



BUSINESS & MARKETING PLAN
7701 RAILROAD AVE. | MADEIRA

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THE PLAN

EXECUTIVE SUMMARY



Holtman's Donuts aspires to continue its decades of passion by baking freshly made from scratch donuts. We will continue to bake our family recipe using only the highest quality ingredients available. We will provide our well-known traditional favorites while creating new seasonal and fun flavors throughout the year.

Holtman's sales associates will always greet our customers with warm, friendly and knowledgeable service. We want our guests to enjoy their usual favorites and also try our new innovations. We want and expect every guest who comes to our shop to be impressed with the freshness and taste of our donuts, our service, and leave singing our praise. We know that they will share their experience with their friends and family and return as a loyal fan and customer.

By committing to and accomplishing the two statements above, our shops will continue as an ongoing model for a viable and profitable business.

COMPANY HISTORY



Holtman's Donuts began in May of 1960 when Charles Holtman opened his first shop in Newton, Ohio. Charles, along with his brother Roger started the business to provide their father, Marvin, a steady job. Marvin had lost his job as a milk man when grocery stores started emerging and selling milk. Within a couple years the donut shop in Newtown did so well that Charles was able to buy his first electric mixer. In 1964, due to the growing popularity, Marvin opened up a second location in Milford.

In the early sixties, after seeing the success of the two shops, family members were able to open multiple locations in the greater Cincinnati area.

After years in business, Charles decided to move his family to Florida while his father and brother managed the shops back in Ohio. During their time in Florida, Charles and his wife Shirley opened up Shirley's Donut Shop which was very successful.



Charles and his family decided to move back to Ohio to take back over the Holtman's Donuts shops. Around 1992, Charles started talking to his children about buying the shop from him. It wasn't until 1995 that he finally talked Toni, one of his daughters, into leasing the shop to buy. In 2001, Charles suffered a massive heart attack and decided it was time to sell the rights of the name and building to Toni and her husband Chuck. In October of 2007, Charles passed away leaving his legacy to Toni. With growing success in Loveland, Toni and Chuck opened a second location in Williamsburg, Ohio in October of 2009.

Today, Toni and Chuck, along with their son and soon to be daughter-in-law, Danny and Katie, operate the family business. With growing popularity, Holtman's Donuts has been named Best Donuts in Cincinnati through many local publications. Keeping with tradition, the donuts are still made fresh and from scratch on a daily basis.

BUSINESS GOALS



- To establish a profitable bakery that exceeds business projections
- To be known as “The Best Donuts” in the Cincinnati Area
- To create an exciting environment for employees
- To provide outstanding customer service and earn the respect of new loyal customers
- To create long lasting partnerships with the Madeira businesses, organizations, and associations
- To grow with and within the Madeira community
- Establish bakery as a catering outlet for businesses as well as social functions
- Increase our share of donut business in Cincinnati
- Open another retail store within a five-year period

GUIDING PRINCIPLES



- Remain true to the Holtman's name and family tradition by always preparing and selling delicious and remarkable "goose-bump good" donuts. Our donuts will always meet the highest standards of quality, freshness, and seasonality.
- Continue to appreciate our following of loyal customers while attracting new supporters every day. To have every customer who comes through our doors leave impressed by Holtman's and planning to come back again and again.
- Create and maintain a bakery that is comprehensive and exceptional in its attention to every detail of operation and profitability. To provide all who work with us a friendly, cooperative, and rewarding environment that encourages long-term employment with potential growth within the company.
- By maintaining these objectives we shall be assured of a fair profit that will allow us to grow and contribute to the community we serve.

COMPANY VISION



Holtman's Donut Shop is a bakery retail establishment located in Cincinnati, Ohio. Holtman's Donuts expects to expand and catch the interest of their regular loyal customers while broadening its consumer base by opening up a shop in the historic landmark in Madeira, Ohio. Holtman's Donuts plans to build a strong market position in the community as well as establish a reputable name in the suburb of Madeira. We will offer our products at an affordable price to meet the demands of all local residents and visitors. We hope to bring in new customers daily, creating new loyal Holtman's fans.

KEY PLAYERS



Danny Plazarin

CEO Holtman's Golden Crust, DBA Holtman's Donuts

- Third generation baker and operator of Holtman's Donuts
- Danny has been working in the bakery for the past 13 years
- For the last couple years Danny has been assistant manager of the current 2 shops
- During the last year and 8 months Danny has created an impressive kitchen environment. His food costs remain steady between 15% to 20% and his staff would categorize their time on the team as "one of the best places to work"
- Following his grandfather's footsteps, Danny aims to exceed the current popularity of the Holtman's name by opening up another bakery in the popular neighborhood of Madeira, Ohio



Katie Willing

Sales, Marketing, Graphic Design, Public Relations

- Associates and Bachelors Degrees in Graphic Design
- 5 Years Experience in Customer Service at Marriott International
- 2 Years Experience in Sales & Catering at Marriott International
- Katie has been a part of the Holtman's Donuts team for the last 5 years. Since joining Holtman's, Katie has increased brand awareness through social media, marketing, and public relations. (See page 17 and page 26). Revenue has also increased 550% since her start with Holtman's in 2009.

HUMAN RESOURCES



Holtman's Donuts aims to inform, support and guide employees so company goals can be achieved. Our vision for our workforce is to have one team of trusted employees that are proud to deliver quality services for their community.

We will accomplish our vision by valuing our hard working staff that deliver our four priorities which drive all of our services:

- To secure and enhance prosperity
- To maintain and enhance local community well-being
- To build and sustain a strong focus on our relationships
- To develop and support effective partnerships focused on community priorities

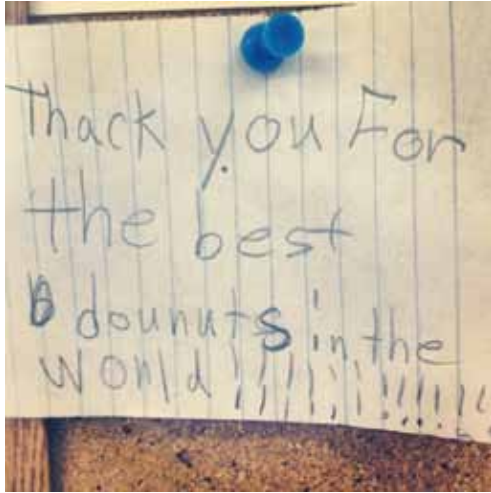
Our four strategic priorities for people management include:

1. Organizational development- building an effective workforce to support our excellent services to our partners and residents.
2. Leadership development- building ambitious leadership roles to help make the best use of our team's development and our services.
3. Skill development- train employees with knowledgeable skills and help build high performance for their future and our company's longevity.
4. Recruitment and retention- promote jobs and careers, identify, develop and motivate talent.

Positions Seeking prior to opening:

Role	Responsibilities	Part/Full	# Positions
Baker	Responsible for the prep of all of the baked goods. Baker will prep dough, cut, and monitor donuts in proof box along with the fryers.	Both	3-4
Fryer	Responsible for donuts that are proofing and then in charge of frying. Fryer will also be a key communicator for coordination of donut type and decoration.	Both	2-3
Cashier	Responsible for waiting on customers, keeping front of house clean and well stocked.	Both	12-15
Decorator	Responsible for dipping, glazing, and decorating donuts. Decorator must communicate well with the baker and fryer to ensure a variety of product is available.	Both	2-3

KEY SUCCESS FACTORS



To continue a successful bakery business, we will:

- Sell what we know: Donuts
 - Specializing in one product and perfecting our baked goods is how we will continue to grow. Exploring other outlets could only damage our name if products are not at the same level as our donuts.
- Release innovative products
 - Showing customers that we can be creative and come up with novelty donuts that drive business.
- Remain true to our History
 - While being cutting edge, we will remain true to our original recipe. We will never use a mix to ease labor and cut corners.
- Hire Exceptional Employees
 - We will strive to hire experienced workers but also allow opportunities for people new to the business to come in and train alongside our professionals. We want seasoned veterans to feel at home, but open doors for young generations to learn, create and advance.
- Present our products well
 - We want our shop to be immaculate, fun, and non-commercial. Our products should be displayed and be the focus of our business so customers continue to come back and feel comfortable in our establishment.
- Operate at Full Capacity
 - Produce goods before peak hours and have plenty of product for sale, then we will continue to make the sales and operated our business to it's fullest capacity. In turn being able to keep employees working and generate more revenue.

THE LOCATION

LOCATION & LAYOUT



Madeira Location: 7701 Railroad Ave. | Madeira, OH | 45245

Why Madeira? Madeira is a central channel for many Cincinnatians. It bisects Over the Rhine and downtown. The street serves as a dividing line for the East and West side of Cincinnati.

Prospective Hours:

Monday:	5:00 am - 9:00 pm
Tuesday:	5:00 am - 9:00 pm
Wednesday:	5:00 am - 9:00 pm
Thursday:	5:00 am - 9:00 pm
Friday:	5:00 am - 9:00 pm
Saturday:	5:00 am - 9:00 pm
Sunday:	5:00 am - 9:00 pm



Proposed Layout:

Holtman's Donuts Madeira location set up would be a highly exposed, visual atmosphere. Customers will have areas to view workers up close through sections of windows in the wall. Effectively showing customers the element of baking from scratch will help positively express our vision.

Why it works:

"What's better than buying doughnuts...watching them being made right before you buy some!! This little shop is so cool! Right when you walk in the door your greeted by a pane of glass separating you from where the magic happens. It's so cool to watch them make the doughnuts!"
-Nate S. | Cincinnati, OH | Yelp Review | 11/10/14

"It's pretty cool to walk in and see their delightful treats being made right before your eyes!"
- Brian M. | Cincinnati, OH | Yelp Review | 9/21/14



"I love that you can see the bakers working on the donuts through the window. Up front, no gimmicks there.... just fresh donuts at their finest."
-Charity B. | Newport, KY | Yelp Review | 8/27/14

" They have an open kitchen where you can watch them make all the wonderful goodies. We watched them put out the donuts as they were made. It made me want to buy them whenever I saw a new one put out."
- Kevin B. | New York, NY | Yelp Review | 10/12/13

"They actually make and bake the donuts right there right in front of you so you can see they are hot and fresh no fooling there!!"
Jennifer N. | Cincinnati, OH | Yelp Review | 9/22/13

EQUIPMENT LIST



In an effort to continue success, Holtman's will require the production of baked good on site. To do this, the following equipment must be able to fit into the space.

For the Kitchen/Storage:

- Type A Hood & Ventilation System
- 2 or 3 dozen Belshaw Fryer (Electric is preferred)
- Hobart 60 QT Mixer
- Hobart 30 QT Mixer
- Hobart 20 QT Mixer
- 3 Butcher Block Tables (each 5'-8' in length)
- Belshaw Proof Box
- Belshaw HG24C Glazer (or HG18C depending on fryer)
- Belshaw Cake Donut Machine with Hoppers
- Small Oven
- Large 3 Bay Sink with drainboards
- Single Door Refrigerator
- Single Door Freezer
- 12' to 15' of Wire Shelving

For the Front of House:

- 2-3 Non-Refrigerated Bakery Cases
- Back Wall Cases (custom built for space)
- Coffee Brewer

These lists do not include smallwares and customer seating.



THE PRODUCT

OUR PRODUCTS



DAILY MENU

Plain Cake
Glazed Cake
Cake with Chocolate Icing*
Cake with Vanilla Icing*
Cake with Caramel Icing*
Cake in Powder Sugar
Cake in Cinnamon Sugar
Cake with Cream Cheese Icing
Toasted Coconut Glazed Cake
Plain Blueberry Cake
Glazed Blueberry Cake
Blueberry Cake w/ Vanilla Icing
Glazed Fudge Cake
Fudge Cake w/ Chocolate Icing
Glazed Round Yeast
Round Yeast w/ Chocolate Icing*
Round Yeast w/ Vanilla Icing*
Round Yeast w/ Caramel Icing*
Round Yeast in Powdered Sugar
Glazed Twisted Yeast
Twisted Yeast w/ Chocolate Icing*
Twisted Yeast w/ Vanilla Icing*
Twisted Yeast w/ Caramel Icing*
Twisted Yeast in Cinnamon Sugar
Glazed Virginia Reel
Virginia Reel w/ Chocolate Icing
Virginia Reel w/ Vanilla Icing
Virginia Reel w/ Caramel Icing
Custard Filled Long John
White Cream Filled Long John
Jelly Filled**

**Variations Of Toppings Can
Apply: Sprinkles, Chopped Peanut,
Coconut, Toasted Coconut, Nut
Crunch, And Chocolate/Vanilla/
Caramel Drizzle*

***Donut Jelly Fillings Include:
Blueberry, Cherry, Strawberry, Black
Raspberry, Lemon, And Apple*

SPECIALTIES

Fritters
Bear Claws
Maple Bacon Donuts
Muddy Pig (Chocolate Bacon)
Doughsants (Cronuts)
Giant Donuts
Kettle Danish
Cinnamon Knots
Persian Roll

SEASONAL SPECIALS

Spring & Summer- Lemon Cake,
Key Lime Filled

Fall- Pumpkin Cake, Sweet Potato,
Bourbon Glazed

Winter- Cherry Cake, Cranberry
Cake, Gingerbread Cake

OTHER BAKED GOODS

Cheese Crowns
Cheese/Fruit Pastries
Turnovers
Cookies
Brownies
Cupcakes

CUSTOM ORDERS

Donuts can be customized for special
occasions

BEVERAGES

Coffee
Hot Chocolate
Milk- Vanilla, Strawberry, Chocolate
Juice- Orange, Fruit Punch
Water
Tea- Hot Tea, Sweet Tea
Coca-Cola Beverages

RECENT ACCOMPLISHMENTS



- 2014 | Cincinnati Magazine: Best Donut Selection Winner**
- 2014 | Review from Alton Brown "Best Donuts this country has to offer"**
- 2014 | Cincy Magazine: Winner of Best of the North**
- 2014 | Cincy Magazine: Winner of Best of the East**
- 2014 | Holtman's Competes on Cooking Channels "Donut Showdown"**
- 2014 | Impulcity's "Cincinnati's 8 Most Deliciously Fried Foods"**
- 2014 | New York Magazine "The Weekend Escape Plan -Cincinnati"**
- 2014 | Guy Fieri "Fist Pump of Approval"**
- 2014 | Esquire Magazine "Style Across America"**
- 2014 | Featured photo on the front page of the Enquirer**
- 2014 | CityBeat: Best Donuts of Cincinnati Winner**
- 2014 | CityBeatStaff Pick: Best Pavlovian Dog Experiment in OTR**
- 2014 | Featured in bake Magazine "Unmistaken Identity"**
- 2014 | NY Magazine Grub Street 101 Amazing American Doughnut Shops**
- 2013 | Cincinnati Magazine December Dining Feature**
- 2013 | Cincinnati Enquirer Taste Test (Outstanding Reviews)**
- 2013 | Cincinnati Enquirer's Polly Campbell's New Favorite Thing**
- 2013 | Over the Rhine Shop Opens**
- 2013 | Featured in Travel + Leisure Magazine's Radar Section**
- 2013 | Featured as Local 12's So Cincinnati Top Story**
- 2013 | Holtman's Donuts made a BuzzFeed list**
- 2013 | Featured in Serious Eats Sweets**
- 2013 | Citybeat names Holtman's the "Donut Dynasty"**
- 2013 | Featured in Cincinnati Wedding Magazine's Spring/Summer Issue**
- 2012 | Cincinnati Magazine Readers' Choice Best Doughnuts**
- 2010 | Cincinnati Magazine's 48 Tastiest Bakeries in Town**
- 2009 | Williamsburg Shop Opens**

BRAND PREFERENCE



Ranked number one, Holtman's Donuts is a preferred donut shop compared to other local large brands.

- 1. Holtman's Donut Shop | Over-the-Rhine**
4.5 star rating 104 reviews
- 2. Holtman's Donut Shop | Loveland**
4.5 star rating 30 reviews
- 3. Servatii Pastry Shop and Deli**
4.0 star rating 15 reviews
- 4. Busken Bakery | Kenwood**
4.0 star rating 1 review
- 5. Dunkin' Donuts**
2.0 star rating 2 reviews

**Reviews sorted by highest rating and location to Madeira*

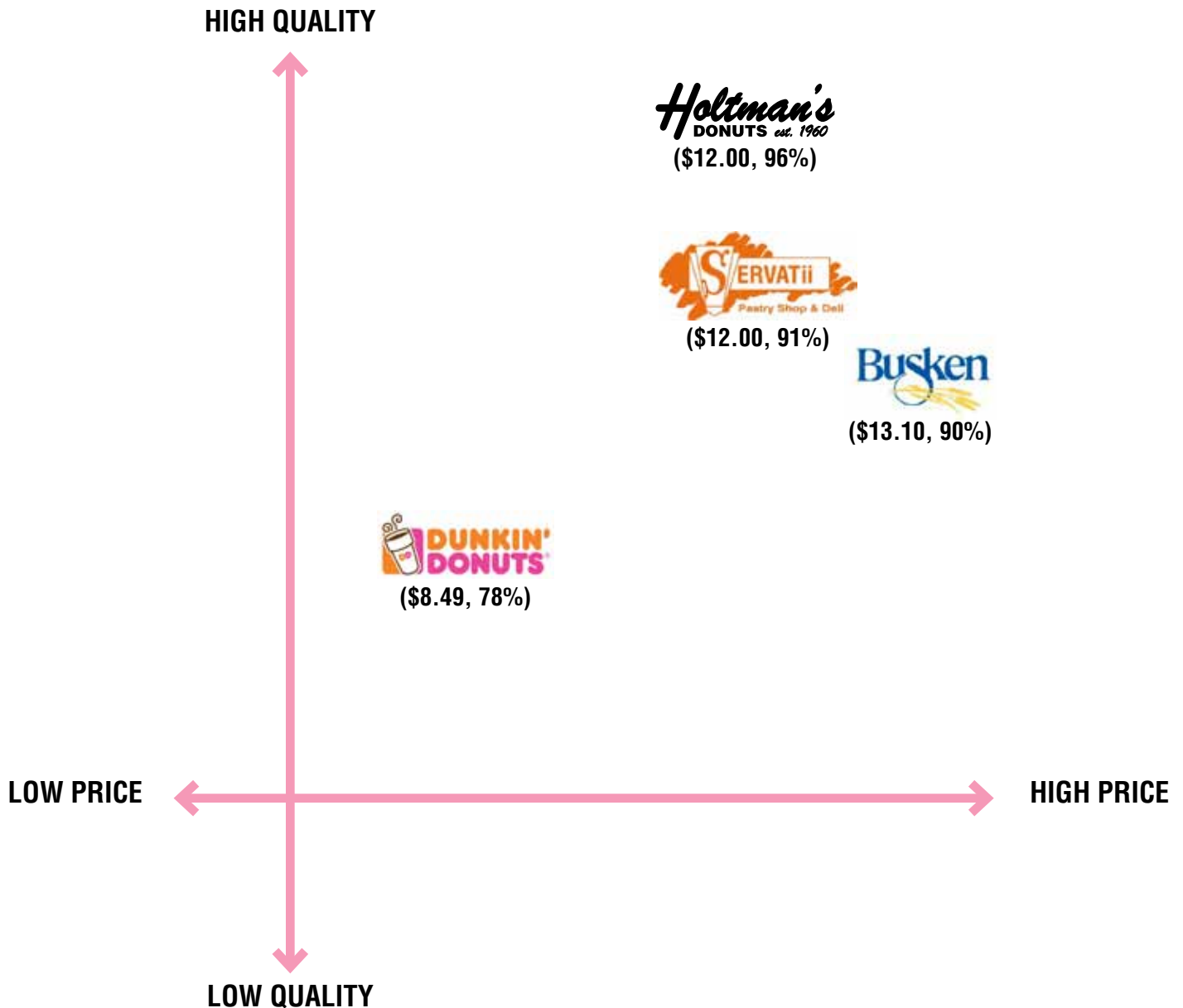
Holtman's Donuts is also Ranked number one, compared to other local small brands.

- 1. Holtman's Donut Shop | Over-the-Rhine**
4.5 star rating 104 reviews
- 2. Holtman's Donut Shop | Loveland**
4.5 star rating 30 reviews
- 3. Silverton Donut Shop | Silverton**
4.5 star rating 10 reviews

**Reviews sorted by highest rating and location to Madeira*

PRICING POSITION

The graph below outlines the larger competing bakeries that sell donuts in the Cincinnati area. The prices found on graph are based on a **mixed dozen** of donuts. Prices were found by telephone inquiries to each store. The quality ratings are based off of consumer ratings from Yelp. The ratings are based off of the individual store locations (from page 15) and not the whole franchise.



WHAT COMPETITION?



What sets Holtman's Donuts apart? High quality, fresh, made from scratch donuts.

Holtman's strives to retain their old fashioned ways. Recipes are not written down in a book or on a bag but engraved in the minds of the three generations of bakers. There is an art form to the type of baking that Holtman's still uses. Each dough is hand weighed with a bakers scale. The dough, while mixing is not timed but watched with a trained eye for the right texture and appearance. Along with the doughs, the icing and glaze are also produced from scratch. Needless to say, a lot of time and patience goes into creating a Holtman's donut.

Not only is a Holtman's Donuts a quality product, the prices are less than the majority of the local "competition". While some of the larger corporations charge more for their product, Holtman's strives keep their goods affordable.

What Holtman's faces with the competition is their brand awareness in the Northern area of Cincinnati. Being a bakery on the East side, and now in Over the Rhine, most people in the Northern tri-state area may have never heard of Holtman's. It is easy for a large chain to be Holtman's competition when their name is plastered in every grocery store, strip mall, and gas station. What Holtman's hopes to see with opening in Madeira is a more accessible, central location that can grow the Holtman's name by bringing in new customers. Holtman's hopes to bring a necessary "small family bakery" element to the neighborhood and help attract new customers for both their business and the city as a whole.

MARKETING

MARKETING OBJECTIVE



Our marketing objective is to show higher sales in the new Madeira store than what is forecasted. This is going to be achieved through:

- New location and it's highly trafficked area (both foot & automobile)
- Broader reach for new consumer base
- Building relationships with local businesses and residents to grow a public buzz about our products.
- Aggressively utilizing our social media networks
- Show community presence by attending local events
- Develop brand awareness through local publication and broadcasts.

Our success will be measured by our own sales and our market share in relation to our competitor's share.

TARGET MARKET



Holtman's Donuts ideal customer are not only donut enthusiasts but food fanatic seekers. Our target market for our current and prospective Madeira locations are as follows:

Loveland Williamsburg Location Target Market:

- Age Range: 18-65 years old
- Gender: Both males and females
- Occupations: Blue and White Collar Workers
- Students: Surrounding Area High Schools
- Household Type: Rural, Nuclear Family Units
- Income Description: Middle Class

*Madeira Location Target Market:

- Age Range: 18-65 years old
- Gender: Both males and females
- Occupations: Business Professionals
- Students: Surrounding Middle/High School Students
- Household Type: Rural, Nuclear Family Units
- Income Description: Middle to Upper Class

Over the Rhine Location Target Market:

- Age Range: 18-55 years old
- Gender: Both males and females
- Occupations: Young Professionals
- Students: College/University Students
- Household Type: Urban Area Families
- Income Description: Economically Diverse

Williamsburg Location Target Market:

- Age Range: 35-65 years old
- Gender: Both males and females
- Occupations: Blue Collar Workers
- Students: Surrounding Area High Schools/Some College
- Household Type: Rural, Nuclear Family Units
- Income Description: Lower to Middle Class

Our main focus will be the individual customer, but we will also target companies, associations, and social groups for catering.

MARKETING TIMELINE



60 - 90 days:

- Update web site with Madeira location listed as “Coming Soon”
- Link new location to restaurant finders
- Design postcard for mail drop campaign
- Design sales materials
- Start talking to other businesses about alliance marketing
- Create a Blog that outlines project progress
- Set up link on web site for e-mail newsletter sign-up

30 - 60 days:

- Create Facebook Event for Grand Opening
- Update Search Engine Optimization tool to include Madeira location
- Contact local publications about press release and negotiating advertising options
- Design marketing materials
- Send e-mail blast
- Visit surrounding businesses in Madeira, Kenwood, Blue Ash, Pleasant Ridge, and Norwood. with product and sales materials
- Design Soft Opening and Grand Opening invitations

0 - 30 days:

- Send visited businesses grand opening invitations
- Created social media offers for customers who “Check-in” during opening day/week
- Send e-mail blast about grand opening
- Send out Soft Opening and Grand Opening invitations
- Contact local food bloggers to invite to Grand Opening
- Reach out to news stations for opening day coverage
- Send out mail drop post cards
- Send out Press Releases

After Opening Follow-Up:

- Send “Thank You” cards to local businesses for support
- Send an e-mail blast with customers for feedback
- Thank customers on social media sites for successful opening week and their patronage

SOCIAL MEDIA STRATEGIES



Create a buzz through social media outlets including the following:

- Facebook: <https://www.facebook.com/Holtmans>
- Twitter: <https://twitter.com/HoltmansDonuts>
- Instagram: <http://instagram.com/holtmansdonuts>
- Tumblr: <http://holtmansdonuts.tumblr.com>
- Pinterest: <http://pinterest.com/holtmansdonuts/>
- Flickr: <http://www.flickr.com/photos/holtmansdonuts>

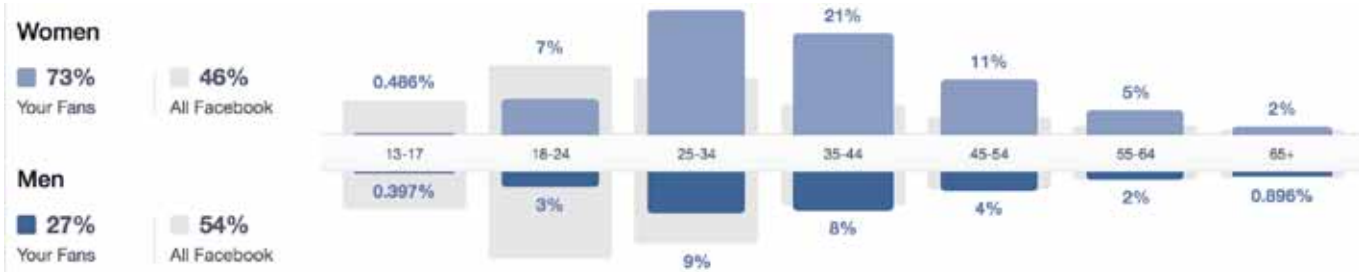
Holtman's capitalizes it's online market by constantly updating their social media pages. Engaging consumers and staying connected to our fan base keeps customers happy and intrigued.

Our main focus is utilizing photos of product to draw in business. When posting updates we make sure we have the quality and quantity of goods for our customers to purchase. What we notice is the photos have an immediate draw to our online community.

Our posting frequency has been monitored over time. Spikes in posts and page views show trends and help us decipher best times to spread word to our consumers. We have become aware of our peak reach hours via social media. When looking to draw in consumers, we will post around key times to engage online users and inevitably bring in their business. We have also noticed that posts usually drive a lot of business the day after due to the image presence in our customers minds.

FACEBOOK DEMOGRAPHICS

Demographics shown are based on Facebook pages total "Likes"



Country	Your Fans	City	Your Fans	Language	Your Fans
United States of America	7,750	Cincinnati, OH	3,771	English (US)	7,620
Canada	9	Loveland, OH	489	English (UK)	155
Cambodia	4	Goshen, OH	433	French (France)	7
Philippines	3	Milford, OH	408	Spanish	5
Germany	3	Blanchester, OH	165	German	4
Brazil	3	Batavia, OH	120	Spanish (Spain)	3
Australia	3	Maineville, OH	76	Traditional Chinese (Taiwan)	2
Turkey	3	Covington, KY	73	Korean	2
Vietnam	3	Mason, OH	69	English (Pirate)	2
Egypt	2	Florence, KY	57	Russian	2

Total Page Likes as of Today: 7,848



Information formulated from: <https://www.facebook.com/Holtmans>

SCHOOL PROMOTIONS



Holtman's Donuts believes in the importance of education. We will partner with local schools to develop programs and fund-raising opportunities to promote good grades and/or good attendance. This will be achieved by meeting with school officials to create a plan to help reward scholastic success.

Creating a relationship with our communities educational leaders and promoting academic excellence is essential for helping the community thrive for years to come.

MARKETING BUDGET



During the launch phase, Holtman's Donuts plans on keeping marketing budget below 5% of sales. Budget will include:

- Postcards and coupon through USPS Every Door Direct Mail Retail® that reaches consumers at their homes within a specified radius.
- Continued print advertising with existing advertising outlets
- Continued Radio Advertisements on Q102 & 700WLW

Not included in the budget is Holtman's tactical social media presence. Creating updates, photos, check-in offers, and videos will keep users engaged and attract new customers through a viral reach.