

## Campaign Strategy

### Kashi

#### I. Consumer target

##### *Primary Target: Lisa Miller*

After Lisa Miller had graduated from Harvard Business School with her master's degree, she left Boston and came to New York City. Lisa has lived in a city her whole life because she loves how lively, busy and energetic the city atmosphere is. She is currently a hardworking executive for Apple, often leaving for work before the sun rises and not getting home until late in the evening. Apple often relies on Lisa to travel the world for business work, maintaining the company's worldwide sales and operations. Although these trips are busy, Lisa loves to travel and see new places, and she consistently finds time to engage in other activities on these business trips. However, Lisa prioritizes her work and loves to use her education and be mentally stimulated.

Despite being 35, Lisa is single and lives alone in her apartment overlooking Central Park. Although some of Lisa's friends have settled down and began raising their families, Lisa is still enjoying the freedom and autonomy of her city life. She loves being able to work, travel and do things based off of her busy schedule. Lisa is very busy with her job and is involved with many hobbies and interests, so at this point in her life, she truly does not have time for much else.

Lisa is very aware of what goes into her body. She is a vegetarian and aims buy locally grown foods and select organic foods whenever possible. She loves spending weekend mornings at her local farmer's market or purchasing produce and goods from local vendors. Lisa is always on the go and cannot be sidelined due to illness, so she eats healthy to feel and look her best.

#### Why Lisa Miller?

- Lisa Miller is 35 years old and is representative of a primary consumer group of Kashi cereal, which is women ages 35-33.<sup>1</sup>
- Kashi consumers are 33% more likely than the average to have gotten their graduate school degrees.<sup>2</sup> Lisa received hers from Harvard which is reflective of her intelligence and higher education.
- The women who consume Kashi are 35% more likely than average to be working at a Fortune 500 company.<sup>3</sup> Lisa works at the most profitable publicly-traded company in the

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<sup>1</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>2</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>3</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from

world, Apple. Apple's success can in part be attributed to Lisa's hardwork and dedication to her job.

- The primary consumers of Kashi are women who live in the Northeast. Lisa lives in New York City because it is in the primary Kashi consumer region and is reflective of her busy life.<sup>4</sup> Similarly, Kashi is often consumed in large urban areas and city centers.
- Kashi eaters are more likely than average to be vegetarians, like Lisa. These women are very health conscious and seem to choose Kashi because of its emphasis on health and wholesome ingredients.<sup>5</sup>
- Lisa's desire to shop locally is also reflective of the primary Kashi consumers. These women are also more likely than average to know about ingredients in the food products they purchase, aim to buy locally grown foods and select organic foods most often.<sup>6</sup> This was further proven in a survey we conducted about consumer behavior and Kashi. Of the six women who are currently purchasing Kashi and are at least 34 years old, every single one of them answered that they seek out organic or natural food at the store.<sup>7</sup>

What does Lisa need?

- A healthy breakfast cereal that will keep her full throughout her workday. Lisa is too busy to be sidetracked or distracted by an unsubstantial breakfast.
- A cereal that she can feel good about buying. This means a cereal that uses and supports local agriculture efforts or organic practices. Similarly, a cereal that is transparent about its ingredients and how it is made.

*Secondary Target: Nancy Jones*

Nancy Jones is a 55-year-old married woman. She has just one child left in the house, and after this year she and her husband Dave will be empty nesters. Nancy will be sad to see her last child leave for the University of Texas at San Antonio, but she is happy that her child will be staying right in their hometown. Dave and Nancy have high paying careers and very were smart with their investments, so they are looking forward to frequently vacationing and an early retirement.

Nancy plans to exercise more and hopes she will be able to focus on her health and diet, now that she will just be cooking for her and Dave. She aims to include more fiber and protein into her diet because she would like to lose a couple of pounds, before attending her eldest child's college graduation. Nancy is going to try and persuade a couple of her girlfriends to

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Simmons OneView database.

<sup>4</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>5</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>6</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>7</sup> Survey conducted March 7, 2017- March 10, 2017.

purchases a gym membership with her and work-out daily. She has a tight-knit group of friends whom she loves to gossip, discuss and give advice. Nancy's friends come to her for her opinion and rely on her guidance for just about everything. This is something Nancy is used to though, because her kids mimic their mother's values and purchasing decisions often. Whether it is breakfast cereal or a new car, her children talk to and get their mother's opinion.

#### Why Nancy Jones?

- Nancy Jones is 55 years old and is representative of the secondary consumer group of Kashi cereal, which is women ages 55-64.<sup>8</sup> Our survey backed up this claim, because 83 percent of women who said they were purchasing Kashi fell into this age category.<sup>9</sup>
- Nancy has one child left in the house and lives in San Antonio, Texas. According to Simmons, both are very common traits of Kashi consumers.<sup>10</sup>
- Nancy is able to travel and retire early because she is very financially stable and successful. Kashi eaters are 91% more likely than average to be making \$100,000 or more.<sup>11</sup>
- Like most Kashi eaters, Nancy is more likely than average to be dieting to lose weight. These means she regularly exercises and is very calorie conscious. This was also backed up by our survey research, because every Kashi consumer answered that exercise and was very important to them.<sup>12</sup>
- Nancy's friends and children come to her for advice. The friends of Kashi consumers are 22% more likely than average to regularly ask them health or nutrition advice.<sup>13</sup> So while this demographic is the primary purchasers of Kashi, they could be potential influencers too. Her college age children come to her for purchasing decisions aswell, this is because the third largest consumer of Kashi is college age kids. These kids could be potentially buying what their mother's had in their houses growing up.

#### What does Nancy need?

- A cereal that will assist in her weight loss and able to be easily integrated into diet plans. In our survey, every Kashi consumer admitted to seeking out protein and fiber to incorporate in their diets. Similarly, they all agreed that they only purchase cereals that are high protein and fiber content. Nancy needs a high protein and fiber cereal to keep her satiated longer.

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<sup>8</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>9</sup> Survey conducted March 7, 2017- March 10,2017

<sup>10</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 22, 2014 from Simmons OneView database.

<sup>11</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>12</sup> Survey conducted March 7, 2017- March 10, 2017.

<sup>13</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

- The information behind Kashi's mission, goals and farming initiatives so she is able to promote the brand to her friends and family that rely on her for advice.

According to Simmons data, the primary consumers of Kashi are women ages 35-44 years of age, followed by women 55-64 years of age.<sup>14</sup> Their friends are 22% more likely than average to regularly ask them health or nutrition advice.<sup>15</sup> So while this demographic is the primary purchasers of Kashi, they could be potential influencers too. This means that Kashi's main consumers could help reach a potential group of people that are not currently buying Kashi, but could. Besides reaching a new group of consumers, a large goal we have is to get our current primary purchasers of Kashi to buy even more cereal. Because of this, we will mostly focus on directly targeting consumers. However, we still will focus on business-to-business targets as well. We plan on being in communication with businesses to do outside promotions to create brand awareness and recognition.

## II. Campaign strategy

### *Business objective and competitive advantage*

The ultimate business objective of our campaign is to increase consumer, social and environmental awareness of our products. We believe that this is the most important first step towards increasing Kashi's sales because without broader awareness of the brand and what we stand for no one will buy it. From there, once more consumers are aware of our products they will become more knowledgeable about our nutrition and the wholesome ingredients that we put into our products. Our slogan, "7 whole grains on a mission" isn't just something that sounds good, we want our consumers to be aware that we are actively working on making that slogan a reality. We work hard to improve the world around us through social outreach and support of organic and non-GMO farmers. In the survey we conducted, we learned that every Kashi consumer said they seek out organic and natural foods. This emphasizes the importance of Kashi's non-GMO and Certified Transitional initiatives. We aim to be acknowledged by our consumers as the healthy breakfast choice. In short, we want our consumers to become aware of our brand and message, and want to buy us.

Our product has many advantages in the market over similar products, starting with the ingredients. Our products are extremely high in fiber and protein, with our GOLEAN Original containing thirteen grams of fiber and twelve grams of protein, this Power Duo will keep our consumers full all day and support their energy levels.<sup>16</sup> In the survey we conducted, we learned

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<sup>14</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>15</sup> Simmons Research LLC. (2012). Spring 2014 NHCS adult study 06-month [Data file]. Retrieved February 10, 2014 from Simmons OneView database.

<sup>16</sup> (n.d.). Retrieved March 14, 2017, from <https://www.kashi.com/our-foods/cold-cereal/kashi-golean-original-cereal>

that is is very important for Kashi consumers to have high protein and high fiber cereal. According to the survey, every woman who purchased Kashi agreed that they seek out cereals with plenty of protein and fiber. Fiber helps lower blood cholesterol and promotes digestive health. In addition, fiber helps control blood sugar levels, which levels out appetite and keeps you full longer than low-fiber foods. High fiber foods are also usually lower in calories, making Kashi a good choice for health-conscious consumers.<sup>17</sup> Protein is important because the body converts it into energy for the body and also helps keep eaters full and satisfied.<sup>18</sup> Our high fiber competition, Fiber One, is the only cereal with as much fiber as Kashi, but its protein level is much lower, at only two grams of protein per serving. This shows that other cereals have either one-half of the Power Duo or none at all. Our product is unique in its well-rounded nutrition, not just focusing on one aspect of consumers' diets.

### *Unique selling position*

Our unique selling position for Kashi will be that our cereal will keep you full and satisfied throughout the day. This is important because, in our primary research survey, we learned that 40 percent of Kashi consumers considered themselves very busy and needed to eat on the go. Our pairing of these two important nutritional aspects to form Power Duo makes it easy to get all the nourishment needed to keep our consumers full and energized all day, not just a couple hours. Kashi cereals have the right ingredients to fuel your body the healthy way, and if the right ingredients fuel your body, your brain is fueled as well. Kashi has the optimum ingredients to keep your mind sharp while your body is full and energized. This is perfect for our target market because the work day is fast paced with little time to snack. Starting the day off with a bowl of Kashi cereal will keep the busy worker full throughout the work day, so they don't need to reach for something from the vending machine. Hard workers need a cereal that works as hard as they do, not just something with a fun mascot or colorful box.

### *Brand Personality and differentiation*

The current brand personality of Kashi is active, nutrient-focused, outdoorsy, and in touch with the natural world. The people that Kashi is targeting with this brand personality are active individuals interested in working out and sports, which is evident in their ads featuring people doing physical activities like surfing, rock climbing, and yoga. These same ads also carry over to the outdoorsy people they are aimed at. Outdoor activities show the active people having fun and exercising in the great outdoors. Other Kashi ads feature nutrition information to inform consumers about what's in their products. This appeases the nutrient-focused consumer, better showing them what is in the products and the benefits of eating our cereal. The desired brand

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<sup>17</sup> Dietary fiber: Essential for a healthy diet. (n.d.). Retrieved March 14, 2017, from <http://www.mayoclinic.org/healthy-lifestyle/nutrition-and-healthy-eating/in-depth/fiber/art-20043983>

<sup>18</sup> Osterweil, N. (n.d.). The Benefits of Protein. Retrieved March 11, 2017, from <http://www.webmd.com/men/features/benefits-protein#1>

personality has some of these same characteristics but will be shifting the personality a little. The brand personality will be nutrient-focused and active, but also hard working, intelligent, influential, striving, and worldly. We are choosing to shift the focus because of our target audience, the successful working woman. We aim to appeal to hard working women that don't have time to relax. We can be the fuel they need for their day. This type of woman is always striving to get better, just as we are. These powerful women are influential at work but also with their friends, giving them the opportunity to spread the work of Kashi to people that they know. These consumers are intelligent and worldly, making our transparency vital to our image. We will give these consumers straightforward facts about our cereal and make it easy to see why our products are right for them.

We are different from the competition because we stand for something bigger than just our company and products. Our slogan "7 whole grains on a mission" isn't just a clever play on our ingredients, it's a true representation of our company and our mission to improve the world through food. We are striving to improve growing habits of farmers by taking part in the Non-GMO program and also created the title "Certified Transitional" for some of our products, to help transition farms from regular crops to organic crops, a process that takes three years.<sup>19</sup> On top of environmental improvements, we also started a "Day of Change" tour in 2006 to teach people the importance of taking small steps to improve the health of one's life.<sup>20</sup> We care about people's health and the environment that we live in, and because of that, we don't take our slogan lightly. Delivering on our slogan in a way that is beneficial to those around us is how we can differentiate ourselves from other cereal brands.

### *Positioning and branding*

The current brand position for Kashi is the health-focused cereal that is genuinely healthy. Other options claim to be healthy but Kashi brands itself as the minimalistic cereal with few ingredients that are wholesome and good for you. Kashi also brands itself as socially and environmentally conscious through its use of nature scenes in ads and its movements to improve crop habits. The desired brand position we will work towards is the go-to cereal to eat every day to get you through the day's activities, whether it be rock climbing or a day of meetings. Customers will perceive our cereal as an all-day power source with satisfying ingredients to keep their bodies full and their brains sharp all day. As a sub-factor of this positioning, because we are targeting women we want to be seen as supporters of gender equality and female empowerment. We can power working women, moms, or women active in sports. We will create this positioning through our campaign's ads and events detailed in part III.

Currently, our product has been branded as the healthy cereal that consumers may be skeptical about. Due to past events, Kashi has been seen as a company that isn't always transparent with its products and may mislead consumer in some ways. The effects of this are

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<sup>19</sup> (n.d.). Retrieved March 11, 2017, from <https://www.kashi.com/what-we-believe>

<sup>20</sup> (n.d.). Retrieved March 11, 2017, from <https://www.kashi.com/what-we-believe>

still in the minds of consumers, making them unsure about some of our products. We will make our brand the product that can fuel the body and mind through the whole day, whether that be at work or on the weekends. We will work emphasize the positive points of our cereal and guide consumers away from any negative stigma they may have attached to our cereal. We will focus on the healthy ingredients in our products and highlight the improvements we have made, and will continue to carry out, since past events. Our campaign will change the brand for the better by working off the positive perceptions people have about us and minimizing the negative perceptions people may have. We want people to be powerful, strong, intelligent, hardworking, striving for more, active, and dependable. All of these emotions and values represent what we are as a company and who we are targeting.

### III. Timing

After examining the data that we gathered from our survey, the majority of people were most likely to try a new healthy cereal during the spring season. When asked why people were more likely to try a new cereal in the spring, most individuals' responses alluded to getting in shape for the upcoming summer season. However, winter was another popular season to try a new cereal, with a quarter of the votes. Therefore, I think it would be best to start our campaign in the winter. It would begin during the middle-end of December when people are thinking about their New Year's resolutions, and then we would gradually increase our efforts throughout the spring season.

Once we determined when our campaign was going to start, we then focused on what days of the week we'd run the campaign. Our target market for this campaign is middle-aged women, so the best day to focus on would be Sunday's. Sunday's are the one day a week where everybody is free of responsibility, especially from work. Since we are targeting working women, this would be our best opportunity to reach a large majority of them. Early in the week would be another focus for our campaign. As to what time of day we would be advertising, we decided to focus on two central time frames. First, we will advertise early in the morning. This is when people have breakfast on their mind and are looking to get their day off to a great start. We will then reinforce this message during the evening to remind them of how starting off their day with Kashi will give them that boost they need. Since we are targeting middle-aged women who are likely at work, it wouldn't be helpful to advertise during the middle of the day, so we will tend to ignore that time frame.

A majority of our respondents live in the Midwest, but all of the respondents that eat Kashi cereal live on the East Coast. Therefore our target audience's central focus will be people living on the East Coast. However, many people residing in the Midwest expressed interest in trying Kashi cereal so we will spend time focusing on people in the midwest as well.

As we previously stated above, our primary focus is going to be advertising during the winter and spring seasons, as our cereal can truly help our consumers reach their healthy life

goals. Allocating our \$12 million budget effectively is key to making our campaign successful, and advertising to middle-aged, highly educated women will not be easy. The respondents in our survey say they saw the most advertising from television, followed by social media, so these will probably be two of our focus points in this campaign. In our survey when asked what would encourage people to buy Kashi, the most users said free samples so incorporating that into our strategy will be an important facet as well.

#### IV. Creative brief

##### *The Key Issues*

Our campaign is trying to address three key issues. First the health benefits of Kashi, especially that it is high in protein and fiber. Second is that Kashi is something that will help empower women by making them perform better through both their workday and their workout. Lastly we want to communicate to our consumers the importance of eating Kashi daily.

##### *What the Target will do, feel and understand*

We're targeting women ages 35-44 and 44-64. We want our target to understand that by eating Kashi they will feel both energized and full for a long period of time. We want them to feel that Kashi will help them perform at their best. And we want them to eat Kashi everyday not just once in awhile.

##### *Key insight into the consumer*

Our consumers are healthy, well educated, active, and influencers. They work both their bodies and their minds and they need a cereal that can keep up with them and help them achieve their goals. Kashi suits their lifestyle and we believe that they will influence their friends, families and co-workers to eat Kashi too.

##### *The one thing*

Kashi has the power duo of high protein and high fiber.

##### *The tone*

Our campaign will show well educated, health conscious, professional women the benefits of Kashi what eating Kashi can do for both their personal and professional lives.

##### *Campaign Manner*



The goal of our campaign is to educate women without boring them. We want to present the nutritional benefits of Kashi in a unique, fun way. Our goal is that these women will not only see the benefits of Kashi for themselves but they'll influence others to eat it as well. Based on our data we believe they will do this on their own without much influence from us. Right now Kashi's advertising mainly shows both men and women being active playing sports. We want to hone in on women who we believe are the main purchasers of Kashi. We want to show them that Kashi isn't just something to eat before you go do something active, it's something you eat everyday and can help them just as much in their professional lives. Our primary research shows that only 26 percent of the survey respondents buy Kashi yet 86 percent of the respondents try to include protein in their diet and 96 percent of the respondents try to include fiber in their diet. If we can show women how Kashi is a good source of both protein and fiber it could significantly boost Kashi's sales.

### *Executional Considerations*

Both of our target markets are women who aren't too far different in age so it should make it easier to keep a consistent campaign message.

### V. Memo

*Who are we talking to?*

We are talking to women ages 35 to 44 that are active and ambitious.

*What is your main message?*

Our main message is Kashi has the Power Duo of protein and fiber to keep you full all day.

*What is the key word?*

The key word is Power Duo.

*Why do I care?*

You care because you care about yourself.

*Why should I believe you?*

Research shows that the large majority of women in this group try to include protein and fiber in their diet yet only 26% of respondents buy Kashi.

*How should they feel?*

You should feel empowered, energetic, and motivated.

*What do you want me to do after seeing the campaign?*

Make Kashi your daily breakfast choice, not just the weekend choice.