

January 14, 2021



# Our Farm Salutes FY21 Strategy



# Overview

## What We'll Review

- OFS background and history
- Consumer and category insights that inform our program purpose
- Proposed OFS program purpose
- Proposed OFS program strategy

## Feedback / Approval Needed

- Program Purpose
- Program Strategy

## What Comes Next

- Detailed strategic and tactical plan
- Recommended program partners and advocates
- Project Scope(s)





# Project Background

# Background

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- In 2016, Bob Evans Farms, announced the launch of Our Farm Salutes, a national campaign created to build a philanthropic initiative dedicated to supporting Veterans and their families. As our founder, Bob Evans, was a Veteran this has always been rich in the Bob Evans history.
- Our Farms Salutes is committed to supporting America's active-duty service members, Veterans, and their families through volunteerism, strategic partnerships, grant opportunities, awareness and donations.
- From a brand/shopper perspective, the goal is to continue to build a shopper connection with the brand, drive incremental purchase from current shoppers and give a new category shopper a point of differentiation and interest at shelf as a new competitor is entering the market.
- The overarching goal is to create a broader, umbrella program that encompasses communications channels to drive brand engagement and affinity.



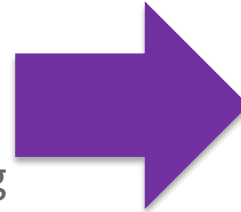
# FY21 Strategy

# Evolution of Program Objectives

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## FY2016 – FY2020

- Leverage our support of military families as a point of difference in order to build the brand and improve key affinity measures
- Amplifying the brand's reach to help build awareness
- Drive sales and protect market share by helping to increase HHP and give consumers another reason to buy at shelf
- **Target:** Consumers falling into our Life Hackers or Food Lovers segment with an interest and affinity for supporting the military



## FY2021

- Define the program's overarching purpose, which will provide a north star to guide and ground all campaign elements
- Develop internal as well as external initiatives and partnerships that will support the cause
- Unify previous OFS tactics with the sole focus to build trust, loyalty, and brand affinity among consumers
- **Target:** Consumers falling into our Life Hackers or Food Lovers segment with an interest and affinity for supporting the military

# Purpose Must be Embedded in Authenticity

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Today's consumers look to companies who share their values:

- Honesty
- Transparency
- Investing in Communities

*\*Note these align with the direction of our corporate values*

# Be True to our Core

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Our spirit of giving began long ago with our founder, Bob Evans. His generosity and passion for helping others set the foundation for the work we do today.

**Bob Evans Farms is committed to supporting America's service members, veterans and their families through volunteerism, strategic partnerships, grant opportunities, awareness building and donations.**



# Brand Purpose is Critical, but Authenticity is Key

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Today's consumers are values-driven but they can sense a fraud

90%

Of consumers are more likely to switch to a **cause-branded** product when choosing between two brands of equal quality and price.

88%

Of Americans want to hear about businesses' social responsibility, the most preferred place is on the product's packaging or label.

**Purpose must  
be imbedded in  
organization's  
business model,  
values and  
brand ethos**

*Cone Communications/Ebiquity Global CSR Study)*

# Rising Expectations

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People don't buy brands: **they join brands**

- What do you add to my life?
- How do you help me succeed?
- Are you a solution to a real problem?
- Do you deliver relevant experiences and the opportunity to align with a purpose?

**61%**  
**Of Americans  
select one brand  
over another  
specifically  
because it  
supports a cause  
they believe in**

*Zeno Strength of Purpose Study 2020*

# Cause Marketing Philosophy

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Are you a brand that does purpose, or are you a *purposeful brand*?

Brand/  
Corporate  
Ethos

Citizenship

Employee  
Engagement

Sustainability

Diversity +  
Inclusion

## Purposeful brands:

- Unite their core purpose with what's important to the people they serve
- (Re)define corporate/brand values to the differentiated values of the people
- Connect to a human truth
- Are authentic, strategic, inclusive, thought-provoking, experiential

# Purpose Provides Strength in Times of Need

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**94%** Of consumers say **purpose** is important

**82%** Of consumers said they took action to support a company when they believed in its purpose

*only*  
**13%** Say brands should prioritize profits over making a positive impact on the world

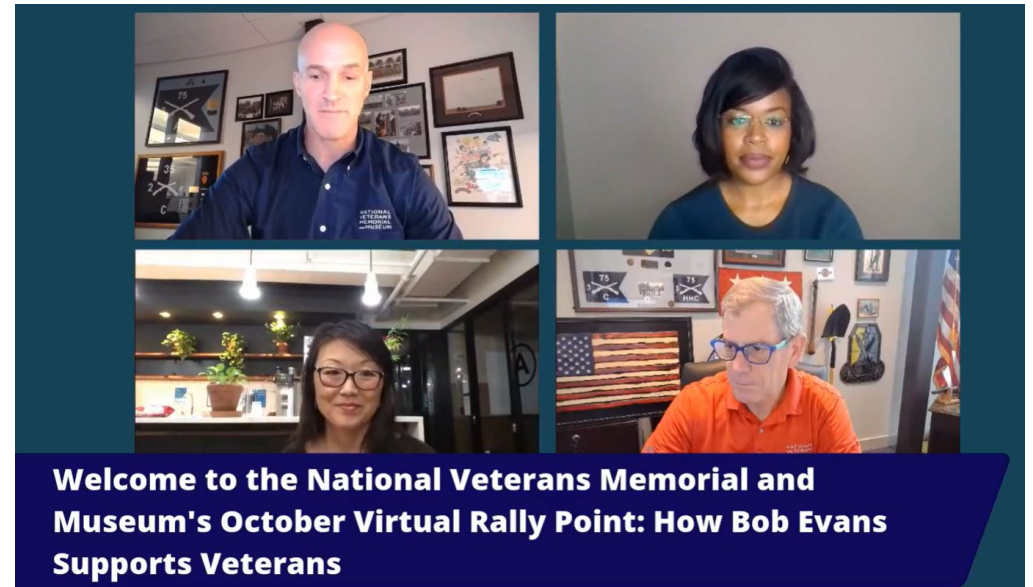
**Purpose must be imbedded in organization's business model, values and brand ethos**



## Central Campaign Strategy

# Drive Maximum Impact and Visibility

Cause marketing is meant for doing good *with* your consumers. We have the opportunity to expand the conversations both internally and externally



# Break Down Silos and Collaborate

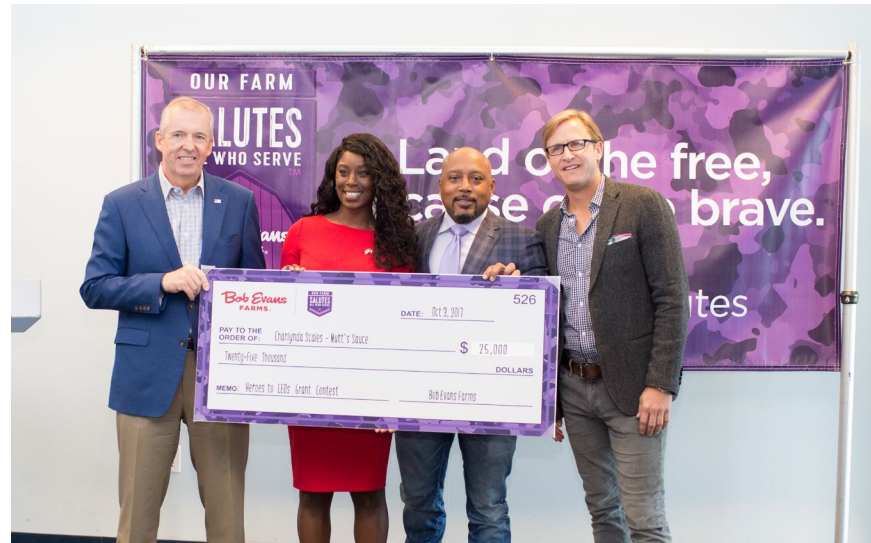
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- Level set on objectives
- Identify the right partners
- Empower associates as ambassadors
- Develop a two-way dialogue with Veterans and their families on how they can participate and support Our Farm Salutes



# Evolution of OFS

Branded program, but we focused heavily on one initiative – Heroes to CEOs



Our goal is to evolve the program from focusing on one initiative, Heroes to CEOs, to develop an enterprise-wide cause marketing campaign that supports the Veteran community and their families with purpose.



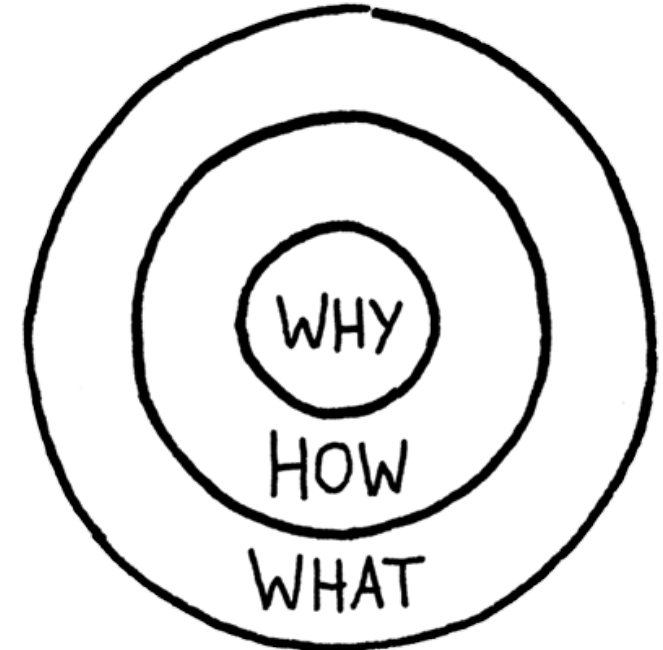
# OFS Manifesto

**Why OFS?** Bob Evans Farms believes Veterans, active-duty service members, and military families have made significant sacrifices to ensure our collective safety and prosperity and are owed a great debt of support and appreciation.

**How Does OFS Work?** Bob Evans Farms uses their platform and voice to raise awareness for Veteran causes, and provides tangible, direct support to Veterans, active-duty service members and military families.

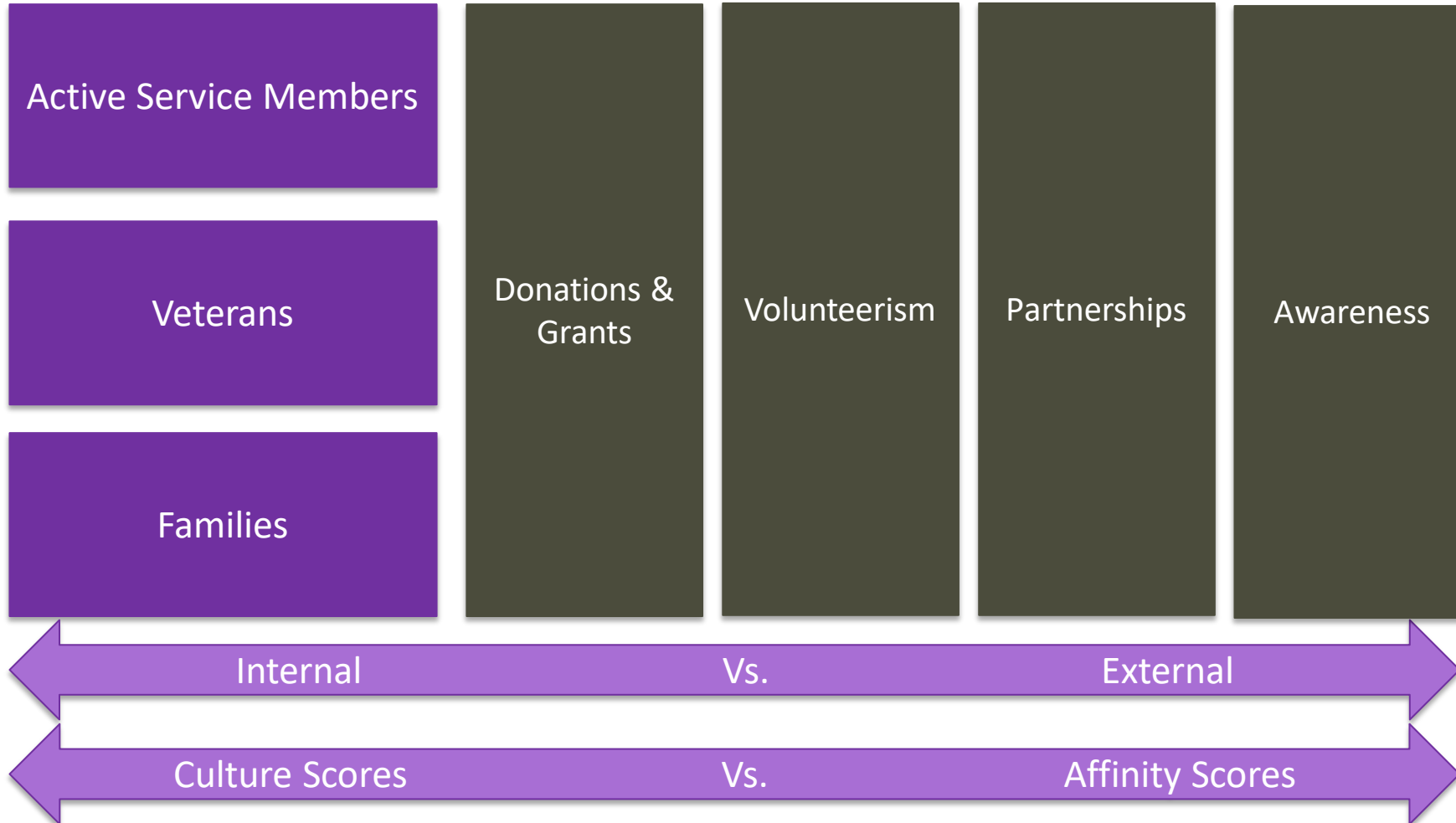
**What Does OFS Do?** Bob Evans Farms honors the sacrifices of service members, Veterans and their families through volunteerism, strategic partnerships, grant opportunities, awareness building and donations.

“People don’t buy what you do, they buy why you do it.”



# OFS:

Our commitment to supporting America's service members, veterans and their families through volunteerism, strategic partnerships, grant opportunities, awareness building and donations.



# How It Comes to Life: Donations & Grants

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Provide financial support to new / growing / local organizations who advocate on behalf of Veterans, Veteran families & active-duty service members.

- Veteran's Memorial Museum
- Redefined Future You
- Bronze Star Homes
- Financial Freedom Battle Buddies

# How It Comes to Life: Volunteerism

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Organize opportunities for Bob Evans employees to participate in service projects that support or raise awareness for issues specific to Veterans and military families:

- Wounded Warrior Project
- The Mission Continues
- Operation Gratitude
- Give An Hour Foundation
- #GivingTuesday

# How It Comes to Life: Partnerships

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Partner with organizations that align closely with the Our Farm Salutes purpose, and that provide services that outside of the Bob Evans Farms core mission:

- Bunker Labs
- USO
- The Kauffman Foundation / 1 Million Cups
- BuyVet
- Milk Money Kitchens
- Blue Star Families

# How It Comes to Life: Awareness

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Leverage Bob Evans brand voice and platform to raise awareness to issues specific to veterans, veteran families and active-duty service members:

- Op-eds
- PSAs
- Media tours
- Summits / conferences



## Heroes to CEOs

# Heroes to CEOs

The Heroes to CEOs program has been the sole focus of Our Farm Salutes in recent years. The goal in FY21 is to create a more overarching Our Farms Salutes program that involves more strategic partnerships to create a true umbrella cause marketing platform. The goal is to reach and support all Veterans and their families, rather than the niche entrepreneur sector. Moving away from Daymond John, allows for funds to be redirected to strategic partnerships.

## **Our Recommendation:**

Bunker Labs already owns the space of supporting Veteran entrepreneurs, they have the programs and audience in place. They also already have a Veteran entrepreneur grant-giving program, Mark Delahanty spoke at the NYC event last year. Rather than duplicate, we recommend shifting support to Bunker Labs as we will gain brand recognition and better reach that Veteran community.







Make Every Bite Count

# Make Every Bite Count

OFS/Shopper campaign will drive brand equity, sales and reinforce our relationship with the community and retailers.

## The Idea:

Purchase purple marked packages, Bob Evans will donate up to \$100,000 to a military organization to help support heroes and their families

## MILITARY PARTNER



## PACKAGING



## POS



## DIGITAL

**MAKE EVERY BITE COUNT**  
SUPPORT HEROES AND FAMILIES



## SHOPPER MARKETING



## PR



## BEF OWNED CHANNEL



## Other Supporting Tactics

# Other Supporting Tactics

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In speaking with Veteran entrepreneurs, it became clear the grant contest was **not** the most meaningful part of the OFS Program. To most Veteran entrepreneurs (and previous Heroes to CEOs winners) the most meaningful aspects of Our Farm Salutes / Heroes to CEOs are:

- Creating awareness for issues specific to Veteran entrepreneurship
- Creating a community and support network of like-minded Veteran entrepreneurs

# Potential Partner Extensions for OFS

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## Establishing Your Purpose

The military is mission and team-driven. In transitioning to civilian life, many Veterans struggle to determine their personal vision and purpose that will drive their career or business. Partnering with the National Veterans Memorial and Museum or the USO, we could host a discussion on how established Veterans found their purpose and how it impacted their life after serving.

## Getting and Vetting Funding

Access and capital is one of the principle roadblocks all entrepreneurs must face and overcome. Equally important is knowing how to vet funding opportunities. By strategically partnering with a Veteran-focused organization we can host a discussion on how to secure funding, and what to look for when speaking with investors.

## Asking the Right Questions

A common word of advice from nearly every Veteran entrepreneur: “Ask a lot of questions of anyone and everyone.” The reason? There are a host of roadblocks and “unknown unknowns” lurking for every early-stage entrepreneur. Let’s partner with the National Veterans Memorial and Museum or the USO and host a discussion centered around the most important questions every early-stage entrepreneur should ask.

## The First Year

While there is no clear-cut blueprint for entrepreneurship, there are key milestones, objectives and goals that all early-stage Veteran entrepreneurs should target in the first year of building their business. By partnering with a Veteran organization, we can host an event focused on helping Veteran entrepreneurs tackle what they should do in the first few weeks and months of building their business.

# Reasons to Believe

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## **Bob Evans at the Center of the Conversation**

Veteran entrepreneurs are eager to support early-stage Veteran business owners in any way possible. By creating a public stage by which Veteran business owners can provide support to early-stage entrepreneurs, Bob Evans is squarely in the center of the conversation.

## **More Frequent PR Activations**

Currently, our biggest PR pushes occur around Veterans holidays and the annual Heroes to CEOs contest. By working with new partners like the USO or National Veterans Memorial and Museum and creating new programs like an annual summit, Bob Evans would engage with the press as the headliner, rather than Daymond John.

## **Building Relationships with Military Influencers**

The Veteran business owners we've spoken with have a tremendous sphere of influence – both inside and outside of the Veteran community. Engaging with this audience could lead to significant incremental positive social conversation and news coverage.

## **Making Inroads with More Veteran Entrepreneurs**

As we create more awareness for issues related to Veteran entrepreneurship, we will attract more Veteran business owners to engage with the Our Farm Salutes program, increasing the program reach and the impact it has on our brand identity.



## Timing & Responsibility

# Next Steps

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- Alignment on OFS purpose
- Alignment on OFS strategic shift
- After receiving alignment:
  - Vetting strategic partnerships
  - Tactical and channel development
  - Continued partnership with shopper program



# Agency / BEF RACI

For reference, here is the RACI Thyme developed in 2016 – we’ll want to make this for all tactics.

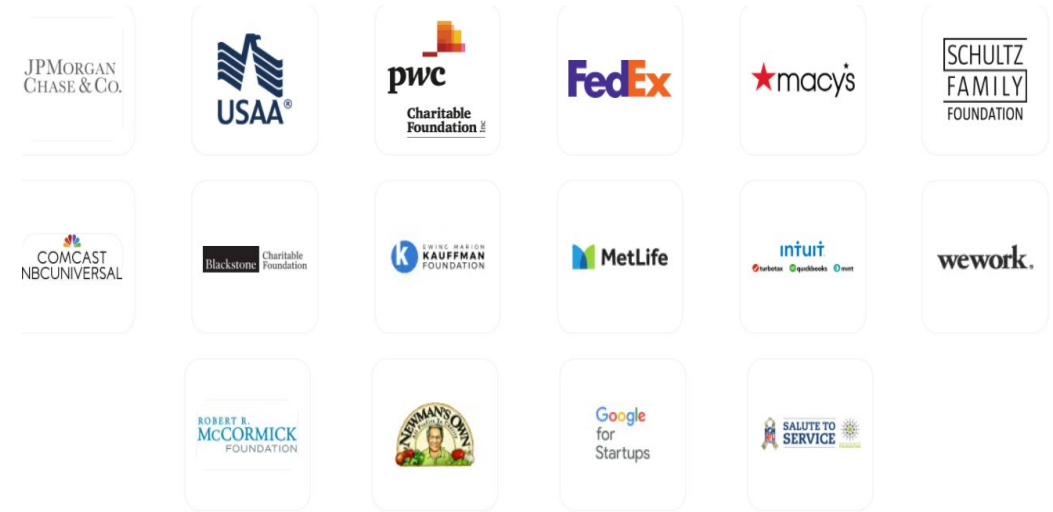
	Bob Evans	PR	Hart	Chesepeake
<b>Packaging</b>				
Campaign Name	A	I	R	R
Logo Design	A	I	I	R
On-Pack Communication Design	A	I	I	R
Printing/Production	R	I	I	C
<b>Digital</b>				
Microsite/Online Donation Area	A	C	R	I
Paid Digital Media Support	A	C	R	I
Social Media Integration Plan	A	C	R	I
Execution of Digital/Social components	A	C	R	I
Content Development	A	C	R	I
<b>Public Relations</b>				
Relationship with TBD	A	R	C	I
Public Relations Tactical Plan	A	R	C	I
Execution of National PR Tactics	A	R	C	I
Local Market PR	A	R	C	I
Local Events with GSF's Serving Heroes	A	R	C	I
Barn Painting Event	A	R	C	I



# Appendix

# Bunker Labs Corporate Partners

- Bunker Labs connects military veterans to the resources that help grow their businesses.
- Bunker Labs' mission is to support and convene military-connected entrepreneurs and small business owners. We accomplish this mission by facilitating an action-oriented, member-led network of entrepreneurs and small business owners, providing practical tools and resources, and highlighting inspirational stories that showcase the possibilities and accomplishments of the community.
- JPMorgan Chase:
  - Supported Bunker Labs in 2019 through the Muster Across America Tour, which showcased veteran entrepreneurs and helped them build connections between vets and the business community in D.C.
  - They hosted a pitch competition and gave vets the opportunity to meet with experts, investors and business leaders in the D.C. area
  - JPMorgan also invested \$150 million through their Small Business Forward program, which supports women, minority and veteran-owned businesses
  - They also have partnered with the Veteran Jobs Mission coalition to help veterans complete career certifications through the Veterans Career Transition Program and have facilitated nearly 500,000 veteran hires through the program
- WeWork:
  - Partnered with Bunker Labs to create a residency program. The program allows 10 veterans to use their workspaces for free to build their small businesses
  - They offer mentorship programs and host social events for the vets
- Macy's:
  - Bunker Labs is part of the Macy's Gives Back program. Macy's gives a donation to Bunker Labs and allows customers to round up on their bill to donate. They also put forth an effort to hire veterans and have given 1000s of Veterans work



## BEF Takeaways:

- Become a corporate sponsor of Bunker Labs
- Replicate the Macy's Gives Back program through shopper and ask retailers to be part of a round up program when customers purchase a Bob Evans product

# National Veterans Memorial and Museum Corporate Partners

- The four pillars that the Memorial is based on:
  - Honor Americans' contributions to our country through military service
  - Connect civilians with Veterans and their experience
  - Inspire visitors to serve their community and nation as active engaged citizens
  - Educate school children about the history and value of service
- Battelle made a \$50,000 donation to improve programs within the memorial
- Big Lots offers a 10% discount for veterans and has contributed \$1.4 million to the memorial to maintain programs, memorial grounds and take care of Gold Star families
- AEP's CEO, who is a veteran, sits on the board of the Vets Memorial and helps fund the memorial annually

## Bob Evans Takeaways:

- Use the Veterans Memorial as a space to host events for veterans
- Pay for a trip to see the memorial as a prize if we do a competition
- Use the CEO of AEP as a speaker in events for vets
- Offer a discount code on Bob Evans products for vets
- Provide a donation to the memorial named after Bob Evans

## Donors

We would like to thank the organizations below who have made a philanthropic investment to support our mission to honor Veterans, connect our communities, inspire our Nation and educate every generation.



## Corporate Sponsors

With much gratitude, we would like to recognize the following organizations for their leadership gifts that continue to enhance the Museum's exceptional visitor experience.



# Distilling Our Storytelling Style

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## What elicits empathy in our audience?

- A personal story
- Humanity
- Vulnerability
- Authenticity

## What elicits a positive response from our audience?

- Sharing a positive transformation
- Strengthening social bonds (family, friends, community, etc.)
- Devising and implementing a solution to a problem

# Impacting Culture

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## The formula to help impact culture with our story

- Use a human-first story to communicate brand values
- Authentically connect Bob Evans' story to a relevant cultural moment
- Curate credible stories with high stakes and consistent messaging

Let's use our stories to shift culture, move culture, influence culture, shape culture, change culture and impact culture.