



540 East 105th Street Cleveland, Ohio 44108 | (216) 268-5399 | info@evgoh.com

Applied Learning Project Scope of Work
Market Research Projects For Local Social Enterprises
Food Systems & Energy Efficiency
Case Western Reserve University Weatherhead School of Mgmt

About the Client

The Evergreen Cooperatives of Cleveland, Ohio, are pioneering innovative models of job creation, wealth building, and sustainability. Evergreen's employee-owned companies are based locally and hire locally. They create meaningful green jobs and keep precious financial resources within the Greater University Circle's most disinvested neighborhoods. Worker-owners at Evergreen earn a living wage and build equity in the firms as owners of the business.

Currently, Evergreen consists of three cooperative businesses – Evergreen Laundry, Evergreen Energy Solutions and Green City Growers (an industrial scale hydroponic urban farm) – and employs between 90-120 individuals, many of whom face severe barriers to traditional employment.

Project Background: Though the Evergreen Cooperatives were originally foundation-incubated businesses, the long-term viability of their mission depends on being able to compete in the market place, achieve financial sustainability, and pursue growth. To do this, the businesses need to identify the highest impact new markets and create a go-to-market strategy and marketing plan that will allow them to reach these target audiences.

Project Overview: The Democracy Collaborative and Evergreen Business Services, are inviting two teams of MBA students from the CWRU Weatherhead School to support our long-term sustainability by completing the following market research project for Evergreen Energy Solutions and Green City Growers:

- I. Research untapped market opportunities, both locally and regionally
- II. Develop a strategy for segmenting our current and potential markets
- III. Identifying what messages and service offerings are most important to key customer segments
- IV. Evaluate which new and existing market opportunities have the highest potential for profitability
- V. Delivering a strategic marketing plan outlining clear go-to-market plan for growing our presences in each target market

Anticipated Project Deliverables

Final Deliverables

- 1) Power point presentation outlining research findings
- 2) Strategic marketing plan



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3) (Optional) Sample marketing collateral based on customer research

Supervisory Team

Jessica Bonanno, *Director of Strategy* at The Democracy Collaborative will be the main supervisor and point of contact for interns, throughout the term of engagement.

Brett Jones, *Director of Special Projects* at Evergreen Cooperatives, will support the project by providing budgetary support, ongoing oversight, strategic direction and coordinating communications with EBS staff as needed.