



## Leveraging Social Enterprise to Advance Your Impact



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MEALS ON WHEELS AMERICA

2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO

# Meals On Wheels of Boulder

## History



- Founded in 1969.
- Francea – President since 1994.
- Serving Boulder, Colorado, pop. 108,000.

# Meals On Wheels of Boulder

## Our Team

- 9-Member Board
- 11 Staff Members
- 250 Volunteers

## 2017 Statistics

- 63,000 home delivered meals (avg 250/weekday)
- 10,000 meals served in Café Classico (avg 192/week)
- 2,000 residents served



## Why are we pursuing a social enterprise?

- Growing funding challenges.
- Desire to extend our reach further in the community.
- Leverage existing capabilities and resources to earn funds and support our core mission.



## Introducing



*A Meals On Wheels of Boulder Social Enterprise*

## Quiche Product Line

thinkgoodness  
— Foods™ —



- Frozen, ready-to-bake quiches in 8 flavors.
- Gourmet quality, with premium ingredients and spices.
- Recipes developed by our own chef.

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## Why Quiches as the first product line?

thinkgoodness  
— Foods™ —

- 1) We have a track record
  - Informally producing and selling quiches for years
  - Appealing “comfort food”
  - Great customer feedback
- 2) Sizeable market with steady demand:
  - Staple on breakfast / brunch menus
  - Market research identified many prospective customers
- 3) Minimal competition



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# Target Customers

## Food Service Professionals

Owners / managers / chefs at:

- Restaurants
- Cafeterias
- Caterers
- Food Trucks
- Bed & Breakfasts
- Fund-raising Organizations



## Consumers

### Demographics:

Adults Age 40+  
2/3 females, 1/3 males  
HHI \$60k+  
Marital Status: Any  
Education: College grads/some college



### Affinities / Lifestyles:

Enjoy hearty, one-dish comfort foods  
Charity-minded, socially conscious  
Take pride in nurturing & caring for others

Activities: baking, entertaining, hosting  
special occasions, get-togethers

# Why focus on foodservice customers?

- 1) Highest profit margins (for us) of all potential sales channels for quiches.
- 2) Best sales potential per customer.
- 3) Good fit with our production and delivery capabilities.



## What's the strategy behind the "Think Goodness" brand?

### Brand Positioning:

What the brand stands for in the minds of your target customers.



Emotional Benefits



Functional Benefits



Brand / Product Attributes

Great brands are built upon clearly standing for something and delivering both highly-relevant and unique functional and emotional benefits to the customer.

## Our Brand Positioning Statement

*Think Goodness* is the brand of fresh frozen, ready-to-bake quiches that provide a **truly fulfilling experience** because they are delicious, hearty & satisfying quiches that you'll be proud to serve, and a wonderful way to give back to the community.

100% of proceeds benefit Meals On Wheels Boulder.





## Brand Positioning (Truly Fulfilling Experience)

### REASONS WHY:

- 1) Savory Ingredients You Can See
- 2) Fresh From Your Oven
- 3) An Unbeatable Comfort Food
- 4) Helping The Community
- 5) Great For Just About Any Occasion



goodness  
beyond  
the plate

# What are the steps for launching this?

## PHASES

1) Strategy & Planning

2) Test Market Launch

3) Scale Up

## 1) Strategy & Planning

Step	Tasks	Status
1) Market Opportunity Assessment	<ul style="list-style-type: none"> <li>• Research market, customers, competitors.</li> <li>• Estimate market size and project viability.</li> </ul>	✓
2) Strategy Development	<ul style="list-style-type: none"> <li>• Brand strategy</li> <li>• Product strategy</li> <li>• Pricing</li> <li>• Sales Channels</li> </ul>	✓
3) Market Readiness	<ul style="list-style-type: none"> <li>• Brand logo</li> <li>• Packaging design</li> <li>• Sales collateral</li> <li>• Target customer list</li> </ul>	✓



## 2) Test Market Launch

Step	Tasks	Status
1) Operational Readiness	<ul style="list-style-type: none"> <li>• Order fulfillment system</li> <li>• Inventory &amp; production planning</li> <li>• Shipping &amp; delivery process</li> </ul>	<b>In progress</b>
2) Sales Execution	<ul style="list-style-type: none"> <li>• Identify and engage sales partner</li> <li>• Begin customer sales presentations</li> </ul>	<b>Pending</b>
3) Marketing Testing & Execution	<ul style="list-style-type: none"> <li>• Web site landing page</li> <li>• Advertising, social media, PR</li> </ul>	<b>Pending</b>

## 3) Scale Up

Functional Area	Tasks	Status
Ecommerce	<ul style="list-style-type: none"> <li>• Build ecommerce web site</li> </ul>	<b>Pending Successful Test Market</b>
Operations	<ul style="list-style-type: none"> <li>• Contract with commercial kitchen or contract manufacturer</li> </ul>	“
Sales	<ul style="list-style-type: none"> <li>• Hire additional sales personnel and/or brokers</li> </ul>	“
Finance & Accounting	<ul style="list-style-type: none"> <li>• Upgrade accounting / POS system</li> </ul>	“
Distribution	<ul style="list-style-type: none"> <li>• Sales through foodservice distributor(s)</li> </ul>	“
Marketing	<ul style="list-style-type: none"> <li>• Develop full consumer &amp; trade marketing plan and measurement metrics</li> </ul>	“

## Successes / What has worked?

Doing your homework:

- **Market research** → clarified best customers & channels
- **Branding** → delivered strength & memorability
- **Operations** → identified processes that need adjusting



## What are the challenges?

- Initial funding
- Time & resources / increased demands on the team
- Ongoing funding until the enterprise starts to return revenue
- Profitability



goodness  
beyond  
the plate

8 great  
varieties  
for your customers

quiche  
italiano

quiche  
ham & cheese

quiche  
mediterranean

Now Available: wholesome, handcrafted ready-to-bake quiches.

think  goodness  
FOODS™

 100% of proceeds benefit Meals On Wheels Boulder. 

**THANK YOU!**



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