

BADM 520 Situation Analysis: Team Assignment - MarkeTechs (Group 6)

Proposal

Problem Statement

Jell-O struggles to engage younger consumers and families in an era dominated by interactive, sensory-driven experiences. The brand must reinvent itself to remain relevant while capitalizing on popular trends and maintaining its reputation for fun, edible products.

Proposal

In a world where consumer tastes constantly evolve, Jell-O faces a pivotal moment. Once a staple of American households, this iconic brand now stands at a crossroads, challenged by changing dietary preferences and a new generation of consumers seeking innovative, interactive food experiences. Our mission is clear: to revitalize Jell-O, transforming it from a nostalgic treat into a modern, engaging brand that resonates with today's families.

The JELL-O PLAY Edible Slime product line represents our bold step into the future. By merging the playful essence of slime with the trusted flavors of Jell-O, we're not just creating a product; we're crafting an experience that bridges generations. This innovative offering taps into the sensory play trend while addressing parental concerns about safety and nutrition.

Our strategy is multifaceted, leveraging emotional branding to evoke cherished memories while introducing exciting new ways to interact with Jell-O. We're not just selling a dessert; we're inviting families to create moments of joy, creativity, and connection. Through targeted digital campaigns, influencer partnerships, and immersive events, we aim to reintroduce Jell-O to a new generation of consumers while rekindling the love of loyal fans.

As we embark on this journey, our goal is clear: to increase brand awareness by 15% in the first year, capture a 2% market share, and achieve an 80% repeat purchase rate. This plan outlines our roadmap to success, detailing how we'll transform Jell-O from a simple dessert into a catalyst for family fun and creativity. Join us as we reshape the future of Jell-O, one wiggly, giggly moment at a time.

Team Member Contribution

Team Member Name	Briefly describe the team member's contribution to this assignment
Debadrita Dey	Researched lacking aspects of Jell-o 's strategies and made recommendations accordingly, Provided Marketing Objectives, and wrote an updated Mission statement.
Saurabh Ghumnar	Focused on the Environmental (Situation) Analysis. Researched the 5C's for Kraft Heinz (Jell-O). Worked with Financial statements to estimate marketing budgets and net income for Jell-O. Created visual representations of these numbers using Excel and obtained the Break-Even analysis. Edited the assignment submissions.
Shambhavi Satish Patil	Worked on the brand ladder and created positioning statements. Researched target market, defined target customer segments, mapped adoption processes, developed the marketing mix of 4Ps and analyzed survey results for inferences. Edited the final presentation referring to the instructions provided.
Vaishnavi Giramkar	Conducted analysis focusing on the 5th "C" of marketing - Context, by utilizing the PESTELE framework to evaluate the macro-environmental factors influencing Jell-O's market strategy. Worked on evaluation and control.
Yen-Ling Liu	Researched the Strengths, Weaknesses, Opportunities, and Threats of Jell-O. Mapped out an implementation plan for the marketing strategy Worked on implementation and Gantt chart.

1. Executive Summary

Jell-O is a gelatin-based dessert popular amongst households in the United States. Initially introduced by Genesee Pure Food Company in 1897 and later acquired by Kraft Heinz Company. Jell-O was a colorful dessert mainly made of gelatin, sugar, artificial flavors, and food colors. It was one of my favorite desserts during the holiday season and was easy to prepare. However, Jell-O's popularity started declining in the late 90's. Factors contributing to changed food preferences, inclination towards health-conscious food types, increased competition, and failure of brand extension. With ever-changing food preferences, Jell-O is trying to regain its presence in the market and trying to attract new customers.

Jell-O's primary customers were middle-class households, families generally with children, and large institutions like hospitals and nursing homes. With families having an average spend of \$2 - \$5 and institutions buying in bulk at wholesale rates usually ranging from \$100 - \$1000. The primary competitors of Jell-O were premium yogurts, ice creams, and puddings which eventually reduced Jell-O's share and dominance in the market.

The primary goal of the marketing plan is to revive Jell-O's position in the market and get a place in the household tables like before. The objective is possible by new product developments and effective campaign design, as various online and offline engaging marketing events, and promotions. The survey validated our target market is families with children under 12 along with health-conscious parents. Currently, 57% of respondents are present customers of Jell-O and 37% are likely to buy new product lines from Jell-O.

Our proposed marketing plan includes providing an improved product with a variety of flavors, safety, and hygiene, instruction for preparation along playful packaging. Our product will be initially offered in regions with a high concentration of families with young children later expanding to other regions. It will be mainly placed in supermarkets with selected availability in convenience stores, along with availability on major e-commerce platforms and official websites. Promotional strategies include hiring famous family-oriented influencers to endorse the product through various promotional channels like social media, advertisements, and events.

The implementation plan will include bringing new product options based on market research meanwhile campaigning to emotionally connect with audiences evoking nostalgia. Promotional channeling including public hosting of interactive events, pop up shops, live cooking demonstrations, and various online platforms. Additionally, track how it's performing post-launch and improving accordingly.

2. Introduction

In today's dynamic and experience-oriented market, Jell-O faces difficulties in attracting younger customers, notably Gen Z and millennial parents, whose choices are driven by sensory-rich, interactive experiences. The brand, which was once a household staple in family homes, has struggled to remain relevant in trends that prioritize health, convenience, and playful consumption. To address this, Jell-O must improve its strategy while retaining the fun, playful qualities that it has always represented. By mixing fun, creativity, and safety with the tactile pleasure of edible slime, allows Jell-O to transform into a modern, interactive brand that caters to the tastes and lifestyles of today's customers. The strategy focuses on easy preparation, family-friendly involvement, and the product's versatility in creative play, making it an appealing option for families looking for new ways to bond.

Through focused social media advertising, influencer alliances, and a heavy emphasis on the product's interactive qualities, Jell-O aims to restore its presence in the market, bridging its nostalgic image with the contemporary demands of sensory-driven, experiential food products. Our marketing plan will reintroduce Jell-O as a brand that not only brings joy to the table but also encourages imaginative, playful experiences for a new generation of consumers.

3. Environmental (Situation) Analysis

3A. 5C's framework

Company

Vision & Objectives: Kraft Heinz aims to revitalize the Jell-O brand by appealing to younger audiences and aligning with modern trends (e.g., health, wellness, convenience).

Product Line: Jell-O offers a wide range of gelatin desserts, pudding snacks, and newer innovative products like Jell-O Play.

Capabilities: Kraft Heinz's strengths include a strong distribution network, brand recognition, and expertise in food manufacturing.

Potential Problems: The brand is perceived as outdated, with traditional products needing alignment with current health-conscious trends, as evidenced by a declining market share among snack products that prioritize healthier alternatives. Jell-O has slumped in recent years because of competition and a lack of investment in the brand. Jell-O has little presence on Instagram, TikTok, and social platforms that are crucial to reaching younger shoppers. It also doesn't advertise on television to try to reconnect Baby Boomers with the brand. [1]

Customers

Target Audience: Jell-O traditionally targets children and families but is now focusing on millennial parents and Generation Z, who prioritize health, wellness, and convenience. The segmentation analysis can be found below:

Demographics: Jell-O primarily targets families with children, focusing on millennial parents who seek nostalgic yet health-conscious treats. This audience generally consists of middle-income households looking for affordable snack options.

Geographic: Jell-O products are distributed nationwide across the United States, available in major retailers like Walmart, Kroger, Target, and online platforms such as Amazon. This broad geographic reach allows the brand to connect with a diverse consumer base.

Psychographics: Health-conscious consumers are a significant segment for Jell-O, as they desire guilt-free treats that align with their nutritional goals. Busy parents also prioritize convenience, seeking snacks that fit easily into their hectic lifestyles.

Benefits Sought: Consumers look for fun, creative snacks that offer nostalgia, healthier alternatives, and convenient, on-the-go options.

Market Size & Growth: The global healthy snacks market amounted to 85.6 billion U.S. dollars in 2021 and is expected to grow at a rate of 6.6 percent annually between 2022 and 2030. As such, the market should reach 152.3 billion U.S. dollars by 2030 [2]

Buying Patterns: Jell-O products are primarily purchased in supermarkets, with a growing trend towards online grocery shopping.

Decision-Maker: Millennial parents often make purchasing decisions influenced by health trends.

Sources of Information: Consumers rely on social media, online reviews, and influencer recommendations for product information.

Competitors

Direct Competitors: Some biggest competitors for Jell-O are Snack Pack (Conagra Brands), Royal Gelatin (Smucker's), and Simply Delish. Other snack brands like Yoplait, Chobani (yogurt and snack products), fruit snacks, and health-focused brands offering alternative desserts.

Positioning: Competitors focus heavily on health (low sugar, high protein, natural ingredients), convenience, and eco-friendly packaging.

Market Share: Jell-O's share may be diminishing due to the rise of healthier snack alternatives and innovative dessert brands. Jell-O (Kraft Heinz Co) had the largest market share among dessert mixes companies in the United States. Jell-O's retail sales amounted to approximately 362 million U.S. dollars. Betty Crocker (General Mills Inc) followed in second place, with retail sales of about 337 million U.S. dollars.[3]

Upcoming Initiatives: Competitors are increasingly tapping into trends like organic products, clean labels, and sustainability. Thus, health-oriented snack brands focusing on convenience and wellness, like Yasso Frozen Greek Yogurt or NubO desserts could be potential competitors. Also, DIY dessert kit companies offering customizable

dessert kits, including gelatin-based options that appeal to younger audiences seeking interactive food experiences are a big threat to business.

Current Competitors:

Competitors	Strengths	Weaknesses	Product	Market Share	Strategy
Royal Gelatin (D-Zerta)	Specializes in sugar-free, low-calorie gelatin desserts for health-conscious consumers. Smaller market share, less than 5% (IRI, 2023).	A smaller brand with limited distribution and brand recognition.	Sugar-free gelatin mixes and dessert powders.	Less than 5% market share in gelatin desserts, primarily focused on the sugar-free segment (IRI, 2023).	Focus on healthier, low-calorie alternatives for consumers with dietary restrictions, targeting health and wellness trends.
Snack Pack (Conagra Brands)	Trusted brand in pudding and gelatin snacks; holds 25% of the U.S. pudding/gelatin market.	Positioned as a low-cost brand; limited innovation in health trends.	Pudding cups, gelatin snacks, non-refrigerated desserts.	25% U.S. market share in the pudding/gelatin category.	Focus on affordability and convenience, positioning as a fun snack for kids.

Potential Competitors:

Competitors	Strengths	Weaknesses	Product	Market Share	Strategy
SmartSweets	Low-sugar, plant-based candies with broad appeal in wellness trends.	Limited product range beyond candy.	Gummies, chewy candy, hard candy.	Small but rapidly growing in the healthy snack market.	Targeting sugar-conscious consumers, leveraging social media marketing.
YumEarth	Organic, allergen-free treats gaining traction in specialty markets.	Less mainstream brand recognition compared to big players.	Organic gummies, lollipops, fruit snacks.	Small, with strong growth in the organic sector.	Focus on organic and allergy-friendly products for health-conscious families.

Collaborators

Suppliers: Kraft Heinz works with large-scale suppliers such as GELITA AG and PB Leiner for ingredients. Any new product development (e.g., healthier ingredients) will require collaboration with suppliers. Kraft Heinz has also explored collaborations with local suppliers to source ingredients for limited-edition flavors, tapping into the growing trend of supporting local businesses and promoting sustainability.

Distributors: The distribution of Jell-O products is facilitated through a variety of channels. Major supermarket chains such as Walmart, Kroger, and Target serve as primary distributors, ensuring the wide availability of Jell-O in physical stores. Additionally, Kraft Heinz has embraced e-commerce by partnering with online grocery delivery platforms like Instacart and Amazon Fresh. Jell-O also partners with fun, creative marketing agencies to promote innovative products like Jell-O Play.

Retailers: In addition to supermarkets, Jell-O products are available in convenience stores, pharmacies, and specialty food stores, broadening its retail footprint. Collaborating with health-focused retailers allows Jell-O to reach consumers interested in organic or reduced-sugar variants. Kraft Heinz has implemented promotional campaigns in collaboration with retailers, offering discounts and in-store sampling to encourage trials among new customers.

PESTEL(E) Framework

Political: Regulations from the government about food safety, labeling, and trade policies affect Kraft Heinz's international business activities. Taxes that have an impact on the accessibility and cost of manufactured foods like Jell-O.

Economic: Variations in discretionary income have an impact on nostalgic, non-essential purchases like Jell-O. Production and pricing strategies are impacted by inflation and growing raw material costs.

Social: Customer tastes are shifting in favor of convenient, organic, and health-conscious food items. An increasing number of older generations are requesting comfort and nostalgic cuisine.

Technological: Food technological advancements have made it possible to produce plant-based, low-sugar, or healthier Jell-O alternatives. Development of internet marketing channels to better reach younger consumers with cutting-edge goods like Jell-O Play.

Environmental: Rising environmental concerns lead to demands for eco-friendly and sustainable packaging—regulations surrounding sustainable sourcing of ingredients and reducing food waste.

Legal: Stringent food safety and health regulations requiring compliance, especially for new innovative products like edible slime. Labeling transparency for health-conscious consumers, including ingredients and nutritional facts.

Ethical: Ethical issues with Jell-O products' usage of artificial chemicals and additives. Healthy lives and ethical ingredient sourcing are promoted by corporate social responsibility (CSR) programs.[6]

3B. SWOT Analysis

Strength

- Jell-O is a brand with over a hundred years of history, giving it **customer loyalty across generations and strong name recognition**.
- The brand provides **a wide variety of foods**, with categories such as gelatin and puddings, as well as sugar-free varieties, allowing for the fulfillment of a variety of flavor ranges and dietary requirements.
- Jell-O is **simple to prepare** at home, adding water and molding it in the refrigerator. And its pre-made kit makes it an easy dessert option for busy consumers.[7]

Weakness

- Many consumers think that Jell-O is an **old-fashioned brand**. This can limit the appeal of Jell-O to the younger, fashion-conscious cohort.
- These commercially marketed products of Jell-O have a **high quantity of sugar**, thus preventing such products from getting involved with the current health trend as people who are conscious of their health.
- The **brand has not made breakthroughs in product innovation**, leaving it at risk of losing significance in a market where newness and shifting consumer tastes are crucial.

Opportunities

- Jell-O could renew consumer interest and attract a younger audience by **launching products with new, exciting flavors and textures**.
- **Collaborating** with popular brands or **creating limited-time flavors** could build excitement and stimulate sales.
- By launching products in **new foreign markets**, the company could discover new sources of revenue and increase the visibility of its brand on a global scale.

Threats

- As **health-conscious trends** evolve rapidly, Jell-O's artificial ingredients and sugar content may drive consumers toward other healthier options.
- The dessert and snack **market is highly competitive**. There are newer and health-focused brands gaining power and potentially taking away Jell-O's market share.
- Consumers will likely cut back on non-essentials like desserts during the **economic recession**, which could negatively impact Jell-O's sales.

Summary

With a history of more than 100 years of business, Jell-O's success could be due to the good reputation, variety of products, and convenience of preparation – with consumers of all ages, races, and income levels. On the other hand, today's market is hugely affected by Jell-O's outdated image, the opinion that eating unhealthy food is not profitable, and limited product innovation. However, there are many opportunities to grow including the introduction of new flavors, product lines of co-branding, and

new markets around the world. At the same time, Jell-O will have the biggest threats from the overall health trend, which has challenged the entire dessert industry and more competitors with newer firms have entered the dessert industry. Another threat for Jell-O would be a drop in its sales when people face an economic downturn. [8]

3C. Target Markets

Demographics

- Age: Primarily families with children, focusing on a new generation of millennial parents[10][14]
- Family Status: Parents with young children[10][14]
- Income: Varied, but likely middle-income households[9]

Geographic

- Nationwide distribution in the United States[11]
- Available in major retailers including Walmart, Kroger, Target, and Amazon[11]

Psychographics

- Values: Health-conscious consumers seeking guilt-free treats[10]
- Lifestyle: Busy parents looking for convenient snack options[11]
- Interests: Family-oriented activities, creative play, and fun food experiences[11]

Product Usage Characteristics

- Consumers seeking versatile dessert options[9]
- Those looking for sugar-free alternatives[10]
- Families interested in combining playtime with mealtime[11]

Current Needs

- Healthier snack options with reduced sugar content[10]
- Convenient, fun food experiences that bring families together[11]
- Products that encourage creativity and play[11]

Anticipated Changes in Needs

- Increasing demand for natural, non-chemical ingredients[9]
- Growing interest in products that offer both nutrition and entertainment value[11]
- Continued focus on healthier alternatives to traditional desserts[10]

Product Need Alignment

Jell-O is adapting to meet these changing needs by:

- Emphasizing "zero sugar" products to appeal to health-conscious consumers[10]
- Introducing the Jell-O Play line to combine creativity, play, and eating experiences[11]
- Rebranding to appeal to a new generation of parents while maintaining its playful roots[14]

4. Strategic Recommendations and Objectives

Jell-O's strategic plan aims to revitalize the brand by adapting to modern consumer preferences while honoring its nostalgic appeal. Key recommendations include developing innovative products, creating engaging promotional events, leveraging digital platforms, and embracing sustainable practices. These initiatives seek to strengthen Jell-O's market position, attract new audiences, and align with contemporary values. Ultimately, the goal is to inspire creativity and happiness while ensuring a sustainable future for the brand.

4.1 Strategic Recommendations

1. Reformed Branding with Emotional connect

- Make use of emotional standing by emphasizing ties to family and memories. Make ads that remind people of their early years and family get-togethers, emphasizing Jell-O as a quick and enjoyable dessert to create memorable experiences.
- Consumers are more likely to be loyal and attached to brands they can relate to on an emotional level, preference being influenced by nostalgia.

2. Promotional Events

- Experience Marketing creates interactive experiences for consumers, such as pop-up events or cooking competitions, where they may interact with Jell-O in entertaining and unique ways.
- Consumer experience is critical in developing brand loyalty, high-quality experiences across various interactions build trust.

3. Product Expansion

- Innovate and create new products and line extensions aligning with current health and food trends like vegan, and low sugar providing a healthier option.
- New varieties help in acquiring different market segments and address changing consumer preferences.

4. Social Media and Digital Expansion

- Elevate Jell-O's social media presence, engage new-age influencers, and broaden appeal among young kids and parents by offering diversified products.
- Consumers' favorite influencers or actors endorsing a product increase engagement, and expand market reach.

5. Jell-O's Sustainable packaging

- Carry out sustainable practices in the production and packaging of Jell-O products and promote sustainable and eco-friendly initiatives.
- Collaborate with eco-conscious companies to strengthen adherence to sustainability and become socially responsible.

4.2 Drawbacks

These approaches may seem out of date if not properly executed, while initiatives require considerable investment and may not be liked by all. Brand extensions can dilute the brand, and sustainability efforts pose cost risks.

4.3 Marketing Objectives

1. **Eco-Conscious Packaging:** Transitioning 80% of packaging to sustainable materials within 18 months.
2. **Digital Engagement:** Collaborate with influential content creators to boost social media following and interaction rates by 30% in one year.
3. **Product Innovation:** Introduce two novel product lines in 12 months, aiming for a 5% market share gain.
4. **Brand Affinity:** Elevate positive brand perception by 20% over a year, as measured through customer feedback and online sentiment tracking.
5. **Experiential Marketing:** Increase consumer participation in brand events by 25%, with 90% reporting satisfactory experiences.

4.4 Mission Statement

"Jell-O inspires moments of happiness and creativity with tasty, playful sweets. Our objective is to thrill people of all ages with vibrant flavors and exciting experiences, all while adopting innovation and sustainability to build a brighter, more joyful future."

5. Value Proposition

Jell-O distinguishes itself in the marketplace through its unique blend of nostalgic joy and playful excitement, providing a strong emotional connection that competitors often overlook. This connection, combined with its versatile dessert options and interactive food experiences, sets Jell-O apart from other dessert brands.

Jell-O's competitive advantage lies in its ability to evoke cherished memories of family gatherings and childhood experiences. The brand's fun textures and vibrant colors create an engaging experience for both children and adults, making it a staple in households seeking both enjoyment and nostalgia. As a versatile dessert option, Jell-O can be used in various recipes, offering flexibility that appeals to a wide range of consumers. The introduction of products like Jell-O Play promotes creativity and play during mealtime, enhancing the interactive food experience.

Looking ahead, Jell-O is committed to expanding its product offerings to meet evolving consumer demands. New product lines will cater to health-conscious consumers by offering lower sugar and vegan alternatives. This shift not only addresses dietary preferences but also aligns with broader trends toward healthier eating habits. Additionally, Jell-O is embracing sustainable practices by introducing eco-friendly packaging, appealing to environmentally aware families who prioritize sustainability in their purchasing decisions. To further strengthen its market position, Jell-O will continue to focus on emotional branding. By deepening the emotional connection with consumers, the brand aims to foster loyalty and

encourage repeat purchases. This strategy leverages the powerful associations people have with Jell-O, ensuring it remains a beloved choice for generations to come.

Jell-O's brand ladder highlights its core attributes and benefits. At the emotional level, it delivers nostalgic joy and playful excitement. Functionally, it offers versatility as a dessert option and an interactive food experience. Its attributes include being a colorful gelatin dessert that is easy to prepare, and affordable, and now includes innovative products like edible slime with a jiggly texture.

Positioned among families with young children and nostalgic adults, Jell-O transforms ordinary moments into playful experiences through its fun textures and ability to evoke cherished memories. This positioning emphasizes Jell-O's role in creating joyful family moments while adapting to modern consumer needs for healthier and more sustainable options.

By focusing on these key areas—nostalgia, versatility, health-consciousness, sustainability, and emotional connection—Jell-O is well-positioned to maintain its leadership in the dessert market while appealing to new generations of consumers seeking both tradition and innovation in their food choices.

Jell-O Brand Ladder

Emotional Benefits
Nostalgic joy
Playful excitement
Functional Benefits
Versatile dessert option
Interactive food experience
Attributes
Colorful gelatin dessert
Easy to prepare
Affordable treat
Edible toy (slime)
Jiggly texture

Positioning Statement

Among families with young children and nostalgic adults, Jell-O is the brand of versatile gelatin desserts that transforms ordinary moments into playful experiences because of its fun textures, interactive formats, and ability to evoke cherished memories.

6. TargetCustomer Segment

The primary target is parents or guardians, predominantly aged 25-44, with children under 12 years old, particularly those with kids aged 6-12. These consumers have middle to upper-income households, with 32% earning \$150,000 or more annually. They are likely to be familiar with the Jell-O brand, associating it with childhood desserts and party treats. While some are excited about trying new Jell-O products, others are more cautious, valuing safety and flavor as key attributes. These parents are influenced by friend and family recommendations when making purchasing decisions for children's snacks. They primarily shop at supermarkets and are willing to pay a premium for innovative products that combine play and snacking. The target customer is looking for fun, safe, and creative experiences to share with their children, balancing nostalgia with modern trends in interactive food products.

6.1 Target Market Insights

- **Families with Children:** The primary target market is families with children aged 3-12, particularly those with kids in the 6-12 age range. 32% of survey respondents have children under 6, while 21% have children aged 6-12.
- **Health-Conscious Parents:** The product appeals to parents who are looking for healthier snack options. JELL-O Simply Good, a related product line, is made with real ingredients and contains no artificial flavors, dyes, or preservatives.
- **Social Media Savvy Consumers:** With over 20 million slime-related posts on Instagram and thousands of "how-to" slime videos on YouTube, the target market is highly engaged with social media trends.
- **Experience-Seeking Families:** The product is designed to inspire families to engage in free play and fun, appealing to those who value creative and interactive experiences.
- **Price-Sensitive Consumers:** While 21% of survey respondents are willing to pay up to 25% more for premium products, affordability remains a key factor. The JELL-O PLAY product line is priced under \$5, with the Edible Slime at \$9.99.
- **Safety-Conscious Parents:** Safety is considered extremely important by most respondents when considering new products for children.
- **Convenience-Oriented Consumers:** The product caters to the growing demand for convenient, ready-to-make options that still offer an engaging experience.
- **Trend-Following Youth:** The product capitalizes on the popular slime trend, appealing to children and teenagers who follow social media trends.
- **Brand-Loyal Customers:** 57% of survey respondents have experience with the Jell-O brand, indicating a strong existing customer base.

6.2 Target Market Drivers

- **Social Media Influence:** Children and parents are heavily influenced by social media trends, with over 20 million slime-related posts on Instagram and thousands of "how-to" slime videos on YouTube. This demonstrates the strong appeal of slime-related content and products among the target market.
- **Parental Decision-Making:** 95% of survey respondents are parents/guardians who make purchasing decisions for children's snacks. This indicates that marketing efforts should target parents as the primary decision-makers for children's products.
- **Safety Concerns:** Safety is considered extremely important by most respondents when considering new products for children. JELL-O PLAY Edible Slime addresses this concern by being 100% edible and easily washable, appealing to safety-conscious parents.
- **Nostalgia and Family Bonding:** The product taps into parents' nostalgia for JELL-O products from their childhood while encouraging family bonding through creative play. This aligns with the trend of parents seeking shared experiences with their children.
- **Convenience and Ease of Use:** The target market values convenience, with 74% of respondents most likely to buy JELL-O products from supermarkets. The easy-to-make nature of JELL-O PLAY Edible Slime (just add water) caters to this desire for convenient, fun activities for children.

7. Marketing Mix

7.1 Product

JELL-O PLAY Edible Slime embraces a product-dominant approach to marketing, integrating innovative design, taste, and interactive play in its offering. Our primary product is the edible slime itself, which combines the fun of a toy with the taste of a snack. However, for customers to maximize their experience, they'll also need information on how to prepare the slime, creative ways to play with it, and access to various flavors and textures. Through a combination of consumer insights, market research, and surveys, JELL-O has developed this product offering that works to satisfy families' desires for fun, safe, and innovative snack experiences.

- **Edible Slime**
Our primary product is JELL-O PLAY Edible Slime, a unique blend of food science and toy design that creates a safe, flavorful, and interactive snacking experience. This product addresses the growing trend of sensory play while maintaining JELL-O's reputation for tasty treats. In our product-dominant model, we've developed pre-made mixes that are easy to prepare, catering to the convenience needs of our target market. Survey results show that safety is extremely important to 79% of respondents, while flavor is very important to 68%. Our edible slime meets these criteria by being 100% edible and offering exciting flavors like strawberry Unicorn and lime Monster.
- **Preparation and Play**
JELL-O PLAY Edible Slime comes with simple instructions for preparation, requiring only the addition of water to create the perfect slime consistency. This ease of use

caters to busy parents who value convenience. The product encourages creative play, allowing children to stretch, mold, and shape the slime before eating it. This interactive element adds value to the snacking experience, turning it into a fun activity that families can enjoy together.

- **Benefits**

Beyond the core product, JELL-O PLAY Edible Slime offers several augmented benefits. The product bridges the gap between traditional desserts and contemporary interactive toys, appealing to both parents' nostalgia for JELL-O products and children's desire for trendy, fun experiences. It provides a safe alternative to homemade slime recipes, addressing parental concerns about non-edible slime products. The unique combination of play and taste creates memorable family moments, aligning with the 53% of survey respondents who associate JELL-O with childhood desserts.

- **Promised Product**

JELL-O PLAY Edible Slime's implied promise is the value it brings to family bonding time and creative play. For some, it may be a way to engage children in sensory experiences while controlling what goes into their bodies. For others, it might be a fun party activity that creates lasting memories. The product may contribute to children's sensory development while providing a tasty treat. Ultimately, JELL-O PLAY Edible Slime's bundle of benefits includes safe, interactive play, innovative snacking, and the creation of shared family experiences, promising ongoing value to each unique customer.

7.2 Promotion

Promotional activities for JELL-O PLAY Edible Slime will focus on raising awareness of this innovative product and generating excitement among families with children. Through an integrated marketing communication strategy, we will position JELL-O PLAY Edible Slime as the ultimate safe, fun, and creative snack experience for families.

The "Play with Your Food" campaign aims to build awareness and drive sales of JELL-O PLAY Edible Slime. This campaign's messaging will emotionally connect with parents by emphasizing family bonding through creative play, while exciting children with the unique concept of edible slime.

Promotional Plan for Each Stage of the Product Lifecycle:

Introduction

- Leading up to the launch, we will create brand awareness through social media teasers and influencer partnerships to reach early adopters and drive trial.
- JELL-O will partner with family-oriented influencers to showcase the product, leveraging their experience as testimonials.
 - Influencers will help amplify the launch through their social channels, as our survey shows friend/family recommendations are highly influential.

- The product will be promoted heavily in supermarkets, as 74% of survey respondents are most likely to buy JELL-O products there.
- We will sponsor family-friendly events and set up interactive booths where children can experience JELL-O PLAY Edible Slime firsthand.
- JELL-O will focus on timely responses to customer inquiries and feedback to maintain a customer-centric approach.

Growth

- Messaging will focus on the product's safety, flavor variety, and creative play potential to appeal to health-conscious parents and fun-seeking children.
- We will leverage user-generated content showing families enjoying JELL-O PLAY Edible Slime together to highlight its appeal as a shared activity.
- A referral program will be implemented, offering discounts to customers who recommend the product to friends and family.
- We will collaborate with other Kraft Heinz brands for cross-promotional opportunities, expanding our reach to a broader customer base.

Maturity

- Our strategy during this phase will be to maximize profit, defend our market share, and extend the product line.
- JELL-O will introduce new flavors and themed editions of JELL-O PLAY Edible Slime to maintain consumer interest.
- • We'll partner with popular children's entertainment franchises for co-branded versions of the product.
- Targeted advertising will focus on retaining existing customers and attracting new ones by emphasizing the product's unique benefits and ongoing popularity.

7.3 Price

JELL-O PLAY Edible Slime's pricing objectives are to convey the product's unique value to consumers, generate profit, and capture market share within the interactive snack and toy categories. We will follow a value-based pricing strategy, considering the product's innovative nature as the first edible slime from a national brand.

Our pricing strategy takes into account several factors:

1. **Uniqueness:** As the first edible slime from a major brand, we can leverage premium pricing.
2. **Target Consumer Income:** 32% of survey respondents have an annual household income of \$150,000 or more, suggesting a willingness to pay for premium products.
3. **Existing JELL-O PLAY Line:** The current JELL-O PLAY products are priced under \$5, providing a reference point for our pricing strategy.
4. **Consumer Price Sensitivity:** 21% of survey respondents are willing to pay up to 25% more for a premium product like edible slime.

Based on these factors, we propose the following pricing structure:

- JELL-O PLAY Edible Slime (single canister): \$9.99

- JELL-O PLAY Edible Slime Variety Pack (2 flavors): \$17.99

This pricing aligns with the product's launch price on Amazon.com and positions it as a premium offering within the JELL-O PLAY line. The price point is justified by the product's unique features:

1. Two batches of slime per canister
2. 100% edible and easily washable
3. Innovative flavors (strawberry Unicorn and lime Monster)

To capture different market segments, we will implement the following strategies:

1. **Introductory Pricing:** Offer a 10% discount for the first month to encourage trial.
2. **Bundle Pricing:** Create value packs with multiple flavors at a slight discount to increase average purchase value.
3. **Seasonal Promotions:** Align with holidays and back-to-school periods to drive sales during peak gifting seasons.

We will continuously monitor demand and competitor pricing to adjust our strategy as needed. As the product gains traction, we may introduce limited edition flavors or larger sizes at higher price points to capture additional market share and maintain consumer interest.

This pricing strategy aims to position JELL-O PLAY Edible Slime as a premium, innovative product while remaining accessible to our target market of families with children aged 3-12.

7.4 Place

JELL-O PLAY Edible Slime will leverage a multi-channel distribution strategy to ensure wide availability and accessibility to its target market of families with children aged 3-12.

1. Retail Distribution:

- a. **Supermarkets:** As 74% of survey respondents are most likely to buy JELL-O products from supermarkets, this will be our primary distribution channel. We'll focus on strategic shelf placement in the dessert or snack aisles, as well as creating eye-catching displays to attract attention.
- b. **Convenience Stores:** To cater to the 11% of respondents who prefer convenience stores, we'll ensure availability in select locations, particularly in areas with high foot traffic from families.

2. Online Channels:

- a. **E-commerce Platforms:** With 11% of respondents preferring to purchase online, we'll establish a strong presence on major e-commerce platforms like Amazon.com, where the product is already available for pre-order.
- b. **Official Website:** We'll offer direct sales through the JELL-O website, providing detailed product information and potentially exclusive offers to drive traffic.

3. Geographic Focus:

- a. **Initial Launch:** We'll focus on markets with high concentrations of our target demographic, particularly areas with a strong presence of families with young children.
- b. **Expansion:** As the product gains traction, we'll gradually expand distribution to cover more regions across the United States.

4. Supply Chain Management:

- a. We'll ensure **efficient inventory management and distribution to meet demand**, particularly during peak seasons or promotional periods.
- b. **Collaborate with retailers** to optimize stock levels and minimize out-of-stock situations.

5. Digital Accessibility:

- a. Implement a **store locator feature** on the JELL-O website to help customers easily find nearby retailers carrying JELL-O PLAY Edible Slime.
- b. Use **geo-targeted digital advertising** to direct customers to nearby purchase points.

7.5 Customer Adoption Process

Awareness:

- Leverage social media and influencer partnerships to create buzz around the new product.
- Utilize in-store displays in supermarkets, as 74% of respondents are most likely to buy JELL-O products there.
- Run targeted TV commercials, as they are moderate to extremely influential for 32% of respondents.

Interest:

- Engage potential customers through interactive social media content showcasing the product's unique play-and-eat concept.
- Highlight safety features and flavor options, as these are very important to 68% and 79% of respondents, respectively.
- Create a dedicated product page on the JELL-O website with detailed information and FAQs.

Evaluation:

- Encourage and showcase user-generated content from early adopters.
- Leverage friend and family recommendations, as these are extremely influential for 74% of respondents.
- Provide online reviews and testimonials, as they are moderate to extremely influential for 68% of respondents.

Trial:

- Offer in-store sampling events at supermarkets to allow families to experience the product firsthand.
- Provide introductory discounts or bundle offers to encourage first-time purchases.
- Partner with family-oriented events or venues to create hands-on experiences with the product.

Adoption:

- Implement a loyalty program to reward repeat purchases and encourage continued engagement.
- Create an online community where customers can share their JELL-O PLAY Edible Slime creations and experiences.
- Develop and share creative recipes and play ideas to keep the product exciting and relevant.

Advocacy:

- Encourage satisfied customers to share their experiences on social media using a branded hashtag.
- Implement a referral program, offering discounts or special promotions for customers who recommend the product to friends and family.
- Feature customer stories and testimonials in marketing materials to build trust and credibility.

The following table demonstrates how customers will navigate through the customer adoption process. Please note all advertising efforts will leverage parameters based on our target customer segment including demographics, interests, and geographic location.

Figure 1: Promotional Plan to Advance Jell-O Play Customers Through the Customer Adoption Process

Stage	Actions	Marketing Efforts
Problem Recognition	Discover the need for safe, fun family activities	Social media ads targeting parents aged 25-44
		In-store displays in supermarkets (74% prefer this channel)
		Influencer partnerships showcasing family experiences
Information Search	Seek details about JELL-O PLAY Edible Slime.	Detailed product page on JELL-O website
		Interactive social media content highlighting safety and flavor
		Online reviews and testimonials
Engagement & Evaluation	Compared with other products.	User-generated content campaigns
		Friend and family recommendations (very influential for 74%)
		Highlight unique play-and-eat concept

Purchase Decision/Trial	Try the product for the first time	Introductory discounts and bundle offers
		In-store sampling events
		Partner with family events for hands-on experiences
Post-Purchase Evaluation	Provide feedback and share experiences.	Encourage social media sharing with branded hashtags,
		Collect reviews and testimonials
Repeat Purchase	Continue purchasing based on positive experience.	Loyalty program rewards
		Seasonal promotions and new flavor introductions
Loyalty	Become brand advocates	Referral programs offering discounts
		Feature customer stories in marketing materials

8. Financial Projections

The global jellies and gummies market is expected to reach USD 47.65 billion by 2030, growing at a compound annual growth rate (CAGR) of 3.8% from 2025 to 2030. This growth is attributed to several factors, including the expanding vegan population, the booming candy industry, increased awareness of the side effects of chocolate consumption, and rising consumer spending. Jellies and gummies have seen a significant rise in consumer demand, primarily due to their frequent purchase as alternatives to chocolates.[15]

Jell-O, a brand under the Kraft Heinz Company, operates within the "easy indulgent desserts" category, contributing to approximately 4% of the company's portfolio. Although Kraft Heinz does not publicly disclose marketing expenditures for individual brands, financial disclosures indicate significant overall investment in marketing efforts. Based on historical income statements and industry reports, Kraft Heinz's marketing budget for the upcoming year is projected to be approximately USD 1.1 billion.[16][17]

Kraft Foods declines to say how much it spends advertising the brand but the ad spending monitor Competitive Media Reporting estimated it at \$67.6 million last year.[18]

Given Jell-O's 4% contribution to Kraft Heinz's portfolio, it is estimated that the marketing budget allocated to the brand will be around USD 75 million. With the planned launch of Jell-O Slime, a new product, it is anticipated that 70% of the Jell-O marketing budget will be allocated to this product, amounting to USD 52.5 million. This allocation will cover the costs associated with the strategic recommendations outlined in this marketing plan.

At a retail price of USD 9.99 per canister, Jell-O needs to sell approximately 5.26 million units (or 437,938 units per month) to break even on the marketing expenses for Jell-O Slime.

In terms of overall sales, Kraft Heinz's net income is projected to be around USD 2.2 billion, based on previous trends and its current trailing twelve-month net income of USD 1.92 billion.[19]

Jell-O's specific sales figures have declined in recent years, with total sales reaching USD 688 million in 2022. However, with the projected market growth and new product launches, Jell-O sales are expected to increase by 3.8% to approximately USD 715 million.[17]

Jell-O Slime, as part of this projection, is expected to generate revenue of USD 35.75 million, driven by the sale of approximately 3.58 million units at an average price of USD 9.99 per canister. This translates to a monthly sales volume of around 298,215 units.

Seasonal demand fluctuations play a significant role in Jell-O's sales, as 40% of surveyed customers associate the product with holiday gatherings and party treats. As a result, higher demand is expected during summer months and festive occasions such as Halloween, Thanksgiving, and Christmas. Taking this into account, the projected monthly sales and marketing expenses have been adjusted accordingly.



Fig: Estimated Monthly Marketing Expenses

To achieve a break-even point in marketing expenses, Jell-O Slime needs to sell 5.26 million units. At the current sales rate of 298,215 units per month, Jell-O is expected to reach the break-even point in approximately 17.62 months. The following graph provides a detailed breakdown of the projected monthly revenue, adjusted for seasonal demand.

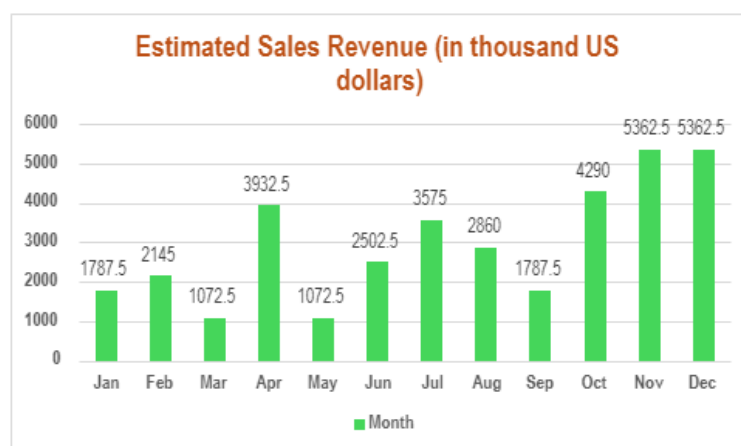


Fig: Estimated Monthly Marketing Expenses

Figure: The Kraft Heinz Company (Balance Sheet)

The Kraft Heinz Company Consolidated Balance Sheets (in millions, except per share data)		
	December 30, 2023	December 31, 2022
ASSETS		
Cash and cash equivalents	\$ 1,400	\$ 1,040
Trade receivables (net of allowances of \$38 at December 30, 2023 and \$46 at December 31, 2022)	2,112	2,120
Inventories	3,614	3,651
Prepaid expenses	234	240
Other current assets	566	842
Assets held for sale	3	4
Total current assets	7,929	7,897
Property, plant and equipment, net	7,122	6,740
Goodwill	30,459	30,833
Intangible assets, net	42,448	42,649
Other non-current assets	2,381	2,394
TOTAL ASSETS	\$ 90,339	\$ 90,513
LIABILITIES AND EQUITY		
Commercial paper and other short-term debt	\$ —	\$ 6
Current portion of long-term debt	638	831
Trade payables	4,627	4,848
Accrued marketing	733	749
Interest payable	258	264
Other current liabilities	1,781	2,330
Total current liabilities	8,037	9,028
Long-term debt	19,394	19,233
Deferred income taxes	10,201	10,152
Accrued postemployment costs	143	144
Long-term deferred income	1,424	1,477
Other non-current liabilities	1,418	1,609
TOTAL LIABILITIES	40,617	41,643
Commitments and Contingencies (Note 15)		
Redeemable noncontrolling interest	34	40
Equity:		
Common stock, \$0.01 par value (5,000 shares authorized; 1,249 shares issued and 1,218 shares outstanding at December 30, 2023; 1,243 shares issued and 1,225 shares outstanding at December 31, 2022)	12	12
Additional paid-in capital	52,037	51,834
Retained earnings/(deficit)	1,367	489
Accumulated other comprehensive income/(losses)	(2,604)	(2,810)
Treasury stock, at cost (31 shares at December 30, 2023 and 18 shares at December 31, 2022)	(1,286)	(847)
Total shareholders' equity	49,526	48,678
Noncontrolling interest	162	152
TOTAL EQUITY	49,688	48,830
TOTAL LIABILITIES AND EQUITY	\$ 90,339	\$ 90,513

9. Implementation

To implement the marketing plan for Jell-O, the following steps are needed.

9.1 Product Development and Campaign Design

In this phase, we'll be focused on bringing exciting new products to life based on research results. The R&D team will develop fresh options like vegan and low-sugar Jell-O to cater to today's health-conscious shoppers. Meanwhile, the marketing team will work closely with creative agencies to craft an emotional campaign that speaks to our audience, evoking memories of family, fun, and nostalgia. This will include digital ads, TV spots, and eye-catching in-store displays. We'll also partner with influencers to help spread the word and connect with a wider audience.

9.2 Market Engagement and Event Planning

Next, we'll get hands-on with the public by hosting fun, interactive pop-up events in busy areas like malls and festivals. These events will allow people to experience Jell-O in new and exciting ways, with live cooking demonstrations, Jell-O-themed activities, and even DIY dessert stations. We'll collaborate with chefs and influencers to make these events engaging and memorable. At the same time, our marketing team will fine-tune digital content and social media strategies to build excitement and anticipation for the upcoming product launch.

9.3 Product Launch and Campaign Rollout

The big moment arrives in March when we officially launch the new Jell-O products. We've planned this launch to align with the start of the spring season and key family occasions like holiday gatherings. The campaign will be everywhere—on TV, social media, and across digital platforms—so consumers will see and hear about Jell-O no matter where they are. We'll use targeted advertising and fun branded hashtags to encourage people to share their Jell-O experiences. Our pop-up events will continue to create buzz and offer consumers a chance to engage with the brand firsthand.

9.4 Post-launch Monitoring and Performance Tracking

Once the product is out there, we'll closely track how it's performing. We'll keep an eye on key metrics like sales, social media engagement, and brand sentiment. Listening to consumer feedback will be crucial—whether it comes from online reviews, surveys, or focus groups—so we can learn what's working and what might need a tweak. If any concerns or issues arise, we'll address them quickly to keep the momentum going strong.

9.5 Evaluation and Growth Strategy

After the initial launch, we'll take a step back and assess how everything went. We'll look at what worked best, what surprised us, and what we can improve. This evaluation will help us plan our next steps, whether that's introducing new product varieties, exploring different markets, or expanding our presence in existing ones. The

goal is to keep the excitement around Jell-O alive and build lasting relationships with our consumers for the long haul.

	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Product Development and Campaign Design												
Product Innovation												
Creative Agency Collaboration												
Influencer Partnership Establishment												
Market Engagement and Event Planning												
Event Planning												
Event Promotion												
Event Execution												
Product Launch and Campaign Rollout												
Product Launch												
Campaign Rollout												
Post-Launch Monitoring and Performance Tracking												
Campaign Performance Monitoring												
Track KPI Tracking												
Consumer Feedback Collecting												
Performance Optimization												
Consumer Concern Addressing												
Evaluation and Growth Strategy												
Product Launch Evaluation												
Future Strategy Planning												
Additional Product Variants Introduction												
New Market Segment Exploration												

10. Evaluation and Control

METRIC	YEAR 1 TARGET	POTENTIAL ACTION
Brand Awareness	Increase brand awareness by 15% in Year 1	Prioritize social media campaigns targeting younger audiences (Gen Z, Millennials).
Number of Units Sold	Sell 10,000 units of Jell-O Edible Slime in Year 1	Launch influencer partnerships and offer seasonal promotions to boost sales.
Social Media Engagement	60-80% engagement rate on key platforms	Review and enhance content strategy for higher user interaction.
User Acquisition Cost	< \$60 per new user	Optimize paid advertising strategies and focus on organic growth initiatives.
Web Search Ranking	Top 5 organic search results for “edible slime”	Increase investment in SEO, especially for targeted keywords and trends.

Market Share	Capture 2% market share by the end of Year 1	Reevaluate product pricing and distribution strategies for different regions.
Distribution Growth	Secure distribution in 2 new retail chains	Expand distribution to natural and organic food retailers.
Customer Retention	Achieve 80% repeat purchase rate	Offer exclusive deals and loyalty rewards for repeat customers.
Participant and Transaction Growth	5% monthly growth in new customers	Run regular online contests and product launches to drive customer growth.
Usage Frequency	> 4 uses per customer per quarter	Determine marketing actions based on popular usage patterns and preferences.
Customer Satisfaction Rating	> 4.5 out of 5	Monitor reviews and feedback, and make product improvements based on suggestions.
Negative Feedback Reports	< 5% of total customer feedback	Proactively address negative reviews and adjust product messaging if needed.
Average Customer Spend	Increase average spend per customer by 10%	Use bundle offers or cross-promotions with other Kraft Heinz products.
Leads Generated via Digital Campaigns	Achieve a 0.7% click-through rate (CTR)	Improve targeting for digital campaigns and adjust ad placements for better results.
Affiliate Partner Goals	Secure 3 affiliate partnerships by Year 1	Explore partnerships with content creators and YouTube influencers in DIY or kids' content.
Sponsor and Advertiser Growth	Fill 50% of available sponsorship slots by Year 1	Introduce limited sponsorship opportunities for brand collaborations and event partnerships.

This table outlines specific objectives for Jell-O Edible Slime, KPIs to measure success, and possible corrective actions if targets aren't met. It ensures that the marketing strategy is aligned with the brand's goals and can be adjusted to maintain or improve performance.

Citations and References:

- [1] CNN Business. (2022, November 19). How Jell-O lost its spot as America's favorite dessert. CNN.
<https://www.cnn.com/2022/11/19/business/jell-o-america-dessert-ctpr/index.html>
- [2] Statista. (2021). Healthy snacks market value worldwide between 2021 and 2030.
<https://www.statista.com/statistics/1317251/healthy-snacks-market-value-worldwide/>
- [3] Statista. (2021). Leading dessert mix companies in the United States in 2021, by sales.
<https://www.statista.com/statistics/1361137/leading-desert-mix-companies-in-the-united-states/>
- [4] Snack History. (n.d.). Jell-O (History, FAQ, Marketing & Commercials).
<https://www.snackhistory.com/jell-o/>
- [5] Food Republic. (2023). Jell-O's first rebrand in 10 years is giving Gen Z.
<https://www.foodrepublic.com/1350756/jello-new-look-rebrand-gen-z/>
- [6] Professional Academy. (n.d.). Marketing theories – PESTEL analysis.
<https://www.professionalacademy.com/blogs/marketing-theories-pestel-analysis/>
- [7] Jell-O Gallery. (n.d.). The history of Jell-O. <https://jellogallery.org/history/>
- [8] Kraft Heinz Company. (n.d.). Jell-O. <https://www.kraftheinz.com/jell-o>
- [9] Creative Demand. (2023). The fall of JELL-O (and how to stay relevant in a changing marketplace).
<https://www.creativedemand.org/blog/the-fall-of-jell-o-and-how-to-stay-relevant-in-a-changing-marketplace>
- [10] Brand Vision Insights. (2023). Jell-O rebrands for the first time in 10 years for Gen Z.
<https://www.brandvm.com/post/jell-o-marketing>
- [11] Packaging World. (2019). Jell-O brings family creativity and play to the food aisle.
<https://www.packworld.com/leaders-new/materials/cartons-boxes/article/13377088/jello-brings-family-creativity-and-play-to-the-food-aisle>
- [12] Hubspot. (2022). How to use psychographics in your marketing: A beginner's guide.
<https://blog.hubspot.com/insiders/marketing-psychographics>
- [13] UBC Blog. (2016, October 1). Blog number two: Jell-O: The determined recovery.
<https://blogs.ubc.ca/palakochkrian/2016/10/01/jello/>
- [14] Marketing Dive. (2023, April 5). Jell-O rebrands for the first time in 10 years to meet the new generation.
<https://www.marketingdive.com/news/jell-o-rebrand-first-time-10-years-kraft-heinz-marketing-trend/689056/>
- [15] Jellies & Gummies Market To Reach \$47.65 Billion By 2030 (Oct 2024)
<https://www.grandviewresearch.com/press-release/global-jellies-gummies-market>

[16] Statista (2024, March 26) Advertising expenditure of The Kraft Heinz Company worldwide from 2014 to 2023
<https://www.statista.com/statistics/525259/ad-expenditure-of-the-kraft-heinz-company/>

[17] CNN (2022, November 19) How Jell-O lost its spot as America's favorite dessert
<https://www.cnn.com/2022/11/19/business/jell-o-america-dessert-ctpr/index.html>

[18] Desert News (2000, Sept 8) Kraft says there isn't always room for an agency that made Jello-O ads
<https://www.deseret.com/2000/9/8/19527917/kraft-says-there-isn-t-always-room-for-agency-t-hat-made-jello-o-ads/#:~:text=Kraft%20Foods%20declined%20to%20say%20how%20much,103%20years%20old%20and%20sells%20more%20than>

[19] The Kraft Heinz Company Form 10K
<https://ir.kraftheinzcompany.com/static-files/ca6f46fd-1b6f-4c56-a32f-1403dcb552e6>