



# WPI

## Gompei's Goat Cheese "Made by the Smartest Goats in the World"

A Major Qualifying Project submitted to the faculty of the  
Worcester Polytechnic Institute  
in partial fulfillment of the requirements for the Degree of Bachelor of Science

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Report Submitted to:  
Prof. Sharon Wulf  
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# Abstract

The goal of this project was to determine the feasibility of a student-run, non-profit business to market Worcester Polytechnic Institute (WPI) branded products, specifically and initially a goat cheese product line, to the WPI Community. The purpose of Gompei's Goat Cheese is to generate a new revenue stream to support WPI's student scholarship programs while building and supporting awareness of WPI as a valuable educational institution. This business would market these products using WPI's mascot, Gompei, as its official "spokesman" and spiritual identity. The WPI Community is comprised of its existing students, parents of students, faculty, staff, and alumni. After surveying the WPI Community to gauge their interest in the project, we developed a business plan to be used as the backbone of the company. Once these actions were completed, we used them to determine if the business was feasible or not, and if so, under what criteria.

# Executive Summary

WPI has an untapped marketing resource, our mascot, Gompei the Goat. James Wolken, in WPI's Marketing Department, realized this. While seeking a way to promote and enhance visibility for and awareness of Worcester Polytechnic Institute, he believed that elevating and contemporizing Gompei, could be the beginning of a "contagious idea that can't be stopped." He wanted to broaden awareness of WPI as an educational powerhouse on a national level, promote WPI's School of Business, showcase WPI's entrepreneurial spirit with a high-visibility, real-world project, and create a student-run business that would pay WPI to market itself. This is how Gompei's Goat Cheese was formed. He knew how to get started on a venture such as this, but he wanted the business to be student run, so he enlisted our help. We were asked to determine the feasibility of creating a student-run business to market WPI by selling WPI-branded goat cheese in hopes of supporting WPI's scholarship programs. This was accomplished by surveying the WPI Community to gauge their interest in such a product, creating a business plan focused on execution and marketing of such a venture, and evaluating the steps necessary to reach that goal.

This business concept, like most, is not new to the academic sector. Other colleges are already in the cheese business, and have been quite successful. They include: Washington State University, Mississippi State University, and University of Nebraska-Lincoln. Washington State University (WSU) sells Cougar Gold, WSU's branded cheese.<sup>1</sup> WSU has their own creamery, which means they make their own cheese. Each year, WSU manufactures over 250,000 cans of cheese and generates revenues around \$5.5 million.<sup>2</sup> Mississippi State University (MSU) makes Edam cheese.<sup>3</sup> MSU's creamery employs both full time employees and part time students. Together, they make four hundred three-pound balls of Edam cheese every day.<sup>4</sup> University of Nebraska-Lincoln (UNL) makes a variety of cheeses. UNL's creamery is used to provide hands-on experience for their food science students.<sup>5</sup>

Goat cheese, as the name implies, is cheese made from goat's milk. Generally, most cheese comes from cow's milk. Goat's cheese is healthier than cow's cheese. It has fewer total calories as well as calories from fat.<sup>6</sup> It is also lower in total fat, saturated fat, sodium, and cholesterol.<sup>7</sup> Goat's cheese is

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<sup>1</sup> WSU Creamery, 2013

<sup>2</sup> Kramer, 2011

<sup>3</sup> MSU Cheese, 2013

<sup>4</sup> MSU Cheese, 2013

<sup>5</sup> UNL Dairy Store, 2013

<sup>6</sup> Ulmer, 2011

higher in vitamin D, vitamin K, thiamine, niacin, riboflavin, and phosphorus than cow's cheese.<sup>8</sup> A one ounce serving of goat cheese provides 11% of the recommended daily value of calcium and 2% of the recommended daily value of iron.<sup>9</sup> Goat cheese also contains less lactose than cow's cheese. This means some lactose-intolerant individuals will be able to eat goat cheese.<sup>10</sup>

In 2012, the dairy industry in the United States was \$83.9 billion, with \$34.29 billion of revenue for cheese alone.<sup>11</sup> The industry is expected to grow to over \$93 billion by 2018. Demand for dairy products as well as dairy consumption are on the rise. In 2012, the average American consumed 607.5 pounds of dairy products, cheese included.<sup>12</sup> That number is expected to grow to 611 pounds by 2017.<sup>13</sup> Cheese consumption is also on the rise. In 1999, the average American consumed 32.7 pounds of cheese.<sup>14</sup> In 2011, that number had risen to 35.8 pounds.<sup>15</sup> Cheese consumption is expected to continue along this growth track. Unfortunately, the price of milk is escalating as well. The price of a hundredweight of milk in 2012 was \$22.19.<sup>16</sup> By 2017, that price could be \$25.10.<sup>17</sup> For reference, 1 hundredweight is equal to 100 pounds.

There are 12 farms within 50 miles of Worcester that supply goat cheese.<sup>18</sup> If you extend the boundary to 100 miles, there are 33 farms.<sup>19</sup> Many of these farms sell their cheese direct to consumers at farmers' markets and from the farms themselves, or to the trade via middlemen through wholesaling.

The objectives of our project were as follows:

1. To gauge the market interest for goat cheese from the WPI community
2. To develop a business plan with a focus on execution and marketing for Gompei's Goat Cheese
3. To determine the feasibility of the business

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<sup>7</sup> Ulmer, 2011

<sup>8</sup> Ulmer, 2011

<sup>9</sup> Robinson, 2011

<sup>10</sup> Ulmer, 2011

<sup>11</sup> IBISWorld, 2013

<sup>12</sup> IBISWorld, 2012

<sup>13</sup> IBISWorld, 2012

<sup>14</sup> IBISWorld, 2012

<sup>15</sup> IBISWorld, 2012

<sup>16</sup> IBISWorld, 2012

<sup>17</sup> IBISWorld, 2012

<sup>18</sup> FarmFresh, 2013

<sup>19</sup> FarmFresh, 2013

In order to reach this goal, we collected and analyzed data from the WPI Community through cheese taste tests and a survey. From our findings, we created a business concept tailored to the WPI Community. We then proceeded to analyze and evaluate this concept to determine whether or not starting this business would be feasible.

There were several steps involved in completing our first objective, including:

1. Purchasing goat cheese for the sampling effort
2. Creating a survey to accompany the taste tests
3. Obtaining clearance to distribute the cheese
4. Determining the times and locations for the sampling

James Wolken had already begun discussions with one goat cheese farm, Westfield Farm. We decided to purchase our cheese from this farm because of this existing relationship. We selected and purchased four flavors for our goat cheese sampling: Plain, Herb Garlic, Smoked, and Chocolate. We opted for these flavors in order to give our taste testers a reasonable number of options to taste and evaluate without overwhelming them with too many choices.

In order to track the responses of the WPI Community to the sampling/test testing, we needed to create a vehicle to gather those comments. We determined that a survey was the best way to solicit feedback from our taste testers. So as not to make the process too onerous, we incorporated questions that were universally easy to understand and would give us the most insight into what the WPI Community thought of this idea. The original survey consisted of six questions. Figure 1 shows our original survey:



**Gompei's Goat Cheese Survey**

1. From 1-10, how much did you enjoy each flavor? (10 being the best, leave unsampled flavors blank.)

- Plain Goat cheese \_\_\_\_\_
- Herb Garlic \_\_\_\_\_
- Hickory Smoked \_\_\_\_\_
- Chocolate \_\_\_\_\_

2. Would you buy WPI Goat Cheese? (circle one)      Yes      No

3. What form do you want the cheese in? (circle one)

Log       Round       Indifferent      Neither


4. Where would you buy the cheese? (circle all that apply)

Order online      Mail order      Purchase at a local store      Purchase at school bookstore

5. Would you be interested in a cheese of the month club? (circle one)      Yes      No

6. Would you provide us with some demographic information? (fill in boxes)

<b>Gender</b>	<b>Age</b>	<b>ZIP Code</b>	<b>Relationship to WPI</b>
<input type="checkbox"/> Male	<input type="checkbox"/> Under 18	<input type="checkbox"/> 50-64	<input type="checkbox"/> Alumni
<input type="checkbox"/> Female	<input type="checkbox"/> 18-35	<input type="checkbox"/> Over 64	<input type="checkbox"/> Parent
	<input type="checkbox"/> 36-50	_____	<input type="checkbox"/> Other _____



**Figure 1: Original Gompei's Goat Cheese Survey**

Distribution of the cheese on campus was met with some additional administrative hurdles. In order to obtain permission to distribute the cheese, we were required to secure clearance from the Worcester Board of Health and Chartwells. Our sponsor readily assisted us in completing and filing the necessary forms and getting them approved.

Now that we had the cheese, the surveys, and the clearance to distribute the cheese, we needed a time and a place to do so. We evaluated the different events on campus that might serve as appropriate

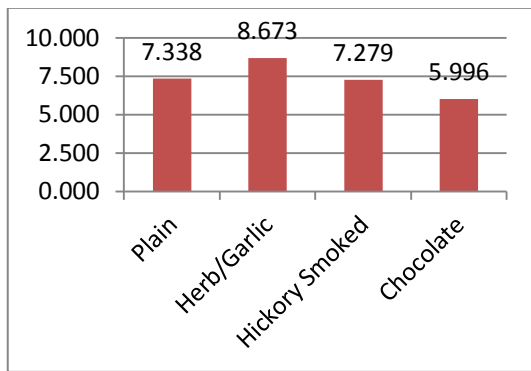


Figure 2: Flavor by Rating

10. Plain and Hickory Smoked followed closely behind at 7.338 and 7.279 respectively. Chocolate came in last, with a rating of 5.996. Figure 2 shows these ratings side by side.

Figure 3 shows the proportion of people who would buy our cheese. 67% of testers would buy the cheese, 25% said maybe, and only 8% said they would not buy the cheese

Figure 4 shows where our respondents would prefer to buy cheese. Surprisingly, 60% of testers said they would buy cheese at a local

sampling opportunities for our effort. We narrowed down the choices to three special weekend festivities: Parent’s Weekend, Homecoming Weekend, and Founder’s Day.

In total, we received 247 responses to our survey. We asked our respondents how much they enjoyed each flavor of cheese. Herb Garlic was the most enjoyed flavor, received a rating of 8.673 out of

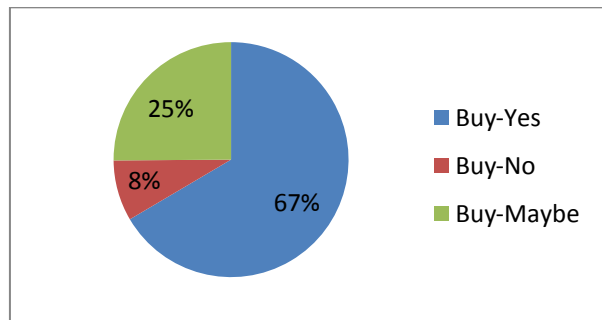


Figure 3: Percentage of People who would buy our Cheese

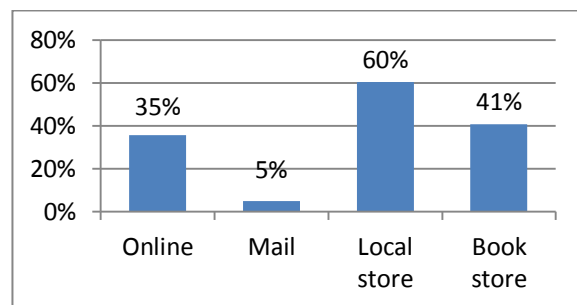


Figure 4: Cheese Preferences by Ordering Channel

store. This was followed by 41% at the WPI bookstore, 35% online, and 5% via mail order.

Figure 5 shows how many respondents were interested in a cheese of the month club. 41% of responses were a “no” to this question, while only 24% said “yes”.

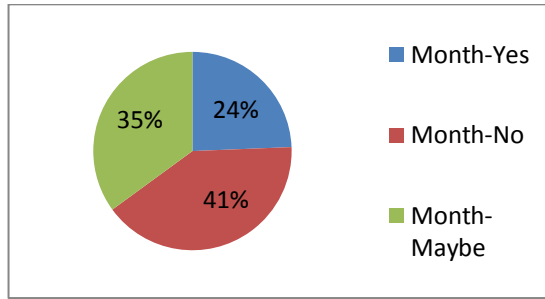


Figure 5: Percentage of People who would join a Cheese of the Month Club

Figure 6 demonstrates the age distribution of the respondents. Over half of all respondents were between the ages of 18 and 35. This seems logical since almost every student falls into this category. Most of the parents fell into the 36-50 and 51-64 age ranges. Most alumni were in the 18-35 age range, however some older alumni accounted for survey respondents as well.

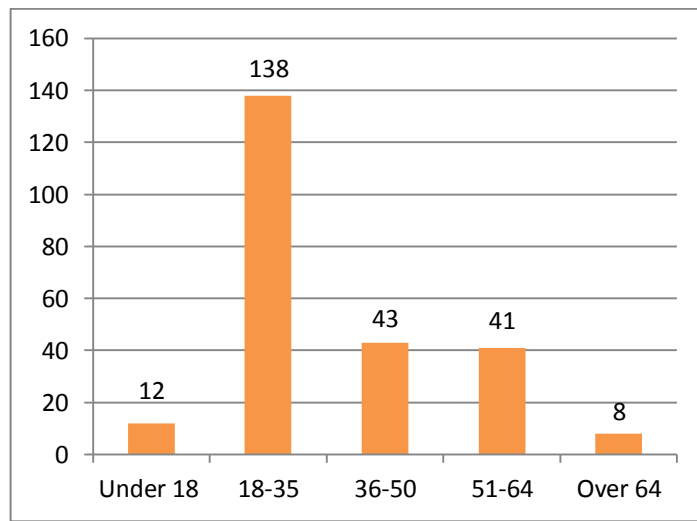


Figure 6: Age Distribution of Respondents

Figure 7 shows the geographic distribution of the respondents. As expected, most of the respondents were from the Northeast, although some respondents lived in other parts of the country. Parents are notated with

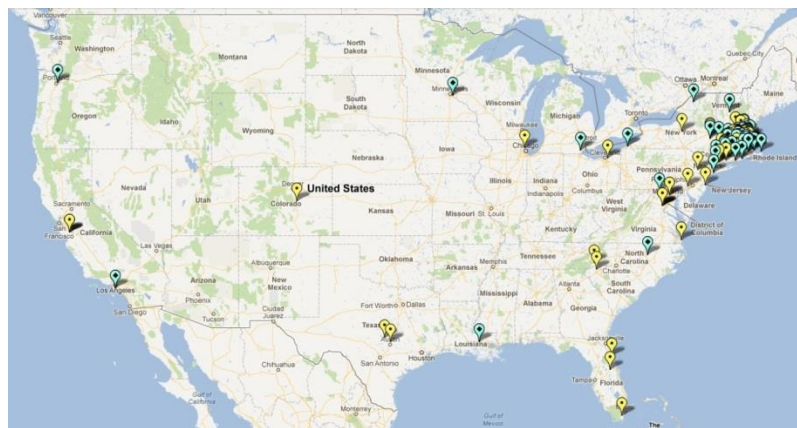


Figure 7: ZIP Codes of Respondents

yellow markers and alumni are with blue markers.

Figure 8 shows a magnified perspective of the geographic distribution of the WPI Community. The red marker is WPI. Many of the respondents live within 75 miles of WPI.

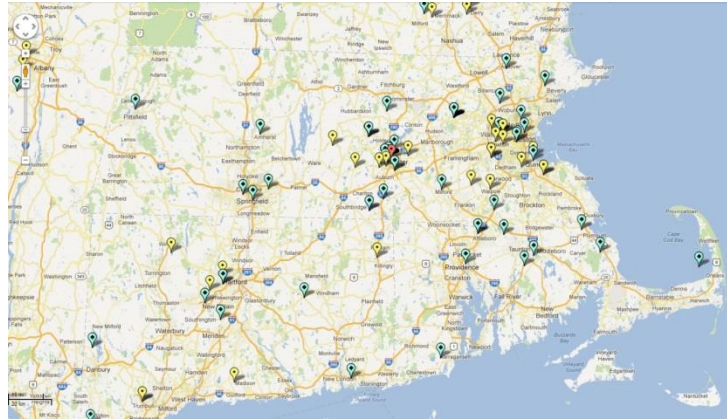


Figure 8: ZIP Codes of Respondents - Northeast

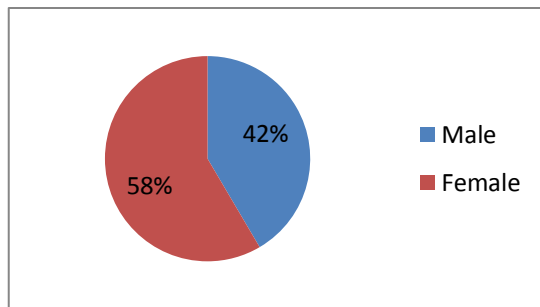


Figure 9 shows the gender breakdown. Oddly, we received more responses from females. 58% of responses came from females, whereas only 42% came from males. 4% of people opted out of this question.

Figure 9: Gender of Respondents

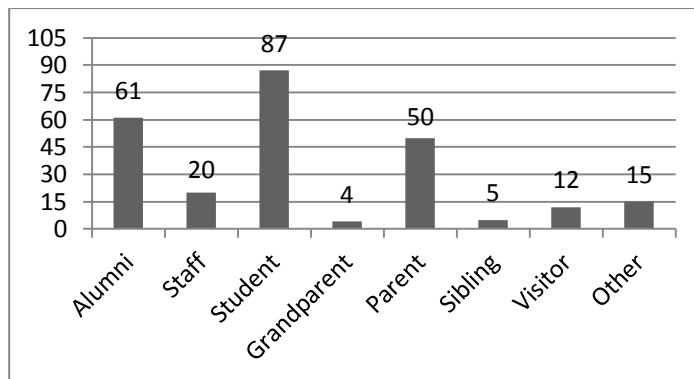


Figure 10 shows who completed

our survey. It lists them in terms of their relationship to WPI, i.e., student, faculty, staff, alumni, parents. Most of our responses came from alumni, students, and parents.

Figure 10: Respondents Relationship with WPI



With interest in the product line confirmed, we embarked on our second objective of defining the business through the development of the business plan. Our plan focuses on delineating the core elements necessary to construct the initial product line, structuring the organizational workflow, and marketing Gompei's Goat Cheese to the WPI Community. We would like to mention that this business plan was originally written for another WPI course and Professor Frank Hoy has given us permission to re-use it for our project.

Our third objective was to determine whether or not launching this business would be feasible. We took multiple factors into consideration, including:

1. Response to the concept via our surveys
2. Willingness to purchase via our surveys
3. Historical success of other schools in similar ventures
4. Cost-effective availability of resources to supply the product for our business
5. Costs (distribution, marketing) to bring the product to market
6. Coordination and continuity challenges inherent to a student-run business

The chart below provides a visual representation of the factors used to evaluate Gompei's Goat Cheese. With positive results in three of our categories, and bright outlooks in the other three, we believe that it is feasible for WPI to launch this venture.

<b>Factor</b>	<b>Positives</b>	<b>Negatives</b>	<b>Do the Positives Outweigh the Negatives?</b>
1	Our respondents liked the concept. When asked to participate in our survey, many were intrigued by the idea.	There was some disinterest in the concept. Some people thought the idea would not work.	<b>Yes.</b>
2	Two thirds of the respondents would buy the cheese, including current students, which is a tougher market to tap into.	A high percentage of alumni (about a third) were disinterested in purchasing the cheese.	<b>Yes.</b>
3	Other schools have been very successful in the cheese business, generating large profits for the better part of a century.	These schools have their own creameries, staff, and inventory.	<b>Yes.</b>
4	There are farms interested in supplying cheese to our venture.	Our cheese will be expensive, especially compared to supermarket prices.	<b>Maybe.</b>

5	Since this project started in WPI's Marketing Division, marketing will not be an issue.	We do not have the logistics set up for this, nor do we know if smaller farms can handle the potential customer base we offer.	<b>Maybe.</b>
6	The Student Alumni Society (SAS) is willing to run the business during slow times.	The business will be switching leaders every year or two, meaning the company could lose steam at the end of each school year.	<b>Maybe.</b>

Our research concluded that the WPI community is definitely interested in buying WPI-branded goat cheese. The data we gathered from our product sampling and surveys demonstrated that the WPI Community not only enjoyed the cheese, but also supported the concept of the having WPI sell its own brand of goat cheese as a revenue generating mechanism for WPI's scholarship program. After sharing details of this project and business with our surveyees, many were intrigued by the idea.

We have concluded that this business is feasible. There are many factors to its success. Our recommendations include what we think should help advance Gompei's Goat Cheese efficiently and effectively not only at the launch of the endeavor, but also as the business transitions each year from one student body to the next, and as it grows and evolves in product line and distribution sources.

To move Gompei's Goat Cheese from a concept on paper to a business in action, the following steps need to be taken:

1. Confirm farm supplier
2. Confirm product line
3. Launch the business on campus
4. Select distribution channels
5. Expand the business off campus via a dedicated website

The roll out plan for the business is essential to its success. Selling the product first on campus will keep down costs and allow the business team to work through any production and coordination issues that might arise. While limiting the initial sales locations to the WPI campus might limit the potential market, it will provide the added value of helping establish Gompei's Goat Cheese as a viable brand among the target audience most closely aligned with its underpinnings: the current student body and faculty. Growth will be attained with this core segment as the base, a base which will promote awareness to others through word of mouth endorsement.

Additionally, special sales efforts focused on campus events at which the broader customer base will be in attendance, i.e., sports events, social events, orientations, ceremonies and the like, will help to launch future off-campus sales by introducing alumni, family and friends to this new business venture. At each of these events, the team should continue to build direct marketing tools, including email lists, to be used in the next phase of roll out that focuses on the off-campus WPI Community.

The transitioning of the management of the business needs to be smooth, uneventful, and consistent year after year. To attain this goal, the WPI administration needs to support the transition plan. Before the end of each academic year, the new student leaders need to be identified and trained in the systems by the current team. We recommend that this hand off occur no later than the beginning of D Term so that the new and old student teams have adequate time to accomplish the transition.

Taking the launch and roll out of Gompei's Goat Cheese one step at a time will help to ensure its success and will provide a strong platform for future growth of the product line and points of sale. Gompei's Goat Cheese will be a tangible display of the WPI education, providing a work in progress opportunity for its current student body, while simultaneously supporting the WPI students of the future...the smartest goats in the world.

# Acknowledgments

We would like to thank the follow individuals for their help and assistance throughout our project. Without their help, this project would not have been as successful as it has been.

## **Our Advisor**

Sharon Wulf

## **Our Sponsor**

James Wolken

## **Business Plan Group**

Joey Botelho, Elizabeth Riendeau, James Sareault

## **Label Design**

Tara Probeck

## **Other Help**

Tim O'Neil

We would like extend our profound thanks to Sharon Wulf for guiding and supporting us through the process of developing a new business venture. We would also like to thank Jim Wolken for always being there when we needed him, for providing an historical marketing perspective on the venture, and for assisting in the WPI administrative formalities. We would like to thank Joey Botelho, Elizabeth Riendeau, and James Sareault for helping us develop the business plan. We would like to thank Tara Probeck for designing our labels. Finally, we would like to thank Tim O'Neil for attending many of our meetings and providing input on our project.

# Authorship Page

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Introduction, Methodology, Results, Conclusions, Recommendations, Editor, Executive Summary,  
Business Plan (1/4)

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Business Plan (3/4)

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# 1 Introduction

Gompei's Goat Cheese launched as the brainchild of James Wolken in Worcester Polytechnic Institute's Marketing Department. While working on an animation for WPI's admission's office, Wolken contemporized the school's mascot, Gompei the Goat, as a way of promoting and enhancing visibility for and awareness of WPI. In order to ensure that the updated Gompei did not misrepresent the mascot or the WPI traditions that he symbolizes, Wolken enlisted feedback from student leaders Nick Mondor ('12) and Tim O'Neil ('14). The outcome of those discussions was the belief among this inner circle that leveraging Gompei in his WPI sweater could be a highly effective marketing tool for WPI, "a contagious idea that can't be stopped."<sup>20</sup>

The second significant event in Gompei's rebirth came when Mondor and a group of WPI students focused their capstone project for an entrepreneurial business course on Gompei's Goat Cheese. With Gompei as the hook, focus, and lead "spokesgoat" for the effort, goat cheese became the natural extension of the concept and a perfect choice for an initial product line. Through research on campus, the group tested the viability of this concept. The results of their work were memorialized in video: <http://www.youtube.com/watch?v=iV3BuoDcZXE>.

From there, O'Neil advanced the concept through a summer internship in WPI's Marketing Department. That summer, O'Neil shared his knowledge of WPI's beloved mascot, information that helped to solidify the potential for this project. To test the strength of initial positive feedback, O'Neil and Wolken placed a full-page image of the new and improved Gompei in the *Journal*, WPI's alumni magazine. The response was overwhelmingly favorable, and motivated the two to showcase their creation in new ways.

Gompei lapel pins were next, used as keepsakes for the WPI Campaign kickoff event in May 2012. All 500 pins were distributed that evening, generating a sizable demand for more around campus. The second order of 2,000 pins was depleted by many departments: Marketing, Graduate Admissions, the Library, Alumni Relations, and Undergraduate Admissions. The new Gompei now sat close to our hearts and stood ready for the next challenge.

The success of this concept needed to be honed: O'Neil submitted the concept for Gompei's Goat Cheese as an entry for the Kalenian Award. Additionally, he presented the concept as an MQP to department head, Professor Wally Towner, and requested its consideration for the 2012-2013 academic

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<sup>20</sup> Wolken, 2013

year. Later that summer, Gompei's Goat Cheese was awarded a faculty advisor, Professor Sharon Wulf. It was ready to go, needing only students to bring this out-of-the-box thinking into reality.

By Fall 2012, Gompei's Goat Cheese found its student ambassadors: Danielle Payne ('13) and Jeremy Berman ('13). They joined the team and took on the challenge to test the multi-pronged concept for the business:

- To broaden awareness of WPI as an educational powerhouse on a national level
- To promote WPI's School of Business
- To showcase WPI's entrepreneurial spirit with a high-visibility, real-world project
- To create a student-run business that would pay WPI to market itself and support its scholarship program

The goal of our project was to test this concept to determine the feasibility of creating a student-run business to market WPI through the sale of WPI-branded goat cheese, under the name, Gompei's Goat Cheese...Made by the Smartest Goats in the World. This was accomplished by surveying the WPI Community to gauge their interest in such a product, creating a business plan focused on execution and marketing of such a venture, and evaluating the steps necessary to reach that goal.

## 2 Background

Our project focused on the feasibility of developing and maintaining a student-run business on campus that initially markets a goat cheese product line closely aligned with Gompei, the school's beloved mascot, to the WPI Community as a means of supporting WPI's current scholarship programs. The purpose of such an enterprise is to demonstrate in real terms the business knowledge that WPI students have learned in the classroom. Additionally, this effort embraces the spirit of the WPI Community, using Gompei as a dual-fold metaphor for academic excellence and the enduring traditions at WPI. Through this on-going student effort, the current WPI student body will be leveraging the relationships that WPI has with its Community of students, faculty, alumni, staff, and family and friends, to support a business venture that will translate into support of its students through the current scholarship programs. A secondary outcome from this will be improving alumni engagement. The expectation is that the Gompei brand will expand to offerings beyond food products as the business becomes established and recognized throughout the WPI Community, and could eventually grow to reach the tangential WPI Community in Worcester.

### 2.1 Other Schools in the Cheese Business

This business concept, like most, is not new to the academic sector. Other colleges are already in the cheese business, and have been quite successful. They include: Washington State University, Mississippi State University, and University of Nebraska-Lincoln.

Washington State University (WSU) sells Cougar Gold, WSU's branded cheese.<sup>21</sup> WSU has their own creamery, which means they make their own cheese. The original creamery was built in the 1930s, but they moved to a more modern facility in 1992.<sup>22</sup> They sell the cheese in thirty ounce sealed tins for twenty dollars each, plus ten dollars shipping. They have many different flavors, including: Cougar Gold, American Cheddar, Smoky Cheddar, Viking, Dill Garlic, Crimson Fire, Sweet Basil, and Hot Pepper.<sup>23</sup> They also sell a commemorative DVD about the history of their region. Another product of theirs is a novelty, a cheese tin piggy bank. Each year, WSU manufactures over 250,000 cans of cheese and generates revenues around \$5.5 million.<sup>24</sup>

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<sup>21</sup> WSU Creamery, 2013

<sup>22</sup> WSU Creamery, 2013

<sup>23</sup> WSU Creamery, 2013

<sup>24</sup> Kramer, 2011

Mississippi State University (MSU) makes Edam cheese.<sup>25</sup> MSU started making cheese in 1938, when it was introduced to the campus by a professor.<sup>26</sup> MSU's creamery employs both full time employees and part time students. Together, they make four hundred three-pound balls of Edam cheese every day.<sup>27</sup> MSU's flavors include: Edam, Reduced Fat Edam, Cheddar, Cheddar Spread, Jalapeno Pepper, Jalapeno Spread, and Vallagret.<sup>28</sup> A three-pound ball of Edam sells for twelve dollars, with shipping at nine dollars. The creamery also sells other products such as juice, cider, jams and jellies, condiments, peanuts, and an assortment of meats.<sup>29</sup>

University of Nebraska-Lincoln (UNL) makes a variety of cheeses. Their flavors include: Husker, Husker with Jalapeno, Husker with Caraway, Husker-N-Gold, Husker with Dill, Husker with Tomato Basil, Husker with Spinach and Artichoke, Husker with Cracked Pepper and Chives, Sharp Cheddar, Smoke Cheddar, and New York Cheddar.<sup>30</sup> In addition to cheese, UNL also sells ice cream and coffee. UNL's creamery opened in 1917.<sup>31</sup> UNL's creamery is used to provide hands-on experience to their food science students.<sup>32</sup> All of their cheeses are sold in gift boxes. They sell a two pound assortment of cheese for \$24 and a four pound assortment for \$40. Some of their gift boxes are in the shape of Nebraska.

## 2.2 What is Goat Cheese?

Goat cheese, as the name implies, is cheese made from goat's milk. Generally, most cheese comes from cow's milk. Goat's cheese is healthier than cow's cheese. It has fewer total calories as well as calories from fat.<sup>33</sup> It is also lower in total fat, saturated fat, sodium, and cholesterol.<sup>34</sup> Goat's cheese is also higher in vitamin D, vitamin K, thiamine, niacin, riboflavin, and phosphorus than cow's cheese.<sup>35</sup> A one ounce serving of goat cheese provides 11% of the recommended daily value of calcium

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<sup>25</sup> MSU Cheese, 2013

<sup>26</sup> MSU Cheese, 2013

<sup>27</sup> MSU Cheese, 2013

<sup>28</sup> MSU Cheese, 2013

<sup>29</sup> MSU Cheese, 2013

<sup>30</sup> UNL Dairy Store, 2013

<sup>31</sup> UNL Dairy Store, 2013

<sup>32</sup> UNL Dairy Store, 2013

<sup>33</sup> Ulmer, 2011

<sup>34</sup> Ulmer, 2011

<sup>35</sup> Ulmer, 2011

and 2% of the recommended daily value of iron.<sup>36</sup> Goat cheese also contains less lactose than cow's cheese. This means some lactose-intolerant individuals will be able to eat goat cheese.<sup>37</sup>

## 2.3 The Cheese Market

### 2.3.1 US Cheese Market

In 2012, the dairy industry in the United States was \$83.9 billion, with \$34.29 billion of revenue for cheese alone.<sup>38</sup> The industry is expected to grow to over \$93 billion by 2018. Demand for dairy products as well as dairy consumption are also on the rise. In 2012, the average American consumed 607.5 pounds of dairy products, cheese included.<sup>39</sup> That number is expected to grow to 611 pounds by 2017.<sup>40</sup> Cheese consumption is also on the rise. In 1999, the average American consumed 32.7 pounds of cheese.<sup>41</sup> In 2011, that number had risen to 35.8 pounds.<sup>42</sup> Cheese consumption is expected to continue along this growth track. Unfortunately, the price of milk is escalating as well. The price of a hundredweight of milk in 2012 was \$22.19.<sup>43</sup> By 2017, that price could be \$25.10.<sup>44</sup> For reference, 1 hundredweight is equal to 100 pounds.

### 2.3.2 New England Cheese Market

New England's position in the market is strong, particularly when viewed in relation to its population. New England is home to 6% of all cheese farms in the country.<sup>45</sup> Holding only 4% of the total US population, New England supports a heavier weight of this market.<sup>46</sup>

### 2.3.3 Worcester Cheese Market

There are 12 farms within 50 miles of Worcester that supply goat cheese.<sup>47</sup> These farms include: Crystal Brook Farm, Renaissance Farms, Westfield Farm, Ruggles Hill Creamery, Shepherd's Gate, Bush Meadow Farm, Twin Birch Farm, Meadow Stone Farm, Amethyst Farm, Ekonk Hill Turkey Farm,

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<sup>36</sup> Robinson, 2011

<sup>37</sup> Ulmer, 2011

<sup>38</sup> IBISWorld, 2013

<sup>39</sup> IBISWorld, 2012

<sup>40</sup> IBISWorld, 2012

<sup>41</sup> IBISWorld, 2012

<sup>42</sup> IBISWorld, 2012

<sup>43</sup> IBISWorld, 2012

<sup>44</sup> IBISWorld, 2012

<sup>45</sup> IBISWorld, 2013

<sup>46</sup> IBISWorld, 2013

<sup>47</sup> FarmFresh, 2013

Deerfield Farm, and Butterfield Farm Company.<sup>48</sup> If you extend the boundary to 100 miles, there are 33 farms.<sup>49</sup> Many of these farms sell their cheese direct to consumers at farmers markets and from the farms themselves, or to the trade via middlemen through wholesaling.

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<sup>48</sup> FarmFresh, 2013

<sup>49</sup> FarmFresh, 2013



# 3 Methodology

Our project focused on determining the feasibility of a student-run business selling WPI-branded cheese to the WPI Community. Our objectives were as follows:

1. To gauge the market interest for goat cheese from the WPI community
2. To develop a business plan with a focus on execution and marketing for Gompei's Goat Cheese
3. To determine the feasibility of the business

In order to reach this goal, we collected and analyzed data from the WPI Community through cheese taste tests and a survey. From our findings, we created a business concept tailored to the WPI Community. We then proceeded to analyze and evaluate this concept to determine whether or not starting this business would be feasible.

## 3.1 Gauged the Market Interest for Goat Cheese from the WPI Community

Our first objective was to determine how receptive the WPI Community would be in buying WPI-branded goat cheese. We defined the WPI Community as students, parents of students, alumni, faculty, and staff. We decided the best way to do this would be to survey our target market and gauge how much they liked the product through a sampling/taste-testing effort. There were several steps involved in this process, including:

1. Purchasing goat cheese for the sampling effort
2. Creating a survey to accompany the taste tests
3. Obtaining clearance to distribute the cheese
4. Determining the times and locations for the sampling
5. Inputting the survey data results into a spreadsheet
6. Analyzing the data and drawing conclusions

### 3.1.1 Buying the Goat Cheese

You cannot run a cheese taste-test without cheese! Prior to our involvement in this project, our sponsor had begun speaking to goat cheese farmers in the area. He shared with us his initial conversations with a potential goat cheese supplier, Westfield Farm, and suggested that we advance his

research with this entity. Westfield Farm is a local goat cheese farm located in Hubbardston, Massachusetts, approximately twenty miles from WPI. Their product line includes a wide variety of goat cheese flavors. We visited the farm with two purposes in mind: to learn more about goat cheese production and how this particular enterprise handles its packaging and delivery systems, and to explore the opportunities to partner with Westfield Farm as our goat cheese supplier. Additionally while we were there, we selected a variety of goat cheese products to use in our on-campus Gompei's Goat Cheese taste-testing effort.

After review of the goat cheese flavors, we selected and purchased four flavors for our goat cheese sampling: Plain, Herb Garlic, Smoked, and Chocolate. We opted for these flavors in order to give our taste testers a reasonable number of options to taste and evaluate without overwhelming them with too many choices. We selected Plain goat cheese as the benchmark. We added Herb Garlic and Smoked cheese to our sampling line on the advice of Westfield Farm, who indicated that these flavors were their biggest sellers. With our baseline cheese and best-seller recommendations set, we decided to supplement the final sample offerings with a more exotic flavor. For that reason, we purchased Chocolate goat cheese.

### 3.1.2 Creating a Survey

In order to track the responses of the WPI Community to the sampling/test testing, we needed to create a vehicle to gather those comments. We determined that a survey was the best way to solicit feedback from our taste testers. So as not to make the process too onerous, we incorporated questions that were universally easy to understand and would give us the most insight into what the WPI Community thought of this idea. The original survey consisted of six questions. The questions were (with the options below each question):

1. From 1-10, how much did you enjoy each flavor? (10 being the best, leave unsampled flavors blank.)
  - a. Plain
  - b. Herb Garlic
  - c. Hickory Smoked
  - d. Chocolate
2. Would you buy WPI Goat Cheese? (circle one)
  - a. Yes
  - b. No
3. What form do you want the cheese in? (circle one)
  - a. Log
  - b. Round
  - c. Indifferent
  - d. Neither

4. Where would you buy the cheese? (circle all that apply)
  - a. Online
  - b. Mail Order
  - c. Local Store
  - d. WPI Bookstore
5. Would you be interested in a cheese of the month club? (circle one)
  - a. Yes
  - b. No
6. Would you provide us with some demographic information? (fill in boxes)
  1. Gender
    - a. Male
    - b. Female
  2. Age
    - a. Under 18
    - b. 18-35
    - c. 36-50
    - d. 50-64
    - e. Over 64
  3. Zip Code
  4. Relationship to WPI
    - a. Alumni
    - b. Parent
    - c. Other

We asked about gender, age, location, and relationship to WPI to gather the demographics on our taste testers.

After we had conducted our first taste testing, we modified the questions in response to learning that some of the questions were not being answered in the manner that we had expected. First we found that participants were misreading the directions. For example, the taste testers were answering the first question incorrectly. Instead of rating the cheeses on a scale from one to ten, some of the taste testers just marked off which flavors they tried. Also, we removed question three from the survey because few people answered this question, leading us to believe that the form of the cheese was not relevant to them, at least at this stage of our exploration. We also realized that the Yes/No questions would be better served by including a Maybe option. In the updated survey, we also added a place for the testers to leave their email address. Having email addresses allows us to begin building a database of customers that we can use for direct marketing purposes to communicate with them about updates on the business as it continues to grow and expand.

The first survey accompanied the taste testing during Parent's Weekend. The second survey was used during the events of Homecoming Weekend, and Founder's Day.

### 3.1.3 Getting Clearance to Distribute Cheese

Distribution of the cheese on campus was met with some additional administrative hurdles. In order to obtain permission to distribute the cheese, we were required to secure clearance from the Worcester Board of Health and Chartwells. Our sponsor readily assisted us in completing and filing the necessary forms and getting them approved.

### 3.1.4 Find Times and Locations to Distribute Cheese

Now that we had the cheese, the surveys, and the clearance to distribute the cheese, we needed a time and a place to do so. We evaluated the different events on campus that might serve as appropriate sampling opportunities for our effort. We narrowed down the choices to three special weekend festivities: Parent's Weekend, Homecoming Weekend, and Founder's Day.

Since our target market, the WPI Community, included people who are not on campus every day, we wanted to ensure that our events would cater to everyone in our target market: students, faculty, family of students, and alumni. Aside from needing a statistically significant sample size that required us to reach as many people in our target as possible, as well as to reach as many segments of our target as possible, we needed to make sure that the environment would lend itself to sampling and responding to surveys. These criteria fit best with the events selected: Parent's Weekend to reach students and parents; Homecoming Weekend to reach alumni, students, parents, staff and faculty; Founder's Day to reach alumni and students.

For all of these events, we set up a Gompei's Goat Cheese sampling booth. For Parent's Weekend, we were located in the Campus Center. For Homecoming, we moved to the quadrangle at WPI. For Founder's Day, we were set up at the fountain at WPI. On our table, we arranged the goat cheese samples, with and without crackers to accompany the cheese, along with the surveys. We staffed the booth during the weekend to solicit tasting and participation in our survey. This face-to-face contact provided an opportunity for us to share with the WPI Community the reason for Gompei's Goat Cheese and to help to generate excitement for and interest in this new business opportunity.

### 3.1.5 Data Analysis

After the data were collected, we input them into an Excel spreadsheet for further evaluation and interpretation. We used several metrics to analyze the data. They included: averages, proportions, and totals.

Averages were used to determine the response to each flavor. Since the respondents were rating the cheeses instead of just saying yes or no, an average worked best to quantify the result.

Proportions were used on four questions: would you buy the cheese, where would you buy the cheese, what form would you want the cheese in, and would you join a cheese of the month club. Proportions were used because each respondent could only answer yes, no, or maybe to these questions. The “where” question has responses that add up to over 100% because respondents were allowed to choose more than one answer.


Totals were used to gather data about our respondents. We used tallies to gather information about age and relationship to WPI.

We also collected data on geographic penetration by asking our respondents where they lived. In order to be sensitive to privacy concerns, we only asked for a ZIP code. We wanted to know where our customer base was located, mostly for evaluating shipping expenses.



# 4 Results

In total, we received 247 responses to our survey. This section is segmented by question, with the results for each question highlighted accordingly. In addition, we have included other pertinent findings. Figure 11 shows our original survey.

**Gompei's Goat Cheese Survey**



- From 1-10, how much did you enjoy each flavor? (10 being the best, leave unsampled flavors blank.)
  - Plain Goat cheese \_\_\_\_\_
  - Herb Garlic \_\_\_\_\_
  - Hickory Smoked \_\_\_\_\_
  - Chocolate \_\_\_\_\_
- Would you buy WPI Goat Cheese? (circle one)      **Yes**      **No**
- What form do you want the cheese in? (circle one)
 

Log       Round       Indifferent      Neither
- Where would you buy the cheese? (circle all that apply)
 


Order online      Mail order      Purchase at a local store      Purchase at school bookstore
- Would you be interested in a cheese of the month club? (circle one)      **Yes**      **No**
- Would you provide us with some demographic information? (fill in boxes)
 

<b>Gender</b>	<b>Age</b>	<b>ZIP Code</b>	<b>Relationship to WPI</b>
<input type="checkbox"/> Male	<input type="checkbox"/> Under 18	<input type="checkbox"/> 50-64	<input type="checkbox"/> Alumni
<input type="checkbox"/> Female	<input type="checkbox"/> 18-35	<input type="checkbox"/> Over 64	<input type="checkbox"/> Parent
	<input type="checkbox"/> 36-50	_____	<input type="checkbox"/> Other _____

Figure 11: Original Gompei's Goat Cheese Survey

Figure 12, shown below, the revised survey we used.

**Gompei's Goat Cheese Survey**



- From **1-10**, how much did you enjoy each flavor? (10 being the best, leave unsampled flavors blank)
  - Plain Goat cheese \_\_\_\_\_
  - Herb Garlic \_\_\_\_\_
  - Hickory Smoked \_\_\_\_\_
  - Chocolate \_\_\_\_\_
- Would you buy Gompei's Goat Cheese? (circle one)      **Yes**      **No**      **Maybe**
- Where would you buy the cheese? (circle **all** that apply)
 

Order online      Mail order      Purchase at a local store      Purchase at school bookstore
- Would you be interested in a cheese of the month club? (circle one)      **Yes**      **No**      **Maybe**
- Would you provide us with some demographic information? (fill in boxes)
 

<b>Gender</b>	<b>Age</b>	<b>ZIP Code</b>	<b>Relationship to WPI</b>
<input type="checkbox"/> Male	<input type="checkbox"/> Under 18	<input type="checkbox"/> 51-64	<input type="checkbox"/> Alumni
<input type="checkbox"/> Female	<input type="checkbox"/> 18-35	<input type="checkbox"/> 65+	<input type="checkbox"/> Parent
	<input type="checkbox"/> 36-50	_____	<input type="checkbox"/> Student
			<input type="checkbox"/> Other _____
- If interested, please provide an email address: \_\_\_\_\_

Figure 12: Revised Gompei's Goat Cheese Survey

#### 4.1.1 Question 1: From one to ten, ten being loved it, how much did you enjoy each flavor?

We found that three of our four flavors received a positive response. Chocolate did not receive as positive a response as the other three flavors, but it was by no means disliked in its entirety.

Figure 13 shows the average rating for each flavor. Herb Garlic was the most well received flavor, garnering a rating of 8.67 out of 10. Plain and Smoked cheese did well also, earning 7.34 and 7.30 out of 10 respectively. Chocolate performed the worst, only scoring 6.00 out of 10. Parents were not fans of the Chocolate cheese, rating it a 4.83 out of 10. Students enjoyed Plain cheese less than average too, rating it 6.87 out of 10.

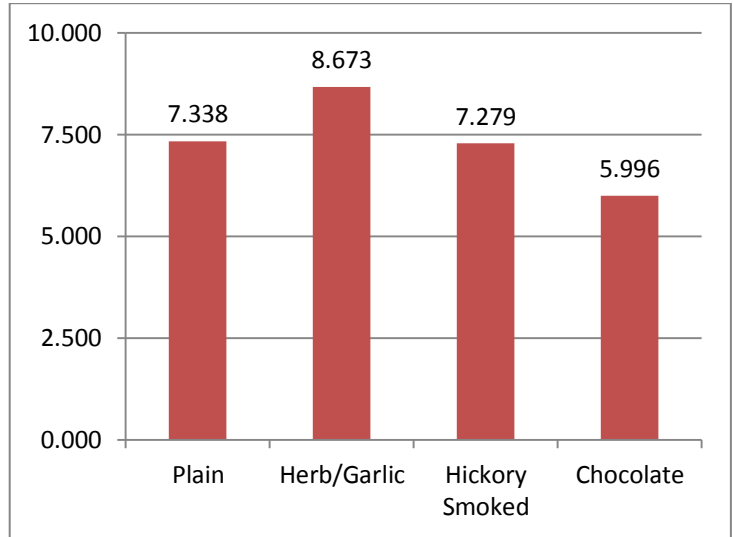


Figure 13: Flavor by Rating

#### 4.1.2 Question 2: Would you buy Gompei's Goat Cheese?

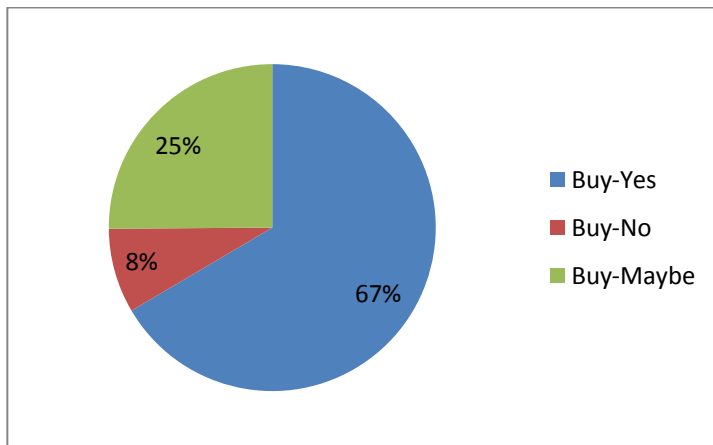


Figure 14: Percentage of People who would buy our Cheese

Our responses to this question were very positive. Figure 14 shows the proportion of people who would buy our cheese. 67% of testers would buy the cheese, 25% said maybe, and only 8% said they would not buy the cheese. While parents were extremely receptive to the cheese, with 76% indicating that they would buy the cheese, they also had the largest percentage of disinterest in the product, with 17% of respondents voicing that they would not buy the cheese.

### 4.1.3 Question 3: What form do you want the cheese in?

We decided that the results to this question were unimportant. While taking the survey, many people asked us about this question, or seemed confused by it. It is also possible that there was bias in this question as we served the cheese in log form only, not giving an example of a round cheese. Figure 15 shows how our respondents would like their cheese. 41% of people were indifferent to how they received the cheese, further illustrating the disinterest in the question. Logs received 47% of the votes while round received 10%. Only 2% of the responses would have preferred a third form of cheese. This question was also left unanswered on 6% of surveys, more than any other question.

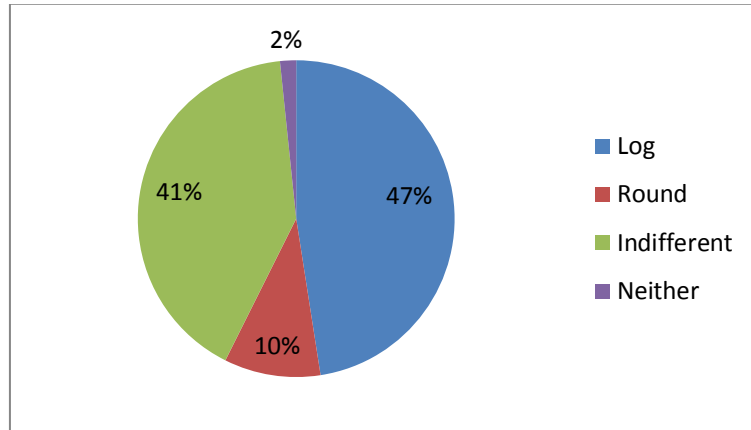


Figure 15: Cheese Preferences by Form

### 4.1.4 Question 4: Where would you buy the cheese?

Figure 16 shows where our respondents would prefer to buy cheese. Surprisingly, 60% of testers said they would buy cheese at a local store. This was followed by 41% at the WPI bookstore, 35% online, and 5% via mail order.

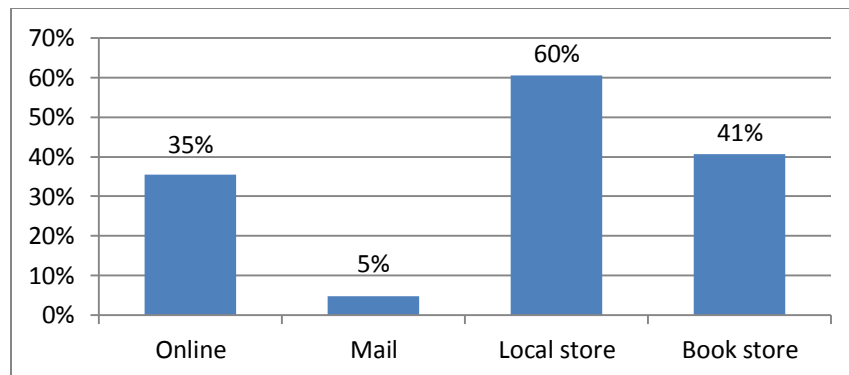


Figure 16: Cheese Preferences by Ordering Channel



These numbers are skewed from the student responses. Figure 17 shows the students' responses. Students were extremely interested in buying the products at a local store or the bookstore. On the other hand, parents and alumni respondents at 56% and 46% respectively, stating that they would buy the cheese online.

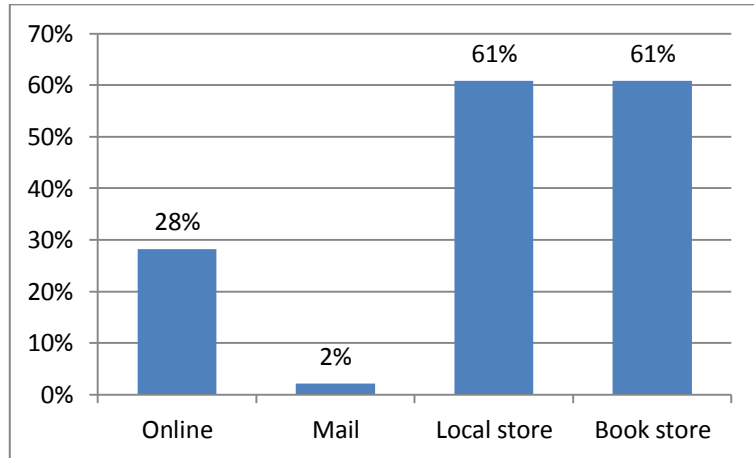


Figure 17: Cheese Preferences by Ordering Channel – Students Only

#### 4.1.5 Question 5: Would you be interested in a cheese of the month club?

Figure 18 shows how many respondents were interested in a cheese of the month club. 41% of responses were “no” to this question, while only 24% said “yes”. Surprisingly, students were more interested in a cheese of the month club than alumni, with 27% and 17% respectively, answering “yes” to this question. Students were also the most indecisive group, with 44% saying maybe.

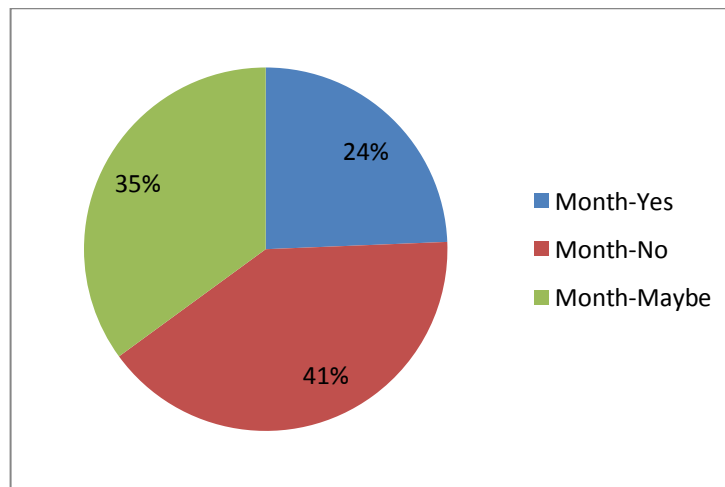


Figure 18: Percentage of People who would join a Cheese of the Month Club

#### 4.1.6 Question 6: Other Demographic Information

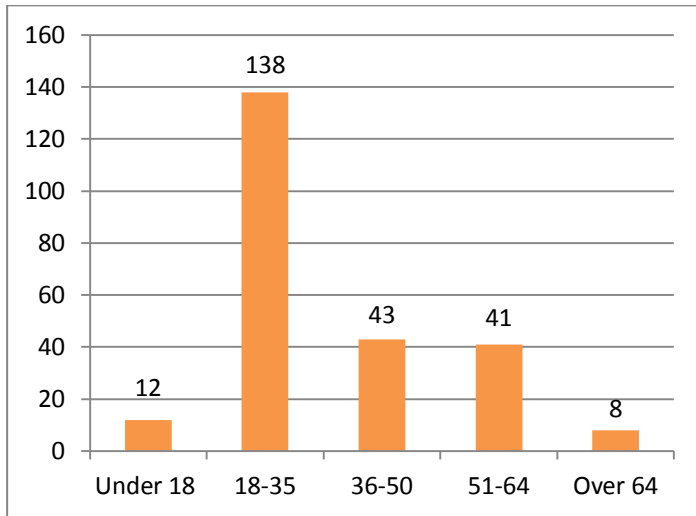


Figure 19: Age Distribution of Respondents

Figure 19 demonstrates the age distribution of the respondents. Over half of all respondents were between the ages of 18 and 35. This seems logical since almost every student falls into this category. Most of the parents fell into the 36-50 and 51-64 age ranges. Most alumni were in the 18-35 age range, however some older alumni accounted for survey respondents as well.

Figure 20 shows the geographic distribution of the respondents. As expected, most of the respondents were from the Northeast, although some respondents lived in other parts of the country. Parents are notated with yellow markers and alumni are with blue markers. It should be noted that about 5% of respondents left this question blank.

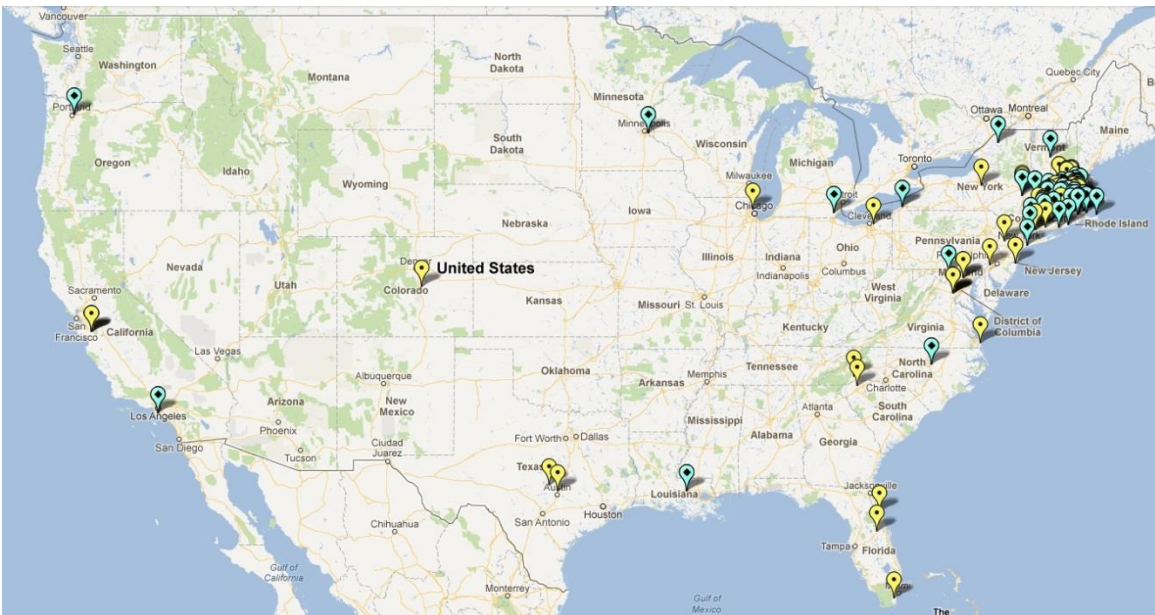


Figure 20: ZIP Codes of Respondents

Figure 21 shows a magnified perspective of the geographic distribution of the WPI Community. The red marker is WPI. Many of the respondents live within 75 miles of WPI.

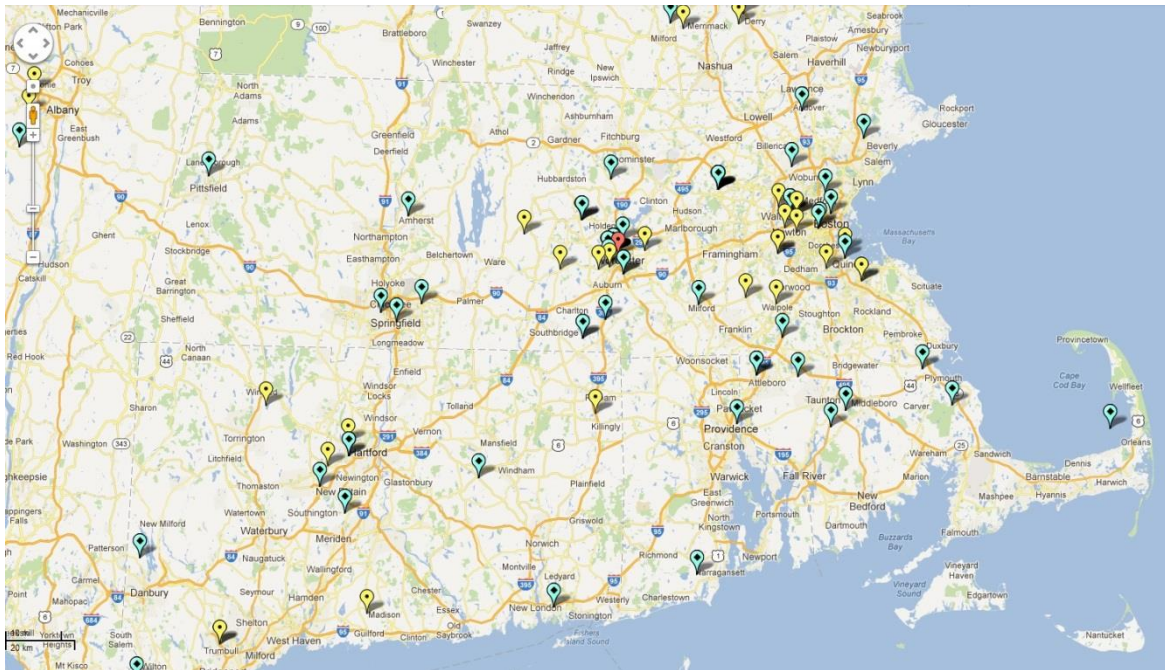


Figure 21: ZIP Codes of Respondents - Northeast

Figure 22 shows the gender breakdown. Oddly, we received more responses from females. 58% of responses came from females, whereas only 42% came from males. 4% of people opted out of this question.

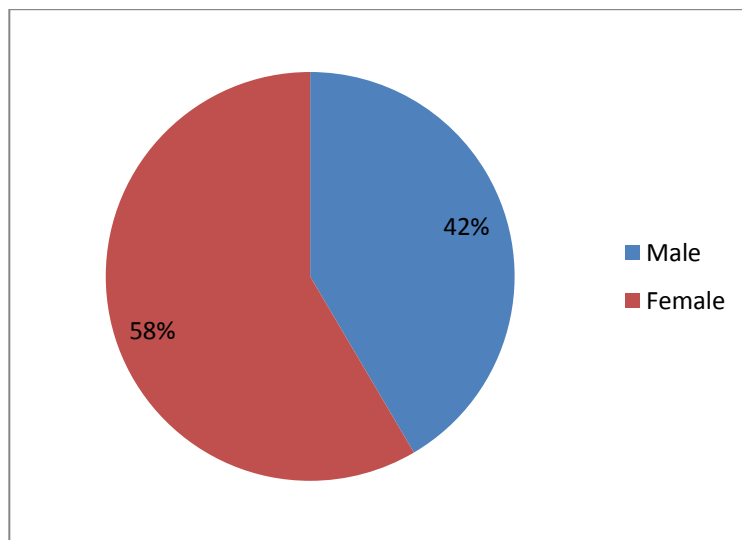


Figure 22: Gender of Respondents

Figure 23 shows who completed our survey. It lists them in terms of their relationship to WPI, i.e., student, faculty, staff, alumni, parents. Most of our responses came from alumni, students, and parents. It is important to note that some parents were also alumni and some alumni were staff and parents. This means that the numbers for each of these classifications are slightly smaller due to double counting.

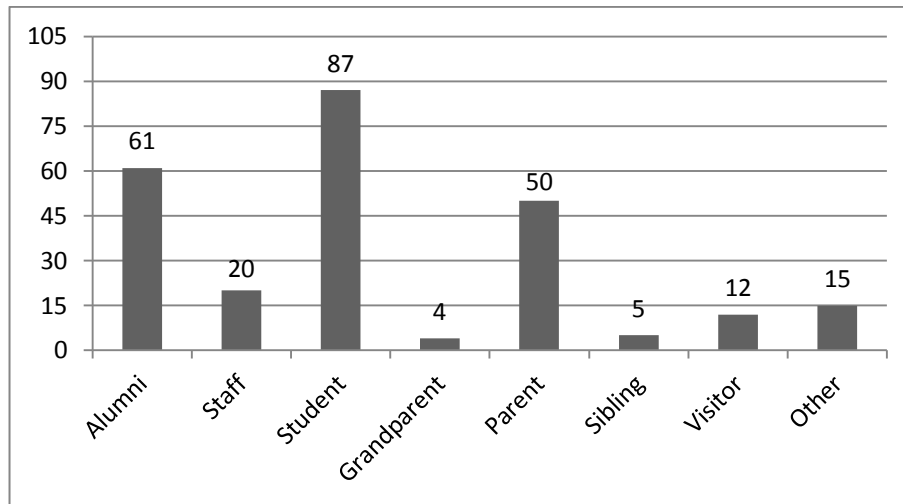


Figure 23: Respondents Relationship with WPI

## 4.2 Cheese Labels

We had labels designed for Gompei's Goat Cheese. We have been using them as promotional tools. Tara Probeck, the Senior Marketing Programs Manager in WPI's Marketing Division, designed the labels for us. She created several different designs for us. Figure 24 shows the different logos that were designed.



Figure 24: Gompei's Goat Cheese Labels

# 5 Business Plan

With interest in the product line confirmed, we embarked on our second objective of defining the business through the development of the business plan. Our plan focuses on delineating the core elements necessary to construct the initial product line, structuring the organizational workflow, and marketing Gompei's Goat Cheese to the WPI Community. We would like to mention that this business plan was originally written for another WPI course and Professor Frank Hoy has given us permission to re-use it for our project.

## 5.1 Executive Summary

### 5.1.1 Identify the Reader(s) and Purpose of the Business Plan

#### 5.1.1.1 *Who will read the plan?*

This business plan was written for WPI administrators and potential investors in a student-run fund raising effort: Gompei's Goat Cheese.

#### 5.1.1.2 *What are his or her frames of reference and perspectives?*

Given their personal connection to the school, our readers should have a more favorable view of this undertaking. They are more apt to support WPI students in their endeavors to apply the knowledge gained in the classroom to real-world applications, in this case, an application that will provide value to future WPI students and revenue for the school.

#### 5.1.1.3 *What action steps do you want the reader to take?*

We are seeking funding of \$40,000.00 to launch this new initiative.

### 5.1.2 Vision for Success

#### 5.1.2.1 *What is the Vision for Success for your business?*

Our Vision is to develop a self-sustaining, student-run business that marries the history and enthusiasm for WPI among its alumni, students, faculty, staff, friends, and community with a WPI-branded goat cheese product, whose sale will promote the school and help fund the scholarship program. Gompei's Goat Cheese embodies the essence of the Business School education at WPI and the dedication and enthusiasm of its current student body to expand and support the educational framework of WPI.

### ***5.1.2.2 What makes the Vision special?***

This Vision is totally invested in and specific to the WPI community. There is no other effort currently available.

### ***5.1.2.3 Why are you in this business?***

We are in this business because we love WPI and believe in the value of our education and WPI's unique approach to team learning. This living example of our training will help support and sustain future students and expand the WPI curriculum.

## **5.1.3 The Driver of the Business**

### ***5.1.3.1 Who will drive the business? What are that person's strengths and experiences?***

The company will be run by WPI Business School students as their Major Qualifying Project (MQP). This project provides participating seniors an opportunity to apply what they have learned in the classroom. In addition, these students will also bring their teamwork strengths to the project.

### ***5.1.3.2 Who else will be involved with the business? What are their strengths and weaknesses?***

Gompei's Goat Cheese will be handed down to a new group of seniors each academic year. Because of the fluidity in student management that this model requires, we need a steady administrative presence for this project. We recommend that this MQP's advisor and sponsor remain constant from year to year to maintain continuity. Currently our advisor is Professor Sharon Wulf. Professor Wulf has substantial experience running a business but has never advised an MQP. Jim Wolken, the sponsor, works for WPI's marketing department and is connected to cheese industry publication, Culture Magazine. Mr. Wolken has limited experience working with MQPs.

### ***5.1.3.3 What does the driver of the business need to learn to ensure the success of the business?***

The driver of the business needs to understand the logistics of running and managing a small business like Gompei's Goat Cheese. He/she needs to be a self-starter who is organized, tactical, and able to work with all personality types. He/she needs to learn how to marry the needs of the school community with the needs of the vendors and suppliers.

## **5.2 Mission and Objectives**

### **5.2.1 What is the mission of the business?**

The mission of this business is to develop a self-sustaining student-run business that sells WPI-branded goat cheese products to the WPI community as a means of promoting WPI and raising funds for student scholarship programs.

### **5.2.2 What are the organization's goals and objectives for the next year? The next two years?**

The objectives for the next year are to finalize a business plan, to establish the product line by choosing a goat cheese farm partner, to develop shipping and packaging strategy, and to begin to explore sales avenues for a kickoff sales event for the beginning of the next school year.

Over the second year we plan to focus efforts on growing sales volume. Our primary targets will be alumni, students, parents, grandparents, faculty, and staff. Once the basis has been built, we will expand to sales venues in the local Worcester community.

### **5.2.3 What are the strategic objectives of the business?**

The strategic objective of this business is to market a high-quality goat cheese product branded to WPI through association with its mascot, Gompei the Goat, by leveraging our relationships with the WPI Community to incentivize them to support WPI students through the purchase of our goat cheese line.

### **5.2.4 What are the financial objectives of the business?**

The financial objective of the business is to generate enough revenue from sales to make the business self-sustaining as well as to generate profits to support WPI scholarship programs.

## **5.3 Experience with This Business**

### **5.3.1 What experience have you had with this business?**

While we have no specific experience in the goat cheese business, our background is founded in the education provided by the WPI business school. Additionally, we have the support and experience of our advisor and sponsor:



Sharon Wulf will be supporting the team of students from a business perspective. Sharon is a business strategist and organizational development consultant. She has delivered over 1,000 seminars on business strategy, professional development, and leadership skills. Her resume includes multiple experiences with large name clients seeking her advice on business strategy and how to design a business.

From a perspective of having an advisor passionate about WPI itself, our sponsor Jim Wolken fits the bill as a senior marketing strategist at Worcester Polytechnic Institute where he serves as editor-in-chief of WPI's alumni magazine and executive writer for the university's marketing office. Wolken has launched more than a dozen national magazines in his career, including award-winning magazines for Suffolk University and the Rhode Island School of Design. For over a decade, he served as president and chief creative officer at Skinner-James Communications, a strategic marketing company that specialized in complex branding strategies.

Both advisors provide an out-of-the-box approach to marketing and business design.

### **5.3.2 How will previous experience help you to be successful in achieving your objectives?**

The students' educational backgrounds combined with organizational and marketing expertise of their advisors provides a solid foundation for launching this business venture. With strong connections to the WPI community, we as students can be enthusiastic advocates for Gompei's Goat Cheese.

## **5.4 Customer Analysis**

### **5.4.1 Customer Profile**

#### **5.4.1.1 *Who are the customers? If the customer is an entity, organization, or a combination of entities, organizations, and individuals, describe each customer component.***

Our initial target customers will be the WPI Community: students, alumni, parents, grandparents, faculty, staff and the community outside WPI. .

Alumni – There are approximately 40,000 active WPI alumni. These alumni span a number of generations, ethnicities, and cultures. Because they are alumni of WPI, we expect them to have the enthusiasm and the disposable income necessary to support sales. The median mid-career WPI salary is approximately \$101,000.

Students- WPI's undergraduate and graduate populations currently total 5,575. This number continues to grow as the entering freshman class size increases.

Parents – Based on the current undergraduate and graduate student population, we estimate this target to be roughly 5,500 families. These families are likely to be as diverse as the undergraduate body itself, and represent 52 states and 62 countries.

Faculty and Staff – Currently there are 2,000 full- time and part- time faculty members of WPI.

Approximately 20% of alumni currently donate to the alumni fund. When alumni make a donation to WPI they do not receive anything in return. However when someone purchases Gompei's Goat Cheese, it can be seen as a donation with something in return. Therefore it is safe to assume that over time we would expect at least 20% of the people affiliated with the school to make a purchase of Gompei's Goat Cheese because 20% of alumni donate to the alumni fund.

Gompei's Goat Cheese is a new venture so we plan on starting small and then growing the company. For Year One, we expect 5% of alumni, students and parents, and faculty and staff to purchase Gompei's Goat Cheese. We expect the company to grow to 7.5% in Year Two, followed by 12% in Year Three, and 15% in year 5. By year 6, we expect to that 20% of people affiliated with WPI will buy Gompei's Goat Cheese.

We have contacted Washington State University (WSU) because they have started a business selling canned cheddar cheese called Cougar Gold. Russ Salvadalena, from WSU, said that in the beginning they only had a limited supply of cheese and the school's faculty were the primary consumers. As Cougar Gold became more popular, people with no affiliation to WSU began purchasing the cheese. Currently, about 50% of consumers are not affiliated with WSU. The remaining 50% are alumni, parents, and grandparents. We anticipate that our customer profile will follow that of WSU because Cougar Gold and Gompei's Goat Cheese have similar structures and objectives.

#### *5.4.1.2 Why is this particular individual, firm, or organization (or type of individual, firm or organization) the customer?*

We are targeting the WPI Community because of their easy accessibility, their personal ties to WPI, and their likelihood to support WPI students. We can use outlets such as the alumni magazine and newsletters, as well as events on campus to reach these audiences in a cost-effective manner.

We will also be targeting the non WPI community. Fifty percent of the people purchasing Cougar Gold are not affiliated with WSU and we hope to have a similar outreach.

#### ***5.4.1.3 Why will customers buy from you?***

As mentioned above, these customers will buy from us because of their connection to WPI. Additionally, people who have no connection to WPI may buy our cheese because of its quality and flavor options. While most goat cheese products in local grocery stores only sell Plain goat cheese, we plan on selling Herb Garlic, Hickory Smoked and Chocolate goat cheese. We have conducted multiple taste testing events which ensured the popularity of our flavors. We already have many interested customers and presale commitments.

We predict that Gompei's Goat Cheese will have a strong launch due to the novelty factor. Our partner, Westfield Farms, is well known and our customers will recognize the quality and value of our cheese. While we do plan to markup Gompei's Goat Cheese, we feel the markup will hold throughout New England because of the connection to WPI. When Gompei's Goat Cheese branches out to other areas outside New England we plan to offer a discount that is approximately the markup amount.

#### ***5.4.1.4 What do your customers truly appreciate about your organization?***

They will appreciate the initiative by WPI students to undertake this venture, and will value the success of a venture in which they are somehow connected to.

#### ***5.4.1.5 What do your customers truly not appreciate about your organization?***

Our customers would not appreciate an inferior product.

#### ***5.4.1.6 What are the customer's primary attributes (size, needs, buying habits, etc.)? How do you know?***

We predict there is a market segment of our target customers who will simply buy Gompei's Goat Cheese in an effort to support WPI. There are 46,000 alumni and students at WPI. Based on the surveys conducted, 50% or 23,000 people are interested. We predict this segment would account for one order of GGC per year.

Initially our customer base will be almost all people affiliated with WPI. However as our business grows we hope to have 50% of all orders come from people not affiliated with WPI. This is based off the information received from Washington State University that 50% of their cheese orders come from people not affiliated with the school.

*5.4.1.7 If customers were grouped into A, B, C's as to relative importance, what would the differences be in these categories, and what percentage of sales volume would be expected from each category?*

Group A would be alumni with a projected sales volume of 90%. Group B would be students and their families with 9%. Group C would be faculty and staff with 1%.

*5.4.1.8 Who are the targeted customers for increased revenues?*

Our second stage targeted customers for increased revenues include the Chartwells Dining Service at WPI, local grocery stores and other venues around Worcester, and sales from cheese magazines such as Culture magazine.

*5.4.1.9 How will you find new customers on an ongoing basis?*

We will find new customers as the student population grows each year, increasing the breadth and depth of the WPI Community. Additionally, we can advertise to the non WPI community through ads in magazines such as Culture Magazine and in newspapers.

## **5.4.2 Relationships with Customers**

*5.4.2.1 What are the bases for ongoing relationships with customers?*

One of our strongest assets is the tie that WPI has to our community. WPI already has methods in place for reaching alumni and parents through newsletters, publications, websites, and events on campus, to name a few. We have the unique ability to tap into these established resources to reach our target consumer. We will also have ongoing relations with customers not affiliated with WPI through magazines and newspapers. Additionally we can connect with this type of consumer through our website. We will also include feedback surveys to ensure customers are satisfied and to maintain our relationship.

*5.4.2.2 What will the customers expect and receive from their relationship with your company?*

Customers will expect a high quality product supported by efficient customer service and detailed product information.

#### ***5.4.2.3 What specific steps will be taken to ensure that customers are getting what they desire and expect from their relationship with the business?***

We will conduct on-going customer satisfaction surveys to ensure that we are delivering a product that our customers like and will continue to buy. Customers will be able access us via our website and phone number at all times.

#### ***5.4.2.4 How will this process be monitored to ensure it works effectively?***

This process will be monitored by our project advisor and sponsor.

#### ***5.4.2.5 What ongoing information do you expect to obtain and maintain on a current basis with respect to your customers? How will this be done? Who will do it?***

We expect to maintain a database of our customers and their purchases. This will include name, address, phone number, email address, products purchased, and dates of purchase. This data will be held confidential but will be analyzed internally to determine trends. This information should help us to modify the product line to ensure continued purchases. Monitoring this will be handled by the MQP team on an on-going basis.

## **5.5 Market Environment**

### **5.5.1 Competitive Environment**

#### ***5.5.1.1 Who are the competitors in the environment?***

Our main competitors are other companies selling goat cheese. There is not one company that monopolizes the goat cheese market although there is one major supplier in California. Still, most competition is on a local level.

#### ***5.5.1.2 Do your files contain current copies of competitor literature, including management personnel, annual reports, pricing information?***

We do have pricing information for one of the local farms in the area including whole sale and retail prices.

#### ***5.5.1.3 What do competitors not do that your organization is doing?***

The main difference between Gompei's Goat Cheese and our competitors is that they cannot offer the WPI brand. People, especially those affiliated with the university, will buy Gompei's Goat Cheese

over the competitors. Additionally we may have flavors like Chocolate, Herb Garlic and Hickory Smoked that our competitors may not be able to offer.

#### *5.5.1.4 What do the competitors not do that your organization will do? Is this really what customers want? How do you know?*

Part of Gompei's Goat Cheese profits will go toward WPI student scholarships. Other goat cheeses cannot say that they are affiliated with a local school or they will support students. We know customers will support our cheese because according to our surveys between fifty and sixty percent of people said they would buy Gompei's Goat Cheese. Additionally, through talking to potential customers at the various taste testings, we found that most of the respondents supported the profits be earmarked for student needs.

#### *5.5.1.5 What do competitors do that your organization will do in a substantially similar manner? Is this what customers want? How do you know?*

All goat cheese companies make their cheese in a similar manner. Additionally, all of the logs come in similar packages and are the same dimensions. While some competitors offer the Plain goat cheese in larger packages, eight ounces instead of four or five, the people we surveyed said they would prefer the smaller logs. Because goat cheese can spoil once opened, the smaller logs are attractive.

#### *5.5.1.6 What do competitors do that your organization will do in a substantially improved manner? Is this what customers want? How do you know?*

While our competitors are focused on making a profit for themselves, Gompei's Goat Cheese will give profits back to WPI in the form of scholarships. Potential customers at our surveys said that they wanted the profits to go back to WPI students. Additionally, we will offer a package of three of our most popular goat cheeses which include Plain, Herb Garlic, and Hickory Smoked. There will also be package of six cheeses which would include two of each of the above flavors.

#### *5.5.1.7 What is the competition from substitute products?*

Goat cheese is a soft spreadable cheese so substitute products would be other soft cheeses like Morbier, Brie, feta, and ricotta salata. For people not interested in the consistency, any cheese would qualify as a substitute. Other substitutes would be other toppings and garnishes.

#### ***5.5.1.8 Is there competition from foreign firms? Define it.***

Around 50% of all goat cheese is made in France. While much of the cheese is made in France, goat cheese needs to be kept refrigerated which makes shipping cheese from France to the United States expensive. However, some goat cheese customers would rather support local business.

### **5.5.2 Regulatory Environment**

#### ***5.5.2.1 What are regulatory agencies will the company have to comply with?***

All goat cheese manufacturers have to comply with the regulations set forth by the Food and Drug Administration (FDA).<sup>50</sup>

#### ***5.5.2.2 How will this affect the business? What is the cost of such compliance?***

We need to ensure that the product is maintained appropriately so that it remains fresh and untainted. This includes monitoring our goat cheese supplier to ensure that all licenses and requirements of the FDA have been met. On campus, we need to ensure proper refrigeration of the product. Off campus, we need to ensure that our fulfillment facilities are meeting the same FDA requirements. In all cases, we will need to monitor inventory to ensure that all products available for sale are within the product expiration deadlines.

#### ***5.5.2.3 Who will be responsible for the regulations? Who is legally responsible?***

Each cheese farm is responsible for following all of the guidelines set forth by the FDA. The cheese manufacturers are legally responsible.

## **5.6 Products and Services**

### **5.6.1 Available Products and Services**

#### ***5.6.1.1 In thirty words or less, what is your organization's main product or service?***

Gompei's Goat Cheese is a locally-produced goat cheese line branded to WPI and the outside community and is marketed to its Community to support WPI's scholarship program.

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<sup>50</sup> FDA, 2010

### *5.6.1.2 What features do the product(s) or service(s) have? Why these and not other features?*

Gompei's Goat Cheese product line will consist of our three most popular flavors: Plain, Herb Garlic, and Hickory Smoked. These flavors were determined from product sampling conducted over Parents Weekend, Homecoming and Founders Day. Participants were then surveyed to determine which flavors were the most appealing to a large audience. The product will be sold as a package of three with one of each of the above types. A package of six will also be available with two of each of the flavors. The Plain and Herb Garlic will be five ounce logs and the Hickory Smoked will be a four ounce log.

### *5.6.1.3 What is the estimated life cycle and migration plan?*

We foresee this project being developed and grown over the years at WPI, and we also anticipate this becoming a long lasting tradition at WPI for many years to come. The plan will be changed and adapted based on the students working on the project each year and any shift in advisors or the WPI community itself, but our ultimate goal is to have Gompei's Goat Cheese be a self-sufficient, lasting business with strong ties to WPI tradition.

## **5.6.2 Client Value Proposition**

### *5.6.2.1 How, specifically, do the company's products or services solve the customer's problem?*

Gompei's Goat Cheese is a fund-raising vehicle for WPI that allows the customer to support the WPI student body in a unique way, one in which they receive something in return.

### *5.6.2.2 What are the primary (no more than three) and secondary (as many as twenty) benefits of your organization's products or services? How can each of these benefits be related to a specific feature of the product and vice versa?*

The core benefit of this product is to significantly improve alumni engagement. On top of this, WPI will gain brand recognition from Gompei's Goat Cheese. Rather than simply making a monetary donation to the school, these customers will be rewarded with a high-quality, good-tasting goat cheese while witnessing the value of a WPI education at work in the Gompei's Goat Cheese MQP.



### ***5.6.2.3 What is unique with respect to your organization's products or services in comparison to competing offerings? If not unique, why not?***

Unlike any other goat cheese producers, our supplier is working with WPI to sell the cheese under the Gompei brand. This partnership opens up a market of people who are interested in buying the cheese due to the connection with WPI (such as alumni, students, parents, faculty and staff etc.). These customers already have a connection to the Institute, so they are likely to be loyal to the brand. Alumni in particular, associating Gompei with some of the best years of their lives, will be interested in buying Gompei's Goat Cheese over any other brands of goat cheese.

Gompei's Goat Cheese is unique in its partnership with WPI to promote the Gompei brand. We have already formed a team with the Marketing Department, that wishes to promote the name of WPI. Selling goat cheese to collegiate alumni has been successfully implemented before at other universities, so they are willing to implement a similar program with us.

### ***5.6.2.4 What superlatives (cheapest, easiest to use, strongest, longest lasting, etc.) can be used to describe your organization's products or services? If few superlatives can be used, why?***

Gompei's Goat Cheese is the Smartest Cheese: it is the healthiest option for cheese, as it has 10-15% fewer calories and 40% less fat than traditional cow cheese and it is run by the Smartest Goats on campus.

## **5.6.3 Solutions, Products, and Services to be Offered**

### ***5.6.3.1 What are the solutions, products, and services to be offered?***

The product is a line of WPI-branded, locally-produced, fresh goat cheese sold to support WPI's scholarship program.

### ***5.6.3.2 What are the features, advantages, and benefits for each solution, product, and service to be offered?***

The launch product line consists of the four most popular flavors: Plain, Herb Garlic, Chocolate, and Hickory Smoked. The Plain, Chocolate, and Herb Garlic cheese will be five ounce logs while the Hickory Smoked is a four ounce log. We will sell a package of three cheeses for \$27. We will also offer a package of six for \$45. These prices include shipping. Gompei's Goat Cheese can be packaged with other WPI-branded items including mugs, t-shirts, and cutlery as specialty offerings.

## 5.6.4 Production

We will secure a relationship with a local goat cheese farm to supply the product. Through volume purchases, we will secure wholesale pricing for our orders. The farm will place our branded labels on the cheese in our orders and they will drop ship the product to locations that we designate. Utilizing an existing goat cheese farm with experience in product production and safety reduces ramp up time, liability issues, and other costs that would be associated with our raising our own goats and creating our own cheese.

## 5.6.5 Fulfillment

To facilitate the fulfillment process, we will secure a relationship with an established fulfillment house with expertise with fresh food products. In addition to having the experience and requirements of fresh food storage and distribution, they can facilitate and manage the payment process.

## 5.7 Marketing Plan

### 5.7.1 Marketing Strategy

#### 5.7.1.1 *What is the primary image that you want to create for your organization, products, and services?*

Gompei's Goat Cheese is an entrepreneurial business created by WPI students with support from the WPI School of Business. Showcasing the talents cultivated in the classroom, Gompei's Goat Cheese stands as a platform for what these students have learned to enable them to create a new product and successfully bring it to market. This will hopefully increase the number of people who are interested in attending WPI as well as improve the perception of a WPI degree in business.

#### 5.7.1.2 *How does this image differ from the images held by competing firms?*

Other business schools promote their success on their own and through academic advertising. By promoting WPI's name through a product that is actually available on the market, it reinforces the message of "theory and practice" that make up the cornerstone of a WPI education. By showcasing this message through the food product industry, it shows that WPI is not focused solely on high-tech businesses. This position could make WPI School of Business a more attractive option than other entrepreneurship-focused schools in the area such as Babson or MIT.

### *5.7.1.3 What are the actual and perceived differences between your organization's products, services, and delivery mechanisms in comparison to competing products and services?*

Gompei's Goat Cheese sets itself apart from its competition in two main ways: branding and distribution. The WPI branding is a unique selling point to people who have a connection to the university. This connection could be due to alumni status or that of a family member, or it could have to do with proximity to the school.

Gompei's Goat Cheese will differentiate itself through its distribution pipeline focused on leveraging its relationships with the WPI Community. People can buy the cheese from the convenience of their own home and have it shipped to them. They also would be able to buy it at school events such as Homecoming or Parents Weekend, providing customers with instant gratification.

### *5.7.1.4 What are the actual and perceived commonalities? Given these, what has to be done to create the perception of the difference desired?*

As the cheese is purchased from a local goat cheese producer, the actual product is the exact same as one of its potential competitors. To create a perception of difference between the products, the Gompei's Goat Cheese will have a unique label that will not mention the fact that it was made by a competing farm. By selling our product outside of the traditional cheese sales pipelines, the comparisons between the two goat cheeses should be minimized.

## **5.7.2 Messages for Target Markets**

### *5.7.2.1 What are your primary marketing communication tactics?*

The primary marketing communication tactics include:

- a. Mass mailings to all of WPI's alumni, parents, grandparents, students, and faculty
- b. Emails to the same
- c. Ads and articles in WPI publications
- d. Presence at on campus student events (Sports, SocComm, Frat, Job Fairs, Freshman Orientation)
- e. Presence at on campus alumni events (Homecoming, Graduation)
- f. Presence at on campus parent events (Freshman Orientation, Sports, Graduation)
- g. Presence on the Web: WPI or bookstore web page

### ***5.7.2.2 Why were these marketing communication tactics selected?***

These vehicles were selected because they specifically target the WPI Community which is the core target for sales of our product line. Given that all of these resources are specific to WPI, the reach is waste-free: we reach 100% of our audience through them.

### ***5.7.2.3 What secondary marketing communication tactics will be used?***

The secondary marketing communication tactics include developing our website specific to Gompei's Goat Cheese and establishing a Facebook and other social media presence.

### ***5.7.2.4 Why were these secondary marketing communication tactics selected?***

These more mainstream media tactics were selected to supplement our WPI-specific marketing tactics once the brand has been established.

### ***5.7.2.5 What other marketing communication tactics were considered?***

We have also considered placing ads in the goat cheese publications and in local non-campus based media, but have decided to wait until Gompei's Goat Cheese is better established.

## **5.7.3 Pricing**

### ***5.7.3.1 What range of specific prices does the customer pay for the solution (either the exact solution or a comparable one, or for something not like the solution exactly, but comparably so) at present?***

Goat cheese can currently be purchased at retail prices from roughly \$16 to \$30 per pound. Cow cheese can be purchased for as low as \$2 per pound, but it is not always used in the same manner.

### ***5.7.3.2 What have been the historical pricing trends?***

The cost of a cheese block has fluctuated from \$1.46 per block to \$2.12 per block over the past year. The prices were the lowest in April and the highest in October.<sup>51</sup>

### ***5.7.3.3 What are the expected future pricing trends?***

It is expected that if the economy remains the same, the price will continue to increase.

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<sup>51</sup> Cheese Reporter, 2012

#### ***5.7.3.4 Is pricing a marketing tactic? How and why?***

Pricing is not a market tactic. As long as the product breaks even and survives in the long run, it will succeed in promoting the brand of WPI and the School of Business.

#### ***5.7.3.5 How much do you expect a customer to pay for your solution? Why is this believed to be the most appropriate pricing?***

Gompei's Goat Cheese will be sold at the price of \$27 for three logs totaling 14 oz which is about \$9 per log or \$31 per pound. Gompei's Goat Cheese will also be sold at \$45 for six logs. This is under \$8 per log and \$26 per pound.

#### ***5.7.3.6 Will price incentives (sales prices, special terms and conditions, credit, etc.) be used to stimulate sales? If yes, why? If no, why not?***

Pricing incentives can be used to promote the product when trying to generate an initial buzz for the product. After more people buy it, we hope that the news of the company and of WPI School of Business travels more by word of mouth.

#### ***5.7.3.7 If prices were raised by 10%, what impact would this have on sales results? On margin results? Why do you believe this? What if prices were raised by 20%? 30%?***

If the price of Gompei's Goat Cheese were raised by 10%, people should still purchase the cheese. The price of Gompei's Goat Cheese is somewhat inelastic because people who are buying it will have strong connections to WPI, as they will see the cheese as a novelty item and purchase it despite a small increase in price. A price increase of 20% to 30% may be enough to deter people from buying Gompei's Goat Cheese. Any price increase will increase the margin results because margin results are sales minus costs of goods sold. We will have more money in sales and the same amount for costs of goods sold.

#### ***5.7.3.8 If prices were decreased by 10%, what impact would this have on sales results? On margin results? Why do you believe this? What if prices were decreased 20%? 30%?***

Any decrease in price would create more sales. If consumers see that our goat cheese is less expensive than the other brands, they will be more likely to purchase Gompei's Goat Cheese. Any price decrease will decrease the on margin results because you will have fewer sales and the same amount for costs of goods sold.

### *5.7.3.9 What is the average sale per customer (for each purchase)? What will be done to increase this to an optimum level (cost/payback justified) over time?*

We expect that 60% of our customers will purchase the three log package for \$27 and the remaining 40% will purchase the six log package for \$45. This has a weighted average of \$34.20. We determined these prices first by looking at what the customer would be willing to pay for the product and then backing into our raw material, advertisement, and operating costs. This is a competitive price compared to how much is charged for similar amounts of goat cheese in the local grocery stores and specialty food shops. As we grow in familiarity and popularity, we hope to be able to raise the price modestly without losing any consumer base in order to increase to an optimum level.

### *5.7.3.10 Which product yields the greatest net margins? The least? Why are low margin products carried?*

There is no difference in profit margin between the different flavors of product. We pay the same amount for each flavor of cheese.

## **5.7.4 Marketing Communications**

### *5.7.4.1 What are the specific marketing communication programs?*

Our specific marketing communication programs will include:

#### **On Campus**

- a. Product served in the Dining Halls via Chartwell's purchase
- b. Product available for purchase at book store
- c. Product sold at all major events
- d. Gompei's Goat Cheese brochures placed in all dorms, administrative buildings, Campus Center
- e. Email announcement to all students, faculty, and staff
- f. Ads in school paper
- g. Web presence: WPI website, GCC site, Facebook

#### **Off Campus**

- a. Emails to alumni, parents and grandparents
- b. Ads and articles in WPI publications
- c. Ads and articles in cheese industry publications

### *5.7.4.2 What are the expected results from the marketing communications programs?*

The expected results of the marketing communications programs will be to create awareness of Gompei's Goat Cheese and to incentivize sales through repeated exposure to all of the potential customers.

### ***5.7.4.3 When will they take place?***

The emails/direct mailings will be going out in November and May in the first year of business. These drop dates were chosen to anticipate the holiday season in November and to maximize exposure to alumni and families around graduation. The brochures will be distributed throughout campus at the same times during the first year. Emails will be sent out in October, January, April, and July at \$500 each round. They do not overlap with the direct mailings intentionally to maximize continued exposure to the potential customer. The Culture Magazine advertisement will be placed four times in the first year in March, June, September, and December, again to gain maximum customer exposure.

### ***5.7.4.4 What dollar amount will be spent?***

In total, advertisements will cost \$23,532. Direct mailings twice a year will cost \$20,000. Email mailings four times a year will cost \$2,000. Magazines advertisements four times a year will cost \$1,532.

### ***5.7.4.5 What revenue will result from the marketing program expenses?***

Assuming 10% of our interested customers purchase Gompei's Goat Cheese in the first year, we anticipate earning \$11,194.72. We anticipate larger returns in future years.

## **5.8 Sales Plan**

### **5.8.1 Sales Strategy**

#### ***5.8.1.1 What is your sales strategy and process?***

Our sales strategy involves progressive multi-pronged efforts:

In Year One, we will introduce the student body, faculty, and staff to goat cheese in general and to our branded line in specific by serving it in WPI dining facilities through purchases by Chartwells. Brochures in the dining halls will detail the product line, purchasing options, both on campus and on line, goat cheese health benefits, program benefits to WPI, and goat cheese recipes.

These positive tasting experiences will be coupled with on-going on-campus marketing efforts including point-of-purchase sales in the Bookstore, The Goat's Head, and other campus locations, sales presence at campus events, both social and sports, outreach to students via email, websites, and Facebook to encourage product purchase.

These on-campus efforts will expand to the off-campus WPI Community of alumni, family, and friends via emails and direct mail campaigns, WPI website presence, Gompei's Goat Cheese website, Facebook page, and ads and articles in WPI publications.

In Year Two, once Gompei's Goat Cheese becomes more established and popular with the on campus audiences, we will expand product purchase points to the Worcester business community, with product available for sale at local stores like Price Chopper, Shaw's and the Wine Vine. We will also have our cheese served and sold in local restaurants like The Boynton and the Sole Proprietor.

Simultaneously, we will build on- and off- campus promotions to increase sales volume. Potential points include:

1. Competitions between on-campus organizations, including fraternities, sororities, and sports teams, with the sales leader earning a prize
2. Goat Cheese Recipe Requests, with winners published on-line and served on-campus
3. Gompei Says: a weekly syndicated column in Two Towers

#### *5.8.1.2 Why will your strategy be effective?*

Our strategy will be effective because we plan on focusing on the smaller, finite, and highly definable WPI Community to establish awareness and develop the need for Gompei's Goat Cheese. The initial kick-off at the various dining halls on campus is already supported by Bill Battelle, the catering manager at WPI. Once students and faculty try our goat cheese, they should like it and will be willing to purchase it. Our stepped marketing plan will progressively and incrementally add awareness to our effort and build on current sales platforms.

### **5.8.2 Sales Process**

#### *5.8.2.1 Who are the decision makers at the customer's office and where do they fit into the sales cycle?*

The decision makers are:

- a. Individuals: students, faculty, staff, alumni, family, and friends
- b. Chartwells: Bill Battelle, head of catering at WPI
- c. Local Store Owners
- d. Local Restaurant Owners



### *5.8.2.2 What will be done to ensure that direct and indirect relationships are established with the decision makers throughout and after the sales process?*

Regular communication, whether it is face to face or via email, will ensure that direct relationships are established, supported, and maintained. Indirect communication will be via the students eating at the dining halls. The students will fill out satisfaction surveys that will be read by the managers of each dining facility. The managers will then send the information to Bill Battelle.

### *5.8.2.3 Who are the gatekeepers and influencers, and where do they fit into the sales cycle?*

The gatekeepers would be the advisor and sponsor to the project because they will maintain control as the MQP is passed down from student group to student group. The gatekeepers would fall under the category of formatting the solution. It is up to the gatekeepers to make sure there is enough cheese to fulfill all the orders.

The influencers would be the people actually buying Gompei's Goat Cheese. If there are no influencers, and if there is no need for the product, no one will be influenced to purchase our cheese.

### *5.8.2.4 What is done to ensure that direct and indirect relationships are established with gatekeeper's influencers throughout and after the sales process?*

Direct relationships for both the gatekeepers and the influencers will be face to face and through email. Indirect relationships with the gatekeepers will be through student satisfaction surveys. Indirect relationships with the influencers will be established by Gompei's Goat Cheese communicating with the alumni magazine. The alumni magazine will then communicate with the influencers. The information will then be sent back to the people running Gompei's Goat Cheese.

## **5.8.3 Sales Program**

### *5.8.3.1 What are the key sales programs?*

The key sales program is to start off with having Gompei's Goat Cheese on campus as follows:

- a. Dining Services via Chartwells
- b. On Campus points of sale: Bookstore, The Goat's Head, Campus Center
- c. Major Events
  1. Freshman orientation
  2. Homecoming
  3. Alumni weekends
  4. Sports events

5. SocComm events
6. Greek events
7. IQP/MQP/Job fairs
8. Graduation events

Once our cheese is well known on campus, we will expand to online ordering as well as offering our cheese in local stores and restaurants.

#### ***5.8.3.2 Who specifically, will sell the company's products and services?***

Students running Gompei's Goat Cheese will be responsible for sales of the product line, both on campus and off campus, through the various campaigns described earlier.

#### ***5.8.3.3 Will third party representatives or distributors be used? Why?***

We will not be using third party representatives for sales purposes.

#### ***5.8.3.4 What are the specific objections from a customer perspective that must be overcome in the sales cycle?***

The biggest challenge will be to establish the need for the product. Without recognized need, there will be limited to no sales. However, we believe that the philanthropic tie in to WPI and support of the student body will overcome potential objections and incentivize purchase.

#### ***5.8.3.5 How are each of these dealt with?***

Our on-going advertising, public relations, and marketing efforts should help to underscore the importance of this project to the WPI community. Additionally, with a high-quality product in our line, we should be able to convince our target audiences to purchase the line.

### **5.8.4 Sales Projections**

#### ***5.8.4.1 What are the sales projections for each target account?***

We have previously determined that alumni will purchase around 90% of our cheese, student and parents will purchase 9% and faculty and staff will purchase the remaining 1%. Our total projected sales for September 2013 is \$5170.55. This breaks down to \$4653.50 for alumni, \$465.35 for students and parents, and \$51.71 for faculty and staff.

#### **5.8.4.2** *What is the best case sales projection for each target account?*

The best case sales projection is that each of the 23,000 interested people purchases Gompei's Goat Cheese. This is shown in the Income Statement.

#### **5.8.4.3** *What is the worst case sales projection for each target account?*

The worst case sales projection is that each target account purchases less than our expectations and we cannot cover our costs.

### **5.8.5 Intended Sales Lead Prospecting and Qualification Procedures**

#### **5.8.5.1** *How will prospective customer leads be generated (direct mail, telemarketing, seminars, advertising, trade shows, etc.)?*

More than focusing on lead generation for sales, we will be emphasizing and supporting efforts to grow awareness among our core WPI Community of this program and its value. The specific undertakings to achieve this awareness have been detailed above. In all cases, the following marketing materials will be developed as sales support:

- a. Label for product
- b. Brochure with pricing
- c. Gompei's Goat Cheese webpage on the WPI website
- d. Gompei's Goat Cheese's own website
- e. Facebook page
- f. Ads for WPI publications

#### **5.8.5.2** *What defines a qualified lead?*

A qualified lead is some with a direct relationship to WPI, either as a student, faculty member, staff member, alumnus, a parent or family member, or friend. Secondly, leads would be local Worcester residents and businesses.

#### **5.8.5.3** *How will the sales function be managed?*

The sales function will be managed by the project advisors and the WPI Student Alumni Society (SAS) as they have a personal investment in the traditions of WPI.

## 5.9 Staffing

### 5.9.1 Resources Needed

#### 5.9.1.1 *What personnel (and respective skill levels of such personnel) are needed for each aspect of the business?*

WPI students would run the MQP and the company. As an MQP the students will need an advisor and possibly also a sponsor.

#### 5.9.1.2 *How will personnel be recruited?*

Our MQP will be a part of the MQP selection, so when WPI sends out an email about MQP selection, ours will be on the list. If Gompei's Goat Cheese becomes popular on campus, students will actively seek out the MQP. Advisors for the MQP will be chosen by the students on the MQP and the sponsor will be decided by the MQP students/advisor if necessary.

### 5.9.2 Skills Needed

#### 5.9.2.1 *What core competencies are needed?*

Students must show leadership qualities. Sponsors and advisors must have experience running businesses and be able to guide the students.

#### 5.9.2.2 *How will skills be developed and evaluated?*

Students will learn to run a business. They will have hands-on experience with suppliers, finances, marketing and customer relations. Students will be evaluated by how well they handle issues that arise and how much they expand the company.

#### 5.9.2.3 *What ongoing training programs are to be provided?*

A small transition period for the students who will be taking over the MQP the following year will be provided.

## 5.10 Major Assumptions and Dependencies

### 5.10.1 **What are the primary underlying assumptions of this business plan?**

We are assuming that:

- a. The surveys already conducted are an accurate representation of customer interest in the product
- b. The goat farms are interested in doing business with WPI

### 5.10.2 **What are the key dependencies?**

We are dependent on the following:

- a. Start-up capital to launch the program
- b. A license to use Gompei's likeness
- c. Student interest in running the program
- d. Farm partner supplying a quality product in a timely manner
- e. Fulfillment partner providing cost-effective and efficient management of the ordering process

## 5.11 Financial Projections

### 5.11.1 Cash Flow

<b>Cash Flow Statement</b>							
	Sept.- 013	Oct.- 013	Nov.- 013	Dec.-013	Jan.- 014	Feb.- 014	Mar.- 014
Sales	\$9,405.00	\$11,628.00	\$12,825.00	\$13,680.00	\$7,934.40	\$7,866.00	\$7,866.00
Cost of Goods Sold	\$4,234.45	\$4,488.68	\$4,950.75	\$5,280.80	\$3,062.86	\$3,036.46	\$3,036.46
	\$5,170.55	\$7,139.32	\$7,874.25	\$8,399.20	\$4,871.54	\$4,829.54	\$4,829.54
Initial Investment	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Receipts	\$45,170.55	\$7,139.32	\$7,874.25	\$8,399.20	\$4,871.54	\$4,829.54	\$4,829.54
Disbursements:							
Direct Mailings	\$0.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00
E-mail Mailings	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$0.00
Magazine Ads	\$0.00	\$383.00	\$0.00	\$0.00	\$383.00	\$0.00	\$0.00
Website	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Brochures	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Labels	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$0.00
Legal Fees	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance Fees	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Shareholder Account	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Disbursements	\$10,612.00	\$895.00	\$10,012.00	\$12.00	\$895.00	\$62.00	\$12.00
Net Increase in Cash	\$34,558.55	\$6,244.32	-\$2,137.75	\$8,387.20	\$3,976.54	\$4,767.54	\$4,817.54
Cash, beginning of period	\$0.00	\$34,558.55	\$40,802.87	\$38,665.12	\$47,052.32	\$51,028.86	\$55,796.40
Cash before interest and income taxes	\$34,558.55	\$40,802.87	\$38,665.12	\$47,052.32	\$51,028.86	\$55,796.40	\$60,613.94
Income taxes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash, end of period	\$34,558.55	\$40,802.87	\$38,665.12	\$47,052.32	\$51,028.86	\$55,796.40	\$60,613.94

<b>Cash Flow Statement</b>						
	Apr.- 014	May.- 014	Jun.- 014	Jul.- 014	Aug.- 014	Total
Sales	\$9,234.00	\$9,918.00	\$9,918.00	\$7,866.00	\$7,524.00	\$115,664.40
Cost of Goods Sold	\$3,564.54	\$3,828.58	\$3,828.58	\$3,036.46	\$2,904.44	\$45,253.06
	\$5,669.46	\$6,089.42	\$6,089.42	\$4,829.54	\$4,619.56	\$70,411.34
Initial Investment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00
Total Receipts	\$5,669.46	\$6,089.42	\$6,089.42	\$4,829.54	\$4,619.56	\$110,411.34
Disbursements:						
Direct Mailings	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00
E-mail Mailings	\$500.00	\$0.00	\$0.00	\$500.00	\$0.00	\$2,000.00
Magazine Ads	\$383.00	\$0.00	\$0.00	\$383.00	\$0.00	\$1,532.00
Website	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$144.00
Brochures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00
Labels	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00
Legal Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
Insurance Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
Shareholder Account	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Disbursements	\$895.00	\$10,012.00	\$12.00	\$895.00	\$12.00	\$34,326.00
Net Increase in Cash	\$4,774.46	-\$3,922.58	\$6,077.42	\$3,934.54	\$4,607.56	
Cash, beginning of period	\$60,613.94	\$65,388.40	\$61,465.82	\$67,543.24	\$71,477.78	
Cash before interest and income taxes	\$65,388.40	\$61,465.82	\$67,543.24	\$71,477.78	\$76,085.34	
Income taxes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Cash, end of period	\$65,388.40	\$61,465.82	\$67,543.24	\$71,477.78	\$76,085.34	

The sales were calculated using a variable number of consumers purchasing Gompei's Goat Cheese. It was predicted that there would be more sales during November and December due to the holidays. Additionally, there is expected to be heavier volume during April, May and June because of graduation and alumni events. Gompei's Goat Cheese will be sold for three logs for \$27. The three logs will be one of each of our top three sellers: Plain Capri (5 oz. log), Smoked Capri (4 oz. log), and Herb Garlic Capri (5 oz. log). If a consumer wishes to purchase six logs, two each of the above flavors, the

price will be \$45. This price includes shipping and handling. In order to calculate the sales we assumed that 60% of our customers will order three logs for \$27 while 40% will order the six logs for \$45.

Our costs are \$2.99 for the Plain Capri (5 oz. log), \$3.45 for the Smoked Capri (4 oz. log), and \$2.99 for the Herb Garlic Capri (5 oz. log). Our total costs are \$9.43 for the three log package and \$18.86 for the six log package.

### 5.11.2 Income Statement

Income Statement		
	10% of Those Interested	100% of Those Interested
	Sept. 2013 to Sept. 2014	Sept. 2013 to Sept. 2014
<b>Net Sales</b>	\$78,660.00	\$786,600.00
Cost of Goods Sold	\$30,364.60	\$303,646.00
<b>Gross Margin</b>	\$48,295.40	\$482,954.00
Selling and Administrative Expenses:		
Direct Mailings	\$20,000.00	\$20,000.00
E-mail	\$2,000.00	\$2,000.00
Culture Magazine Advertisements	\$1,532.00	\$1,532.00
Brochures	\$500.00	\$500.00
Website Fees	\$120.00	\$120.00
Labels	\$150.00	\$150.00
Other Expenses:		
Legal Fees	\$5,000.00	\$5,000.00
Insurance	\$5,000.00	\$5,000.00
<b>Operating Profit</b>	\$13,993.40	\$448,652.00
<b>Net Income before taxes</b>	\$13,993.40	\$448,652.00
Income Tax	\$0.00	\$0.00
<b>Net Income after taxes</b>	\$13,993.40	\$448,652.00
Shareholder Dividend (20%)	\$2,798.68	\$89,730.40
<b>Net Income</b>	\$11,194.72	\$358,921.60

The income statement runs from September of 2013 to September of 2014. The total number of parents, alumni and students is approximately 46,000. Through our four taste testing events on campus, it was determined that approximately 50% to 60% of people indicated that they would purchase Gompei's Goat Cheese, therefore, through extrapolation, about 23,000 people would be interested. In the left column it was assumed that of the 23,000 interested people approximately 10% would make a purchase.



In the right column the best case scenario was used in which all 23,000 people purchase Gompei's Goat Cheese.

## **5.12 Milestones and Schedule**

### **5.12.1 Key Milestones**

The milestones for this business are:

1. To finalize our business plan
2. To obtain initial funding
3. To select our cheese supplier(s),
4. To have a web presence either via the WPI website and/or our own dedicated website
5. To have Gompei's Goat Cheese available for sale on campus
6. To mass mail/email the WPI Community

### **5.12.2 Key Delivery Dates**

The cheese supplier(s) should be selected by September, 2013. The website should also be up and running by September, 2013. The first mass mailing/emailing should occur in October, 2013. Gompei's Goat Cheese should be available on campus by November or December, 2013 in time for holiday shopping.

## 6 Feasibility

Our third objective was to determine whether or not launching this business would be feasible. We took multiple factors into consideration, including:

1. Response to the concept via our surveys
2. Willingness to purchase via our surveys
3. Historical success of other schools in similar ventures
4. Cost-effective availability of resources to supply the product for our business
5. Costs (distribution, marketing) to bring the product to market
6. Coordination and continuity challenges inherent to a student-run business

The chart below provides a visual representation of the factors used to evaluate Gompei’s Goat Cheese. With positive results in three of our categories, we believe that it is feasible for WPI to launch this venture.

Factor	Positives	Negatives	Do the Positives Outweigh the Negatives?
1	Our respondents liked the concept. When asked to participate in our survey, many were intrigued by the idea.	There was some disinterest in the concept. Some people thought the idea would not work.	Yes.
2	Two thirds of the respondents would buy the cheese, including current students, which is a tougher market to tap into.	A high percentage of alumni (about a third) were disinterested in purchasing the cheese.	Yes.
3	Other schools have been very successful in the cheese business, generating large profits for the better part of a century.	These schools have their own creameries, staff, and inventory.	Yes.
4	There are farms interested in supplying cheese to our venture.	Our cheese will be expensive, especially compared to supermarket prices.	Maybe.
5	Since this project started in WPI’s Marketing Division, marketing will not be an issue.	We do not have the logistics set up for this, nor do we know if smaller farms can handle the potential customer base we offer.	Maybe.
6	The Student Alumni Society is willing to run the business during slow times.	The business will be switching leaders every year or two, meaning the company could lose steam at the end of each school year.	Maybe.

We have no doubts that this project is feasible, but there are a few hurdles that need to be overcome for the venture to be successful. The main hurdles are: distribution, logistics, setting up a website, and keeping the business running when school is not. If these are overcome, then Gompei's Goat Cheese has a great chance of being successful.

# 7 Conclusions

We were tasked with answering several universal questions in order to assist WPI with this endeavor. They were:

1. Is the WPI Community interested in buying goat cheese?
2. Is having a student- run business that will sell goat cheese to the WPI community feasible?

The answers to these questions should aid our sponsor in determining the future of Gompei's Goat Cheese.

## 7.1 Is the WPI community interested in buying goat cheese?

Our research concluded that the WPI community is definitely interested in buying WPI-branded goat cheese. The data we gathered from our product sampling and surveys demonstrated that the WPI Community not only enjoyed the cheese, but also supported the concept of the having WPI sell its own brand of goat cheese as a revenue generating mechanism for WPI's scholarship program. After sharing details of this project and business with our surveyees, many were intrigued by the idea.

## 7.2 Is having a student run business that will sell goat cheese to the WPI community feasible?

We have concluded that this business is feasible. There are many factors to its success. Our recommendations include what we think should help advance Gompei's Goat Cheese efficiently and effectively not only at the launch of the endeavor, but also as the business transitions each year from one student body to the next, and as it grows and evolves in product line and distribution sources.

## 7.3 Issues at the Core of the Business's Success

There are two core issues that we believe will impact the success of this venture: the ability to manage costs of the product and its distribution, and the ease and fluidity of transitioning the management of the business each year from one student management teams to another, as the student body evolves and current leaders graduate.

If the price points can stay in line with the cost of non-branded WPI goat cheese currently available in the market, we believe that our research supports a strong interest and demand to purchase

our WPI-branded product. This holds true as well, we believe, if the price point runs slightly higher than local market prices. Since our product carries an intrinsic value in being a WPI-branded product, it holds a higher perceived value among our core target market, i.e., the WPI Community. We are selling a product that is more than just a product. It is a product that stands for the quality of education at WPI, and by purchasing this product our customer is supporting our students and our institution. These perceptions allow for some cushioning in pricing, while at the same time add motivation on the part of our customer to purchase the product line.

# 8 Recommendations

To move Gompei's Goat Cheese from a concept on paper to a business in action, the following steps need to be taken:

1. Confirm farm supplier
2. Secure Gompei License
3. Confirm product line
4. Launch the business on campus
5. Select distribution channels
6. Expand the business off campus via a dedicated website
7. Have a secondary supplier ready
8. Expand the Gompei product line
9. Have Gompei's Goat Cheese run by Student Alumni Society

## 8.1 Confirm Farm Supplier

In order to solidify the product line, we need to select the supplier and negotiate all terms of the partner contract with them. This should include the product flavors, the product form, size and composition, the process for ordering products and fulfillment, the labeling of the products using Gompei's Goat Cheese labels, all costs for products and services provided, and payment terms. We suggest negotiating the specific elements of a deal with Westfield Farm and then taking the specifics to a few other local farms for competitive bidding purposes. By doing so, we can confirm that we are receiving the most competitive pricing.

## 8.2 Secure Gompei License

Gompei is owned by WPI, so Gompei's likeness may not be used freely. We need to get permission from WPI in order to use Gompei. Once permission is secured, labels should be printed and sent over to the supplier so they can label the cheese.

## 8.3 Confirm Product Line

Based on the results of our sampling effort and surveys, the initial product line should consist of the four flavors we tested: Herb Garlic, Plain, Chocolate, and Smoked goat cheese, plus any others that

the farm supplies. Even though Chocolate did not perform well, there is no reason not to include it on our website. Because we do not hold any inventory, limiting our options might hurt our growth. This line can be expanded to incorporate other flavors as the sales effort grows and becomes more established. To provide a variety of price points, we would recommend selling the product in packs of three or six. We also suggest exploring holiday gift packaging ideas with the WPI Bookstore: pairing Gompei's Goat Cheese with appropriate WPI-branded accessories and clothing. Specialty packaging should incentivize additional purchases by the WPI Community.

## **8.4 Launch the Business on Campus**

The fastest and most cost-effective way to launch Gompei's Goat Cheese is on-campus. We recommend negotiating distribution channels on campus through Chartwells to supply the cheese on-campus and through the WPI Bookstore. Once there is awareness for the product line on campus, word of mouth should help to expand awareness to the WPI Community off campus.

## **8.5 Select Distribution Channels**

In order to expand the business model to off-campus sales, the business team needs to research, select, and secure a distributor. In particular, this distributor needs to have experience with perishable goods. Once this vendor is identified, all logistical details for managing the product between the farm, WPI, and the customer need to be examined and guidelines established.

## **8.6 Expand the Business off Campus via a Dedicated Website**

Web-based sales will drive the sales effort off campus. To do so, Gompei's Goat Cheese will need its own website where potential customers can learn about the cause behind the effort, view the product line, and order product securely.

### **8.6.1 Roll Out Concerns**

The roll out plan for the business is essential to its success. Selling the product first on campus will keep down costs and allow the business team to work through any production and coordination issues that might arise. While limiting the initial sales locations to the WPI campus might limit the potential market, it will provide the added value of helping establish Gompei's Goat Cheese as a viable brand among the target audience most closely aligned with its underpinnings: the current student body

and faculty. Growth will be attained with this core segment as the base, a base which will promote awareness to others through word of mouth endorsement.

Additionally, special sales efforts focused on-campus WPI events at which the broader customer base will be in attendance, i.e., sports events, social events, orientations, ceremonies and the like, will help to launch future off-campus sales by introducing alumni, family and friends to this new business venture. At each of these events, the team should continue to build direct marketing tools, including email lists, to be used in the next phase of roll out that focuses on the off-campus WPI Community.

### **8.6.2 Transition and Continuity**

The transitioning of the management of the business needs to be smooth, uneventful, and consistent year after year. To attain this goal, the WPI administration needs to support the transition plan. Before the end of each academic year, the new student leaders need to be identified and trained in the systems by the current team. We recommend that this hand off occur no later than the beginning of D Term so that the new and old student teams have adequate time to accomplish the transition.

Taking the launch and roll out of Gompei's Goat Cheese one step at a time will help to ensure its success and will provide a strong platform for future growth of the product line and points of sale. Gompei's Goat Cheese will be a tangible display of the WPI education, providing a work in progress opportunity for its current student body, while simultaneously supporting the WPI students of the future...the smartest goats in the world.

## **8.7 Have a Secondary Supplier Ready**

It is difficult to determine how many orders we will be receiving when the company opens its doors, therefore, a secondary supplier should be readily available. The reason for this supplier is to handle overflow; if the primary supplier cannot produce enough cheese, or if something happens to the original supplier, we will need the secondary supplier to pick up the slack.

## **8.8 Expand the Gompei Product Line**

After Gompei's Goat Cheese becomes established, the business should be expanded to have a Gompei product line. The business would have to be renamed "Gompei Enterprises" or something similar as the business would not be selling cheese solely. Other ideas for products that have been



mentioned are goat-hoof shaped slippers, Gompei apparel, and Gompei-shaped car fresheners. All of these products should be added to the website.

## **8.9 Have Gompei's Goat Cheese run by Student Alumni Society**

One of the biggest issues with the business is having it run year-round by students. This is most difficult in the summer months, when school is not in session. If the business could have year-long positions in SAS, that would help have the company run year-round. These students would be elected to SAS and would keep Gompei's Goat Cheese running smoothly throughout the year.

## 9 References

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# 10 Appendices

## Appendix A: Survey Data

How much did you enjoy each flavor?			
Plain	Herb Garlic	Hickory Smoked	Chocolate
	7		
			10
8	9	8	3
8	10	7	10
	8	7	3
	8	9	6
7		8	
5	7	8	
2	8	7	
	10	8	
	8		
	10		
7	6	6	5
4	6	6	7
	8	9	
	10		8
7	9	8	6
9	10		10
9	10		10
	9	8	
6	8	6	
9			
	10	10	
8	9	8	6
10		10	8
	7		
10	10	7	8
8	8	9	10
8	10	9	2
5	9	7	6
	8		
			7
6	10	8	6
	10	8	9
			6

9	10	10	10
9	10	9	
7	10		
7	10		9
10	10	10	10
8	6	6	7
	6	5	
10		7	
	8		
	8	8	
	8		
	9	8	
	10		
	10		
	5		
	10		
	9		
	9		
			X
	8		6
	10		
	10	8	
	X		
	10		
	10		
	10		
9	8	7	
	8		5
	8		
2	6	5	1
7	9	4	4
		X	
6	10	7	
	8	8	
	10		
6	7	8	6
6	10	5	6
7	10	8	7
	10	8	
	7	9	
		9	7

6	9	5	
5	9	8	3
			X
6	8	7	8
5	7	9	4
5	10	3	1
	10		10
	X		
	10		
	8		
	10		
4.5	8	9	10
9	10	8	2
8			
		8	
	10		
6	8	4	5
	8	10	1
9	10		
9	10		
	10		3
		10	
		7	9
	9	5	7
8	10	5	3
3	9	6	
6	8	7	5
3	8		4
2	9	8	6
6	10	9	5
6	10	9	5
6	9	7	4
8	10	6	3
	X		
8	9	5	
8	6	9	1
	10		
5	10	4	2
	X		
7	9	8	5
6	7	6	5

10	7	5	
9	9	9	6
6	7	6	7
6	6	5	8
	7	9	6
			8
8	10	7	
	10	4	
8	8	6	4
	10		
	10		
9	9	9	9
	7		5
	9	8	8
8	10	3	
		9	9
	10	9	
	8	5	
	6		
	8		
9	10	10	10
5	8	8	5
	X		X
	2		
	9		
		10	6
		8	9
5	7	8	2
10	7	10	6
10	9	8	6
	6	8	
9	5	5	8
	X		
	10	10	
	10		6
8	9	8	
9	6	3	5
8	10		1
	8	10	3
X	X	X	X
	X		



7	8	3	1
	X		
	10		
	X		
	7		4
		X	
10	10	9	9
7	10		
		7	
	10		
8	8	7	5
	9		
			X
10			
7		3	
		8	8
10		10	2
		8	6
10			9
			X
9	9	9	8
	9	7	
9			
			8
	5		
	7	8	
8	10	2	5
10	10	7	
	10		
	10		
9	10	8	1
	9		
5	10	8	2
8	10	9	6
9	10	8	5
			7
	8		
	9		
10			
5			
		9	

			10
8	7	6	5
5	6.5	6	7.5
	8		
8	7		
	8	10	7
8	6	9	5
	10		
10	10		
X			
	7		9
9	8	6	10
7	7	7	8
			X
	8		6
	10		
5	10	5	10
7	7	9	8
7	8	6	7
	9		
10	10	10	6
			3
	10		
	10		
	8	8	8
6	9	8	5
10	10	8	5
	9	9	7
8	8	8	
	X		
9	10		7
6	7	1	1
1	1	1	2
	10		
	10		
	10		
6	8	4	7
5	9	2	2
	8		
	9		9
			10

9			
	10		10
8		9	7
8	10	7	5
8	10	9	3
	8		2
9	10		
<b>7.33</b>	<b>8.67</b>	<b>7.27</b>	<b>5.99</b>

Would you buy the cheese?		
Buy-Yes	Buy-No	Buy-Maybe
X		
X		
		X
X		
		X
X		
		X
		X
		X
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		X
X		
X		
		X
		X
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X		

X		
X		
X		
<b>151</b>	<b>19</b>	<b>57</b>

What form do you want your cheese in?			
Log	Round	Indifferent	Neither
		X	
X			
X			
		X	
		X	
X			
		X	
X			
X			
X			
	X		
X			
		X	
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		X	
	X		
		X	
X			
X			
<b>29</b>	<b>6</b>	<b>25</b>	<b>1</b>

Where would you buy the cheese?			
Online	Mail	Local store	Book store
			X
X		X	X
X			
			X
			X
		X	X
			X
		X	X
			X
		X	X
		X	
			X
		X	
		X	X
X		X	
X		X	X
			X
X		X	
X		X	
			X
		X	
X		X	X
		X	X
		X	X
X			X
X			X
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X		X	X
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X	X		
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X			X
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X		X	X
X			X
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			X
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X		X	X
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X	X	X	
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		X	
X	X		
		X	X
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X			X
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X			
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X		X	X
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X		X	X
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X			
			X
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		X	X
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		X	
		X	X
X			X
<b>35%</b>	<b>5%</b>	<b>60%</b>	<b>41%</b>

<b>Would you join a cheese of the month club?</b>		
<b>Month-Yes</b>	<b>Month-No</b>	<b>Month-Maybe</b>
	X	
		X
		X
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<b>57</b>	<b>95</b>	<b>82</b>

Gender	
Male	Female
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## Appendix B: List of Farms Between 50-100 Miles From WPI

Farm	Location	Distance (miles)
Valley View Farm	Topsfield, MA	51
Beltane Farm	Lebanon, CT	52
Griffin Farmstead	East Granby, CT	52
Reynolds Barn Goat Cheese & Goat Milk Soaps	North Kingstown, RI	53
SweatPea Cheese/Hayes Dairy	North Granby, CT	55
Simmons Farm	Middletown, RI	56
Magnolia Ridge Farm	Ashaway, RI	56
Hillman Farm	Colrain, MA	57
Sangha Farm/Goat Rising	Plainfield, MA	59
Rawson Brook Farm	Monterey, MA	72
Farmer Joes's Gardens	Wallingford, CT	74
Cape Cod Heirlooms Farm	Sandwich, MA	76
Bitta-Blue	Killingworth, CT	77
Rustling Wind Creamery	Falls Village, CT	78
West River Creamery	Londonderry, VT	82
Berle Farm	Hoosick, NY	87
Old Chatham Shepherding Co.	Chatham, NY	91
Not Enough Acres Farm	East Dennis, MA	92
Surry Farms	Brewster, MA	96
Coach Farm	Pine Plains, NY	96
Via Lactea Farm/Brookfield Dairy	Sanbornville, NH	99



# Appendix C: Board of Health Clearance Form

Department of Inspectional Services  
Worcester, Massachusetts

Food Unit

John R. Kelly,  
Commissioner

Amanda M. Wilson, Director  
Housing/Health Inspections

## TEMPORARY

(1 to 15 days \$55.00/over 15 days \$195.00)

(FOR OFFICIAL USE)

APPROVED [Signature]  
DISAPPROVED \_\_\_\_\_  
DATE 10/4/12

FEE PAID Waived  
DATE PAID 10/4/12

### APPLICATION FOR PERMIT TO OPERATE A TEMPORARY FOOD ESTABLISHMENT

NAME of EVENT: WPI Homecoming Number of Vendors 1  
LOCATION of EVENT: WPI Campus - Quad Area  
DATE(S) of EVENT 10/5 TO 10/6 TIME(S) 8 AM TO 5 PM  
BUSINESS NAME Gompre's Goat Cheese  
OWNERS NAME/APPLICANT: Jim Walker, Davielle Payne, Jeremy Berman  
ADDRESS: 100 Institute Road  
CITY Worcester STATE MA ZIP 01609  
OWNER'S PHONE # (508) 831-6652 CELL # \_\_\_\_\_  
PERSON IN CHARGE Jim Walker PHONE # \_\_\_\_\_

### LIST ALL FOODS/BEVERAGES THAT WILL BE SERVED

(attach menu or use additional sheets if necessary)

Type of Food: Goat Cheese Source: Westfield Farms, Hubbardston, MASS

WHERE IS THE FOOD PREPARED: Westfield Farms  
(Residential kitchens can not be used)

Pursuant to M.G.L. Ch. 62C, Sec. 49A, I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

Social Security of \_\_\_\_\_  
Oct 1, 2012  
Today's Date

[Signature]  
Signature of Applicant  
\_\_\_\_\_  
Corporate Officer (if applicable)

# Appendix D: Chartwells Clearance Form

## External Service Provider Request Form

NOTE: The following questions are to be **ANSWERED COMPLETELY and RETURNED** to the Chartwells Catering Department with proper signatures **NO LESS THAN TEN (10) DAYS PRIOR TO THE DESIRED DATE OF THE EVENT** by the WPI contact person and the prospective caterer who wishes to provide food service to any WPI event. **Chartwells has the right to refuse any external food services by contract with WPI for any reason.** Please note: any form submitted with less than the required ten-day limit can be refused service for that reason alone.

### For the WPI Contact Person (Sponsoring Client) to fill out.....

1. Name of WPI-Sponsored Group and Specific Contact Person @ WPI:  
Group: Compei Contact Person: Jim Wolken E-Mail: Wolken@wpi.edu Phone: X 6652
2. Name, Date and Day of Event:  
Name: Homecoming Date & Day: 10/6/12
3. Guest Arrival Time and Food & Beverage Service Start Time:  
Guest Arrival: 8 AM F&B Start Time: 10 AM F&B End Time: 5 pm
4. Location (room) of Event and Expected Guest Count:  
Building & Room: QUAD Guest Count: Homecoming - 500
5. Actual Menu Items (please list all including Beverages – use back of form if necessary):  
Just Gort cheese. Taste test for M&P.

### For the External Vendor to fill out.....

6. Name of External Vendor:
7. Specific Name of Contact Person There:
8. Phone Number and E-mail of Establishment:  
Phone#: \_\_\_\_\_ E-Mail Address: \_\_\_\_\_
9. Who is Delivering the Food and It's Estimated Time of Arrival:  
Delivery Person: \_\_\_\_\_ Arrival Time of Food: \_\_\_\_\_
10. Are you Serve-Safe or a Like-Program Certified – Please Explain:  
Certification #: \_\_\_\_\_ Name on Certificate: \_\_\_\_\_ Expiration Date: \_\_\_\_\_
11. Will You Provide any Equipment for the Event, Please Specify All:

By providing this information, it allows your establishment to be considered as a service provider for a specific event on a specific date, on the campus of WPI. By providing this information, it by no means guarantees you will be approved to do so until approved by Chartwells (WPI's exclusive contracted Dining Service provider.) Once approval as a one-time service provider for the specific event has been granted, you are to observe any and all safe food handling practices defined by the Board of Health as well as any further specific details determined by Chartwells for the duration of the above-said event. If further information is necessary, a Chartwells representative will contact you directly.

By signing this document, your establishment and the sponsoring client will accept **any and all liability** of the event pertaining to the food & service provided by your establishment. In the event that any person requires medical attention and/or further personal needs that stem from the service of your establishment, Chartwells and WPI accept no responsibility whatsoever.

Signature of WPI-Sponsored Client... [Signature] Date: 10/1/12

Signature of External Service Provider... \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Approving Chartwells Representative... [Signature] Date: 10/4/12

## Guidelines for Temporary Food Vendors

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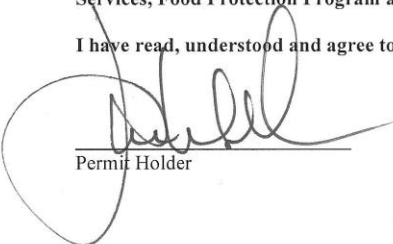
**In order to ensure that safe and sanitary foods are served to the public, your temporary food permit is issued based on the following conditions:**

- Your Certified Food Manager certificate, temporary food and propane permits (if applicable) must be conspicuously displayed on site.
- **Only the foods stipulated on your temporary food permit may be served.**
- Foods must be obtained from an approved commercial source. Proof of source such as boxes, receipts etc. must be on site.
- All potentially hazardous foods such as chicken, meats, commercially pre-cooked sausages, hamburgers, prepared vegetables, must be maintained either above 140 degrees F or below 41 degrees F.
- Only mechanical refrigeration or crushed / cubed ice is allowed as a cooling medium. Foods shall not come in contact with water or undrained ice. Packaged foods may not be stored directly in ice if it is subject to the entry of water.
- All foods, drinks and condiments shall be handled and stored in a manner that prevents contamination such as using clean covered containers, storing equipment and food up off the ground etc. Trash bags are not to be used for food storage.
- Running water with liquid soap and disposable paper towels for hand washing must be available and set-up prior to food preparation. Bottled water with a pull out spout is acceptable. Check with the Inspectional Services Department for other acceptable methods.
- All food handlers shall wash their hands after utilizing the toilet facilities, smoking, eating, changing tasks, and changing gloves or when hands become contaminated. All wrist jewelry and adornments must be removed.
- Bare hands may not contact ready-to-eat foods. Suitable utensils shall be used such as deli tissue, spatulas, tongs, single-use non-latex gloves etc. Bare-hand contact shall be minimized with foods that are not ready-to-eat.
- All equipment, utensils, containers etc. shall be in clean, sanitary condition. Where there are no warewashing facilities obtainable, a spare set of work utensils shall be available.
- All carts must be thoroughly pre-cleaned before set-up at the event.
- People handling the food shall wear clean outer garments, hair restraints, and utilize food hygienic practices.
- Vendors licensed to sell scooped ice cream must store scoops individually in each tub of ice cream or in clean water that is changed every 15 minutes.
- Smoking is prohibited within 10 feet of a cart or food storage area. Employee must wash their hands thoroughly with soap before returning to work.
- Garbage and refuse shall be disposed of in a satisfactory manner. The premises shall be kept clean.
- A stem type of thermometer that has been properly calibrated must be available for testing potentially hazardous foods on site. The thermometer must be cleaned and sanitized before and after use in a manner approved by the Inspectional Services Department. Refrigerated units must have thermometers.
- A labeled spray bottle of sanitizer prepared at proper concentration must be on site and used on all food contact surfaces, utensils etc. Proper concentrations should be determined with pH papers. Concentrations are as follows:
  - § Chlorine sanitizer: 50 – 100 PPM §

**If any of these conditions are not set-up and maintained, your temporary food permit will be immediately revoked and you will be ordered to stop serving food.**

**If you have any questions regarding the above conditions, call Department of Inspectional Services, Food Protection Program at 508-799-8539, prior to the event.**

**I have read, understood and agree to adhere to the above conditions.**

  
\_\_\_\_\_  
Permit Holder

  
\_\_\_\_\_  
Date