

# Kashi<sup>®</sup>

Easy. Accessible. Affordable.



CLM4

**This is a fictional  
campaign plan  
created for a class**



**SITUATION ANALYSIS.....4-11**

**CAMPAIGN STRATEGY.....12-16**

**MEDIA PLAN.....17-22**

**CREATIVE PLAN.....23-34**

**PUBLIC RELATIONS PLAN..35-44**

**SOURCES.....45-48**



# Situation Analysis

---



# Company History

In the early 1970s, Gayle and Phil Tauber created their own business called Plant Pusher. The couple purchased plants and distributed them throughout the streets of La Jolla, California. Next the Taubers invested in Vince's Gym, which was originally for males only, and convinced the owner to make it the first co-ed bodybuilding facility. After dedicating his time to selling fresh plants and exercising religiously at the gym, Phil knew that diet and exercise together were the only way to positively impact the health industry. So Phil and Gayle founded Kashi in 1984, a company that uses "plant powered ingredients to help you live an active life." Kashi prides itself on its natural ingredients – namely, their "seven whole grains on a mission." It promotes its farmers and their dedication to sustainability. The Taubers created the brand name by combining "Kashruth," meaning 'kosher or pure food,' with "Kushi," the founder of American macrobiotics. Thus, they say "Kashi" stands for "whole-some foods made with real nutrition."

The Kellogg Company acquired Kashi in 2000. Will Keith Kellogg and his brother Dr. John Harvey Kellogg co-invented flaked cereal in 1906 at a time when Americans were beginning to eat lighter, more grain-based meals. Today Kellogg is among the leading cereal companies, second only to General Mills. Kellogg's net sales amounted to \$14 billion in the last fiscal year, and its products range from ready-to-eat cereals like Kashi to crackers, salty snacks, snack bars and frozen waffles and pancakes.

In 2011, Kashi lead the natural and organic cold cereal market, accounting for 42 percent of the natural segment. But in 2012 and 2013, Kashi faced criticism for using genetically modified ingredients, which clashed with their public commitment to wholesome foods. Kellogg CEO John Bryant told Kashi they had become "too mainstream" and needed to make improvements to their cereal to recover their progressive image and loss of sales from health-conscious consumers. But consumers also attacked Kellogg on social media for working to end Proposition 37, a California ballot that would have required companies to label products containing genetically engineered ingredients.

To combat this public backlash and align their practices with their "natural" cereal box label, Kashi decided in 2014 that it wanted their farmers to convert to organic methods. This presented challenges, however, because of the difficult three-year transition process farmers must undergo to become USDA Certified Organic. During this time period, farmers aren't allowed to label their products as "organic," so they must sell them at lower, conventional prices while enduring financial strain from expensive organic farming methods. This stressful three-year transition process is likely the reason less than one percent of America's farmland is organic. The demand for organic foods in America is increasing, but the amount of organic farmland is decreasing. The 2014 U.S. Department of Agriculture National Agricultural Statistics Service found that 14,093 certified organic farms sold a total of \$5.5 billion in organic products, a 72 percent increase since 2008. During this same time period, however, the amount of certified organic land decreased from 4.1 million acres in 2008 to 3.4 million acres in 2014.

In response to consumer demand for more organic products, Kashi worked with USA-accredited organic product certifying agency Quality Assurance International to develop a new label farmers can use during the time they are in transition: "Certified Transitional." This pilot program allows products to use this label after QAI has determined it contains at least 51 percent transitional ingredients. Kashi hopes this program will help farmers successfully transition to Certified Organic.

## Cereal Industry Trends

In 2016, the cereal industry's revenue amounted to \$10.6 billion with a profit of \$574.3 million. In the past five years (2011-2016) the industry has had an annual growth of -2.1 percent and is expected to continue declining by 0.6 percent in the next five years. This projected increase is due to America's economic recovery from the Great Recession. Between 2016 and 2021, increasing per capita disposable income will direct consumers to buy more expensive better-for-you health cereals. But this trend is not significant enough to allow the cereal industry to flip to an increasing growth rate given the plethora of breakfast food options on the market. Consumers' more comfortable standard of living will be coupled with an increasing trend to eat out at restaurants or purchase on-the-go fast-food breakfast sandwiches, as the employment rate rises and more people operate on tight schedules.

General Mills and Kellogg Company make up the bulk of the market share, accounting for 23.8 percent and 23.3 percent of the market, respectively. The majority of cereal products are ready-to-eat grain breakfast cereals (48.2 percent), while ready-to-eat corn breakfast foods are the second most popular (27.9 percent). Corn and grain cereals (like quinoa, rice or oats)



have increased in popularity as more consumers are purchasing gluten-free foods.

But the overall cereal industry trend has been declining as paleo and low-carb diets that prohibit grains have become more prominent. Recently consumers are aiming to increase their daily protein consumption, choosing protein-packed foods like yogurt or eggs instead. Kashi began to target this issue in 2011 when it launched ads for its GoLean cereal line. One of their commercials is set at a race, where Kashi employees tell runners and spectators that their cereal has as much protein as an egg. They pass around samples of GoLean cereal in a large plastic egg, encouraging consumers to perceive Kashi cereal as a wholesome source of protein.

In addition, the plethora of new breakfast items on the market, like frozen waffles and breakfast sandwiches, has also presented challenges to cereal brands. The frozen breakfast industry saw a slight increase of 2.5 percent in 2015 and is projected to grow a total of 10 percent by 2021. Frozen items answer Americans' demand for convenient, quick and nutritious breakfast options, but they might be too processed for younger consumers. One-third of millennials indicated they would eat more frozen foods if they were less processed. Consumers' increased attention to ingredients spans all categories of food, not just frozen breakfast (see In-Home Food section in the Consumer Analysis).

But overall cereal sales are dropping, and so are sales from the center aisles of grocery stores. Consumers are choosing fresh produce, meats and dairy around the perimeter of stores instead of packaged food.

## Primary Research

We distributed an online survey to gather data about people's attitudes about breakfast and information regarding their perception of Kashi cereal. We were able to analyze responses from a total of 333 people ranging from under 18 to 74 years old, with half of respondents falling between the ages of 18 and 24. The majority of respondents identified as White (77 percent) and female (63 percent). Eight percent of respondents identified as Asian, eight percent identified as Black or African-American and eight percent identified as Hispanic or Latinx. The survey respondents came from a wide range of income levels, but most (20 percent) indicated their annual income is less than \$5,000. We also collected responses from a large population of people who identified as a parent or guardian (37 percent of respondents). Results from this survey can be found throughout this campaign book.

In our primary research, 62 percent of respondents answered that they ate breakfast, followed by 28 percent responding "sometimes" and 10 percent responding that they do not eat breakfast. Of those who did eat breakfast, the majority (53 percent) responded they ate eggs most often, followed by 45 percent choosing cold cereal and 35 percent choosing oatmeal. Other popular responses included yogurt (31 percent of respondents) and on-the-go foods (29 percent of respondents).

## Consumer Analysis

*Financial:* Consumers in 2016 are more likely to perceive their financial situation as "healthy." This is a change from past years following the Great Recession and shows economic improvements are evident, at least at the household level. Due to this feeling of financial stability, consumers are projected to increase their experiential spending on things like dining out, vacations and entertainment. But behaviors such as clipping coupons to save money on material goods are likely to continue, indicating consumers will continue shopping as if they were still on a very tight budget. Our primary research found 45 percent of respondents considered price to be one of the most important factors when deciding which cereal to buy.

*In-Home Food:* The in-home food market grew 15 percent between 2010 and 2015, with estimated sales reaching \$581 billion. Between 2015 and 2020, it is expected to grow an additional 16 percent to reach \$673 billion. This growth in revenue is largely due to snack foods and a growing interest in natural and organic products. More processed foods like frozen meals, soup and baking mixes aren't performing well as consumers are becoming more aware of manufacturing processes and ingredients in the foods they purchase. Our primary research found that of those who eat breakfast, most (78 percent) eat breakfast at home. We also found that only 11 percent of respondents ate frozen breakfast items for breakfast most often. Interest in better-for-you foods is increasing across categories. As of July 2016, 31 percent of consumers are paying closer attention to nutrition facts and 29 percent are noting product ingredients. Our primary research indicated 49 percent of respondents



found nutrition facts to be one of the most important factors when deciding which cereal to buy and 26 percent of respondents found ingredients to be important.

*Demographics:* According to Simmons OneView data, the median age of those who eat Kashi is 43 years old. Kashi is most popular within the age ranges of 18-24 and 45-54 years old. Two-thirds of Kashi-eaters are employed, almost half are married and three-quarters are homeowners. There are slightly more females making up Kashi's consumer base — 57.2 percent of Kashi eaters are female compared to 42.8 percent male. The majority of Kashi eaters have some college education or have graduated from college. As for income, the largest number of Kashi eaters come from the “\$100,000 or more” threshold. The next most common income range for Kashi eaters is between \$50,000 and \$74,999. Midwesterners are Kashi's smallest existing audience, accounting for 19 percent of those who eat the cereal, compared to 30 percent in both the Northeast and South and 22 percent in the West. common income range for Kashi eaters is between \$50,000 and \$74,999. Midwesterners are Kashi's smallest existing audience, accounting for 19 percent of those who eat the cereal, compared to 30 percent in both the Northeast and South and 22 percent in the West.

*Psychographics:* Across all income levels, more than 40 percent of consumers want to purchase their preferred brand regardless of its price. This shows that brand loyalty is an extremely important factor in Americans' spending decisions. Kashi eaters are concerned about their health. Simmons OneView data from 2014 states of all Kashi eaters, 31.3 percent identify themselves as “far above average” in terms of active health management. Kashi eaters are 38 percent more likely than the average population to make time to exercise regularly. According to Simmons Data, the only other type of cereal eater with comparable exercise habits is Kellogg's All Bran, at 36 percent more likely than the average population. About 60 percent of Kashi eaters say they try to eat healthy foods and maintain a balanced diet, and 52.8 percent actively seek information about nutrition and healthy diet.

*NOFB Consumers:* The Natural and Organic Food and Beverage market is motivated by consumers with concerns about health. This demographic accounts for 83 percent of NOFB shoppers. But even though they are concerned about their health or that of that of their children, consumers are not willing to prioritize health over taste, affordability and convenience. Kashi has included these three factors in its ad campaigns (see Kids as Influencers), showing consumers don't need to sacrifice these things in order to be healthy.

But after the media uproar about Kashi labeling its products “natural” while using GMOs, the company has had difficulty regaining consumer trust. Kashi has done work to redeem its image by reformulating its products and placing the “non-GMO” tag on their boxes. However, many Americans don't understand or trust labels like this. For instance, consumers in a November 2011 survey didn't know the difference between “organic” and “natural” – specifically that the former is regulated by government standards and the latter is not. Between the September 2009 and August 2011, the belief that either of these product labels can be trusted dropped 25 percent.

The likelihood of purchasing NOFB declines sharply with age. Fifty-seven percent of 18-34 year olds live in NOFB households but only 36 percent of those who are 55 and older do. Older consumers are more likely to buy organic and natural products at a supermarket, rather than nontraditional outlets. Households with children are more likely to choose NOFB products. Households with two or more children are more likely to shop at a larger number of retailers, including in Whole Foods Market, Trader Joe's, Walmart, Target, club stores and drug stores. This makes younger adults and households with children a primary target audience for Kashi. Since Kashi is available in stores like Walmart and Target that are widely accessible, we have an advantage over other healthy cereal brands that may only be sold at specialty health stores.

*Kids as Influencers:* In 2011, Kashi reached out to moms who have a busy life but don't want to waste money on nutritious snacks and cereal that their kids won't eat. In a commercial set at a youth lacrosse game, Kashi employees give out free samples. Both the kids and moms smile and are pleased with the samples – one mom stating “good-for-you food is only good when it gets eaten.” This ad appeals to health-conscious moms but identifies their child's taste preferences as an influencer in the purchases they make. Of those who eat Kashi, 42.1 percent have children in the household. Of those who indicated they are “far above average” a child-influenced shopper, only 6.7 percent buy Kashi cereal. 63.3 percent of consumers in the same category buy Cheerios, 81.2 percent buy General Mills, and 63.3 buy other Kellogg's cereal. Of our primary research respon-





dents, 37 percent identified as parents or guardians. Of this group, 31 percent described their child as having “a great deal” or “a lot” of influence on their grocery store purchases. A vast majority of people said their child ate breakfast normally (89 percent) and at home (94 percent).

*Corporate Social Responsibility Initiatives of Interest:* A 2012 study found that consumers want to know how corporations have adapted and improved their operations to promote environmental sustainability and social responsibility. Similar to an increasing interest in transparency about ingredients, consumers want companies to be transparent about their production methods. In particular, millennials are concerned about environmental impact.

## Competitive Analysis

Kashi is facing economic hardship with sales dropping from \$382 million in 2013 to \$351 million in 2014. Historically, Kashi has been a leader in the natural foods industry, but they have lost core consumers because of “a stale innovation model, a lack of purposeful brand positioning and a communications model that hasn’t evolved to keep up with the changing use and consumption of media.”

The brand has many hurdles to overcome due to the vast number of breakfast food options on the market. In particular, Kashi has fierce competition among other organic products. The most popular food items among those who prefer organic food are eggs and yogurt. Of those who eat Kashi, 72.4 percent also eat yogurt and smoothies and 94.8 percent eat eggs.

Within the cold cereal category itself, Kashi has fierce competition. In order to compare ingredients in which consumers are increasingly interested, we have selected some of the healthiest cereals and placed them in a table for comparison (see Appendix A). Since consumers feel more financially stable at home, they might be willing to spend more money on healthier cereals. However, since consumers are used to searching for low prices at the grocery store due to the recession, we have also included price as a comparison factor between cereal brands. Prices were obtained through Walmart’s website on Oct. 3, 2016. We have compared three types of Kashi to several brands of General Mills, Post and Quaker, attempting to find the healthiest options for each company. These three companies are our largest competitors, according to Simmons Data. However, we also compared Kashi to Annie’s cereal, an organic competitor whose consumer data is not offered on Simmons. Kashi could also see increased competition from General Mills, which announced in March 2016 that it planned to “double its organic acreage and source ingredients from 250,000 organic acres by 2019.”

The comparison chart shows that Kashi GoLean Original is a top competitor as far as protein content. GoLean is an important product line for Kashi because it allows the brand to compete with consumer demand for protein at breakfast. The cereal contains 12 grams of protein, the equivalent of two eggs or three-quarters of a serving of Fage plain Greek yogurt. GoLean is also a great source of fiber, especially compared to the other brands in the chart.

Cheerios offers many more gluten-free options than Kashi, and that might be a substantial target market to consider in the future as more people buy gluten-free products and switch to low-carb diets. Kashi’s combination of more protein, more whole grains and more fiber compared to Cheerios is promising. However, Kashi might want to consider its high sugar content and prices that set it apart from Cheerios.

Annie’s offers more certified organic products as well as gluten-free options in comparison to Kashi. It does not offer as much protein or fiber as Kashi, but it is comparable in amount of sugar and fiber content.

Total offers many more nutrients than Kashi (not shown in Appendix A), but the fact that it partially uses genetic engineering could give Kashi an advantage with customers concerned about GMOs. Total does not offer the same protein and fiber content as Kashi.

Quaker Life cereal has a high fiber content, but its use of the preservative BHT and artificial color could turn customers away. Finally, Kashi has an advantage over both Quaker Life and Post Grape Nuts because of its certified organic or certified transitional product labels. Grape Nuts presents the highest level of competition in whole grain, protein and fiber content in comparison to Kashi Autumn Whole Wheat Biscuits. However, it is not USDA Certified Organic, like Kashi’s biscuits.





After further Simmons OneView research, we were able to identify which specific brands Kashi eaters also eat most often in one week. Of those who eat Kashi, 27.5 percent responded they ate Cheerios most often in the past seven days. In fact, Kashi's top three competitors are Cheerios flavors. After its top competitor (regular Cheerios), 25.5 percent of Kashi eaters said they ate Honey Nut Cheerios most often in the past seven days, followed by 19.3 percent of Kashi eaters selecting Multi Grain Cheerios as their most common choice in the past week. In order to get a broader range of our main competitors instead of just General Mills Cheerios, we selected the next most popular brands from other parent companies. Of Kashi eaters, 17.2 percent responded they ate Kellogg's Frosted Mini Wheats Mini Bites most often in the last seven days, and 13.1 percent responded they chose Post Honey Bunches of Oats most often. Throughout the rest of our analysis, we will consider our biggest brand competitors to be General Mills Cheerios, Kellogg's Frosted Mini Wheats Little Bites and Post Honey Bunches of Oats.

## Brand Analysis

As a nutritious whole grain cereal company, Kashi brands itself uniquely from its competitors. Using a simple, clean, and natural aura in all aspects of their brand, Kashi gives the consumer the feeling that their products not only taste good, but also promote living a healthy lifestyle. As demonstrated in the packaging of their products, Kashi uses colors like green and white to convey a natural and wholesome ambience in their products. The packaging is not very busy or loud to convey a feeling of calmness and serenity that you would find in nature. The font of the text is inviting and comforting as they strategically use shades of soft and simple colors.

With many of the whole grain food companies emphasizing the farm and field imagery and the healthy lifestyle brand in their products, Kashi has looked for ways to differentiate its brand and be unique. Kashi consumers have voiced their desire to see a greater focus on sharing the Kashi story publicly. Therefore, the company has increased their public efforts in sharing the Kashi story by printing anecdotes about their natural ingredients and motivated employees directly onto the products. Consumers want to understand and feel as if they are a part of the Kashi story. To do this, Kashi gives an inside look at the journey of its products from its inception in the natural farms up until it is packaged and put on the shelves in stores. Kashi has been effective in using this strategy because it has built a greater sense of community between the brand and its consumers. By inviting the consumers to take a look at the journey of how Kashi products are created, the consumer feels a stronger connection and engagement with Kashi products.

Kashi is and has always wanted its consumers to see its brand as a natural and rejuvenating breakfast cereal. While they will not look to change the perception of this brand, they have marketed the brand in unique ways to increase their reach. On their Facebook, Twitter, Instagram and YouTube pages the natural, active and wholesome brand they try to present to consumers is uniform and always present. For example, on Kashi's Twitter page, a photograph of a group of surfers in the water together exemplifies Kashi's brand of living a healthy lifestyle in unison.

With fears of the product tasting bland or plain, consumers are often tempted to stay away from cereals that are high in fiber and classified as highly nutritious. However, Kashi seems to beat this stigma by offering cereals that are both highly nutritious and appetizing. According to consumers who purchased Kashi's GOLEAN cereal brand on Amazon, they were pleasantly surprised with the product having a sweet and savory taste without being overly sugary. Additionally, consumers appreciated the extra crunchy texture that the GOLEAN cereal has. In our primary research, 62 percent of respondents indicated taste was one of the most important factors when deciding which cereal to buy. Of respondents who had tried Kashi cereal, 59 percent responded they liked the taste, 28 percent were indifferent and 13 percent did not like the taste.



## Media Usage Analysis

In general, Kashi's competitors spend much more money on advertising, giving them more market power in the cereal industry. Kashi spent \$6.8 million on advertising in 2014, with \$2.7 million designated to cable television advertisements, while General Mills' Cheerios spent over \$73 million in television advertisements alone. Cheerios also has a massive digital presence, "representing 80% of all digital engagement in the breakfast and cereal category." Kashi has had a decline in sales recently due to a lack of purposeful brand positioning — something we hope to change drastically.

Although Kashi has several different media accounts, the followings and feedback on them are not what they could be. Kashi has a Youtube account that posts promotional videos, ingredient information and recipes with their products. The hashtag #EatPositive was developed and is utilized across their various forms of social media. Their Youtube videos have an average of about 2 thousand views, a number that could be greatly increased. Additionally, when one searches 'Kashi' on Youtube, accounts such as "Kashi Complainer" appear before the actual Kashi account. This shows that Kashi needs to find a way to make their Youtube account better known, so the videos gain more views and their products (specifically their cereal) gain more attention.

Kashi also uses social media in order to reach consumers. They have a Facebook, Twitter, Pinterest and Instagram. Out of all of these sites, their Facebook account has the most attention, with about 750 thousand followers. They use this platform strategically to share more videos, articles, recipes and products. Besides Facebook, Kashi's social media presence is minimal. Their Twitter account has about 12.5 thousand followers and their Instagram account has under three thousand followers. Simmons' OneView shows that 81.5 percent of Kashi eaters are also social media users, so Kashi should be taking better advantage of this high percentage.

Kashi uses print ads to target consumers in various magazines. Kashi users generally do not read magazines as much as other outlets; Simmons showed less than under 25 percent of Kashi consumers read magazines. The most popular magazine read by Kashi users is Parade Magazine, followed by People Magazine, Shape Magazine and National Geographic. These magazines should be the ones that Kashi aims to put their advertisements in.

According to Simmons OneView, 12 percent of Kashi consumers say that they watch cable television often, and 23 percent say they do not watch cable television at all. The most popular channels among Kashi consumers include TBS, TLC, The Discovery Channel and A&E. The feedback to Kashi's cable television commercials is not as positive as it could be, and this could be because of a lack of adequate strategy.

Overall, Kashi has a weaker advertising presence than its competitors. Kashi's representation of their brand in the media definitely has the potential to grow, especially on a digital platform.

## Key Issues and Implications

Kashi should focus on changing its image. This isn't just a cereal meant for affluent, adventurous, mountain-climbing Caucasian people, as the majority of their commercials and our public opinion analysis would suggest. Kashi is a healthy cereal that is accessible both in price and location, but it is not perceived this way. Kashi should market to low-income people of color who have children, as this is a market we are not reaching. We want families to understand that Kashi is the right choice both in price and location, but it is not perceived this way. Kashi should market to low-income people of color who have children, as this is a market we are not reaching. We want families to understand that Kashi is the right choice both for them and their children. It is a breakfast option that's convenient and will also get them one step closer to achieving their goals of pursuing a healthier lifestyle.



# SWOT

## Strengths (brand)

Accessibility — price

- Kashi is competitively priced.

Accessibility — location

- Kashi is available in grocery stores or superstores where low-income families will be shopping
- Consumers don't have to make a separate trip to a Whole Foods or another expensive health food store to find Kashi.

Kashi offers healthy cereal options that are low in sugar (especially Seven Whole Grain Puffs) and high in protein (especially GoLean cereals).

## Weaknesses (brand)

Kashi does not have a strong presence or following on social media.

Kashi's TV advertisements do not emotionally match up to their strongest competitors. Their ads are also lacking in racial and ethnic diversity.

Even though Kashi is competitively priced, consumers perceive it as a high-end cereal for the affluent consumer.

## Opportunities (market)

Consumers are more concerned about ingredients and manufacturing processes.

Consumers who are concerned about health are more likely to buy organic products.

At the household level, economic stability levels are increasing.

## Threats (market)

Diet trends, including paleo, gluten-free, no-carb and protein-packed all present challenges for the cereal industry.

Breakfast food options have increased dramatically.



# Campaign Strategy

---



# Consumer Target

## **Primary Audience: Monica and Marcus Wright**

Monica and Marcus Wright are a married African-American couple in their late 20s living in Chicago. They have two children and identify their shopping habits as being highly influenced by their children. Michaela, 4, and Malcolm, 6, are picky eaters, and rather than wasting money on meals their children won't eat, Monica and Marcus often cater to their food preferences. The Wrights are on a tight budget, and their annual income is about \$33,000. Monica is substitute teacher and Marcus was just laid off from a local sporting goods store that closed down. They often clip coupons to save money at Walmart, the only grocery store located near their neighborhood, which has been identified as a food desert. Despite their financial struggles, Monica and Marcus try to eat healthy foods and maintain a balanced diet for their family. Monica actively seeks out tips for eating healthier, but she and her family are not willing to prioritize health over affordability and convenience. The couple also prioritizes exercise. Monica often makes a stop at the gym on her lunch break and Marcus exercises after dropping Malcolm off at school and Michaela off at day care.

The family's morning routine is hectic. There's not much extra time for breakfast after struggling to get the children out of bed and dressed, so the Wrights usually skip the meal altogether. To Monica and Marcus, it's not really an issue that there's no time for breakfast because they both grew up in households that only ate lunch and dinner. Breakfast cereals are generally cheap, so they could afford to buy a weekly box of cereal. But Monica and Marcus prefer not to spend the money on breakfast since it has never been part of their daily routine. At Walmart they buy foods and snacks that are reasonably priced, but they always check the nutrition facts because they are actively maintaining a healthy diet to compliment their dedication to exercising regularly at the gym.

## **Secondary Audience: Jean and Brian Lee, Philip and Cassie Hernandez**

Jean and Brian Lee are an Asian married couple in their mid-thirties living in Milwaukee. They have a teenage daughter, Claire. Brian works as a receptionist for a dentist's office. Jean used to wait tables at a local restaurant to make ends meet, but she was laid off when the restaurant was sold to a new owner. Jean hasn't been able to find work elsewhere, so the Lee family's annual income is around \$20,000. The Lees have been trying to eat healthier lately. They have always been regular breakfast eaters, but they have usually picked the cheapest option without reading the nutrition facts. They get together to discuss a plan with their neighbors, Philip and Cassie Hernandez, who are trying to lead a healthier lifestyle, too.

Philip and Cassie Hernandez, a Hispanic couple in their early 40s, have been researching some of the latest trends in the health food industry. They have tried paleo, vegan and gluten-free diets, but have quit them after several weeks when they felt too restricted. Their daughter, Samantha, is the same age as Claire Lee and the two have been best friends their whole lives. In their health class at school, they are learning about the benefits of a healthy, well-balanced diet. They are concerned they and their parents haven't been making the right choices and want to help make changes in the kitchen. The Lee and the Hernandez families are both on a tight budget — the Hernandez family bringing in about \$28,000 annually. They know health foods are typically more expensive than some of the processed snacks and meals in the center aisles of the grocery store. But they know they should prioritize their health over saving money purchasing unhealthy food, so they clip coupons for better-for-you foods.

## **Demographics**

In this campaign, we will target low-income communities of color who are underrepresented in Kashi ads and don't normally purchase the cereal. Only 8 percent of Kashi eaters are African-American, 15 percent are Hispanic and the number of Asian consumers is not statistically significant enough to be accurately measured in Simmons OneView data.

Both of our primary and secondary audiences are low-income because Kashi is not currently reaching this demographic. The majority of current Kashi eaters are from the "\$100 thousand or more" income threshold. We aim to reach families who make \$36,450 or less. According to the U.S. Department of Education, this is the annual income at or below which a family of four would be defined as "low-income."



Our target audience and secondary audience are parents within the age range of 25 to 45. We came to this conclusion because we have a large number of parents who purchase Kashi — 42 percent have children in the household — but they are typically between the ages of 18-24 or 45-54. The primary audience is parents with young children because these children don't yet understand the importance of choosing healthy foods over ones with an exciting, brightly colored cartoon character on the box. Eating Kashi can help young kids learn about the importance of maintaining a healthy lifestyle. The secondary audience targets parents who have older children and want to eat better for both themselves and their children.

Finally, we are targeting families living in the Midwest, which account for the lowest amount of Kashi sales — 19 percent — compared to about 30 percent in both the Northeast and South and 22 percent in the West.

### **Values/Attitudes**

According to Simmons data, African-Americans, Asians and Hispanics are more likely than Caucasians to pay any cost when it concerns their health (45 percent, 51 percent and 43 percent, respectively, compared to 34.5 percent of Caucasians). This indicates that we are missing a large segment of our potential population who are concerned about eating healthy. Almost one-quarter of African-Americans, over one-third of Asians and 29 percent of Hispanics responded that they “don't often have the time to prepare or eat healthy meals.” A relatively large number of African Americans, Asians and Hispanics view breakfast as more important than eating lunch and dinner: 58.6 percent, 54.4 percent and 57 percent, respectively. This presents us with an opportunity to convince the other 40 to 45 percent of African Americans, Asians and Hispanics that breakfast is the most important meal of the day. Nearly 93 percent of African-Americans, 93 percent of Hispanics and almost 85 percent of Asians stated they eat efficient, cold cereals for breakfast. But they aren't choosing Kashi.

### **Behaviors**

We are looking to reach consumers who don't have time to eat breakfast (primary audience) and those who are planning on transitioning to a healthy lifestyle and improve their eating habits (secondary audience). Almost 90 percent of Americans understand that eating breakfast is important, but about half don't eat it. The most common demographic group to skip breakfast completely are African-American, low-income families. About half of African-Americans, half of Hispanics and more than two-thirds of Asians responded that they were trying to “eat healthier foods these days.”

We also want to target shoppers who are heavily influenced by their children when making decisions at the grocery store. Our research indicates that parents who identify as “child-influenced shoppers,” more than 80 percent choose General Mills and over 60 percent choose Cheerios.

Since we are appealing to people of color in low-income communities, we will need to consider that our advertisements have to be placed in media platforms they will be able to access. Recent technology data shows “one quarter (23%) of families below the median income level and one third (33%) of those below the poverty level rely on mobile-only internet access.” So we should focus our advertising funds on mobile ads because these will be more accessible to our target audience than ads that are only formatted for desktop-view. We will also implement social media campaigns that are easily accessible through mobile devices. Finally we will send coupons through direct mail to residents in low-income communities of color. (See Media Plan for more information.)

### **B2B Market**

According to the CDC, healthy eating at a young age is important for proper growth and development and can prevent health problems ranging from obesity to diseases that are leading causes of death, including heart disease, cancer and diabetes. Schools are positioned to educate students about the importance and benefits of a healthy diet. They can provide healthy food options that not all students are receiving at home.

Kashi has an opportunity to partner with schools to teach kids how to eat healthy. This business-to-business partnership with schools will help us highlight the importance of breakfast as an essential step to living a healthy lifestyle. We will implement this program in Milwaukee, where many families struggle with food insecurity and may live in food deserts. It speaks to our target audience not as an advertisement but as a public relations plan. (Please see our partnership with Growing Power in the Public Relations section for further details.)





# Campaign Strategy

## Positioning and Branding

### *Business Objective/Competitive Advantage*

The ultimate business objective is to increase the number of Kashi consumers in low-income communities of color. Additionally, we want to increase our efforts in providing affordable and accessible cereal. Our goal would be to increase sales among our target group by at least 15 percent after implementing this new position. We believe that our competitive advantage is that Kashi aims to prioritize community over profits, fostering a lasting relationship with communities during the process of living a healthier lifestyle. Living a healthy lifestyle takes a lot of planning and preparation, but it's much easier when wholesome and healthy options are readily accessible and affordable. With Kashi becoming more visible in convenience stores located in more low-income communities of color and being priced affordably, our brand aims to transition with families to a new healthy lifestyle, making the process less of a burden.

### *Unique Selling Point*

With Kashi's Certified Transitional Program, we use primarily transitional organic ingredients. While maintaining that wholesome and healthy taste of organic foods, we hope to transition with the consumers in this journey to healthy eating. In society today, our target market views the process of eating healthy as a financial burden. Therefore, our target audience is choosing the cheaper and less nutritious food diets to accommodate their financial status.

Ultimately our product is going to differentiate itself from the competition through providing accessible and affordable cereal that prioritizes community. The healthiest diet costs about \$1.50 more per day than least healthy diets, according to the Harvard School of Public Health. This article defines healthy diet patterns as eating foods that are rich in fruits, vegetables, fish and nuts as opposed to those rich in processed foods, meats and refined grains. When you add up the amount of money that it takes to eat healthy, that is \$550 extra yearly that could present a real burden for some families. With Kashi's prices starting at \$2.91, it is the cheapest option compared to our competitors. We strongly believe that our target market would benefit from the affordability of our cereal.

We know that our target consumers believe that organic and healthy foods are only available at stores that sell majority of organic foods and aren't located in low-income communities of color, such as, Whole Foods and Trader Joe's.

According to the Associated Press, major grocers overwhelmingly avoid America's food deserts instead of trying to turn a profit in high-poverty areas, leaving these areas without access to healthy food options. With Kashi being available in local convenience stores like Walmart, Walgreens, Roundy's and Pick N Save, not only are we providing healthy cereal, but we are providing accessible cereal for these communities.

### *Positioning*

Our goal is to position ourselves as inclusive. We feel that the current campaign, "Eat Positive," doesn't effectively target low-income communities of color where it may be difficult to actually "eat positive." In our campaign, while we won't shy away from encouraging our current consumers to eat positive; we'll show that eating positive shouldn't be exclusive, but rather accessible and affordable to everyone. It will be honest, relatable and inspirational, which deviates from their current position of being "nature-oriented" and "food-forward." It will emphasize transformation, commitment and the idea that everyone deserves to have the access to eat positive. When focusing on our primary market, we want them to trust and understand that the process of eating healthier shouldn't be taxing — the same can be applied for parents with kids who find troubles in changing their family's eating habits.

While our competitors can offer some of the same attributes, such as General Mills positioning themselves as being inspired by purpose, we will ultimately differentiate ourselves from our competition due to our commitment to community over profit with accessible and affordable healthy cereal options.

### *Branding*

We plan on branding our product as the "all-around" choice. Currently, Kashi has a nature-oriented, food-forward and simple brand. We want to maintain that brand personality, but we've noticed that we only target individuals who've made the conscious decision to live a healthy lifestyle, which tends to be white, affluent millennials. We believe that it is important to send





the message that not everyone is privileged to eat healthy and the burden it can carry on some families. By making it clear that everyone deserves affordable and accessible healthy cereal options, we know that we will create a successful campaign.

Kashi is the “all-around” choice. From affordable to accessible, empathetic to understanding, trust to commitment, we are aiming to make the journey to living a healthy lifestyle less isolating and less of a burden.

## Creative Concept/The Big Idea

For our campaign we want people to understand that we are transitioning with them. We are working to become a completely organic company and want our consumers work with us in building healthier lifestyles. We aim to show our consumers, specifically low-income communities of color, that eating healthy can be accessible and affordable.

Within this campaign we will target a specific audience that is not typically recognized or advertised to. In this campaign, we will target low-income communities of color who are underrepresented in Kashi ads and don't normally purchase the cereal. We aim to inform them that eating healthy and organic can be accessible and affordable. As we work to become a fully organic enterprise, we aim to assist low-income communities of color in building healthier eating habits through Kashi.

The message we want to send to our audience is that living a healthy lifestyle isn't only for white individuals who are middle to upper class. Until this point, Kashi has marketed heavily to this demographic by including predominantly white adults in their advertisements. We aim to make Kashi a more inclusive brand not only within ads, but within its consumer base as well. We want to send the message that living healthy and eating organic can be affordable and accessible to everyone. We also want to express that it doesn't have to be difficult to live a healthy lifestyle, and even changing one meal a day is a step in the right direction.

The concept we are highlighting in our campaign is that Kashi is easy, accessible and affordable. In our creative concepts and advertisements we will stray away from simply saying Kashi is “healthy” because we want to show consumers that it is much more than that. Not only is Kashi available at stores such as Walmart and Target, it is significantly cheaper than many other organic options.

Within the campaign we aim to show new consumers that not only is it important for them to lead healthy lives for themselves, but for their children as well. While it isn't hard to get most children to eat Cheerios or even oatmeal, Kashi's consumers are mainly adults. By appealing to children and low-income communities of color, we hope to work with these individuals to help build healthier and happier communities.

One main focus of this campaign is the idea of transitioning. As Kashi works towards becoming a completely organic company, we want to be open and honest with the public about the steps we are taking. While we are not completely organic yet, we plan to utilize this weakness by turning it into an opportunity for partnership between product and consumer. While we work to become organic, consumers can work to lead healthier lives. We believe by being open and honest about Kashi as a company being a work in progress, consumers will see Kashi as relatable and therefore a company with which they wish to identify.

After we have executed the campaign we want low-income communities of color to start buying Kashi and changing the way they eat. We aren't asking them to change everything at once, but rather want to demonstrate how eating breakfast each day can make a positive and healthy impact. Moreover, we hope consumers will get their families on board and help everyone to eat healthier and live a healthier lifestyle.

We are hoping people feel excited about doing something for themselves. We also hope to spark an interest in healthy eating to those who thought they might not be able to afford it. Our consumers should feel confident that they can change their habits and transition with us.

A primary goal of our campaign is to have our consumers perceive our brand as transparent, by showing them that we are also in the state of transitioning our products to better serve them. We want them to have positive connotations of our brand and trust that we are trying to help them change their lives for the better. We also want to change the image that Kashi is a brand for white people with money who are into the outdoors. We want people to understand that Kashi is a brand for everybody.



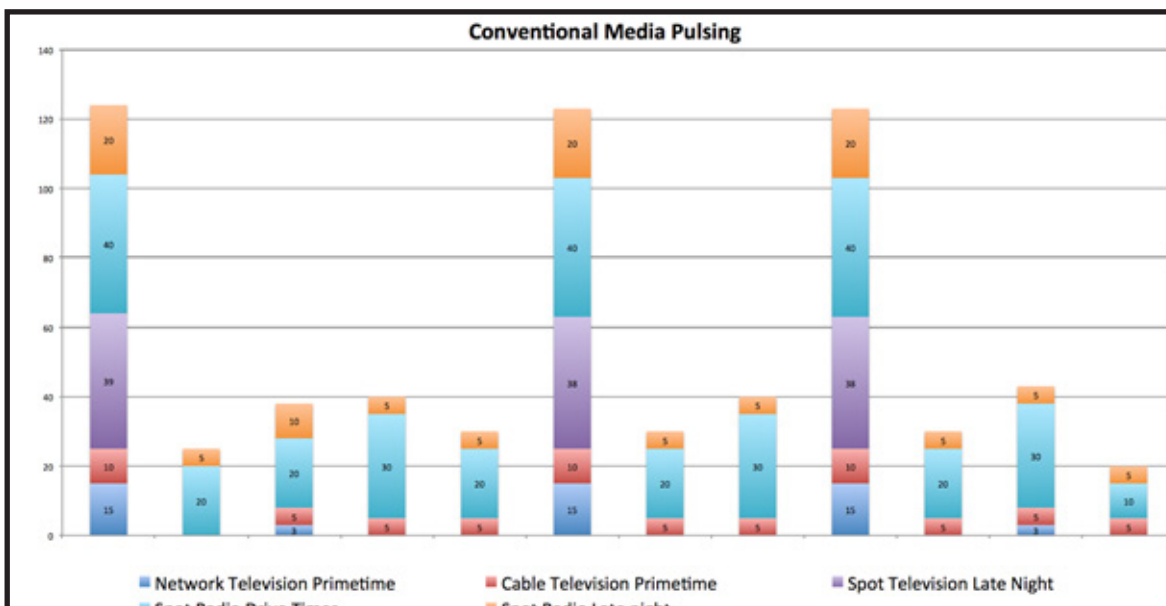
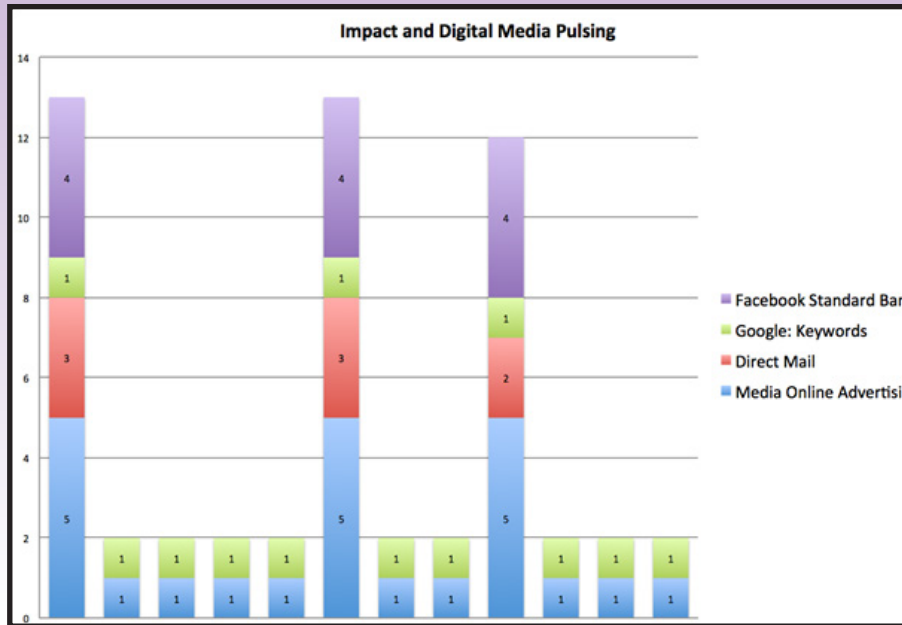
# Media Plan

---



# Media Plan

We plan to make this a year-long campaign that starts in January 2017 and ends in December 2017. We want to make this a long campaign with three pulses to emphasize the journey of transitioning into a healthy lifestyle. We are aware that this journey may not be a quick one, but it can certainly be made easier by the accessibility and affordability of Kashi. We want to emphasize our campaign in three months that typically involve a transition of lifestyle: January, when the New Year arrives, June, when summer is about to start, and September, when kids are going back to school. The majority of our budget and advertisements will be devoted to these three months, with a lower frequency in the other months to keep Kashi present in our consumers' minds. We believe pulsing during these three months will be most effective in showing our target audience that changing just one meal a day can have a big impact. (For more on this idea, please see the Creative Concept section.) We have created a media mix of digital media, including mobile online advertising, digital advertising and search engine marketing; impact media, including direct mail; and conventional media, including network television, cable television, spot television and spot radio.



### *Reach and Frequency*

Because of our narrow scope and demographic, our campaign aims to have a medium reach with a high frequency, especially during the three major pulses. Our medium reach strategy is intended to focus the exposure of our advertisements towards low-income families. Our high frequency strategy is because Kashi may not be a brand well-known among low-income communities, and we would like to emphasize this campaign that focuses on improving these communities. The reach and frequency will decrease during the months of no pulsing.

### *Location*

Kashi's campaign will be more prominent in urban areas across the country, specifically the Midwest cities of Chicago, Milwaukee, St. Louis and Detroit. In addition to the fact that these cities account for the lowest amount of Kashi sales, they are notorious for being segregated and having food insecurities. Kashi would like to start in the midwest and expand nationally, hoping to change consumers' and society's perceptions about who is able to maintain a healthy lifestyle. We are going to have a regional focus in the Midwest for most of our media; only keyword searches, digital banner ads and network and cable television will have a national focus. Kashi allows consumers of all backgrounds and incomes to eat healthy because our product can be found at nearly all food stores, not just health-focused ones like Whole Foods. Through the usage of urban communities as the setting of our advertisements and by making our campaign more prominent in these communities, we aspire to illustrate to consumers the accessibility of going healthy.

### *Aperture Moment*

We acknowledge that low-income families tend to have very irregular schedules, and plan to work our campaign around this. Kashi acknowledges how stressful workdays and school days can be, and we want to emphasize that a healthy lifestyle can still be attainable. Our campaign is going to focus on weekdays. Our research shows that low-income households ranging from an income of less than \$5000 to \$35,000 watch television the most on weekdays during prime time, from 8 p.m. to 11 p.m. The second most popular time spent viewing is late at night, from midnight to 2 a.m. These two time periods are when we are going to air our television ads on cable and network television. Our research also shows that our primary and secondary audiences listen to radio the most on weekdays from 3 p.m. to 7 p.m, and late at night from midnight to 2 a.m. We believe that these times for our television and radio advertisements are ideal to reach our target audience. These times will allow us to reach adults before, after, or on their way to work, depending on their schedule.

### *Objectives*

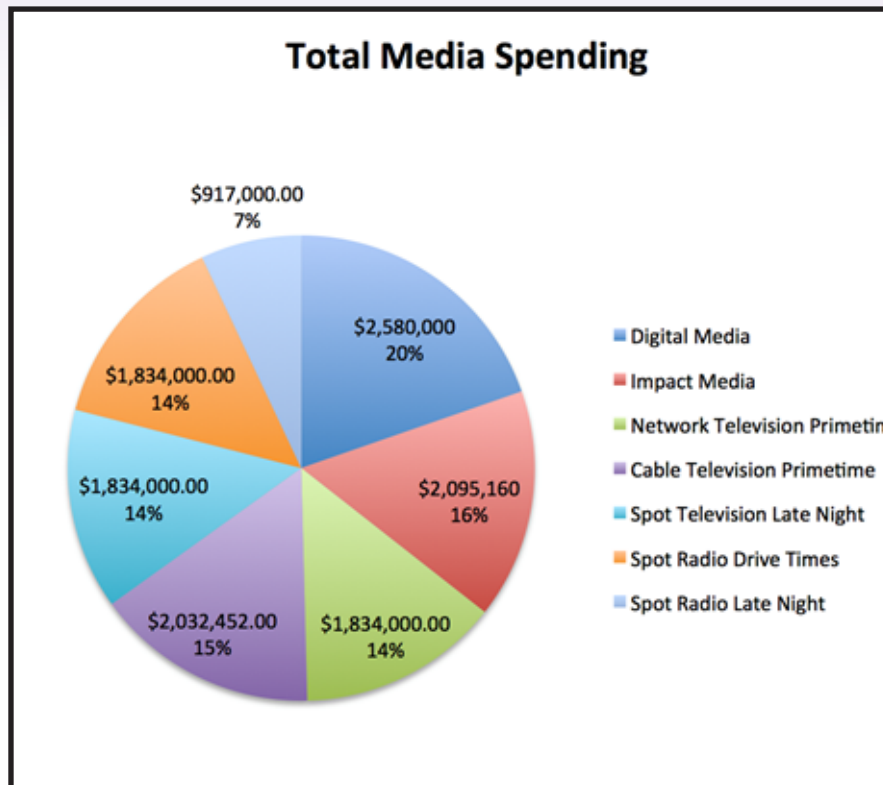
The objectives of our media plan are to reach a wide range of low-income families, since the extent to what these families can access varies greatly. We are aware that our target audience may not have healthy eating as a top priority. A significant amount of low-income families consist of single parents, working full-time and taking care of children. According to UC Berkeley, "one-third of all workers in the United States earn below poverty wages and of these workers, one-third are persistent low-wage earners who are responsible for the bulk of their family's income." Our goal is to show these families that starting their day with a healthy breakfast is attainable and within their budget. Through the usage of radio, mobile Internet, television, billboards and physical mail, we believe that we will be able to reach the broad spectrum of our target audience.

### *Budget*

We plan to spend \$2.5 million on digital media, including mobile online advertising, search keywords, and banners on social media. We are devoting another \$2.1 million towards impact media, which includes direct mail sent to the households of our target audience. We plan to spend approximately \$7.1 million on conventional media, with \$4.9 million going towards network, cable and spot television and \$2.2 million going towards spot radio.



Total Budget	Total on I/D	Contingency	Remainder
\$12,000,000.00	\$4,675,160.00	\$250,000.00	\$7,074,840.00
<b>IMPACT/DIGITAL MEDIA</b>			
<b>MEDIA CATEGORIES</b>	<b>UNIT ALLOC.</b>	<b>COST PER UNIT</b>	<b>\$ ALLOCATION</b>
Mobile Online Advertising	24	\$75,000	\$1,800,000
Direct Mail for 100,000 pieces	8	\$261,895	\$2,095,160
Google: 10 Keywords	12	\$50,000	\$600,000
Facebook: Standard banner	12	\$15,000	\$180,000
<b>SUM TOTAL</b>			\$4,675,160
Direct Mail	2,095,160		
<b>CONVENTIONAL MEDIA</b>			
<b>MEDIA CATEGORIES</b>	<b>% ALLOCATION</b>	<b>CPP TOTAL</b>	<b>\$ ALLOCATION</b>
Network Television Primetime	20%	\$33,103	\$1,414,968.00
Cable Television Primetime	30%	\$19,227	\$2,122,452.00
Spot Television Late Night	20%	\$14,688	\$1,414,968.00
Spot Radio Drive Times	20%	\$4,240	\$1,414,968.00
Spot Radio Late Night	10%	\$5,886	\$707,484.00
	Must = 100%		

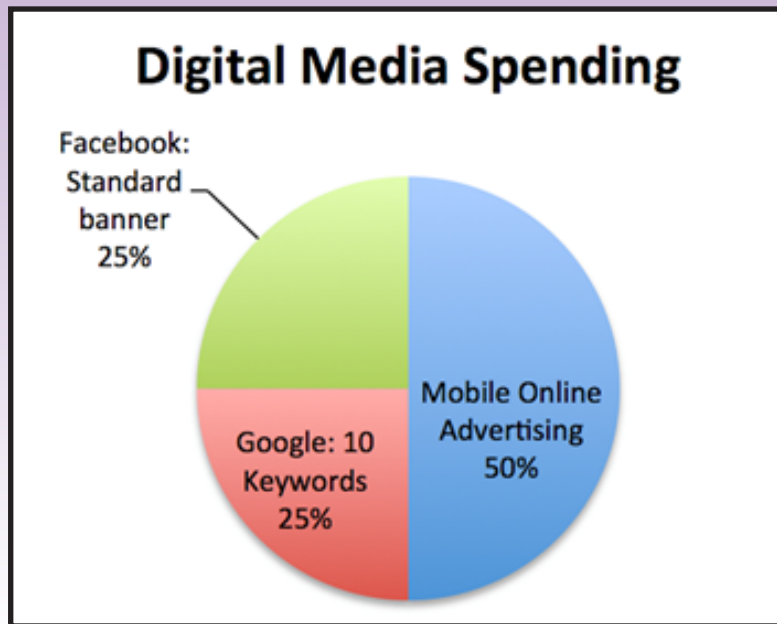


### *Impact Media: Direct Mail*

There is a wide range of what low-income communities and families have access to. This is why we would like to incorporate physical mail into our campaign, in hopes of reaching as many families as possible. We are devoting 16 percent of our budget to send direct mail to the Midwestern cities we have selected across the course of our three pulsing months. By having coupons for Kashi delivered to people's doors, we are providing a physical incentive for them to go out and purchase Kashi. We believe this traditional way of advertising will be beneficial, as it is a more personal and direct approach.

### *Digital Media*

Because of our society's growing presence on digital media and our target audience's high percentage of mobile use, we have devoted 20 percent of our spending towards mobile online advertising, google keywords and social media banners.



### *Digital Media: Mobile Online Advertising*

Simmons OneView shows that for families with incomes of \$5000 and below, 36.7 percent are smartphone users. For the highest income in our low-income range, \$30,000-\$35,000, 50 percent are smartphone users. We have created two mobile online advertisements in order to target these consumers. Internet ads will reach many low-income families because “the vast majority of low and moderate income families with children between 6 and 13 years old report having computers, mobile devices, and some type of Internet access,” (Katz, 2016). We are having our mobile online advertising be consistent throughout the year, but have higher frequency during our pulsing months of January, June and September.

### *Digital Media: Search Engine Marketing*

We plan to focus on 10 keywords for Google searches: breakfast, health, cereal, cheap, family, savings, kids, communities of color and change. We believe that these are keywords that our target audience would search on the Internet, whether it be on their mobile phone or a computer at home, work or a library. We are having our search engine marketing be consistent throughout the year in order to maintain a steady presence in the lives of our target audience.

### Digital Media: Facebook Standard Banner

Our research also shows that 74 percent of low-income families are social media users. Because of this, we want to

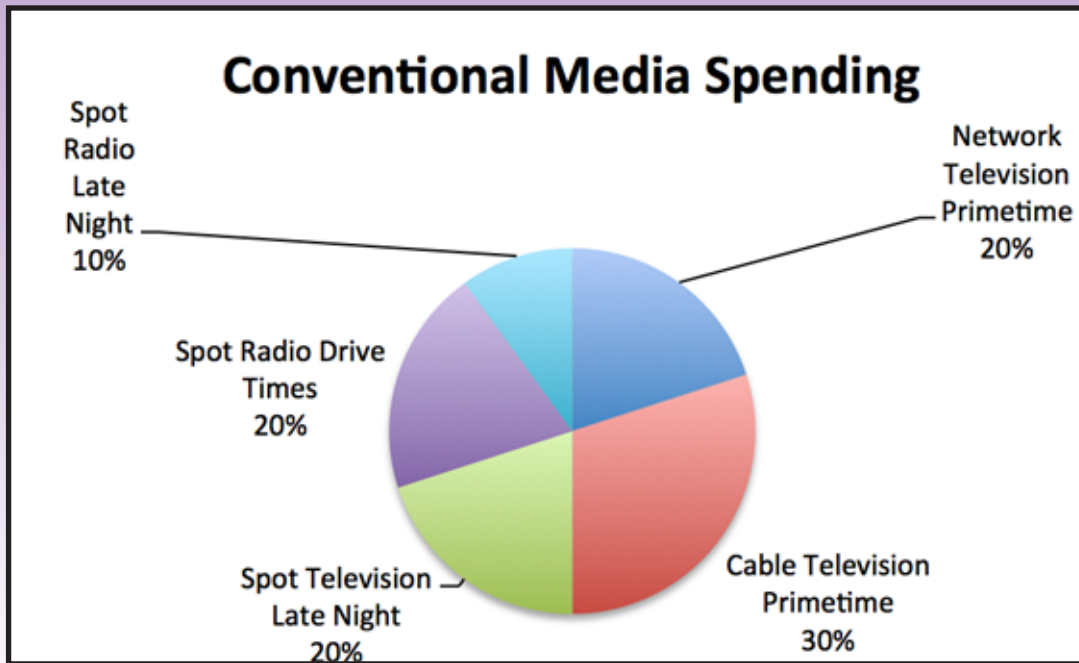




allocate some of our budget to social networking. With almost two billion monthly visitors, Facebook is the most popular form of social media. Kashi has the biggest following on Facebook, in comparison to the rest of its social media accounts. By using Facebook as a target of social media advertisements, we believe Kashi's presence will grow on this network, and our target audience will be reached.

*Conventional Media*

For our conventional media, we are devoting 20 percent to network television primetime, 30 percent to cable television primetime, 20 percent to late night spot television, 20 percent to spot radio drive times and 10 percent to late night spot radio.



*Conventional Media: Television*

We are using network and cable television to have a national reach. Simmons OneView shows that 65 percent of low-income families have cable television, and if they do not have cable television, low-income families will see our ads on network channels, if they have a television. We are also allocating 20 percent of our conventional media budget towards spot television, allowing us to have a bigger focus on our specified cities in the midwest. The majority of our television expenditures are going to be during our three pulses in January, June and September.

*Conventional Media: Radio*

Radio is free to access, making it accessible to a wide-range of low-income families. We are utilizing spot radio to focus on the midwestern region of the United States. Spot radio is the most consistent throughout the year out of all of our conventional media, to keep Kashi relevant to our target audience. We chose to focus on drive times and late night because the majority of our target audience listens to the radio at 3 p.m. to 7 p.m. and midnight to 2 a.m.





# Creative Plan

---



## Creative Analysis

The cereal industry is one of fierce competition. With the decline of cold cereal sales due to both outside and inside competition, companies and brands have to work harder than ever to keep current consumers interested as well as gain new consumers. Creative tactics play a huge part in captivating an audience. Here we will discuss creative initiatives taken by Kashi, as well as its competitors.

When Kashi began, its boxes featured vibrant colors and fonts. While this does attract consumers, it doesn't differentiate the product. Most cereal boxes contain similar aspects of crowdedness, colors and vibrancy. In the summer of 2016, global design agency, Jones Knowles Ritchie, was hired to redesign Kashi's boxes. Their goal was to create a clean, simple box that would highlight only what consumers need to see: the cereal.

This movement towards a cleaner image also came with a more personal message. The back of each box highlights an individual who grows or produces products that Kashi uses in its cereal. While many products are advertised using tactics aimed at the audience's emotions, having this message placed on each box gives consumers more time to look at and connect with each story than they would with a 30 second television advertisement.

This not only differentiates Kashi from competitors while consumers walk down the cereal aisle, but it also produces an image of a "for the people" company.

In terms of television advertisements, Kashi places its focus on nature and has from the start. Early television commercials feature people in outdoor situations and focus on those people making healthy choices by eating Kashi. Current advertisements continue to take place outdoors, but now feature many of the products that go into Kashi such as red beans, pepitas and yellow peas. Kashi has stepped away from their original tactic of centering around healthy eating and has started creating more contemporary and engaging advertisements. In their most recent ad, "Plant Powered Music," Kashi puts on display a variety of individuals doing outdoor activities, creating a song out of their movements as well as the noises of manufacturing plants used in cereal production.

Kashi's top three competitors are General Mills Cheerios, Kellogg's Frosted Mini Wheats Mini Bites and Post Honey Bunches of Oats, according to Simmons data. Cheerios has used various creative strategies to campaign their product. One of the most famous was their use of the animated character "Buzz the Bee." As of late, Cheerios has removed Buzz from all packaging in an effort to raise awareness about the declining bee population. Cheerios has also used tactics, like Kashi, to appear personable to consumers. Many television advertisements include families eating breakfast together. Their newest ad features pairs of parents and children dancing, with the captions "healthy hearts start young" and "healthy hearts stay young." In terms of packaging, Cheerios has not changed much since the beginning. The signature yellow to red color scheme displays a bowl of cheerios on the middle of the box.

In Mini Wheats advertising they create a persona for their brand by having one of the cereal pieces as a character to put a face on the brand, something Kashi does not do. This is a good strategy for appealing to children. Like Kashi, Mini Wheats uses bright colors on their boxes to make them stand out. They also advertise the nutritional value on the front of their boxes. In the Mini Wheats commercials they often don't have real people and instead have a group of the Mini Wheats characters talking about the cereal. This could be an advantage over the Kashi commercials by connecting more to the audience.

Lastly, Kashi is in competition for consumers with Post Holdings Inc., creator of cereals such as Great Grains, Grape Nuts, Honey Bunches of Oats and Raisin Bran. Like Kashi, Post's more natural cereals are packaged in boxes with generally neutral color schemes. While Cheerios connects personally to consumers through aspects of life such as family, Post's Honey Bunches of Oats makes connections by featuring those who work in the factories producing the cereal. Diana Hunter has become known for her appearances in numerous Honey Bunches of Oats commercials. By keeping consistent television personnel, Honey Bunches of Oats creates a sense of brand familiarity. In a 2015 campaign, Honey Bunches of Oats featured numerous enthusiastic factory workers describing their love for the company in an effort to connect cereal production enthusiasts to those who love to eat it.

Overall, Kashi has a more personable physical product while its competitors come across as more personable in their television advertisements.







## Campaign Goal

The main goal of our campaign is to bring attention to various low-income communities of color that Kashi is a healthy option which is accessible and affordable to them. Many of these communities are located in areas where healthy food options are not easily accessible (Situation Analysis). Kashi is available in Walgreens, Walmart, and even small grocery stores. We aim to encourage these communities that though they are living in areas where healthy foods aren't always accessible, they always have Kashi as an option. Individuals do not have to go to specialty stores such as Whole Foods or large grocery chains to purchase the product, and that is what we aim to highlight throughout this campaign.

Furthermore, we want to highlight the fact that Kashi is a healthy option which is available at a low price. While other healthy options may come at a steep price, Kashi does not. Lastly, we aim to encourage our target audience to purchase Kashi because it is a cereal for everyone. We hope to communicate to these communities that Kashi is working to bring them something they may not have had before – a way to change one meal a day to a healthy one while still remaining easy and affordable.

## Big Idea

Our big idea is to bring healthy foods to people who don't have organic foods easily accessible to them. We want these low-income communities to recognize that Kashi is available in stores which are price friendly as well as common in most communities. While Kashi and other organic cereals are found in stores such as Whole Foods, it is also available in Walgreens, Walmart and Target. We would like to recognize that although Kashi is not fully organic yet, we are progressing toward becoming a fully organic company. Through our transition, we would like to encourage people to transition with us to a healthier lifestyle, one meal at a time.

## Campaign Theme

Quite simply, the theme of our campaign is one of inclusivity, which will highlight the accessibility and affordability of Kashi. Currently, Kashi's largest racial demographic is white individuals. We aim to expand this consumer base to one of diversity. By doing this, we believe we will not only gain a larger consumer base, but will be making a difference in the lives of low-income communities of color.

The unifying element of our campaign is "Easy. Accessible. Affordable." We are also highlighting the idea of changing one meal a day to a healthier alternative, which falls under the category of "Easy" because we are showing the audience Kashi isn't a high involvement or time consuming breakfast option. "Accessible" and "Affordable" include the aspects of the campaign focusing on why Kashi is a good option for the low-income communities of color we are targeting.

Slogan: "One Change Is All You Need"

Slogan modified for mobile: "#OneChange"

Tagline: "Easy. Accessible. Affordable."



## Selling Premise

Our execution of selling the product will be focused around what is accessible to the low-income communities of color we are targeting. We aim to differentiate Kashi from other organic cereals by highlighting its accessibility and reasonable price. Creatively, we would like to use visuals and audio that appeal to this group of people. We are proposing that these individuals have access to healthy foods even in areas that could be considered a food desert. Our advertisements will feature situations which are common in everyday life for these individuals. People who are featured within the advertisements will be of color to keep our target audience at the center of the campaign.

We would like to stay focused throughout all media advertisements on the fact Kashi is accessible and affordable. These are the two main issues facing the low-income communities of color which we are targeting. Creatively, we will do this most effectively through TV advertisements in which people of color are the focus. Many of these will be documentary style, which we will include in this creative brief.

We also believe that this campaign in itself is creative. There has not previously been a campaign for food where people of color are the focus. Because the media portrays predominantly white individuals within all facets, we believe this strategy will not only be more inclusive, but will also expand our brand to a group of people who are not a large portion of our consumer base.

Overall, our selling premise will communicate that Kashi would be the best option for our target audience to choose when deciding how to start their mornings. Kashi is accessible, affordable, and easy to eat, and those are the aspects on which we will capitalize when selling the product.

## Brand Properties and Personality

Kashi's current brand personality differs slightly from what our campaign is focusing on. Currently, Kashi is focused mainly on the natural aspects of the cereal and brand. Kashi's current web page outlines the brand's main attributes and focuses solely on ingredients that go into their food, as well as the fact that Kashi is healthy and wholesome.

While this is a large part of who Kashi is as a brand, we aim to alter this slightly to a personality where improvement is a key aspect of the brand. Not only including the ways in which Kashi is transforming into a 100% organic brand, but also how the idea of changing one meal a day to Kashi, a healthy alternative, can improve the lifestyles of consumers. We aim to keep the wholesome and healthy personality of Kashi as the foundation of the campaign, as those are Kashi's main attributes.

However, we aim to portray an image of healthy foods that are accessible and affordable, characteristics not normally associated with Kashi. In addition, we plan to expand on this with our "One change is all you need" campaign. We want to create a brand personality where we demonstrate that we are a "for the people" type brand, showing we aim to help communities lead healthier lifestyles.

However, we aim to portray an image of healthy foods that are accessible and affordable, characteristics not normally associated with Kashi. In addition, we plan to expand on this with our "One change is all you need" campaign. We want to create a brand personality where we demonstrate that we are a "for the people" type brand, showing we aim to help communities lead healthier lifestyles.

Lastly, we are focused on creating a personality of inclusiveness. We want our target low-income communities of color to know they are able to consume Kashi easily and affordably. Currently, the people featured in Kashi advertisements are predominantly, if not exclusively, white. While we do know that this is currently Kashi's largest consumer base, we aim to change that image so that people of color feel included within Kashi and their brand. By including people of all races within our campaign, we will be altering the exclusive personality of Kashi into one of inclusivity.



We aim to take away the components of Kashi that have created a stereotype of Kashi being a high-class organic brand, and only found in organic grocery stores. Instead, though we do want to maintain a focus on the healthy components of Kashi, we aim to project that Kashi is not an elite breakfast cereal. Because it is available in such a wide variety of accessible stores, Kashi is available to people of every class and socioeconomic status. Overall, we plan to expand Kashi's brand personality to one where the main focus is the consumer, not the logistics of the product.

## Key Insights

We know that our target audience is not a group of people with a lot of money to spare. Generally, these families are working tirelessly to make ends meet. Many families within our target audience live in areas classified as food deserts, making it hard for them to consume healthy foods. Furthermore, we know people of color are the most underrepresented people within Kashi advertisements.

People of color make up under 30% of Kashi consumers, with African Americans only making up 8% of Kashi consumers. With this information in mind, we aim to execute a creative campaign in which these people are not only represented, but are made aware of their ability to eat a healthy breakfast even on a tight budget. Lastly, we have found because of the jobs and hours our target audience work, there is often not time to eat breakfast in the morning. We aim to take this into consideration in our advertisements and demonstrate how Kashi is a quick and easy breakfast option (Situation Analysis and Campaign Strategy cited throughout).

## Campaign Tone

Inclusive

Encouraging

Understanding

## Campaign Manner

Informative

Simple and to the point

Engaging and exciting





# TV Advertisement Storyboard One



This advertisement, besides frame 6, is being shot from the child's point of view.

Frame 1: The child is waking up and looking around his room.

Frame 2: After the child gets out of bed, he begins walking down the stairs.

Frame 3: The child keeps walking until he reaches the kitchen.

Frame 4: The child opens up the pantry and looks around, sees a box of Kashi, and grabs it out of the pantry.

Frame 5: The child grabs a bowl, spoon, and milk. He pours a bowl of cereal for himself.

Frame 6: The advertisement is no longer from the child's point of view, and we see him sitting at the kitchen table eating a bowl of Kashi. The words "Easy. Accessible. Affordable. Kashi." will appear at the end of the ad. Soft music will be playing through the duration of the ad.

Rationale: We have chosen to do a point of view ad from a child's perspective to demonstrate the easiness of Kashi. Rather than seeing the child throughout the ad, we believe that the point of view approach will differentiate the ad from anything that has been done before. By seeing the child get a bowl of Kashi on his own, we are showing how Kashi is not a high involvement breakfast and how a healthy breakfast can be made easy.



## TV Advertisement Storyboard Two



Frame 1: We person A walking into a grocery store.

Frame 2: We see person B walking down the cereal aisle.

Frame 3: We see person C picking out a box of Kashi and checking out at the grocery store.

Frame 4: We see person D opening their pantry and grabbing a box of Kashi.

Frame 5: We see person E pouring a bowl of Kashi and eating it.

Frame 6: There is a light peach screen with a heart made out of Kashi. In the middle is a mother and daughter enjoying Kashi. The Kashi logo will appear on the screen at the end of the ad. There will be light music playing throughout the duration of the ad.

Rationale: In this ad, persons A-E will all be of different ages and races. We have chosen this approach to further our goal of inclusivity in Kashi's brand and commercials. We are showing the stages one goes through with Kashi from the store to the table. The grocery store featured in the ad will be small and will not be very fancy like a Whole Foods. We want viewers to see that Kashi is available in every type of grocery store, demonstrating its accessibility.



# Radio Advertisement Scripts

Script One:

[Alarm clock goes off]

[Children's voices mixed in with footsteps]

Mom: Kids! Get dressed for school!

[Footsteps and doors slamming]

Mom: Don't forget to eat breakfast! [Background noise continues]

[All background noise stops, sound of cereal being poured begins, followed by the crunching of eating the cereal]

Mom: Mornings can be hectic, but breakfast doesn't have to be. Choose Kashi.

Rationale: In this particular script, we are highlighting the fact that Kashi is easy. In the midst of a hectic morning, we show that Kashi is easy enough for kids to prepare for themselves. While a testimonial could have been used to discuss the easiness of Kashi, we believe the sounds of a hectic morning are something that people can relate to. By cutting off all background noise to hear the cereal being poured, we are showing that Kashi, even during a busy morning, is a quick and easy breakfast option.

Script Two:

[Light music playing in the background]

Mom: As a working mother of two, it's easy to find myself living paycheck to paycheck. I thought it was impossible to find affordable, healthy breakfast options for my kids and I. But then I found Kashi at my local convenience store. I had no idea Kashi was available at such low prices! Kashi provides a filling, wholesome, and tasty breakfast for my kids and I, and I feel confident sending my kids to school after a healthy breakfast.

Narrator: Easy. Accessible. Affordable...Kashi.

Rationale: The second advertisement focuses on the accessibility and affordability. Here, we are introduced to a mother who is raising children on a tight budget; a common situation in many low-income families. We have chosen to use a testimony type advertisement because it creates a more relatable experience for the consumer while they are listening to the ad. We felt a testimonial was the best option to discuss the affordability and accessibility of Kashi, especially from the point of view of a working mother.



## Mobile Advertisements



Our two mobile advertisements were designed with simplicity in mind. Oftentimes, ads seen on Facebook and other mobile platforms become lost in the midst of a busy timeline, because they themselves are full of text. Our first mobile ad focuses on our campaign goal of helping low-income communities of color. Here, we are mentioning that Kashi is working to help build healthy communities, while at the same time getting the message across that one doesn't need to change their entire lifestyle to become healthier. Our "One Change Is All You Need" idea is portrayed here by saying that one can become healthier just by changing one meal. This advertisement will be used both for mobile and for Facebook.

Our second mobile ad contains no words other than the Kashi logo. Instead, we have taken the opportunity to appeal emotionally to the target audience. Up until this point, Kashi's main creative focus has been on the ingredients that go into their product. Here, we are focusing on the people who benefit from those ingredients. This simple but charming mobile ad was created with families in mind to appeal to parents who don't believe that they can find healthy and affordable options for their children. By clicking on either of these ads, viewers will be directed to a page on Kashi's website describing the current campaign, as well as offering downloadable coupons.





# Postcard

We have chosen to create a postcard to send out as a mailer for a few reasons. Instead of sending an envelope that people may not open, they will see the postcard and its content more easily and even accidentally if they didn't intend to look at the advertisement initially. On the top we chose to put a picture of a mom and daughter eating together to keep the message centered on family. We also chose to use a picture of a family of color to express the inclusivity aspect we are aiming for Kashi to embody. On the top we chose to put "one change is all you need" to emphasize the one of the goals of our campaign about helping people live a healthier lifestyle. We also chose to include two coupons for \$1 off a box of Kashi and made one coupon for Walgreens and the other for Walmart. This was to show people that you can get Kashi at stores that are accessible to all people. We also included an explanation about how Kashi cares about the community and wants people to have access to healthy and affordable food to again emphasize our mission and show that Kashi cares about the community more than profit.



# Public Relations Plan

---



## Public Opinion and Stakeholder Analysis

The challenge Kashi cereal currently faces is that they've become too mainstream and need to do more to make their product popular again among their "food-forward" consumers. Kashi's most recent controversy about not living up to its natural billing on advertisements and box covers has been detrimental to the brand's image. According to a 2016 Harris Poll of American adults, 81 percent of Americans believe that GMO labeling should be mandatory because it is a health and safety issue. Kellogg tried to address the concerns by saying it would move toward using more non-GMO ingredients, but sales started declining shortly after and they were in negative territory. By using genetically modified ingredients but not indicating this on packaging, "food-forward" consumers lost trust in our brand.

We found some evidence of distrust in Kashi through our primary research that indicates people think our products claim to be healthy but in reality are not. For example, one respondent said Kashi eaters want to be healthy, but they put quotes around "healthy," implying they don't actually believe this is true of the cereal. Another person described someone who "believes that they are being conscience [sic] to their bodies and the environment." They went on to say, "however I find that it might not actually be the case. I believe people that are into 'going green' or have a connection to the environment rave about Kashi and how amazing it is." These respondents and several others do not believe Kashi's image as a healthy and environmentally-conscious brand is truthful.

We also found some surprisingly vivid stereotypes about people who eat Kashi in our primary research. Several respondents said they would describe someone who eats Kashi as "crunchy" or "granola." After researching the meaning of these terms, we found this to be an informal term meaning "health-conscious and environmentally aware," according to dictionary.com. To further our understanding of the informal assumptions behind this term, we checked urbandictionary.com and found it suggests a person who "tend[s] to be politically strongly left-leaning and may be additionally but not exclusively categorized as vegetarians, vegans, eco-tarians, conservationists, environmentalists, neo-hippies, tree huggers, nature enthusiasts, etc." People who did not use these terms explicitly described similar characteristics. For example, one respondent described a Kashi eater as "a hipster who has enough money after buying beard wax and tight pants to afford an expensive cereal like Kashi... girls eat it, too, but they usually kept in small ziploc snack baggies (without milk...)." Others used the term "hippie." Finally, if respondents indicated an age group that generally eats Kashi, they believed it was not a cereal that appealed to children (several respondents explicitly stated this). Rather they believe Kashi is better suited for mothers or fathers — i.e. someone who eats Kashi is "a 'granola' type of person. They wear Chacos and enjoy the outdoors. They care about their nutrition... AKA, my dad. My dad eats a lot of Kashi products."

Our primary research also found some positive assessments of Kashi eaters, however. One respondent described a Kashi eater as someone who "cares enough to eat breakfast, but may not have enough time to make a completely balanced meal so they choose Kashi instead of a cereal high in sugar." Another respondent said "someone who cares about their health and eating a whole meal instead of just glorified breakfast sugar." Other respondents even knew Kashi is comparably priced and widely available. They associated Kashi with middle-class mothers who "buy Kashi because it has the reputation for being somewhat healthier than regular cereal, but these are Target shoppers, not Whole Foods shoppers - they still want a good price and a product that's widely available." These responses indicate that some segments of the shealth benefits, affordability and accessibility of Kashi, but many do not.

Kashi should also be concerned that Americans are cutting back on cereal, settling for on-the-go options in the morning. Breakfast eaters are also increasingly turning to high-protein choices such as yogurt. The healthiest diet costs about \$1.50 more per day than least healthy diets, according to the Harvard School of Public Health. This article defines healthy diet patterns as eating foods that are rich in fruits, vegetables, fish and nuts as opposed to those rich in processed foods, meats and refined grains. When you add up the amount of money that it takes to eat healthy, that is \$550 extra dollars yearly that could present a real burden for some families. As outlined in the situation analysis, the overall cereal industry trend has been declining as paleo and low-carb diets that prohibit grains have become more prominent. Recently consumers are aiming to increase their daily protein consumption, choosing protein-packed foods like yogurt or eggs instead. This trend can be seen in Kashi eaters as well. Our primary research found that of respondents who had tried Kashi, GoLean (the brand's most protein-packed cereal line) was the most popular choice — 41 percent of respondents had tried it.





Kashi should also focus its efforts on the trend that consumers in 2016 favor experiential spending rather than buying material goods. As stated in our consumer analysis, although many people may feel more financially stable in 2016, coupon clipping behaviors are likely to continue. One of our respondents in the primary research stated Kashi was for “people who can afford the product on a regular basis as it is expensive, does not typically come in a large box, and rarely offers coupons for the product.” This shows we should prioritize changing the stereotype that Kashi is expensive, as our competitive analysis indicated it is comparable to other cereal brands. We also plan to create coupons, as they are in high demand today.

Our primary research indicated that half of our respondents believe Kashi is a “high-end” or expensive cereal. When asked to describe a person who might typically eat Kashi, 10 percent indicated in some way that they thought it was a cereal for wealthy people. For example, one respondent said someone who eats Kashi “has extra money to spend on cereal,” and another said they are “a person of privilege with means and access to Kashi.” Other respondents said “yuppies” or white, wealthy or middle-class people. Additionally, through social media networks, we’ve found that consumers perceive Kashi to be too expensive.



## Stakeholders

1. Farmers: With only 1 percent of farmland in the U.S. being certified organic, farmers, who are transitioning their crops into organic, could go through a list full of obstacles for three years and not see any real profit to sustain this expense of transitioning. To combat that, Kashi announced a first-of-its-kind, collaborative effort to increase organic farmland by recognizing “organics in training” and supporting farmers transitioning fields from conventional to organic practices.
2. Media: Because Kashi isn’t popular with low-income communities of color, the media play an important role in informing and helping instill opinions in the general public.
3. Low-income communities of color: At Kashi, we aim to provide accessible and affordable cereal products to communities of color. Therefore, the experiences of our customers shouldn’t dictate their ability to access and afford healthy food options for their family.
4. Investors: This who invest in Kashi also rely heavily on the company’s success in terms of financial stability.
5. Sponsors/Partners: Those people who partner with Kashi, including HealthCorps and Quality Assurance International



(QAI), depend on us to uphold quality organic products that hold true to our company’s goal of providing affordable and accessible products to communities. Should we fail to do so, the sponsors or partners risk losing credibility.

## Public Relations Objectives

While many people think that Kashi is a high-end cereal because of its so called organic ingredients, a vast majority remains unaware of the accessibility and affordability that Kashi offers and that they’re transitional organic. Our promotional events, activities, sponsorships and partnerships aim to shine a light on our commitment to low-income communities of color to show that eating a healthy lifestyle should be accessible and affordable for everyone. Our new “One Change Is All You Need” campaign objectives include the following:

1. Promote Kashi as a brand that helps end food insecurity in low-income communities of color.
2. Improve Kashi’s communication/crisis communication strategies.
3. Creating the notion that Kashi is the most affordable and accessible option when eating transitional or organic cold cereal.
4. Improve the public opinion surrounding the ingredients that are used in Kashi cereal.

## Statement of Public Opinion

In general, Kashi has been seen as a nutritious whole grain cereal company that has been known for its clean and “nature-oriented” brand. However, in recent years, with the discovery of genetically modified ingredients in their cereal products, but no label on the packaging, consumers felt deceived and lost trust in Kashi.

Despite these setbacks, Kashi has also had a good amount of positive press coverage. For example, in July 2016 they were commended for paying farmers to go organic through their Certified Transitional Program to increase the amount farmland in the U.S. Kashi purchased the first-ever crop of Certified Transitional ingredients – hard red winter wheat – for use in Dark Cocoa Karma Shredded Wheat Biscuits, a new Kashi cereal created to showcase transitional ingredients. By contracting the transitional wheat at a price above the conventional market rate, Kashi is working to create a marketplace that recognizes the investment farmers make while transitioning to organic practices.

The best way for Kashi to preserve their current customer base is to remind them that they are the most viable option. They also need to foster new bases with low-income communities of color by making it clear how affordable and accessible of our cereal is. This would help our company regain any trust that has been lost due to the non-labeling of their products. This effort to reach low-income communities of color would also help build new customer bases for Kashi by establishing trust with them and showing that our company is dedicated to serving them. Keeping an open line of communication via social networking sites (i.e.. Twitter and Facebook) during times of crisis to ensure the public that Kashi is doing everything in its power to showcase its commitment to community.

It is also important that we use social media to track public opinion of Kashi so we can improve our services and increase customer satisfaction. We will take all critiques or concerns into consideration. The hope is that with the improvements made to our company’s approach to interacting with the public, and by showing how much we are dedicated to low-income communities of color through providing affordable and accessible cereal, our brand will be met with overwhelmingly positive feedback.

## Media Relations Strategy

The media is an important stakeholder for Kashi, and it is crucial that our brand maintains an open line of communication with the public. CLM4 will work closely with the media to uphold a strong and positive relationship with broadcast and print outlets across the country. This also helps guarantee that the press receives any necessary information regarding our company as soon as possible so they can accurately relay it to the public in a timely manner.



To ensure that we reach our target markets, we will enlist the help of regional broadcast cable television sources in the areas inhabited by our target markets, more specifically the Midwest. On a larger scale, we will work with national news stations such as ABC, as well as magazine outlets including People Magazine, Parade Magazine and National Geographic. Kashi will invest \$75,000 in these media partnerships to plan a tour for Kashi representatives to go out and talk to reporters. Additionally, we will follow up with our media contacts after the press releases and media kits are sent out and we will arrange interviews between these media contacts and spokespeople from Kashi. Throughout the campaign, we will maintain close communication with our media contacts to make sure we continue to have adequate coverage within these outlets on a regular basis covering our commitment to community and the issue of food insecurity in low-income communities of color. In addition, we will target each of our media contacts personally, between promotions, to keep in good standing and to give them a unique perspective of our brand.

## Media Contacts

### **Magazines:**

People Magazine  
Alex Heigl  
@alex\_heigl  
Associate Editor & Food Writer

Parade Magazine  
Felicia Lim  
<http://dishbydish.net/>  
Food Writer

National Geographic  
Elizabeth Royte  
<http://www.royte.com/>  
Food Writer

### **Regional News Stations:**

WISN 12 News Milwaukee  
Mike Anderson  
mxanderson@WISN.com

ABC 7 Chicago, Food Reporter  
Steve Dolinsky  
@stevedolinsky

WXYZ Detroit  
Carolyn Clifford  
@ccliffordwxyz

KMOV St. Louis  
Justin Andrews  
Justin.andrews@kmov.com

### **National News Stations:**

ABC News  
Ezra Klein  
@ezraklein



## Public Relations Events/Campaigns:

To begin our campaign, Kashi will issue a press release in early January 2016 to our media outlets and we will host four press conferences to introduce the “One Change Is All You Need” campaign. These press conferences will be held in four of America’s cities where food insecurity and the presence of food deserts are high: Milwaukee, St. Louis, Detroit and Chicago. These are our main target markets. Kashi will also post the press release on its website, kashi.com, and its various social networking sites.

### Farm to Fight Initiative:

Kashi plans to invest \$50,000 in a new partnership with Growing Power, an urban agriculture organization headquartered in Milwaukee, Wisconsin to increase awareness about the importance of urban farming to combat food insecurity. This partnership will consist of Growing Power speaking at schools in the Milwaukee Public School district for one semester, in which they will incorporate the importance of urban farming, sustainable food production and healthy eating within the educational lesson plan.

In line with this partnership, Growing Power & Kashi will offer an after-school extracurricular club that creates a local garden and a community food system. This will aid in combatting food insecurity in low-income communities of color and reinforce that healthy food options should be accessible and affordable for everyone. Kashi will invest \$50,000 to distribute Kashi’s to-go containers to students as a snack during the lesson plan.

This partnership will also benefit our efforts to reach our primary target market, low-income communities of color because Growing Power is founded in Milwaukee, where food insecurity is high. Growing Power has a reputation for running the last functional farm within the city. For example, it has seven large greenhouses, a kitchen, indoor and outdoor training gardens, aquaculture system and a food distribution facility. Growing Power’s clear devotion to community and ending food insecurity will help shine light on Kashi’s goal to provide accessible and affordable cereal to low-income communities of color to show that eating a healthy lifestyle is for everyone.

### One Change with Chance:

Kashi plans to invest \$900,000 in a new partnership with Chicago native Chance The Rapper, to promote our brand. Chance is a rap artist whose most recent album, *Coloring Book*, has been nominated for 8 Grammy’s. This partnership will consist of Chance attending, speaking and performing at some of Kashi’s promotional events, including a special daytime summer concert series entitled “One Change with Chance” in which Chance will tour across the country, with other special guests, to bring awareness to the issue of food insecurity in low-income communities of color.

Kashi will launch this partnership with an internationally televised event on the *Ellen DeGeneres Show*, where he will present the audience with tickets for the tour and to-go Kashi cereal containers.

In line with this partnership, Kashi will film a five-part documentary series, featuring Chance The Rapper as he travels back to Chicago and discusses the presence of food deserts. This documentary also entitled “One Change with Chance” will highlight five stages of addressing food insecurity in low-income communities of color and how Kashi is helping in the efforts to end this issue. Those five stages include: the presence of food deserts, access to healthy food, affordability of healthy food, the social responsibility to care for communities and the rise of urban agriculture in low-income communities of color through Kashi’s Growing Power partnership. This documentary will be air on on Apple Music and Tidal for subscribers and nonsubscribers and the overall video production will cost \$750,000.

The Kashi-Chance partnership will be mutually beneficial in that our to-go Kashi cereal containers will be given out at every concert nationwide. Because Chance is well-liked and respected by the public, the hope is to bring awareness and social responsibility to the forefront to address food insecurity in low-income communities of color.



## #OneChange Social Media Campaign:

Because we are a company with a notable presence on various social media platforms, we will use this as another way to reach out our target markets, which use social media with great frequency on their cellular devices. Kashi will begin a promotion across our commonly use social networking site, Twitter, which will include the hashtag “#OneChange.” The title is not only inspirational, but it also de-stigmatizes the process of eating healthy.

The concept behind #OneChange is simple: social media users will be able to tweet or post to Facebook their journey with eating Kashi and their plan to fight food insecurity. Beginning in April and ending in June, Kashi will choose five people each month to receive VIP Tickets for the “One Change with Chance” summer concert series.

This promotion will run for three months and will rely primarily on user-generated advertising such as word of mouth or organic social media sharing. However, Kashi will also invest \$300,000 in this campaign which will place our hashtag in the “promoted trends” section on Twitter for two days out of each month.

## Partnership with Children’s Hunger Alliance:

Kashi’s partnership with the Children’s Hunger Alliance centers on a Summer Food Service program in Chicago, Detroit and St. Louis. The Summer Food Service Program helps provide access to a consistent source of healthy food throughout the summer. By conducting public awareness campaigns to reach out to families with information about summer meal sites, it will alleviate some of the economic difficulties low-income families face during the summer months.

Kashi plans to invest \$1 million to distribute to-go cereal containers to low-income communities of color at their local meal sites . Kashi will plant three to four meal sites in each of the three cities outlined above. Each site will provide no cost breakfasts, lunches, snacks and suppers to children and teens ages 1-18 as well as individuals ages 19-21 who have a mental or physical disability and are enrolled during the school year in a public or private non-profit school program. This partnership will also benefit our efforts in reducing food insecurity. By implementing the Summer Food Service Program, families will be introduced to Kashi and learn that eating, especially eating healthy, shouldn’t be a privilege.

## Crisis Communication

Because Kashi has had a variety of mishaps in their communication with consumers, we will be strengthening our crisis communication both before an unforeseen incident should occur and after. As we mentioned prior, Kashi will work to maintain a more transparent line of communication with their customers and other stakeholders. For example, Kashi will keep its Twitter and Facebook followers updated on the ingredients included in our products to ensure that we are held accountable for providing the healthy food options that we promote.

However, in the event that something should go wrong with the labeling of Kashi, the company will take to social media immediately to take full responsibility. We will make consumers as informed about our next steps to combat issues in the given circumstances. Kashi will also suggest other items for those customers that are affected negatively from our certified transitional products.

Example Tweet: “Just ran a test through the Non-GMO Project! All ingredients in Kashi GOLEAN is certified transitional, make sure to check out our other products!”



## Stakeholder Communication

Kashi values its relationships with its many stakeholders and seeks to improve its business practices not only for the sake of the company as a whole, but for the benefit of those who depend on us. To do this, Kashi will hold a series of meetings throughout the year to address the concerns or ideas that any stakeholder may have. These meetings will also address the initiatives that the company is taking to further itself in the cold cereal industry.

Because of the wide range of stakeholders involved with Kashi, we will use different strategies to communicate with different groups. To reach Kashi passengers and the media, we will utilize our social media accounts as a means of communication because this will be the fastest and most effective way to reach such a large group of individuals. On the other hand, Kashi will target their employees, suppliers, investors and sponsors/partners with more personalized communication plans to keep these groups updated on what is happening internally within the company. Finally, all of our stakeholders will receive our annual Sustainability Report, which simply aims to keep these groups up-to-date on our campaign strategies and various promotional events.

## Public Relations Budget Plan

Farm to Fight Initiative  
\$100,000

One Change with Chance  
\$1,650,000

#OneChange Social Media Campaign  
\$300,000

Partnership with Children's Hunger Alliance  
\$1,000,000

Press Kits  
8 x \$30,000  
= \$240,000

Free One Change with Chance Concert Tickets  
15 giveaway tickets  
= \$450

**Total: \$3,290,450**





# Press Releases

FOR IMMEDIATE RELEASE:

December 1, 2016

Contact:



## KASHI PARTNERS WITH GROWING POWER FOR “FARM TO FIGHT INITIATIVE” IN MILWAUKEE AREA

MILWAUKEE. – Today Kellogg Company announces Kashi’s collaboration with Growing Power, an urban agriculture organization headquartered in Milwaukee, Wisconsin to increase awareness about the importance of urban farming to combat food insecurity in Milwaukee entitled “Farm to Fight Initiative.” Representatives from Kashi are gathered with the Milwaukee community to publicize the involvement of Growing Power in Milwaukee Public Schools (MPS).

According to Marc Langendorff, Account Manager for Kashi, this partnership will aid in reducing food insecurity in Milwaukee.

“We’re extremely excited about the opportunity to bring food education to Milwaukee Public Schools through Growing Power,” Langendorff said. “Food insecurity is high in Milwaukee and many people in this community don’t have access to the healthiest food options. Kashi wants to drastically reduce food insecurity, and we know this partnership is the way to do so.”

Kashi values healthy eating for everyone and encourages that everyone have access to a healthy lifestyle. Kashi is concerned about the growing rate of food deserts and food insecurity in America. By focusing on food and urban agriculture in education, Kashi hopes to encourage students to take the initiative to reduce food insecurity in their neighborhood.

According to MPS Superintendent Dr. Darienne Driver, this partnership makes students aware of the opportunity to grow their own food.

Kashi’s partnership centers on Growing Power speaking at schools in the Milwaukee Public School district for one semester, in which they will incorporate the importance of urban farming, sustainable food production and healthy eating within the educational lesson plan.

Kellogg’s will invest \$50,000 and donate \$50,000 to Growing Power for the creation of an after school extracurricular club, a local garden and a community food system and to distribute Kashi products during their educational lesson plans.

For more information, visit [www.kashi.com](http://www.kashi.com) or <http://www.growingpower.org/>

###



FOR IMMEDIATE RELEASE:  
December 1, 2016

Contact:



## KASHI PARTNERS WITH CHILDREN'S HUNGER ALLIANCE TO OFFER SUMMER FOOD SERVICE PROGRAM IN CHICAGO, DETROIT & ST. LOUIS

CHICAGO – A new partnership between Kashi and Children's Hunger Alliance will offer a Summer Food Service Program to students during the summer to combat the food deserts in Chicago, Detroit and St. Louis. Representatives from Kashi are gathered with the Chicago community to publicize the involvement of Kashi in Children's Hunger Alliance.

According to Marc Langendorff, Account Manager for Kashi, this partnership will aid in bringing food to low-income communities of color where food deserts are prevalent.

"We're extremely excited about the opportunity to bring summer food sites for students to these communities," Langendorff said. "During the summer months, many families carry the financial burden of finding food for their children that will sustain them until school starts again. Kashi wants to drastically reduce that financial responsibility and know this partnership is the way to do so."

Kashi values healthy eating for everyone and wants everyone have access to food, especially healthy food options. Kashi is concerned about the growing rate of food deserts and food insecurity in America. By implementing the Summer Food Service Program, Kashi hopes to reduce food insecurity and provide access to healthy food options.

According to Greater Chicago Food Depository, this partnership makes emergency food assistance much closer to home.

Kellogg's will invest \$1 million for the creation of sites for the Summer Food Service Program in Chicago, Detroit and St. Louis.

For more information, visit [www.kashi.com](http://www.kashi.com) or <https://www.childrenshungeralliance.org/>

###





# Sources

---



# Situation Analysis Sources

1. Simmons OneView, 2014.
  2. <https://www.kashi.com/>
  3. CSUN video, <https://www.youtube.com/watch?v=rwj9wxFY2GQ>
  4. Kashi #GoTogether Plant-Powered Cereal <https://www.youtube.com/watch?v=TokssgkwJzI>
  5. <https://www.kashi.com/what-we-believe>
  6. <http://www.kelloggshistory.com/history.html>
  7. RBC Capital Markets [https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/ FetchAR\\_TR.aspx?Process=CP&DocID=75407183&file=file.pdf](https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/FetchAR_TR.aspx?Process=CP&DocID=75407183&file=file.pdf)
  8. Mintel, “Natural and Organic Food and Beverage - The Consumer,” <http://academic.mintel.com.ezproxy.library.wisc.edu/display/542990/>
  9. Choi, <http://web.b.ebscohost.com.ezproxy.library.wisc.edu/ehost/detail/detail?vid=3&sid=bab-d0aa6-11db-41f5-849d-0e28158cc69b%40sessionmgr105&hid=124&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRIPWVob3N0LWxpdmUmc2NvcGU9c2l0ZQ== - AN=MYO308835124213&db=n5h>
  10. [http://www.nytimes.com/2014/05/09/business/kellogg-agrees-to-change-labeling-on-kashi-line.html?\\_r=0](http://www.nytimes.com/2014/05/09/business/kellogg-agrees-to-change-labeling-on-kashi-line.html?_r=0)
  11. [https://www.agcensus.usda.gov/Newsroom/2015/09\\_17\\_2015.php](https://www.agcensus.usda.gov/Newsroom/2015/09_17_2015.php)
  12. [http://stories.kashi.com/en\\_US/articles/a-closer-look-at-certified-transitional.html](http://stories.kashi.com/en_US/articles/a-closer-look-at-certified-transitional.html)
  13. PR Newswire, <http://web.b.ebscohost.com.ezproxy.library.wisc.edu/ehost/detail/detail?vid=1&sid=2997c38e-3219-421b-aff4-428d8f3fd0ef%40sessionmgr106&hid=124&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRIPWVob3N0LWxpdmUmc2NvcGU9c2l0ZQ== - AN=201605170901PR.NEWS.USPR.CG98965&db=n5>
  14. IBIS World, “Cereal Production in the US,” <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/default.aspx?entid=226>.
  15. [https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/ FetchAR\\_TR.aspx?Process=CP&DocID=75407183&file=file.pdf](https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/FetchAR_TR.aspx?Process=CP&DocID=75407183&file=file.pdf)
  16. Mintel, “Frozen Breakfast Foods in the U.S.” <http://academic.mintel.com.ezproxy.library.wisc.edu/display/747886/>
  17. [https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/ FetchAR\\_TR.aspx?Process=CP&DocID=75407183&file=file.pdf](https://globalbb-onesource-com.ezproxy.library.wisc.edu/Web/NewsAndReports/FetchAR_TR.aspx?Process=CP&DocID=75407183&file=file.pdf)
  18. Mintel, “American Lifestyles,” <http://academic.mintel.com.ezproxy.library.wisc.edu/display/747717/>
  19. Mintel, “What’s for Breakfast?” <http://academic.mintel.com.ezproxy.library.wisc.edu/display/748283/>
  20. <http://adage.com/article/agency-news/kellogg-s-kashi-strategy-launches-agency-review/298494/>
  21. Mintel, “Attitudes Toward Corporate Social Responsibility – US – September 2012.”
  22. <http://www.bakeryandsnacks.com/Ingredients/Can-Kellogg-s-new-Kashi-cereal-encourage-more-farmers-to-go-organic>
  23. <http://usa.fage.com/yogurts/fage-total-plain - fage-total>
  24. [http://www.underconsideration.com/brandnew/archives/new\\_logo\\_and\\_packaging\\_for\\_kashi\\_by\\_jones\\_knowled\\_ritchie.php - .V\\_GtEpMrJsN](http://www.underconsideration.com/brandnew/archives/new_logo_and_packaging_for_kashi_by_jones_knowled_ritchie.php - .V_GtEpMrJsN)
  25. <http://www.fooddive.com/news/what-kashis-new-brand-identity-means-for-kellogg/422514/>
  26. <https://twitter.com/KashiFoods>
  27. <https://www.amazon.com/Kashi-GOLEAN-Cereal-13-1-Ounce-Boxes/product-reviews/B001E5E05G>
- Photos:
28. Phil and Gayle Tauber: <https://www.kashi.com/what-we-believe>
  29. Certified Transitional Label: [http://www.newhope.com/sites/newhope360.com/files/styles/article\\_featured\\_standard/public/uploads/2016/05/transitional.png?itok=6pUNR3Uu](http://www.newhope.com/sites/newhope360.com/files/styles/article_featured_standard/public/uploads/2016/05/transitional.png?itok=6pUNR3Uu)
  30. Grains: [https://transitional.kashi.com/en\\_US/What-Is-Certified-Transitional.html](https://transitional.kashi.com/en_US/What-Is-Certified-Transitional.html)
  31. “As much protein as an egg” commercial: <http://hallwriter.com/magazine-ad-analysis/>

## Campaign Strategy Sources

1. Simmons OneView, 2014.
2. Consumer Analysis. CLM4 Situation Analysis.
3. <http://www2.ed.gov/about/offices/list/ope/trio/incomelevels.html>
4. “Kids as Influencers,” Consumer Analysis. CLM4 Kashi Situation Analysis.
5. [www.precisionnutrition.com/all-about-breakfast](http://www.precisionnutrition.com/all-about-breakfast)
6. “Technology for all? Technology and learning in lower-income families,” [http://www.joanganzcooneycenter.org/wp-content/uploads/2016/01/jgcc\\_opportunityforall.pdf](http://www.joanganzcooneycenter.org/wp-content/uploads/2016/01/jgcc_opportunityforall.pdf).
7. <http://www.cdc.gov/healthyschools/nutrition/facts.htm>
8. [http://stories.kashi.com/en\\_US/articles/a-transition-to-better.html](http://stories.kashi.com/en_US/articles/a-transition-to-better.html)
9. <https://www.hsph.harvard.edu/news/press-releases/healthy-vs-unhealthy-diet-costs-1-50-more/>
10. <http://mashable.com/2015/12/08/supermarkets-food-deserts/>
11. <http://mashable.com/2015/12/08/supermarkets-food-deserts/>
12. <https://www.generalmills.com/en/Company/Overview>

## Creative Sources

1. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/competitivelandscape.aspx?entid=226>
2. <http://www.packworld.com/package-design/redesign/kashi-redesign-each-box-tells-story>
3. <http://www.adweek.com/news/advertising-branding/kashis-new-simpler-packaging-highlights-farmers-who-produce-it-172679>
4. <https://www.youtube.com/watch?v=qPGEFFkhxmk>
5. <https://www.youtube.com/watch?v=t-BgSWxhsJY>
6. <http://www.aol.com/article/2016/03/15/why-buzz-the-bee-is-missing-from-honey-nut-cheerios-cereal-box/21328344/>
7. <https://www.youtube.com/watch?v=5qkJHgkUzDA>
8. <https://www.youtube.com/watch?v=L90XMfzURqg>
9. <https://www.youtube.com/watch?v=31ujStZvEl4>
10. <http://www.adforum.com/agency/6672654/press-releases/47988/employees-show-their-love-for-honey-bunches-of-oats-new-campaign-created-by-burns-group-for-post-cereal>
11. [https://www.google.com/search?q=mini+wheats+nutrition&espv=2&biw=1920&bih=974&source=lnms&tbm=isch&sa=X&ved=0ahUKEwiSkYzf8e\\_QAhXIgVQKHWRdATAQ\\_AUIBygC#tbm=isch&q=mini+wheats+](https://www.google.com/search?q=mini+wheats+nutrition&espv=2&biw=1920&bih=974&source=lnms&tbm=isch&sa=X&ved=0ahUKEwiSkYzf8e_QAhXIgVQKHWRdATAQ_AUIBygC#tbm=isch&q=mini+wheats+)
12. Consumer Analysis. CLM4 Situation Analysis.

### Photos:

13. <http://www.adweek.com/news/advertising-branding/kashis-new-simpler-packaging-highlights-farmers-who-produce-it-172679>
14. <http://www.packworld.com/package-design/redesign/kashi-redesign-each-box-tells-story>
15. <http://fancydinner.club/wp-content/uploads/2015/06/box-cereal-cheerios.jpg>
16. [https://img.buzzfeed.com/buzzfeed-static/static/2016-05/11/15/campaign\\_images/webdr02/the-honey-bunches-of-oats-lady-2-18915-1462995619-19\\_dblbig.jpg](https://img.buzzfeed.com/buzzfeed-static/static/2016-05/11/15/campaign_images/webdr02/the-honey-bunches-of-oats-lady-2-18915-1462995619-19_dblbig.jpg)
17. <http://www.sweettoothsweetlife.com/wednesday-mash-up/>
18. [http://www.123rf.com/photo\\_32317703\\_teenager-boy-eating-cereal-drinking-orange-juice-for-breakfast.html](http://www.123rf.com/photo_32317703_teenager-boy-eating-cereal-drinking-orange-juice-for-breakfast.html)
19. <http://espanolinternacional.blogspot.com/2014/01/disenoinustrial.html>
20. <http://www.elwraydesign.com/2016/11/18/kitchen/kitchens-with-big-islands/76/>

21. <http://www.katyelliott.com/blog/2010/05/page/3>
22. <http://www.decorecomgigi.com/2014/12/dicas-marcenaria.html>
23. <http://polki.pl/rodzina/dziecko,co-spakowac-dziecku-do-jedzenia-do-szkoly-lub-przedszkola,10381217,artykul.html>
24. <http://www.scpr.org/programs/airtalk/2013/09/12/33688/federal-bill-would-ban-junk-food-from-food-stamps/>
25. <http://www.footprintsfloors.com/gallery/stairs-2/>
26. <http://www.vatgia.com/raovat/3939/3327098/cua-tu-dong-hung-gia-phat.html>
27. <http://www.swr.de/swr2/programm/sendungen/wissen/bildergalerie/-/id=660374/did=13831192/gp1=15574700/gp2=15731382/nid=660374/vv=gallery/1pctrby/index.html>
28. <http://www.gettyimages.com/detail/photo/boy-pouring-milk-on-table-royalty-free-image/78774920>
29. [http://www.huffingtonpost.com/melissa-chapman/four-signs-you-are-a-slac\\_b\\_5988964.html](http://www.huffingtonpost.com/melissa-chapman/four-signs-you-are-a-slac_b_5988964.html)

## Media Plan Sources

1. Simmons OneView, 2014.
2. [http://www.joanganzcooneycenter.org/wp-content/uploads/2016/01/jgcc\\_opportunityforall.pdf](http://www.joanganzcooneycenter.org/wp-content/uploads/2016/01/jgcc_opportunityforall.pdf)
3. <http://cssr.berkeley.edu/pdfs/lowIncomeFam.pdf>
4. <http://blogs.wsj.com/cmo/2014/07/17/cheerios-is-king-of-commercial-spending-among-cereal-brands/>
5. “Demographics,” Consumer Analysis. CLM4 Situation Analysis.
6. <https://j345manual.journalism.wisc.edu/files/2016/02/Media-Usage-2013-Food-Beverage-.pdf>

## PR and Promotions Sources

1. Choi, C. (2013, November 04). Kellogg CEO: Kashi cereal got too ‘mainstream’
2. Birth, A. (2016, May 20). GMO Labeling: The Great Debate. Retrieved October 03, 2016, from <http://www.theharrispoll.com/business/GMO-Labeling-Debate.html>
3. Weise, E. (2012, April 30). KASHI CEREAL’S ‘NATURAL’ CLAIMS STIR ANGER.
4. S. (2016, May 17). Kashi Launches Scheme to Help Reward, Incentivize Transition to Organic Farmland. Retrieved October 03, 2016, from [http://www.sustainablebrands.com/news\\_and\\_views/supply\\_chain/sustainable\\_brands/kashi\\_launches\\_scheme\\_help\\_reward\\_incentivize\\_transit](http://www.sustainablebrands.com/news_and_views/supply_chain/sustainable_brands/kashi_launches_scheme_help_reward_incentivize_transit)