



Table of Contents

Executive Summary	3
Market Analysis	3
West Allis, Wisconsin	3
Demographics	3
Important Events & Landmarks	4
Food Truck Industry	4
Notable Businesses.....	5
Notable People	5
Primary Audiences	5
Secondary Audiences.....	5
Intervening Audiences	6
Situation Analysis	6
Strengths	6
Weaknesses	6
Opportunities	7
Threats.....	7
Goals and Objectives.....	8
Goals.....	8
Objectives	8
Strategies and Tactics	9
Actions Strategies and Tactics.....	9
Communications Strategies and Tactics	10
Budget.....	11
Evaluation	11
References.....	14
Appendix.....	15

Executive Summary

This business plan proposes a yearlong strategy for Kitchens On Wheels, Inc., a progressive food vending and catering company. Kitchens On Wheels is headquartered in West Allis, Wisconsin, a suburb west of Milwaukee on the interstate highway. Its Founder and CEO, George Workard, runs the fifteen-year-old business.

As a child, he was a helper in his father's small restaurant. He then worked in the kitchen at a large, busy highway truck stop, and by age twenty-one he was a cook in a company that supplied airline meals. Two years later, he bought one of their damaged food trucks, fixed it up, rented a vacant building, borrowed money to equip it, and went into the catering business for himself. Today, he has a fleet of 40 shiny, specially fitted kitchens on wheels with the slogan "We Bring Your Lunch Pail" painted on the side.

Our client expects key deliverables that include creating and distributing a company newsletter to raise awareness of Kitchens On Wheels, drafting an instructions manual for employees operating food trucks, increase trade publication media coverage, establish relationships with key community figures.

Additionally, our client prefers not to be bothered by reporters probing for personal information about the CEO, stand on community committees, nor sign contracts with any unions.

Market Analysis

West Allis, Wisconsin

West Allis is a city in Milwaukee County, Wisconsin, United States. It is part of the Milwaukee metropolitan area. The population was 60,732 in 2012 and is estimated to be about 61,332 in 2016.⁷

Demographics

As of the census of 2010, there were 60,411 people, 27,454 households, and about 15,375 families residing in the city. The population density was 5,303.9 inhabitants per square mile (2,047.8 /km²). There were 29,353.431 housing units at an average density of 2,577.1 per square mile (995.0 /km²). The racial makeup of the city was 86.7% White, 3.6% African American, 1.1% Native American, 2.0% Asian, 3.6% from other races, and 2.9% from two or more races. Hispanic or Latino of any race were 9.6% of the population.^{2,5,7}

There were 27,454 households of which 25.8% had children under the age of 18 living with them, 36.3% were married couples living together, 11.9% had a female householder with no husband present, 5.0% had a male householder with no wife present, and 46.8% were non-families. 38.6% of all households were made up of individuals and 13.3% had someone living alone who was 65 years of age or older. The average household size was 2.17 and the average family size was 2.90.

The median age in the city was 3 years. 20.5% of residents were under the age of 18; 8.3% were between the ages of 18 and 24; 30.1% were from 25 to 44; 26.5% were from 45 to 64; and 14.6% were 65 years of age or older. The gender makeup of the city was 49.0% male and 51.0% female.^{2,5,7}

Important Events & Landmarks

The Wisconsin State Fair Park, which includes the Milwaukee Mile and is the site of the annual Wisconsin State Fair, is located in West Allis. In addition, West Allis is home to the Pettit National Ice Center. It is an independently owned U.S. Olympic training facility and one of only two indoor speed skating rinks in the U.S.⁸

Food Truck Industry

Based on our market research the food truck industry in the Milwaukee metropolitan area is progressive. There are two popular businesses based in the Milwaukee, Wisconsin: Street-Za Pizza and The Fast Foodie. Each has a strong customer base and social media presence; both have had decent media coverage from both print and online publications. Additionally, there is one established businesses based in West Allis, Wisconsin called El Charrito Food Truck.⁹

In a few short years, food trucks have gone from something of a novelty to something woven into the culinary fabric of downtown Milwaukee. Dozens of these rolling restaurants have popped up in recent years, and it's not just summer festivals and outdoor events where you'll find Milwaukee's finest roadside dining. Food trucks have grown in popularity in the city's workweek lunch hour and in company events, as well.

It's become part of the summer schedule these days, especially downtown. During the lunch hour, it's common for food trucks to gather outside the U.S. Bank building on Mondays and Wednesdays, at the Schlitz Park office complex on Tuesdays, at the Milwaukee County Courthouse on Thursdays and at Red Arrow Park on Fridays. In addition to roaming the streets, food trucks also provide year-round catering services for a variety of corporate events and more.

Social media and having an established web presence is an important component of these mobile restaurants. For example, Street-Za Pizza now has more than 10,000 Twitter followers. It is very important to consider company branding and design for the trucks, websites and online media and all other related promotional materials.¹⁴

Notable Businesses

Notable businesses in West Allis include Allis-Chalmers (Closed), Siemens Power Corporation, Quad Graphics (Printers), WDJT-TV (Channel 58, CBS), WBME-CD (Channel 41, IND) and WYTU-LD (Channel 63, Telemundo), Weigel Broadcasting Stations (Studios located on South 60th Street in a former Allis-Chalmers building), West Allis Speed skating Club, West Allis Lightning Volleyball Club, three junior Olympic national championships (Boy's 16's team in 2010, Boy's 13's team in 2011, and Boy's 18's team in 2012).⁶

Notable People

Key political figures representing West Allis include Mayor Dan Devine, Jim Sensenbrenner (R) in the United States House of Representatives as well as Ron Johnson (R) and Tammy Baldwin (D) in the United States Senate. Tim Carpenter (D) and Leah Vukmir (R) represent West Allis in the Wisconsin State Senate, and Daniel Riemer (D), Rob Hutton (R), and Joe Sanfelippo (R) represent West Allis in the Wisconsin State Assembly. Other notable people from West Allis are listed in the appendix.⁶

Primary Audiences

Kitchens On Wheels' primary target audience include customers—men and women ages 25-35 from the West Allis, Wisconsin community. Primary audiences will be the company's potential customers. In acquisition of potential customers Kitchens On Wheels will remain committed to delivering quality gourmet food to its valued guests who are constantly on the go.

Secondary Audiences

Kitchens On Wheels' secondary target audiences include mid to large sized businesses, corporations, event planners, and company stakeholders. Secondary audiences also have potential to become customers, especially to utilize Kitchens On Wheels catering services and more. The company's relationships with its customers and clients will remain professional, ethical and value-driven. Kitchens On Wheels' operations are geared toward quickly serving quality gourmet food to its valued costumers.

Intervening Audiences

Intervening target audiences can include but are not limited to the media and key public figures within the community like West Allis Mayor Dan Devine. Print and broadcast media outlets Kitchens On Wheels would do well to reach out to or have coverage on includes but is not limited to WDJT-TV (Channel 58, CBS), WBME-CD (Channel 41, IND) and WYTU-LD (Channel 63, Telemundo), FOX6 News Milwaukee, Weigel Broadcasting Stations, *Milwaukee Journal Sentinel*, *Daily Reporter*, *Milwaukee Post*, *Milwaukee Community Journal*, *The Onion* and *Milwaukee Business Journal* (local trade publication).

Situation Analysis

Strengths

Kitchens on Wheels is equipped with several strengths as a mobile foodservice industry member in West Allis, Wisconsin. The company is already established in the West Allis community. Kitchens on Wheels is family owned and operated, has a 15-year history and launched its mobile foodservices over two years ago which is now 40 trucks strong. There is an interesting background story behind Kitchens On Wheels' success and community relationship that could entice customers and increase brand visibility and overall sales.

From the inside Kitchens On Wheels operates well. The company headquarters has a friendly small office environment; the work area for cooking, sorting, packaging, and loading is huge and has some mechanization. All employees handling food wear white and gloves and a completely separated from non food-related areas of office operations. Trucks are kept spotless and in a separate building and truck drivers and operators are uniformed men and women with friendly smiles and high energy.

Weaknesses

The company's biggest weakness is its current state of brand visibility. Kitchens On Wheels does not have a strong online and social media presence. A common issue that mobile food service businesses face is lacking one consistent location that traditional sit-down eateries have. Customers need the ability to quickly access general information about Kitchen On Wheels. Being able to utilize a company website as well as online and social media would be extremely beneficial for the company.

Another weakness is some of Kitchens On Wheels' internal business operations. Although the company is functioning successfully and may look great externally, there are areas that require minute standardization and organization from management, employee and operations perspectives. For example, the Kitchens On Wheels headquarters, although friendly and productive, has some untidy office work areas where administrative business activities take place. Ideally, clients, food distributors, suppliers and other business partners should not be expected to conduct business in a disorganized and cluttered office environment. Office spaces that appear to be in shambles with leftover paraphernalia detract from the overall company's positive brand, image and reputation. Essentially, a set standards and guidelines need to be established for Kitchens On Wheels' business operations.

Opportunities

Mobile foodservice is one of the fastest growing food service specializations, especially in metropolitan areas. New businesses entering the industry have the opportunity to quickly gain a strong reputation as a quality food truck vendor, with fast service, tasty foods, and decent prices. This can be an advantage over competing vendors.

Additionally, Kitchens On Wheels has a distinct opportunity to become one of the leading mobile foodservice businesses in the West Allis community depending on what type of food it decides to specialize in and serve. The company has the opportunity to evolve with the mobile foodservice and food truck industry and establish itself as the West Allis community's choice food truck vendor, committed to delivering quality gourmet food to its valued guests who are constantly on the go.

Threats

Although mobile foodservice is a relatively new business venture, many vendors, big and small, have already developed prominent food truck stands and loyal clientele. As a result, Kitchens On Wheels is competing with other food truck vendors and mobile foodservice businesses that are already well established in the area.

Goals and Objectives

Goals

Kitchens On Wheels has two (2) goals:

1. To establish Kitchens On Wheels as the West Allis, Wisconsin community's choice food truck vendor.
2. To establish standards and guidelines for Kitchens On Wheels' business operations.

Objectives

Kitchens On Wheels has several value-driven objectives. In order to establish Kitchens On Wheels as the West Allis, Wisconsin community's choice food truck vendor (Goal 1), the following objectives must be attained:

1. To raise awareness of Kitchens On Wheels among customers—men and women ages 25-35 from the West Allis, Wisconsin community by 50% by April 1st, 2015. (12 months)
2. To media train Founder and CEO George Workard as primary spokesperson for Kitchens On Wheels for local media outlets by May 31st, 2014. (2 months)
3. To establish relationships between Kitchens On Wheels and 5 local media outlets by December 31st, 2014. (9 months)
4. To establish relationships between Kitchens on Wheels and 5 local businesses by December 31st, 2014. (9 months)
5. To increase the Kitchens On Wheels' media coverage by 40% by April 1st, 2015. (12 months)

In order to establish standards and guidelines for Kitchens On Wheels' business operations (Goal 2), the following objectives must be attained:

6. To create an instruction manual to assist Kitchens On Wheels employees driving, operating and serving in the company food trucks by June 1st, 2014. (3 months)
7. To create a Kitchen On Wheels company code of conduct by June 1st, 2014. (3 months)
8. To hold a full staff meeting for all Kitchens On Wheels employees to discuss the employee instruction manual, company code of conduct as well as employee expectations by June 31st, 2014. (3 months)

Strategies and Tactics

Actions Strategies and Tactics

1. Media train Founder and CEO George Workard before May 31st, 2014.
 - a. George Workard will be media trained and prepared with key messages to convey to audiences on behalf of Kitchens of Wheels. Workard will visit and reach out to local media outlets in the West Allis community as the primary spokesperson for Kitchens On Wheels.
2. Hold a full staff meeting for all Kitchens On Wheels employees
 - a. The purpose of this full staff meeting is to discuss the employee instruction manual, company code of conduct, employee expectations, and other important topics.
 - b. Employees will also be prepared with key messages to convey to audiences on behalf of Kitchens of Wheels.
3. Visit mid to large sized businesses, corporations, event planners, company stakeholders, and local media outlets in the West Allis community to raise awareness of Kitchens On Wheels.
 - a. During the company's nine-month launch phase of this campaign, employees will visit and reach out mid to large sized businesses, corporations, event planners, and company stakeholders in the West Allis community. This action strategy will inform the businesses and organizations of Kitchens On Wheels' existence, its services, and why Kitchens On Wheels is the best food truck in West Allis.
 - b. Employees will also visit and reach out local chapters of the Chamber of Commerce, Rotary Clubs, Mobile Food Vendors Association and other local community professional organizations. This action strategy will inform the businesses and organizations of Kitchens On Wheels' existence, its services, and why Kitchens On Wheels is the best food truck in West Allis.
 - c. Founder and CEO George Workard will visit and reach out to local media outlets in the West Allis community as the primary spokesperson for Kitchens On Wheels. Workard will have been media trained as of May 31st, 2014 and prepared with key messages for local media outlets.
4. Host a special event before August 31st, 2014.

- a. The company's special event will be a community-wide barbeque to help raise awareness and reintroduce Kitchens On Wheels to the local community. The company will invite perspective clients, local businesses, media outlets, and important public figures and opinion leaders. This actions strategy will inform the businesses and organizations of Kitchens On Wheels' existence, its services, and why Kitchens On Wheels is the best food truck in West Allis.

Communications Strategies and Tactics

1. Create and disseminate an informational newsletter to primary, secondary and intervening publics in order to raise awareness of Kitchens On Wheels.
 - a. The Kitchens On Wheels newsletter will include a letter from the CEO, articles by all employees, and other important company information.
2. Create and disseminate an instruction manual to assist Kitchens On Wheels employees driving, operating and serving in the company food trucks.
 - a. The Kitchens On Wheels employee instructional manual will include a letter from the CEO outlining employee expectations, company culture, and standards and guidelines to be adhered to especially for employees driving, operating and serving in the company food trucks. This instruction manual will also include the company code of conduct.
3. Create and disseminate a company code of conduct.
 - a. The Kitchens On Wheels company code of conduct will include a letter from the CEO outlining employee expectations, company culture, and standards and guidelines to be adhered to especially for all Kitchens On Wheels employees.
4. Utilize traditional media to inform customers—men and women ages 25-35 from the West Allis, Wisconsin community as well as local media and businesses about Kitchens On Wheels.
 - a. During the nine-month launch period, Kitchens On Wheels will send formal letters and emails to primary, secondary and intervening target audiences. Afterwards, employees will promote the firm via mail, email and word-of-mouth in order to gain publicity, business partners, and brand loyalty.

Budget

Kitchens On Wheels PR Campaign Budget 2014	
Feature	Cost
1-year Contract with Dorsey Strategic Communications	\$100,000.00
Cost of Services – Media Training	\$250/hour x 5 3-hour sessions = \$3,750.00
Full Staff Meeting	\$0 .00
Special Event	\$33,910.00
Kitchens On Wheels Newsletter	500 copies x \$4.20 = \$2,100.00
Instruction Manual (including Code of Conduct)	100 copies x \$2.40 = \$240.00
TOTAL:	\$140,000.00

Evaluation

At the end of the first year of operations (April 1st, 2015), there will be a number of ways Kitchens On Wheels will track and measure the campaign's success. These include:

1. Number of costumers, clients and business partners
2. Number of media mentions
3. Number of special event attendees at community barbeque
4. Benchmark and event evaluation surveys
5. Revenue/sales

In order to evaluate the Kitchens On Wheels business plan, several actions need to take place. In order to determine if the goals to (1) establish Kitchens On Wheels as the West Allis, Wisconsin community's choice food truck vendor and (2) establish standards and guidelines for Kitchens On Wheels' business operations are achieved, various actions must be taken to acquire metrics. One of the easiest ways the company can measure the overall success of the strategic plan is with pre and post-campaign studies.

Kitchens On Wheels can create and disseminate a survey to surrounding organizations and businesses at two different points: four to six months into the launch of the campaign, and towards the end of the campaign (before April 1, 2015). The first survey will help create an implementation report for the Kitchens On Wheels to use as a baseline and benchmark to measure the success at the end of the 1-year long campaign.

Also, Kitchens On Wheels will evaluate its specific goals and objectives of the business plan. In order to evaluate objective one, raising awareness of Kitchens On Wheels among customers will be monitored through social media as well as press clippings media coverage content analysis. By analyzing and evaluating its social media sites, Kitchens On Wheels can determine if there was an increase in awareness. The company will monitor the number of bloggers and Internet users mentioning Kitchen On Wheels throughout the year as well as analyze the content and conversations on in Internet via Google analytics. By conducting research using these content analysis methods the company will observe potential changes in attitudes toward Kitchens On Wheels and determine if two-way communication is being used.

In addition, one action tactic to attain objective one was to host a special event before August 31st, 2014. In order to evaluate this special event Kitchens On Wheels will count the number of special event attendees at community barbeque. Attendees will be asked to participate in an event evaluation survey to measure the success of the special event and whether or not awareness of Kitchens On Wheels among customers was raised.

To evaluate objective two, Kitchens On Wheels will determine if media training sessions were conducted for Founder and CEO George Workard by May 31st, 2014.

To evaluate objective three, Kitchens On Wheels will determine if the company established relationships with at least 5 local media outlets by December 31st, 2014.

To evaluate objective four, Kitchens On Wheels will determine if the company established relationships with at least 5 local businesses by December 31st, 2014.

To evaluate objective five, Kitchens On Wheels will conduct press clippings, media coverage content analysis and calculate the number of media mentions and working business relationships the company makes with reporters and publications.

To evaluate objective six, Kitchens On Wheels will determine if the company creates an instruction manual to assist employees driving, operating and serving in the company food trucks by June 1st, 2014.

To evaluate objective seven, Kitchens On Wheels will determine if the company created a company code of conduct by June 1st, 2014.

To evaluate objective eight, Kitchens On Wheels will determine if the company held a full staff meeting for all Kitchens On Wheels employees to discuss the employee instruction manual, company code of conduct as well as employee expectations by June 31st, 2014.

This evaluation plan will enable Kitchens On Wheels to successfully evaluate its value-driven goals and objectives as well as the overall success of the strategies, tactics and business plan.

References

1. "Food Trucks: Branding On Wheels." Communication Arts 55.1 (2013): 180. Communication & Mass Media Complete. Web. 10 Apr. 2014.
2. "US Gazetteer files 2010". United States Census Bureau. Retrieved 2012-11-18. <<http://www.census.gov/geo/maps-data/data/gazetteer.html>>.
3. "US Board on Geographic Names". United States Geological Survey. 2007-10-25. Retrieved 2008-01-31. <<http://geonames.usgs.gov>>.
4. "American FactFinder". United States Census Bureau. Retrieved 2012-11-18. <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.
5. "Population Estimates". United States Census Bureau. Retrieved 2013-06-24. <<http://www.census.gov/popest/data/cities/totals/2012/SUB-EST2012.html>>.
6. West Allis History <<http://www.westallishistory.org>>. and <<http://www.westalliswi.gov>>.
7. "US Gazetteer files: 2010, 2000, and 1990". United States Census Bureau. 2011-02-12. Retrieved 2011-04-23. <<http://www.census.gov/geo/maps-data/data/gazetteer.html>>.
8. http://en.wikipedia.org/wiki/West_Allis,_Wisconsin
9. http://www.yelp.com/search?cflt=foodtrucks&find_loc=West+Allis%2C+Milwaukee%2C+WI
10. <http://www.westalliswi.gov/index.aspx?nid=153>
11. <http://urbancavemantruck.com>
12. <https://www.facebook.com/UrbanCavemanTruck>
13. <https://twitter.com/tapmilwaukee/milwaukee-food-trucks>
14. <http://streetza.com>
15. <http://www.yellowpages.com/west-allis-wi/food-trucks>
16. <http://www.yelp.com/biz/el-charrito-food-truck-west-allis>
17. <http://whoonew.com/2013/04/famous-people-wisconsin/>

Appendix

Please see the following documents attached:

1. Kitchens On Wheels Newsletter (Communications tactic)
2. Kitchens On Wheels Employee Instruction Manual (Communications tactic)
3. Kitchens On Wheels Code of Conduct (Communications tactic)

Notable People from West Allis, Wisconsin:

- Arthur J. Balzer - Wisconsin State Assemblyman
- Gary J. Barczak - Wisconsin State Assemblyman
- Jeannette Bell - Former Mayor of West Allis and legislator
- Dave Cieslewicz - Former Mayor of Madison, Wisconsin
- Jeffrey Dahmer - serial killer
- Aliotta Haynes Jeremiah - 1970's rock band which scored a one-hit wonder with "Lake Shore Drive"
- Tighe Dombrowski - professional soccer player
- Robert T. Huber - Wisconsin legislator
- Donald J. Hying - Roman Catholic bishop
- Jeff Jagodzinski - NFL assistant coach
- Dan Jansen - World champion speedskater, Olympic gold medalist
- Richard A. Knobloch - U.S. Air Force general
- Mike Krsnich - MLB player
- Rocky Krsnich - MLB player
- Harvey Kuenn - MLB player and manager
- Liberace - Entertainer and Pianist
- James Melka - NFL player
- Dawn Miceli - American comedian/podcast host, and member of Rasputina (band)
- Delbert Miller - Wisconsin legislator
- Chellsie Memmel - World Champion gymnast, 2008 Olympic Team Silver Medalist
- Gottfried Schloemer, designer of world's first gasoline automobile
- Tony Staskunas - Wisconsin legislator
- Nick Pearson - Olympic athlete, National Champion speedskater
- Ricky Wagner - Wisconsin Badgers, NFL player, Baltimore Ravens
- Jane Wiedlin - rhythm guitarist of The Go-Go's, actress
- Tony Willman - Professional race car driver
- Gabriel Zophy - Wisconsin politician