

# EVERYONE'S Got A Recipe...

**5 Proven Ingredients  
to Scale Food Makers  
to Millions**



**TIM FORREST**

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*For Traci, Sarah, Rhiannon, Hunter,  
John, Adam, Katen, and Nathan.*

# FOREWORD

“Tim, I don’t need a recipe to sell cookies. Everyone’s got a recipe” exclaimed Famous Amos founder, Wally Amos! He then proceeded to give me his secret recipe without concern and began discussing promotion, distribution and consumers.

I’ve known Wally for decades. His comment was an epiphany and an original principle that has been important to inform my later insights and the 5 success ingredients that are shared in this work.

In my food career both inside (25th anniversary at Tim Forrest Consulting) and outside of consulting, I’ve always found the backstage operations of fast-growing food companies to be much more interesting than what is usually visible to consumers or buyers - the real product origin, how the product is manufactured and distributed, syndicated category and share data, and successful management of sales and marketing efforts.

The innovative ways that Food Makers of these fast-growing companies run and market their food businesses are profound and are much more robust than a special recipe or better tasting product. The innovations must span all areas of the food business, from finding partners and copackers to channel and customer decision making to sales, marketing and more.

In the proven formula insights that follow, there are three things you will notice.

First, this book is intended to be read by food makers, entrepreneurs and brand owners. The perspective taken in this

book is from the leaders seat - seeing how all the parts of a successful food company align and fit together.

Second, this book covers multiple disciplinary areas in its nature. It does not describe how each department lead in manufacturing, marketing, sales, and shipping should run their respective area. Instead, it covers how, from the food makers or brand owners perspective, the top vital aspects of these areas should connect and work together. Each area of a Food Company is like a piece of a giant jigsaw puzzle. You'll find that this work focuses much of the time on the overlapping points between the pieces.

Third, I've distilled these success observations into a simple 5 part system that can be used by Food Makers or brand owners in any category of the store. While I've worked with plenty if not most of the product categories represented in retail stores and online, the ideas in this work can create success in any category of product.

Anytime you combine the massive dollars spent on food in this country, with the ease of bringing products to market and the lack of intellectual property protections beyond trade-dress, you are going to find an unbelievably hyper-competitive environment. It's possibly the most competitive market in the world.

Food companies that succeed in this retail environment are built, by necessity, to use systems and processes that you'll soon read and discover. There is no option. The path that leads to success is proven and essential for long-term survival in this business.

The big opportunity for you is to take this recipe and apply it to your food business products, categories and channels. "God gives you the sight, the right, and the might to do great things, but you have

to develop the fight!" It's my hope that this book is the recipe you use in your food company fight to challenge the category status quo, shatter your growth goals and achieve remarkable food revenue success.

**Tim Forrest**



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CHAPTER ONE:

# The Ultimate Food Money Machine

The success of the Food Money Machine is a direct outcome of creating smart decisions, leading a talented team, and keeping everyone focused on getting the right things done. Food Money Machine growth is not an accident; it's the result of deliberate thoughts, behaviors, and actions. Growth is within your control.

The Food Money Machine takes the market into account while creating methods and processes that scale. The key is to develop sustainable processes and systems for value duplication and growth in your current and home market.

Without regard to local or regional financial and business health, too often food entrepreneurs will dream of adding new markets and channels to fix poor strategy, mend the absence of demand and offer support to a weak market position. They desperately think the addition of more locations will quickly increase growth and provide a channel for their product's deficiency.

The market and revenue growth that your Food Money Machine experiences (or doesn't experience) is a direct consequence of your decisions and actions:

You decide which categories you will compete in.

- ✓ You decide which products and claims to offer your consumers.
- ✓ You decide the markets and cities you will serve
- ✓ You decide on which food growth channels you'll use to fuel your company's growth.
- ✓ You decide who's on your team.

At the end of the day, you decide everything.

## Three key decisions you need to make to achieve Food Money Machine growth:

1. Choose the right growth food product opportunities to pursue and select the right approach for each channel.
2. Manage growth by standardizing your operations and developing business processes that can handle a much larger number of customers than you currently serve now.
3. Sustain growth by using a disciplined system to manage your growth portfolio, build your team, and maintain accountability for results.

Let me emphasize, just because something appears to be simple doesn't mean it's necessarily going to be easy to carry out. The devil is very much in the details and if you are in the food or CPG business today, you already have come to face this fact. Let's discuss the Food Money Machine—the foundation of all growth.

## Your Food Money Machine Recipe

**FOOD MONEY MACHINE**

**THE FOOD MONEY MACHINE IS BUILT UTILIZING FIVE NECESSARY INGREDIENTS:**

**recipe for riches**

PREP TIME:

TOTAL TIME:

The Food Money Machine is the specific market opportunity combined with your company's food product approach to capturing it.

1. Target consumers who are aware of their problem.
2. A promise that your product makes to prospective consumers.
3. Add a distribution channel for reaching and transacting with the target shopper.
4. Provide a product that fulfills the promise made to the consumer.
5. For long-term growth, Add a sustainable competitive advantage.

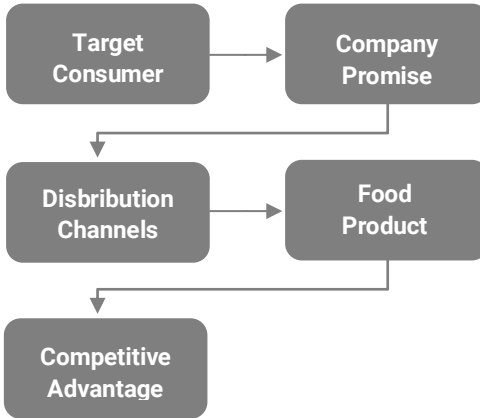
FROM TIN'S KITCHEN.  
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WWW.FOODMONEYMACHINE.COM

The foundation of revenue food growth, in every company, is the Food Money Machine. A Food Money Machine is a specific market opportunity combined with your company's food product approach for capturing it.

The Food Money Machine is built utilizing five ingredients:

1. A target consumer who's aware of his or her problem.
2. A promise that your product makes to prospective consumers.
3. A distribution channel for reaching and transacting with the target shopper.
4. A product that fulfills the promise made to the consumer.

## 5. A sustainable competitive advantage.



Although this appears simple and familiar, most food companies don't implement these key elements correctly. And even if one time these elements are aligned successfully, long term success isn't sustainable.

**Be aware:** what's required for growth and mastering the subtleties of what's required for growth are two different things. Each can have dramatically different impact on revenue.

For example, while most food entrepreneurs are aware of these key issues, many tackle them in the wrong order. Often, they will focus on product development before gaining a thorough understanding of their target consumer, determining the right food product promise, and selecting an effective food distribution channel. They make these mistakes and wonder why their food company isn't growing. Again, the details matter.

In this recipe book for success, I'll provide an overview of the key concepts based on my experience.

## The Target Customer

The foundation of a Food Money Machine is a target consumer who:

1. Has a problem.
2. Is aware of their problem.
3. Has the ability and desire to pay to solve their problem.

If the consumer has a problem and doesn't recognize it, there is no sale. You likely will not sell artisan grass-fed beef to a consumer on a vegan food regimen. You can participate in multiple market size exercises to determine the size of consumer markets for almost any problem today. Plus, by studying market forecasting models, you can predict how many consumers will likely have the problem in the future. These are actions you should be taking, but for our Food Money Machine, you have to remember this: no problem, no sale.

The second hurdle is your target consumer's level of awareness about their problem. A consumer doesn't spend money solving a problem they don't realize they have. Natural Products Expo happens each year on both coasts. Every state between the coasts is littered with food companies that crash and burn trying to solve a problem that their target customer didn't realize they had.

It's extremely easier to solve a consumer's known problem than to solve a problem they don't realize exists. The reason is financial. If

your consumer isn't currently aware of their problem, you have to invest your marketing resources to teach them about their problem. This approach leaves you no resources to convince the shopper to buy from your company.

The third hurdle is discovering if the consumer cares enough about the problem to pay to solve it. If the shopper doesn't care, they won't buy. You can try to force them to care. But, if at some fundamental level they don't, there's nothing you can do about it. Instead, go find another consumer segment to target or a different problem to solve.

You'd be surprised how many food company startups and product launches at larger companies, fail to overcome this basic hurdle. They attempt to solve a problem they believe the customer should care about. But what the company fails to recognize is, just because they think a consumer should care, doesn't mean they actually do. Once again, the details matter.

Along these same lines, you must consider if the market dynamics will allow you to:

1. Introduce your product to the category,
2. Solve the problem.
3. Make a profit.

Also, is there space in the market and on shelves for your product?

Can you economically succeed serving the consumer in your chosen category?

For you to succeed, your consumer has to pay to play. If they aren't willing to pay money for your food or beverage item, unfortunately, you will not experience growth.

## The Promise: Is it Credible, Compelling and Unique?

The second component of the Food Money Machine is the promise you make to your consumers to persuade them to buy. This component is frequently overlooked, or its importance is grossly under-estimated.

The key to get a shopper to buy is to offer a promise that:

1. Is different (or at least different enough) from the competition.
2. Provides a genuinely compelling benefit.
3. Has credibility.

The promise is what gets the consumer to buy. Most people (especially chefs) find this idea troublesome and are conflicted by it. They expect a consumer to buy because of the product's unique flavor and nutritional value. At the end of the day, a consumer doesn't really want or need a particular food product; they only buy based on the promise of how they'll benefit from the food product.

For example, nobody buys a dozen eggs because they only want raw in-shell eggs; they want a satisfying breakfast or a delicious cake to share with friends and family.



Another example is the mom who invests in the nutrient-rich formula for her baby. She is not buying the formula because she likes it; she's buying it because she needs to know her baby is receiving the best nutrition possible that promotes great health. The truth is she won't know if the product is really a better purchase. So, she buys on the promise of a perceived health and nutrition benefit for her baby.

This quote sums up the point: "The role of the promise is to get customers to buy. The role of the product is to keep the customer satisfied after the sale and to keep you from being called a liar."

This is the underlying reason why an inferior tasting product will often outsell a superior one (much to the frustration of the food makers who created the better tasting item). A consumer often doesn't know the difference between two products unless they buy and use both items. Since most consumers only buy one product, they never experience for themselves which one is better. Instead, they simply choose whichever company offers a better price, a familiar brand, or a more credible promise.

## Distribution Channels: If You Don't Reach Customers, Everything Else Is Irrelevant

Once you have a target consumer in mind and have found a promise that works, you're ready for the next step in creating a Food Money Maker. You need to find or create one or more distribution channels to reach your target shopper.

How you intend to distribute your food product needs to be determined (or at least considered) prior to product development.

You will likely need to modify your product to make it more compatible with your chosen distribution channel (i.e., club stores, convenience stores, restaurants, retail stores, stadiums, online channels, direct, and natural channel).

Here is a simple example: Your initial food product, along with production and the various flavor variations and recipes, is packaged for a variety of channels and retail environments. If the product is sold in club stores, we know the buyers demand special packaging and a display pallet that markets your brand. In convenience stores, the product is single portion and for immediate consumption. Does the consumer prefer shelf-stable or a refrigerated, fresh option?

Another example comes from an incredibly talented chef, holder of a Grand Diplôme® from Le Cordon Bleu in Paris. By changing the name from Charlie's Fine Foods (long story, but Charlie was not his name) to a more brand compatible message, the chef gained national television exposure and commercially published a recipe book with Penguin Random House bearing the new name.

In short, the company created their product before they decided on their distribution channels and their optimal consumer. They built a very useful product but couldn't deliver it to their target customer.

In the end, too many food companies crash and burn, in spite of having a better product. They design food products that aren't compatible with the distribution channels they attempt to use. As a rule of thumb, you can't just build an easy-to-use, great tasting product. You must also deliberately create a food product that is

compatible for selling through the distribution channels you select. It's a small, but absolutely necessary detail.

## The Food Product

Now it's time to create a food product or beverage. Once a customer buys on the promise of a major benefit, it's the role of the product to deliver on said promise. This results in a happy, satisfied and returning shopper.

In the Food Money Machine system, the product development step occurs late in the process for a deliberate reason. The product must be designed to meet the promises made to consumers, which generates revenue, and be compatible with the distribution channel needed to reach the shopper.

By starting the product development process too early, you aren't aware of which promises consumers are willing to pay for and which distribution channel factors you need to consider.

This is a significant departure from how product development is approached in many foods startup companies. In these companies, you'll hear a lot about:

- Ingredients
- Certifications
- Specifications

In most cases, these requirements are concerned with how the product will be used by the consumer. My argument is that

development efforts should include meeting the requirements of the selling channel and not just the product usage process.

## Sustainable Competitive Advantage

Creating food revenue growth doesn't mean you will sustain that growth. Generating extreme revenue growth has a habit of getting the attention of prospective competitors, which encourages them to come and compete with you as evidenced in Spins or IRI scan data.

The lifespan of a Food Money Maker depends entirely on what competitive advantages your company possesses and uses in conjunction with that particular growth engine. A competitive advantage is a physical or intangible asset that gives you an advantage over the competition.

A physical asset might be having the largest sales force, direct-to-store distribution network, or in-market warehouse network in your segment. Intangible assets are things like a rare food patent, brand reputation, or an exclusive partnership with a much larger CPG company.

The more difficult an advantage is for a category competitor to duplicate, the more sustainable the advantage. By deliberately linking a growth engine to one or more competitive advantages, you'll be able to sustain revenue from that engine for a longer period of time. An endeavor that isn't easy in the food space.

## Creating a New Growth Engine with Minimal Effort

When you put these five ingredients together in a food business—a target consumer, a company promise, a distribution channel, a product, and a sustainable competitive advantage—you have a Food Money Maker. Too many food leaders in the product-centered food world, tend to equate food revenue growth opportunities with a product development project. The only problem with that approach is that it leaves so much money on the table. Often, it's much easier to make simple adjustments—to your target consumer, to your promise, or to your distribution channel—than it is to change your one item with your food product.

Here's an example in building a Food Money Maker but not focusing exclusively on developing a new food product. Jell-O has been around for more than 100 years and you can find it in most stores that sell food. Founded in the 1800's, the product has changed minimally from its origin and very few new flavors have been added over the years.

Lime Jell-O is considered the best-selling flavor and is found on the shelves in multiple channels and numerous grocery stores for under \$1 for the ubiquitous 3-ounce box. Kraft Heinz Company changed the container size and label to create an entirely new product: Jell-O Unicorn Slime in a 14.8-ounce resealable container. The “new” product retails for \$5.49 per unit.

The manufacturer, Kraft Heinz Company, applied a bit of creativity with a simple change to the promise and labeling, then transferred the product from the food track into the toy and gift channel!

The sales have been dramatic for this edible gelatin mix. It's primarily a new colorful label in a round container which increased the retail by almost 500%!

Distribution isn't a key concern because Jell-O knew they could leverage their existing supermarket relationships to get a "slime toy" offering on the shelves, giving them a competitive advantage.

In manufacturing, they use the same lines that make the Jell-O product. The only difference is in the very last step of the manufacturing process. They simply change the container and label on the product to one that now features the new Unicorn and ship in the new master case.

To illustrate this point, one more example is consumer-packaged goods. Several years ago, heart disease researchers discovered that taking a baby aspirin every day could significantly reduce the chances of a heart attack (I am not a medical professional nor am I providing medical advice).

Armed with this knowledge, Bayer decided to create a growth engine to capitalize on this opportunity. They decided to target consumers concerned about their heart attack risk. This wasn't the same audience as those concerned about getting rid of headaches, aches, or pains. So, the first step taken in creating this new growth engine involved targeting a different type of consumer.

They simply created a new promise in their advertising and on their product label. They promised that taking a low-dose aspirin every day could lower the risk of a heart attack and backed their promise up with the research.

Next, they introduced a low-dosage aspirin they described as the “exact same dosage” used in the clinical research study to demonstrate a small dose of aspirin every day could reduce the chance of a heart attack. In reality, all they did was take the baby aspirin product and change the label to support this new promise. No new production changes, no product research or manufacturer development work was required.

Even though the original research on using aspirin to prevent heart attacks was first published in 1989, the product is still on the shelves of local supermarket and drugstores nationwide resulting in millions of dollars in sales. Exceedingly impressive revenues resulted from simply changing a label. Amazing, isn't it?

These examples illustrate by simply tweaking the recipe of one or more of the five Food Money Machine ingredients, you can create a new growth engine for your company.

## Key Ideas:

- All revenue growth starts with the target consumer, who has a problem that needs to be solved.
- To get a shopper to buy, you must make them a promise that is unique, credible and compelling.
- Distribution is critical because, without it, your prospects will never see your product.
- Design products to be easy to sell (i.e., compatible with your distribution channel) and to fulfill expectations set with the customer.

- The lifespan of your revenue growth engine depends on the sustainability of your competitive advantage.



## CASE STUDY



### New Channel Nearly Doubles Sales Revenue

Tim repeatedly doubles revenues within the first year for clients. It often is a simple process of reviewing the foundational five ingredients and selecting the most likely lever.

For Sir James Dyson and his UK technology and vacuum company Tim sought effectiveness and opportunity in new channels.

When approached by Dyson's business development specialist, Tim was intrigued with the idea of helping their division that focused on restaurants achieve massive growth and found it in a new distribution channel. In the first year, the effort achieved 83% growth from this one channel observation.

Initially, Tim requested that Dyson send all invoices for the prior sales period. After review and much to his surprise the largest order came from a healthcare location. Tim immediately built a database of all hospitals and healthcare facilities and emailed it out for the team. The list generated

massive growth and success and the single-largest new account the following year!

Simple actions based on hard to see insights are the five building blocks of food maker.

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## HOW TO SCALE FOOD MAKERS TO MILLIONS WITH OUR 5 PROVEN INGREDIENTS!

What separates the Food Makers that run exceptionally successful food companies from those that are failing or grinding out poor results? What do they do differently that is key to their success?

Tim Forrest shares the management practices and strategies used by powerfully successful food companies for your insight and application. This easy to read and basic formula consists of 5 proven ingredients that Tim has seen and repeated over and over again in his massive food career. This book will teach you how to do it with your food business.

*"Tim has the unique ability to zero in on the meat and potatoes and his common sense approach is simply amazing. Tim Forrest takes a complicated business problem and gives you an immediate solution."* - David Klein, Creator of Jelly Belly Jelly Beans

*"Tim's expertise around every aspect of the food industry is unparalleled. Our work together has fueled growth for my company from its inception, and has exceeded projections every year."* - Lauryn Chun, Mother In Laws

*"I appreciate Tim's expertise and contribution."* - Governor Sonny Perdue, State of Georgia

*"Tim Forrest was a game-changer as far as giving DanO's direction, we changed our mission statement and business plan with his help."* - Dan Oliver, Founder of DanO's Seasoning

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# TIM FORREST

Tim help's food entrepreneurs and established companies get their products onto shelves and into the hands of consumers. Through personalized collaboration, you'll learn to succeed using a proven path of marketing, sales, merchandising, distribution and business growth strategies. Our clients have generated over \$1 billion in revenue with our systems, processes and programs. Email: [tim@timforrest.com](mailto:tim@timforrest.com)

