

HOSPITALITY AND  
TOURISM OPERATIONS  
RESEARCH EVENT

# Brownie Points Inc.



## Our Story of Sweet Success



Our story begins in 1998 when two friends, Lindsay McIlwain and Jenna Rajczyk, decided to start a business together. They were both passionate about baking and wanted to share their love of brownies with the world. They started by selling brownies at local events and soon found a loyal following. In 2000, they opened their first store in Gahanna, Ohio, and have since expanded to several other locations. Today, Brownie Points is a well-known name in the area, thanks to the delicious and high-quality brownies they offer.

Our brownies are made with the finest ingredients and are baked to perfection. We offer a variety of flavors, from classic chocolate to more unique options like raspberry and peanut butter. Each brownie is individually wrapped for freshness and convenience. Whether you're looking for a quick snack or a special treat, Brownie Points has you covered.

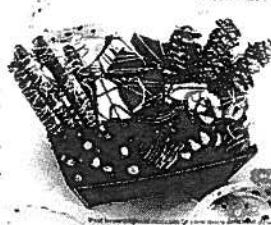
Visit our website at [www.browniepoints.com](http://www.browniepoints.com) or call us at 614-477-1111 to place your order today!

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Gahanna Lincoln DECA  
Gahanna Lincoln High School  
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Gahanna, Ohio 43230

Lindsay McIlwain  
Jenna Rajczyk  
April 26, 2013



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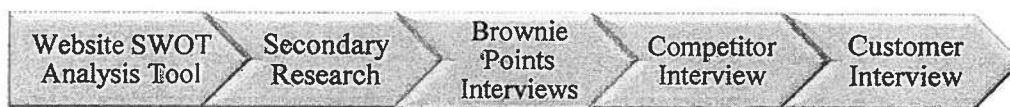
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# I. EXECUTIVE SUMMARY

**Business Overview:** Brownie Points is a Columbus, Ohio company that produces and sells gourmet desserts online. Over the past decade, Brownie Points has grown into a million dollar enterprise with 12 employees and a 5,500 square foot production facility. Last year the company used the Internet to sell approximately 2 million brownies to corporate and retail customers nationwide. The company is nationally recognized for reinventing a well-known dessert with a newer taste.

**Problem:** Retail customers currently account for 30% of total sales. Brownie Points management believes an opportunity exists to increase company profits by increasing retail customer sales. We have been asked to evaluate Brownie Points' website and recommend strategies to make it a stronger sales tool.

**Research Methods:** The following research methods were used in our study:



## Key Findings:

- The Brownie Points website's text and color scheme clashes on many pages.
- Brownie Points ranks poorly in search engine results for the key words "Brownie Gifts".
- When compared to competitors, Brownie Points does not have nearly as many followers or likes on social media pages.
- The popular "deal of the day" tab does not always offer a deal for returning customers.
- Competitors offer online loyalty program to encourage repeat customers.

**Proposed Strategies:** After examining our research results, we created the following strategies to improve the Brownie Points' website and its online presence to better meet the needs of its online customers.

1. Redesign the website to make it more customer friendly and a stronger sales tool
2. Improve search rankings by using search engine optimization techniques that focus on keywords
3. Begin using social media to create more awareness for the brand and connect with customers
4. Launch a Brownie Points rewards program to increase customer loyalty

**Return on Investment:** The total investment needed to implement our plan is \$7,804. We are confident if Brownie Points implements our recommendations they will experience an increase in sales revenue. A 20% increase in orders will result in \$19,200 of new revenue for Brownie Points.

Our strategic plan will attract more customers to the website and improve their online purchasing experience, resulting in increased sales.

## II. INTRODUCTION

### A. DESCRIPTION OF THE BUSINESS OR ORGANIZATION

Brownie Points is a gourmet dessert business that has been nationally recognized for its exceptional brownies, popcorn, and chocolate treats. Lisa King started the business in 1991 by baking brownies in her apartment and selling them to friends and colleagues. Today, this business that began as a hobby has grown into a million dollar enterprise with 12 employees and a 5,500 square foot production facility in Columbus, Ohio. Last year Brownie Points sold approximately 2 million brownies to online, wholesale and retail customers nationwide. As a result of Brownie Points' success, the company has been featured on Good Morning America, The Food Network, Rachael Ray, The Today Show, CNN and The Billboard Music Awards.



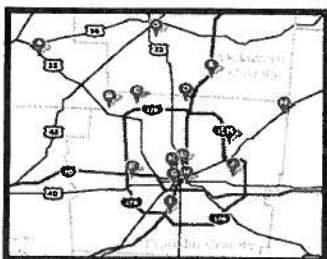
The business has successfully found its niche by reinventing a well-known dessert with a newer taste. Popular brownie flavors like Chocolate Carmel Sea Salt, Red Velvet Gourmet and Raspberry Carmel Fudge sell between \$3- \$4 apiece. Brownie gift baskets are popular with businesses that use gourmet desserts to reward their employees and key vendors, selling between \$29.95 -\$200. Key competitors in the gourmet brownie business include Fairy Tale Brownies and Sugar Daddy's Sumptuous Sweeties.



*A selection of Brownie Points' most popular brownies.*

### TARGET MARKET INFORMATION

Brownie Points' primary target market includes large companies in Central Ohio that have gift giving needs. The Central Ohio market is home to 15 Fortune 1,000 companies, including 6 Fortune 500 companies. The accompanying chart displays companies that are an important target market for Brownie Points.



- |                                                                |                             |
|----------------------------------------------------------------|-----------------------------|
| A - Scotts Miracle-Gro Co.                                     | I - Bob Evans Farms         |
| B - Pacer                                                      | J - Retail Ventures Inc.    |
| C - Cardinal Health                                            | K - American Electric Power |
| D - Worthington Industries                                     | L - Nationwide              |
| E - Mettler-Toledo International, Inc.                         | M - Limited Brands          |
| F - Big Lots                                                   | N - Abercrombie & Fitch     |
| G - Huntington Bancshares                                      | O - Greif                   |
| H - Hexion Specialty Chemicals/Momentive Performance Materials |                             |

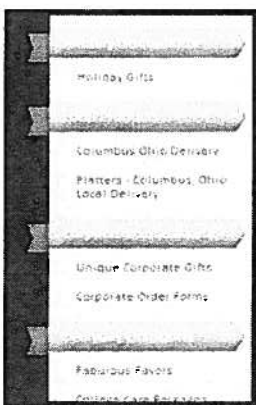
Brownie Points' current corporate accounts include JP Morgan Chase, Limited Brands, Nationwide, Cardinal Health, DSW, Schottenstein Stores, Neiman Marcus, and Abercrombie and Fitch. Two regional ice cream chains Graeter's and Whit's Frozen Custard also feature Brownie Points' brownies in their frozen treats. Brownie Points' marketers realize the significance of attracting new corporate accounts while keeping their current and local customers satisfied.

Brownie Points' secondary target market includes individual retail customers with gourmet gift giving needs. The business recently began a service to allow Central Ohio retail customers to order online and pick-up their order for free at the business' production facility. This pick-up option is Brownie Points' only retail channel. Retail customers outside Central Ohio must order products online or via the telephone. This makes the Brownie Points' website critical to its retail marketing and selling activities. Retail customers currently account for 30% of total sales.

This project is being completed for Mrs. Lisa King, Brownie Points CEO. During our initial interview, Ms. King informed us that the gourmet dessert business is very competitive and that having a strong website is vital to the future success of her company. We have been asked to research ways to improve Brownie Points' website so they can increase sales and better serve their retail customers.

## **B. OVERVIEW OF THE BUSINESS'S CURRENT WEBSITE STRUCTURE, CAPABILITIES, OFFERINGS, ETC.**

Brownie Points has possessed an online presence since 2001. The company created 3-4 other websites before finally developing their current page. At this time, Browniepointinc.com is maintained by CEO Lisa King, Office Administrator Lynn Malone, and Web Master Curtis Wallis.



*The Brownie Points' navigation menu*

### **STRUCTURE AND CAPABILITIES**

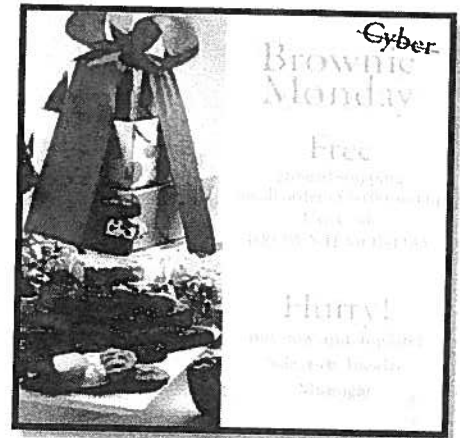
The Brownie Points website uses Volusion as its e-commerce platform because of its cost effectiveness and strong ability to improve their website. Similarly, Brownie Points uses the content management system Wordpress to power their online blog which is linked to the website and updated weekly. Annually, \$1,200 is spent updating and maintaining the website and blog. The website averages 3,000 visitors and 2,000 online orders each month.

The left-hand side of the Brownie Points website contains a navigation menu with has several tabs and sub tabs that direct a customer's search to products, packages, and additional information. The primary tabs include basic Brownie Points aspects, including Brownie Items, Gourmet Treats, Holiday/Corporation Gift Baskets, Local Products, and Everyday Occasions.

Brownie Points' customers have the ability to order any product or gift bundle through the website. When closing an order, customers are given the option to choose a shipping plan or to pick up their order in store. Additionally, the website provides information to corporations on how to place bulk orders through an organized online corporate catalog. At any time, a customer may interact with a Brownie Points employee through options offered on the website's home page including a live chat or a direct call.

**OFFERINGS**

The website provides Brownie Points' customers with a view of products they can purchase. The most popular aspect of the Brownie Points website is the individual brownie page which gives a photo and in-depth description of every brownie. Customers are also able to view and purchase gift baskets, gourmet popcorn flavors, and chocolate confections. Promotions and a "deal of the day" can be found on the websites homepage daily. Brownie Points offers links on their website to their social media accounts and blog. All of the company's social media accounts feature product photos, current promotions, introductions of new products, and detailed product reviews. Below is a labeled screen-shot view of the Brownie Points website.



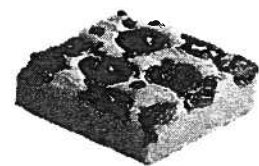
*Brownie Points' Cyber Monday Promotion*



*Brownie Points' social media links and company phone number*



*Brownie Points' deal of the day*





- A. **Center Image Area:** This area includes a large updated image concerning promotions, featured products and recent publicity.
- B. **Left Navigation Menu:** The main navigation structure contains tabs where all products and services are located.
- C. **Social Share Buttons:** Links to Twitter, Facebook, and Google Plus are located here.
- D. **Top Navigation Menu:** The Top Navigation menu includes additional shipping and "about us" information.
- E. **Site Search Option:** The website search feature is found on every page of the website.
- F. **E-commerce Navigation Menu:** This additional E-commerce navigation menu includes individual accounts, order information and help resources.



# III. RESEARCH METHODS USED IN THE SWOT ANALYSIS

## A. STEPS TAKEN TO DESIGN THE STUDY AND THE INSTRUMENT

### Research Goals

- ❖ To gain background information about Brownie Points and their website
- ❖ To increase knowledge on competitor businesses and their websites
- ❖ To learn how to improve a website's overall design
- ❖ To learn how to improve a website's search optimization
- ❖ To increase knowledge of online marketing strategies

### Secondary Research

Before designing and conducting this study, we reviewed resources including websites, articles, studies, and textbooks. Our textbook resources were utilized to learn about the marketing research process. The articles and marketing study provided us with insight on how a website can be improved overall as well as numerous steps in developing a website's search optimization. We were also able to learn additional facts about the background of the Brownie Points website and competitor websites by studying each company's individual website, allowing us to apply our gained knowledge to an improvement plan for the Brownie Points website.

### Primary Research

#### Brownie Points Business Owner Interview

**Rationale:** We set up several interviews with Mrs. King to learn more concerning the company's history and website. In addition, we wanted to gain more insight into the gourmet dessert business. We also asked about her future goals, expansion goals and e-commerce challenges.

#### *Exhibit 2*

##### Websites

1. Browniepointsinc.com
2. Brownies.com
3. Sugardaddys.com

##### Online Articles

1. *How to increase your search engine optimization*
2. *Improving Search Engine Rankings*
3. *Gold: Fairytale Brownies*
4. *Improving Your Company's Web Presence*

##### Marketing Study

1. 101 Ways to Improve Your Business Web Site

##### Textbooks

1. Marketing Essentials
2. Marketing Research

**Description:** Over the course of September to January, we had five meetings with Mrs. King. We met at Gahanna Lincoln High School (9/15/12), the Brownie Points Manufacturing Facility (10/18/12, 11/28/12), and via email (10/24/12, 1/2/13).

#### Brownie Points Employee Interviews

**Rationale:** We set up an interview time with Office Administrator, Lynn Malone, and Website Master, Curtis Wallis, to gain information regarding the strengths, weaknesses, and opportunities of the Brownie Points Website. Similarly, it was essential we received the Brownie Points Google Analytics reports.

**Description:** We met with Mrs. Malone and Mr. Wallace on January 25<sup>th</sup>, 2013 at the Brownie Points manufacturing facility.

#### Brownie Points Customer Interview

**Rationale:** We organized a personal interview with Maureen Emoff to gain a customer opinion regarding Brownie Points and its website.

**Description:** Our interview with Ms. Emoff took place on January 11<sup>th</sup>, 2013 at her residence.

#### Competitor Interview, Sugar Daddy's

**Rationale:** We conducted a phone interview with Mr. Ballard to gain knowledge about how a competitor business utilizes its company website. We also wanted to learn trends of a major competitor.

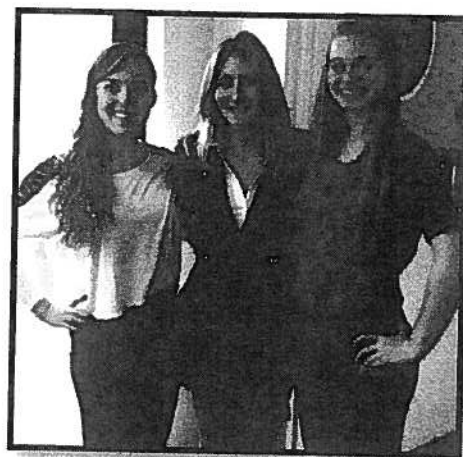
**Description:** We conducted a phone interview with Mr. Ballard on December 10<sup>th</sup>, 2012.

#### Website Analysis Instrument

Our website evaluation tool is based on a tool utilized and published freely online by a leading marketing research firm, Thinking About Corners. We used this instrument to successfully determine the strengths, weaknesses, opportunities and threats of the Brownie Points Website. Our website analysis tool is presented in the next section.

## B. STEPS TAKEN TO CONDUCT THE STUDY

**Brownie Points Business Owner Interview:** Before meeting with CEO of Brownie Points, Lisa King, our team determined what information we lacked concerning the company's current website. We reviewed the Brownie Points current website as well as articles and reviews regarding the company. We applied our background knowledge on the company, target market, and the competitor websites to the process of developing our conference questions. Once we brainstormed and generated ideas for our interview, we met with Mrs. King at the Brownie Points manufacturing facility. Below are several questions addressed when meeting with Mrs. King.



*Our team and Mrs. King at Brownie Points*

### *Exhibit 3*

- |                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>❖ <b>What marketing tools do you utilize?</b></li><li>❖ <b>What is your target market?</b></li><li>❖ <b>How important is the internet to your business?</b></li><li>❖ <b>How do you initially receive business?</b></li><li>❖ <b>Do you have a mobile application?</b></li></ul> | <ul style="list-style-type: none"><li>❖ <b>What opportunities do you see with using technology to grow your business?</b></li><li>❖ <b>How do you differ from businesses similar to yours?</b></li><li>❖ <b>What problems are you facing with Brownie Points?</b></li><li>❖ <b>Who are your major competitors?</b></li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Brownie Points Employee Interviews:** Before meeting with Lynn Malone and Curtis Wallace, our team established numerous questions concerning the strengths, weaknesses, opportunities, and threats of the Brownie Points website. We desired to gain insight into an employee's perspective of the website and a deeper understanding of the website's traffic. Mr. Wallis provided us with various Google Analytics reports regarding the amount of visitors per page, which pages receive the most visits, and the website's keywords. Below are the focus questions discussed at the meeting.

Exhibit 4

- |                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>❖ What do you consider the strengths, weaknesses, opportunities and threats of the website?</li><li>❖ How do you feel about the advertisement of your products through other websites?</li><li>❖ What is your opinion on the check-out process?</li></ul> | <ul style="list-style-type: none"><li>❖ Do you believe the Brownie Points website would benefit from a customer survey?</li><li>❖ What are the strengths and weaknesses of utilizing a Volusion template?</li><li>❖ What aspect of the website needs the most improvement?</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Brownie Points Customer Interview:** Before meeting with Ms. Emoff, we brain stormed questions primarily concerning the gourmet dessert industry and the Brownie Points website. We desired to learn a customer's point of view relating to the website's design and navigation. Similarly, we wanted to gain knowledge about how often an individual is in contact with gourmet dessert companies. When meeting with Ms. Emoff, we first asked her general questions concerning Brownie Points and then, we walked her through the website for a mock purchase. The following questions were addressed during our interview with Ms. Emoff.

Exhibit 5

- |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>❖ How many times have you shopped online for brownies?</li><li>❖ Do you pick up orders in store or have them delivered?</li><li>❖ Do you follow any brands or businesses on social media?</li><li>❖ Do you follow any businesses or brands on social media?</li></ul> | <ul style="list-style-type: none"><li>❖ Do you allow businesses to contact you via text or email?</li><li>❖ What do you like about the Brownie Points website?</li><li>❖ What do you think could be improved on the Brownie Points website?</li><li>❖ Are Brownie Points "help" resources easy to locate?</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Sugar Daddy's Interview:** We had the opportunity to interview a local competitor, Sugar Daddy's co-owner Mark Ballard. Before meeting with Mr. Ballard, we developed questions that would allow us to directly compare the similar gourmet dessert companies, Sugar Daddy's and Brownie Points. With the desire to gain insight into how important the Sugar Daddy's company website is to the business, we asked questions concerning how the website functions and how the Sugar Daddy's website differs from



Sugar Daddy's Co-founder Mark Ballard

*Great idea!*

and compares to the Brownie Points website. Below are questions that were asked during our interview with Mr. Ballard.

*Exhibit 6*

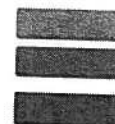
<ul style="list-style-type: none"> <li>❖ Are many of your orders corporate?</li> <li>❖ Are your social media accounts successful towards promoting your business?</li> <li>❖ What events do you participate in locally?</li> <li>❖ Are your wedding services popular?</li> </ul>	<ul style="list-style-type: none"> <li>❖ How important is your website to your business?</li> <li>❖ What percentage of your business is online vs. retail?</li> <li>❖ Is your in store pick-up option popular?</li> <li>❖ Does your business/website advertise gift options frequently?</li> </ul>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Website Analysis Instrument**

Our website analysis tool was finalized after meeting with a representative of a local digital marketing and search engine optimization company, People to My Site. Our SWOT analysis instrument evaluates a website in four key areas: Online Presence and Drive traffic, Website Interaction Capabilities, Website Format and Layout, and Website Ability to Generate Leads. We used the tool to compare the Brownie Points website to their two major competitions.

**Website SWOT Analysis Instrument**

Brownie Points  
Sugar Daddy's  
Fairytale



<b>S</b> You <b>have</b> it, your competitor may	<b>W</b> You <b>don't</b> have it, your competitors may
<b>O</b> You may have it, but your competitor <b>does not</b> (or will never be as good)	<b>T</b> You may have it, but your competitor <b>does</b> (or always will be better)

**1. Online Presence & Drive Traffic**

The *Online Presence & Drive Traffic* portion of the analysis tool assesses Brownie points' search engine optimization and the strength of its social media accounts compared to their two main competitors.

	S	W	O	T
• Do you have a strong online presence across both search engines and social sites?	x			xx
• Is your webpage ranking high in search results?	xx			x
• Is your website older than one year?	xxx			

• Do your search results rank for the keywords that describe your service?	X			XX
• Do you have a strong brand name and logo?	X	XX		
• Does the website's homepage have a quick load time?	X			XX
• Do your results on search engine descriptions make sense?	X			XX
• Are you showing 'calls to action' & 'benefits' in your search results & social sites?	XX	X		
• Do you have many 'followers' on Facebook, LinkedIn, Twitter and other social sites?	X	X		X
• Is a smartphone app appropriate for your business? Do competitors have one?			XXX	
Category total				

## 2. Website Interaction Capabilities

The *Website Interaction Capabilities* section of the analysis tool assesses the Brownie points' interaction with its customers through its website and social media accounts. In addition, this section displays Brownie points' and local competitor's availability of an eNewsletter, site feedback, and "social share" features.

	S	W	O	T
• Key pages have a social media or mobile option?	XX			X
• Key pages can be printed (print-friendly version)?			XXX	
• Assessment tools or quizzes that offer recommendations or personalized summaries? (NA?)			XXX	
• Visitors can sign up for eNewsletter, tool kit, site update, or other feature to extend relationship while sharing key information with the site owner	XX	X		
• Site feedback is encouraged?			XXX	
• Do you give customers a reason to call you on the phone? (NA?)	XXX			
• Is it clear how customers can contact you with questions? Is "Live Chat" a reasonable option?	X			XX
• Are your buttons to your social sites visible?	XXX			
• Does your site have "social share" features- can a product/topic be shared to a social site easily?	XX	X		

## 3. Website Format and Layout

The *Website Format and Layout* section of the analysis tool rates the functionality of the website regarding customer use. The accessibility, content, and appearance of the Brownie Points website is compared to local competitors.

	S	W	O	T
• Can a visitor instantly tell what your website is about?	X			XX
• Does your website present unique and intriguing content that people want to read?	X	X		X
• Does your website succeed in grabbing visitor attention?	X			XX
• Is your website homepage load time fast enough?	X			XX
• Do your website inner pages load fast?				XX

• Do you have a simple and user-friendly website – easy to find information through search and navigation?	xxx			
• Do you have nice images that explain '1000 words' each?	x			xx
• Does every page have a link back to your homepage?	xxx			
• Are page layouts consistent (color, fonts, brand logo, white space, etc)?	xx	x		
• Does the page require minimum scrolling?-	xx	x		
• Are fonts easy to read, and is the contrast between text/background clear?	xx	x		
• Is the website's Search function easy to use and well labeled?	xx	x		
• Does your site have a mobile version? Do web pages look the same on a tablet?	xxx			
• Is writing appropriate for the Web (short/concise, good use of headings/sub-headings)	x	x		x
• Is information fresh and are updates easy to locate?	xx			x
• Does your website have case studies and practical applications of product or service use?	x	xx		
• Do you explicitly speak to the benefit of the customer?	x			xx
• Does the site have spelling and grammar mistakes?	xxx			

This section also rates the load speed of the home page. Through a website that tests the load time of web pages, we calculated the load time and performance "grade" of Brownie Points' and competitors' web pages. The percentage we calculated rates how much faster the web pages load compared to all other tested web pages.

<b>1. Sugar Daddy's</b> <ul style="list-style-type: none"> <li>• <b>80/100</b> Loads 80% faster than websites tested</li> <li>• <b>Load Time: 541 ms</b></li> </ul>	<b>2. Brownie Points</b> <ul style="list-style-type: none"> <li>• <b>75/100</b> Loads 75% faster than websites tested</li> <li>• <b>Load Time: 1.73 s</b></li> </ul>	<b>3. Fairy Tale</b> <ul style="list-style-type: none"> <li>• <b>69/100</b> Loads 69% faster than other websites tested</li> <li>• <b>Load Time: 2.15 s</b></li> </ul>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### 4. Website Ability to Generate Leads

The *Website Ability to Generate Leads* section of the analysis tool determines if the information and service presented on the website is easily understood by customers.

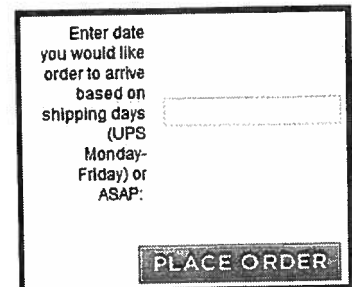
	S	W	O	T
• Do you offer a unique product or service?	xxx			
• Is your level of expertise obvious? Is it better than your competitors?	x			xx
• Is value of your product easy to understand?	x			xx
• Product or service range is good?	xxx			
• Do you offer a "Guest Checkout" option (no registration required)	xxx			
• Does your site use an address validator?			xxx	
• Does your checkout process ask for the same information twice?	xx			x

# IV. FINDINGS AND CONCLUSIONS OF THE SWOT ANALYSIS

## A. STRENGTHS OF THE BUSINESS'S OR ORGANIZATION'S WEBSITE

**Brownie Points Owner:** Owner and CEO of Brownie Points Lisa King commented on several strengths that the business's website exemplifies.

- The constant changes and improvement made to the website keeps it updated
- The use and benefits of search optimization
- The photos used to represent the items sold
- There is easy and user-friendly navigation
- The user's ability to choose a specific date for delivery



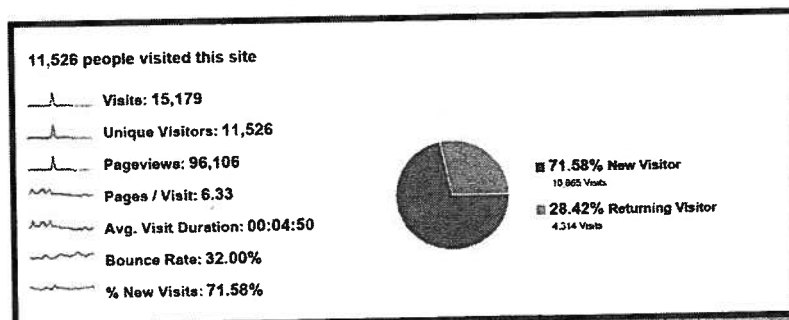
Enter date you would like order to arrive based on shipping days (UPS Monday-Friday) or ASAP:

**PLACE ORDER**

*The option to select a specific delivery date*

**Brownie Points Employee:** Employee of Brownie Points Lynn Malone noted a few dominant strengths of the website.

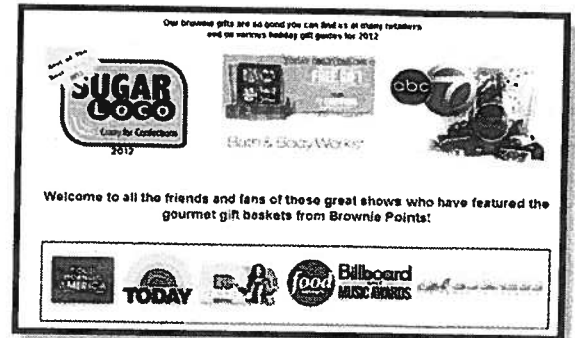
- The visual image of the website including the excellent images and eye catching colors
- The ability to navigate fast and easily through the various web pages
- “Add-On” items that appear while customers proceed to the checkout informing them of popular products or deals
- After examining the Google Analytics documents of Brownie Points, we identified a few key strengths during the month of December. These strengths were based on the number of visits (15,179) and page views (96,106) the website had between the dates of December 1, 2012 and December 31, 2012.





**Brownie Points Customer:** Maureen Emoff, a frequent buyer and customer of Brownie Points, pointed out various strengths she noticed when visiting the business's website.

- The graphics and photos used to display the products
- All of the site's pages have social media links
- The endorsement examples on the homepage and the acknowledgement of where the business has been previously recognized



*Endorsements and previous recognition of Brownie Points*

**Website Analysis Instrument:** The chart below lists the strengths determined by the SWOT analysis.

*Exhibit 7*

<p><b>Online Presence &amp; Drive Traffic</b></p> <ul style="list-style-type: none"> <li>• There are 'benefits' and 'calls to action' within the search results and on social sites</li> </ul>	<p><b>Website Interaction Capabilities</b></p> <ul style="list-style-type: none"> <li>• The key pages have social media buttons to these sites are available</li> <li>• The website gives customers a reason to call the business on the phone</li> <li>• It is clear to customers how they can contact the business and a live chat option is available</li> <li>• "Social share" features are available</li> </ul>
<p><b>Website Format and Layout</b></p> <ul style="list-style-type: none"> <li>• The website is user-friendly and easy to navigate through</li> <li>• The images are appealing and there are no spelling mistakes</li> <li>• Every page has a link back to the homepage</li> <li>• The website's search function is easy to find and use</li> <li>• The website has a mobile version</li> </ul>	<p><b>Website Ability to Generate Leads</b></p> <ul style="list-style-type: none"> <li>• The website offers a unique product or service</li> <li>• The level of expertise of the company is obvious and better than the competition</li> <li>• The value of the product is easy to understand</li> <li>• The product or service range is good</li> </ul>

## B. WEAKNESSES OF THE BUSINESS'S OR ORGANIZATION'S WEBSITE

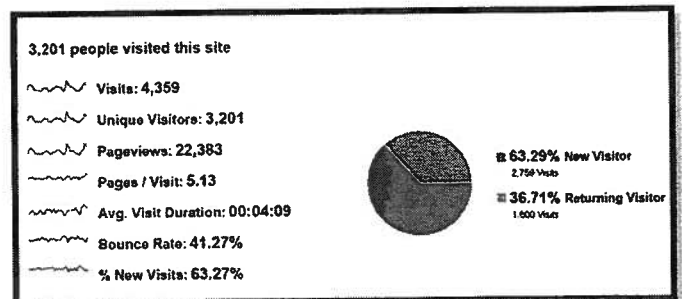
**Brownie Points Owner:** Brownie Points owner Lisa King established a few weaknesses she felt the business's website struggles with.

- Volusion, the web platform used, restricts the website to a particular platform and cannot be customized
- There are several issues with the shopping cart and the end transaction
- The visuals are limited and cannot be sized according to the web master's preferences
- **There are not many followers or likes on the Brownie Points' social media pages, and they do not use it effectively to promote their brand**

Social Media Accounts	Brownie Points	Sugar Daddy's	Fairy Tale
Facebook Likes	• 1,167	• 4,157	• 9,753
Twitter Followers	• 404	• 1,233	• 5,516

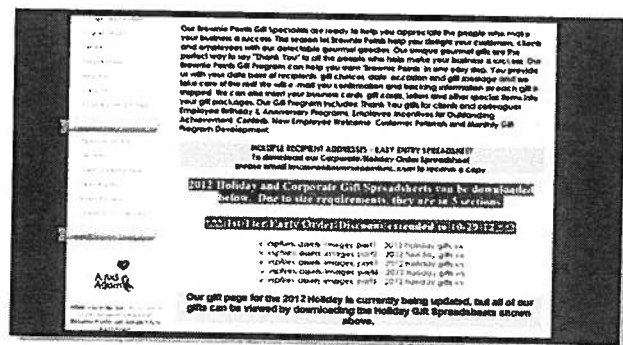
**Brownie Points Employee:** Lynn Malone explained to us a few significant weaknesses she notices with the Brownie Points website.

- The shipping options are not clearly described
- The number of shipping days for ground shipping are not specified
- There are a few general website issues such as the incompatibility of some electronic devices (iPads, smartphones, etc.)
- **Following our study of the Google Analytics documents of Brownie Points, certain weaknesses with the website were noted following the holiday season.**
- Regarding the number of visits (4,359) and page views (22,383), we found weaknesses with the totals from December 25, 2012 to January 24, 2013.



**Brownie Points Customer:** Previous customer Maureen Emoff described weaknesses she encountered when using the business's website.

- The gift message option is difficult to locate
- The exact size of each brownie or gourmet treat is not specified
- The website's navigation menu is too long
- The wording and descriptions of the products can be difficult to read or understand
- The popular "deal of the day" tab does not always offer a deal
- The website's text and color scheme clashes on many pages



**Website Analysis Instrument:** The chart below lists the weaknesses determined by the SWOT analysis.

Exhibit 8

**Online Presence & Drive Traffic**

- They do not rank high in search engine results
- They do not have a strong brand name and logo
- They do not have many followers on social sites such as Facebook, LinkedIn, and Twitter

**Website Interaction Capabilities**

- The website visitors cannot sign up for an eNewsletter, tool kit, site updates or other features to extend relationship while sharing information with the site owner

**Website Format and Layout**

- The website lacks unique and intriguing content that people will want to read
- The page layouts lack consistency
- The page does not require minimum scrolling
- The fonts can be difficult to read and there is not much contrast between the text and background
- The writing is not always appropriate for the web
- The website does not have case studies and practical applications of product or service use

## C. OPPORTUNITIES FOR THE BUSINESS'S OR ORGANIZATION'S WEBSITE

**Brownie Points Owner:** Owner and CEO of Brownie Points Lisa King continued with listing some opportunities she wanted to focus on with the business's website.

- The customization of each specific webpage on the website
- The possibility of advertising Brownie Points through commonly visited websites
- To have a webmaster working with the website full time

**Brownie Points Employee:** Lynn Malone, employee of Brownie Points, came up with some ideas regarding future opportunities for the website.

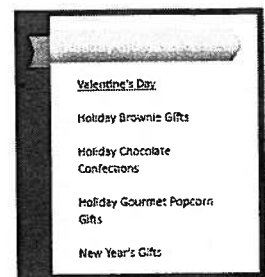
- To organize a rewards program
- To coordinate these add-on items with the current holiday season
- The possibility of a new ground shipping option



*Add-on item at checkout coordinated with a holiday season*

**Brownie Points Customer:** Frequent Brownie Points customer Maureen Emoff offered her opinion on some opportunities for the business's website.

- To make some minor "tweaks" or changes to the website and make sure it is always up to date
- To make the wording more professional and minimized
- To include allergy information on the website for each item
- To prioritize the current holiday on the navigation menu
- To advertise items from the current holiday while customers are ordering and catch their interest
- To participate in local events and advertise on the website



*Brownie Points prioritizing the current holiday on the navigation menu*

**Website Analysis Instrument:** The chart below lists the opportunities determined by the SWOT analysis.

*Exhibit 9*

**Online Presence & Drive Traffic**

- There is an opportunity for a smartphone application for the business

**Website Interaction Capabilities**

- The capability of printing key pages (having print-friendly versions of pages)
- The opportunity to present assessment tools or quizzes that offer recommendations or personalized summaries
- The encouragement of site feedback

**D. THREATS TO THE BUSINESS’S OR ORGANIZATION’S WEBSITE**

We took an external view when looking at the threats of the Brownie Points website. Focusing on a political, economic, social, technological, and a demographic standpoint, we identified several key threats for Brownie Points to monitor.

**Political:** There is pressure growing to make online business’s collect sales tax on every order from every state. Currently many online business’s only charge sales tax on orders from their home state. This could be a political risk for Brownie Points due to mounting pressure to make charging sales tax a law.

**Economic:** Brownie Points offers high quality luxurious and gourmet products that are often purchased as customer appreciation gifts by large corporations. If a period of economic downturn returns, an economic threat could appear as consumer spending decreases.

**Social:** The current lifestyle and shopping trends have a direct effect on the fluctuations in consumer spending. With social media websites being a popular and current trend, the number of “likes,” followers, or



*With a California zip code, there is not a charge for sales tax*



*The number of followers Brownie Points has on their Twitter account*

page views are critical to the success of the website. A small amount of media views and changes in lifestyle trends could create a social threat for the online business.

**Technology:** The rise of Internet shopping creates a threat for the number of Brownie Point's online customers. Maintaining a secure and customer friendly website while using later e-commerce technology poses a challenge from a technological standpoint. Also, the change in website development and design pose a risk for the online business. The compatibility of mobile applications and viewing websites through different devices play a part in how successful the online shopping process is.

**Demographics:** As the nation continues to become more diverse it is critical to monitor marketing activities to ensure that they are meeting the needs of the customers. This could include making language an option for customers visiting the website and adding descriptions to each product offered.

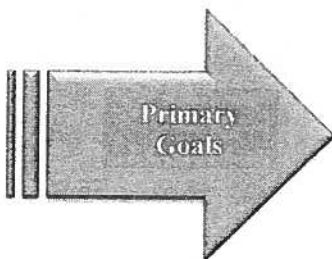
**Competition:** The improvements and constant updates of other gourmet brownie companies' websites create a large risk for the Brownie Points online business. It is important to monitor competitors' technological advances and how they utilize technology to meet customer needs.

## V. PROPOSED STRATEGIC PLAN AND COST ANALYSIS

### A. DEVELOP A STRATEGIC PLAN TO REVISE AND IMPROVE THE BUSINESS'S WEBSITE

Our research indicates that it is essential for Brownie Points to redesign their website and improve their online presence. Currently, the website is lacking a formal appearance and organization. Our plan to redevelop the website will attract more customers while also improving customer's online purchasing experience.

*Exhibit 10*



- Redesign Website
- Improve Search Engine Rankings
- Begin Social Media Program
- Debut Brownie Points Rewards Program

## Redesign Website

**Goal:** Increase online traffic and orders by 15%

Our plan to redesign the website consists of several steps that will improve its professional appearance and the customer's experience on the site. Currently, the Brownie Points website does not possess minimum scrolling on its home page or any other page. We plan to decrease the necessary scrolling for a customer by minimizing the current navigation menu and by adding a drop-down menu feature. We want to improve the convenience of the customer's experience on the website by also providing allergy concerns and ingredients of all products within the new drop-down menu feature. The screenshots below display Brownie Points' current main navigation menu and a competitor's minimized navigation menu and allergy information option.

Exhibit 11

*Brownie Points' current main navigation menu is too long. A simpler menu will be more user friendly.*

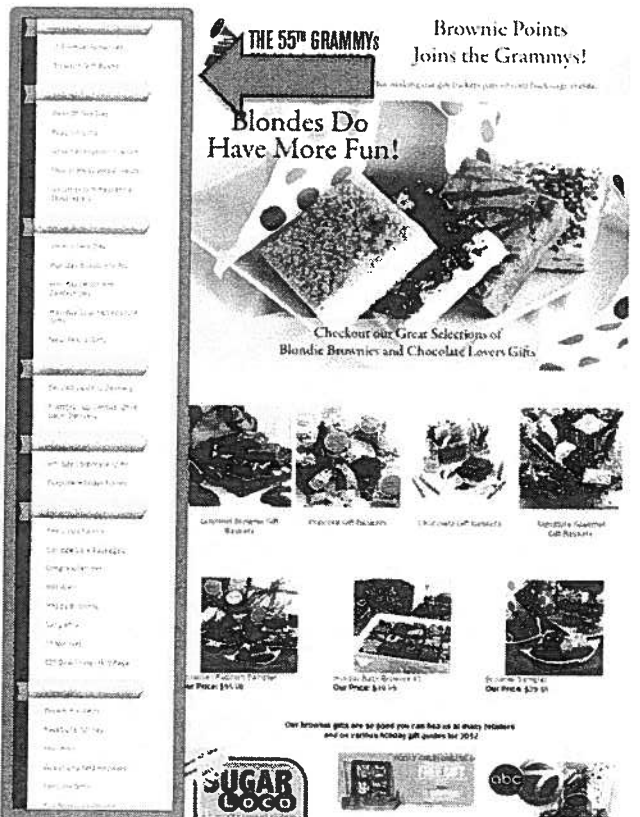


Exhibit 12

*Fairytale Brownie's current minimized navigation menu provides minimum scrolling and convenience for customers.*



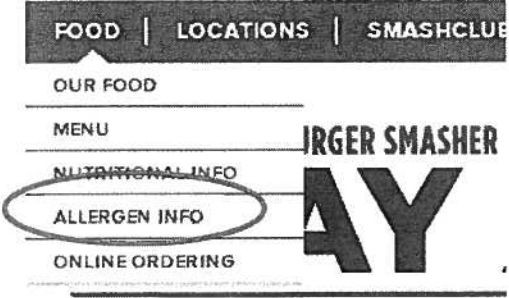
Exhibit 12

Fairytale's drop-down menu is user friendly for customers and provides convenience. A drop-down menu is a great replacement for Brownie Points' side navigation menu.



Exhibit 13

Our feedback shows that food allergies are a concern for many customers.



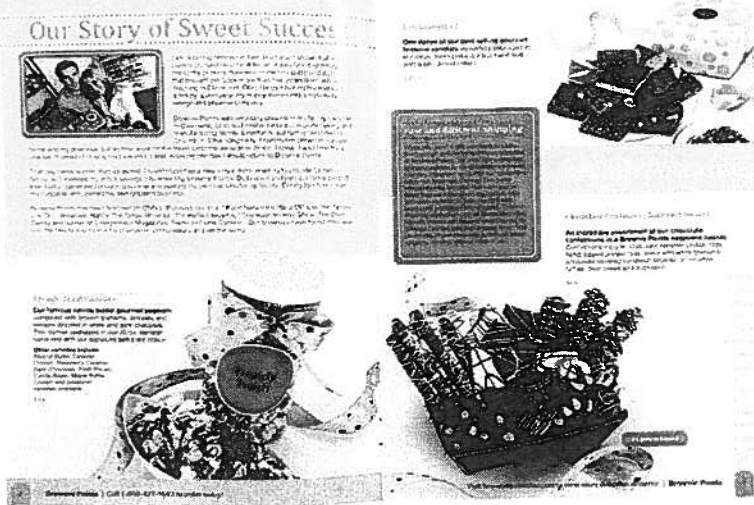
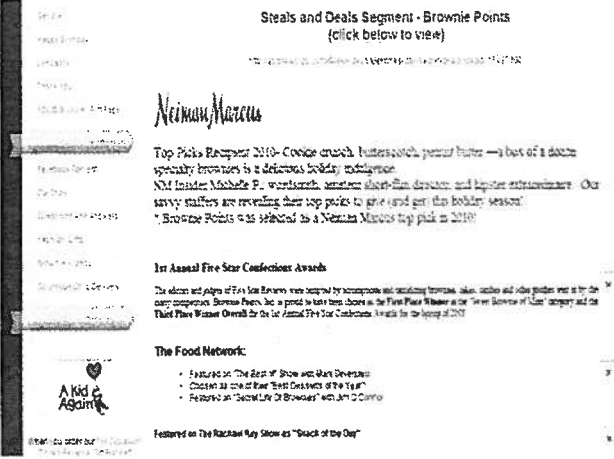
In addition, the color scheme and fonts on the current website do not coincide on every page. We plan to revise the website's color scheme and text to match its appealing catalog. The screenshots below exemplify the current problems with the clashing color scheme and fonts and the ideal color scheme for the Brownie Points website.

Exhibit 14

Clearly, the fonts, font sizes, and colors clash. Brownie Points will benefit from a formatting redesign.

Exhibit 15

The formatting and color scheme of the Brownie Points catalogue is perfect for the redesign of the website.





## Improve Search Engine Rankings

**Goal:** Appear in top 2 search engine listing results for the key words: "Brownie Gifts"

Brownie Points is a company that focuses on gift giving needs for large corporations and individual customers. However, when using an internet search engine to find companies that provide Brownie Gifts, Brownie Points is not listed as a search result; yet, Sugar Daddy's and Fairytale Brownies are both listed. Brownie Points would benefit immensely from improving their use of key words and appearing higher in search listings. Below are screenshots displaying Google and Bing search engine results when the key words "Brownie Gifts" are searched.

### Google Search Results

**Brownie Gifts - Brownie Baskets - Brownies Online | Dancing Deer**

[www.dancingdeer.com/Brownies](http://www.dancingdeer.com/Brownies)  
Brownie gifts are for the chocolate lovers. Dancing Deer brownie baskets filled with the most delicious chocolate brownies peanut butter brownies, caramel ...

**Choose Your Own Brownie Flavors - Fairytale Brownies: Gourmet ...**

[www.brownies.com/products/cyo\\_brownies.aspx](http://www.brownies.com/products/cyo_brownies.aspx)  
You've selected Choose Your Own Brownie Flavors. Now, choose a quantity from 6 to 48 gourmet brownies from the options below. Remember, these gifts ...

**Brownie Gift Boxes - Brownie Points Inc.com**

[www.browniepointsinc.com/Gourmet-Brownies-Gift-Baskets/s/3.htm](http://www.browniepointsinc.com/Gourmet-Brownies-Gift-Baskets/s/3.htm)  
Our gourmet brownies and gourmet gift baskets make every occasion a special occasion! Holiday Gift Baskets and Gourmet Brownie Gift Boxes. Gift Baskets ...

**Gourmet Gift Baskets - Gourmet Brownies - Brownie Points Inc.com ...**

[www.browniepointinc.com/Gourmet-Gift-Baskets/s/22.htm](http://www.browniepointinc.com/Gourmet-Gift-Baskets/s/22.htm)  
Our gourmet dessert gift baskets are like no other. Each basket includes an assortment of the world's best brownies, popcorn and chocolate confections ...

**SUGARDADDY'S: Best Brownies and Blondies, Best Gifts ...**

[www.sugardaddys.com/](http://www.sugardaddys.com/)  
Sugardaddys Sumptuous Sweets - It's not your everyday brownie. Best Brownies and Blondies ... Shop by Price / Quick Order - Quick Help

**Gourmet cookie and brownie gifts, baked fresh and shipped to ...**

[www.annasgourmetgoodies.com/](http://www.annasgourmetgoodies.com/)  
Anna's Gourmet Goodies makes, bakes and ships gourmet cookies and brownies as corporate, personal or business gifts. Choose from a wide selection of ...

**Cookies & Brownies | Chocolates & Sweets | Harry & David**

[www.harryanddavid.com/h/chocolates-sweets\\_/cookie-gifts-brownie](http://www.harryanddavid.com/h/chocolates-sweets_/cookie-gifts-brownie)  
Buy Cookies & Brownies from Harry & David. America's gourmet gifting experts since 1934. From cookie & brownie gifts to your own personal supply of cookies ...

**Send Brownie Pops from Shari's Bernies**

[www.bernies.com/brownie-pops-sbp](http://www.bernies.com/brownie-pops-sbp)  
Brownie pop gifts are the new must-have treat at any celebration! Buy cupcake pops fashioned from gourmet brownies for unique edible artwork that tastes as ...

**Brownie Gifts - Country Cupboard Cookies**

[www.countrycupboardcookies.com/Brownies1.html](http://www.countrycupboardcookies.com/Brownies1.html)  
Every chocolate will love the taste of our homemade gourmet brownies and blondies.

### Bing Search Results

**Fairytale Brownies, Gourmet Belgian Chocolate Brownies**

<https://www.brownies.com/>  
Fairytale Brownies: Premium all-natural gourmet brownie gifts. Handcrafted gourmet brownies include: Caramel, Chocolate Chip, Cream Cheese, Espresso Hib, Mint ...

**The Best Brownies - Guaranteed! - Geoff & Drew's, LLC**

[www.geoffanddrews.com/category/66\\_brownie\\_gifts.cfm](http://www.geoffanddrews.com/category/66_brownie_gifts.cfm)  
Geoff & Drew's has baked to order award winning gourmet desserts gifts: Gourmet Cookies, Brownies, Chocolates in custom designed Tins, Towers, Boxes and ...

**Brownie Gifts**

[www.cookiesthanhome.com/category/brownies](http://www.cookiesthanhome.com/category/brownies)  
Large selection of unique gift baskets cookie gifts, Promotional Gifts, Corporate Gift Baskets, thanksgiving gifts, birthday gifts, seasonal gifts and congratulation ...

**Laura's Brownies - Gift-Packaged Brownies - as Seen on ...**

[laurasbrownies.com/](http://laurasbrownies.com/)  
Laura's Brownies are baked by Laura herself, packaged in gift boxes and tins, and delivered anywhere in the continental U.S. and Alaska. Great party treats and ...

**Images of brownie gifts**

[bing.com/images](http://bing.com/images)



**Gourmet Brownie and Cookie Gift Baskets Delivered**

[https://www.brownies.com/gift\\_types.aspx](https://www.brownies.com/gift_types.aspx)  
Order brownies from Fairytale Brownies and we deliver a meaningful gift with superior quality. Our gift collection includes gourmet brownies, gourmet cookies ...

**Brownie Gifts, Chocolate Gift Baskets, Corporate Holiday Gifts ...**

[shop.graysinnbakery.com/category/brownie-gifts](http://shop.graysinnbakery.com/category/brownie-gifts)  
Baked with 100% All Natural ingredients, no preservatives, and a lot of love, our gourmet brownies make a wonderful gift.

**Related searches for brownie gifts**

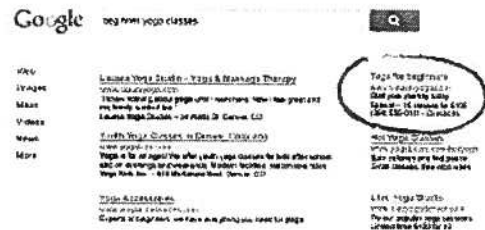
- Brownie Gift Baskets
- Brownies by Mail
- Brownie Gifts by Mail
- Brownie Baskets
- Best Brownies Delivered
- Brownie Baskets Free Shipping

**Brownie Gift | Brownie Gifts | Cookies.com**

[www.cookies.com/shop-by-product/brownies/brownie-gifts](http://www.cookies.com/shop-by-product/brownies/brownie-gifts)  
Cookies.com offers gourmet brownie gifts that make great gifts for anyone. We ship anywhere in the country. Send a brownie gift today.

**Brownie gift baskets - TheFind**

We also recommend utilizing Google AdWords to improve Brownie Points' search rankings. By implementing Google AdWords, Brownie Points will appear at the top or side of Google's search engine listings when the keywords "Brownie Gifts" are searched (see example on right). This will direct customers to the website to learn more about the products and make a purchase. We recommend testing Google AdWords for a three month period to measure its effectiveness in driving sales.



When attending a search engine optimization presentation by a representative of People to My Site, we learned the following tips that Brownie Points will execute to assist their search rankings.

- Make sure your site is in Google's site index
- Keep content on website updated to receive higher rankings
- Because search engines cannot read images, use text instead of images to display important names, content or links
- Post daily on social media accounts
- Include key words on web pages' headings and titles
- To establish page authority, increase external links to the website on other popular websites

### **Begin Social Media Program**

**Goal:** To gain at least 1,000 new Twitter followers, 3,000 Facebook likes, and 1,000 Pinterest followers

Hundreds of millions of users are currently part of a social media network. Compared to competitors, Brownie Points lacks the support from the majority of these millions of users. On average, Brownie Points posts on its Facebook and Twitter accounts once a week. However, their competitors take full advantage of their social media accounts by posting on a daily basis, resulting in a large amount of followers and likes. Below is a social media strategy describing the four steps Brownie Points will follow to improve their social media accounts and gain followers.

#### **4 Step Media Plan**

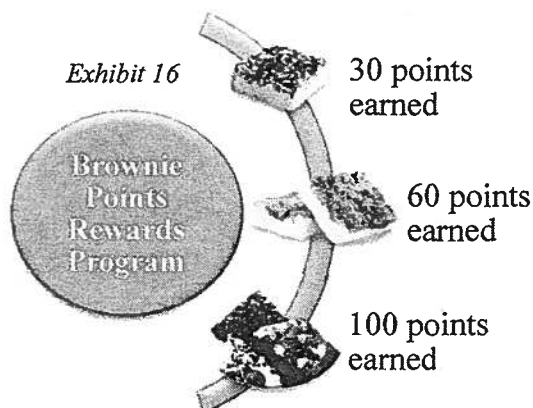
<p><b>Step 1: Define Your Goals</b> Brownie Points should use social media to build their brand and prospect for leads that can increase sales.</p>	<p><b>Step 3: Decide on Tactics</b> We have created a social media posting schedule to help Brownie Points improve their online presence.</p>												
<p><b>Step 2: Define Your Metrics</b> We have developed the following metrics to help Brownie Points evaluate their social media effectiveness.</p>	<table border="1"> <thead> <tr> <th>Blog</th> <th>Facebook</th> <th>Twitter</th> <th>Pinterest</th> </tr> </thead> <tbody> <tr> <td>1x Every Other Day</td> <td>1x Daily</td> <td>1x Daily</td> <td>1x Every Other Day</td> </tr> </tbody> </table>	Blog	Facebook	Twitter	Pinterest	1x Every Other Day	1x Daily	1x Daily	1x Every Other Day				
Blog	Facebook	Twitter	Pinterest										
1x Every Other Day	1x Daily	1x Daily	1x Every Other Day										
<table border="1"> <thead> <tr> <th></th> <th>Facebook</th> <th>Twitter</th> <th>Pinterest</th> </tr> </thead> <tbody> <tr> <td>Now</td> <td>1,167 Likes</td> <td>404 Followers</td> <td>98 Followers</td> </tr> <tr> <td>12 Month Goal</td> <td>4,167 Likes</td> <td>1,404 Followers</td> <td>1,098 Followers</td> </tr> </tbody> </table>		Facebook	Twitter	Pinterest	Now	1,167 Likes	404 Followers	98 Followers	12 Month Goal	4,167 Likes	1,404 Followers	1,098 Followers	<p><b>Step 4: Execute Your Strategy</b> We will evaluate each month and make adjustments according to the results.</p>
	Facebook	Twitter	Pinterest										
Now	1,167 Likes	404 Followers	98 Followers										
12 Month Goal	4,167 Likes	1,404 Followers	1,098 Followers										

## Debut Brownie Points Rewards Program

**Goal:** To debut a Brownie Points rewards program and increase profits by at least 5%

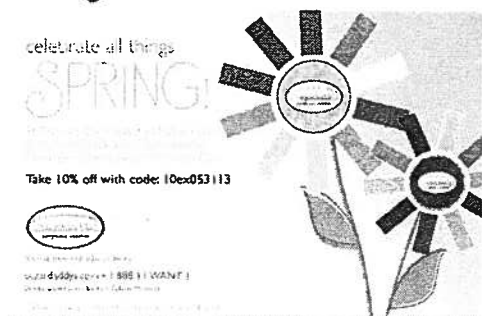
A rewards or loyalty program is a growing idea that often helps small businesses to build stronger relationships with their customers. Through creating a rewards program, the company rewards good customers while also giving them a reason to do more business with them in the future. By Brownie Points beginning their own rewards program, customers will be able to earn "Brownie Points" by purchasing its gourmet dessert items. For every brownie or dessert item they purchase they will earn points, and each dollar spent is worth one "Brownie Point". Once the customer earns a certain number of "Brownie Points" they will be rewarded a free gift from the company.

By using the website to promote the rewards program, customers will be able to see how many points are necessary to receive a free gift and the dollar to point ratio. Brownie Points will utilize a loyalty program named RepeatRewards. The program allows businesses to create their own rewards program and utilize an e-mail marketing strategy, sending customers email notifications concerning points earned, how far they are from their next reward, and special occasion emails. A link will be provided on the Brownie Points website where customers are also able to log into their RepeatRewards account to view their current point balance, recent transactions, recent certificates issued and redeemed, company information, and view internet specials. Brownie Points' customers will be reminded to join the rewards program with an informational card delivered with any online order. We feel that Brownie Points will benefit significantly from creating a rewards program by showing customer appreciation. The chart below displays the dollar to point ratio for Brownie Points Rewards Program.



*Exhibit 18*

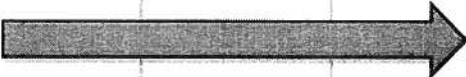

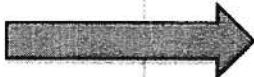
*Similar to Sugar Daddy's, Brownie Points will benefit from sending informational emails to their rewards program members.*



## B. CREATE A TIMELINE TO IMPLEMENT THE STRATEGIC PLAN

We created a calendar of events over a six month span to serve as a timeline for the application of our recommended goals.

Exhibit 18

2013 Calendar	May 2013	June 2013	July 2013	August 2013	September 2013	October 2013
<b>Redesign the Website</b>	Meet with Volusion representative	Begin new navigation menu and drop-down menu feature	Finalize navigation menu and drop-down menus	Research allergen information and add to drop-down menu	Start formatting and fixing the color scheme	Finalize formatting and website redesign
<b>Improve Search Engine Rankings</b>	Begin following tips that will assist search rankings	Set up Google AdWords	Track Results in search rankings and in Google AdWords' reports			
<b>Begin Social Media Program</b>	Develop a social media content-posting plan of action	Begin posting and follow metrics plan	Track gained followers and likes			Make adjustments according to results
<b>Debut Brownie Points Rewards Program</b>	Make an account with RepeatRewards	Finalize details of rewards program	Inform customers of new rewards program through website	Track increase in profits and results from rewards program		

**Redesign the Website:** We estimate this activity will take approximately six months. The Volusion specialist and Curtis Wallis will oversee this activity.

**Improve Search Optimization Use:** This activity will take about three months to complete. Brownie Points webmaster Curtis Wallis will supervise the completion of this activity.

**Begin Social Media Program:** To reach our goal of gaining 1,000 Twitter and Pinterest followers and 3,000 Facebook likes, we estimate the completion of this activity will take 12 months. Brownie Points employee Lynn Malone will manage this activity.

**Debut Brownie Points Rewards Program:** After evaluating the debut of a rewards program, we predict that this activity will take six months to accomplish. Brownie Points CEO, Mrs. Lisa King, will oversee its launch.

## C. DEVELOP A COST ANALYSIS OF REVISING THE WEBSITE, HOSTING FEES, AND TECHNICAL SUPPORT

The proposed plan of website redesign, improved search engine rankings, a Brownie Points rewards program, and a social media plan will be tested over a six month period of time. The investment required to implement the proposed plan over the six month period is as follows:

### Cost Analysis

1. **Website Redesign:** Brownie Points will be hiring a specialist who understands how to customize and redesign the website using the Volusion platform. We estimate this will take 30 hours with a rate of \$75 an hour, totaling to a cost of \$2,250.
2. **Search Engine Optimization:** When utilizing Google AdWords, a company first chooses from three bidding options. Brownie Points will be using the cost per click option, which means costs are accrued based on the number of clicks on the ad. Next, a company can set a daily budget that determines the maximum daily cost of their ad. Brownie Points will set a daily budget of \$25 a day, resulting in a maximum monthly cost of \$760 and six month total of \$4,560.
3. **Rewards Program:** When using ReapeatRewards' email marketing system, companies are to choose a monthly payment plan based on the amount of customers in their email contact list. Monthly email messages sent to 1 to 2,500 customers totals to a cost of \$99 a month, while 2,501 customers and above totals to a cost of \$199 a month. As the Brownie Points rewards program is introduced and customers begin to sign up, Brownie Points will be testing the \$99/ month plan for the first six months, totaling to a cost of \$594. Also, the company will send out 1,000 informational cards delivered with any online order. Each card will cost \$0.40, adding up to a total cost of \$400.

### Hosting Fees and Technical Support

Currently, Brownie Points spends \$100 a month on maintaining the website, totaling to a cost of \$1,200 annually. This figure is not included in our total investment. Additionally, social media activities will be handled internally at no additional cost.

**Total Investment: \$7,804**

## D. IDENTIFY REVENUE STREAMS FOR THE WEBSITE

Last year Brownie Points had 2,400 online orders from retail customers and an average order price of \$40. We are confident if Brownie Points implements our recommendations they will experience an increase in sales revenue. Our projected goal is to increase orders by 15%, but we expect to do better. The chart below displays the increase in revenue Brownie Points can expect as new orders are received.

*Exhibit 18*

<b>% of Increased Orders</b>	<b>Number of New Orders</b>	<b>Revenue Increase (Avg. \$40/order)</b>
25%	600	\$24,000
20%	480	\$19,200
15%	360	\$14,400
10%	240	\$9,600

Our efforts to improve Brownie Points' online presence will also result in more corporate clients discovering the company and purchasing from the company. This will further increase sales revenue for the company. We are confident our plan will help Brownie Points realize their revenue growth goals for 2013.

### **Brownie Points Corporate Financial Goals Increase in Net Profit**

>5% or More = Excellent

5-4% = Very Good

3-2% = Good

<2 % = Poor

## VI. BIBLIOGRAPHY

### Consultants:

- Lynch, Christopher. Marketing Education teacher at Gahanna Lincoln. Gahanna, Ohio.
- Cochrane, Russell. Former Marketing Education teacher at Gahanna Lincoln. Gahanna, Ohio.
- Sweet, Marcia. English Teacher at Gahanna Lincoln. Gahanna, Ohio.

### Personal Interviews:

- King, Lisa. Brownie Points' CEO. Columbus, Ohio.
- Malone, Lynn. Brownie Points Employee. Columbus, Ohio.
- Wallis, Curtis. Brownie Points' Web Master. Columbus, Ohio.
- Ballard, Mark. Sugar Daddy's CEO. Columbus, Ohio.

### Internet Sites:

- RepeatRewards (repeatrewards.com)
- Google AdWords (google.com/adwords)

### Online Articles:

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## VII. Appendix

**BROWNIE POINTS, INC.**  
5712 Westbourne Avenue  
Columbus, Ohio 43213  
(614) 860-8470 (P)  
(614) 860-8477 (F)  
[www.BrowniePointsInc.com](http://www.BrowniePointsInc.com)

To Whom It May Concern:

This letter is in regard to a proposal created by Jenna Rajczyk and Lindsay McIlwain for Brownie Points. Brownie Points specializes in providing unique and creative gourmet brownies, specialty popcorn and fanciful chocolate confections. Brownie Points is an online retailer as well as a wholesaler to specialty shops, national retailers and corporations across the country.

I'm pleased to recommend both students as outstanding contributors to improving the Brownie Points website and its online presence to better meet the needs of its online customers. Their research, quality recommendations, strategic planning and timeliness of delivery are all rated extremely high given our rigid standards. They paid close attention to detail throughout all aspects of the project, from the beginning to the delivery of their product.

Timeliness of delivery is what we view as one of the most important aspects of their project, a process which both students has always far exceeded. We have been exceptionally pleased with the presentation and plan they have presented to us. Jenna and Lindsay have not only earned our highest praise, but continued to exceed our expectations throughout this project. The positive comments and success that we will gain through their plan is a true reflection of the outstanding and reliable qualities these outstanding students have shown. We are proud to recommend Jenna and Lindsay as exceptional students

Sincerely,

Lisa King - Brownie Points  
President/ Founder  
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Brownie Points Make Everything Better  
You Know You Want Some...