MARKETING PLAN

INNOV3007

07/05/2024

2915 – Words

Student Number: 2142661

TABLE OF CONTENTS

1 – Overview

2 – Objectives and KPI's

3 – Markets and Segmentation

6 – Customer Analysis

7 – Branding & Relationships

9 - Communications Mix

10 – Developing Actions

11 – References

Overview

What is the plan?

Unilever is to redefine its brand Twister Ice Lollies engagement with Generation Z (Specifically 16- to 18-year-olds) through a strategic guerrilla marketing campaign. Through Out of Home (OOH) advertising and organic social media engagement, this campaign aims to seamlessly integrate into their daily lives, sparking memorable experiences both online and offline.

The Campaign

The Twister brand will undertake a 'Twister Unfrozen' campaign, creating interactive sculptural installations in densely populated cities and/or urban areas, primarily across the United States and European capital cities. These sculptures will not only serve as art pieces but also as interactive platforms where consumers can participate in 'unfreezing' the sculptures by inserting their finished Twister Lolly sticks, completing challenges, or sharing under a Twister related hashtag. Each sculpture contains a centre, which will be gradually 'unfrozen' (revealed) as more participants engage with the installation. The first city to fully 'unfreeze' their sculpture will uncover the Twister secret at the core. Not only will this leverage the values of Twister as a unique brand, but it will also be reminiscent of the nostalgically unique experience these consumers have when enjoying a Lolly.

The campaign will focus on high-energy and low-cost tactics to engage audiences, avoiding the substantial resources typically associated with traditional advertising (Levinson & Hicks, 2007). The aim is to make Twister relevant in popular culture of Gen-Z, making the brand synonymous not just with a product, but with a culturally relevant experience. This will be achieved not only through the campaign itself but also through capitalising on a diverse social media presence and leveraging content creator's loyal audiences.

Objectives & KPI's

- **Refresh Twister's brand image to resonate with Generation Z, specifically 16–18-year-olds worldwide.**
- **Leverage nostalgia while introducing innovative product experiences to create a modern and exciting brand narrative.**
- **Increase Twister's social media followers by 30% across all platforms within the campaign period.**
- **Collaborate with at least 10 influencers or content creators to promote the "Unfrozen" theme.**
- **Secure a viral reach with at least one campaign video obtaining over 2 million views within three months of launch.**

Markets & Segmentation

3

Who? What? Why?

Twister Ice Lollies is a brand under Unilever's Heartbrand's that unifies their ice creams under a single umbrella. Twister is specifically targeting urban teenagers aged 16-18, a demographic characterised by unique consumption patterns and substantial engagement with online media platforms. A study shows that 95% of teens aged 12-17 consume packaged snacks, with a preference for sweet over savoury items (DataBridge, 2022). Ofcom's report suggests individuals aged between 13 and 25 spend on average, upwards of 4 hours a day on social media with an inclination to watch 'challenge' content (Ofcom, 2023). This suggests that the 'Twister Unfrozen' campaign will effectively resonate with this target audience, and that Twister should extend their age criteria for this campaign to target Generation Z (12–27-year-olds).

This section outlines a segmentation strategy by considering forces external to the brand Twister as well as Unilever with a focused PESTLE analysis (Armstrong, et al. 2010). Key market inhibitors and drivers are considered, with particular attention to those segmented by age and lifestyle (Santosa, 2023).

Demographic Segmentation

There are 1.3 billion adolescents in the world today, more than ever before, making up 16% of the world's population (Unicef, 2024).

US

U.S. Census Bureau estimates:

- 43 million people aged 10-19.
- 13% of the total U.S. population.
- 86% of live in metropolitan areas (with an urban population of at least 50,000).
- 95% of adolescents (age 13-17) have access to smartphones.

(USCensusBureau, 2023) (Atske, 2023)

UK

- Roughly 8 million adolescents with an equal gender split.
- The UK city with the youngest population is Slough, with an average age of 33.9 and only one in 10 people aged 65 and over.
- The average age in London, the sixth youngest city, is 36.5.
- Gen Z accounts for 15% of the UK population.

(Unicef, 2022) (Mintel, 2023)

Europe

- Brussels is the youngest capital city in the EU with a young-age dependency ratio of over 40%, closely followed by Paris and Dublin (39%).

(Eurostat, 2019)

How are they consuming confectionary goods?

- Generation Z's adventurous spirit has led to a rise in exclusive and exotic flavours, particularly in beverage and snack categories like sugar confectionery (Jones, 2023).
- Likely to follow food and beverage trends on social media, sharing their experiences online.
- 44% of Gen Z get flavour inspiration from social media (Innova, 2023).
- 38% turn to digital video media and friends and family for ideas (Innova, 2023).

The market for this demographic is large, especially in urban locations. This poses as a lucrative opportunity for Unilever and Twister. Afterall, it is clear this demographic will eventually be the majority Unilever's customers in the coming decades. To further tailor our understanding of this group it's important to analyse psychographic and behavioural segments that influence their purchasing decisions.

Psychographic & Behavioural Segmentation

What does Gen Z value enough to pay for?

- 61% would pay for better quality.
- 56% for a better experience.
- 50% for convenience.
  (Jones, 2023)

What kind of advertising works?

- Gen Z prefers out-of-home (OOH) ads the most across all ad formats.
- 55% of Gen Z had a positive opinion regarding OOH ads.
  (The Drum, 2023)

Who's or what is influencing their habits?

- 28% of Gen Zer's aged 13 to 17 say social media influences their purchasing habits.
- 39% of Gen Zer's aged 18-23 say social media influences their purchasing habits.
  (Bhargava et al., 2020)

How companies have capitalised on this

Pepsi's "My Music My Way"

Pepsi inspired Gen Z to express themselves by creating their own music on Pepsi's digital music platform.
(Warc, 2020)

Economic Factors

*Gen Z hold **£353bn in spending power** across the world growing annually,*

£282bn in the US alone (Noenickx, 2023).

Inflation and cost of living

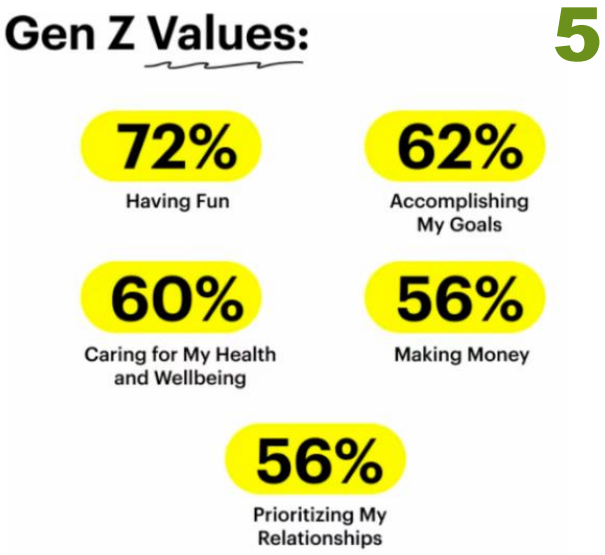
- 53% of Gen Z cite the higher cost of living as a reason for modifying their lifestyles.
- 73% having changed their spending habits due to increased prices (Molenaar, 2021).

Digital payments and BNPL (Buy Now Pay Later)

- Gen Z shies away from credit cards and instead favours Buy Now, Pay Later models (Johnson, 2023).

Social Factors

- Gen Z is highly influenced by social media influencers, who they see as authentic and relatable. More likely to try out products or services recommended by influencers (Francis and Hoefel, 2018).
- 66% percent of the Gen Zers from a Mckinsey survey believe that communities are created by causes and interests (Francis and Hoefel, 2018).
- 50% of this age group report influencer recommendations as a critical factor in their purchasing choices (Rodrigue, 2023).



(Snapchat, 2022)

Takeaways:

- It's important to listen to what Gen Z values, then dig into how the Twister brand aligns with that.

- Develop collaborations with influencers for product endorsements, content creation, and co-branded initiatives.
  Why? Influencers are a trusted source among Gen Z, and their endorsements can significantly influence purchasing decisions and brand perceptions.

Reasons for Market Choice

High Market Penetration Potential:

- With 1.3 billion adolescents globally, targeting this demographic offers a vast potential customer base for Twister and Unilever.

Broader Marketing Trends:

- Gen Z's behaviour aligns with global trends towards digital consumption, social sharing, and OOH advertising, fitting well with Twister's strategic goals of sustainability through unique means.

Customer Analysis

If the Twister brand is to reinvigorate its love and nostalgia, they should consider this customer journey of a typical 16- to 18-year-old and how this relates to inbound marketing strategy. From this we can intercept not only where the campaign would connect with the customer, but also the value that is available through co-creation (Ranjan and Read, 2014).

Why use inbound?

There is at present an oversaturation of traditional advertising and media, many consumers have developed the ability to ignore ads consciously or subconsciously (Lehnert, Goupil and Brand, 2021). The campaign would curtail these negatives by allowing the user to engage with the brand organically, this is to be elaborated on in the communications mix. Irrespectively, if the campaign is to succeed, we must appreciate its interception points in the journey of a target participant.

Persona

Role

Student

Age Group

16-18 years old

Interests

Attending school events, hanging out with friends, trying new activities, and involvement in extracurriculars like sports or arts.

Social Media Usage

Moderate; primarily uses social media for keeping up with friends and entertainment.

Goals & Values

fun and new experiences that are shareable with peers.

Challenges

Limited Budget, making affordability a key concern in their purchasing decisions.

Highly influenced by peers, sometimes leading to pressure to conform to group choices.

Balancing school, social life, and personal interests, limiting their time for new experiences.

Pre-Campaign Behaviour

Daily Activities

Attends school, spends free time with friends and participates in community events.

Media Consumption

Watches popular YouTube channels, follows trending TV shows, and listens to mainstream music. Uses Instagram and Snapchat for online interactivity.

Buying Criteria

Prefers affordable, trendy products that are popular among peers.
Looks for brands that offer both fun and functional benefits.

Adjusted Journey Map

Awareness

Discovers the campaign through a dance influencer's Instagram story

Consideration

Touchpoints:
finds videos of people interacting with the sculpture, leading to partial reveals of the core.
Trigger: Sees a friend's post about their experience at a Twister sculpture and the unique interactive elements involved.

Decision

Attends a Twister event after seeing a group of friends planning to go.

Action

Participates in the event, enjoys interactive games, and shares photos on social media.

Loyalty

Touchpoints: Regularly checks back for updates on the sculpture's core mystery, participates in online discussions, and follows the campaign to its conclusion.
Trigger: Forms a deeper connection with the Twister brand due to the unique experience.

Leveraging OOH

This persona's journey is indicative of this OOH campaign's efficacy in synergising impactful marketing strategy. By understanding and outlining these specific behaviours, preferences and decisions of a targeted consumer, Twister can leverage this campaign to foster a stronger, more engaged community around the Twister brand. The campaign would encourage co-creation driven by curiosity; Twister could capitalise on organic growth from consumers sharing their experience which translates to the fundamentals of inbound strategy.

Branding & Relationships

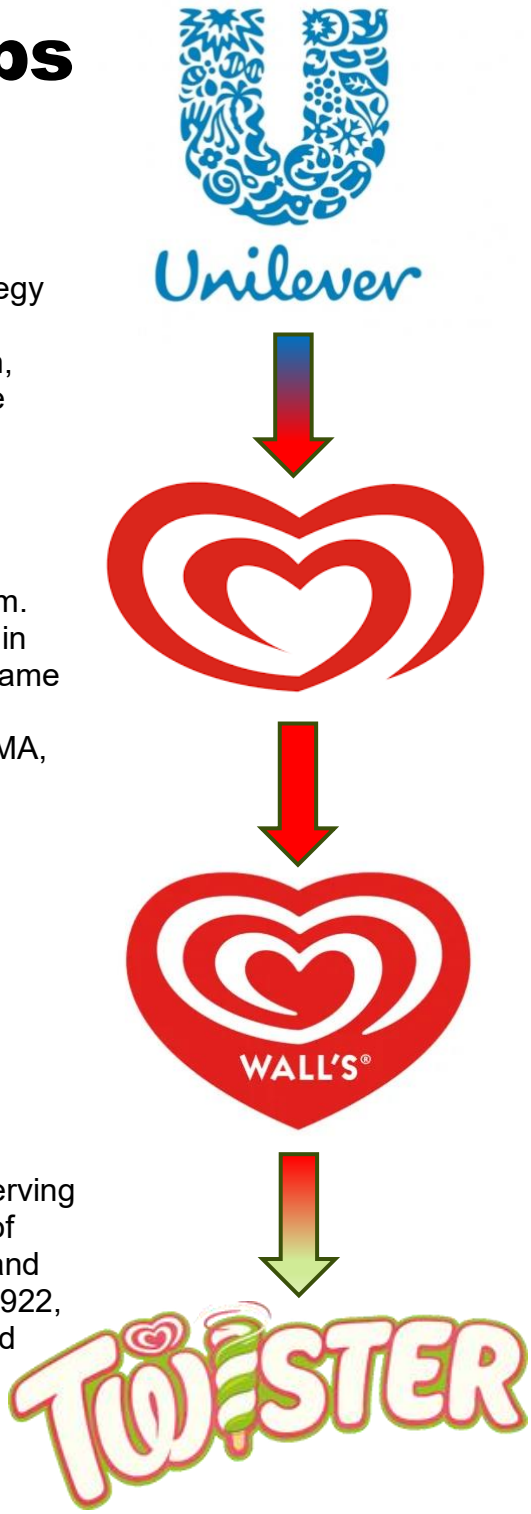
How important is it?

Branding is pivotal to Unilever. Unilever is a British multinational consumer goods company headquartered in England, Founded in September 1929. As of 2022, Unilever reformed its branding strategy from a "matrix structure", to consisting of five business simplified groups: Beauty & Wellbeing, Personal Care, Home Care, Nutrition, and Ice Cream (Organimi, 2017). These Business Groups operate almost autonomously and are responsible for their own growth.

A Brand Empire

Unilever clearly consists of a *house of brands*. This is to rightly separate any association between washing up liquid and ice cream. This disassociation is justified, the values of each business group in Unilever are drastically different. Unilever's strategy of using the same logo across a range of ice cream brands means that the resulting goodwill can be shared across Unilever's ice cream network (CITMA, 2020).

Unilever geographically allocates different names under the same heart brand, to obtain higher levels of customer recognition. Preserving the unique names of these Heartbrands not only fosters a sense of unique identity, but Unilever is also preserving localised goodwill and history (CITMA, 2020). From the Wall's trademark originating in 1922, to the Algida trademark each of these brands has its own story and loyal customer following.



The equity of Unilever's Heartbrands can be observed through analysing a combination of brand awareness, brand loyalty, and brand associations (Shocker and Aaker, 1993). This was specifically done for Wall's Twister to differentiate how it can build customer relationships utilising its mother organisation of Unilever.

Brand Equity

Brand Loyalty

- Regional product adaptation.
- Cohesive global identity.
- Adapting flavours.
- Marketing to local tastes.
- Maintaining the global ethos.
- Celebration of Wall's 100th anniversary joy and community, key emotional drivers for the brand (Unilever, 2022 & 2024).

Brand Awareness

- Heartbrand logo as a global symbol of joy and quality.
- Easily recognizable and trusted by consumers worldwide.
- Largest Ice-Cream maker in the world.

Perceived Quality

- Unilever's commitment to high standards (Unilever, 2022 & 2024).
- Strong R&D capabilities.
- Quality assurance.
- Health regulated.

Brand Associations

- Positive emotions and experiences linked to the Heartbrand logo.
- Sustainability efforts.
- Extensive distribution networks.

How Twister Can Leverage This

<u>Urban/Localised Campaigns</u>

- Adapt "Twister Unfrozen" to regional preferences using Unilever's global insights.

e.g. Algida twister Vs Walls.

- Offer exclusives or merchandise for participation to boost repeat engagement.

- Integrate localised Heartbrand logos for recognition and impact.

<u>Cross Promotion</u>

- Integrate other Unilever products at "Twister Unfrozen" events to widen reach.

- Leverage the campaign as an example of Unilever's commitment to high-quality, creative experiences.

<u>Health Focus</u>

- Calorie clarity.
- Reduced sugar options.
- Promote physical participation/ challenges.

<u>Sustainability Spotlight</u>

- Use biodegradable materials.
- Waste reduction through rewarding returned wrappers/sticks.

<u>Community initiatives</u>

- Portion of profits is returned to the community.
- Spotlight for fundraising.

Communications Mix

To achieve the proposed Objectives & KPI's, Twister should capitalise on the efficacy of an integrated approach to marketing communications. Synchronising each method below will give the campaign consistency across all platforms. By applying an IMC (Integrated Marketing Communications) approach, the 'Twister Unfrozen' campaign can unify Out-Of-Home Advertising, digital marketing, public relations, and event marketing. This approach would give the campaign the best odds at meeting all the proposed objectives (Kliatchko, 2008).

Out-Of-Home (OOH) Advertising

This is unironically the core of the campaign. Twister should install interactive sculptures located in high-traffic urban areas where the target demographic frequents. Not only should they be bright and striking art pieces, but also as engagement hubs where participants can interact with the sculptures, such as inserting finished Twister lolly sticks or perhaps hand in recycling to gradually 'unfreeze' a the mystery element within the sculptures. This not only promotes the sustainable efforts of Unilever as a corporation, but also is the driving factor for traffic in other communication mixes.

Why a sculpture and OOH altogether?

High Visibility and Engagement

- Creates a memorable experience.
- Resonates with the unique "twisty" experience of the having a Twister.
- "Instagrammable" experience that would enhance brand recall.

Supports Viral Potential

- Encourages sharing across social media platforms.
- High Likelihood of virality – 'Challenge content' being the preferred type consumed among this demographic.
- Compliments resource allocated efforts to promote the campaign.

Digital and Event Marketing

The green and white ice-cream of this campaign.

This would leverage the digital savviness of the target demographic. Given the huge influence social media and its content creators have on the spending and behavioural habits of Gen Z, this strategy would involve:

Social Media Engagement and UGC (User Generated Content)

- Sharing videos across all platforms of the campaign on an officially independent Twister Account.
- Host a Livestream on all platforms during the campaign and for the reveal.

Partner with influencers

- Allow for a "Twister takeover" – Creators have creative freedom over videos for a day.
- Host live events.
- Meet and greets around the sculpture.

Why Digital Marketing and UGC?

Amplifying Twisters reach through UGC, and content creation will resonate with an audience that values authenticity and interactivity. If Twister can align themselves with trusted influencers, they can leverage this credibility to new audiences. This avoids the usual stipends of harbouring trust among new customers.

Public Relations

The wooden stick

This would complement the above strategies. From partnering with localised businesses to ensure disposal of waste, to spreading awareness of good causes in the community. *Why?* This would enhance Twister's brand image and is a form of risk management.

Developing Actions

What to do. How to do it. Why it needs doing.

For Twister to meet the proposed objectives and KPI's whilst maintaining the low-cost nature of a Guerrilla Campaign, it is paramount to have a definitive and measurable action plan (Gafner, 2022). By using a SMART format, we can rationalise these objectives through actionable and measurable means.

Sculpture Installation.

Specific
- Install interactive sculptures in 10 high-traffic, young urban areas. Specifically - Brussels, Paris, Dublin, London and New York.

Measurable
- Each installation is to attract at least 1000 interactions per month.

Attainable
- Coordinate with local artists, business or firms to make this process a 'community building' experience.

Relevant
- Bread and butter of this guerilla campaign. these installations are designed to enhance engagement and brand visibility.

Time-Based
- Have all installations ready for a specific reveal date. Ideally on a public holiday, e.g. June 1, 2025

Launching & Measuring the Multi-Channel Digital Campaign.

Specific
- Start a digital campaign leveraging an official social media account. Live event streaming, teaser content and interactive challenges on all platforms.

Measurable
- Increase following of 30% across Twister's social media accounts. At least one campaign video obtain 2 million views.
- Collaborate with at least 10 influencers for promotion.

Attainable
- Leverage audience loyalty of established creators.
- Make engaging content.

Relevant
- Connects with a young audience online, increasing reach and recognition.
- Organically advertises the OOH installation.

Time-Based
- Consistent posting 1-2 videos a week.
- Campaign virality within 3 months
- Have a new influencer represent the campaign each week.

Sustainability and Community Initiatives

Specific
- All practices, installations and events align with enironmentally friendly practices.

Measurable
- 75% recycling rate for campaign materials. At least 100 wrappers and wooden sticks handed in.

Attainable
- Partner with local environmental organisations or communities.

Relevant
- Enhances Heartbrands value for sustainable practices and localised responsibilities.

Time-Based
- Weekly evaluations of event site.

References

11

*The images at the beginning were made through a design process outlined in the Mural

Reference list

- Atske, S. (2023). *Teens, Social Media and Technology 2023*. [online] Pew Research Center. Available at: https://www.pewresearch.org/internet/2023/12/11/teens-social-media-and-technology-2023/ [Accessed 6 May 2024].
- Bhargava, S., Finneman, B., Schmidt, J. and Spagnuolo, E. (2020). *The young and the restless: Generation Z in America*. [online] McKinsey & Company. Available at: https://www.mckinsey.com/industries/retail/our-insights/the-young-and-the-restless-generation-z-in-america [Accessed 4 May 2024].
- CITMA (2020). *The same but different: how Unilever's branding lives from the heart*. [online] Citma.org.uk. Available at: https://www.citma.org.uk/resources/trade-marks-ip/protecting-food-and-drink-brands/the-same-but-different-how-unilevers-branding-lives-from-the-heart-blog.html [Accessed 5 May 2024].
- DataBridge (2022). *Ice Lollies Market Size, Share, Growth, Trends, Value, Forecast, & Industry Analysis*. [online] Databridgemarketresearch.com. Available at: https://www.databridgemarketresearch.com/reports/global-ice-lollies-market [Accessed 6 May 2024].
- Eurostat (2019). *EU cities – the young and the old*. [online] Europa.eu. Available at: https://ec.europa.eu/eurostat/web/products-eurostat-news/-/EDN-20191030-1 [Accessed 6 May 2024].
- Francis, T. and Hoefel, F. (2018). *'True Gen': Generation Z and its implications for companies*. [online] McKinsey & Company. Available at: https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies [Accessed 4 May 2024].
- Gafner, J. (2022). *What Is an Action Plan in Marketing? (and How To Write One)*. [online] Indeed Career Guide. Available at: https://www.indeed.com/career-advice/career-development/action-plan-in-marketing [Accessed 6 May 2024].
- Innova Market Insights - Your Insights Partner for Growth. (2023). *Gen Z Trends 2023: The chase for Indulgent, Exciting, and Unique Flavors*. [online] Available at: https://www.innovamarketinsights.com/trends/gen-z-trends/ [Accessed 4 May 2024].
- Johnson, N. (2023). *42 Statistics on Gen Z Spending Habits in 2023*. [online] EcoCart. Available at: https://ecocart.io/gen-z-spending-habits/ [Accessed 4 May 2024].
- Jones, C. (2023a). *Gen Z Content Consumption Fact Sheet*. [online] Content Science Review. Available at: https://review.content-science.com/gen-z-content-consumption-fact-sheet/ [Accessed 4 May 2024].
- Jones, C. (2023b). *Gen Z Content Consumption Fact Sheet*. [online] Content Science Review. Available at: https://review.content-science.com/gen-z-content-consumption-fact-sheet/ [Accessed 4 May 2024].

- Kliatchko, J. (2008). *Revisiting the IMC construct - A revised definition and four pillars*. [online] ResearchGate. Available at: https://www.researchgate.net/publication/299023779_Revisiting_the_IMC_construct_-_A_revised_definition_and_four_pillars [Accessed 5 May 2024].
- Lehnert, K., Goupil, S. and Brand, P. (2020). Content and the customer: Inbound Ad Strategies Gain Traction. *Journal of Business Strategy*, [online] ahead-of-print(ahead-of-print). doi:https://doi.org/10.1108/jbs-12-2019-0243.
- Lehnert, K., Goupil, S. and Brand, P. (2021). Content and the customer: inbound ad strategies gain traction | Emerald Insight. *Journal of Business Strategy*, [online] 42(1), pp.3–12. doi:https://doi.org/10.1108//JBS.
- Mintel. (2023). *Gen Z and the Future of Consumer Behaviour | MIntel*. [online] Available at: https://www.mintel.com/insights/consumer-research/the-future-of-consumer-behaviour-in-the-age-of-gen-z/ [Accessed 6 May 2024].
- Molenaar, K. (2021). *29 Statistics on Gen Z Spending Habits You Should Know in 2023*. [online] Influencer Marketing Hub. Available at: https://influencermarketinghub.com/gen-z-spending-habits-stats/ [Accessed 4 May 2024].
- Noenickx, C. (2023). *The picky buying habits of Gen Z consumers*. [online] Bbc.com. Available at: https://www.bbc.com/worklife/article/20231218-the-picky-buying-habits-of-gen-z-consumers [Accessed 4 May 2024].
- Ofcom (2023). *Online Nation 2023 Report*. [online] Available at: https://www.ofcom.org.uk/__data/assets/pdf_file/0029/272288/online-nation-2023-report.pdf.
- Organimi. (2017). *Unilever's Organizational Structure [Interactive Chart] | Organimi*. [online] Available at: https://www.organimi.com/organizational-structures/unilever/ [Accessed 5 May 2024].
- Ranjan, K.R. and Read, S. (2014). Value Co-creation: Concept and Measurement. *Journal of the Academy of Marketing Science*, [online] 44(3), pp.290–315. doi:https://doi.org/10.1007/s11747-014-0397-2.
- Rodrigue, E. (2023). *31 Influencer Marketing Stats to Know in 2023*. [online] Hubspot.com. Available at: https://blog.hubspot.com/marketing/influencer-marketing-stats [Accessed 4 May 2024].
- Shocker, A.D. and Aaker, D.A. (1993). Managing Brand Equity. *Journal of Marketing Research*, 30(2), p.256. doi:https://doi.org/10.2307/3172832.
- Snapchat (2022). *How Gen Z is Reshaping Communication and Redefining the Shopping Experience with AR | Snapchat for Business*. [online] Snapchat.com. Available at: https://forbusiness.snapchat.com/blog/how-gen-z-is-reshaping-communication-and-redefining-the-shopping-experience-with-ar [Accessed 6 May 2024].
- The Drum. (2023). *The Drum*. [online] Available at: https://www.thedrum.com/open-mic/gen-z-marketing-with-dooh-3-ways-to-reach-the-most-elusive-generation [Accessed 4 May 2024].
- Unicef (2022). *Adolescent Data by Country - UNICEF Data*. [online] Adolescent Data Portal | UNICEF Data. Available at: https://data.unicef.org/adp/country/gbr/ [Accessed 6 May 2024].
- Unicef (2024). *Adolescents Statistics - UNICEF DATA*. [online] UNICEF DATA. Available at: https://data.unicef.org/topic/adolescents/overview/ [Accessed 6 May 2024].

- Unilever (2022). *Behind the brand: Wall's ice cream serving happiness for 100 years*. [online] Unilever. Available at: https://www.unilever.com/news/news-search/2022/behind-the-brand-walls-ice-cream-serving-happiness-for-100-years/ [Accessed 6 May 2024].

- Unilever PLC (2022). *Reaching ice cream lovers anytime, anywhere*. [online] Unilever. Available at: https://www.unilever.com/news/news-search/2022/reaching-ice-cream-lovers-anytime-anywhere/ [Accessed 6 May 2024].

- USCensusBureau (2023). *National Population by Characteristics: 2020-2023*. [online] Census.gov. Available at: https://www.census.gov/data/datasets/time-series/demo/popest/2020s-national-detail.html [Accessed 6 May 2024].

- Warc (2020). *Pepsi: My music my way* | *WARC*. [online] Warc.com. Available at: https://www.warc.com/content/paywall/article/mma-smarties/pepsi-my-music-my-way/en-gb/152608? [Accessed 6 May 2024].