

GLORY BAR: Customizable nutrition bars which meet a variety of special diets & tastes. The bar ingredients and packaging are personalized (within guidelines provided on the website) and bars are shipped to order with their unique nutritional information. They can also be ordered as personalized gifts with uploaded photographs as part of the packaging. The website will suggest possible ingredients based on pre/post workout, age, diet plan or allergies. There is a possible link between the bar and food sensitivity testing to ensure optimal fit between the product and customer. Fair trade & anti-animal cruelty standards are in place for all ingredients which are made in a gluten sensitive, ecologically responsible facility.

1.Environmental Analysis

Competition: See table

Regulations:

Aspects related to food handling & making nutritional claims apply, for example: in order to promote a product as allergen-free, problem ingredients like nuts and gluten must be processed in a separate facility.

The Canadian Food Inspection Agency has guidelines on the types of information which can be used in promotion and packaging and lists conditions which must be met by a product to make certain nutritional claims.

Economics:

Hopes for a global economic recovery appear muted. Some experts disagree and maintain that meaningful economic recovery, particularly in Canada, is on the way. Any economic upswing will be slow and probably tumultuous. Consumers will be initially conservative in their spending and less likely to splurge on big ticket luxury items such as cars and major electronics.

While consumers are inclined to spend less on big ticket items during cautious economic times, there is an increase in spending on impulse and indulgent food products. Cereal, candy, ice cream and snack food production are anticipated to experience revenue growth in 2014 in Canada. Impulse snacks with a clearly promoted healthier image are more attractive and show higher sales during economic uncertainty. Snacks with a healthy aura even show more growth than the more indulgent ranges. Consumers are more likely to spend on health and wellness items if the health benefits are clearly defined (for example organic produce sales often decline during a downturn because consumers are confused about whether the benefits are worth the extra price). Despite a lack of economic optimism, Canadian

food retailers are not reporting a major increase in price sensitivity when it comes to “healthy” items. Should the experts who predict recovery be correct, studies have also indicated that when consumers are optimistic about an economic upswing, they are more inclined to switch from mainstream products to more expensive versions.

Social Factors:

Consumers are paying more attention to the food they’re eating and doing their own research online. Non-governmental organizations (NGOs) are publicizing various food concerns on the web and in all forms of social media. NGOs are raising ethical and health issues with an ever growing audience. Ethical eating is a strong trend and there is a great deal of scrutiny on the food industry. Canadians are primed for more innovative retailers that address environmental, social and health issues.

Rising obesity rates remain a concern and companies have had to innovate in order to cater to health conscious consumers. Health information continues to be a popular topic in all forms of media. There is a trend to develop healthier versions of existing products to meet the demand for items such as gluten-free products, organic products, and natural products. Consumers are being more vigilant about their health and taking pride in their attempts to improve it. They are inclined to share healthy eating tips, exercise milestones and endorse products on social media.

There are more single and couple households than ever before, outnumbering the traditional family of four. Both men and women are now working full time. They have less time to cook and when they do cook, they don’t want to make a big meal. Consumers are attracted to “grab and go” meals and snacks more than ever. The food industry has also had to adapt and create

packaging and portions to cater to individual consumers rather than family sizes.

Canadians are becoming more active. Those in the age ranges between 35-44 in particular are exercising more. This trend created opportunities for companies who manufacture and sell sports and fitness products

Technology:

A recent US study showed that 1 in 5 people track their health using some kind of technological device. Fitness trackers are one of the most popular health and fitness products on the market right now. These wearable devices can monitor everything from sleep to running to even swimming, and connect to your phone for uploading data. Many enjoy sharing their fitness progress in order to motivate themselves and others as

well as to keep themselves accountable as they follow their goals. Studies show that just the act of tracking can lead to increased self-awareness and healthier outcomes such as weight loss. iPhone and other smartphones themselves are full of sensors that can track your movement and even measure your heart rate.

Natural health remedies are becoming more widely accepted. A relatively new method of testing for food intolerance called Hemocode is now offered at Physiomed, Rexall and select I.D.A stores in Canada. It is covered by many health plans. The client submits a blood sample which is used to check for inflammatory reactions to certain food groups. The client's quality of life may improve if they avoid particular foods that cause a variety of symptoms related to intolerance and sensitivity.

2. SWOT ANALYSIS

Strengths:

- Glory Bar will be entering a market in which there is a growth potential for customizable energy bars but not a great deal of competing companies doing the same thing. There are none in Canada.
- We will offer a unique personalized product and also a personalized experience for the consumer, allowing them to combine both the ingredients and customize the packaging of their bars, as well as share their recipe with others.
- Our relationship with our customers will be very direct and we will receive timely, useful feedback on our products, as well as ideas for further developing our offering based on their requests.
- Glory Bar has a novelty factor that will attract people through word of mouth.
- We offer simple, minimally processed ingredients suitable for most health conscious consumers that meet ethical sourcing/production standards.
- We practice and promote environmental sustainability in our production process.

- We can use (and promote that we use) Canadian suppliers wherever possible
- Our product is flexible and can be customized to take advantage of almost any food trend very quickly unlike bars with set formulations.
- The web site can offer information to consumers and educate them on optimal ingredient choices for their health and fitness goals.
- In addition to consumer feedback, we place an emphasis on research to ensure that our product remains ethical and keeps pace with consumer desires.

Weaknesses:

- Glory Bar will be new to the market and have no brand awareness; we will have to start from scratch to build a customer base.
- Customizing packaged snacks is a new behaviour for the consumer. They may need to be convinced that it is worth the time and effort to select their own ingredients.

Bar Name	Types of Bar	Customization Options	Ingredient Claims	Functional Claims	Interactive, social media elements	Price range	Distribution	Misc.
Element Bars	3 base bars, one is customizable	Choose one of 5 cores "chewy, oatley, datey, crispy, fruit & nut" Choose fruit Choose nut Choose sweetener Choose to boost with soy, whey, egg protein or immunity boost, omega3 or fiber	No high-fructose corn syrup, hydrogenated oils nor artificial flavors; More polyunsaturated vs saturated fats; Unprocessed or minimally processed elements	Pre workout & post workout recovery anti cancer bars with antioxidants	Take a quiz to see what bar fits FB 5.5k likes, TW InstaG, Blog	Customized \$3/bar Templated \$2.50/bar	Sold on-line US & Canada Supply stores who request them Offer an on-line affiliate opp	customer recipe suggestions
You Bars	8 pre-made recipes 2 based on specific diet (partnered with author) & one designed by a trainer Also boxes of popular flavour combos	Choose from 2 bar sized Choose 2 from 10 Base options with recommendations based on taste & diet Choose from 7 types of protein also how much protein you want overall Choose 2 nuts & seeds from 12 options Choose 2 from 10 fruit options Choose Sweetener Choose seasoning Choose infusion "greens" Omega 3 /Fiber Choose a name for the label "Taste tester" vies feedback on the combo of ingredients you chose	Organic options Paleo friendly options Bars based on "The Alpha Diet" Non GMO options Vegan options	Lose weight, gain muscle, or just stay healthy Smaller customizable bars are suggested as healthier snacks for children	FB 8.5K likes, TW InstaG, Blog Photo contests to win bars for adults & kids. Photos of celebrities with the bars on website & social media & testimonials	Custom \$3.30/bar Templated \$2.50/bar	Sold on-line WW Package for wholesale, promotional & private label energy bars Offer an on-line affiliate opp	Bar of the month club Live help on website
Taste of Nature Bar	12 different pre-made bars	No customization	High fiber & healthy carbohydrates Kosher, non-GMO 100% certified organic No additives, no artificial flavours & no fillers, & low sodium Supplied through a network of family farms & businesses Canadian made	Take longer for your body to digest, so you feel full for a longer period of time. 11/12 bars low GI suitable for diabetics & hypoglycemics	FB 15.8K likes TW BLOG Occasional community events	\$2.00/bar	Various Canadian retailers	Offer a newsletter
The Simply Bar	7 different flavours Offer other supplements including whey powder, protein granola, protein chips.	No customization	The most protein for the least calories. More fiber than sugar. Gluten free, dairy free, low in sugar, vegan, and kosher. No chemical, artificial or junk ingredients.	Weight maintenance Athletes Easy to digest/ Gluten free Vegans Pregnancy & new mothers	FB 8.5K likes, TW, Blog	\$2.157/bar	Ships to Canada/UK/US Sold in health food stores	Interesting comparison chart with competitors
The Cliff Bar	Variety of Bars and products Protein, snack, kids, granola organic and bars for women 20 flavours of original	No customization	Good Source of Protein & Fiber 23 vitamins & minerals No Trans fat	Improved performance overall eat 1 - 3 hours before exercising	FB142K likes TW, Blog, YouTube, InstaG Sponsoring athletics, community Photo contests	\$1.55/bar	Ships WW Sold in supermarkets and health food stores in Canada	Many interesting promos

- Each bar will be a unique product and there will be complex logistics to ensure that the ingredients are in place and that the finished product reaches the consumer quickly.
- Some ingredients are limited by seasonal availability
- Multiple suppliers will be involved and it will be difficult to coordinate the amount of ingredients we purchase with the demand
- Some of the ingredients will have to come from international sources and will cost more as fair trade items.
- The ingredients are fresh and without artificial preservatives which means they will have a short shelf life and will have to be constantly re-stocked.
- The price point will be higher than many other nutritional bar options which will discourage many consumers.
- Allowing the consumer to customize packaging may dilute brand awareness.

Opportunities

- The nutritional bar market has been experiencing growth. The popularity of bars in Canada has been increasing as Canadians are becoming busier.
- Customers are more health conscious than ever, demanding healthier products to fit varied, specialized diets.
- Pop up stores are becoming a popular way to introduce consumers to a new brand. Glory bar would be a good fit for this type of promotion.
- New technology allows consumers to check for food sensitivities and alter their diet for a better quality of life.

- Customers are conscious and more informed on ethical issues and animal rights issues . They feel good about purchasing products which are environmentally sensitive and will share their conscious purchasing decisions with friends.
- Canadians are becoming more active and want products to support this lifestyle change.
- Convenience, health and innovative products are increasing in popularity.
- Use of health tracking devices is rising rapidly and consumers are eager to share their health improvements, goals and tips on-line.
- E-commerce has been increasing worldwide. Rising use of the Internet has allowed companies to expand distribution not only nationally, but globally as well.

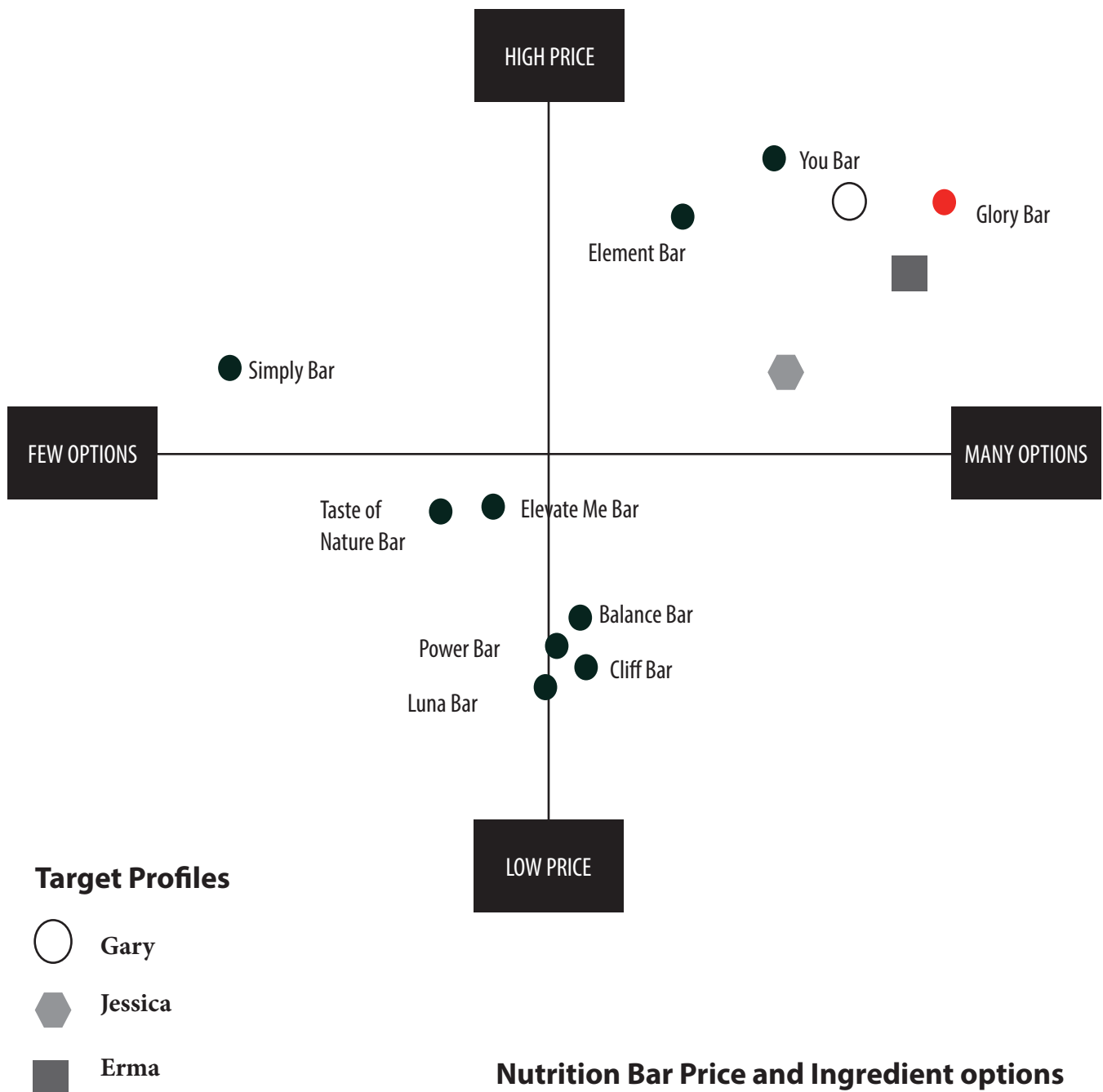
Threats

- Alternate forms of nutritional products such as powders and liquid gels are gaining in popularity. They may drain some revenue.
- The energy bar market is saturated with many different brands which make it difficult to stand out.
- There is a push towards eating more conventional traditional food as a means to become healthy rather than nutritional bars.
- Companies that already have a strong brands are branching out into the market and creating protein or antioxidant versions of their existing brand. An example is the new Nature Valley High protein line.
- Difficult to reliably source high quality/ organic ingredients.

3. Segmentation

Price is definitely a factor for consumers of this type of product and Glory Bars will be more expensive than many other pre-made bars. Price forms one axis of the perceptual map.

For the other axis “ingredient options” has been featured. Nutrition is important to consumers but good nutrition no longer means the same thing to everyone. Large commercial brands offer ingredient variety to the consumer with different premade bars designed with particular functional claims and varying nutritional components. This places them on the variety axis alongside direct competitors of Glory Bar who also offer customization.



Sample Target Profiles

Gary is a single 27 year old young male professional who lives in Downtown Toronto. He is Internet savvy and often seeks and purchases items on-line. Gary only buys fair trade coffee and is concerned about the environment. He likes to stay informed and believes in many humanitarian causes. Gary enjoys a busy active lifestyle and is determined to stay fit despite his desk job . He bikes to work whenever possible and works out in his condo gym 3 times a week. Gary aims to eat less fast food but is not that into cooking and is sometimes too busy to go to the grocery store. He is trying to impress his boss and often works through lunch and finds it convenient to keep a box of nutrition bars at his desk. Most of the time he just needs a quick snack with enough protein to keep him going before his workouts or between meals. Sometimes he discusses workout, nutrition strategies with his neighbours at the gym. One of his friends is on the Paleo Diet and he has been thinking of trying it out. Gary would be interested in made-to-order nutrition bars that are delivered to his door with the amount of protein he wants. He would not mind paying a little more for the flexibility of choosing ingredients based on a particular diet plan.

Jessica is a married 32 year old administrator with no children who lives in Hamilton. She has a large amount of Facebook friends and loves to post status updates about her everyday life. She is trying to lose a little weight and has recently purchased a Fit Bit to monitor her exercise regimen. Although Jessica and her husband are saving up to buy a house, she feels that spending money on exercise and nutrition products is an investment in herself. She is compelled to share the details of this investment and the nutrition information she gathers, in the hopes of helping everyone become healthier. Jessica feels it keeps her on track to post about her milestones and she is encouraged by the positive comments of her friends. She especially wants her husband to adopt some better eating habits but he is very fussy about taste. Jessica adores customized

items and loves to give personalized gifts. She would be thrilled to order custom nutrition bars for herself and her husband. She could also give them as gifts to some of her friends as a gentle encouragement towards healthier living. Jessica already has a bunch of photographs of her cats which would be very cute on the label.

Erma is a 40 year old married part time realtor and mother of three who lives in Downtown Vancouver. She is concerned about her 7 year old middle child Cole, who has behavioral challenges. Cole does not do very well in school and has been diagnosed with ADD. Erma has done extensive research and is convinced that his behavior is negatively influenced by certain diet sensitivities. Erma had him tested for Celiac disease but his results were negative. She then took him to her naturopath who tested Cole for food sensitivities and recommended a diet free of wheat, dairy and artificial preservatives. Erma feels that Cole's behavior is improved by these dietary changes. She is always on the look-out for palatable, healthy snacks that match his dietary restrictions that he can take to camp or school. Most specialty gluten free items are expensive and taste poor. Cole would benefit from customizable nutrition bars which do not include problem ingredients yet are delicious. He would especially like customized labels with his name on them.

Brand Positioning

For the health conscious, ethical consumer who needs a convenient snack or meal replacement, particular to their diet, without compromising on nutrition or taste, Glory Bar nutritional bars offer a large customizable variety of premium ingredient choices. Unlike pre-formed nutritional supplements, Glory Bars are freshly made to fit your lifestyle and unique preferences.

4. Action Plans

Glory Bar is different

- Glory Bars are an ethically sourced product with the individual consumer's desires at the forefront.
- The ingredients will be fresher and of better quality than regular store bought bars.
- These bars will be appropriate for the majority of diets and fit into new food trends easily.
- The customizable nature of the product sets it apart from most nutrition bars and the ability to personalize some elements of the packaging takes that feature a step further.

It will cost more

- The ingredients of the product will be more expensive than mass produced, commercial brands.
- In addition to the customized bars, customers will have the option to purchase per-formulated flavours. The quantities of ingredients for these set flavours will be easier to predict and manage, resulting in a less expensive product.
- In keeping with close competitors who offer customization the bars would sell for \$3/bar customized and 2.50/bar set flavour. There would be an incentive for larger volume purchases and special rates for organizations who request customized bars with their company branded packaging.

Getting the word out

- The bars will primarily be sold direct to the consumer on-line through an interactive store but specialized retailers can request quantities of pre-made flavours.
- Consumers are inclined to value a product which they helped create and be motivated to tell others about their experience. Shoppers will be encouraged to share their bar recipe and unique label on Facebook each time they create a customized bar.

- Media buy: Placement in health and fitness magazines and on-line banner ads. Some options would be:

1. Canadian Health & Lifestyle
2. Clean Eating
3. Oxygen
4. Alive
5. Viva Magazine
6. Le Journal Sante
7. Apple
8. Best Health
9. Canadian Health/Santé Canadienne
10. Vibrant

- Physical pop up stores in the Toronto financial district and at St Lawrence market will introduce likely consumers to the brand. Stalls at relevant trade shows/food fairs and farmer's markets such as the "Good Food Festival" and Mississauga Square One Market will also be used to raise awareness. This will be done in other parts of the country where there are targeted segments, such as Vancouver.
- In these temporary locations, staff will emphasize the mutable/customizable nature of the product by offering samples with seasonal fruit or holiday flavours and offering discounted purchases of pre-made bars. All packaging will have links to the website and a description of the customizable features of the bar.
- Glory Bar can partner with bestselling nutrition book authors and create pre-made bars that conform to their diet. Books and bars can be packaged together for sale or discount.
- Celebrity Guest participants will be asked to create their own custom bar and share the recipe on the website and with Facebook and Twitter fans. In this feature they can describe why they chose certain ingredients and how the bars help them achieve their fitness goals.

Building a community - Keep people coming back to the website and sharing the content

- The site will be a source of information for visitors, with suggestions on how to choose ingredients for pre/post workout bars or for particular aims like muscle building or weight loss.(Suggestions will also be made during the purchasing process). Ingredients can be highlighted like fruits with high antioxidant profiles recently mentioned by someone like Dr OZ.
- Glory Bar can suggest the best flavour combinations for the feature ingredient to fit taste and function.
- There will be a login to the site to purchase products which will give members access to a mediated forum in which they can ask questions about the product, make suggestions and talk about health and fitness goals.
- Once logged in, each participant will have their own personalized page in which they can see past and current orders, upload a profile photo and even set a fitness/nutrition goal. They can track their fitness levels through self reporting or by synchronizing a health tracking device.
- Members can view their fitness data privately or share their achievements with Facebook and/or The Glory Bar Community.
- Members can submit an inspirational health and fitness story and photo . Each month one will be featured on the site and the inspiring member will receive a free box of customized bars.
- Consumers can give permission to receive an e-newsletter which will let them know about other inspiring customers, celebrity guests, promotions, stories on the website etc