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EG Organic Baby Food

Business Plan

Executive Summary

- **As a result of consumers becoming more savvy about the types of food they put into their bodies, manufacturers have sourced and used more natural and organic ingredients than ever before. The health food movement has swept up millions of advocates who are now demanding the same quality in the food that they feed to their children.**
- The growing awareness of how food is sourced (and even marketed) has disrupted the baby food market to the point where the nutrition science behind the food is becoming a key purchasing driver. Manufacturers have identified the trend, and between 2007-2012 in the United States, half of the new baby food product launches featured the word “organic” in their advertising.
- The Indonesian market, the home of the company at the heart of this business plan, has huge potential. In 2015 Indonesia had the third largest number of births in Asia. Moreover, the per capita consumption of baby food has increased by 17.3% since 2009 (WhaTech, 2009), further outlining the strength of the opportunity to be exploited by the company.
- The same study also found:
 - The majority of baby food is distributed through food outlets, with supermarkets and other grocery outlets representing around 94% of baby milk sales by volume in 2015, and 99% of other baby food sales. Professionally produced to be easily read, clear, and compact; and
 - More than one-third of global respondents say good nutrition (37%) and safe ingredients/processing (36%) are most important when deciding what baby food product to purchase.
- To take advantage of such significant demand and growth, the company has crafted a listed of organic and natural Australian baby food manufacturers to export to Indonesia. The products are significantly higher quality than the products that currently exist in the Asian market, and therefore it is forecasted that the sales of the product will be significant (refer financial projections for more information).
- **EG Organic Baby Food** is the brainchild of driven entrepreneurs Andrian Tan and Darwin Lore. Both have a history of success in their business careers; combining supreme leadership abilities with entrepreneurship and creativity. Between them, the areas of import and food are well covered. Andrian will be responsible for the negotiating and sourcing of wholesale food products and then the import of those into the Indonesia region. Whereas, Darwin can focus on the marketing and sales tactics that will be employed

through the online brand awareness tactics and the external distribution chains. In addition to the considerable expertise already within the group, recruitment will be undertaken to find a business mentor.

- Health conscious consumers will be reached through a marketing strategy that is both online (social media, paid advertising, PR, content marketing and e-commerce) and offline (distribution strategies, events and supermarket demonstrations). The key messaging will be the introduction of brands that are minimally processed and set children up for healthy lives.
- Revenue will be derived through a series of outlets and activities. They are:
 - Physical Sales – Offline retail sales through supermarkets, health food stores and other outlets are the most important aspect of this marketing plan – commanding shelf space is critical to success. The company will also seek exclusive supply agreements with childcare facilities.
 - Subscription service – The company will look at ways of creating fixed regular income from each customer by offering subscription box packages on weekly and monthly frequencies. E.g. A week's food for my baby.
 - Content / advertising – Where appropriate the company will also seek to generate revenue by selling advertising space at events, on the website or through solus emails. There is also an opportunity to re-use, share or sell some of the health and fitness content that the company blog publishes and sources.
- **Investors are sought to help fund the development of the website; purchase of initial stock quantities and implementation of the marketing and distribution strategy.** An investment of \$100,000 is sought in return for 25% equity in the company.

Company

Company Overview

The business is a start-up with no operational history. It will be based in Indonesia and will take the form of a limited liability company. The people behind the project have extensive history running successful businesses. Here are the businesses the group behind this business plan are currently involved in:

1. PT Cipta Karya Tani

The parent company of PT Anugerah Duta Kuliner, a rubber trading company that was established in 1995 in Medan, Indonesia which primarily focusing on distributing raw materials from village's plantation located at Langkat, North Sumatra to the Bridgestone rubber factory which previously called Good Year.

The company has been growing each year and expanded to Pekanbaru on 2009 and Lampung on 2011. In 2011, we secured a partnership to support MuaraKelingi II (MK II), a factory owned by foreign company with headquarters located in Raffles City Tower, Singapore called Halcyon Agri. Till to date, MK II is fully supported by PT. CiptaKaryaTani as their main supplier which can supply up to 3 million tonnes per year. It was also chosen and trusted by Bridgestone as a core supplier that can supply the raw material up to 5 million tonnes annually.

2. PT Anugerah Duta Kuliner

This company is the hospitality arm of PT Cipta Karya Tani established in 2013, a F&B company located in Medan, North Sumatra, Indonesia. The company owns the franchise license of a Singapore F&B chains called 4 Fingers Crispy Chicken. The brand itself has 7 stores in Singapore, 1 in Malaysia and 1 in Indonesia and plan to open in Australia this year. The key sauces and other ingredients are imported from Singapore to Indonesia. This company is expanding and is scheduled to open 5 more stores in Indonesia by 2017.

3. Modernistic Furniture Pty Ltd

Modernistic Furniture was established in 2013 with offices based in Melbourne, Australia, a primarily eCommerce based furniture business with the vision of providing modern designer furniture nationally and internationally at an affordable price. Modernistic realized that many retailers are unable to provide competitive prices due to large overheads in the process so Modernistic cut out all the middle man and buy direct from factories. Modernistic has started its wholesale arm at the start of 2016. Modernistic also do commercial residential furnishing and has supplied to global company, local schools and university.

The above company profiles help to explain that the individuals responsible for presenting this opportunity and growing the business are vastly experienced. The experience is also exceptionally relevant. It spans the Australian and Indonesia markets, just as this business will. There are elements of import, export and distribution in the history of the three companies above, all of which will be fundamentally crucial to the success of this business.

The Company has set the following demanding objectives, to guide their operations and measure their success:

1. The primary objective for the first year is national exposure of the benefit of organic natural baby formulas and to secure strong partnership with major pharmacies;
2. Brand building through viral and targeted marketing on social media including the use of compelling videos and voxpops;
3. Securing strong partnership with major pharmacies and supermarkets in major city, Jakarta, Surabaya, Medan and Bandung;
4. The primary objective for the second year is to expand to the remaining cities of Indonesia and complete the development of online store.
5. Secure partnership with the pharmacies and supermarket in the remaining cities. The primary objective for the third year is to establish a strong brand and reputation of organic & natural product.

Mission Statement

To provide organic & natural only products to Indonesia's future generation.

Management Team

<Insert Name Here> is owned by two key stakeholders. They are:

- Andrian Tan – Director and Co-Founder of PT Anugerah Duta Kuliner

Andrian is very knowledgeable with the national food requirements and import regulation in Indonesia and has extensive network across the major cities. Prior to the F&B business, Andrian had a distribution business of gadgets imported from China to local retailers. The combined experienced makes him the key player in importing and distributing part of this business.

- Darwin Lore – Director and Co-Founder of Modernistic Furniture Pty Ltd

Darwin has knowledge and experience of running an ecommerce store and online marketing. Indonesia is growing at a steady rate approaching the era of ecommerce. Given his experience, He will be in charge of liaising with international brands and the online side of the business. As the company grows, Darwin's responsibility to drive online sales will evolve.

Recruitment

- Sales staff

A team of sales staff in each major cities is the ultimate goal for the company. However, before the company gets to that stage we will hand pick city targets based on a priority set of sales territories. The sales professionals will be direct, and tasked with setting appointments, finding and closing leads, sales and account management. They will target supermarkets, convenience stores, health food stores, supplement stores, baby day care facilities and even cafes. They will be supported by a marketing resource located in the same regional office. The marketing resource will run campaigns for the sales rep, qualifying leads, implementing head office marketing strategies and working alongside the sales representatives to deliver sales tools and collateral (brochures, guides, presentations, eBooks and posters).

- Business mentor / advisor

While we have a pair of exceptionally experience and competent stakeholders in the organisation we'll also look to add new skills and experiences through business advisors or mentors. The mentor will be asked to join in either a paid governance role (board of directors) or in an ad-hoc basis

for a small equity stake in the business. Ideally, the skills of the mentor would complement the existing attributes of the management team yet also have some experience in the food tech, import / export or FMCG segments.

- Food technologist

Innovation will always need to be at the forefront of everything we do and although we won't manufacture any of the products we distribute, it is important that we are sourcing the best ingredients; that the claims we make in our advertising (and those of the actual manufacturer) are true. Therefore, it will be prudent to use a food technologist to help us test the products, to help us work on new formulas and recipes to improve the product and to help us get to apposition where we might be able to manufacture our own product. If customer testing reveals for instance that Indonesians would prefer to feed their children locally sourced ingredients, we'll put plans in place to deliver.

Products and Services

Organic and Natural Baby Food

All of the company's products are sourced from Australasian manufacturers and suppliers. All are organic, natural and have been vetted and tested by the team. The below lists the products we will stock and a brief synopsis about the companies involved and why they have been selected.

- Bellamy's Organic - <https://www.bellamysorganic.com.au/>

Bellamy's was founded by a Tasmanian family in 2004 wanting to provide a convenient nutritious organic choice for their children. They offer a range of organic food and formula products for babies, toddlers and young children, with over 30 products in the range from birth to early childhood. All of their products are certified by NASAA, the nation's leading organic certifier. That means, no chemical pesticides, no artificial

additives, no hormones and no genetically modified hormones. Bellamy's have been chosen for their stringent policies on food, their accreditations and their public reviews (all above 4 stars on major review and feedback sites).

- Bio Living - <http://bioliving.com.au/brands/organix>

8 years ago, Bio Living was started by 2 individuals with a combined experience of over 30 years in the food industry, who identified the need for organic and health food products in Australia. In addition to their EG Organic Baby Food range they also stock pasta, breakfast cereals and biscuits (including gluten free options). Like Bellamy's they source products from certified suppliers that maintain the highest quality of production standards, source sustainably, only carry GMO free products and implement fair trade into their business wherever they can. Bio Living is one of Australia's only Certified Organic Wholesalers (OFC), and have attained HACCP Accreditation.

The attraction of Bio Living is their vast range of products. With over 2000 individual products there is definitely something that will land with the Indonesian target market, and with economies of scale to keep the wholesale cost down, Bio Living will be an excellent long term partner.

- Rafferty's Garden - <http://www.raffertysgarden.com.au/>

Rafferty's Garden believe that healthy, natural real food is the best and also the tastiest, no matter whether consumers are 40, 14 or 4 months old. That's why they have always set out to make the best food for babies, not just baby food. It's a subtle difference, but one they pride themselves on, even if their main customers aren't yet walking. The company likes how Rafferty's focus on little foodies, not just little kids. They share recipes, encourage the sharing of images, help families identify and create new tastes and flavours. Their food puts smiles on kids and their content, recipes and activities keep them there. The company can learn from the way Rafferty's operate their business and delight their customers.

- Bubs - <http://www.bubsaustralia.com/>

Having spent years searching for organic growers and suppliers who are passionate about nutrient rich produce and sustainable farming, the team at Bubs Australia have finally landed on products that are truly delicious. Introducing young children to superfoods, such as raspberries, yoghurt, coconut, baby spinach, sweetcorn, chicken, chia and fig, alongside gluten-free power grains, such as quinoa, amaranth, millet and flaxseed, Bubs meals are the epitome of health food. The company firmly believe that parents will share similar values to Bubs and by recognising the ingredients as ones that go into their own health food meals, they'll be more inclined to give Bubs a go. Bubs' meals contain no additives, preservatives, GMOs, artificial colouring or flavouring, added salt or sugar, thickeners or other fillers.

- Green Zoo - <http://www.greenzoo.co.nz/>

A couple of sisters disappointed with the existing variety of ready-made baby foods on the market and frustrated with the most convenient baby foods resembling beige tasteless mush created the most natural, convenient and pure baby food on earth (that last part is in their words). They chose ingredients that are grown and produced naturally in New Zealand's pristine environment and brought to life some of the best tasting baby food this team has ever tried. This particular brand allows us to leverage of New Zealand's clean green image and reputation for producing quality baby food and formula (Fonterra). They also taste so good that we anticipate parents ordering some of their products for themselves.

- Baby Royale - <http://www.babyroyale.com.au/>

Baby Royale is the final natural and EG Organic Baby Food company that the company will trust to supply ingredients. The company is confident that the approach to baby food – the fact that introducing babies to the real tastes and textures of food early in life sets them up for a lifetime of healthy eating – resonates. It shows a commitment to quality and taste, and is backed by a rigorous testing and accreditation programme before the products leave the factory.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">- A comprehensive range of products and suppliers. Access to such well respected brands like no other retailer in Asia.- Highly experienced team with import skills and ecommerce experience. The ability to order and sell stock seamlessly.- A market that is gaining traction by the day but without competitors ready to take hold of the opportunity.	<ul style="list-style-type: none">- Not a manufacturer and therefore less control over product formula, ingredients, production and cost.- No existing clout with Indonesian supermarkets, pharmacies or government bodies.- Lack sales and marketing ability.
Opportunities	Threats

<ul style="list-style-type: none">- Huge potential given the trend for health and wellbeing. Opportunity to leverage fitspiration influencers and drive significant content through recipes, events, advice and coaching.- Partnerships with schools, orphanages, government agencies, pharmacies, hospitals and other care facilities.- Future subscription services and food truck potentials	<ul style="list-style-type: none">- New entrants operating similar business, especially given the low barriers to enter. And existing participants – Nestle Indonesia.- Government regulation banning ingredients, imposing new tests and standards to be considered natural, organic or gluten free.- Expiry dates and food storage. Stock control.
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Competitive Advantage

Market Size

We believe the best way to display the size of the opportunity and the strength of the market is in small stat bites. The following paint a picture of a situation ripe for the picking. Indonesia is crying out for a commanding presence in the baby food market. Existing growth, consumer perceptions and trusted brands will all play a part in achieving 10% of the existing market of the approximately \$2.6billion USD. Here are the highlights:

- Sales of baby food pouches and organic products are growing strongly, increasing 28% and 26%, respectively, from a year ago.
- Brand name, nutrition and safety are the most important purchase criteria for baby food. Price is an important purchase consideration in developed markets.
- Almost half of baby food (49%) value sales come from Asia-Pacific.
- In the baby food category, over the 12 months ending December 2014, value sales grew in Indonesia by 4.6%.

- Growth in the baby food/formula market is also driven by rising numbers of women working outside the home. According to the World Bank, between 1990 and 2013, the percentage of women in the workforce grew more than four percentage points in the 60 markets included in the survey. As many working mothers return to their jobs shortly after giving birth, prepared baby foods and formulas provide an appealing alternative for working mothers, bridging their desires for healthy, nutritious food with their need for convenience.
- The organic sector is also experiencing strong growth. Value sales grew 26% over the past two years in the 16 markets examined, while non- organic products declined 6%. North America is the largest organic market included, accounting for 72% of value sales over the past 12 months.
- Consumers are increasingly health conscious and looking for natural, minimally-processed foods, and the stakes are even higher when it comes to their babies. More parents are seeking foods that set their children up for a healthy life—even if it comes at a premium. We expect this segment will continue to grow as more parents can afford to trade up.

Target Market

Indonesia is the fourth most populous country in the world with 232.5 million people in and the largest economy in Southeast Asia. It features a large youth population of 40.9 million between the ages of 15 and 24 which is expected to drive demand for more westernised products. This means that as the company matures, the younger millennial generation will be more familiar with imported products and western products. The youth population will also be the next generation of mothers that the company can target.

The company is targeting mothers. The characteristics and traits include:

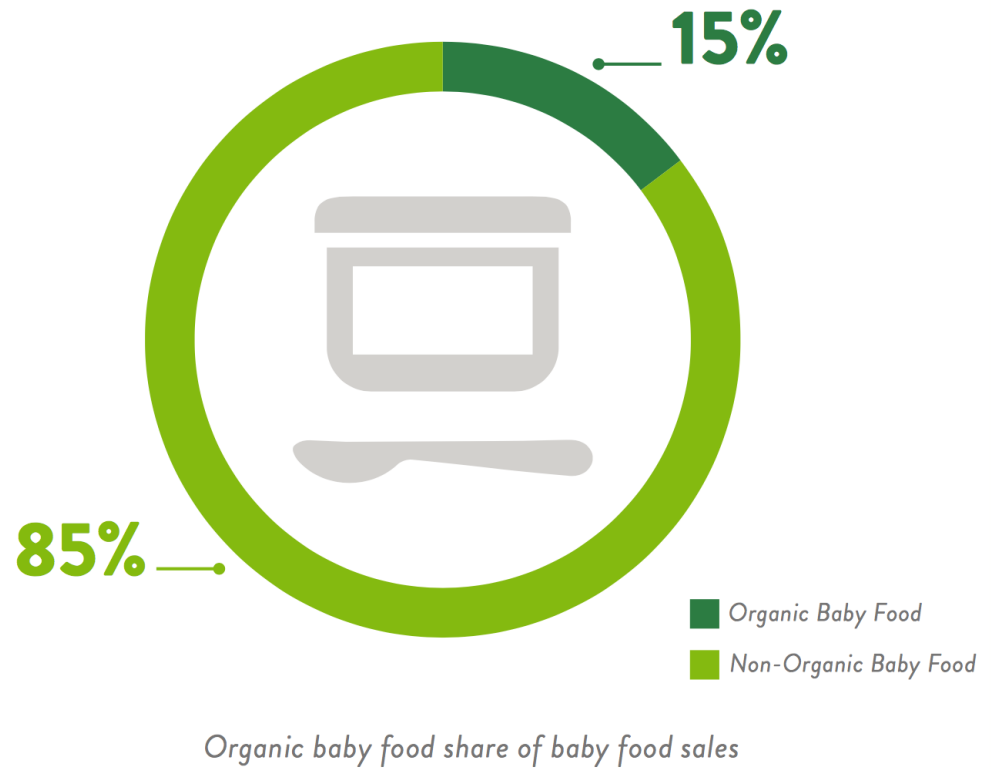
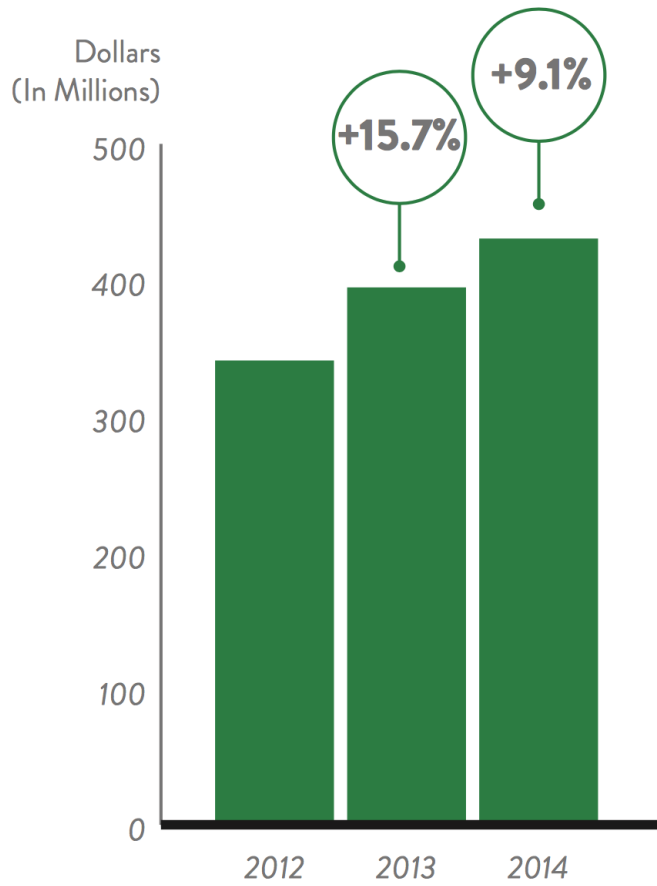
- 20-40-year-old females;
- Health, fitness and wellbeing conscious;
- The mindset is often carried through into sustainable living, and the notion that healthy eating is essential in the day and age of processed food and should be passed on through generations.
- Middle to upper income bracket; and
- Tech savvy, users of social media profiles and other online tools including Spotify, Facebook, Instagram, WhatsApp;
- The target market is currently frustrated at the lack of clarity and visibility of the ingredients of baby food, there don't appear to be any fast and affordable solutions that they can feed to their babies with confidence.
- They want to be able to research these products online before they see them on a store shelf.

- The target market is likely to be promoters (on the NPS spectrum) and therefore likely to share their positive experiences with their brands socially and with friends during baby coffee groups and play dates.

Market Statistics and Tables





The following charts, tables and graphs represent the size, strength and volumes of the total baby food market, along with some interesting insights into the purchasing habits of the target market and ways in which marketing teams can reach them.

Table 1: EG Organic Baby Food growth and market share.



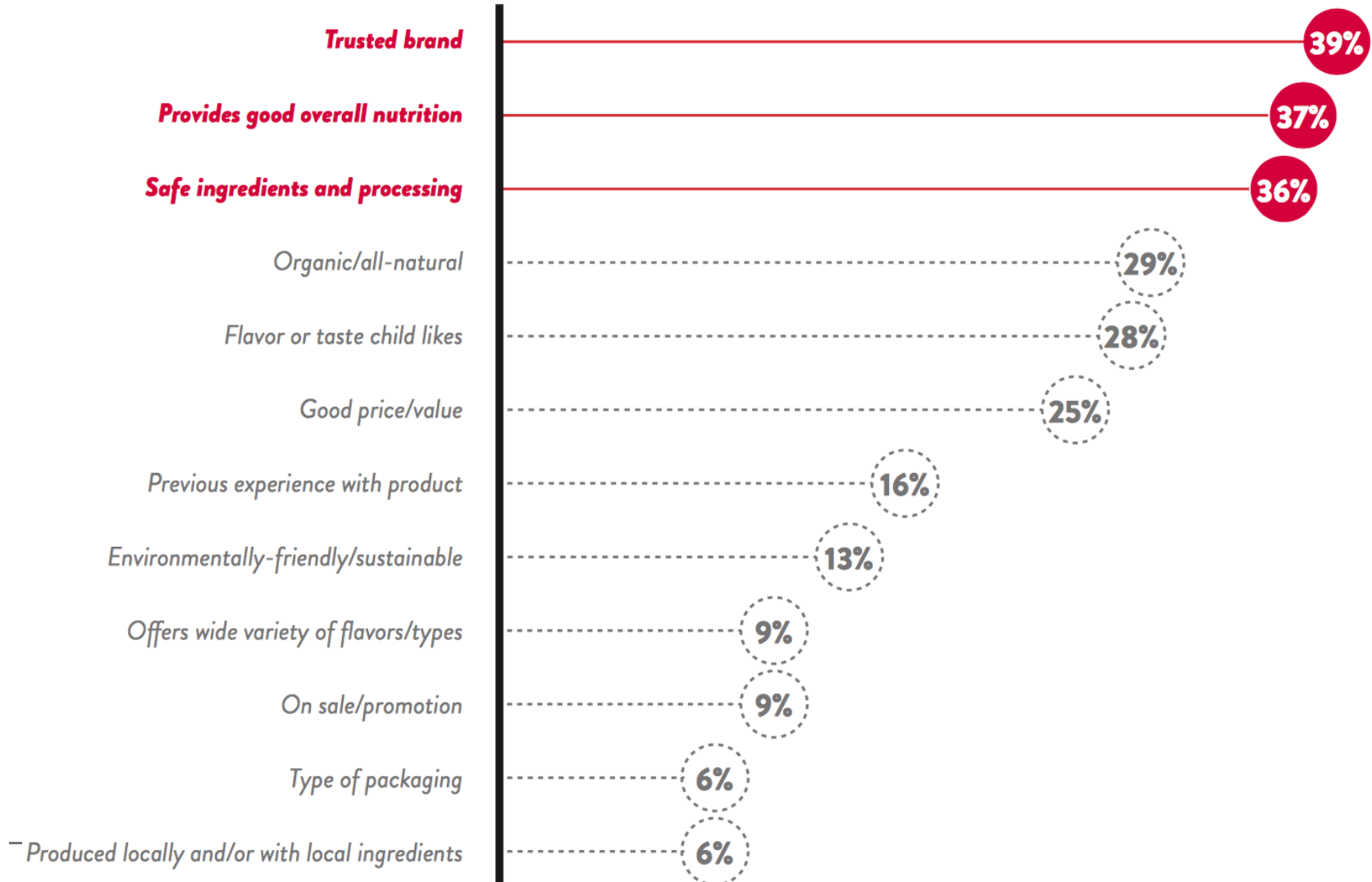
Sources used to learn about baby food products and for influencing purchases

GLOBAL AVERAGE

	SOURCES FOR LEARNING	SOURCES FOR INFLUENCING
WORD-OF-MOUTH		
 Recommendation from Friends/Family	44%	38%
Recommendation from Baby Health Experts (e.g., doctor, nurse)	36%	34%
TRADITIONAL		
 TV Advertising	33%	23%
Parenting Magazines	22%	14%
Magazine or Newspaper Advertising	16%	6%
Radio Advertising	7%	3%
IN-STORE		
 Products on Shelf in Store	30%	17%
Special Displays In Store or In-Store Sales/Promotions	18%	8%
Store Circular	14%	5%
ONLINE		
 Parenting Websites	26%	17%
Baby Blogs	19%	11%
Brand/Manufacturer Website, Email or Mobile App	19%	11%
Social Media (e.g., Facebook)	19%	12%
Online Advertising	16%	7%
Store Website, Email or Mobile App	13%	6%
Other Websites or Mobile Apps	8%	4%

Most important baby food purchase attributes

GLOBAL AVERAGE



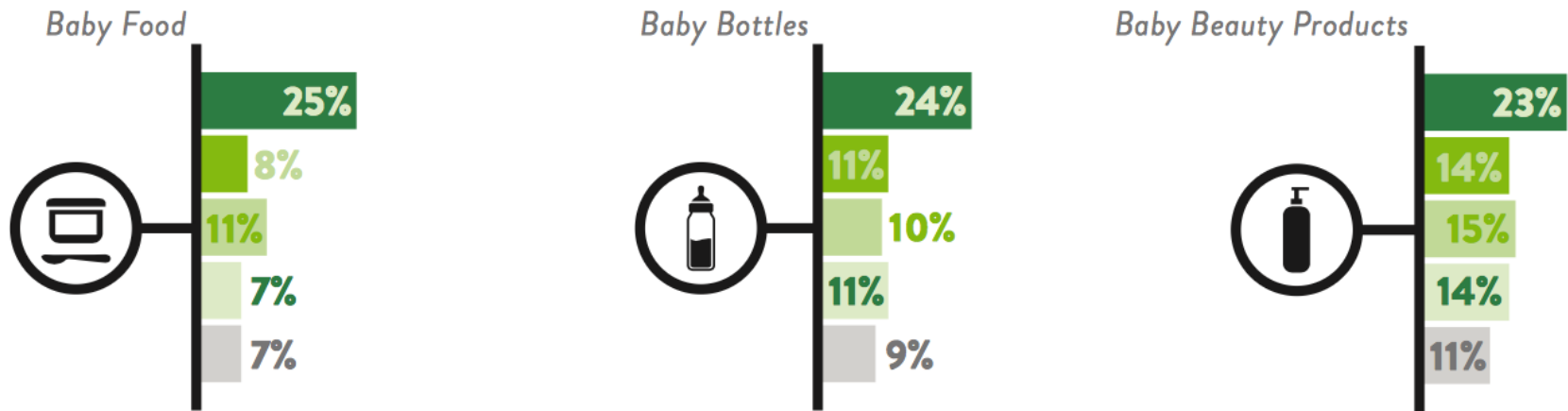


Table 4: Percentage who say they have purchased a baby care product online in the Asia Pacific region.

Marketing Strategy and Implementation

Overview

- Develop an expansive online presence through the use of pay per click marketing and search engine optimization.
- Develop promotional giveaways that will draw users to the website via viral marketing methods.
- Establish relationships with supermarkets, pharmacies and health stores in an aggressive distribution strategy.

Marketing Plan

- In store demonstrations and tastings

This step might have to occur once distribution arrangements have already been finalised, or alternatively, as proof that the products will be popular amongst children and adults. In store demonstrations give consumers the chance to taste (and buy) food while it's prepared fresh in store. During a demonstration and tasting the brand ambassador can sell the consumer on the benefits of the product and explain where to buy them. Demonstrations are also an excellent source of customer research. If some of the food doesn't land well with the target audience, we'll know instantly and can move on to a new range or a new product to sample. Supermarkets, health stores and pharmacies will all be targeted.

- Bloggers (brand awareness only)

Bloggers play an increasingly important role in altering the perceptions of consumers and influencing users. That means, the difference between the company's offering selling well and fizzing out can now be determined by a certain blog or review that is sent out to a blog community. Thankfully, mothers and mumtrepreneurs are increasingly turning their post-baby attention to blogging and other digital platforms as a creative outlet, as a way of sharing their views and to browse and share in the trust economy when they get a spare moment. This is particularly true for the fitness industry. We believe that our natural and organic baby products sync well with influencers within that segment. Accordingly, we'll look to supply offers to influential bloggers in return for positive reviews of our baby food products. Influencers can also be given discount codes to refer to others within their network. Examples of potential influencers include:

@NOTSOMUMSY | @JESSICASMITH27 | @HIPSTER_MUM | @PATCHWORKCACTUS | @STAYSTRONGMUMMY

- Baby care centres

Rapid urbanization, the growth of the middle class and rising rates of female participation in the labor force in many developing markets has encouraged the adoption of convenience-oriented lifestyles, making baby formula and prepared baby foods more desirable. But it's also made baby care centres and facilities more fancied by mothers returning to work, or those that want a short break from their children to recapture their lives (2-3 times a week).

Even with convenience of meals and care facilities put at the forefront of parents' mind, the children can still get quality care and nutritious foods while in the hands of professional caregivers. The company will look to partner up with a large number of franchises, and independent care centres to have their products stocked in the care centres. The exclusive arrangements will allow care centres to use the natural baby food that the company provides during breakfasts, lunch times and snacks – increasing sales and the exposure to the brand amongst mums and dads.

- Distribution

Along with brand, route to market or distribution is of vital importance in building a global brand.

The most important aspect of the sales and marketing activity is to get our products in stores. While supermarket negotiation will be incredibly tough (on account of the supermarket holding all the bargaining power), it is important for brand awareness to get some supermarket shelf exposure. The management team and sales BDs will be responsible for prospecting and closing deals with large franchises, small convenience stores, pharmacies and health food stores. If appropriate, external distribution specialists with arrangements already in place with the major chains in Indonesia will be considered as a means of generating revenue from company commencement. In addition to physical shelf space, online positioning on the websites of supermarkets and pharmacies that offer online selling will also be important.

The following supermarkets will be approached:

99 Ranch Market	Farmer's Market	Kem Chicks
AEON Group	The Foodhall (formerly Sogo Supermarket)	Lotte Mart (formerly Makro)
Alfamidi	Foodmart	Marks & Spencer
Bintang Supermarket (mostly located in Bali)	Giant	Sinar Supermarket (mostly located in East Java)
Bromo Swalayan	Griya (mostly located in West Java)	Spar
Carrefour	Hari Hari	Super Indo
Chandra (mostly located in Lampung)	Hero Supermarket	Yogya
	Hypermart Indonesia	

Intermediaries could also support the distribution efforts of the company. Brokers, agents are steps that we can go to before reaching the supermarkets. If there are professionals in the area that can help us get appointments with supermarket owners and help us broker deals, we will consider using them in return for a small fee. We'll put together a list and get to know them. How many supermarkets do they have existing relationships? What do they charge? What sales tactics do they use to get supermarket shelf space and can they give examples of getting quality

eye level shelf space for another client? The following creates the nexus of a distribution strategy that can be moved internally or externally. If we can't fulfil the number of orders between our Australian manufactures and the supermarkets, an intermediary is an excellent conduit. An intermediary could also assist with stock control and the requirement for storage space.

Once we've been operating our distribution strategy for some time we can then drilldown on some of the sales data collected to determine the profitable channels. While shelf space in supermarkets and pharmacies is excellent for brand awareness, sales will fuel the business and must be placed at the forefront of our analysis. We can move from intensive distribution through to the other types including selective distribution (where we can afford to handpick the stores we supply to) and exclusive distribution (very few or only one supermarket / intermediary).

Intermediaries and agents will need to be hired or engaged to implement the above plan. The agent's role is to ensure a smooth and speedy working relationship between the company as an importer, and the distributors or key accounts in each targeted region.

Financial Plan

Sales	YEAR 1	YEAR 2	YEAR 3
Baby Food	\$450,000	\$577,666	\$949,316
Children's Food	\$275,852	\$311,713	\$552,235
Baby Formula	\$176,660	\$203,158	\$233,632
Baby Clothes	\$44,372	\$51,028	\$58,683
Baby Skincare	\$113,816	\$130,889	\$250,523
Baby Accessories	\$15,885	\$16,078	\$29,540
TOTAL SALES	\$1,076,585	\$1,290,532	\$2,073,929
Direct Cost of Sales			
Baby Food	\$319,500	\$410,143	\$674,014
Children's Food	\$195,855	\$221,316	\$392,087

Organic Baby Food

Baby Formula	\$125,429	\$144,242	\$165,879
Baby Clothes	\$31,504	\$36,230	\$41,665
Baby Skincare	\$80,809	\$92,931	\$177,871
Baby Accessories	\$11,278	\$11,415	\$20,973
Gross Profit	\$764,375	\$916,278	\$1,472,490
Fixed Expenses			
Salaries	\$64,501	\$118,952	\$130,848
Marketing	\$47,205	\$118,096	\$187,880
Utilities	\$5,000	\$5,000	\$5,000
Insurance	\$10,000	\$10,000	\$10,000
Rent	\$20,000	\$22,000	\$24,200
Consultants	\$20,000	\$40,000	\$60,000
Miscellaneous	\$5,000	\$5,000	\$5,000
Legal	\$2,500	\$2,500	\$2,500
Hosting	\$2,500	\$2,500	\$2,500
Total Fixed Expenses	\$176,706	\$324,048	\$427,928
Net Profit	\$135,504	\$50,206	\$173,511

Appendix

Sources (in order that they appear)

Detailed analysis on baby food market in Indonesia 2015.

January 2016

<https://www.whatech.com/market-research/food-beverage/120628-detailed-analysis-on-baby-food-market-in-indonesia-2015>

OH, BABY! - TRENDS IN THE BABY FOOD AND DIAPER MARKETS AROUND THE WORLD

AUGUST 2015

<http://www.nielsen.com/content/dam/nielsen-global/jp/docs/report/2015/20150829%20Global%20Baby%20Care%20Report%20Revised%20FINAL.PDF>