ENJOY LIFE FOODS UNIVERSITY EXPANSION

Bringing Free-From to the College Market
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Executive Summary

Purpose:
The purpose of this report is to evaluate areas of growth within Enjoy Life Foods, propose a strategy for the company to expand to colleges, and justify the need for campus ambassadors and club sponsorship program to increase brand awareness to college-aged millennials.

Areas for Growth:
Enjoy Life Foods’ current demographic is individuals and families who suffer from food allergies and gluten intolerances. However, there is room for expansion outside of these consumers. With the use of marketing and advertising techniques to target college-aged millennials, the company could increase their market share.

College Expansion:
College students are health-conscious consumers, yet the on-campus dining options offer few products to cater to these wishes. The introduction of these products will appeal to the generational characteristics of college-aged millennials and increase the number of possible consumers. Brand loyalty will increase as more students are exposed to Enjoy Life Foods. The best way for the company to reach this new demographic is to start the distribution of its products to on-campus dining locations, residence halls, and common areas.

Campus Ambassadors and Sponsorships:
Once the products are at colleges and universities, a campus ambassador program will be implemented. The campus ambassador program will be composed of students who want to gain experience in a corporate environment. Enjoy Life Foods will also begin to form relationships with on-campus clubs to create a sponsorship program to promote the brand. These programs will incentivize student involvement and increase brand awareness on campuses using peer-to-peer marketing techniques.

Second-Year Consulting believes this strategy will help Enjoy Life Foods increase market share and differentiate themselves from other free-from competitors.
Introduction

Fifteen years ago Wikipedia launched. Fifteen years ago, Apple released the original iPod. Fifteen years ago, there were no snack products available for sale that were completely free of the top eight allergens\(^1\). However, that soon changed. In 2001, Scott Mandell launched Enjoy Life Foods, a snack product company focused on providing food options for those affected by any of the top eight allergens.

Since then, Enjoy Life Foods has grown to be the “leading brand in the free-from category” (Preston). Over time their product line has grown to consist of 46 different products across eight different categories. Due to the recent success of the company, Enjoy Life Foods was acquired by Mondelez International in February of 2015. The company remains a separate entity under the supervision of Mondelez.

Although Enjoy Life Foods is currently leading in the free-from industry, they are beginning to see an increase in competition. Other companies are emerging with their own free-from product lines; this increase in competition threatens Enjoy Life Foods’ position within the industry. To address this threat, Enjoy Life Foods must increase market share by differentiating itself from their competitors.

Currently, the company targets individuals and families with food allergies and gluten intolerances, however there is room for expansion. Enjoy Life Foods should begin marketing to consumers who might not have an allergy but still value a healthier alternative for snacking. There are many generations within the health-conscious demographic, but college-aged millennials are some of the most concerned with their well-being. The best way for Enjoy Life Foods to market towards this generation is via distribution to on-campus dining locations, residence halls, and common areas. The company can also reach this market by implementing campus ambassadors and club sponsorships.

The implementation of this plan will develop brand awareness and loyalty amongst college-aged millennials on campuses—leading to an increase in market share and differentiation from competitors. Second-Year Consulting believes Enjoy Life Foods has the opportunity to expand further in the free-from market.

\(^1\) Wheat, Dairy, Peanuts, Tree Nuts, Egg, Soy, Fish, Shellfish
INFORM

Before understanding the proposed methods of improvement, it is important to analyze Enjoy Life Foods’ current situation.

What Defines Healthy?

Currently, Enjoy Life Foods carries eight different categories of snacks, all free from the top eight allergens. Their product line is a combination of baking items and saltier, on-the-go snack items such as chewy bars and plentils (Our Foods).

Enjoy Life Foods' products are considered healthy by most consumers. What is classified as healthy can vary from person to person, but for the sake of this report, healthy is used to describe food that is natural and has the intention of being good for one's body by including ingredients that are not harmful on their own. Unlike most snacks today that are filled with chemically altered ingredients to create a specific taste, Enjoy Life Foods uses basic natural ingredients, excluding the top 8 most common allergens, to create their delicious food. Since people often don't know what they are consuming, Enjoy Life Foods utilizes simple readable ingredients so its customers can make safer choices regarding their health.

Who’s Buying?

Enjoy Life Foods' customer demographic includes those who do not have allergies, but it is mainly made up of people who either have gluten intolerances or food allergies. This demographic is limited and these customers are fairly price insensitive. Even though Enjoy Life Foods’ products are pricier than most competitors, the customers are willing to pay the added cost, as they do not have other options. This results in the
current customer base being stagnant—providing a solid foundation but offering limited growth in the future.

**Who’s The Competition?**

Enjoy Life Foods currently faces stiff competition from other well-known free-from brands. Pinnacle Foods is a packaged food company that specializes in the nonperishable and frozen food categories. Brands owned by Pinnacle Foods such as Glutino, Udi’s, and Boulder Brands are the current competitors in the free-from market. Pinnacle Foods is sold in major US retailers, such as Wal-Mart, and currently holds one of the top market share positions across several food categories (Pinnacle Food Inc.).

**What’s the Downside?**

Enjoy Life Foods’ current demographic focuses on those who have food allergies and gluten intolerances. There are many competitors with more recognizable product lines than Enjoy Life Foods; consequently, ingredient-sensitive consumers choose other companies over Enjoy Life Foods. This restricts Enjoy Life Foods from reaching its full market share potential. To increase market share, Enjoy Life Foods must shift its focus from those who need it to those who want it for the health benefits.

*Enjoy Life Foods should target college students through advertisements and on-campus involvement. The company will increase market share by advertising to a demographic not yet discovered by competing brands.*
INQUIRE

With the introduction of these products to college campuses and college students, Enjoy Life Foods could see a large increase in brand awareness and market share.

Living Like a College Student

Millennials are one of the most influential generations to date. As a generation, they have characteristics that make them stand out from other, older generations. One way Enjoy Life Foods can increase their market share is to break down the millennial generation and focus on one specific age range: college students. The majority of college students are 18-24 years old (Marketing to College Students). Enjoy Life Foods has the ability to reach a large demographic they do not currently focus on.

College students are known for their snacking habits. According to an article from Food Management, college students are snacking more than any other demographic, because “snacking is their lifestyle.” They prefer to snack on something salty, such as chips, in the late afternoon and bakery items at night after dinner (Food Management). These types of snacks align directly with Enjoy Life Foods’ product line. Creating an awareness of the brand among college students is key for the company.

In order to reach this demographic and develop a brand presence on college campuses, Enjoy Life Foods needs to implement a number of strategies. The number of Americans aged 18-24 is increasing; there will be a larger consumer base for Enjoy Life Foods (Marketing to College Students). One way to increase awareness is to implement the brand into college lifestyles. For example, college students like to stay up late and are more willing to go shopping at midnight compared to other age ranges. Companies were able to
recognize these habits and develop successful advertising campaigns—such as Target’s midnight madness shopping spree. To develop their brand presence and market share, Enjoy Life Foods must find a way to relate free-from products to the college lifestyle.

**Millennials Value Their Health**

Millennials generally value exercise and healthy-eating. College students specifically are paying attention to what they eat and how it affects their health. Only 28% of students feel satisfied with their schools’ healthy-eating options (Natural Products Insider). There is a direct contradiction between the student desire and what is provided on campus. This void can be filled by the implementation of the Enjoy Life Foods product line.

**College Students Have Allergies, Too**

Providing free-from products to college campuses is essential for companies, like Enjoy Life Foods, that wish to create lifelong customers. Four in every one thousand students are intolerant to the top eight food allergens. With 40 million college students in America, 1.6 million students have food allergies (Culinary Professionals, Food). These students must have food provided to accommodate their dietary restrictions. Students with allergies and intolerances typically rely on a trusted free-from brand to ensure safety. Enjoy Life Foods is one trusted brand that offers snack and baking products in local grocery stores. However, half of students do not own a personal vehicle so product accessibility is limited (Uniherald).
According to the article “Food Allergies”, food outside the home causes nearly half of all fatal allergic reactions. Roughly 3% of students who have food allergies will have an allergic reaction in a six-month period (Culinary Professionals, Food). These students must be provided a brand that is trustworthy to stay healthy.

Per Indiana University’s Residential Program and Services website, “RPS Dining cannot guarantee that any item prepared in our kitchen is free of a certain ingredient or allergen.” Students must use caution while eating university provided food. IU’s dietitian stated that students usually report their food allergies because they are unaware of the ingredients in the food served on campus. Students with severe allergies typically eat the same foods every day to eliminate the risk of cross-contamination. However, this also removes variety out of their diet. Eating the same foods every day can have an adverse health effect by limiting the bacterial diversity in the body. Food diversity may be essential to keeping metabolism in check and avoiding more serious health issues, such as diabetes (Prevention Magazine). If Enjoy Life Foods were on campus, students could add more variety to their diets.
A Loyal Generation

In the age of the Internet, product competition is dense. For any given item there are countless substitutes offered by other companies that create nearly identical products. Companies must establish themselves as the reputable producers among their competitors to guarantee sales. One such method is developing brand loyalty. Brand loyalty is defined as the habitual act of consumers purchasing a company’s product. In an article published in Forbes, Lauren Bias claims the seven key steps to brand loyalty are “keep[ing] quality high, engag[ing] with customers, solicit[ing] feedback from consumers, giving [consumers] a reason to come back, stay[ing] relevant, provid[ing] value, and show[ing] appreciation.” The Internet is a gateway to creating brand loyalty. According to Geoff Smith, millennials “are actively using two to three [technological] devices a day.” Millennials are constantly exposed to advertisements and marketing campaigns. As a result, 50.5% of this generation are loyal to a specific brand (Geoff). The continuous access to social media and the Internet has developed brand loyalty.

Awareness Is Crucial

For Enjoy Life Foods’ snacks to become popular on college campuses, product awareness needs to increase. Enjoy Life Foods is relatively unknown to people without food allergies. The awareness of the brand will increase by being in local university stores. Enjoy Life Foods’ recent development of snacks is a step forward in the college market. As college-aged millennials start forming their ‘health food’ diets, it is crucial for Enjoy Life Foods to become the preferred brand. Gaining brand awareness is a long process but starting early and aiming at consumers first venturing into this market space will be essential to the growth of the company.
INVOLVE

What is the best way to introduce these products to colleges? Advertisements. Sponsorships. Student ambassadors.

What Schools?

Despite having a population of fewer than seven million inhabitants Indiana boasts more than seventy-three colleges and universities. All of which are within proximity to Enjoy Life Foods new Jeffersonville, Indiana facility. Given the target demographic is college-aged students, local universities provide Enjoy Life Foods an opportunity to spread its brand to college campuses within the first year of implementation. Every year more college students identify with having a food allergy, Enjoy Life Foods could be one of the first companies to distribute free-from foods to colleges on a large scale. Enjoy Life Foods can use its primary distributor UNFI to gain access to and build key partnerships with those colleges and universities.

Second-Year Consulting envisions Enjoy Life Foods reaching out to a university like IU-Bloomington (IUB). IUB has a diverse student body, multiple dining facilities and stores, and roughly forty thousand undergraduates. Furthermore, IUB is part of the larger Indiana University system and, if the implementation is successful, could serve as the ultimate test market before expanding to the wider IU system and eventually colleges and universities across the United States.
If Enjoy Life Foods plans to use IUB as its initial test market, there are plenty of areas where it can provide its products. IUB vaunts over 51 dining commons, cafés, and student stores across campus. Students are always looking for a quick snack in between classes. Therefore, Enjoy Life Foods can make its products available in all IUB dining commons in addition to the student stores and cafés on campus. However, if Enjoy Life Foods chooses not to use a college or university in Indiana, the Jeffersonville facility is still within proximity to the neighboring states colleges and universities.

Enjoy Life Foods is in a unique position should it decide not to distribute its products in Indiana. Indiana is bordered by four states that also have a robust selection of colleges and universities. Within a five-hundred-mile radius of Jeffersonville, Enjoy Life Foods can distribute its products to a variety of schools with many undergraduate students. Many of these schools have similar qualities as IUB and have a close proximity to the facility. Located in the appendix (A3) is a table of the top five colleges by population in each of the neighboring states giving Enjoy Life Foods a hearty selection to choose from.
Distribute to Universities

Enjoy Life Foods is in an optimal position to increase brand awareness and exposure while developing and increasing the array of products it offers. Mondelez Internationals recent acquisition of Enjoy Life Foods affords it the resources and capital necessary to focus on product innovation and partnership building with key global food distributors. Enjoy Life Foods currently uses an external distribution network to disseminate its products to retail stores within its purview, which allows it to focus on its core competencies—developing delicious products for free-from and health conscious consumers. By using mature distributors Enjoy Life Foods can rely on their expertise to effectively distribute its products to areas of greatest opportunity. Furthermore, Enjoy Life Foods new 200,000 square foot Jeffersonville facility has the capability to increase production to expand its scope and meet the demands of more snack conscious consumers (Mandell). Enjoy Life Foods use of distributors will be a key factor in helping it grow its market share while simultaneously differentiating its product portfolio.

![Benefits versus Risk for Additional Distribution Outsourcing](image)

*Figure 2 - Benefits vs Risk for Additional Distribution Outsourcing*
Enjoy Life Foods’ primary distributor United Natural Foods, Inc. (UNFI) acts as a critical component for the expansion and growth of Enjoy Life Foods products in the United States. UNFI prides itself on being “the premier certified organic distributor in the US” (UNFI) and one of the largest distributors of natural foods. In addition to working with Enjoy Life Foods, UNFI has formed partnerships with foodservice organizations both internationally and domestically. UNFI formed a key partnership with the international food purchasing Sodexo. The company affects “the lives of 75 million consumers and 80 different countries every day” (Sodexo). Sodexo supplies and sells quality foods to college campuses, government organizations, and businesses. In North America alone, Sodexo services “15 million consumers at 9000 client sites” (Sodexo USA). Enjoy Life Foods can use UNFIs relationship with Sodexo to increase the distribution and exposure of its products outside of traditional brick and mortar retailers. College students want healthy, good-tasting food; there is an upward trend of millennials eating fewer meals and snacking more (Schouten). Given that Enjoy Life Foods distributes snack foods a relationship with Sodexo via UNFI could prove beneficial for increasing market share within colleges and universities.

There are several reasons why a relationship with Sodexo will be beneficial to all parties involved. Sodexo can expand its portfolio of food products through a partnership with Enjoy Life Foods. Given the scale of Sodexo’s influence, Enjoy Life Foods’ products will be accessible to a larger pool of consumers. Its primary consumers are geographically located within the Midwest and East Coast (Mandell). Sodexo operates at universities and colleges across the country. Enjoy Life Foods can spread its products with the help of Sodexo across the U.S. Additionally, UNFI operates over 33 distribution centers throughout the U.S., with another five located in Canada (UNFI). Enjoy Life Foods can increase production levels and those products can be distributed from UNFI distribution centers that can then be shipped to Sodexo operated locations. If Enjoy Life Foods increases production to expand to
college campuses while still serving its primary customer base, UNFI can reap the benefits. With UNFI’s distribution expertise, Enjoy Life Foods can receive feedback on the performance of the products within its portfolio and modify production patterns. Although the focus is on Indiana colleges and universities—given the proximity of Enjoy Life Foods production facility—a relationship with Sodexo can aid Enjoy Life Foods toward achieving long-term growth.

How Do You Get Their Attention?

With the Internet, individuals are constantly streaming information. Engaging with social media has become “the number one daily activity of Americans” (Cunha). Since Americans are spending so much of their time on social media, producers have begun marketing towards these sites. According to WorldStream “93% of marketers use social media to promote their business”. Marketers want to use social media to increase ‘traffic’. This is accomplished by site users clicking on advertisements. Facebook and LinkedIn are the two websites designated by marketers as the "most important" – 52% chose Facebook and 21% chose LinkedIn (Kim).

On these sites, marketers concentrate on the use of visual and blogging advertising techniques. Social media marketing is the "one of the easiest, least expensive, and most effective ways to gain exposure and” generate customers (Cohn). Even though it has limited cost, the marketing technique produces solid returns. As a result, businesses of all sizes can utilize social media marketing successfully. For the marketing to be effective, companies must dedicate a consistent amount of time each day, week, and month to create results. Customers who ‘tweet’ at a business wish for some sort of response. A response promotes trust towards the business and possibly generates brand loyalty.

Internet marketing has been considered one of the best advertising techniques, but a combination of methods can
yield positive results. According to Michael Renee of “Small Business”, the use of “advertising is one of the key elements to running a successful business”. In the age of information overload, it has become necessary for a business to distinguish itself. There are various ways of capturing a consumer’s attention through advertising, such as proper use of headlines. These are the initial contact with consumers. It is consequently vital for the headline to “create an emotional response that encourages potential customers to continue to the ad content” (Renee). Incorporating humor into an advertisement has shown to "leave a… permanent impression… in the minds of consumers" (Renee). Brand awareness is increased once an advertisement is associated with a brand. An example of a company creating an iconic marketing campaign incorporating humor was Old Spice’s "The Man Your Man Could Smell Like". While the campaign was focused on women, its foundation was built around the mocking of conventional advertising (AdAge). The team who founded the campaign used the social media website Twitter to spread the viral ads.

Using advertising directed at college students is crucial to promoting brand awareness in the demographic. Many companies have taken initiative and targeted students, which resulted in them being the first in their industry to reach the college market. Red Bull, for example, has been very active in college communities and currently hires student brand managers at around 250 universities across the nation. One of the company’s signature advertisements reads “Nobody ever wishes they’d slept more in college” (Red Bull). The energy drink manufacturer also caters to university culture by displaying student-oriented music, movies, and video games on their website and social media. If Enjoy Life Foods begins advertising directly towards the college market, it would become one of the first in the free-from industry to capitalize on the demographic.
How Do You Get the Students Involved?

Student ambassadors will also increase brand awareness at universities. Other companies have experienced positive results using student brand ambassadors. For example, American Eagle ambassadors helped incoming freshman move into their dorms at the University of North Carolina. The gesture likely influenced student future purchasing decisions by making a lasting impression on each student. One student was quoted as saying "I'll probably always remember it" (Singer). Companies who utilize on-campus ambassadors not only improve their brand awareness but motivate the student representatives themselves. Alyssa Nation, a student brand ambassador for H.P. at the University of Central Florida, is dedicated to her role in the company. She markets to fellow students on a daily basis, posting on the H.P. student Facebook page and even painted the H.P. logo on her car. She “[loves] technology and… interacting with people” so the role fits her perfectly (Singer). If Enjoy Life Foods were to invest in student ambassadors, it too could reap the rewards many companies previously capitalized on.

A student ambassador program can be low-cost when structured correctly. Many ambassador prospects aren’t necessarily looking for a monetary gain but instead an opportunity to gain corporate experience. In an increasingly competitive job market, students will do whatever they can to build their résumés. Many companies “give students titles like ‘Campus CEO’ or ‘Director of Social Media’” (Rosman) because they know students will be eager to write impressive sounding titles on their resume. In addition, many current student ambassadors receive complimentary apparel and products to further incentivize commitment to the brand. The program may require extensive resources to maintain, but the explicit costs of “hiring” brand ambassadors would be relatively low when compared to the substantial boost to brand awareness on campuses.
How Do You Reach Further?

Though sometimes pricey, sponsorships will grow company awareness in the college demographic. Enjoy Life Foods can partner with universities to market their products at college sporting events or student organizations on campus. If Enjoy Life Foods invested in a Division I team, it could advertise at large college events via promotion methods such as shooting t-shirts at sports crowds. For a lesser cost, Enjoy Life Foods could partner with clubs on campus to bolster brand awareness. As many clubs are health-conscious (e.g. club sports), distributing snacks and/or coupons at club-sponsored events such as competitions or regattas would also improve brand awareness and eventually sales. Similar to local businesses supporting a youth baseball team, Enjoy Life Foods could sponsor a wide array of student groups. By backing either Division I or Club, large or small, Enjoy Life Foods would promote its name on college campuses.
**Three Phase Implementation Plan**

| Phase 1 | Begin negotiations with select universities.  
Enjoy Life Foods needs to begin by making deals with universities and food distributors to expand its products into college stores and food courts. When the product becomes available on campus, the company can move forward by promoting brand awareness. |
|---|---|
| Phase 2 | Begin campus ambassador programs.  
The next step in catering to the college market is to implement campus ambassador programs on the college campuses the company made deals with. These Brand Ambassadors only need to be compensated in merchandise and experience, so the company should expect low costs from this operation.  
Utilize campus ambassadors to increase brand awareness  
Since campus ambassadors are students, they are a great resource to further develop a brand for colleges. The ambassadors can be used to develop advertisement ideas, offer product samplings, or hold on-campus events. |
| Phase 3 | Release advertising to develop brand awareness on campuses.  
In cooperation with the campus ambassadors, Enjoy Life Foods should release an array of advertisements directed at the college demographic.  
Partner with university sports teams and student organizations to market Enjoy Life Foods at university events.  
Enjoy Life Foods does not necessarily need to sponsor an entire university just to get its name out on campus. The company can do smaller things, such as shooting Enjoy Life Foods t-shirts into packed college arenas. |

*Figure 3 - Implementation Plan*
That’s a Wrap

Enjoy Life Foods is facing threats from an increase in competition. It is becoming necessary to differentiate itself from other companies in the industry. The ample market of health-conscious college aged millennials creates an optimal environment for product introduction. There are several avenues the company needs to take to achieve success. Campus ambassadors. Meaningful Sponsorships. Focused advertising. Distribution networks.

The goal is for college students to enter a store, see shelves stocked with various foods including Clif Bar and Boulder Brand products and choose Enjoy Life Foods. Enjoy Life Foods will not only be recognized as an option but the option. Furthermore, the positive benefits associated with the brand will emphasize to customers that a better life is just one choice away—the choice beginning with Enjoy Life Foods.
Appendix:

(A1) Pre-SWOT

SWOT Analysis:

**S:**
- Personal Connection with consumers.
- Expansion of product lines.
- Solid Financials.
- In touch with mobile and social Technology.
- Current infrastructure that will help facilitate growth.
- Expansion into Canada.

**W:**
- Lack of Global presence (only in US and Canada).
- Limited number of products.
- Lack-luster branding.
- Limited number of locations.
- No presence in Europe.
- Weak advertising strategies.

**O:**
- Expansion of gluten-free industry.
- Overall shift in how consumers think about food and snacks.
- Mondelez resources.
- Marketing to the college market.
- Expanding product offerings to reach new consumers.
- Expansion into other countries.

**T:**
- Quick growth of competitors.
- Larger competitors and their goal of introducing healthier products.
- Gluten-free bubble bursting.
- Mondelez becoming too involved.
- Companies entering free-from market.

**Analysis:** Enjoy Life's product line is limited in comparison to their larger competitors. Also, its lack of recognizable branding and limited global presence are holding them back.

**Analysis:** With the snacking market moving towards healthier options, Enjoy Life has a great opportunity to increase its market share. They also can move into more markets such as Europe and expand their product line.

**Analysis:** The free-from market is growing exponentially which is causing an influx of new and large competitors. These competitors can offer a more diverse product line which could hurt Enjoy Life over time. Also, the over-reliance on Gluten-free foods is a potential problem if that market collapses.

*Figure 5 - Pre-SWOT*
(A2) Post-SWOT

- Personal connection with consumers
- Expansions into Canada and UK
- Jeffersonville facility
- In touch with mobile and social technology
- Growth of product lines
- New millennial market
- Reoccurring consumer base

**Analysis:** Catering to college markets will utilize the previous strengths while bringing new strengths to Enjoy Life that include the new millennial market.

- Limited products compared to competitors
- Price of advertising compared to the benefit
- Package design

**Analysis:** Enjoy Life products are limited compared to their competitors and package design is less well known than competitors.

- Expand to more college markets
- Millennial market could create lifelong customers
- Increase in demand
- Development of brand awareness and brand loyalty
- Diversifying consumer base

**Analysis:** Expanding into college markets will diversify the consumer base and develop the brand awareness of Enjoy Life.

- Quality reception
- Quick growth of competitors
- Pinnacle Foods
- Increase might not be substantial

**Analysis:** The main threat to Enjoy Life is the quick growth of competitors in the free-from markets. The increase in market share and growth of market could not be as substantial as planned.
(A3) List of College and Universities (neighboring states):

<table>
<thead>
<tr>
<th>Colleges and Universities by State</th>
<th>Undergraduate Population</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Illinois:</strong></td>
<td></td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>114,546</td>
</tr>
<tr>
<td>College of DuPage</td>
<td>33,368</td>
</tr>
<tr>
<td>Illinois State University</td>
<td>28,678</td>
</tr>
<tr>
<td>University of Illinois at Chicago</td>
<td>18,426</td>
</tr>
<tr>
<td>DeVry University-Illinois</td>
<td>17,575</td>
</tr>
<tr>
<td><strong>Kentucky:</strong></td>
<td></td>
</tr>
<tr>
<td>University of Kentucky</td>
<td>16,499</td>
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<tr>
<td>Western Kentucky University</td>
<td>22,705</td>
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<tr>
<td>University of Louisville</td>
<td>17,310</td>
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<tr>
<td>Eastern Kentucky University</td>
<td>15,768</td>
</tr>
<tr>
<td>Northern Kentucky University</td>
<td>14,327</td>
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<tr>
<td><strong>Michigan:</strong></td>
<td></td>
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<tr>
<td>Michigan State University</td>
<td>134,821</td>
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<tr>
<td>University of Michigan-Ann Arbor</td>
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<td>Baker College</td>
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<td>Macomb Community College</td>
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<td>Grand Valley State University</td>
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<td><strong>Ohio:</strong></td>
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<td>Ohio State University</td>
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<td>Columbus State Community College</td>
<td>45,289</td>
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<tr>
<td>Cuyahoga Community College District</td>
<td>25,983</td>
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<tr>
<td>University of Cincinnati</td>
<td>25,449</td>
</tr>
<tr>
<td>Kent State University at Kent</td>
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</table>

*Figure 8 - List of Colleges and Universities*
### (A4) Forecasted Financial After Implementation

#### Potential Revenue Growth

<table>
<thead>
<tr>
<th>No. of Schools</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Customers (1)</td>
<td>2586</td>
<td>5171</td>
<td>7757</td>
<td>10343</td>
</tr>
<tr>
<td>% of Students Purchasing ELF (2)</td>
<td>6.5%</td>
<td>6.5%</td>
<td>6.5%</td>
<td>6.5%</td>
</tr>
<tr>
<td>No. of Students (3)</td>
<td>39779</td>
<td>79558</td>
<td>119337</td>
<td>159116</td>
</tr>
<tr>
<td>Annual Revenue Earned per Student (4)</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Annual Forecasted Revenue</td>
<td>258,600.00</td>
<td>517,100.00</td>
<td>775,700.00</td>
<td>1,034,300.00</td>
</tr>
</tbody>
</table>

#### Cost of Implementation

<table>
<thead>
<tr>
<th>No. of Schools</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Goods Sold (5)</td>
<td>(143,442.00)</td>
<td>(286,829.00)</td>
<td>(430,271.00)</td>
<td>(573,713.00)</td>
</tr>
<tr>
<td>COGS/Revenue (%)</td>
<td>55.47%</td>
<td>55.47%</td>
<td>55.47%</td>
<td>55.47%</td>
</tr>
<tr>
<td>Campus Ambassador Program</td>
<td>(2,200.00)</td>
<td>(4,233.33)</td>
<td>(6,225.00)</td>
<td>(8,200.00)</td>
</tr>
<tr>
<td>Merchandise (6)</td>
<td>(750.00)</td>
<td>(1,333.33)</td>
<td>(1,875.00)</td>
<td>(2,400.00)</td>
</tr>
<tr>
<td>Misc. Product/Event Expense (7)</td>
<td>(1,000.00)</td>
<td>(2,000.00)</td>
<td>(3,000.00)</td>
<td>(4,000.00)</td>
</tr>
<tr>
<td>Company Representatives (8)</td>
<td>(450.00)</td>
<td>(900.00)</td>
<td>(1,350.00)</td>
<td>(1,800.00)</td>
</tr>
<tr>
<td>General Advertisement Expense (9)</td>
<td>(1,500.00)</td>
<td>(3,000.00)</td>
<td>(4,500.00)</td>
<td>(6,000.00)</td>
</tr>
<tr>
<td>University Partnerships</td>
<td>(16,050.00)</td>
<td>(31,933.33)</td>
<td>(47,775.00)</td>
<td>(63,600.00)</td>
</tr>
<tr>
<td>Division One (10)</td>
<td>(15,000.00)</td>
<td>(30,000.00)</td>
<td>(45,000.00)</td>
<td>(60,000.00)</td>
</tr>
<tr>
<td>Club Organizations (11)</td>
<td>(1,050.00)</td>
<td>(1,933.33)</td>
<td>(2,775.00)</td>
<td>(3,600.00)</td>
</tr>
<tr>
<td>Annual Forecasted Costs</td>
<td>(163,192.00)</td>
<td>(325,995.67)</td>
<td>(488,771.00)</td>
<td>(651,513.00)</td>
</tr>
</tbody>
</table>

#### Forcasted Segment Net Operating Profit

<table>
<thead>
<tr>
<th>No. of Schools</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>258,600.00</td>
<td>517,100.00</td>
<td>775,700.00</td>
<td>1,034,300.00</td>
</tr>
<tr>
<td>Costs</td>
<td>(163,192.00)</td>
<td>(325,995.67)</td>
<td>(488,771.00)</td>
<td>(651,513.00)</td>
</tr>
<tr>
<td>Profit</td>
<td>95,408.00</td>
<td>191,104.33</td>
<td>286,929.00</td>
<td>382,787.00</td>
</tr>
<tr>
<td>Profit/Revenue (12)</td>
<td>36.89%</td>
<td>36.96%</td>
<td>36.99%</td>
<td>37.01%</td>
</tr>
<tr>
<td>Costs/Revenue</td>
<td>63.11%</td>
<td>63.04%</td>
<td>63.01%</td>
<td>62.99%</td>
</tr>
</tbody>
</table>

(1) No. of Students per School * % of Students Purchasing Enjoy Life Foods * No. of Schools
(2) 4% (Students who have food allergies) + 6.5% gained from campus involvement
(3) Average number of students from regional colleges (See Figure 6) multiplied by the No. of Schools
(4) Estimated annual revenue per student
(5) 2016 COGS from sample financial statement divided by sample statement revenues, multiplied by Potential Customers and No. of Purchases per Student
(6) Budget for merchandise and products allotted to a total of 5 ambassadors per school, economies of scale taken into account
(7) T&E for training ambassadors if necessary
(8) Allotted 1500 per school for brand ambassadors to brainstorm advertising
(9) $500 per ad displayed * 20 home games
(10) Merchandise for a 40 person club, economies of scale taken into account
(11) $20 of merchandise and products allotted to a total of 40 club members per school
(12) $20 of merchandise and products allotted to a total of 40 club members per school

![Figure 9 - Forecasted Profit](image-url)
## (A5) Forecasted Company-Wide Financials After Implementation

<table>
<thead>
<tr>
<th></th>
<th>CURRENT FORECAST</th>
<th>FORECAST AFTER IMPLEMENTATION*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USD (MM)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Revenue</td>
<td>130.00</td>
<td>130.00</td>
</tr>
<tr>
<td>Discounts &amp; Trade Spending</td>
<td>(30.00)</td>
<td>(30.00)</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>(76.00)</td>
<td>(75.00)</td>
</tr>
<tr>
<td>COGS/Revenue (%)</td>
<td>58.46%</td>
<td>57.69%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>24.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Advertising &amp; Consumer Support</td>
<td>(4.00)</td>
<td>(4.00)</td>
</tr>
<tr>
<td>Overheads &amp; Administration</td>
<td>(18.00)</td>
<td>(18.00)</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>2.00</td>
<td>3.00</td>
</tr>
</tbody>
</table>

* Expanding at a rate of 1 school per year

Figure 10 – Forecasted Company-Wide Profit
Works Cited

Bias, Lauren. "7 Tips for Building Brand Loyalty." Forbes. Forbes
2016.


