

Social Media Cases

Case 4-1

Super events command audiences that warrant superior communication efforts. Using social media to generate added audience participation and conversations just multiplied the publicity. Exhibit 4-1A is a news release announcing the winner of the contest.

Doritos Crashes the Super Bowl: How a Leading Snack Brand Put the Power to its People and Changed Madison Avenue Forever

FritoLay with Ketchum

SITUATION ANALYSIS

Imagine a brand taking a risk so daring that Las Vegas set odds on whether it would pay off. That brand is Doritos. With a motto “go big or go home,” Doritos pioneered and proved the power of consumer-created content by boldly airing fan-made Super Bowl spots in 2007 and 2008. Both ads placed No. 4 in *USA Today’s* prestigious ad meter, which ranks Super Bowl ads from most to least favorite. But, this year, Doritos elevated the stakes, taking a chance on its consumers that could lead to unprecedented success or a significant let down. Doritos put up \$1 million for the fan whose home-made Doritos Super Bowl ad could trump Madison Avenue and become the first-ever user-generated commercial to take the top spot in *USA Today’s* ad meter. No brand, even with the backing of top-notch ad agencies, had been able to beat Budweiser for the No. 1 ranking for the past decade. Could a Doritos fan actually dethrone the king? With millions in broadcast advertising dollars and the brand’s reputation at stake, public relations served a lead role in driving high-quality submissions and strong ROI. The PR strategy turned what could have been only a one-week news cycle into six months of coverage that drove entries and overall awareness of the David vs. Goliath moments on Super Bowl Sunday and the next day, when *USA Today* revealed Doritos was No. 1, turning the unemployed winners into millionaires and media darlings over night.

Courtesy FritoLay and Ketchum

RESEARCH

Primary

- Commissioned internal and external researchers to obtain insight into Doritos' core consumer group
- Evaluated consumer feedback shared via Doritos website/forum and the blogosphere

Secondary

- Analyzed recent media coverage and surveys on the evolving consumer-generated content trend and media consumption habits of Doritos' core and broader target audiences
- Identified top trends in current news cycle to determine best PR positioning of program

Key Research Insights

Research efforts confirmed that the most influential media to reach the core target were blogs, social networking, and viral video sites. But, it also revealed that traditional media and local print, radio, and TV news still needed to be a vital part of a communications campaign to this audience. Given the media's focus on the economic downturn and presidential election, a cash prize in the contest and themes of hope, optimism and the power of people to make change were deemed the most newsworthy angles.

Target Audience Analysis

The Doritos target consumer is between the ages of 16 and 24, and is a member of a technology-savvy group that has mastered multi-tasking with media. The Internet is the second most-consumed medium by this group and they spend approximately three hours online per day. Due in large part to the 24/7 availability of unfiltered feedback online, Doritos' target has developed a higher tolerance and respect for honest and authentic messaging. In the quest to control their stimulation, Doritos' consumers embrace media as a form of self-expression.

PLANNING

Objectives

- Drive consumer engagement in contest via submissions and video views on program website.
- Sustain six-month news cycle of Doritos contest coverage.

Media Goal:

Generate 600 million media impressions in mainstream and youth media.

Target Audiences:

Core: 16 to 24 year olds; Broader: 18 to 45 year olds

Strategies

The research led to a daring idea that put Doritos fans in complete creative control of the brand and dangled a reward so sweet it would motivate consumer and media engagement like never before:

- Invite America to develop Doritos' Super Bowl ads and award the winning creator with \$1 million if he or she can beat the professionally produced spots and place No. 1 in *USA Today's* ad meter.
- Implement a two-prong media outreach approach to simultaneously reach Doritos' core target audience and likely entrants while maintaining ongoing coverage in mainstream news outlets.
- Prepare messaging and media opportunities for all potential *USA Today* result scenarios.

EXECUTION

Strategy 1:

Invite America to develop Doritos' Super Bowl ads; and Award \$1 million for top ad meter spot

- Challenged fans to create and submit a Doritos ad to www.crashthesuperbowl.com for a chance to have it air during Super Bowl XLIII, unedited by Doritos
- Invited consumers to vote online for their favorite ad among the five finalists selected by Doritos
- Aired two consumer-created and consumer-selected Doritos Super Bowl ads

Strategy 2:

Implement a two-prong media outreach approach

- Secured exclusive launch story in *Wall Street Journal* to spark David vs. Goliath news story early on
- Targeted college newspapers, top film schools, and largest universities; utilized viral video/photo sites (e.g., Flickr, YouTube, etc.); targeted blogs and podcasts for core consumers (16-24), film makers and ad industry, generated news around finalist grassroots, and social networking efforts
- Distributed national audio news release on 1,000+ favorite youth radio shows nationwide; targeted ad, sports and lifestyle reporters at broadcast, print, and online media; promoted finalists to hometown media outlets; created and distributed b-roll; positioned Doritos as user-generated content pioneer in Super Bowl ad co-op video news release and conducted satellite media tour (SMT) with finalists

Strategy 3:

Prepare messaging and media opportunities for all potential result scenarios

- Developed multiple messages to control internal and external communications around various outcomes (e.g., Doritos takes top spot, Doritos places in top five, Doritos places low, etc.).
- Conducted extensive outreach to national and local-market media to line-up post-game press; arranged SMT onsite in Tampa to handle potential influx of interview requests, pending outcome.
- Based on Doritos tuning two unemployed brothers from “small town” America into millionaires overnight, extended typical 24-hour post-game news cycle into a two-week, multi-city media tour, culminating in a press conference, and party in their hometown of Batesville, Indiana on February 12, 2009.

EVALUATION

Just as a Doritos fan trumped Madison Avenue, PR also gave the ad world a run for its money. **Publicity efforts** marketed Doritos tortilla chips so extensively that the total earned media impressions were **valued at nearly 13 times the cost of an average Super Bowl ad**. Through the power of pitching, Doritos ads aired thousands of times as part of news coverage at no cost. From *Today* to *The Tonight Show* and everything in between, **PR made Doritos the No. 1 news story post-game.**

Best success indicator: significant year-over-year lift in Doritos sales the week post-game.

The consumer-created Doritos ad, “Free Doritos,” placed first in *USA Today*’s ad meter, turning its talented but unemployed creators (Joe Herbert and Dave Herbert, brothers from Batesville, IN) into millionaires and media darlings over night. Just weeks post-Super Bowl, they are already evaluating countless job opportunities and remain in the news as a result of their widespread exposure.

Objective 1:

Drive consumer engagement in contest via submissions and video views

- Received 1,900 entries, twice the number of submissions from year one of the program.
- Doubled number of unique website visitors from year one of the program.
- Engaged thousands of Doritos enthusiasts on social networking sites (Facebook, You Tube, etc.).
- Doritos was the No. 2 brand capturing share of blog discussions about Super Bowl ads.
- Consumer engagement with Doritos was evident in these top consumer-controlled ad rankings:
 - No. 1 on YouTube Super Vote, No. 1 on MSNBC Ad Poll; most tweeted Super Bowl ad.

OBJECTIVE 2:

Generate 600 MM impressions in mainstream and youth media.

- Generated more than 2X our earned media impressions goal and beat media results from first year of the contest.
- 25 national print/wire features, including *USA Today* (five stories), *Wall Street Journal* (three stories), *New York Times* (three stories), Associated Press (two stories), and Reuters
- 108 national TV and radio segments, including winner interviews on *Today* show and *The Tonight Show* and coverage on *Good Morning America*, *CNN Headline News*, and NPR.
- More than 360 online news stories including the Yahoo.com home page, Time.com, MSNBC.com, CNBC.com, Forbes.com, CNNMoney.com, TheStreet.com, AdWeek.com, and Brandweek.com.
- More than 2,200 local TV/radio mentions, including multiple airings in the top 20 markets.

EXHIBIT 4-1A News Release**For Immediate Release**

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**DORITOS FAN TRUMPS ADVERTISING PROFESSIONALS AND WINS \$1 MILLION
SUPER BOWL ADVERTISING CHALLENGE**

*First-Ever Consumer-Created Ad Takes No. 1 Spot in
USA TODAY's Annual Super Bowl Ad Meter*

PLANO, Texas (Feb. 2, 2009) —The Doritos brand today announced that its consumer-created Doritos commercial "Free Doritos," which aired for the first time nationally during yesterday's Super Bowl XLIII broadcast, ranked No. 1 in *USA TODAY's* annual Super Bowl Ad Meter. The tortilla chip brand is now giving Joe Herbert, the ad's talented creator, a \$1 million payout for claiming the coveted title many ad pros strive to attain each year.

Nationwide consumer votes put "Free Doritos" in the Super Bowl limelight from amongst nearly 2,000 entries and five finalist ads in the third annual Doritos "Crash the Super Bowl" program. Now, too, in the Super Bowl spotlight is finalist Eric Heimbold. Doritos surprised viewers by also airing his commercial "Power of Crunch," which placed No. 5 in the *USA TODAY* ad meter.

"We've said it before and we'll say it again, Doritos goes big or goes home," said Ann Mukherjee, group vice president, marketing, Doritos. "We knew Joe could take on the pros and now he has the financial resources to pursue his dreams. We are

extremely proud of Joe's accomplishment and believe this is the best million dollars the Doritos brand has ever spent."

The brand also announced that it will continue to give control of its broadcast advertising air time to its fans. Doritos will also air all five finalist commercials as its national Doritos TV campaign to continue to shine the spotlight on their makers and their budding careers. In addition to "Free Doritos," the other finalists' ads that will be at the center of Doritos' TV advertising campaign are: "Power of the Crunch," "The Chase," "Too Delicious," and "New Flavor Pitch."

"We believe in our fans and will continue to provide them with opportunities to be discovered and live out their dreams," adds Mukherjee. "Doritos feels, as a brand, it should break the rules for its fans so they can make the impossible become possible."

Joe and his co-creator and brother Dave Herbert returned to meet the newly raised stakes of the third annual Doritos "Crash the Super Bowl." From shattering a vending machine full of Doritos with a snow globe to throwing the "crystal ball" at the Boss, the inspiration for their commercial is based on ideas the brothers felt would evoke laughter and emotion from the audience at different points of the commercial.

"To have 'Free Doritos' exposed on the Super Bowl stage was already amazing enough," exclaimed Herbert. "But, to now claim No. 1 on the *USA TODAY* Ad Meter and win \$1 million is unbelievable and affirmation that we can and will fulfill our dreams. This means so much to my brother and I. We are very thankful to Doritos, our friends, our family, and everyone else who supported us and believed in us."

The *USA TODAY* Super Bowl Ad Meter tracks the second-by-second responses of a panel of viewers to ads during the national broadcast of the Super Bowl and ranks them favorite to least favorite. Created in 1989, *USA TODAY*'s Ad Meter has been regarded as the most influential Super Bowl ad rating in the advertising industry.

Eric Heimbold, a graduate of the film department at Pasadena Art Center College of Design, was hoping to challenge himself as a film-maker when he rallied old friends from school to create a Doritos ad that told a sexy, Super Bowl-worthy story. "Power of the Crunch" is a comedic take on the idea that people are corrupted by ultimate power. In less than 30 seconds, his main character spirals through a series of extreme indulgences and ultimately self-destructs. For Eric, this was a great opportunity for him to do something that is of meaning to him personally and appreciated in a well-structured public forum.

The "Crash the Super Bowl" campaign is the evolution of the Doritos brand allowing consumers to be in control. In 2007, the Doritos brand aired its first consumer-created commercial during Super Bowl XLI, as part of the first Doritos "Crash the Super Bowl" challenge. That same day, the brand aired a second commercial to kick-off the first-ever consumer-created Doritos brand television ad campaign, in which all five of the Doritos "Crash the Super Bowl" finalists' ads aired on national television. Last year Doritos launched the music career of one of its talented fans by airing her original song in a music video during its Super Bowl XLII air time as part of its second annual "Crash the Super Bowl" program.

In addition to the Doritos "Crash the Super Bowl" challenge, in 2007 the brand put consumers in control with programs such as Doritos "Fight for the Flavor," which invited Doritos fans to determine which of two new flavors survived on store shelves and which one was pulled. Then, the brand launched the Doritos "X-13D Flavor Experiment," where consumers had a chance to name a new mysterious flavor of Doritos tortilla chips, followed by "Unlock Xbox," which empowered fans to design the first-ever consumer-created Xbox LIVE® Arcade game. In 2008, "THE QUEST" campaign gave Doritos lovers a unique opportunity to choose how and when to get engaged in a multi-faceted program that had online and real world challenges. Fans

were in control of how they participated in "THE QUEST" in everything from guessing a mystery flavor to solving virtual puzzles and competing in real-life adventures. In addition, Doritos put control into the hands of its consumers through a programming partnership with MTV.

Frito-Lay North America is the \$11 billion convenient foods business unit of PepsiCo, which is headquartered in Purchase, NY. In addition to Frito-Lay, PepsiCo business units include Pepsi-Cola, Quaker Foods, Gatorade, and Tropicana.

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Courtesy FritoLay and Ketchum