

Kashi Campaign Strategy

I. Consumer Target

Primary Audience: Monica and Marcus

Monica and Marcus Wright are a married African American couple in their late 20s. 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 – Monica is a high school math teacher and Marcus works part-time at Dick's Sporting Goods so she he can spend the majority of his time with the kids. The family's morning routine is hectic. There's not much extra time in the morning for breakfast after struggling to get the children out of bed and dressed. Monica has to be at the high school at 7:00, so she leaves the house at 6:30 to leave time to drop Michaela off at day-care. Marcus doesn't have to be to work until 8:00, so he leaves the house by 7:30 and drops Malcolm off at school on the way. The Wrights normally skip breakfast because there's no spare time in the morning. Michaela is usually hypnotized by morning cartoons and has to be reminded several times to go brush her teeth. Malcolm is known to get distracted by his stuffed animal collection and often gets caught playing with them up in his room instead of getting dressed. 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 the children a box of the General Mills cereal featuring the cute cartoon characters that attracted their children to the grocery store shelves. But Monica and Marcus preferred not to spend the money anyways – they didn't think skipping breakfast was a big deal since it was never part of their daily routine. In the afternoon, Marcus picks Michaela up from day-care and takes her to the park until Monica arrives home with Malcolm. Marcus goes grocery shopping at the only grocery store in their neighborhood, Walmart, while Monica grades homework assignments.

Secondary Audience: Jean and Brian

Jean and Brian Lee are an Asian married couple with a college-age daughter, Claire. The family moved from Japan to Connecticut when Claire was 4. Brian began working as a receptionist for a dentist's office and Jean waited tables at a local restaurant for a few years to make ends meet. Unfortunately the restaurant where Jean was working closed down when Claire was a junior in high school, and she wasn't able to find work elsewhere. At this point the Lee family's annual income was around \$42,000. Jean and Brian had been working to save money for Claire's college fund, but they had only raised enough to cover one year at a local college and feared they wouldn't be able to sufficiently support her. She had her heart set on attending the University of North Texas to play drum set in their One O'Clock Lab Band and pursue a degree in jazz studies. Out-of-state tuition cost almost \$35,000 a year, and Jean and Brian knew this was outside of their financial capability. But they didn't have the heart to deny Claire her passion. Her senior year of high school, Jean and Brian drove Claire down to Texas to audition at UNT. This was the culmination of Claire's eight years of percussion lessons, which Jean and Brian struggled to fund. It all came down to that moment. Claire nearly collapsed when the percussion professor said he was blown away by her audition and offered her a full ride scholarship. As they were sending their baby off to college at her dream school several years later, Jean and Brian were worried they had not prepared her to live independently and take care of herself without their guidance. In

particular they were concerned about her eating habits, since eating healthily had never been the top priority in the Lee household. Claire assured them she would be fine as she unpacked boxes in her new dorm room. But immediately when Jean and Brian returned home, they began researching healthy eating guides and tips for college students to maintain a healthy diet.

Demographics

In this campaign, we will target 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, and the number of Asian consumers is not statistically significant enough to be accurately measured in Simmons OneView data. 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 Kashi¹ – 42 percent have children in the household – but they are typically between the ages of 18-24 or 45-54.²

Values/Attitudes

According to Simmons data, African Americans and Asians are more likely than caucasians to pay any cost when it concerns their health (45.4 percent and 50.5 percent, respectively, compared to 34.5 percent of whites). 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 and over one-third of Asians responded that they “don't often have the time to prepare or eat healthy meals.” A relatively large number of African Americans and Asians view breakfast as more important than eating lunch and dinner: 58.6 percent and 54.4 percent, respectively. This presents us with an opportunity to convince the other 40 to 55 percent of African Americans and Asians that breakfast is the most important meal of the day. Nearly 93 percent of African Americans and almost 85 percent of Asians stated they eat efficient, cold cereals for breakfast. But they aren't choosing Kashi.³

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.⁴ About half of African Americans and more than two-thirds of Asians responded that they were trying to “eat healthier foods these days.”⁵

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 or Kellogg's cereal.⁶

[Insert information learned from focus groups with African American and Asian participants: Why don't they choose Kashi when it's available in stores like Walmart and reasonably priced? Do they perceive it as a high-end cereal, when in reality it is accessible and affordable? Do they choose other cereals because they don't like the way Kashi tastes?]

¹“Kids as Influencers,” *Consumer Analysis*. CLM4 Kashi Situation Analysis.

²“Demographics,” *Consumer Analysis*. CLM4 Kashi Situation Analysis.

³ Simmons OneView

⁴ www.precisionnutrition.com/all-about-breakfast

⁵ Simmons OneView

⁶ “Kids as Influencers,” *Consumer Analysis*. CLM4 Kashi Situation Analysis.

II. 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. 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.

What is our unique selling point?

With Kashi's Certified Transitional Program where we use transitional organic ingredients, but still offer the wholesome and healthy taste of organic foods, we hope to transition with the consumers in this journey to healthy eating.⁷ 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 satisfy their financial status.

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.⁸ When you add up the amount of money that it takes to eat healthy, that is \$550.00 extra dollars 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.⁹

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.¹⁰ With Kashi being available in local convenient 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.

Ultimately our product is going to differentiate itself from the competition through providing accessible and affordable cereal that prioritizes community over profit.

Positioning

Our goal is to position ourselves as affordable, inclusive, empathetic and accommodating. We feel that the current campaign, "Eat Positive," doesn't effectively target

⁷ http://stories.kashi.com/en_US/articles/a-transition-to-better.html

⁸ <https://www.hsph.harvard.edu/news/press-releases/healthy-vs-unhealthy-diet-costs-1-50-more/>

⁹ <http://mashable.com/2015/12/08/supermarkets-food-deserts/>

¹⁰ <http://mashable.com/2015/12/08/supermarkets-food-deserts/>

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 consumers to eat positive, we’ll show that eating positive shouldn’t be a burden, but rather a transitional experience. It will be honest, relatable and inspirational. 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, 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 inclusive. 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.

We want our brand to exude many different values and emotions. From affordable to accessible, empathetic to understanding, trust to commitment. We are aiming to make the journey to living a healthy lifestyle less isolating, less of a burden, but more of a transition.

III. Timing

We plan to make this a two-year-long campaign, starting in January 2017. We want to make this a longer campaign 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 believe that a longer campaign will have the biggest impact on our target audience.

We want to put more emphasis on weekdays because we understand the importance of a schedule. Kashi acknowledges how stressful workdays and school days can be, and we want to emphasize that a healthy lifestyle can still be attainable. By airing our videos and advertisements on weekdays, we hope to catch the attention of our target audience and inspire them to stop by their local food store on the way home from work or school to purchase our product.

Our campaign will focus on two specific times of day: mid afternoon and night. By airing our media around 5PM, parents will be inclined to purchase Kashi for the family on the way home from work. By airing our media at night, consumers will feel inclined to start the next day on a fresh foot and introduce or continue to provide a healthier way of living.

Kashi’s campaign will be more prominent in urban cities across the country. Kashi hopes to change consumer’s and society’s perceptions about who is able to maintain a healthy lifestyle. 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 ease of going healthy.

We plan to allocate some of our budget to the creation of a Snapchat filter, social media application and pop-up Internet ads, in order to reach a younger audience. This younger audience will be composed of parents who are hoping to make a positive lifestyle change, and their kids who have influence on what their parents buy. We plan to allocate the remaining and majority of our budget to documentary-styled video content for both TV and the Internet. By doing this, we hope to display Kashi on a more personal level and be more relatable to consumers. We want to focus this video content on the lives of low-income communities, to show that Kashi can be accessible to a wide-variety of consumers. Through our videos, Kashi hopes to reveal the fact that health and nutrition can be attainable in all communities, not just the ones that can afford it.

IV. 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 company¹¹ and want our consumers work with us in building healthier lifestyles. We aim to show our consumers 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 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 enterprise¹², we aim to assist 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 good first step.

The two keywords being highlighted throughout this campaign are "affordable" and "accessible". 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, but it is significantly cheaper than many other organic options.

Within the campaign we aim to show 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 families of color, we hope to work with these individuals to help build healthier and happier communities.

¹¹ "Completely organic company" *Consumer Analysis*. CLM4 Kashi Situation Analysis.

¹² "Fully organic enterprise" *Consumer Analysis*. CLM4 Kashi Situation Analysis.

One main focus of this campaign is the idea of transitioning. As Kashi works towards becoming a completely organic company¹³, 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 that 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 consumers to start buying Kashi and changing the way they eat. We aren't asking them to change everything at once, but rather wish to demonstrate how just changing one meal a 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 that 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.

In regards to consumer's perceptions of our brand we want people to appreciate the fact that we are being transparent with them and 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.

V. Creative Brief

The key issues of this campaign are showing people that Kashi is affordable, accessible and transitional. We need people to rid themselves of any preconceived notions they have about healthy living and trust that Kashi can provide them with the nutrients they need to start changing their lives.

As a result of advertisements, we want our consumers to start small with changing one meal a day. We want them to believe that they too can afford healthy and wholesome food that is also enjoyable. We want them to understand that Kashi is accessible to everyone, whether they have an organic grocery store near them or not.

The key insight we have into our consumers is many of them believe it is too expensive to eat healthy. We aim to show them that it isn't and we want to make our brand a household name that everybody knows and loves.

The one thing that we need to focus on communicating to our audience is the idea of accessibility. We want consumers to realize that they don't have to go to a whole foods or organic grocery store to eat healthy. We want to portray the idea that they can go to a store such as Walgreens and still have access to healthy, affordable food.

Our campaign will have a very positive feel to it. We want people to be excited and happy when they see our messages. We want them to believe that they can eat healthy and they can

¹³ "Completely organic company" *Consumer Analysis*. CLM4 Kashi Situation Analysis.

change their lifestyle with a few simple starts. We want to express the idea that leading a healthy life is something every person can do.

Our campaign will be executed through a variety of media outlets. We will predominantly use TV and the Internet to execute this campaign. We will show our consumers how easy it is to access our foods and the benefits that living a healthy lifestyle will provide for them and their families. Our ads and video content will portray people transitioning their lives and how these efforts have impacted them.