

TITLE OF CASE STUDY: **SunChips Live Brightly Campaign**
The Power of Small Steps Enables Consumers to Live Brightly

Business Situation

When SunChips was introduced in 1991 as Frito-Lay's multigrain snack it was ahead of its time - a time when whole & multi-grain snacks were mostly for health fanatics and could only be found in specialty grocery stores. Thus, SunChips grew slowly biding its time throughout most of the 90's. As the new Millennium began, SunChips began to grow with the rising popularity of grains and the growth in interest in better-for-you snack products. Without marketing support, the brand propelled through most of the first half of the decade with strong organic growth.

By 2006, SunChips had a loyal, if small, fan following. However, the SunChips team knew that after years of continued growth SunChips could plateau out if the brand didn't expand its appeal. Additionally, this consumer base's loyalty was increasingly being tested with other "better-for-you" snack options and imitation products.

The challenge was compounded by the increased clutter of health & wellness messages blanketing the airwaves. Consumers are confused and conflicted about their snack choice, swinging from indulgence to avoidance. They are seeking guidance and consistency that they can trust. The SunChips team knew the time was right to lock in on its competitive advantage: SunChips had always walked the talk and stayed true to offering a satisfying snack that does not compromise on health.

Two keys to ongoing success were identified a) getting more consumers to make SunChips their first choice snack, and b) moving SunChips from a loved brand to an iconic brand.

Marketing Strategy

1. **Grow penetration** of the brand by uncovering what motivates the fans to favor SunChips, and translating this universally to introduce SunChips to new users. The key was to leverage what the brand already stands for, what the product is, and not to reposition or reformulate.
2. **Enhance the brand** to become an iconic brand by understanding and communicating the philosophy this brand embodies.

Research, Testing and Consumer Insights

Step1: Understanding the Consumer

In the past years SunChips growth had come from focus on increasing frequency among a small population of consumers. Achieving the 2007 objective of growth through increased penetration required a very deep understanding of current SunChips consumers and non-consumers alike: who they are, their attitudes, how & why do they use (or don't use) SunChips, what can be done to motivate them to consider SunChips, and what ultimately defines the SunChips brand? Several key research studies help develop insights on the consumer.

1. *The SunChips Segmentation Study*. This was a quantitative survey of the general population which led to a trifecta of learnings.
 - a. How SunChips consumption divides amongst heavy users, light users, lapsed users, aware/non users and unaware.

- b. What are the differences in motivations and barriers for the different consumer groups. This also included how SunChips compares with competitive products.
 - c. What are the commonalities and differences in the attitudes and behaviors of these consumer groups.
2. *The SunChips Zmet (Zaltman Metaphor Elicitation Technique) Study.* Understanding what defined the SunChips brand required more than just quantitative data. The Zmet study helped uncover the underlying (often subconscious) beliefs and feelings about SunChips that influence the behavior of our consumers. Consumers used metaphors and imagery that described SunChips:
3. *Universal Needs Framework.* This framework developed using a proprietary snack consumption tracker which spans the landscape of snack categories and brands. This further corroborated the insights from the two studies mentioned above.

Step2: Defining the core consumer

With this deep consumer understanding, we now needed to define our new SunChips consumer, what they look like, and what moves them.

Two studies further helped us define this consumer.

1. *Ethnography of Women's Snacking Behavior:* This study helped us understand how women use snacks and how they feel about snacking.
2. *Iconoculture Consumer Trends and Outlook:* This syndicated consumer insights source was critical in understanding a woman's overall mindset to approaching life's challenges, and helped to translate our insights into a big idea that would speak to the SunChips core consumer.

Step3: Developing the Big Idea

The brand's big idea came directly from the insights: *the power of small steps to create positive change.*

Leveraging the insights and consumer learning, the SunChips brand team, agency partners, and research partners developed a campaign to champion this approach to life. It was not just a positioning, it was an optimistic and inspiring philosophy for the brand that we called "Living Brightly," all founded in the idea of power of small steps.

Step 3: Testing the creative execution

A final key to a successful creative translation of our campaign was to make sure the key insights were being expressed effectively.

1. The ads went through several rounds of qualitative and quantitative testing.
 - a. Ipsos ASI's Next*AdStrat tool, Next*Print Express and Next*Idea tools helped develop and evaluate the TV and print ads.
 - b. NeuroFocus Inc.'s brain response measurement technique further evaluated the TV ads to pin-point the key components of the ads which grabbed attention and connected emotionally.
2. The packaging was also changed to align with the campaign.



Campaign Description

The “Live Brightly” campaign was executed across major consumer touch points – TV, print and online advertising, website communications, and by active in-store consumer engagement via packaging changes and promotional activities.

The campaign idea of the “power of small steps to positive change” was brought to life in each medium for the consumer in two ways:

- 1) Supporting the product benefit of 18gram of whole grains per serving as a positive step towards a “healthier you”
- 2) Informing consumers of the small steps that SunChips is taking to help move toward a healthier planet via their purchase of Renewable Energy Credits

The core messages each addressed one of the key marketing objectives. The message of 18g of whole grain was primarily focused on the goal of driving penetration, while the messages around small steps to a healthier planet focused on enhancing the brand status.

Media selection was designed to target the top TV networks and publications that reach Women 25-49 such as Lifetime, Discover, TLC, O Magazine, Self, Shape and Body & Soul.

- TV Launched in May 2007. TV executions were aired during 2007 in a mix of prime and cable.
- 4 Print Ads in 2007 with 6 new executions scheduled in 2008.

Business Results

Live Brightly ignited phenomenal growth for SunChips

Gains were seen in US Household Penetration, SunChips 2007 sales, equity, share of salty snacks, base velocity and consumption by the core consumer group.

Due to the strong consumer-based foundation and in-market success of the Live Brightly campaign we are continuing the same campaign with new creative expressions in 2008.

Ad Testing Results:

- The ads surpassed the ASI testing benchmarks and hurdles for the target consumer and also exceeded standards for general population.
- The ads had great breakthrough which delivered the message very effectively and memorably.
- The persuasive power of these ads was phenomenally strong ranging from an ASI persuasion index of 200 to 280.
- The Smalls Steps (Health & Taste and Sustainability) TV Spots were also tested using the NeuroFocus subconscious brain response technique with great results.

Campaign Execution

	January	February	March	April	May	June	July	August	September	October	November	December
Media	1 8 15 22	29 5 12 19	26 5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24
		■ Superbowl			■ Memorial Day	■ July 4th		■ Labor Day		■ Halloween		
Trade Activity	■				■	■		■		■		
TV					■	■						
National Print					■	■	■	■	■	■	■	■
Interactive Media					■	■	■	■	■	■	■	■
Online presence					■	■	■	■	■	■	■	■