

# ***DESIGN BRIEF***

## **SOUL BITE FOOD INC.**

**COMM388 201**

**TEAM 2**

**ALMA MIRANI GULRAJANI**

**MARK MORCOS**

**PETER LUO**

**SARA MORROW**

**TAMIRIS MANUBENS**

**WILLIAM HANSSON**



*Soul Bite*  
Food Inc.



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# OUR TEAM

## **Peter Luo** - The Director

A passionate learner driven to create a positive footprint in all areas of work, school, and relationships. Multifaceted and versatile, hard work is not something I'm able to shy away from.



## **Mark Morcos** - The Hurdler

As a dedicated Computer Engineering student with a minor in Entrepreneurship, I bring a unique blend of technical expertise and innovative business acumen to team projects and entrepreneurial ventures



## **Sara Morrow** - The Collaborator

As a fourth year Entrepreneurship student, I bring a strong skillset of creativity, innovation and organization to all team environments, from corporate to classroom settings. Keeping team moral and dynamics high is a passion I contribute to produce successful team results.



## **Alma Mirani Gulrajani** -The Cross- Pollinator

I am a highly motivated and organized individual, passionate about contributing to the success of design projects. My ability to coordinate, do research and adhere to deadlines makes me an invaluable asset to any team looking to achieve exceptional results.



## Team Profile

Our diverse backgrounds and skills enrich our collaborative environment and guide us towards innovative solutions and successful outcomes. By using the individual strengths and international perspectives of our team members, we form a dynamic and multifaceted team that embodies our core values of **Respect, Openness, Clear Communication, Active Listening, and Patience.**

## **Tamiris Manubens** - The Caregiver

An exchange student from Spain, eager to collaborate and work within an international team. I bring adaptability and motivation, always open to learning and growing. My studies in Business Administration and my social, empathetic nature allows me to connect with others and understand diverse perspectives.



Let's Fight For Soul Bite!

## **William Hansson** - The Hurdler

A Swedish exchange student with a fondness for quantitative analysis and modeling. I'm bringing my international perspective to broaden our discussions.



# OUR TEAM



**William Hansson - The Hurdler**  
A Swedish exchange student with a fondness for quantitative analysis and modeling. I'm bringing my international perspective to broaden our discussions.

**Bachelor of Financial Engineering and Risk Management**

**Tamiris Manubens - The Caregiver**  
A motivated exchange student from Spain with a background in Business Administration, adept at collaborating within international teams. I offer adaptability, a keen willingness to learn, and empathetic communication skills to connect with diverse perspectives.



**Bachelor of Business Administration**

**Sara Morrow - The Collaborator**  
As a fourth year Entrepreneurship student, I bring a strong skillset of creativity, innovation and organization to all team environments, from corporate to classroom settings. Keeping team moral and dynamics high is a passion I contribute to produce successful team results.



**Bachelor of Commerce Specializing in Entrepreneurship**

**Bachelor of Commerce Specializing in Marketing and Entrepreneurship**

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A passionate learner driven to create a positive footprint in all areas of work, school, and relationships. Multifaceted and versatile, hard work is not something I'm able to shy away from.



**Bachelor of Arts & Economics**

# TEAM PROFILE



## Objective

To collaboratively analyze client needs and preferences, leveraging diverse perspectives and expertise within the team to develop tailored solutions that optimize client satisfaction

## Our Skills

- Business Experience
- Time management
- Decision making
- Problem solving
- Organization
- Adaptability

Our **diverse backgrounds** and skills enrich our **collaborative** environment and guide us towards **innovative** solutions and successful outcomes. By using the individual strengths and international perspectives of our team members, we form a **dynamic** and **multifaceted** team that embodies our core values .

## Our Values

- Respect
- Openness,
- Clear Communication
- Active Listening
- Patience.

## Work Methodology

We gather as a team every week to advance our project, utilizing the iterative Ask, Try, Do process of Design Thinking. Through empathy, ideation, and collaboration, we've leveraged innovation to refine our ideas and prototypes continuously.

**Let's Fight For Soul Bite!**

# TIMELINE & ASK.TRY.DO. PROCESS

An overview of major milestones in the past, present, and future

**January 24**

## Team SWOT

Understanding our team Strengths, weaknesses, opportunities, threats & weaknesses to form team roles and dynamics.



**February 5**  
**Primary Research**

Our team decided to visit Whole Foods Inc. (2285 W 4th Ave.) to view and purchase Soul Bite Food Inc.'s Cabbage Rolls. We gained valuable insights on the product's placement in grocery stores as well as enjoyed a yummy dinner.



**February 14-26**

## BMC Revision, 5 Whys, & 6 Thinking Hats Activities

Using the ASK activity Business Model Canvas and Igor & Ali's notes to revise our BMC and ut. Also doing the 5 Whys activity from ASK process to better alter our problem statement.

**January 24**  
**Client Partner Introduction**

Igor Bjelac and Melody Moheb introduce the Immigrant Link Centre Society and Soul Bite Food Inc. They also introduce the 3 problem spaces.



**January 31**

## Assumption Dumpion Activity

Assumption Dumpion was an ASK activity that opened up conversation about our problem statements.



**February 7**

## BMC + Situational Analysis Presentation

Our team completed the Business Model Canvas along with the Situational Analysis and presented it to our class. We were provided with valuable feedback from Igor, Ali, and Dharini.



ASK

## February 28

### Design Brief + Presentation

Due date for the completed design brief which includes all the steps taken to tackle the problem space so far. This includes activities such as the 5 Why's, Assumption Dumption as well as the BMC.



## March 5

### Open Space & Visual Thinking

Using these two TRY activities allows us to utilize open conversation and thinking of possible implementations to solve our current problem statement.



## March 19

### Improv Activity & Time Task Scheduling

Using Improv we will be able to better understand how possible solutions could work in real life. Time Task Scheduling will help us organize our final deliverable.



## March 4

### Vanier School Visit

Some of our team members plan on visiting the Vanier School distribution center (1600 King Albert Avenue) to gain a better understanding of ILCS's processes.



## March 12

### Prototyping & Deliverable 3

As we move forward towards Deliverable 3 and the Final Presentation, we will use a TRY activity to prototype some possible deliverables and solutions.



## April 9

### Final Presentation

This will be the last presentation for our client partners which will include our final proposal to address our problem space. We plan on having multiple checkins with Ali, Igor, and Dharini before completing milestone.

Present  
Day

TRY

DO

# ASSUMPTIONS AND CONSTRAINTS



## 01 AMBIGUOUS BRAND IDENTITY CAUSES LACK OF BRAND AWARENESS OF THE COMPANY

- Lack of marketing.
- Packaging does not clearly display mission ILCS partners.
- Customers don't like the recipe or find it expensive so they don't purchase it.



## 02 HIGH PRICES MAY NARROW AUDIENCE REACH

- High maintenance costs (overhead costs) are reasoning for high pricing.
- Inefficient production.
- Could also be caused by mismanagement.
- Addressed towards students.



## 03 LACK OF PRODUCT DIVERSIFICATION MIGHT LEAD TO A NARROW CUSTOMER SEGMENTS

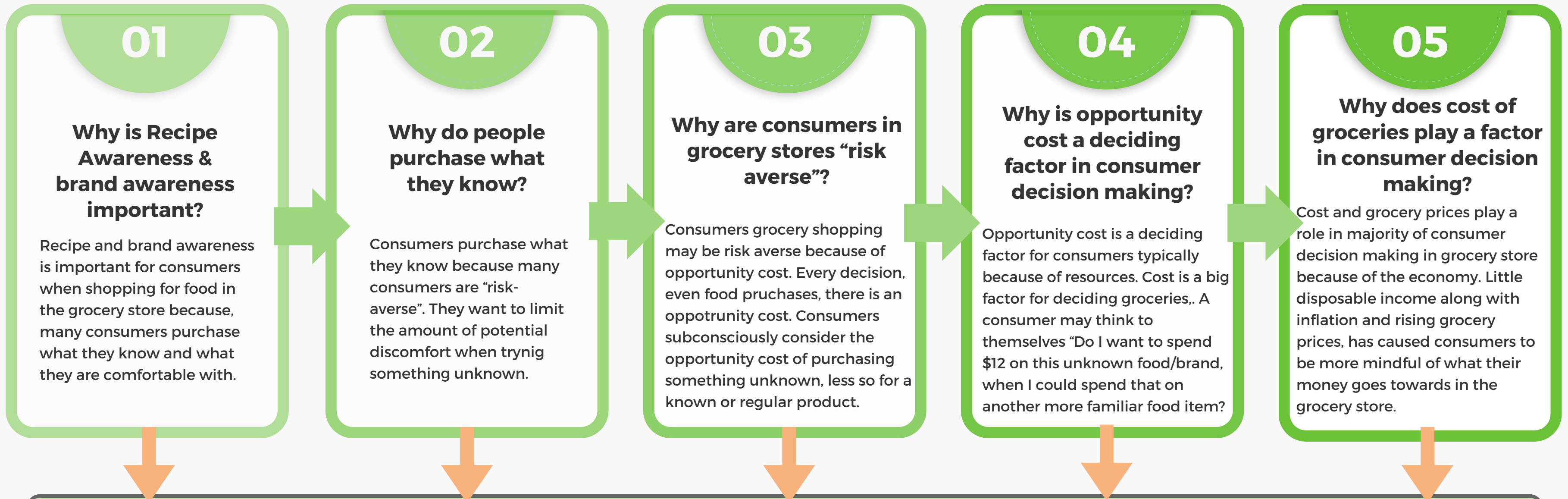
- Majority of people prefer products not marketed as vegan (maybe vegetarian).
- Product variety might lead to a larger customer segment.
- They don't have enough resources.

### CONSTRAINTS

*Lack of resources to perform a market research.  
Low capital limiting cash flow within Soul Bite Food Inc.  
Following food manufacturing regulations can be a struggle - FDA approvals.  
Soul Bite Food Inc. value's high quality recipes over quantity/diversification.*



# FIVE WHYS



**HOW DID THIS ACTIVITY HELP US?** The 5 Whys activity is beneficial in determining where the root of Soul Bite Food Inc.’s problem(s) may lie. Understanding consumer preferences was crucial in answering these “Whys” and thinking deeper into the next “Why”. This activity was one our team struggled with initially in class, as we came to many dead ends. There were moments where we could not think of the next Why or it started to become extremeley theoretically or psychologically reasoned. For example, we came to an answer to a Why being, because that is how the human brain works or that is the psychology of consumers, and furthering to ask another Why for this was difficult. But as we did a couple streams and attempts of the 5 Whys, we were able to uncover different questions that furthered our mindset on the problems.

**HOW ARE WE GOING TO USE THIS ACTIVITY?** This activity has helped intice brainstorming, promote open dialogue, conversations and questions, and has helped us shape our problem statements. Asking Why? and continuing the conversation beyond what is on the surface level, and truly looking in from the perspective of a consumer, from the perspective of the Soul Bite Food Inc. Team, and from a third party consultant perspective, we are going to use this activity to further edit our problem statement to find the best possible solutions and recommendations. Looking back at this activity and using it when we come across moments of question, or moments of challenge will be extremely benfical to break down our problem statement and further analyze the questions we are asking, and the mainproblems we are configuring.

# PROBLEM & OPPORTUNITY STATEMENTS

## PROBLEM SPACE 3

Let's address the challenge of nurturing the growth of Soul Bite Food Inc., a social enterprise specializing in healthy food inspired by Eastern European, Canadian, and Middle Eastern recipes. Your assignment involves identifying revenue streams, evaluating growth potential, and strategizing for long-term sustainability. How can Soul Bite Food Inc. distinguish itself and thrive in the market?

The problem space assigned gives us room to focus on the Soul Bite Food Inc.'s business model, consumers, and current strategies to find apparent problems and opportunities that we can further recommend solutions for. From our research and conversations, marketing and brand awareness has been mentioned by the Soul Bite Food Inc. team as a possible issue since the company's launch. Secondly, mention of potential rebranding from 'Vegan' to 'Healthy' is potentially in the works for Soul Bite Food Inc. as mentioned by the team. Further research and discussions led us to other additional factors which may be contributing to their low revenue and indistinguished place in the market.

### Initial Problem Statement

Lack of consumer brand awareness of Soul Bite Food Inc. from weak marketing tactics causes low sales of their frozen food products.

### Secondary Problem Statement

High prices for unique and less known recipes does not allow for a large consumer segment reach.

## PROBLEM STATEMENT

**The lack of recipe awareness and brand awareness causes Soul Bite Food Inc. to have low sales and makes them undistinguished in the market.**

- Through our journey of creating problem statements, we have bounced around ideas of where the root is. In our initial problem statement we focused on consumer brand awareness being the largest factor in their low sales of Soul Bite Food Inc. products. Brand awareness along with Soul Bite Food Inc's brand identity was an area in which we gravitated towards, as the brand was unknown to all of us prior to this course. The mission and connection to ILS is a driving factor in spreading brand awareness.

- Through pondering other problems or secondary problem statements, a topic of discussion was pricing. And this topic of pricing was thought about whether the current pricing is too high. The conversation of price was also matched with the conversation of Soul Bite Food Inc.'s current product lines of frozen food recipes. Discussion whether these recipes were too unique and not known enough across Canada sparked ideas on who their consumer segment is and if they have a large enough segment they are currently targeting. These points were possibilities for adding to their low sales.



# SIX THINKING HATS



**Decision:** Should Soul Bite Food Inc. transition its branding from Vegan foods to plant-based/healthy foods?

## FACTS & FIGURES

- Most important when purchasing frozen meals?
  - 32 % taste, 25 % price, 10 % healthy, 9 % ingredients, 7 % brand (Statista, Jan 2023)..
- 3.9 % of BC population is vegan and 8.6 % vegetarian as of 2018 (Made In CA, 2024).
- Growth of ready-to-eat foods is 5,7 %. Market size is 6.6 B USD (Statista, Nov 2023).

## NEGATIVE ASPECTS

- There is **too many competitors** in the frozen food market making it difficult to differentiate.
- **Expensive** to make the transition.
- Consumers **prefer** foods they **know tastes good**, over healthy food. Thus, transitioning would not make a different.
- Risk of **losing loyal customers**.

## EMOTIONAL VIEW

- Rebranding and repackaging could enable Soul Bite Food Inc. to place **greater emphasis on their social impact**, enhancing their storytelling.
- By transitioning into healthy food. Soul Bite Foods would not be **judged on its taste**. Not peoples perception about veganism.

## CONTROL & ORGANIZATION

- Are the sales limited because of the vegan branding or recipe awareness? Or both?
- Is it more difficult to get into supermarkets when branded as plant based/healthy?
- Is there a way to try. to partially rebrand?

## POSITIVE THINKING

- Opportunity to **enter a broader market**.
- Consumers **dare to taste** the food.
- **Increased sales** while keeping loyal customers.

## CREATIVITY & NEW IDEAS

- **Launch a new product** to enter the broader plant based/healthy foods market.
- Hand out samples in store. Enables consumers to try your food and gives a chance to tell your story.
- Package the food as a meal - without extra preparation needed. Potentially lowers the barrier to try the products.

**HOW DID THIS ACTIVITY HELP US?** By clearly stating which perspective from where we were viewing the decision this method enhanced our decision-making by promoting structured, diverse perspectives, encouraging outside-the-box thinking, and enriching discussions.

**HOW ARE WE GOING TO USE THIS ACTIVITY?** By referring to a specific hat in future discussions our discussion can be both more effective and in-depth.

# DELIVERABLES

Our deliverables for Soul Bite Food Inc. include solutions geared towards troubleshooting their brand awareness, recipe awareness, and revenue stream problems. These include a social media marketing campaign, experiential marketing campaign, and a business proposal. In addressing our problem statement, we aim to generate the extra income required to further the Soul Bite Food Inc. mission while still being aligned to their main objective.

## Business Plan

Here are three potential paths we are looking to work towards. The 3 paths include, social media marketing campaign, experiential marketing, and a quantitative approach.

## Social Media Marketing Campaign

The creation of engaging social media channels using the short form content format are essential for brand awareness growth. Instagram reels and Tiktok are great places to start. Create captivating 30-60 second videos to grow your following. This can be done at minimal to no costs but requires time and attention. Short form content engages users quickly and you also don't require a long company history to get started. This will solve the brand awareness problem aforementioned.

## Experiential Marketing

Experiential Marketing allows consumers to see, taste, or learn about the product first hand. This may come in the form of food truck event participation or sample tasting in grocery stores, etc. Attending food fairs or similar events will give customers a first hand account of what your products taste like. This step is crucial for spreading the Soul Bite Food Inc. name and recipe awareness and will also serve additionally as several platforms in telling people of the company message.

## Quantitative Approach

Analyzing the current costs and revenue streams can help us understand its current financial state. Understanding the current financial state of the company allows us to take a quantitative approach in searching for potential paths and opportunities in terms of its current and future product lines. This is important in possibly solving the problems Soul Bite Food Inc. experiences through a financial lense, which has the potential to find sustainable solutions, cutting costs and creating strong revenue streams without compromising product quality and vision.

### **Social Media Marketing Campaign**

- A fully fleshed out plan for social media growth in PDF format.
- Video template formats to use when getting started.
- Tips for engagement.
- Breakdown of all the necessary resources required to establish a growing follower base.

### **Experiential Marketing**

- A written report of the market interest for sampled products in grocery stores (PDF format).
- Market research of local participating grocery stores.
- Food vendor event research.
- Cost calculation.

### **Quantitative Approach**

- A relative time frame outlined in a PDF document.
- Quotes for production costs and other related costs will also be included.
- A projection of profits earned in a given amount of time.
- Additional information will be added to this report as we find out more in the coming weeks.

## **DELIVERABLES**

Our given problem statement encourages the finding of solutions which tackle the problems of low brand awareness and low revenue streams. We aim to solve these issues while still being aligned to the Soul Bite Food Inc. social mission of bringing food equality to all.

# SUCCESS EVALUATION CRITERIA

To verify the success of our assignment we need to ensure that our stakeholders are satisfied.



## Soul Bite Food Inc.

This involves conducting the necessary analysis for Ali and Igor and proposing a **practical and beneficial** solution.



## UBC's Teaching Staff

This includes following the **course's guidelines** according to our professor and teaching assistant to recommend a high quality solution and improve our personal designing and presentation skills.



## Soul Bite Food Inc.'s Customers

To ensure that regardless of our proposal, we maintain a **high level of food quality** provided by Soul Bite Food Inc. by ensuring a customer-centric design approach.



## Team Members

Ensure that all members are **treated respectfully** and their **opinions are heard**. All the while ensuring that everyone is participating and enjoying the creative process of designing a solution to a real world problem.

## OVERALL CRITERIA

- Must ensure at least a 10% revenue growth.
- Solution must use the 5 C's of Communication - Clear, Cohesive, Complete, Concise, Concrete.
- Must be sustainable - ensures healthy profit margins.



# LIST OF REFERENCES

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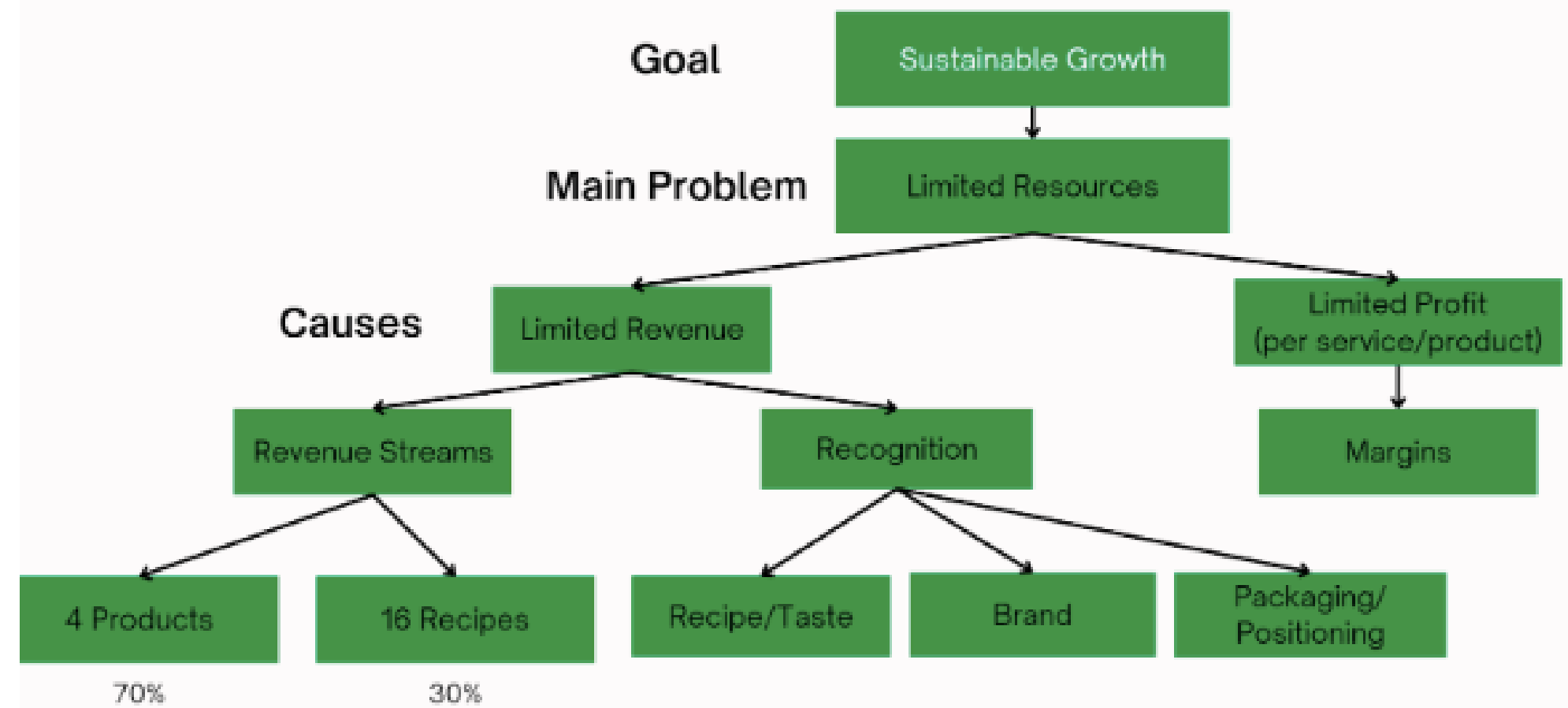
# Appendix

## Assumption Dumption Activity

### Problems and their assumptions:

- Ambiguous brand identity causes lack of brand awareness of the company.
  - Brand awareness could be caused by other reasons but the main reason is having an ambiguous brand identity.
    - Main reason for lack of brand awareness is due to lack of marketing.
    - (There is only room for improvement).
  - Assuming package does not clearly display mission ILCS partners (FACT)
    - It does (not really).
    - Opportunity to display story of Soul Bite and ILCS (plus Ali and Igor).
  - The more people know about this company the more sales they'll have.
    - People know about it, but they don't like the recipe/find it expensive so they don't purchase it.
  - Lower prices to see more sales - use extra income for better marketing etc...
    - Maybe improve marketing to increase sales (while maintaining same prices).
  - Too expensive.
    - Price just right for cause/ can't lower prices until we know more about COGS.
  - Can have more sales.
- High price narrows our audience reach.
  - High maintenance costs (overhead costs) are reasoning for high pricing.
    - Perhaps product costs are higher than maintenance costs.
  - Expensive/inefficient production.
    - Perhaps efficient production (it's just inefficient profit margins).
  - Audience reach would be mainly caused by high prices but could also be caused by mismanagement.
  - Addressed towards student.
- Lack of product diversification leads to a narrow customer segments.
  - Majority of people prefer products not marketed as vegan.
  - Would prefer non vegan food maybe vegetarian.
  - Product variety might lead to a larger customer segment.
  - Soul Bite Foods don't have enough resources.

## Assignment 2A - Problem tree

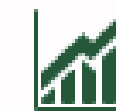


## Assignment 2A - Industry Analysis



### Market Size

- Frozen food industry is \$7.3b industry in 2023
- 4.2% growth from 2018-2023
- In 2018, 8.6% of people in BC were vegetarian, and 3.9% of people were vegan.
- So approx, 220,000 people are vegan in BC.



### Current Trends

- Increase of plant-based and frozen food.
- New demand for frozen snacks.
- Sustainable packaging trend by producers.



### Preferences

- Taste/flavour highest ranked with 32% importance.
- Price second highest ranked with 25%
- Consumer preferences of frozen food; 35% vegetables, 21.6% pizza, and 16.4% frozen fruit.



# BUSINESS MODEL CANVAS

## Key partners

What are your key partners to get competitive advantage?

Soul Bite Food Inc.

- Vancity
- Government of British Columbia
- Buybc
- Spirit of Coquitlam Grant
- ILCS (Immigrant Link Centre Society)

## Key activities

What are the key steps to move ahead to your customers?

ILCS

- Social media engagement
- Community engagement
- Food collection, deliveries and sorting

Soul Bite Food Inc.

- Promotional events
- Social media engagement
- Product development
- Social impact programs

## Key propositions

How will you make your customers' life happier?

ILCS

- Non-profit organization
- Free food delivery service
- Enabling access to healthy foods
- Preventing food waste
- Volunteer engagement

## Customer relationships

How often will you interact with your customers?

ILCS

- Volunteer programs
- Community engagement

Soul Bite Food Inc.

- Community initiatives
- Social media engagement

## Customer segments

Who are your customers? Describe your target audience in a couple of words. ILCS

- Immigrant families
- Individuals/Families that fall within the LICO (Low Income Cut Off)
- Individuals in need of free healthy food options
- Individuals/Families receiving benefits or income assistance

ILCS

- Vancity
- Save on Foods
- ILCS (Immigrant Link Centre Society)
- IGA
- Food Mesh
- Rotary Club Port Moody
- Fresh St. Market

## Key resources

What resources do you need to make your idea work?

ILCS

- Volunteers
- Paid employees
- Government grants
- Individual donations
- Delivery vehicles
- Corporate sponsorships

Soul Bite Food Inc.

- Manufacturing plant
- Food chefs
- Warehouse
- Social media presence
- Food stock
- Willing partnerships

Soul Bite Food Inc.

- Social enterprise
- 50% of earnings go to charity
- Health foods
- Unique flavour profiles

## Channels

How are you going to reach your customers?

ILCS

- Social media marketing
- Community kitchen
- Immigration services center
- Online job listing

Soul Bite Food Inc.

- Social media marketing
- Grocery stores
- Website

Soul Bite Food Inc.

- Anybody who enjoys healthy foods
- "Green-minded" people
- Families
- Students
- People of all dietary conditions

## Cost Structure

How much are you planning to spend on the product development and marketing for a certain period?

ILCS

- Transportation
- Communication
- Administrative
- Insurance & legal compliance

Soul Bite Food Inc.

- Raw materials & Ingredients
- Production
- Marketing & Promotion
- Packaging

## Revenue Streams

How much are you planning to earn in a certain period? Compare your costs and revenues.

ILCS

- Receives 50% of profits from Soul Bite Food Inc.
- Government bonds
- Donations

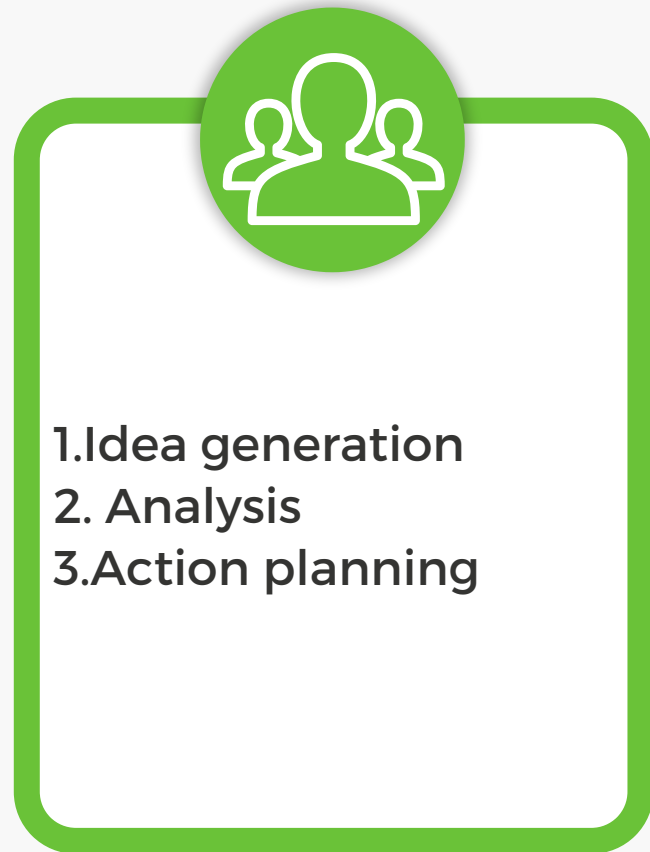
Soul Bite Food Inc.

- Food products (sales in stores)
- Catering

# BRAINSTORMING

Continuously applied in the Partner challenge process & class activities.

## ASK PROCESS



### Implications for the Team work:

- Finding opportunities.
- Culture of creativity, problem-solving, and innovation.
- Collaboration.
- Diversity of ideas.
- Trust.

### Class activities:

- Use of post-it.
- Use of the blackboard.
- Group brainstorming during the meetings.
- Bring personal background.

### HOW DOES THIS ACTIVITY HELP US?

- Creative ideas.
- Exploring Soul Bite Food Inc.'s opportunities.
- Continuous improvement.

Iterative Nature of Innovation.

➔ trying out ideas, learning from failures, and constantly improving.

#### Innovation Intent | Version 1.0

The problem we are trying to solve \_\_\_\_\_

For whom \_\_\_\_\_

Why it matters \_\_\_\_\_

How other solution attempts have failed \_\_\_\_\_

What will make our solution different \_\_\_\_\_

# CLIENT Q&A INFORMATION

Attending all Client Q&A sessions is crucial for our team to understand the Soul Bite Food Inc. and ILCS teams inputs and opinions,. Understanding Soul Bite Food Inc.'s history, current initiatives and projects, and future hopes and dreams, allows us to better comprehend their business actions and behaviours to further develop strong problem statements. We have a minimum of one team member attend each Q&A session for the entire 1 hour of the team's time. By preparing questions over the week, we come prepared to gain information and answers from the client team to further our team project process.

## Questions prepared/asked

- Who are the charities that 50% of Soul Bite Food Inc. profits are donated to? There is mention of ILCS, but are there any other charities?
- Do you also know what the Manufacturing costs are approximately per box off the top of your head?
- Do the high prices of the products affect the way it acts on your sales (increase/decrease)?
- What is the manufacturing cost of the production?
- What are your marketing strategies as of now? What is your audience reach (customer segment) as of now?
- How do you consume the product? (Full meal/snack/starter)
- What's your best seller?
- What is it about your best seller that makes it your best seller
- SoulBites: Is most of your revenue from catering services or your 4 products? What's the split (in terms of percentages)
- What are the associated costs with getting a box into a grocery store?(whole foods, iGA)
- Soul Bite Food Inc. : Which store was most profitable for you so far? Which one has generated the most revenue? Why
- What are the associated costs with getting a box into a grocery store?(whole foods, iGA)
- What's the average number of boxes a grocery store requests per order?
- How many orders are you able to fulfill at once?
- How many manufacturing plants are there?
- What's the time taken to manufacture a box of samosas?
- How long typically does it take for a grocery store to reorder?
- Do you ever run into overproduction?
- What's your seller's price for 1 box of samosas?
- ILCS: Do you currently take food from coffee shops, fast food restaurants, or is it just grocery stores
- Have you done marketing research/how is your typical customer?
- Have you done any feedback study on what customers think of the products (i.e. questionnaire, survey)
- How about other people that saw the product but did not purchase it (any feedback on why people don't purchase it - other than it being labeled as vegan)?
- What industry do you see soul bite in? Frozen food industry? I know there was mention of three different industries in the last class - frozen food industry, vegan/plant-based food industry, and ready to go meal industry?
- How much does it cost per box and the split - cardboard box, food ingredients.
- What previous products did you sell? (if other than 4 products, ask why they stopped selling them?)
- Where do you think the problem is?
- Given that SoulBite Food Inc. is trying to maximize profit, would you be willing to expand into different ethnic markets by selling more ethnically inclusive products?
- Currently your products cover ethnic markets such as eastern Europe and middle east. Have you thought about expanding your products to include a more ethnically inclusive spread of people?

## SOUL BITE FOOD INC.

- Healthy nutrition food. Removing vegan and vegetarian from marketing strategy.
- Some surveys and demo done orally asking question at farmers market.
- Questionnaire at UBC students - provide samples and give mark and choose the best one. - send email
- Ali and Igor are volunteers for Soul Bite Food Inc. - paying for staff.
- Soul Bite Food Inc. - breakeven point still. No revenue. They are paying the renting in kitchen, shelf, staff.
- 30 % catering, 70 % sales from stores approximation.
- Items: food meal - cabbage role, egg plant
- Appetizer: pastry.
- \*\*\*Designed box: main job - marketing for giving a gift, valentines etc (delivering to people as a gift) - loved this concept. Not selling much - but COGS cheap and selling for lots.
- Some companies like Edible; beautiful display.
- Could be a great idea/concept!

## PRODUCTION

- Operational process for Soul Bite Food Inc.: buying from local producer/wholesaler (fresh mushroom leak, cabbage), rent kitchen - process and bake and pack and delivery distributor. Some distributor by ARSA.
- Each week different product for production in kitchen.
- Projections based on history and inventory
- Deep freeze and vacuum (adding extra layer security so extended shelf life up to three year but they put 2 years for Best before date).
- Stores call based on their need.
- Burning through money too quickly - wages (both ILCS or Soul Bite Food Inc.)
- Volunteers only working like 4 hours per week. Some of the people are paid - ones running the charity

## MARKET/MARKETING

- They are not rushing too much - market demand for their product not huge.
- Brand awareness is too low! Lots of people never heard of us.
- Marketing implementation was not good.
- Parents over 40 is customer segment.
- Students finding (“A “”good””) job is second segment look at.
- Trying to find how a business can be successful is what they are looking for.
- No soul, so it didn't become viral.
- Some van based marketing with a Vegan ceo apparently. Doing mostly social media.
- They have reached a lot of van based influencers (100k followers asking for serious money for a min of product screen time). “Must have a million followers to make it”
- Marketing on package.
- Provide samples for free to talk to influencers and Igor talks to them. Limited and cautious for paying money.
- ILCS cartoon question:
- 50 billion dollars of food waste?
- Need staff to facilitate the volunteers, distribution site, Ali “money”.
- Source of money - grocery stores pay for dumping the food waste to the city.
- 4.20\$ from each store going to pick up food
- Not getting any.
- Any other revenue streams - people donating
- Professor donated to the charity with big cheque (bigger than three cities (North Van, west Van, district of North Van donations combined).
- Training for volunteers: go a couple times as a driver, how to act in a store, how to measure, getting knowledge and training through example.
- How to act with the clients, basic training.
- Food safety.
- Can see distribution site to see activity.
- Try Soul Bite Food Inc. products .

## Q&A with Ali Haeri

- Vegan to plant-based to healthy.
- (melody) Changing the packaging - says olive oil big and says nutrition fact ... havent changed the boxes yet - all of their customers are loyal vegans,
- 2 different ads on vegans catering (15000) and healthy catering (5000).
- In transition on website of wording.
- Hired a new marketing manager 2 months ago.
- Most sales - vegan supply, donalds market order regularly.
- Even kids can read the ingredients.
- Ali Haeri is concerned with moving to healthy fully since the customer base is so strong for vegans. Vegans know them.
- Had previous one, stopped selling thru distributor (frozen) - stuffed egg plant, selling it in Deli in grocery stores now (Whole foods, choices). Having many orders rn. Very time consuming production and high costs. Some size egg plants were too big to be for box for frozen food section so selling in deli (Ali Haeri talked on this point).
- They started with Jams. they won second place in some award in Feb 2020. Needs mass production to be profitable. Wanted to switch to vegan foods, most people with them wanted to do something healthy and not meat since most are vegetarians. One canadian chef came out and told her the mission, vision, and she wanted to help. So she came and so everyone prepared dishes and they chose ten of them and tested them in tennis club golf club with some clients and got votes from those people. Stuffed egg plant is the canadian made one. Golden prairie - canadians are love with it. Asians in the group do not love the egg plant. But golden prairie is super loved by everyone.
- Have thought about expanding to other products/lines, it's more expensive to try to expand product line.
- No money right now.

# PETER LYNCH APPROACH

**When:** 5th of February

**Where:** Whole Foods Market Kitsilano

**Why:** To gain a better understanding of Soul Bite Food Inc. and its competitors.

**Takeaways:**

Upon entering the Whole Foods Market in Kitsilano, Soul Bite Food Inc.'s products are situated in the center of the Meatless food section, located on the bottom shelf. By focusing solely on the nearby products, examples of items surrounding Soul Bite Food Inc. include meatless burgers, pizza, chicken breast fillets, and various kinds of ready-to-eat meals. Their main indirect competitors are other frozen foods from brands such as "Wholly Veggie!", "North Country", or Gardein. It is noticeable that Soul Bite Food Inc.'s products are priced higher than those of its indirect competitors.

## Key Findings

- Part of the Meatless section on Whole Foods Market.
- Soul Bite Food Inc. products are priced higher than its shelf-competitors.
- Products are placed on the bottom shelf.

