

# **ThreePeaks Brands**

Science • Nutrition • You

**Business Plan**

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## **Opportunity**

The US GDP in 2019 was \$21.4 trillion.

The US food industry generated \$1.77 trillion in 2019, according to the USDA.

Food therefore represents nearly 10% of the total GDP of this country.

Of the food dollar in 2018, approximately \$0.37 went to pay for food services in foodservice establishments (restaurants), \$0.15 for food processors, and \$0.12 for food retailers.

ThreePeaks Brands is being formed to capitalize on a specific, growing, and highly profitable segment of this huge market in food services.

## Company

### **Introduction**

ThreePeaks Brands is a member-managed limited-liability company registered in the State of Colorado.

The company's charter is to acquire, develop, manage, and market high-quality nutritional products in selective high-value, high-return niche categories.

The mission of the company is to enhance the lives of our customers by offering nutritional food products in easy-to-consume ways any time of the day.

Our vision is to become a leader in using cutting-edge science to solve real-world nutritional problems on an individual basis.

*We use Peak Science to develop Peak Nutrition to empower a Peak You.*

We live in an on-the-go world. Work, school, social activities, and leisure pursuits all occupy more and more of our day, leaving less and less time for food-related tasks such as shopping, cooking, and even eating.

That is why "fast-food" is so popular. And why food choices are often driven partly by convenience and speed.

ThreePeaks Brands focuses on providing this necessary nutrition in handy and accessible food products such as drinkable yogurt (smoothies) and enhanced waters.

The first brand to be introduced in the ThreePeaks Brands family will be Healthy Dairy, a line of natural yogurt smoothies currently brokered by Corporate Chefs and sold to the US Navy. The second brand will be Balens, a line of naturally flavored and enhanced sparkling waters that will initially be sold through the Sodexo foodservice operation and the Sysco distribution system to the Hazelden Betty Ford facilities around the country.

The Healthy Dairy brand is being acquired from the current owner, SBS Food Group. An MOU for the sale/purchase of Healthy Dairy has already been signed by the parties of both companies. An Asset Purchase Agreement is pending.

The Balens brand was created by the founders of ThreePeaks Brands and is currently approved for distribution to Hazelden Betty Ford facilities via Sodexo.

ThreePeaks Brands expects to acquire or create additional brands and products as appropriate niches and opportunities are developed.

## **Management Team**

### **Andrew G. Salis President and Chief Executive Officer**

Andy is a senior executive in the food industry, having worked for some of the largest, most significant brands in the world.

He was a senior level sales executive at Pepsi-Cola World Headquarters, New York.

He was Co-Owner of Century Import Company, San Francisco, which he established as the master importer of Perrier. He organized a network of beer distributors for the entire northern half of California, making Perrier a success within 90 days, and starting one of the most important cultural trends of drinking imported waters. This company was later acquired by Great Waters of France.

He was the first to discover, import, produce, market, and sell Orangina in the United States, being responsible for all marketing, sales, production, and distribution, including chain headquarter responsibilities.

He then was hired to consult with The Coca-Cola Company to merge a bottled water company with a Coke fountain distributor in Oahu, Hawaii. This led to bringing Snapple to Hawaii. The distributor network he organized made Snapple the #3 brand behind Coke and Pepsi in Hawaii.

And then developed a successful Joint Venture with Debbie Fields of Mrs. Fields Cookies to produce, market, and sell a line of Mrs. Fields Chocolate Soda in her cookie stores, supermarkets, and for export to Japan.

He obtained a License Agreement with Brown-Forman to produce, market, sell, and successfully distribute Southern Comfort Non-Alcoholic Egg Nog in Tetra-Pak packaging.

As CEO of Healthy Dairy LLC, Andy negotiated with Walmart to produce a four-flavor line of high quality private-label yogurt smoothies under the Great Value brand. He secured product production from Kemp's Dairy, a superior dairy in Minnesota. The company successfully sold 90,000 bottles per week in 1,500 Walmart Supercenters in the US quickly becoming the #1 selling yogurt smoothies. This was a result of exceptional quality, not a lower price. But when Walmart kept pushing for a lower price, the relationship was terminated.

Andy then secured an investor to convert the product from the Great Value brand to the Healthy Dairy brand, which he sold throughout the southeast, including the Harris Teeter chain.

He led a team of beverage industry professionals in 2000 to acquire Tropicana when Seagram's placed the company for sale. He secured \$3 billion in funding from GE Capital Finance. But his team was outbid by his former employer, PepsiCo.

During his consulting career, Andy has launched new lemonade and ice-tea start-ups, secured chain authorizations and developed a California, Nevada, Arizona DSD network of distributors, worked with Coca-Cola Refreshments in northern California to develop and execute programs to gain new business from Pepsi-Cola, including a program that led to securing more Coke fountain accounts, and developed an innovative and significantly improved business model for vending machines.

Andy was born and raised in San Francisco, California, earned a BBA from Golden Gate University and an MPA from the University of Southern California, and is a veteran of the US Air Force.

## Management Team, cont'd

### **Richard Kozlenko, PhD**

#### **Executive Vice President and Chief Technology Officer**

Dr. Rick Kozlenko has a broad and prominent background in the areas of health promotion, research and medicine that spans four decades.

He has been primary health practitioner, teacher, writer, lecturer, and a creative innovator in the fields of nutrition, functional food/beverage product development, nutraceuticals, and an innovation pioneer in the development of novel, proactively healthy, patented sweetening technologies.

“Dr. K” is the author of two US Patents awarded for food and nutraceutical composition, one for the healthy modification of carbohydrate metabolism, the other for the antioxidant enhancement of Vitamin C and Vitamin E and reduction of lipid oxidation from dried beer solids.

He has worked closely and collaboratively with leading scientists and academic institutions across the country, including the University of Scranton, University of Illinois, UCSF Department of Preventive Dentistry, and UC Davis Department of Immunology.

His significant and enduring contributions to his profession have earned him a number of prestigious awards and appointments:

- Fellow at the New York Academy of Sciences
- Fellow at the International College of Applied Nutrition
- American College of Sports Medicine
- American Public Health Association
- Orthomolecular Medicine Society.

Education: BA Biology, UCLA  
MPH Public Health and Nutrition, UCLA  
PhD Preventive Health, Columbia Pacific University  
DPM, California College Podiatric Medicine  
Post-graduate studies, endocrinology, UCSF School of Medicine.

## Management Team, cont'd

### **Carleton Prince**

#### **Executive Vice President and Chief Marketing Officer**

Carleton is an independent advertising, marketing, communications, and creative consultant. He has written, produced, and managed hundreds of television and radio commercials, corporate and industrial films, print advertising, collateral materials, annual reports, trade shows, presentations, and executive speeches in a career that has spanned over thirty-five years, both on the client-side and the agency-side.

He was a senior marketing executive for several banks, including World Savings (Wachovia/Wells Fargo), Mechanics Bank, and Circle Bank. He also led sales, marketing, and communications for several firms in the mortgage banking industry.

Prior to that, Carleton held a number of key executive positions with several national and global advertising and marketing agencies, including President, EMC Creative; President, Western Region, Aspen Marketing Services; President, Frankel & Company (Publicis)/San Francisco; Senior Vice President, Group Creative Director, Young & Rubicam; and Senior Vice President, Executive Director/Executive Creative Director, Foote, Cone & Belding, where he began his career as an advertising copywriter.

His clients have included some of the most prestigious companies in the world, including Levi's, Clorox, Autodesk, Dell, Adobe, Sony, Hitachi, Chevron, Oracle, Hewlett-Packard, Union Bank, Visa, Del Monte, Dole, Frito-Lay, and C&H Sugar.

Education: Graduate, Stanford University Advanced Management College  
Graduate work, MA Film, San Francisco State University  
BA Philosophy, University of California, Berkeley  
Undergraduate work, BS Physics, UCLA

Other: President, Board of Directors, Marin History Museum  
Chair, Board of Student Assistance, St. Andrew's Society of San Francisco  
Member, Board of Directors, Marin Symphony Association  
Published novelist  
Screenwriter

## **Working Team**

The Management Team of ThreePeaks Brands has worked together for more than twenty years in the development, production, launch, and marketing of several innovative brands in the food and beverage industry, including NXT Nutritionals and BeneSweet sweetener. In the process, they have assembled a turnkey team of associated professionals in business, financial management, product development, marketing, sales, branding, advertising, production, and research.

ThreePeaks Brands is not a “start-up” company. It is a new iteration of a field-proven team of industry experts who will guide the company to success because they have a track record of success working together for more than two decades.

One of the key members of this integrated team is Vicki Babcock.

### **Vicki Babcock Director of Product Development**

Vicki has worked in the food industry for more than 35 years and is a renowned specialist in new product formulation, design, and development

She began her career at McCormick Schilling and received a prestigious award for her development of Taco Bell Hot Sauce in 1984.

She created recipes for institutional and foodservice establishments and worked with culinary chefs and staff to create value-added products in a more quality-controlled environment.

In 1990, Vicki began focusing on more nutritional and energy-related products such as meal-replacement bars and low-sugar energy bars for Barbara’s Bakery and their customers.

She developed new products for the rice-bran industry that utilized stabilized rice bran and recipes for diabetics plus a variety of nutritious products for children in third-world countries.

In 2009, Vicki began working alongside Dr. Rick Kozlenko at his company, Healthshares, where they developed a line of healthy energy bars, meal-replacement drinks, dry-mix and finished beverages, dairy-based products, and healthy sweetening systems.

Vicki studied at Hartnell College as well as flavor development and nutrition at Chapman College.

## **Business**

### **Market**

While drinkable yogurt and enhanced water are niche segments in the overall \$1.77-trillion food industry, they are still substantial at current rates of consumption and are projected to have significant rates of growth throughout the next decade.

They are also prime segments for the development of distinctive, specialized brands from smaller manufacturers that consumers seek out because of unique functional nutritional advantages. This market dynamic allows niche players to compete successfully against the giant mass-market food and beverage brands that offer (or are perceived as offering) more generic products with little feature differentiation.

The global drinkable yogurt market was \$29.19 billion in 2016 and was then projected to grow to \$44.6 billion by 2025 at an annual growth rate of 4.8% (Grandview Research).

The US enhanced water market was \$5.9 billion in 2019 and was then projected to grow to \$11.3 billion by 2027 at an annual growth rate of 11.3% (Grandview Research).

### **Products**

To address these two markets, ThreePeaks Brands will initially introduce two product lines, one targeted to each of the above segments.

Healthy Dairy is a brand of premium yogurt smoothies that are all-natural, with no artificial preservatives, additives, or sweeteners, contain live and active cultures, and are certified-Kosher

They are available in 7-ounce and 10-ounce bottles and come in four flavors.

Balens is a brand of enhanced water that will be available in 16-ounce bottles and 12-ounce cans in both non-carbonated and sparkling organic flavors.

### **Production**

Healthy Dairy Yogurt Smoothies are currently produced under a private-label contract by Noga Dairy of Farmingdale, New York, a twenty-year-old family-owned dairy that “invented” the yogurt smoothie and is one of the largest such dairies in the country.

Balens products are expected to be produced at VBC Bottling, a Division of 7-Up Bottling, in Modesto, California.

*Contingency:* ThreePeaks Brands has already had preliminary conversations with other private-label dairies around the country to anticipate increased demand for Healthy Dairy Yogurt Smoothies, to gain efficiencies from a supplier with locations more central and farther west in the country, and in case the contract with Noga changes for any reason. These alternate dairies include Shamrock Foods, which has significant strength in the western region.

In the same way and for the same reasons, ThreePeaks Brands also has established alternate sources to produce Balens waters.

## **Distribution**

Healthy Dairy Yogurt Smoothies has an existing contract with the military broker Corporate Chefs to sell and distribute the products to the US Navy.

Currently, the product is being shipped to three bases: La Mirada, California, Seattle, Washington, and Port Orange, Florida.

*Contingency:* Corporate Chefs is a veteran-owned food broker that has a GSA contract with the federal government. They are uniquely positioned to support Healthy Dairy in the military and government markets.

However, ThreePeaks Brands is already evaluating alternate brokers for these products to these markets, and intends that one of the initial tasks of the management team will be to visit the Corporate Chefs executives in Benton, Arkansas to:

- ensure an optimal relationship
- review current sales strategies and tactics, including sales materials
- tune the current effort to be more efficient and effective
- drive additional sales to the existing channels
- drive new sales to additional channels
- establish accountability objectives

Balens enhanced waters currently have an agreement for the distribution of products to Hazelden Betty Ford facilities. The company currently has nine in-patient locations with foodservice offerings located in California, Oregon, Minnesota, and Florida, and additional services provided at locations in Colorado, Illinois, Massachusetts, New Jersey, New York, and Washington.

All these facilities are managed by Sodexo, one of the largest foodservice companies in the world, supporting large corporations, restaurants, and hotels. They manage their customer base through a relationship with Sysco, itself one of the largest food distribution companies in the world, with a network of more than 300 warehouses serving more than 600,000 customers. ThreePeaks Brands has verbal agreements with Sodexo and Sysco to provide Balens products to all Hazelden Betty Ford facilities.

## Growth

ThreePeaks Brands will benefit from several intersecting and reinforcing market dynamics that will drive growth:

1. Market expansion
2. Line extension
3. Brand extension
4. Customer extension
5. Customer expansion

### 1. Market expansion

As mentioned earlier, the markets for ThreePeaks products are themselves growing as consumers adapt their eating habits to a new on-the-go lifestyle, with the market for drinkable yogurt projected to grow at 4.8% annually and the market for enhanced water projected to grow at 11.3% annually for nearly the next decade.

### 2. Line extension

The Healthy Dairy Yogurt Smoothie product offering to the US Navy is currently four flavors and one serving size, 7-ounce. Other flavors could be developed, and a 10-ounce package is already available from the manufacturer. Moreover, various case configurations could also be available, such as 6-unit or 36-unit cases in addition to the current 24-unit case size. Combinations of flavors could also be offered, so a 24-unit case of four different 6-unit flavor packs.

### 3. Brand extension

In addition to new configurations of the existing product line, the ThreePeaks Brands management team is already in discussions with manufacturers to create a Healthy Dairy branded Premium Shakes line. These shakes might be co-branded with other well-known manufacturers such as Double Rainbow Ice Cream, Ghirardelli Chocolate, and Cinnabon sweet rolls. The protein-supplement food category is estimated to generate \$17.77 billion in annual sales with an annual growth rate of 8% through 2027 (Grandview Research). The meal-replacement shake segment of this category is perhaps \$5 billion right now, but it is also growing rapidly. Healthy Dairy is well-positioned to extend its brand to meet this expanding market.

The Balens brand will also be extended. The same formulation of Yogurt Smoothies produced under the Healthy Dairy label will also be produced under the Balens label to be introduced into the foodservice distribution pipeline of Sysco. And a parallel line of Premium Shakes is also under consideration. Hazelden Betty Ford management has already agreed to bring Balens Yogurt Smoothies into all their facilities and will consider other Balens products as well. Given this early commitment and the size of the distribution channel open via Sysco, the Balens brand is likewise well-positioned to capitalize on an expanding market.

#### 4. Customer extension

Three US Navy bases are currently the only customers of Healthy Dairy Yogurt Smoothie products. These bases provide the product line solely for shipboard use. There are 82 Navy bases in the US and its territories alone, serving a global fleet of some 430 ships. All those bases, plus the ones not on coastal waters (such as NAS Fallon in the Nevada desert), have land facilities such as commissaries and PXs. Having already established a solid delivery relationship with this one customer, and having the necessary National Allowance Pricing Agreement (NAPA), which designates a product has been vetted and approved appropriate by procurement authorities in the federal government, the market for even the current configurations of Healthy Dairy products could easily be expanded to other Naval facilities.

#### 5. Customer expansion

The existing NAPA authorization for Healthy Dairy allows the products to be sold throughout the entire federal government. The Pentagon admits to there being “around 5,000” military bases around the world, with perhaps 600 of them in foreign countries. In addition to this more than 4,000 military installations domestically, GSA manages more than 2,000 federally owned properties and nearly 5,000 leased facilities. The total number of employees on the federal payroll is approximately 2,000,000. All these employees at all these federal facilities are potential customers for Healthy Dairy products!

#### Foodservice focus/consumer opportunity

The current plan for both Healthy Dairy products and Balens water products is to exploit the foodservice channel. Given the existing product pipeline for Healthy Dairy into the US Government at all levels, and given the established pipeline created for Balens products into HBF facilities via Sodexo/Sysco, the amount of “low-hanging fruit” in our potential market is quite significant. Leveraging the Sodexo/Sysco relationship to expand into their huge customer base is also quite a significant market opportunity.

These opportunities alone suggest there is no need to consider a traditional retail channel for additional sales at this stage. However, by penetrating the military and federal marketplace, a powerful consumer base is also being created, since even military consumers go shopping at onshore grocery stores for their family. Establishing a successful food brand in the consumer space can be challenging and expensive, but by employing this foodservice strategy first, and building a beachhead of customers via this channel, the possibility of extending both Healthy Dairy and Balens into the consumer world will be viewed as a potential downstream opportunity.

As noted on Page 3, the potential for this consumer market is significant, with annual retail sales approaching \$200 billion. This includes not only traditional grocery stores, but also big-box stores, convenience stores, and vending machines, which by themselves are a major channel of distribution because of their ubiquity.

## Downstream Opportunities

In addition to the growth channels identified above, ThreePeaks Brands could also expand through the development of additional food and beverage categories, all of which offer significant market potential, both through our initial distribution channels and through our expanded retail channel. These categories include nutrition bars, meal-replacement shakes, energy drinks and single-serve “shots,” electrolyte-replacement drinks, dry-powder nutrition mixes, and protein-enriched or nutritionally enhanced gummies.

Beyond these branded finished products, the company could develop its own standalone line of ingredients and nutraceuticals that could be sold to consumers or to commercial manufacturers. One such product, for example, could be a ThreePeaks Advanced Nutritional Sweetening System that offers a natural alternative to sugar with advanced prebiotics, probiotics, antioxidants, metabolic moderators, and botanical phytonutrients.

## **Differentiation/Science/Patents**

The food and beverage industry is cluttered with brands, even in the narrow niches of drinkable yogurt and enhanced water. Many of these brands are differentiated by no more than superficial elements such as flavor or name or packaging. They try to capitalize on a vibrant market by brand qualities rather than by product qualities, by being “with it” or “cool” or “trending” rather than by being beneficial or innovative or superior.

Healthy Dairy and Balens, however, are differentiated by *product fundamentals*. They are different because they are *created* different. And their goal is not to capitalize on a hot market, which will eventually fizzle out, but to create a new paradigm, to set a new standard against which other products will have to compete.

ThreePeaks Brands is not *joining* the conversation, we are *changing* the conversation.

In addition to the more expected product features of being all-natural with no artificial ingredients, both product lines are uniquely formulated to provide *functional nutritional benefits* such as improved carbohydrate metabolism, lower serum cholesterol, improved protein metabolism to lower the risk of heart disease and osteoporosis, and improved digestive and immune health.

Our Chief Technology Officer, Dr. Rick Kozlenko, is the holder of two US Patents in nutritional food technology. He is an acknowledged expert in nutraceutical formulations and the critical interaction of food and nutrients in every part of the human body. He and his product-development team, including Vicki Babcock and her colleagues at Healthshares, work to ensure that every ThreePeaks Brands product isn’t just different, but *uniquely better*.

## Positioning

### ThreePeaks Brands

Science • Nutrition • You

Our positioning represents the three elements of our vision statement:

*We use Peak Science to develop Peak Nutrition to empower a Peak You.*

Peak Science™-- Leading-edge nutritional science creating unique organic and natural ingredients and nutraceuticals protected by patents.

Peak Nutrition™-- Innovative technologies producing synergistic formulations of foods and beverages that deliver optimal nutrition and taste.

Peak You™-- The result you want, whatever that might be, whether you're an athlete reaching for peak performance, a weekend recreational enthusiast looking for a peak experience, or someone just wanting to get the peak enjoyment out of better health and happiness in your daily life.

These elements also define who we are as a business. They define what direction we take in our thinking, our research, our product development. We are thought leaders by using breakthrough science. We are industry leaders by employing breakthrough production techniques. And we are life leaders by delivering tangible benefits to improve the lives of our customers.

Our science is patented, our production is innovative, our focus is on the empowerment of the individual to get the most out of life. This allows us not only to position ourselves as unique in the marketplace, but to *de*-position all our competitors as being the same.

There is ThreePeaks Brands . . . and there is everyone else.

## **Plan**

### **Goals**

1. Grow the Healthy Dairy brand to attain 0.1% market share (\$40 million revenue) by 2027.
  - a. 2022: \$1.6 million
  - b. 2023: \$3.2 million
  - c. 2024: \$6.4 million
  - d. 2025: \$11.5 million
  - e. 2026: \$22.0 million
  - f. 2027: \$40.7 million
2. Grow the Balens brand to attain 0.2% market share (\$20 million revenue) by 2027.
  - a. 2022: \$1.5 million
  - b. 2023: \$2.6 million
  - c. 2024: \$4.4 million
  - d. 2025: \$7.5 million
  - e. 2026: \$12.9 million
  - f. 2027: \$21.7 million
3. Execute liquidity event (IPO, sale, merger/acquisition) by 2027.

### **Strategies**

1. Months 1-60: Distributor channel push
  - a. Confirm Corporate Chef commitment/capacity
  - b. Appoint additional or replacement broker as necessary
  - c. Leverage broker relationship(s) to expand penetration
  - d. Leverage Sodexo/Sysco relationship to expand penetration
  - e. (See Milestone Calendar for timing)
2. Month 36: Evaluate consumer pull opportunity
3. Month 60: Exit

## **Risk Factors**

Launching a new brand into the food industry is not easy nor without risk. However, Healthy Dairy has a significant advantage, as already discussed, in having an existing business model that has been successfully executed for the past five years, selling its limited product line to the US Navy. ThreePeaks Brands management is confident that this existing channel and its relationships can be expanded significantly. The only reason this expansion has not happened already is the hesitancy of SBS Food Group, the current owner of the Healthy Dairy brand, to invest the necessary resources to expand the brand and make it available to the market.

ThreePeaks Brands management has a working relationship with the management of SBSFG, and they informed us they acquired Healthy Dairy not to grow the brand but to maintain it in hopes of flipping it at a later time in improved market conditions. The managers of SBSFG are admittedly passive investors, not business managers, so they have had minimal interest in developing the brand.

Balens is a start-up brand founded by the ThreePeaks Brands management team. However, that team has already negotiated a turnkey agreement with the Hazelden Betty Ford Foundation, which manages the Hazelden Betty Ford Clinics, and with both Sodexo and Sysco. HBFF has committed to feature Balens in their foodservice facilities, and Sysco has committed to take the entire full production run as soon as it comes off the line.

Moreover, since both brands are being sold through the foodservice channel, instead of the retail channel (at least certainly until that latter channel is “seeded” with consumer demand via the former channel), the demands for expensive marketing and advertising, necessary to create brand awareness and pull, are nonexistent. The foodservice channel is driven more by broker and distributor relationships than by external communications activities. ThreePeaks Brands will, however, ensure that its brokers and distributors are supplied with appropriate effective marketing programs, sales materials, tools, and collateral to help them execute their activities.

## **Financial Plan/Structure**

### **ThreePeaks Brands, LLC**

- Member-managed LLC
- 4 members: Strategic Investor Partner TBD, Rick Kozlenko, Carleton Prince, Andy Salis
- Ownership interests: 30% Strategic Investor Partner, 20% each other member, 10% reserved for hiring and other incentives
- Initial capitalization: \$1,000,000
- Initial valuation: \$5,000,000 (13x earnings of Healthy Dairy)
- Payback scenario:
  - 100% net profit return to investor until loan fully paid off
  - + 5% interest compounded daily on outstanding balance

## Milestone Calendar

<u>Month</u>	<u>Activity</u>
1-3	<p><b>Start</b></p> <ol style="list-style-type: none"> <li>1. Conclude Chatfield agreement for \$1 million investment</li> <li>2. Execute HD acquisition from SBSFG</li> <li>3. Recruit/hire team members</li> <li>4. Recommit, face-to-face/renegotiate Corporate Chefs HD contract</li> <li>5. Relaunch HD to Navy as new entity</li> <li>6. Recommit HBFF Balens MOU/Sodexo/Sysco contacts</li> <li>7. Launch Balens to HBFF as new entity</li> <li><b>8. Report First Revenues</b></li> </ol>
4-6	<p><b>Consolidate</b></p> <ol style="list-style-type: none"> <li>1. Integrate ProBalance as appropriate</li> <li><b>2. Report Break Even</b></li> </ol>
7-12	<p><b>Expedite/Refine/Hone</b></p> <ol style="list-style-type: none"> <li>1. Renegotiate/recommit/tighten other supplier contracts</li> <li>2. Align all brands for cohesion/brand integrity</li> <li>3. Align all message for consistency/clarity</li> <li>4. Align all relationships for uniform touch points</li> <li>5. Create industry thought leadership/culture</li> <li><b>6. Report First Net Profits</b></li> </ol>
13-36	<p><b>Expand</b></p> <ol style="list-style-type: none"> <li>1. Introduce HD Premium Shakes</li> <li>2. Expand HD product line to Navy</li> <li>3. Introduce HD product line to other military services</li> <li>4. Introduce HD product line to other federal agencies</li> <li>5. Cross-sell Balens/ProBalance to HD customers</li> <li>6. Cross-Sell HD to Balens/ProBalance customers</li> <li>7. Explore other brand/line extensions</li> <li>8. Explore retail channel</li> </ol>
37-48	<p><b>Expedite/Refine/Hone</b></p> <ol style="list-style-type: none"> <li>1. Continually endeavor to improve administration/management</li> <li>2. Tighten contracts</li> <li>3. Strengthen relationships</li> <li>4. Extend industry thought leadership</li> <li>5. Maximize brand/corporate value</li> </ol>
49-60	<p><b>Exit</b></p> <ol style="list-style-type: none"> <li>1. Sell to major food &amp; beverage company/merge/IPO</li> </ol>

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