



Windsor Foods Web Strategy 2009

Today and going forward, Windsor Foods is well-positioned to take a leadership role in the foodservice manufacturing industry. Windsor consistently ranks in the top three manufacturers of product categories and leads all manufacturers in the frozen filled pasta category with a 69% share of shipments. Several key findings of recent research (Technomic, March 2008) validate Windsor's opportunity to take market share and increase corporate and individual brand awareness by using an aggressive, but strategic, integrated online and offline campaign.

The Evolution of Customer Behavior:

Customer behavior and how they choose to interact with companies and their products have changed dramatically, even in the last two years. The shift toward controlling these events has been accelerated by advances in technology and the open platforms designed to enable idea exchange.

The evolution of customer engagement has changed the dynamics of the relationships between the customer and the supplier. Expectations have changed for all parties involved. Customers want useful functionality, well-organized information, authenticity, transparency and control. Windsor wants to enhance its brand perception, market products, grow its customer base, increase market penetration and improve customer retention. The Web allows for the convergence of digital with traditional media for idea exchange and relationship building. Technology and social media give Windsor the ability to listen to, engage, interact and share with current and potential customers.

Operators are looking for innovation and authenticity. This aligns perfectly with a Web strategy utilizing individual brand sites to promote their value, quality, service and unique personalities.

The Windsor Foodservice Web site can take advantage of and promote the distributors' preference to acquire as much product from as few suppliers as possible.

Windsor's current key stakeholders:**A New Frontier of Social Influence:**

The explosive growth of social networks across all age demographics is largely because of our social graphs. It's the mapping of who is connected to whom within a network of peers. And as a result, people are increasingly surfing the social networks and the broader Web through the context of their friends and acquaintances—what those friends talk about, what they recommend, and what they consider to be relevant.

Two years ago, this online behavior was not that common online. That's changing now. According to a Fast Company magazine article, the effect of the social graph on marketing is going to be even greater than that of radio, the telegraph, or television.

Singh, S., Velez, R., & Pickard, J., Aug. 2008, A New Frontier of Social Influence: Portable Social Graphs

1. **Foodservice Operators**—the owners or managers of an operation who actually purchase Windsor Foods products from distributors. These customers can be broken down by segments, including:
 - a. Mom-and-Pop operations or those single-operation restaurants that are owned by individuals or families.
 - b. Chain operations including local, regional and national multi-unit accounts.
 - c. Institutional operations including hospitals and health care facilities.
 - d. Educational operations including schools and universities.
 - e. Business and Industry (B&I) Feeders, which are in-house, cafeteria-style operations within office buildings.
 - f. Foodservice Management or contract feeding.
 - g. Hotel/Motel or Resort.
2. **Distributors**—the buyers, managers and executives in merchandising and procurement who purchase Windsor Foods products for distribution to their customers.
3. **Distributor Sales Associates**—the sales teams who interface with the foodservice operator customers.
4. **Manufacturer Brokers**—the on-the-street sales teams with individually owned brokerage firms that represent multiple product lines and interface with foodservice operators.

Technomic Study (March, 2008) key findings supporting individual brand positioning of each product line and distancing from Windsor corporate brand:

“In taste/quality, operators are looking for more ‘authenticity’, as their patrons are becoming more sophisticated about foods.” (p. 42)

“The closer we can get to more authentic flavors and tastes in prepared Mexican food, the more accepted it will be. The menu items that Rick Bayless develops are good examples. A lot of what is out there is not very good.” (p. 43)

“Emphasis appears to be on more ‘authentic’ or ‘boutique’ (barbecue) flavors and sauces such as chipotle, Thai or curry.” (p. 44)

Perceived weakness of McCain’s: “The parent company (McCain) is perceived as stifling Anchor’s formerly strong innovation efforts: ‘Anchor used to be one of the most innovative companies in the category. Ever since being purchased by McCain, Anchor has lost the innovation for which they were once well-known.’” (p. 64)

“They (ConAgra) are a big company with a big brand, so they are unlikely to make customized products for smaller chains.” (p. 65)

[Don Miguel Mexican Foods is] “Perceived as a high-quality product—ingredients are fresh and tortilla shells are hand-stretched, not die-cut.” (p. 66)

Corporate Brand Vs. Individual Brand Personality & Strength:

If it’s . . . a large corporation that dips its toes into several of the foodservice category’s pools, it’s going to have a hard time being accepted as authentic. You can’t be all things to all people and still have integrity and an air of authenticity in a niche.

White, J., Editor-in-Chief, Oct. 2008, Pizza Today

"Special emphasis should be placed on ensuring that Windsor's products have 'scratch-made' quality." (p. 78)

"Thoroughly evaluate Windsor's individual brand equities against the individual distributor brands." (p. 79)

"Continued effort on operator pull through will be required for Windsor's brands to compete, as distributors shift even greater focus on their own brands." (p. 79)

"Distributor brands should be treated no differently than competitive manufacturer brands from Windsor's perspective. Continue to promote benefits of Windsor's brands against the individual distributor brands." (p. 79)

"Ensure that your brands are clearly differentiated from distributor brands in every way possible (e.g., quality, packaging, size, etc.)." (p. 79)

"In these categories (Asian, appetizers, BBQ, chili, pasta, Mexican), no one company has a solid long-term differentiated position. From our observation and experience, operators do not see much difference in many of the brands within each category. At one point, Anchor Foods had a differentiated position; however that appears to have been lost. Windsor has a considerable opportunity to provide 'a story' that sheds a positive, differentiated light." (p. 81)

Making it a Branded World:

"It's a branded world, people don't ask for a tissue; they ask for a Kleenex. They don't ask for a copy; they ask for a Xerox. Foodservice branding establishes credibility. It's not a fad but clearly a trend," says Ira Blumthal, president of Co-Opportunities.

Carlino, B., Mar. 1994, Nation's Restaurant News

1. Reinforce the authentic brand promise of each of Windsor's individual brands among its operator customers by creating distance between the company's corporate brand and each of its ethnic brands.
2. Create strong individual personalities for each brand.
3. Build new customer relationships.
4. Enhance the online customer experience.
5. Continue to improve online customer conversion and retention.
6. Increase qualified customer traffic to Windsor Web sites.

Developing Strong Relationships:

Social media matters because it's a fundamental shift in how people use the Internet and how they interact with each other online. It is about how the Internet has evolved into a communication medium between strong ties in a network of people versus just weak or anonymous ones. It is increasingly about people who have strong relationships with each other in the offline world and are using the social platforms to deepen those very relationships.

For a marketer this means that social must be used to understand brand sentiment, listen to customer needs, co-produce products, recruit talent and collaborate with partners. These social influence elements matter as much as the more obvious marketing and advertising pieces.

Singh, S., Oct. 2008, Fighting Social Influence Marketing™ Myths

Understanding that each of Windsor Foods' brands has a unique value proposition and promise, it's essential that we create the perception that each is its own "authentic" oasis. That is, Bernardi is authentic Italian, while Golden Tiger is authentic Asian. The fact that customers know that both product lines come from the same company is a handicap for two reasons:

1. Operators don't immediately know that each product line is produced at separate plants by people who ensure the integrity of the ethnic line.
2. The fact that they come from a large corporation means that the craftsmanship of each has been compromised—not that the quality isn't consistent, but the recipes are no longer back-of-the-house.

**The Corporate Brand:
Help or Hindrance?**

The best brands forge an emotional connection, capturing share of heart as well as share of mind. People will seek out and pay a premium price for "name" products or services, whether we're talking about cars, coffee, handbags, or hotel accommodations. That's because top brands impart intangible values that make customers feel good.

Granoff, J., Feb. 2008, Harvard Business Review

Each brand offers a separate brand experience apart from the others when it comes to marketing to operators. This separation becomes much less important as we move up the channel to brokers and distributors. They are part of the selling process and are able to carry out the perception that each brand can stand on its own "authentic" legs.

Playing off of and building each brand's personality based on its individual strengths will enhance their appeal to operators, brokers and distributors. Brand-centric marketing increases both the reach and value of each brand campaign and product line.

ParkerHayden proposes that we create separate, almost autonomous Web sites for each of Windsor’s brands. Each site will be designed around an original template with similar navigation, but each will have its own unique look, feel and voice—just like a separate brand. Each site will promote that brand’s unique strengths and distinct personality.

We do not advocate this approach for distributor marketing, considering the strength of Windsor’s bundled product offerings, innovation and programs. What drives this part of the channel is quite different from what drives street-level operators. We are strictly addressing pull-through at the operator level and creating a brand position that will allow Windsor’s individual brand promises to compete with individual competitive brands.

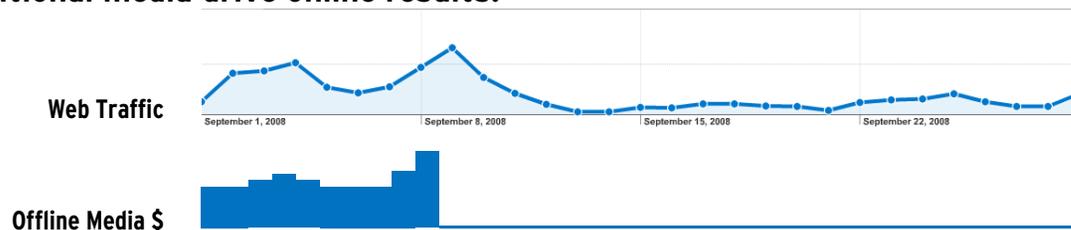
Integrated marketing campaigns should be developed for each brand and should include as many media options, both online and offline, as possible to promote qualified traffic to brand Web sites. (See Customer Awareness Model, page 17.)

Research that looked at how different media affect online results demonstrates that:

- Traditional media play a critical role in driving web traffic and search, even when URL addresses are often missing or not prominently displayed in offline advertising.
- Looking at qualified search—those consumers ready to make a purchase—paints a different picture of media usage than total search, which is most often the focus of advertisers.
- Print media, especially magazines, excel in all areas studied.

MPA, 2007, Accountability: How Media Drive Results and Impact Online Success

Traditional media drive online results:



Boy Scouts of America, Sam Houston Area Council, SNJS Integrated Campaign, 2008

AgileChef.com

BernardiFoods.com

ButcherBoyFoods.com

CrippleCreekFoods.com

FredsForStarters.com

GoldenTigerFoods.com

JoseOle.com*

PlateCast.com

PlateWars.com

PosadaFoods.com

QuickServeTrends.com

ServingTimes.com

TheOriginalChiliBowl.com

WhiteysChili.com*

WhiteysPremiumChili.com

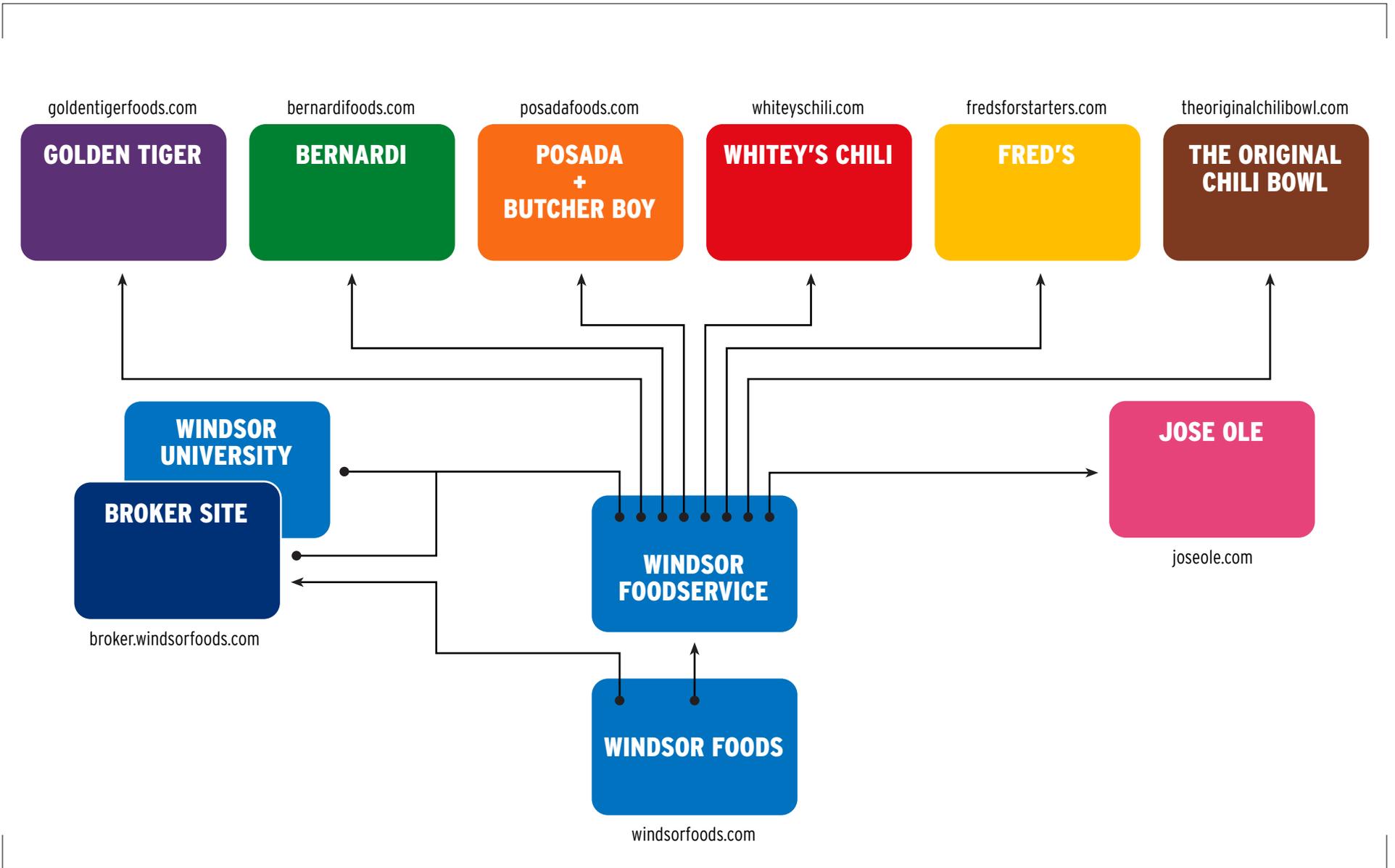
WindsorFoods.com*

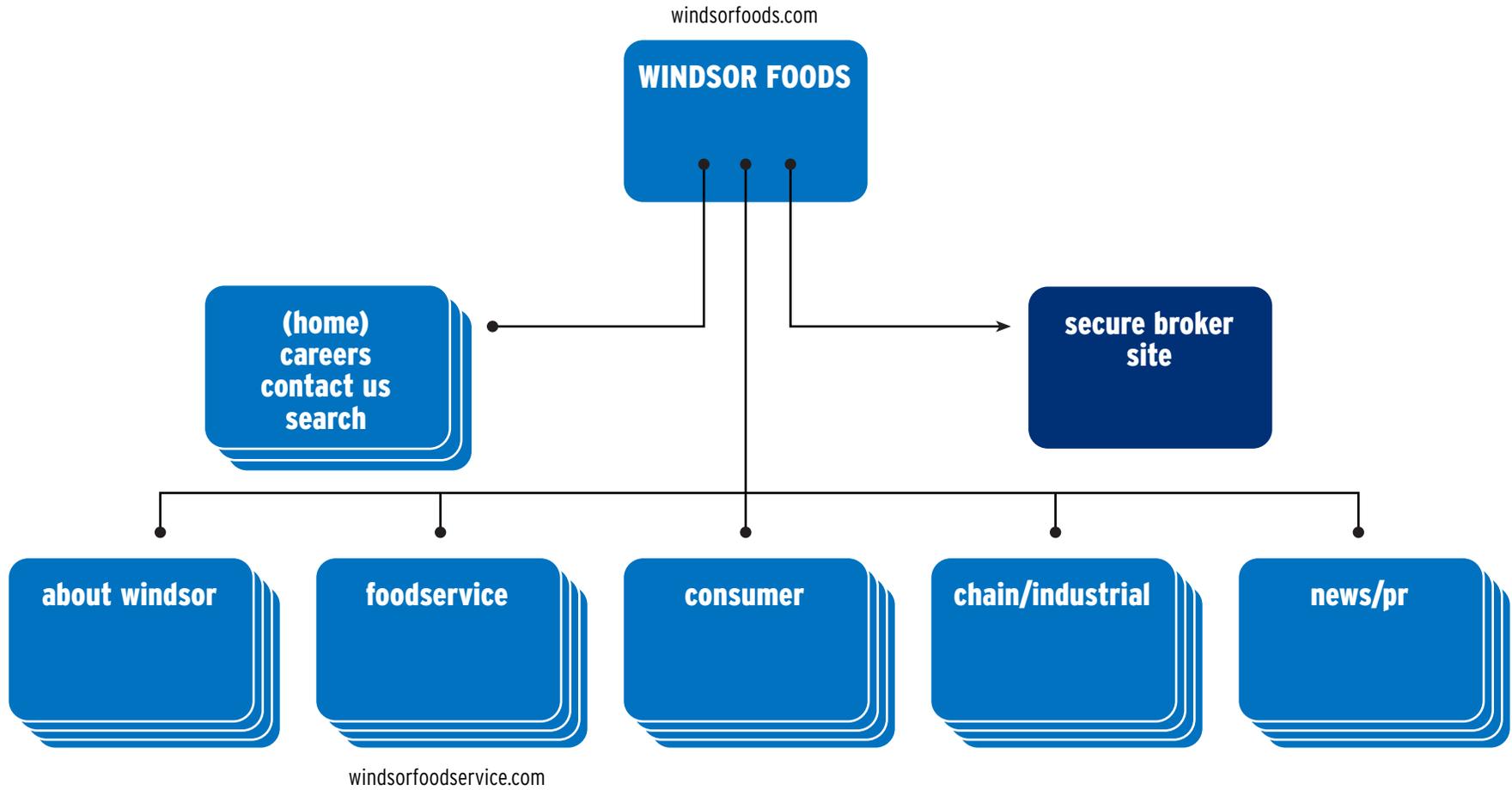
WindsorFoodservice.com

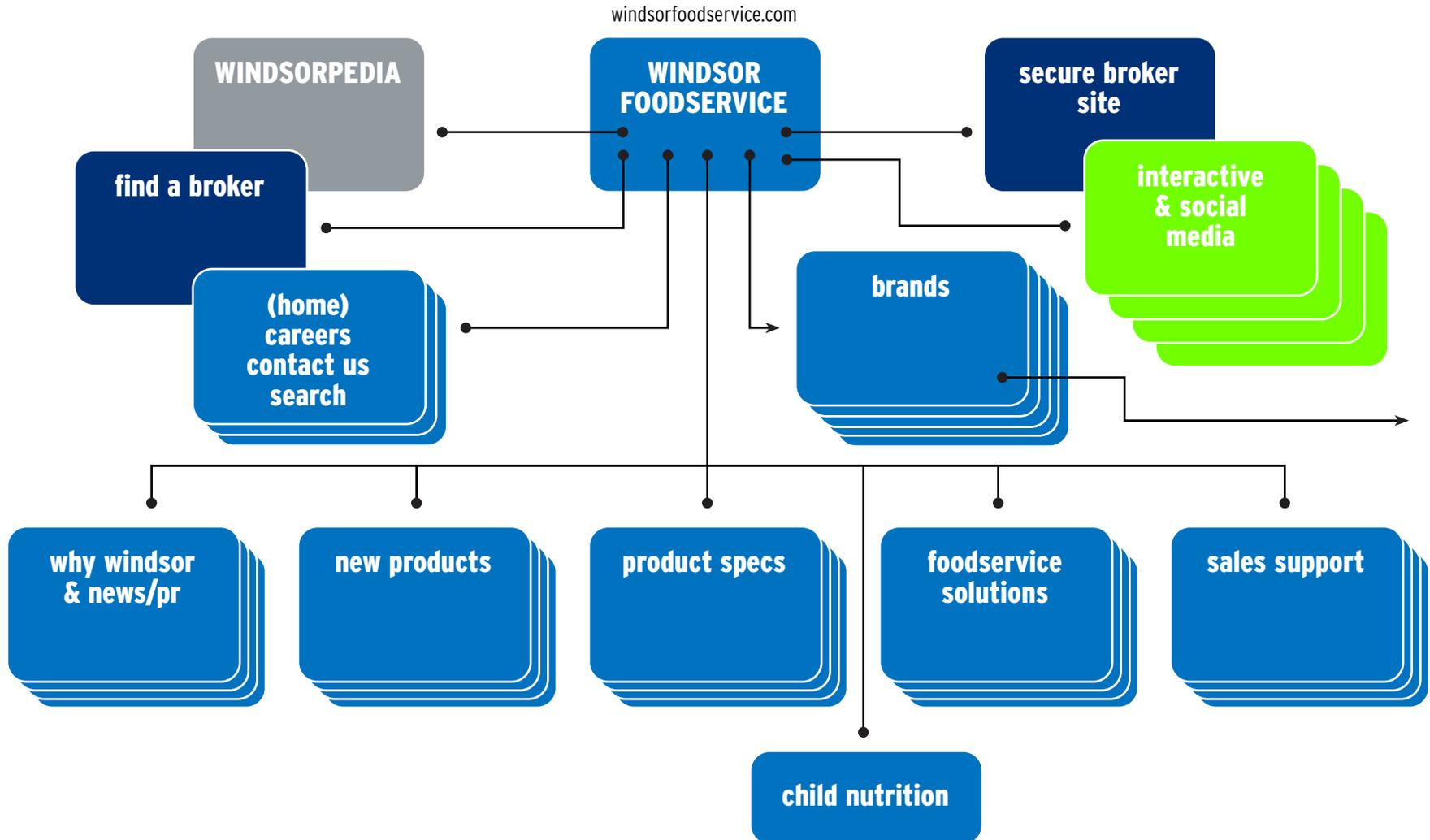
*Currently active site

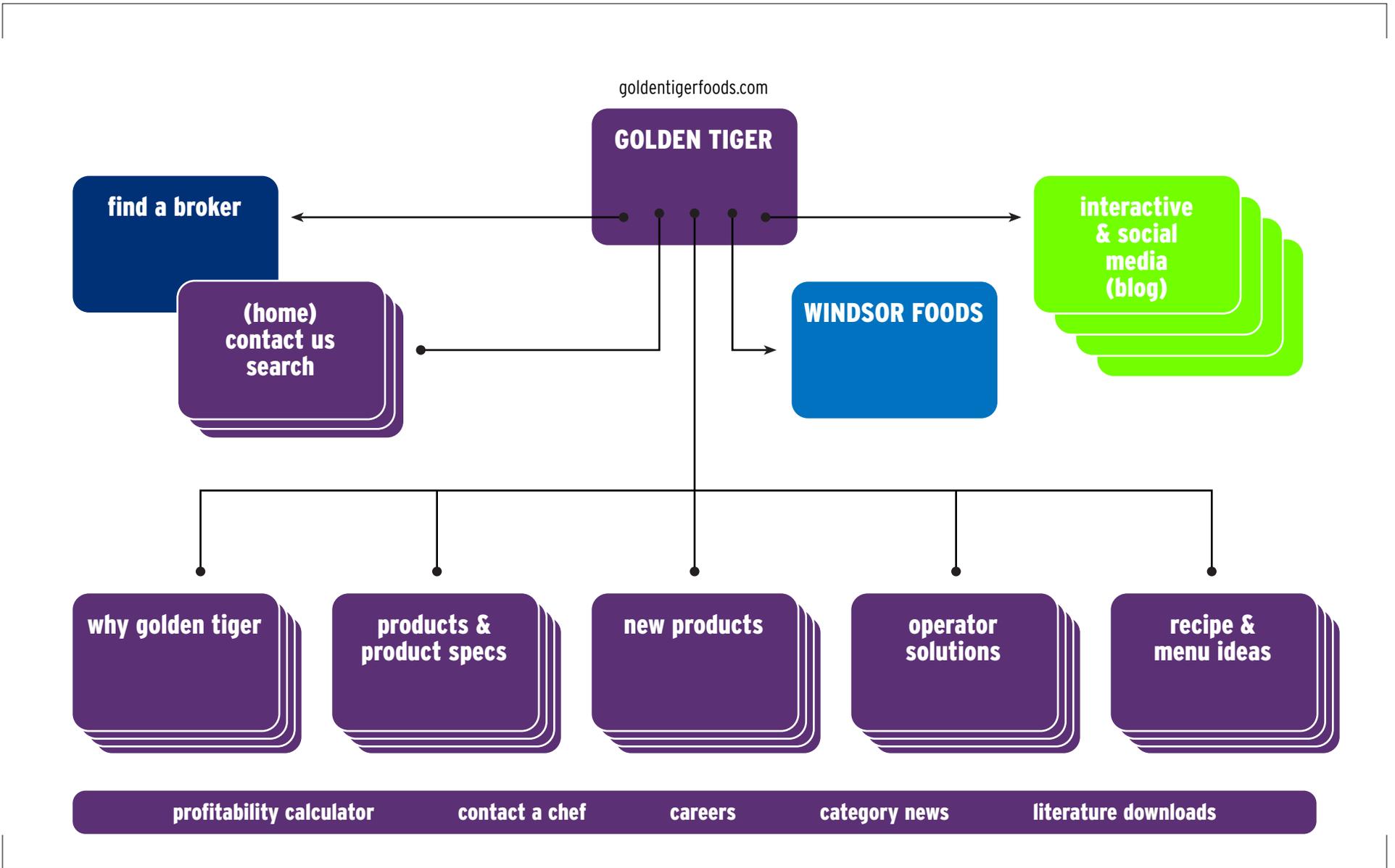
Prioritizing Search Results:

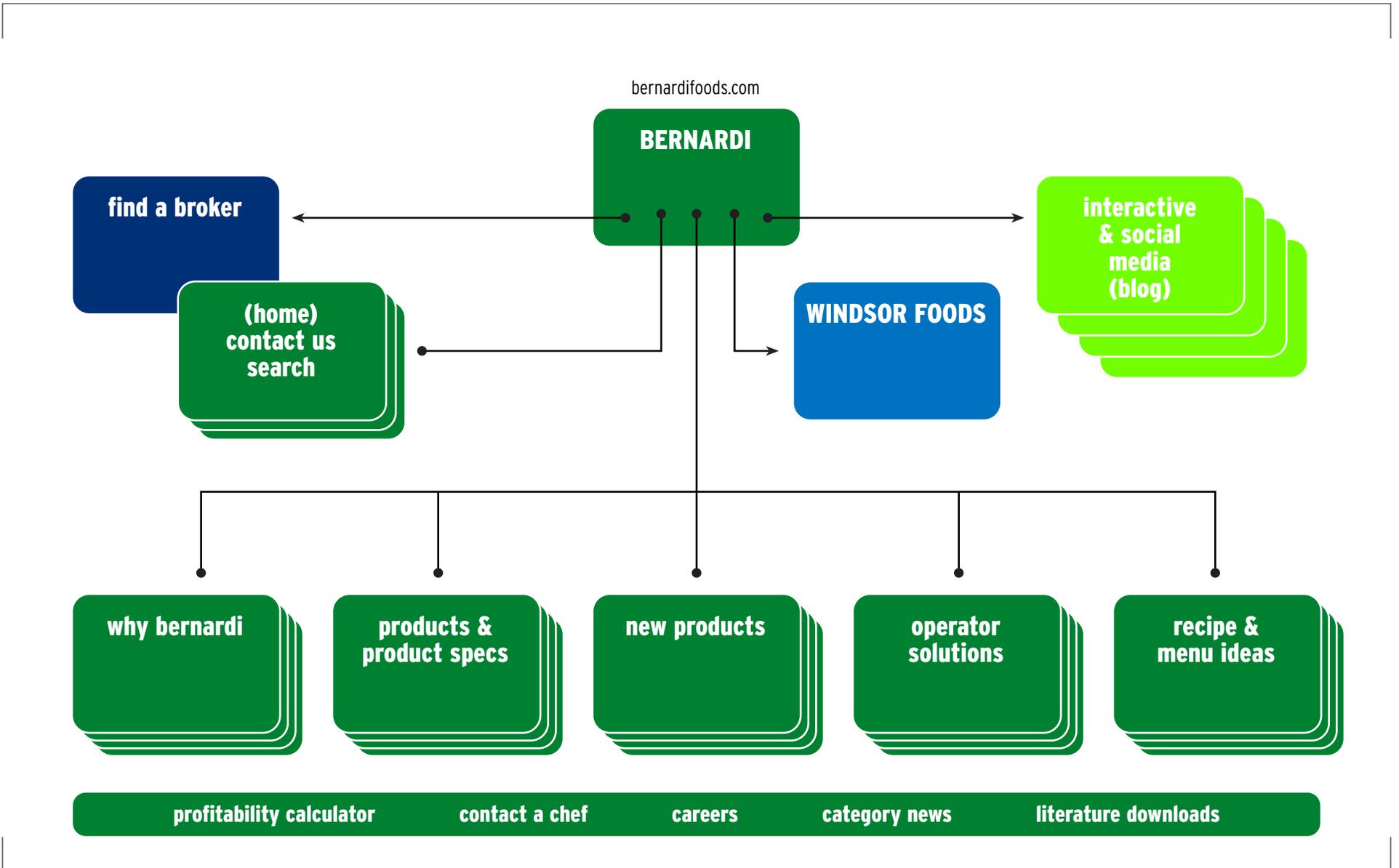
Another thought to consider is how search engines like Google use links from the social Web to drive the prioritization of website listings in search results pages. Those links are created socially through the blogs, comments and tags of individual people. In a sense, they're the footprints of the social graph. What people do online and how they recognize each other for their contributions through cross-linking drives natural search engine results.

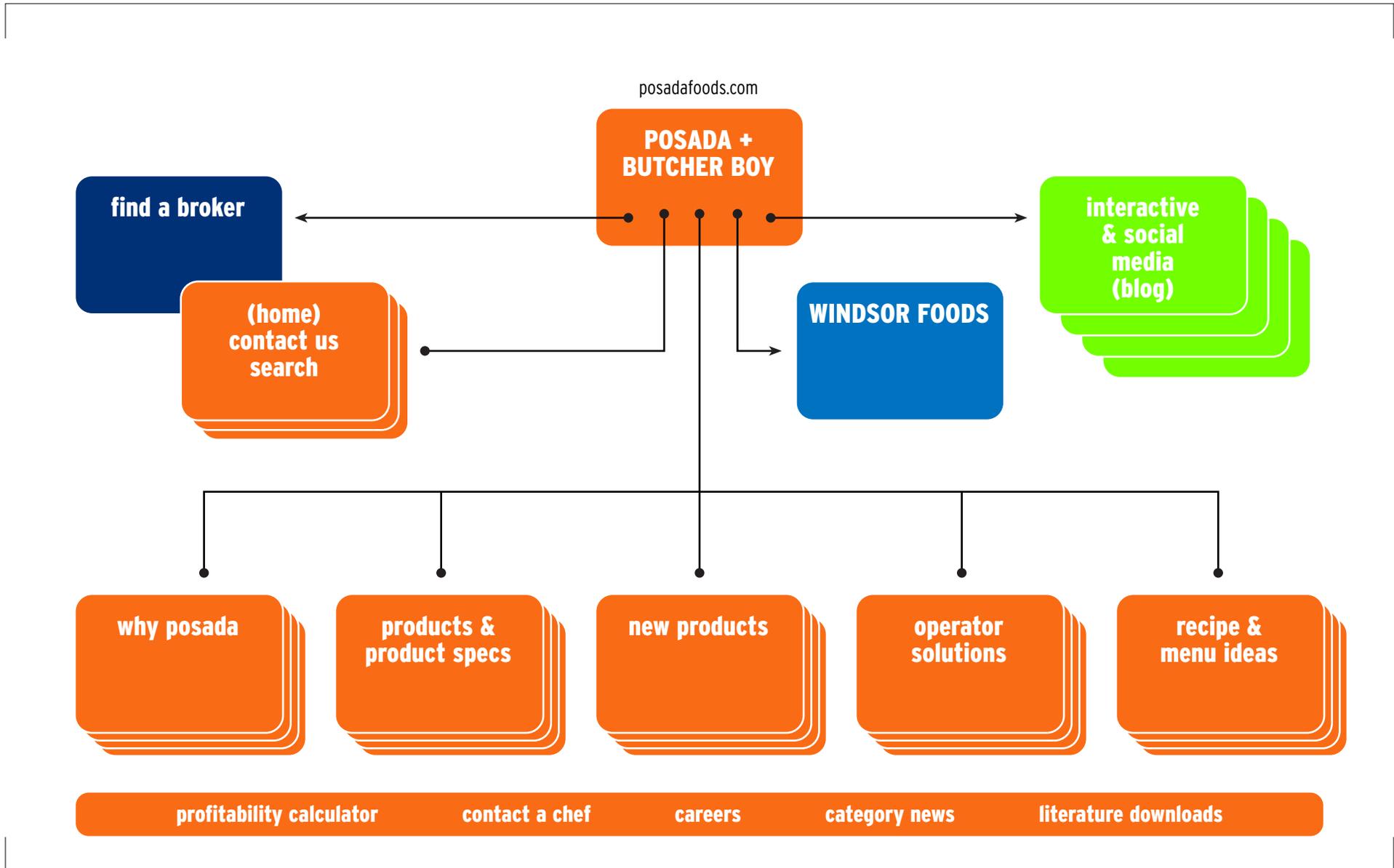


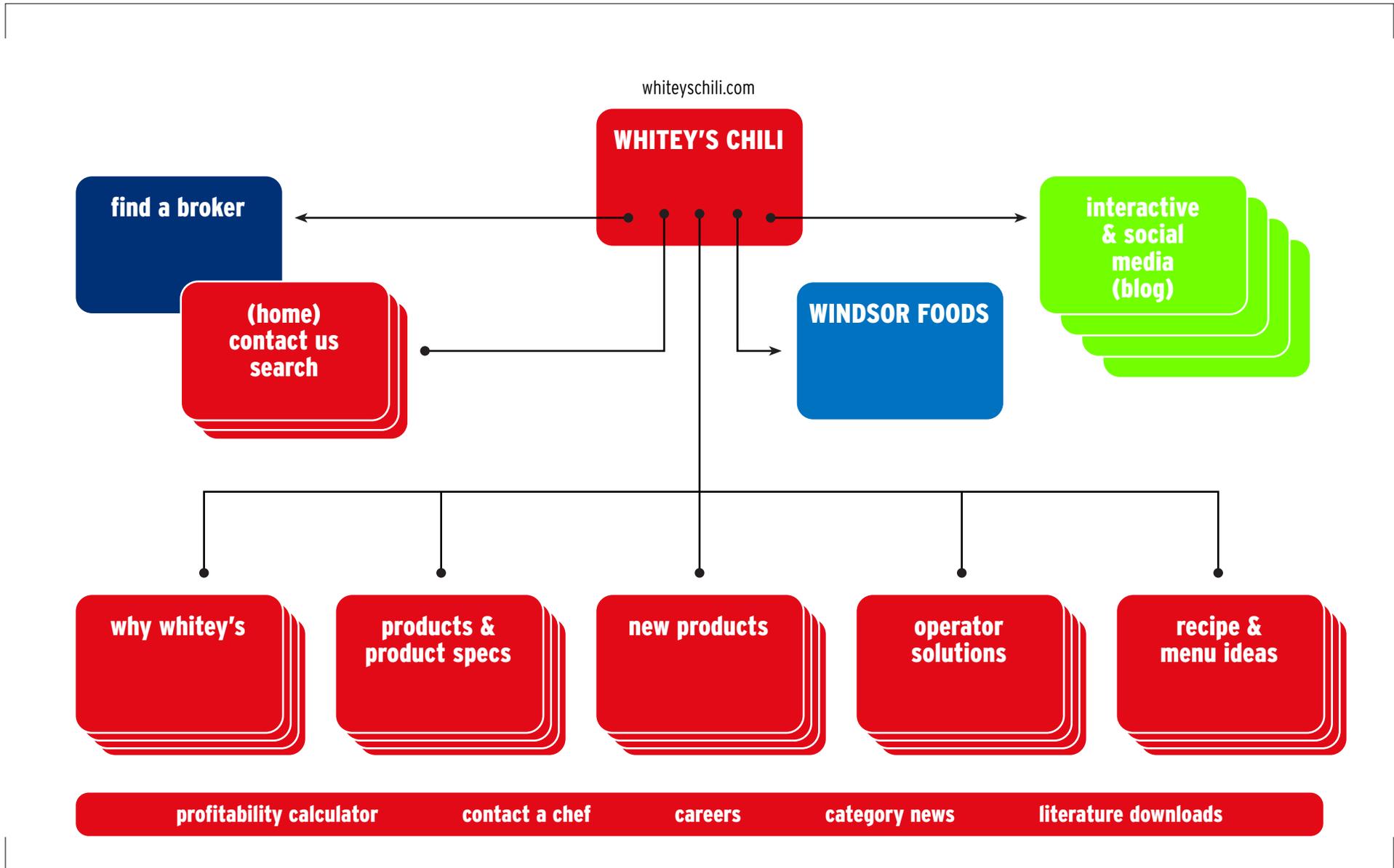


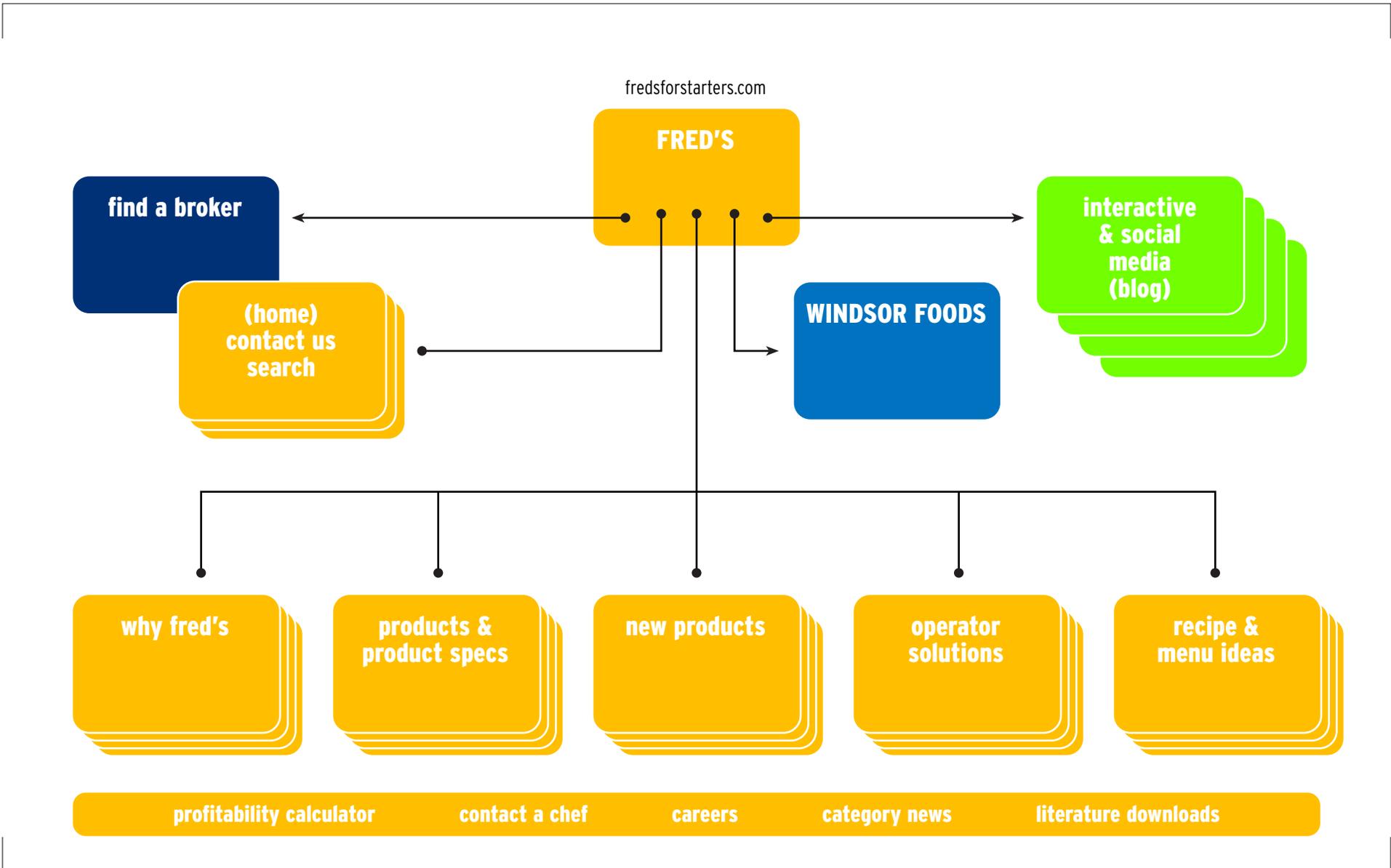


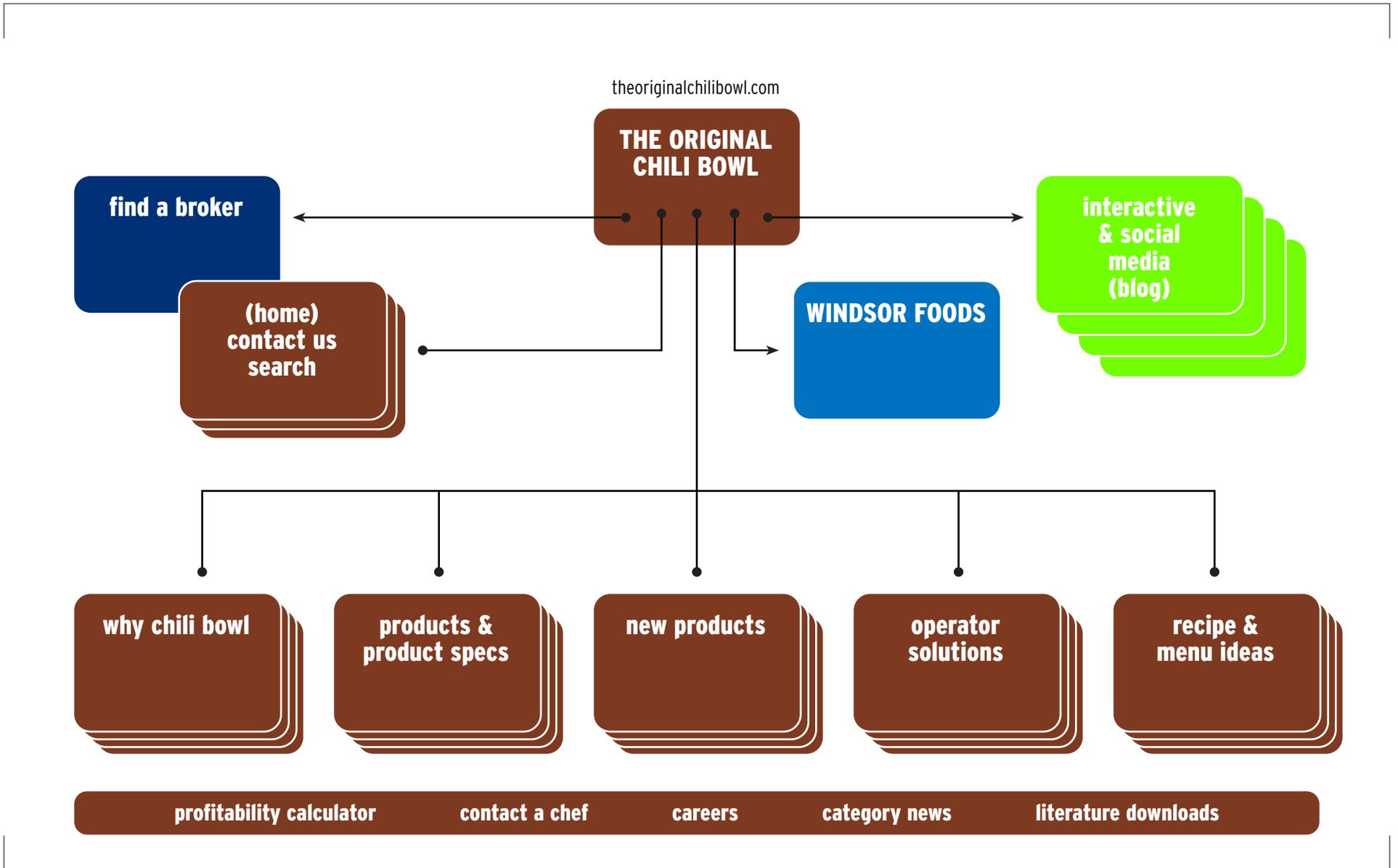


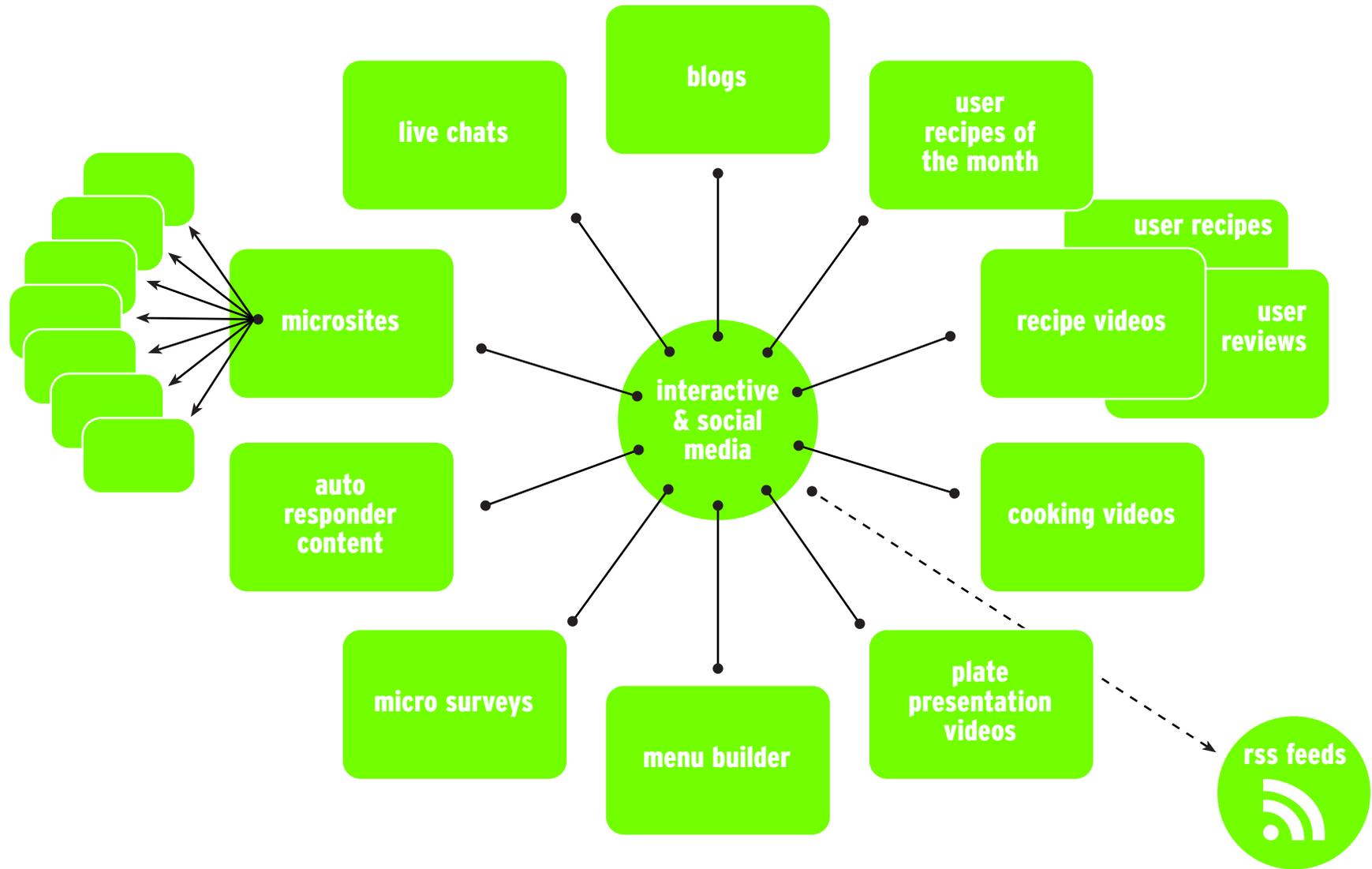


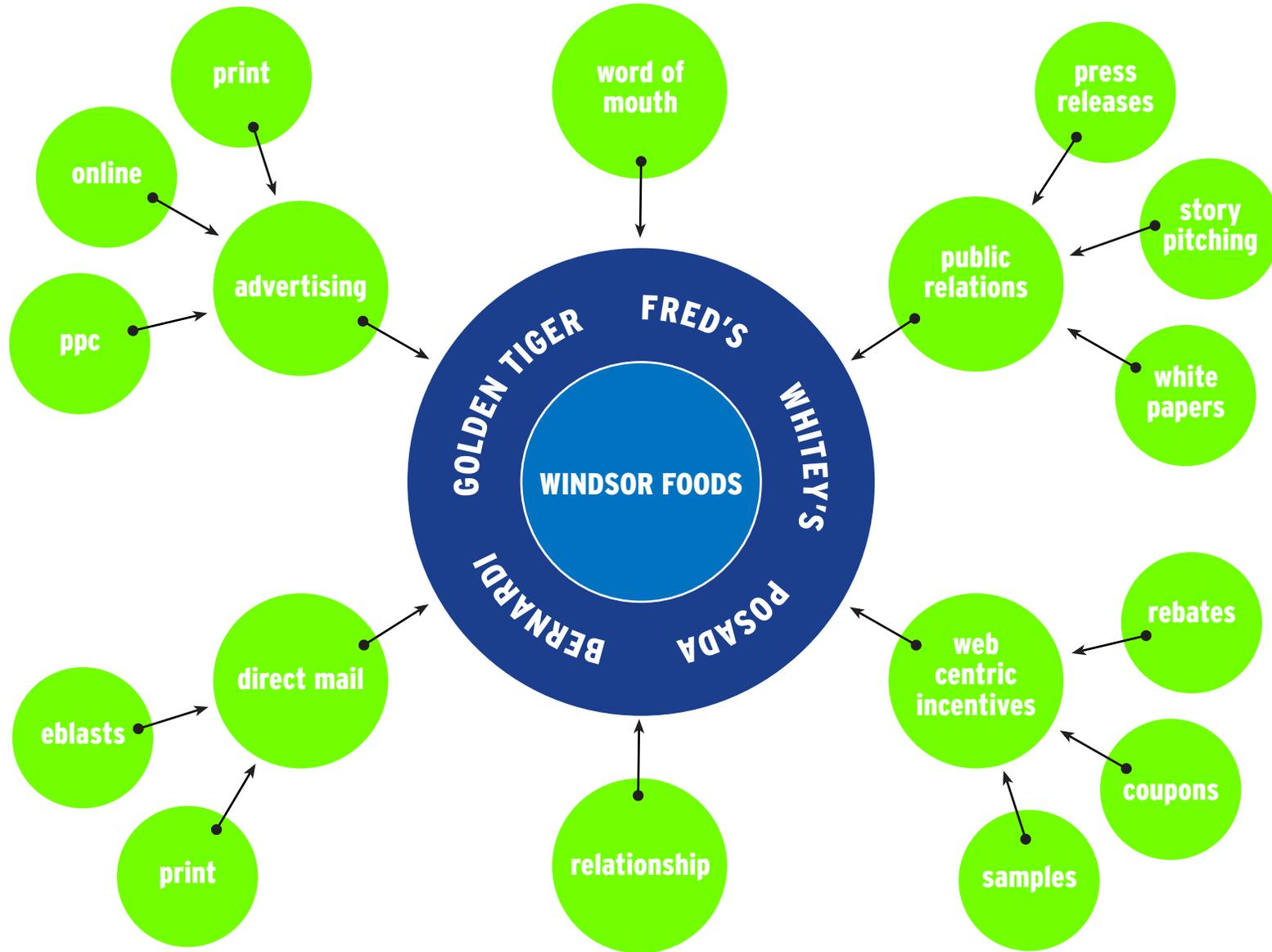


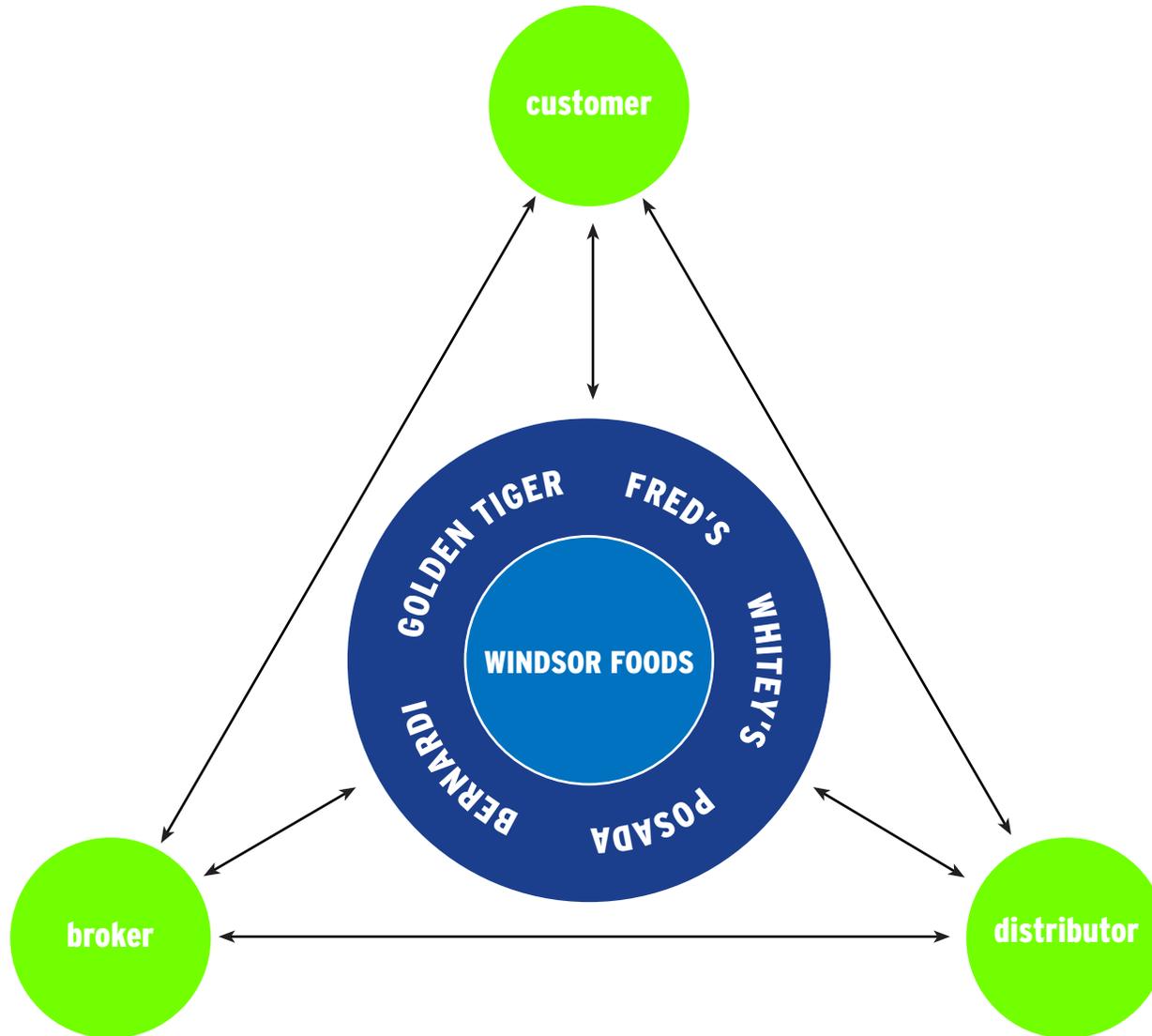


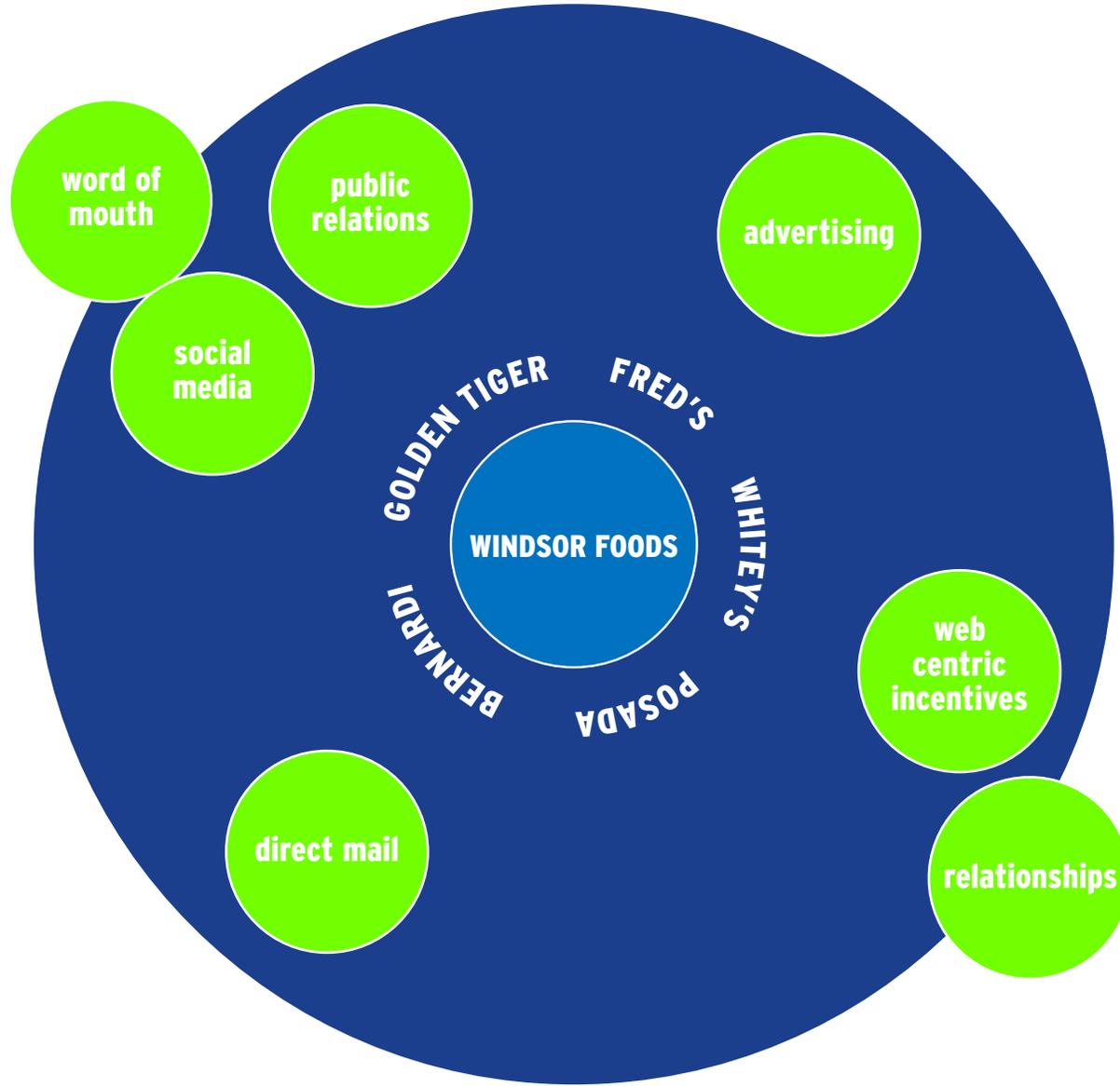












As previously noted, Windsor is well-positioned to take market share and undergo a branding renaissance.

The Web is the new arena for customer interaction, engagement and satisfaction. Online social and interactive media are the new “word-of-mouth.” However, the Web succeeds as part of an integrated and strategic proliferation of messaging both online AND offline—the proper mix of online media with traditional media. Windsor is already recognized as one of the leaders in its space and is poised to become THE leader. With thought-provoking technology, innovative culture and creative vision, Windsor can seize that opportunity.

Leaders lead, followers follow. Be the leader.

Foodservice Product Categories

Research Recommends:

The categories in which Windsor is involved, primarily appetizers, filled pasta and to some extent Mexican entrees, are driven by new product development.

Operators look to these categories to add excitement to their menus and drive traffic.

Therefore, it is stressed that ongoing, formal new product development will be required for Windsor to compete more effectively in each of the categories.

Technomic, 2008, Strategic Assessment of Foodservice Product Categories, p. 83