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## Final Marketing Plan: Greyston Bakery

### **I. Executive Summary**

Greyston Bakery is a growing non-profit organization full of potential to engage the community and consumers with their goals of personal transformation, economic renewal, community building, and job creation. The following marketing plan outlines the organization as a whole, current performance and main issues, future projections, opportunities in the market, and suggestions for expanding marketing communications strategies. The main goals to improve Greyston Bakery's stance in the marketplace include: updates to their advertisements and packaging of their products and expanding their target market and brand recognition nationwide.

### **II. Situation Analysis**

Greyston Bakery Foundation is a non profit organization that has been baking gourmet brownies in New York City since 1982. Their mission explains, "Greyston is a force for personal transformation and community economic renewal. We operate a profitable business, baking high quality products with a commitment to customer satisfaction"<sup>1</sup> Their business efforts endorse low-income housing families, provide free day care, workforce development, and medical support to people who battle AIDS<sup>2</sup>. Greyston is co-branded with other foundations such as Whole Planet, a branch of Whole Foods Market, and Ben & Jerry's. Additionally, Greyston

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<sup>1</sup> Greyston Bakery, 2013. Home. <http://greyston.com/>

<sup>2</sup> "Greyston Bakery." *Wikipedia*. Wikimedia Foundation, 16 Feb. 2014. Web. 4 Mar. 2014. <[http://en.wikipedia.org/wiki/Greyston\\_Bakery](http://en.wikipedia.org/wiki/Greyston_Bakery)>.

strategizes in “PathMaking”<sup>3</sup> which involves “creating jobs and providing integrated programs for individuals and their families to move forward on their path to self-sufficiency.”<sup>4</sup> The majority of people Greyston targets is living in at-risk communities or has a criminal background looking to be integrated back into society for a second chance at success.

Greyston Bakery is based on a Double Bottom Line with the dual objectives of job creation & personal development for local residents and financial support for the Greyston Foundation<sup>5</sup>. Their company promotes social good in addition to seeking profit and economic growth, a solid example of a successful B Corporation. Greyston has various branches within their integrated network that follow Path Making goals designed to help the community and Greyston employees reach success and promote self-sufficient lifestyles.

Promoting social good and change is a crucial element of Greyston Bakery. A way to successfully foster this mission is through partnerships with other companies that share similar goals. “Greyston continues to establish relationships with like-minded businesses and creates the highest quality products, ensuring growth for years to come”<sup>6</sup>. Whole Foods Market is a Greyston product distributor; the recent partnership with the Whole Planet Foundation has been beneficial for both parties. “Since their brownie, in support of Whole Planet Foundation launched last May, Greyston has donated over \$6,500 to help alleviate poverty through microcredit loans”<sup>7</sup>. Partnering with an organization that shares simultaneous goals is a positive way to co-brand and spread the word about both companies’ missions.

The Ben and Jerry’s partnership began the wide span recognition of the Greyston brand.

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<sup>3</sup> “Greyston.” *Greyston*. N.p., n.d. Web. 4 Mar. 2014. <<http://greyston.com/>>.

<sup>4</sup> Greyston.” *Greyston*. N.p., n.d. Web. 4 Mar. 2014. <<http://greyston.com/>>.

<sup>5</sup> Greyston Bakery, 2013. Programs. <http://greyston.com/programs/>

<sup>6</sup> Greyston Bakery, 2012. “Benefit Corporation Report”

<sup>7</sup>Newman, Nikki. May 26, 2013. “Greyston Bakery: Baked with a Fresh Start” Whole Story: The Official Whole Foods Market Blog

Both companies share values including social good, environmental awareness, and value led partnership<sup>8</sup>. Consumers who purchase Ben and Jerry's are promoting positive change because their consumption directly supports Greyston's manufacturing efforts. This can also be considered "linked prosperity" meaning, as the company grows and prospers the benefits go not only to shareholders but also to employees, the community and all participants in the supply chain. Greyston's impact is an example of linked prosperity in action, as its ability to contribute to society is born from a 23-year relationship with Ben & Jerry's<sup>9</sup>. Partnerships with like-minded companies are welcomed and necessary to continue to create jobs for those with barriers to employment, Greyston's number one mission. Other efforts by Greyston and their partner companies include solar panel installation, support of micro-finance projects in impoverished communities, and the promotion of sustainable packaging and green initiatives<sup>10</sup>.

According to an online logo competition where Greyston paid designers in advance to submit individual logo designs to the company<sup>11</sup>, Greyston's target market is young, college-educated women who value social responsible business, and do not shy away from purchasing natural and organic products at a premium. Our speculation is to agree with this third party website. With awareness of social mission, as well as seeking organic ingredients as a fairly common behavior in consumers, it is not surprise that this target market is likely to buy from Greyston. According to research conducted by global media agency Vizeum Americas, the two segments of socially conscious consumers which make up 30% of the US population are Reactive Millennials and Conscientious Explorers<sup>12</sup>. This identified segment for Greyston is part

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<sup>8</sup> Ben and Jerry's, 2014. "Our Values" <http://www.benjerry.com/values>

<sup>9</sup> Greyston Bakery, 2012. "Benefit Corporation Report"

<sup>10</sup> Greyston Bakery, 2012. "Benefit Corporation Report"

<sup>11</sup> 99 Designs "Greyston Bakery Picked a winner in their logo design contest" Retrieved from: <http://99designs.com/logo-design/contests/logo-wanted-greyston-bakery-142990/brief>

<sup>12</sup> Davis, Catherine. "Marketing to Socially Conscious Consumers: Does "Green" translate into ROI?" Retrieved from:

of the second group, Conscientious Explorers, who are described as “information-seekers who make purchasing decisions based on knowledge and doing the right thing” and who “are more internally motivated and are pursuing information to help them make healthy, responsible purchases.<sup>12</sup>” Because Greyston is not greenwashing and is actually committed to creating social change, further research done by the consumer will only increase their sales.

Greyston Bakery is largely competitive in the brownie business. As a social enterprise with a mission to provide jobs, training and income to low or non-skilled workers, the bakery promotes community building with the production of world-class brownies. Therefore, Greyston Bakery has fairly high prices compared to other brownies on the market. As noted in the customer section, most customers make an initial screening to purchase products based on social mission. An organization in New York similar to Greyston that supports social services is the Girls Scouts. In comparison to Girl Scout cookies, Greyston Bakery has fewer distribution channels overall in the United States. On the other hand, competitive advantages for Greyston include expanding a new product line such with 100% organic, Gluten-Free brownies with different flavors (chocolate fudge, walnut, espresso bean, blondie, etc.) and homemade banana bread, cookies and muffins. Greyston bakery also generates revenue on large online sales of corporate gifts<sup>13</sup>.

Greyston Bakery can be assessed by various methods such as a PESTLE analysis. As of February 10, 2012 New York State be-came the seventh state to legally recognize a new corporate status of Benefit Corporations. Greyston Bakery was the first company to adopt the

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<http://www.agencypost.com/marketing-to-socially-conscious-consumers-does-green-translate-into-roi/>

<sup>13</sup> Jonathan Greengrass. March 3 2014. "A Zen Buddhist Builds a Bakery to Hire the Hard-Up (and Makes it Work)" <http://causecapitalism.com/greyston-bakery/#sthash.xjnI1r50.dpuf>

status of a New York State Benefit Corporation.<sup>14</sup> By adopting a Benefit Corporation status, Greyston Bakery was able to show that new innovations could continue the company's efforts to achieve their goals.

Every year Greyston Bakery has been able to contribute to their goals by being a successful business and treating their employees in the correct manner. Greyston Bakery was able to pay \$5,001,620 in wages and salaries to employees living in and around Yonkers, NY. In addition, they gave \$925,422 in federal, state and local taxes. To further their mission of hiring at-risk employees, Greyston Bakery paid \$1,188,620 in salaries to their Open Hire employees and continued to purchase from local businesses and vendors spending \$1,182,000 in 2013.<sup>15</sup>

Greyston Bakery has efforts focused on social aspects of the people living in and around Yonkers, New York. They annually serve 2,200 individuals in these communities in ways such as housing, daycare and through their Open Hiring method, Greyston provides a job to anyone who enrolls and has the ability to demonstrate a willingness to work. In order for Greyston Bakery to be fully operational and have the ability to grow, they utilize a fully functional website that allows consumers to get a better understanding about the products and services they provide.

Greyston Bakery has also made a series of environmental efforts such as greenhouse gas reductions, recycling and by providing environmental programs. Their efforts towards greenhouse gas reduction includes reducing emissions by 15% in 2013 and having a goal of reducing emissions by 25% by 2014.<sup>2</sup> In order to achieve these efforts Greyston Bakery has invested in solar panels as well as began recycling to help reduce emissions. The environmental programs Greyston Bakery offers are to provide individuals and families with a safe green space

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<sup>14</sup> *Benefit corporation report*. (2013). Retrieved from [http://benefitcorp.net/storage/documents/greyston\\_annual\\_2012\\_ks\\_05.pdf](http://benefitcorp.net/storage/documents/greyston_annual_2012_ks_05.pdf)

<sup>15</sup> *2013 annual report*. (2014). Retrieved from <http://greyston.com/wp-content/uploads/2013/10/Greyston-Annual-Report-2013.pdf>

to grow fresh fruit and vegetables, to learn about nutrition and to participate in community events. All of these aspects are how Greyston Bakery contributes to their PESTLE analysis.

The bargaining power suppliers have over Greyston is fairly miniscule compared to Greyston's purchasing power. Unfortunately, Greyston does not make their supply chain public. However, it is known that Greyston purchases inputs from local venues but mentioned in their 2012 annual report that they face the challenge of "establishing and ensuring shared values within the[ir] supply chain".<sup>16</sup> Thus, the bargaining power suppliers have is not substantial enough to affect a company like Greyston Bakery. Local products tend to be more expensive, compared to imported products, which are relatively less expensive. By Greyston purchasing locally, prices are already relatively high compared to similar outsourced inputs that can be replaced easily in the supply chain for relatively less of an expense. Because of this, the bargaining power for Greyston's suppliers is low.

The bargaining power of consumers, also known as the buyers' ability to put a firm under pressure, plays a major role in how businesses market products, price products, make decisions, and form mission statements. The CEO of Greyston comments, "Today, the momentum behind socially-minded and sustainable business practices never been stronger. The groundwork for a lasting shift in the way products are made and sold is underway as new business models are being built on top of a solid social enterprise foundation"<sup>17</sup>. Greyston focuses on the consumers by providing a quality product that also supports growth and economic stability and independence within the community. Greyston Bakery, Inc. has a very specific type of consumer. They are socially conscious retailers or individuals that care about using their

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<sup>16</sup> 2012. "2013 Targets" Greyston Business Corporation Report. [http://benefitcorp.net/storage/documents/greyston\\_annual\\_2012\\_ks\\_05.pdf](http://benefitcorp.net/storage/documents/greyston_annual_2012_ks_05.pdf)

<sup>17</sup> Brady, Mike. 2012. "A Message from Our CEO" Greyston Business Corporation Report. [http://benefitcorp.net/storage/documents/greyston\\_annual\\_2012\\_ks\\_05.pdf](http://benefitcorp.net/storage/documents/greyston_annual_2012_ks_05.pdf)

purchasing power to support social change and empowerment of financially dependent individuals and families. Such consumers include Ben & Jerry's ice cream who use Greyston's brownies in their flavors and Whole Foods Market sells Greyston brownies in stores. Their individual consumers care about the sources of their ingredients, therefore making it a priority for the company to provide the consumers what they want to get the most success.

New entrants to the social mission bakery market would have significant barriers to entry. First, a values-driven company that is for-profit needs capital to fund the introduction period of their organization and its products. Greyston's supply relationship with Ben & Jerry's gives them reliable income that is apart from sales of brownies, so another barrier to entry for a new organization would be to find that supplier relationship. Separately, the threat of mission-based bakeries could be higher than it might have been in years past, as "Ninety percent of companies say they are doing more now than they were five years ago to incorporate environmental, social and governance issues into their core strategies."<sup>18</sup> If more and more companies adopt the business plan of mission-led companies such as Greyston, competition from new entrants to the market will grow.

As mentioned in the threat of new entrants to the organization, the increase of substitute products will become abundant when the new mission-based bakeries enter. In addition, buying homemade brownies and cookies from mom-and-pop-shops to encourage supporting local products. With new firm entries there will be more price sensitivity within the market. Other non-profit bakeries, supermarket brownies, and organic brownies from Trader Joe's can be considered a threat of substitute products of Greyston Bakery.

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<sup>18</sup> Bright, Becky. "How More Companies Are Embracing Social Responsibility as Good Business." *The Wall Street Journal*. Retrieved from: <http://online.wsj.com/news/articles/SB120491426245620011>

Green washing, or creation or propagation of an unfounded or misleading environmentalist image<sup>19</sup>, could be considered a threat to Greyston's operations as well. At lower price points, the uninformed consumer might opt to purchase products from companies that advertise a farce social mission or use "All Natural" to describe their food when organic ingredients are not, in fact, used.

Greyston Bakery is a company that produces brownies; however, this is not their primary objective. Their primary objective is to employ those that are typically undesired by the work force in Yonkers. Greyston Bakery has other benefit corporation competitors, for example, Little Duck Organics and Emmy's Organics; both based out of New York and considered to be operating in the consumer products and services industry. These competitors do not pose a severe threat to Greyston Bakery due to the solid mission that they stand behind. A competitor with a similar mission to Greyston is Goodwill. Goodwill believes it is important to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work<sup>20</sup>. This creates a threat to Greyston in the terms of being similar in mission statement; however, they continue to differ in terms that Goodwill is a non-profit and Greyston Bakery is a social enterprise.

To be a successful organization in the non-profit world, there are many factors that are crucial to incorporate. The most important pathway to success is to have a clear mission that is executed across the whole organization. A clear and enforced mission ensures that the organizations profitability and productivity are streamlined and employees can make educated

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<sup>19</sup> Entry for "Greenwashing." *Oxford English Dictionary*.  
Retrieved from: <http://www.oed.com/view/Entry/249122?redirectedFrom=greenwashing#e>

<sup>20</sup> *Goodwill: About us*. (2014). Retrieved from <http://www.goodwill.org/about-us/>

decisions keeping their core values in mind. From this point, management can set goals and problems can be solved more efficiently.<sup>21</sup>

B-Corporations are a specific group of organizations within the non-profit sector. Their main goal is to meet rigorous standards of social and environmental performance, accountability, and transparency.<sup>22</sup> In order to reach these goals, organizations must have a strong leadership base, volunteers and employees that are passionate about their mission, a location that can easily be accessed by consumers and communities alike, and a strong message delivery system via word of mouth, social media and direct mailing. Partnerships with other organizations with similar values are also a smart way to emphasize a mission and reach larger goals.

The situation analysis shown, in Figure A in the Appendix, provides insight about the company, customers, competitors, and external marketing environment in which Greyston Bakery operates. In reviewing this information, the data can be summarized in a SWOT analysis that highlights Greyston Bakery's strengths and weaknesses in addition to the opportunities and threats in its current market. Greyston Bakery is a highly competitive company because they possess attributes that their competitors do not. Greyston's main competitors include the Girl Scouts and the Goodwill. Both of these organizations are competitors in the terms of social mission; however the Girl Scouts are also competitive in terms of the direct cookie sales.

Greyston Bakery sells their brownies to consumers through their website and through collaborative companies such as Ben & Jerry's Ice Cream and Wholefoods supermarket.

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<sup>21</sup> "The Incredible Power of Company-Wide Goal Alignment & Organizational Business Goals." [https://www.successfactors.com/en\\_us/lp/articles/corporate-goal-alignment.html](https://www.successfactors.com/en_us/lp/articles/corporate-goal-alignment.html). Success Factors. 2014.

<sup>22</sup> "What are B Corps?" <https://www.bcorporation.net/what-are-b-corps>. Certified B Corporations. 2014.

However these brownies are not their main priority. The main priority is the mission of the organization; this is based off the themes of social enterprise and an open hiring system. These services are competitive with the Goodwill and the Girl Scouts because both organizations aim to benefit others as well. The brownies and other products Greyston produces competes with the Girl Scouts in terms of revenue because the revenue made from the sales of these products are put back into the organization to continue to help their focus groups. The strategies each organization has taken to meet their objectives are similar and differ in various ways.

Greyston, the Girl Scouts and the Goodwill all aim to help the people within their target markets (See Appendix). Greyston positions themselves in the market by providing jobs for those who need help through tough times as well as those who need assistance reinventing themselves. This is similar to how the Goodwill positions themselves in the market except the Goodwill focuses on the general public and helping them through tough times. The Girl Scouts position themselves by standing on the platform of filling girls with courage, confidence, knowledge and character, who want make the world a better place. Greyston differs from their competitors because they operate within a niche market focusing on helping those who have been through rough times in the Yonkers, NY area. All of these aspects allow Greyston to be in a competitive industry; however, continue to be successful and staying true to the mission and goals of the organization.

Greyston Bakery is a company with a powerful mission; however, they lack in their marketing strategy in multiple areas. The first key issue that Greyston Bakery has is that they are currently not advertising that their products are organic, GMO free, and are composed of fair trade products. The second key issue that Greyston Bakery has is their highly isolated target

market. Currently Greyston Bakery's target market focuses on people that live in the Yonkers, NY area and meet the organization's criteria for aid. The third and final key issue that we have identified is that Greyston Bakery lacks brand recognition nationwide. The Greyston organization does a powerful mission and achieves amazing goals; however, no one knows that this benefit corporation even exists. By improving these key issue areas Greyston Bakery will be able to grow their organization to fulfill a greater potential.

### **III. Marketing Goals (Objectives)**

Greyston Bakery has all of the potential to grow their organization; in order for this to successfully be accomplished Greyston Bakery needs to adopt the following marketing goals. The first marketing goal is updating their advertisements and packaging of their current and future products. This would include redesigning the packaging, advertisements, and website to include that their products are organic, GMO free, and composed of fair trade products. These redesigning efforts will open the organization to a market of consumers where these three components are important to their purchases. The second marketing goal is expanding Greyston Bakery's target market to further than just residence of Yonkers, NY. This goal is a multi-staged goal, Greyston Bakery could first expand their target market to New York State or a portion of New York State. As the organization becomes established in these areas, Greyston Bakery can continue to grow their organization into our areas of the country. The third marketing goal for Greyston Bakery is to improve their brand recognition nationwide. To achieve this goal Greyston Bakery will have to step out of their comfort zone and begin marketing in other locations. Greyston Bakery has the opportunities to improve in the areas that are considered to be their weakest aspects and ultimately grow the organization as a whole.

## VI. Marketing Strategy

### a. Target Market Selection and Market Segmentation

According to an online logo competition where Greyston paid designers in advance to submit individual logo designs to the company<sup>23</sup>, Greyston's target market is young, college-educated women who value social responsible business, and do not shy away from purchasing natural and organic products at a premium. Our speculation is to agree with this third party website. With awareness of social mission, as well as seeking organic ingredients as a fairly common behavior in consumers, it is not surprise that this target market is likely to buy from Greyston. According to research conducted by global media agency Vizeum Americas, the two segments of socially conscious consumers which make up 30% of the US population are Reactive Millennials and Conscientious Explorers<sup>24</sup>. This identified segment for Greyston is part of the second group, Conscientious Explorers, who are described as "information-seekers who make purchasing decisions based on knowledge and doing the right thing" and who "are more internally motivated and are pursuing information to help them make healthy, responsible purchases."<sup>12</sup> Because Greyston is not greenwashing and is actually committed to creating social change, further research done by the consumer will only increase their sales.

### b. Points of Difference--Competitive Advantage

Greyston Bakery is largely competitive in the brownie business. As a social enterprise with its mission, "Greyston is a force for personal transformation and community economic renewal. We operate a profitable business, baking high quality products with a commitment to

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<sup>23</sup> 99 Designs "Greyston Bakery Picked a winner in their logo design contest" Retrieved from: <http://99designs.com/logo-design/contests/logo-wanted-greyston-bakery-142990/brief>

<sup>24</sup> Davis, Catherine. "Marketing to Socially Conscious Consumers: Does "Green" translate into ROI?" Retrieved from: <http://www.agencypost.com/marketing-to-socially-conscious-consumers-does-green-translate-into-roi/>

customer satisfaction”<sup>25</sup> Their business efforts endorse low income housing families, provide free day care, workforce development, and medical support to people who battle AIDS. Greyston Bakery is based on a Double Bottom Line with the dual objectives of job creation & personal development for local residents and financial support for the Greyston Foundation<sup>5</sup>. Their company promotes social good in addition to seeking profit and economic growth. Greyston Bakery has fairly high prices compared to other brownies on the market. With awareness of social mission, as well as seeking organic ingredients from the local farm and small business in the Yonkers. Competitive advantages for Greyston include expanding a new product line such with 100% organic, Gluten Free brownies with different flavors (chocolate fudge, walnut, espresso bean, blondie, etc.) and homemade banana bread, cookies and muffins.

#### i. Positioning Statement

"For people who want to promote social mission of open hiring practices by purchasing world class brownies, Greyston Bakery focuses on creating a better living standard for the people in its community by providing jobs to bake delicious, natural brownies."

From this positioning statement, Greyston describes its motives to operate this social corporation and provide jobs for people in need.

## **V. Marketing Program**

### a. Product Strategy

#### i. Product Description

Greyston Bakery's provides their customers with a dessert experience that both tastes good and does good. The brownies serve to treat the customers, along with their friends, family,

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<sup>25</sup> Greyston Bakery, 2013. Home. <http://greyston.com/>

and acquaintances to a good product that feels productive and kind to support. Greyston's product is a premium, organic, brownies, made with natural ingredients, some of which are fair-trade certified and non-GMO verified. They also have a line of gluten-free brownies. They offer four unique flavors of brownies in their current line: Chocolate Fudge, Brown Sugar Blondie, Mint Fudge, and Walnut Fudge. The brownies can be ordered from Greyston's store online in gift packages of two, eight, and twelve, as well as gift boxes that include caramel and organic coffee. At Greyston's retailers, the brownies are sold individually wrapped in clear packaging near the cash registers. In Ben & Jerry's Chocolate Fudge Brownie flavor, Greyston's Chocolate Fudge Brownies can be found in small cubes<sup>25</sup>. A table of the features and benefits of Greyston Brownies can be found in the appendix.

The Greyston Bakery cookbook has featured a cookie recipe since its release, and the company has just rolled out their new product line: cookies. The cookies are smaller "cookie thins" that appear to be inspired by their brownie line, and which come in bags. There are two featured flavors, Chocolate Fudge Brownie Chip and Brown Sugar Blondie Chip, and are currently being sold regionally in New York, but will be in Whole Foods nationally by May.<sup>26</sup> A photo of a display of the cookies can be found in the appendix.

## ii. Pricing Strategy

The price of an individually wrapped brownie from Greyston is about \$3.50. As stated previously the target market are people who are socially conscious and looking to make a change. Their distribution strategy is selling direct w e-commerce and through a distributor, who sells to natural food stores such as Whole Foods. The price of Greyston's brownie is appropriate

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<sup>26</sup> Greyston Bakery Facebook Post, March 28th,2014. Web.

because their target market accepts to pay higher prices for something they believe in that. The price of Greyston's brownie compared to its competitors is exactly the same. Take the Vermont Brownie Company for example, they price a single brownie on their website at \$3.50. However, substitutes include local bakeries that sell individual brownies too. Take Flour Bakery for example located in Boston, MA, one brownie sells for \$3.25. Compared to Greyston, a bakery brownie may cost similar to or cheaper to Greyston's brownie.

The current price of a Greyston brownie, \$3.50, is an appropriate because both Greyston's competitors and substitutes price their brownies at almost exactly the same price, give or take a little. If Greyston continues at their current price they are bound to stay competitive. If they increase their price, their demand will fall, hurting profitability. Greyston could however; lower they are price in an attempt to gain more market share. However, that would be going against Greyston's ethical value.

### iii. Distribution Strategy

Greyston only relies on e-commerce website and cooperation with Ben & Jerry's and Whole Foods and they only provide within Yonkers, New York State. For market coverage strategy, Greyston should consider distributing to other states near New York, such as Connecticut, New Jersey, Massachusetts or Pennsylvania. The intensity of distribution should be exclusive by being able to produce with current employees at the factory. It will also ensure the quality of the product and save the turnover rate. Greyston can also import into retail stores in Yonkers and connect to the wider customer circles. Those expanding distribution can increase Greyston's brand awareness to wider circle of customers and will be able to provide more people with jobs. Please see the appendix, Figure D, for the Distribution Channel Diagram.

## b. Marketing Communications Strategy

Developing a solid marketing communications strategy for Greyston Bakery will take their mission and ability to reach their goals to the next level. In the expansion of Greyston's current marketing strategy, it is crucial to maintain and emphasize their goals to promote good and social change, attempt to get more people in the community involved with their organization and spread word to people outside of immediate community to increase sales and brand awareness. In order to accomplish these new marketing communications goals, Greyston should consider increasing their budget, especially if they plan to introduce cookies to their product mix.

Recommended media outlets, in addition to the current website, is to incorporate more of a social media presence. Links to Facebook, Twitter, Instagram, Pinterest, and Tumblr should be readily available on the main website to create an interactive channel to keep consumers and members of the Greyston community connected. Specifically, members of the Greyston community can speak openly about how the company has positively impacted their lives and what a difference the company's efforts make. If the community at large gains a further understanding and appreciation for Greyston, the more likely they will gain consumer credibility followers, and support. For similar reasons, becoming more present on their partner organization's social media outlets and websites will also be beneficial in expanding brand awareness.

Other marketing communications options for Greyston include television commercials to spread the word to local communities about job opportunities and the organization itself. Direct mailing to current customers about success stories, new partnerships, news on expansions or developments, recipes using their product, seasonal related articles, or specials for current

shoppers to invite a friend to try the product create more incentives to buy and engage in the total product offer. Expansion upon the direct mailing concept is sending newsletters to partner companies to help them learn about new developments and encourages information sharing with their consumer base.

Promotional plans and personal selling are another effective marketing communications strategy to consider. The creation of specials for current shoppers or an invitation for a friend to try the product makes an incentive to buy and spreads the word about their product. Taste testing at Whole Foods can generate more sales because it puts shoppers on the spot to buy while shopping if they enjoy the product and it can be easily accessed at the sample station. As a result, other companies (potentially Trader Joe's or other health food stores) will see the success of sampling sessions and may reach out to Greyston to form a partnership and expand their distribution channel. Offering workers samples of the products to take home to their families and friends is another option to consider in the sphere of personal selling. This method encourages the work they are doing, spreads the word about the product to other members of the community. Taking this concept even further would be to implement a program where select Greyston workers showing great improvement can be personal promoters of the product. They can travel around the country to tell their story, promote the product, develop networks of people to sell to, and creates more incentive for workers to promote their own success, which derives back to the core goals of the Greyston mission. The positive public relations that would stem from these various options will shape the way the public views Greyston, emphasize their goals to be environmentally and socially conscious, and will be pivotal to the success of improving their marketing communications plan.

## **VI. Financial Projections**

If you refer to Exhibit E in the appendix, one will find a shortened income statement for Greyston. From 2010 to 2012 Greyston has remained increasingly profitable. In 2010 the company's net income was \$7,858,771.00, 2011: \$8,435,004.00, and 2012: \$10,116,556.00<sup>27</sup>. The same years, Greyston also experienced increases in its net sales as the company grew and expanded over those three years. Because of the expansion of the company, Greyston's cost of goods sold (COGS) heavily increased total expenses from 2010 to 2012. Their increase in COGS had a positive correlation with total revenue, ultimately leading to their increased profitability from 2010 to 2012. The net income was calculated every year by subtracting net sales from total expenses. The result was increased profitability from 2010 to 2012. The assumption to be made for profitably for up coming years is that Greyston will be increasingly profitable as they expand their company. One can base this assumption off of past increasing profitability from 2010 to 2012.

## **VII) Monitoring and Control**

As a result of the implementation of our plan, Greyston Bakery will have potential increase in sales, increased brand recognition, and geographic expansion and representation across the country. To monitor their success, one can look at demand increases, profitability, and overall acceptance and recognition of the brand. If the plan is not successfully implemented, it will have implications on their profitability, thus it will be important to readjust the marketing mix; including pricing, promotion, placement, and product.

## **VIII) Appendix/Exhibits**

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<sup>27</sup> Based on actual revenues found in: Leipziger, Deborah. (2013). "Greyston Bakery: Combatting Poverty by Making a Profit." Retrieved from: <http://www.caseplace.org/d.asp?d=7077>

## A) Situational Analysis

<b>Strengths:</b> <ul style="list-style-type: none"> <li>● Environmental Initiatives</li> <li>● Low turnover rate/high employee morale</li> <li>● Open hiring practices- utilizing neglected labor power</li> <li>● Fit a market niche</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>● Isolated target market</li> <li>● Lack of advertisement of organic and fair-trade ingredients</li> <li>● Lack of brand recognition nationwide</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>● Future profits from additional products</li> <li>● More Distribution Channels</li> <li>● Brand awareness nationally</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>● Green washing could take away from Greyston's profits</li> <li>● Growth of CSR efforts from com</li> <li>● Companies with a similar mission</li> </ul>

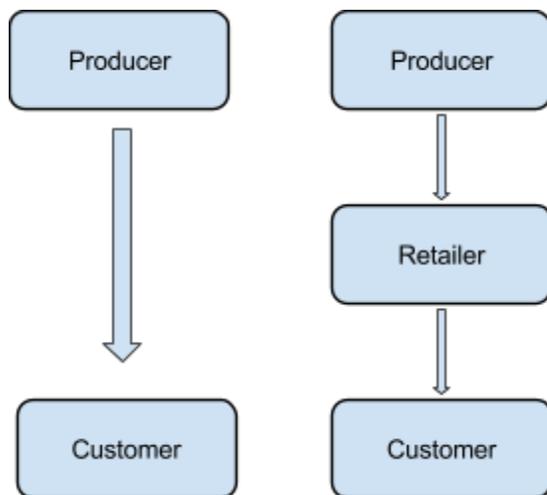
## B) Product Description--Features and Benefits

<b>Feature</b>	<b>Benefit</b>
All natural, high quality ingredients	Supports sustainable and responsible sourcing, and tastes better
The social mission behind every brownie	Allows the consumer to feel good about the price of the brownie, encourages feelings of philanthropy and togetherness
Packaging for groups, gifts, and events	Adds to the feeling of community, shares the creation of social value, and reflects positively on the socially conscious consumer

## C) In-store Display



#### D) Distribution Channel Strategy



#### E) Income Statement

Income Statement  
Greyston Bakery  
As of June 10, 2012  
Dollars as Dollars

	2010	2011	2012
Revenue			
Net Sales	10,000,000	15,000,000	20,000,000
Expenses			
Cost of Goods Sold	1,141,229	3,282,498	5,000,055
Fixed Costs	1,000,000	3,282,498	4,883,389
Total Expenses	2,141,229	6,564,996	9,883,444
Net Income	\$7,858,771.00	\$8,435,004.00	\$10,116,556.00

F) Competitive Analysis

	Greyston Bakery	The Goodwill	The Girl Scouts
Product Description/ Features	Greyston Bakery produces organic brownies, blondies, pies and cakes using all natural ingredients.	Goodwill provides programs for youth, seniors, veterans, people with disabilities, people with criminal backgrounds as well as other specialized services. These programs help those begin careers and aid in helping families through tough times. Goodwill also offers a variety of retail stores around the country to help aid those that need it.	The Girl Scout's is an organization that focuses towards girls. They sell their traditional and well-known cookies, as well as t-shirts, cups, mugs and other accessories to correspond with the organization.
Target Market	Greyston's target market includes groups of people	Goodwill's target market is the youth, seniors, veterans,	The Girl Scout's target young girls who want to make a

	<p>where social awareness and environmental awareness are a common goal. This includes those that need the services and benefits Greyston provides. It also includes those that want to help the organization as a whole.</p>	<p>people with disabilities, and people with criminal backgrounds.</p>	<p>difference and have the desire to learn various skills that will help them with their current and future goals.</p>
Positioning Strategy	<p>Greyston positions themselves in the market by providing jobs for those who need help through tough times as well as those who need assistance reinventing themselves.</p>	<p>Goodwill positions themselves to the general public to be a helping aid through tough times.</p>	<p>The Girl Scouts stand on a platform to build girls with courage, confidence, and character, who want make the world a better place.</p>
Product Benefits	<p>Greyston's products and services benefit those involved in the organization socially and also benefits those who want non-GMO, organic products.</p>	<p>Goodwill's products and services benefit those who are having trouble making ends meet, starting their life in a new direction, and in need of guidance for individuals and families.</p>	<p>The products sold by the Girl Scouts allow for young girls to feel as if they belong to an important organization as well as teach girls selling and people techniques.</p>
Distribution	<p>Greyston sells their products through their website, direct sales, and in collaboration with Ben &amp; Jerry's and Whole Foods. There services are distributed to those in</p>	<p>Goodwill provides services all of the United States in large quantities of locations.</p>	<p>The Girl Scouts distribute their products through their retail locations, their website as well as their direct sales tactics.</p>

	the Yonkers, NY area.		
Pricing	The goal of Greyston is not the make a profit but to make a difference. The pricing focuses on bringing in revenue to help the organization as a whole.	Pricing is low costs or free for their services and products.	The Girl Scouts are a nonprofit organization where all the profits made from fundraising are put back into the organization.
Promotion	Currently Greyston only form of advertisement is on the benefit corporation website as well as by word-of-mouth.	Goodwill promotes their services and products through print, television, internet, and billboards advertisements.	The Girl Scouts promote their organization through word-of-mouth, news releases; their publications as well as their direct sales are a form of advertisement.
Competitive Classification	The competitive classification for Greyston is a nicher because Greyston has limited them to a niche market. Meaning that location, mission and objectives limit the market they operate in.	The competitive classification for the Goodwill is a challenger in the sense of their mission compared to Greyston's mission.	The competitive classification for the Girl Scouts is a leader in the non-profit for girls industry.
Rating Against Industry Key Success Factors	Greyston has various success factors that make them competitive in their industry. The focus to help those that need assistance with reinventing themselves. They do this by giving people	The Goodwill is one of the leaders in the non-profit industry. They provide services for those that need help through rough times.	The Girl Scouts compete with other similar organizations such as the Boy Scouts of American, Camp Fire, and youth groups. They provide services and teach skills to young girls so that they can grow

	jobs and teaching them skills that can be applied to their life.		in a welcoming and encouraging environment.
Other Strengths			The Girl Scouts are a well-known organization across the United States.
Other Weaknesses	Greyston lacks in the area of advertisement. Not many people know who they are or what they do therefore by improving advertisement they could improve the growth of the organization.	Needs more advertising to help involve the general public more to help those that need it the most.	

