REACH 4 REVOLUTION
# JOIN THE SPICE ARMY

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EXECUTIVE SUMMARY

Iris has been challenged with increasing sales of Tone’s® in Sam’s Club. To do so, Iris has created a plan to reposition Tone’s® as an exciting, innovative brand, and also increase awareness of Tone’s® products sold in Sam’s Club.

The following information details Iris’ recommendation for Tone’s®, which is based off of in-depth research of the spice market, including new trends and consumer insights. This recommendation focuses on existing Sam’s Club users, and utilizes an aggressive offensive strategy that aims to convert consumers that are currently buying other spice brands such as McCormick. Iris suggests taking advantage of new trends by offering new flavors and a new package size. This plan also recommends a non-traditional use of the media budget. Shifting from traditional methods to digital executions will allow Tone’s® to target their ideal consumer more specifically, therefore being a more efficient use of money. The creative execution is bold, just like Tone’s® spices, and is a fun way to get the consumer to stop and notice Tone’s® in Sam’s Club.
The Reach for Revolution campaign represents the necessity to move forward and act based on the needs of the target market and trends in the industry. To best represent these needs, Iris explored industry trends, consumer insights, and tendencies relevant to the target audience. Through this research, a picture was painted of a necessity waiting to be fulfilled. This campaign aims at coloring this portrait and bringing the Tone’s® brand closer to the needs of consumers.
TONE’S® HISTORY
Headquartered in Ankeny, Iowa, Tone’s® was founded by brothers Jehiel and Isaac Tone as Tone Brothers Inc. in 1873. A pioneer in various aspects of the industry, Tone’s® was the first company to introduce the concept of individual packages for spices. By the end of the 19th century the company had expanded to several states, and by the 1930s it was already exporting overseas. Success led Tone’s® to be acquired and sold several times over the years. By the 1980s Tone’s® had become a leader in the foodservice industry, as well as the leading spice supplier to warehouse clubs. In 2004 the company came to be a part of ACH Food Companies (an American subsidiary of Associated British Foods). Today, Tone’s® is the country’s oldest and second largest spice company.

METHODS
• Investigated online articles, newspapers, magazines and blogs to create a thorough understanding of the spice industry, its trends, and competitors.
• Utilized MRI+ data to discover basic information about the target market and examine their lifestyles, attitudes, and interests.
• Used interview data available to discover basic information about consumers’ consumption and cooking habits.

SAM’S CLUB HISTORY
Founded in 1938 by Wal-Mart’s owner, Sam Walton, the first Sam’s Club opened in Oklahoma City. Thanks to the advantage of the distribution know-how of Wal-Mart, the company grew rapidly over its first years. Due to the profitability of the warehouse concept, many retailers jumped on this trend by the mid-1980s. With growing competition in the 1990s, Sam’s Club capitalized on its relationship with Wal-Mart, pairing up the two stores near each other. During 1998, management decided to refocus on its core of small business customers and undergo a major renovation program, remodeling stores and adding and expanding departments. Today, Sam’s Club is one of the nation’s leading members-only warehouses with 47 million members and nearly 600 locations.
STAGNANT DEVELOPMENT
Once a pioneer in the industry, Tone’s® is now lacking attention. Being one of the many brands part of Associated British Foods, the company has experienced limited initiatives and has remained behind industry leader McCormick & Company, Inc.

MONEY HEADING ELSEWHERE
Nearly 70% of Sam’s Club members who buy spices make their purchases at non-club locations. Furthermore, Sam’s Club captures only 37% of the money spent by club members who buy spices and seasonings at a club.

PREFERENCE FOR CONVENIENCE
Consumers want convenience in their daily activities and have limited time for preparing their meals. On-the-go meals are becoming the norm as they provide a quick solution for their needs. Smaller packages and pre-packaged solutions are a plus in the eye of the consumer.

GENERATION X: FAST FACTS

- **Age:** 37-48
- **Market Size [2011]:** 63.8 million
- **Annual Household Spending:** $57,271
- **Average Household Income:** $70,471
- **Marital Status:** 51% married, 9% divorced, 9% living together, 26% single
- **Parental Status:** 69% parents
- **Annual Food and Alcohol Spending:** $8,311 per household
Through research, it has been noticed that there is an increasing tendency to explore new flavors and ingredients. Consumers are becoming more adventurous and demanding product innovations. Bold spices and ethnic cuisines keep garnering the public's attention with Oriental, Mexican, and Middle Eastern flavors quickly becoming a regular part of consumers' meals.

Health awareness is increasing and as a result consumers are seeking out food items that make them feel good about their choices. This, along with higher disposable incomes, has created a new pattern where consumers seek products that help them improve themselves via the food they consume. Synthetic ingredients are being left behind and natural is the new acceptable norm.
ELEMENTS OF THE CAMPAIGN
After closely analyzing research, Iris plans to target Generation X females who currently have a Sam’s Club membership. In this campaign for Tone’s®, emphasis will be directed toward the Midwest and Southern states. Urban areas with the highest concentrations of Sam’s Clubs will also be specifically targeted throughout the campaign.
TARGET MARKET

Consumer Profile

KAREN COLE
Age: 39
Occupation: Substitute kindergarten teacher
Household Income: $75,000
Education: Bachelors in Education
Family: Husband and 3 kids, ages 12, 9, and 6
Race: Caucasian
Residency: Kansas City, MO
Activities: Cooking/entertaining, children's sporting events
Interests: Fishing, re-decorating home
Opinions: Believes travel is important
Media Usage: Subscribes to Midwest Living Magazine, visits Travelocity.com, watches ESPN with husband and children

IMPACT AREAS:

In addition to the national campaign, Iris found cities in the United States with the highest concentration of Sam's Clubs. These valuable, high density areas will be targeted throughout the campaign using direct mail and digital materials.

<table>
<thead>
<tr>
<th>City</th>
<th>Number of Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago Area, IL</td>
<td>8</td>
</tr>
<tr>
<td>Houston, TX</td>
<td>8</td>
</tr>
<tr>
<td>St. Louis, MO</td>
<td>8</td>
</tr>
<tr>
<td>Kansas City, KS</td>
<td>6</td>
</tr>
<tr>
<td>Oklahoma City, OK</td>
<td>6</td>
</tr>
<tr>
<td>Twin Cities, MN</td>
<td>6</td>
</tr>
</tbody>
</table>
MARKETING SWOT Analysis

STRENGTHS:
- National distribution channel through Sam’s Club
- Established brand with a history of success
- Lower prices than competitors

WEAKNESSES:
- Weak and inconsistent brand presence compared to competitors
- Lack of social media presence
- Neglect of Sam’s Club market
- Fear of cannibalization of other ACH brands

OPPORTUNITIES:
- Trend toward natural health foods
- Growing interest in bold and ethnic flavors
- Movement toward more convenience-based shopping

THREATS:
- Increasing number of competitors in market
- Consumer tendency to buy organic and local spices
- Decrease in cooking at home, increase in eating out or on-the-go meals

SEGMENTATION
Iris chose to segment the market based on geographic location for a few elements of the campaign, including: print, direct mail, and some elements of digital. The benefits Iris chose to segment by were time effectiveness, cost effectiveness and variety. Iris wants to segment Sam’s Club shoppers by male and female adults, emphasis being placed on mothers.
OFFENSIVE
Iris is recommending an offensive strategy that will encourage consumers to make a change and switch over to Tone’s® from other brands. Tone’s® established history and quality products have granted it the number two spot in the spice market, but Iris’ plan aims to make Tone’s® the market leader. Iris suggests an increased product offering to take advantage of the growing trends towards ethnic spices. A new package size would appeal to consumers that now prefer more convenient packages. Iris suggests that Tone’s® offers their existing package sizes still, however these new changes, combined with an eye-catching campaign, will help Tone’s move into the number one position over McCormick.

NON-TRADITIONAL
Because of the suggested product and packaging changes, Iris is recommending an economical, yet efficient media plan. This plan utilizes more efficient digital options that can be focused geographically to better target consumers in areas with high concentrations of Sam’s Clubs. A digital-focused plan also allows more flexibility, making it easier to measure how well each tactic is performing, and then adjust them accordingly.

CREATIVE STRATEGY
Advertising will persuade Sam’s Club members that Tone’s® is the superior spice choice. The support will be the low cost of Tone’s® as well as the innovative packaging initiatives, assortments, and products. The tone of the campaign will feature a compelling message accompanied by a light-hearted delivery.
REACH FOR REVOLUTION

Founded in 1873, Tone’s® is no stranger to the power and meaning of American tradition. The Reach for Revolution campaign, inspired by the American Revolution, demands change and innovation, just as our forefathers did centuries ago. Reaching for revolution is reaching for an improvement, an innovation, a change. With new packaging to better fit the lifestyle of the consumer, Tone’s® is revolutionizing the arena of spices, and it’s not only here to stay, it’s here to win. The word revolution is powerful, inspiring, and it resonates. That’s why Iris chose this tagline as the perfect way to inspire the consumer to reach for Tone’s®, because when they do, they reach for revolution.
CREATIVE
Print

MEDIA STRATEGY
This series of print advertisements will be featured in Southern Living magazine. By utilizing a pulsing schedule throughout the year, Tone's® will stay on top of the consumer’s mind. This type of schedule will maximize frequency throughout the year without becoming overwhelming. Advertising in back-to-back issues four times throughout the year will keep Tone’s® in the consumer’s consideration set. Tone’s® will be present in two issues every quarter (eight annually) in the full circulation of Southern Living. There will be 647,000 impressions per issue.

CREATIVE JUSTIFICATION
Forming a cohesive and eye-catching series, the magazine advertisements reflect the different value propositions of the campaign. All three of the ads prominently feature the Tone’s® logo to improve recognition of the brand. The main illustration corresponds to the headline, and is accompanied by powerfully written and inspiring copy. For interested readers, the call to action at the bottom of the page directs them to the Tone’s® Spice Army website where they can learn more about the Reach for Revolution campaign, as well as sign up for emails, direct mail, and receive a sample of the product.

“Tone's® knows starting a revolution means making a bold statement. A statement so powerful, that revolutionary is the only word to describe it. Tone's® wants you to have bolder spices in the Sam's Club aisle with innovative packaging and perfect prices. Shout boldly for revolution.”

“Tone's® knows the key to revolution is an invention to inspire a change. A change so inspirational that revolutionary is the only word to describe it. Tone's® wants you to have innovative packaging for quicker meals. Tone's® wants you to have bolder spices and perfect sizes at Sam's Club. Tone's® wants you to invent for revolution.”

“Tone's® knows a revolution begins with a leader willing to take a chance. Someone making a change so great, that revolutionary is the only word to describe it. It's time for bolder spices in the Sam's Club aisle. It's time for innovative packaging and perfect prices. It's time for a revolution.”
CREATIVE
Direct Mail

MEDIA STRATEGY
Direct mail is a crucial component to the execution of the strategy. This allows Sam’s Club members to be specifically targeted and exposed to advertisements, coupons, and samples. Direct mail will be used to increase trial by giving shoppers coupons and samples.

CREATIVE JUSTIFICATION
Featuring the signature spice-wielding fist, Reach for Revolution headline, and the Tone’s® logo, the direct mail piece is a perfectly integrated component of the campaign. The envelope creates interest with the playful and lighthearted ‘Classified’ label, and the ‘Free Samples Inside!’ text motivates the recipient to open the envelope. The contents of the envelope include a sample of Tone’s® in new packaging.
MEDIA STRATEGY
Digital advertising is crucial to the success of this campaign because of the very selective target audience. Targeting current Sam’s Club members through traditional media would be wasteful, as it would not specifically target Sam’s Club consumers. This national component of the campaign will utilize the Google Network, which is essential to target customers searching for Tone’s®, its competitors, ingredients, recipes, and other related keywords. Additionally, mobile geo-fencing will be used to display these ads on mobile phones. Geo-fencing uses GPS to target individuals who are in or near a Sam’s Club. This more effectively targets consumers who are already prepared to make a purchase.

CREATIVE JUSTIFICATION
These advertisements feature the familiar Tone’s® logo and fist to help build brand recognition, as well as a compelling message that ties in with the rest of the campaign. Varying sizes of web advertisements allows for flexibility across the web, while still displaying similar information across the board. These sizes will include the square and vertical formats shown, as well as a horizontal banner ad (as seen in the mock-up; size 392x72 px), which includes the same information as seen in the other advertisements.
CREATIVE Digital

REGISTRATION AD
This ad serves double duty by not only advertising the Tone’s® name, but also gathering contact information from consumers to let them in on updates and exclusive deals. Featuring familiar images and visuals from the previous web ads, this one reads, “Lace up your boot straps and prepare for Revolution!” The copy below the headline reads, “Please fill out the information below to receive recipe ideas and be the first to sample new products available at Sam’s Club.” Viewers of the ad will be motivated to enter their information because of the recipes and free samples they receive in return.

POP-UP
Taking up the entire browser area, this ad demands attention from the user. The headline alongside the picture is a clever play on words, and features illustrations of the new packaging in convenient sizes. The entire ad will be clickable, directing the user to the Spice Army web page (pictured below) where they can find out more information about Tone’s® new products.

WEB PAGE
The Spice Army web page prominently features the 30-second “Spice Army Takeover” video (storyboard on page 17). This web page is intended to spark interest among viewers, give them information about Tone’s® new initiatives, and allow them to sign up for free samples in the mail. The colors, imagery, and writing are consistent with the rest of the campaign, continuing to reinforce the brand for viewers.
Title: Spice Party  
Total Run Time: 15 seconds

Video: MS of cabinet door opening from outside, small light shines on group of spices, one holding the others back.

Audio: VO: A revolution begins with a leader willing to make a difference.

Video: MS of woman putting new spices in the cabinet with the old ones.

Audio: VO: When the door opens for the opportunity to make that difference...

Video: LS of all the spice bottles throwing a raging party with the new spices the woman put in the cabinet.

Audio: VO: Embrace it and reach for revolution.

CREATIVE JUSTIFICATION
With a fun and charming vibe, this 15-second YouTube preroll advertisement brings Tone’s® spices to life. This ad is engaging and entertaining for the viewer, while still capitalizing upon the theme of revolution and change. The last frame of the ad features the Reach for Revolution logo, the Tone’s® logo, as well as a call to action to the Spice Army web page to further engage the viewer with the Tone’s® brand.

MEDIA JUSTIFICATION
Utilizing YouTube allows Tone’s® to target consumers who are searching for recipes, how-to videos, and other kitchen-related content while preparing for meals and gathering inspiration. There are millions of impressions on YouTube every day and it is essential to be present in this media vehicle. The 15-second ‘Spice Party’ spot will appear on YouTube before the user’s selected video plays. The 30-second ‘Spice Army Takeover’ spot will appear on the Tone’s® Spice Army web page (shown on page 15).
Title: Spice Army Takeover  
Total Run Time: 30 seconds

Video: CU of mother changing into spy gear in the dark looking in a mirror. She grabs Tone’s packaging, kisses a family photo, and leaves. 

Audio: VO: Tone’s knows changes in history start with a revolution and revolutions are remembered forever.

Video: LS of group of women walking in the parking lot up to the front door of Sam’s Club with backpacks and gear. 

Audio: SFX: Spy music  
VO: It’s time for that revolution, America.

Video: MS of women throwing their ropes over the top of the store. 

Audio: SFX: Spy music, cont.

Video: MS of women coming down through ceiling in the spice aisle, showing spice aisle sign. 

Audio: SFX: Spy, cont.

Video: CU of woman stocking spice 

Audio: VO: With bold flavors, 
Video: MS of two women stocking Tone’s new spice packages, and throwing them in the air out of excitement. 

Audio: VO: And innovative packaging

Video: GFX Tone’s and Spice Army logo with website. 

Audio: VO: Tone’s wants you to Reach for Revolution and join the Spice Army.

CREATIVE JUSTIFICATION 
This 30-second video will be the main feature on the Spice Army web page. The tone of this video is light-hearted, but the message is compelling: Join Tone’s® in reaching for revolution. This video features the demographic of our target market to make it more relatable to the intended audience. There are direct shots of the new packaging initiatives to increase recognition, and the advertisement features both the interior and exterior of a Sam’s Club, to further drive the message of the Tone’s® availability at Sam’s Club.
CREATIVE
Interactive

EMAIL


Karen Cole,
The Organization of National Excitement of Spices (TONES) is calling a draft. We need you to join the Spice Army, and Reach for Revolution. Rise with us as we stand up to the man, and bring what our people want to the table: bold new flavors and all new packaging at the same low cost. Don’t just settle for boring and bland. Become a member of the Spice Army and protect your family and friends from the dangers of succumbing to the status quo of dull and inconvenient meals.

TONES is listening to your silent cries of oppression.

Your friends need you. Your family needs you. Your country needs you. We need you.

Visit www.tones.com/spicearmy to enlist today.

“United we stand.” – America

Tone’s Spices
Reach for Revolution

MEDIA STRATEGY
Sending a personalized email to consumers is an effective way to grab their attention and inform them of new developments happening within Tone’s®. Email addresses of consumers can be acquired through Sam’s Club databases as well as the email registration advertisement (featured on page 15). Utilizing email will further reinforce the brand recognition of Tone’s® with consumers.

CREATIVE JUSTIFICATION
This email being sent out to consumers is fun, playful, and lighthearted. The copy is extremely engaging, using very powerful language in a humorous manner. The spice-wielding fist, visible throughout the entire campaign, is the most prominent figure on the page making this element a very cohesive piece with the rest of the campaign, as well as increasing Tone’s® brand recognition.

IBOTTA
Ibotta is a mobile shopping application that allows users to buy products and earn cash in return. Tone’s® will pay for converted sales only! There is no wasted reach because Ibotta allows companies to make it retailer specific. Ibotta will directly increase sales within Sam’s Club by exclusively offering deals to consumers. This is an exciting and interactive advertising opportunity that makes buying spices fun.
ENDCAP DISPLAY

The endcap display will be placed at the end of the spice aisle in Sam's Club, where Tone's® products are typically located. This display is great for attracting attention of Sam's Club shoppers because of its unique visual appearance. The spices in their new packaging will appear on shelves inside of a wooden barrel. The Tone's® logo as well as the Reach for Revolution tagline are prominently featured, so the consumer knows exactly what product they are seeing upon first glance of the barrel.

HANGING DISPLAY

This hanging package will appear throughout Sam's Clubs in various parts of the store, suspended from the ceiling, ten feet above the floor. It encourages shoppers to think about physically reaching for revolution, even though it is too high up to actually be reached. This in-store option is especially valuable because it directs consumers to the spice aisle, even if that was not their original intention when entering the store. Additionally, simply having consumers see the logo is valuable for Tone’s and will make them keep the brand in mind for future purposes.
MEDIA
Media Plan & Budget

### MEDIA SUMMARY

The media plan will utilize digital and traditional media to convert Sam’s Club members into Tone’s® users. With a specific and efficient approach to paid search, digital display, and YouTube pre-roll, Tone’s® can expect their sales in Sam’s Club to increase by 25%-30%. Digital is the best way to reach current Sam’s Club members because of its targeting capabilities. The digital plan will be active across the Google network and will reach millions of Sam’s Club users every month. By using mobile geo-fencing, we will display advertisements and coupons to users that are inside a Sam’s Club. This is the most effective way to reach our target audience. In order to increase reach, Tone’s® will be a significant partner and sponsor with Southern Living magazine. Tone’s® will sponsor eight total issues in the magazine. Tone’s® will be included in back to back issues four times throughout the year (February, March, May, June, August, September, November, December). The following are estimated rates for the digital campaign; YouTube $9/CPM, display ads .10/CPM, and paid search .05.CPC.

### METRICS

The digital campaign will allow Tone’s® the capability to optimize their placements at any time to maximize success. Key metrics to keep track of during the campaign are click-through rate, coupon redemption rate, coupon download rate, and sales from Ibotta. This plan aims to increase unit sales by 30% from 2013 sales figures. Coupon download rate is projected to be 45% and coupon redemption rate is projected to be 38%. Click-through rates below 1% are generally underperforming and should be optimized.

### TABLE: MEDIA PLAN & BUDGET

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<tr>
<th>Vehicle</th>
<th>Seasonality</th>
<th>Impressions</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Living</td>
<td>Feb, March, May, June, August, September, November, December</td>
<td>647,000 per month</td>
<td>$200,000</td>
</tr>
<tr>
<td>Paid Search</td>
<td>12 months</td>
<td>40 billion per month</td>
<td>$36,000</td>
</tr>
<tr>
<td>Display Ads</td>
<td>12 months</td>
<td>100 million per day</td>
<td>$42,000</td>
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<tr>
<td>Pre-roll Video</td>
<td>12 months</td>
<td>50 million per month</td>
<td>$42,000</td>
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<tr>
<td>Mobile</td>
<td>12 months</td>
<td>100,000 per month</td>
<td>$120,000</td>
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<td>In-store Display</td>
<td>12 months</td>
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<td>Direct Mail &amp; Email</td>
<td>12 months</td>
<td>1 million per month</td>
<td>$250,000</td>
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<tr>
<td><strong>Total Budget</strong></td>
<td></td>
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<td><strong>$740,400</strong></td>
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CONCLUSION

Iris’ plan allows Tone’s® to challenge McCormick for the top spot in the spice market. This plan utilizes key consumer insights to reposition and strengthen the Tone’s® brand. Not only will consumers think of Tone’s® as an exciting and innovative brand, but they will also be driven to buy Tone’s® spices from Sam’s Club. Iris’ unique, digitally focused plan is an efficient way to appeal to Tone’s® target consumer. Iris will revolutionize the way that Tone’s® advertises, in addition to revolutionizing the spice market.

MEET IRIS

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RESEARCH  
Brandongaille.com  
Danschawbel.com  
Demodirt.com  
DMW Direct  
Inbound Marketing Agents  
Medium.com  
National Center for Policy Analysis  
NCPA  
Nestle Professional  
Scarborough

STRATEGIC ELEMENTS  
CEB Iconoculture Consumer Insights  
Global Food and Spice Trends  
MetLife  
MRI+  
Pew Research Center  
Sam’s Club Locator