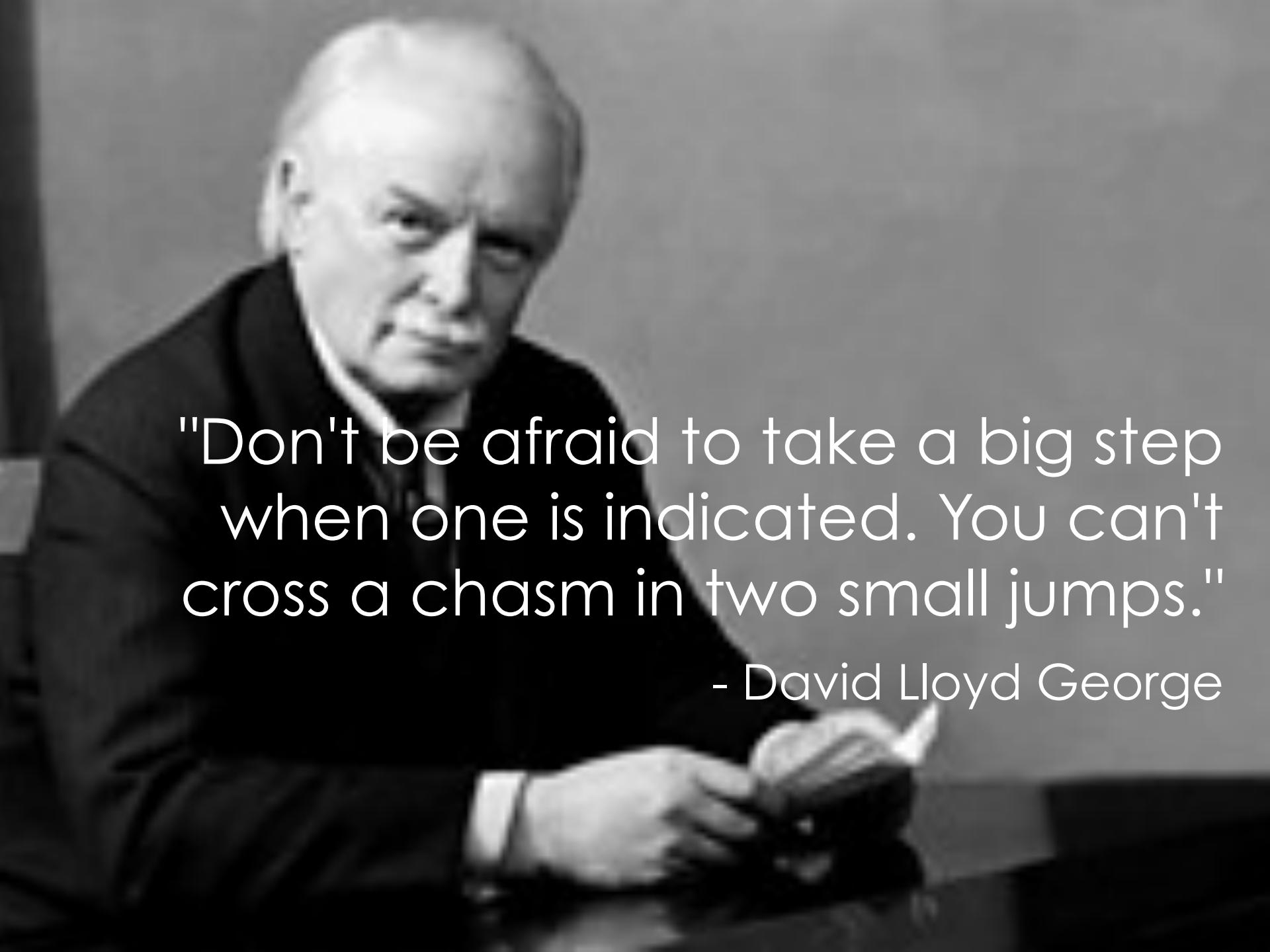


# **BRAND WARRIOR**

***Tales from the frontline of Brand Marketing***

**By Ellen Copaken**

**MARCH 21, 2013**



"Don't be afraid to take a big step  
when one is indicated. You can't  
cross a chasm in two small jumps."

- David Lloyd George

# INTRODUCTION



# **TODAY'S AGENDA**

**1. Day in the Life of a Brand Manager**

**2. 2 Case Studies:**

- Brand re-positioning: Tostitos
- New brand launch: Flat Earth

**3. Brand Marketing Careers**

# **CONCEPTS YOU'LL RECOGNIZE**

- Product Life Cycle
- Branding Strategy
- Brand Equity and Brand Personality
- Product Re-positioning
- Packaging

**A DAY IN  
THE LIFE**

**WHAT DOES A BRAND  
MANAGER DO?**

**EVERYTHING**

# **YOU HAVE 2 KEY JOBS:**

- 1. Manage the product lifecycle**
- 2. Manage the brand**

# TYPICAL DAILY TASKS . . .



# TRACK THE BUSINESS



# REFRESH PACKAGING



New can with new logo



New can with old logo



# MANAGE COMMUNICATIONS AND PROMOTIONS



# ... FROM TIMES SQUARE



# ... TO THE WEEKLY CIRCULAR

**GIVE YOUR KITCHEN A HEART-HEALTHIER MAKEOVER.**

• SAVE UP TO \$5.75

PUT A LITTLE LOVE IN YOUR HEART

Make the switch and see how Smart Balance® products can contribute to a heart-healthier lifestyle. Our easy and delicious Food Plan promotes a diet low in saturated fat and cholesterol, and helps eliminate unhealthy trans fat. GET YOUR FREE COPY AT [SMARTBALANCE.COM](http://SMARTBALANCE.COM)!

**GREAT TASTE & GOOD HEALTH, TOGETHER AT LAST.**

VISIT [SMARTBALANCE.COM](http://SMARTBALANCE.COM)

**Save 75¢**  
On any ONE SMART BALANCE® Rich Roast Peanut Butters

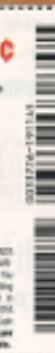
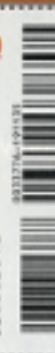
**Save \$1.00**  
On any ONE SMART BALANCE® Buttery Sticks

**Save \$1.00**  
On any TWO SMART BALANCE® Buttery Spreads

**Save \$1.50**  
On the purchase of any ONE carton of SMART BALANCE® MILKS

**Save 75¢**  
On any ONE SMART BALANCE® Cooking Oil or Cooking Spray

**Save 75¢**  
On any ONE SMART BALANCE® Popcorn or SMART BALANCE® Omega Plus® Light Mayonnaise Dressing



# LAUNCH NEW PRODUCTS



# LEAD TASKFORCE



# WHATEVER ELSE IT TAKES



# **YOUR SUCCESS IS MEASURED BY . . .**

**Business Results +**

**What You Did to Impact the Business +**

**Your “People” Skills and Contributions**

# CASE STUDY #1





# THE SITUATION (2010)

- **Tostitos was 30 years old (launched in 1980) and sales were declining every quarter since 2008**
- **As one of Frito Lay's largest and most profitable businesses, it was weighing down corporate profits**
- **Recent efforts to make the product healthier (WHOLE GRAINS, ALL NATURAL) were not paying off**
- **The competitive environment had become very crowded with regional and private label tortilla chips**



# 4C ANALYSIS

**Company**

**Consumer**

**Competition**

**Customers**



# DIGGING INTO COMPANY . . .

Sales declining fastest in the West and middle-low income areas





# ACCORDING TO CONSUMERS . . .

*"I like Tostitos."*





# COMPETITION WAS A TALE OF TWO CITIES

## CHEAP AND CHEERFUL



## PREMIUM GOURMET





**PLUS, A BIG COMPETITOR  
IN OUR OWN HOUSE**



**\$2**

(AKA The Fighting Brand)



# CUSTOMERS AGREED . . .

Tostitos was overpriced and lost its distinction





## THE PROBLEM

Tostitos was not worth  
paying more for



## THE KEY INSIGHT

Health was not a  
differentiator of  
tortilla chips

# WHAT WE DID

Step 1: Fix the business by managing a portfolio  
(multibranding strategy)



# WHAT WE DID

Step 2: Reinvigorate the Tostitos brand



Brand personality = social

# DOES THIS FEEL VERY SOCIAL?



## The time you discovered a little surprise.

Like finding a crumpled dollar bill in your pocket, getting an impromptu postcard from an old friend, or discovering that your favorite Tostitos® Tortilla Chips are naturally made with whole grain corn\* and no one ever knew the difference. But that's a little surprise you can keep all to yourself.



GOOD TIMES  
GUARANTEED.<sup>™</sup>

\*8 grams per 28-gram (1 oz) serving. At least 48 grams of whole grains are recommended per day. All trademarks are owned by Frito-Lay North America, Inc. © 2010



## The time you found out corn was a grain.

You thought corn was a vegetable, didn't you? Its habit of hanging out in the produce section probably threw you off. Well, surprise! Your favorite Tostitos® Tortilla Chips are naturally made with whole grain corn\*. Who knew corn's secret life could be so delicious?



GOOD TIMES  
GUARANTEED.<sup>™</sup>

\*8 grams per 28-gram (1 oz) serving. At least 48 grams of whole grains are recommended per day. All trademarks are owned by Frito-Lay North America, Inc. © 2010

**HOW ABOUT THIS?**



# **TOSTITOS NEW POSITIONING**

## **PARTY!!!!!!**

# BRAND RE-LAUNCH AT FIESTA BOWL 2012



Tostitos® knows how to party.

"You're on Facebook.  
I'm on Facebook.  
We have so much in  
common. You should  
like me."

A bag of Tostitos Restaurant Style chips is anthropomorphized with arms and legs, dancing joyfully. A small jar of salsa sits next to it.

[My Gallery >](#)

**Big Brothers Big Sisters**  
Let's Party For Good >

# NEW ADVERTISING

FROM:



TO:



# WHAT WE DID

Step 3: Make Tostitos worth \$4 a bag



# UPDATED PACKAGING AND ENHANCED PRODUCT QUALITY



Now  
even  
tastier!





# THE RESULTS

- Positive, sales flattened in 1<sup>st</sup> half of 2012 and grew balance of year
- Profit growth went from negative to flat
- Brand momentum positive (social media buzz, p-scores)



# LESSONS LEARNED

1. The importance of being different: brand distinction is key
2. Need to manage the brand and the business at the same time
3. Beware of competitors inside your own house

# CASE STUDY #2



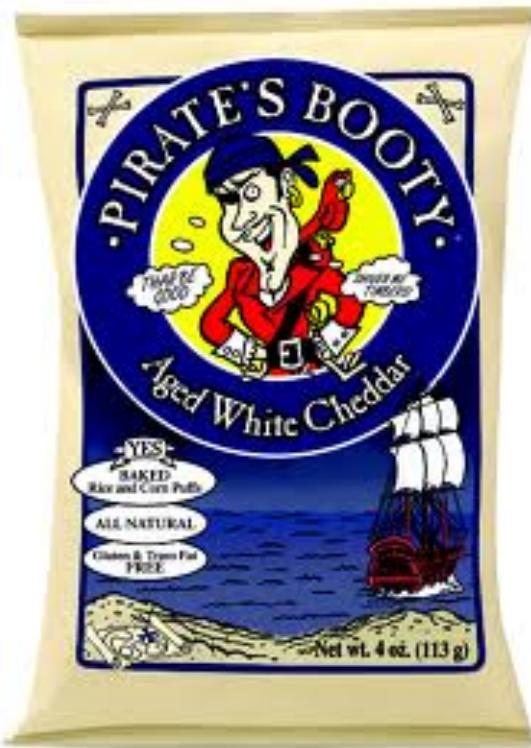
# **THE CHALLENGE (2006)**

- Management asked a small group of women to launch a new snack brand that would appeal to them
- Leverage R&D product breakthroughs in “snackifying” fruits and vegetables
- Launch in 1 year on a limited budget
- Distribute the product using Frito-Lay’s massive direct store delivery system (AKA the truck drivers)

# **WHAT WOMEN WANT**

**HEALTHY +  
TASTY**

# HOW DO YOU CREATE A BRAND THAT RESONATES?



# THE FLAT EARTH BRAND STORY

What if we made the impossible, possible?  
(What if pigs could fly?)





# **WAS THIS A GOOD BRAND NAME?**

- 1. Suggest the product benefits?**
- 2. Memorable, distinctive, positive?**
- 3. Fit the product image?**
- 4. No legal or regulatory restrictions?**
- 5. Simple and emotional?**



# LINEUP OF NEW PRODUCTS



*Plus, Apple Cinnamon Grove, Garlic and Herb Field,  
and Peach Mango Paradise*



# OUR INTRODUCTION STRATEGY:

Key Decision Points	Textbook recommendation	What we did	
<b>Marketing Objective</b>	Awareness	Awareness and Differentiation	X
<b>Product</b>	One	Product line	X
<b>Price</b>	Skimming or penetration	Penetration and dealing	X
<b>Promotion</b>	Inform, educate	Inform, educate	✓
<b>Place</b>	Limited	Max outlets	X



# THE BIGGEST LITTLE LAUNCH OF THE YEAR





# COMING TO A STORE NEAR YOU





# TASTING IS BELIEVING





# MAKING PIGS FLY

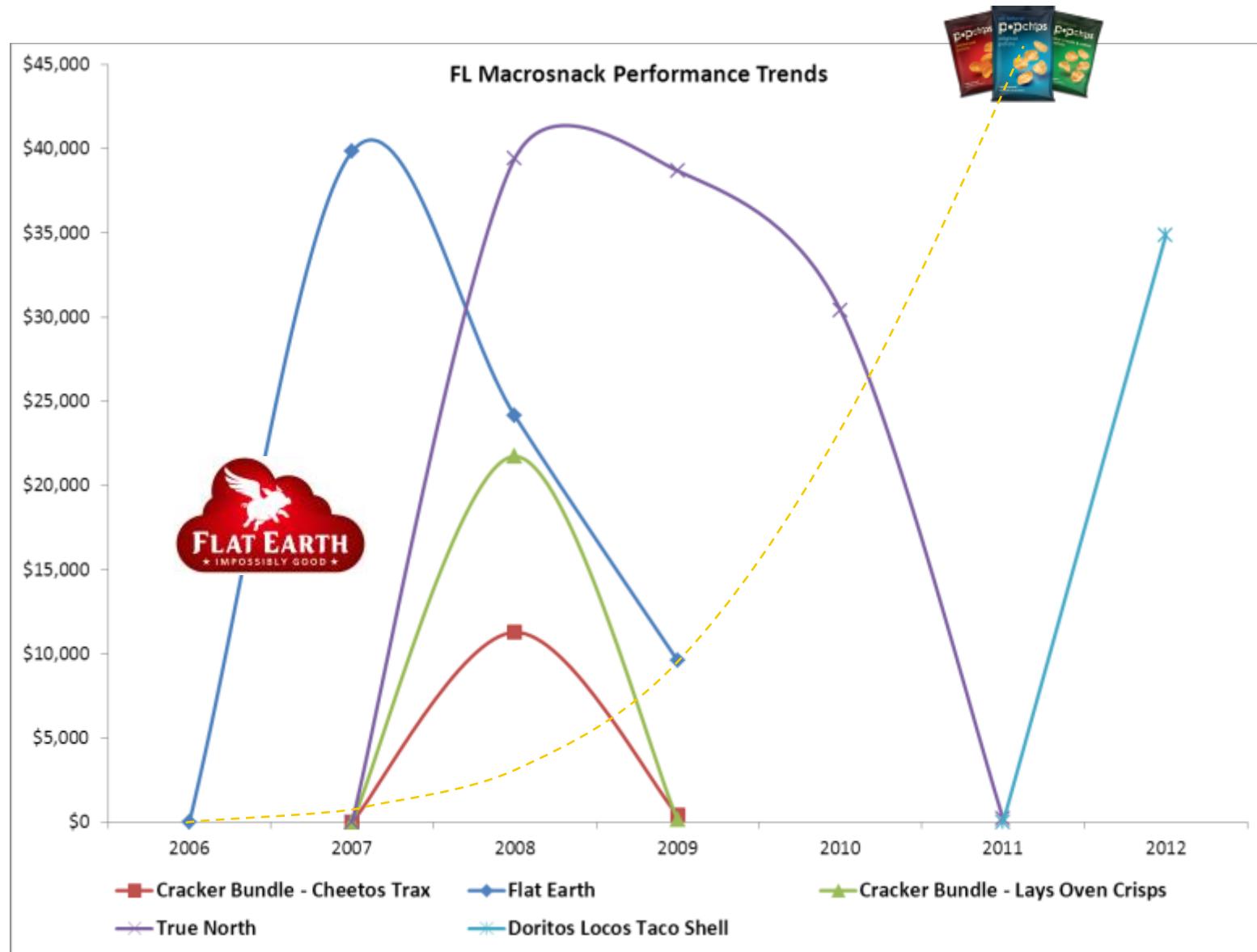




# LOTS OF NATIONAL PR



# SO, HOW DID WE DO?



**BUT GUESS WHAT OUR  
SALES PLAN WAS?**

**\$80 Million**



# **SO, WHAT WENT WRONG?**

- 1. Too much, too soon**
- 2. Year 1 product overpromised**
- 3. Marketing mix out of line with business objectives**
- 4. Corporate expectations out of line with reality**
- 5. Truck drivers not incentivized to be patient**



# LESSONS LEARNED

- 1. Manage expectations: 90% of new products fail**
- 2. Be patient: product life cycles take time to build**
- 3. Unite the team: lots of stakeholders can impact business results**

# CAREERS

# **IN GENERAL, 2 CAREER PATHS**

## **Marketing Manager**

- Brand Strategy
- Packaging
- Communication & Advertising
- Media Planning
- PR and Social Media

## **Brand Manager**

- Marketing Manager PLUS
- Business tracking
- P&L responsibility
- Product development
- Cross-functional leadership

# IN GENERAL, 2 CAREER PATHS

Marketing Manager



*Neiman Marcus*

Brand Manager



# **BRAND MANAGER ROTATIONS**

**Idea = expose you to as many parts of the business as possible through 12-18 month “rotations”**

**Big brands vs. little brands**

**Brand management vs. portfolio management**

**Consumer marketing vs. shopper marketing**

**National/global marketing vs. regional marketing**

**Innovation and new product development**

**Consumer insights and research**

# **QUESTIONS TO ASK YOURSELF**

- 1. Do I like working with numbers?**
- 2. Do I want to learn general manager/entrepreneurial skills?**
- 3. Do I want to be heavily involved in communication strategies (vs. outsourcing to agencies)?**
- 4. Do I want to work closely with people from other functions (examples: Operations, R&D)?**
- 5. Ultimately, do I see myself as a CMO or a CEO?**

# Q & A