

Terms of Reference for Food Academy 'Start' Programmes 2016 for LEOs in Cork City and County



26 November, 2015

The Local Enterprise Offices Cork (Cork City, Cork South and Cork North & West)

(Hereafter referred to as the LEOs) have the primary function of promoting enterprise and assisting the development of micro-businesses (businesses employing 1-10 employees) at local level. The LEO supports include financial assistance (subject to eligibility), business advice, mentoring, training and business to business networking.

LEOs provide a variety of training programmes and seminars for start-up and established businesses including start your own business, idea generation, accounting software, financial management, social media/web, business planning, human resource management, sales & marketing and management development training.

The LEOs wish to build on previous food business development initiatives by offering the following programme in 2016:



The Cork LEOs are inviting proposals for the delivery of **up to 2 Food Academy Start Programmes in 2016** which will each run over a 3-6 month period.

Background:

In collaboration with Bord Bia, LEOs and SuperValu, a standardised food marketing programme has been developed, under the umbrella of the Food Academy, which will assist start-ups/small food businesses develop and grow their businesses.

The parameters of the **Food Academy Start Programme** are set out below:

Participant Numbers per programme:

Up to **15** Food Businesses located in Cork County/City.

Anticipated Start Date:

One Programme commencing pre-summer 2016 and potentially a second commencing in autumn 2016. Please note both are subject to sufficient demand in the region for a Food Academy Start Programme.

Mentoring Support:

Each participating business will be allocated **4 hours of mentoring** per client over the course of the programme to address confidential issues etc. These meetings can take place at a central location or at our offices to maximise time spent with participants. Please outline the cost for providing this mentoring as part of the proposal.

Group Training:

The programme will include **4 full (or 8 half) day training workshops** at a central location which will cover topics such as Market Background, Marketing, Pricing, Understanding the Consumer, Packaging, Preparing for Product Launch along with any other area of relevance to the group. Participating businesses can bring along key staff to workshops. (See summary of workshop content at the end of the Terms of Reference Document.)

For those participants selected to go to trial, an **additional half day workshop** on Managing Your Relationship with the Store Owners, and Health & Safety Compliance will be offered and this ½ day workshop should be costed separately in the proposal.

Participant Support:

Each participant selected to go to trial, will require support from the programme facilitator to complete the relevant health & safety and other documentation and coordination of the required photography to ensure they are prepared for the SuperValu in-store trial. **2.5 hours of administration time** should be allowed per participant for this support. As the number of businesses selected for trial from each programme can vary, please cost for this administration support time on a per participant basis.

As part of the programme, the **facilitator will organise a SuperValu Store visit** for participants to a local SuperValu Store. The facilitator will need to liaise with SuperValu Food Academy coordinators to schedule and organise the store visit.

The Facilitator/Coordinator will deliver the programme content in a timely fashion, adhering to the master templates provided. It is expected that local examples and case studies will be used where appropriate, to make the programme more relevant for participants.

Note: all programme facilitators are required to attend training on the programme content and approach at Bord Bia headquarters in Dublin. There is no fee to attend this one-day training session, however travel/other expenses are incurred at the facilitators own cost.

Please indicate in the submission whether you have already attended this training.



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Additionally the Facilitator/Coordinator will be required to:

- Use the master templates (PowerPoint slides) that will be provided by the LEO/Bord Bia to ensure that workshops are delivered in standardised fashion, but adapt accordingly in line with personal expertise/experience/& use of **LOCAL** examples.
- Have an in depth understanding of the functioning and role of small food businesses/entrepreneurs/pre start-ups/start-ups.
- Have a thorough understanding of the market (foodservice/retail) at local, regional and national level.
- Have a thorough understanding of key requirements of small food companies /entrepreneurs /pre start-ups/start -ups under the headings of Market Background and Understanding the Consumer; Key Technical Issues e.g. Finance, Pricing, NPD, Sales Growth etc.
- Use where necessary external assistance/guest speakers to ensure optimal delivery of course.
- Use where necessary local examples/case studies to ensure optimal course delivery.
- Liaise with the allocated Musgrave’s speaker and integrate into programme as relevant.
- Liaise with Bord Bia who will deliver Module 3 of the Food Academy Start programme that will deal with “The Proposition”. The facilitator must liaise with the LEO executive/Board Bia to tie in with the pre-scheduled dates set by Bord Bia for this workshop. Attendance at this workshop for all Food Academy Start programmes commencing in 2016 is compulsory.
- Organise a SuperValu Store Visit for participants as part of the Programme and liaise with SuperValu Food Academy coordinators to schedule and organise the store visit.
- Facilitators must ensure that all participants complete the sign-up form for the programme which is on the Bord Bia Website.

It is intended that the core content will be given in a standardised fashion and will become part of a series of integrated steps, allowing companies to avail of the LEOs and Bord Bia’s suite of follow-on programmes at the appropriate stage of market development.

Recruitment

- The LEOs will be responsible for the targeting and recruitment of suitable client companies for all training. The contracted facilitator may be required, where necessary, to engage in an interview process along with the LEO executive to ascertain applicants’ suitability for the programme, and attend an information session/evening if necessary.

Training Programme Cost

- The set programme fee is to include all costs including: **consultant’s fees, travel, workshops, mentoring, administration, evaluation reports to the LEOs, hand-outs to participants at each session (The LEO does NOT take responsibility for the printing of hand-outs/presentations for trainers), laptop and LCD projector (The LEO does not provide technical equipment for trainers including projectors and laptops).**
- Costs are to exclude **venue hire and refreshments.**
- Hand-outs must be provided in **printed form** for clients.



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Evaluation

- A final report of the programme should be provided by the contracted agent upon completion of the programme. The LEO will provide the final report template.
- The LEO will also do its own evaluation process of each training seminar and programme upon completion of the training.

Administration

- For all training programmes the trainer **must keep** an attendance record of the client's attendance during the programme, including one day programmes and seminars.
- The contracted agent must provide hand-outs for each participant at each workshop session.
- The contracted agent is expected to be available during the period of the programme to provide e-mail and/or telephone support to clients.

Programme Location & Dates

- All training will take place in the catchment area of Cork County.
- The LEOs will decide where each training course will take place and the trainer is expected to travel to the specific training location within Cork County.

Tendering Process

- It is expected that tenders submitted will detail the modular content of the proposed programme or seminar and outline the suggested tutoring format. The overall programme format must be costed accordingly. Furthermore, it is important that tendering agents submit a professional profile highlighting relevant contracts/assignments completed, with an emphasis on any previous training activities undertaken for the micro-enterprise sector.
- Trainers must have **professional indemnity insurance and hold a valid Irish tax Clearance Certificate.**
- Tenders will be assessed on the basis of the most economically advantageous tender and will be scored out of 200 marks as follows:
Criteria for assessment are: Quality of Proposal (40 Marks), Proven Track Record & Experience (40 marks), Delivery Approach (40 Marks), Innovation (20 marks), Costs (40 marks), Management & Administration (20 marks).

Training Course Timetable

- Every training course with the Cork LEOs follows a routine daily schedule with a 9.30am start. The trainer is expected to be at the location and ensure everything is in order at least 30 minutes in advance of the start. A mid morning break is taken at 11.15am. Lunch from 1-1.45pm and an afternoon break at 3.15pm. Course finishes 4.30pm. The trainer must be available for a reasonable period of time after the course in order to answer client queries.

Tenders by post (3 hard copies and NO BINDING/FOLDERS PLEASE) no later than 4pm on **Thursday December 17th to:**

Ita Murphy
Local Enterprise Office Cork City,
Cork City Council, City Hall, Anglesea Street, Cork

Enquiries to Ita Murphy: T: 021 4961828 / ita_murphy@leo.corkcity.ie
(Please include an email/phone contact on the outside of the envelope and mark the Envelope 'Food Academy Programme Tender' so that we can acknowledge receipt).



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Summary of operation of Food Academy Programme:

Recruitment:

Recruitment will be undertaken by the LEO executive. During the recruitment process, the facilitator may be required to assess potential participants for suitability and may be requested to participate in the interviewing of all potential candidates for the programme with LEO executive staff. Some products may not be suitable for Food Academy - for example raw meat products will not be selected for trial in SuperValu so LEO staff/producers should be aware of this from the outset. Not all programme participants will be successful in being selected for trial as they may be too early stage, may need to develop their branding, the consumer proposition may not be ready/suitable at the particular stage they are at to go on supermarket shelf. In the selection process for the Programme, ideally producers should be 2-3 months from having a product branded and ready to go on shelf.

Commencement of Programme:

Once the programme is filled and all participants recruited and signed up, facilitators must ensure that all participants complete the sign-up form for the programme which is on the Bord Bia website. The facilitator will need to check that it is filled in by all on Day 1 of course.

Programme Structure/Content:

- The programme consists of 4-full day or 8 ½ day workshops covering set modules/content – see module summary below. Content has been revised in 2015 and full content including slides is available on memory stick to the selected facilitators. Memory sticks with the full content are available for participants also and can be requested by the LEO executive from Bord Bia.
- Bord Bia will deliver Module 3 of the Food Academy Start programme that deals with “The Proposition”. The facilitator must liaise with the LEO executive/Board Bia to tie in with the pre-scheduled dates set by Bord Bia for this workshop. Attendance at this workshop for all Food Academy Start programmes commencing in 2016 is compulsory.
- A local SuperValu store visit is to be included in the Food Academy Programme and the facilitator should liaise with the Food Academy programme coordinators to organise this store visit.
- At the final workshop, participants pitch/present to SuperValu representatives and are assessed as to suitability for going to trial in-store. This is structured as more of a mentoring session whereby SuperValu offer participants constructive feedback to the producer on their product and advise on how to develop an even better consumer offering. This process and feedback can be highly beneficial to producers no matter what stage they are at, and even if they aren't selected to go to trial, the feedback can guide them on what they need to do to enhance their consumer offering.

Facilitators must prepare participants for this day and ensure that their pitch/presentation is professional. A producer information template must be completed by all participants and sent to SuperValu prior to pitch and facilitators must ensure that this is completed by all participants.



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Following the pitching day, SuperValu will select those participants they deem suitable/ready to go to trial in store and will notify the LEO Executive and Facilitator with a list of those selected.

From this point on the Facilitator will support the group selected to go to trial prior to the 'go-live' date in store (approx. 10 weeks after the selection process) to ensure that they are prepared, and have all of the documentation and marketing materials in place for the in-store trial. The LEOs, Cork will cover the cost of 2.5 hours administration per participant to cover the time of the facilitator to support selected participants. Additionally a ½ day workshop will be provided for this group on health & Safety and managing the relationship with the Store Manager.

The support needed is generally around the completion of the documentation required by SuperValu – see list below - and ensuring that the required photography is completed.

SuperValu have invested in a Food Safety & Quality Consultant to help ensure producers submit the forms correctly. High risk producers will receive a quality assessment if required.

As a result of this development, templates have been simplified and improved and the list of guidance documents/templates/documents requiring completion is as follows:

1. Revised photography Brief
2. Revised New Line form
3. Revised Vendor Questionnaire
4. A sample of a completed Vendor Questionnaire to prompt producers on how to complete
5. A sample HACCP plan also for the producers' attention-any questions that may arise on this and will be directed by SuperValu to their Quality Consultant
6. A Producer Information Template which facilitators must get all participants to complete and send on before the pitch. This enables SuperValu to give feedback sooner

The trial is for a 10-week period and the number of stores that each producer is trialed in depends on the producer, their product range and capacity to supply a range of stores. The trial is tailored to each individual producer and can vary from trialling the product/s in one incubation store through to a much larger number of stores.



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LEO Food Academy Start Workshops 2015

Introductions to the Six Revised Modules

1. Module One: The Market and Market Analysis

Presentations

- a. Overview of the Irish Market
- b. Routes to Market
- c. SWOT Analysis of your Business

Module Objectives

Objective of the module is to ensure that companies gain a full understanding of the structure of the market and the main players. They can then target the most relevant retailer/foodservice operators to bring their product to consumer. Hand in hand with this is the review of options regarding routes to market and choosing the best option for their business. A detailed SWOT analysis of the business allows companies to complete not only external research but also internal research and will provide companies with some focus.

1.1 Overview of the Irish Market

This presentation is likely to contain market data which is new to most companies attending, however, it is important that they start to understand the environment their trade customers operate in, who the key players are and who is currently driving growth in the market. Obviously how consumers are behaving dictates the trends in the market, therefore important that the fragility of consumer confidence is got across.

Retail

It is important to draw attention to the fact that the market is dominated by the large players and therefore any company with volume growth aspirations will need to supply at least one of the big 3 therefore they need to start to understand the dynamics between the retailers so that they can understand how they can work with their target retailer to grow sales. They need to demonstrate that they understand or at the very least, have an appreciation of some of the pressures their buyers may be facing. Given the concentration of the market, retailers will only grow through stealing market share from each other. Growth of the discounters will be on the mind of the buyers from mainstream retailers. Also the data around how consumers are shopping has been included for companies to think about such areas as pack sizes (smaller basket sizes but shopping more often – not wanting to spend money until they have to, keen to avoid waste). Companies need to appreciate that it is a challenging market particularly as consumers continue to feel under financial pressure. Retailers are keenly aware of consumer sentiment and will work hard to keep prices down and use promotions to drive volumes.

Presentation also includes some information on the retail organic market which continues to show yoy growth.

Foodservice

This section provides a background into how the foodservice sector is structured. Obviously very different to retail sector, and has been under more pressure in terms of consumers cutting back expenditure but appears to have stabilised and indication of some growth coming through. Need companies to understand that there are two different sectors – profit and cost sectors and the focus in each of these will be different. Also really important that they understand the need to work with distributors if they are hoping to supply more than their local foodservice operators. This has implications for costings – need to build in two margins ie the distributors and the foodservice operators alongside their own profit. Signpost them to Bord Bia Foodservice Distributor Directory which gives profiles of the main distributors as well as good insight into how the sector operates and latest trends.

1.2 Routes to Market



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Distribution can be an issue for companies, sometimes this relates to the physical logistics of getting from A to B and other times it can be around logistics and sales. This presentation outlines the possible options that companies should investigate when deciding how best to get their product to market. Many producers might select to remain locally by selling at the local food market or doing local van deliveries themselves. If companies wish to expand sales, one of the options is to work with a distributor and if this route is pursued, companies need to appreciate that they need to actively manage the relationship they have with their distributor and not take a back seat and expect sales to grow. Again reference made to Bord Bia guide to Distribution. This guide has comprehensive costing models for companies to refer to.

1.3 SWOT Analysis of your Business

At an early stage of market/consumer research companies are also advised to do some internal research. A SWOT analysis is always a good place to start. It helps companies to identify their strengths and capitalise on those; to work on their weaknesses and try to improve on them; to go after the opportunities outlined and to manage the threats. The SWOT analysis should involve as many functions within the company as possible e.g. production, sales etc. Note that companies will need to have undertaken some research into their target category in order to identify opportunities – therefore the link needs to be made to previous presentation on overview of the market and the next module which deals with the consumer.

Notes to Facilitator:

- at some stage throughout this session, ask each participant to introduce themselves and their product(s)
- please ensure that you give all booklets/ handouts outlined for this module to participants. These include: Foodservice Ireland infographic, Retail Ireland infographic, SWOT analysis template, Guide to Distribution for Food & Drink Producers in Ireland (Bord Bia booklet), Guide to Food Markets in Ireland (Bord Bia booklet), Guide to Retail for Small Food Producers (Bord Bia Booklet), Supports available from Bord Bia, Useful Contacts List and Information available from Bord Bia.

2. Module Two: The Consumer

Presentations

- 2.1 Consumer Lifestyle Trends
- 2.1 Interpreting Trends & Data
- 2.3 Gap Analysis

Module Objectives

Objective of the module is to ensure that companies put the consumer at the centre of all activities. Without understanding who they are targeting it won't be possible for them to get their marketing mix right i.e product features/quality, price, packaging type/branding etc. Companies need to analyse reports and data and draw insights from them. They need to be able to interpret the data and get inside the mind of their target consumer. A gap analysis is also essential in order to review the category and the competition and determine if a gap exists for your product. If the category is already saturated then perhaps companies need to rethink their offering.

2.1 Consumer Lifestyle Trends

The consumer needs to be put at the heart of everything companies do. In order to do this it is important for companies to understand consumers and in particular their target consumer. This presentation outlines how Irish consumers are currently feeling and how they are behaving in relation to food and drink consumption.

2.2 Interpreting Trends & Data

The objective of this presentation is to make sure that companies start to collect and analyse market data (no point collecting if they don't draw insights from it and then act on this insight). The key is to ensure that they appreciate that whilst there is a whole industry around market insights and data,



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they are not expected to be spending huge sums of money. They must however start to collect data which they can access for free or relatively cheaply (publications, websites etc). As they grow and look to develop sales outside of their immediate location, they will need to have an understanding of trends, competitors etc so that they can understand where they fit it. The presentation gives a quick overview of various types of research and/or data that they are unlikely to purchase at this stage (eg EPOS data, Panel Data, quantitative studies etc) but allows them to appreciate what the bigger companies access and use to persuade buyers. Important that they start to understand the language/terminology used by the industry and that they appreciate that the buyer does work with suppliers who will provide data led arguments to win listings or have competitors delisted. Buyers are risk adverse and the more that companies can do to reassure buyers about their products and the likely rate of sale the better their chances of a listing.

2.3 Gap Analysis

Companies need to understand that store audits are a form of research and they are free (if you exclude the cost of time taken to do them). Alongside benchmarking, companies should be undertaking regular store audits (or menu/distributor catalogue audits). They then need to segment the market – possible ways of segmenting markets are outlined in the presentation. What they are trying to do is identify possible gaps in the market which they can then consider targeting (they will then need to develop the appropriate marketing mix to meet the gap). Gaps are hard to spot so they will need to be meticulous and not make up a gap to suit themselves.

Notes to Facilitator:

- Please direct companies to visit www.bordbiaconsumerlifestyletrends.ie for more detailed information about consumer trends and sub trends. There is a huge amount of information and examples on the website.
- This module should include a supervised visit to a local Supervalu to bring consumer trends to life & discuss the practicalities of being a Supervalu supplier including understanding the terminology used in store e.g shelf edge label; PODs etc

3. Module Three: The Proposition

Presentations

- 3.1 Market Mapping
- 3.2 Positioning
- 3.3 USPs
- 3.4 USP Development

Module Objectives

Market mapping gives you a snapshot of the market in a visual way. It will highlight the main players in the market and where they sit relative to each other (called competitive positioning) whilst also identifying gaps where opportunities may exist. Once an opportunity is identified, companies must work on their unique selling points (USPs) in order to create a compelling argument for the retailer/foodservice operator to list their products.

As this module is very specialised, it will be delivered directly by Bord Bia. The module will include a number of practical exercises to ensure that companies fully understand the terms (market mapping, positioning etc) and how to bring them to life.

Note to Facilitator:

- please note that this module will be delivered by Bord Bia. Please check with your local LEO in relation to when and where this module will be delivered. It is essential that all participating companies on the Food Academy programme complete this module.



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4. Module Four – The Product

Presentations

- 4.1 Product Launch Checklist
- 4.2 Packaging & Sourcing
- 4.3 Food Labelling & The Law
- 4.4 Food Production & HACCP

Module Objectives

The objectives of this module are to prepare companies for product launch. It forces them to stop and think about how far they have come in the programme so far and the things they should have completed at this stage (market and consumer research; gap analysis; their product proposition etc) and the things they still need to do. Preparing to launch, companies must take a close look at the type of packaging they use and where to source it. To ensure that companies are running their businesses correctly and legally we also take a look at legislation which is vital when compiling product labels.

4.1 Product Launch and Checklist

This module takes companies through the journey towards product launch and creates focus. It creates a checklist of essential steps to be completed and companies can see the work they should have completed so far and the work that still needs to be carried out. It also highlights the need to have NPD in the pipeline.

4.2 Packaging & Sourcing

This is just a brief overview of some of the different types of packaging currently on the market and some of the issues companies need to think about from a practical perspective eg role of packaging in protection of product, as a cooking implement etc. It also gives details of packaging companies/ graphic design companies.

4.3 Food Labelling & the Law

The food labelling section sets out what is the minimum requirement on pack. The presentation goes into great detail around mandatory label requirements as well as nutrition and health claims. It is important that attention is drawn to the fact that no claims can be made about a product without approved scientific evidence to support the claim. Companies should be signposted to the Food Safety Authority website as there a number of good guideline reports available for companies to download relating to both food safety and labelling.

4.4 Food Production & HACCP

This presentation covers the regulations around setting up and running a food production unit. Outlines what is required around food safety and the steps involved in implementing a HACCP system. Detail is given on the principles of HACCP.

Notes to Facilitator:

- please ensure that you give all booklets/ handouts outlined for this module to participants. These include: Packaging Guide (Bord Bia booklet) and Supervalu Vendor Questionnaire. Participants will need to complete the Supervalu Vendor Questionnaire if/when they secure a trial listing at the end of the programme. Ask participants to read the form carefully and practise filling it out.
- the module covering legislation and labelling should include a practical exercise around what information is essential when compiling product labels. Be sure to complete this exercise in the workshop.
- If time is constrained, might be best to let participants read slides from presentations 4.3 and 4.4 as above at home in their own time, as they contain a lot of important detail and information.



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5. Module Five: Pricing

Presentations

- 5.1 Introduction to Finance
- 5.2 Margin Calculation
- 5.3 Promotional Pricing

Module Objectives

This module provides companies with a brief introduction to finance and the types of management accounts they should be keeping (balance sheet; cash flow projections and P&L). Many companies do not know how to accurately calculate margins (on and off promotion) and this leads to major problems down the line when they discover the margin was not calculated correctly and they are losing money. Companies should spend a lot of time working on their margins and ensure that all costs – direct and indirect – are included in the costings.

5.1. Introduction to Finance

The finance presentation is a quick overview of the things companies should be aware of e.g you don't go bust through lack of sales, you go bust through lack of cash. Knowing this should drive companies to ensure that they have good systems in place around invoicing correctly and on time and a strong credit controller to chase up payments. It is important that companies ensure they can run management accounts on a regular basis, weekly, monthly, quarterly to ensure they are tracking performance against forecast (need to make sure they have set financial targets to monitor performance against), as well as the end of year Profit and Loss reports. Companies should be able to report on the profit of each product – therefore essential that they have costings for each product and rates of sales by line and cost to service each customer (largest volume customer is not necessarily the most profitable). Companies should be tasked with going back and developing a robust product costing system if they don't have one in place.

5.2. Margin Calculation

Margin calculation has been covered separately as it is a crucial area for companies and one that they struggle with. It is important that they understand that whilst they need to cover their costs in their pricing, they should not base the final price on costs. It is important that the price relates back to the consumer who is purchasing the product and what they are likely to be willing to pay so that companies can create the optimum price. Also important that they build in other possible off-invoice costs such as promotional material and waste.

5.3 Promotional Pricing

Although smaller producers are unlikely to undertake deep cut price promotions, it is important that they do give consideration to some basic price reductions particularly to launch new products. It is also important that they understand what their competitors are undertaking in this regard. Once they start to supply the larger multiple retailers they could find that they are in a promotional driven category and they could lose their listings if they do not achieve sufficient sales, which could be as a result of competitor promotions. This presentation outlines the various mechanics they can use and why they would use them. It also shows some examples of how the costings work for margin maintained promotions and why they can be worth considering in order to bring cash into the business.

Notes to Facilitator:

- ensure you have sample management accounts (template provided) so that companies can see the value of this type of report in running their business. These include a balance sheet, cash flow projection sheet and a P&L.
- template for calculating margins also to be circulated
- module on margin calculation (on and off promotion) to include practical exercises to ensure companies know how to calculate their margins correctly.



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6. Module Six: Marketing

Presentations

6.1 Marketing Plan

6.2 Preparing for the Retailer Pitch

Module Objectives

This is the final module and at the end of the programme companies should be confident that they have a good understanding of the market and their target consumer which enables them to create a marketing strategy that feeds into a marketing plan. The different elements of the marketing mix can be used to drive profitable sales. This module also prepares companies for meeting with buyers.

6.1 Marketing Plan

This module aims to get across to companies the need to develop a strategy for the business to ensure that there is a focus and purpose to activities undertaken. Smaller companies tend to jump from one opportunity to the next without considering the long term implications and the impact on resources. By developing a marketing strategy and plan companies should be better placed to respond to both opportunities and threats. Irrespective of the size of budget companies set aside for promotional and marketing activities, it is important that companies plan for these activities rather than undertaking activities on an ad hoc basis. Planning will allow companies develop a programme of events which should build on each other to have a synergistic effect. It is important that companies are clear what they are trying to achieve with each activity and then measure the results so that they start to build up a clear picture of what activities work best and have a greatest return on investment.

6.2 Preparing for the Retailer Pitch

The key take out from this presentation is that companies need to prepare in advance for the retailer pitch. Whilst it is not always necessary to turn up with a PowerPoint presentation, they should go to meetings having a clear understanding of what exists in the retailer's current range and where their product will fit. Need to be clear what the meeting objectives are (e.g new supplier first meeting is very different from an existing supplier meeting to discuss six month account plan) and prepare accordingly.

Notes to Facilitator:

- recommended that a company brought in as a guest speaker that has grown from a start-up to regional/national distribution level (can be ex-Food Academy or recommended by Supervalu. Liaise with Bord Bia to identify a suitable company)
- it would be appropriate to do role plays with companies regarding buyer meetings and get the group to feedback positives and suggested areas for improvements. Ideally, companies should be asked to prepare their presentations in advance of the workshop i.e they should all come prepared to present to a 'buyer/retailer' but time may not allow everyone to role play.
- please ensure that participants are given copies of all recommended material. These include: marketing plan template, useful list of retail terms and jargon, how to write a PR brief, checklist required for the Supervalu mentoring session, Supervalu joint business plan review template, Supervalu supplier new line form, Supervalu photography brief, checklist of information needed on all delivery dockets into Supervalu.
- note that the latter 5 forms mentioned above will be of relevance to all companies that secure a trial listing with Supervalu. It is vital that they familiarise themselves with the forms now and practise filling them out.



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