



From Junk Food to Real Food - Building Advocates to Change the Perception of Frito-Lay Snacks

Ketchum and Zocalo Group and Frito-Lay North America, Jan 1, 2013

Summary: 2013 Silver Anvil Award of Excellence Winner — Reputation Management / Brand Management — Business Companies With Sales Over \$10 Billion< BR>

For decades, Americans have thought of snack chips as "junk food," but Frito-Lay has a compelling "better-than-you-think" story to shift perceptions of its snacks. The team targeted influencers who impact public opinion toward Frito-Lay, designing a strategy to gain their support while equipping them with resources. The program reached **30,000+** health professionals – with **80%** reporting a more positive view of Frito-Lay – arming them with message multiplying tools. More than **26,000** Frito-Lay Fans shared their love – and Frito-Lay key messages – online. Media coverage also reflected a positive shift in perception as indicated by an **8.75%** increase in the quality of coverage of Frito-Lay and its brands.

Reputation management / brand management includes campaigns are designed to enhance, promote or improve the reputation of an organization with its publics or key elements of its publics, either proactively or in response to an issue, event or market occurrence.

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SITUATION ANALYSIS

For decades, millions of Americans have thought of snack chips as "junk food" – heavily processed with no nutritional value. But Frito-Lay North America (FLNA) knows its snacks, including Lay's potato chips, Fritos corn chips, Tostitos tortilla chips and SunChips multigrain snacks, are better than people might think - "real," actually, and definitely not junk. FLNA has facts on its side: many of its snacks start with simple, farm-grown ingredients. Fritos Original corn chips, for example, are made from corn, corn oil and salt – that's it. The company removed trans fat from its snack chips years ahead of other food companies, and continually innovates with positive nutrition in mind, including increasing the amount of whole grains and reducing sodium from some of its snack chips. To FLNA being better than people might think also relates to the planet, and the company is committed to conserving resources and eliminating waste.

FLNA knows it takes time and smart strategy to shift ingrained perceptions. To succeed, the FLNA/Ketchum team targeted the gatekeepers who shape public opinion about Frito-Lay, converting them into vocal supporters. The team designed a strategy to first **engage** influencers in a dialogue, then **educate** them about the science behind FLNA's product innovations, give them behind-the-scenes access to **experience** the brand, and finally encourage them to

evangelize, sharing Frito-Lay's "better-than-you-think" story with consumers. For that final "e," Ketchum tapped Zocalo Group's word-of-mouth marketing expertise to extend the Frito-Lay health and wellness story to consumers, and drive online peer-to-peer recommendations.

Perceptions continued to shift in year six of this evolutionary program. The team reached more than **30,000** health professionals (with **80%** reporting a more positive view of Frito-Lay following educational activities) and more than **26,000** Frito-Lay Fans shared their love – and Frito-Lay key messages – online. Among influential media, quality of coverage for Frito-Lay and its brands increased by **8.75 percent** in 2012. What's more, from 2007 to 2012, awareness among key influencers of Frito-Lay brands as better-for-you snacks increased **from 66% to 73%** for SunChips multigrain snacks and **from 58% to 71%** for Lay's potato chips; there was also a **43%** increase in the likelihood that influencers would recommend Tostitos tortilla chips as a sensible snack.

RESEARCH

1) INFLUENCER-FOCUSED STRATEGY: The team evaluated existing research and examples of other influencer programs to determine the best way to enlist influencer support and ultimately drive consumer preference for the brand.

- **INSIGHT:** Research showed that science provides a reason to believe; 92% of people say that recommendations from family/friends/experts are the most powerful influences on purchase decisions.
- **ACTION:** From there, the team created the program platform to educate influencers about the underlying science in a way that would make them believers, and provide tools to turn them into brand ambassadors.

2) INFLUENCER PERCEPTIONS: A benchmarking survey indicated that only 30% of influencers agree that FLNA offers better-for-you snacks.

- **INSIGHT:** There was an opportunity to increase favorable opinions about FLNA's snacks.
- **ACTION:** To measure shifts in perception, the team focused on areas of enhancement and captured views about FLNA before and after program activities.

3) MESSAGE RESEARCH: An influencer focus group helped the team determine the good fats/simple ingredients story as the most powerful.

- **INSIGHT:** Evidence-based, science-driven messages reviewed/shaped by influencers are critical.
- **ACTION:** The team packaged science as readily available and easy for key opinion leaders to understand and share.

4) MEDIA ANALYSIS: Evaluation of coverage identified that the SunChips brand drives the largest proportion of positive coverage.

- **INSIGHT:** The team must tell FLNA's umbrella health & wellness story without relying on the health halo of one product.
- **ACTION:** Feature other core brands (e.g., Lay's, Fritos, Tostitos) as heroes, highlighting the oils and simple ingredients messages.

PLANNING

Communication Goals: Convert 75% of health professionals reached to support the better-than-you-think FLNA story, and confirm attitude changes.

Media Goals:

1. Generate 75MM positive media impressions about FLNA commitment to health & wellness.

2. Elicit online consumer loyalists to generate an additional 30MM impressions.
3. Increase coverage quality score to 55 (score= 53 in 2011).

Target Audience: Influencers include: nutrition, health, food and sustainability media; scientific/academic leaders; health professional spokespeople; frontline health professionals (e.g., registered dietitians- RDs); gluten free authorities; non-credentialed experts (e.g., bloggers); online consumer loyalists (i.e., Frito-Lay Fans).

Strategy: **Engage** and enlist support of influencers through a mix of group engagement and one-on-one connections; **Educate** the influencers by grounding them in the science; allow them to **Experience** the brand with exclusive behind-the-scenes access; and encourage them to **Evangelize** by supplying message multiplying materials.

Measurement: The team customized an easy to read, visual “dashboard” to track and measure temporal changes in traditional and digital media coverage, addressing perceptions of FLNA products using search terms/algorithms to identify/rank coverage, and analyze tone/key message inclusion (which all contribute to coverage quality score). The team reported on coverage daily, also using this report to identify opportunities to engage and educate influencers. Surveys tracked shifts in influencer perceptions before and following participation in program activities; additionally a 2007 benchmarking survey was repeated.

EXECUTION

ENGAGE

- *Gluten Free Partners:* Hosted focus groups with leadership of the Celiac Disease Foundation (CDF), National Foundation of Celiac Awareness (NFCA) and Recipe Redux, a community of nutrition and food bloggers, to develop a program and messages to announce FLNA gluten free initiative.
- *Digital Engagement:* Identified nearly 27,000 online influential chip lovers interested in learning more about FLNA brands; invited them to participate in the Frito-Lay Brand Fan program.

EDUCATE

- *Meetings:* Exhibited and hosted “Chip Mythbusters” session at Society for Nutrition Education and the Academy of Nutrition and Dietetics conferences. Exhibit booth activities included a “chip myth” challenge (also played on Twitter) and an interactive display of the ingredients in FLNA products.
- *Webinars:* Presented gluten free initiative to members of NFCA and Institute for Food Technologists.
- *Mailings:* Distributed new product “sneak peek” to media, bloggers and health professionals; “fan packs” to Frito-Lay Fans. Plus, the “Healthy Snacking Research Center” and “FanFare” quarterly e-newsletters kept health professionals and brand fans, respectively, abreast of FLNA news.

EXPERIENCE

- *Plant Tours:* Hosted media, bloggers and health professionals at FLNA plants in three states to see the ingredients and eco-friendly technologies used to make FLNA snack chips.
- *Insights Summit:* Invited nine Supermarket RDs – working for FLNA’s top customers – to Plano, TX HQs for a two-day workshop; identified best practices for working together.
- *Electric Truck Rides:* Celebrated FLNA’s electric delivery trucks when they reached the milestone of one million all-electric miles driven and announced the addition of compressed natural gas trailers to generate media attention; invited top media to take trucks for a test drive.
- *Trend Trek:* Organized urban ethnographic tour of NYC for key health influencers to see

firsthand how FLNA looks to trends and culture to inspire chip flavors.

EVANGELIZE

- *C.A.R.E Packages*: Developed quarterly “Consumer Awareness Resource Education” Packages for Supermarket RDs with infographics, tips sheets and shelf talkers focused on a specific topic (e.g., sodium, gluten free, back-to-school).
- *Content*: Developed gluten free recipe section on fritolay.com in partnership with Recipe Redux members. Developed new content for FLNA’s social media channels including video with FLNA RD and CDF CEO and Fan of the Week posts.
- *Websites*: Health professional resources, SnackSense.com and LicenseToSnack.com, housed downloadable materials.
- *Spokesperson Network*: Provided RDs tapped by media with moment-in-time pitch angles, key messages and FLNA product for tabletop display on national and local broadcast segments. Worked with popular bloggers to host product giveaways and develop gluten free snacking tips.

EVALUATION

Convert 75% of health professionals reached to FLNA advocates.

80% of health professionals reached reported a more positive view of FLNA.

Highlights:

- 100% of SNEB board members agreed FLNA is committed to health & wellness following plant tour
- Supermarket RDs reported 22 examples of repurposing C.A.R.E Package materials including Meijer using product samples for broadcast segments and Big Y sharing infographic on retailer Facebook page
- “Chip myth” quiz takers shared responses reaching 100,000+ Twitter followers
- There were 16K+ unique visitors to LicenseToSnack.com and 21K+ to SnackSense.com.

Generate 75MM positive media impressions about FLNA’s commitment to health & wellness.

The program was able to reach 198MM positive impressions, spreading the word that FLNA makes better-for-you snacks.

Highlights:

- Telling our story to the media for National Nutrition Month resulted in two national segments and eight local segments, featuring Tostitos tortilla chips as a better snack option.
- The announcement about many FLNA snacks labeling gluten free was covered by USA Today, ABC News, NY Daily News, Progressive Grocer. Food Manufacturing named it in the top five food news stories of 2012.
- 72 plant tour participants tweeted and blogged about their experiences which also led to a video on The Daily Meal and traditional media coverage.
 - “What amazed me most about Frito-Lay was how much attention they put on health and quality.” - Eat Well with Janel blog
- Electric Truck coverage positioned FLNA as a thought leader in “green” innovation- placements included AP, LA Times, Huffington Post, Bloomberg Businessweek, Greenbiz.

Generate 30MM social media impressions via online conversations.

The team was able to secure more than 46MM social media impressions, exceeding goal by 53 percent.

Highlights:

- Frito-Lay Fans shared product reviews, recipe ideas and positive recommendations in

conjunction with moments in time, including game day and holiday entertaining.

- “[Frito-Lay snacks] have everything we need, whether we are feeding one hungry football fan or a big crowd of snackers!” – I Heart Publix blog
- “It’s good to know that these products are gluten free so I can still have parties and know that I am providing a snack for my friends with gluten allergies!” - Lil Bit of Us blog

Increase coverage quality score to 55.

There was an 8.75% increase in the coverage quality score (56.0 in 2011 vs. 60.9 in 2012).

Highlights:

- 86% increase in positive media coverage (53% in 2011 vs. 99% in 2012).

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