

*Think you know ketchup?
Think again.*



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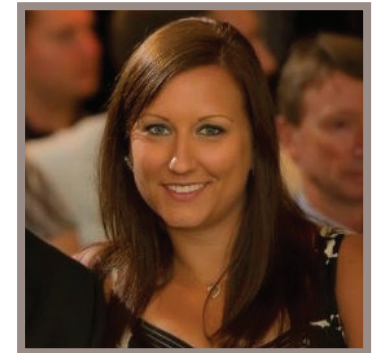


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Situation Analysis

Situation Analysis . Competitive Analysis

Executive Summary

Although new to the market, Fine Vines Artisanal Ketchup has a lot in its favor including a well-developed business plan with reliable development ideas, and an integrated marketing plan to create a solid brand as the company expands. Even with numerous opportunities, Fine Vines has struggled to educate and inform end consumers. To help Fine Vines develop additional options to increase awareness and product exposure, three University of Kansas marketing communications graduate students worked with those closest to the company to create a strategic marketing communication plan based on primary and secondary research involving industry experts and influencers including chefs, corporate restaurant chains, food bloggers, sports-related professionals and a variety of retail grocers.

Through this research, the team developed three areas of focus, all of which support the goal to increase awareness, inform consumers and expose Fine Vines Artisanal Ketchup in a creative and economical way. Each category has a unique opportunity to help Fine Vines prioritize next steps from a marketing standpoint. These areas of focus will be developed later in this plan. In addition, this proposal suggests an estimated budget for successful implementation.

Situation Analysis

When Fine Vines owner Bruce Steinberg saw a void in the condiment market, specifically the ketchup segment, the solution was simple: develop alternative, nutritious ketchup. In 2010, Fine Vines became a reality and a perfected product line was introduced to the market. Fine Vines is looking for next steps to gain exposure, increase awareness, educate consumers and ultimately, build brand loyalty for the artisanal ketchup product line.

In the last four years, Fine Vines took a well-executed approach to bring its products to market:

- Took advantage of programs offered by organizations like the Kauffman Foundation to learn about entrepreneurship, what contacts to make and how to grow a sustainable company.
- Conducted nutrition tests on products through accredited universities' food science programs.
- Received approval from regulated food labels.
- Utilized resources such as a food incubator, the Ennovation Center, to produce larger, more consistent batches of ketchup.
- Developed a gluten free, non high-fructose corn syrup, flavorful ketchup to compete with bigger, more established companies in the ketchup segment.
- Introduced a dozen different flavors of artisanal ketchup.
- Contacted experts in the food industry for feedback and insight.
- Created and re-introduced a more comprehensive brand including a consistent website, messaging, product labels, recipe cards, POS displays, and other general marketing collateral.
- Connected and engaged on social media including: Facebook, Twitter, Pinterest and Instagram.
- Attended industry-related tradeshows where it generated strong interest in the product line.

Competitive Analysis

Competition for Fine Vines in the ketchup market consists predominantly of three major traditional brands: Heinz, Hunts, and Del Monte. These traditional brands capture 81% of the ketchup market, according to 2013 data (Mintel). The remaining market belongs to private label artisanal, gourmet, and organic ketchup brands from a large and diverse group of competitors.

Within the artisanal/gourmet/organic segment of the ketchup market, only a few brands have gained significant momentum and differentiated themselves on a national scale. Momentum is defined as product placement with major national retailers, a prominent publicity footprint, large batch production capability, and national recognition for their brand through awards and food shows.

The ability to compete in the artisanal/gourmet/organic segment requires close attention to consumer taste profiles, their health-consciousness, and packaging preferences. Brands that have differentiated themselves in the ketchup market share these attributes. According to Mintel consumer research, 72% of people enjoy trying new flavors or something different when it comes to condiment choices.

In terms of ketchup, a spicy pepper flavor ranks as a top consumer preference with jalapeno and chipotle being selected by 20% and 21% of consumers respectively. Conversely, an important competitive trend among top private brands is not just flavor diversity but also the presence of a “classic” flavor in the company product offerings. The nomenclature may go by alternative names like “fancy,” “country,” “all-natural,” or “traditional” but the statement is unmistakable: a classic formulation is part of the portfolio in addition to other popular flavors.

In terms of health-related claims, consumers rate low sugar content, low sodium, and all-natural as important ketchup characteristics. Packaging of condiments also displays important consumer preferences that may offer a competitive advantage. During the time period August 2012 – September 2013, 53% of new condiment introductions came packaged in a jar. Consumer preference for condiments packaged in a jar ranked #1 during this time period among the top 5 packaging options (bottle, flexible stand-up pouch, can, and bottle).

Brands that met the criteria described in previous paragraphs for competitiveness in the private label specialty ketchup market are Sir Kensington’s, Northwoods Gourmet Girl, and Stonewall Kitchen ketchups. Additional emerging brands are numerous with an even smaller number of those brands currently making any significant market place noise. Gourmet food store chains pose a varying degree of competition to this marketplace with their self named ketchup brands (i.e. Williams-Sonoma and Dean & DeLuca).

Northwoods Gourmet Girl

3 ketchup flavors: Jalapeno, Charred Onion, and Country Ketchup

All 3 flavors are sold at Crate & Barrel for \$8.95 (14 oz. bottle)

Sells ketchup on company website for \$8.00 a bottle and retails in the states of Maine, New Hampshire, and Massachusetts

Founder: Abby Freethy

Tag Line: "One Jar at a Time"

Northwoods Gourmet Girl offers 25 different gourmet food pantry products

The company is also involved in the restaurant business and children's clothing

The Brand Story focuses on words like: natural, no preservatives, no artificial ingredients, not chemically altered, and healthy living. She talks about the "scratch" cooking of her Ukrainian grandmother she grew up around as a child and refers to this story to associate her brand with home cooking and not being a processed product.

Crate & Barrel description: "Based in the Moosehead Lake region of Maine, Abby Freethy of Northwoods Gourmet Girl has been crafting elegant, all-natural pantry staples since 2005 as a healthful alternative to commercial processed foods. Her 'one jar at a time' delicacies include this fiery take on her signature bright and tangy country ketchup—a gluten-free, multi-tasking condiment with lots of possibilities, including spiking chicken dishes, meatloaf, Bloody Marys or cocktail sauce."

Abby Freethy maintains a social media presence on Facebook, Pinterest, Instagram, and Twitter. Website isn't well-developed currently.

Publicity includes a nomination for the Martha Stewart American Made 2013 Audience Choice Awards, 2013 Editors Choice Food Award from Yankee Magazine, recognized as one of the "10 Great Bites" at the 2014 Fancy Food Show in San Francisco, a variety of New England area newspaper publications (including the Boston Globe), area food festival publications, and the San Francisco Examiner.



Sir Kensington's Gourmet Scooping Ketchup

2 ketchup flavors; was developed in 2008. The ketchup officially debuted in 2010

Co-founders: Scott Norton and Mark Ramadan

Flavors include: classic and spiced ketchup.

Tag Lines – “The Divine Alternative,” “Condiment, not a Confection,” and “Superior Sauces for those with Superior Tastes.”

Found at large national retailers Sur La Table (\$8.95), Amazon.com (\$4.69), Safeway, Whole Foods, and select Wegman stores in an 11 ounce jar. The ketchup is also available online on company website for \$7 a bottle or \$21 for a 4-pack of jars.

Widely available at grocery stores and restaurants in New York City with 147 locations (source: Sir Kensington Facebook Page). Other cities where Sir Kensington has a significant retail/restaurant presence include Philadelphia, Washington, D.C., Richmond (VA), Chicago, Dallas, Los Angeles (96 locations), and San Francisco (127 locations) each with better than 30 retail and restaurant locations. Previously retailed at Williams-Sonoma and Dean & DeLuca as recent as February 2013 but is no longer available at those retailers through online or retail stores. This may be due in large part to both Dean & DeLuca and Williams-Sonoma wanting to emphasize their own brands of ketchup that come in all-natural and roasted onion flavors (Dean & DeLuca) and Bloody Mary flavor (Williams-Sonoma).

The brand story focuses on the Sir Kensington ketchup recipe's origin and how the recipe originated from a British scholar and world traveler named Sir Kensington. The product is described as “Uncommon, healthful, and painstakingly prepared.” The company says the co-founders followed Sir Kensington's original recipe they discovered in their college library's special collection hidden in a book. Old English dialogue and charm captured in a vintage typography fill the website.

Another key aspect of the brand story relates to the health conscious consumer. Each ketchup description contains prominent language stating low sugar content, low sodium, and non-GMO (genetically modified organisms) project verification. Sir Kensington's products are completely all-natural with the sugar coming from organic raw sugar cane and using whole tomatoes “pressed at the peak of ripeness.”

Sir Kensington's social media presence is comprised primarily of Facebook, Instagram, Pinterest, and Twitter with LinkedIn serving as a secondary outlet. Pinterest is used to further the brand story with a number of boards adding clarity to the charm, wit, and clever story of Sir Kensington.

Sir Kensington's ketchup represents the strongest and most extensive publicity footprint in the private label ketchup marketplace. Publications often tie Sir Kensington's with gourmet cooking and other gourmet food options. Recent periodical publications in People, Family Circle, Prevention, Every Day with Rachael Ray, Better Homes and Gardens, Cosmopolitan, and Forbes demonstrate the breadth of their publicity footprint. Generally, the publicity occurs in the June/July timeframe around outdoor cooking and grilling season. Often a recipe or usage suggestions accompany the publicity.



Stonewall Kitchen Ketchup

4 different flavors; introduced the first flavor around 2002

Co-founders: Jonathan King and James Scott

Flavors include: classic, chipotle, barbecue, and truffle. Truffle flavor added in January 2014 (source: www.gourmetnews.com)

All flavors, except truffle, retail online for \$6.50 a jar in sizes ranging from 16 ounces to 18.25 ounces

A 17.25 ounce jar of truffle flavor sells online for \$10.50

Tag Line – “Ketchup all Grown Up” and “Handmade Gourmet Food That is Presentable to Please”

Products are available at over 6,000 wholesale accounts nationwide (source: www.thereviewconnection.com)

Major retailers include Sur La Table (\$7.95), which only carries chipotle flavor, and select Wegman stores (price varies based on location)

Stonewall Kitchen was founded in 1991 as a specialty gourmet food and kitchen brand company based in Maine. According to a February 2011 article in *The Review Connection*, Stonewall Kitchen differentiates itself by its unique packaging and the high quality of its food recipes. These traits have positioned Stonewall Kitchen as one of the most highly awarded specialty gourmet food makers in the United States.

The company has no specific ketchup brand story outside of brief product description. It does mention “all-natural” ingredients in the product description and states “a grown up ketchup kids will love too.”

Social media presence for Stonewall Kitchen supports the company brand with a focus on its vast array of products. It maintains a Pinterest page that includes recipes ideas (i.e. Stonewall Kitchen Sloppy Joe and meatloaf recipes using its Country Ketchup), a Facebook page, Twitter, and a blog.

Publicity for Stonewall Kitchen Ketchup was found with the New York Times, Boston Globe, and Food Spring.



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Secondary Research

Sports . Bloggers . Industry Performances

Industry Overview: Professional Sports

Fine Vines is interested in pursuing professional sporting arenas, stadiums and venues. The industry itself, draws the attention of a predominantly male crowd with some sort of discretionary income. A summary of the sporting audience with specific industry contributions are outlined below.

Men can outnumber women four to one at an average NFL game

Majority of sports fans are aged 18 to 39

Consumers 30 to 49:

41% of industry revenue

Can afford season tickets or multiple single game tickets

Spends the most on concession

Consumers 50 to 69

29% of industry revenue

Discretionary income allows them to attend plenty of sporting events

MLB attracted the majority of this audience in 2013

Consumers 15 to 29

18% of industry revenue

Over last five years, this segment increased as a result of alternative viewing outlets, such as online streaming

NBA has the highest proportion of teenage supporters

Ethnic backgrounds are prevalent in fans:

NFL most popular among African-Americans

MLB draws about 20% of Latino Americans

Average Fan

Earnings:

NFL: \$62,200

MLB: \$53,400

NBA: \$50,000

NHL: \$48,000

In 2013, a 30-second Super Bowl commercial cost an average of \$4.0 million and total viewership was 108.4 million people, making it the third most watched television program in history.

The Relationship: *Gourmet Foods & Sports*

For decades, the food offered at sports stadiums barely extended beyond hot dogs and nachos. This trend remained largely unchanged until 1992. In that year, the Baltimore Orioles new stadium, Camden Yards, opened and began a trend toward regionally focused stadium food. The influence was more than just local food though. Camden Yards offered guests a higher end taste of Baltimore that reached gourmet food level.

Today, sports venue food and condiment options are including more gourmet food choices. In particular, the focus is on gourmet foods that offer guests a taste of the local and regional culinary scene. The Barclays Center in Brooklyn, NY, gives fans a taste from local chefs and popular street carts native to the Brooklyn borough. The Barclays Center has 37 local restaurateurs and chefs represented, making it the pinnacle of local fare among sports stadiums.

Chris Granger, an NBA marketing executive, says local artisans and local farms give stadium guests an experience that is “emblematic of a particular city or region.” Another example includes FirstEnergy Stadium in Cleveland, which also features a local star chef, Jonathon Sawyer, serving up local favorites like the Carnegie Dip so many Clevelanders are familiar with. Other venues following suit with popular local chefs include CenturyLink Field in Seattle, Turner Field in Atlanta, and many more.

ESPN the Magazine surveyed sports writers and “sports-obsessed chefs and restaurateurs” to identify sports stadiums offering up the best food to their guests (see table to right). Among the 16 venues identified in the survey, Major League Baseball (MLB) represented half of the venues followed by the National Football League (NFL) represented by 5 of the venues. The National Basketball Association (NBA) and Major League Soccer (MLS) each had 2 venues.

Among the 16 identified sports stadiums, some common trends showed up in food offerings. Those trends include a long standing presence in the local or regional market, a symbolic representation of local taste preferences, and local or national star power associated with the food.

The most frequent offering was local handcrafted beers at 11 venues. The beer offerings were often found within close proximity to the stadium or represented a regional favorite. Another important factor was longevity in the regional marketplace with 10 out of 11 beers being established for more than 17 years. In the one case where this wasn't true, the beer brand was established 10 years ago in the Seattle market (Safeco Field).

Brand longevity wasn't particular to just beer. The food options at all of the sports stadiums featured menus full of well established local and regional favorites. Even more important, the food offerings almost exclusively came from local chefs or restaurateurs with long standing reputations in the local market. In a few instances, the local chefs and restaurateurs were famous on a national level. For example, Target Field (MLB's Minnesota Twins) offers food from Andrew Zimmerman, a national television food personality with his own show on the Travel Channel called Bizarre Foods.

“New stadiums and higher incomes will boost attendance numbers for sporting events.” – IBISWorld Report, 2013.

VENUE, LOCATION (SPORTS)	GOURMET OFFERINGS	RESTAURANTS/CHEFS
CenturyLink Field, Seattle (NFL/MLS)	Mac & Cheese, German-style links, Local handcrafted beer	Uli's Favourites Sausage, Pike Place Market, Beecher's Handmade Cheese, Pike Brewing
FirstEnergy, Cleveland (NFL)	Carnegie Dip, Smoked brisket, Fat Doug, Vanilla Bean Apple Pie Bacon Shake	Chef Jonathon Sawyer, Restaurateur Michael Symon, B Spot, Pat LaFrieda
Oriole Park at Camden Yards, Baltimore (MLB)	Maryland crab cake sandwich, Rockfish tacos, Hot dog topped with mac & cheese and lump crab meat	Charm City Seafood, Dempsey's Brew Pub, Stuggys
Target Field, Minneapolis (MLB)	Breaded walleye, Homemade brats & sausages, Lamb-and-goat burger, Local microbrew beers	Food Personality Andrew Zimmerman, Kramarczuk Sausage Company, Surly Furious
Barclay Center, New York City (NBA)	Beer battered cod and mango salsa tacos, Pulled pork sandwiches, Smoky brisket dogs, Local microbrew beers	Head to Calexico, Fatty 'Cue, Brooklyn Bangers, Chef Saul Bolton, Brooklyn Brewery
Miller Park, Milwaukee (MLB)	Spicy chorizo bratwurst, Guinness-marinated, 2-day-roasted beer can chicken, Local craft beers	Klement's, Ribbie's Cafe, Wollersheim, Miller
Heinz Field, Pittsburgh (NFL)	Cheesesteak, Capicola & cheese, Local microbrew beers	Primanti Brothers, Penn Brewery
Citi Field, New York City (MLB)	Filet mignon steak sandwich, Citi Field burgers, Local microbrew beers	Restaurateur Danny Meyer and Pat LaFrieda, Blue Smoke, El Verano Taqueria, Shake Shack
Arrowhead Stadium, Kansas City (NFL)	Brisket stack, Burnt ends, Local microbrew beers	Fiorella's Jack Stack, Boulevard Brewing Company
Cowboys Stadium, Arlington (NFL)	Green chili American kobe burger, Carnitas tacos, Barba-coa burrito, Cowboyritas	Vaqueros, Bent Buckle Smokehouse BBQ
Robert F. Kennedy Memorial Stadium, Washington D.C. (MLS)	Pupusas, Carne asadam Jerk chicken, El Salvadorian sausage, Spiedies, Oyster and catfish	Logan's Sausage, Bada Bing, Willie's Po'Boy, numerous local food trucks
Madison Square Garden, New York City (NBA/NHL/WNBA)	Cheddar-stuffed bratwurst topped with riesling-braised weinkraut, Bacon & onion jam layered burger, Organic chicken sandwich with house-made pickled cucumbers & sambal mayo	Restaurateur Andrew Carmellini, Sausage Boss, Drew Nieparent's Daily Burger, Restaurateur Jean-Georges, Vongerichten, Simply Chicken
Safeco Field, Seattle (MLB)	Ivar Dog (deep fried cod fillet sandwich with coleslaw and tartar sauce), Grass-fed beef burgers, Sweet and savory crepes, Zac Margarita prepared with artisanal mezcal, Cointreau, and agave syrup	Ivar's, Chef Ethan Stowell, Hamburg + Frites, La Creperie, Edgar's Cantina, Mixologist Anu Apte

Industry Overview: Food Bloggers

61% of U.S. online consumers have made a purchase based on blog recommendations

It's estimated that **128.2 million** people read blogs, or **58%** of Internet users

69% of businesses attribute their lead generation success to blogging

Sarah E. Endline, CEO of Sweetriot, which makes organic chocolate snacks, started blogging before taking products to market to give readers a behind-the-scenes look at the business. Transparency is a popular reason for blogging, especially for companies wanting to be identified by something very specific. For example, Endline wrote about the arrival of the first cacao shipment from South America and her personal inspection of the ingredient at Kennedy International Airport. Being able to make that connection to consumers while supporting the company's mission to use the finest ingredients allows the audience a unique opportunity to engage with the brand.

37% of marketers say blogging is the most valuable type of content marketing to drive traffic

81% of U.S. online consumers trust info and advice from blogs

When Jim Jeff and Bob Okumura founded Chowhound in 1997, it became the first food forum in existence. Today there are more than 21,100 food blogs alone. The culinary experience within the blogging community continues to grow at a rapid pace. According to Urbanspoon, Kansas City is home to nearly 150 food blogs.

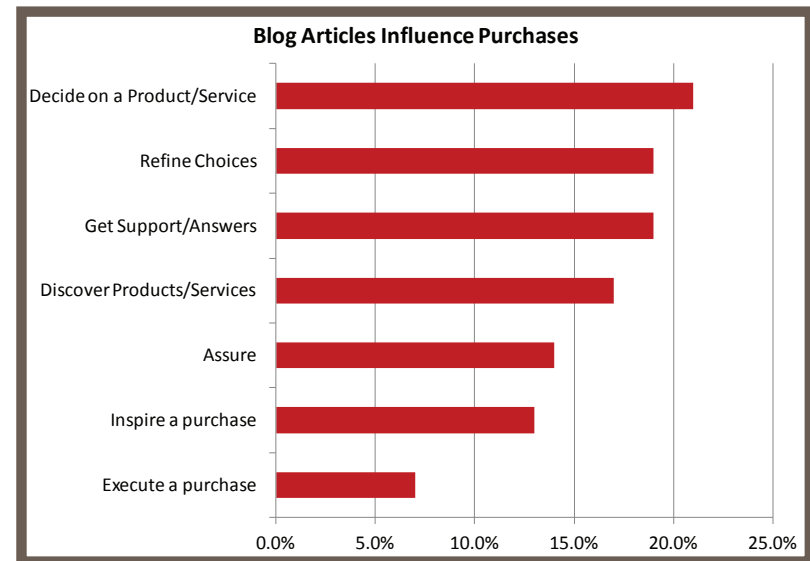
Over the years, food blogging has advanced and converged with mainstream food media. But unlike the fast growth and influence that food blogs have achieved with the public, respectability in the culinary world took some time. Now, however, food blogs have become recognized for both their importance and critical status. In October 2010, the James Beard Foundation, which presents its annual “Oscars of the Food World,” gave voting privileges to food bloggers along with other food writers and culinary samplers. This change benefits local and national food bloggers alike.

But how relevant is food blogging to actual food? One of the biggest forms of impact that food bloggers have is their ability to promote and share recipes. Recipes are one of the main items that draw traffic. According to one study of food blogs, “Having someone else make your recipe and then leave a comment about it is one of the routine gratifications associated with food blogging.” However, most food bloggers ignore nutritional information. In fact, Elizabeth Schneider with the Nutrition Department at Simmons College in Boston noted that researchers found that recipes sampled from the top six U.S. food blogs “were acceptable in calories but excessive in saturated fat and sodium.” A growing number of “healthy” blogs, reflected this. It would be safe to say products with nutritional advantages over the competition would benefit from an evolving dietary food blog universe.

Regardless of nutritional emphasis, thanks to search engines like Feastie visitors are able to explore thousands of recipes from various food blogs, helping to expand the overall reach and to allow one select blog to be introduced to millions with the click of a button. “Feastie makes it easier, more fun for home cooks to find healthy, delicious recipes that fit their dietary needs and budgets,” said Valerie Coffman, CEO/Founder of Feastie. Overall, food blogs have allowed increased awareness and interest in recipe sharing to “ordinary” people, and a trend toward “do-it-yourself” cooking.

Food blogs are increasingly recognized as an aspect of the broader food-related media. One of the reasons food blogs have grown is their ability to provide integrated online marketing. Avinash Kaushik, a digital marketer, says blogs provide a 360-degree experience for customers to provide more in the way of online content, adding, “You can no longer be good at just one thing, or two.”

In fact, according to World Literature Today, “79% of respondents consulted U.S. food blogs at least daily, if not multiple times a day, crediting their increased usage to a food blogger’s candid writing style, diverse voice and range of topics, as well as their approachable personalities.” And locally, the friendlier, communal traits of a food blogger are what help set her apart from other forms of media. Jenny An, a Chicago-writer noted, “The rise of food blogs can be credited to their sense of community,” explaining that Twitter, Facebook and Pinterest tie-ins have aided. She added, “Food bloggers have become the new staple of online food writing.”



Industry Performance: *Canned Fruit & Vegetables*

Ketchup may be considered a condiment by most consumers, but because of its ingredients, it falls into the Canned Fruit and Vegetable category as far as industry reports are concerned. This summary highlights key information about the industry itself. Colored text highlights significant pieces of information for the development of final recommendations.

OVERVIEW:

Market Leader: H.J. Heinz Company 6.6%

Industry Revenue: \$38.2 billion

Industry Profit: \$1.7 billion

Industry Annual Growth '13-'18: -1.2%

Industry Life Cycle: Decline

Ketchup (and other sauces, salsa, chili, spaghetti) make up 15.2% of the segmentation.

Competition trend is increasing: price is incredibly competitive, especially with generic brands.

Successful producers offer a variety of flavors and product lines for consumers to choose from.

Heinz & Campbell's have gained customer's trust; new entrants must differentiate and find niche markets. Brand loyalty makes gaining market share difficult.

OVERALL ECONOMY:

From 2008-2013, as per capita disposable income declined with recession, people purchased more canned items. As disposable incomes recovered after the recession, consumers purchased more fresh produce due to perceived health benefits compared to processed alternatives, which increased competition from fresh produce.

Despite the decline, introduction of greater variety of organic canned products has slowed it, along with reformulated products with less fat, sugar and sodium contents.

Even with higher per capita disposable income projected to 2018, more consumers are expected to purchase fresh produce vs. processed produce.

Competition from imports may increase as Americans seek ethnic options, which may actually be less expensive than domestic products.

If profit margins erode, especially with smaller companies, the number of enterprises are expected to fall at an average annual rate of 2.5% and overall revenue is forecast to decline at annualized 1.2% in next five years.

PRODUCTION INNOVATION/CONSOLIDATION:

Consolidation helped larger companies like Heinz boost production and distribution efficiencies while foregoing the high R&D costs and capital investments needed to launch new products.

These major producers have enjoyed acquiring smaller operations to grow market share and enter regional markets.

Their technology has improved processing, which maintains profit margins.

Imports are estimated to account for 15.5% of domestic demand in 2013; up from 12.7% in 2008.

Industry Performance: *Canned Fruit & Vegetables*

LIFE CYCLE STAGE:

Smaller companies are leaving this industry as opportunities dwindle.

Per capita consumption of canned fruits/vegetables is declining.

The industry's contribution to the overall economy is declining.

Falling company numbers; large firms dominate.

Little technology & process change.

Stable & clearly segmented products and brands.

Number of enterprises is expected to decline over the 10 years to 2018 at an average annual rate of 2.0% to 635 companies.

Result of shrinking profit margins; limited growth opportunities.

Smaller companies with little brand recognition and market power account for majority of companies that have left the industry.

On the other end, larger companies like Heinz and Campbell successfully passed costs to consumers, while maintaining profitability and grow market shares by acquiring smaller companies.

The price of fruits/vegetables is expected to increase.

KETCHUP ONLY:

Ketchup (and other sauces, salsa, chili, spaghetti) make up 15.2% of the product segmentation in this category, totaling \$5.8 billion.

Flavor innovation is diversifying the ingredients used in these sauces.

During the recession, demand for this segment's products grew as people cooked at home.

As per capita disposable income levels increased and manufacturers began offering a greater variety of products, demand for ketchup and sauces continued to expand.

This segment's share of revenue is expect to increase slightly.

MAJOR MARKETS:

Grocery Wholesalers: 55% of revenue in 2013. Primarily distributing to supermarkets, convenience stores; also wholesale to institutions like government and public schools. Slightly declining as result of online orders for supermarkets to bypass their services.

Retail Stores: 11.8% of revenue in 2013. Most important point of purchase for consumers and expected to grow.

Exports: 10.1% of revenue in 2013. Canada, Japan, Mexico and the Netherlands are largest destinations for this industry's exports.

Mass Merchandisers: 9.1% of revenue in 2013. Segment is growing, especially with Walmart's expanded grocery sections.

Food Service: 6.0% of revenue in 2013. Restaurants, bars, hotels, casinos, catering companies. Volatile mainly because it's based on disposable income.

Industry Performance: Seasoning, Sauce & Condiments

Ketchup, specifically, does not fall under this category. Products in this category include: mayonnaise, salad dressing, mustard, horseradish, seasonings, sauces/spreads. From a competitive standpoint, this is relevant and should be analyzed for the development of final recommendations.

OVERVIEW:

Industry Revenue: \$18.3 billion

Industry Profit: \$986.0 million

Industry Annual Growth '13-'18: 1.2%

Industry Life Cycle: Mature

Competition is high and trend is steady.

Mainly competing on price to downstream customers.

Charging higher prices to retail clients (grocery stores, warehouse clubs) compared to industrial clients (food manufacturers, food service).

Influx of private label goods has increased price-based competition in last five years.

Perceived quality determines price consumers are willing to pay; will determine producer's ability to stay competitive.

Limited opportunities for growth make it imperative for producers to distinguish themselves through brand recognition and product development.

SPECIFICS:

Benefited from increase demand over past five years; even during recession.

Anticipated growth in 2013: 2.4%.

With per capita disposable income rising post-recession, people ate out more; demand from food service increased. Volume sales in retails like grocery, declined.

More disposable income allowed customers to trade-up to more expensive condiments.

Future looks positive: higher disposable income will drive demand at retail level, more eating out and more health-conscious Americans will make producers respond.

Revenue projections to grow an annualized 1.2% to \$19.4 billion to 2018.

Timely, new product introductions and clever marketing strategies are expected to drive industry revenue growth; 1.8% in 2014.

PRODUCTION INNOVATION/CONSOLIDATION:

In recent years, Americans have expressed an interest in ethnic flavors, particularly for Latin American and Asian cuisines.

More than half Americans prefer hot or spicy sauces, condiments and dips (growth from 46% in 2009).

Trending imported food to increase.

Growing popularity of American food abroad (Subway and TGIFriday's in Japan) spurred greater demand for condiments, etc. Japan alone grown annualized 11.4% over last five years.

Industry Performance: *Seasoning, Sauce & Condiments*

LIFE CYCLE STAGE:

Industry value added is growing at a similar rate as GDP growth.

Product innovation is mainly focused on healthier brand extensions of existing products.

Seasonings, sauces and condiments are wholeheartedly accepted by the market.

Revenue grows at same pace as economy.

Total market acceptance of products and brands.

Rationalization of low margin products and brands.

Bigger, well-established brands acquiring smaller businesses.

KEY SUCCESS FACTORS:

Marketing of differentiated products.

Control of distribution arrangements.

Economies of scale.

Product innovation.

Ability to pass on cost increases.

MAJOR MARKETS:

Grocery Wholesalers: 40.7% of revenue in 2013.

Food manufacturers: 31.0% of revenue in 2013.

Food service establishments: 12.5% of revenue in 2013. Hotels, motels, restaurants, fast-food chains.

Supermarkets and grocery stores: 10.0% of revenue in 2013.

Exports: 5.8% of revenue in 2013.

No real leaders in this category: 9.8% market share for McCormick & Company (mainly spices) but recently doing more flavorful products by acquiring: Simply Asia, Thai Kitchen, etc. The other 90.2% are "other" companies.

Kraft revenue steady/declining. Only steady/increasing because of increased product prices.

Industry Performance: Specialty Food Stores

Fine Vines produces an artisanal, or gourmet product and likely attracts a slightly different consumer audience, some of which shop at higher-end retailers. It's important to look into the landscape of this specific industry to determine whether or not it could be a viable outlet for Fine Vines products. Information from this industry plays a role in final recommendations for Fine Vines, and the information analyzed from this segment provides insight into the retail side of the business model.

OVERVIEW:

Stores retail packaged food only, not for immediate consumptions. Does not include butcher, seafood or produce.

Retails gourmet foods (this is only area in common with Fine Vines).

Industry Revenue: \$7.5 billion; Profit: \$187.8 million.

Industry Annual growth ;13-'18: 1.3%.

Revenue projected at annualized rate of 1.3% to \$8.0 billion in 2018.

Households with higher levels of income can afford more expensive products such as gourmet foods.

SPECIFICS:

Can't compete on price with supermarkets' 91% of US retail food market.

Recent economic conditions constrained growth, but rising disposable income will spur spending on specialty food products.

Vegan, vegetarian and organic diets on the rise: Organic alone was \$1 billion in 1990 - \$31.5 billion in 2012. Increased over 10% from 2011-2012 alone, signifying steady growth in demand for specialty food products. 39% of organic purchases were made from specialty stores.

Allergy-sensitive foods: gluten-free options.

Companies in this industry has increased in last five years at 1.5%.

WHO'S BUYING GOURMET PRODUCTS?:

Consumers aged 18-35: 34.5% industry revenue in 2013. Most likely to adopt new foods, have most discretionary income. Expected to increase.

Consumers aged 36-50: 29.5% industry revenue in 2013. Afford the higher-priced goods, some early adopters or organic and natural foods. Expected to remain steady.

Consumers younger than 18: 18.5% industry revenue in 2013. Slowly increasing. Trickle effect from parents – expected to increase.

Consumers older than 51: 17.5% industry revenue in 2013. Younger edge of this spectrum are part of the sandwich generation, supporting parents and children and preparing for retirement. Steady, but not expected to change.



*Think you know ketchup?
Think again.*



SWOT Analysis

Strengths . Weaknesses . Opportunities . Threats

Strengths

Diverse Flavor Options: The breadth of flavor options is unrivaled in the ketchup marketplace. Fine Vines offers 12 ketchup flavors providing the consumer with unique options to dip, sauce, or cook. Another competitor doesn't exist offering this type of variety in flavor.

KC Roasterie Partnership: A unique difference for Fine Vines that other competitors have not leveraged in their respective marketplaces. Partnerships may also prove successful as an entry strategy in other markets across the country.

All-Natural: No high-fructose corn syrup and all-natural ingredients add to the allure of Fine Vines Artisanal Ketchup with health conscious consumers. Buyers of gourmet ketchup are keenly aware of this difference and often make their choice based on all-natural ingredients.

Habanero and Serrano Flavors: Peppery flavor delivering heat to ketchup is a significant trend among consumers. The vast majority of competitors have targeted jalapeno and chipotle as their peppers of choice. Fine Vines differentiates its ketchup with the unique pepper flavors habanero and serrano.

Glass Jar and Label Redesign: Gourmet ketchup products are differentiated by their packaging and labels. Specifically, glass jars are the trend among top competitors along with a clean white label. Fine Vines currently offers its artisanal ketchup in a glass jar with a clean white label. The label redesign places it in the top tier of gourmet ketchup offerings on appearance alone.

Recipe Cards: Consumers' perception of ketchup may not open them up to the possibilities with Fine Vines Artisanal Ketchup. Therefore, recipe cards help expand the numerous possibilities for consumers to leverage the 12 flavors Fine Vines offers. Whether to dip, sauce, or cook with Fine Vines Artisanal Ketchup, the recipe cards will insure the best possible experience for each consumer the first time and keep her coming back for more.

Weaknesses

Confusion on Classic Formulation Name: Secondary research shows a strong desire for a classic formulation to accompany the diverse flavor options Fine Vines offers the consumer. Nearly all emerging competitors (Sir Kensington's, Stonewall Kitchen, and Northwood's Girl) offer a classic flavor option so early adopters and consumers find something relatively comfortable in a new product category. Fine Vines offers a classic formulation, but the name may be confusing to consumers who seek a classic taste, making it more difficult to connect to consumers new to this category.

Too Many Flavor Options: Competitors in the private label ketchup market seldom offer more than four flavor options to consumers. Fine Vines' 12 flavor options could be too many.

Lack of "Less Sugar" Claim: Leading private label gourmet competitors consistently make the claim of "less sugar" with their ketchups. Fine Vines does not use high-fructose corn syrup but the clarity of having less sugar appears to be a compelling feature for competitors.

Brand Equity: Fine Vines may encounter difficulty entering strategic partnerships without an established brand presence in the Kansas City market. Research has shown that products in existence for 10 or more years pose the most likely candidates for partnerships.

Limited Packaging Options: Sir Kensington's, a top competitor to Fine Vines, offers a variety of packaging options that has allowed it to enter different markets. Those packaging options include a retail size for grocery stores, a large wholesaler size for restaurants, a sample size, a traditional glass ketchup bottle for restaurant tables, a self-serve dispenser, and even a ceramic inverted hat to fill with ketchup and use in restaurant settings.

Opportunities

Classic Flavor Formulation: Each primary competitor includes a classic formulation in its array of flavors. The name may be different (i.e. country, traditional, fancy, etc.) but the trend is unmistakable. Inclusion of a classic formulation appears to have important significance in the private label ketchup market.

New Partnerships: Fine Vines has leveraged a key partnership in the Kansas City marketplace with the Roasterie. Opportunities may exist with other Kansas City MSA (metropolitan statistical area) businesses to further improve brand awareness. Partnerships may also prove successful as an entry strategy in other markets across the country.

Seasonal Offering: Fine Vines may be able to sell some of its 12 flavor options in a seasonal promotion versus selling all 12 flavors year round. Other Kansas City area food businesses implement a similar strategy (i.e. Boulevard Brewery with its seasonal chocolate beer).

Wholesale Membership Retailers: Costco represents a unique retail point for Fine Vines with several locations and popularity in Kansas City. In addition, multiple competitors in the ketchup market have been retailed at Costco over the past several years. Costco often offers new brands and frequently samples their new brands to customers. Costco also appears to take a local/regional approach with some of its new food products.

Sports Market: Kansas City offers a strong market of sports team at both the professional and semi-professional level. Area teams include the Kansas City Chiefs, Kansas City Royals, Sporting KC, T-Bones, and Mavericks. These venues provide an opportunity to expose a large number of consumers to Fine Vines Artisanal Ketchup in a semi-controlled environment.

Threats

Emerging Market: A number of new competitors are entering the private label ketchup marketplace looking to make their mark in this wide open category.

Perception of Ketchup: Most consumers perceive ketchup as a kid's food. There may be reluctance to view ketchup as a gourmet food in light of this perception.

Low Profit Margin: Stadiums may consider ketchup, and collectively all condiments, a low profit margin product. Stadiums offer condiments for free and may be reluctant to diverge from this business practice.

Regional/Local Taste Preferences: Penetration into sports venues depends largely on local and/or regional taste preferences. Does the Kansas City marketplace view ketchup as an important area food? The BBQ culture of Kansas City may suggest the answer is yes to this question but ketchup's role may be secondary as an ingredient to sauce preparation and basting of meats.

Wrong Target Audience: Sports venues may offer the chance to expose many consumers to Fine Vines Artisanal Ketchup but the consumers may not be an appropriate target audience. Secondary research has identified males aged 18-65 as the most likely attendee at sports venues.

Sports Marketer Buy-in: Secondary research suggests that sports marketers don't view gourmet ketchup as a likely food offering at their respective venues.



“The *\$5.6 billion* condiments market will likely face tough times ahead due to the health-conscious consumer and an increase in away-from-home dining.

Future growth will be reliant on packaging development, product line extensions catering to flavor trends, and a move toward condiments with simplified ingredient lists and added health benefits.”

—Amanda Topper, Food Analyst

*Think you know ketchup?
Think again.*



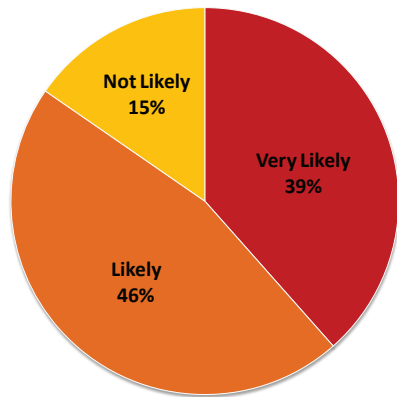
Primary Research

Surveys . Interviews

Key Findings: Food Survey

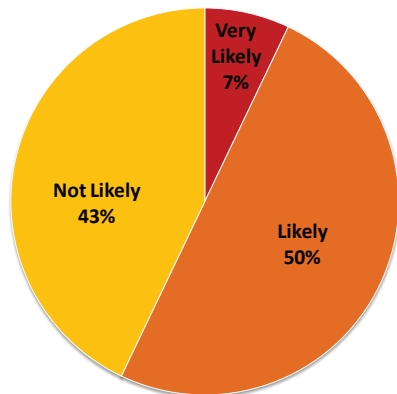
To gain insight into the perceptions of local food influencers and others, the team sent the influencers, chefs, restaurant owners and corporate-level executives a survey with questions focusing on ketchup, condiments, how they learn about new products and what they consider when trying/purchasing new products themselves. Over 60% of this audience has been working in the culinary field for ten or more years. Key findings are pulled out in the following pages.

How likely are you to try a new condiment?



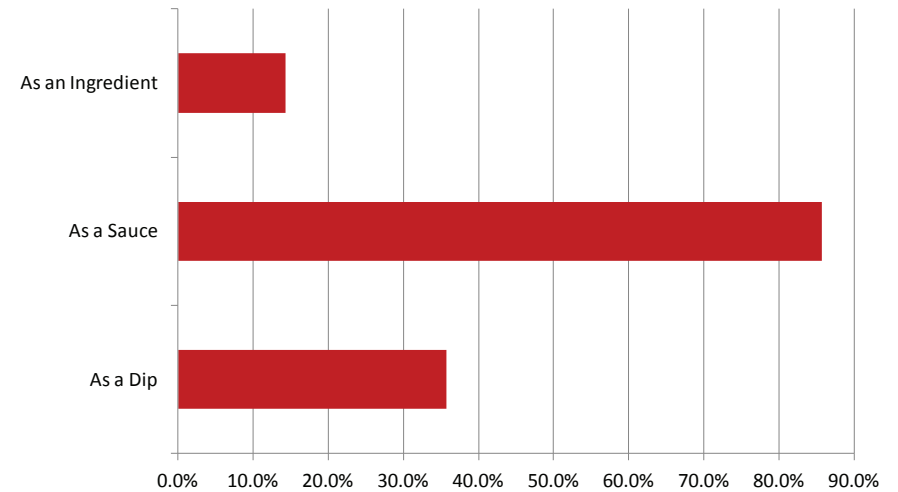
Key Takeaway: Most respondents are willing and open to trying a new condiment.

How likely are you to try a new ketchup?



Key Takeaway: Most respondents are NOT interested in trying new ketchup.

When you use ketchup, what do you most often use it with or for? Select all that apply.

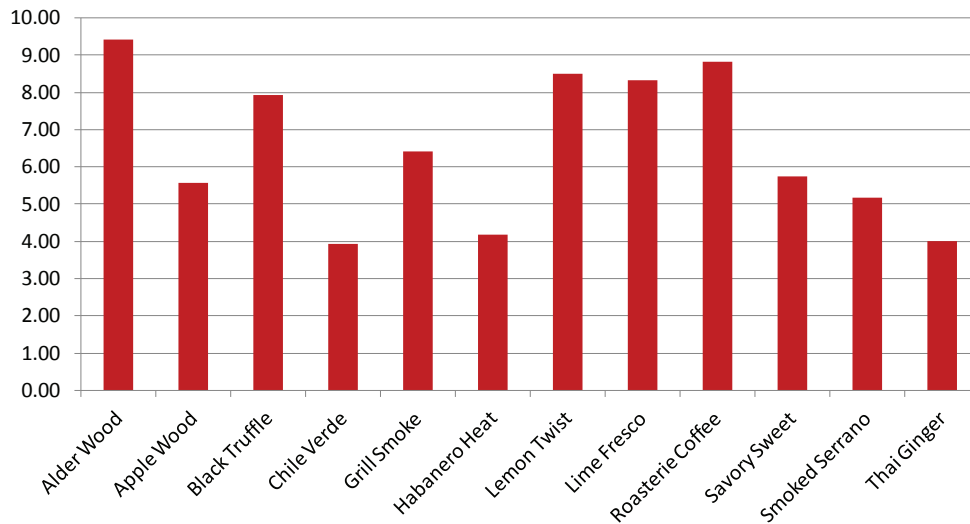


Key Takeaway: It's important to know how the average ketchup-user currently uses the product. Goals to build awareness, and ultimately to change perceptions, are critical for Fine Vines' message strategy. The frequent topic of conversation has been what areas to focus these messages - if consumers are familiar with ketchup as a sauce and dip, it would be in the best interest of the message to focus on teaching the consumer how to use this product as an ingredient, thereby creating its own uniqueness.

If you were to buy an artisanal product (artisanal defined as higher quality), what would your expectations be?

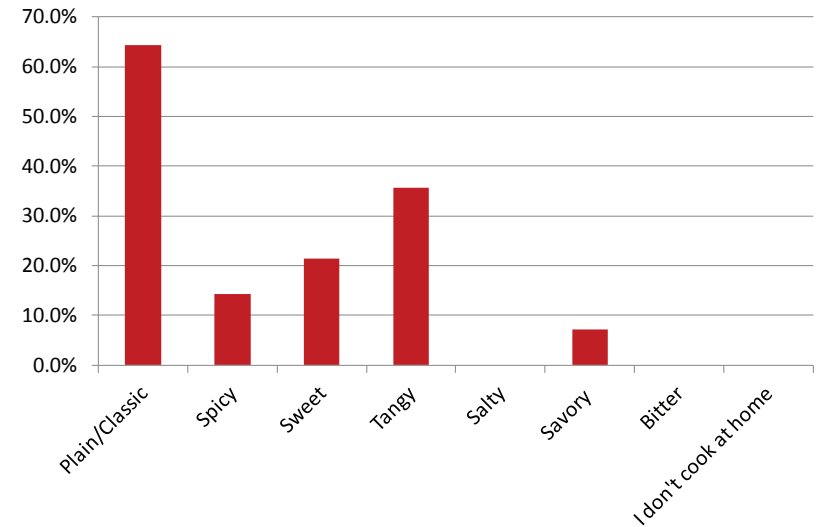
- Flavor packed, well-balanced
- Unique product characteristics
- All natural no fructose corn syrup
- To be better and/or different than other products
- Quality ingredients
- Decent packaging/labeling
- Advertising that tells the story of the product
- Transparency in supply chain
- Fresh ingredients, no chemicals or preservatives
- Unique, unparalleled quality and packaging
- Multi-functional - I would not typically by a product that I can't use for only one purpose
- Stand up to the high quality standards that they are marketing to people
- Professional marketing: accurate information regarding where it's produced, ingredient and nutritional info

Of the flavored ketchup options listed below, please rank them in order of preference with 1 being most likely to use.



Key Takeaway: Fine Vines currently offers 12 different flavors, maybe some of these flavors should be released seasonally, as testers or possibly eliminated altogether. Interestingly, Chile Verde, Habanero Heat and Thai Ginger top the list of preferred flavors. Alder Wood, Lemon Twist and Lime Fresco are the least likely to use. Roasterie Coffee is a huge seller for Fine Vines, although maybe the perception of ketchup mixing with coffee is unattractive to some.

When ketchup is an ingredient for your scratch cooking at home, what flavor profile is important to you?



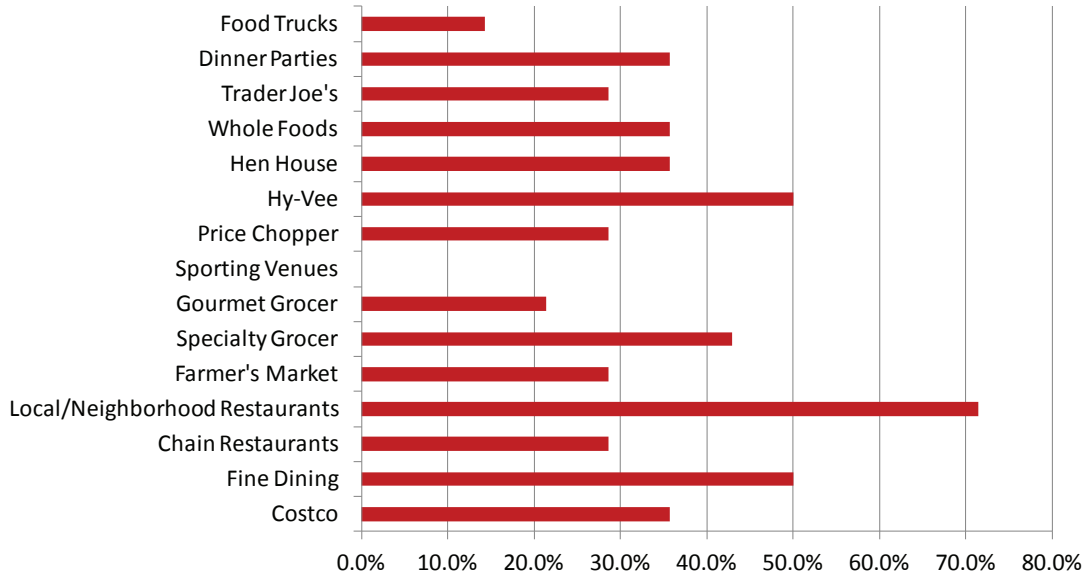
Key Takeaway: Flavor profiles are important for the development, or reduction, of any food product line. Most people don't heavily experiment with flavor in their at-home cooking, not even professionally trained chefs or other food-related professionals.

1. Spicy
2. Sweet
3. Salty
4. Savory
5. Sour
6. Bitter

Key Takeaway: When asked to rank personal flavor profiles, this was the outcome. These results should help Fine Vines prioritize when considering new or removing current flavors from its product line.

Where do you typically experience and try new food products?

Select all that apply.



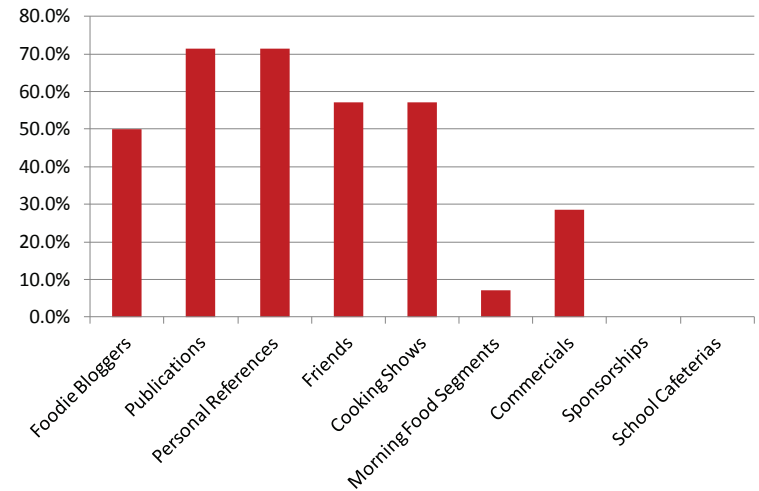
Key Takeaway: Fine Vines has numerous options to build awareness, and the results for this question should help narrow and prioritize those options, not only within the Kansas City Metro area, but on a regional and national level as well. Artisanal ketchup is new concept to a lot of people; tasting is believing, which is why it's important to know where people experience new foods.

Fine Vines has an established relationship with grocers including Hy-Vee, which supports a key tactic for the final recommendations. Other outlets to pursue include: local and neighborhood restaurants, dinner parties, and other high-end grocers ranging from Whole Foods to Hen House.

Key Takeaway: As shown in the industry performance report, large brand names have a tight grip on the majority of this segment. As a result, price is a strongly-considered factor when purchasing ketchup. Luckily, for Fine Vines, consumers are just as interested in an all-natural, healthier product without high fructose corn syrup. This should be a key selling point for Fine Vines.

Where would you typically learn about new food products?

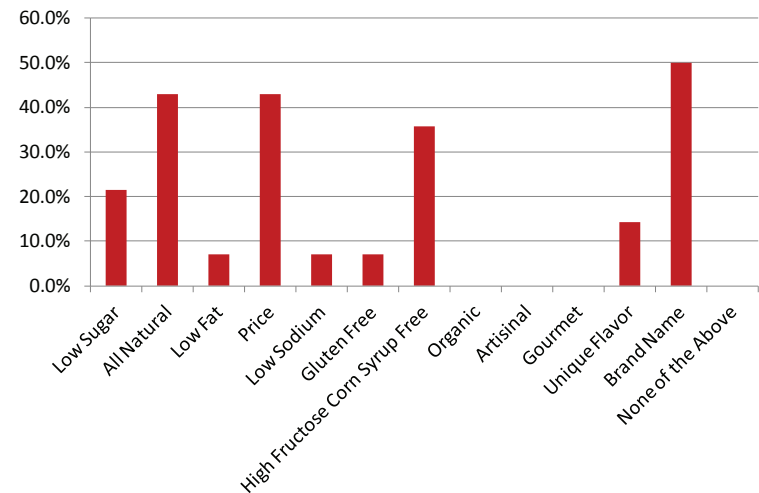
Select all that apply.



Key Takeaway: From a marketing and budgeting standpoint for a new company, it's comforting to see expensive options like sponsorships and commercials as outlets with little influence.

Which of the following characteristics do you consider

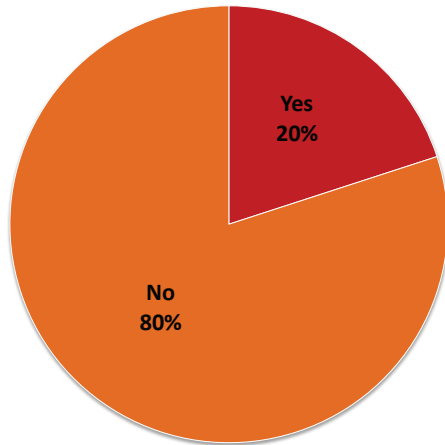
before buying ketchup? Select all that apply.



Key Findings: Sports Survey

A variety of people involved in local sports took a survey primarily focusing on venue amenities, current food options, possible sponsorship and fan engagement opportunities, and a general idea of a typical fan/attendee. Although sporting events draw thousands of attendees game after game, it's clear that artisanal ketchup may encounter resistance. Key results are highlighted on the following pages. Some opportunity exists, but barriers will need to be overcome for a successful campaign to build awareness/exposure.

Do you offer gourmet food options at your venue?

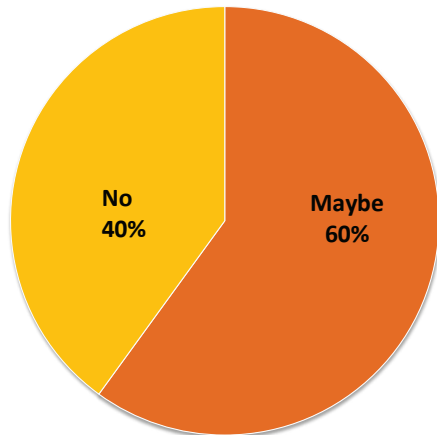


Key Takeaway: Most stadium food is quick, easy to eat on the go, and not considered high-end, gourmet or up-scale.

Would you charge for gourmet ketchup?: **No.**

Who's your target audience or typical guest attendee? **Males 19-60**
Adults 35-64
Sports teams, players & spectators
Johnson County

Is there a need for flavored ketchup in the stadium food industry?

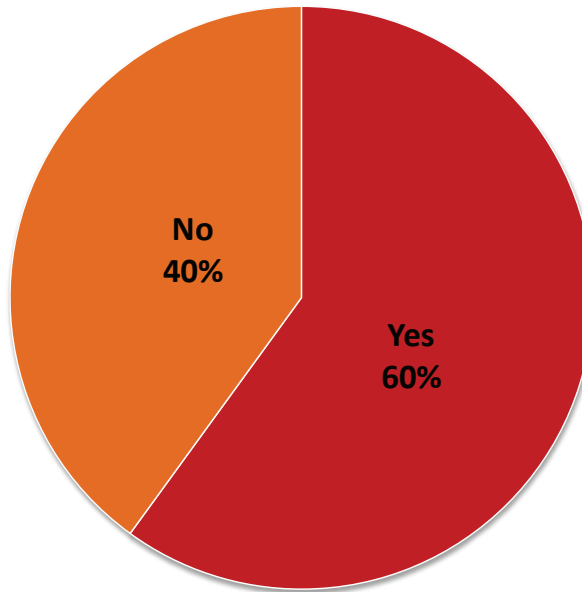


Key Takeaway: Fans may not know they need a better quality ketchup, but condiments in general are heavily consumed at no charge, leaving them low on the list for considerations.

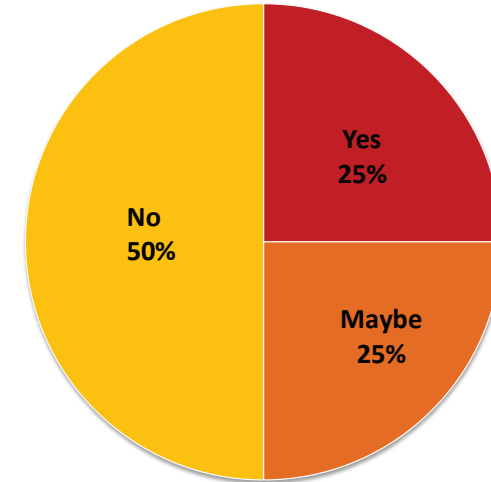
What types of flavor options would be appealing to offer in your sports venue?
Classic: 80% Savory: 20%

Do you offer an upscale menu to your premium seating sections?

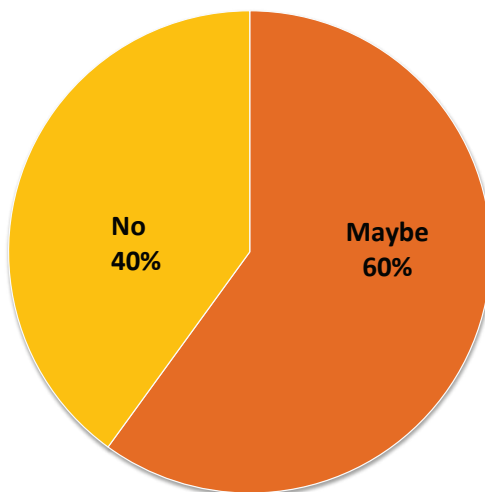
Key Takeaway: Most respondents that offered an upscale menu for premium seats didn't think gourmet ketchup would make sense to offer as a condiment.



If you answered "Yes" to the previous question, would you offer gourmet ketchup as a condiment option?



Do you see potential partnership/sponsorship opportunities with a gourmet ketchup brand?



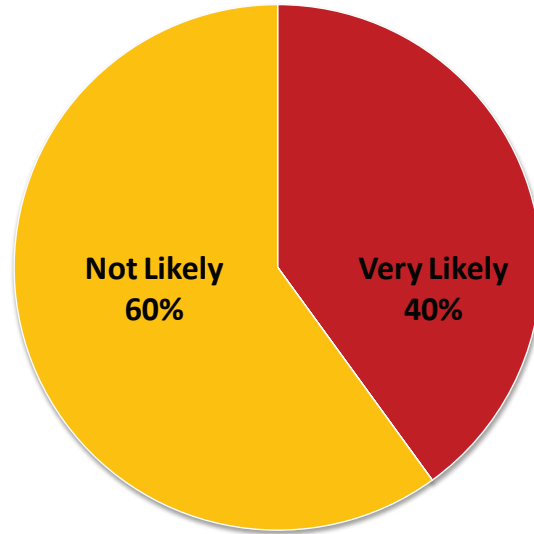
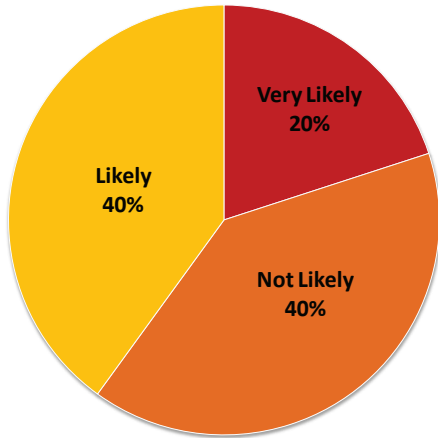
Key Takeaway: This suggests that high-end ketchup may not benefit the team or the ketchup brand. Most teams want sponsors and partners to be successful so they return and renew year after year. This simple outlook/perspective speaks volumes.

How receptive would your fan base be to a gourmet ketchup option?

Very Receptive: 20%
Somewhat Receptive: 60%
Not Receptive at All: 20%

How likely are you to offer both a traditional ketchup brand (i.e. Heinz) and a gourmet brand at your sporting venue?

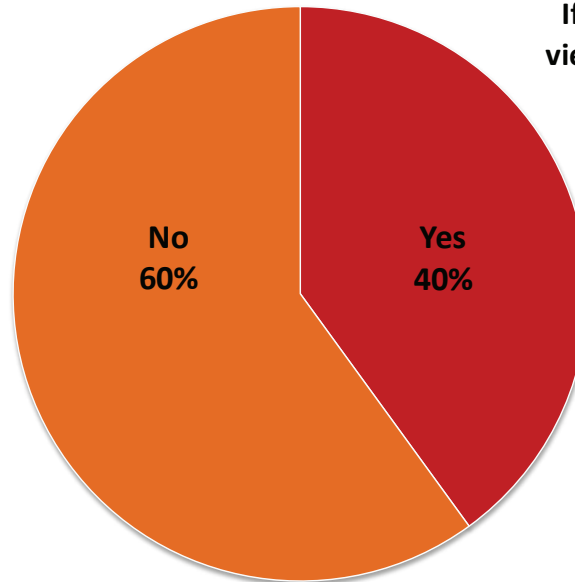
How likely are you to add a new condiment?



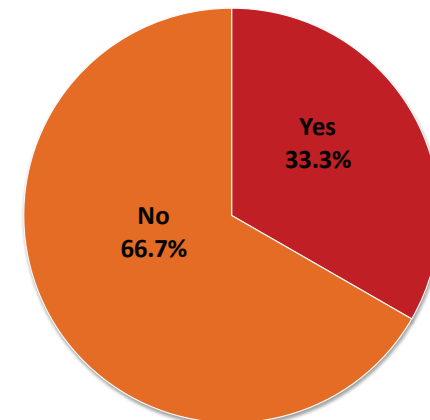
Key Takeaway: Although not definite, this still shows opportunity for Fine Vines products within the stadium scene.

Do you actively engage with your fans during the tailgating experience?

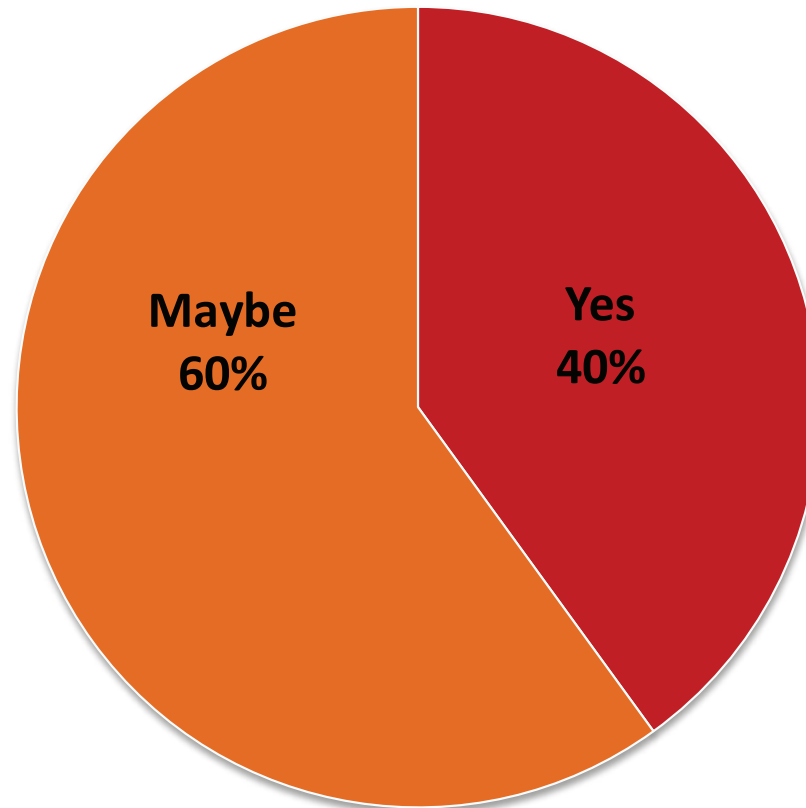
Key Takeaway: Most venues don't engage with fans for the tailgating experience, and even more don't think there's much of an advantage to doing so...



If you answered "No" to the previous question, do you view the tailgating experience as a potential opportunity to engage with fans?



Would you consider partnering with a grocery store chain (local, regional, national) to engage fans during the tailgating experience at regularly scheduled events?



Key Takeaway: Sporting venues may not see the benefit in engaging with fans during the tailgating experience, and they may not see the need for a high-end ketchup/condiment in their stadiums, but that doesn't mean they aren't willing to partner or allow an organization with a local, regional or national presence within the market to do something during the tailgating timeframe.

Professional Interview: Grocer

Overview

Over a 2-week period from March 1–15 an interview with a Hy-Vee Health Market Manager/Dietician took place. The interviewee is responsible for selecting new products and offering consultation for catering menu design. Questions were answered through a live interview, email, and a follow-up phone call. The Hy-Vee employee wishes to remain anonymous. She is new to her position and was sensitive to the fact that the product our research focused on was currently sold at some Kansas City area Hy-Vee locations.

Purpose and Rationale

The purpose of the interview was to gather additional insight into building brand awareness for Fine Vines Artisanal Ketchup at sports venues. Secondary research findings pointed our team in the direction of the pregame fan experience as an option for Fine Vines to expose potential customers to their ketchup. Hy-Vee's involvement in the Kansas City sports scene makes it a prime candidate for partnering opportunities. Specifically, Hy-Vee has a significant involvement at pregame activities for the Kansas City Royals, Kansas City Chiefs, and Kansas Speedway. It is listed as the official grocer for each of these venues.

Key Insight: Hy-Vee Maintains a “Local” Focus

Fine Vines offers a product that is both local and all-natural. Local products are a point of emphasis with Hy-Vee. In the Health Market at Hy-Vee, a number of examples exist to support this premise. Those products include gluten free baked goods (i.e. Kneaded Specialties), vegan goods (i.e. Alternative Baking), soaps and lotions (i.e. Indigo Wild), and bulk foods sold in bins (i.e. Bergins). The produce department also emphasizes a number of local suppliers particularly during prime seasons. Hy-Vee partners with these local producers in its store by allowing them to place brochures and promotional items to a greater extent than more established and larger brands. Additionally, Hy-Vee maintains a closer relationship with suppliers of local products by frequently meeting with them, and in some cases on a weekly basis. Finally, Hy-Vee looks to offer preferential product placement to some of their local products (i.e. Shatto Milk).

Key Insight: Gourmet is a Point of Differentiation

More customers of Hy-Vee's catering service are requesting high end gourmet food options. Customers are more health conscious and want to know the ingredients of their catered food. Gourmet food options frequently offer all-natural ingredients, gluten free, and low sugar. Consumer preference doesn't just include food options but also condiments that will accompany their food selections.

Key Insight: Official Grocer and Tailgate Sponsor for Kansas City Sports Venues

Hy-Vee's involvement in tailgating may provide an opportunity for Fine Vines to expose its ketchup to a large audience. Hy-Vee sponsors tailgating competitions at Arrowhead Stadium and provides catering service outside the stadium in the Arrowhead Pavilion, which is the site for a high end tailgating experience. Bud Light is the headline sponsor with Hy-Vee providing all of the catering. The menu changes for each game. Hy-Vee caterers are always looking for new ways to tie in great tailgating food options for their fans. Entry to the Arrowhead Pavilion requires a ticket so the expectations from fans are high.

Professional Interview: Food Blogger

In March, the team conducted an interview with Shanley Cox, the writer, photographer and taste tester of Eat It KC food blog. The team also conducted an interview with Sharmin Meadows, creator of What You're Missing KC! food blog. Both participants agreed to provide their insight into how food blogs could be used to market and promote a culinary product. Both interviews used a similar question template for consistency.

Key Interview Findings

Flavor options

Shanley discussed having previously tried the Roasterie-inspired Fine Vines ketchup and, while enjoying the flavor, was perplexed as to how she would ever use it, stating, "What am I going to do with this?" She also said that she believed 12 flavors to be overwhelming and thought reducing the number would be more memorable to the consumer.

Effectiveness of blogging

Both Sharmin and Shanley explained how their blogs could be an effective marketing tool, adding the ability to tie in social media as an additional component and the ability to drive traffic back to the Fine Vines website. In addition, Shanley added that publicizing a taste testing at a local grocer would help create more buzz about the product. We also discussed the possibility of using the blog to raise awareness of a joint effort with 41 Action News for a food segment on National Ketchup Day, which is June 5. And Sharmin suggested she would use the ketchup to create her own recipes that she would showcase to her followers.

Advertising

Aside from simply having Shanley and Sharmin blog about the ketchup, they mentioned an idea that the team had not previously considered: the ability to use ad space on the blog, combining with the specific blog post to further strengthen the use of blog promotion. A web banner is a more effective way to drive traffic back to the Fine Vines site than a link at the bottom of the post.

Conclusion

Based on what we learned from Shanley and Sharmin, it seems that Eat It KC and What You're Missing KC! would be open to using their respective platforms as vehicles to help promote the Fine Vines brand to a target audience comparable to the one Fine Vines aspires to reach – the Kansas City foodie community. Both bloggers are very engaged about the prospect of supporting a local business. And both bloggers provided creative ideas to help propel the Fine Vines business.

Professional Interview: *Corporate Opportunities*

The team originally examined the possibility of a corporate partnership between Fine Vines and national hotel and/or restaurant chains. It sounded like a good fit; to increase exposure for Fine Vines' brand and satisfy consumers' desire for healthier options by utilizing organizations within the hospitality and entertainment industries, which are always looking to diversify menu offerings.

After several interviews, it became clear this wouldn't be a profitable or successful approach for Fine Vines, or any other condiment company for that matter. Jessica James, Research & Development Chef at Applebee's corporate office, and Katie Allen, Complex Director of Catering and Convention Services at Westin and Sheraton in Kansas City, explained why.

The team presented a 1.5 oz. jar of a competitor's ketchup (Fine Vines doesn't offer this packaging size), and it was unknown if it would benefit the company to produce it. The team thought it would be perfect for room service orders, or to present with meals in a restaurant setting. Previously, Fine Vines struggled to effectively co-brand its products with restaurants, and the smaller packaging would resolve some of these issues, including:

- Preserve and expose the brand with consistent look and feel.
- Create a sanitary, table-side option with a "one-and-done" use.
- Automatic co-branding; no need to refer to Fine Vines on menus, etc.

According to Allen, 10-15% of hotel guests order either lunch or dinner via room service – which almost always includes a side of ketchup. On average, Kansas City is a 66% occupancy city, with approximately 4,500 available rooms in the downtown area with room service opportunities each day.

Unfortunately, Allen said, price and distribution posed significant challenges for the idea. The Westin and Sheraton currently order a similarly packaged product from Heinz with the rest of its regular orders. In-room dining has very low profit margin, which means it's not much of a priority for hotels to consider changing a condiment, which falls even lower on the list. It was noted that there might be a use for a better ketchup, but only if the costs were equal to, or less than, current costs.

Based on her professional experience, Allen didn't see "gourmet ketchup" as a buying factor for guests, making this comparison: "The only way to be sure would be to test the buy up factor similar to adding cheese to a burger but I personally don't see people spending extra money on ketchup; maybe I am naïve. I think of it as your burger comes with American cheese but you can get American Cheese made with all natural ingredients for a \$.75 up-charge. I wouldn't be compelled to buy up based on an ingredient I can already get."

As a result of these interviews, the team decided not to pursue a hospitality and entertainment recommendation for Fine Vines.



1.5 oz. Branded Packaging

Professional Interview: *Sporting Venues*

With the exception of the typical game crowd, the broader sporting industry appeared to present opportunities for partnerships with Fine Vines' products and supported the notion that sports-goers were interested in better quality food within these facilities. The team pursued this concept by discussing opportunities with various personnel at arenas, stadiums and venues to assess this possibility.

Unfortunately, the results paralleled those from the corporate hospitality and entertainment interviews. Cost, distribution and packaging are key challenges for Fine Vines, and condiments in general, for these large venues. Sarah Miskew, Marketing Manager, with the Missouri Maverick's, offered some insight into the food side of the business. Miskew, who was familiar with Fine Vines after a push for supporting local businesses made by the Ennovation Center in 2012, pointed out barriers facing artisanal ketchup from the professional sports angle:

- **Cost:** large venues will not pass the cost of a more expensive condiment down to the consumer; therefore, cost is king when it comes to an absorbed amount. There is very little opportunity for Fine Vines within the stadium unless its costs/quantity match or beat competitors and current costs.
- **Distribution:** all orders are placed through US Foods and Sysco, which streamline efforts on the ordering manager, and keeps costs in check. Ordering one thing through multiple vendors isn't effective for stadiums.
- **Packaging:** glass isn't allowed in most venues, making this an automatic no-go for ordering managers. Even with alternative packaging, Miskew feels the audience may not notice because most times fans "get their food and head back to their seat," she says.
- **Flavors:** Miskew was worried about the breadth of flavors, without a "classic" option, believing that sporting venues wouldn't take the risk in offering a jabanero, for example, flavored ketchup.

Organizations like the Mavericks want to support local companies, but logistically it becomes increasingly difficult. Additionally, condiments are not a priority for managers when orders are placed through distributors. Managers want to order through as few vendors as possible, and at the cheapest cost. "We'd love to charge for ketchup, or any condiment, but wouldn't ever be able to do that," Miskew says. Combined with a crowd that isn't necessarily Fine Vines' target audience, it would be difficult for Fine Vines to justify a partnership or paid sponsorship with a stadium with the only goal being to build brand exposure and product awareness.

When asked about catering and event opportunities at the arena, where Fine Vines' products could be used as an ingredient, Miskew said, "Taste is important, but when push comes to shove, price point is king. Even as an ingredient."

Miskew suggested Fine Vines might benefit from paid sponsorships, but was hesitant based on the fact that Fine Vines wouldn't be able to sell the product within the arena, not even in the team store. She pointed out challenges with relying on multiple steps for a call to action: fans would need to remember the promotion, where to purchase the product, likely pass that information onto the household buyer, and then finally, take action buying it without a taste. All in all, it would be a challenge. Miskew says, from her experience, "Start small in this industry. This is just not the right outlet for it. Be at every grocery store in the area until customers want/ask for it."

*Think you know ketchup?
Think again.*



Recommendations

Tailgate . Bloggers . Cooking Classes

Recommendation: Ketchup Cook-Off

Titling the promotion “Ketchup Cook-Off” with Fine Vines’ tagline, “Think You Know Ketchup? Think Again,” would spark curiosity in the uneducated consumer, who would wonder how ketchup could possibly improve the experience of a pre-game tailgate, which many people take so seriously. Getting Fine Vines products in a “hands-on” setting is critical in acquiring end-user’s buy-in during the early stages of such a new product line.

Through primary research, it was determined that actually getting into sporting venues would be challenging, with multiple barriers to entry. Additionally, the average fan may not be the ideal Fine Vines consumer. In marketing, it’s always better to test before spending if possible. Therefore, it’s recommended to start outside the stadium. By leveraging the established relationship between Fine Vines and Hy-Vee (flagship sponsor of Chiefs, Royals and other teams), a level of fan engagement through tailgating is achieved. Hy-Vee is an established retailer in the market, has the funds to support the unique idea and will benefit from moving Fine Vines products off its shelves as a result of the campaign. Fine Vines’ costs would be modest, exposure would be high and the buzz generated would build awareness about a new product in an existing category. Specifics are outlined below.

Tool/Media Outlet:	Partnership with Hy-Vee Grocery Stores	
About:	The Ketchup Cook-Off, sponsored by Hy-Vee and hosted by Fine Vines, would be a weekly cook-off with Fine Vines products throughout the Chiefs home season (8 weeks) during the tailgating hours before kick-off.	
Strategy:	Get Fine Vines products in a “hands-on” setting during sports-related events.	
	Tactic:	Benefit:
HOW	Supply Hy-Vee with Fine Vines Artisanal Ketchup, POS displays and an electronic method to sign up for weekly cook-off.	Capture data for those interested in Fine Vines products and the Ketchup Cook-Off to build a marketing distribution list with coupons, recipes, etc.
WHO	For those who want to compete: sign up at Hy-Vee or on Fine Vines’ website, choose favorite tailgating dish and choose which game(s) to compete. Fine Vines will coordinate and communicate lot and row details each week.	Increases traffic to Fine Vines website, full of recipes, retailer information and the benefits of a high-end ketchup; gives an outlet for post-product usage, testimonials and engagement.
WHAT	Get Fine Vines products in the hands of those willing to try something new and fun while “competing” for weekly prizes.	The tailgating approach is a “hands-on” experience for Fine Vines, which is a solid (and affordable) way to expose the products and its multiple uses.
HOW	Through traditional and social media, Hy-Vee and Fine Vines will promote the Ketchup Cook-Off to the public. Providing the ‘where’ and ‘when’ information to try finished products and vote for favorites.	Fan engagement, testing Fine Vines products in real-time; defined audience (those interested will try it); get a feel for customer perceptions; build relationships with consumers with targeted messages and sampling opportunities.
WHERE	Switch up location/parking lot each week. Need large Fine Vines/Hy-Vee flag for people to easily locate.	No matter where you’re comfortable tailgating, Fine Vines offers the opportunity to experience the Ketchup Cook-Off.
WHY	Award top three winners weekly: \$250 in Hy-Vee giftcard; Facebook posts easily push out/inform who’s competing each week.	Tasters can easily vote in real-time; holds those who signed up accountable for showing up day of and affordably builds awareness about the Ketchup Cook-Off.
Considerations:	Weather: May need open tent for prepared food; Logistically needs to be well-thought and well-executed for successful outcome; getting Hy-Vee’s buy-in	
Resource/Contact:	Nancy Pagel, Hy-Vee Sports Kansas City Market: nancy_pagel@hy-vee.com	

Recommendation: *Ketchup Cook-Off*

The primary research showed very few, if any, opportunities for artisanal ketchup inside the stadium. Three key drawbacks contributed to this situation:

1. Quantities of Scale: Condiments, in general, are not a high enough priority item for sporting venues to consider other alternatives, especially more expensive alternatives. Additionally, if an alternative were to be approved, ordering quantities would be very high, would need to go through a known/current distributor (not a small start-up), and rush orders in high quantities would need to be guaranteed.

2. Cost is King: Because attendees and guests have never been charged for condiments, the expectation is set. Changing this would be incredibly difficult because a 'free' option would always be offered, and likely chosen. For a venue to absorb the additional cost, there would need to be a significant justification behind the expense. Since condiments fall at the bottom of the priority list, this would be challenging. Additionally, venues can alter the less expensive ketchup in-house if they're looking for a quick and affordable solution.

3. Packaging: Glass isn't allowed in most venues; it makes the price higher and limits the overall distribution size for most venues making it less attractive to decision-makers. Ultimately, higher-end condiments would need to be proposed in packets or large jugs with pump dispensers.

All together, Fine Vines would need large amounts of affordable ketchup packaged differently and available through a variety of large distributors for a shot at getting into any type of sports-related venue. These three factors run counter to Fine Vines' current business model, packaging and messaging. In addition, research showed that the typical fan or attendee for most professional sporting events is not the typical Fine Vines consumer, decision-maker or the one with the purchasing power in households. The idea to expose typical fans within the stadium to a new product, have them remember it, remember where it's sold (because it couldn't be distributed at the stadium), relay the message to the primary household buyer and then hope the purchase happens is a risky move. There's plenty of room for error in the process.

The Ketchup Cook-Off allows Fine Vines:

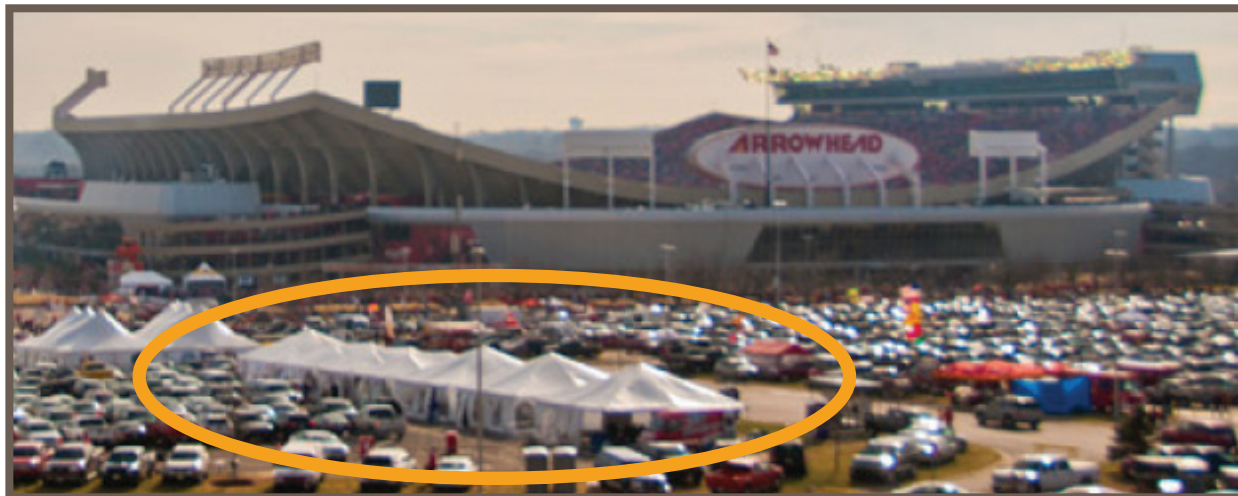
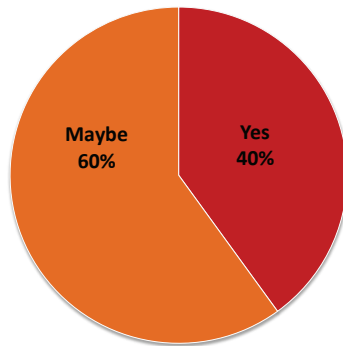
- A unique proposition/opportunity to partner with a large retailer with experience in the sports world
- Time to test the audience before pursuing or committing to an expensive alternative (re-packaging, etc. for mass production if wrong crowd)
- A hands-on, fun way to educate and engage potential consumers about flavored ketchup
- To build brand awareness, attract consumers and beef up a word of mouth initiative
- To utilize technology to streamline the acquisition process: compile marketing distribution lists, collect data in real-time
- A unique way to sample products - no one else doing it
- To increase website traffic, showcasing recipes and giving a forum for consumers to express feedback
- To use social media before, during and after Ketchup Cook-Off so people involved will share, post pictures and feel included in something fun
- Other opportunities with Hy-Vee if Ketchup Cook-Off is well-received and executed

Recommendation: *Ketchup Cook-Off*

Previously noted in compiled primary research, sporting venues weren't currently engaging with fans during the tailgating experience, and actually didn't really see the benefit of doing so.

When asked if they would partner, support or allow a large retail grocer to be more active in the fan and tailgating experience, the respondents were over-whelmingly open to the idea.

Would you consider partnering with a grocery store chain (local, regional, national) to engage fans during the tailgating experience at regularly scheduled events?



Recommendation: *Blog Feature Stories & Sponsorships*

Fine Vines has an excellent working relationship with Jeff Akin, blogger for Feed Me KC (now The Feed) and owner of Feed Me Creative, a full-service culinary marketing agency based in Kansas City. Akin's blog was voted Kansas City's best food blog in 2012 and 2013 by *The Pitch*, and he's contributed multiple times to Food and Wine's publication. No doubt, this is a perfect connection for Fine Vines products.

50% of the participants from the team's food survey said they learned about new food products through bloggers. Publications and personal references were the only two options to significantly surpass bloggers, both of which offer far less brand control compared to bloggers. Utilizing a blogger's service or website benefits a company like Fine Vines for several reasons:

1. When paid advertising is permitted and available on blogs, it's affordable.
2. Many bloggers will accept samples, use them on their own and report opinions at no charge.
3. Bloggers are accessible, credible and the content is great for online searching, linking and sharing.

Blogging is a low-cost, high-return marketing tool recommended for Fine Vines. Shanley Cox, blogger at Eat it KC, and Sharmin Meadows, blogger at What You're Missing KC, both were listed on the "9 KC Food Blogs that Might Make You Hungry" list published by Finding Kansas City. Each has her own system and style, but both are interested and willing to work with Fine Vines to help build awareness, recognition and generate exposure through their respective websites.

It's also believed that local bloggers regularly influence restaurant owners, chefs and at-home-cooks. Over 70% of survey respondents said they would typically try new food products at local/neighborhood restaurants. Utilizing blog writers is a great way to build awareness with these audiences, all of which are key targets for Fine Vines.

Reasons for Fine Vines to use 3rd party local culinary blogging sites:

- Builds your credibility through known food influencers
- Puts a human face to your product; someone who's speaking positively on behalf of the ketchup
- Provides another outlet that reaches your specific target audience
- Offers an online platform that people can easily be driven back to your site



WHAT YOU'RE MISSING KC!



Tool/Media Outlet:	Eat It KC Blog	
Strategy:	Provide food bloggers and industry influencers samples to cook and experiment with, create a Fine Vines recipe or create their own, and write about it.	
	Tactic:	Benefit:
	Provide Shanley with box of samples (one of each flavor), recipe cards and photos of the ketchup	Constructive feedback on flavors and recipes; contact for new recipes ideas
	Shanley will write about the ones she enjoyed	Shanley does not charge for blog posting
	Shanley will Tweet, Instagram and Facebook post on her Five Vines story	Exposure of products and recipes; credible testimonial; build awareness
	Shanley will promote in-store tastings on her blog (recommended at Hy-Vee). She'll also use social media channels to promote the appearance, and join on-site, as well.	Exposure of tastings; credible resource for followers to engage/try Fine Vines in person; Shanley's insight about followers is insightful for Fine Vines
	At the taste testing, Fine Vines offers a coupon and a set of recipe cards	Call to action; sells the products; builds awareness
	Shanley will work with Fine Vines to promote products on the KC Live morning show on 41 Action News to do a food segment on June 5: National Ketchup Day	Shanley's network will assist Fine Vines in exposing products locally; experienced with morning segments; credible resource
	Shanley has advertising space available which will tie into the blog post (depending on the length of time the ad will run and the location of the ad space, cost will vary; ad space starts at \$150 per month and can be broken down into weekly payments)	It's in Fine Vine's best interest to utilize Eat It KC's advertising opportunities, especially if the audience is a good match for Fine Vines products
Considerations:	Bloggers may not enjoy the products, experience or recipes	
Resource/Contact:	Shanley Cox: eatitkc@gmail.com	

Tool/Media Outlet:	What You're Missing KC Blog	
Strategy:	Provide food bloggers and industry influencers samples to cook and experiment with, create a Fine Vines recipe or create their own, and write about it.	
	Tactic:	Benefit:
	Provide Sharmin with box of samples (one of each flavor) , recipe cards and photos of the ketchup	Constructive feedback on flavors and recipes; contact for new recipes ideas
	Sharmin will try the product and write a piece on her blog about it	Sharmin does NOT charge for a blog posting
	Sharmin will try it in a recipe and potentially post the new recipe on her blog	Sharmin will Tweet and Facebook post on her Five Vines story
	Sharmin currently does not sell ad space on her blog	Willing to work something out if Fine Vines is interested in advertising
Considerations:	Bloggers may not enjoy the products, experience or recipes	
Resource/Contact:	Sharmin Meadows: whatyouremissingkc@gmail.com	

Recommendation: *Sponsored Cooking Classes*

Chef Alex Staab, who spent time studying and cooking in New York at the famed Jean-Georges and The Mercer Kitchen in Trump Tower, and was recently featured on *The Recommended Daily* blog, is quickly making a name for himself in Kansas City. He's contributed on menu development, traveled abroad to bring back new techniques and claims his favorite thing is making rustic dishes with cool flavors. He's young, progressive and a great teacher. Staab hosts his signature classes monthly in mid-town Kansas City where middle-aged women and their girlfriends love his hands-on, laid back style. Staab makes upscale meals easy, and influencers of his caliber could be real assets to Fine Vines.

Tool/Media Outlet:	Sponsored Cooking Classes	
About:	Utilize local chefs and culinary programs to connect in a hands-on environment with ket demographic audiences	
Strategy:	Get Fine Vines products in a "hands-on" setting during sponsored cooking classes	
	Tactic:	Benefit:
	Find chefs teaching cooking classes (personal, Overland Park Culinary Center, JCCC) and schedule monthly appearances between three or four places within the KC Metro area	Regularly scheduled events creates a routine and begins to build brand awareness among key demographic groups
	Supply personal chefs with Fine Vines Artisanal Ketchup, recipe cards and coupons as a takeaway for guests to use on next purchase	Coupon offers a call to action for household women, typically making purchasing decisions; builds credibility for Fine Vines; chefs help educate on products
	Get Fine Vines products in the hands of those willing to try something new and fun	Cooking classes offer a true "hands-on" experience, which is a solid (and affordable) way to expose the products and its multiple uses
	Use social media to promote the scheduled events to the general public; Make it easy for re-occurring guests to follow, share, post pictures and leave feedback about the experience/products	Cooking with Fine Vines products in real-time; prime audience; get a feel for customer perceptions; build awareness with consumers
	Fine Vines to sit in on classes and capture videos/pictures of people using the products;	Post and publish across all media outlets to increase web traffic and online searches
	Another touch point and talking point for Fine Vines to use across all media outlets	Use on morning segments, as a selling point for people to come try new products and challenge people to experience what ketchup can do in their kitchens
	Utilize personal and professional blogs; Tell the Fine Vines story	Co-brand with food influencers; utilize their networks; build awareness
	Build relationships with key audience	Communicate importance of ingredients, Fine Vines process and various uses it fulfills; justifies price point for the right crowd, they're ready to spend the money if they like the product
Considerations:	Possibility of resistance from chefs or culinary programs	
Resource/Contact:	Alex Staab:	

Recommendation: *Sponsored Cooking Classes*

Over 70% of respondents rely on personal references to learn about new food products, over 55% claim friends are responsible for learning about these products, and just about 37% experience these new foods at dinner parties. Utilizing interactive cooking classes is the perfect opportunity to tap into all those resources at once, plus it offers a perfect chance for a strong word of mouth campaign (birds-of-a-feather-flock-together mentality) to take off. In addition, this is a great outlet for the health-conscious consumer to gather information from trusted sources about the product's natural blends and the fact that it's high-fructose corn syrup and gluten free. Plus, the local factor makes it that much "cooler" to support.

Kansas City is filled with high-end, neighborhood restaurants with chefs like Staab - over 70% of respondents experience and try new foods at these local eateries with 50% from fine dining alone. Chefs, culinary programs and centers throughout the area influence these venues, which can make a big difference for a company like Fine Vines if approached correctly. In addition, these same networks co-exist on the blogging scene, so the recommendations work together by overlapping and creating a more cohesive message strategy for Fine Vines.

Sponsored Cooking Classes Give Fine Vines:

- A unique proposition/opportunity to partner with influential chefs and culinary programs throughout the Kansas City Metro area
- A hands-on, fun way to educate and engage potential consumers about flavored ketchup
- A way to build brand awareness, attract consumers and beef up a word of mouth initiative
- A way to utilize technology to streamline the acquisition process: easily compile marketing distribution lists
- A unique way to sample products - no one else doing it
- A way to increase website traffic, showcasing recipes and giving a forum for consumers to express feedback
- A way to use social media before, during and after interactive classes so people involved will share, post pictures and feel included in something fun
- A way to measure success simply by reviewing analytics, attendance and sales



"I had a great time doing something different with my girlfriends - plus, we all learned something new to try in the kitchen!"

-Ashley Sanor, Attendee



Think you know ketchup?
Think again.

Budget

Budget

Ketchup Cook-Off

Tactic: Supply Hy-Vee with Fine Vines Artisanal Ketchup

Estimated Cost: 12 boxes; each box containing one flavor at \$48 for a box at appx. wholesale cost to the company, for a total of \$576

Tactic: Develop POS materials for Hy-Vee cook-off

Estimated Cost: \$250 for a custom 2-sided 4 ft. x 8 ft. outdoor banner; \$450 for a 8 ft. white table cloth w/ Fine Vines logo imprinted

Tactic: Cook-off parking lot fee

Estimated Cost: \$432 for the equivalent of 8 parking spaces across and 2 rows deep

Tactic: Cook-off tent

Estimated Cost: \$975 for a 30x60 frame tent

Tactic: Cook-off award winners

Estimated Cost: \$6,000 for 24 winners (3 each week for 8 weeks @ \$250 per)

Tactic: Samples to the bloggers

Estimated Cost: \$48 (x2) for a box of Fine Vines of each flavor at appx. wholesale cost to the company (\$96 total)

Tactic: Hy-Vee in-store taste testing

Estimated Cost: Free to set-up; free to demo (at HyVee)

Tactic: Eat It KC ad space

Estimated Cost: \$150/per month (6 month minimum recommended at \$900)

Tactic: Chefs cooking class cost

Estimated Cost: \$260 for four cooking sessions at \$65 per

Tactic: Chefs promotional items

Estimated Cost: \$48 for a box of Fine Vines of each flavor at appx. wholesale cost to the company

Tactic: Cooking class photos/videos

Estimated Cost: \$500 for one cooking class filming of HD videographer; \$300 for one photography session of cooking class

TOTAL: \$10,787

Blog Features & Sponsorships

Sponsored Cooking Classes

Appendices

Survey Results . Interviews . Additional Resources

Food Survey Results

Sports Survey Results

Primary Interviews

Interview: Hy-Vee

Does your Independence Hy-Vee store conduct any partnerships or promotional efforts with the food products that are sold in the store (an example from the health food or gourmet food area would be great if that's possible)? If so, can you provide an example of the product and how Hy-Vee partners with them?

In the Health Market, I sell products from smaller or local vendors. The main types of products associated with these vendors are Gluten Free Baked foods (such as Kneaded Specialties), Vegan Baked Goods (Alternative Baking), soap bars and lotions (Indigo Wild), and bulk foods sold in bins (Bergins). I do sell quite a few other small vendors' products. If the vendor is local, they will visit the store anywhere from once a week if the products have a short shelf life or once every couple months. Some vendors do provide brochures or business cards for promotional purposes.

Do catering customers ever request gourmet or artisanal condiments? If so, how often?

Gourmet food options are coming up more and more in our catering requests. We have health conscious customers that are asking questions about the food we offer and not just settling for what's on the menu. In some cases, we get asked about the ingredients we use and the preparation methods. Some of this is being brought on by our competition as well. The catering business has gotten so competitive and you have to offer higher quality food to stay relevant.

Do you have influence or are you able to make suggestions to the catering menu for your store? Please explain.

As the Health Market manager and a registered dietician I can provide suggestions and offer guidance.

Does Hy-Vee ever use their catering service to promote products they sell in the store? For example, Hy-Vee's partnership with the major sports venues in Kansas City offers some unique opportunities. If so, can you provide an example of how they do this or give an example of a product they do this with?

The Hy-Vee partnership with area sports venues is an example that provides exposure on a large scale. I know we have tailgate competitions and do the catering at the Arrowhead Pavilion that's sponsored by Bud Light as well. Hy-Vee takes the relationship with the sports teams in Kansas City very seriously. I can provide you a name of a contact for our sports business in Kansas City.

Do you feel that Hy-Vee makes a concerted effort to place local products on their store shelves?

In the health market, I make a point to place local products on my shelf, if it is a product that will sell. The produce departments of Hy-Vee often times have local produce on their shelves during prime seasons.

Do you think there's a place for an artisanal ketchup (all-natural, low-sodium, low-sugar) in Hy-Vee's catering service? Please explain.

We do receive requests for healthy all-natural food options. We don't get requests specifically for condiments. This may be due to the fact that people don't perceive there to be an option when it comes to healthy ketchup or healthy condiment options.

Interview: Shanley Cox, Blogger

Shanley Cox is the Creator, Contributor and Editor of Eat It KC food blog.

Have you ever sampled Fine Vines? And if so, which ones? I've sampled the Roasterie inspired flavor at a Roasterie event I went to. I liked it. It had an extra kick of flavor. It's a different take on ketchup. It had a fresh, organic taste. I was able to take some home with me. But while I like the flavor, I wouldn't put it on burgers or fries like I would regular ketchup. And I found myself thinking, "What am I going to do with this?" I couldn't figure out how to use it.

Have you blogged about condiments before? If so, which? Yes, I've blogged about Pellet Envy BBQ sauce.

What are your thoughts overall on ketchup and how do you normally use it? I love ketchup. I normally use Heinz and mostly on burgers and fries.

From your experience in the KC culinary scene, what are your thoughts on condiments overall? More places are moving away from the basics . . . ketchup, mustard, mayo. There are more options to choose from and people are responding to it.

What are your thoughts on Fine Vines multiple flavors of ketchup? 12 flavors are a lot. I'd recommend a few well-done flavors that are more memorable to the consumer. I don't know what that number would be, but 12 seem overwhelming.

Bruce has stated he wants to be "the Grey Poupon of ketchup." What would you say to Bruce if he made that comment to you? My only concern would be the sense of inclusiveness with the product. If he's going for the more upscale, more refined and that's reflected in the price or the personality of the product, is he pushing people away?

Based on your experience, how likely would Kansas City be to support a locally owned condiment? The KC market is definitely more inclined to support a local product.

In your opinion, what would be the best way Bruce could use blogs in his marketing efforts? One way is to have the blogger write on your product. Personally, I would be willing to try all of his favors. And I'd be willing to blog on behalf of the ones I like. Another way is to have advertising space tied to the blog. You can also tie in social media to the blog posting. For instance, I would write a blog on his product and then post on the blog and all the social media channels that, for example, Bruce is having a taste testing at Hy-Vee or somewhere – I would join him – and that they should come out and join us to try some of his flavors of ketchup.

Interview: Sharmin Meadows, Blogger

Sharmin Meadows is the Creator, Contributor and Editor of What You're Missing KC! food blog.

Have you ever sampled Fine Vines? And if so, which ones? I had not heard of it.

Have you blogged about condiments before? If so, which? I have not blogged about condiments. But am certainly open to the idea.

What are your thoughts overall on ketchup and how do you normally use it? We do use ketchup, mostly on burgers, fries, in chili, recipes and my daughter and husband like it on their biscuits and gravy. I like ketchup but am disappointed that most brands use high fructose corn syrup. I buy the Muir Glen Organics brand.

From your experience in the KC culinary scene, what are your thoughts on condiments overall? I think with all of the local barbecue sauces, barbecue joints and American Royal BBQ competition, Bruce could find a spot in that market, as well, as a lot of sauces begin with ketchup. And it is possible some of the competitors would be interested in using his ketchup in their BBQ recipes.

What are your thoughts on Fine Vines multiple flavors of ketchup? I think it is a brilliant idea. Blanc Burgers and Beer Kitchen both have flavored ketchup in their restaurants and I think they are a big hit. It may be a lot though, in time Bruce may decide to discontinue making flavors that do not sell. Putting recipes on the back of the label using that flavor of ketchup could help entice shoppers to buy it and give them ideas on how to use it.

Bruce has stated he wants to be “the Grey Poupon of ketchup.” What would you say to Bruce if he made that comment to you? Sounds like a good comparison to the kind of product he is offering.

Based on your experience, how likely would Kansas City be to support a locally owned condiment? I think Kansas City is happy to always support local businesses.

In your opinion, what would be the best way Bruce could use blogs in his marketing efforts? My suggestion would be to do a search of the type of blog you are looking for and then contact them about sending a sample. There are also other media outlets such as Jaspers Radio Show on KCMO and KC Food Critics on KCUR that sometimes promote local products. He would just have to contact them to see how it works for him – and that they should come out and join us to try some of his flavors of ketchup.

Interview: Katie Allen , Corporate

Katie Allen is the Complex Director of Catering and Convention Services at Westin and Sheraton in Kansas City.

After seeing the 1.5 oz. jar of Sir Kensington's Scooping Ketchup, the following questions were asked:

Do you, or any hotel you know of, already distribute this kind of packaged condiment? We currently use the Heinz version of this size jar in our in room dining. As in room dining is typically a lower profitability area in hotels; the cost would have to be extremely competitive to consider it.

If not, do you see it being an option? I don't see having a "Gourmet Ketchup" as a buying factor for anyone to justify having to increase prices on menu items to automatically offer it. The only way to be sure would be to test the "buy up" factor similar to adding cheese to a burger but I personally don't see people spending extra money on ketchup; maybe I am naïve. I think of it as your burger comes with American cheese but you can get American Cheese made with all natural ingredients for an \$.75. I wouldn't be compelled to buy up based on an ingredient I can already get.

Based on cost/quantity I assume? Of course; shelf life would be the other thing to consider and availability of rush shipments, etc.

Do you see any use in other areas of hotel/catering that this would fit into? I think that it has a use but it would have to be same cost or cheaper than what I can already get.

What would be the max wholesale cost you would take on for something like a condiment that would ultimately be absorbed by the hotel as an expense? I really don't know. I couldn't tell you what our current costs are.

How many do you think a typical hotel would go through on average per month for room service alone? Hotels will typically get 10-15% of their occupancy to order either lunch or dinner via room service which would almost always include a ketchup. Kansas City is on average a 66% occupancy city and there are about approximately about 4500 available rooms in the KC downtown area that would have a room service department each day.

Interview: Sarah Miskew, Sports

Sarah Miskew, Marketing Manager and Tyler Thomas, Food and Beverage Director, for the Missouri Maverick's.

This interview was completed over the phone. Answers were more conversational without specifically detailed questions. Below are noted from the conversation.

- About a year and a half ago he approached Maverick's with the idea. They gave him feedback (packaging and pricing). It was put together by the Ennovation Center.
- They want to support local businesses, they really liked that the Ennovation Center put it together for them, but none of them really made it (volume, scale, ordering, divided ordering-order one thing through multiple vendors isn't effective in this type of setting)
- Great product, liked the taste – Presentation was good, products ready. Too many flavors – a little too far fetched with some flavors.
- Challenge: price point and packaging. Ordering through distributors like Sysco and US Foods brings price down on the scale that they order. His jars weren't going to work and packaging wasn't good, no glass jar package would be allowed/work in these facilities.
- Ovation's now does their food – out of house. Used to be in-house. But all food for event center is now out of house (Tyler Thomas)
- Sporting venue attendees wouldn't necessarily look for a jabanero ketchup, for example. They just get their food and go back to their seat.
- Boutique element – envisioned it more in a mid/high-end burger joint, etc. not a stadium product and he wouldn't be able to sell it at the stadium anywhere.
- Brought up BRGR's model: people can eat there, buy there.
- Would love to charge for ketchup, or any condiment, but wouldn't ever be able to do that.
- Confirmed that FV would have to pay for sponsorship in this type of facility.
- Catering: wouldn't work for a condiment (cost, condiments are not a priority), brought up that Sysco/US Food makes it much cheaper, and taste is important, but when push comes to shove – price point is king. Even as an ingredient.
- Since it's made in Independence it would be nice as a gift/local feel, but not to serve
- Would fans notice this product from a sponsorship? Yes – maybe. Wouldn't be able to sell product here. Would need to push the retail locations to sell and actually make money. Pricing: \$1,500 to \$\$100,000. At least Maverick's aren't as expensive as Royals or Chiefs, but not being able to have or sell product at the venue might not be worth the chance of fans having to remember and then go buy. Especially without a taste first.
- All in all, it would be an uphill battle. Sarah says, from her experience, to start small in this industry. This is just not the right outlet for it. Be at every grocery store in the area until customers want/ask for it.

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