



City of Madison Liquor/Beer License Application

On-Premises Consumption: Class B Beer Class B Liquor Class C Wine
 Off-Premises Consumption: Class A Beer Class A Liquor Class A Cider

Section A – Applicant

1. If needed, a qualified interpreter can be provided at no charge to you. Would you like an interpreter?
- Yes (language: _____)
- No (If you answer no and you do require an interpreter, the ALRC will refer your application to a subsequent meeting and this may delay your application process)

Si usted requiere o necesita un/a intérprete, nosotros podemos proveer un/a intérprete sin costo alguno. ¿Le gustaría tener un/a intérprete?

- Sí, lenguaje _____
- No. Si usted escoge "no" en la solicitud/aplicación, y usted sí requiere un/a intérprete, el comité remitirá su solicitud para una nueva junta y esto puede atrasar el proceso de su solicitud.

2. This application is for the license period ending June 30, 20____.
3. List the name of your Sole Proprietor, Partnership, Corporation/Nonprofit Organization or Limited Liability Company exactly as it appears on your State Seller's Permit.

Mad Local Food Group, LLC

4. Trade Name (doing business as) Pasture and Plenty
5. Address to be licensed 2433 University Ave, Madison, WI 53726
6. Mailing address 4313 Somerset Lane, Madison, WI 53711
7. Anticipated opening date now open
8. Is the applicant an employee or agent of, or acting of behalf of anyone except the applicant named in question 3?
- No Yes (explain) _____
9. Does another alcohol beverage licensee or wholesale permittee have interest in this business?
- No Yes (explain) _____

Section B—Premises

10. Describe in words the building or buildings where alcohol beverages are to be sold and stored. Include all rooms including living quarters, if used, and any outdoor seating used for the sales, service, and/or storage of alcohol beverages and records. Alcohol beverages may be sold and stored only on the premises as approved by Common Council and described on license.

Alcohol beverages would be sold in the main dining room and from retail shelves in the market/deli. Back stock is kept in locked storage. Retail display included shelf, cooler and menu.

11. Attach a floor plan, no larger than 8 1/2 by 14, showing the space described above.

12. Applicants for on-premises consumption: list estimated capacity ~50

13. Describe existing parking and how parking lot is to be monitored.

street parking, 6 spots at rear of building,
monitored w/ security camera

14. Was this premises licensed for the sale of liquor or beer during the past license year?

No Yes, license issued to Mad Local Food Group LLC (name of licensee)

15. Attach copy of lease.

2017 class b Beer
class c wine
Business owners are also past owners of property

Section C—Corporate Information

This section applies to corporations, nonprofit organizations, and Limited Liability Companies only. Sole proprietorships and partnerships, skip to Section D.

16. Name of liquor license agent Mary C. McKenzie

17. City, state in which agent resides Madison, WI

18. How long has the agent continuously resided in the State of Wisconsin? 4 1/2 yrs.

19. Appointment of agent form and background check form are attached.

20. Has the liquor license agent completed the responsible beverage server training course?

No, but will complete prior to ALRC meeting Yes, date completed 7/16/2017

21. State and date of registration of corporation, nonprofit organization, or LLC.

2/2017 WI

22. In the table below list the directors of your corporation or the members of your LLC.

Attach background check forms for each director/member.

Title	Name	City and State of Residence
<u>owner</u>	<u>Mary C McKenzie</u>	<u>Madison, WI</u>

23. Registered agent for your corporation or LLC. This is your agent for service of process, notice or demand required or permitted by law to be served on the corporation. This is not necessarily the same as your liquor agent.

Mary C McKenzie

24. Is applicant a subsidiary of any other corporation or LLC?

No Yes (explain) _____

25. Does the corporation, any officer, any director, any stockholder, liquor agent, LLC, any member, or any manager hold any interest in any other alcohol beverage license or permit in Wisconsin?

No Yes (explain) _____

Section D—Business Plan

26. What type of establishment is contemplated?

Tavern Nightclub Restaurant Liquor Store Grocery Store = deli

Convenience Store without gas pumps Convenience Store with gas pumps

Other Catering

27. Business description

Quick serve specialty mkt,
deli ; catering w/ delivery, wine
dinners ; special events on site

28. Hours of operation

Sun - Sat 7am - 7pm

29. Describe your management experience

Retail, Quick serve
restaurant mgmt, professional svc.
business mgmt.

30. List names of managers below, along with city and state of residence.

Mary C. McKenzie - Madison, WI Dana Starkey - Madison, WI
owners Retail Mgr.
Nate Carney - Madison, WI Sean Langenecker - Madison, WI
Exec. Chef Retail Mgr.

31. Describe staffing levels and staff duties at the proposed establishment

I retail at all times, delivery drivers.
Kitchen staff

32. Describe your employee training

2 day intensive on
employee guidelines, expect serv safe and
alc. handlers as required. Monthly
check-in and retraining as needed.

33. Utilizing your market research, describe your target market.

Near West 25-54 yo single > \$70k/yr
dual > \$90k/yr

34. Describe how you plan to advertise and promote your business. What products will you be advertising?

Social media, local news, direct marketing,
advertising deli, meal kits, catering,
events : classes

35. Are you operating under a lease or franchise agreement? No Yes

36. Private organizations (clubs): Do your membership policies contain any requirement of "invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin?
 No Yes

Section E—Consumption on Premises

This section applies to Class B and Class C applicants only. Class A license applicants (consumption off premises) may skip to Section F.

37. Do you plan to have live entertainment? No Yes—what kind? _____

38. What age range do you hope to attract to your establishment? 25-65yo

39. What type of food will you be serving, if any? Farm to-table, healthy,
 Breakfast Brunch Lunch Dinner delicious local food

40. Submit a sample menu if applicable. What will be included on your operational menu?
 Appetizers Salads Soups Sandwiches Entrees Desserts
 Pizza Full Dinners

41. During what hours of operation do you plan to serve food? 7am - 7pm

42. What hours, if any, will food service not be available? _____

43. Indicate any other product/service offered. home goods : wine, beer

44. Will your establishment have a kitchen manager? No Yes

45. Will you have a kitchen support staff? No Yes

46. How many wait staff do you anticipate will be employed at your establishment? Counter-
Service

During what hours do you anticipate they will be on duty? _____

47. Do you plan to have hosts or hostesses seating customers? No Yes

48. Do your plans call for a full-service bar? No Yes
 If yes, how many barstools do you anticipate having at your bar? _____
 How many bartenders do you anticipate having work at one time on a busy night? _____
49. Will there be a kitchen facility separate from the bar? No Yes *n/a*
50. Will there be a separate and specific area for eating only?
 No Yes, capacity of that area _____
51. What type of cooking equipment will you have?
 Stove Oven Fryers Grill Microwave
52. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products?
 No Yes
53. What percentage of payroll do you anticipate devoting to food operation salaries? 80%
54. If your business plan includes an advertising budget:
 What percentage of your advertising budget do you anticipate will be related to food? 100%
 What percentage of your advertising budget do you anticipate will be drink related? _____
55. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin? No Yes
56. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association? No Yes
57. All restaurants and taverns serving alcohol must substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. New establishments estimate percentages:
20 % Alcohol 70 % Food 10 % Other
58. Do you have written records to document the percentages shown? No Yes
 You may be required to submit documentation verifying the percentages you've indicated.

Section F—Required Contacts and Filings

59. I understand that liquor/beer license renewal applications are due April 15 of every year, regardless of when license was initially granted. No Yes
60. I understand that I am required to host an information session at least one week before the ALRC meeting. No Yes
61. I agree to contact the Alderperson for this location to discuss my application and to invite the Alderperson to my information session. No Yes
62. I agree to contact the Police Department District Captain for this location prior to the ALRC meeting. No Yes
63. I agree to contact the Deputy Clerk prior to the ALRC meeting. No Yes
64. I agree to contact the neighborhood association representative prior to the ALRC meeting.
 No Yes
65. I intend to operate under the alcohol license within 90 days of the Common Council granting this license. The license shall be considered surrendered if not issued within 90 days of being granted. No Yes

66. I understand we must file a Special Occupational Tax return (TTB form 5630.5) before beginning business. [phone 1-800-937-8864] No Yes
67. I understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in section 2, above. [phone 608-266-2776] No Yes
68. Is the applicant indebted to any wholesaler beyond 15 days for beer or 30 days for liquor?
 No Yes

Section G—Information for Clerk's Office

69. State Seller's Permit 456-1029551571-02

70. Federal Employer Identification Number 82-1010445

71. Who may we contact between 8 a.m. and 4:30 p.m. regarding this license?

Contact person Mary C (Christy) McKenzie

E-mail address Christy@madlocalfood.com

Phone 608-347-9300 Preferred language english

72. Corporate attorney, if applicable: Name _____

Phone _____ E-mail _____

Read carefully before signing in front of a notary: Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate the business according to law, and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another. Lack of access to any portion of licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 16th day of July, 2018

 (Clerk/Notary Public)

M. C. McKenzie
 (Officer of Corporation/Member of LLC/Partner/Sole Proprietor)

My commission expires 3-27-2022

Clerk's Office checklist for complete applications		
<input type="checkbox"/> Orange sign <input type="checkbox"/> WI Seller's Permit Certificate (matching articles of incorporation) <input type="checkbox"/> FEIN <input type="checkbox"/> Notarized application <input type="checkbox"/> Written description of premises	<input type="checkbox"/> Background investigation form(s) <input type="checkbox"/> Form for surrender of previous license <input type="checkbox"/> *Articles of Incorporation <input type="checkbox"/> *Notarized Appointment of Agent * Corporation/LLC only	<input type="checkbox"/> Floor Plans <input type="checkbox"/> Lease <input type="checkbox"/> Sample Menu <input type="checkbox"/> Business Plan
Date complete application filed with Clerk's Office _____		
Date of ALRC meeting _____ Date license granted by Common Council _____		
Date provisional issued _____ Date license issued _____ License number _____		

BREAKFAST

served 'till 11am weekdays & 2pm Saturdays

pastury

croissants, morning rolls - \$4

p&p quick bread, coffee cake, scones, fruit slab
priced as marked

focaccia

with seasonal veg - \$4

with sausage/ham & cheese - \$5

naked toast

MSCO miche, banana or zucchini bread,
GF - \$2.50 • bagel - \$2.50

toast with toppings

w/ nut butter & honey or p&p jam - \$4.00

w/ avocado with lemon & chili salt - \$7

w/seasonal hummus & microgreens - \$6.50

coconut almond chia seed pudding

with seasonal fruits (V, DF, GF) - \$6

egg sandwich

egg, sarvecchio, red pepper jam, greens.

garlic aioli - \$7.50

overnight oats

oats, almond milk, Greek yogurt, flax seeds,

salt, maple syrup - \$6

p&p granola

with whole milk or coconut yogurt,
local honey, seasonal preserves - \$8

breakfast savory grain bowl

see specials board - \$9.50

SATURDAY SPECIALS

... see specials board ...

BREAK

FAST

MADE LOCAL • WITH LOVE



LUNCH WELL

PLANT-BASED • PASTURE-RAISED



COOK FRESH

MEAL KITS • CARRY OUT



KITCHEN STUDIO

CLASSES • PARTIES



pastureandplenty.com

hello@pastureandplenty.com

PASTURE AND PLENTY

MENU



mon - fri 7 - 7

sat coming soon

sun closed

2455 university ave

madison, wi 53726

(608) 665 - 5770

LUNCH

SANDWICHES all day

ham & gruyere
\$8.50

house pulled fresh mozzarella, arugula,
roasted red pepper jam
\$7.50

grilled vegetables, spinach, pesto,
garlic aioli
\$8

green goddess chicken salad
\$8.50

kale chicken caesar wrap
\$8

SOUP, GREENS & GRAINS

daily soup after 11 am
served with foccaccia
\$5.50

seasonal grain bowl all day
roasted vegetables,
poached egg, peptias
\$9.50

daily farmer's market salad

seasonal vegetables, pickled things and
the best greens of the season
\$10/large • \$5/small

... see specials board ...

PLANT
BASED
.....

MENU

PASTURE
RAISED
.....

SMALL PLATES & BOARDS

cheese, charcuterie, vegetable,
fish and daily specials

... see specials board ...

SWEETS

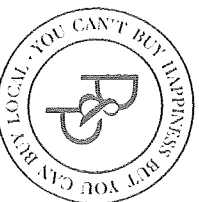
rotating selection of p&p house-made sweets
baked from scratch with natural sweeteners,
whole grains and local ingredients.
priced as marked

WEDNESDAY DINNER

5 - 7:30pm

omnivore or vegetarian/vegan
for families or singletorns
dine-in or carry-out
pre-order or walk-in

see weekly menu in-store
or online



DRINKS

house coffee \$2.50

coffee to go 12 oz- \$2.50 / 16 oz- \$3

cafe au lait 12 oz- \$3.25 / 16 oz- \$3.75

wonder coffee \$4.25

iced cold brew, brown sugar, maple syrup,
cinnamon sticks, vanilla, half and half

iced cold brew \$3.25

rishi teas hot or iced \$2.50

p&p house chai hot or iced \$4.25

p&p house kombucha \$3

fresh orange juice \$4

1% milk / chocolate milk \$1.75

tap beer \$5/pint or \$16/pitcher

wine \$7-10/glass

SMOOTHIES

\$6.50 each

stone fruit smoothie

door county cherries, michigan peaches,
spinach, carrots, yogurt, cinnamon/cardamom

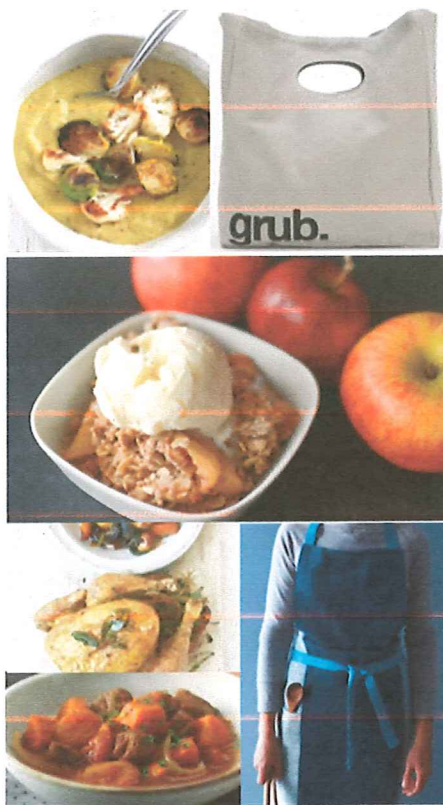
wisco-berry smoothie

blueberries, strawberries, banana,
kale, mint, organic oat milk

chocolate banana protein shake

banana, sunflower butter, cocoa powder,
organic oat milk • add cold brew +50¢

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*



Business in Brief

Mad Local is an online and retail marketplace, providing a "Whole Diet" delivery and pick-up service. We serve high-quality, locally-sourced and prepared frozen, ready-to-eat meals, cook kits and pantry items to individuals and families who are hungry for high-quality, healthy meals, but starved for time. The marketplace and storefront showcase farm-to-freezer meals, food products and home goods by local artisans, and a kitchen studio to host craft cooking classes, food book events and pop-up food shops. We are a community hub and marketing engine that nurtures local eaters and food producers.

Market Opportunity

We are at the beginning of a major cultural shift in how we define convenience and quality in home-served meals. Consumers are looking for authentic food experiences and for innovative businesses to help them put meals on the table and connect to local producers.

- In 2016, U.S. meal kit providers delivered \$1.5 billion in sales (1% of total food market) and the market niche is expected to be a multi-billion-dollar business within 5 years. While these services are only a few years old in the United States, growth potential is expansive. 3% of consumers (8 million) report that they have tried meal kit services and 20% (50 million consumers) would like to try a service of this type, according to research published by NPD Group.
- Convenience food sales are outpacing other grocery departments' sales, with prepared meal sales up 10% year-over-year. 17% of consumers purchase fully prepped meals from their local store and 40% of consumers purchase pre-cut vegetables or fruit. (Food Marketing Institute, Top Trends in Fresh - Convenience Foods, 2016)
- Food expenses account for a 13% share of household budget for U.S. consumers, ranking third behind housing and transportation. (USDA, Economic Research Service, 2014).



Mad Local Food Group

Prepared Foods + Neighborhood Kitchen



Target Customers

People who are hungry for great food and starved for time.

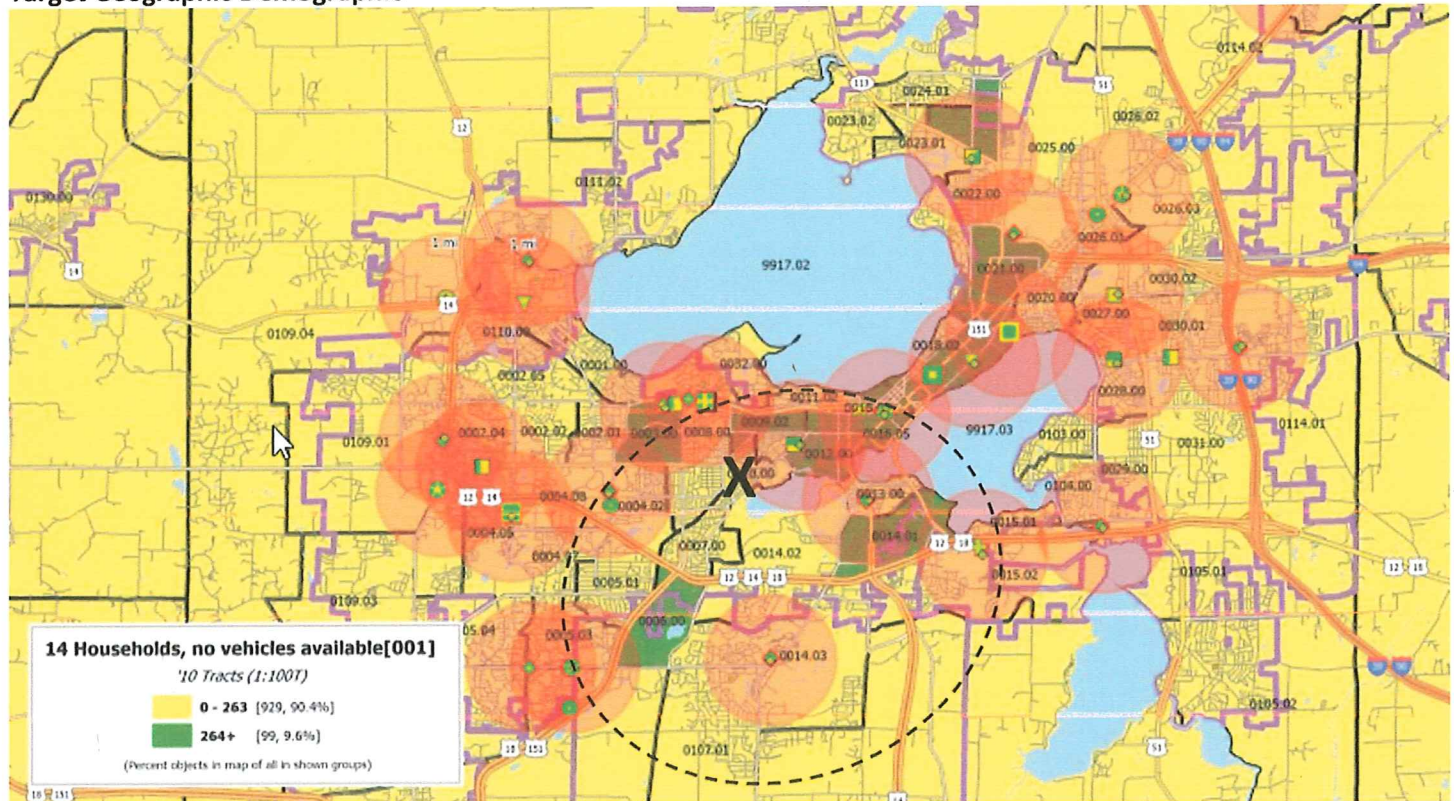
- Young professionals and older adults, active lifestyle, want to eat well, but don't have time or interest in cooking for 1 or 2 hours every day
- Busy 2-income households/ families, need fast solutions for "What's for dinner?" made with local ingredients, are healthy and are less expensive than taking the family out for dinner
- 25-54 years old, higher level degrees, single income \$70K+, dual-income with family income \$90K+

Our target customers

- Love the idea of the farm-box/Community Supported Agriculture (CSA), but are overwhelmed by the time it can take to prepare food from scratch, or the quantity provided
- Believe in supporting a local food system, eating seasonally and are willing to pay for the service
- Care about the community and are concerned about access to healthy, wholesome local foods for all

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*

Target Geographic Demographic



2015 research market analysis, shows most city residents have access to a grocery store within a 1-mile radius, with a gap (area of opportunity) in Dudgeon-Monroe neighborhood and Southwest into Westmorland, Nakoma, Fitchburg, Verona.

Market Problem and Current Solutions

There are many prepared and convenience food options available, but they are not meeting our target consumers' needs for authentic food experiences, convenience beyond novelty, reduced food and packaging waste and increased connection to local producers.

- Only half of consumers who try home delivered meal cook kit delivery retain the service; wasteful packaging and cost are cited as top concerns for those who cancel.
- CSA and farmer's markets provide consumers direct access to local ingredients and a connection to producers. Wisconsin ranks in the top 10 for direct farm sales to consumers, with \$46.9 million reported sales in 2012. But CSA retention is a challenge; the 2015 annual CSA report by Small Farm Central reports a 46% average retention rate. Low retention is commonly due to guilt over unused produce, a feeling of pressure to cook, and discomfort from lack of control over choice of what is for dinner. Some report feeling they have a house full of food, but nothing to eat.
- 89% of Shoppers believe that eating at home is healthier than eating at a restaurant, yet most are concerned they are not getting enough good nutrition in general. (Food Marketing Institute, 2016 Year in Review)

If we do not address this need with local, scalable solutions, national footprint businesses will steal food dollars from the local economy. By providing a sustainable, replicable model we can grow the market and the economy here and satisfy consumers' hunger for healthier convenience food options.

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*

The Mad Local Food Group Solution

Mad Local will redefine how the community answers the question "What's for dinner?" and build new market pathways for farmers and producers. The online marketplace and storefront showcase farm-to-freezer meals, food products and home goods by local artisans, and a demonstration kitchen to host craft cooking classes, food book events and pop-up food shops.

Mad Local Food will be a community hub and marketing engine to nurture local eaters and food producers. We will:

- Prepare farm-to-freezer mains, sides and desserts, meal kits and hot ready-to-eat, locally-sourced, seasonal dinners for in-store sale, satellite pick-up, and sustainable eBike and eTruck delivery
- Support local food manufacturers in doing what they do best, promote their products and bring new made-in-Wisconsin pantry products to market under the Mad Local banner
- Host and produce Mad Local kitchen events, including chef and food manufacturer spotlights, "Read It & Eat" food author events, retail food pop-up shops and small-batch, craft cooking classes
- Work to increase access to locally-sourced, quality, prepared foods for under-served families in the greater Madison area through our "Community Eats" program, where a portion of our products are donated to food pantries serving communities defined as food deserts

Unlike most national meal kit or grocery deli's, Mad Local will

- Focus on low-waste, compostable and reusable packaging
- Promote local farmers, ranchers, food manufacturers, and highlight local chefs
- Provide aspirational/gourmet menus, economy and family-friendly selections with video and online support
- Provide meal kits, frozen mains, sides and desserts, locally produced pantry products and a line of home goods created by local artisans
- Provide a broader "whole diet" locally-sourced food offering, including breakfast, lunch and dinner selections and options that reflect how families and individuals really eat, offering meals to cook, ready-to-heat-and-eat meals, hot meals, and pantry staples
- Provide frozen ready-to-eat meals and meal kits for sale in grocery stores
- Create sustainable relationships with consumers through subscription and retention marketing-based service models

Unlike other local food class and kitchen event organizations, Mad Local's kitchen studio will host classes and

- Invite authors and food experts from around the region and country beyond those engaged with Wisconsin Book Festival and other events
- Host food book club and series-type classes and programs
- Offer packaged parties and private kitchen event rentals, such as group wine tastings, birthday parties, rehearsal dinners
- Provide a natural light kitchen studio for lease to cookbook authors, bloggers, chefs and manufacturers who need a backdrop for photography and video-recording
- Provide a kitchen studio space for manufacturers, businesses and chefs to rent for concept testing, tasting and product innovation

Key Competitors Strengths and Weaknesses in the Convenience Food Space

Plated, Blue Apron and Hello, Fresh Strengths

- National brand recognition and logistical networks
- Strong brand identities, clear target markets and developed marketing strategies

Grocers & Co-ops Strengths

- History of serving and meeting customers' needs and responding to demand for more locally sourced products
- Established reputation in community

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*

Plated, Blue Apron and Hello, Fresh Weaknesses

- Anonymous, national cook kit services
- Limited delivery options, e.g., Blue Apron only delivers in Madison in mid- or end-of-week, when most families need less support
- Some focus more on aspirational cooking than every-day, e.g. Plated meals often take more than 12 steps and 1 hour to cook
- High packaging waste and food miles
- None provide ready to heat-and-eat options or pantry products to complement the meal kit purchases

Grocers & Co-ops Weaknesses

- Require customers to meal plan and have time for shopping or planning delivery, and have time to cook
- Customers in our focus group research claim they have to shop at up to 4 locations in Madison to source the ingredients they look for, based on quality, product availability, and price, and that they feel they have to compromise if they are limited in time for multiple stops
- Lack of healthy prepared and frozen prepared foods for in-home consumption available along the Monroe Street Corridor, west of Trader Joe's

Mad Local Food Group will succeed by connecting consumers with convenient meal options which meet their health, lifestyle and entertainment expectations. Serving them access to the hottest consumer food trends for authentic, artisan foods, redefined premium products, flavor adventure, comfort and indulgence, all with on demand delivery and a meaningful impact on their food system.

Business Model

Mad Local Food Group will reach consumers directly and through business-to-business sales. In the early days, event and kitchen studio revenue will be the largest contributor to earnings, while weekly meals, retail sales and subscription services will ramp up over the first five months. Retail sales will be available onsite and as delivery services ordered by phone or mobile interface.

Key Revenue Streams

- Retail
 - Farm-to-freezer mains, sides and desserts
 - Meal kits
 - Pantry items (frozen cuts of meat, dairy, shelf stable products from local manufacturers, beer and wine)
 - Home goods curated for modern life and produced by local and regional artisans
- Events and Classes
 - Book events, seasonal themes, wine and beer tastings, global cuisine, kids' cooking classes, craft cooking, meet-the-maker events
- Wholesale and B2B/B2C Event Sales
 - Frozen foods and pantry products
 - B2B Kitchen studio rental for photography, food events, tastings and food focus groups
 - B2C Kitchen studio rental for smaller events (capacity 10-50), including wine dinners, wedding events, tastings

Logistics

- Frozen food production and packaging will be processed in our commissary kitchen
- Weekly chicken dinners, daily coffee and pastry to be produced and served from the Kitchen studio within the retail location
- Consumers are able to purchase onsite or order over the phone or online, for pick-up or delivery

"You can't buy happiness but you can buy local, and that's kind of the same." - Unknown

The growth of convenience food sales in meal kits and as a portion of conventional grocer's sales show that this area of the food market is growing and sustainable. Our consumer focus group research shows that the individual and family consumers in our demographic are looking for local solutions which help them enrich their food experiences and support local food economy. Chefs and local manufacturers do not have a creative space like the proposed kitchen studio available, it is a model which has found success in other markets and will be well received by the food community.

Organization, Leadership and Advisors

Mad Local Food Group is a woman-owned and operated Limited Liability Corporation. The business employs an executive chef, sous chef, prep cooks, program manager, coordinators and retail employees, contract chefs/food businesses and event presenters, and an extensive network of wholesale partners/collaborators.

Christy McKenzie – Owner

Christy has more than 15 years of professional experience in food, advertising, consumer marketing and research, sales, and consumer promotions. Her heart is in community food systems and economic development. She looks forward to bringing her passion, business acumen and leadership to develop Mad Local Food Group as an economic engine for Southwestern Wisconsin. She is a leader and business manager with a proven track record of growing sales, building relationships and scaling up businesses. Her educational background is in Community and Environmental Sociology (previously known as Rural Sociology) at the University of Wisconsin-Madison, where she studied community economic development, and local and international food systems. While in school, she worked in hospitality serving as part-time innkeeper with a local bed and breakfast, and as a server in local restaurants. She was a demonstration chef, pastry assistant and prep cook at L'Etoile and Sub-zero|Wolf. In 2004, after a move to the Northwest, she became the manager of the Tully's Coffee Corporation headquarters store and served as a trainer for new hires, managers and regional managers. She moved from food and beverage retail into food-based digital media publishing and advertising with Allrecipes.com. While with Allrecipes, she supported work to develop a suite of content-driven premium sponsorship products, and moved into management in the International business, helping lead consumer research, marketing and sales operations for the launch of the Allrecipes model into 18 countries, with 16 localized websites. In 2014, Christy moved back to Madison to join a start-up in print-at-home digital promotions and engagement media. The company was purchased by the leading coupon settlement business in the country and Christy now serves as the Director of Account Management for their Manufacturer Digital Promotions business. She leads a team of eleven account managers who serve \$20-plus million in annual promotions business, doubling business year-over-year for the past three years.

Primary Advisor:

Robert Sands, Certified Score Mentor and Business Consultant

Bob Sands has 30+ years of experience and expertise gained in the manufacturing, foods, and agricultural industries, with companies ranging from \$50 million to \$5 billion in annual sales. He has held positions of increasing responsibility including the last 10 as President & CEO. Company ownership includes family, public, and private equity firms.

Areas of expertise and experience include:

- Revenue, cash flow, and market enhancement
- Rapid and dramatic turnaround
- Acquisition and mergers
- Strategic Planning
- Refinancing, leveraging for expansion
- Large scale manufacturing and global supply chain management in highly seasonal environments

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*

Consulting Advisors:

Paul Fishkin, Certified Score Mentor and CPA

Amy Gannon, Assistant Professor of Management at Edgewood College, Founder Doyenne Group for Women's Entrepreneurship

Alison Dodge, Small Business Consultant WWBIC

Michelle Somes-Booher, Small Business Development Center

Community Partnerships

- Significant ranch producer partnership with Reimer Family Farm (Coordinating access to chicken, beef, pork, lamb, eggs and networking with farms looking to expand their marketing models from CSA to wholesale.)
- Initial local farm and food producer partners – Arndt Farms, Blue Farm, Crossroads Community Farm, Elderberry Hill, Fox Heritage Farms, Green's Pleasant Springs Orchard, Madison Sour Dough Co, Mushroom Mike LLC, Pinn-Oak Ridge Farm, Raleigh's Hillside Farm, Sartori, Sassy Cow, Stoneface Pastures, SuperCharge! Foods, Tipi Produce, Vitruvian Farms, Walsh Family Farm, Winterfell Acres, and more Monroe Street and Dane County Farmer's Mkt Growers
- Product consultation and pricing support - Willy Street Co-op and Metcalfe's market grocery buyers
- Chef-led research and development in process; Exec Chef Nate Carney, Sous Chef Jack Huibregtse
- Tastings and pop-up chicken dinners beginning May 10, 2017, for community building and fundraising – Concerts on the Square and In-house
- Cricket Design Works – Media and marketing partnership. Branding, website and mobile interface
- Emilie Kalpinski Designs – Customer retention marketing and messaging
- Table Wine (Wine selections, and wine/beer business)
- Local Household Goods Partners: Wilson Creek Pottery (Functional pottery kitchen and serving ware), Milkhaus Designs, Sylva Spoon, Downsworks
- FEED Kitchen – business incubator, Innovation Kitchen – Co-packer
- Forbair Construction Group – Builder; Parametric Property Group – Property Owner
- Summit CU – SBA Lender; Madison Development Council & Dane County Development Council
- University of Wisconsin - Community and Environmental Sociology Dept – Internships and Research

Pricing Strategy

We will price as an accessible, premium service, and within the established range for quality local foods, meal kit providers and market to ensure that our customers understand the value of the product. We will use consumer promotions to incent trial purchases of products and services and retarget consumers to reengage frequency to purchase. Price research has been done across the local market for similar providers, with national meal kit services and with consumer focus group. Following is a sample of service costs with more detail provided in the financial projections section below.

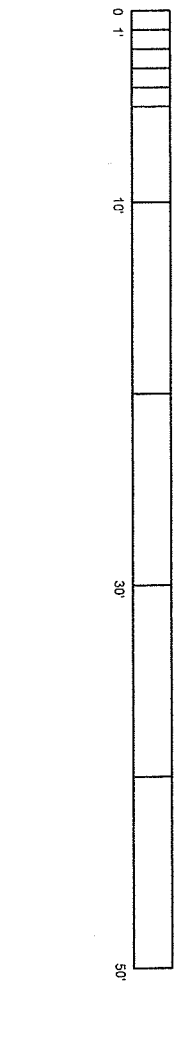
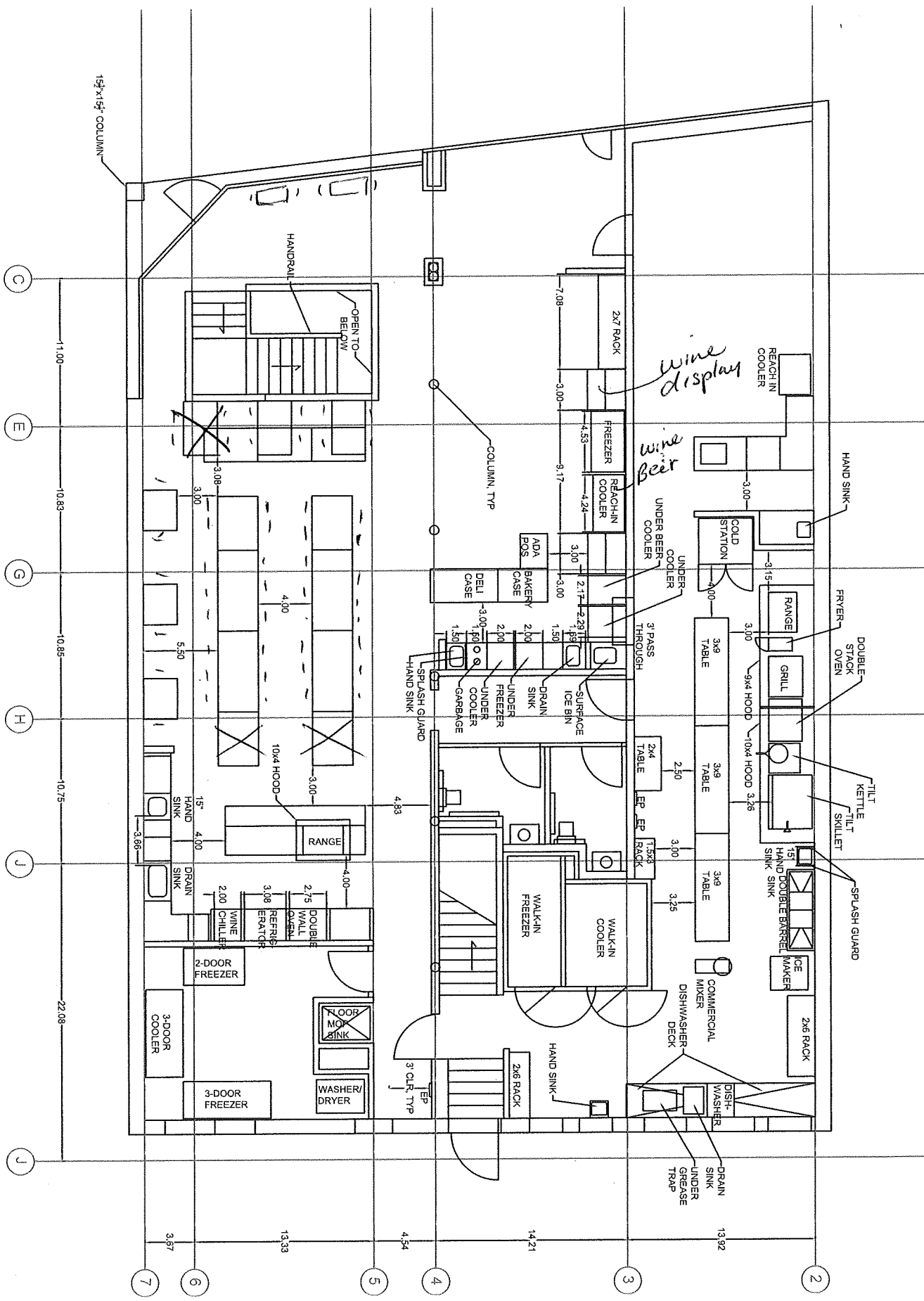
- Meal Kits – 3 meals per kit, \$11-12/serving depending on order size
- Chicken Dinners – \$44 per dinner for 4 (Chicken, Salad, Seasonal Vegetable and Roll)
- Cooking Classes – \$35 to \$80 per class participant, depending on topic

"You can't buy happiness but you can buy local, and that's kind of the same." - *Unknown*

Sales & Marketing Strategy

About half of all shoppers engage with food through social media, 5% of Shoppers use online-only retailers fairly regularly, and an additional 15% occasionally use online-only retailers for groceries. (Food Marketing Institute, *U.S. Grocery Shopping Trends*, 2016). We will have a multi-method marketing campaign, focused on introducing our services and incenting trial and repeat purchase, building credibility through high quality service and partnerships with strong and innovative community businesses and farms. Reinforcing the habit switch and reliance on service is key to retention.

- Direct Mail outreach with consumer promotion discounts and information on services and events
- Social Media presence and targeted marketing by demographic and geography
- Neighborhood Email List Serves and word-of-mouth
- Business marketing - flyering and sampling at larger local employers whose employees work and live in target area
- Collaborations and partnerships with local businesses and restaurants who provide service to target demographic, e.g. working with Table Wine to provide wine selections and wine club membership with a West Madison pick-up/delivery site
- Kick-off and ongoing events in the retail location and pop-up events around town
- Website and mobile web interface designed for sharing our story, highlighting producers, pushing forward our events and making ordering and delivery easy
- Core focus on retention marketing plans for retargeting consumers and driving recency and frequency to purchase



Wine display

Wine Beer

15' x 15' COLUMN

HANDRAIL

OPEN TO BELOW

COLUMN, TYP

SPLASH GUARD

HAND SINK

3' CLR. TYP

HAND SINK

FRYER

DOUBLE STACK OVEN

TILT KETTLE

TILT SKILLET

SPLASH GUARD

REACH IN COOLER

COLD STATION

RANGE

GRILL

3' PASS THROUGH

ICE BIN

WALK-IN COOLER

WALK-IN FREEZER

2x6 RACK

2x6 RACK

3-DOOR COOLER

3-DOOR FREEZER

WASHER/DRYER

FLOOR MOP SINK

2-DOOR FREEZER

WINE CHILLER

2000 CHILLER

308 ERATOR

2 7/8 WALL OVEN

DOUBLE

15" HAND SINK

4.00

3.88

10x4 HOOD

3.00

4.00

5.50

4.00

3.00

3.08

3.00

3.00

4.53

4.24

9.17

7.08

3.00

11.00

10.83

10.85

10.75

22.08

13.92

14.21

4.54

13.33

3.87

C

E

G

H

J

J

2

3

4

5

6

7