Integrated Marketing Communications Plan

Dare Foods Limited
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Executive Summary

Dare Foods limited has been creating cookies and candies for over 120 years, they have 6 factories in North America and employ 1,300+ people. The company is built on family values and expresses this in its 100 plus products branded with the “Made Better” mantra. Made Better is a promise by the company to deliver top quality product to it’s customers including its commitment to keeping its products nut/peanut free.

Dare has grown from a small family owned local company to a top ten Canadian producer of bake goods. In 2001 they acquired Cookie and Fine Breads from Culinar Incorporated. This acquisition brought with it the Wagon Wheels brand.

Wagon Wheels competes with other Dare products and in a highly competitive external market. Dare’s positions Wagon Wheels as “an ideal snack for the lunchbox” but has little shelf space or market visibility.

In order for Wagon Wheels to build loyalty with their current customers and recruit new, younger customers Dare must engage with the technology movement and begin engaging with the customer through social media and mobile applications. They must also increase its presence in the actual market place by engaging with the customer face to face and encouraging them to buy Wagon Wheels.

An integrated marketing plan that will increase revenues, recruit younger generation customers and raise market awareness must include a social media presence. Creating various accounts and pages on Facebook, Pinterest and Twitter will begin this process. Interacting with customers in-store through various means such as iBeacons or taste sampling increases the awareness of Wagon Wheels and enables Dare to interact at the time of purchase. Added interaction through 2 of the largest events in Canada will contribute to the increase in popularity of Wagon Wheels.

An investment of $750,000 into this plan will see an increase in marketshare to 3%, a digital campaign that will create 100,000 Facebook likes and an increase in the younger demographic consuming more Wagon Wheels.
About Dare Foods

Introduction

Dare Foods is a family owned business that has been serving Canada for 120 years. Located in Kitchener, Ontario Dare produces quality cookies, crackers and candy. Wagon Wheels is one of their longest running products, having first been introduced in 1934. They consist of two biscuits with marshmallow sandwich filling, covered in a chocolate flavoured coating.

With a target market comprised of lunch making parents (25-49 year olds) and children under 12, Dare is challenged with building brand loyalty with its existing customers while trying to evolve and make Wagon Wheels more relevant to a new demographic of customer, the 18-24 year olds.

Integrated Marketing Plan Objectives

The objectives of this integrated marketing plan are:

1. To increase Wagon Wheels share of the Biscuit Sandwich market to 3.0% (increase by 0.6%) by 2017;
2. To engage current customers in a digital campaign that garners 100,000 ;
3. To increase the current mindshare from 1.8% to 2.5% of the younger demographic (18-34 year olds) to try Wagon Wheels

Company Background

Company Overview

● Dare is a privately-owned, Canadian family business established in 1892
● Estimated revenues $240m of which $4.6m is attributed to Wagon Wheels
● Six manufacturing plants and 1,300+ employees
● Dare is the exclusive supplier of cookies for The Girl Guides of Canada
● Dare launched 115 new products between 2006-2012
● “Made Better” is the company mandate regarding how the company decides on ingredients, the manufacturing facilities being peanut/nut free and creating foods that meet new customer trends
● Dare distributes Wagon Wheels across Canada only, although they are available in Australia (via Arnott’s Biscuits) and the United Kingdom (via Burton Foods)
● Over 125 million Wagon Wheels are consumed every year

1 http://www.darefoods.com/ca_en
3 https://en.wikipedia.org/wiki/Wagon_Wheels
4 https://www.burtonsbiscuits.com/our-brands/wagon-wheels/
Company History

Dare has a rich history as a privately-owned, Canadian family business.

After over 120 years, Dare remains dedicated to producing innovative, high-quality food.

Current Market

The Canadian biscuit market is saturated with many brands in a mature market. New entrants come from high end, health conscious or cultural innovations introduced to the market.

The current biscuit market is expected to grow at 1% reaching C$1.6B by 2019 driven primarily by an increase in price. Product development focused on innovation as well as healthy ingredients are opportunities for growth.5

Mondelez Canada Inc, manufacturer of Chips Ahoy!, is the market leader with 40% market share and has increased its social media presence while also targeting the younger, social media engaged audience.6

See Appendix A: Market Segmentation

Company Strategy

The Company’s strategy is to appeal to families with healthier products and a wide range of products. Their products are made to appeal to all members of the family. Family values play an important role in everything that Dare does.

This is demonstrated through the “Made Better” tagline that appears on all of the Dare product lines, including Wagon Wheels.

● “…Made Better for your family’s life…”
● “…to family and entertaining time…”
● “…serving them to your family…”
● “…your family’s well being is our priority…”
● “…we are listening to your family…”

The Dare website further supports the family theme with recipes and nutritional information to support claims of healthy choices.

Competitive Advantage

In a highly competitive market Dare focuses its competitive advantage on family values:

- Wagon Wheels are a unique product that are larger than a traditional cookie and fit in the lunchbox
- A focus on “Made Better” stresses the health conscious aspects of their ingredients and Wagon Wheels comply with school food restrictions in being manufactured in a peanut free facility
  - One flavour of Wagon Wheels is “Wowbutter”, a nut free version of peanut butter
- There is a minor competitive advantage that speaks to the quality and longevity of the Wagon Wheel brand in that they have been around for 65 years and today’s parents experience a nostalgic feeling when buying them for their children

Public Relations Audit

A PR audit of Dare Foods reveals relatively little press coverage about the company outside of the local news outlets covering real estate purchases, and the website lacks the traditional “News Releases” section. The latest news coverage pertains to:

- April 2, 2015: Dare Foods purchases former Blackberry plant
- September 11, 2014: Dare Foods launches peanut free kids snack range
- April 26, 2014: Inside Dare Foods family feud
  - The great granddaughter of the founder has been ostracized from the family business and has been looking to sell her shares in the company
- February 15, 2013: Dare drops legal action against mom-and-pop pastry shop
  - The company retracted its legal actions for trademark infringement and reimbursed the shop owner for his legal costs, citing its understanding of the challenges of running a family business
- September 24, 2012: Dare Foods announces Luik as new president

Appendix B: Social Media Audit

Current Branding

Wagon Wheels are one of the longest serving products in the Dare Foods portfolio. The company leverages their history with the primary target market - lunch making parents using the catchphrase:

“Give them the taste you remember with the original marshmallow, chocolatey sandwich snack!”12

This strategy is further demonstrated by appealing to the lunch makers by calling out the challenge of making lunches exciting for kids:

“Running out of ideas to make school lunches exciting? The surprise of Wagon Wheels will brighten up their day.”13

Wagon Wheels visual trademarks reflect their history when they were originally created at the height of the Wild West popularity.

Visual Trademark

Original Flavour Wagon Wheels Graphics

Wagon Wheels packaging reflects all of these aspects and are consistent with only the colour of the box changing to represent the different flavours. Each flavour shows parents exactly what they are buying with the graphic of the product itself. Note the Peanut/nut free symbol is associated with every box and highlighted on the website.

Choco-cherry

Original

Raspberry

Wowbutter 14

Additionally the packaging includes the imagery and phrase “Ideal snack for the lunchbox” and shows how each Wagon Wheel is individually wrapped supporting the lunchbox concept.

Current Market Position

Dare’s Wagon Wheels fall into the Biscuit Sandwich market defined as:
“Comprised of filling (chocolate, fruit or cream) sandwiched between 2 plain biscuits”

Wagon Wheels Market Facts:
● The current Biscuit Sandwich market is estimated to be valued at $192 million\(^{15}\)
● The growth of this market has been relatively flat for the last 5 years\(^{16}\)
● The cookie and biscuit market is expected to grow at an annual growth rate of 1.2%\(^{17}\)
● The Biscuit Sandwich market share is 2.0% of the total bakery market\(^{18}\)
● Dare has a 2.4% market share of the biscuit sandwich market\(^{19}\)
● Dare’s revenue for Wagon Wheels is estimated to be $4.88 million

The overall bakery market is highly competitive both from the bakery market goods (cookies, crackers and biscuits) perspective but also from the snack goods market (nuts, chips and popcorn). Within the cookie market itself, the market is dominated by Chips Ahoy, Oreo and Peak Freans, of which Oreo is a direct competitor in the Biscuit Sandwich segment.\(^{20}\)

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\(^{17}\) http://www.ibisworld.ca/industry/default.aspx?indid=265
\(^{18}\) PMB 2015 Spring 2 Year Database Kantar Media 2015
\(^{19}\) http://www.agr.gc.ca/consumer-trends-bakery-products-in-canada
\(^{20}\) PMB 2015 Spring 2 Year Database Kantar Media 2015
Dare Foods Wagon Wheels Problem

How does Dare Foods evolve and make Wagon Wheels more relevant to existing and new customers?

- Consumers are looking for healthy options although this trend has levelled off in recent years
- Digital media is having a bigger impact on buying decisions, huge impact on millennials
- Cookie market is relatively flat from a revenue growth perspective
- Studies show that adults 18-40 enjoy trying new types of cookies
- Wagon Wheel target market is primarily mothers and fades with children moving into their teens, but revives as they themselves become parents

Brand Value Proposition

Brand Ethos

“Made Better” is Dare’s brand ethos.21

- MADE BETTER BY NOT JUST WHAT’S PUT IN, BUT WHAT’S LEFT OUT
- MADE BETTER WITH INGREDIENTS EVERYONE CAN FEEL GOOD ABOUT
- MADE BETTER BY ENSURING 100 PERCENT PEACE OF MIND
- MADE BETTER BY MAKING GUILTY PLEASURES LESS GUILTY
- MADE BETTER BY INNOVATING AND BY RECOGNIZING NEW TRENDS

Wagon Wheels Ethos

“Ideal snack for the lunchbox” is the Wagon Wheels brand ethos.

Values

Family Values: Dare places a high value on the family perspective from many different angles. Be it the family time together, the best ingredients that keep your family healthy or the lifestyle that families enjoy together, Dare reinforces this value. This is even highlighted in the family owned company messaging that appears.

Healthy Ingredients: Dare is focused on ensuring that the best ingredients go into everything they make and that they understand the challenges of their target market, in particular school age kids. By creating peanut/nut free manufacturing facilities they can ensure that no allergens are introduced to the school yard while still providing the taste of peanut butter with Wowbutter.22

Nostalgia: Wagon Wheels plays on the fact that their legacy is over 65 years long. By reminding parents that they once ate Wagon Wheels when they were kids they play on the emotional aspects of their buyers.

21 http://www.darefoods.com/ca_en/made-better
**Competitive Analysis**

Competitive Market Strengths, Weakness, Opportunity and Threat Analysis

![Competitive Analysis Chart]

**Market Segmentation**

![Biscuit Market Segmentation Chart]
Wagon Wheels Strengths, Weakness, Opportunity and Threat Analysis

External Forces

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dare is established name in bakery market “Made Better” ethos appeals to buyers Nut/peanut free manufacturing facilities Wowbutter(R) Long history appeals emotionally to buyers Wagon Wheels are a unique sandwich biscuit</td>
<td>Smaller company in the cookie market No social media presence Privately owned company limits growth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage customers through social media Leverage school requirements for allergen free snacks Leverage uniqueness of Wagon Wheels</td>
<td>Growing healthy eating trend Other snack foods (Cookies, chips, crackers) Schools prohibiting Wowbutter(R) snacks</td>
</tr>
</tbody>
</table>

Appendix C: Competitive Landscape

Internal Forces

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long history of Wagon Wheels in portfolio</td>
<td>Internal competition Lack of presence in the marketplace vs internal competitors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion on Facebook/Twitter/Youtube (Like Bearpaws)</td>
<td>Bearpaws dominates their portfolio (20 Flavours) Internal competition for resources (Marketing/Manufacturing)</td>
</tr>
</tbody>
</table>

Appendix D: Major Competitors SWOT Analysis

Wagon Wheels Unique Selling Proposition

Wagon Wheels USP is focused on being added to the lunchbox and brings a number of benefits that makes it unique for that purpose:

- Each biscuit is Individually wrapped maintaining freshness
- Wagon Wheels are manufactured in a nut/peanut free facility
- Wagons Wheels are larger than a cookie and uniquely sized
Target Markets
Primary Target Market
Parents (25-44 years old)

The primary target market is parents with kids in elementary school who are making lunches and need to comply with school dietary restrictions at the same time. They include a Wagon Wheel in the lunch and in many cases have one themselves. Being busy raising kids means they have little spare time and the use of mobile devices plays an important role in communicating with them. Social media sites play a role and are valuable, made more valuable if easily accessed. Social media must present some value such as recipes or creative ideas and not be just an advertising site. Many parents remember Wagon Wheels themselves as a lunchbox snack they grew up with and hold an emotional attachment to the brand. The most important thing to this market is their children’s health and happiness. Income levels are irrelevant as the Wagon Wheels can be bought by low to high income classes.

Secondary Target Market
Children (5-17 years old)

The children of the primary target market, they act as influencers when it comes to purchasing Wagon Wheels. They are highly engaged with digital and social media and are easily influenced by fun and interesting activities. Engagement through websites and applications are routes to getting their attention. Building memories with Wagon Wheels will be key to retaining their loyalty when they become parents.

Tertiary Target Market
Adults (18-24 year old)

This demographic is the most likely to try a new cookie they haven’t tried before\(^\text{23}\) with a larger disposable income. These young adults have tended to try premium foods and are more likely to follow trends. Highly engaged with social media, specifically Facebook/Twitter/Instagram/Youtube some of this market may remember Wagon Wheels in their lunchbox growing up while others may have seen the product in the grocery aisle or have tried other Dare products. Adults in this age group are also leading busy lives and are looking for a easily accessible snack for their on the go lifestyle. Income level is not relevant due to the price of the product.

Appendix E: Age Group Demographic Segmentation

## Publics

<table>
<thead>
<tr>
<th>Customers</th>
<th>Producers</th>
<th>Limiters</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents (25-44 yrs)</td>
<td>Grocery Stores</td>
<td>Internal Competition</td>
<td>Bloggers</td>
</tr>
<tr>
<td>Children (5-17 yrs)</td>
<td>Manufacturing Dept</td>
<td>School Boards</td>
<td>Food Allergy Canada</td>
</tr>
<tr>
<td>Adults (18-24 yrs)</td>
<td></td>
<td>Concerned Parents</td>
<td>School Boards</td>
</tr>
</tbody>
</table>

## Public Relations Plan

### Situation

Currently Wagon Wheels is positioned as the ideal snack for the lunchbox. They have a very small market presence as they sit on the bottom shelf overshadowed by its internal competitor Bearpaws (See Appendix C). Dare (and specifically Wagon Wheels) has done very little to engage with its customers. The website ([www.Dare.com](http://www.Dare.com)) is very limited with recipes and general product information. The most popular products have a small social media presence.

Wagon Wheels has no social media presence. Wagon Wheels has largely depended on the nostalgia factor to maintain its business and relies on buyers to follow in their parents footsteps when it comes to buying lunchbox snacks.

### Goals

- Engage with existing customers
- Engage with a new younger demographic
- Increase market presence

### Objectives

- To increase Wagon Wheels 2.4% share of the sandwich biscuit market by 0.6% by 2017
- To have an effect on the 18-24 year old demographic increasing those trying Wagon Wheels by 5% by 2017
- To have an effect on the social media presence of Wagon Wheels
**Strategies**

- Create a digital marketing campaign that appeals to younger generations
  - Build social media sites that target the desired demographics
- Build an online presence so that customers can interact more with the Wagon Wheels brand
  - Encourage parental bloggers to write about Wagon Wheels
  - Offer online Wagon Wheel recipes
  - Learn about dietary benefits and innovative manufacturing processes used by Dare
- Increase Wagon Wheels presence in-store across the country in major markets
  - Use shelf blades and beacons in-store using location based marketing
  - In-store taste tests to inspire a purchase
- Sponsor consumer events
  - Engage face to face with consumers
  - Use creative props to attract attention

**Tactics**

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Details</th>
<th>Who</th>
<th>Budget</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Digital Marketing Campaign</strong></td>
<td>Share blogger's posts how are using the product. Encourage interaction between customers and the product Educate the customer about the products advantages like Peanut free and Made Better.</td>
<td>Adults/Children</td>
<td>$40,000</td>
<td>On going</td>
</tr>
<tr>
<td>Create Facebook page</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create Instagram account</td>
<td>Encourage instgrammers to share how they eat the product by sharing images or 15 second videos</td>
<td>Adults/Children</td>
<td>Creative: Included above Administration : Included above</td>
<td>On going</td>
</tr>
<tr>
<td>Create Twitter Account</td>
<td>Offer samples to Microbloggers and verified accounts encouraging them to talk about Wagon Wheels</td>
<td>Adults/Children</td>
<td>Creative: Included above Administration : Included above</td>
<td>On going</td>
</tr>
<tr>
<td>Create Pinterest</td>
<td>Offer recipes and encourage mom’s to try them and then</td>
<td>Adults/Children</td>
<td>Creative: Included above</td>
<td>On going</td>
</tr>
<tr>
<td>Account</td>
<td>pin them.</td>
<td>Administration: Included above</td>
<td></td>
<td></td>
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<tr>
<td>---------</td>
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<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create Hootsuite</td>
<td>Attach above accounts to the Hootsuite allowing easier and consistent management of social media platforms</td>
<td>Creative: Included above Administration: Included above</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Build Online Presence $500

<table>
<thead>
<tr>
<th>Recipes</th>
<th>Build a monthly dessert recipe and post on Dare’s website. Share across all platform</th>
<th>Adults</th>
<th>Creative: Included above Administration: Included above</th>
<th>On going</th>
</tr>
</thead>
</table>

| Bloggers | Provide established parenting bloggers with free product encouraging them to write about the product | Adults | Creative: Included above Administration: Included above | On going |

| Education | Share Dare’s values “Made Better” Share how they keep the product nut free Remind about partnership with Food Allergy Canada | Adults | Creative: Included above Administration: Included above | On going |

### Increase In-store Presence $475,940

| In-store: iBeacons | Place iBeacons in 200 grocery stores across the country ● 50 Toronto ● 50 Vancouver ● 50 Calgary ● 50 Montreal | Parents/Adults Grocery Shopping | Beacons: $8000 App Development: $45,000\(^24\) In-store costs: $160,000\(^25\) Coupon cost: @0.5/= $12,500 Total: | 09/05 - 10/10 |

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\(^{24}\) [http://www.bluecloudsolutions.com/blog/cost-develop-app/#](http://www.bluecloudsolutions.com/blog/cost-develop-app/#)
\(^{25}\) [http://www.bluelinemedia.com/supermarket-advertising](http://www.bluelinemedia.com/supermarket-advertising)
iBeacon allows mobile applications to be detected in a local environment and deliver hyper-contextual content to the user. Wagon Wheels coupons can be provided to encourage shoppers to buy the product.

<table>
<thead>
<tr>
<th>In-store - Shelf Blades</th>
<th>Place shelf blades in 1708 grocery stores across the country</th>
<th>Parents/Adults Grocery Shopping</th>
<th>Creative: $20,000 Blades: $110,000 Total: $130,000</th>
<th>03/21 - 04/25</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Shelf blades draw attention to the Wagon Wheels usually located on lower shelves. Consumers will see key messaging and identify the product for purchase</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In-store - Tastings</th>
<th>Provide samples of Wagon Wheels in 200 key stores ● 25 Toronto ● 25 Montreal ● 25 Vancouver ● 25 Calgary</th>
<th>Parents/Adults Grocery Shopping</th>
<th>Product: $6,000 Staffing: $108,000 In store marketing: $6,440 Total: $120,440</th>
<th>07/04 - 08/08</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In-store samples will be provided to buyers and are proven to increase purchases dramatic numbers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advertising</th>
<th>$120,200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising in Today’s Parent</td>
<td>Half page colour ads will run in Today’s Parent informing customers about Wagon Wheels Participation in the Calgary Stampede and CNE. Also encourage the use of iBeacons in-store to retain coupons before school starts and the kids need lunchbox school friendly snacks</td>
</tr>
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<td>-------------</td>
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</tr>
</tbody>
</table>

Parents looking for advice, reading articles and gaining general knowledge will come across the ads for Wagon Wheels in traditional advertising and will

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26 [http://www.cardonline.ca.eztest.ocls.ca/listings/17792.jsf](http://www.cardonline.ca.eztest.ocls.ca/listings/17792.jsf)
28 [http://www.cardonline.ca.eztest.ocls.ca/listings/14313.jsf](http://www.cardonline.ca.eztest.ocls.ca/listings/14313.jsf)
<table>
<thead>
<tr>
<th><strong>Consumer Events</strong></th>
<th><strong>$113,360</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Calgary Stampede Attendance</td>
<td>Sponsorship level Cattle Baron Fill wagon with product and hand out 100,000 Wagon Wheels over the course of the event</td>
</tr>
<tr>
<td>July 8th-17th 2016</td>
<td></td>
</tr>
</tbody>
</table>

Attending the Calgary Stampede fits with the “western” Wagon Wheel theme and addresses over 1 million attendees per year. Creating a “chuck wagon” with Wagon Wheel livery will raise awareness of the product and create an “event”. The wagon will hold samples to be given out to attendees.

<table>
<thead>
<tr>
<th>Calgary Stampede News Release</th>
<th>Announce the attendance at the Calgary Stampede via CNW</th>
<th>Press</th>
<th>Press Release: <strong>$3000</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>July 4th 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Raise media awareness of Wagon Wheel activities and get public awareness in advance of the event

<table>
<thead>
<tr>
<th>Canadian National Exhibition</th>
<th>Attend CNE with Dare’s Wagon Wheels Chuck Wagon Hand out 150,000 Wagon Wheels to the 1.4 million visitors that attend the CNE Encourage consumers to share their Wagon Wheels experience on various Social Media platforms</th>
<th>Children/Adults</th>
<th>Tent: $10,120 Staffing: $14,880 Product: $17,000 Shipping/Handling: $5,000 <strong>Total: $45,240</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>08/21 - 07/09</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>News Release</th>
<th>Announce the attendance at the CNE via CNW</th>
<th>Press</th>
<th>Press Release: <strong>$3000</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>08/19/16</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Raise media awareness of Wagon Wheel activities and get public awareness in advance of the event
**Advertising and Promotion**

**Advertising Goals**

To inform current consumers and new consumers of the Wagon Wheel product as a school friendly snack ideal for the Lunchbox.

**Advertising Problem**

In Canada, there is no advertising of Wagon Wheels. A minimal presence in the cookie aisle and a product page on the website are the limits to which Dare has promoted the Wagon Wheel brand.

**Product Description**

Wagon Wheels are two biscuits with marshmallow sandwich filling, covered in a chocolate flavoured coating. See Current Brand (pg 10).

**Target Market**

The primary target market is parents with kids in elementary school who are making lunches and need to comply with school dietary restrictions at the same time. See Target Markets (pg 15).

**Competitive Advertising: Oreo/Chips Ahoy!**

- **In-store Promotions:** Highly visible floor displays, cross promotion deals (2 for $5) and occupy large amounts of shelve space
- **Television Advertising:** High end commercials
  - Oreo’s latest campaign used the slogan “wonderfilled” with its thin cookies making a play on everything in the tech world getting thinner.29

Chips Ahoy! promoted itself with NCAA Basketball March Madness and encouraged consumers to fill out their own bracket for the tournament with “the Sweetest Bracket” winning $30,000.

- Print Advertising: These ads are also frequently used in a variety of magazines from sports to parenting targeting the same demographics.
- Social Media: Oreo has proven that it has a strong social media presence after encouraging real-time responses
  - This was evident during the 2012 Super Bowl “blackout” and Oreo “owned the moment” by tweeting:

  ![Oreo Tweet](image)

Advertising and Promotions Plan

Engage with customers through in-store and mobile/social media mechanisms. See Public Relations Plan/Tactics (pg17)

Objectives

To raise awareness amongst consumers driving an increased share of the Biscuit Sandwich market and increase the mindshare of a younger generation.

See Integrated Marketing Plan Objectives (pg7)
Strategies

● Utilize traditional print media to advertise Wagon Wheels and its social media tools to attract parents to purchase the product
● Promote Wagons Wheels through event participation such as the CNE and Calgary Stampede and in-store sampling
● Increase in-store awareness by placing shelve blades and floor displays in 200 grocery stores across the country

Tactics

A variety of tactics will be deployed to engage consumers.

See Public Relations Plan/Tactics (pg 17)
Digital Plan

Objective

To create an online presence for Wagon Wheels using social media (Facebook) and gain 100,000 likes by 2017

Audience

The audience that this digital media plan will focus on is primarily adults (18-44) and children (5-17). The majority of that audience will be parents with children in elementary schools packing a lunch.

Emotional Connectors

- Children getting enjoyment from the Wagon Wheel (parents)
- Keeping children safe and healthy (Peanut-free manufacturing facilities)
- Quality products aimed at family values (Made Better)
- Childhood memories bringing back nostalgic feelings

Key Messaging

- A quick and easy snack made for the lunchbox (Parents/Children)
- Grab grab and go snack for those living busy lives (Adults)

Digital Branding

- Adults are encouraged to share a picture or a post about them enjoying a Wagon Wheel as a midday treat #middaydelight through Twitter/Instagram/Facebook
- Pinterest/Twitter/Instagram/Facebook pages will also be used to show the many ways people may eat their Wagon Wheels or what they can make with Wagon Wheels
- Provide product to established parenting bloggers, to encourage them to write about the product thus influencing their audience

Digital Platforms

Facebook: The largest social media site on the web with 1.5 billion active users, and 6 new profiles being added every second. This will provide a great opportunity to engage consumers in a non-obtrusive way. Demographic user: 66% 18-35 years old

Pinterest: Launched in March of 2010 and has 100 million active monthly users with 80% being females. Pinterest allows users to pin their favorite treats, recipes, products
etc.. 88% of users that pin a product will purchase the product Demographic user: 35-54 years old.

**Twitter:** A microblogging platform where users build and read 140 character “tweets” with a heavy encouragement on using hashtags. 316 million active users, with over 500 million tweets being recorded daily. Users are most likely to be using a mobile device when tweeting. Demographic user: 30-49 years old

**Instagram:** Dedicated to sharing pictures and 15 second videos and use of #hashtags, over 80 million images and videos are shared daily. Demographic user: 18-29 years old

**Marketing Objectives**

1. Creation of a mobile application that will interact with the customers both in-store (see iBeacons below) and out. The app will provide information about the Wagon Wheel history and Dare’s promise of products “Made Better” as well will have an emphasis on being nut/peanut free. The app will be a bridge to Social Media platforms allowing consumers to share their Wagon Wheel moments

2. The creation of Instagram/Facebook/Twitter/Pinterest increasing the social media presence targeted at the younger demographic. The use of social media sites will be new for Wagon Wheels as they currently have zero presence online.

3. Promotion of the hashtag (#middaydelight) to encourage adult consumers to share their Wagon Wheel experience. This can be leveraged to encourage consumers to share how they eat Wagon Wheels, whether through a tweet or a short video

4. In-store promotion through the use of iBeacons, the newest marketing trend, will interact with buyers providing coupons and promotion of Wagon Wheels, Dare and the social media sites, as they pass by the shelves.

5. The attendance at two of Canada’s largest events, the Calgary Stampede and the Canadian National Exhibition, to raise visibility of Wagon Wheels and provide attendees the chance to experience a Wagon Wheel. These events draw close to 3 million Canadians and will allow street team members to engage with the public provide them with a product to try, while sitting on the Official Wagon Wheels Wagon, enabling them to leverage social media with a special hashtag: #GetontheWagon

http://www.madhattertech.ca/blog?field_pillar_value=buzz-machine
Creative Brief

The Situation

Dare Foods is the manufacturer of Wagon Wheels. Wagon Wheels have existed for over 65 years but over the last decade have had less of a presence in the marketplace. They hold a very small share of the sandwich cookie market, a subset of the larger overall cookie market. They also face strong internal competition from competing portfolio products. Wagon Wheels has no social media presence and limited advertising and promotional activities.

Target Audience

Primary: Parents (Ages 25-45)
Secondary: Children in elementary school (Ages 5-13) will consume the Wagon Wheels
Tertiary: Adults (Ages 18-24)

Role of Communications

To increase the awareness of Wagon Wheels with consumers and the benefits that Wagon Wheels can bring to their children’s lunches. Wagon Wheels need to become more relevant with younger age groups to build a loyalty to the brand.

Big Idea

Wagon Wheels are the preferred lunchbox snack that are safe and fun for everyone

Supporting Evidence

- Wagon Wheels are a unique product that are larger than a traditional cookie and fit in the lunchbox
- A focus on “Made Better” stresses the health conscious aspects of their ingredients and Wagon Wheels comply with school food restrictions in being manufactured in a peanut free facility
  - One flavour of Wagon Wheels is “Wowbutter”, a nut free version of peanut butter
- Wagon Wheels have been around for 65 years and today’s parents can remember when their parents included Wagon Wheels in their lunches
What We Want Them to Do

Buy Wagon Wheels for their children’s lunches

Mandatories

Each promotional activity for Wagon Wheels must include the following:

The Wagon Wheels logo
The Peanut/Nut Free logo
Wagon Wheel product shot
The tagline “An ideal snack for the lunchbox”
The “Made Better” logo
The call to action to follow/join Wagon Wheels on social media outlets
## Media Blocking Chart

### Dare Foods Limited Wagon Wheels

#### January 2016 - December 2016

<table>
<thead>
<tr>
<th>Media</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Budget</th>
<th>% of Budget</th>
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<tbody>
<tr>
<td>Today's Parent - Magazine Ads</td>
<td>4</td>
<td>11</td>
<td>18</td>
<td>26</td>
<td>29</td>
<td>7</td>
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<td>13</td>
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<tr>
<td>Calgary Stampede</td>
<td>10</td>
<td>12</td>
<td>31</td>
<td>28</td>
<td>29</td>
<td>7</td>
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<tr>
<td>Canadian National Exhibition</td>
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<td>In-store Shelve Blades</td>
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<td>7</td>
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<tr>
<td>In-store Tastings</td>
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<td>7</td>
<td>16</td>
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<tr>
<td>In-store ibeacons</td>
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<td>7</td>
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<td>Calgary Stampede News Release</td>
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<td>9</td>
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<td>13</td>
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<td>17.0%</td>
</tr>
</tbody>
</table>

**Total Budget:** $750,000.00

**Total Percentage:** 100.0%
Budget Breakdown

- Today's Parent - Magazine Ads: 30.1%
- Calgary Stampede: 16.0%
- Canadian National Exhibition: 17.3%
- In-store Shelf Blades: 16.1%
- In-store Tastings: 8.7%
- In-store ibeacons: 5.3%
- Calgary Stampede News Release: 6.0%
- CRE News Release: 0.2%
- Social Media Creation: 0.2%
- Online Digital Marketing Plan: 0.1%
The above graph demonstrates that Biscuit Sandwich type cookies are consumed 10.25% behind Chocolate Chip (39%), Oatmeal (18%) and Other (10.64%) cookies.
Appendix B: Social Media Audit

Dare’s social media presence is limited to specific products:

● **Bear Paws:**
  ○ Bear Paws is targeted at a similar demographic as Wagon Wheels
  ○ The Facebook page focuses on healthy pairings and is directed at school age kids
  ○ Parents contribute different ideas of how they use the product
  ○ Dare makes product announcements on the Facebook page as well

● **Boulangerie Grissol:**

● **Dare Candy:**

● **Breton:**

Dare (aside from Breton products) does not have Twitter, Instagram, Pinterest, Tumblr or Google+ public accounts
Appendix C: Competitive Landscape

An excerpt from a market report that demonstrates how competitors are using social media to interact with their customers, a younger demographic:

“Mondelez Canada Inc will remain in the leading position in the biscuits category with a 40% value share in 2014. The company is making efforts to attract consumers by product development as well as marketing campaigns. The company follows the HW trend and launches relevant products. For instance, it’s Triscuit brand launched a roasted garlic flavour cracker and a new kind of Triscuit made with brown rice in 2014. Wheat Thins also launched two new flavours in sundried tomato and basil as well as nacho cheese flavours. Meanwhile, Mondelez has kept launching marketing campaigns. In 2013, it launched a campaign involving Chips Ahoy! cookies, Shelby.tv, a social media TV start-up, and Tonga, a social content start-up. The three worked together to provide college students with footage of March Madness with Chips Ahoy! branding. In 2014, Mondelez launched a campaign with the strategic objective of driving awareness of the belVita breakfast biscuits brand at key media intersections among a younger, socially engaged audience. Over the course of 10 days in March 2014, nearly 80 Twitter users who tweeted the #MorningWin hashtag found themselves with a reply from belVita’s own Twitter account. Those replies contained links to personalised music videos performed by one-man-band Paul David, also known as Bandaloni, based on those selected users’ #MorningWin tweets. These marketing campaigns bring excitement to consumers especially the younger group, and have gained positive feedback.”
Appendix D: Internal SWOT Analysis: Shelf Space with Internal Competitors

<table>
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<th>Strengths</th>
<th>Weakness</th>
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<tbody>
<tr>
<td>Has largest share of the cookie market</td>
<td>Chocolate chip cookie market has many competitors doing similar cookies</td>
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<tr>
<td>Brand recognition</td>
<td>Quality of mass produced product</td>
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<tr>
<td>Variety of styles of Chocolate Chip cookies</td>
<td>Similar products</td>
</tr>
<tr>
<td>Nabisco is a major player in the food industry</td>
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<td></td>
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<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>Continue to lead the market with innovative ideas</td>
<td>Other cookie companies</td>
</tr>
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<td></td>
<td>Health Movement</td>
</tr>
<tr>
<td></td>
<td>Allergies - Peanut Free</td>
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</table>

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
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</thead>
<tbody>
<tr>
<td>Has 2nd largest share of the cookie market</td>
<td>Cookie market is oversaturated</td>
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<tr>
<td>Brand Recognition</td>
<td>Similar Products</td>
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<tr>
<td>Variety of Flavours</td>
<td>Many competitors</td>
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<tr>
<td>Holds the largest share of the sandwich cookie market</td>
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<tr>
<td>Nabisco major player in the cookie market</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>Continue to be innovators in the cookie market</td>
<td>Other cookie companies</td>
</tr>
<tr>
<td></td>
<td>The health movement</td>
</tr>
</tbody>
</table>

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31 Zehrs-Ottawa Street-Cookie Aisle, October, 2015
Appendix E: Age Group Demographic Segmentation

The distribution of age groups that consume Biscuit Sandwich cookies

- 18-24 yr olds do not consume these types of cookies
- 35-49 are the target market demographic representing people of parenting age, making lunches for children

Source: 01 PMB 2015 Spring Kantar Media 2015
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