
MARKETING PLAN REPORT



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I. EXECUTIVE SUMMARY

Soul Bite Food is a social enterprise founded in Coquitlam, British Columbia, as a means to support and fund the Immigrant Link Centre Society. They sell vegan frozen entrees and donate 50% of their profits to charities that provide food for vulnerable populations. They offer a variety of fully vegan entrees with middle eastern and Eastern European flavours made of fully organic ingredients and are packaged in sustainable packaging that can be composted or recycled. They are currently available in a variety of specialty grocery stores, including Vegan Food Supply, Meinhardt, Stongs and others across the Lower Mainland.

This marketing report focuses on the vegan frozen entrees that Soul Bite Food (SBF) sells and provides a company overview and situational analysis to explore the current state of the industry and the organization itself. Additional secondary research is provided, along with primary research in the form of a research survey to help identify key target segments. This information has been compiled and analyzed to form SMART objectives, strategies, and tactics to help Soul Bite Food reach their overall goal of increasing sales. Current monthly sales are estimated at 300 entrees per month and Soul Bite Food is hoping to greatly increase that number in the coming year.

After our detailed research and survey, our main three SMART objectives are as follows: to increase brand awareness, generate first time trial, and to increase general sales of the frozen entrees. The first SMART goal detailed is to increase brand awareness of the Soul Bite Food brand from 13%, as measured in a survey in February 2021, to 30% as measured through a survey in May 2022. The second is to increase first time buyers of Soul Bite Food from 13%, as measured in a survey in February 2021, to 25%, as measured in a survey in May 2022, in which 25% of respondents indicate they have tried Soul Bite Food for the first time within the last three months. The third and final SMART objective is to double the sales of all Soul Bite Food products from 300 boxes per month to 600 boxes per month by January 2022.

The specific strategies and tactics are outlined in detail throughout the report, and we conclude with an estimated budget and timeline of the SMART objectives.

II. COMPANY OVERVIEW

It all started when the founders of Soul Bite Food were just a group of volunteers dedicated to fight world hunger and created the Immigrant Link Centre Society (ILCS) in 2016. The original idea was to help some of the less fortunate families in the local schools once a week and to protect the environment, but it grew to 7 days of distribution of food at 15 different locations feeding more than 2000 people per month. Fast Forward to today, ILCS collects food from grocery stores and distributes over 500 tons of food annually worth over 1.5 million dollars. In the last five years they worked on the program exclusively using their own personal vehicles, gas, and also paying for all other costs, therefore, to cover all the costs and increase the impact of the good they were doing, they created a social enterprise called “Soul Bite Food”

“Soul Bite Food” was created in 2019 to help ILCS grow, expand and feed more less fortunate people and combat food waste and hunger. Therefore, it is a social enterprise that produces delicious frozen vegan food which is inspired by old ethnic recipes. With 5 different flavours to choose from, Soul Bite Food wants to connect its consumers with traditional vegan flavors from Eastern Europe and the Middle East. They currently only provide to a few local grocery stores but have a mission to be the go-to vegan frozen entree in all grocery stores nation-wide. They also donate 50% of its profit to the Immigrant Link Centre Society. Their products are easy to cook and can serve two people. SBF launched its products to grocery stores in 2020 and were able to reach a demographic that was health conscious as well as environmentally and socially conscious.

III. SITUATION ANALYSIS

CATEGORY AND INDUSTRY DEFINITION

Soul Bite Food provides five different frozen vegan entrees. Each entree is prepared keeping in mind health factors and benefits. The products are also very easy to prepare. Therefore, because the meals are frozen, it falls under the “Frozen Food Category” and because the meals are vegan it falls into the “Vegan Market Category”. Even though this product overlaps between two promising industries & categories, recent market trends and research show that a major reason for sales driving up in the frozen food category is due to the growing vegan/health frozen food options available (Starostinetskaya, 2020). Therefore, creating a sub-category called the “Vegan/Healthy/Gluten-Free Frozen Food market.” This category has been created and transformed only in the last few years due to the changes in the consumer and market trends because more and more shoppers are turning to a plant-based diet, and so producers are rising to meet demand with innovative frozen products like vegan burgers, sausages, and fillets (Donnelly, 2020). The competition in this industry is fierce, as the market is fragmented with many competitors occupying the market share. A little more about competition will be explored later in this paper.

AGGREGATE MARKET FACTORS

INDUSTRY SIZE AND GROWTH CYCLE

The industry/category we are targeting is the Vegan Frozen Food industry. To gain a deeper understanding of this, we can break this industry into two different segments. The first segment is the Vegan Food Market, this market was valued at USD 14.2 billion in 2018 and is expected to reach \$31.4 billion by 2026, registering a compound annual growth rate (CAGR) of 10.5% from 2020 to 2026 (Grand View Research, 2019). Even though this market is spread out globally, the majority of shares in 2018 was captured by the North American Market. In fact, North America (mainly the US and Canada) are expected to continue its dominance in the future forecasted periods as well (Maida, 2020). The second segment is the Frozen Food Market, this market size will increase and grow by USD 64.69 billion during 2020-2025. The market’s growth momentum will accelerate during the forecast period. Market growth will increase at a 11% compound annual growth rate (CAGR) from which 33% growth rate will originate from North America (Technavio, 2020).

After understanding and gathering market value estimates of the vegan market and the frozen food industry, we can derive that there is significant market opportunity in these industries. The market size of each industry is fairly huge and there are not any big box players capturing the majority share and market size. In fact, North America contributes a large amount to the current market size of the Vegan industry. In fact, according to a study by Technavio, the frozen food industry is increasing because of vegan frozen food and entrees. “Modern consumers are increasingly returning to the frozen aisles for vegetables, gourmet ready meals and plant-based meat alternatives” (Donnelly, 2020). This statement implies that consumer trends are shifting, and consumers are now looking for

more vegan alternatives in the frozen section thereby contributing to the Vegan Frozen Entrees/Food industry. The report also states that a considerable size of the frozen food market will come from the vegan frozen food/entrees.

Lastly, the growth opportunities in this industry are endless, in fact the North American market (US and Canada) should witness a significant growth during the forecasted future periods owing to increased awareness of the potential health benefits of plant-based products. In Canada, over 800,000 people classified themselves as vegan in 2018 owing to increased viability of vegan food products and rising consumer awareness related to meat production's environmental implications across the region (Global Market Insights). Another reason for this growth is also the increasing awareness about animal cruelty in the food industry which has been shifting consumers focus from animal-based to plant-based food products. According to The Vegan Society, from 2012 to 2017, the meat-free food demand grew by 987% and the product is Googled three times more than gluten-free and vegetarian products (Grand View Research, 2019).

The Frozen Food market has reached its maturity stage as people are turning more health-conscious, and they believe the frozen food aisle does not provide a lot of health benefits. However, the only reason people still want frozen food is due to its ease and convenience. Therefore, with the growing market trends, as mentioned above, "healthy and vegan" frozen food products have entered the market and are in its growth stage. Therefore, with the rising awareness about the health benefits of vegan food, the demand for plant-based dairy alternatives and food products has increased. Due to this awareness, in the frozen food industry, the vegan frozen food category is at its growth stage. In fact, the global frozen food industry is predicted to grow to \$64.69 billion between 2020 and 2024, growth largely driven by vegan foods according to market research firm Technavio. This only means that there are various growth and expansion opportunities lined up for these products/companies.

ENVIRONMENTAL FACTORS

SOCIAL AND CULTURAL FACTORS

There are a variety of current sociocultural factors and trends that would affect Soul Bite Food's success in Canada and specifically British Columbia. Some key influences would be plant-based lifestyles and attitudes towards social and environmentally sustainable organizations.

There is a growing trend towards plant-based eating and purchases in Canada, with over 55% of the population purposely purchasing vegetarian or vegan food annually, 30% buying monthly, and around 20% buying at either a weekly or daily basis (Bedford, 2019). Consumers also tend to view eating more plant-based in a positive light; although this varies by region, within BC 69% of the population view this as mostly positive (Wunsch, 2020). In addition, around 3 million Canadians identify as vegan or vegetarian, with British Columbia having the largest share of them (Wunsch, 2020). Although vegans and/or vegetarians represent a minority of the population, many

Canadians are willing to reduce their meat consumption, with over 25% of Canadians either probably or fully intending to reduce their consumption in the near future (Wunsch, 2020).

Recently, there has also been a trend toward healthy food eating in Canada (Bedford, 2020). Eating more plant-based meals is closely associated with healthy eating as over 75% of Canadians are interested in increasing healthy eating habits by trying plant-based meat substitutes and 69% are interested in plant-based dairy options (Bedford, 2020). Canadians were also most frequently going to supermarkets in order to find and purchase healthier foods, other common retail destinations included warehouse clubs and farmers markets (Bedford, 2020).

Not only are consumers increasingly preferring sustainable eating, but Canadians are also more attracted to sustainable packaging and products overall (Bedford*, 2020). Leading concerns when purchasing specialty groceries are that they are sustainably produced (41%) and sustainably packaged (38%) (Bedford, 2020). In many developed countries, including Canada and the United States, over 45% want to reduce their environmental footprint and 50% negatively view wasting food. (Wunsch, 2020). In addition, 28% want to take action that can make a difference to fight against hunger (Wunsch, 2020). Not only do consumers tend to prefer products that are more sustainable, they also are more likely to buy from retailers or brands offering charitable donations with purchase. This was true in 55% of surveyed Millennials and Gen Z and 43 % in Gen X.

DEMOGRAPHIC

The frozen food market is currently thriving, and a significant range of Canadians follow plant-based diets (Wunsch, 2020a; Wunsch, 2020b). However, there are many factors that can influence the decisions that people make about what they purchase or what they eat, including household structure, income, ethnicity, age, employment status, and more.

Data from a Vividata survey conducted in the fall of 2020 shows that the groups most likely to consume frozen meals trend towards 50-64 years old, earn between \$40,000-\$49,999 annually, and are likely to be working parents with bigger families. Retired (91%) and widowed (82.1%) people are also more likely to consume frozen meals than the general population, whilst single people (57%) are more likely to be non-consumers (Vividata, 2020). In terms of ethnicity, the survey concluded that West Asian people are 33% less likely to consume frozen meals than the overall population.

Similarly, the highest rates of vegan/plant-based packaged product usage were also found among working parents with two or more children (Vividata, 2020). However, younger people between the ages of 25-34 years old, and people who earn higher incomes, between \$75,000-\$99,999 annually, are more likely to use vegan/plant-based products than the general population (Vividata, 2020). The data also concluded that Arab people are the most likely to consume vegan/plant-based packaged products (2020).

ECONOMIC AND POLITICAL FACTORS

Though it may be overly repeated at this point, the economic situation in Canada and across the world are largely affected by the COVID-19 pandemic. Despite what appears to be the worst behind us, generally governments across the globe are attempting different measures as a stopgap whilst waiting for vaccinations to occur throughout their populace. British Columbia currently is under strict provincial restrictions which can continue to place strains upon businesses which need customers to enter their stores. For Soul Food specifically, this might not be as much of a concern since grocery stores are still considered a necessity and are still open during these times.

Overall, the world seems to be bouncing back with the International Monetary Fund projecting an approximate 5.5% economic growth across the globe. For Canada specifically, Focus Economics seems to be more down on our odds, as they predict a lower 4.9% growth in 2021, a smaller percentage change as compared to the world economy.

Vegetarianism, and veganism could help markets, is what Eswaran wrote in a piece on the World Economic Forum. One pain point that was exposed throughout the pandemic was the necessity of hospitals, and the lack of provision when it came to people's healthcare needs. Eswaran notes that, due to the difference in costs, a shift to a vegan diet could feed 350 million additional people, a figure that any politician would take note of. Specifically, in the US, it can also save \$250 billion in healthcare costs, something that both parties would be interested in to recoup some of the money spent managing stimulus and the pandemic.

Due to the entwined nature of US and Canadian politics and regulation, it can be assumed that these general economic trends are linked. The Canadian government will likely look towards encouraging vegetarian and vegan eating habits to relieve budgetary issues.

Looking through governmental sources currently, it appears that there exists no government regulations or guidelines when it comes to what is considered vegetarian, or vegan labelling. This responsibility then falls to organizations outside of government operation, such as VegeCert, to help consumers find products which are deemed vegetarian and vegan safe. Soul Food will likely fall comfortably in that category and will likely receive a boost of some sort in the near future. This would only occur if consumers are interested in vegetarianism as a food option, which the recent highly successful IPOs of several plant-based producers such as Eat Beyond's "share price [jumping] over 340 percent in just three months" (Eat Beyond Global Holdings Inc, 2021), "the Oatly IPO could be valued at up to \$10 billion" (Pritchett, 2021) as well as "Beyond Meat [signing] multi-years supply deals with McDonald's Corp and Taco Bell owner Yum! Brands Inc" (Naidu, 2021), would likely indicate. Overall, it appears that the economic situation favors vegetarianism and veganism as healthy business options, as well as health ones.

COMPANY ANALYSIS

CURRENT OBJECTIVES OF SOUL BITE FOOD

Soul Bite Food is a social enterprise, started in the last few years, focused on creating delicious vegan food which is made by old ethnic recipes. Connected directly to the Immigrant Link Centre Society (ILCS), 50% of Soul Bite's profits go directly into the ILCS's goals of helping food-insecure families, fighting world hunger, and protecting the environment.

The current overall goal of Soul Bite Food is to increase sales, which can be accomplished through identification of key segments, marketing appropriately through creative or tried-and-true methods and communicating Soul Bite's current and future marketing mix.

ANALYSIS OF CURRENT POSITIONING AND MARKETING STRATEGIES

PRODUCT

Soul Bite Food's product line currently consists of 5 items which are all handmade with authentic ingredients made from ethnic recipes. From Soul Bite's website: the Stuffed Peppers are "stuffed with a parsnip, potato & carrot filling. Seasoned with soy protein and middle eastern spices", the Stuffed Eggplant is "roasted eggplant stuffed with an amazing mix of roast vegetables, rice, and tahini", their Cabbage Rolls are "[d]erived from a Serbian recipe that is 150 years old[. T]hey are filled with a delicious mix of rice, sour cabbage, and parsley pesto", the Balkan Mushroom is a "tasty mix of leek & mushrooms, wrapped in crispy phyllo. A traditional Balkan recipe", and Taste of Persia, a "traditional Iranian recipe transformed into a unique savoury treat. Smoked eggplant mixed with vegan walnut cheese and wrapped in crispy phyllo".

The packaging for Soul Bite products usually includes an image of the reheated version of the product within. The designs are reminiscent of Middle Eastern or South Asian patterning, with a vegan friendly label on one corner, and the 50% donation promise on the other (see Appendix).

PRICE

Soul Bite Food's products are sold on BCLocalRoot at prices between \$11.49 and \$12.99, whilst Vegan Supply puts the price of their Cabbage Rolls at a more affordable \$9.79. The markups are all approximately 115% of the original costs of goods sold, with Soul Bite's getting, on average, around \$2.00 per box.

Though the price of the product may seem steep, the reasoning is on the box itself: due to Soul Bite's nature as a social enterprise, the price is merely to cover the cost of production, with 50% of revenue donated to the ILCS.

PLACE

Soul Bite Food's products are created in Coquitlam, BC, and are sold in various retailers in the Greater Vancouver Area. Though numerous in number, the stores tend to be more specialized in nature, which may not allow for a wider audience to obtain these products.

Currently Soul Bite Food does not offer online orders, though there are retailers which they partner with which do. Given the logistics of ensuring the products are frozen, the price of shipping from their manufacturing plant is likely not worth pursuing.

PROMOTION

Soul Bite Food are currently in the early stages. No specific paid media appears to a part of the plans currently, and most of the promotional material is earned and owned in nature.

In terms of owned media, Soul Bite maintains a website, as well as one for the ILCS, along with being on two of the major social media platforms: Facebook and Instagram. Being a start-up, the numbers on those platforms are not exactly comparable to their already established competitors. Comparing some metrics, we can see that Soul Bite's Instagram has 1.7 thousand followers, compared to Amy's with 778.8 thousand followers; and around 500 likes on Facebook compared to Amy's 412 thousand likes.

The two platforms used tend to share the same type of media, with a schedule that is rather sporadic. Additionally, the number of posts per month is rather low, which leaves much room for improvement when it comes to ensuring that the brand is top of mind for the population.

The Soul Bite Food website is somewhat bare in nature. The site boasts information about Soul Bite's mission statement, as well as links to their products and locations where they could be found.

ANALYSIS OF VISION/MISSION, CULTURE, HUMAN AND FINANCIAL RESOURCES

Soul Bite Food's founders created the brand to aid in their mission to reduce world hunger and fight food waste. This vision however is hindered by Soul Bite's present size. The total staff size of Soul Bite's is less than 20 people, with a single member handling the overall marketing team. Given the lofty goals of the company (increasing social media impressions from their current level to 200,000), expansion of the core team may be necessary to both aid in the promotional aspect of the company, as well as production and sales.

The number of sales is also rather low, with an estimated 300 boxes sold per month (approximately \$600 in revenue, which means around \$300 in donations), or approximately \$7,200 annually, which is likely unprofitable compared to their competitors.

CUSTOMER ANALYSIS

RESEARCH METHODOLOGY AND RESULTS

To gain qualitative insights into the interests, attitudes, and behaviors of consumers, and to determine the appropriate segments that Soul Bite should target, primary research was conducted, by way of an online survey.

Primarily focusing on BC individuals, the survey was shared by convenience sampling through the UBC Social Enterprise Group, team members' personal networks as well as multiple vegan Facebook groups, such as Vancouver Vegans, Plant Base Vancouver, and Vancouver Vegan Food Enthusiasts. As an incentive, in exchange for completing the survey, respondents were entered into a draw to win free Soul Bite Food products. Focusing on the purchasing process, the survey addressed several topics including purchase decision criteria, purchase behavior/frequency, consumer behavior/attitudes, brand satisfaction levels, and brand engagement (see Appendix). Limitations include the small sample size as well as possible response bias. As the survey was distributed via convenience sampling through team members' personal networks, a large portion of the respondents were in the age range of 18-24. In addition, as many respondents were reached through vegan Facebook groups, this could have also introduced some response bias.

CUSTOMER DESCRIPTION

Consumers can find Soul Bite products currently in a few local grocery stores. These grocery stores include the Vegan Supply Chinatown, Pomme Natural Market, Meinhardt Fine Food, Donald's Market, Gardenia Foods Co, BC Local Root (Online), City Avenue Market, Urban Gate and Stong's Market. All these stores are located in and around the British Columbia region. Soul Bite wants to expand to the big box retailers like Walmart and Save on Foods and go nationwide in the near future to make their products more accessible and reachable for their current and potential consumers. According to statistics, an average Canadian purchases vegan food once a week while purchasing frozen food 2-3 times a week (Bedford, 2019). This provides Soul Bite with a big opportunity to capitalise on. In fact, through our survey we were able to tell that an average consumer purchases vegan frozen food 2-3 times a month. In other words, the current consumers who are aware about the brand are frequent customers as 1 meal only serves 2 people. In terms of future customers, the current demographics in the overall market are also frequent buyers of both vegan as well as frozen food.

All products are extremely easy to prepare with no added preparation required. You open the package, heat it for a couple of minutes, and you have got yourself a tasty, flavorful vegan meal. The convenience and easy-to-prepare quality, adds value to Soul Bite's product. When consumers are choosing to buy from the frozen food aisle of a grocery store, they prefer to purchase a meal that is quick to cook almost matching the on-the-go food vibe. Therefore, the usage of this product is easy which makes it a simple process for your kitchen (Wunsch, 2020).

When a customer has to choose between Soul Bite's product and its competitors, there are a couple of factors they like to evaluate. Through our survey, we were able to analyze a few criteria a customer had when choosing to purchase a frozen meal. They valued taste and the flavour as their prime criteria, followed by the convenience of finding the product in a purchase location near to them and how easy it was to prepare the meal. Next, they considered the nutrient level and the health benefits, the price, if the brand takes an effort to be socially and environmentally conscious and lastly its sustainable packaging. In other words, if a brand was putting efforts to be socially and environmentally conscious while also having sustainable packaging a consumer would prefer that brand over its competitors. Soul Bite's current customers value the place it holds in the community and their constant effort to give back while taking care of the environment. As consumers value taste and flavour to the highest regard, Soul Bite connects its consumers with traditional vegan flavors from Eastern Europe and the Middle East. With their frozen line of vegan comfort foods, one can experience flavorful vegan food like never before. Therefore, despite being vegan, Soul Bite's products have a very authentic flavor to each of their products which enhances the customer's taste buds. Their best-selling product is the Balkan Mushroom.

Soul Bite customers can be almost anyone. However, for this marketing project, we have categorized its customers to be the younger demographics as well as middle aged women. Both these demographic groups consider price a big factor in their purchase decision (Wunsch, 2020). Therefore, marketing programs that work around price cuts, discounts, coupons and etc. work very effectively as customers are able to realize value for money which motivates them to make the purchase. At the same time, we did not want to restrict our customers, so we created three segments to target "Eco-conscious Frozen Foodies", "Socially-conscious Frozen Foodies" and "Health-conscious Frozen Foodies." Therefore, creating marketing programs that educated the customers and created awareness about the impact Soul Bite was creating helped in increasing customer conversion rates. Overall, these segments responded fairly well to any marketing program that was directed to capture their attention through the company's mission and vision.

As it will be discussed below in the competitive analysis that Soul Bite's price point is not high compared to its competitors and falls in a very similar range. We can say that at this competitive price point, Soul Bite offers products that have extremely meticulous taste and enriching flavours that allow a customer to devour their meal while being socially and environmentally conscious while keeping their health and nutrition in check. Therefore, we believe these are the reasons a customer would be determined to make a repurchase. On the other hand, the only reason a customer would not make a repurchase is because of Soul Bite's lack of presence in many big box grocery stores. That being said, this company is a relatively new company and therefore has immediate plans to capture shelf

space in the big grocery stores. Thereby, converting Soul Bite to become one of the leading brands in the Vegan Frozen Food category.

SEGMENTATION

Through our segmentation, we identified six clusters; three of which we plan to target, and three that we will not target.

The segmentation was based on three criteria. The first criteria were based on the frequency of consumption of frozen entrees. It was important to look at this as we were not going to be focusing on converting consumers who only ate fresh meals to ones that also consumed frozen entrees. The second criteria were based on their past purchase behaviors of buying frozen entrees. It looked at, if in the past, the individual had bought frozen entrees that were more or less than \$6 a serving, which was the average price of a Soul Bite Food vegan frozen entrée. This was key since Soul Bite entrees would be considered more of a specialty product at a higher price point. Lastly, the final criteria used to segment the survey respondents looked at our survey data to see if respondents had strong values that aligned with environmentally, socially or health consciousness (see Appendix for full breakdown).

Always Fresh, Never Frozen

These people essentially never consume frozen meals as they prefer to consume meals that are freshly cooked, whether this is from a restaurant or through home-cooked meals. They view frozen foods as cheap and unappetizing. If presented the option of a frozen meal and a fresh one, they will always choose the freshly-made meal. Although this group represents our largest segment, we will not be targeting them as we are not interested in trying to convert these always fresh, never frozen fans to consume frozen food as they are happy with their fresh food right now.

Eco-conscious Frozen Foodies

These frozen foodies are willing to pay slightly more for a frozen meal if they know it's going to taste good. They value the convenience and ease of frozen meals and are very environmentally conscious. They prioritize environmentally friendly products and plant-based eating. They also would spend more for a product that is more environmentally friendly or that is presented in sustainable packaging. The majority of the eco-conscious frozen foodies are also socially conscious, but the environment is their passion and main priority.

Socially conscious Frozen Foodies

These frozen foodies are similar to eco-conscious foodies as they will also be willing to pay slightly more for a frozen meal if they know it's going to taste good. They value the convenience and ease of frozen meals and are very socially conscious. They make supporting charities and organizations that they feel make a difference in the world more than any other segment. Some are also environmentally conscious, but they value social efforts more.

Health-conscious Frozen Foodies

This last group of frozen foodies are willing to pay more for frozen meals if they know it will be good for them, in terms of getting the right nutrients such as protein and if the product contains organic ingredients. They value the convenience that frozen meals can offer but focus on the health benefits that the product provides. They tend to not have a strong affinity towards environmental or socially conscious efforts.

Budget-Conscious, Occasional Frozen-Eaters

This group will occasionally eat frozen entrees but when they do, it's because it is a cheap meal. This group is quite budget conscious and tends to spend the least amount possible when it comes to purchasing frozen meals. They prefer getting the majority of their meals fresh. We will not target them as their purchase frequency is too low and they do not seek out specialty frozen meal entrees.

Quick & Cheap, Frozen FANATICS

The final segment is made up of frozen food fanatics. They will consume multiple meals a day of frozen foods and really value the convenience and ease that they offer. However, due to their bulk purchases of frozen meals, they tend to buy very inexpensive meals and do not seek out specialty products. They will not be targeted as although they are frequent eaters, their past purchase behaviors indicate that it will be very difficult to increase their willingness to pay

COMPETITIVE ANALYSIS

OVERVIEW

As we all know, the global frozen food industry is expected to expand fundamentally by 2024, with a forecasted growth of \$64.69 billion. This industry is expected to rise by 11%, owing primarily to ready-to-eat meals (STAROSTINETSKAYA, 2020). However, this increase is partially due to an increase in the consumption of vegan ready-to-eat food. There has been a major rise in both awareness of the health benefits of vegan food and demand for plant-based foods. As a result of the increased demand, several vendors have begun to curate vegan and frozen foods. Several companies have launched organic frozen vegan meals at retailers around the country in recent years, including Amy's Kitchen, Gardein, and Kashi, to name a few.

Amy's kitchen is one of Soul Bite's Aspirational competitors. All of the food served at Amy's Kitchen is vegan, gluten-free, and organic. They have been in business since 1988 and have established a great reputation. Their overall approach involves offering comfort food from their own kitchens on a wider scale, but if they have to try new recipes, they do so from their homes to maintain the groovy feel. (Perman, 2017). They are dedicated to providing high-quality food while also fostering a sense of community. Their products can be easily found in many retail stores both online and offline making it extremely accessible. According to consumer reviews, their products

are relatively expensive as compared to their rivals, and considering that it's frozen food, people find it cheaper and better to buy fresh food instead (Snack Girl, 2016). They also use a variety of promotional and marketing tactics to get the word out about the brand. Focusing on the organic side of the brand has proven to be very effective, as customers today want something that is nutritious.

Gardein is a major competitor that focuses on providing plant-based meat alternatives to help people live a meat-free lifestyle. They create meat like fiber from vegetables, that makes these the perfect substitutes for meat. Entrees such as sliders and wings, sausages, burgers, breakfast meals, and soups are among their offerings. They have a number of choices from which customers can choose. Gardein products, like Amy's, can be found in a variety of retail shops, both online and offline, and they have their own ecommerce website, making it simple for everyone to buy their products. Given that their products taste just like meat, many people consider them to be reasonably priced, making them a powerful competitor (L, 2021).

Gardein uses personality tests to advertise their products; the company wants to generate interest for Gardein in a fun way, based on the idea that humans are novelty seekers.(Christopher Lombardo November 12, 2020)

Kashi is an indirect competitor to Soul Bite; they specialize in natural organic and plant-based foods, with their breakfast food and protein bars being the most common. Kellogg's recently acquired it, allowing it to meet an ever-increasing number of people in a short period of time.

Entrees like cashew noodle bowls and Quinoa bowls are available, as well as cereals, protein bars, and waffles. Kashi's entrees are about \$4 per pack on average, making them less expensive than their competitors. Kashi's products, like other vegan brands, are readily available in a variety of retail outlets, both online and offline.(Mininni, 2010)

COMPETITION MATRIX

Soul Bite Food competes in a quite diverse market, and because of that they have quite a few direct and indirect competitors. Therefore, we have considered the top 3 brands for our competition matrix.

Brand	Key Features			Other Points of Comparison				
	Great Taste	Convenient Purchase Location	Healthy	100% Vegan	Price	Socially Conscious	Full Meal	Environmentally Conscious

Soul Bite Food	High	Medium	Y	Y	Y	High	Y	High
Amy's Kitchen	Medium -High	High	Y	Y	Y	Medium	Y	Medium
Gardein	High - Medium	High	Y	Y	N	Medium	Y	High
Kashi	Medium	High	Y	Y	Y	Low	Y	Medium

Refer to the Appendix for details of the grading

PLANNING ASSUMPTIONS

The entire paper, including the analysis and future recommendation, is focused on the fact that Soul Bite food will be sold in grocery stores as vegan frozen food. The budget's assumptions are all specified in the budget section, depending on the expense component. Many of the suggested methods and techniques suggest that Soul Bite will continue to increase the number of retail outlets where the company's food is sold. The three strategies must be completed in order. For instance, the first strategy is to increase awareness of Soul Bite through social media and offline marketing, and then then can we move on to the second strategy, which is to increase first-time buyers by stimulating first-time trials, and only then can we move on to the third strategy, which is to increase sales through various promotional strategies.

SWOT ANALYSIS

STRENGTHS

Soul Bite's primary strength is the company's contribution towards the community and its attempt to fight food hunger. This social enterprise has created a major social impact by integrating with organizations like the Immigrant Link Centre Society, Vancity Credit Union and the City of Coquitlam. They donate 50% of their profits to the Immigrant Link Centre Society. Their purpose and their dedication towards creating a world in which food hunger is no more an issue has not only given them a competitive advantage but has proved to become the company's unique selling point and a reason why customers keep coming back. Next, Soul Bite is also environmentally conscious by providing sustainable packaging and using plant-based ingredients that are naturally and locally sourced. With the

growing trends, in health, social and environmental benefits, Soul Bite has a lot of potential in the market to attract customers and create a loyal and sustainable customer base. Lastly, through our survey we were able to tell that consumers valued taste of highest priority when choosing frozen vegan food, therefore Soul Bite offers a range of extremely flavourful and tasty ethnic dishes that are not only rich in flavour but it's guaranteed to satisfy a consumers taste buds. The ethnic dishes were prepared keeping in mind rich flavours and tastes from different parts of the world that customers would devour the most.

WEAKNESS

The world has shifted its focus online and everyone's attention has now become social media platforms. With such huge shifts in trend, Soul Bite should have had a more relatable and engaging social media presence. Currently, Soul Bite has only 1774 followers on Instagram, with barely 62 posts and 3 reels and approximately 600 people follow Soul Bite's Facebook page. Therefore, Soul Bite's lack of social media presence is a weakness that it should immediately change. The company has so much potential to increase customer engagement, by creating more reels, uploading posts and stories more often, running short and impactful campaigns and investing into Facebook and Instagram collaborations. Next, Soul Bite has a very impactful and compelling story to tell. The story behind the creation of Soul Bite is not only meaningful but also inspiring and more so the company has a vision that needs to be heard. Therefore, Soul Bite should work on its brand awareness. A lot of consumers today are unknown to these facts, and therefore creating brand awareness could become another competitive advantage for the company. Lastly, Soul Bite products are not available in the more known grocery stores which is Soul Bite's biggest weakness. Customers want these products at convenient locations and in front of them. They do not want to go to a special grocery store just to pick up frozen vegan food. Therefore, its lack of presence in the more famous grocery stores acts like a major barrier to its sales chart.

OPPORTUNITIES

One of the main opportunities for Soul Bite is the growing market trends towards plant-based food. Not only this, but customers are also changing their preferences and becoming more socially and environmentally aware. Therefore, with the increase in these trends, Soul Bite has a more promising future and lots of opportunities to harp on. Next, the increase in food and lifestyle bloggers on social media is also an opportunity for Soul Bite to increase its online presence and social media presence. Soul Bite also has a wide range of advertisement opportunities from external parties (Vegan books, Vegan YouTube channels, Vegan blogs) to choose from to boost sales. Lastly, it is sometimes a time-consuming process to get shelf space in a brick-mortar store and at the same time it is that much easier to be listed on the same grocery store's online store. And with consumers now preferring to call their groceries online, this gives Soul Bite a quicker chance to reach a bigger customer base.

THREATS

One of the main threats to Soul Bite is that larger companies could enter the market and produce at a lower price due to economies of scale. When buying groceries, price is a big factor people take into consideration. Therefore, Soul Bite could potentially face competition from larger manufacturers and companies. Also, due to increasing trends, a lot of brands have started producing vegan food products leading towards a high rate of competition as the products are also available at discounters, organic food stores and other large supermarkets. Next, people are still reluctant to shift from meat-based products to plant-based products. In other words, when people see meat-based & plant-based options next to each other, there are chances they might choose the meat-based option. Therefore, to tackle this treat, it is important that Soul Bite is placed among other vegan products in grocery stores. Lastly, the pandemic and COVID-19 has decreased many household's' consumer spending. Vegan products are usually a little bit more price sensitive compared to other food products, therefore for the time being consumers might be reluctant to spend more on groceries than normal.

IV. CORE STRATEGY

RECOMMENDED TARGET MARKET

Targeting our conscious frozen foodies. There is overlap in our eco and socially conscious frozen foodies and their specific values align perfectly with SBF so they will be our primary target. Our secondary target would be the health-conscious frozen foodies, as their values also happen to align with the product attributes of SBF.

RECOMMENDED POSITIONING

"For conscious-thinking frozen entrée foodies, Soul Bite Food is a frozen vegan entrée which is the most socially responsible frozen food brand, as they donate 50% of their profits unlike Amy's Kitchen who provides a variety of vegetarian/vegan classic comfort foods"

Soul Bite Food needs to continue to emphasize their point of difference in which they donate 50% of their profits to those in need and are a social enterprise.

BENCHMARK

According to our primary research, the most important criteria for frozen vegan food are great taste, price, and environmental impact of the product. Many of Soul Bite's competitors have the main factors listed above, so it's necessary for us to compare them. The remaining points were applied to further investigate Soul Bite's strengths and weaknesses.

In comparison to its competitors, Soul Bite's entrees are exceptionally delicious because they incorporate a touch of traditional comfort food into their offerings. However, it is not widely available since it has yet to be introduced in many retail groceries stores. Soul Bite's food is also expensive as opposed to some of its competitors, which could be seen as a flaw. They are, however, the only ones who donate half of their earnings to a social cause. Soul Bite Food has two strengths that they can emphasize going forward: first, they provide traditional frozen vegan food and second they devote 50% of their profits to charity.

V. GOALS AND OBJECTIVES

OBJECTIVE ONE

Increase brand awareness of the Soul Bite Food brand from 13%, as measured in a survey in February 2021, to 30% as measured through a survey in May, 2022

STRATEGY 1.1 REALIGN AND REBOOT CURRENT OWNED MEDIA

Soul Bite Food already exists on various platforms; however, the tools appear to be underutilized. Given that owned media is a platform which Soul Bite's can control, taking advantage of these resources is the bare minimum in terms of their marketing strategy.

1.1A IMPROVE THE APPEARANCE AND FUNCTIONALITY OF THE SOUL BITE FOOD WEBSITE

In terms of functionality, the Soul Bite's website does cover what is needed. The products are listed in one section, the about us does paint a basic image of what Soul Bite's is, and the contact us section and find us section are perfectly acceptable but lack depth. Additionally, there are numerous spelling errors which can be found whilst performing a brief overview of the entire site, along with some slightly dated font choices.

Just like a job applicant's resume, a brand's landing page is often the first impression made upon someone. And just like a resume, it is useless if it lacks depth, readability, and was not sent to the recruiter's office.

Soul Bite's should at a minimum, update their website's quality to that of their competitors. Taking a look at Amy's kitchen for example, though similar sections are presented (products, our story, where to find), their overall site looks and feels like that of a vegan vegetarian company, whilst offering depth of material, from blogs to recipes to even a community section where appreciation letters are presented. Soul Bite can certainly take inspiration from the last point, especially as it aligns very well with their primary objective: fighting world hunger and ensuring less people go hungry. Getting responses from people they have helped can both add to the authenticity of the brand and give more depth to the website itself.

1.1B INTEGRATE ADDITIONAL FEATURES INTO THE SOUL BITE'S WEBSITE, WITH A MAIN FOCUS ON A BLOG OR COMMUNITY SECTION

Expanding on the point made in 1.1A, integrating a blog area to the Soul Bite's website will likely increase user retention. One concern of many companies is the rate of bounce: the percentage of users who click through links to a website, but then immediately leave without looking through any other part of the website. There are certainly a

multitude of factors which influence bounce rate but giving users a reason to click on other parts of the website can likely reduce the rate of this occurrence.

The current Soul Bite Food's news section does exist but has been untouched since April 2020. The page does contain information pertaining to Soul Bite's activities, but it is their other social media platforms which host the majority of their news information. It would not take much effort to repost the same information on their home platform, and also opens up a new avenue which people can use to discover their company.

On top of that, through the creation of original blog content can attract new viewers to the Soul Bite's website. This is especially true if those pieces are disseminated through other websites. One especially relevant example could be the opinion sections of the Vancouver Sun, The Georgia Straight and/or the Province.

1.1C CREATE A SECTION TO ALLOW SIGN UP FOR AN EMAIL LIST OR NEWSLETTER

When conducting the survey to find primary consumer information, we asked Soul Bites for an email list, and were informed that they did not have one. Though social media platforms are certainly a good way to keep up with brands, having an email list of self-selected individuals can help foster a community, and create advocates for the brand.

Simply creating a pop-up or a slide up box mentioning the existence of an email list will likely improve the number of users that will check out Soul Bite's in the future. People who usually sign up for email lists either care about the brand, want to keep up with something up and coming, or are offered a deal upon email verification. With that in mind, a coupon or deal could be offered upon first time sign up, or even referral, which will likely increase the number of people who will become aware of the Soul Bite's brand.

1.1D OPTIMIZE SEARCHABILITY THROUGH METADATA AND TAGS

Search engine optimization is one way of ensuring that the Soul Bite's website is at the top of the page when people make a search for Middle Eastern vegan food. By tagging the website and ensuring that common search terms are found on the site, this will increase the chance people searching for vegan options in the Vancouver area will discover the brand.

STRATEGY 1.2 ENGAGE IN ADDITIONAL ONLINE AND SOCIAL MEDIA PROMOTIONS

Given the modern consumer's appetite for online platforms, not taking advantage of this channel would be a serious mistake. Currently, Soul Bite does engage on social media, however their engagement is somewhat lacking and can be optimized for more effective communication. Throughout the other objectives, more social media campaigns will

be mentioned, and thus this section will give a more high-level analysis of how social media communication should be conducted.

1.2A ALIGN SOCIAL MEDIA GOALS, AND ENTER ONTO RELEVANT PLATFORMS SUITABLE FOR THEIR AUDIENCE

Looking at survey results, it is clear that the most effective way to communicate with customers is either online or through word-of-mouth from friends or family. Advocacy creation is a long-term process, but social media engagement could be one avenue into creating more members of the Soul Bite family.

We advise Soul Bite to post more frequently, with posts every 2-3 days max. Finding content for those posts would be difficult, however, the campaigns mentioned in the other objectives can certainly fill up a large portion of the social media posting schedule. As for the overall tone of the posts, keeping the tone casual and intimate may be the way to go for a social enterprise. Considering the small scale and hand-made touch of the products, choosing a more corporate or professional tone may miss the mark and alienate consumers. One way to really connect with the customer base is to repost user made content. This helps establish Soul Bite's efforts to connect to the community, but also gives an opportunity for Soul Bite to demonstrate their connection to the ILCS, an organization which already exists to ensure the health of the community.

Additionally, opening up an account for both the ILCS and Soul Bite's on Youtube can present an excellent opportunity to put out long form and short form content. Survey results indicate that Youtube is a platform which people may look to find out more information regarding their favourite food brands, with approximately 40% finding the platform at least somewhat useful. The most useful online platform appears to be Google, and due to the relationship between Youtube and Google, having an account and media on this platform can certainly increase the chances of new people finding the brand.

1.2B NON-PAID PROMOTION ON SOCIAL MEDIA GROUPS AND FORUMS

One thing to note when engaging people on social media platforms to take our initial survey, was their enthusiastic response. Though it is likely due to the self-selecting nature of participating in a particular group, it is also clear that there exists an opportunity here, due to their self-selecting nature.

By putting out a small blurb with information pertaining to Soul Bite's product line and story, users in the group can get to know Soul Bite's name, and perhaps read on to see why this particular company might be relevant in their purchasing decisions.

1.2C INFLUENCER MARKETING CAMPAIGN

Soul Bite can engage in a micro-influencer campaign where they select a series of community influencers and pay them to promote their product. Examples could include accounts like TheVeganProject or BethGarant, whose following is not too large (in an effort to both do not alienate the target segment, as well as reduce fees to purchase a post or story spot), or official Vancouver news outlets. For the news outlet option, purchasing a shout out is likely impossible, but if opportunities arise (such as winning Vancouver's best new start up business contest), they should certainly be taken.

Additionally, a coherent hashtag or message should be included in these shoutouts so that the posts can easily be traced back to Soul Bites themselves. Oftentimes simply having a link (or @ in the case of Instagram) will be the more effective way to create conversion, whilst lacking a way to trace back, or not having a clickable link can halt the conversion process. Ensuring that @SoulBiteFood and #VeganHunger is used will establish a clear relationship between the post and the host company, and likely increase the awareness of the brand.

STRATEGY 1.3 INTEGRATION AND USE OF PAID MEDIA ONLINE AND WITHIN THE COMMUNITY

Given the fact that Soul Bite Food is a social enterprise, connection with the community is a valuable asset which they can build on to both attract new customers, but also give back to them in the form of ILCS donations. Paid media is often dangerous, as it can come off as disingenuous, and can often be costly compared to the benefit it might bring. However, these tactics listed below are often small scale, but highly targeted, which would hopefully bring out the response that Soul Bite wants.

1.3A SPONSOR LOCAL CLUBS

Considering the target segment are likely interested in the health, social or environmental impact Soul Bite brings to the table, targeting groups which already hold those ideals can be an easy way to get the Soul Bite's name out there whilst not paying too much money. Here at UBC itself, there exists the Social Enterprise club which hosts a number of events throughout the year. By sponsoring the event, or giving away products as prizes, Soul Bite will be gaining some brand awareness amongst the participants of the event, as well as some time leading up to the event, as sponsors typically get included in promotional material relating to the club's events.

The cost of sponsoring school clubs can be especially efficient, as some associations don't have the budget to spend on gaining prizes for raffles or other associated activities. Soul Bites can connect with those organizations and offer them either free samples for prizes, or monetary compensation to display the brand's name as a sponsor during club events.

1.3B SPONSOR LOCAL SPORTS ORGANIZATIONS

Similar to the ideas mentioned in the previous tactic, Soul Bite can emphasize the benefits of vegan foods, specifically their product, to the parents of children participating in sports teams in the area. Examples could include the Coquitlam Little League or even the Minor Hockey Association.

OBJECTIVE TWO

Increase first time buyers of Soul Bite Food from 13%, as measured in a survey in February, 2021, to 25%, as measured in a survey in May, 2022, in which 25% of respondents indicate they have tried Soul Bite Food for the first time within the last three months

STRATEGY 2.1 STIMULATE SAMPLE TRIAL OF SOUL BITE FOOD PRODUCTS AT VEGAN FESTIVALS AND EVENTS

Celebrating the benefits of living sustainable, plant-based lifestyles, vegan festivals are held around the world to support and connect like-minded individuals and businesses that practice, promote, and/or encourage veganism (10times, n.d.). Featuring over 70 vendors, live music, and guest speakers, in 2019 alone, Vancouver Vegan Festival attracted an estimated 10,000 people (Vancouver Vegan Festival, n.d.). Providing insights into health and climate change, sharing stories from inspiring businesses, and offering selections of the latest environmentally friendly plant-based products, Vegan Festival Vancouver, VegFest, Planted, and other vegan festivals in the Lower Mainland would serve as great locations for Soul Bite to stimulate trial amongst an abundance of potential customers.

TACTIC 2.1A PROMOTING PLANTED

Hosted at Vancouver Convention Centre West, one of the most environmentally sustainable buildings amongst the globe, Planted Expo, Canada's largest plant-based event of the year, is set to be held on November 20-21, 2021. Given the uncertainties surrounding the COVID-19 pandemic, Planted will continue to closely monitor the latest guidelines and directives, and remain in close contact with health authorities in all phases of planning, organizing, managing, and executing the event (Planted, n.d.). Embedded in health, wellness, and compassion, Planted's values fall directly in line with Soul Bite's, making it the perfect vegan festival for Soul Bite to attend.

Featuring over 200 vegan food and lifestyle businesses, various stages will be set up, presenting exciting opportunities for Soul Bite to share its story and showcase its products. Given the powerful message Soul Bite has to offer with every Soul Bite, you are taking action on hunger and food waste around the world, along with its key point of difference: donating 50% of its profits to charities, Soul Bite has the potential to reach a wealth of new customers by communicating its story (Soul Bite Food, n.d.). In 2019, one attendee noted "If I've got a personal

connection with a product, then I will be much more likely to buy that product ... if I know the story behind it” (Planted, n.d.). To capitalize on its leverage, promoting the event well in advance is highly recommended.

With an advertising audience of more than 500 million people, a simple and effective way to promote the event is through Instagram (Instagram, n.d.). First, Soul Bite should include a hyperlink in its bio, directing people to the Planted website where they can purchase tickets to the event. Next, in a captivating Instagram post or story, Soul Bite should encourage people to attend the event. Referring to the link in its bio, the caption can incorporate: “Come to Canada’s largest plant-based event of the year to learn about how Soul Bite is contributing to a positive environmental world as well as society. See the link in our bio to purchase tickets. #PlantedExpo.” See strategy 1.2C for greater details on how to raise awareness through Instagram.

TACTIC 2.1B EXHIBITION AT EXPO

To gain further exposure, it is recommended that Soul Bite exhibits at the event. Hosting an exhibit will allow Soul Bite to share its story while encouraging trial of its products amongst a wide range of potential customers. As the theory of perceived risk suggests, product trials can mitigate the consequences of purchasing new products, and can drive customers down the marketing funnel from potential customers to actual paying customers (Shoemaker, 1975).

STRATEGY 2.2 STIMULATE TRIAL OF SOUL BITE FOOD PRODUCTS THROUGH MEAL-KIT DELIVERY SERVICES

As the trend towards meal-kit delivery has drastically transformed the ways in which Canadians buy groceries, especially over the last year, Soul Bite should capitalize on this shift by partnering with companies that provide these services, such as HelloFresh, Goodfood, Fresh Prep, and Chefs Plate (Financial Post, 2020).

TACTIC 2.2A SURPRISE SAMPLES

Similar to Soul Bite, HelloFresh provides sustainable and convenient ways for people to buy, prepare, and enjoy their food (HelloFresh, n.d.). Fans of innovative packaging, freshly sourced ingredients as well as convenience, HelloFresh subscribers would serve as the perfect network for Soul Bite to connect with. In the past, HelloFresh partnered with Nestle, providing full-sized samples of its new plant-based coffee creamer to its wide-ranging customer base, along with their weekly meal-kit deliveries. Stimulating trial amongst those who are seeking convenience, this would be a great way for Soul Bite to increase first time buyers. As HelloFresh offers a variety of meal plans, including carb smart, family friendly, special recipes, 20-min meals, beyond meat, and vegetarian, making use of its database, Soul Bite should provide free samples to those who select the vegetarian option, as presumably, vegetarians are more likely to purchase Soul Bite products.

TACTIC 2.2B CARDS AND COUPONS

In addition to its high quality, savory vegan samples, in each meal-kit delivery box, Soul Bite should include a card sharing the story behind the brand, why it exists, and why it is important. As consumers are increasingly looking to support brands that make an impact, support a cause, act, and set objectives beyond profit, sharing its story will serve as an incentive for customers to go out and purchase Soul Bite products (Da Costa, 2019). To provide further incentive, attached to the card, Soul Bite should also include as a \$1.00 off coupon. In a survey conducted in the fall of 2020, 50.2 and 13.2% of BC respondents indicated that they sometimes and regularly use coupons when food shopping in grocery stores (Vividata, 2020).

STRATEGY 2.3 STIMULATE SAMPLE TRIAL OF SOUL BITE FOOD PRODUCTS AT POINT OF PURCHASE

One of the largest influencers on consumer choice is actually in person trial at grocery stores with over 87% of customers interacting with food related brand they enjoy in person. Despite the COVID-19 pandemic, grocery stores are still operating, albeit at limited capacity. However, the following tactics should be implemented as soon as governmental measures allow for it, due to the high likelihood of consumer interaction on this particular platform.

TACTIC 2.3A POP UP STALLS OF OUR PRODUCTS IN MULTIPLE GROCERY STORES

The first tactic is to set up pop-up stalls at different grocery stores where Soul Bite already has a presence. This will set Soul Bite apart from its competitors, allowing an increasing number of customers who already buy frozen food to try our product and create brand recall value. Having a few people represent our brand will encourage customers to engage with them, gain a better understanding of Soul Bite, and ultimately build a stronger brand connection.(Holmes, 2017)

TACTIC 2.3B PROVIDE SAMPLES TO EMPLOYEES WORKING AT THESE GROCERY STORES

By giving grocery store employees samples, they will be able to recommend our product to customers because they have already sampled it, making them brand influencers in these stores. We will also have the opportunity to engage with these employees and provide them with a better understanding of what we do, allowing us to differentiate ourselves from our competitors.

OBJECTIVE THREE

Double the sales of all Soul Bite Food products from 300 boxes per month to 600 boxes per month by 1st of January, 2022.

STRATEGY 3.1 INCREASE REPEAT PURCHASES

Since SBF is a relatively new company that launched during the pandemic, it does not capture a large customer base. Therefore, it is important to create loyalty and trust within the existing customers while also educating them about the brand's value and vision. Therefore, after increasing brand awareness and initiating first-time trials, it is important we have an objective to increase sales and a strategy to maintain these customers for the long term. According to the marketing rule, 80% of your sales come from 20% of your customers, therefore our goal is to capture that 20% and string them along SBF's journey.

3.1A INCENTIVIZE RE-PURCHASES VIA DISCOUNTS, PROMOTIONS, AND COUPONS.

Customers usually get enticed when they feel like they are saving money when purchasing a product and gaining additional value for that price. In fact, for first-time buyers, these incentives are a useful way of bringing them back for a second purchase. There are a couple ways to go about this : First, in the frozen food section of a grocery store, "SLASH" prices from "old" price to "new" price. By doing this, buyers get a visual representation of discounted prices which will create 'value for money' leading to a sale. Next, in each packaged box, SoulBite could add coupons in them. However, each coupon would have the "scratch me" feature. For example, if I scratch the coupon it would say that I am eligible to avail a 5% discount, therefore on my next purchase I would get a 5% discount. In the same manner, there would be different kinds of promotions and discounts written on each coupon. This would not only create incentive but it would also excite the customer. Some coupons would even have written "No luck! Try again." This will help customers associate SBF as an affordable yet premium brand because of its price, discounts, flavours and social/environment/health benefits.

3.1B EDUCATE CURRENT AND POTENTIAL CUSTOMERS VIA THE INSTAGRAM PLATFORM.

The reel feature on Instagram is something that has been trending and catching the eyes of many people. Lots of challenges, TikTok videos, dances, educational videos, life-style and food videos have gained a lot of popularity on Instagram through the reels section. Therefore, SBF should start an instagram campaign called #ASoulForASoul, where SoulBite challenges its customers to take a video with their pet or any other animal in an attempt to support the vegan and plant-based community. SBF will create a trendy and catchy tune along with a template (like an Instagram filter) that will showcase SBF's logo as well as the hash-tag and a quirky statement about the plant-based community. Using this template, SBF will first post a couple of reels with their in-house employees and then

challenge its audience to do the same. Simultaneously, SBF will also create a 6-post grid on Instagram, where each post will have a fact/figure that will be educating its customer base about the company and the plant-based community. Each post and video will be posted using this hash-tag. Soon, SBF will start reposting all videos and will be frequently updating its story and encouraging people to take part in the challenge. This will increase popularity, recognition, and engagement among Soul Bite's current and potential customers leading to an increase in sales.

STRATEGY 3.2 HIGHLIGHT SOUL BITE FOOD'S CONSCIOUS CAMPAIGN

Since our targeted segments have strong social, environmental and health values we recommend that SBF continues to emphasize these core parts of their mission and use new tactics to appeal to these audiences. As a social enterprise with strong environmental and social values, it is crucial that SBF takes advantage of this point of difference on social media platforms such as Instagram and Facebook.

TACTIC 3.2A CONSCIOUS CAMPAIGN #SOULBITESOCIAL

We recommend that they continue what they are doing in terms of their socially-focused campaigns. There is a good focus on the Immigrant Link Centre Society, but we believe that there can be some new social media content pieces that can talk up SBF's accomplishments and milestones.

For this tactic, we recommended a social media campaign where SBF keeps track of big milestones in relation to the number of meals donated or the number people helped each month and since SBF's conception. In our research, we found that consumers, especially younger generations, tended to pay more/support companies that made a good social impact. This will better promote their mission as a social enterprise and visually highlight the impact that the organization has made with the help of their consumers.

TACTIC 3.2B CONSCIOUS CAMPAIGN #SOULBITEECO

Consumers who identified as environmentally conscious also tended to be socially conscious as well. Since SBF is able to do both, we encourage SBF to also leverage their environmentally friendly products and packaging to draw in even more consumers. This can be done through a simple and visual Instagram campaign called #SoulBiteEco. Simple and informative graphics can be created to highlight the significant reduction of greenhouse gases that come with vegan and plant-based diets. For example, an Instagram campaign with graphics could show the amount of greenhouse gases are reduced when eating a vegan diet vs. a meat heavy diet. SBF could show the list of major ingredients in a SB frozen entree, such as a serving of eggplant contrasted with a serving of chicken and show the difference in water usage that would be required to produce the same amount of each. This would highlight the environmental benefits of SB entrees.

Our research also indicated that consumers who were environmentally-conscious were very concerned about sustainable packaging. An educational-focused campaign could focus on the compostable and recyclability of SBF packaging with a short Instagram reel or story showing how to properly dispose of packaging. These campaigns could be especially highlighted on Earth Day, World Water Day etc.



TACTIC 3.2C CONSCIOUS CAMPAIGN #SOULBITEHEALTH

The last part of our conscious campaign looks into the health benefits of SBF. The idea of healthy eating, food access and organic ingredients does relate to SBF mission and values and has not been fully leveraged. There is a significant segment of health-conscious frozen food eaters as shown through our research and segmentation. We believe that along with the other conscious campaigns, an emphasis on the health benefits that come in addition to the social and environmental benefits of SBF would be very impactful.

For the #SouBiteHealth Instagram campaign, graphics similar to those of the ECO campaign could be used. The majority of health-conscious consumers prioritized organic ingredients and protein packed meals in vegan frozen entrees. As shown in the mockup below (INSERT), content that highlights the health benefits of not only organic ingredients in all of SBF's entree but also the high amounts of plant-based protein would be incredibly beneficial.



STRATEGY 3.3 CREATE A CAMPAIGN SURROUNDING MULTIPACK BUNDLES OF SOUL BITE PRODUCTS

TACTIC 3.3A DISCOUNTED GENERAL PACKS

To encourage larger sales, a new product SKU of multi-packs SBF entrees will be sold at a slight discount. This is to offer an easy and convenient way to stock up on frozen vegan entrees for the week, either for veggie fueled families, working adults, and students. This will be a perfect way for frozen foodie lovers to buy more in bulk and save while they do it as well. They can include up to four of the same entree to appeal to those who already have a favorite SBF entree or a variety pack of all SBF's top entrees as outlined in 3.3D

TACTIC 3.3B ONE FOR YOU, ONE FOR ANOTHER CAMPAIGN

This encourages the idea of SBF's socially conscious consumers and mission. When you buy a bundle, you are buying enough for yourself and family/friends and you're supporting a local business that donates profits to those in need. Signage could be put out around the frozen aisle/taste test stations outlined in 3.3 to show the new SKU available in stores

TACTIC 3.3C PROMOTION OF ONE FOR ANOTHER CAMPAIGN

"One for you, one for them" campaign will also be promoted on social media to create buzz and generate knowledge about the campaign. For example, on Instagram a #One4MeOne4Them hashtag can be used to announce the campaign and further educate on SBF's brand and mission. SBF can repost others if they use the tag to show our audience our community reach and highlight loyal consumers who participate in social media campaigns using our hashtags. In addition, on both Facebook and Instagram the SBF team can repost and update the amount of donations that Soul Bite has completed, tying in with the socially conscious campaign 3.2A and set upcoming goals for the customers.

Paid ads will also be needed to further promote this new campaign and these multipacks to current SB customers. This will be done on Facebook and Instagram targeting socially minded, plant-based eaters around the Lower Mainland.

TACTIC 3.3D TASTE TEST BUNDLE

This form of multipack bundle can include all four different entrees that Soul Bite currently offers and allows customers to taste test all the different meals at a discounted price, this can appeal to different members of the

family, add some variety to meals throughout the week or allow consumers to find their favorite, which would also be available in a multipack.

VI. BUDGETS

The estimated costs are rough projections from online. Additional information regarding specifics would have to be done in house. Though rough, the costs are higher than what they might be as a conservative estimate, so that unexpected fees do not arise during the implementation stages.

The tactics which are not included in this table would be considered “cost-less”, though a time investment is likely considered, or an existing employee would be undertaking those tasks.

Tactic	Element	Cost Breakdown	Cost
1.1a	Soul Bite Food website	Cost of commissioned web developer: \$70-100 per hour, estimated total cost of around \$7,000 depending on it is a total revamp or just an update	\$3500-\$7,000
1.1b	Additional features	See 1.1a	See 1.1a
1.1c	Email list or newsletter	See 1.1a	See 1.1a
1.1d	Optimize searchability	See 1.1a	See 1.1a
1.2c	Influencer marketing campaign	Influencer fee: Variable, estimated max fee of \$200, plus sample cost of \$6 x 1-5	\$230
1.3a	Sponsor local clubs	Sponsorship fees, or cost of products supplied to	\$240

		clubs: \$6 x 10-20 = \$120, variable sponsor fees, estimated around \$100 max	
1.3b	Sponsor local sports teams	See 1.3a	See 1.3a
2.1a	Promoting Planted	Professional photographs for Instagram campaign: \$300 Assuming one photographer would be booked for a half day	\$300
2.1b	Exhibition at Expo	Booth fee: estimated at \$1000 + taxes Serving supplies: estimated at \$50 Samples: estimated at 50 boxes (no packaging) at \$5 per box = \$250 Signage: estimated at \$200	\$1620
2.2a	Surprise Samples	Samples: 100 boxes at \$6 per box = \$600	\$600

2.2b	Cards and Coupons	Printing cost: 100 “4 X 6” postcards in full colour at an estimated \$.50 per card = \$50	\$50
2.3A	Pop-up stalls at different grocery stores	<p>Serving supplies: estimated at \$50</p> <p>Samples: estimated at 50 boxes (no packaging) at \$5 per box = \$250</p> <p>Booth fee: estimated at \$300 plus tax</p>	\$600

3.1A	Incentivize re-purchases via discounts, promos, and coupons.	<p>Assuming that SBF provides discounts worth 5-12% of their selling price. On average there will be a cost of 0.5\$-1\$ per product sold.</p> <p>The coupons would cost about \$300(this number will vary with the level of production) that would include the design, print and implementation of the coupons.</p>	\$300
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3.1B	Educate current and potential customers via the Instagram platform.	The cost of this would be comparatively low as an in-house designer at SBF could design the Instagram campaign and template. However, the Instagram filter would cost about \$300-\$500	\$400
3.2A 3.2B 3.2C	Conscious Campaign	In-house social media coordinator	
3.3A 3.3D	New Multipack SKU	New packaging to hold the multipacks together	On-going \$2-3 per overall package but reduce the \$1 per individual package
3.3B	#OneForMeOneforThem in store/on packaging promotions	New signage/stickers on packaging to promote	\$500
3.3C	#OneForMeOneforThem Social Media Ads	FB and IG ads to promote new SKU	\$250

VII. MONITORS AND CONTROLS

OBJECTIVE ONE: INCREASE BRAND AWARENESS OF THE SOUL BITE FOOD BRAND

A survey was conducted initially to gather information regarding the frozen entrée consumer customer base. From that survey, we can simply strip out any questions regarding non-related data such as social media platform preference and focus specifically on ones relating to brand awareness. Examples could include:

Which of the following vegan or vegetarian brands do you recognize?

- Amy's Kitchen
- Kashi
- Soul Bite Food

With additional brands added on. This aided recall can help gauge consumer awareness of the brand at a low level, a simple recognition test.

Additional questions could be more open ended such as:

What brands do you typically consumer on a weekly basis?

Which will allow Soul Bite to see if their brand is recognizable on a free-recall level. Even a low percentage from this question would be an excellent sign, as those people would tend to be advocates or strong consumers of Soul Bite's.

Given the objective's initial targets, an increase from 13 to 30% brand awareness will mean this objective's goal has been met.

OBJECTIVE TWO: INCREASE FIRST TIME BUYERS OF SOUL BITE FOOD

Monitors for this objective should be tracked in the same survey as brand awareness. Instead of asking if consumers know the brand, the question should be concerned with the actual purchase of the brand, with further expansion if they selected a particular brand (ex: was it your first time purchasing from this brand?)

It should be assumed from the monitoring of this objective, that if consumers chose Soul Bite's as being purchased, along with the purchase occasion being first time, that first time buyers may have increased or decreased. Assuming the target of 25% is met, then this objective will be considered successful.

OBJECTIVE THREE: DOUBLE THE SALES OF ALL SOUL BITE FOOD PRODUCTS

This objective can be simply monitored through internal methods, tracking inventory out or sales made.

VIII. APPENDIX

SEGMENTATION TABLE

Segment	Frozen Entrée Purchase Frequency	Past purchase of \$6 or more for a serving of a Frozen Entree	Any strong affinity for environmental, social or health causes	Segment Size	Target or Don't Target
Always Fresh, Never Frozen	Rarely, Never	Any response	Any response	41/102	Don't Target
Eco-conscious Frozen Foodies	Semi-frequently to very frequently	Yes, over \$6/serving	Yes, environmental	16/102	Target
Socially-conscious Frozen Foodies	Semi-frequently to very frequently	Yes, over \$6/serving	Yes, social	12/102	Target
Health-conscious Frozen Foodies	Semi-frequently to very frequently	Yes, over \$6/serving	Yes, health	12/102	Target
Budget-Conscious, Occasional Frozen-Eaters	Semi-frequently	No, under \$6/serving	Any response	11/102	Don't Target

Quick & Cheap, Frozen FANATICS	Very frequently	No, under \$6/serving	Any response	10/102	Don't Target

COMPETITION MATRIX BREAKDOWN

Factor	“Grade”	Meaning
Great Taste	High	Received rating above 4.0 or higher based on average of ratings explicitly described as having “great flavour” or being “delicious.”
	Medium	Average rating of 3.0-4.0 when averaged, or consistently described as tasting “good.”
	Low	Not noted for having a good taste.
Convenient Purchase Location	High	Can be found at over 30 locations in the Vancouver area.
	Medium	15-29 locations in the Vancouver area.
	Low	Less than 15 locations in the Vancouver area.
Healthy	Yes	Product has 100% healthy, with no preservatives, even though they are frozen
100% Vegan Options	Yes	Product line is 100% vegan.
	No	Product line is not vegan.
Price	Yes	Price is relatively high compared to its competitors

	No	Price is low compared to its competitors.
Socially Conscious	High	The entire business is socially aware and conscious about the society. The business creates a large impact on the society.
	Medium	They are somewhat involved in social causes and contribute to the society.
	Low	Do not contribute to the society.
Full Meal	Yes	Product is marketed as a meal.
	No	Product is not marketed as a meal; it may require other elements or be categorized as a snack.
Environmentally Conscious	High	A business that has a high impact on the surroundings.
	Medium	A business that is not too concerned about the environment but does not even harm it.
	Low	A business that is not bothered and harms the environment directly or indirectly.

TIMELINE

Task	Notes	May-21	June-21	July-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	June-22
1.1A: Improve the appearance and functionality of the Soul Beer's website	Implement immediately if possible, get done within 3 months ideally														
1.1B: Integrate additional features into the Soul Beer's website	Same as point above. Integration will be done over time														
1.1C: Create a section for an email list or newsletter sign-up	Should be done during or quickly after new features are added to site														
1.1D: Optimize searchability through metadata and tags	Implement immediately if possible, get done within 1 month														
1.2A: Align social media goals and enter onto relevant platforms	Analysis should be done first. Could be a full year endeavour														
1.2B: Non-paid promotions through social media groups and promotions	Should be done at the same time as other tactics														
1.2C: Influencer marketing campaign	Done within same time frame as other promotions														
1.2A: Sponsor local clubs	Should be done over a 9 month period during class time														
1.2B: Sponsor local sports teams	Depends on sports season. Hockey will likely be winter months, etc.														
2.1A: Promoting paired	Should be done immediately and consistently until the date of the Expo														
2.1B: Exhibition at Expo	Should be done in 7 months (November 21-22, 2021)														
2.2A: Surprise Samples	Should be done as soon as possible														
2.2B: Coupons and cards	Should be done at the same time as Tactic 2.2A														
2.2A: Pop-up stalls at different grocery stores	Should be implemented once covid-19 cases reduce, in about 3-6 months														
2.2B: Provide samples to employees working at these grocery stores	Should be implemented the same time as Tactic 2.2A														
3.1A: Incentive re-purchases via discounts, promos, and coupons	Start within the next 4-6 months														
3.1B: Educate current and potential customers via the Instagram platform	Once achieved a little more brand awareness, then implement this in the 6th month														
3.2A: Conscious Campaign - #SoulBeSocial	Should be done immediately and consistently														
3.2B: Conscious Campaign #SoulBeECO	Should be done immediately and consistently														
3.2C: Conscious Campaign #SoulBeHealth	Should be done immediately and consistently														
3.3 A: New Multipack SKU: One Favour per pack	Launch within the next couple of months and continue (depending on success)														
3.3 B: #OneFavourOneOfThem in store/on packaging promotions	Launch within the next couple of months, after development and confirmation of SKU														
3.3 C: #OneFavourOneOfThem Social Media Ads	Launch within the next couple of months, after development and confirmation of SKU														
3.3 D: New Multipack SKU: Taste Test multiple favour per pack	Launch within the next couple of months and continue (depending on success)														

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