appendix H for layout). The newsletter will be a free subscription service offered to any interested consumers and/or visitors to the website. The service will be an opt-in service and will form the foundation for potential future permission-based online promotional campaigns.

Subscription to the newsletter will initially be promoted as part of entering the sweepstakes. Entrants will be asked to opt-in for both the newsletter subscription and future offers from Flash 5 regarding future promotional activities (Note: Entrants that opt-in early will be open to receiving information about the 2nd flight of couponing at the end of the campaign). Subscribers will also be prompted to forward the newsletter on to a friend as part of a “viral marketing” initiative. They will be offered an extra entry into the sweepstakes for doing so.

As a public relations tool, the newsletter will seek to build a relationship with all of Flash 5’s external publics including:

- Consumers
- Website visitors
- Other stakeholders

The “News Flash” will be a monthly e-newsletter, providing the subscriber with new and relevant content in each issue. Topics will include:

- Health tips
- Nutrition news and facts
- Upcoming events that might be of interest
- Upcoming Flash 5 promotions

Benefits

Short-term benefits of the newsletter will include:

- Initiation of one-to-one communication with consumers and website visitors
- The beginnings of a consumer database

The long-term benefits of the newsletter include:

- Long-lasting relationships with consumers
- An opt-in email list for future online promotional campaigns
- Viral marketing through “sign-up a friend” option

Measurability

Newsletter subscriptions will initially be correlated with sweepstakes entries. An opt-in rate of 79% is estimated for the “News Flash” newsletter. This is based on figures provided by Forge Marketing in Vancouver. Based on this figure and the estimated number of boxes sold during the campaign, newsletter opt-ins is calculated as follows:

Total sweepstakes entries = 2,460 (as per Sales promotion plan)

Total newsletter opt-in = $(0.79) (2,460) = 1,943$

This figure is excluding the potential effect of the viral “sign-up a friend” option, which is expected to elevate the number as high as 2,200 opt-in subscriptions.

Press Releases

As Flash-5 is focusing a considerable amount of effort on launching the new website to encourage sweepstakes entries, it is fitting that they inform the public about these improvements. The current website offers very few interactive features to encourage users to visit more often, as the content is static and rather general.

A press release outlining the website changes, as well as informing the public about the “You Fit Here” sweepstakes will be sent to daily and community newspapers in the Lower Mainland only (Appendix I). This is due to the need to develop a loyal customer base within this area, and the fact that Flash-5 can take advantage of their local market’s support.



Creative Concept

Theme

The theme of the campaign is Flash 5 can fit into any part of your life. This reflects the key consumer insight:

“Busy health conscious consumers are looking for a quick source of energy to help them get through their day.”

The campaign is centred on the idea that no matter where you are going in your busy life, Flash 5 can provide you with the energy you need to get there. Because Flash 5’s product composition is best suited to the lifestyle of “average” people, rather than hard-core athletes or couch potatoes, the theme of the campaign reflects the target market. It mirrors their busy lifestyle and seeks to introduce them to a solution for a healthy source of energy to help them get through their day.

The headline used throughout the campaign is “Flash 5 fits here”, meaning that no matter what you are doing, Flash 5 can easily be taken with you and provide you with the convenient energy you need. Hence, the key message of this campaign is that Flash 5 can fit into any daily situation that average people face, in order to supply them with the energy they need.

Flash 5’s slogan has been derived from the overall message of the campaign and the characteristics of the target market. These two elements have been pulled together to create Flash 5’s slogan, which will appear consistently on all communication materials. The slogan “Energy for Real Life” combines these two points and communicates the fact that Flash 5 provides energy for the average person’s real life. It is not saying it will make them a superstar athlete, just that it can provide them with fuel to conquer whatever life throws their way.

This slogan is designed to be simplistic in the hope that it will be memorable and achieve the communication objective of increasing brand awareness. Furthermore, use of the word “real” ties into the company’s packaging. Flash 5 already promotes its use of real fruit, real grains and great taste.

Elements of the Communication Materials

In order to integrate the campaign and create the greatest impression on the consumer, the same visual theme will be used across all communication materials along with the slogan “Energy for Real Life” and the headline “Flash 5 Fits Here”. The visual theme centres on the theme that Flash 5 is the missing piece of the consumers’ busy life. In each ad, a portion of the picture is removed in the shape of a puzzle piece and the headline, “Flash 5 fits here” is inserted into the empty space of the missing piece. Rather than using the words “Flash 5”, a product shot of the bar is used so that consumers see what the product looks like.

Throughout the advertising pieces, Arial black font is used to remain consistent with the font used in the Flash 5 logo, as well as to create a clean appearance. The use of this font also communicates forward thinking and gives the ads a contemporary appearance. While many elements of the promotional materials remain the same, some changes do occur.

Shopping Cart Advertisements

Ads were designed to meet the following specifications set out by News Marketing Canada:

- Bleed size: 10 ¼” * 8”
- Trim area: 10” * 7 ¾”
- Live Area: 9” * 6 ¾”
- Allow 1/8” of bleed on all sides
- Produce in 4 colour
- Live type area should be ½” in from trim area

The shopping cart ads are used to hit the consumer at point of purchase and therefore induce trial. For this reason, the photography chosen shows women (the primary purchaser) in situations related to the grocery store. Two variations of the shopping cart ads were created. The first features an extremely busy woman carrying a bag of groceries along with her daughter while talking on a cell phone (Appendix K). The picture reflects the target audience’s busy lifestyle but also relates to the activity of grocery shopping. The piece that was removed from the picture was a portion of the woman’s shopping bag. This is to create a meaning that is two fold; first that Flash 5 fits into your busy lifestyle and second that it fits into your shopping bag. The first meaning is broader and the second is more focused on influencing the customer at point of purchase. The first thing the consumer sees in the missing piece of the picture designed to capture their attention after which they look farther down the page for more information. Along the bottom of the ad runs a purple strip in which the slogan “Energy for Real Life” as well as the company URL and logo in the bottom right hand corner. The ad is laid out to first arouse curiosity and finally leave the consumer with the company name and website in their minds in the hopes that they will pick Flash 5 off of the shelf or visit the website for more information.

The second ad has the same layout as the first in terms of each element’s placement. However, in this ad the visual is a woman grocery shopping. She is selecting fresh food from the produce section and the missing piece of the photograph is a piece of her cart. Again, meaning is derived from her activities as well as the indication that Flash 5 fits into the consumer’s shopping cart. Furthermore, because she is in the fresh food section it also suggests that Flash 5 could also fit there based on its natural ingredients.

On the handle of the shopping cart there is the Flash 5 logo and once again the slogan “Energy for Real Life.” This is set on a background that is the same purple and yellow grid-like design as on the boxes, in order to tie-in the product packaging (Appendix K).

Shelftake-One Coupons

Shelftake-ones are designed to meet the following News Marketing Canada specifications:

- Standard brochure pocket size of 6 ¼”W * 2 ¼” H* 1 ¼”D
- Prepared in four colour
- Disclaimers must appear regarding availability of any promotional offers and must be at least 14 points high

Shelftake-ones were designed to promote the product on the shelf where consumers purchase the product. The shelftake-ones are in the form of a horizontal single fold brochure. Each panel of the piece was designed so that space was used effectively in order to encourage the consumer to read the whole brochure and capture the most information about the product. The Flash 5 logo and website address appear consistently on each part of the brochure (Appendix F).

The front of the brochure promotes the Flash 5 “You Fit Here” sweepstakes. The picture features the golf course winners will be visiting. A piece is taken out of the picture in the same way as in the shopping cart ads to create consistency, but instead of saying “Flash 5 Fits Here” it says “You Fit Here”. This integrates the pieces and also communicates the idea that the consumer would fit into the serene setting of the golf course. This gets them picturing themselves there, and as a result thinking about the brand. The piece is removed out of the right hand side of the picture and on the left hand side further information about entry details are explained.

On the reverse side is information about Flash 5 products, making the piece consumer franchise building. It details some of the product features and benefits and explains what makes Flash 5 unique. This section of the piece is on the purple and yellow background seen on the shopping cart handle. This background is used throughout the remainder of the piece to create consistency as well as recognition for the Flash 5 colours. On the right hand side is copy detailing many of the unique attributes of Flash 5 and its inherent consumer benefits. To the right are two pictures of people participating in real life activities once again chosen to reflect the target audience.

On the bottom half of the inside is a coupon redeemable for \$1.00 off a box of Flash 5 bars. In the top right had corner is the phrase “SAVE \$1.00” in large bold italicized font designed and positioned to get the readers attention. The copy explains the savings. On the left hand side of the coupon is a shot of the product both on its own and in the box so that the consumer knows what the product looks like. In the bottom left hand corner is the bar code and expiry date of the coupon. Because there is a lot of information and elements on this portion of the piece a border was put around the edge of the coupon to unify the various parts of the coupon.

The boilerplate on the reverse side lays out the redemption process for the retailer. Both sides of the coupon are on a faded background that features the same grid like design of the box to tie the product packaging into the coupon.

Emotional Appeal

Throughout the campaign, emotional appeal is created by positioning Flash 5 as sympathetic and reflective of the target market's lifestyle, yet the tone remains light hearted and uplifting. Because the communication materials are designed to be a reflection of the target market's lifestyle, it is hoped that they will be able to relate to the message that Flash 5 fits into their lives. Flash 5 energy bars are positioned as being helpful and a product that can easily give them the energy they need to get through their day.

Originality

What is unique about the communication materials used in this campaign is the puzzle theme. Visually, the missing pieces of the pictures attract attention and arouse curiosity as to what is missing from that space. This was a unique way to visually demonstrate the "Flash 5 Fits Here" concept and the idea that Flash 5 fits into real life.



Advertising and Media Plan

Strategic Media Objectives

After careful analysis of Flash 5’s current situation and SWOT analysis, Revive Communications Group has developed specific media objectives that will help them succeed with their marketing goals.

The following are the primary media objectives of this campaign:

- Introduce and establish the Flash 5 brand as a convenient, healthy and natural energy source for “real life”
- Increase brand awareness from 0.2% to 10% by the end of the 12-week campaign
- Increase market share from 0.2% to 2.5% within one year from launch date
- Influence in-store purchase decision- selling 20,000 boxes within 12-weeks
- Generate interest/entries of sweepstakes

Target Audience

Based on primary and secondary research conducted by Revive Communications Group, it has been established that Flash 5 has both a primary and a secondary target audience. The following is a profile of each of these target audiences.

Profile of Primary Target Audience:

Characteristics	Description
Gender	Women
Age	25-44
Annual Income	\$50,000 + annual household income
Occupation	Likely work outside the home, office job, work 30+ hours/week
Education	Educated – some post secondary or degree
Location	Live in the suburbs or urban centers, work in metropolitan area
Lifestyle	<ul style="list-style-type: none"> • Key purchasers-grocery shoppers/decision makers • Busy, likely married with children • Innovators • Health conscious
Activities	<ul style="list-style-type: none"> • Participate in recreational activities • Very busy, like social activities

Profile of Secondary Target Audience:

Characteristics	Description
Gender	Men
Age	25-44
Annual Income	\$50,000 + annual household income
Occupation	White collar workers, managers, work 30+ hours/week
Education	Educated – some post secondary or degree
Location	Live in metropolitan areas, surrounding neighbourhoods Work in major urban centers
Lifestyle	<ul style="list-style-type: none">• Busy, likely married with kids• Health conscious• Social, like participating in activities with friends and work colleagues
Activities	<ul style="list-style-type: none">• Participate in recreational activities• Very busy, like social activities

These market segments were determined to be the most likely to purchase Flash 5 bars, as they are very active and busy people that require additional energy to accomplish daily tasks. Primary quantitative research indicates that this group of consumers, particularly women, spends the most money on convenience products, such as energy bars. These segments are also health conscious, and look for products with natural ingredients and high nutritional content.

Where

Advertising will be concentrated in the cities of Vancouver, Calgary, Edmonton, Winnipeg, Ottawa, and Toronto; where product distribution, and sales support are available. Advertising will be targeted towards 60 major urban area grocery store outlets where Flash 5 distributes their products. Advertising will be focused solely in grocery stores, as research shows that 83% of adults shop at primarily grocery stores for their groceries, rather than convenience stores, discount merchandisers and drug stores. The highest return on investment will be realized from these locations due to less wastage.

Timing

Product launch is scheduled to run for 12 weeks from March 29-June 20, 2004. The campaign will be nation wide, focusing on six major metropolitan areas: Vancouver, Calgary, Edmonton, Winnipeg, Ottawa, and Toronto. Promotional activities will occur simultaneously throughout all selected cities.

Campaign launch dates were chosen for the spring/summer season in order to take advantage of the seasonal increase in energy bar sales. Research shows that there is an increase in energy bar sales in the spring and summer months. Launching at this time would allow Flash 5 to take advantage of this seasonal increase in sales.

Exposure Levels

To achieve the objectives of this campaign, very targeted and cost effective advertising media will need to be used in order to fully reach all six metropolitan areas. Significant reach and frequency will need to be established in order to have an impact on the target market.

Promotional Considerations

The retailers that stock Flash 5 will have to order enough bars to cover the campaign. Stock shortages during the campaign could be disastrous for the reputation of the company. If sales are expected to increase by 20,000 units within 12 weeks, then retailers should be encouraged to stock at least 20,000 more bars over this period to cover the increased demand and should be assured that the in-store advertising and promotional materials will help them sell the extra bars.

Flash 5 should also be prepared to meet the increased demand for the bars by increasing production and storing more supply of Flash 5 bars at their production plant. However, they should not overproduce since this is a perishable product that will go stale.

Creative Considerations

Because awareness of Flash 5 is low in the target cities, all creative needs to include a product or package shot to familiarize the consumer with the product. The convenience aspect of the bar should be stressed as well as the underlying theme that Flash 5 is “Energy for real life.” The advertisements should focus on balancing your busy life with a Flash 5 bar. The ads need to be able to increase brand awareness/recognition as well as influence purchasing decisions while the consumer is in-store. The creative on the POP displays must tell the consumer about the company’s online sweepstakes and create interest. Essentially, the advertisements need to indicate to the customer where they can obtain more information about Flash 5 energy bars: web address should be included in all creative in order to make it easy for the customer to contact Flash 5. The Flash 5 logo should be on all advertising in order to establish brand equity. Also a slogan that differentiates the product, as well as provides ease of recall should be used on all creative and throughout all messages. Since the main theme of the campaign is centered on “Energy for real life” and how Flash 5 “fits” into the consumers’ busy life, then this theme should be carried throughout all advertising media and copy.

Media Strategy

Mission: “Energy for Real Life”

The strategy is to employ media that will generate awareness and brand equity among the primary/secondary audiences during the time period of March 29-June 20, 2004.

The media used will be highly targeted in order to reach the target markets effectively and with low wastage. The media must also be market selective in order to properly reach all six major metropolitan areas set out in this plan (Vancouver, Calgary, Edmonton, Winnipeg, Ottawa, and Toronto).

The objective of this plan is to exploit all media that have the following capabilities:

- Provide high reach and frequency to the target audiences through in-store media
- Target selective-low wastage
- High impact on in-store purchase decision
- Increase awareness of brand

Media Recommendations/Rationale

Advertising will focus primarily on in-store ads, which will consist of:

- Shopping cart advertisements
- POP displays/In-store signage
- Coupons

This campaign will have a heavy focus on in-store promotions and signage due to a large number of the core target audience visiting grocery stores to do their shopping. The majorities of people who shop at grocery stores make upwards of \$50K+ household income per year, and are somewhat educated and busy. In the majority of households, women still do most of the grocery shopping; meaning that ads viewed in-store will have a slight female skew. Since Flash 5's target audience is slightly female skewed with all of the above characteristics, in-store ads will be highly targeted and effective.

This strong focus on in-store advertising is due to its ability to reach the consumer at point of purchase and ultimately affect their purchase decision. Research on consumer spending shows that 70% of purchase decisions are made at point-of-purchase. This is due to time constraints and budget considerations, as some shoppers will buy a product simply because it is on sale, or is flagged with a coupon. This is especially true with a small, convenience food product that relies on impulse purchases to move product.

A study conducted by Industry Resources Inc. found that shoppers spend an average of 47minutes in a grocery store every time they visit. 86% of these consumers make shopping lists, but only 28% buy strictly the items on the list. This leaves an opportunity to market convenience products in high traffic locations, in carts, and through coupons to induce trial by unlikely consumers.

Shopping Cart Ads

Shopping cart ads will be placed in a total of 60 grocery store locations across Canada that are within the six selected major metropolitan areas. Stores will include certain Save-on-foods, IGA, Sobey's, and Loblaws across Canada. Ten locations will be chosen per city depending on the number of shoppers and city population/demographics.

Cart ads will run during the first two weeks of the campaign (March 29-April 12, 2004). They will discontinue for three weeks and then continue again on the sixth week of the campaign (May 3-May 17, 2004). These ads have 67 weekly GRPs per store.

Shopping cart ads are an optimal medium for reaching the target market due to their many benefits. Research shows that shopping cart ads have the following advantages:

- Increase sales lift by **+12.5%**
- Average net impact on brand awareness: **+50 points**
- Pre-shopping brand awareness: **39%**
- Post- shopping brand awareness:**89%**
- Creates multiple impressions throughout each shopping trip
- Increases brand visibility or launches a new product with store-wide message delivery
- Attracts shoppers' attention and directs them to your aisle
- Cost effective:
 - High reach-83% of people shop primarily at grocery stores, maintaining nearly 100% penetration of communities
 - High frequency- most shoppers make trips to the grocery store 5-10 times per week, buying items as needed, rather than stocking up
- Reach/Frequency/CPM
 - Average weekly frequency: **1.8**
 - Adult reach: **37%**
 - Cost per thousand impressions: **\$1.85/week**

POP Displays/Signage

POP displays will be used for the first three weeks of the campaign starting March 29-April 19, 2004, and then continue again on the ninth week, May 24-June 7. These displays with their signage will have 150 GRPs per week, per store.

POP displays, with their attached signage, will effectively increase brand awareness and visibility among the core target market and ultimately affect their purchasing decision while they are in-store and susceptible to these messages.

POP displays will be suitable for this campaign due to their many strengths:

- Promotes brand awareness at point of purchase
- Differentiates Flash 5 from other energy bar brands
- Creates impulse purchases
- Ability to reach consumers who do not usually buy in particular product category
- Increases shelf space by relocating some of your product
- Attracts attention and peaks curiosity
- Signage on POP displays
 - Promotes awareness of brand
 - Promote sweepstakes
 - Create emotional connection with key target market

Take-one Coupons

Take-ones will be used in the initial stages of the campaign launch starting March 29-April 19, 2004. Couponing will be flighted to ensure optimal reach, and because couponing becomes tiresome in a very short period of time. Couponing will discontinue for six weeks and then continue again May 31-June 21, 2004. Take-one coupons will have 77 weekly GRP's per store.

Research shows that take-one coupons have the following benefits:

- Average sales lift :**+16.1%**
- Average net impact on brand awareness: **+52 points**
- Pre-shopping brand awareness: **34%**
- Post-shopping brand awareness: **86%**
- Influences brand choices, entices price sensitive shoppers and drives incremental sales
- Rewards shoppers immediately for trying or switching to your brand
- Generates maximum consumer interest and impact
- Delivers incentive at point-of-purchase
- Reach/Frequency/CPM
 - Total weekly household penetration: **7.7 million**
 - Adult reach: **43%**
 - Average weekly frequency: **1.8**
 - Cost per thousand impressions: **\$1.64/week**

Media Blocking Chart

Media Considered but Not Used

Television

Television is an excellent medium for reaching a select target audience with a combination of sight, sound, motion, and demonstration. Despite this, television was considered but not used for this campaign due to the following factors:

- High absolute cost for national coverage: production costs, advertising rates- unrealistic due to budget constraints
- Audience drop-offs for summer season- during Flash 5's campaign
- Long lead times for both booking and production of ad
- 52 week non-cancellable contracts are required for top priorities-severely limits availabilities for short-term advertisers
- Fragmentation problems which are associated with smaller audience sizes
- Stringent regulations enforced by the CRTC and FDA can severely limit advertising copy claims especially food products

Due to the above disadvantages, television does not suit this campaign's needs and therefore was not recommended.

Radio

Radio is a highly effective medium for reaching a specific target market, however it was not chosen for this campaign for the following reasons:

- High absolute cost to buy a significant level of GRPs in each of the six major metropolitan markets
- Flash 5 is a new brand, so it does not have an established brand that can be easily translated without a visual concept
- Significant advertising clutter due to increasing audience fragmentation
- Some major markets have limited availability

Magazines

Magazines are able to provide high visual quality and reproduction as well as potential to reach a large audience, making them an ideal candidate for new product launches. Despite these benefits, magazines were not chosen for this campaign. The reasons for this are as follows:

- High cost- production, creative, media buys
- Flexibility is limited due to long lead times for both space bookings and production (8-12 weeks)
- Not appropriate to achieve high frequency
- Doesn't target consumers at point of purchase

Community Newspapers

Although community newspapers provide high daily reach and mass coverage, they were considered but not chosen as a desired medium for this campaign for the following reasons:

- High absolute cost to achieve national coverage
- Poor print quality (varies greatly from one paper to the next)
- Difficult to create mood or generate emotion
- Slight male skew resulting in a smaller reach to women within the target market
- Color positions are limited and high in demand, must book early

Daily Newspapers

Daily newspapers provide high daily reach and broad coverage. Despite this, daily newspapers were considered but not chosen as a desired medium for the following reasons:

- High absolute cost- production, media buys
- Poor ad copy reproduction
- National daily newspaper coverage is too expensive to gain high reach and frequency
- Column sizes vary from paper to paper possibly leading to increases in production costs
- Slight male skew resulting in a smaller reach to women within the target market
- Little targeting- difficult to accommodate selective market targeting

Out of Home Media

Although outdoor media is great at building awareness and interest, OOH media was considered, but not chosen for this campaign because of the following reasons:

- Expensive to execute national coverage
- Limiting- short copy, single static image
- Long lead times for space, production and cancellation
- Non-targeted- difficult to selectively target audiences=wastage
- High production costs- creative, production, media buys

Transit Shelter Advertising

Transit ads were considered but not chosen for this campaign due to the following reasons:

- Won't deliver message to core audience (tends to target lower income, less educated)
- Significant defacing and vandalism
- High production costs
- Long lead times
- Does not allow for long copy to describe the brand and benefits

Interior Bus/Skytrain Advertising

Interior bus/skytrain advertising was considered but not used for this campaign because:

- Message would not reach the correct audience (lower income, less educated)
- Does not allow for long copy to describe the brand and benefits
- Transit riders skew young and female, with lower education- outside of target market

Exterior bus Advertising

Exterior bus ads would be highly affective in reaching Flash 5's target market since they are mobile; driving through all areas of the city, urban and suburban. They would also "catch" drivers on their way to and from work. Despite these benefits, exterior bus ads were considered for this campaign, but not chosen because:

- High absolute cost- creative, production, media buys
- Does not allow for long and detailed copy
- Tend to get dirty often

Alternative Media- Washroom ads

Washroom advertising was considered but not used for this campaign for the following reasons:

- High absolute cost- production, space
- Tends to target a younger more "hip" audience than Flash 5's target market (campus and bar washrooms)
- Defacing and theft

Campaign Timeline



Campaign Budget

Agency: Revive Communications

Campaign duration: Mar 29/04 - June 20/04

Campaign budget: \$50,000

Sales Promotion

Coupons

desired coupon redemption	12,000
Total coupons redeemed (including misredemption)	12,903
Total coupons required for distribution	129,032

Redemption Costs

Face value redemption	\$12,903	
Retailer redemption	\$1,290	
Handling cost	\$387	
Total Redemption costs		\$14,581

Other Costs

production costs (\$.02/coupon)	\$2,581	
"Take Ones" cost per store/3 week program	\$39	
number of 3 week programs	2	
"Take one" cost	\$4,680	
Total other costs		\$7,261

Unit costs and rates

Face value	\$1.00	
Wholesale price of box	\$7.86	
cost per box	\$5.40	
Redemption rate	10%	
Misredemption rate	7%	
retailer redemption fee	10%	
handling house fee (per coupon)	\$0.03	

Total coupon Cost **\$21,841**

On-site Sampling

Total sampling days (over 2 week period)	8
Number of sample cities	6
Total number of stores visited (nationwide)	60

Retailer Costs

Retailer daily fee (per store)	\$175	
Total Retailer fees		\$10,500

Product costs

Cost per bar	\$0.90	
Samples distributed per day per store	100	
Total samples distributed (1 bar = 4 samples)	6,000	
Total Product costs		\$1,350

Display booth cost (12 @ \$300 ea) **\$3,600**

Total sampling cost **\$15,450**

"You fit here" Sweepstakes Budget

Bamff Springs Getaway

Airfare (2 tickets)	\$1,000	
Hotel cost	\$800	
Golf	\$200	
Spa package	\$200	
Additional prizes	\$1,000	
Sweepstakes on-pack "stickers" (\$0.03ea)	\$750	

Total Sweepstakes cost **\$3,950**

Total Sales Promotion Costs **\$41,241**

Advertising

Shopping Cart Advertising

shopping cart rate (per 2 wk program)	\$57	
number of stores used	60	
number of 2 week programs	<u>2</u>	
Cost per 2 week program	\$3,420	
Production costs	<u>\$1,000</u>	
Total Shopping cart cost		\$7,840

In-Store Signage

Number of POP displays	60	
production cost/display	<u>\$40</u>	
Total signage costs		\$2,400

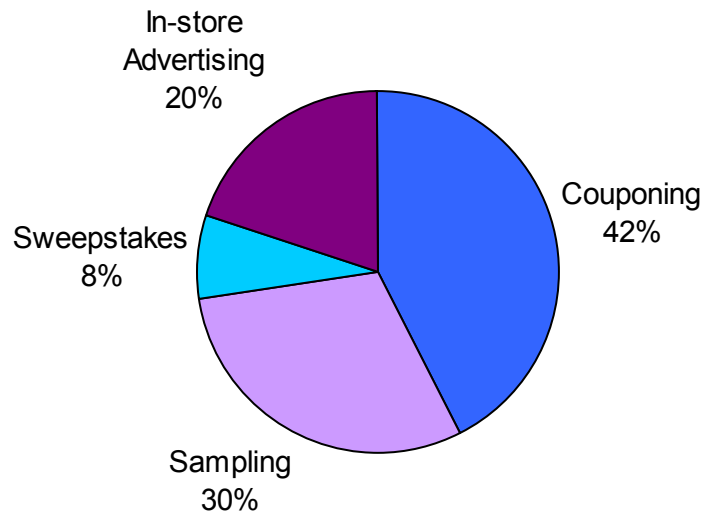
Online Advertising

Website upgrade/newsletter addition	\$0	
Total Advertising Costs		\$10,240

Total Promotional Cost **\$51,481**

The following figure illustrates the distribution of the budget between the various tactics incorporated .

Figure 1: Budget Breakdown by Communications Tactic as a Percentage of the Total budget



Campaign Results

Revenue		
Sales Revenue from Couponing/Sampling		\$94,320.00
Sales Revenue between coupon flights		
Total days	42	
Estimated box sales per day per store post-couponing	5	
number of stores considered	60	
Total estimated box sales (8 week period)	12,600	
Total Revenue		99,036
Total Revenue		\$193,356
 Expenses		
Cost of Goods Sold		
Total boxes sold	24,600	
Cost per box	\$5.40	
Cost of Goods Sold		\$132,840
Total Expenses		\$132,840
Gross profit		\$60,516
Less: Total Promotional Cost		\$51,481
 Net profit (from 12 week campaign)		 \$9,035
 Total Estimated ROI after 12 week campaign		 18%

Long-term Forecast

Forecasted revenue for 12 month period	\$580,068
 Forecasted market share after 12 month period	 2.64%
 Forecasted profit for 12 month period	 \$145,196
 Forecasted ROI after 12 month period	 282%

Break-even analysis

Total cost	\$184,321
Wholesale price per box	\$7.86
 Break-even point where Revenue = Cost (in boxes sold)	 23,451

(Note: See Appendix L for full Calculations and Budget Rationale)



Campaign Evaluation and Recommendations

Evaluation and testing consists of qualitative creative pre-testing (conducted pre-launch) and quantitative post-testing, in which the campaign results will be measured against pre-stated marketing and communication objectives. As the focus of the campaign is on sales promotion, overall success will be measured primarily in terms of sales generated as a result of the promotional efforts. These sales results will be compared against pre-stated objectives to determine the overall effectiveness of the campaign.

Based on the results of the creative pre-testing (Appendix C), the creative was deemed appropriate for the chosen contact points and capable of delivering the desired message effectively to the target market.

Sales promotion results can easily be measured as the campaign progresses, through redemption rates of coupons, website hits, and sweepstakes entries. Measuring the overall effectiveness in terms of sales will be just as simple. Based on the marketing objective of 20,000 boxes sold over the course of the three month campaign, the numbers will indicate quite clearly whether this has been achieved and whether there has been a positive return on investment. In addition, the sales revenue generated over the full 12-month year will indicate whether the desired 2.5% market share has been achieved.

In addition, the tracking of the couponing, sampling, and sweepstakes portions of the campaign will provide insight into the relative effectiveness of each of the tactics at achieving the financial results observed and provide insights into future promotional campaigns.

Evaluation of post-campaign consumer brand awareness will need to be measured using quantitative primary research techniques. This will provide insight into the overall effectiveness of the advertising portion of the campaign at raising awareness in the target market.

A post-campaign survey conducted in each of the six cities at grocery stores where advertising and promotions took place would be an excellent way to measure the overall effect of the campaign on consumer brand awareness and purchase behaviour. A parallel survey conducted at locations that carry Flash 5 but were not included in the promotional campaign would provide a benchmark for comparison.

A positive result would clearly be increased brand awareness by consumers at the promotional locations and/or increased purchases of Flash 5 bars. These data could then be compared with tracking data from the promotional tactics to determine the relative effects of each of the tactics on raising brand awareness and inducing changes in consumer behaviour.



Contingency Plan

As with any marketing campaign, a secondary plan must be determined before launch in order to reduce losses if the primary plan does not deliver desired results. This could possibly include failure to sell additional boxes, despite the use of heavy couponing, continuing lack of awareness after the first month or a low number of people signing up for the e-Newsletter on the website. In order to account for these kinds of unforeseeable threats, a contingency plan must be created.

No funds have been set aside specifically for a contingency plan. However, there are safeguards that can be put in place to free up funds should the need arise.

Because of the trackability of couponing and sampling, the success or failure of both tactics becomes clear quite quickly. In the event that the first flight of couponing does not achieve desirable or appropriate results, there is the option to cancel the 2nd flight of couponing.

Based on figures illustrated in the tactical plan, coupon redemption is expected to be approximately 6,900 in the first flight of couponing. In the 3 weeks following this flight, it is expected that an additional 6,300 boxes should be sold. This brings the forecasted total for the first 6 weeks of the campaign to 13,200 boxes sold. As this is only an estimate, a conservative figure to use as a measure of evident success is 12,000 boxes sold.

If this sales figure is achieved by the halfway point (6 weeks in), the campaign will likely succeed with acceptable deviation from forecasted sales figures. However, if this figure is not achieved, then the option remains at this point to pull the second flight of couponing. This will free up funds as follows:

Coupons not yet redeemed	5,100	
Cost of coupons not yet redeemed		\$5,100
Number of coupons not yet distributed	64,516	
Cost of coupons not yet distributed		\$1,300
Net cost of 2 nd coupon flight		<u>\$3,800</u>

The net cost of the 2nd coupon flight can be recovered as revenue to fund the contingency plan.

This recovered revenue could be diverted to add communications in an additional medium, such as spot billboards for a 4-week run or radio traffic tags for 2 weeks in Vancouver to gain awareness and drive traffic to stores. This would work especially well if the problems were suspected to stem from lack of consumer awareness.

If the sales results showed that incremental box sales do not improve dramatically within the first three weeks of the campaign, premiums will be given out at point-of-purchase. Lanyards, water bottles, and Flash 5 pens will add extra incentive to induce purchase, especially if the consumer wants the free merchandise that is not available anywhere else.

Flash 5 currently keeps substantial inventory of these items, and would have to pay for shipping the items to the individual stores, most likely with the product shipment.

In the event of low response rates for the sweepstakes and sign-ups for the e-Newsletter, the second round of shopping cart ads and creative for the coupon will be altered to encourage customers to go to the website in order to sign up for the sweepstakes. Once there, they will enter a free draw for smaller items and premiums, to be chosen automatically at random upon entry.

Of course, the primary plan is expected to produce the desired results within the time allotted by a 12 week campaign. However, if results are not as favorable as forecasted, the contingency plan will be implemented to correct the problems the brand is experiencing.



The final piece of the puzzle

A successful national launch of the Flash 5 brand will most certainly result in long-term success of the company and the product. Only by educating consumers about the product and getting them to try it themselves will Flash 5 be able to effectively differentiate themselves in a saturated and highly competitive market.

The outlined campaign proposal works to meet and/or exceed these objectives, delivering:

- On-site samples to 6,000 consumers
- An opt-in email list in excess of 2,000 addresses
- An estimated \$193,356 in revenue for Flash 5 within the 12-week campaign
- An 18% return on investment within the 12-week campaign

In addition, the high frequency of promotional tactics in a relatively short period of time will serve to effectively increase the in-store top-of-mind awareness of Flash 5 in the mind of the consumer and lead them to their first and possibly second purchase.

The absolute cost of the campaign is relatively low when compared to the potential future benefits. Consumers will try the product and recognize the superiority of it and when they realize that the product is designed for them, they will come back for more.

Flash 5 has huge potential in a market dominated by products that either taste awful or cater towards competitive athletes. Flash 5 can be the bar that caters to the rest of us. It can be the bar that provides “real energy for real life.”