

# ELODYS

IMC CAMPAIGN PROPOSAL



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**Team Á La Mode**

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**American University**

Kogod School of Business  
MKTG 412: Integrated Marketing Campaigns II  
Professor Russell

**ELODYS  
FRESH BAGUETTE OVEN**

INTEGRATED MARKETING  
COMMUNICATIONS PLAN

June 2015 – May 2016

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# MEET THE TEAM

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## ALEXA KELLY

Alexa is devoted to two-way communication in the digital world. She is a results-driven, creative self-starter committed to connecting clients with their target audiences. Alexa also has high-quality writing and research skills. She loves working as part of a team.



## RACHAEL STUPP

Rachael is a senior majoring in Communication Studies with a concentration in Media and Society and a minor in Marketing. She is from Ardmore, Pennsylvania just outside of Philadelphia. She loves traveling, puppies, and baking.



## KATE AMAN

Kate is a native Rhode Islander who came to American University in 2012 to study public relations and marketing. Her professional work experience has largely focused on market research. While at American, Kate has served as president of AU's student film organization, Film Architects. After graduation in May, Kate will be an entertainment media analyst for Penn Schoen Berland in Los Angeles, California.



## LIZZY LEES

Lizzy is a senior studying Film and Media Arts and minoring in Marketing. She is from Silver Spring, MD and currently works as a photo editor at *Science* magazine. She is excited to graduate and start her full-time job as an Online Marketing Associate. She loves weightlifting, beer and long walks on the beach.

# AGENCY PHILOSOPHY

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At Á La Mode, we value research. We dive into primary and secondary data to extract key insights for our clients. We use these insights to develop creative, integrated and effective campaigns for our clients. Cost-effective targeting is also important to us. We want to make sure our clients are getting the most out of their communications. Reaching the right audience, in the right way at the right time is the Á La Mode way.

Commitment to:

- + Research
- + Accurate insights
- + Strong messaging
- + Cost-effectiveness
- + Maximum return on investment



# EXECUTIVE SUMMARY

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## **CAMPAIGN OBJECTIVES:**

- + Increase awareness among target audience members by 50 percent within 6 months.
- + Generate interest (from those whom are brand aware) among the target audience by 70 percent within 6 months.
- + Create adoption of machines in 5 major locations within 1 year.

## **PRIMARY TARGET AUDIENCE: DECISION-MAKING EXECUTIVES**

Decision-Making Executives are high level employees at the companies that we are targeting. These people are responsible for buying products to sell in their stores. These executives also purchase store equipment and services. Ultimately, this audience decides whether or not Elodys' Baguette Oven makes its way into American stores.

## **SECONDARY TARGET AUDIENCE: END-USER**

End-users are the customers that frequent the stores we are targeting. Decision-making executives make their decisions on the basis of what their end-users want. We are targeting this audience in addition to DMEs to leverage their influence and show our primary audience that their customers want Elodys Baguette Oven.

## **PRIMARY AUDIENCE: DECISION MAKING EXECUTIVES**

- Baguette Ovens provide convenience to customers
- U.S. customers are excited about Baguette Ovens and want to see them in stores
- A partnership with Elodys allows you to brand the machine for your stores
- Elodys' ovens encourage bread-buying behavior from consumers who do not typically buy baguettes

## **SECONDARY AUDIENCE: END-USERS**

- Elodys' ovens produce fresh bread that tastes as good as baguettes from a French bakery
- Elodys Baguette Oven is more than your typical vending machine

## **CAMPAIGN TIMELINE**

The campaign will run from June 2015 through May 2016. The campaign flow chart on page 61 has the details on the timeline for each of the campaign's components.

# EXECUTIVE SUMMARY

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**CAMPAIGN SLOGAN:** *Target the decision makers and target those who influence them.*

## **TARGETED FACEBOOK ADS**

This component of the plan aims to increase awareness among the primary audience of Decision-Making Executives by exposing them to targeted Facebook ads that showcase the baguette oven and drive traffic to the promotional video.

## **PROMOTIONAL VIDEO**

The promotional video will reach both the consumer and our primary target, executives of chains such as Trader Joe's or Starbucks. It will both generate consumer interest through advertising on social media (both targeted and untargeted) and illustrate to the executives how the product works, as most will be unfamiliar with the concept of a 'vending oven.'

## **PITCHING**

Pitching is the central component of the campaign. Since this is a B2B campaign, the marketing efforts are implemented to increase the success of Elodys pitches to our targeted stores.

## **EARNED MEDIA**

The campaign's earned media component includes both events and media outreach. The events are designed to gain awareness among End-Users and generated media attention.

## **OUT-OF-HOME ADVERTISING**

To target executives on an individual level, Á La Mode recommends digital elevator advertisements. In many corporate buildings, elevators have digital screens, and marketers can purchase advertising space on these screens. A La Mode will place advertisements in the headquarters of its target audience members

## **SOCIAL MEDIA**

In order to raise awareness of and generate interest in the Elodys Baguette Oven, it will be important to create a strong social media presence on Facebook, Twitter, LinkedIn and Instagram. Through these mediums, Elodys can reach both the end consumer of the baguettes and the primary target audience, marketing executives.

**TOTAL BUDGET:** \$45,200 USD

**SITUATION**

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**ANALYSIS**



# ELODYS SNAPSHOT

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## Purpose

Elodys offers baguette vending ovens, which provide consumers with fresh baguettes within seconds. The French company plans to expand to the U.S. within the next year.

## Brand Review

Elodys is seen as an innovative way for bakers to sell more bread. It was the winner of the competition Design and Agri-Food France in 2014. However, in the United States there is very little knowledge about the brand.

## Size, Growth, Image

As of January 2015, there are four vending ovens in Meuse, ten located in Meurthe-et-Moselle and twenty in Moselle. The first vending oven is located in Sampigny. Market research conducted in 2013 revealed that, of the 35,000 traditional bakeries in France, 20% would be interested in purchasing a vending oven. Elodys is looking to expand to other markets after so much success in Europe. Currently, there are no vending ovens in the United States, which would make them a groundbreaker in this market. Fresh food vending machines have been introduced slowly. However, many consumers still feel they cannot trust the freshness of foods in vending machines.

## Sales History

Since its debut in 2011, Elodys has been expanding in France (and beginning to expand in Russia), installing more and more vending ovens. The very first month of its debut, the vending ovens sold 1,600 baguettes, and in July 2011, they sold 4,500. The first vending oven was installed in Sampigny, and the machine sold an impressive 12,000 baguettes in eight months. They also sold ten machines that are installed in Meurthe-et-Moselle, and twenty that are located in Moselle. In July 2014, Elodys celebrated the 100,000th baguette sold.

## Target Markets

Elodys targets bakers and businesses, with the ultimate target being the consumers of the baker's bread. The goal is to open a new avenue for bakers to sell their bread at the freshest quality, so Elodys targets innovative bakers who are trying to expand their business and reach more customers with their product. They also target businesses that could host the vending ovens, though they are not the direct purchasers.

# ELODYS SNAPSHOT

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## **Positioning**

Elodys positions their vending ovens as an extension of a bakery– branded with the bakery’s logo and filled with the baker’s dough. The ovens are positioned as a way for bakers to have a source of income even when the bakery is closed.

## **Market Share, Sales, Growth**

Elodys market share in the United States is zero, as they are creating the market for vending ovens in the country. In addition, it is impossible to determine a perceptual map, Brand Development Index or Category Development Index for Elodys, since it is unknown to the U.S. market.

## **Key Benefits**

The vending oven is beneficial to the baker because it allows for the baker to reach their customers 24/7 while creating customer loyalty. The customer benefits from having convenient access to the baker’s fresh bread all the time, giving the baker previously unattainable profits. The vending oven also creates customer loyalty through prepaid cards from the bakers that allow them to purchase their bread at any hour.

## ***Strengths***

- This is a new, innovative product that fills a very important need for bakers: reaching customers all the time in a convenient manner, while providing the same quality product that they sell fresh in their bakeries.
- The vending ovens are a cheap and convenient way for people to get fresh, healthy grains 24/7.
- They also provide another form of branding for bakeries, as the vending ovens are customizable.
- They also cater to the desire of consumers to have choice, as the larger vending oven can bake two types of bread.

## ***Weaknesses***

- Many smaller bakeries might not be able to afford the high cost (\$35,000) of Elodys vending ovens.
- They also take up a lot of space, which could discourage smaller businesses from purchasing the machines.
- The vending ovens also require bakeries to adapt to the machine.
- They would have to produce more dough and adjust to the new production needs.
- There could be complications since Elodys is not based in the United States, particularly with communication and upkeep.

# **SWOT ANALYSIS**

## ***Opportunities***

- Elodys can continue its international expansion into the United States.
- They could also begin to market the vending ovens as a healthy alternative to other late-night snacks and vendors.
- There is definitely opportunity for the vending ovens to thrive because whole and multi-grain bread is growing more popular.
- People are also becoming more interested in non-traditional breads.
- Because the vending ovens are so unique, they could also naturally attract media (and consumer) attention.

## ***Threats***

- Many grocery stores now have their own bakeries, such as Whole Foods.
- More and more grocery stores are open 24/7. This may lead consumers to question why they should get bread from a vending oven rather than a trusted store bakery.
- Consumers are also wary of fresh foods that come from vending machines, so there may be an initial distrust of the quality of the bread.
- Bakers may also worry that their bread may not be the same quality, which could tarnish their bakery's reputation.
- Since there is little to no awareness of this product in the United States, bakeries are not actively seeking out vending ovens.

# INDUSTRY ASSESSMENT

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## Bread Industry

### *Size and Growth*

The U.S. bread market has grown steadily over the last few years. The industry earned \$24.7 billion in 2014, up from \$22.4 billion in 2009 (Kraushaar). Many of these sales came from grocery stores, which often have their own bakeries, which will be discussed in more detail later. There is an opportunity for Elodys to earn a share of the European loaf market in the U.S., by challenging traditional in-store bakeries with its novel vending oven.

One-third of Americans bought European loaves of bread in 2014. This group especially included young consumers, ages 18 to 34, who are more willing to break away from traditional sliced breads and try new flavors (Kraushaar). They likely would also enjoy trying nontraditional breads in nontraditional ways, such as through a vending oven! Families with children also bought more European loaves than those without children, so appealing to families is another strategy Elodys could try (Kraushaar).

Seventy-eight percent of consumers who eat European breads said they like to heat up these loaves or eat them with spreads such as butter and hummus (Kraushaar). This is an advantage for Elodys, since its loaves come out hot and fresh. However, it is also a challenge since the machines do not come with spreads.

Despite these nontraditional bread trends, sliced breads dominate the U.S. market, with 79 percent of people buying branded packaged loaves. In addition, 40 percent also said they buy bread most often in order to make sandwiches (Kraushaar). Unfortunately for Elodys, baguettes are not considered typical American sandwich bread.

### *Trends*

Health is likely a factor limiting the growth of bread sales. In a Mintel survey, 58 percent of people said they ate less bread due to it being too high in carbohydrates or calories. (Kraushaar). This health-conscious trend would negatively affect Elodys, but offering healthier, whole-grain options in the machines could reduce this threat.

Another important trend is consumers' interest in fresh bread. The 2014 Mintel study found that 28 percent of respondents said they typically bought breads because they were freshly made (Kraushaar). The vending oven can benefit from this trend, as it produces hot, fresh baguettes.

# INDUSTRY ASSESSMENT

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## Vending Machine Industry

### *Size and Growth*

Given the unique nature of Elodys' Baguette Ovens, it is also important to consider the U.S. vending machine market. In 2011, U.S. food and beverage vending machines generated \$11.92 billion (Morris).

The vending industry overall has plummeted since the 2009 recession. Households spent 8.4 percent less each year on vending machine drinks and snacks in the years 2006 to 2011. Vended foods were hit harder by this trend than vended drinks. During that time, vended food sales fell 9.5 percent each year. In general, vended foods only account for 7 percent of food and beverage vending sales, with the other 93 percent going to vended drink sales (Morris).

For vending machines, low-income and Hispanic households drive a significant amount of sales. Households earning less than \$50,000 made 43 percent of vending sales in 2011. Hispanic households accounted for 20 percent of vending sales (Morris). Due to the lack of available data, it is unclear whether vending machine and baguette enthusiasts overlap demographically.

However, the groups may overlap psychographically. The vending machine industry is driven by snacking. In the U.S., 18 to 24-year-olds are 27 percent more likely than others to snack between meals. They enjoy quick treats on the go, to complement their busy lifestyles (Morris). Similarly, 44 percent of people who eat European bread cite snacking as a reason why they do so (Kraushaar). This shared love for snacking may be the common ground on which to unite these differing groups.

### *Trends*

Today, Americans are looking for more options from vending machines. In one survey, 46 percent of participants said they would be interested in using credit cards at vending machines, and 41 percent were interested in touchscreen vending machines ("Consumers Want to get More out of Vending Machines"). Fortunately for Elodys, it is possible to use credit card technology on the vending ovens.

Fresh food vending machines have been introduced slowly in the United States. However, based on our primary research, many consumers still feel they cannot trust the freshness of foods in vending machines.

# COMPETITIVE REVIEW

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## **Overview**

Currently, there are no vending machines that dispense baguettes in the United States, which means that there are no direct competitors in this market. The main competitors in the market are all indirect competitors that range from small to large. Elodys Baguette Oven is indirectly competing with local bakeries, specialty food stores, and supermarkets with in-store bakeries that sell fresh bread, including baguettes. Other competitors are chain restaurants and stores including Panera, Whole Foods and Trader Joe's.



## **Panera Bread**

Panera Bread is a fast-casual restaurant that targets urban and suburban communities and workers by offering a premium specialty bakery-cafe experience with a neighborhood emphasis. Speed, accuracy, cleanliness and well-maintained cafes are qualities that Panera Bread hopes to continue as they plan to open between 115 and 125 new locations (2013 Annual Report).

In 2013, Panera Bread spent \$55.6 million on advertising, and in the upcoming years, the company will execute a more aggressive marketing strategy that both reinforces the brand's differentiation and seeks to boost its market share.

Sales improved in 2013 due in part to the opening of 70 new franchise-operated cafes. In 2014, Panera Bread launched its first national advertising campaign for broadcast television, which went live in late February.

# COMPETITIVE REVIEW

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## *In-store Bakeries*

In-store bakeries accounted for \$2.4 billion of bread sales in 2012, and among these crusty and artisan breads made up 70 percent of these sales (Pastre). However, in-store bakery sales volumes have declined recently, according to Nielsen Perishables Group. The category brought in \$1.6 billion in sales last year. Elodys should keep this declining trend in mind when evaluating the U.S. grocery market.

With in-store bakeries, consumers do not have to go to another store to get freshly baked bread, they shop for everything in one place at one time. The target market for supermarkets range. Stores have kosher, fish, meat, dairy, gluten-free, and organic sections that hit every consumer's buying needs.



## *Trader Joe's and Whole Foods*

Here we look at two grocery stores specifically, Trader Joe's and Whole Foods, because the gourmet quality of their foods mirror the high quality of Elodys' baguettes.

Both stores are considered upper class supermarkets that sell organic foods. Trader Joe's is considered a quirky specialty foods store with healthy foods at reasonable prices. The store sells "baguettes [THAT] are made by artisan bakers in local bakeries", which deliver the loaves fresh everyday (Trader Joe's).

Whole Foods is pricier than Trader Joe's and prides itself on organic and quality standards. Its stores bake bread daily using fresh, organic ingredients. In 2014, Whole Foods launched its first national brand campaign that highlights the company's quality standards and natural foods (Whole Foods 2014).

# CONSUMER ANALYSIS

## Overview

Our target audience is decision-making executives for chain grocery stores, cafes, and bakeries. The end users of the vending oven are the customers of our targeted stores and eateries. The following is a snapshot of both of these audiences.

	DECISION-MAKING EXECUTIVES	END USERS
Demographic	<ul style="list-style-type: none"> <li>Likely to male</li> <li>In mid-40s or 50s</li> <li>High income</li> <li>Married, with children</li> <li>Well-educated, likely holds an MBA</li> </ul>	Demographics of end users vary depending on the stores that they frequent. For instance, while both Walmart and Starbucks are stores that we should target, the consumer base of these companies are vastly different.
Geographic	Non-specific, this audience could be located anywhere throughout the United States	Non-specific, this audience will be anywhere there are stores that we are targeting
Psychographic	<ul style="list-style-type: none"> <li>Likely to be politically right-leaning</li> <li>Likely to value work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>Are likely to value healthy food options</li> <li>Are interested in whole-grains</li> <li>Have a pre-existing bias against vending machines</li> </ul>
Behavioristic	<ul style="list-style-type: none"> <li>Works full-time</li> <li>Has worked at employing company for many years, plans to continue working there</li> </ul>	<ul style="list-style-type: none"> <li>Few are pattern buyers of baguettes and most are irregular but somewhat frequent baguette buyers</li> <li>Most have 2 to 3 food stores that they routinely frequent</li> <li>Are likely to try a vending oven in store if they came across one</li> </ul>



# CONSUMER ANALYSIS

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## ***Buying Decision Process***

The corporate purchasing decision process for equipment varies from company to company. Larger companies such as Target, Walmart, and Starbucks tend to follow a similar acquisition process that is highly complex and time-consuming. With acquiring new store equipment, there are several factors that impact the decision process. For executives, the price of the machine and the subsequent costs of maintaining the machines are of primary importance. Additionally, the amount of time that will be invested in the machine and how it will change current work processes for store staff gives weight to the decision. The machine's impact on the company's branding and image is another factor that executives will consider. Similarly, executives will want to be ensured that the machine can produce a product that is at the level of quality currently being produced by the store.

If there are executives who are interested and want to move forward with discussing the purchasing, a series of several meetings and negotiations will proceed. In these meetings executives will want detailed information about the product, maintenance and services provided, as well as detailed costs projected.

## ***Who Buys the Product / Who Makes the Decision***

The target audience for the product are executives of groceries stores and national chain bakeries that are involved in the business decision making regarding acquiring new equipment. For the purposes of this situation analysis, we call this audience "decision-making executives". These decision-making executives work at a high level within their companies. Their responsibilities largely regard acquiring brands for selling, buying store equipment, and/or improving and adding to the store's own offerings.



# CASE STUDIES: BURRITOBIX

## A Case Study in Introducing A Unique Vending Food Item



THE WORLD'S  
**FIRST**  
**BURRITO KIOSK**  
OUR BURRITOS ARE  
**100%**  
ALL NATURAL

**NO HORMONES NO ANTIBIOTICS**  
OUR BREAKFAST BURRITOS FEATURE CAGE-FREE EGGS!

The advertisement features a bright orange BurritoBox kiosk on the left. The kiosk has a digital screen displaying burrito options and the BurritoBox logo. To the right of the kiosk, the text 'THE WORLD'S FIRST BURRITO KIOSK' is written in large, bold letters. Below this, it says 'OUR BURRITOS ARE 100% ALL NATURAL'. At the bottom, it states 'NO HORMONES NO ANTIBIOTICS' and 'OUR BREAKFAST BURRITOS FEATURE CAGE-FREE EGGS!'. A small image of a burrito is shown at the bottom right.



# CASE STUDIES: BURRITOBBOX

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## A Case Study in Introducing A Unique Vending Food Item

### Overview

Burritobox, a vending machine that delivers customers warm burritos was introduced in early 2014 at a gas station in Los Angeles. For \$3.00, customers can select from five variations of burritos and purchase additional sides of guacamole, Tabasco sauce, or sour cream. The vending machine also plays video commercials and music videos for customers while they wait for their burritos to be heated up. Burritobox is similar to the Elodys Baguette Oven as it is developed by a company for the sole purpose of selling machines to stores. Burritobox essentially operates like a microwave whereas Elodys Baguette Oven finishes baking the bread it distributes. The Burritobox heats up the burritos when the customer purchases it.

### Messaging Strategy

Because the Burritobox was so unique when it was released, customers needed guidance in learning how to use it. Burritobox equated itself to Redbox, a more commonly known type of unique vending machine to help customers understand the product better. Box Brands had a messaging strategy that was all too simple for its launch of Burritobox. Box Brands should have developed a strategy that could address some of the criticisms that targeted Burritobox. The messaging focused too much on teaching consumers how to use the product and too little on why they should use it. Burritobox's value proposition was essentially lost in the messaging. Burritobox's failure to communicate its value for its customers is an important lesson that should be considered in the development of the messaging strategy of Elodys Baguette Oven.

### Media Strategies

Starting with its launch early last year, Box Brands leveraged earned media to drive awareness about the product. In theory, this was an effective strategy to take as the Burritobox is so unique that media outlets reaching from the Los Angeles Times to the Huffington Post to many local news outlets covered the introduction of the vending machine. However, Box Brands did not have strong enough control over its messaging that media outlets spun away from Box Brand's messaging and veered into a mocking and negative press realm.

Coverage is not enough to bring success to a media outreach campaign. Message control is crucial. Burritobox faced many news stories and articles that mocked the vending machine seemingly as a way to gain attention for the news organization. The news stories were light in tone but destructive in content. Some coverage claimed the burritos tasted worse than Taco Bell, that there were too few options, that the machine was obnoxiously loud, and that its key audience was drunk young people looking for a late night snack.



# CASE STUDIES: BURRITOBBOX

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## Budgets

Burritobox ran its launch campaign from January 2014 to November 2014. While the true budgets for Box Brands' promotional plan for Burritobox are not publicly available, the high amount of reliance on earned media suggest that promotional budget was rather small. Additionally, Box Brands does not pay its gas station locations to place its vending machines in store, which also indicates that much of Box Brands budget goes to product development. Outside of earned media, very little marketing material has been developed. Box Brands does not use any paid media sources such as print, radio, or television advertisements.

## Assessment

There are several key criticisms that emerged from the media coverage in this case study that we should be aware of moving forward with the development of the promotional program for the Elodys Baguette Oven. The key takeaway from this case study is that message control is crucial. Potential buyers of the Elodys Baguette Oven will have similar concerns that were highlighted by the media during the launch of the Burritobox.



# FARMER'S FRIDGE

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## A Case Study in Selling Health with a Machine



# FARMER'S FRIDGE

## A Case Study in Selling Health with a Machine

### Overview

Farmer's Fridge is a small, young company founded in Chicago that is committed to making healthy foods more available to consumers. The big idea behind Farmer's Fridge is kiosks that are stocked daily with fresh and healthy foods such as salads and fruits. The company developed recipes for healthy foods to sell in kiosks that could store healthy foods. Farmer's Fridge has developed a system creating the foods and filling the kiosks daily to sell products at a high threshold of freshness. The first kiosk was put into place in late 2013 and there are currently 15 kiosks around the downtown area of Chicago. The company's goal for 2015 is to have 50 machines operating around the city by the end of the year.

Farmer's Fridge's commitment to selling fresh products is similar to Elodys Baguette Oven's purpose. Farmer's Fridge focuses on placing the vending machines in places where people have little options in the way of healthy eating. The kiosks have been placed in office buildings, food courts, and a few convenience stores. The target audience for these machines are office workers who might get their lunches from nearby restaurants and stores. Farmer's Fridge is somewhat different from the Elodys Baguette Oven because it aims to sell people meals and thus the price point is higher and larger obstacle.

### Messaging Strategy

A core element of Farmer's Fridge messaging strategy addresses one of the main challenges that Elodys Baguette Oven will face: overcoming consumers' preconceived ideas of vending machines. The first sentence on Farmer's Fridge's webpage about its kiosk is "don't think of the Farmer's Fridge kiosk as a vending machine". This messaging strategy goes further than text. Farmer's Fridge worked to develop a kiosk that has the look and feel closer to that of a vegetable stand than that of a vending machine.



# FARMER'S FRIDGE

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## Media Strategies & Promotion Mix

A large component of Farmer's Fridge promotional program for its launch was media outreach. Similar to the Burritobox, Farmer's Fridge was easily positioned as a unique invention. Unlike the Burritobox, Farmer's Fridge could be posited as a solution to a large existing cultural problem. Farmer's Fridge positioned itself as a part of the solution to the struggle consumers face in finding healthy food options on the go.

Over the last year and a half, Farmer's Fresh has maintained steady media coverage. Farmer's Fridge has been featured in a number of articles and news stories about healthy eating, food policy, and the fast food industry.

## Assessment

As a young company committed to bringing healthy food options to people, Farmer's Fridge faces and will continue to face a range of obstacles. Thus far, Farmer's Fridge's promotional program has been largely successful. The company has done well to avoid obvious weak points such as the high product costs, concerns over product freshness, and questions regarding the sustainability of the company's business model.

# SPRINKLES' CUPCAKE ATM

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A Case Study in Existing Brands using Vending Machines





# SPRINKLES' CUPCAKE ATM

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## Sprinkles' Cupcake ATM: A Case Study in Existing Brands using Vending Machines

### Overview

Sprinkles, a national cupcake company with locations in many major U.S. cities, recently began launching 'Cupcake ATMs' outside and near some of its store locations. Eight of Sprinkles locations have Cupcake ATMs and Sprinkles is planning on opening more Cupcake ATMs in the near future around the country.

The biggest difference between this case study and Elodys Baguette Oven's situation is that Sprinkles is an established brand whereas Elodys is not established in the U.S. It is important to assess and understand the effects that an established brand can have on the launching of a unique product distribution system.

### Messaging Strategy

Sprinkles cultivated anticipation for new Cupcake ATMs through both social media content and media outreach campaigns. Sprinkles' messaging is simple and consistent with every new launch of an ATM. Sprinkles emphasizes the confidence of the machine, the ease of use, and the freshness of the cupcakes. These are the three talking points for Sprinkles in the weeks up to a launch of a new ATM at a Sprinkles location.

#### *Media Strategies & Promotion Mix*

Although Sprinkles is more established than the companies in the preceding case studies, Sprinkles still did not invest far more resources into the development of an advertising campaign. Sprinkles largely relied on earned media to cultivate interest within the cities that had launched Cupcake ATMs.

In addition to a media outreach component, Sprinkles also created original promotional material for its online website and in store locations. Customers could read about the launch of the Cupcake ATMs in their cities through in-store signage and literature. Sprinkles also created informational videos that demonstrated to website visitors how to use the Cupcake ATM.



# SPRINKLES' CUPCAKE ATM

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## Budgets

Compared to the previous two case studies that explore the promotional plans of new companies, Sprinkles is an existing company with far more resources and capital than companies just launching their first products. Because of this advantage, Sprinkles is able to launch a more comprehensive promotional plan for the launching of its Cupcake ATMs.

## Assessment

Sprinkles approaches its Cupcake ATM launches in a strategically sound way. With the foundation of a strong brand image and strong social media following, Sprinkles actively promotes its Cupcake ATM openings. Sprinkles does a good job of creating buzz both online through social media content - reaching its core fans - and locally, in the cities that the ATMs are opening.

Sprinkles also does a good job of keeping the messaging simple. Sprinkles did well in anticipating that their audience would have uncertainties on how the ATM would work and how they would use it. Through the use of simple but effective information videos and image guides, Sprinkles educated its target audience so that their customers would not feel apprehensive to use the Cupcake ATM. This case study shows the potential that exists for established companies in developing and introducing new products and business-to-consumer distribution methods. The key lesson to be derived from Sprinkles' successful launches of its Cupcake ATMs' is the effectiveness of simple messaging and strong measures to educate customers about a new feature and distribution method.



**RESEARCH**

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**FINDINGS**

# KEY RESEARCH FINDINGS

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## Methodology

Our primary research is composed of 15 interviews with consumers and five interviews with store managers of relevant stores. These interviews provides us with valuable insights into both the corporate purchasing process as well as the interests that end users would have in a baguette vending oven.

### *Health and Safety Concerns*

- Consumers are more comfortable with the idea of using the vending oven inside a store than they are using it outside on the street
- Consumers question who would maintain vending ovens and how they would clean the ovens
- Consumers felt that there was no way to be truly sure that the oven was clean
- Some consumers said they might feel unsafe using the vending oven outside in the open

### *Industry in Decline*

- U.S. vending machine industry struggling; however, cashless vending is growing.
- When consumers think about vending machines they think about candy bars and soda
- The idea of fresh foods in vending machines is still foreign to most consumers and many are unsure how they feel about the concept.

### *Manager Concerns*

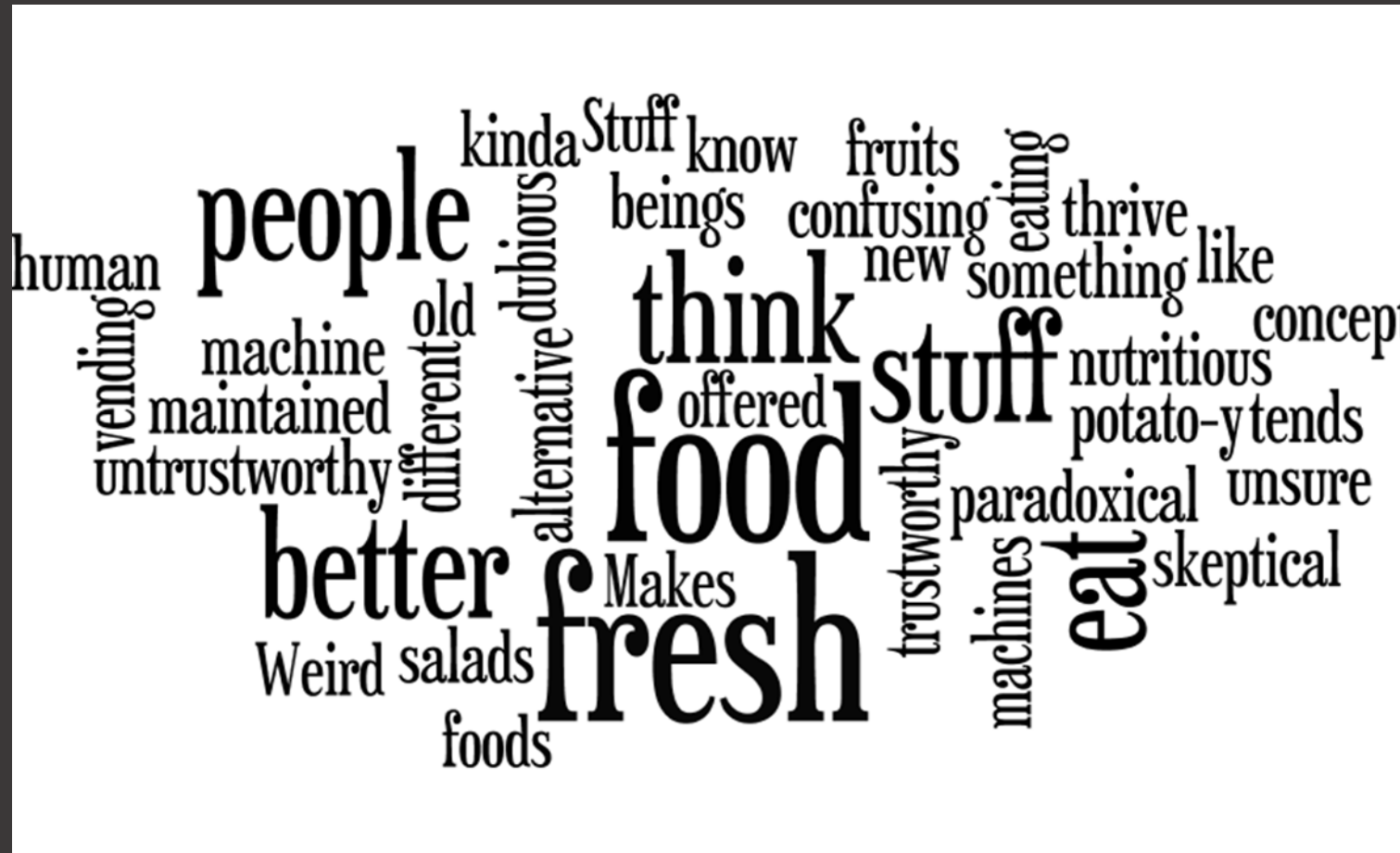
- Managers were concerned with cost, space, corporate approval, maintenance and quality
- While managers understood concept and liked the idea, price and maintenance were to top concerns
- Some managers were unsure how much of a maintenance and time investment a vending oven purchase would be

### *Consumer Interests*

- For most consumers, baguette purchases are not a part of their routine grocery purchase; but rather, a irregularly made purchase prompted by a variety of reasons
- Consumers are interested in healthy bread options, multi-grain
- Consumers and managers interested in baguettes with spreads or other snacks

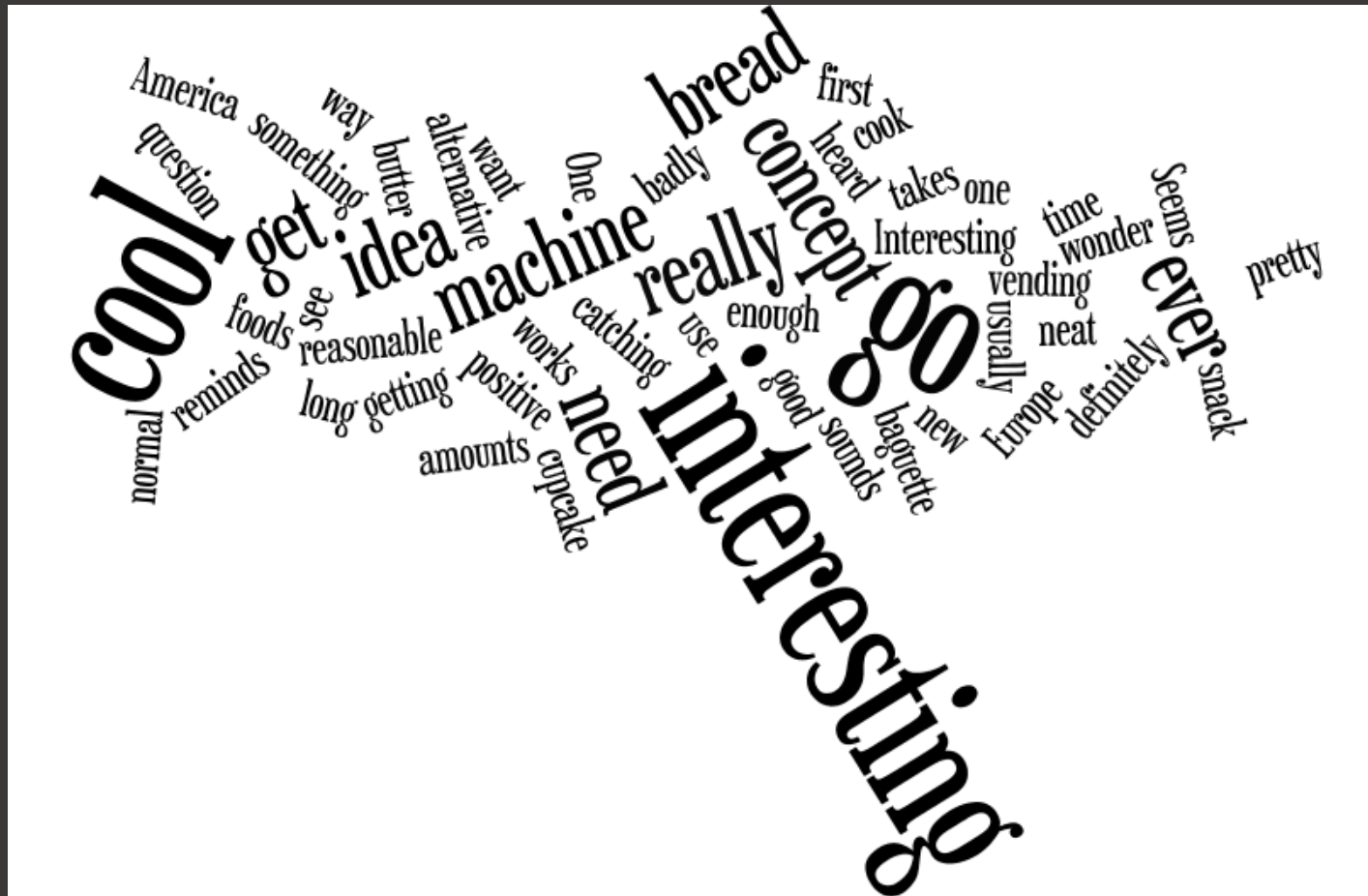
# KEY FINDINGS: (word cloud)

QUESTION: What are your thoughts about fresh foods in vending machines?



# KEY FINDINGS (word clouds)

**QUESTION:** Tell me what you think about the vending oven concept.



**IMC PLAN**

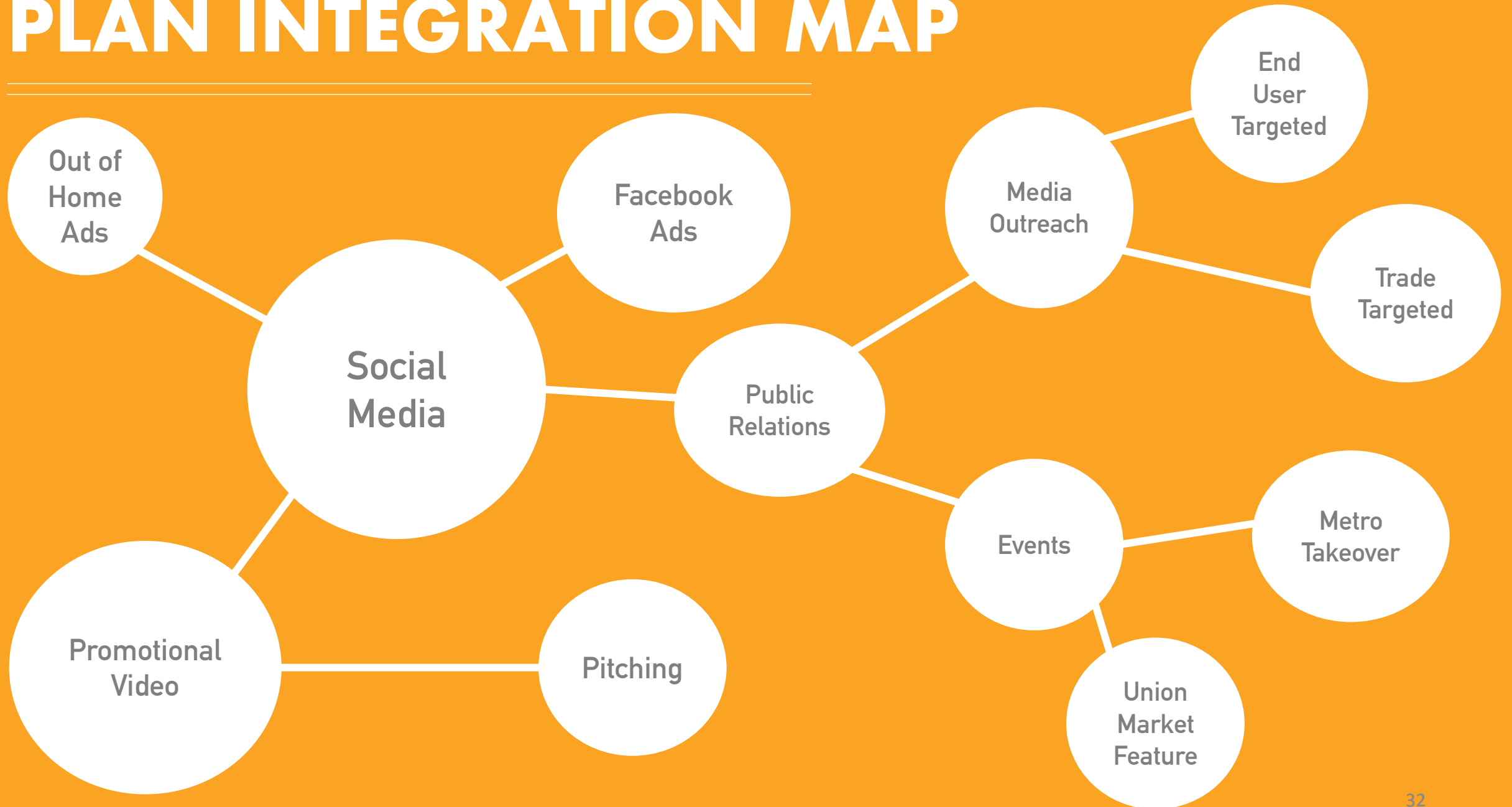
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**OVERVIEW**

# PLAN INTEGRATION MAP

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# TARGET AUDIENCES



## Decision-Making Executives (DME)

### PRIMARY AUDIENCE CHARACTERISTICS

- Responsible for acquiring new business
- Regularly approached by potential sellers
- Limited time
- High income, in mid-to-late career

Decision-Making Executives are high level employees at the companies that we are targeting. These people are responsible for buying products to sell in their stores. These executives also purchase store equipment and services. Ultimately, this audience decides whether or not Elodys' Baguette Oven makes its way into American stores.

Members of this audience share a few key characteristics. DMEs are short on time. Their job is to make decisions and they must make these decisions quickly. They consistently being pitched items for purchasing. These characteristics make DMEs a particularly elusive audience but also a highly valuable one. If we target and gain the interests of this audience, Elodys has a good chance of infiltrating the U.S. market. Without the support of this primary audience, Elodys would have difficulty selling to U.S. stores.

# TARGET AUDIENCES



**End-Users  
(EU)**

## SECONDARY AUDIENCE CHARACTERISTICS

- Influencers over the primary audience
- Customers of our targeted stores
- American
- Non-habitual baguette buyers
- Middle class +
- Willing to spend \$2 - \$3 on baguettes
- Health conscious

This audience is valuable for one key reason: they influence our primary audience. End-users are the customers that frequent the stores we are targeting. Decision-Making Executives make their decisions on the basis of what their end-users want. We are targeting this audience in addition to DMEs to leverage their influence and show our primary audience that their customers want Elodys Baguette Oven.

We have identified a collective profile of end-users for the stores we are targeting. These end-users are at least middle class and like most Americans, they are non-habitual baguette buyers. This audience is particularly health conscious. They buy sliced loaves of bread every week and purchase baguettes infrequently and often impulsively.

# TARGET STORES



## Target Audience Criteria

+ has to have capability to stock machine

+ has to have finances to purchase the machine baguettes

+ have to fit within the business model National and DC local chains

# KEY MESSAGES

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## **PRIMARY AUDIENCE: DECISION MAKING EXECUTIVES**

- Baguette Ovens provide convenience to customers
- U.S. customers are excited about Baguette Ovens and want to see them in stores
- A partnership with Elodys allows you to brand the machine for your stores
- Elodys' ovens encourage bread-buying behavior from consumers who do not typically buy baguettes

## **SECONDARY AUDIENCE: END-USERS**

- Elodys' ovens produce fresh bread that tastes as good as baguettes from a French bakery
- Elodys Baguette Oven is more than your typical vending machine

# STRATEGIES

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**Increase awareness among DMEs by implementing targeted advertisements both online and out-of-home.**



**Gain interest from DMEs with a developed, research-backed pitch program and template.**



**Generate consumer interest to influence the purchasing decisions of DMEs.**

# COMMUNICATION OBJECTIVES

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Increase awareness among target audience members by 50 percent within 6 months.



Generate interest (from those whom are brand aware) among the target audience by 70 percent within 6 months.



Create adoption of machines in 5 major locations within 1 year.

# COMPONENT I

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## TARGETED FACEBOOK ADS

# FACEBOOK ADVERTISING OVERVIEW

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## Tactic Overview

This component of the plan aims to increase awareness among the primary audience of Decision-Making Executives by exposing them to targeted Facebook ads that showcase the baguette oven and drive traffic to the promotional video.

## Target Audience

This component of the plan will target the primary audience of decision-making executives at the companies that Elodys wants to pitch. This audience is so small and specific a list of their names can be compiled. For this reason, strong advertising targeting is important. Only in the last couple of years has highly selective targeting been made possible and easy with social media. Facebook is a good platform for reaching this audience because this audience lives on this platform more than any other social media site.

## How Targeting on Facebook Works

Over the last couple of years Facebook has developed tools for marketers to reach more specific audiences. This benefits both marketers and Facebook. Marketers are now able to reach narrowly defined audiences in a cost-effective way and Facebook is able to provide its users with more relevant advertised content. Recently, marketers have been taking advantage of Facebook's advertising targeting tools and developing advertising campaigns that can target as few as one person.

## Step-by-Step of this Component

### Step 1

Using public access data to find the names of decision making executives of our selected target companies.

### Step 2

Find these people on Facebook.

### Step 3

Record a list of their likes of movies, books, and other very specific things or Facebook pages.

### Step 4

Go onto Facebook's advertising page and select 'Create an Ad'

### Step 5

Provide the very specific likes of the selected person when prompted by the targeting questions.

### Step 6

Work around Facebook's targeting system. For instance, Facebook has some easily circumnavigated limitations. For example, Facebook requires an advertising campaign to have a minimum of 20 targets but if the targeted executive is male, select one male and 19 females for the quota and only the executive will see the ad.



# FACEBOOK ADVERTISING OVERVIEW

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## Cross-Promotional Integration

This component of the plan will be integrated into two other key components. The Facebook advertising campaign will weave in elements of the media outreach campaign as well as the crafted promotional video. The advertisements will feature storylines from featured promotional events. For instance, an image of Americans from the PR event in which Elodys delivers a baguette oven to a public square would be featured. The link to the promotional video would be featured on each advertisement and drive clicks to watch the video.

## Cost-Effectiveness

Decision-making executives is a narrowly defined audience. While many are wealthy, white, male, and in their 40s and 50s and share similar lifestyles and media consumption habits. For instance, our research shows that this audience regularly reads the Wall Street Journal, the Economist, and Forbes magazine. However, hundreds of thousands of other readers also read these publications. While we could reach our target audience if we used these mass media publications, we would be wasting thousands of dollars reaching other readers who have no stake in getting baguette ovens into U.S. stores.

## When to Run the Advertisements

As with any campaign, timing is hugely important. These Facebook ads should be placed within weeks of the first attempt to reach out to a particular company. For instance, if Elodys is reaching out to Trader Joe's, advertisements should go up two to three weeks prior to the first major contact point with the target audience. The advertisements should stay up for the targeted audience for no longer than 10 days.



# FACEBOOK ADS

Suggested Post



 **Elodys Baguette Oven**  
Sponsored · 

This oven is changing the way we buy bread. Watch this short video to learn more.







Like · Comment · Share ·  10,345  1,189  460

Suggested Post

 **Elodys Baguette Oven**  
Sponsored · 

Want to encourage in-store consumer engagement? The Baguette Oven is coming to the U.S. Beat the competition to the market.



Like · Comment · Share ·  10,345  1,189  460

**COMPONENT II**

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**PROMOTIONAL VIDEO**

# PROMOTIONAL VIDEO OVERVIEW

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## OVERVIEW

We will create a promotional video that will be featured online (YouTube, Facebook, Twitter) and, more importantly, as part of the pitch materials. The video (see appendix for storyboard) will introduce Jean-Pierre Ferrante, CEO of Elodys, who will give a blind taste test to an American man and woman. It will also illustrate how the ovens work. The man and woman (both blindfolded) will enjoy both the authentic French baguettes and the baguettes from the baguette oven. However, they will prefer the baguettes from Elodys Baguette Oven, commenting on how fresh and soft the bread is. They will express surprise as their blindfolds are removed.

## INTEGRATION

The promotional video will reach both the consumer and our primary target, executives of chains such as Trader Joe's or Starbucks. It will both generate consumer interest through advertising on social media (both targeted and untargeted) and illustrate to the executives how the product works, as most will be unfamiliar with the concept of a 'vending oven.' This will be a vital part of our campaign.

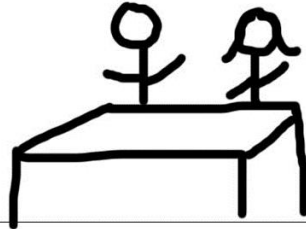
## VALUE OF VIDEO

Our research found that many consumers were skeptical about getting fresh foods from vending machines, so this blind taste test will help instill faith in the machine for both executives and consumers. When asked about their thoughts on getting fresh food from vending machines, interviewees responded similarly, saying things like "I tend to think they're not going to be that fresh" and "[it] makes me unsure of how fresh foods can be maintained in a machine." Clearly, people are skeptical of getting fresh foods from anything that resembles a vending machine. The blind taste shows otherwise, proving that the Baguette Oven can deliver fresh baguettes that can compete with an authentic French bakery.

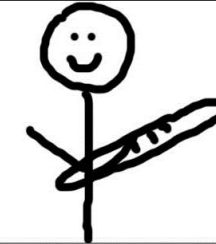
# STORYBOARD



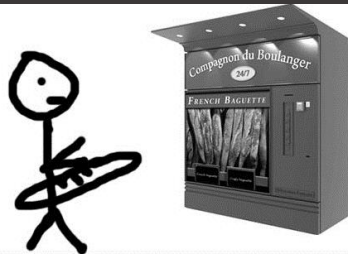
“Bonjour! My name is Jean-Pierre Ferrante, and I am the CEO of Elodys. We have invited...”



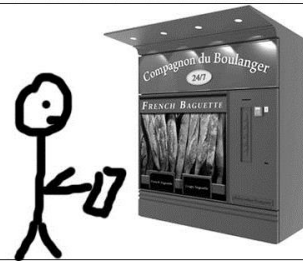
two Americans, Jane and John, to come take a blind taste test.” *Jane and John wave, smiling at the camera.*



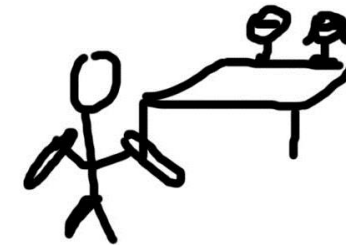
*Jean-Pierre begins walking, holding a baguette. “We will be comparing authentic, French bakery baguettes...” (gestures at baguette)*



“with our own baguettes, fresh out of Elodys Baguette Ovens.”

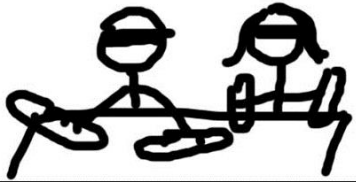


*Jean-Pierre puts money in the Baguette Oven and takes out a hot, fresh baguette.*

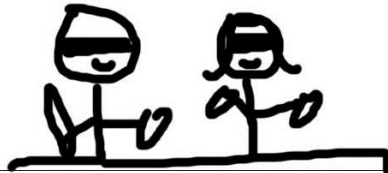


*\*drum roll\* Jean-Pierre approaches the now-blindfolded taste testers, carrying the bakery baguette and the Baguette Oven baguette.*

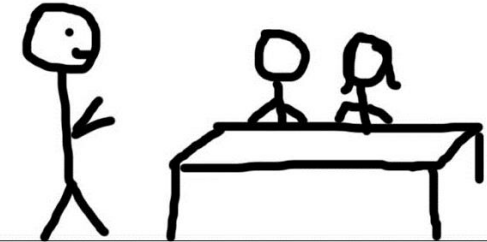
# STORYBOARD



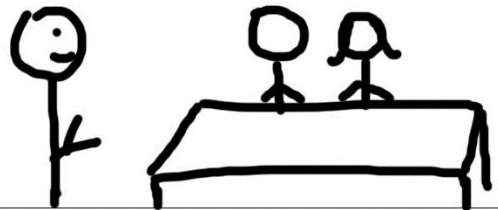
Jane and John taste each baguette. John exclaims: "Wow, they're both so good! I think I like the first one best, though."



Jane nods excitedly. "Oh yeah! Definitely the first one. It's so soft and fresh! I want another!" She takes another bite, savoring it.



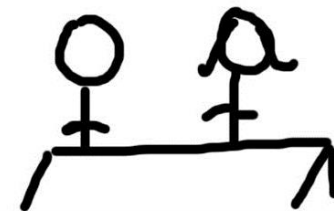
Jean-Pierre takes off Jane and John's blindfolds. "So, which baguette did you prefer, one or two?"



Jane and John look at each other and, in unison, say "The first one." "For sure," John adds.



Jean-Pierre smiles: "Elodys is the winner!"



John turns to Jane: "Who knew something so good and fresh could come from a vending machine? That was awesome"

# **COMPONENT III**

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## **PITCH TEMPLATES**

# OVERVIEW OF PITCHING

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## Pitch Templates

Á La Mode created a pitch template for Elodys to use and place information that would be beneficial to present when pitching to potential buyers. The template includes the background and concept of the Elodys company, as well as the vending oven and information regarding the product, product sizes, sales history, positioning, and key benefits are also included in the template. The pitch ends with the cost, shipping information, and links of contact for additional questions and inquiries. The template is designed for Elodys to easily plug in their own materials and pictures to make it customizable for the specific buyer. The pitch template simply serves as a roadmap for where Elodys could start their presentation, and what information is included. The design of the template is simple and can be easily read, as the color of the slides were chosen to represent a shade of brown that is similar to the coloring of a baguette. The template has 14 slides in total, with both a cover and end slide that has a picture of baguettes and the Elodys Baguette Vending Oven in the center. The pitch template is a crucial part of our integrated campaign, as the template will be used in future meetings to pitch the baguette oven.

## Importance of the Pitch Templates

The pitch template is an essential component of our campaign as it is a starting point for all meetings involving Elodys Baguette Oven. The pitch template will reach all executives and potential buyers of Elodys Baguette Oven. Having a set pitch template will be important to ensure consistency among Elodys company and the brand itself. It will also allow potential buyers to have a deeper understanding of the company, the product, and essential takeaways that are invaluable to making a final decision. With a strong presentation, used from the pitch template, Elodys will communicate their core messages and key benefits.



# OVERVIEW OF PITCHING

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## Research & Rational

Potential buyers need to be able to understand the concept of a product and the company before buying it. For that reason, pitches are used to focus on explaining the product in the clearest, simplest way possible. Telling the company's story is equally important, and it gives potential buyers a look inside the company, as well as a reason for why they should buy your product. The pitch template for our campaign includes a brief background and sales history of the company and product. It is important to include the direct and indirect competitors to show what makes Elodys different from everyone else, and what their advantage is. The pitch template includes a list of all current competitors, giving the CEO an opportunity to go more in depth about what separates them from other products and companies. Potential buyers are also concerned with money, the template offers a 'Cost' slide where all finances are clearly stated. Keeping it simple is key, not too many words or numbers in the pitch keeps everyone focused on the product. Research shows that catering to specific clients needs will help the pitch stand out. Again, the pitch template is interchangeable, and can help meet the necessities of different clients. Research has also shown that the design of the pitch is just as important as the pitch itself. Keeping it straightforward and simple, both in the amount of text and the color scheme. The font is also an important factor, and in our campaign's template we choose a font that sets a professional, yet updated tone for the presentation. The overall goal with creating a pitch template is to generate interest and keep the attention of a potential buyer, using a clear, and simple presentation.

# PITCH TEMPLATE



## THE CONCEPT

Elodys offers baguette vending ovens, which provide consumers with fresh baguettes in seconds.

## THE COMPANY

Founded in 2012 in the East of France and dedicated to permanent upgrading and tailoring to different markets.

## THE PRODUCT



## PRODUCT SIZES

- The FBK120® contains 120 baguettes
  - Sale of 60 to 240 baguettes per day
- The FBK240® contains 240 baguettes
  - Sale of 120 to 480 baguettes per day
  - Possibility of 2 different baguettes

## SALES HISTORY

- Since 2011, Elodys has expanded in France as well as in parts of Russia.
- The first vending oven was installed in Sampigny, France and the machine sold 12,000 baguettes in eight months.
- In July 2014, Elodys celebrated the 100,000th baguette sold.

## COMPETITORS

- No current direct competitors in the United States
- Indirect U.S. competitors: bakeries, traditional grocery stores, as well as Whole Foods, Trader Joe's, and fast-casual chains

## WHO IT SERVES

- Elodys targets bakers and businesses
  - Innovative bakers who are trying to expand their business, and businesses that could host the vending ovens
- Positions their vending ovens as an extension of a bakery
  - branded with the bakery's logo and filled with the baker's dough.
  - The ovens are positioned as a way for bakers to have a source of income even when the bakery is closed.

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  - The ovens are positioned as a way for bakers to have a source of income even when the bakery is closed.

## CONNECTED AND CONTROLLED

- Pre-programmed temperature and speed
- Quantity of baking units monitored hourly
- Direct access to technical and sales performance on any device

## COST

- Each machine costs \$35,000
- 5 year leasing option
  - \$800 a month

## SHIPPING INFORMATION

- Shipping costs are not included in the Price of the machine
- Shipping costs varies depending on the size of the machine

## QUESTIONS?

CONTACT:  
jpf@pferrante.com  
www.lecompagnonduboulangier.com  
www.elodys.com



# COMPONENT IV

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## EARNED MEDIA

# UNION MARKET EVENT

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Á La Mode wants to generate excitement about the baguette oven before it debuts in the U.S. In the past, U.S. news outlets have covered stories about French baguette vending machines. Most of the articles, however, presented the machines as "weird", a sort of foreign oddity that would not be found in America. This fits with our interview findings: Americans are put off by the idea of buying fresh food from a vending machine. The goal of our media strategy will be to position the baguette oven as more than a vending machine. It is a free standing oven, just like the one your local baker uses. It produces hot, fresh, satisfying baguettes perfect for people on the go.

Another objective of media outreach is to attract publicity from major news outlets, such as NBC and the Associated Press. This buzz will attract the interest of our secondary audience, who will then influence our target executives. These news clips will be used in presentations to executives, when pitching the baguette oven. The news coverage shows that Elodys Baguette Oven is already attracting in attention in America, and therefore it is worth the investment.

To earn press coverage, Á La Mode will send press releases and email pitches to reporters. Specifically, these will go to reporters who have covered baguette vending machines in the past. This time, they will be encouraged to write about fun events that feature Elodys Baguette Oven, which is not positioned as a vending machine.

Our media strategy will employ different tactics. The first will introduce the baguette oven to U.S. consumers. Á La Mode will present the baguette oven in Union Market, a popular D.C. venue for locals and tourists to try unique foods. At this event, people can try the machine for free, leaving with their own fresh, hot baguettes.

Participants will be encouraged to share their experiences with the machine on social media, using #BaguetteOven. They will also be encouraged to sign an online petition to bring Elodys Baguette Ovens to America permanently. This stunt will generate buzz and interest in the machine. This interest will be used as evidence to executives that the baguette ovens are going to be popular with consumers.



# TRAIN STATION TAKEOVER

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We will use another experiential marketing tactic in order to reach the media, influencers and target executives. Á La Mode will create an authentic French experience where audience members would least expect it — inside public transportation. We will convert the inside of Union Station into a French bistro. This D.C. train station is a heavily trafficked area for commuters.

At this event, servers will bring passengers baguettes made by Elodys Baguette Ovens. Espresso machines will line the hallways. Musicians will play French tunes. This tactic will not only draw media attention, but it will also generate interest among executives on their way to work. Getting people to talk about Elodys in a positive way is the goal of this tactic. Conversations about the #BaguetteOven on social media will continue, and the event will also generate more signatures for the online petition.



# GENERAL MEDIA OUTREACH

## Media Alert

Hello \_\_\_\_\_,

Please join us this Sunday for an event of free food and a fun invention.

**What:** Union Market customers can get free, fresh baguettes this Sunday! Elodys wants to share its baguette ovens with the D.C. area. These machines dispense hot baguettes in seconds, and the French company wants the nation's capital to try the oven out for themselves.

**Where:** Union Market 1309 5th St NE, Washington, DC 20002

**When:** 11a.m. - 3p.m.

**Why:** Elodys wants to bring the baguette oven to the U.S. permanently! Once people try the fresh, fast bread, they will want to sign our online petition to bring the ovens to America.

**How:** To learn more, please visit [facebook.com/elodys](https://facebook.com/elodys). Call Alexa Kelly at 215-290-2967 to set up an interview with Elodys CEO Jean Pierre Ferrante for before, during or after the event.



FOR IMMEDIATE RELEASE  
1 June 2016

Media Contact:  
Alexa Marie Kelly  
[alexa.kelly@elodys.com](mailto:alexa.kelly@elodys.com)  
215-290-2967

## **Union Station Transformed into French Bistro** *Elodys Baguette Oven Comes to America*

Union Station passengers can expect fresh baguettes, French music and espresso this Friday.

For a few hours only, Union Station passengers can feel like they are in the streets of Paris. Elodys, a French company, will transform Union Station into an authentic French bistro. Servers wearing black berets will bring passengers free treats to start their day.

The baguettes will be served fresh and hot thanks to Elodys baguette oven. The oven bakes loaves of bread fast, so busy commuters won't be slowed down.

How does the baguette oven work? With the swipe of your credit card, a loaf of bread bakes. And within seconds, your hot baguette is ready to go. These baguette machines are all over France, and this is the first time one will be in America.

"I am bringing the baguette oven to America because I see a huge demand for artisan breads in this country," Elodys' CEO Jean Pierre Ferrante said. "It's not like it was 20 years ago. People want to eat high quality baguettes now more than ever."

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Elodys was founded in France by Jean Pierre Ferrante in 2010. The company now has over 1,000 Bakery in a Box machines around France. It helps meet French consumers' insatiable demand for fresh baguettes, while accommodating their busy lifestyles.

# BUZZFEED PITCH

Another media tactic will be a specialized pitch to BuzzFeed. BuzzFeed is an online news outlet that specializes in fun, trendy news. It is a popular site among teenagers and young adults. Though executives do not necessarily read BuzzFeed, this news coverage will generate interest among our secondary audience of influencers.

BuzzFeed often produces videos in which its staff try foods for the first time. For example, two popular video producers traveled to Texas to try its famous "Whataburger" fast food restaurant. This video has earned 1.7 million views so far, and this type of reach would be invaluable to Elodys as it enters the U.S. market.

À La Mode would pitch a video to BuzzFeed featuring the baguette oven. Elodys would fly two BuzzFeed staff members to the D.C. events or to France, for them to try the oven firsthand. The video would also inform viewers that they can sign an online petition to bring the baguette oven to the U.S. soon.



# TRADE MEDIA OUTREACH

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To reach marketing executives, Á La Mode will also work with trade press publications. We will encourage trade outlets such as Ad Week and Adage to feature our baguette oven promotional video on their websites. Generating buzz among the marketing community will create interest among influential marketers in the target audience. This will strengthen our pitch to executives and persuade them to partner with Elodys.





**COMPONENT V**

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**OUT-OF-HOME**

**ADVERTISING**

# OUT-OF-HOME ADVERTISING

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## Out-of-Home Advertising

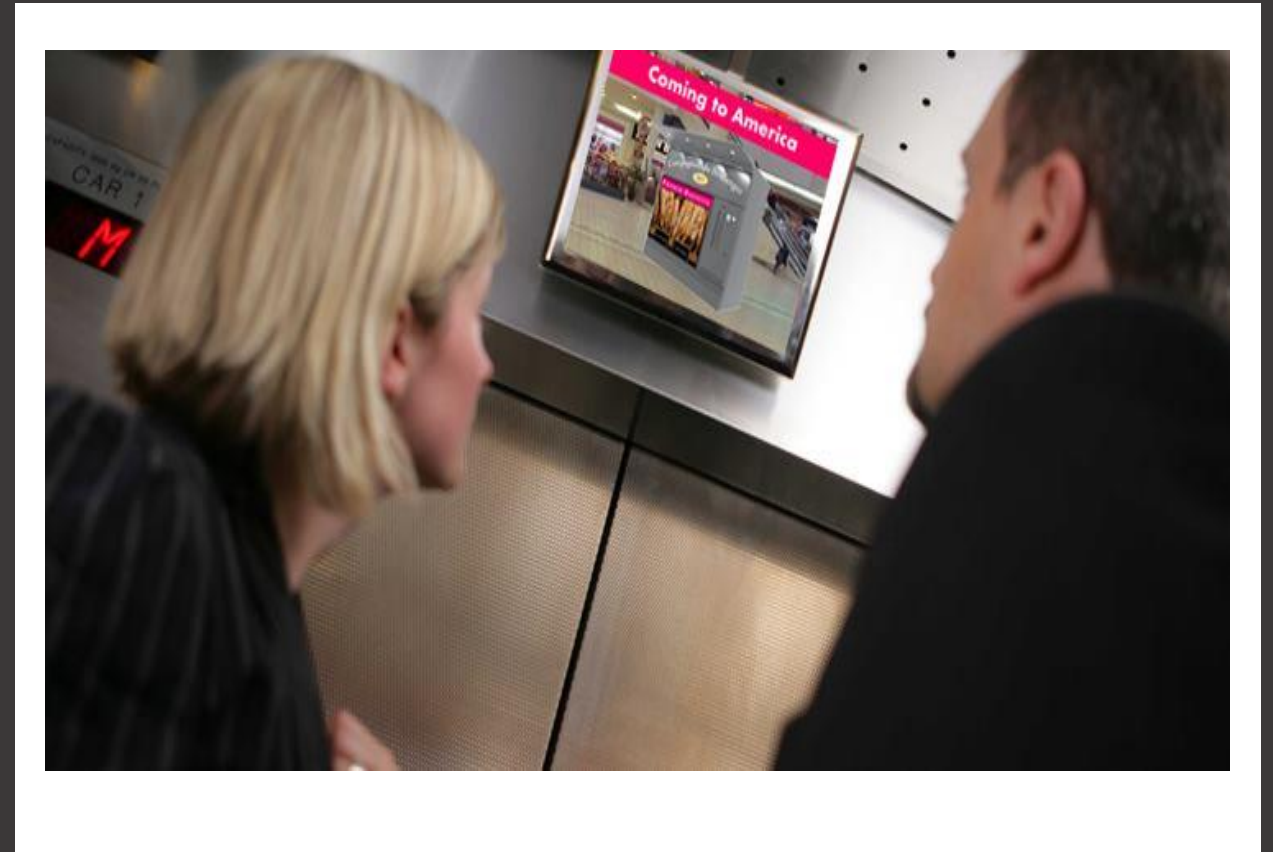
To target executives on an individual level, Á La Mode recommends digital elevator advertisements. In many corporate buildings, elevators have digital screens, and marketers can purchase advertising space on these screens. A La Mode will place advertisements in the headquarters of its target audience members. In this way, information about the baguette ovens will reach executives where they work, just as they are making important business decisions. Although not all corporations have this elevator advertising capability, this tactic is worth trying. It is highly targeted and cost-effective, directly reaching decision-makers.

We also suggest purchasing billboard advertisements near the headquarters of target audience members. These targeted and attention-getting ads will inform executives about what baguette ovens are, why they would be a valuable investment, and where they can find out more information.

# OUT-OF-HOME ADVERTISING

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# COMPONENT VI

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## SOCIAL MEDIA

# SOCIAL MEDIA ENGAGEMENT

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## Social Media Overview

In order to raise awareness of and generate interest in the Elodys Baguette Oven, it will be important to create a strong social media presence on Facebook, Twitter, LinkedIn and Instagram. Through these mediums, Elodys can reach both the end consumer of the baguettes and the primary target audience, marketing executives. It can be used to share related content, announce events, promote the product and interact with customers. Social media, especially LinkedIn, will also make it possible to connect directly with our primary target audience.

## Integration

Social media will be important in executing several aspects of our campaign, and will be integrated in several ways. The promotional video will be posted on YouTube and will be shared through all of Elodys' social media channels. This will allow both our primary and secondary target audiences to gain a better understanding of the concept and share the video with their friends. Our public relations events will also rely on a hashtag, #BaguetteOven, to promote the events. Any press received from these events will also be shared on the social media outlets. We will also share an online petition on these platforms that allow end consumers to petition their local stores to get an Elodys Baguette Oven. This will give our secondary target audience influence over our primary target audience, and will create pressure for executives to purchase the ovens.

## Importance of Social Media

With a strong social media presence, the idea of a vending oven will become more normalized in the United States with frequent exposure to the idea. It will allow more intimate interactions with consumers and, with more and more followers, validate the product in the United States.

# SAMPLE SOCIAL MEDIA POSTS



# CAMPAIGN FLOWCHART

Activities	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
<b>Out of Home</b>												
<b>Facebook Ads</b>												
<b>Pitch</b>												
<b>Social Media</b>												
<b>Promotional Video</b>												
<b>Events</b>												
<b>Trade Media Outreach</b>												
<b>General Media Outreach</b>												

# MEASUREMENT & EVALUATION

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## PITCH

Assessing success with the pitches will be straight forward. We will calculate a percentage of business inquiries Elodys earns over its total number of targeted stores pursued. Additionally, we will calculate the total number of sales made over the number of pitches made to quantify the success of the pitch program.

## FB ADVERTISEMENTS

One of the benefits of advertising on Facebook is that the platform offers a couple of ways to purchase advertisements and thus a few different ways to measure success. Since the most logical type of ad buy for our targeted campaign are pay-per-click ads we can assess the percentage of viewers who clicked (and thus engaged with) our ads.

Informally, we can inquire about awareness of Elodys among our DMEs whom we targeted with this ad campaign to see if they gained awareness via the targeted ads.

## PROMOTIONAL VIDEO

Since the promotional video will be used in advertisements, the company's website, on YouTube, and in pitches we have several methods of measuring the video's success. Measuring shares on social media, the networks in which the video traveled online will provide insight about its awareness it earned Elodys. Similarly, evaluating tweets, posts, and comments will allow us to qualitatively evaluate notions of favorability and interest with our targeted audiences.

## EVENTS

Most simply we will measure interest by assessing interactions with attendees. Since the events rely on people being in the area, we have to measure their level of interest and interaction with event activities rather than conducting a basic tally of attendees.

We will also assess the social media buzz generated from the events as well as the news that the events earn. See the column to the right for details on how we measure success with earned media.

## MEDIA OUTREACH

The primary measurements for the media outreach component of the plan will be stories earned, the readership size and demographics of the featured media, and the ultimate return on the investment. We will assess the cost of the media outreach program and compare the expenses to the cost of advertising to the audiences that we earned.



# BUDGET SUMMARY

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Taste test video:	\$5,000
Pitching/Travel:	\$20,000
Facebook ads/online promotion	\$1,200
NBC/Associated Press News Clips	\$500
DC Product Test	\$5,000
Transformation of Metro to French Bistro	\$10,000
Buzzfeed	\$3,000
Ad Week/Adage	\$500
Total:	\$45,200

Online and television promotion including targeted Facebook ads featuring Elodys Baguette Oven will cost \$1,200 (2%) of the total budget. As well as \$3,000 (6%) for BuzzFeed's taste test video, and \$5,000 (11%) for Elodys advertising video. News clips being promoted on NBC and Adweek will roughly be \$500 (1%) each. Publicity events including the DC Product test will cost \$5,000 (11%), and the transformation of a Metro train into a French bistro will cover \$10,000 (22%) of the budget. Other expenses including traveling to pitch meetings will take up the rest of the budget at \$20,000 (44%).

# CONCLUSION

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After extensive research, we have proposed a business-to-business marketing plan for Elodys. Since this product is so unique, it will take American consumers time to get used to it. We have found that the idea of fresh foods in vending machines is particularly unappealing to U.S. consumers. Elodys also has no brand awareness among Americans.

Therefore, the best way for the Elodys Baguette Oven to enter the U.S. market will be through partnerships with established stores. In this way, some of the discomfort people may feel with the machine initially will be alleviated by the partnership with a familiar brand. For example, people would be more willing to trust a Starbucks baguette than a baguette from an unknown company.

To earn these partnerships, we will target a primary audience of Decision-Making Executives. We will also target a secondary audience of influencers, who can encourage executives to partner with Elodys.

Our promotional strategy is highly targeted to reach these audience members. The cornerstone of our campaign are in-person sales pitches to executives. To get in front of these decision-makers, we first need to get their attention. We will use Facebook advertising, publicity, out-of-home ads and a promotional video to increase awareness and interest among executives and influencers.

Ultimately, the goal of this campaign is to establish business partnerships and establish baguette ovens in stores across the country. With Á La Mode's help, Elodys can achieve this success in America.

# **APPENDIX I**

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## **RESEARCH DATA**

# INTERVIEW GUIDE

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## Questions for Consumers

Could you start by telling me about the stores you frequently buy your groceries from?

Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

What are your thoughts about fresh foods in vending machines?

I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elodys, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

Would you consider buying baguettes from a vending oven?

Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

Can you talk about what is most appealing and what is least appealing?

Could you tell me about your occupation?

# TRANSCRIPTS

## INTERVIEWEE A: WORKING MOTHER 40+

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** “Groceries? Groceries, groceries. Okay, yeah, the, supermarket. I go 3 to 4 times a week. I only really buy items as I need them. You know, like when I think of what I’m cooking for dinner I don’t plan for the whole week just the next day or two. Or if I need something, I’ll make a quick stop rather than making a whole big thing of it, going to the store once a week and worrying that I’ll forget something.”

**INTERVIEWER:** Let’s talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

**RESPONDENT:** “I go to the bakery that is separate from the grocery store once a month. With quality, I guess, I just really check to make sure that there is no mold. (laughter) I think that’s really it, I just want it to be reasonable fresh.”

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** “I always only buy baguettes at the supermarket. I don’t know if that’s weird but, yeah, that’s the only place I think I ever buy them. I just buy them whenever, sort of on a whim, but not really impulsively. I guess I buy them every once and a while and they usually cost \$3 which, I don’t know, that sounds right, a normal price, that’s not crazy, it’s a fair price.”

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** “Soda, rest area. Something that I really only resort to when really need something to drink. I don’t think I have gotten anything besides soda from a vending machine to my memory.”

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** “Weird. Makes me unsure of how fresh food can be maintained in the machine. It’s a confusing concept.”

**INTERVIEWER:** I’m now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elodys , a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** “I think it would make the store smell like bread, which would be great. I think it would increase my appetite when shopping and overall all I think it would do the same for a lot of customers shopping. I don’t know if the smell would always get me to buy the bread from the vending oven but I think in general it would cause me to buy more food while shopping.”

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** “I would try it, for sure. I don’t think it would become something I bought every time I went to the store but it would be interesting to try I think.”

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** “Is it clean? I think that would be my biggest concern. Who is going out to the vending oven and cleaning it and maintaining it? What if something happens to it and no one notices? I think at first I would see it and be like that’s cool! And then a second later I would wonder how clean it was and I just don’t think there’s any way to be assured that its clean when its outside of a store.”

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** “Appealing, definitely the smell. That’s exciting to me. I love the smell. And least appealing, cleanliness. Like I was just saying; too many unknowns going on there.”

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** “I work in the office for a rehabilitation center and home. I work there full time and I’ve been there for a while.”

# TRANSCRIPTS

## INTERVIEWEE B: SINGLE, MID-TWENTIES

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** “I go to a place literally two blocks away from home. I go because it’s two minutes away. I go because it’s like Walmart. I mostly buy eggs and fruits. To be honest, my sister and I also buy food online. So it’s a bit of both. Bulk orders online. Little things on foot. We’re really busy so yeah. Nowadays, I go every Thursday just to get the basics. I don’t know if this counts but I also get a lot of my food from the restaurant below my apartment.”

**INTERVIEWER:** Let’s talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

**RESPONDENT:** “Yeah, we’re health freaks. If I buy bread, it has to be whole wheat. I read the labels. And when it comes to rice, we prefer brown rice because you know. We buy lofts of bread.”

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** “I don’t really buy baguettes. I know my sister does and since I live with her I reap the benefits. But baguettes are buttery and not healthy so I feel like I’m cheating when I eat them. I very much stay away from carbs.” (Laughs)

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** “I’m okay with vending machines but I wished they had healthier stuff instead of potato chips with salt and stuff. Everything is processed and unnatural.”

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** “I think we should all eat fresh foods as human beings. It’s what we thrive on. It’s a better alternative to what most people are eating. I think that, you know, if there were vending machines- and I know there are some out there- that offered stuff like salads and fruits that more people could and would eat better stuff. Stuff, food that is more nutritious and not potato-y”.

**INTERVIEWER:** I’m now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elodys , a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** “Um, well I think it’s convenient if people to grab a quick bite. It’s better than hot pockets. I wouldn’t personally eat it because I prefer meat and veggies. If it cooked steak and broccoli I’d be for it. What’s that store called? Panera? Yeah, Panera. I don’t eat at places like Panera but I can see something like this in that store. I have a lot of friends who buy bread and food from Panera and stores like that. Um, um, and I think it would be appealing to those people, my friends.”

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** “Nah. Yeah, no”.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** “Well it really depends on where it is. If I saw it on the street I would be hesitant. I would rather get it from a store than a vending machine. I do like that it saves time. If a lot of people use it on the street then maybe I’d consider it. But if it’s in an establishment, then I know it’s safe. If it’s on the street then I don’t know if I can trust it. You never know these days. Someone could have put it there with malicious intentions so I want to see that it is affiliated with a store. Even a store that I don’t already shop at.”

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** “Most appealing is the convenience factor. In store, it probably taste better. And the least appealing is that there is no human interaction.”

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** “Unemployed, technically. I’m back in school; I’m a student.”

# TRANSCRIPTS

## INTERVIEWEE C: 65+, RETIRED

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** “Ah, like Shaws, Whole Foods, and Seabra.”

**INTERVIEWER:** Let’s talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

**RESPONDENT:** “Oh boy, um, usually a wheat bread. A whole wheat or a whole grain. Once a week. I just bought a middle of the road kind of loaf today. So, yup.”

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** “No. Not since I can think of.”

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** “Um, I think of water, soft drinks, and candy. The only thing I ever get from vending machines is flavored water but I haven’t gotten that in a while because it has fake sugar in it or something.”

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** “Ah, I read something in the paper about that sort of thing. What I thought is that I don’t see the connection. I’d be skeptical.”

**INTERVIEWER:** I’m now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elodys , a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** “Ah I’d be willing to give it a try. I’m hesitant to think that I’d be a regular customer.”

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** “I would- yes- I would try it just to test it out. I wouldn’t rule it out completely.”

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** “Well, if it was in the store I wouldn’t think to use it. But if it was in a hotel or a different type of store or place and it had a convenience purpose then I would get it.”

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** “I guess most appealing is -I guess – the ease of access and least appealing that it might not be fresh.”

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** “I worked in insurance almost my whole career and I’ve been out for about ten months now. So retired.”

# TRANSCRIPTS

## INTERVIEWEE D: DINK

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** “Um, I go to Target, Wegmans, and Whole Foods. And BJ’s”

**INTERVIEWER:** Let’s talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

**RESPONDENT:** “Um, I try to get, what is it? The bread that doesn’t have high fructose corn syrup and whole wheat. I go to target because their bread is so much cheaper than the markets and Whole Foods. Expiration date is something else – I mean- I guess everyone considers that.”

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** “I don’t usually buy baguettes but I’ll get it from Whole Foods if it’s on sale. I don’t know, maybe 2 dollars. Maybe less.”

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** “I don’t use them very often. I think of them as soda- which I don’t drink anymore. Once in a while, I’ll use a vending machine. But I don’t eat candy bars so I don’t really use most vending machines.”

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** “Um, I don’t know, It would be something new and different.”

**INTERVIEWER:** I’m now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

STATEMENT: Elodys, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** “Yeah, I wouldn’t buy that because you know you can buy the frozen baguettes and bake them in your oven. And that means you can have warm bread in your own home whenever you want.”

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** “Probably not, it sounds like one of those things you would see when you go on vacation. Like at a park or something.”

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** “I don’t really see it as something that belongs in a grocery store. I can see it in a college dorm because kids might enjoy that. I don’t really see it.”

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** “Well, when you get bread that is fresh and hot that’s always appealing. Least appealing, that it’s from a vending machine. I live in area that I have access to bakeries so I feel like finding good bread is not an issue for me. Why go to a vending machine to get bread when I can easily get fresh bread at any of the bakeries or stores nearby.”

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** “Just right down that I’m a nurse.”



# TRANSCRIPTS

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## INTERVIEWEE E: Parent of Young Children

INTERVIEWER: Could you start by telling me about the stores you frequently buy your groceries from?

RESPONDENT: "Giant, Safeway, Publix, when I'm in that area."

INTERVIEWER: Let's talk further about your bread buying habits. Do you buy fresh bread?

Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

RESPONDENT: "Well, we always get fresh Italian bread every Sunday for family dinner. I usually get whole grain white bread, umm yeah."

INTERVIEWER: Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

RESPONDENT: "Yeah, when I get soup at Whole Foods I usually buy a baguette and I think it's a dollar or two."

INTERVIEWER: Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

RESPONDENT: "Vending machines? Hold on, sorry. When I think of vending machines I usually think of snacks, chips, candy, generally unhealthy foods. Umm yeah."

INTERVIEWER: What are your thoughts about fresh foods in vending machines?

RESPONDENT: "Um I'm not very trustworthy of that. I haven't seen many like that but yeah, so yeah. Not trustworthy."

I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

STATEMENT: Elodys, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO) Tell me what you think about this.

RESPONDENT: "What do I think? That sounds interesting. I don't know if I would need a baguette so badly that I would ever go to one of those ever. I can see it in Europe but I can't really see that catching on in America."

INTERVIEWER: Would you consider buying baguettes from a vending oven?

RESPONDENT: "Maybe to try it out."

INTERVIEWER: Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

RESPONDENT: "I would rather use it in a grocery store".

INTERVIEWER: Can you talk about what is most appealing and what is least appealing?

RESPONDENT: "Um, what's most appealing? Hold on just a sec. Wait, so what? Most appealing? Okay, yeah that it comes out fresh and warm. Least appealing that it comes out of a machine. Like I don't know if it something went wrong. There's no person making it."

INTERVIEWER: Could you tell me about your occupation?

RESPONDENT: "I work for a rental car company."

# TRANSCRIPTS

## INTERVIEWEE F: MALE, 24

INTERVIEWER: Could you start by telling me about the stores you frequently buy your groceries from? Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

RESPONDENT: Sniders Superstore...that I frequently buy groceries? Yeah, Sniders, Giant, occasionally Safeway.

INTERVIEWER: Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

RESPONDENT: Yes, yes I do occasionally buy fresh bread. *And can you describe what qualities you look for?* Delicious qualities. And usually most of the bread I'm buying is in the form of bagels. Yes, I do occasionally buy baguettes. *Where and how much do you usually pay?* Uh between \$4 and \$300

INTERVIEWER: Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

RESPONDENT: Coca-cola. And...that's it.

INTERVIEWER: What are your thoughts about fresh foods in vending machines?

RESPONDENT: Um, it seems paradoxical.

INTERVIEWER: I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

RESPONDENT: That's pretty cool, it's interesting. That's the first I've heard of that...kinda a cool idea. I guess when you need bread on the go...but aren't there enough...I guess the point is that it'd be healthier than like...other kinds of bread? Like crappy kinds of bread? *And it's 24/7...it can be an outside vending machine.*

INTERVIEWER: STATEMENT: Elodys , a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

INTERVIEWER: Tell me what you think about this.

RESPONDENT: I might consider buying baguettes from a vending oven. I'd have to try them, yeah, I would buy them once to see how they were. *It's stocked with bakery dough...* Yeah I would try that, definitely.

Hmm...both really.

INTERVIEWER: Would you consider buying baguettes from a vending oven? RESPONDENT: Doesn't seem like it would be extremely safely regulated. Although, I guess it wouldn't be that bad. But yeah, that's the main concern. Contamination, if someone wanted to like mess up people's foods.

INTERVIEWER: Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

Can you talk about what is most appealing and what is least appealing?

RESPONDENT: Most appealing, I guess convenience and price, if it's reasonable and if it's good quality food. I'd be most concerned about contamination, especially in one that is outside.

INTERVIEWER: Could you tell me about your occupation?

RESPONDENT: Leasing consultant for home properties.

# TRANSCRIPTS

**INTERVIEWEE, Female, 59**

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** Sniders Superfoods, Whole Foods, and the Kensington um...Safeway.

**INTERVIEWER:** Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Uh yes....I buy fresh bread 2-3 times per week. I look for freshness, and knowing that the particular bread is a good flavor...so I tend to buy just a certain group of them. Sometimes, not most often...Baguettes I would either get at Sniders or Whole Foods...no well actually the Kensington...it's sort of a deli place that has really good baguettes. I think it's like \$3.50

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** I associate them with being somewhere where there's no other source of food. And I'm really hungry and I need something right away. And usually um a snack food.

**INTERVIEWER:**What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** I tend to not think they're gonna be that fresh.

**INTERVIEWER:** I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elody's, a French company, has developed a vending oven

that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** Um I would be interested in trying it. One question I would have would be how long it takes the bread to cook? Because usually if I'm getting something from a vending machine I want to just get it and go, because I don't have time.

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** Sure, I'd be interested. Do they sell butter to put on it? Or is it just the bread? Um, yeah I would like it. I mean, bread is one of my top foods.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** Probably slight preference for inside the store, but not absolute. *Why?* Um, it would seem more fresh inside the store. Like if something was outside of a building you would wonder when the last time it was stocked.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** Most appealing: being able to get warm bread. And it's a better food choice than other things I could get out of a vending machine. And it happens to be something I really like. Worst thing? It would depend a bit on the quantity and size of it. Whether it would make sense as something for me to buy as a snack. If I weren't buying it as a snack, if I were buying it to take home for dinner, then I guess I'd wonder why I'd want to bake it there rather than bake it at home so it'd be hot for dinner.

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** I am a piano teacher and I am 59 years old.

# TRANSCRIPTS

## INTERVIEWEE, MALE, 31

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** Just grocery stores you mean? So like, name them? Yes. Ok. Sniders, Giant, Whole Foods...Wegmans and CVS.

**INTERVIEWER:** Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Yes. Once a week, and generally I buy the packaged ones. *So not fresh?* I don't know. *Like sliced?* I don't know. I guess it depends on what you consider fresh or not. Because I would actually still consider non-bakery bread fresh, but sure.

Then...occasionally, I guess what you'd call fresh bread. *And what qualities do you look for when buying bread?* Cost and taste. Very rarely. \$2-3...supermarkets, sometimes a bakery.

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** Snacks and drinks.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** It seems reasonable. It's obviously not done a whole lot

**INTERVIEWER:** I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

STATEMENT: Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that

one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** It seems reasonable. It's obviously not done a whole lot

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** Seems reasonable. I guess as you were probably alluding to in other questions, like, context matters a great deal.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** Yes, again, context being probably a big influence. *By context what do you mean?* Like, if it's in a cafeteria or if it's in a grocery store or I guess a convenience store or whatever. Inside, I guess.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** The most appealing would be the...presumably be the more reasonable portion sizes. And the least appealing would probably be it's less economical than just buying it in bulk.

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** Scientist, 31.

# TRANSCRIPTS

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## **INTERVIEWEE, Male, 62**

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** I buy groceries from Sniders Supermarket and Safeway. Those are the two most common stores. Number 3 is Harris Teeter.

**INTERVIEWER:** Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Yes. I buy it whenever I'm told to buy bread (laughs). Usually we don't buy sliced bread, we buy...whatever you'd call it...artisanal baked breads. But store ones, not the super fancy ones. *And what qualities do you look for?* Soft and fresh. Yes, they're usually \$2-3. And I get them usually at Sniders.

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** Crummy, high calorie food.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** Hard to get fresh food from a vending machine. Most of the vending machines I go to are not used very often, or the one in my building isn't used very often. So the food tends to be kinda old and I'd be dubious of fresh food in it.

**INTERVIEWER:** I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

STATEMENT: Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** Sounds good to me. I'd use it.

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** Mmhhm. I'd use it.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** I'd probably buy it in a store.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** Most appealing: freshly baked. Nothing unappealing about it, really.

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** I'm a scientist, I'm 62.

# TRANSCRIPTS

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**INTERVIEWEE Male, 29**

**INTERVIEWER:** Could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** Usually Safeway, Giant, Trader Joe's or Whole Foods.

**INTERVIEWER:** Let's talk further about your bread buying habits. Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Occasionally, not as often as I'd like to, though. I buy bread maybe once every two weeks, at least a loaf or two. Usually like sliced bread, just rye, italian and wheat. And I don't really get to buy enough fresh bread...I love fresh bread. But I just don't have...it's a money concern.

Maybe like once every 3 months or so. Usually it's Safeway and I get them on sale. That's when I'm really compelled to get them and then they're like \$3.50-4.00

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** Chips, gum, sodas. Sometimes sandwiches. I mean, the convenience aspect and the...you know, I like the fact that a lot of them take credit now to make it even more convenient. But it's usually not the healthiest things.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** If they can keep it well refrigerated and up to safety standards, I'm totally down with it.

**INTERVIEWER:** I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

STATEMENT: Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (SHOW PHOTO)

Tell me what you think about this.

**RESPONDENT:** It's definitely interesting and it's a really positive alternative to the normal amounts of snack foods I see when I'm on the go.

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** Absolutely, I'm so curious about this.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** Honestly, inside of a store I'm not gonna be as motivated to do it at all. It's definitely the convenience factor that would get me over the edge. As long as it's not, you know, in the middle of a street or something, the convenience of it just being in a normal public place would be great. *What kind of outdoor space would be ideal, do you think?* I don't know, maybe in front of a 7-11, kind of like those DVD machines and things like that. Just it's the ease of access that I'm really concerned with. Or like, you know, at school or in a parking garage. Or just places where you need to get convenient snacks on the go. *Do you think that you would purchase them late at night if restaurants were closed?* Yeah, I could go for a baguette right now if there was one in front of the 7-11 near my home.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** Well apparently it's fresh baking bread on the go which I think is fantastic. And if it's for a reasonable cost then, yeah, it's highly motivational. I think it's pretty ingenious if they can pull it off. *And least appealing?* I mean, when you think of bread, fresh bread, you don't really think of vending machines so...the problem of it being so stereotyped because of it being a vending machine. Honestly, though, I think it's a wonderful idea. Especially considering America's eating habits.

# TRANSCRIPTS

## Interview (Retired 65+)

**INTERVIEWER:** Okay, so I just going to ask you a couple of questions about your buying habits.

**RESPONDENT:** Okay.

**INTERVIEWER:** So can you telling me about the stores you go to buy your groceries from?

**RESPONDENT:** Well, the closest supermarket near me is a Shoprite, and I almost always go there to get food. But I don't go to the supermarket often because I don't do a lot of cooking.

**INTERVIEWER:** And do you buy fresh bread? Can you also describe how often you buy bread, what types of bread you buy, and what qualities do you look for when buying bread?

**RESPONDENT:** I don't buy fresh bread that much, only when I have family over for dinner. If I do, I buy a baguette or a crusty loaf of bread that's substantial. Oh okay and when I'm buying bread I look for freshness, and something that tastes good. I also buy bagels but not from the supermarket, there's a local bagel shop near me so I buy them by the dozen.

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Sometimes at Shoprite. Hmm I'm not sure about the exact price but I guess usually pay around 3-4 dollars.

**INTERVIEWER:** Okay great, so kind of a new topic but when you think about vending machines, what do you think of and what do you associate them with?

**RESPONDENT:** Um I think of a quick snack and them being convenient but not always healthy. Mostly junk food, nothing fresh, and unhealthy. I don't come across many vending machines but I think of them in schools and colleges for young people on the go.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** It doesn't really seem fresh to me, I don't know how long it's just been sitting there in the machine and I definitely would not buy fruit in a vending machine. It seems unsanitary if the fruit is just sitting there, and if it's unpackaged then I don't know how clean the machine is and makes me cringe a little.

**INTERVIEWER:** Okay great thank you. So now i'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (EMAILED HER THE PHOTO)

**INTERVIEWER:** Tell me what you think about this.

**RESPONDENT:** I think that the idea is very cool, it's a new concept and it reminds me of the cupcake machine in NYC that my daughter told me about.

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** If there was one at the shoprite near my house, I think I would try it. And if the machine was easy to use and fast. If it's too complicated or really slow I would just pick one up and buy it from the bakery section.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** I don't go out late at night unless I'm going out to dinner. I do all of my shopping during the day, so 24/7 doesn't mean anything to me. I would rather buy it inside a store, buying it outside seems unsafe and people could rob you when you have your back turned to the machine.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** The fact that it's fresh and hot when it comes out of the oven. I don't know what would be the least appealing, I haven't tried I yet!

**INTERVIEWER:** Could you tell me about your occupation?

**RESPONDENT:** I don't work anymore, I am retired.

# TRANSCRIPTS

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## Interview (Young, New Shopper)

**INTERVIEWER:** Great, could you start by telling me about the stores you frequently buy your groceries from?

**RESPONDENT:** Right now I buy exclusively from Acme because they are having a promotion. But normally I go to Acme, Wegmans, and Superfresh.

**INTERVIEWER:** Do you buy fresh bread? Can you describe how often you buy bread, what types of bread you buy, what qualities do you look for when buying bread?

**RESPONDENT:** I usually buy bagels every 5-6 days, because I have one everyday. I do buy baguettes from Panera also. And maybe other fresh breads every two weeks. Qualities I look for is that the bread is fresh. For me it's more about the type of bread instead of a brand or bakery. I personally get multigrain but yeah I buy baguettes from Panera and Acme because they are fresh and really really good.

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Okay, so yeah Panera, and Dubruno Brothers (farmers market) and if no one else is open ill go to a supermarket. I feel like I pay 3-5 dollars for a baguette.

**INTERVIEWER:** Switching gears now- When you think about vending machines, what do you think of? What do you associate them with?

**RESPONDENT:** Great idea, if they are stocked and don't eat my money. I think that they are convenient and have basic snacks like chips, candy, and popcorn.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** If theres a way to maintain the quality, and do it so the foods don't get stale. I don't like dealing with people so I would rather deal with a machine. Yeah and if the quality can still stay fresh and won't just sit there and get stale.

**INTERVIEWER:** I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (EMAILED PHOTO)

**INTERVIEWER:** Tell me what you think about this.

**RESPONDENT:** I think it's a cool concept. I wonder how it works though because that's so interesting. Is there a way to get butter?

**INTERVIEWER:** I can ask! But right now I don't think so! Okay would you consider buying baguettes from a vending oven?

**RESPONDENT:** Depends on if it would be more convenient and if there was a major difference in price. But if was then absolutely.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** 24/7 so I can get it anytime whether or not the store is open. Just my opinion but if it was on the street it sort of cheapens the product, by buying the bread off of the street it seems like it wouldn't be as good quality. But I would rather buy it 24/7 over traditional bakeries.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** The most appealing would be to get bread fresh and not having to deal with store hours. Least appealing is buying the bread in the street.

**INTERVIEWER:** Thank you, Last question! Could you tell me about your occupation?

**RESPONDENT:** Yeah, I'm a student.



# TRANSCRIPTS

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## Interview (Working 40 year old)

**INTERVIEWER:** I'm just going to ask you a couple of questions about your buying habits.

**RESPONDENT:** Sounds Good.

**INTERVIEWER:** Can you tell me about the stores you go to buy your groceries from?

**RESPONDENT:** I used to go to Genuardis but it closed so I usually just go to Giant, Shoprite, speciality italian markets and local farmers markets around the area.

**INTERVIEWER:** And do you buy fresh bread? Can you also describe how often you buy bread, what types of bread you buy, and what qualities do you look for when buying bread?

**RESPONDENT:** Of course I buy fresh bread, we have it every night for dinner. So I guess I typically buy bread every week, once or twice a week depending how fast it goes. I look for good quality bread. Fresh. Good coloring- you know, making sure it's golden brown.

**INTERVIEWER:** Do you ever buy baguettes? If so, WHERE AND how much do you usually pay?

**RESPONDENT:** Sometimes, if nothing else looks good or if I'm trying to feed a lot of people. Baguettes are easy to cut and serve. Maybe around 2-3 dollars?

**INTERVIEWER:** Okay great, new topic but when you think about vending machines, what do you think of and what do you associate them with?

**RESPONDENT:** Unhealthy. Quick. Not really nutritious in any way.

**INTERVIEWER:** What are your thoughts about fresh foods in vending machines?

**RESPONDENT:** If it's packaged well, and fresh, I think it would be a good idea for schools. That way kids have healthy options.

**INTERVIEWER:** So now I'm now going to read a statement about a product that is expected to launch in the United States in the near future and we ask your thoughts about it after.

**STATEMENT:** Elody's, a French company, has developed a vending oven that offers consumers hot, freshly baked baguettes in the same fashion that one would get a snack from a vending machine. These vending ovens bake the bread daily and will offer the bread at prices similar to those at most grocery stores. (EMAILED HER THE PHOTO)

**INTERVIEWER:** Tell me what you think about this.

**RESPONDENT:** Interesting. Um yeah that's so different I think it's very cool.

**INTERVIEWER:** Would you consider buying baguettes from a vending oven?

**RESPONDENT:** I think if I ever came across one I would try it, see how it works and how the bread tastes and then go from there.

**INTERVIEWER:** Can you tell me about how you might buy it? Would you rather buy baguettes from a vending oven inside a store or outside at a 24/7 machine?

**RESPONDENT:** I would definitely go and buy it from a store. But if there was a way to use it even if the store was closed that would be even better.

**INTERVIEWER:** Can you talk about what is most appealing and what is least appealing?

**RESPONDENT:** Okay, most appealing would have to be that it's such a cool and innovative idea and the least appealing would have to be that...I actually can't think of anything.

**INTERVIEWER:** That's okay! Last question, could you tell me about your occupation?

**RESPONDENT:** I'm a realtor.

# TRANSCRIPTS

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**Interviewee: 56. Sales manager.**

**INTERVIEWEE:** Where do you buy groceries?

**RESPONDENT:** Wegmans, Giant, Whole foods.

**INTERVIEWEE:** How often do you buy fresh bread?

**RESPONDENT:** Probably once a week I buy it. And if I'm buying like fresh bread, like fresh baked bread I want it to be something like a nice good quality, good ingredients. Whole grain or that kind of stuff like if I'm going to buy a nice fresh loaf. Like a multigrain, like yesterday I bought ciabatta. Like an olive loaf, like yesterday I bought these little rolls that are like rosemary. You know that and then there's always like a loaf of name brand bread sometimes that I buy. That's a little different than fresh baked bread. Yeah like sliced bread, which is a little different than buying fresh baked bread. I mean if you're going to buy a fresh baked bread you want something good.

**INTERVIEWEE:** How much do you pay for baguettes?

**RESPONDENT:** Probably anywhere up to \$2-3 mostly, probably mostly at the grocery store, whether it's Wegmans or Giant.

**INTERVIEWEE:** What comes to mind when you think of vending machines?

**RESPONDENT:** Snacks, you know, soda candy.

**INTERVIEWEE:** What do you think of fresh foods in vending machines?

**RESPONDENT:** That it's not really fresh cause it's sitting in a machine.

**INTERVIEWEE:** What do you think of a baguette vending machine?

**RESPONDENT:** It's interesting because I mean if you want bread, most times you want it to be fresh and warm so that would be very nice. If it was convenient you know and nearby I would try it. It's not something that I would think to do all the time, but if it would turned out to be good I might. I'd buy it probably in the store. I mean it just feels weird to me to buy it outside.

**INTERVIEWEE:** What is unappealing about this product?

**RESPONDENT:** I guess the least appealing to me is the fact that it's in this machine. I just think that things in the machine aren't fresh, you know what I mean? It's like it would be chemicals or it would be, like when you get a soda or a bag of chips or something it's not like you're gonna get...You know just the thought of getting like a sandwich or...like how long has it been sitting in there, is a little unappealing to me personally.

**INTERVIEWEE:** How do you think Americans would respond to this product?

**RESPONDENT:** I don't know how that would go over here. I really don't. I just don't think that Americans are used to that, so I think it would be different. Like French are used to eating a hot loaf of bread all the time and Americans aren't used to that, so I don't know if they would just go for it to buy a loaf of bread. I think Americans would want something else with the bread. You see the vending machine and you're hungry you want a snack like an American would want something with a loaf of bread. Unless you were getting it to bring home to eat with dinner kind of thing so I just think it's a little different here. I don't know.

Now so they put the dough in there everyday? Like somebody comes and changes it every couple hours or?

I think if there was a baguette machine and there was a snack machine with chips, if somebody was hungry they'd probably still buy the stupid bag of chips.

There has to be some wrapping on it right? Well I guess they must keep the machines clean, they would have to.

# TRANSCRIPTS

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## Manager: Brian Fuchs Wagshals

**INTERVIEWER:** Who shops at your stores?

**RESPONDENT:** For the most part I think the demography of our customers, I would say, a mixed variety anywhere from 18, all the way up to 60s. We're on our fourth generation of customers, so a lot of our customers who do come have been coming for years. If you walk in our Mass Avenue location, on a lunch period, you'll see a mix of construction workers to law students to people that live in the neighborhood. A lot of people go to Wagshals. Again, it's been kind of interesting to see the progression of our business because we started out with a lot of traditional Jewish delicacies and it has really blended into tons of different cultures recipes and food products from around the world.

**INTERVIEWER:** What is the most popular item you sell?

**RESPONDENT:** We have a few businesses, so each one of them has its own staple item. The butcher market being proteins and vegetables. So I don't know how to answer that. Other than to say your typical items in the sandwich place, we sell a lot of sandwiches. On a good day we're pumping out 4 to 6 sandwiches a minute. Right now we feed about 10 to 15,000 people a week, and we basically make 60% of the products that are sold in our stores. So, soups are made from scratch. Breads are made from scratch. Pastries and cakes and a lot of the prepared foods are made in-house.

**INTERVIEWER:** What do you think of the idea of a baguette vending machine?

**RESPONDENT:** So I think it really depends on where you grew up, will dictate how you answer that. I grew up in the U.S., so a lot of the vending machines that I picture are the cheap ones with bags of chips and various other snack products that ultimately aren't very good for you. We would never really consider us going into a vending machine kind of approach or offering. But after many trips to Europe and around the world, we actually have an import company. We've definitely come across different types of non-traditional vending machine concepts, whether it's a pizza being made or ice cream sundaes made on the fly or individual vending machines. You can go to England to these outskirts towns and their staple foods like eggs and milk and other products are actually sold out of a really large vending machine. And this is cost-effective to businesses because they instead of just sending out multiple trips, they can batch it and maybe do it twice a week, and it's still cost-effective for them.

**INTERVIEWER:** Do you think American consumers would like this product?

**RESPONDENT:** One, I think maybe 10 years ago breads in DC, weren't necessarily available, and then people like Mark Furstenberg and a couple others really brought artisanal, really good quality breads into this market and since then it has really expanded. Like ourselves, we're making all of our breads in-house because we understand the value now. From a business stance, knowing bread, there's a good margin on bread. The ingredients don't necessarily cost you that much, and labor is for the most part a constant factor. When it comes to a vending machine that can obviously bake the bread, for the customer...

# TRANSCRIPTS

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## **RESPONDENT (CONT.):**

I think it's a good concept, but obviously there's obstacles that any business owner would have to get over to really seek this kind of application. The initial cost obviously of the machine itself...Most small businesses don't want to absorb that kind of initial expense, so maybe some kind of ammeturization or even a buy-to-loan, or some kind of different program that gives them a couple different options whether they want to rent, lease it, or lease to buy kind of option. The next thing that pops into my head is upkeep and what necessarily is required to run the machine, as far as electricity and again overall servicing etc, warranty would obviously fall into that but what we realize with a lot of equipment in our stores is the servicing is extremely important for the longevity of the equipment, so that's initially what pops into my head as far as will I be able to overcome these obstacles? And will this product still be a viable option?

Yes, obviously it would deb very successful in highly dense areas. Out in the middle of Omaha, Nebraska, it probably wouldn't do so well. It would take forever to recoup your costs of 35 grand. So yeah I think it would. The convenience factor is there. I think nowadays when you're talking about urban environments, cities, the shopping habits are totally different. The consumers aren't going and shopping for an entire week or two. They are literally going from pace to place picking out the items that they're looking for. So I think that's a little bit more practical when you're talking about total time of going to three places only taking you maybe 30 minutes, but obviously in more residential areas that obviously becomes more of a lengthy process and may not be as practical but these vending machines in shopping centers or in environments that can complement the bread, but at the same time not insult the local businesses because they're affecting the bottom line.

# TRANSCRIPTS

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(CONT.)

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# TRANSCRIPTS

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## **Manager: Tessa, Baked and Wired**

**INTERVIEWER:** Who shops at your bakery?

**RESPONDENT:** We really believe that our store's audience is everybody. We try to kind of capture all different audiences. So we're right in Georgetown, so we have the students and we like to provide this kind of young, hip environment, but we're also kind of selling these traditional, high quality homey products that I think appeal to an older generation and then I also think that older people, and we see people of all ages whether it's in their middle ages or elderly people who come cause I think they like that it's a fun, young-feeling environment. So we really do see everyone from moms and dads with their babies bringing them over in their strollers. We see students. We see highschoolers. We see middle aged. We see elderly. So I really think that we, I don't think we intentionally got out to market to all different groups of people. It just so happens that all these people like to congregate at Baked and Wired.

**INTERVIEWER:** What is the most popular item you sell?

**RESPONDENT:** Definitely the cupcakes. I think that's how we got our name. We're still very popular with the cupcakes. Even though we offer so many other products, I would definitely say that is our biggest seller. In terms of types of cupcakes, everyone seems to have their favorite. We have about 22 different flavors, so I usually think that the, we have a strawberry cupcake which is a vanilla cupcake, fresh strawberries in the batter sells really well, and also our unicorn cupcake, which is just a vanilla cupcake with cream cheese frosting also from a marketing standpoint I think people love that cupcake just because it's so silly and fun to say.

**CONT:** It's called the unicorn and rain hoes, and we do that with a lot of our cupcakes as well. We have the pretty bitchin, it's like peanut butter, PB, pretty bitchin. So from a marketing standpoint I think people have their favorites that they like but also just have fun names, and we intentionally try to name things in fun ways just because we know it can capture a whole new audience on its own. I know I don't know what it is about the cupcake craze, but people love it in DC. I don't really get it either, but people love it so it's definitely our top seller.

**INTERVIEWER:** How does your bakery make its bread?

**RESPONDENT:** Yeah we don't have enough space in our Georgetown location, but we have an off-site kitchen that makes everything just for us. They'll deliver it in multiple times during the day, so we have a really huge bread oven on this site as well and bread bakers who wake up super early and bake all the bread for us, so that's a fairly new thing we started doing I'd say in the last 3 or 4 months, but everything we make at our store we make ourselves. We don't get anything from outside.

**INTERVIEWER:** What do you think of the idea of a baguette vending machine?

**RESPONDENT:** That's hilarious. You know it sounds really interesting and I totally see that working in France where people just totally walk around with baguettes everywhere, but for us I don't think it would work for a couple of reasons, one being we're a very small store and we barely have room to house our own products let alone a machine on-site, and we don't really have outdoor space either. We kind of make up a little cafe tables on the street, but we don't have enough room for that.

# TRANSCRIPTS

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## RESPONDENT (CONT.)

Also our bakery is focused more on small batched quality products so while we have a huge production scale, we really are still at this point doing very small batching, and quality at this point is of the utmost importance, so something like that would make me nervous with our business because we didn't personally mold the bread and make it and test it, that I think that wouldn't work with our business scheme where we pretty much are guaranteeing that every product you get was made just as if, it doesn't matter if we're making 12 of that cupcake or if we're making 500 that day, we're only making that one batch each at a time and we don't need large scale machines. And that being said, I think it is a very interesting idea, and I think it would work in certain places and I'm not sure about DC either. We're noticing that there's a huge hole with bread, and that's why we're bringing in bread. We started making it because you really can't find good bread in the city, and we're still kind of trying to find the market and see where, how much people are willing to go out of their way to get bread when you can just pick up a baguette at the supermarket. But I think it could work eventually, when DC comes around on this bread idea for sure.

I think it's a novelty item, so I think it would spark interest at first, but I'm really not sure with our customer base how it would go in the long term. I think people like coming to our store for the experience as well we're not just a one stop shop to get something and get out people come because they like to be in the store, and they like to interact with our employees and they like to sit and listen to the music and hang out, so something like that where you're just grabbing it and going, I don't know if that would appeal exactly to our customer bases, but I think the novelty of it would interest people for sure. I think people would be really interested in it and want to try it but I don't know if they would keep coming back for it.

It's so interesting it's funny because the owners just got back, when they're researching all this bread stuff from France, and was remarking how everyone there always has a baguette, like they may not even eat lunch, but they might grab a baguette and go. It's not really like that in the US, but I hope that one day people are like obsessed with bread like we are. Like we eat bread all the time so I think it's an interesting idea. I just don't know if it would work for us, but if you have any other questions, feel free to ask.

# TRANSCRIPTS

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## **Manager: Hazel, Giant Grocery**

**INTERVIEWER:** Who shops at your store's bakery?

**RESPONDENT:** Our clients range from anything from kindergartners with their parents, families, and professionals and senior citizens. I mean we have a full variety of everyone. At this bake shop it's mostly multigrain breads.

**INTERVIEWER:** How does your store make its bread?

**RESPONDENT:** The bread comes in already pre-baked frozen and we put it in back in the oven to complete the baking. It's not a baking from scratch item.

**INTERVIEWER:** What do you think of the idea of a baguette vending machine?

**RESPONDENT:** So you would put like raw dough into the machine?

**INTERVIEWER:** No, the bread is pre-baked.

**RESPONDENT:** Oh that would be wonderful everyone loves a fresh baked bread right out of the oven.

**INTERVIEWER:** Would your store ever invest in this machine?

**RESPONDENT:** I don't think that the store itself cause since we're corporate, it would have to come from our main office level decision. You would have to start at the top level marketing at that point.

**INTERVIEWER:** Do you have any other suggestions?

**RESPONDENT:** Yes...Make sure you have someone to maintain it once you do it, so if something goes wrong we need someone to call!



# TRANSCRIPTS

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## **Manager: Joesetta, American University Dining**

**INTERVIEWER:** What are your most popular items?

**RESPONDENT:** Anything pretty much made to order, fresh ingredients, which we do pretty much at all of our locations around campus. Students will go to a quick grab and go choice, but those items are still made fresh in house.

**INTERVIEWER:** Where do you get breads from?

**RESPONDENT:** We use a local vendor that makes bread and bakes it for us daily. So a wide variety of bread pretty much they will make and deliver whatever breads we request. The selection is based on both a mixture of healthy options and student demand.

**INTERVIEWER:** What do you think of the idea of a baguette vending machine?

**RESPONDENT:** Well, anything fresh is a good idea. We would have to do a feasibility study about this product and the equipment. You know I couldn't speak for Aramark because I'm just an employee of the company, so we'd have to do a study we'd have to do a tasting, and do a little bit more research before we would go either way on equipment like that. And to see if it was something that would fit this marketplace or this campus. You know we would do a study and try to see if this would be something that would fit into any of our operations at all, or a a new concept, then we would definitely have to do a study on it before we would go in that direction.

**INTERVIEWER:** Do you think your consumers would like this product?

**RESPONDENT:** You know I would not be able to give you a confirmed yes or no. We would first have to research what the market is looking for, what is it that they would be interested in? So students would get this hot baguette and then that's it? That's all they would get is a hot baguette? And just walk away with that? Yes we would definitely need to do research.

**INTERVIEWER:** Do you think your company would ever invest in this product?

**RESPONDENT:** Well we would have to push some other things around just to get it and then not only do we go into the cost of the equipment but now we have to determine how much it's gonna cost us in terms of labor, how much it's gonna cost us in terms of what else you need around this huge equipment to give students a full fresh hot baguette. And then all of that would go into the cost. Ans as you mentioned it's \$35,000 equipment. And what's the market share? How much participation would we get for this concept to go to this fresh baked bread concept in an effort to sustain it? Would it be sustainable?

**INTERVIEWER:** Do you think American consumers would like this product?

**RESPONDENT:** It depends on where it would be located in the U.S. You know where would the position place, location in some areas of DC it may be very popular, maybe not. I can see maybe moms or somebody getting it to go along with their dinner at night. Get a hot baguette or bread to go along with their lasagna dinner at night in the area that is convenient for the average family. Can you share your project with me when you're done?

# TRANSCRIPTS

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## Manager: Brian, Panera

**INTERVIEWER:** Who are your customers?

**RESPONDENT:** I'd say it definitely depends on where the cafe location is. So in Bethesda, you're definitely getting more of the higher income, white professionals. Definitely more in this location than in say a downtown Silver Spring location. You certainly see the differences there. For us in particular, our weekday to our weekend clientele is a lot different. We're getting a lot more people who live in the area, a lot more families and that sort of thing. Whereas for us Monday through Friday it's like everyone, all the people that just work up here. Everyone, all these government employees that work in our building and then just the buildings all around us is our main clientele, especially at lunch time.

**INTERVIEWER:** What is your most popular item?

**RESPONDENT:** I mean it's gotta be the baguette, partially because it comes as a side choice with meals, so that's definitely the most popular, but outside of that I'd say when it comes to sandwich breads. I mean all of our sandwiches on the menu are made on a certain bread, unless a bread's requested and I'd say the most requested one is probably whole grain. If people don't get it on the bread that it actually comes on.

**INTERVIEWER:** How does your restaurant get its bread?

**RESPONDENT:** So we, all of the dough is made in what we call our FDF, which is our fresh dough facility, so that is located in Beltsville and they deliver everyday throughout the night the dough for all the bread and the bagels to all of our cafes in our franchise and a bunch of other ones. But, so for us in particular they come every night, so if I say I'm closing, we close at 9, the bakers are usually here about 9 or 10 and that dough's already there in the refrigerator and then they bake it yes in the store.

**INTERVIEWER:** What do you think of the idea of a baguette vending machine?

**RESPONDENT:** It's kind of mind blowing I'd like to see how it works. That's really interesting. I've never heard of an idea like that before. Is there a thought to how it would work? So these are already a thing? How big are they? I see what you're saying. So that's, what we do with our baguettes, during the day the ones that we serve on the side of meals, say on the side with a soup or whatever, we, it's like that. What we call par-bake them. So we par bake them throughout the day so that we're serving warm baguettes. We bake them for about 8 more minutes just continuously, so it sounds like that's what the machine does.

**INTERVIEWER:** Would Panera ever invest in this product?

**RESPONDENT:** So the ones that they have right now, what all do they serve? It's just baguettes right now? So the thought is to you know have a Panera Bread invest and put it in their stores and then people can get baguettes even while we're closed. It sounds like that would be what they'd be going for. Interesting. I don't know. Do you know how much the machines cost?

**INTERVIEWER:** Would your customers like this product?

**RESPONDENT:** I don't know I'm not sure how much interest that would generate for people to... Well people would either be doing it to grab bread on the go or to have access to it while we're closed, and we're open for pretty significant period of time. So I don't know how much interest that would generate. I guess now I'm just talking about it but then also that investment, how long that would take to pay off, especially not knowing their interest. So I'm not sure.

# APPENDIX II

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# CREATIVE TESTING

# FACEBOOK ADS

Suggested Post

 **Elody's Baguette Vending Oven**  
Sponsored · 



The baguette vending oven that your stores need is coming to America.



Like · Comment · Share ·  10,345  1,189  460

Suggested Post

 **Elody's Baguette Vending Oven**  
Sponsored · 



Your stores don't have a full bakery. This oven can fix that.

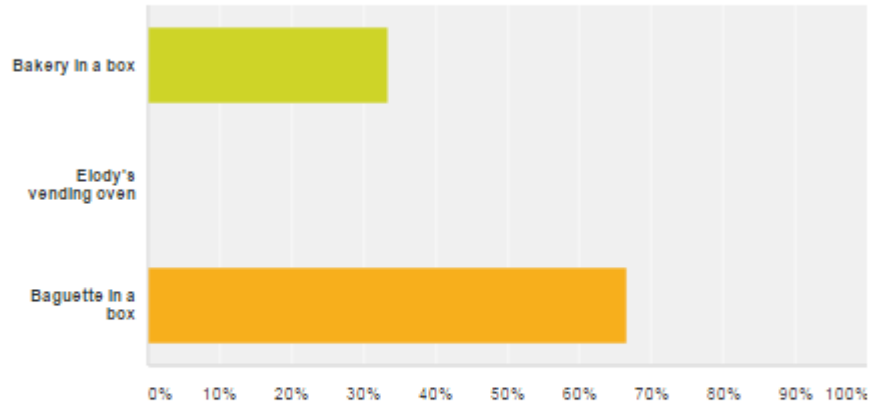


Like · Comment · Share ·  10,345  1,189  460

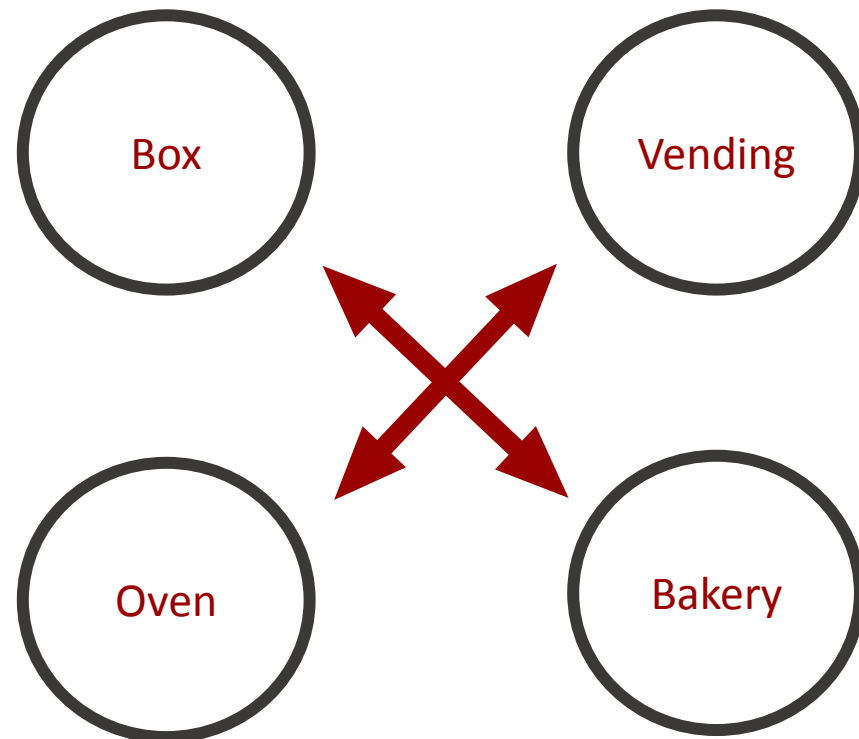
# PRODUCT NAME

## Which of these names do you prefer?

Answered: 9 Skipped: 1



Answer Choices	Responses
Bakery in a box	33.33% 3
Elody's vending oven	0.00% 0
Baguette in a box	66.67% 6
Total	9



# PRESS MATERIALS

FOR IMMEDIATE RELEASE  
1 January 2016

Media Contact:  
Alexa Marie Kelly  
alexa.kelly@elodys.com  
215-290-2967

## **Not your Average Vending Machine**

*Bakery in a Box Comes to America*

A French company will bring its vending oven to the states this year, which offers its fresh baguettes to U.S. consumers for the first time.

With the swipe of your credit card, a loaf of bread bakes. And within seconds, your hot baguette is ready to go. That is how Elodys vending oven works. It is as easy as buying a can of Coke from your office vending machine.

These baguette machines are all over France, and they have often been called baguette vending machines. But Elodys oven, called Bakery in a Box, is not your typical vending machine.

"I am bringing Bakery in a Box to America because I see a huge demand for artisan breads in this country," Elodys CEO Jean-Pierre Ferrante said. "It's not like it was 20 years ago. People want to eat high quality baguettes now more than ever."

Bakery in a Box delivers high quality loaves with the press of a button. It is a large, freestanding oven that is stocked with pre-baked baguettes.

When a customer buys one, the oven bakes the last part of the bread so that the loaf comes out crispy, fresh and hot. This pre-baking process is also used by grocery stores and chains like Panera Bread.

Ferrante is in talks with companies to bring his machine to the U.S. He would love to work with a chain like Walmart, so customers could purchase the baguettes while shopping. No matter who Pierre partners with, he is definitely set on entering the U.S. market as soon as possible.

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Elodys was founded in France by Jean Pierre in 2010. The company now has over 1,000 Bakery in a Box machines around France. It helps meet France's insatiable demand for fresh baguettes, while accommodating their busy lifestyles. Pierre has also brought his company into Turkey.

###

## **Email Pitch**

Hello \_\_\_\_,

It's nice to informally meet you. I'm Alexa, the marketing officer for Bakery in a Box. I'm writing to you because our product is coming to America for the first time. Trust me, you've never seen anything like it.

It's a free-standing oven that produces baguettes, much like a Coke machine dispenses soda. It's fast, simple and the bread comes out hot and fresh! It's like having a bakery in your neighborhood 24/7.

If you would like to talk to our CEO Jean-Pierre Ferrante about his plans for the U.S. market, please get in touch with me as soon as you can.

Sincerely,  
Alexa

# PROMOTIONAL VIDEO STORYLINE

## STORYBOARD A

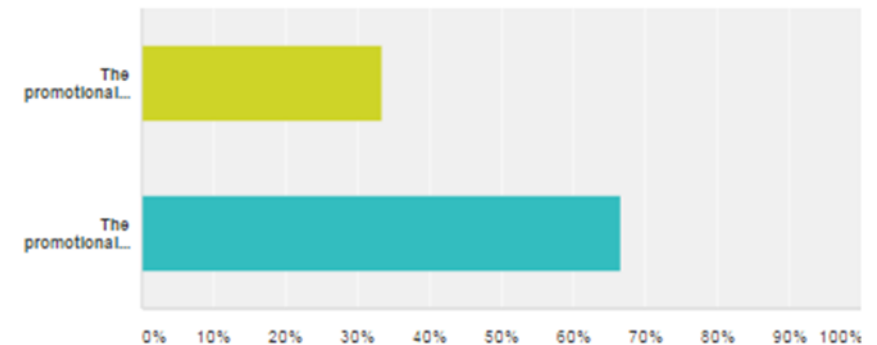
The promotional video will feature Elodys' CEO, Jean-Pierre Ferrante. Ferrante will introduce the audience to Elodys and to the vending oven. The video will feature footage from a blind taste test that will show that consumers can't tell the difference between bread baked in the vending oven and in a bakery.

## STORYBOARD B

The promotional video will focus on a blind taste test between the baguettes from the vending oven and baguettes from an authentic French bakery. The video will prove that the quality of the bread from the vending oven is indistinguishable from bread baked in a French bakery.

The following are two concepts for a potential three to five minute promotional video for Elody's baguette vending oven. Please read both and select the concept you feel most persuasively demonstrates the product's value.

Answered: 9 Skipped: 1



Answer Choices	Responses
<p>▼ The promotional video will focus on a blind taste test between the baguettes from the vending oven and baguettes from an authentic French bakery. The video will prove that the quality of the bread from the vending oven is indistinguishable from bread baked in a French bakery.</p>	33.33% 3
<p>▼ The promotional video will feature Elody's CEO, Jean-Pierre Ferrante. Ferrante will introduce the audience to Elody's and to the vending oven. The video will feature footage from a blind taste test that will show that consumers can't tell the difference between bread baked in the vending oven and in a bakery.</p>	66.67% 6
Total	9

# CREATIVE TESTING RECOMMENDATIONS

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A La Mode tested creative materials with a survey, which we distributed to business managers and marketing professionals. We chose these participants because our campaign targets business executives. Based on our survey respondents' feedback, we recommend the following creative tactics for Elodys.

## **Facebook advertisements**

**Objectives** - These targeted advertisements will generate awareness of Elodys Vending Ovens among our primary audience, decision-making executives.

**Messaging Strategy** - Elodys Baguette Ovens increase consumer engagement and sales.

**Executions** - Executives will see advertisements with videos and images that promote Elodys. These advertisements will appear in their news feeds on Facebook.

**Rationale** - Our survey respondents found the ads compelling. We made the call to actions on each ad more specific based on their comments.

## **Promotional video**

**Objectives** - Demonstrate Elodys Baguette Ovens produce high-quality, tasty baguettes that American customers will love.

**Messaging Strategy** - In a blind taste test with American consumers, Elodys baguettes ranked as well as breads from an authentic French bakery.

**Executions** - This informational, fun video will be filmed in France. It will star Elodys CEO and American tourists in France.

**Rationale** - We presented two promotional video options in our survey, and this execution performed the best with our respondents.

## **Publicity**

**Objectives** - Prove that U.S. consumers are excited about baguette ovens. Show executives that Elodys' ovens are a good investment.

**Messaging Strategy** - These ovens produce authentic French, fresh baguettes fast, and they are fun to use!

**Executions** - Press releases and media alerts will be sent to relevant local and national media. We will encourage reporters to cover two key events in D.C.

**Rationale** - Our survey participants wanted our publicity materials to be more concrete and have clear calls to action. Based on this response, we developed specific baguette oven publicity stunts that we will invite the media to cover.

## **Out-of-Home Advertising**

**Objectives** - Reach target executives with reminder messages about Elodys and generate their interest as close to their decision making process as possible.

**Messaging Strategy** - Contact Elodys today to learn more about the fresh, fast baguettes your customers will love.

**Executions** - We will purchase advertising on digital elevator screen in the corporate headquarters of our target audience members. We will also purchase billboard advertisements.

**Rationale** - Though we did not test creative materials for this tactic, the ads will be highly targeted and get the attention of important executives.

## **Pitching**

**Objectives** - Convince executives to partner with Elodys and roll-out ovens in stores across the country.

**Messaging Strategy** - Partnering with Elodys means your customers will have access to a one of a kind experience. People are already excited about the baguette ovens, and having them in your stores will encourage people to buy bread on a regular basis.

**Executions** - We will use in-person presentations to persuade decision-making executives to invest in Elodys Baguette Ovens.

**Rationale** - Our respondents liked the idea of directly pitching to executives. Many suggested that we give the executives samples of the baguettes to try for themselves. We think this is an excellent idea, if it is possible to do.



# **APPENDIX III**

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# **RESOURCES**

# RESOURCES

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# NOTES

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# NOTES

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# THANK YOU.

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