

New Jersey Audubon S.A.V.E. Seed Program Business Plan

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Executive Summary

New Jersey Audubon (NJA) established the Support Agricultural Viability and the Environment (S.A.V.E.) program in 2008 to promote conservation and stewardship of natural habitats throughout the State. New Jersey is the most densely populated State in our nation, and land development has had the impact of reducing both natural grassland habitat and available farmland. The NJA recognizes the necessity of preserving agricultural land in maintaining a viable agricultural industry. Conservationists and farmers can be at odds regarding the appropriate use of available land, so NJA designed the S.A.V.E. program to help bridge this divide.

S.A.V.E. promotes the preservation, enhancement, and restoration of grassland habitat by connecting local farmers to consumers, members of NJA and other local bird enthusiasts. In this unique program, NJA unites initiatives to preserve farmland, cooperate with farmers, and raise funds for conservation and grasslands restoration.

NJA works with farmers to grow black oil sunflowers for sale as birdseed, promotes those farms by connecting them with NJA members, and guarantees to the farmers an above-market price for the seed. The proceeds from the sale of this birdseed in turn funds the restoration of the grassland habitats that are integral to rare, endangered and nesting bird species in New Jersey.

NJA has tasked the Columbia University Sustainability Management Capstone Group with developing a business plan for the commercialization of the S.A.V.E. program. The Business Plan developed by the Capstone Group (the Team) is a strategy that can be presented to potential investors with interest in the program's unique hybrid model that merges a "for value" enterprise within an NGO.

To develop the plan, the Team conducted extensive program research that included NJA leadership and Center staff interviews, third-party retailer interviews, a survey of NJA members, and financial and market analyses. The Team's goal in conducting this research was to ascertain how the S.A.V.E. seed brand was perceived by the consumer and trade marketplace, and opportunities for process improvement associated with the movement of product (seed) from packaging through sales channel distribution.

The Team initially identified four primary "pillars" in our methodology, which include the processing of harvested seed, packaging and pricing models, sales channel distribution and marketing and communication. Analyzing the S.A.V.E. brand and business against these primary functions in the value chain, lead to recommendations in three key areas, Marketing and Communication, Operations, and Financials.



The Team's recommendations include establishing the S.A.V.E. brand as a premier "For Value" social enterprise product within the NJA not-for-profit framework. A series of marketing and communications efforts are also suggested to improve sales and enhance communication to consumers, internal stakeholders, and the retail trade. Operational recommendations cover supply chain logistics and process improvement initiatives. The Team provides a financial analysis and an implementation plan for NJA's S.A.V.E. program that spans the course of a 2, 5, and 7-year timeframe, with a long term strategic plan to incorporate more sustainable farming techniques.

The Team believes that implementation of these recommendations in total would serve to provide the S.A.V.E. brand with a solid footing in the short term, and a long term strategy that provides a plan that ensures profitability and can be positioned to prospective investors and NGOs with interest in a franchise application.

Introduction

New Jersey Audubon

New Jersey Audubon (NJA) is a non-profit organization founded in 1897 and not affiliated with the National Audubon Society. Since its inception, NJA has focused on conserving the natural environment and bird species in the State of New Jersey. New Jersey has experienced tremendous development in residential growth, roads and highway systems that have changed its economy and quality of life for many residents. However, New Jersey residents continue to place a premium on natural resource preservation and NJA is working to achieve this as its top priority.

New Jersey Audubon has broadened its mission to support and protect key wildlife habitats. NJA stated its mission and vision in its *Strategic Plan -2009–2012 Forging a Bridge to the Future* as a threefold strategy:²

- 1. Foster environmental awareness and a conservation ethic among citizens
- 2. Protect New Jersey's birds, mammals, other animals, and plants, especially endangered and threatened species
- 3. Promote the preservation of natural habitats

It is this threefold mission of conservation that distinguishes New Jersey Audubon from other organizations. NJA advocates based on sound scientific principles, while its educators raise public awareness and support for its cause. NJA has identified five primary goals that will enable it to carry its mission and fulfill its vision as follow:

- 1. Protect and enhance the viability of natural systems now and for future generations
- Engage and reconnect people with nature, while raising public awareness of the importance of environmental conservation
- 3. Foster nature as a way to enhance quality of life for all New Jersey residents.
- 4. Exemplify sound principles and practices at all New Jersey Audubon facilities, properties, programs and activities
- 5. Ensure that mission area departments, centers and sanctuaries work together effectively to achieve New Jersey

New Jersey Audubon has 20,000- plus members, 75 employees, and owns seven nature centers located in the State of New Jersey.³

S.A.V.E. Program

The Support Agricultural Viability and Environment (S.A.V.E.) program was established in 2008 to raise money to rehabilitate grasslands by promoting the production of black oil sunflowers. The program challenges the concept that land use for both farming and wildlife preservation principles cannot co-exist.

This goal is achieved by setting aside one acre of grassland habitat for rare nesting birds, such as the Grasshopper Sparrow and Bobolink, for every five acres of planted sunflowers. Fundamental to the program is the involvement of New Jersey farmers. The unique aspect of this program is the partnership between farmer and conservationist.

The program highlights the local aspects of where the sunflower crop is grown and processed, featuring the Jersey Grown logo on the packaging of the seed to reinforce the local aspect of the program. Farmers are paid a premium for growing black oil sunflower seeds instead of crops such as corn or soy. S.A.V.E. seeds are sold in limited retail outlets in New Jersey and at the seven NJA Centers located throughout New Jersey. The proceeds of the sale of this birdseed in turn funds the restoration of the grassland habitats that are integral to rare, endangered and nesting bird species in New Jersey.⁴

In December, 2011, NJA was awarded the 2011 New Jersey Governor's Environmental Excellence Award. The award serves as the State's premier environmental awards program for recognizing outstanding environmental performance, programs and projects in the State.⁵

SWOT Analysis

The Team has conducted a SWOT analysis as an initial assessment of the brand. A SWOT analysis identifies the $\underline{\mathbf{S}}$ trengths, $\underline{\mathbf{W}}$ eaknesses, $\underline{\mathbf{O}}$ pportunities and $\underline{\mathbf{T}}$ hreats of an organization or project.

This is a structured planning method used to evaluate inherent traits of a project to assist and direct in a recommended course of action after review of findings and research. Our SWOT analysis of S.A.V.E seed is as follows:

S.A.V.E Program-SWOT Analysis

STRENGTHS	WEAKNESSES	
	Organizational lack of business	
NJA Brand/100-plus year history	experience	
Innovative Concept	Communication is lacking	
Quality product	Inconsistent marketing plan	
Access to sizable member base	Distribution efforts can be improved	
Owned points of sale/distribution	Weak packaging/design	
Local/Jersey-grown/feel good aspect	Lack of consistent management	
Engaged membership	Pricing model	
	Poor brand financial operations	
	Overly convoluted logistics	
	Lack of awareness; education efforts	
	around program	
	Lack of NJA-wide focus on S.A.V.E.	
OPPORTUNITIES	THREATS	
Significant growth potential	Production - weather, farmer relations	
Product line extension possibilities	Competition from retailer "in house" brands	
Partnerships	Competitive crop subsidies	
Social Media	Available land for farming	
	Farmer interest and/or long-term	
Sustainability	commitment	
Major resource base in members, NJA	Non-sustainable farming methods in	
staff	place	
Franchising		

Strengths

The strengths associated with the S.A.V.E. program are numerous and support the contention that there is tremendous value and potential associated with the intent, objectives and goals of the program. NJA has a long history and enjoys a strong and very engaged membership in New Jersey. Therefore, the S.A.V.E. brand association with the NJA brand is a critical and valuable asset in growing S.A.V.E.

sales and realizing its goals. The S.A.V.E. brand itself represents a quality product, and combined with an innovative and unique brand story creates an attractive offering to its loyal and engaged membership. The brand message associated with conservation and the local support of farmers and ecosystem is one that is naturally embraced not only by the NJA membership, but more broadly with New Jersey citizens. The program represents a common sense solution to problems that impact all New Jersey residents interested in conservation and agricultural viability, and also gives supporters a feeling of personally contributing to the effort. In terms of product sales and distribution, NJA's ownership of their Centers provides a logical and effective point of distribution and education regarding the program and brand value.

Weaknesses

As successful as NJA is as an NGO in terms of advocacy and conservation efforts, the organization has limited "for profit" business experience. Since this business proposition sits outside of NJA's core competency, there are a number of areas that offer opportunities for improvement. Marketing and communication is an area in which a more consistent and continuous effort would provide significant benefits to the program's success. Awareness levels regarding the program across internal and external stakeholder groups need to be increased.

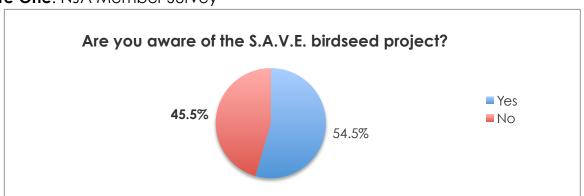


Figure One: NJA Member Survey

For instance, as indicated in Figure One, over 45% of NJA members who responded to the survey were unaware of the S.A.V.E. project. In addition, retailers interviewed suggested that they found communication was often lacking, as 64% said that they felt information regarding the program was untimely and insufficient (see Figure Two).

Changes in packaging design are critical. When implemented, they will aid in instore merchandising and sales. Stability in the management of the program would be beneficial in helping to provide continuity of message and in building necessary relationships across stakeholder groups.

To what extent do you feel you get timely and sufficient information about availability, delivery, pricing, overall NJA promotion of S.A.V.E. seed?

ON

Not timely or sufficient information

Somewhat timely and/or sufficient information

Satisfactory information on timely basis

Figure Two: Retailer interviews

18%

Improvements and efficiencies associated with operational management in terms of logistics, distribution of product, product pricing and general financial oversight and analysis would also be beneficial.

■ Very sufficient and timely

information

Opportunities

The opportunities that the Team presents above are varied and achievable. The full list of opportunities is discussed as actionable elements or general recommendations in this document.

Threats

The threats that the Team refers to above are acknowledged but are out of scope of this project.

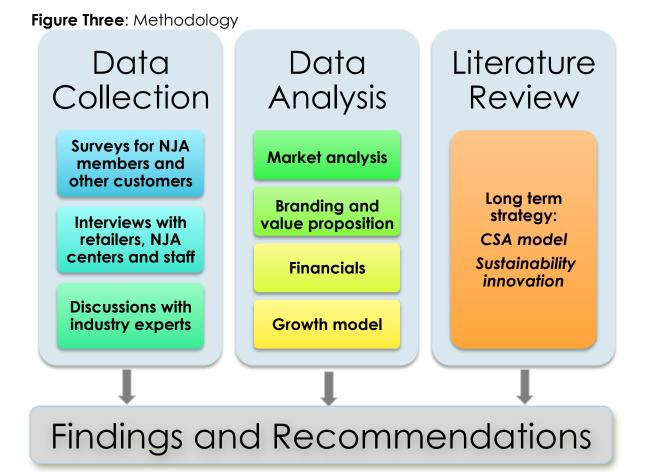
<u>Methodology</u>

Scope

NJA established the S.A.V.E. program to embody the collaboration between farmers and conservationists, demonstrate that locally grown agricultural products can complement habitat and soil conservation practices while achieving economic viability, and to use the profit from the sale of black oil sunflower seed as birdseed to restore New Jersey grasslands—critical habitat to rare, endangered and nesting bird species. NJA enjoyed the initial success from the collaboration. They are, however, are looking into options to expand the business operations under the NJA umbrella, and also to franchise the "for value" hybrid model to not-for-profit organizations in other states.

NJA requested that the Team develop a business plan for the broader commercialization of this program to present to potential investors with interest in the program's unique "for value" hybrid model.

The Team identified the scope of research that included processes, beginning with the harvested seed through to consumer purchase. Upon completion of data collection, data analysis and literature review, the Team summarized findings and developed recommendations.



Research, Data Collection

Significant research and data collection was accomplished across each of the three areas (surveys, interviews, literature review and data collection) in our methodology.

The goals of these efforts comprised the following:

- 1. Review packaging and pricing modeling
 - Analyze all relevant financials, including:
 - Capital and operating costs
 - COGS, shipping, and related analysis
 - Inventory management and control
 - Conduct a sensitivity analysis
- 2. Analyze current and prospective sales channel distribution
 - Research broader distribution opportunities
 - Mass retail
 - Specialty retail
 - Online
 - Community Supported Agriculture (CSA) model
 - Consider alternative in-store merchandising and point-of-sale opportunities for all channels
- 3. Evaluate marketing and communication efforts
 - Evaluation of consumer and trade marketplace
 - NJA and S.A.V.E. brand recognition
 - Status of communications to NJA members, the trade, NJA employees, farmers, other stakeholders, and social media execution

Interviews

Interviews were conducted with three major stakeholder groups: NJA executives, NJA Center managers, and retail buyers representing 80% of the third party retail outlets that currently sell the S.A.V.E. brand. (APPENDIX 4.1) The goal of these interviews was to garner an understanding as to how those with equity in the program perceive the S.A.V.E. brand and how the project fits within the strategic objectives of NJA's overall agenda. We also reached out to experts in the areas of general NGO management, logistics and distribution, and financial analyses.

Survey

An online survey was conducted to better understand member engagement, perceptions and awareness of the S.A.V.E. program. A total of 10,795 people received invitations to participate in the survey. These individuals represent both active members and non-member visitors to NJA Centers. Of this universe, there were a total of 986 respondents.

Literature Review and Data Collection

We conducted additional research into the black oil seed market including conversations with other seed brands and non-NJA retailers regarding online markets, pricing, packaging, and branding. This entailed various analyses of online, periodical and journal sources.

Results of this methodology, research, and NJA feedback throughout the process have resulted in recommendations that fall into three primary categories of focus:

- Marketing and communications
- Operations
- Financials

Findings and Recommendations

The research and analysis detailed in our methodology, combined with feedback from NJA, has lead the Team to focus our recommendations on three primary pillars: marketing and communications, operations, and financials.

Within each of these primary areas are a series of sub-sections that address specific strategies for implementation that the Team has identified as beneficial in meeting the goals of this effort. These include development of a business plan that delivers a broader commercialization of the current program. The plan is at least in part intended to attract potential investors with interest in the program's unique "for value" hybrid model.

Marketing and Communications

Since its inception, the S.A.V.E. brand has been marketed and communicated primarily through in-store merchandising, brochures, email marketing, and NJA magazine. Early recognition in terms of awards and grants helped to fuel an effective public relations effort. As stated in our SWOT analysis, key marketing and communications issues the Team has identified include:

- Communication plan is lacking
- Inconsistent marketing plan
- Weak packaging design
- Lack of awareness
- Lack of NJA-wide focus on S.A.V.E.

The Team recommends that NJA adopt a more strategic, aggressive, and integrated approach to marketing and communicating the S.A.V.E. program. Recommendations for marketing and communications have been categorized into two primary areas; "product" and "engagement."

Member Survey and Retailer Interview Analysis

Member Survey

The Team connected with members of the New Jersey Audubon through an online survey (APPENDIX 2.1, 2.2) intended to evaluate concerns and potential opportunities for the brand. The survey link was forwarded to a universe of 10,795 participants, and resulted in a respondent pool of 986. Out of total respondents, 84.5% include existing NJA members and 15.5% of the respondents are non-members. The non-member group primarily represents workshop participants and NJA Center contacts (visitors). Primary areas of focus in the survey include brand awareness, consumer engagement, communications, purchase intent, and customer demographics.

Brand awareness

The Team developed several questions intended to cull data regarding S.A.V.E. brand awareness. One question asked simply, "Are you aware of the S.A.V.E. seed project?" and 46% of 939 respondents who answered this question replied they were unaware of the S.A.V.E program.

Another question asked respondents who were aware of the program how they had first heard about S.A.V.E. Of 504 respondents answering this question, most (53%) were made aware of the S.A.V.E. program while visiting an NJA Center, 113 (22%) of those surveyed had heard about S.A.V.E through NJA emails and newsletters, another 74 (15%) suggested they had heard about S.A.V.E. through some sort of advertisement, but only 3 (less than 1%) suggested they had heard about it through NJA's Facebook page or other online source.

In a third question, respondents aware of the program were given a listing of possible associations with the S.A.V.E. brand and asked to choose all that they felt applied. Of the 480 respondents who qualified and chose to answer, 403 (84%) appropriately chose "local", 309 (64%) correctly chose "conservation", and 275 (57%) chose "quality" as associated characteristics. However, 291 (61%) and 135 (28%) chose invalid characteristics: "sustainable" and "organic", respectively.

Member engagement

The Team assumed correctly that NJA members were actively engaged. Out of 817 total respondents, over 85% identified themselves as active members. Within this group of active members, 47% suggested that they had been a member for at least five years, with almost 13% of this group claiming membership for 25 years or more.

When asked regarding their frequency of participation in NJA events, over 84% of the respondent pool indicated they had participated in at least one event in the past

year, with 6% participating in fifteen events or more per year. However, 82% of this group has participated in only five or less events per year.

Purchase intention

In an effort to better understand purchase intent and patterns, we asked a number of questions relating to S.A.V.E. seed purchases.

Respondents were asked if they had ever purchased S.A.V.E. brand bird seed. A total of 487 answered the question and 199 (41%) indicated they had not. Reasons given for not purchasing seemed to focus on price and availability. A total of 41% suggested, "inconvenience of location" to be an issue and 19% find the product "too expensive."

Regarding future purchase intent, 61% of respondents stated that they would purchase S.A.V.E. seed this year (2013). Of those who stated that they were not likely to make a purchase, reasons once again focused on price and location.

Survey respondents were asked if they would like to purchase S.A.V.E. seed in specific retail locations or an online marketplace and 50% of total respondents stated that they were interested in an online option.

Respondents were asked if they would be interested in participating in a cooperative seed share (CSA model), and 48% of total respondents expressed interest in a preorder option of this sort.

When S.A.V.E. customers were asked about the size of package they preferred to purchase, more than half of the respondents preferred 20lb bags and 27% preferred to purchase 50lb bags.

Survey respondents were also asked if they would be interested in purchasing a 1 or 5-pound bag and 51.6% expressed an interest in these sizes as well. Survey respondents were also asked what time of year they purchase their birdseed and for what reason. Results indicate that respondents typically purchase seed all year round and that they primarily purchase seed solely for outdoor bird feeders.

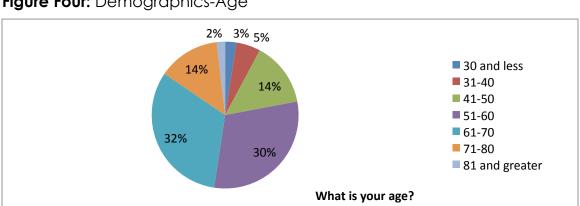
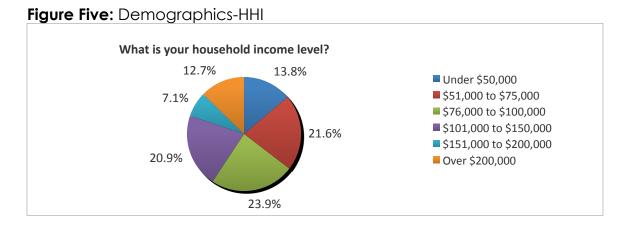


Figure Four: Demographics-Age

Consumer demographics

The survey respondent pool skewed heavily female (63.4%). The age of the respondents exhibited a strong skew to an older population, with almost 77% over the age of 50 (Figure Four). Survey respondents are fairly affluent as well, as almost 41% have a household income (HHI) of \$100,000 or more. (Figure Five)



Retailer interviews

The Team conducted both phone and in-person interviews with third-party retailers. Qualitative responses were compiled and analyzed quantitatively. The NJA active retailer list represents a total of fifteen retailers, and the Team interviewed eleven buyers, managers and/or owners in this group.

The survey questions were focused on three main categories - branding, inventory and logistics, and customer satisfaction. The retailers were also asked to provide their general thoughts and comments regarding the S.A.V.E program.

Comments made seemed to express support for NJA's initiative in preserving grasslands, and in partnering with local farmers to grow sunflower seeds. The retailers expressed their belief that NJA is supporting both local farmers and the local economy in this effort.

However, a number of the retailers expressed concerns regarding certain levels of communication, the management of product delivery, and brand pricing strategy. They also voiced concern regarding the challenges associated with selling S.A.V.E. to customers who compared the S.A.V.E. brand to various national and proprietary brands at lower price points.

Branding

Given that all of these retailers currently sell S.A.V.E. seed, the fact that awareness was 100% was not surprising. However, only 20% of this group participated in the program all of the past five years.

When asked to what extent they believe their customers are aware of the S.A.V.E. seed program, nine of the eleven respondents said that their customers are "somewhat aware" of the S.A.V.E. program. One respondent indicated that he felt they were "not aware at all." Customer awareness was perceived higher among NJA members. Retailers pointed out that S.A.V.E enjoyed higher awareness when the brand was advertised during the initial introduction. Currently, they indicated that customers rarely asked specifically for the S.A.V.E brand.

Retailers suggested that there was a lack of sufficient information about the S.A.V.E. program in their stores. One respondent, at *Back to Nature* in Basking Ridge, indicated that they have very little information about the program and that anything posted in their store about the program was made by them. Other brands typically offer literature or some sort of point of sale merchandising to differentiate and highlight their brand.

Satisfaction Level

Over 70% of retail respondents indicated they were only "somewhat satisfied" with their experience in selling the S.A.V.E. product. None of the respondents expressed being "very satisfied" or "extremely satisfied." The primary reasons expressed for any dissatisfaction were a perceived high price (higher than other birdseed sold in their stores) and comparatively slow delivery of product following order placement.

When asked if they are satisfied with their current profit margin, the majority of the retailers confirmed that they are not satisfied with their margin level generally in place. There have been instances in which one or more of the retailers surveyed have further reduced the price and generated even lower margins.

<u>Inventory and Logistics</u>

Perceived "poor communications" were voiced by several of the retailers in regards to receipt of sufficient information regarding availability, delivery, pricing, and the overall NJA promotion of the S.A.V.E. brand.

Nine of the retailers suggested that the 20 lb. bag was most preferred by their customers. They also mentioned that smaller size bags were favored as well.

Customer and Program Satisfaction

The large majority of the retailers suggested that their customers seem satisfied with the S.A.V.E. product. There was but one mention of a quality control issue associated with "unclean seed."

Product

The results of our research convey concerns from both members and retailers regarding incomplete marketing, poor distribution and logistics, and weak design of the packaging. The member survey suggests 41% of respondents (Figure Six) do not purchase S.A.V.E. due to perceived high cost and inconsistent availability.

Have you ever purchased S.A.V.E. Bird Seed?

40.9%

Yes No

Figure Six: Consumer Purchasing

Close to 73% of retailer respondents claim to be "somewhat satisfied" (Figure Seven) with the S.A.V.E product. The two primary reasons offered include high wholesale price and inconsistent product logistics.

Approximately 55% of retailer respondents indicate not timely or sufficient information about availability and overall NJA promotion of S.A.V.E. (Figure 2). Thirty-seven percent of the retailers cite "poor communication" as a part of their thoughts and comments for the S.A.V.E. program. These observations suggest the rationale for development of a strengthened strategic communications and sales channel distribution plan.

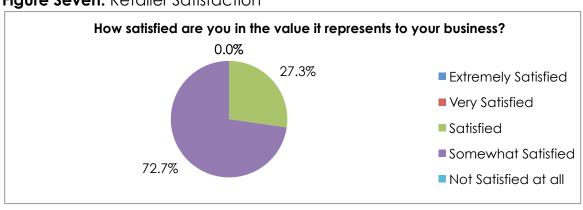


Figure Seven: Retailer Satisfaction

Branding and the Value Proposition

"Nothing is sold until it is branded: branding is building an image and an emotional connection with the customers."

Catherine Kaputa, Breakthrough Branding

The S.A.V.E. brand represents a product that is differentiated by its unique mission and the local (community) character the brand represents. It is this differentiation that supports a premium price and enhances the value proposition. S.A.V.E. should be trading in its "social currency", creating a correlation to premium pricing and brand loyalty. S.A.V.E. is currently not leveraging this social currency and is not effectively answering the following questions: (McNamara in Appendix 6.1)

What does our brand mean?
What is our brand?
Why does the brand exist?
What effect or impact do we want the brand to leave on the world?

It is essential that the branding of S.A.V.E. include the unique combination of consumer product, non-profit mission, New Jersey farmer collaboration, and the New Jersey Department of Agriculture seal of approval: the "Jersey Grown" trademark.

"What Does our Brand Mean?"

The S.A.V.E. acronym does not implicitly or explicitly refer to environmental stewardship or a direct association with the NJA. The meaning of the brand is not fully communicated.

"What is Our Brand?"

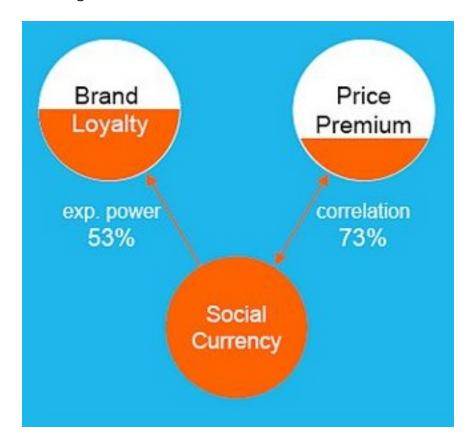
The brand is the NJA. The brand cannot succeed with S.A.V.E. as sole representation. There must be a greater integration of NJA with the S.A.V.E. brand.

"Why does the brand exist?"

Our survey indicates that consumers and retailers have a clear understanding that S.A.V.E. embodies the NJA mission and the local aspects of the program.

"What effect or impact do we want the brand to leave on the world?"
The S.A.V.E. program unites, as a common goal, maintenance of robust, local agricultural economies with restoration and protection of habitat and wildlife.

Figure Eight: Measuring Brand Value⁸



Product and Packaging

The current bag design and the logo do not adequately communicate what the brand represents. Below, adjacent to the NJA packaging (Figure Nine), are two well-known national brands that have significant online and retail stature. (Wagner's and Kaytee)

The overall presentation of the S.A.V.E. brand packaging is lacking when compared to the national brands. The national brands "pop" with vibrant colors, strong branding, and retail friendly packaging. The NJA bag comparatively looks and feels washed out and does not communicate the brand as well as the competition.

Our survey data does indicate a moderate awareness of S.A.V.E. among members (Figure One). However, the survey does not poll the broader consumer population in New Jersey. The S.A.V.E. packaging does not help the unaware consumer make the association between NJA and the S.A.V.E. brand because the S.A.V.E. and NJA logos are disparately located on the package. To find out about the S.A.V.E. program on the packaging, the consumer must also turn the bag over and read copy on the back.

Figure Nine: Competitor Packaging vs. S.A.V.E. Packaging



Sales Channels

The current distribution program for the S.A.V.E. brand is limited to a small footprint of third-party retail stares and the NJA Centers. The current sales channels do not provide enough touch points for the potential consumer base available in New Jersey.

The Team recommends an expansion of sales channels to grow distribution and sales. These include both direct and indirect channels. Direct and indirect channels include existing NJA infrastructure, online, event, and bricks and mortar third-party partners.

The most straightforward direct channel is the NJA website. Establishing an NJA "store" on the site could include not only S.A.V.E. product, but also other associated merchandise currently sold in NJA Centers. There are many examples of not for profit organizations selling merchandise of all kinds on an organization website. The Sierra Club, Metropolitan Museum of Art, Human Rights Campaign (HRC), The Art Institute of Chicago, Livestrong, and breastcancer.org are just a short listing of non-profit organizations enabling a store or shopping channel on their primary site.

An additional online extension to an NJA online store would be one of the major online marketplaces such as Amazon, Rakuten.com (formerly buy .com), craigslist, and eBay. Each offers a low cost to entry, costs associated with these ventures are generally fees based on sales commissions.

Other direct channels to pursue might include local New Jersey events attracting broad cross-sections of the New Jersey population, such as county fairs or regional attractions such as the Ocean County fair (APPENDIX 6.2). These reinforce the

"Jersey Grown" designation, initiate direct consumer engagement, and create a means to increase the membership base.

Indirect channels, such as bricks and mortar partners in small business, entertainment or tourism (Great Adventure Park, shore-area shops, restaurants and lodging), or larger partners with common missions (Whole Foods- Appendix 6.3) would provide extension into established and prospective membership pools.

Product Goals:

- 1. Establish S.A.V.E. as premier non-profit brand
- 2. Create visual and emotional connection and alignment with consumer
- 3. Expand platforms of communication
- 4. Increase points of sale

Initiative 1:

Increase NJA member base knowledge and awareness of S.A.V.E. brand

Initiative 2:

Redesign packaging to reflect NJA brand integrated with S.A.V.E. and purchase UPC

Initiative 3:

Expand use of social media as a tool for sales and branding

Initiative 4:

Expand bricks and mortar distribution

Initiative 5:

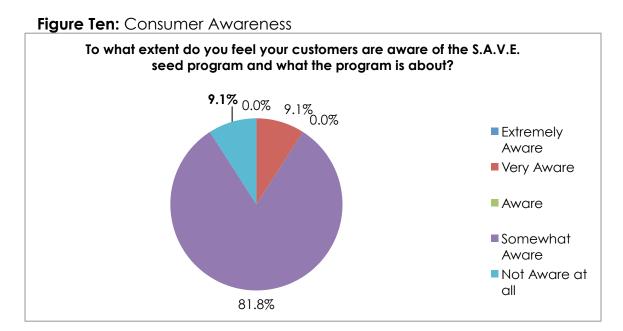
Implement an ecommerce strategy

Engagement

Communications

"Ensure that mission area departments, centers and sanctuaries work together effectively to achieve New Jersey Audubon's mission." the number five goal in NJA Strategic Plan 2009-2012.¹²

A total of 45.5% respondents (Figure 1) in the member survey stated that they are unaware of the S.A.V.E. project. A majority of the retailer respondents suggested their customers are "somewhat aware" of the S.A.V.E. birdseed program; 9% say "not aware at all" (Figure Ten). These data points support the need for communication across a broader stakeholder audience and across multiple platforms.



The Team recommends that the S.A.V.E. program would benefit from a general increase in communication to all stakeholder groups. Internal collaboration across NJA's Departments and Centers must be fully leveraged, and both frequency in communication and variety of platforms should be pursued in reaching out to the member base, retailers and customers.

Social Media

"Social networking is the most popular online activity worldwide ... Bigger than email... It's not just young people using social networking anymore—it's **everyone.** Users 55 and older represent the fastest growing segment in social networking usage"¹³

Consumer Package Goods companies ("CPG") use social media to build brand and communicate with their customers. Today, social media is used extensively in addition to traditional marketing. Social media helps create brand recognition by creating concentric loops of sales, customer engagement, and two-way communication. Based on our analysis, we recommend NJA aggressively engage in all social media platforms in order to market the S.A.V.E. brand.

Social Media creates the following opportunities:

- Increased sales from members and non-members
- Engagement of existing members and expand membership
- Creates better brand recognition

Listed below are the social media platforms the Team recommends NJA focus on. Targets for each of these identified social media sites have been developed based upon these comparative metrics.

Current as of 5/5/13	NJ Audubon	Florida Audubon	California Audubon
Facebook	2,569 likes	6,789 likes	25,909 likes
Twitter	147 tweets; 327 following; 989 followers	3,253 tweets; 3,159 following; 3,597 followers	6,102 tweets; 321 following; 4,072 followers
Google+	16 in Circles	116 in Circles	n/a
YouTube	17 uploaded videos; 38 subscribers; 8,870 video views	131 uploaded videos; 734 subscribers	148 uploaded videos
Pinterest	35 followers; 13 pins	163 followers; 45 pins	283 followers; 869 pins;
Foursquare	21 total people; 22 check-ins	3 sanctuaries listed; over 500 people, over 800 check-ins	84 total people; 179 check-ins

Recommended Social Media Targets (by platform)

Facebook

Achieve 5,000 "likes" by January 2014

Twitter

Increase number of tweets to minimum 5 per week; target 3,000 followers by end of 2013; follow members, other stakeholder groups and like-minded organizations such as NGOs and other State Audubon organizations

Google+

Target members with Gmail accounts; include them in NJA "Circles", encourage members to invite other like-minded friends to join NJA circle

You Tube

Encourage Facebook fans to upload videos on NJA's YouTube channel; increase NJA video posts to a minimum of 2 per month

Pinterest

The number of "pins" are driven by followers; followers are grown by establishing a Pinterest focus on Facebook with FB fans; ideas: 'best photo' contests; rare species sightings photos, etc.

Foursquare

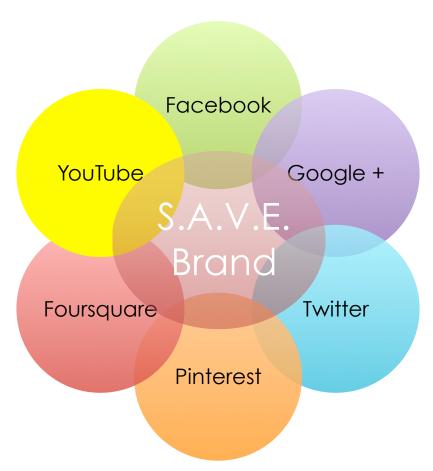
This is social media built for location recognition and engagement, and the Centers; each Center should develop a page on Foursquare

Partnerships and Alliances

It is imperative that the NJA develop partnerships and alliances outside the immediate realm of the S.A.V.E. program and Stewardship. Partnerships and alliances help to augment the overall NJA brand as well as to continue to grow its marketing and sales. The Team presents three divergent organizations that might be pursued as partners. This should also serve as a template or roadmap for the kind of organizations that could create productive alliances with the intent of sharing information relating to the S.A.V.E. brand, value proposition, broad market and competitive analysis, product and packaging insights, and detail regarding sales channels.

Visit New Jersey is the, "official tourism website for New Jersey", and is an organization that involves all aspects of New Jersey culture, economy, and population. The point of a partnership with Visit New Jersey would be to add value to their efforts in development of tourism in the State. As an example, providing a black oil sunflower seed packet (for planting) with every order of the free travel guide would develop consumer interest and awareness of the S.A.V.E. brand.

Figure Eleven: Social Media Overview



"New Jersey - The Garden State - has over 120 garden clubs and more than 5,000 members working in a variety of environments." 15 The NJA can involve more people in S.A.V.E. by reaching out to like-minded groups. One such partnership is The Garden Club of New Jersey, which shares similar goals as the NJA in the protection and conservation of natural resources, in cooperating with other groups furthering the interests of conservation and horticulture, and in raising funds to support educational, charitable, and scientific causes.

The 4H is integral to the statewide county fair system and can be used to present multiple elements of the S.A.V.E. program to consumers. This organization offers a consumer base of like-minded individuals, and can extend both educational opportunities to engage potential members as well as sale of product. The 4H organization already invests in partnerships, but it is incumbent on the NJA to determine if a New Jersey-centric partnership with this organization can work due to

the similarities of current 4H partnerships such as the 4-H Million Trees Project, Pulse of the Planet, and the Botanical Society of America.

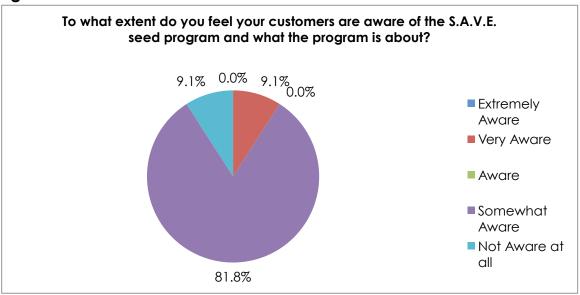


Figure Twelve: Consumer Awareness- Retail

A partnership that must be tapped for S.A.V.E. is the NJA member base. Soliciting members' professional skills in lieu of donations or volunteerism is something that should be explored. Based on the member survey results indicating generally higher levels of income of the membership (Figure 4), the Team concludes that NJA has a membership rich in business and professional experience that might be employed, on a pro-bono basis, by simply requesting help or a commitment of time. This is member engagement of a different type than the usual event-based or volunteerism-centric forms associated with non-profits or NGO's. This type of engagement connects members to the organization at a much higher level and a more integrated manner. A recent and comparable example of this is seen in the Avenues School in New York City "...which forbids donations, [but] encourages families to contribute in more meaningful ways" i.e. skills, relationships, and access. 16

Member involvement in and the contribution of skills, ideas, and time to functional areas of S.A.V.E. such as social media strategy, logistics development, or in finance and accounting should be targeted. The positive results of this type of member involvement will filter through S.A.V.E. and the NJA simultaneously.

And finally, complimentary and simultaneous efforts in branding should be made with the use of social media, as noted above. Though we speak of social media as a sales tool, it is simultaneously a branding tool. Every posting on social media that targets sales development will also reinforce the stature of S.A.V.E as a premium brand with the inclusion of the reworked packaging and in particular, any news,

events, or developments that to elicit and develop the emotional visual, and intellectual connection to the brand, as mentioned above.

Engagement Goals:

- 1. Create consistent communication between NJA, retailers, and members
- 2. Engage outside organizations with similar missions
- 3. Tap into the professional skills of NJA membership
- 4. Leverage social media to promote brand

Initiative 1:

Increase frequency of cross stakeholder interaction

Initiative 2:

Partner with either 4H, NJ Garden Club or VisitNJ.org

Initiative 3:

Utilize member resources on a pro bono basis

Initiative 4:

Utilize all relevant social media platforms to promote brand

Operations

Our research has resulted in our looking at three key areas in the operations of this program; the supply chain logistics, process improvement, and long term strategy. The Team's recommendations for immediate implementation address shipping and storage, sales process improvement, and consistent premium pricing. The long term strategy agenda will present an alternative business concept and address sustainability innovation.

Supply Chain Logistics

Product Storage and Shipping

At the beginning of this engagement, NJA shared with us that product storage and shipping needs directly correlate with the quality of the seed and cost of delivery.

The black oil sunflower seed is a perishable product. Under optimal conditions to ensure highest quality, the seed needs to be stored in moisture and temperature controlled areas. Seed not stored this way risks insect infestation and product rendered unsalable. The NJA has already stated that they wish to invest in a proper storage unit; however, current budgets prevent them from doing so. The Team recommends that NJA considers creating a pre-order system that will help to forecast demand more effectively and earlier in the process.

The Team agrees with NJA's conclusion that shipping is a challenge given variable and unpredictable orders. This results in higher costs and erratic scheduling of shipments.

To address both storage and shipping, the Team recommends two potential solutions. The first solution involves creation of a pre-order system through NJA Centers. The Team believes that shipping costs can be more efficiently managed through a system that utilizes a pre-order model. Acquiring member purchase commitments in front of the year's harvest can create cash flow in advance of the actual sale, reduce expense and provide for a more efficient shipping process.

The Team has discovered that UPS and FedEx offer a different fee structure for shipping by non-profit companies. A proposal was submitted to FedEx. FedEx proved very responsive to the inquiry and provided answers to all questions. Ultimately however, FedEx advised the Team they could not collaborate with NJA at this time. (See FedEx addendum 7.1). This exercise, while unsuccessful in terms of FedEx, illustrates that there may be alternative shipping options and more avenues that need to be investigated and pursued in this area.

Supply Chain Logistics Goals:

- 1. Minimize shipping and storage costs
- 2. Identify alternative shipment partners

Initiative 1:

Develop a pre-order system

Initiative 2:

Pursue a potential carrier that extends non-profit shipping discounts

Process Improvement

Sales

NJA is being measured against the standard that the retailers receive from the broad market distributor and marketing representatives. These retailers are comparing S.A.V.E. in terms of general business practices to nationally recognized manufacturers and distributors. The challenge is that NJA must develop a sales process that more closely delivers on retailers' expectations. Retailers demand S.A.V.E. needs to adopt the same level of service and responsiveness as their other vendors.

Retailer interviews suggested that communications with NJA could be improved. There were multiple statements regarding incomplete communications, inadequate shipments, frequent delays, and inconsistent general business practices.

The Team recognizes that NJA cannot compete on all levels of competitive sales processes, but they can satisfy retailer expectations by implementing a coordinated plan that accomplishes the following:

- Consistent communication regarding available inventory
- Meet retailer's invoicing standards
- Expand brand participation in retail marketing programs (flyers, ads, events, etc.)
- Improve point of sale merchandizing for S.A.V.E. brand

Pricing

As previously described, presenting the S.A.V.E. brand as a premium product requires it to be priced consistently at a premium price point. The Team suggests that the following represent key points relating to pricing and customer value perception:

- The customer must perceive the product's value or the worth of the solutions the product delivers
- The less value customers equate with your product, the more emphasis they put on low price
- The lower the price, the lower the perceived value
- Once a product's price is established at a lower price point, it becomes more difficult to raise them in the future

The challenge is when supply exceeds demand. Excess supply may require a pricing solution to normalize inventory levels.

The Team recommends the following two options when there is excess supply and a pricing solution may be necessary. One option is to sell the excess seed under a different brand label. The most efficient way to accomplish this would be to sell the seed in bulk to a third party. A second option is to sell the seed under the S.A.V.E. label through an alternative sales channel. This reduces the risk of discounts impacting the premium perception of the brand in the primary market place. The Team recommends that an online market would provide the best alternative for this secondary sales channel.

Process Improvement Goals:

- 1. Improve processes to meet retail expectations
- 2. Develop plan for excess inventory

Initiative 1:

Focus on development of sales processes to meet expectations of sales channel participants.

Initiative 2:

Normalize inventory levels without impacting premium pricing in primary marketplace.

Long Term Strategy

The Team proposes a long term strategic plan for NJA consideration. These are recommendations that require incremental analysis for implementation.

Business Concept

The Teams suggests that a CSA model could address issues related to product delivery, inventory, and storage.

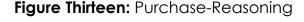
The CSA model is based on customer "share" purchase, in which NJA is paid a set fee per an allotted amount of the estimated harvest. The Team has determined that the CSA business model provides a series of benefits (APPENDIX 8.1, 8.2).

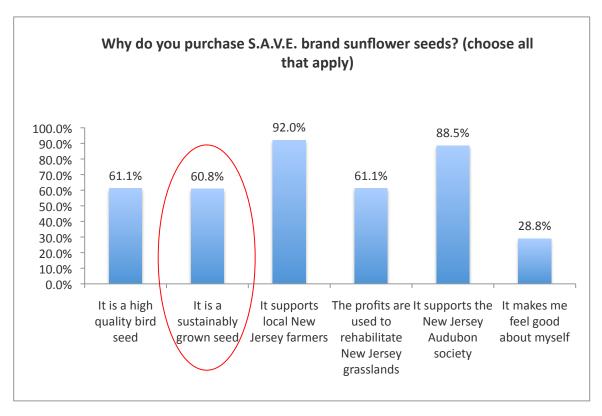
A primary benefit is alleviation of challenges around the storage and distribution of the product. The share option helps to forecast inventory supply and demand more effectively. Visibility into this forecast reduces the risk associated with storage of product over an extended period of time. Upfront orders enable concentrated shipment of product to Centers for scheduled delivery. Concentrated shipments eliminate incremental costs associated with unpredictable orders of varying size. One additional benefit of the CSA model is increased membership engagement. The customer is committing to the S.A.V.E. brand versus competition by making and upfront investment with this type of purchase. This type of a scheme may ensure a more consistent purchase commitment from members.

Sustainability Innovation

To ensure the longevity of the S.A.V.E. program, sustainable initiatives must be at the forefront of future planning. Sustainability has many definitions, but for the sake of this project we will define sustainability as conserving ecological balance while promoting current necessary human action. The S.A.V.E. program has shown some difficulty in its future sustainability, mainly within opportunity for higher profit margins and use of pesticides to promote sunflower growth. In respect to profits, we have found that the current state of the program may not be able to maintain its existing practices in the future and may ultimately hurt the program's noble cause of grassland rehabilitation. The program has also proven that pesticides are used to promote healthy sunflowers for strong crop yields. The U.S. Fish and Wildlife Service estimates that "an estimated 67 million birds die from pesticide poisoning each year and more than 600 million are exposed".¹⁷

If the process of sunflower growth is not ecologically friendly, this may ultimately hurt the ecosystem and bird species the NJA is protecting. Survey analysis suggests that NJA members identify S.A.V.E. as a sustainable product (Figure Thirteen). There following recommendation presents an opportunity to improve the product while ensuring alignment with NJA's mission and the perception of NJA membership.





The Team recommends that NJA consider a pilot program that features organic farming techniques with a life cycle assessment of this program to ensure reach of the ultimate goals (APPENDIX 8.3). A prospective partner in the effort could be Rutgers University or other land grant institutions with a cooperative program.

Social Enterprise

The emergence and growing popularity of social entrepreneurship, or the social enterprise model has arisen from the realization that non-profit, donation-based charity models alone will not solve global environmental and social issues. A new breed of "business for good", or "for value" business, is emerging at the intersection of for profit and non-profit operations. By creating market based solutions, entrepreneurs across the globe are applying business savvy to address environmental and social issues, such as energy efficiency, health care and poverty alleviation, education, economic inequality, clean water and sanitation, and are making greater impact. These ventures operate like for profit enterprises, but with social and environmental missions and vision guiding their long term strategy.

These hybrid models cut across industries and sectors, bringing innovative, systems and design thinking approaches to the forefront. "Just as business entrepreneurs create and transform whole industries, social entrepreneurs act as the change agents for society, seizing opportunities others miss in order to improve systems, invent and disseminate new approaches and advance sustainable solutions that create social value. Unlike traditional business entrepreneurs, social entrepreneurs primarily seek to generate "social value" rather than profits. And unlike the majority of non-profit organizations, their work is targeted not only towards immediate, small-scale effects, but sweeping, long-term change." 18

Social enterprises build solutions from the ground up, taking a grassroots approach that involves local stakeholders, leveraging their technical and creative capital. This is the antithesis of the business as usual "top down" approach in which solutions are imposed upon stakeholders. According to SocialEnterprise.org, a social enterprise will, "...bring in most or all of its income through selling goods or services. And it will also have clear rules about what it does with its profits, reinvesting these to further the 'social mission'." 19

Bill Drayton, the founder of Ashoka and Ashoka Changemakers, a nonprofit organization dedicated to finding and fostering social entrepreneurs worldwide has said, "Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry." ²⁰ Social entrepreneurs do not fight current conditions; they change the paradigm by creating new systems that outdate the old model. In interviews with top NJA executives, it was affirmed that the S.A.V.E. seed program sought to work with New Jersey farmers, as opposed to fight against them. The NJA endeavored to find common ground and build partnerships and alliances that would achieve both agricultural and conservation purposes in unison.

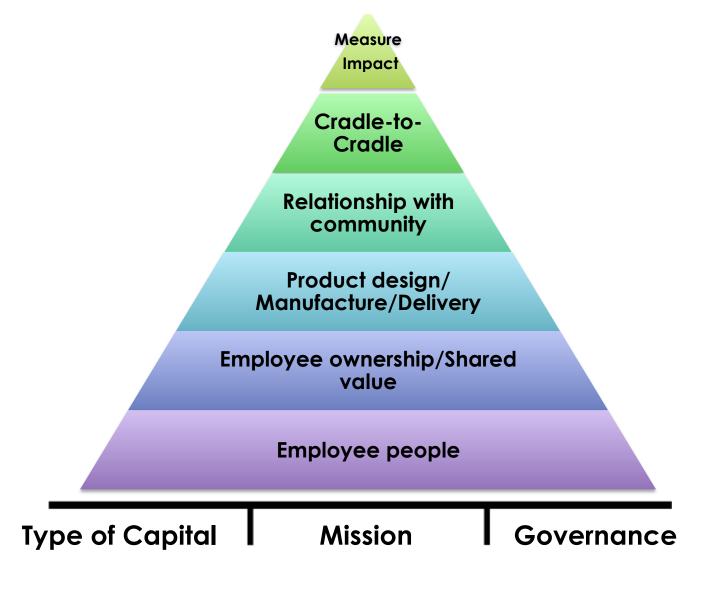
In alignment with previous recommendations, social enterprises place financial sustainability as a top priority. As such, it is imperative for the S.A.V.E. program to be financially viable, allowing the social enterprise framework to be applied as the program evolves. In an interview for Harvard Business Review, Linda Rottenberg, the CEO of Endeavor Global, another firm that accelerates social enterprise stated, "For long-term sustainability, you need to value business first and make sure that all of your actions have business case to support them."²¹

Several types of social enterprises exist that are similar to the S.A.V.E. program, but are not close enough to benchmark against. S.A.V.E. is unique in that a non-profit organization is working with a commodity, and using the profits from sales towards environmental stewardship and conservation. Most social enterprises are startup ventures, not housed within existing entities. Although the S.A.V.E. program is unique in its structure, we would like to encourage the NJA to begin looking at the program

from this perspective, and endeavor to apply the social enterprise framework to the program.

The Social Enterprise Pyramid is a tool used in Columbia Business School's Social Enterprise program. This resource was created by Ron Gonen, professor of "Launching a Social Venture" (See Figure Fourteen). This tool can be used to help guide the S.A.V.E. seed program as it develops into a scalable business.

Figure Fourteen: Social Entrepreneurship Overview



Conservation Banking

Conservation banking is an emerging mechanism for conserving biodiversity, and the Team recommends that it can be investigated for the success of the S.A.V.E. program, in the long run. A conservation bank is privately or publicly owned land that is managed for its natural resource values. Conservation banks rely on a range of strategies to achieve and maintain mitigation in perpetuity on existing functioning and occupied habitat for a majority of those species facing threats of habitat loss and fragmentation. Such strategies include preservation, management, restoration of degraded habitat, connecting of separated habitats, buffering of already protected areas, creation of habitat, and other appropriate actions. Conservation bank then creates and sells the 'credits' to those interested to buy them to offset their business/development activities that may threat other areas of habitat. It is an incentive-based mechanism for conserving natural habitat.

It is recommended that NJA looks into managing its land assets and turning them into the resources, if establishing a conservation bank can be permitted. Conservation banking can bring together financial resources, planning, and scientific expertise not feasible for smaller conservation actions. By encouraging collaborative efforts, it will help in taking advantage of both financial and biological resources, funding sources, and management, scientific and planning resources. Conservation banking can be a viable tool to raise additional resources for preservation, land restoration, and potentially for S.A.V.E., as incoming funds from the sale of the credits.

In its simplest form, one credit will equal one acre of habitat or the area supporting one nest site or family group. Credit values are based upon a number of biological criteria and may vary by habitat types or management activities. When determining credit values, some of the biological criterions that may be considered include habitat quality, habitat quantity, species covered, conservation benefits, including contribution to regional conservation efforts, property location and configuration, and available or prospective resource values.

In general, the credit system for a conservation bank must be expressed and measured in the same manner as the impacts of the development projects that will utilize the bank. For instance, if a development project will permanently remove some amount of habitat acreage and a number of pairs of a species, then the bank's credits should be expressed in terms of acreage and pairs. If effects are evaluated in terms of losses of family groups due to timber activities, then the bank credits should be established in terms of the number of family groups being conserved. The method of calculating bank credits should be the same as calculating match project impact debits. ²²

Activities regulated under section 7 or section 10 of the Endangered Species Act may be eligible to use a conservation bank, if the adverse impacts to the species from the particular project are offset by buying credits created and sold by the

bank. Credits from a conservation bank may also be used to compensate for environmental impacts authorized under other programs (e.g., State or local regulatory programs, transportation projects, National Environmental Policy Act or State equivalent). For example, in order to satisfy the legal requirement for mitigation of environmental impacts from a development, a landowner can buy credits from a conservation bank, or in the case of wetlands, a mitigation bank. Conservation banking legally links the owner of the bank and resource agencies, such as the Department of Fish and Game or the U.S. Fish and Wildlife Service (US DOI, Guidance for Establishment, Use, and Operation of Conservation Banks, 2003). Of particular relevance for NJA and S.A.V.E. is the Role of Restoration, Enhancement, and Creation of Habitat provision that reads: "If restoration is proposed as part of the conservation bank, appropriate measures should be implemented to increase the likelihood of success".²³

Long term Goals:

- 1. Business Concept (CSA Model)
- 2. Sustainability Innovation
- 3. Establish Conservation Banking

Initiative 1:

Implement CSA model with the NJA membership

Initiative 2:

Pilot organic farming program

Initiative 3:

Manage land assets

Financials

Financial Overview

Cost of Habitat Rehabilitation

The goal of the S.A.V.E. brand is to rehabilitate NJ grasslands with profits from the sale of high quality and locally grown black-oil sunflower seeds. According to John P. Parke, the NJA Stewardship Project Director, the costs to rehabilitate grassland habitats can range from approximately \$150 to \$260 per acre depending on the existing land type and the targeted type of grassland to be restored. Additional costs of approximately \$385 per acre can be expected if the land to be rehabilitated consists of invasive species, such as multiflora rose or olive. The additional costs associated with land that is presently covered with an invasive species, include expenses for hand clearing, chemical control, and brush hogging. These costs are considered under the Natural Resources Conservation Service (NRCS) Conservation Practice Standards of Early Successional Habitat Development/Management and Brush Management, #647 and #314, respectively. (Appendix 9.1)

Prior Year Sales Data

S.A.V.E. fiscal year is September 1st – August 31st. The team was provided with FY2012 (9/1/2011-8/31/2012) sales data, which included figures for: total pounds harvested, total acres planted, and total pounds sold. FY2012 sales data also included quantities of different sized bags broken out for both NJA centers and retailers. The prior year sales information provided the team with an initial set of assumptions for future forecasted sales in the financial models constructed for NJA.

Overhead

Overhead for the S.A.V.E. program includes items such as the business manager's salary, taxes, and other SG&A necessary for the program to operate on an annual basis. The Team was instructed to amortize the overhead costs on a per-pound-basis. The rationale was to provide a holistic manner to account for the real cost of goods sold (COGS), an area of the accounting that has proven challenging in prior years.

COGS

Given the unique nature of this hybrid non-profit operation of a for-profit business, the NJA has found it challenging to account for the true COGS. A primary goal of the team in the financial review period was to comprehend all of the appropriate costs that should be included in the COGS for S.A.V.E. The Team found that the primary driver of S.A.V.E.'s COGS is the cost of the seed, which in this case is the amount paid to the farmers for each pound of seed. Other costs include processing, bagging, shipping, and the amortized cost of leakage.

Profit Structure

Any profit generated by S.A.V.E. is directed to stewardship of New Jersey Grasslands. At times some funding may be utilized to invest in the future of the brand and program. For their sales effort, NJA Centers are granted a portion of the revenue for each bag sold. The Centers' portion of profit margin is built into the price of the seed. NJA's accounting system automatically transfers this portion of the margin. In FY2012, profits from sales were distributed to the NJA centers and the Stewardship fund based on constant values depending on what size bag was sold. A change to the profit distributions was proposed based on a percentage split for sales at the NJA Centers. The difference in pricing to NJA Centers versus pricing to independent retailers is an extra \$1.50, for NJA Center sales administration.

Financial Modeling

The master spreadsheet and financial model constructed for NJA, allowed the team to examine all of the historical sales data, costs, and revenue sources in a single document. In addition to building a comprehensive repository for all of the financial information provided to us, the master spreadsheet allows for the forecasting of the current year's revenue, costs, and profit given inputs of pricing, COGS, and expected sales for the current year. The 'Current YR financial model' is able to forecast the differences in profit, available to the stewardship fund for the current fiscal year using both the current dollar and proposed percentage distributions from NJA Center sales. A second financial model was built to help forecast sales projections given growth assumptions for the number of acres planted and yield per acre. Columbia University Lecturer in Discipline of International and Public Affairs Professor Satyajit Bose Ph.D. was consulted for his expertise in the construction of the financial models.

Sensitivity Analysis

The Team's sensitivity analysis addresses the outcomes of various changes of inputs within our financial model. The Team looked at a number of possibilities and impacts to the profitability based on changes in: shipping costs, total pounds harvested, distribution channel mix, product sales mix, overhead, and seed cost.

Our base case assumes that NJA is able to sell all of the FY2013 harvest given the new pricing of the bag sizes, current FY2013 COGS expenses, and current FY2013 overhead costs. The base case assumes that sales follow the historical FY2012 product sales (bag size) mix with one minor alternation. This change in product sales mix substitutes the new 40 lb. bag sales mix for the FY2012 sales mix of the 50 lb. bag, which is being phased out. The base case also assumes

that NJA sales channel mix will sell the same percentage of seed through their NJA Centers and to independent retailers. (Appendix 9.3)

Financial Growth Model

In order to project long-term income from the expansion of the project and set targets for franchising the business model in the future, a second financial model was created. This 'Growth Model' projection uses the same types of inputs as the 'Current Year' model, but includes inputs for percentage growth for total pounds harvested, yield per acre, and overhead cost growth to project income for S.A.V.E. 10 years forward. The two models are distinct and the inputs in the 'Growth Model' can be changed independently of the 'Current Year' model. (Appendix 9.4)

Franchising

The 'Growth Model' also includes inputs specific to franchising, such as "Franchise Up-Front Payment", "Franchising %", "Franchised Base Year production", and "Projected growth of Franchised Production". The franchised entities' growth input can be changed independent from NJA's projected harvest, thus increasing the model's utility. The "Franchising Up-Front Payment" should be considered an initial charge for an entity to use this NJA franchise and will provide them with the essentials to start the program in their state. After consulting with Professor Bose for a franchising scenario, the model projects the first franchised entity in 2016, an additional two in each year from 2017-2019, a final entity added in 2020, with no additional entities being added from 2021-2023. The number of franchises added in any year can be modified, and the resulting income carried through the model. (Appendix 9.4)

Financial Goals:

- 1. Change profit distribution model
- 2. Secure additional revenue streams

Initiative 1:

Increase profit distribution to stewardship to reflect the mission

Initiative 2:

Franchise model to other state Audubon organizations

Conclusions

The Team identified recommendations in three key areas: Marketing and Communications, Operations, and Financial. The Team believes that enhancing communication within NJA, consistent NJA involvement in promotion of the S.A.V.E. brand and its mission can benefit from leveraging the mission driven value proposition. Operational recommendations cover supply chain logistics and process improvement initiatives. The Team provides a financial analysis and implementation plan for the NJA's S.A.V.E. program that spans the course of a 2, 5, and 7-year timeframe, with a long term strategic plan to incorporate more sustainable farming techniques.

The recommendation table (Appendix 1.1) is presented as a reference tool that provides easy access to the identified goals, initiatives that roll up to these goals, and the targets associated with each initiative.

The Team expects that the recommendation table will serve as a useful starting point for discussions on how to best manage the S.A.V.E. program and make it a profitable endeavor that will be aligned with the greater NJA mission.

End Notes

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- ²³ US DOI, Guidance for Establishment, Use, and Operation of Conservation Banks, 2003, p. 7

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APPENDIX 1

1.1 Recommendations

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Appendix 2

2.1 Survey questions for NJA members and non-members

General membership questions:

1.	Are you a member of the New Jersey Audubon? Y/N
2.	Would you like to become a New Jersey Audubon Society member? If "Yes" please forward your email or phone number.
3.	How long have you been a member of NJA? [] Less than 1 year [] 1-5 years [] 5-10 [] 10-15 [] 15-20 [] 20-25 [] 25+
	How often do you participate in New Jersey Audubon Society events or visit a New resey Audubon Center? [] 1-2 times [] 3-5 times [] 6-8 times [] 8-10 times [] 10-15 times [] 15+times [] Never participate
S. A	A.V.E. Brand/Awareness questions:
3	Are you aware of the S.A.V.E. birdseed project? Y/N
4.	How did you first hear of the S.A.V.E birdseed project? [] Friend [] NJA Center [] Advertisement [] Retail stores [] Other (please specify)
	5. Which of the following do you associate with the S.A.V.E. brand of bird seed? (choose all that apply)

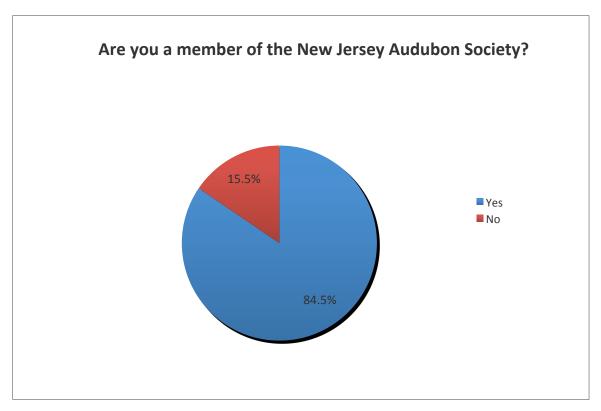
?[] [[] [] []] Quality Sustainable Local Organic Fair-Trade Conservation
6.	Have you ever purchased S.A.V.E. Bird Seed? If "No", please indicate why.
7.	Why do you purchase S.A.V.E. brand sunflower seeds? (choose all that apply) [] It is a high quality bird seed [] It is a sustainably grown seed [] It supports local New Jersey farmers [] The profits are used to rehabilitate New Jersey grasslands [] It supports the New Jersey Audubon society [] It makes me feel good about myself [] Other (please specify)
<u>Purcha</u>	ase Intention:
8.	Have you purchased S.A.V.E. brand seeds in the last year? Y/N
	How many bags did you purchase last year (in 2012, estimated)? [] 1 [] 2 [] 3 [] 4 [] 5 [] 6 [] 7 [] 8 [] 9 [] 10 or more
	Have you purchased S.A.V.E. brand seeds in years prior? (2011 or previously) Y/N Where did you last purchase the S.A.V.E. birdseed? NJA center [] Lorrimer Sanctuary [] Wattles Stewardship Center [] Sherman Hoffman Wildlife Sanctuary [] Duke Farms [] Hawk Rise Sanctuary
	[] Plainsboro Preserve

	[] Cape May Bird Observatory [] Nature Center of Cape May
] [[[]	Local retailer [] Specialty wild bird supply stores [] Grocery stores [] Agriculture supply or livestock feed stores [] Pet stores [] Cooperatives [] Home improvement stores [] Gardening centers or nurseries
] []	Online [] Duncraft [] eBirdseed [] Birdseed Central [] USA Bird Supply [] Birdwatcher Supply Co.
> (Other (please specify)
8. What size bag did [] 10lb [] 20lb [] 40lb [] 50lb	d you buy?
9. Do you plan on p	ourchasing SAVE seed again, this year? Y/N
•	nterested in purchasing 1lb, 5lb, or bulk packaging options? Y/N If ate which size you would be interested in purchasing.
•	interested in purchasing S.A.V.E. Bird Seed in a specific retail or ? If "Yes", please indicate which retail or online establishment you hase bird seed from.
Seed project from the	interested in receiving more information regarding the S.A.V.E. Bird he New Jersey Audubon Society? If "Yes", please indicate your email ress where you would like to receive this information.
14. When do you pu [] Summer [] Spring	urchase bird seed?

[] Fall [] Winter [] All of the above
15. As a member of the New Jersey Audubon Society, would you be interested in the opportunity to participate in a "cooperative seed share"? This would entail pre-ordering to ensure availability in the amount and packaging size that you desire. Y/N
Product Usage:
 16. Please share all of the possible reasons you purchase bird seed. [] Planting in a flower garden [] As a gift [] Take to a park to feed birds at that location [] Feed birds in my backyard [] Other (please specify)
<u>Demographics</u> : (Optional)
17. Zip code? []
18. Age []
19. Sex []
20. Income (industry acceptable structured levels) []

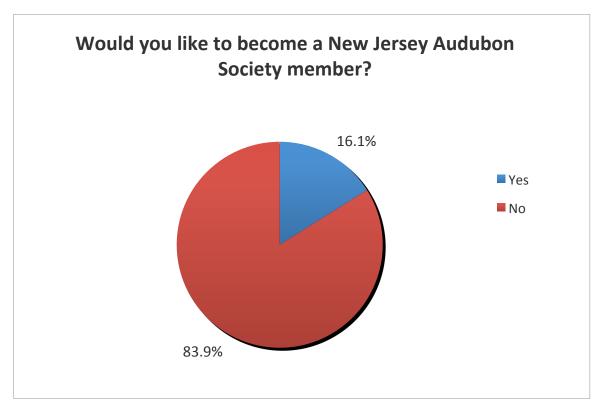
2.2 New Jersey Audubon Member Survey

Are you a member of the New Jersey Audubon Society?		
Answer Options	Response Percent	Response Count
Yes No	84.5% 15.5%	833 153
	answered question skipped question	

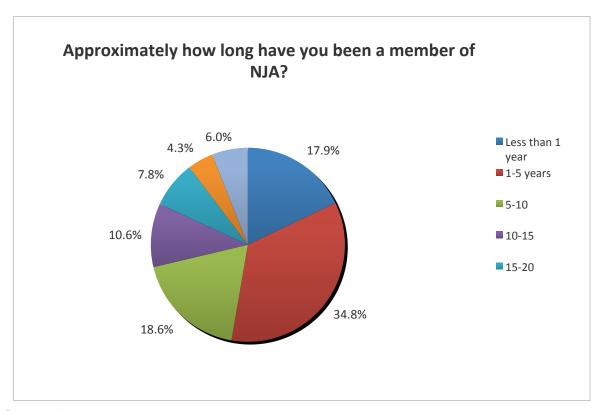


Out of the 986 respondents, 833 respondents are members of New Jersery Audubon Society and the remaining 153 non-members include people registering for NJA events etc

Would you like to become a New Jersey Audubon Society member?			
Answer Options	Response Percent	Response C	ount
Yes No	16.1% 83.9%	22 115	
If "Yes" please forward your email or phone number.		22	
	answered question		137
	skipped question		849

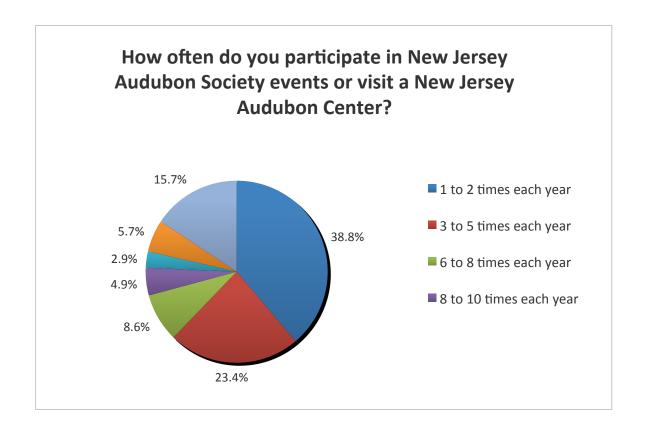


Approximately how long have you been a member of NJA?		
Answer Options	Response Percent	Response Count
Less than 1 year	17.9%	146
1-5 years	34.8%	284
5-10	18.6%	152
10-15	10.6%	87
15-20	7.8%	64
20-25	4.3%	35
25+	6.0%	49
	answered question	817
	skipped question	



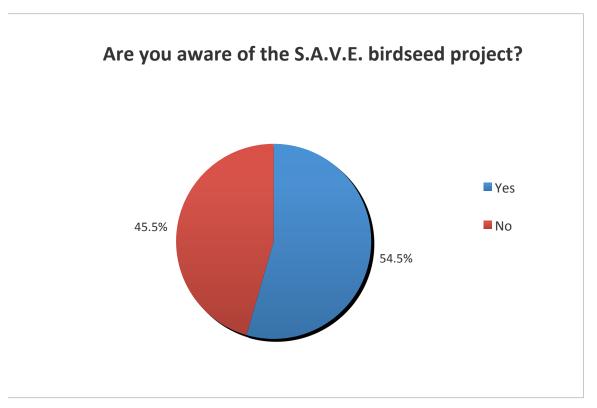
<u>Observation</u>: Out of 986, 817 have answered this question. Out of which about 53% percent of the people have been a member of NJA is the last 5 years i.e since the time S.A.V.E program has been initiated.

How often do you participate in New Jersey Audubon Society events or visit a New Jersey Audubon Center?			
Answer Options	Response Percent	Response Count	
1 to 2 times each year 3 to 5 times each year 6 to 8 times each year 8 to 10 times each year 10 to 15 times each year More than 15 times each year Never participate	38.8% 23.4% 8.6% 4.9% 2.9% 5.7% 15.7%	320 193 71 40 24 47 129	
	answered question skipped question	824	



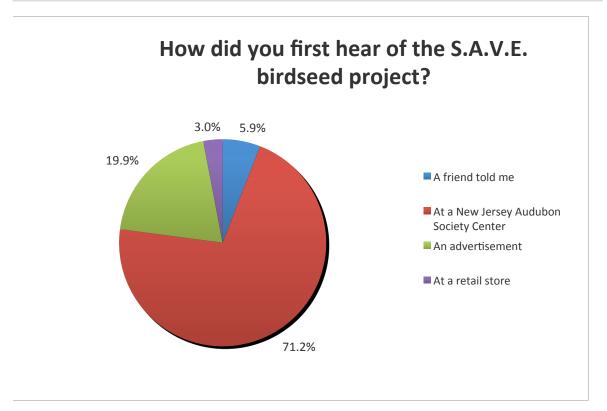
824 answered this question. 62% participate about 1 to 5 times each year.

Are you aware of the S.A.V.E. birdseed project?		
Answer Options	Response Percent	Response Count
Yes No	54.5% 45.5%	512 427
	answered question skipped question	



Out of 939 respondents who answered this question, 46% are unaware of the S.A.V.E birdseed project. This group is expected to involve both members and non-members. Here, it is evident a stronger marketing strategy is required for popularizing the S.A.V.E project

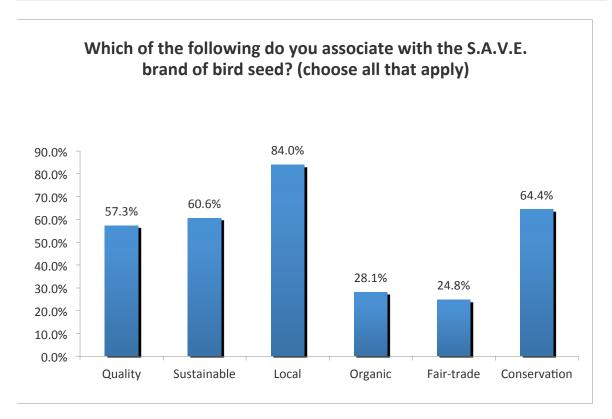
How did you first hear of the S.A.V.E. birdseed project?		
Answer Options	Response Percent	Response Count
A friend told me At a New Jersey Audubon Society Center An advertisement At a retail store Other (please specify)	5.9% 71.2% 19.9% 3.0%	22 265 74 11 132
" ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '	answered question skipped question	



Out of 504 who have answered this question, 132 have mentioned other sources through which they heard about the project. However, about 116 out of these seem to have heard about S.A.V.E through NJA emails, newsletters, paper articles. 16 have either heard about it from facebook, were

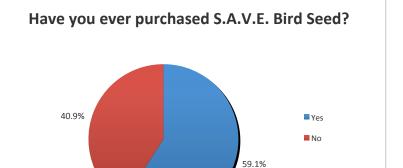
Which of the following do you associate with the S.A.V.E. brand of bird seed? (choose all that apply)

Response Percent	Response Count
57.3%	275
60.6%	291
84.0%	403
28.1%	135
24.8%	119
64.4%	309
	17
answered question	480
skipped question	506
	Percent 57.3% 60.6% 84.0% 28.1% 24.8% 64.4%

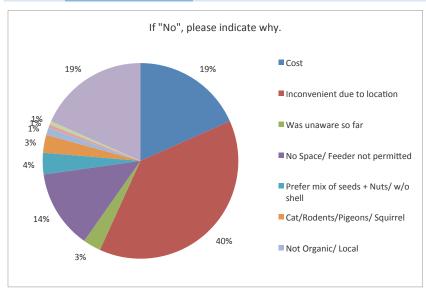


Out of 480, 17 have chosen the option "others". Out of these 17, 18% have mentioned "helping farmers", 18% "Support NJA", 6% "Save grassland", 59% invalid anwers

Have you ever purchased S.A.V.E. Bird Seed?							
Answer Options	Response Percent	Response Count					
Yes	59.1%	288					
No	40.9%	199					
If "No", please indicate why.		161					
	answered question	487					
	skipped question	499					

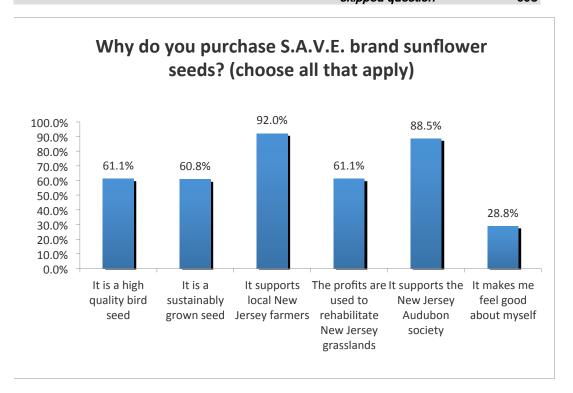


Cost	Inconvenient due to location	Was unaware so n far	No Space/ Feeder not permitted	Prefer mix of seeds + Nuts/ w/o shell	Cat/Rodents/ Pigeons/ Squirrel		-	Need reminders from NJA	Invalid/ Not useful
	31	65 5	5 22	: 6	5	2	1	1	31
	19% 40	% 3%	14%	4%	3%	1%	1%	1%	19%



487 answered the question i.e 49% of the total number of respondents. Out of which 199 answered as "No". 161 out of 199 specified reasons. 40% of 161 consider "inconvienience of location" to be a problem, 19% find the product "expensive". Incovience of location creates opportunities for better sales channel distribution, online selling.

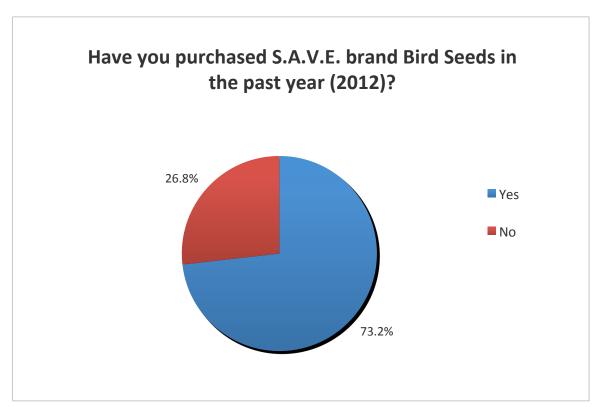
Why do you purchase S.A.V.E. brand sunflower seeds? (choose all that apply)								
Answer Options	Response Percent	Response Count						
It is a high quality bird seed It is a sustainably grown seed It supports local New Jersey farmers The profits are used to rehabilitate New Jersey It supports the New Jersey Audubon society It makes me feel good about myself Other (please specify)	61.1% 60.8% 92.0% 61.1% 88.5% 28.8%	176 175 265 176 255 83 11						
(1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	answered question skipped question							



Only answered by 288(29%) out of which 11 have stated other options.

Other (please specify)	Bird-lovers Less expensive	Quality	Was unaware	Not usefu	ul
	2	2	1	1	5

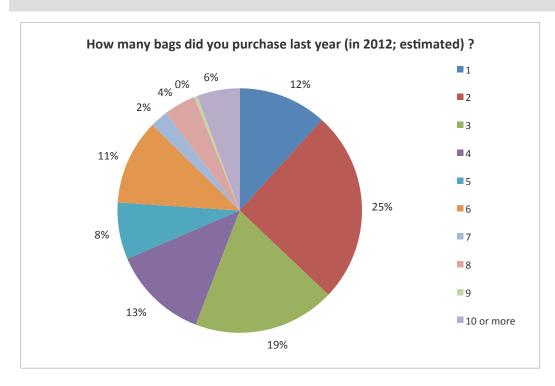
Have you purchased S.A.V.E. brand Bird Seeds in the past year (2012)?							
Answer Options	Response Percent	Response C	ount				
Yes No	73.2% 26.8%	213 78					
	answered question skipped question		291 695				



Only 291 (30%) answered this question. Out of which 73% have purchased the S.A.V.E seed in the last 1 year.

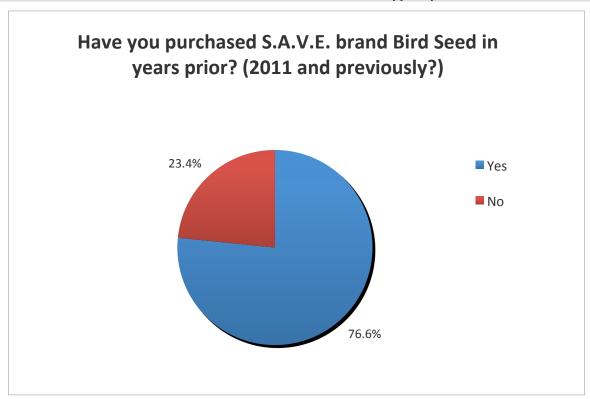
How many bags did you purchase last year (in 2012; estimated) ?											
Number of bags (regardless of size)											
Answer Options	1	2	3	4	5	6	7	8	9	10 or more	Response Count
	25	54	40	27	16	24	5	9	1	12	213
	11.7	25.4	18.8	12.7	7.5	11.3	2.3	4.2	0.5	5.6	

	Question Totals
answered question	213
skipped question	773



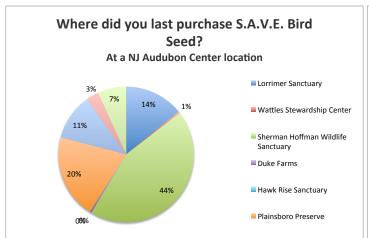
Out of 213 who responded to this question, 25% purchased 2 birdseed bags last year and about 6% purchased 10 or more bags.

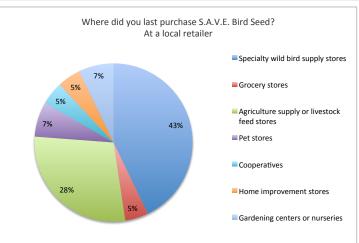
Have you purchased S.A.V.E. brand Bird Seed in years prior? (2011 and previously?)							
Answer Options	Response Percent	Response C	ount				
Yes No	76.6% 23.4%	222 68					
	answered question skipped question		290 696				



Out of 986, 290(29%) have answered this question. Out of which, around 77% have purchased S.A.V.E brand birdseeds in the previous years.

Where did you last purchase S.A.V.E. Bird Seed? At a NJ Audubon Center location Rancocas Nature Cape May Bird Nature Center of Center Observatory Cape May Response Count Wattles Sherman Lorrimer Hawk Rise Plainsboro Stewardship Answer Options Hoffman Wildlife **Duke Farms** Sanctuary Sanctuary Preserve Center Sanctuary Please only choose last purchase location 33 103 47 26



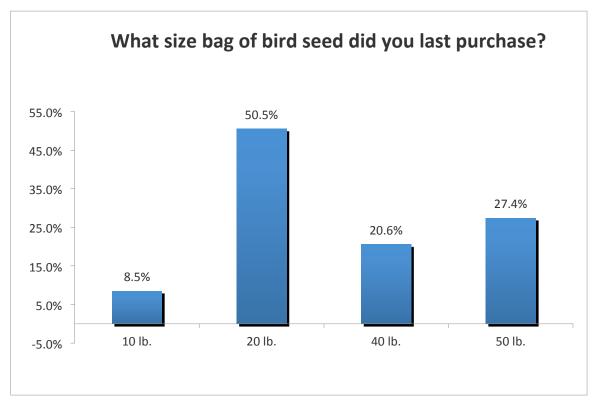


At a local retailer								
Answer Options	Specialty wild bird supply stores	Grocery stores	Agriculture supply or livestock feed stores	Pet stores	Cooperatives	Home improvement stores	Gardening centers or nurseries	Response Count
Please only choose last purchase location	18	2	12	3	2	2	3	42

At an online retailer						
Answer Options	Duncraft	eBirdseed	Birdseed Central	USA Bird Supply	Birdwatcher Supply Co.	Response Count
Please only choose last purchase location	0	0	0	0	0	0

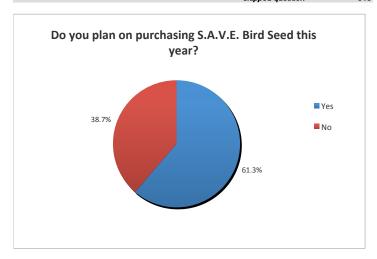
							Question To	otals
					Oth	er (please specify)	14	
						answered question		270
						skipped question		716
Other (please Weiss Ecology Center specify)	Did not pur	chase Bernardsville	Rancocas Nature F center a	Roselines Farm and Bakery	NJAS-Center for Research and Education	From farm, during sunflower maze visit	Invalid	
	7	1	1 1	1	1	1		1

What size bag of bird seed did you last purchase?		
Answer Options	Response Percent	Response Count
10 lb.	8.5%	24
20 lb.	50.5%	142
40 lb.	20.6%	58
50 lb.	27.4%	77
	answered question	281
	skipped question	705



Only 28% of the respondents answered this question. Out of which 51% purchased 20lb bags, 27% 50lb bags.

Do you plan on purchasing S.A.V.E. Bird Seed this year?		
Answer Options	Response Percent	Response Coun
Yes	61.3%	290
No	38.7%	183
If "No", please indicate why.		173
	answered question	47:
	skipped question	513



If "No", please Cost indicate why.	Space issue	Lack of local availability		Have enough	Issues cause of other animals(cat s/bear/rode nts)		uality	Not organic	Variety/oth er	tor additional	Closure of Weis center	No sales brochures available/N o reminders sent	Don't know where to buy from	Invalid
37	6	49	7	4	4	13	4	1	7	3	3	3	3	35

Would you be interested in purchasing S.A.V.E. Bird Seed in 1 lb., 5 lb., or bulk packaging options?

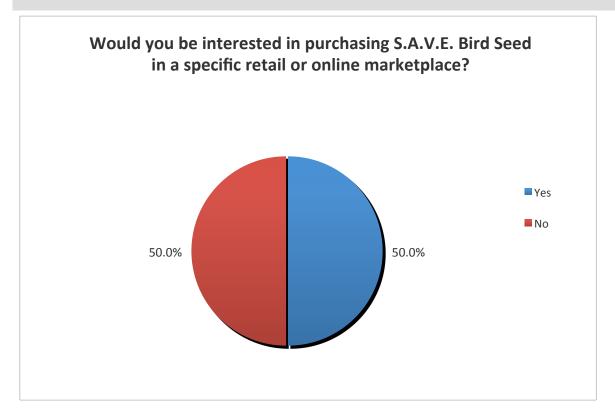
Answer Options	Response Percent	Response Count
Yes	51.6%	149
No	48.4%	140
If "Yes", please indicate which	size you	109
answer	289	
skippe	697	



If "Yes", please indicate which size you would be interested in purchasing.	Bulk 1lb	5lbs	10) lb 15i	o20lbs 20t	:o40lbs 30tos	50lbs 50	Lbs 1	00lbs I	Invalid
	36	6	25	4	5	17	1	12	1	5

Out of the 289(29%) respondents who answered this question, 149 responded "YES". 109 of 149 specified the size they would prefer. 36 prefer "bulk" size, 35 prefer

Would you be interested in purchasing S.A.V.E. Bird Seed in a specific retail or online marketplace?						
Answer Options	Response Percent	Response Count				
Yes No	50.0% 50.0%	144 144				
If "Yes", please indicate which retail or online establishment you would like to pu	ırchase bird seed	113				
	answered question	288				
	skipped question	698				



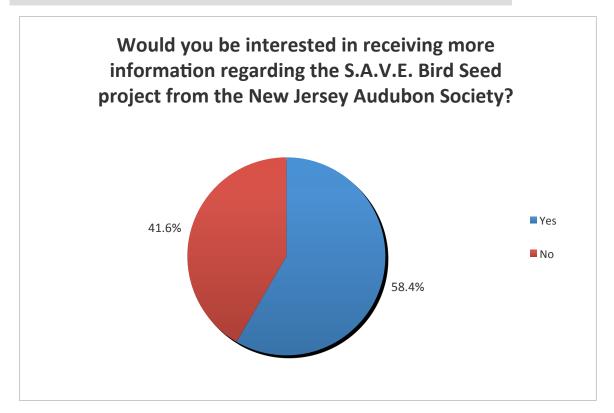
If "Yes", please indicate which retail or online establishment you would like to purchase bird seed from.	Large Retail Stores like LOWES, HOME DEPOT, COSTCO	Pet Stores	Online/ NJAs online portal		Any local stores/cent Invalid re nearby	
		46	9	15	36	8
	4	1%	8%	13%	32%	7%



Out of 144 who said "YES", 113 have stated their preferences. 49% out of these prefer to buy from large retail /pet stores stores like LOWES, HOME DEPOT etc, 32% prefer buying it from local stores and nurseries and 13% prefer buying it online mainly through NJA portal.

Would you be interested in receiving more information regarding the S.A.V.E. Bird Seed project from the New Jersey Audubon Society?

Answer Options	Response Percent	Response Count
Yes	58.4%	398
No	41.6%	284
If "Yes", please indicate your email and/or mailing a	address where	322
an	swered question	682
	skipped question	304

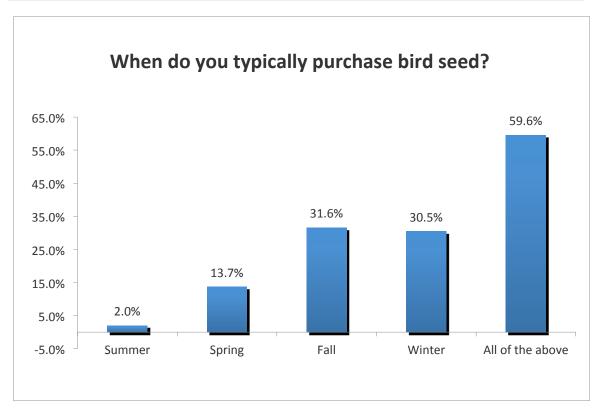


If "Yes", please indicate your email and/or mailing address where you would like to receive this information.

Email Postal Address Invalid Answer 296 23 8

About 69% answered this question. Out of which 58.4% responded saying "YES"

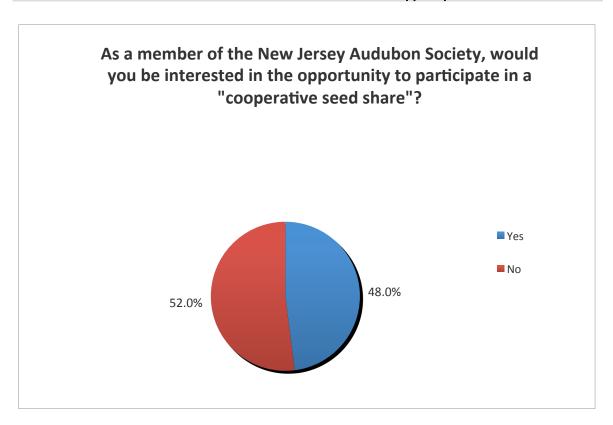
When do you typically purchase bird seed?		
Answer Options	Response Percent	Response Count
Summer Spring Fall Winter All of the above	2.0% 13.7% 31.6% 30.5% 59.6%	13 87 201 194 379
а	nswered question skipped question	636 350



Out of the total respondents, 636(64.5%) have responded. 60% have answered as "All of the above".

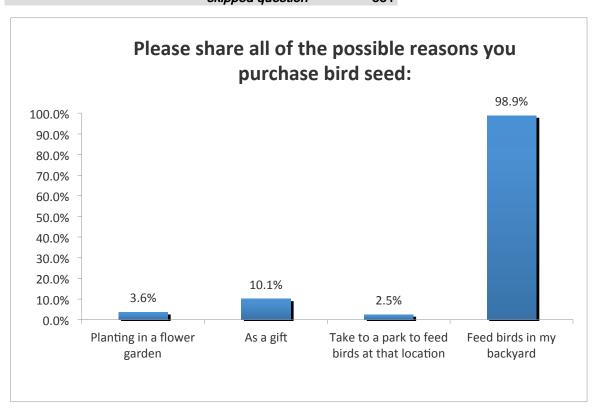
As a member of the New Jersey Audubon Society, would you be interested in the opportunity to participate in a "cooperative seed share"? This would entail pre-ordering to ensure availability in the amount and packaging size that you desire.

Answer Options	Response Percent	Response Count
Yes	48.0%	312
No	52.0%	338
	answered question	650
	skipped question	336



Out of 650 who answered thus question, 52% would not be interested in participating in a "cooperative seed share"

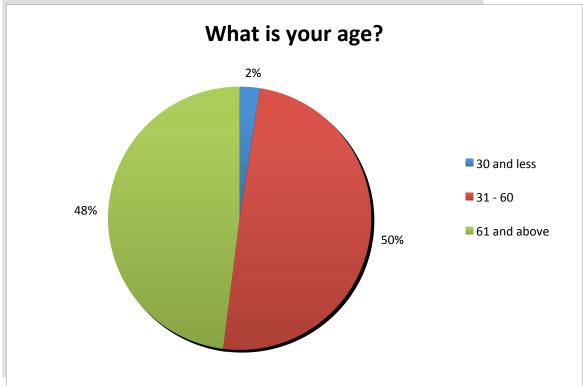
Please share all of the possible reasons you purchase bird seed:						
Answer Options	Response Percent	Response Count				
Planting in a flower garden	3.6%	23				
As a gift	10.1%	64				
Take to a park to feed birds at	2.5%	16				
Feed birds in my backyard	98.9%	628				
Other (please specify)		40				
	answered question	635				
	skipped auestion	351				



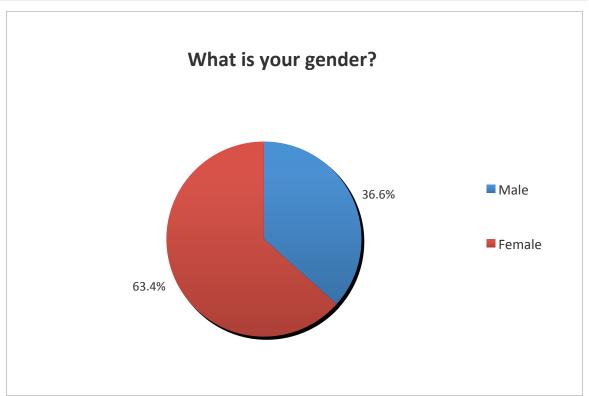
Other (please specify)	Support Farmers	Support NJA	wildlife lover	Feeders in School/Vacation home/Relatives backyards	Non-users	Invalid (Do not use birdseeds)
	1	1	2	8	5	23
	2.5	2.5	5	20	12.5	57.5

What is your zip code? (please enter in the textbox below)				
Answer Options	Response Count			
	649			
answered question	649			
skipped question	337			

What is your age?		
Answer Options		Response Count
		778
	answered question	778
	skipped question	208

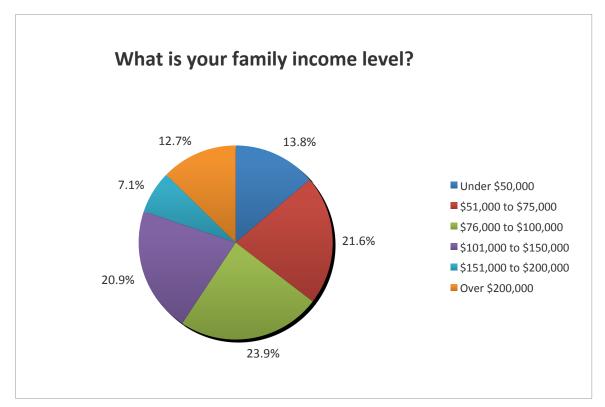


What is your gender?		
Answer Options	Response Percent	Response Count
Male Female	36.6% 63.4%	297 514
	answered question skipped question	



Out of 811 (82%), 63% are females, 37% males.

What is your family income level?		
Answer Options	Response Percent	Response Count
Under \$50,000	13.8%	89
\$51,000 to \$75,000	21.6%	139
\$76,000 to \$100,000	23.9%	154
\$101,000 to \$150,000	20.9%	135
\$151,000 to \$200,000	7.1%	46
Over \$200,000	12.7%	82
	answered questior	o 645
	skipped questior	7 341



Out of 645(65%) respondents who answered this question, 41% have an income-level higher than $\$100{,}000$

3.1 Interview questions for Retailers

Branding:

1. Are you familiar with the S.A.V.E. Sunflower Seed program? Yes/No

1a. If "no", would you be interested in knowing more about it?

If "yes";

- 2. How many times have you participated in the last five years?
- 3. How satisfied are you in the value it represents to your business?
 - 1 Dissatisfied
 - 2 Somewhat Satisfied
 - 3 Satisfied
 - 4 Very Satisfied
- 4. To what extent do you feel your customers are aware of the S.A.V.E. seed program and what it the program is about?
 - 1 Unaware
 - 2 Somewhat Aware
 - 3 Aware
 - 4 Very Aware
- 5. Do your customers request S.A.V.E. Sunflower Seed? Yes/No

Inventory/Logistics:

- 6. To what extent do you feel you get timely and sufficient information about availability, delivery, pricing, overall NJA promotion of S.A.V.E. seed?
 - 1 Not timely or sufficient information
 - 2 Somewhat timely and/or sufficient information
 - 3 Satisfactory information on a timely basis
 - 4 Very sufficient and timely information
- 7. Which size do you sell the most volume of? Do you sell multiple sizes? Y/N
- 7a. Would your customers be interested in other sizes of the S.A.V.E. seed?

Customer/Program Satisfaction:

- 8. Are your customers satisfied with the S.A.V.E. Sunflower product?
 - 1 Dissatisfied
 - 2 Somewhat Satisfied
 - 3 Satisfied
 - 4 Very Satisfied
- 9. Are you satisfied with your margin on the S.A.V.E. Sunflower product?
 - 1 Dissatisfied
 - 2 Somewhat Satisfied
 - 3 Satisfied
 - 4 Very Satisfied
- 10. Give us your thoughts, comments, input on what you like or don't like about the S.A.V.E. seed program.
- 11. Do you sell sunflower seeds online? Which brands do you sell online?
- 12. Why did you choose to sell the S.A.V.E. product in your store?
- 13. Have you received any complaint about this product from customers? If yes, provide examples.

Merchandising/Competition:

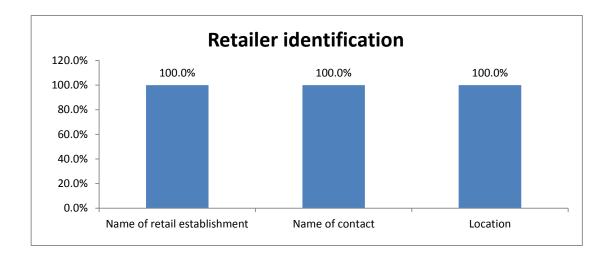
14. Would you be interested in pre-ordering S.A.V.E. sunflower seeds to guarantee delivery and/or other incentives?

Yes/No

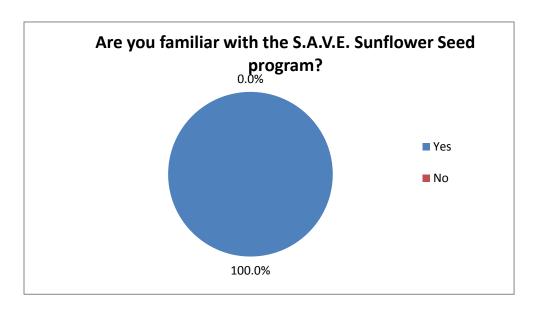
- 15. Where in your stores do you merchandise S.A.V.E. sunflower seeds?
- 16. Which seed brands are the primary competition for S.A.V.E. sunflower seeds?

3.2 Retailer Interview Responses

Retailer identification					
Answer Options	Response Percent	Response Count			
Name of retail establishment Name of contact Location	100.0% 100.0% 100.0%	11 11 11			
answered question 11					
	skipped question		0		

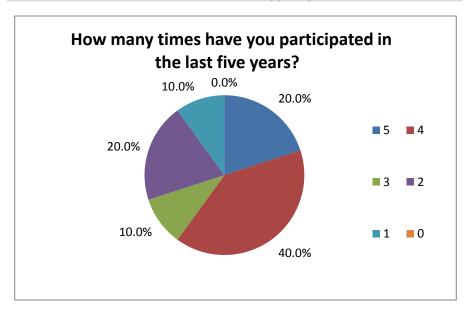


Are you familiar with the S.A.V.E. Sunflower Seed program?				
Answer Options	Response Percent	Response Count		
Yes	100.0%	11		
No	0.0%	0		
Comments: 1				
answered question				
	skipped question	0		



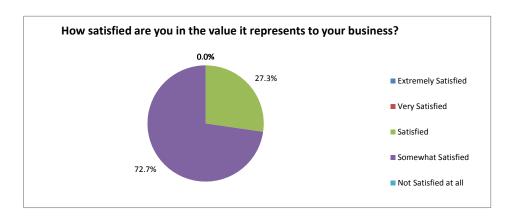
How many	y times have	you partic	ipated in the	e last five years?
	,	<i>J</i>		

Answer Options	Response Percent	Response Count	
5	20.0%	2	
4	40.0%	4	
3	10.0%	1	
2	20.0%	2	
1	10.0%	1	
0	0.0%	0	
Comments:		9	
an.	swered question	10	
S	skipped question		



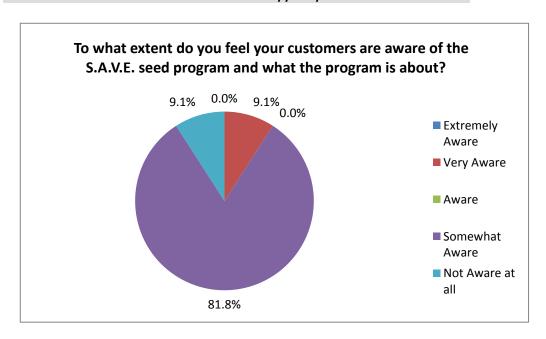
How satisfied are you in the value it represents to your business?					
Answer Options	Response Percent	Response Count			
Extremely Satisfied	0.0%	0			
Very Satisfied 0.0% 0					
Satisfied	27.3%	3			
Somewhat Satisfied	72.7%	8			
Not Satisfied at all	0.0%	0			
Comments: 7					
answered question 1					
skipped question					

Number	Response Date	Co	omments:	Categories		
	1	Mar 30, 2013 8:47 PM He	marks up bird	Iseed 25%; he ma	arked SAVE seed up only 10%.	This is a tough retail program
	2	Mar 30, 2013 8:33 PM Did	d not make mo	ney		
	3	Mar 30, 2013 8:20 PM Do	esn't put a der	nt in business; "pr	rice got high", 9 out of 10 people	e want 50 lb bags
	4	Mar 30, 2013 7:44 PM Alti	thought respon	nd time to get orde	er is not so good	
	5	Mar 30, 2013 7:34 PM We	e have a low m	nargin. Price is hiç	gher than other brands	
	6	Mar 30, 2013 7:11 PM Cu	ıstomers don't	really ask for SA\	VE sunflower seeds and price is	also an issue.
	7	Mar 30, 2013 6:43 PM SA	AVE seeds pric	e is higher than n	on-NJA -People asked why price	ce is higher

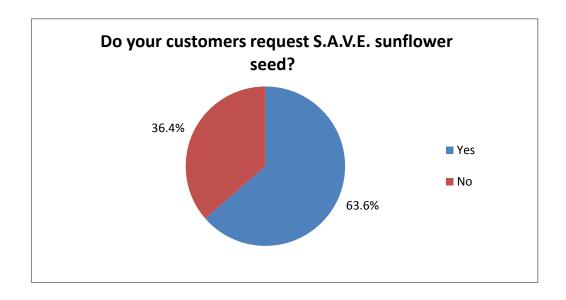


To what extent do you feel your customers are aware of the S.A.V.E. seed program and what the program is about?

Answer Options	Response Percent	Response Count
Extremely Aware	0.0%	0
Very Aware	9.1%	1
Aware	0.0%	0
Somewhat Aware	81.8%	9
Not Aware at all	9.1%	1
Comments:		4
	answered question	11
	skipped question	0



Do your customers request S.A.V.E. Sunflower Seed?				
Answer Options Response Response Percent Count				
Yes No	63.6% 36.4%	7 4		
Comments:		7		
aı	nswered question	11		
	skipped question	0		

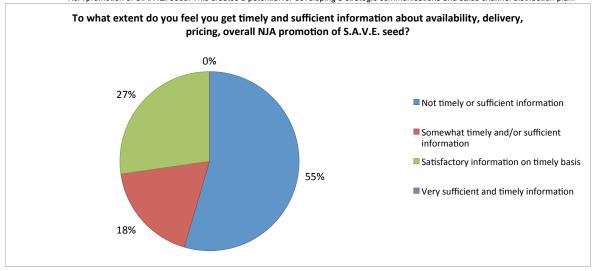


Retailer Survey

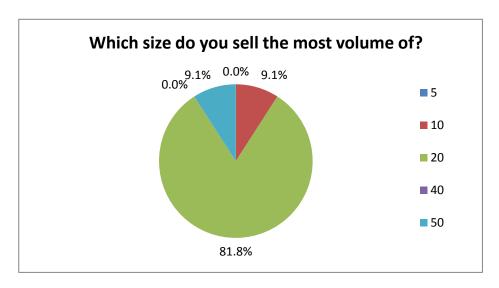
To what extent do you feel you get timely and sufficient information about availability, delivery, pricing, overall NJA promotion of S.A.V.E. seed?			
Answer Options	Response Percent	Response Count	
Not timely or sufficient information Somewhat timely and/or sufficient Satisfactory information on timely basis Very sufficient and timely information Comments:	54.5% 18.2% 27.3% 0.0%	6 2 3 0 11	
	answered question	11	
	skipped question	0	

Number	·	Response Text Categories	sufficient	sufficient	Satisfactory information on timely basis	,
1	Mar 30, 2013 8:57 PM	Satisfactory information on a timely basis			1	ı
2	Mar 30, 2013 8:47 PM	All great (their communication with Josh, that is)			1	I
3	Mar 30, 2013 8:33 PM	Not timely or sufficient. Product never showed up for Fall 2012	1			
4	Mar 30, 2013 8:20 PM	Very sufficient ("if we call them") NJA ran out of stock a couple of years ago and "they shouldn't do that"		1		
5	Mar 30, 2013 8:00 PM	Not timely or sufficient	1			
6	Mar 30, 2013 7:44 PM	Not timely or sufficient information	1			
7	Mar 30, 2013 7:34 PM	Not timely or sufficient information	1			
8	Mar 30, 2013 7:20 PM	Somewhat timely and/or sufficient information		1		
9	Mar 30, 2013 7:11 PM	Not timely or sufficient information. We have very little information about the program. Anything we posted in the store was many	ad 1			
10	Mar 30, 2013 6:56 PM	Not timely or sufficient information. NJA needs to do a lot more follow-up	1			
11	Mar 30, 2013 6:43 PM	Satisfactory information on a timely basis			1	ł

About 55% of the total 11 respondents have states that they do receive timely and sufficient information about availability, delivery, pricing, overall NJA promotion of S.A.V.E. seed. This creates a potential for developing a strategic communications and sales channel distribution plan.

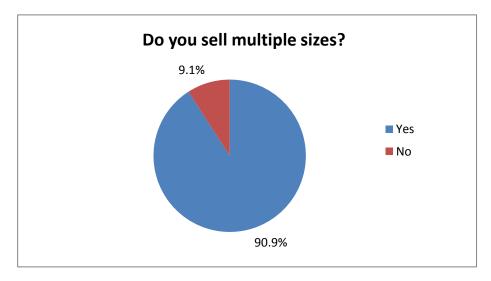


Which size do you sell the most volume of?		
Answer Options	Response Percent	Response Count
5	0.0%	0
10 20	9.1% 81.8%	1 9
40	0.0%	0
50	9.1%	1
Comments:		3
	swered question	11
8	skipped question	0



Do you sell multiple sizes?		
Answer Options	Response Percent	Response Count
Yes	90.9%	10
No	9.1%	1
Comments:		5
an	swered question	11
	skipped question	0

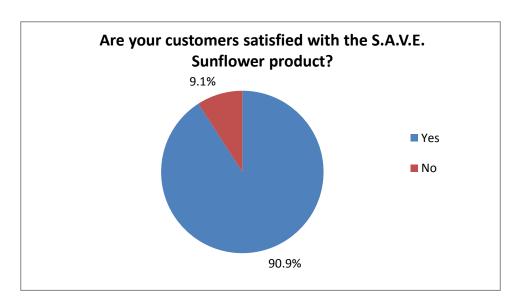
Number	Response Date	Comments:	Categories
1	Mar 30, 2013 8:33 PM	only had 20 lb a	nd 50 lb bags
2	Mar 30, 2013 8:20 PM	20 lb bag as well	
3	Mar 30, 2013 8:00 PM	It's a convenience thing	
4	Mar 30, 2013 7:44 PM	Also sell 20 lb bag	
5	Mar 30, 2013 7:34 PM	Also carry 50 lb	bag from others



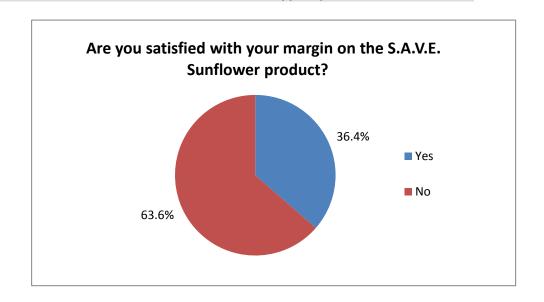
Would your customers be interested in othe S.A.V.E. seed?	er sizes of the
Answer Options	Response Count
	11
answered question	11
skinned question	0

Number	Response Date	Response Text Categorie
1	Mar 30, 2013 8:57 PM	20 and 25 lb whichever is available
2	Mar 30, 2013 8:47 PM	40 lb bag did not sell. Would probably not buy other sizes as Pet Agree Pets sells bulk wild bird seed as well
3	Mar 30, 2013 8:33 PM	we sell our own brand in 5 and 10 lb bags
4	Mar 30, 2013 8:20 PM	Some would
5	Mar 30, 2013 8:00 PM	SAVE
6	Mar 30, 2013 7:44 PM	Not sure -They like the 10 lb bag
7	Mar 30, 2013 7:34 PM	20 lb bag is a good size
8	Mar 30, 2013 7:20 PM	Not sure. We sell 10 lb bad as well
9	Mar 30, 2013 7:11 PM	Not sure. We don't have enough information to answer this. We only have 20 and 50 lb bags, but we think customer would prefer smaller bags.
10	Mar 30, 2013 6:56 PM	Not sure. If prices are good. This is not a high end store. People look for good price here.
11	Mar 30, 2013 6:43 PM	Yes, maybe 10 lb bag

Are your customers satisfied with the S.A.V.E. Sunflower product?		
Answer Options	Response Percent	Response Count
Yes	90.9%	10
No	9.1%	1
Comments:		1
an.	swered question	11
S	skipped question	0

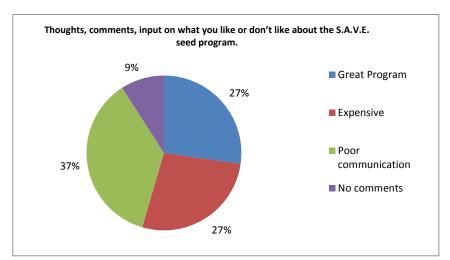


Are you satisfied with your margin on the S.A.V.E. Sunflower product?			
Answer Options	Response Percent	Response Count)
Yes	36.4%	4	
No	63.6%	7	
Comments:		5	
ar	nswered question		11
	skipped question		0

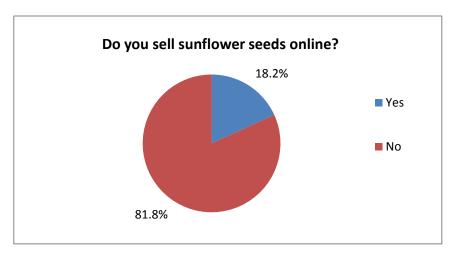


, , , , , ,	•	· •	
Answer Options		Response Count	
		11	
answered question			11
skipped question			0

Numb er	Response Date	Response Text
1	Mar 30, 2013 8:57 PM	No response
2	Mar 30, 2013 8:47 PM	Great program -helps prevent habitat destruction
3	Mar 30, 2013 8:33 PM	We like being part of a "NJ sustainability program", gave us local credibility
4	Mar 30, 2013 8:20 PM	We like supporting NJA - We don't like high prices
		It's purely a price thing; would still carry if margins were not so awful. He also feels that his base is not for NJA Audience. His customers are upper middle class
5	Mar 30, 2013 8:00 PM	retires with some disposable income and families.
6	Mar 30, 2013 7:44 PM	NJA needs better communication
7	Mar 30, 2013 7:34 PM	NJA needs to improve on communication and delivery
8	Mar 30, 2013 7:20 PM	This a great program for New Jersey farmers
9	Mar 30, 2013 7:11 PM	We'd love to be featured on your web site with a link to where we sell the SAVE seeds
10	Mar 30, 2013 6:56 PM	NJA needs better communication -More follow-up
11	Mar 30, 2013 6:43 PM	Price is an issue. Farmers have to compete with corns and other produces. They have to make enough money on the sunflower seeds to keep harvesting it.
11	IVIAI 30, 2013 0.43 FIVI	make enough money on the surmower seeds to keep harvesting it.



Do you sell sunflower seeds online?		
Answer Options	Response Percent	Response Count
Yes	18.2%	2
No	81.8%	9
Comments:		2
an	swered question	11
4	skipped question	0

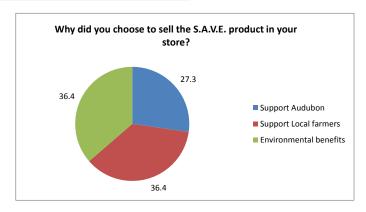


Which brands do you sell online?		
Answer Options		Response Count
		11
	answered question	11
	skipped question	0

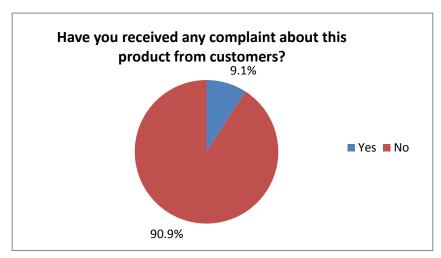
Number	Response Date	Response Text S
1	Mar 30, 2013 8:57 PM	None
2	Mar 30, 2013 8:47 PM	None
3	Mar 30, 2013 8:33 PM	None
4	Mar 30, 2013 8:20 PM	Moyers, Feather Friend, own bler
5	Mar 30, 2013 8:00 PM	Our own Wild Bird Unlimited bran
6	Mar 30, 2013 7:44 PM	None
7	Mar 30, 2013 7:34 PM	None
8	Mar 30, 2013 7:20 PM	None
9	Mar 30, 2013 7:11 PM	None
10	Mar 30, 2013 6:56 PM	None
11	Mar 30, 2013 6:43 PM	None

Why did you choose to sell the S.A.V.E. product in your store?					
Answer Options	Response Count				
	11				
answered question	11				
skipped question	0				

Number	Response Date	Response Text	Categories	
1	Mar 30, 2013 8:57 PM	"fell good program" I wa We are very proactive w		
		volunteer work helping		
		wildlife, helping people b	oe .	
		more environmentally		
2	Mar 30, 2013 8:47 PM	conscious		
3	Mar 30, 2013 8:33 PM	Same as #13: We like b	eing part of a "NJ sustainability	y program",
4	Mar 30, 2013 8:20 PM	Support state Audubon		
5	Mar 30, 2013 8:00 PM	2 reasons: Conservation	msg and locally grown	
6	Mar 30, 2013 7:44 PM	For its environmental be	nefits	
7	Mar 30, 2013 7:34 PM	It fits well with our progra	am. Its good for local business	ses and it's
8	Mar 30, 2013 7:20 PM	To support local groups	S .	
9	Mar 30, 2013 7:11 PM	To support local farmers	i	
10	Mar 30, 2013 6:56 PM	To promote locally grow	n seeds. This is an independe	nt store so
11	Mar 30, 2013 6:43 PM		ocally grown -near the farmers	

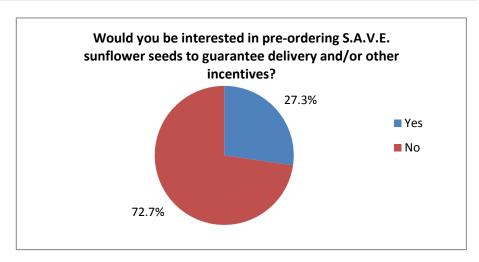


Have you received any complaint about this product from customers?						
Answer Options Response Response Percent Count						
Yes	9.1%	1				
No	90.9%	10				
Comments:		3				
an	11					
	skipped question	0				



Would you be interested in pre-ordering S.A.V.E. sunflower seeds to guarantee delivery and/or other incentives?

Answer Options	Response Percent	Response Count	
Yes	27.3%	3	
No	72.7%	8	
Comments:		8	
an an	swered question	1	1
S	skipped question	(0



Where in your stores do you merchandise S.A.V.E. sunflower seeds?					
Answer Options	Response Count				
	11				
answered question	11				
skipped question	0				

Number	Response Date	Response Text	
1	Mar 30, 2013 8:57 PM	Front	
2	Mar 30, 2013 8:47 PM	right at front door/entrance to shop	
3	Mar 30, 2013 8:33 PM	In same general area where other seed is but by itself as it was part	of a "NJ promotion" section
4	Mar 30, 2013 8:20 PM	Merchandise right in middle where you walk in; staked and some sign	age
5	Mar 30, 2013 8:00 PM	Merchandised with all other seeds in front of store	
6	Mar 30, 2013 7:44 PM	Front	
7	Mar 30, 2013 7:34 PM	Back with other seeds	
8	Mar 30, 2013 7:20 PM	Front and center of store	
9	Mar 30, 2013 7:11 PM	In our birding section (front)	
10	Mar 30, 2013 6:56 PM	Front	
11	Mar 30, 2013 6:43 PM	Front	

Which seed brands are the primary competition for S.A.V.E. sunflower seeds?					
Answer Options	Response Count				
	11				
answered question	11				
skipped question	0				

Number	Response Date	Response Text S
1	Mar 30, 2013 8:57 PM	Wild Bird Unlimited
2	Mar 30, 2013 8:47 PM	Scarlett
3	Mar 30, 2013 8:33 PM	Only Wild Bird Unlimited
4	Mar 30, 2013 8:20 PM	Feather Friend black oil
5	Mar 30, 2013 8:00 PM	Our own Wild Bird Unlimited brand
6	Mar 30, 2013 7:44 PM	SAVE is the only bird seed we sell. We also sell bird houses and feeders
7	Mar 30, 2013 7:34 PM	Lizzie May -20 lb bag is sold for \$25.99. We also have our own private label "wild birds"
8	Mar 30, 2013 7:20 PM	Generic brand
9	Mar 30, 2013 7:11 PM	8 lb bag from National Audubon
10	Mar 30, 2013 6:56 PM	We sell seeds from Agway -Generic brand. They are selling faster because they "sell on price". 50 lb bag for \$1
11	Mar 30, 2013 6:43 PM	Valley Farms - 10 lb bag sells for \$12.95 . 25 lb bag sells for \$24.95

4.1 Questions for interviews with NJA executives:

- 1. How long have you been with NJA? And how familiar are you with SAVE program?
- 2. Where does the SAVE program fit (if at all) in your short and long term development strategy?
- 3. How involved are you (and your team) in this program?
 - a. 30,000 foot view
 - b. Long-term/strategic
 - c. Operational
 - d. None
 - e. Other (please describe)
- 4. If you are not involved, would you like to be more involved? Is this part of your income-producing planning (with VP of Finance and CEO?) Have they asked for your input? If "yes", can you state few examples?
- 5. Do you see SAVE as a part of existing NJA programs? Do you see SAVE as comparable to other NJA programs or programs offered by other non-profits?
- 6. How do you see SAVE fitting with NJA
 - a. Brand
 - b. Mission
 - c. Long-term strategic goals
- 7. Do you have any other ideas for the program to be more successful?
- 8. Have you considered a vendor-customer meet (here, farmers, retailers) to consider their opinion/ideas for the development of this program? If not, would you be willing to do that?
- 9. What percentage of the grants/gifts received in the last five years are due to the S.A.V.E program?
- 10. Do you see SAVE as a tool for membership engagement?

Marketing/Communication

- 1. Where do you see SAVE marketing fitting into your online strategy?
- 2. How might the marketing of the SAVE program be improved?
- 3. How are updates on the S.A.V.E program conveyed to NJA members?

5.1 Online Brand/ Pricing Analysis

Weight	Brand	Name	List price	Price	Rank	Category	Rank	Sub-category and/Comments/Shipping	Retailer	T '
4	audubon park	Songbird Preferred Blend	\$5.99	\$5.99	6	patio, lawn garden	1	pet/supplies/birds/food	AMAZON	1-Mar
4.5	drsfostersmith	birdlovers blend, chickadee/nuthatch		\$11.99		•			drsfostersmith	5-Mar
5	petsmart	Grreat Choice® Black Oil Sunflower Seed		\$6.99				in stores only	petsmart.com	5-Mar
5	drsfostersmith	black oil sunflower seed		\$7.99				m stores only	drsfostersmith	5-Mar
5	wbu	black oil sunflower seeds		\$9.99					wbu.com	5-Mar
5	wbu	deluxe blend LM		\$10.49	1		1		wbu.com	5-Mar
5	kaytee	Kaytee Nut & Fruit Blend	\$14.49	\$12.32					petco.com	5-Mar
5	wbu	choice blend	Ψ1,	\$13.49				"Our Choice Blend is a fantastic combination of high-oil content seed"	wbu.com	5-Mar
5	wbu	choice Plus Blend		\$14.99	1		1		wbu.com	5-Mar
5	auduon park	Audubon premium wild bird food		\$15.37	2317	patio, lawn garden	27	pet/supplies/birds/food	AMAZON	1-Mar
5	wbu	TreeNutty™ Plus Blend		\$15.99		p, B		F	wbu.com	5-Mar
5	scotts	Morning Song Year-Round Wild Bird Food		\$17.99	723113	patio, lawn garden	n/a		AMAZON	1-Mar
7	petco	Kaytee Midwest Regional Blend Wild Bird Food	\$14.99	\$12.74		,, <u>g</u>		"store prices vary"	petcom	5-Mar
,	peteo	Mills Brothers Premium Wild Bird Food in Easy Pour	Ψ11.77	ψ12.71				store prices rary	peteom	3 11141
7.2	Mills Bros	& Store Container		\$16.67	3903	patio, lawn garden	11	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
8	petco	Petco All Purpose Seed Mix Wild Bird Food	\$8.99	\$7.64				"store prices vary"	petco.com	5-Mar
8	petco	Black Oil Sunflower Seed	\$11.99	\$10.19			1	"store prices vary"	petco.com	5-Mar
10	wagner's	Wagner's 13008 Deluxe Wild Bird Food		\$11.98	138	patio, lawn garden	2	pet/supplies/birds/food	AMAZON	1-Mar
10	petsmart	Grreat Choice® Black Oil Sunflower Seed		\$11.99				1 11	petsmart.com	5-Mar
10	auduon park	Black Oil Sunflower Seed Bird Food	\$26.99	\$20.40	8714	patio, lawn garden	26	patio/lawn/garden/backyard birlding and wildlife/birds/food/suet	AMAZON	1-Mar
10	scotts	Morning Song Year-Round Wild Bird Food		\$24.83	27943	patio, lawn garden	40	patio/lawn/garden/backyard birlding and wildlife/birds/food/suet	AMAZON	1-Mar
10	morning song	Deluxe Wild Bird Food		\$33.38	90238	patio, lawn garden	n/a		AMAZON	1-Mar
17	petco	Petco All Purpose Seed Mix Wild Bird Food	\$14.99	\$12.74		-		"store prices vary"	petco.com	5-Mar
17	petco	Black Oil Sunflower Seed	\$22.99	\$18.39				"store prices vary"	petco.com	5-Mar
20	wagner's	Four Season Wild Bird Food		\$15.73	114	patio, lawn garden	1	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
20	scotts	Morning Song Year-Round Wild Bird Food	\$29.32	\$16.97	903	patio, lawn garden	2	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
20	morning song	Deluxe Wild Bird Food		\$18.67	173082	patio, lawn garden	n/a		AMAZON	1-Mar
20	petsmart	Grreat Choice® Black Oil Sunflower Seed	\$20.99	\$18.99		-			petstmart.com	5-Mar
20	wagner's	Wagner's 76026 Four Season Oil Sunflower Seed		\$21.73	562	patio, lawn garden	3	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
20	kavtee	Kaytee Wild Bird Food		\$24.61	798	patio, lawn garden	4	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
20	wbu	black oil sunflower seeds		\$26.99	7,70	puno, man garden	<u> </u>	pato, a.v. a garden ouenjata ontaing and vitatie, on a, 1000 on a seed	wbu.com	5-Mar
20	wbu	deluxe blend LM		\$28.99					wbu.com	5-Mar
20	wbu	choice blend		\$35.99				"Our Choice Blend is a fantastic combination of high-oil content seed"	wbu.com	5-Mar
20	wbu	choice Plus Blend		\$39.99			1		wbu.com	5-Mar
20	wbu	TreeNutty TM Plus Blend		\$42.99					wbu.com	5-Mar
30	petco	Black Oil Sunflower Seed	\$39.99	\$31.99				"store prices vary"	petco.com	5-Mar
30	drsfostersmith	black oil sunflower seed	40.00	\$44.99	1		1	,,	drsfostersmith	5-Mar
33	petco	Petco All Purpose Seed Mix Wild Bird Food	\$19.99	\$14.99	1		1	"store prices vary"	petco.com	5-Mar
40	petsmart	Grreat Choice® Black Oil Sunflower Seed	\$39.99	\$36,99	1		1	,,	petsmart.com	5-Mar
40	morning song	Deluxe Wild Bird Food	40.00	\$51.38	22479	patio, lawn garden	34	patio/lawn/garden/backyard birlding and wildlife/birds/food/suet	AMAZON	1-Mar
50	scotts	Morning Song Year-Round Wild Bird Food		\$59.12	14399	patio, lawn garden	24	patio/lawn/garden/backyard birlding and wildlife/birds/food/bird seed	AMAZON	1-Mar
10lbs, 50lbs	Ebay.com (many, too high)	Audubon Park(low), TrueValue	\$29.95, \$81.95	NA, NA				Free, Free		
20lbs	Homedepot.com	Wagners	\$16.98	NA				Free with \$45 (cant find reg unless in order process		
20lbs, 5lbs	WildBirdsUnlimited.com	Their brand?	\$26.99, \$9.99	NA, NA			1	\$15, Not posted?		
25lbs, 8lbs	K-Mart.com	Lyric, National Audubon	\$39.99, \$19.99	\$24.99, NA				\$20.59, \$10.75		
40lbs	ACE.com	Ace Brand	\$34.99	NA				Not listed until checkout		
50lbs,	Wallmart.com	Lyric,	\$47.00	NA	İ		i i	\$8.50		1
50lbs, 5lbs	Amazon.com (13 results)	Lyric (high), Kaytee(low)	\$57.99, \$9.03	\$44.52.NA	İ		i i	\$29.16. \$6.99		1
5lbs, 10 lbs	PetLandDiscounts.com	Wagners	\$6.49, \$11.99	NA NA			1 1	Have to purchase before knowing		1
5lbs, 10 lbs	Petfooddirect.com	Kaytee	\$9.03, \$16.63	NA, NA	i i		i i	\$6.99		1
5lbs, 30 lbs		Dr. Foster and Smith	\$7.99, \$44.99	NA. NA			† †	Shipping not given until after credit card info.		1
8lbs, 17lbs, 30 lbs	PetCo.com	PetCo Brand	1.99, \$22.99,\$39.		.99		i i	\$10.79, \$18.39, \$31.99		1

Overstock.com NO RESULTS FOR BLACK OIL BIRD Seed
Looking at Seed Reviews online: Biggest complaint is on the pureness of the bag (aka no other grasses or fillers)

*Range of prices is equivalent to \$.90/lb to \$2.50/lb

6.1 Interview with subject matter expert: Profit and branding discussion

Name: James McNamara (www.linkedin.com/in/jamesmmcnamara2010)

Date: March 9, 2013

Other examples of non-profits w/product sales

1. Girl Scout Cookies

- 2. Museum Stores
- 3. Chicago Botanic Gardens (http://www.chicagobotanic.org/)
 - a. Plant Breeding Program
 - i. Pant Breeding Program at the Chicago Botanic Garden aims to develop beautiful new perennials that thrive in midwestern soils and climates.
 - ii. Those plants that get the highest marks are introduced to the horticultural trade and home gardeners through the Garden's Plant Introduction

Program, Chicagoland Grows® Plant Introduction Program.

1. Chicagoland Grows is a corporate partnership among the <u>Chicago</u> <u>Botanic Garden; The Morton Arboretum;</u> and the <u>Ornamental</u> <u>Grower's Association of Northern Illinois (OGA),</u> a network of wholesale nurseries located in northeastern Illinois.

Only ways to success at a non-profit

- 1. Have Director Support
 - a. We need to speak to others beyond Cecil, Fran, Head of Development
 - b. Consider speaking to following (ie as many officers beyond Cecil as possible):
 - i. President and Chief Executive Officer
 - ii. Vice President for Education
 - iii. Financial Administrator
 - iv. Director for Major and Planned Gifts
 - v. Vice President Finance and Administration
 - 1. VP Communications and Marketing (is there one?)
- 2. Have internal consensus
- 3. Value of what is paid for (are we considered "paid" consultants?)
- 4. What is organizational readiness (Are they ready for this? Do they want this? Are they aware of this?)

Brand:

- 1. What does our brand mean?
- 2. What is our brand?
- 3. Why do we exist "mission"?
- 4. What is effect/impact we want to leave on world?

Brand strategy should come out of 3 and 4

Inconsistencies:

- 1. Why is SAVE not part of slideshow homepage?
- 2. How does SAVE relate to organization?
- 3. Misc social media

Suggestion:

- 1. Change SAVE name to NJA Seed; sell the organization not the sub-brand (what is SAVE?)
- 2. Create synergy with core brand to all associated activities

6.2 Direct sales channels: Ocean county fair application form

2013 OCEAN COUNTY FAIR APPLICATION FOR COMMERCIAL EXHIBIT SPACE

FOR OFFICE USE			
	Amount due		
Insurance	Amount received		
	Balance due		
Bond returned	Date received		
751			
Please print or type			
Name of Organization			
	OII		
Maining Address		Zip	
Phone	Email		
offering for sale, and	d/or describe the kinds of in	formation services you plan to represent.)	
EXHIBITOR CLA	SSIFICATION (CHECK	ONE) SPACES ARE ALL 10' x 10':	
	t \$500.00Non-profi		
	t \$400.00 501c organization		
Certification must be		tomy (top) of the	
	SPACE(S) REQUESTED	\$	
OUTSIDE EXHIB			
	based on the following for		
	nidway (front), plus \$1.00 p	per square foot	
Minimum space 15'			
	'space 20' x $15' = 300$ sq ft		
$$20 \times 20' = 400.00			
$$1.00 \times 300 = 300.0)()		
TOTAL \$700.00	an Lana (a) he area ====	ф	
RENTAL FEE FOR SPACE(S) REQUESTED \$			

TENT RENTAL: Fee includes tent rental and space	
10'x 10' \$605.00	
15' x 10' \$705.00	
20' x 10' \$1000.00 20' x 15' \$1100.00 20' x 20' \$1200.00	
20' x 15' \$1100.00	
20' x 20' \$1200.00	
20' x 30' \$1500.00	
30' x 30' \$2030.00	
RENTAL FEE FOR TENT AND SPACE(S) REQUI	ESTED \$
ELECTRICITY:	
20 AMP Single pole (120v) circuit breaker @	
20 AMP Double pole (120v) circuit breaker @20 AMP Double pole (240v) circuit breaker @	Ø \$50.00
20 AMP Double pole (240v) circuit breaker @	Ø \$85.00
Special requirements needed for electricity PI	LEASE SPECIFY
TOTAL FEE FOR ELECTRICITY REQUESTED \$_	
We do NOT allow the use of Generators	
TOTAL \$	
PERFORMANCE BOND FEE: All exhibitors mus (NO CHECKS) and a self-addressed stamped envel order will be mailed back to the exhibitor the week for his/her booth as required during all open fair hours, so and all fair rules have been complied with.	ope with application. The same money ollowing the fair, if exhibitor has manned
THE UNDERSIGNED HEREBY APPLIES FOR	COMMERCIAL EXHIBIT SPACE AT
THE OCEAN COUNTY FAIR AND AGREES TO	
COUNTY FAIR EXHIBIT RULES, REGULATION	
DATESIGNATURE	
TITLE	
Performance Bond and Fee must accompany this	application.

6.3 In-direct sales channels: Whole foods



Sebouh Yegparian <sy2399@columbia.edu>

non-profit submissions/request for information

Rachel Forillere (NE NEO) < Rachel. Forillere@wholefoods.com>
To: Sebouh Yegparian < sy2399@columbia.edu>

Tue, Mar 26, 2013 at 3:58 PM

Hi,

Thanks for showing interest in presenting your product to our region.

In order to review all items fairly within categories and in a timely manner, we follow a category review schedule when reviewing new products (please find 2013 attached).

We do encourage you to submit out of cycle if your item is very innovative and unique though or if the category review period has passed at least 3 months prior to you receiving this email— we are aware that some categories are only reviewed once a year.

Assuming your products adhere to our non-negotiable quality standards and comply with the FTC Green Guide, you may send samples at the address below to my attention at the appropriate point in the review cycle. You should fill in the attached forms and return by email, clearly stating what category round this applies to in the title of the email.

For our ingredients standards list go to: http://www.wholefoodsmarket.com/products/unacceptable-ingredients.php - it is important to note this is not a complete list and we will check the samples when they are submitted.

Copies of the FTC Green Guide Compliance can be found at www.ftc.gov/green

Please note that all Gluten Free items will be required to provide third party certification if selected - before introduction to our stores.

It is with regret that although we aim to provide as much feedback and certainly aim respond to everyone, it is not always possible due of the very high number of submissions. We do apologize in advance if we cannot get to you if your product is not selected. Do not feel discouraged and do feel free to submit during the following review period.

We will definitely get in touch if your item is selected – be prepared that we might ask one of our distributors to reach out.

Sample Instructions – we recycle!

- → Please use sustainable/recyclable packing material, if using popcorn make sure it is biodegradable and does not stick to the product.
- → Perishable and frozen samples must be sent to arrive Monday to Thursday and the outside of the box must be CLEARLY marked perishable of frozen.

Wishing you the best in your venture whether we select your product or not,

Rachel

Rachel Forillere | NE Grocery Regional Buyer

Whole Foods Market | 930 Sylvan Ave | Englewood Cliffs | NJ 07632 | (office) 201 567 2090 ext 207 | [fax: 512 370 5628]

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We would appreciate it if you would consider our environment in your conduct as a business: please **do not print this email** unless required and please **consider the quantity and nature of the packaging you use** to send any samples for our consideration. We actively work on reducing our environmental impact and would like to encourage this in all of our business relationships.

Everyone is a genius. But if you judge a fish on its ability to climb a tree it will live its whole life thinking it is stupid. A Einstein

From: Sebouh Yegparian [mailto:sy2399@columbia.edu]

Sent: Tuesday, February 26, 2013 2:30 PM

To: NE Grocery Request

Subject: non-profit submissions/request for information

[Quoted text hidden]

3 attachments

Whole foods form for product manufacturers/suppliers

Product brand and description

- Product category
- Product Type (Grocery, Dairy, Frozen, Bulk)
- Maximum Delivered Unit Cost To Distributor (If cost is FOB, then freight must be estimated to arrive at what the distributor's finished cost would be)
- Maximum Unit Cost to WFM (maximum delivered unit cost from distributor + 8% Markup)
- Gross Margin %
- Promotional Support Program
 - Total allowance in form of %
 - frequency of support
- Demo Support Program
 - # of Stores
 - Frequency
- Exclusivity (None, 60, 90)
- Channel Strategy of Item (Conventional, Natural, Big Box Formats)
- Manufacturer Launch Date (Month/Year)
- Manufacturing location where is the product made?
- Three compelling reasons why we should carry this item
- Sustainability / Efficacy/ Packaging / Facts
- Other attributes

Insert Picture(s)/Charts here if applicable - 500K Limit

Bar Code

6.4 Product packaging



Sebouh Yegparian <sy2399@columbia.edu>

follow up to conversation / New Jersey Audubon / Columbia Univ

Jeff Serko <jserko@pageseed.com>
To: Sebouh Yegparian <sy2399@columbia.edu>

Wed, Mar 13, 2013 at 4:10 PM



Sebouh,

My main concern is the grower of the Sunflower seeds having any and all appropriate certifications and seed tested. It would be there responsibility to have all the credentials necessary as a grower. Department of Agriculture inspects points of resale and then comes after the packaging company for supporting documentation if they want to check things out.

Best bet, speak with New Jersey Department of Agriculture first.

JEFF SERKO

Appendix 7

7.1 Supply chain logistics: Shipping information from FedEx

LionMail @Columbia

Sebouh Yegparian <sy2399@columbia.edu>

proposal submission / Columbia University - New Jersey Audubon 7 messages

Sebouh Yegparian <sy2399@columbia.edu>

Fri, Mar 1, 2013 at 3:23 PM

To: Elizabeth.Rosa@fedex.com

Dear Beth:

I am following-up on our conversation from this past Monday February 25. If you recall, I am a masters candidate in sustainability at Columbia University and I had contacted you regarding a capstone project with the New Jersey Audubon. We briefly discussed non-profit shipping with Fedex for both freight and ground services, and you suggested I send a proposal regarding that request. We are very happy to send through the proposal below, but also wish to communicate who and what we and the client are.

The Master of Science in Sustainability Management at Columbia University is an innovative professional graduate program that equips sustainability leaders with the practical knowledge and cutting-edge skills required to effectively manage the complex risks and opportunities of sustainable development. The program draws on the scientific leadership, eminent faculty and researchers, and interdisciplinary expertise of the Earth Institute, Columbia University, and the academic leadership of the School of Continuing Education.

As part of the program, the students are engaged as "consultants" to address a sustainability issue for non-profits, government agencies, and/or international organizations. As I had mentioned in our conversation, we are working with the New Jersey Audubon (NJA). NJA is a privately supported, not-for profit (501c3), statewide membership organization founded in 1897, one of the oldest independent Audubon societies, and has no direct relationship with the National Audubon Society. Our charge is to create efficiencies in a fundraising program called SAVE (Support Agricultural Viability and the Environment), that partners with New Jersey farmers to grow black oil sunflowers. At the end of the growing season, the sunflowers are harvested and the seeds are bagged and sold as "Jersey Made" wild bird food.

The SAVE Sunflowers is why I reached out to FEDEX. One of the hiccups we have discovered in the SAVE process is logistics: shipping is a big hurdle for the NJA. Based on our discussion, I am submitting our proposal to seek freight and ground shipping estimates

from Fedex on behalf of the NJA as follows:

- Multiple pallet shipments
- All shipments would be standard sized pallets weighing 150lbs to 1 ton
- There would be two to five shipments per zip code per year
- Origination point/zip code: 08844
- Destination zip codes: 08844, 07417, 08204, 08512. 08060, 07924, 08212, 17055 (Pennsylvania destination is tentative)

Additionally, there *may* be a revamped program that would entail ground shipping of individual packages to members in weights of 5lb, 10lb, 20lb, 40lb, and 50lb boxes to zip codes throughout New Jersey (and New Jersey only). You had suggested you could share this proposal with your counterpart in Fedex Ground in Memphis, Lisa.

We ask for pricing guidelines, if possible, assuming individual shipments as follows:

- 5lb box 1000 units
- 10b box 500 units
- 20lb box 1000 units
- 40lb box 250 units
- 50lb box 250 units

Additionally:

- This is not a perishable product so there is flexibility in delivery dates to allow for use of excess capacity at FEDEX
- Purchases are somewhat seasonal the bulk of the shipments are made in the fall and winter
- There will be opportunity to tag FEDEX as a partner
- There will be opportunities for coordinated media outreach if a partnership is reached

I understand your next meeting to discuss this type of partnership is not until the end of March. Please let me know if you require any additional information to make for the best possible presentation at that meeting. Thanks again for your time and help in this matter.

Finest regards.

Sebouh Yegparian

Beth Rosa <elizabeth.rosa@fedex.com>

Mon, Mar 4, 2013 at 6:17 AM

To: Sebouh Yegparian <sy2399@columbia.edu>

Thanks for sending this, I will present it on March 20, at our committee meeting.

[Quoted text hidden]

Beth Rosa <elizabeth.rosa@fedex.com>
To: Sebouh Yegparian <sy2399@columbia.edu>

Fri, Mar 22, 2013 at 7:28 AM

Hi Sebouh,

I first want to thank you for sending me the information on SAVE Sunflowers, as part of your studies in Sustainability Management at Columbia University. I know your passion and your efforts make a huge difference to the world in which we live!

After careful review, though, I regret to inform you that the Charitable Contributions Committee voted to decline the request for in-kind shipping. Multiple commitments and limited resources make it impossible for us to satisfy all who ask for and merit our support. I wish we could help this time, but please don't hesitate to send me future requests. Thanks again, Beth

Appendix 8

8.1 CSA Structure for S.A.V.E. brand

The following CSA recommendation for use by the NJA for the S.A.V.E. seed program has been modeled after the CSA structure found in

http://growingsmallfarms.ces.ncsu.edu/growingsmallfarms-csaguide/



8 Steps to a CSA

1) Begin Initial Set-Up:

NJA Status: Already Complete

- Potential Members: NJA members and Bird enthusiasts
- Operative Group: Farmers, NJA volunteers and staff, businesses/product sellers

2) Develop a Business Plan and Budget:

Status: Established in report Determining Share Price

- A waiting list indicates that people will pay more for a share
- If members are complaining about getting too much seeds or lots of people are splitting shares, the share size is probably too big
- Charge members a set amount then give them a share of seeds which would cost them that amount if they bought it elsewhere usually use farmers' market prices to determine value

Share Payments

- Full payment at beginning of season minimizes bookkeeping and assures upfront income for use during the rest of the season.
- Many CSAs offer payment plans to increase accessibility to low-income members

Share Options

 Sponsor Share -for those interested in directly supporting the S.A.V.E program, participate in events and receive a small amount of seeds monthly for recreational purposes

- Standard Share –for those interested in a set bag size
- Working Share –People that want to pay a minimum fee by volunteering in the farms or NJA and pick up their seeds at designated locations
- Premium Share –Member not only receives monthly seeds but also received free tours and other products NJA has to offer.

Shared Risk

CSAs generally do not refund money in the event of crop loss The members will support the budget of the whole farm and receive weekly/monthly seeds that is available. This approach eliminates the marketing risks and costs for the farmers and an enormous amount of time, often manpower too, and allows farmers to focus on quality care of seeds— and on serving the customers. There is financial stability in this system which allows for thorough planning on the part of the farmers, and emotional investment on the part of the members.

Pricing:

Paid members and retailers would pay for the budget of the farms to grow the sunflower seeds in a given season. This structure allows for the following:

- Transparency in the season budget base on a projected quantity of seeds
- An upfront agreeable pricing system based on the acceptance of the budget
- A share risk and reward by receiving what the farmers grow
- (Bose mentioned that Farmers might be willing to take a ~10% reduction in payment for the seeds if they received 50% of the money up front, so instead of receiving \$0.42 / lb they might be willing to get paid \$0.38 / lb if they received \$3800 up front (expected harvest of 20,000 lb *\$0.38 * 50% = \$3800)

3) Good Strategic Business Practices

The NJA SAVE seed program relies heavily on solid relationships with its farmers and small local retailers. Based on our interview research with current retailers, communication is a point of concern. Retailers stated that there was "little communication" or follow-up on seed deliveries. Many stores were out of stock and unsure when or if the deliveries would be made. One retailer stated that this created "broken relationships". To enhance communication, a member must be designated to not only promote face to face conversations, but regularly scheduled meetings are talks to retain current relationships. New connections should also be formed through social networking meetings and possibly reaching out to their retailers that are currently not involved with the NJA. Following the three Cs of Collaborate, Complete, and Check-up, may help with this current issue. Collaboration requires reaching out to each retailer and finding a common ground on scheduling. Once scheduling is finished, orders and other needs (ex: transportation) retailer for successful business must be completed. After the order is prepared and shipped a check-up courtesy call should be completed to ensure that the product meets the needs of the retailer and that there are no concerns or problems.

4) Members

Premium Membership Working Memberships

- Volunteering members are asked to distribute seed, collect from farmers, etc. and this creates a working relationship with the product.
- The work-share membership may cover all or part of the cost of a share

Recruiting and Retaining Members

- CSAs that encourage shareholder participation on the farm have better retention
- Make the Audubon Center feel like a second home social events, youth activities, etc surrounding the product.
- Educate members provide them with a schedule of when to expect their shares
- Renew memberships in the spring, allowing for extra sale later in the season
- Conduct end-of-the-season surveys (be sure to provide feedback to members on the survey results)
- Provide suggestion/comments box at the pick-up site

5) Develop a Crop Plan

Harvest Plan

- Spread out the harvests so members don't receive all of the crop at once
- Use season extension techniques to lengthen the season

Distribution (goal: to save on shipping for local members)

- On-farm pick-up
- Central distribution site
- Farmers' market and retailers distribution
- On line sales for members that are further away

NJA to develop a Seed System Profile (SSP) for new farmers and experience farmers The Seed system profile should be a written document that is descriptive and easy to read and understand. It should include:

- A way in which farmers produce, select and save and acquire seeds. The SSP will serves as a baseline for making decisions about seeds interventions in a particular area.
- Include areas where different types of disasters have happened or might happen (e.g. floods, droughts, insect invasions) and how to deal with them
- Information about cropping calendar and climate

NJA to develop procedure for selecting farmers

Each farmer capability will vary, but all must comply to the S.A.V.E standards. Each farmer must produce the same results established by NJA

- Processing seed
 - How are threshing, drying, treating, etc. undertaken?
- Storing seed
 - When is the seed separated? Where is it stored? What type of container is used? Are they any specific problems linked to this activity?
- Sowing
 - Is all the saved seed sown at the same time or is some kept for later planting
- What are the main constraints to agriculture production and seed-savings

6) S.A.V.E. Seed Program Evolution: (Suggested)

Other CSA Products:

Bird houses, seed cakes, etc.

Methods to enhance branding:

- Organic Certification
- Sustainable Production

7) Marketing

How can NJA's marketing channels be designed to achieve its distribution objectives? A framework for Market Analysis must be established. First we need to know NJA's current market and its desirable market.

- Market Geography
- Market size
- Market Density
- Market behavior
 - When customers buy
 - Where customers buy
 - How customers buy
 - Who buys

Type of Marketing:

Direct marketing to end user

- Advertiser the S.A.V.E. program to potential members and individual buyers
- Adding value to the S.A.V.E program

Expend the S.A.V.E program with other activities

• Cooperative marketing

Transportation, storage and cleaning costs can possibly be reduced by cooperative or collaborative marketing.

-Will work for farmers who do not have the labor or equipment to deal with quality and delivery specifications or cleaning and storage operations. These marketing costs can reduce the price premiums of seeds, especially for smaller farms.

- Organic certification Federal Standards, although this is future recommendation.
- Advertisement

Local news papers

Magazine

In-store promotions

Cooperative advertisement

- Establish a web presence and identity
- Increase allure of Franchising Model to other Audubon/NGOs

8) Distribution channels

Food system encompasses many activities, from harvest to processing, retailing and consuming; this is why we will it call distribution channel and the main middleman in this distribution

channel will be NJA as a Self-distributing retailer. NJA reaches many of its consumers directly through their Center stores and retailers as distribution locations of the sunflower seeds and a membership base who can buy share options as advance payment to harvest the seeds. The farms can also be a part of the distribution channel as they will designate farm locations to sell the already packaged seeds from NJA.

8.2 Interview with subject matter expert: CSA Model

Name: Paula Lukats, CSA Program Manager at Just Food

Date: February 27, 2013

Key elements:

• Money up front, commitment

- Gets year going financially cash flow
- Helps in planning an creating security

Community

- Engaging, volunteering a group community effect
- Integration of seed/farmer
- Why? Relationship builds understanding of what community farmer is providing for

CSA

- Sell it as a way to get really great food
- Idea of connection what \$\$ is going for/towards and where product is coming from
- Add the personal element of the farmers

Financial side

- For farmers guaranteed market
- Stability
- Risk is spread over more stakeholders
- A direct market reduced/no capital expenditures
 - o Time saver

Consumer side

- Making commitment
- Get a good/guaranteed deal

8.3 Organic Farming Pilot Program

Organic farms, which exclude synthetic pesticides and fertilizers, are more beneficial for biodiversity. Pesticides do not only affect the "pests" they are designed to kill, they also have the potential for bio-accumulation, also called bio-magnification in larger species, including in bird populations. Bio-accumulation occurs as these toxins move along food-chains from contaminated insects to the imminent death of birds who feed on them. Some other potential hazards to birds due to pesticide used include: eggshell thinning; slower nestling growth rates; decreased parental attentiveness; lethargic behavior (expressed in terms of less time spent foraging, flying, and singing); disruption of normal hormonal functioning; inability to orient in the proper direction for migration etc.

There are many natural alternatives to pesticides such as the use of natural scents to deter insects from invading the area or the surrounding the crop with plants that are detested by the problem insect. Many farms have different needs and may require different deterrents. This would indicate that the pilot program should allow different techniques to be used by each farmer, but must prove to be a natural remedy. The NJA may need to help initially fund this research to enhance the acceptance of such a program by their respective farmers. Although this may require a few years reach stability, it is a necessary step to ensure that the work of the NJA is not ultimately futile. The organic farming pilot program can utilize at least one farmer in the project or take some of NJA's donated real estate and create an organic farm on that property. NJA could ask members to serve as volunteers and help with the Organic Sunflower Farming Program. Additionally, we would like to recommend that the NJA conduct a Cost Benefit Analysis on organic vs. conventional farming methods. We would recommend that this CBA also take environmental affects into consideration and place a monetary value on them (similar to an environmental profit and loss statement as conducted by PUMA.

We would like to recommend that the New Jersey Audubon begin to look into and conduct research on the ecological impacts that birdseed has on the ecosystem. Although New Jersey Audubon's endeavors are done to preserve certain populations of birds, there are also other unanticipated impacts on the ecosystem at large. We would recommend a research study that answers/addresses the following:

- 1. If the goal is to protect and preserve land for grassland birds, how is the use of pesticides in New Jersey farms affecting the whole ecosystem?
- 2. Do seeds grown with pesticides affect the birds and other species including bees?
- 3. Is there bioaccumulation?
- 4. Are there any pesticides you do not use, such as systemic pesticides that are hypothesized to affect bee populations and cause colony collapse?
- 5. If grassland bird populations increase, how does that impact other species and the ecosystem as a whole?

Appendix 9

- '%7 osts associated with Grassland habitat management

John Parke <john.parke@njaudubon.org>

Mon, Jul 16, 2012 at 5:08 PM

To: Flann Lippincott <flann.lippincott@njaudubon.org>

Cc: John Cecil <john.cecil@njaudubon.org>, Jean Lynch <jean.lynch@njaudubon.org>, Sudha lyer

<Sudha.lyer@njaudubon.org>

Hi Flann

here are the numbers you asked about

WHAT DOES IT COST TO DO GRASSLAND HABITAT MANAGEMENT

COSTS (As per NRCS) Practice 647 (15) Early Successional Habitat Development/Management

Wildflower Meadow (sites >= 1 ac) X ac - -\$260.14

Hayland to Warm Season Grasses X ac - \$261.79

Cropland to Cool Season Grasses X ac - \$153.26

Cropland to Warm Season Grasses X ac - \$223.39

An active or abandoned agricultural field converted to native wildflowers and warm season grasses to benefit wildlife. Cost is based on a 15 acre planting. Includes at least 2 lb/acre of a variety of wildflowers in the seed mix. Practice includes ALL labor and materials for a pre-seeding herbicide application, field disking to prepare the seedbed, seed purchase, seeding with specialized equipment able to handle the small and light warm season seed, one post-seeding herbicide application, and one mowing during initial year for weed control.

Add these cots if you converting a field of invasives (multiflora rose, olive, etc.) to grassland

COSTS (As per NRCS) Practice 314 Brush Management (ac)

Chemical Control X ac \$47.81

Hand Clearing X ac - \$276.60

Brush Hogging - X ac - \$60.56

John P. Parke

Stewardship Project Director - North Region

NJALDP Class VIII

New Jersey Audubon

Wattles Stewardship Center

1024 Anderson Road

Port Murray, NJ 07865

Phone: 908-366-7781

Fax: 908-837-9569

www.njaudubon.org

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9.2 Sensitivity Analysis

(Please note: Unless stated otherwise all assumptions are made with FY2012 historical sales data, FY2013 COGS, and FY2013 pricing)

Base Case

If the NJA is able to sell FY2013 harvest based on SAVE's business manager's new pricing strategy, with historical FY2012 sales channel distribution and product (bag sizes) mix, distributable profit is projected to be \$15,433 (a healthy 13.96% of revenue). Even with NJA center sales proceeds (\$2,869) are taken into account, the ROI is still above 11% (11.36%), leaving \$12,564 to potentially rehabilitate grasslands, purchase additional equipment, or invest in other activities to ensure business sustainability.

Shipping costs

The shipping costs provided were estimated costs based on assumptions of personal delivery by the business manager, if less than a full pallet of seed is ordered. These costs might be underestimated and therefore we conducted a sensitivity analysis to find a breakeven point. If shipping costs reach approximately \$0.23/pound (roughly triple), the business will produce a breakeven level of distributable profit. However, given that a portion of the proceeds from sales by individual NJA centers, is returned to the centers, this increase in shipping costs would result in a net loss for the business.

Total Pounds Harvested

If the business can manage to double the number of pounds harvested, achieved most likely through continued efforts to recruit additional farmers or increased acreage planted by the current participants, the business would see a roughly 305% increase in distributable profits.

Distribution Channel Mix

In FY2012, NJA center sales represented just over 1/3 of all sales with wholesale to third-party retailers comprising the other 2/3 of sales.

50:50 Split

If the sales mix changed to a 50:50 split, projected distributable profit increases by approximately 23.5%. Because of the lower profit margin through wholesale distribution, it makes sense to concentrate on increasing the share of sales through the NJA centers in order to maximize profit and restore more grasslands.

100:00 Split

If the NJA centers were able to sell 100% of the seed, and the business was able to avoid selling the seed wholesale to third-party retailers, distributable profit would increase over 100% (\$32,189). We are not advocating this approach currently because we feel the increased marketing and consumer awareness from selling to third part retailers has added value and will drive future sales.

Sales Mix

Case A

NJA: 30%, 50%, 20% Wholesale: 5%, 90%, 5%

(10lb., 20lb., and 40lb, respectively)

Changing the sales mix to the above listed percentages, is projected to increase distributable profit level 12% over the baseline (\$17,278, resulting in a margin level of 15.36% vs. the baseline of 13.96%).

Case B

NJA: 60%, 30%, 10% Wholesale: 10%, 50%, 40% (10lb., 20lb., and 40lb, respectively)

Changing the sales mix to the above listed percentages, is projected to increase distributable profit level 34.6% over the baseline (\$20,770, resulting in a margin level of 17.95% vs. 13.96% baseline)

Overhead

Additional overhead costs of \$10,000 would reduce the distributeable profits to 4.78% of revenue, a 65.7% decline from the baseline case (\$5287 vs. \$15,433 of baseline)

Seed Cost

Changing the price of seed to \$.50 / lb vs the base line of \$0.42 would result in a decrease in distributable profits of approximately 59% or \$9,131 (\$6302 vs \$15433) and reduce the distributable profit margin to 5.7% versus the 13.96% from baseline.

9.3 Current YR Financial Model

Cost of shipping (\$/lb)

\$0.08

Current YR Inputs Harvested **Current Pricing** 50lb Amount 10lb 20lb 40lb Notes Total pounds harvested 104,600 NJA \$15.00 \$25.00 \$45.00 \$58.00 Total acres planted 194 Retail/Wholesale \$50.00 \$10.00 \$20.00 \$40.00

	Variable Costs								
Fixed Costs				10lb	20lb	40lb	50lb		Notes
Item	Amount	Notes	Cost of bag	\$0.49	\$0.56	\$0.80	\$0.80		
Cost of seed (\$/lb)	\$0.42		Cost of clean & bag	\$0.70	\$1.20	\$1.20	\$1.20		
Cost of seed adjustment (%)	3 00%								

					eed Sold		FY2012	Historical 9	6 CHECK CELL	Notes																																								
		Overhea	d	NJA	36.	.2%	3	6.2%																																										
Item	\$	FY2013 Historical	Notes	Wholesale	63	63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		63.8%		3.8%	TRUE	DO NOT CHANGE THIS VALUE IT WILL AUTO CALCULATE
Business Manager Salary	\$23,088	\$23,088	Gross + 11%																																															
Stewardship Salaries	\$0	\$0	Guess: 4 people x 1 hr/week x \$25/hr (300 hours suggested)			Pro	ojected B	ags Sold																																										
Mileage	\$300	\$300	50 miles/month		10lb	20lb	40lb	50lb	CHECK CELL	Notes																																								
Taxes	\$400	\$400	Based on 5/31/12 report	NJA	14%	57%	299	% 09	6 TRUE																																									
Professional Fees	\$1,500	\$1,500	Re-design of brochure, bags, posters, etc	Wholesale 17% 80% 4			49	% 09	6 TRUE																																									
Marketing, advertising	\$1,500	\$1,500	Printing brochures, posters	Historical Bags Sold																																														
Supplies	\$1,100	\$1,100	5K 40lb paper bags + new plates (\$250/color x 4) + print cost guesstimate + ship. Use 1000/year for 5 years		10lb	20lb	40lb	50lb																																										
Depreciation	\$5,600	\$5,600	20%/year; based on spending all of grant	NJA	14%	57%	09	% 299	6																																									
Gibbs head rental	\$500	\$500	Based on contract through 2013	Wholesale	17%	80%	09	% 49	6																																									
Other	\$0	\$0																																																
				Profits																																														
					10lb	20lb	40lb	50lb		Notes																																								
				NJA Stores	\$1.50	\$1.50	\$2.0	0 \$2.4	0																																									

Stewardship

New Profit System (% Split of Profits)										
NJA Stores	30%	CHECK CELL								
Stewardship	70%	TRUE	DO NOT CHAI	NGE THIS VAL	JE IT WILL AL	JTO CALCUI	ATE			

* given from original data

\$3.50 \$3.50 \$3.00

Current FY Forecast

Current YR Forecasted Sales References

DO NOT CHANGE THE NUMBERS ON THIS SHEET THEY ARE CHANGED BY THE INPUTS SHEET

Forecasted Sales

	CHECK CELLS						
NJA	36715	36.2%					
Wholesale	64747	63.8%					
Total	101462	100.0%	TI				

Projected Bags Sold										
	10lb	20lb	40lb	50lb	Total					
NJA Projected	509	1049	266	0	1824					
Wholesale Projected	1073	2575	63	0	3711					
Total	1582	3624	329	0	5535					

Revenue										
	10lb	20lb	40lb	50lb	Total					
NJA Projected	\$7,631	\$26,237	\$11,968	\$0	\$45,836					
Wholesale Projected	\$10,732	\$51,495	\$2,519	\$0	\$64,747					
Total	\$18,363	\$77,732	\$14,488	\$0	\$110,583					

	COGS								IEAD		
	10lb	20lb	40lb	50lb	Total	10lb	20lb	40lb	50lb		Total
NJA Projected	\$3,200	\$12,552	\$5,958	\$0	\$21,709	\$4,929	\$19,686	\$9,573		\$0	\$34,188
Wholesale Projected	\$6,751	\$30,794	\$1,411	\$0	\$38,955						
Total	\$0.050	\$12 216	\$7.269	Śn	\$60.665						

Portion of Profit owed to NJA centers									
	10lb	20lb	40lb 50lb Tota						
NJA Sales	\$763	\$1,574	\$532	\$0	\$2,869				

% of Re

Revenue	\$110,583	
COGS	\$60,665	54.8
Gross Profit	\$49,918	45.1
Overhead Costs	\$34,485	31.1
Distributable Profit	\$15,433	13.9

NJA Center Distributions

	Existing Profit System (\$) % of Rev		New Profit System (%)	% of Rev
NJA Center Distribution owed	\$2,869		\$3,494]
Actual NJA Center Distribution	\$2,869	2.59%	\$3,494	3.16%
Distribution Available to Stewardship	\$12,564	11.36%	\$11,939	10.80%

COGS - Cost of Goods Sold

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Year's Harvest (lbs)
104600

Rounded Yield (lbs)
100000

**DO NOT CHANGE ANY NUMBERS IN THIS BOX
THEY ARE CHANGED FROM THE INPUTS SHEET**

Costs

DO NOT CHANGE ANY NUMBERS IN THIS TABLE THEY ARE CHANGED FROM THE INPUTS SHEET

	_		_			
	unit cost	10lb COGS	20lb COGS	40lb COGS	50lb COGS	Notes
Cost of seed (\$/lb)	\$0.42	\$4.20	\$8.40	\$16.80	\$21.00	The actual cost is lower b/c we pay less for poor harvests.
Cost of seed adjustment for waste	\$0.01	\$0.10	\$0.20	\$0.40	\$0.50	This number is from 2012
Cost of bag		\$0.49	\$0.56	\$0.80	\$0.80	Cost of 40lb bag is a guess; probably will be more
Cost of clean & bag		\$0.70	\$1.20	\$1.20	\$1.20	
Cost of shipping (\$/lb)	\$0.08	\$0.80	\$1.60	\$3.20	\$4.00	
	Subtotal	\$6.29	\$11.96	\$22.40	\$27.50	
Cost of overhead for year's	s harvest (\$/lbs)	\$3.40	\$6.80	\$13.60	\$16.99	This will decrease as more products are added to product line
Total cost/bag @ year's harvest		\$9.69	\$18.76	\$36.00	\$44.49	These numbers are in the blue lines below - 2013 harvest
	Total Cost / Lh	\$0.97	\$0.94	\$0.90	\$0.89	

COGS Break-even

DO NOT CHANGE ANY NUMBERS IN THIS TABLE THEY ARE CHANGED FROM THE INPUTS SHEET

Harvest (lbs)	Tons	Overhead/lb	10lb COGS	20lb COGS	40lb COGS	50lb COGS	Break even harvest size: NJA stores buy @ \$11.50, \$21.50, \$42, \$52.40
60000	30	\$0.57	\$11.95	\$23.29	\$45.06	\$55.82	Break even harvest size: Retail stores @ \$10, \$18, \$36, \$45 wholesale
70000	35	\$0.49	\$11.15	\$21.67	\$41.82	\$51.78	
80000	40	\$0.42	\$10.54	\$20.46	\$39.39	\$48.74	
90000	45	\$0.38	\$10.07	\$19.51	\$37.51	\$46.38	
100000	50	\$0.34	\$9.69	\$18.76	\$36.00	\$44.49	
110000	55	\$0.31	\$9.38	\$18.14	\$34.76	\$42.95	
120000	60	\$0.28	\$9.12	\$17.62	\$33.73	\$41.66	
130000	65	\$0.26	\$8.90	\$17.19	\$32.86	\$40.57	
140000	70	\$0.24	\$8.72	\$16.82	\$32.11	\$39.64	
150000	75	\$0.23	\$8.56	\$16.49	\$31.46	\$38.83	
160000	80	\$0.21	\$8.41	\$16.21	\$30.90	\$38.12	
170000	85	\$0.20	\$8.29	\$15.96	\$30.40	\$37.50	
180000	90	\$0.19	\$8.18	\$15.74	\$29.95	\$36.94	
190000	95	\$0.18	\$8.08	\$15.54	\$29.56	\$36.44	
200000	100	\$0.17	\$7.99	\$15.36	\$29.20	\$36.00	

			Overhead					
Year's Harvest								
104600 lbs Rounded Yield		2	**DO NOT CHANGE THE NUMBERS IN THIS BOX THEY ARE CHANGED FROM THE INPUTS SHEET**					
		2						
100000	lbs	2						
Category		Annual Cost	Notes					
Business Manager Salary		\$23,088	Gross + 11%					
Stewardship Salaries		\$0	Guess: 4 people x 1 hr/week x \$25/hr (300 hours suggested)					
Mileage		\$300	50 miles/month					
Taxes		\$400	Based on 5/31/12 report					
Professional Fees		\$1,500	Re-design of brochure, bags, posters, etc					
Marketing, advertising		\$1,500	Printing brochures, posters					
Supplies		\$1,100	5K 40lb paper bags + new plates (\$250/color x 4) + print cost guesstimate + ship. Use 1000/year for 5 years					
Depreciation		\$5,600	20%/year; based on spending all of grant					
Gibbs head rental		\$500	Based on contract through 2013					
Other		\$0						
Total	\$33	3,988.00						
		Over	head - Cost per pound calculations					
Net (Ibs)	Tons		•					
	lions	Cost/lb						
60000		Cost/lb \$0.57						
70000	30	\$0.57 \$0.49						
70000 80000	30 35 40	\$0.57 \$0.49 \$0.42						
70000 80000 90000	30 35 40 45	\$0.57 \$0.49 \$0.42 \$0.38						
70000 80000 90000 100000	30 35 40 45 50	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34						
70000 80000 90000 100000 110000	30 35 40 45 50 55	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31						
70000 80000 90000 100000 110000	30 35 40 45 50 55 60	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31 \$0.28						
70000 80000 90000 100000 110000 120000	30 35 40 45 50 55 60 65	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31 \$0.28						
70000 80000 90000 100000 110000	30 35 40 45 50 55 60 65	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31 \$0.28 \$0.26						
70000 80000 90000 100000 110000 120000 130000	30 35 40 45 50 55 60 65 70	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31 \$0.28 \$0.26 \$0.24						
70000 80000 90000 100000 110000 120000 130000 140000	30 35 40 45 50 55 60 65 70 75	\$0.57 \$0.49 \$0.38 \$0.34 \$0.31 \$0.28 \$0.26 \$0.24 \$0.23						
70000 80000 90000 100000 110000 120000 130000 140000 150000	30 35 40 45 50 55 60 65 70 75 80	\$0.57 \$0.49 \$0.42 \$0.38 \$0.34 \$0.31 \$0.28 \$0.26 \$0.24 \$0.23 \$0.21 \$0.20						
70000 80000 90000 100000 110000 120000 130000 140000 150000 170000	30 35 40 45 50 55 60 65 70 75 80 85	\$0.57 \$0.49 \$0.42 \$0.38 \$0.31 \$0.28 \$0.26 \$0.24 \$0.23 \$0.21 \$0.20 \$0.19						

9.4 Growth Model Projections and Targets

In order to project long-term income from the expansion of the project and set targets for franchising the business model in the future, a second financial model was created. This "Growth Forecast" model uses many of the same inputs from the consolidated "Current YR" financial model on which to project income out 10 years; however, given that the two models were constructed for different purposes, the inputs in the "Growth Forecast" model can be changed independently of the "Current YR" model. Additionally, the "Growth Forecast" model includes inputs specific to franchising, such as "Franchising % -Required by NJA", "Franchised Base Year production", and "Projected growth of Franchised Production". The franchised entities' growth input can be changed independent from NJA's projected harvest, increasing the model's utility. After consulting with Professor Bose for a likely franchising scenario, the base model projects the first franchised entity in 2016, an additional two in each year from 2017-2019, a final entity added in 2020, and none added from 2021-2023. The number of franchises added in any year can be modified, and the resulting income carried through the model. The base case also assumes 10% of revenue for 100,000 pounds (based on the NJA's FY2012 average revenue per pound of \$1.06), with the franchised entities' yields increasing by 10% annually.

Targets:

2016 - first franchised entity

2017 – franchise income is \$30,000+ resulting in close to \$100,000 of distributable profit.

	INPL	JTS FC	OR GRO	DWTH
Total pounds harvested		104600)	
Total acres planted		194		
Pounds lost from clean/bag/bu	g waste	3%	3,138	Calculated
Total for sale		97%		Calculated
Projected Seed Sold				
NJA	36.2%			
Wholesale	63	.8%		
Projected Bags Sold				
Projected Bags Sold	10lb	20lb	40lb	50lb
NJA	14%	57%	29%	0%
Wholesale	17%	80%	4%	0%
Wholesale	1770	0070	170	070
Current Pricing				
	10lb	20lb	40lb	50lb
NJA	\$15.0	0 \$25.0	0 \$45.00	\$58.00
Retail/Wholesale	\$10.0	0 \$20.0	0 \$40.00	\$50.00
cocc				
COGS	10lb	20lb	40lb	50lb
Cost of goods sold @ year's harvest	\$6.29			\$27.50
	7 - 12 - 3	7-2-10-0	7-2-10	7-1.50
Overhead				
Cost of overhead for year's harvest (\$/lbs)	\$0	.34		
Overhead % growth	5	%		
Due file				
Profits	10lb	2016	4016	FOIL
NJA Stores	10lb \$1.5	20lb 0 \$1.5	40lb 0 \$2.00	50lb \$2.40
Stewardship	\$3.5	-		-
Siewai usinp	ر.در	73.5	53.00	\$5.00
Growth Forecast				
Prior Year total pounds harvested	74,	708	*2011 Sa	les
Prior Year total acres planted		60		
Future YR Starting Acreage		60		
Forecasted Annual Acreage Growth (%)	10	0%		
Harvested Yield per acre Growth (%)	5	%		
. ,				
Franchising				
Franchise Up-Front Payment	\$5,	.000	** Membe	rship Fee
Franchising %		0%		•
Franchised Base Year production		0000		
	100			

Current FY

Number of Franchises Added

PROJECTED INCOME STATEMENT

DO NOT MO	DIFY AN	IY VALUI	ES ON TH	IIS SHEE	Γ, THEY A	ARE CHA	NGED FR	OM INP	UTS SHE	ET	
	Current FY	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total pounds harvested	104,600	147,195	170,010	196,362	226,798	261,951	302,554	349,450	403,614	466,174	538,432
Total acres planted	194	260	286	315	346	381	419	461	507	557	613
Harvested Yield per acre (lbs./acre)	539	566	594	624	655	688	723	759	797	836	878
Product Revenue											
Total	\$110,583	\$155,614	\$179,734	\$207,593	\$239,770	\$276,934	\$319,859	\$369,437	\$426,700	\$492,838	\$569,228
Average Price per pound	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06
Number of Franchise states added	0	0	0	1	2	2	2	1	0	0	0
Revenue from Franchise Membershi	i 0	0	0	5000	10000	10000	10000	5000	0	0	C
Total Franchise Pounds	0	0	0	100000	310000	541000	795100	974610	1072071	1179278	1297206
Franchising %	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Franchising Income	\$0	\$0	\$0	\$15,572	\$42,773	\$67,194	\$94,058	\$108,035	\$113,339	\$124,673	\$137,140
TOTAL REVENUE	\$110,583	\$155,614	\$179,734	\$223,165	\$282,543	\$344,128	\$413,917	\$477,472	\$540,039	\$617,511	\$706,368
NJA Proiected	\$21.709	\$30.550	\$35.285	\$40.754	\$47.071	\$54.367	\$62.794	\$72.527	\$83.768	\$96.752	\$111.749
NJA Projected Wholesale Projected	\$21,709 \$38,955	\$30,550 \$54,819	\$35,285 \$63,316	\$40,754 \$73,130	\$47,071 \$84,465	\$54,367 \$97,557	\$62,794 \$112,678	\$72,527 \$130,143	\$83,768 \$150,315	\$96,752 \$173,614	\$111,749 \$200,524
Wholesale Projected	\$21,709 \$38,955 \$60,665								. ,	. ,	\$200,524
-	\$38,955	\$54,819	\$63,316	\$73,130	\$84,465	\$97,557	\$112,678 \$175,472	\$130,143	\$150,315	\$173,614	\$200,524 \$312,273
Wholesale Projected COGS	\$38,955 \$60,665	\$54,819 \$85,368	\$63,316 \$98,600	\$73,130 \$113,883	\$84,465 \$131,535	\$97,557 \$151,923	\$112,678 \$175,472	\$130,143 \$202,670	\$150,315 \$234,083	\$173,614 \$270,366	\$200,524 \$312,273 \$256,955
Wholesale Projected COGS Gross Profit	\$38,955 \$60,665 \$49,918	\$54,819 \$85,368 \$70,246	\$63,316 \$98,600 \$81,134	\$73,130 \$113,883 \$93,709	\$84,465 \$131,535 \$108,234	\$97,557 \$151,923 \$125,011	\$112,678 \$175,472 \$144,387	\$130,143 \$202,670 \$166,767	\$150,315 \$234,083 \$192,616	\$173,614 \$270,366 \$222,472	\$200,524 \$312,273 \$256,955 45.1%
Wholesale Projected COGS Gross Profit Gross Profit Margin	\$38,955 \$60,665 \$49,918 45.1%	\$54,819 \$85,368 \$70,246 45.1%	\$63,316 \$98,600 \$81,134 45.1%	\$73,130 \$113,883 \$93,709 45.1%	\$84,465 \$131,535 \$108,234 45.1%	\$97,557 \$151,923 \$125,011 45.1%	\$112,678 \$175,472 \$144,387 45.1%	\$130,143 \$202,670 \$166,767 <i>45.1%</i> \$48,524	\$150,315 \$234,083 \$192,616 45.1%	\$173,614 \$270,366 \$222,472 45.1%	\$200,524 \$312,273

