

BAKERY TOOLKIT

How To Manage Your Business Through A Tough Economy

The Cookie Issue:

*Connecting to Consumer Need
States to Drive Incremental Sales*



4

Cravings for Cookies

Cookies exemplify one of the most recession-proof categories in the bakery business, as today's shoppers continue to want to treat themselves to special indulgences that do not cost a fortune. Cookies are the perfect fit.

In fact, new research from Dawn Foods reveals that cookies are most associated with adult craving (55% of cookie purchases are for “spouse or significant other”), and smart retailers can link this craving need state to cookies to drive incremental business.

The latest statistics and trends included in this edition of *Bakery Toolkit* show a cookie category that is enjoying steady growth driven by a number of factors. To help magnify the many opportunities that lie ahead, Dawn Foods identifies four primary consumer need states: Connection. Craving. Convenience. Celebration.

Each of these need states presents you – the retail baker – with a unique position to leverage in your future marketing efforts. Further analysis is offered in the pages that follow.

It is essential to take full advantage of your ability to build deeper connections now with your customers by pushing the envelope in promotions, product development, and more. Be diligent in your efforts to bring more customers to the table with the signature products and varieties that they crave.

The cookie category offers great promise for those who listen intently to their customers and provide solutions to their needs.

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Celebrations: Cookie Promotions

With National Cookie Day on Dec. 4 coming right around the corner on your holiday calendar, it's a good time to reflect on how retail bakeries can help customers celebrate throughout the year. Cookies are the perfect celebration treat – hand held for convenience, easy to decorate into customized creations, and available in dozens of fun flavors for all members of a household to enjoy.

Make sure you recognize holidays and events with unique varieties of cookies that you promote to customers in your retail bakery and your website. This type of promotional activity is sure to set your bakery apart from the competition.

Holding a sweepstakes is one way that cookie makers can generate a great amount of publicity. Dallas-based Cookies by Design sweetens awareness of its

Eleni's Cookies in New York City created special Obama and McCain cookies during the presidential election last year.



gourmet cookie line with an annual “Free Cookies for a Year” sweepstakes.

Another great idea is to plan out special cookie events every month. Plan your calendar with a “cookie of the month” program by creating and promoting a special cookie for each month of the year. Promote the event at least a month in advance to create a buzz of anticipation among customers.

Eleni's Cookies in New York City goes so far as to include Academy Awards Night as one celebration not to miss, as this famous cookie shop produces “Best Actor” and “Best Actress” cookies designed in the caricatures of each year's Oscar nominees. The new Oscar cookie line comes out every February, and the cookies are available in gift boxes to be shipped nationwide. Among other cookie shops across the country that participated in election-day cookie celebrations, Eleni's also made headlines last year with its Obama and McCain cookies available during the presidential campaign.

Another retailer, Schmidt Bakery in Batesville, IN, has built quite a following for its Cherry Thing-a-Lings, which are available only once a year on President's Day in February. Orders start coming in months in advance. Lines start to form around the building of this small-town retail bakery on the morning they are available. They sell up to 6,600 Cherry Thing-a-Lings (created in honor of

George Washington chopping down the cherry tree) in a single day. Schmidt Bakery also makes special holiday cookies such as spiced pumpkin cheese cookies during October.

Check out other popular holidays for more ideas, and don't just plan around the obvious ones. Fill up your event calendar around all the fun days, too. For example, the second week of March is National Chocolate Chip Cookie Week, while people celebrate National Cookie Month in October. Other notable cookie holidays are as follows:

- Jan 06 - Shortbread Day
- Jan 12 - Fig Newton Day
- Mar 18 - Oatmeal Cookie Day
- May 31 - Macaroon Day
- June 12 - Peanut Butter Cookie Day
- July 01 - Gingersnap Day
- July 03 - Chocolate Wafer Day
- July 09 - Sugar Cookie Day
- July 20 - Fortune Cookie Day
- Sept 21 - Pecan Cookie Day
- Dec 04 - National Cookie Day
- Dec 23 - National Pfeffernüsse Day

Message cookies from Dawn Foods are an effective product idea to help customers celebrate any special occasion. Bakeable plastic trays and clear domes are included. Just bake, decorate and display.

Connecting with potential new customers is another important step in the long-term success of your promotions. Judi's Bakery Café in Kansas City fosters close relationships with local schools by promoting directly to the public school system, which

FAST FACT

The chocolate chip cookie, the official state cookie of Massachusetts, was invented by Ruth Wakefield in 1930 at the Toll House Inn Restaurant in Massachusetts.

is proving an effective strategy to build stronger awareness of their bakery within the local community. Schools regularly order cookie trays for PTA events from Judi's. "Having good relationships with schools is very important," says Julie Klautdt, who runs retail operations at Judi's. "Parents taste your cookies at a PTA meeting and say, 'wow, I've got to check them out.'"

Another effective hook for upcoming promotions is nostalgia. Think of the Fourth of July and other occasions as perfect opportunities to tie in promotions of nostalgic cookies, such as ginger snap cookies and macaroons. Many early cookbooks included recipes for macaroons, jumbles, and gingerbread, and nostalgia is considered one of the biggest trends in America. Try a nostalgic cookie promotion next year for Mother's Day (May 9) and Grandparents Day (Sept. 12) by creating vintage cookie boxes filled with your nostalgic cookies.

Marketing: Spread the Word

Getting the word out about your bakery is paramount to long-term success. Many bakery owners talk about the importance of word-of-mouth advertising, when it comes to building name recognition and brand awareness among customers. But word of mouth only takes you so far. Especially in today's competitive environment, it takes a multi-faceted marketing program to get the job done.

There are various types of marketing tactics you can deploy: billboards, birthday reminders, contests, electronic newsletters, fundraisers, gift cards or certificates, mailers, packaging, radio or print advertising, and so on.

Your ultimate goal is threefold – attraction, conversion and retention. First, you want to attract customers and make sure your bakery gets noticed. Then you need

Deerfields Bakery in Chicago promotes gift cards to customers who are increasingly giving gift cards as holiday gifts.



to convert customers' attention into action, such as prompting them to make purchases or sign up for your e-newsletter. Finally, you must retain customers – old and new.

Dawn Foods research identifies four primary consumer need states: Connection. Craving. Convenience. Celebration. Craving is one need state that can be maximized. New data from a proprietary Technomic study for Dawn Foods shows that cookies are most associated with adult craving – smart retailers can link this craving need state to cookies to drive incremental business. For instance, 55% of cookie purchases are for “spouse or significant other.” Research shows cookies and cakes are more likely to be purchased for craving than typical sweet baked goods.

Now, let's say one of your strategies is to build higher sales around the holidays. One effective tactic can be to offer gift cards. Tim Schmitt, general manager of Deerfields Bakery in Chicago, says that offering gift cards is a must in today's business world. And once you execute this tactic, make sure to promote that your bakery offers gift cards with a counter-top or hanging sign near the sales register.

Not only do gift cards spread brand awareness about your bakery, they are a relatively easy up-sell for your counter staff to recommend. As a bonus, statistics show that roughly 10% of gift cards are never

redeemed. Still, you get the guaranteed sale, regardless of whether the card is redeemed.

Other marketing tactics can involve billboard advertising (Busken Bakery in Cincinnati swears by it) or becoming actively involved in fundraising efforts. For Valentine's Day, for example, Busken uses clever billboard slogans like, "I'm with Cupid," surrounded by red heart-shaped cookies to attract customers to their bakery. Busken also recently donated "cookies for life" to the *Cure Starts Now* charity, which held an auction to raise money for pediatric brain cancer research. Busken donated cookies for life as one of the items, building goodwill in the community. The successful bidder receives a lifetime supply of Busken smiley cookies for up to 10 family members.

Email marketing is another powerful tool, and integration with social media presents a cost-effective way to reach thousands of potential customers. Deerfields Bakery, for example, invites customers who visit the bakery's website (www.deerfieldsbakery.com) to join its mailing list to be notified of upcoming events, enabling the retail bakery the opportunity to gather customer email addresses with their permission.

Building a database of customer email addresses is vitally important because it will enable you to send out low-cost reminders to customers about upcoming specials and holiday items. Deerfields also invites visitors to its website to become a Facebook fan of their bakery (a

FAST FACT

Turn your website visitors into Facebook fans by creating a Facebook account for your bakery. Facebook boasts 300 million active users.

link is located right on the home page), and Deerfields boasts nearly 1,000 fans. Being on Facebook enables the bakery to share photos and events electronically.

When sending email promotions to customers, keep in mind that Wednesday is often regarded as the most likely day of the week that customers will "open" your email to look at your latest promotion. You want to try to avoid busy days of the week (Monday, for example) for sending emails to customers because they are less likely to look over your offers.

Another retailer, Judi's Bakery Café in Kansas City stamps its website address on cookie boxes to invite customers to go to its website (judisbakery.com) where they can place orders or schedule deliveries. "We put a stamp on all of our boxes: Order now online, with our website address right on there," says Julie Klautt, who runs retail operations at Judi's. "This helps encourage people to purchase our bakery products on the Internet."

Snacking: Breakfast Boom

In its new report, *A Look into The Future of Eating*, The NPD Group finds that in-home snacking – morning, noon and night – will increase significantly during the next decade. Particularly worth noting, breakfast snacking is expected to grow the most often, opening the door for more snacking ideas like breakfast cookies.

Other key research findings support that breakfast is a growing daypart, according to the Technomic Away-From-Home Bakery Study conducted in June 2009 for Dawn Foods.

Filled butter cookies are an excellent product for catering to customers looking for sweet snacking options.



By 2018, NPD projects the total number of in-home snack occasions to increase 19% over 2008 annual figures. Morning snacking is forecasted to increase by 23%, followed by growth of in-home afternoon snacking to increase by 20% over 2008. Evening snacking is forecasted to increase by 15% over the next ten years compared to 2008.

“The strong projected growth in snacking is both a reflection of the growth in new types of snack foods as well as an evolution of how consumers eat,” says Ann Hanson, author of *A Look into The Future of Eating* and director of product development at NPD. “Many consumers are eating on the go, and there are more and more foods available to meet this need.”

A Look into The Future of Eating evaluates and forecasts 160 different food and beverage-related behaviors, attitudes, personal characteristics, and food groups based on the eating and drinking habits of individuals as they age, and expected population changes in the U.S. In other key trends, convenience (reducing or eliminating the amount of food preparation, eating more meals or versatile and ready-to-eat foods) will be a key motivator in what, how, and where Americans eat over the next decade.

Such trends have strong implications for the future of retail bakeries. In particular, this will affect the cookie industry in two

important ways: a greater need for snack-size cookies, and more opportunities to create breakfast cookies that satisfy what consumers are looking for during the morning day-part. Currently, a number of retail operations are adding new products that satisfy these growing customer needs.

Retail convenience store chain 7-Eleven is aggressively addressing the snacking trend with new bakery snack foods that include “cookie favorites” in such flavors as chocolate chunk, sugar, and white chocolate macadamia nut. A year ago, 7-Eleven launched a new private label line of snacks, under the 7-Select brand, which includes cookies and other bakery snacks.

Retail bakeries such as Fleckenstein’s Bakery in Mokena, IL, are producing more types and flavors of snack-size butter cookies to satisfy this growing demand. Fleckenstein’s features 20 types of single-layer butter cookies, a dozen flavors of filled butter cookies and a half dozen seasonal varieties. One of the best ways to maximize profits in the cookie category starts with identifying a sub-category like snack-size butter cookies and building the variety count according to customer demand.

At Fleckenstein’s, for example, butter cookies are a profitable sub-category, so the bakery has expanded the variety count to include such unique creations as Russian tea cake, English toffee finger, and chocolate snowball (during the holidays). Don’t be shy about trying a new

FAST FACT

Morning snacking is projected by NPD Group to increase by nearly 25% over the next decade.

flavor, and give it at least a month to gauge demand. Then if it doesn’t sell up to your profit needs, stop making that flavor. Try another. Most of all, when it comes to variety, customers respond best to a selection of everyday favorites (chocolate chip, sugar, oatmeal raisin, peanut butter) mixed in with a few daily or weekly specials to keep them excited about the cookie category.

Breakfast cookies offer another profitable idea to add excitement and address a growing marketplace need. More people are migrating to breakfast foods again, after years of skipping breakfast for simply a cup of coffee or other type of beverage, and there is certainly a place for breakfast cookies within this trend.

Oats, nuts, honey, raisins and bananas are popular ingredients in breakfast foods, so make sure to try out breakfast cookies with these ingredients. Some have even tried the bacon, cereal & orange juice breakfast cookie, which is made with Grape-Nuts, crumbled bacon and orange juice concentrate. As with anything new, don’t be afraid to experiment, but pay close attention to what actually sells.

Assortment: Monitor Variety

An overview of the cookie business reveals an overall category that is enjoying notable growth. Cookies represent an integral part of bakery dessert sales, ranking second only to cakes among major bakery categories. Cookies remain one of the true bright spots in the bakery business. According to Perishables Group data, supermarket bakery cookie dollar sales continued to increase nationally during the 52-week period ending June 27. Cookies also recorded positive dollar growth in all four regions of the U.S. (East, Central, South and West). Nearly every segment within the category demonstrated dollar growth compared to the previous year.

The cookie category is the only category in supermarket bakery that is showing material volume growth (up 2.2% for 52 weeks ending June 27) in a flat busi-

Producing a manageable assortment of cookie flavors that includes everyday favorites is vital to long-term success.



ness. Perishables Group data relates to supermarket bakery, and is provided for comparative purposes. Average supermarket bakery cookie sales per store per week increased 6.3% to \$868 in 2008.

Overall cookie contribution to the total bakery remained flat from the previous year at 9.4% nationally. Everyday cookie sales led the cookie category, accounting for more than 57.7% of total cookie dollar sales in the U.S. and grew 4.8% nationally for the year. Everyday cookies include chocolate chip, oatmeal raisin, sugar cookies, and other more common varieties. Iced cookies and specialty cookies followed everyday cookies at 16.1% and 6.3%, respectively.

There are a variety of production options available to retail bakeries. Dawn Foods offers a complete line of 1.33-ounce Classic Cookies in favorite flavors, including Chocolate Chip, Chocolate Chunk, Double Chocolate Chunk, Kids Candy, Oatmeal Raisin, White Chip Macadamia Nut, Peanut Butter, and Sugar. The pre-portioned dough cookies come frozen and ready to bake, so there is no mixing or scooping and no product waste. In addition, Dawn Foods offers 2.0-ounce Indulgent Cookies in Chocolate Chunk, Oatmeal Raisin Walnut, and White Chocolate Macadamia Nut.

It is important to offer a consistent assortment of base varieties in popular flavors, such as chocolate chip and oatmeal

raisin. A number of retail bakeries offer at least a dozen different daily varieties of cookies on a regular basis.

Weber's Bakery in Chicago produces a line of everyday varieties and bakes seasonal favorites during the holidays. In some cases, varieties like Weber's almond cookies became so popular in the holiday months that the retailer decided to expand the variety's availability to year-round. Chocolate drop cookies and turtle squares are also now available year-round at Weber's. Owner Michael Weber says they carefully monitor customer demand to determine which cookie varieties to take from seasonal to year-round.

It's important to know that weekly cookie sales spike during holiday seasons. According to Perishables Group data, the weeks of greatest sales at instore bakeries occurred during Valentine's Day and the week before Christmas with \$1,254 and \$1,531, respectively. These spikes were driven by increases in iced cookie sales. Smaller peaks occurred during Easter, Memorial Day, Fourth of July and Halloween.

The East region had the greatest dollar sales of cookies. Average sales per store per week rose 7% to \$1,241. Cookie contribution to total bakery department in the East was 8.9%, which is 0.5 percentage points lower than the total U.S.

The Central region had the second highest sales of cookies in the period measured. Average weekly dollar sales per

FAST FACT

The week leading up to Christmas remains the No.1 week for cookie sales in America.

store reached \$1,191, up 7%. Contribution to the total bakery was 11.9 percent; this was the highest rate of contribution recorded for any region.

Managing categories and sub-categories is an important step in delivering profitable results within your cookie business. Not only do you need to understand sales trends and consumer purchasing tendencies, your bakery must be able to analyze sales data (both in gross dollar sales and unit growth during comparable periods) and adjust your product assortment accordingly.

Don't worry if you don't have a computer point-of-sale system linked to your registers to capture sales data automatically. You can keep track of sales trends of your overall cookie category and sub-categories (everyday, iced, specialty, etc.) by using estimated percentages.

Remember though, the most accurate tracking mechanisms of true trends are based on consumer-based models rather than production figures. In other words, track what you sell, not just what you produce.

Indulgence: More Gourmets

Consumers are craving more from their cookies these days. Indulgent varieties of cookies are gaining popularity, as shoppers look to treat themselves without spending a fortune. Restaurant dessert sales are declining during the current economic climate, but indulgent cookies sales are on the rise, pointing to a big opportunity for retail bakeries.

A majority of consumers (69%) say they are eating out less and an additional 50% are eating out at less expensive places, according to the Food Marketing Institute's 2009 U.S. Grocery Shopper Trends report. Yet "affordable gourmet" food sales are on the rise, as shoppers look to trade down from expensive dining at restau-

Dawn Foods features a line of Dawn Indulgent Cookies that are bursting with inclusions and come in three varieties.



rants to more affordable home meals that include indulgent snacks and desserts from the local bakery. Cookies are a perfect component of this trend.

A growing number of retail bakeries such as Weber's Bakery in Chicago now promote "gourmet" cookie lines that feature such popular flavors as chocolate chip. Also from Dawn Foods, a new line of Indulgent Cookies are made with the finest ingredients and are bursting with inclusions. Dawn Indulgent Cookies come frozen and ready to bake in 2.0-ounce portions and are available in three varieties: Chocolate Chunk, Oatmeal Raisin Walnut, and White Chocolate Macadamia Nut.

New consumer research from Dawn Foods reveals interesting trends that include a look at how consumers enjoy cookies. For example, 55% of cookie purchase occasions are with a spouse or significant other; 37% of consumption is as an evening snack, according to Dawn Foods. These statistics point to the opportunity of promoting gourmet cookies more heavily as an indulgent snack targeted at adults. This type of promotion can be done with high impact in-store signage above merchandising cases and on hanging signs. Promotional messages should connect to sharing occasions, and this will drive even higher impulse sales.

Merritt's Bakery, with four retail

locations in Tulsa, OK, features more than a dozen classic cookies every day, along with premium 3-inch all butter cookies. Tiered pricing ensures that you remain profitable for each different type of cookie you sell. Merritt's offers its everyday classic cookies for 65 cents apiece, or \$7.15 per dozen, while iced and decorated 3-inch cookies start at \$1.95 each (for standard design), or \$21.45 per dozen. For premium up-charges, Merritt's will do piped figures, scanned designs or custom designs on cookies.

Holidays are a perfect opportunity to add indulgence to your cookie lineup, as well. At Torrance Bakery in Southern California, Halloween shaped shortbread cookies sell for \$1.95 each or \$20 per dozen.

Deerfields Bakery in Chicago boasts having more than 400 cookie cutters for special occasions and unique designs, and this retail bakery even welcomes email suggestions for new cookie designs. Deerfields' cookies are hand-dipped in fondant and come in all sorts of fun shapes such as animal faces or hearts.

Using your in-house creativity allows you to take ordinary cookies and turn them into extraordinary treats that will wow your customers. At Fleckenstein's Bakery in Mokena, IL, one of their most popular decorated cookies is the red balloon cookie, which is hand iced and includes a curl of decorative ribbon added to the bottom of each

FAST FACT

More than half of consumers enjoy cookies with their spouse or significant other, according to research from Dawn Foods.

cookie. So, the cookie looks just like a balloon on a string. Extra finishing touches can cost very little money and often add big profits to your final sales. People nowadays expect retailers to go the extra mile and are willing to pay for the added indulgence, as long your bakery products dazzle them.

And don't limit yourself to holidays or special events when merchandising your gourmet cookies. You can simply pair the baked indulgences with decadent drinks such as warm apple cider or specialty coffees. Offer coupons for the coffee bar with the purchase of a baked good, or vice-versa.

The world is full of more everyday gourmets, thanks to the rising popularity of food shows on cable television, and this trend plays favorably into your gourmet cookie offerings.

So take your indulgent cookies and merchandising efforts up a notch, and see where the future takes you.

Consumers: Connect to Needs

Health is still a concern for shoppers, but according to new research from Dawn Foods, health is significantly less of a shopper consideration when purchasing sweet bakery goods.

In addition, consumer research group Mintel found that 65% of consumer respondents said they “try to eat healthier food these days,” yet 59% said they eat the foods they like “regardless of calories.”

Research by Mintel also found that people’s perceptions strongly contradict national statistics about obesity, illness and wellness.

Seven in 10 survey respondents told Mintel they think they’re in excellent or good health. But according to the Deloitte Center for Health Solutions’ Connected Care, 100 million Americans suf-

Displaying gourmet cookies in vintage cookie jars is one way to connect with consumers craving something special.



fer from chronic illnesses such as heart disease, diabetes or hypertension.

In related developments, foodservice research firm Technomic has found that the recession is adversely affecting consumers’ healthy eating behavior. Results from the Chicago-based food industry research firm’s recent consumer survey show that while over half of consumers are more concerned about their eating habits today compared to a year ago, 70% report that healthier foods are increasingly difficult to afford, 53% claim they often purchase less healthy foods because they cost less, and 44% say their budgets prevent them from eating healthier foods.

Given this information, retail bakeries can breathe a bit easier, knowing that consumers are still looking to treat themselves to indulgences like cookies. Health is a concern for shoppers, but based on consumer purchasing behaviors, it is not as significant as some might guess.

Most important, it is essential for bakeries to recognize that consumers have various demands and purchase cookies for different reasons. According to new research from Dawn Foods, consumers reported that their purchases are becoming more impulse-driven and that their purchase incidence in all product segments except cookies is declining.

As a result, Dawn Foods identified consumer “need states” for the category to

help develop new product platforms to better meet consumer needs and to create new merchandising strategies to capitalize on shopper behavior. The following spotlights key areas to address.

Research from Dawn Foods identified four consumer need states:

- **Connection** – outward expression of caring; easy to share with others
- **Craving** – feelings of happiness, indulging, and pampering oneself; products that help them unwind, relax
- **Convenience** – inherent desire to relieve stress and make ones day easier; easy to eat on the go and offers an energy boost
- **Celebration** – part of a social event or special occasion; brings people together in a quality way

Many retailers could better utilize cookies as an opportunity to build traffic and relevance of the bakery by having the product offering and merchandise reinforce the primary consumer need states:

ADULT CRAVING COOKIES

- Emphasis on the craving
- More indulgent and decadent product
- Emphasis on decadent POS visuals
- Suggestive “late night craving” product names and descriptions
- Opportunity for everyday decadence with fewer portions

FAST FACT

New research from Dawn Foods reveals that consumer purchases are becoming more impulse-driven.

ALL FAMILY CONNECTION SNACK COOKIES

- Higher count with better value
- Variety
- Pantry friendly packaging
- Fun and cheerful
- Merchandised with other products viewed as “everyday” and “all family”

CARING EVENT CELEBRATION COOKIES

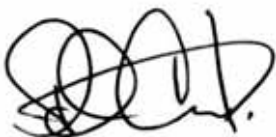
- Personalized
- Seasonal
- Displayable packaging
- High count
- Strong value

For retail bakeries, the significance here lies in understanding the triggers or sales drivers that convince different types of consumers to make their purchases. More merchandising efforts can be built around the above themes to capitalize on consumer perceptions of value and to maximize sales per trip. Connecting to their specific needs will go a long way toward enhancing your profitability.

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With consumers looking more and more toward products that provide them with the promise of personal indulgence, there has never been a better time to examine how you meet their goals and how you can do better.

These ideas are just a start. Think of your bakery's current goals and position in your marketplace prior to establishing your own marketing strategies and tactics. Then, make sure to write out a plan, even if it requires some extra effort, and set realistic goals that you can stick to.



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