10/6/16

# ALTOIDS

## MEDIA PLAN


CREATED BY

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KING
T/TH 9:30-10:45

# TABLE OF CONTENTS



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# EXCUTIVE SUMMARY

Altoids currently has an estimated 35% brand awareness with the potential to attract a larger demographic . Historically, Altoids strong brand awareness has led the brand to be one of the top breath mints in its product category , but the brand has challenges to face. The breath mint category is crowded, with over twenty competing brands. The most popular competitors are Tic Tacs, Ice Breakers, and Breath Savers. Brands such as Ice Breakers serve as a huge competitor towards the younger demographic. Unfortunately, having a poor presence in digital advertising has put Altoids further behind its competitors.

After researching the breath mint industry, Altoids sees opportunity in trying to target a similar audience as their competitors. The target audience consists of men and women age 18 to 34 with a household income of $20,000-$49,000. This group consists of people are currently in college are considered efficient multitaskers.

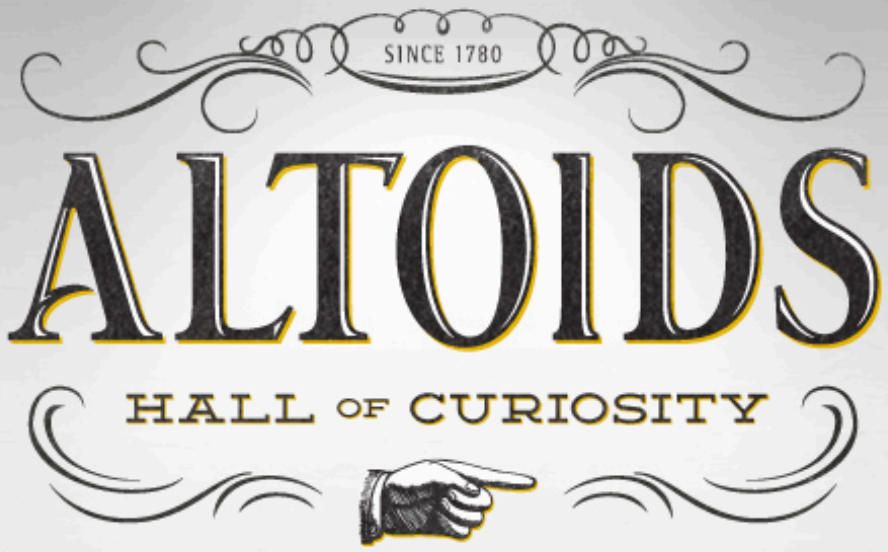
In order to gain a greater share in the Altoids target market, the primary marketing objective is set to increase sales by 20% to $116.5 million in the 2017 calendar year. Moreover, current brand awareness is at 35% nationally, and we aim to increase it by 10% through new and unique media outlets.

=Our main advertising objectives focus on shifting brand preference and gaining brand awareness for Altoids within its category among our target audience throughout the year. It is crucial that our brand image correlates with our target market's preferences and values. Overall, we plan to clearly communicate the Altoids brand personality across our advertisements.

The budget for our twelve month campaign is $30 million, using 36.77% of the budget allocated towards digital. Our budget will be split based on national and regional media, seasonality, and contingency. We have divided the budget between the different media types that we recommend. Our campaign suggests that we split the majority of our budget between digital media and television while using magazine and radio for supplemental advertising.

Traditionally, Altoids advertising campaigns' have allocated a large of portion of their budget in consumer magazines. In the next year, Altoids will diversify their media mix to include television, magazines, radio, and digital. We believe that with a pulsing strategy, Altoids will send an effective marketing message to the market, beginning in January of 2017. By creating different reach and frequency goals for each month, Altoids will efficiently and effectively reach campaigns objectives. They will be able to maintain their presence throughout the year while placing emphasis on certain parts of the year.

We want to take the opportunity to be creative and reach our target market by taking advantage of three tentpole events in three different regional markets. One of our events is designed to reach the market of Minneapolis, Minnesota at the annual Summer X Games event. We will also be present at the Sundance Film Festival in Park City, Utah, which had 46,660 attendees in 2016. Our third market we will reach is in Indio, California at the Coachella Valley Music and Arts Festival.




*Once upon a time, there were Altoids. A mint so strong, it changed the course of history forever (and ever and ever). Here lies a collection of Curiously Strong relics from Altoids' storied past, on display and at auction to the highest bidder. Visit often, as new artifacts seem to surface every week...*

# SITUATION ANALYSIS

## MARKET DESCRIPTION

The Breath Freshener industry is comprised of 3 main segments; gum, mints and breath fresheners. The total product category has grown in the past decade as baby boomers and health conscious consumers look for healthy alternatives to freshen their breath, prevent eating, and relieve stress.

While gum is currently more prominent in the overall breath freshener category, mint products are expected to steal a significant share of the market within the next few years. FAR, The Food and Agribusiness Research and Advisory Team, refers to the change of consumer behavior as the shift to a "Nation of Suckers". One study suggests the shift may be linked to the advantages mints have over gum products. These advantages include additional servings (five to seven times more than gum products), limited product waste, and more discreet consumption.

## MARKET SALES

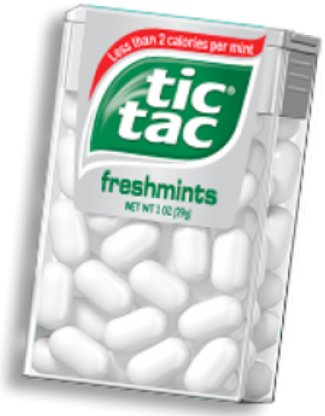
Category sales are projected to decline for the first time in over a decade by 2020. In 2014-15, category sales rose 1.7% to 4.8 billion dollars. By 2020, category sales are projected to drop 3.3% to 4.7 billion dollars; gum being the main product contributor.

On the other hand, mints and breath freshener products have experienced continual growth. By 2020 mints and breath fresheners are projected to grow 32.6% to $526 million dollars and 55.2% to 1.1 billion dollars, respectively, from 2010.

# COMPETITION

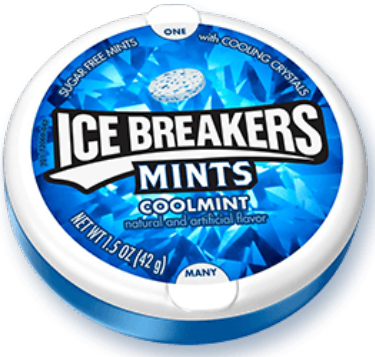
Altoids breath mints are amidst a crowded, competitive market with over 20 different brands. Their top three competitors are TicTac, Ice Breakers, and Breath Savers with Ice Breakers being their largest competition. Each of these brands have a unique position in the breath mint market, but have similar distribution strategies and target audiences, young adults 18-34. Additionally these three brands view their product as a convenience purchase. This is shown by placing their product at checkout counters as well as on the candy aisles. Due to similarities between Altoids, TicTacs, Ice Breakers and Breath Savers it is essential to understand the marketing strategies of each brand.

## Tic Tacs



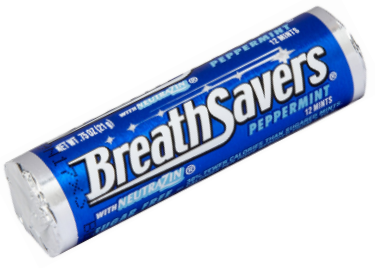

Tic Tac uses a pulsing advertising strategy to connect with their market throughout the year. The brand utilizes social media for a large portion of their advertising, which appeals to a younger demographic. Their social media accounts are very popular, for example their Facebook page has 15.6 million followers. In addition to their popular Facebook account, they have 860,000 followers on Twitter and 253,000 followers on Instagram. Tic Tacs have 7 regular flavors ranging from mint to an assortment of fruity flavors. They recently just released their "Tic Tac Mixers" with bright, updated packaging in flavors Cherry Cola and Peach Lemonade. Tic Tac positions themselves as a blend of a candy and a mint,noting that the product is a "Refreshment that needs to be shared."

## Ice Breakers




Ice Breakers positions themselves as the mint to help you "Stay Cool." The company uses a continuous advertising strategy to consistently attract younger market segments. Additionally, IceBreakers are advertised through many social media outlets such as Facebook, Twitter, and Instagram. They currently have 1.1 million followers on Facebook, 7,000 followers on Twitter, and 720 Instagram followers. This sugar-free mint sells a wide variety of products. For example, Ice Breaker Mints, Ice Breaker Sours, DUO Mints, Ice Breaker Cubes, and Frost Mints.

## Breath Savers




Breath Savers positions themselves as a solution to an awkward situation with a tagline stating, "Lucky you had Breath Savers." Breath Savers use a flighting advertising strategy to reach their market. One way they have connected with their audience is through social media sites such as Facebook, having 4,600 followers. These sugar free mints come in several different flavors, including peppermint, wintergreen, spearmint, and citrus.

# SITUATION ANALYSIS

Competitive Spending Chart
Dollars in $(000)

| TIME PERIOD | ADVERTISER | TOTAL | NET TV | SPOT TV | CABLE TV | SYND | CON MAGS | B-TO-B | NTL NWSP | NET RAD | NTL SPT RAD | LCL RAD | INT DISPLAY | NLINE VIDEO | OUTDOOR |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| YEAR 2015 | Eatwhatever | 8.0 | | | 8.0 | | | | | | | | | | |
| YEAR 2015 | ForeverMint | 0.8 | | | | | | | | | | 0.8 | | | |
| YEAR 2015 | Ice Breakers | 37,751.7 | 1,633.6 | 364.6 | 21,152.9 | 13,680.5 | | 4.4 | | | | | 187.1 | 728.7 | |
| YEAR 2015 | Mentos | 6,436.5 | 41.0 | | 5,104.0 | | 1,139.5 | | | | | | 132.6 | 19.4 | |
| YEAR 2015 | Seely Mint | 11.5 | | 11.5 | | | | | | | | | | | |
| YEAR 2015 | Sencha Natu | 1.1 | | | | | | | | | | | 1.1 | | |
| YEAR 2015 | Tic Tac | 13,574.0 | 3,812.0 | 0.2 | 9,502.0 | | | 81.1 | | | | 0.0 | 178.3 | 0.3 | |
| YEAR 2015 | VerMints | 2.7 | | | | | | | | | | | 2.7 | | |
| | TOTAL | 57,786.3 | 5,486.6 | 376.3 | 35,766.9 | 13,680.5 | 1,139.5 | 85.5 | | | | 0.8 | 501.8 | 748.4 | |
| YEAR 2014 | Altoids | 7,223.2 | | | | | 6,936.8 | 34.5 | | | | | 251.9 | | |
| YEAR 2014 | Breath Saver | 521.2 | | | | | | | | | | 521.2 | | | |
| YEAR 2014 | Eatwhatever | 9.0 | | | 9.0 | | | | | | | | | | |
| YEAR 2014 | ForeverMint | 156.9 | | | | | 41.0 | | 94.9 | | | | 21.0 | | |
| YEAR 2014 | Ice Breakers | 53,144.9 | 3,991.8 | 572.8 | 20,247.8 | 28,310.2 | | 22.2 | | | | | | | |
| YEAR 2014 | Mentos | 287.8 | | 0.1 | 0.5 | 11.5 | | 11.6 | | | | | 218.7 | | 45.4 |
| YEAR 2014 | Sencha Natu | 1.6 | | | | | | 1.6 | | | | | | | |
| YEAR 2014 | Therabreath | 1.4 | | | | | | | | | | 1.4 | | | |
| YEAR 2014 | Tic Tac | 7,013.3 | | | 6,529.3 | | | 179.6 | | | | | 302.0 | 2.3 | |
| | TOTAL | 68,359.3 | 3,991.8 | 572.9 | 26,786.6 | 28,321.7 | 6,977.8 | 249.5 | 94.9 | | | 522.6 | 793.6 | 2.3 | 45.4 |
| YEAR 2013 | Altoids | 13,825.7 | | | | | 12,823.2 | | | | | | 1,002.5 | | |
| YEAR 2013 | AmuseMints | 1.6 | | | | | | 1.6 | | | | | | | |
| YEAR 2013 | Breath Saver | 1,576.2 | | | | | | | | 60.0 | | 1,514.8 | 1.5 | | |
| YEAR 2013 | Certs | 0.0 | | | | | | | | | | 0.0 | | | |
| YEAR 2013 | Eatwhatever | 18.3 | | | | | | 6.6 | | | | 11.2 | 0.5 | | |
| YEAR 2013 | ForeverMint | 46.5 | | | | | | | | | | | 46.5 | | |
| YEAR 2013 | Hospitality | 39.9 | | | | | | 39.9 | | | | | | | |
| YEAR 2013 | Ice Breakers | 32,777.4 | 2,349.7 | 336.6 | 20,567.1 | 9,524.0 | | | | | | | | | |
| YEAR 2013 | Mentos | 8,772.6 | | 1.4 | 3,663.6 | 632.8 | 4,158.5 | 30.8 | | | | | 273.7 | 11.8 | |
| YEAR 2013 | Sencha Natu | 1.3 | | | | | | 1.3 | | | | | | | |
| YEAR 2013 | Therabreath | 3.9 | | | | | | | | | | 3.9 | | | |
| YEAR 2013 | Tic Tac | 13,522.2 | | | 8,076.3 | | 5,204.8 | 182.1 | | | | 0.1 | 58.9 | | |
| | TOTAL | 70,585.6 | 2,349.7 | 338.0 | 32,307.0 | 10,156.8 | 22,186.5 | 262.3 | | 60.0 | | 1,530.0 | 1,383.6 | 11.8 | |
| YEAR 2012 | AmuseMints | 0.0 | | | | | | | | | | | 0.0 | | |
| YEAR 2012 | Contentmint | 2.5 | | | | | | 2.5 | | | | | | | |
| YEAR 2012 | Hospitality | 43.5 | | | | | | 43.5 | | | | | | | |
| YEAR 2012 | Ice Breakers | 31,256.5 | 4,924.8 | 641.4 | 21,401.3 | 4,277.3 | | 11.6 | | | | | | | |
| YEAR 2012 | Life Savers | 1,588.4 | | | | | 1,564.2 | | | | | | 24.3 | | |
| YEAR 2012 | Mindful Min | 0.0 | | | | | | | | | | | 0.0 | | |
| YEAR 2012 | Tic Tac | 11,910.4 | 6.3 | | 6,838.3 | | 3,726.1 | 249.9 | | | 6.3 | 1.3 | 727.2 | | 355.0 |
| YEAR 2012 | Wrigleys | 150.9 | | | | | | | | | | | 150.9 | | |
| | TOTAL | 44,952.2 | 4,931.1 | 641.4 | 28,239.6 | 4,277.3 | 5,290.3 | 307.5 | | | 6.3 | 1.3 | 902.4 | | 355.0 |
| GRAND TOTAL | | 241,683.3 | 16,759.2 | 1,928.6 | 123,100.2 | 56,436.3 | 35,594.0 | 904.9 | 94.9 | 60.0 | 6.3 | 2,054.7 | 3,581.4 | 762.4 | 400.4 |

# COMPETITIVE SPENDING ANALYSIS

**In 2015, the Icebreakers invested the most money of any brand in their advertising campaigns, with their highest expenditures invested in cable TV. Contrary to the lack of advertising in 2015, Altoids was the second largest advertiser in the breath mint category in 2013 and 2014. Altoids invested the greatest percentage of its advertising budget in consumer magazines throughout those years. Ice Breakers has consistently spent the greatest amount of money on advertising, with the most expensive year being 2014.**

# SITUATION ANALYSIS

MEDIA MIX

| TIME PERIOD | ADVERTISER | TOTAL | NET TV | SPOT TV | CABLE TV | SYND | CON MAGS | B-TO-B | NTL NWSP | NET RAD | NTL SPT RAD | LCL RAD | INT DISPLAY | NLINE VIDEO | OUTDOOR |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| YEAR 2015 | Eatwhatever | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2015 | ForeverMints | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2015 | Ice Breakers | 100% | 4% | 1% | 56% | 36% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 2% | 0% |
| YEAR 2015 | Mentos | 100% | 1% | 0% | 79% | 0% | 18% | 0% | 0% | 0% | 0% | 0% | 2% | 0% | 0% |
| YEAR 2015 | Seely Mint | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2015 | Sencha Naturals | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| YEAR 2015 | Tic Tac | 100% | 28% | 0% | 70% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 1% | 0% | 0% |
| YEAR 2015 | VerMints | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| YEAR 2014 | Altoids | 100% | 0% | 0% | 0% | 0% | 96% | 0% | 0% | 0% | 0% | 0% | 3% | 0% | 0% |
| YEAR 2014 | Breath Savers | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2014 | Eatwhatever | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | ForeverMints | 100% | 0% | 0% | 0% | 0% | 26% | 0% | 60% | 0% | 0% | 0% | 13% | 0% | 0% |
| YEAR 2014 | Ice Breakers | 100% | 0% | 1% | 38% | 53% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | Mentos | 100% | 0% | 0% | 0% | 4% | 0% | 4% | 0% | 0% | 0% | 0% | 76% | 0% | 16% |
| YEAR 2014 | Sencha Naturals | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | Therabreath | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2014 | Tic Tac | 100% | 0% | 0% | 93% | 0% | 0% | 3% | 0% | 0% | 0% | 0% | 4% | 0% | 0% |
| YEAR 2013 | Altoids | 100% | 0% | 0% | 0% | 0% | 93% | 0% | 0% | 0% | 0% | 0% | 7% | 0% | 0% |
| YEAR 2013 | AmuseMints | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Breath Savers | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 4% | 0% | 96% | 0% | 0% | 0% |
| YEAR 2013 | Certs | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Eatwhatever | 100% | 0% | 0% | 0% | 0% | 0% | 36% | 0% | 0% | 0% | 61% | 3% | 0% | 0% |
| YEAR 2013 | ForeverMints | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| YEAR 2013 | Hospitality | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Ice Breakers | 100% | 7% | 1% | 63% | 29% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Mentos | 100% | 0% | 0% | 42% | 7% | 47% | 0% | 0% | 0% | 0% | 0% | 3% | 0% | 0% |
| YEAR 2013 | Sencha Naturals | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Therabreath | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2013 | Tic Tac | 100% | 0% | 0% | 60% | 0% | 38% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | AmuseMints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Contentmints | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Hospitality | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Ice Breakers | 100% | 16% | 2% | 68% | 14% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Life Savers | 100% | 0% | 0% | 0% | 0% | 98% | 0% | 0% | 0% | 0% | 0% | 2% | 0% | 0% |
| YEAR 2012 | Mindful Mints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Tic Tac | 100% | 0% | 0% | 57% | 0% | 31% | 2% | 0% | 0% | 0% | 0% | 6% | 0% | 3% |
| YEAR 2012 | Wrigleys | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |

# MEDIA MIX

**In 2014, Altoids invested 96% of their advertising budget ($6.9 million) in consumer magazines.This strategy is consistent with their advertising methods from the previous year. Ice Breakers divides their budget across multiple television platforms with an extreme emphasis on Cable TV and Syndicated TV. Tic Tac also utilizes television as their primary medium,**

# SITUATION ANALYSIS

SHARE OF VOICE

| TIME PERIOD | ADVERTISER | NET TV | SPOT TV | CABLE TV | SYND | CON MAGS | B-TO-B | NTL NWSP | NET RAD | NTL SPT RAD | LCL RAD | INT DISPLAY | INLINE VIDEO | OUTDOOR |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| YEAR 2015 | Eatwhatever | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2015 | ForeverMints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2015 | Ice Breakers | 30% | 97% | 59% | 100% | 0% | 5% | 0% | 0% | 0% | 0% | 37% | 97% | 0% |
| YEAR 2015 | Mentos | 1% | 0% | 14% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 26% | 3% | 0% |
| YEAR 2015 | Seely Mint | 0% | 3% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2015 | Sencha Naturals | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2015 | Tic Tac | 69% | 0% | 27% | 0% | 0% | 95% | 0% | 0% | 0% | 0% | 36% | 0% | 0% |
| YEAR 2015 | VerMints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% |
| | TOTAL | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 0% | 100% | 100% | 100% | 0% |
| YEAR 2014 | Altoids | 0% | 0% | 0% | 0% | 99% | 14% | 0% | 0% | 0% | 0% | 32% | 0% | 0% |
| YEAR 2014 | Breath Savers | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% |
| YEAR 2014 | Eatwhatever | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | ForeverMints | 0% | 0% | 0% | 0% | 1% | 0% | 100% | 0% | 0% | 0% | 3% | 0% | 0% |
| YEAR 2014 | Ice Breakers | 100% | 100% | 76% | 100% | 0% | 9% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | Mentos | 0% | 0% | 0% | 0% | 0% | 5% | 0% | 0% | 0% | 0% | 28% | 0% | 100% |
| YEAR 2014 | Sencha Naturals | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | Therabreath | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2014 | Tic Tac | 0% | 0% | 24% | 0% | 0% | 72% | 0% | 0% | 0% | 0% | 38% | 100% | 0% |
| | TOTAL | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 100% | 100% | 100% | 100% |
| YEAR 2013 | Altoids | 0% | 0% | 0% | 0% | 58% | 0% | 0% | 0% | 0% | 0% | 72% | 0% | 0% |
| YEAR 2013 | AmuseMints | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Breath Savers | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 99% | 0% | 0% | 0% |
| YEAR 2013 | Certs | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Eatwhatever | 0% | 0% | 0% | 0% | 0% | 3% | 0% | 0% | 0% | 1% | 0% | 0% | 0% |
| YEAR 2013 | ForeverMints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 3% | 0% | 0% |
| YEAR 2013 | Hospitality | 0% | 0% | 0% | 0% | 0% | 15% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Ice Breakers | 100% | 100% | 64% | 94% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Mentos | 0% | 0% | 11% | 6% | 19% | 12% | 0% | 0% | 0% | 0% | 20% | 100% | 0% |
| YEAR 2013 | Sencha Naturals | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Therabreath | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2013 | Tic Tac | 0% | 0% | 25% | 0% | 23% | 69% | 0% | 0% | 0% | 0% | 4% | 0% | 0% |
| | TOTAL | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 0% | 100% | 100% | 100% | 0% |
| YEAR 2012 | AmuseMints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Contentmints | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Hospitality | 0% | 0% | 0% | 0% | 0% | 14% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Ice Breakers | 100% | 100% | 76% | 100% | 0% | 4% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Life Savers | 0% | 0% | 0% | 0% | 30% | 0% | 0% | 0% | 0% | 0% | 3% | 0% | 0% |
| YEAR 2012 | Mindful Mints | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| YEAR 2012 | Tic Tac | 0% | 0% | 24% | 0% | 70% | 81% | 0% | 0% | 100% | 100% | 81% | 0% | 100% |
| YEAR 2012 | Wrigleys | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 17% | 0% | 0% |
| | TOTAL | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 100% | 100% | 100% | 0% | 100% |

# SHARE OF VOICE

**In 2014, Altoids was the only breath mint to invest in consumer magazines, while their largest competitor, Ice Breakers, was the primary investor in network, spot, and cable TV. In 2013, Altoids was still the largest investor in consumer magazines with $12,823,200 spent in the category, followed by Mentos and Tic Tacs. Ice Breakers has consistently invested the most in TV.**

# SITUATION ANALYSIS

## PRICING

| | Walmart | Target | #of mints per package |
|---|---|---|---|
| Altoids | $1.64 | $1.69 | 75 |
| Ice Breaker | $2.08 | $2.09 | 53 |
| Tic Tac | $1.64 | $1.17 | 36 |
| Breath Savers | $2.08 | $2.09 | 20 |

**Altoids are sold throughout the nation in various places of convenience. The price of the product slightly varies in every store. Typically, Altoids are priced anywhere between $1.64 and $2.10.**

## PRODUCT POSITIONING

Altoids is one of the top four breath mint brands in the industry. The brand is perceived as classic and traditional, often appealing to older generations who are brand loyal and have been buying the product for years. While many of the brand's competitors have employed media that will advertise to a younger generation, Altoids has stayed true to their current market. Due to Altoids longstanding history and iconic packaging, the mint has a relatively high brand awareness among the current consumers.

Every Altoids mint has a chalky texture, icy flavor, and round shape. They are known for tasting clean and refreshing with a notably strong rush of pure mint flavor. This sharp, icy flavor makes them distinguishable from other mints. The brand contains four distinct flavors, including peppermint, spearmint, wintergreen, and cinnamon.

The brand's unique tin package provides fresh, easy to dispense mints while differentiating the brand from other mints with standard paper/plastic packaging. In addition to a sleek look, the tins can be reused for other functions once the mints have been consumed.

# SITUATION ANALYSIS

## PARENT COMPANY DESCRIPTION

Acquired by Mars, Inc. in 2008, The William M. Wrigley Jr. Corporation has become a prominent industry leader with a multitude of products, including candy, gum, and mints. However, the company has not always sold these products. In 1891, William Wrigley Jr. founded the company with the initial intention of selling soap. Within the first year of this venture, Wrigley's product line shifted toward chewing gum, creating the world famous Juicy Fruit. Today, The Wrigley Corporation operates in over fifty countries and distributes its products in more than 180 countries. Last year alone, Wrigley's annual US revenue exceeded $600 million. The company continues to hold the position of the number one producer of chewing gum. Currently, Wrigley's controls numerous brands including Orbit, Doublemint, Juicy Fruit, Life Savers, Skittles, Starbust, and Altoids. Many of these have been popular for over one hundred years and are projected to continue their growth.

## CONSUMER PROMOTIONS

When the Altoids brand originally extended to the Pacific Northwest in 1995, they hired an advertising agency to assist in increasing brand awareness. The campaign's focus was on the "curious" aspect of the mint through witty print ads in order to target a relatively younger audience (20 to 40 year olds). It was highly successful, repositioning Altoids from being an unpopular brand to one of the best selling in the United States.

The next successful advertising promotion was referred to as the "Altoids Gone Bad" campaign. Advertisements for the new Altoids were run through multiple media vehicles, the most successful of which being the print ads. The concept of the campaign focused on how Altoids were changing, which the company paralleled with all of the transformations that teenage years bring through quirky, vintage photographs of teens. This campaign ended when the company discontinued Altoids Sours.


# SITUATION ANALYSIS

## GEOGRAPHY

### BDI/CDI ANALYSIS

Throughout the BDI/CDI analysis, we noticed a trend of small towns having the highest CDIs. While a high CDI is vital to our campaign, a larger population holds a greater weight for the brand. Altoids should invest their budget in large markets that have both a high BDI and high CDI to ensure the maximum possible reach. According to the Census Bureau, our target market is primarily concentrated in larger cities throughout the US. New York, New York, Chicago, Illinois, Houston, Texas, and Dallas, Texas have the highest population of millennials based on sheer numbers. Each of these cities has a high BDI and CDI, making them ideal markets for the brand. Salt Lake City, Utah has one of the highest indexes of late millennials (25-34 year olds) with an index of 137 and a millennial population of 313,907. Other prime markets for Altoids include Boston, Massachusetts, Washington, D.C, Atlanta, Georgia, Minneapolis-St. Paul, Minnesota, and San Francisco, California. These are based on a high index of our target market and a growing population.We plan to reserve approximately 5% of the budget to place emphasis in the ten selected markets.

## PURCHASE PATTERNS & SEASONALITY

The main reason for purchasing Altoids is to freshen breath or remove a bad taste. Altoids are usually purchased as a convenience item on a continuous cycle throughout the year. Therefore, sales and purchases occur consistently year-round. Additionally, Altoids are purchased on a need basis. For example, someone might purchase Altoids if they have a big date coming up. Furthermore, Altoids are occasionally bought in bulk for discount prices. The holiday season is always a larger period for purchases in general. Therefore, sales are predicted to increase around the end of each year as people are more frequently in checkout lines.

## ADVERTISING PERIOD

The campaign will begin January 1, 2017 and will run until December 31, 2017.

## BUDGET

The media budget for this campaign is $30 million. We have allocated 41% of this budget toward digital.

# SITUATION ANALYSIS

## SWOT ANALYSIS

### STRENGTHS

- ✓ Unique product
- ✓ Strong brand awareness
- ✓ Variety of flavor options
- ✓ Few ingredients

### WEAKNESSES

- ✓ Low online profile
- ✓ Little to no advertising
- ✓ Heavy competition
- ✓ Low brand awareness among target population

### OPPORTUNITIES

- ✓ New flavors to appeal to target market
- ✓"Natural" Mints
- ✓ Wrigley Resources
- ✓ Use of strong brand awareness to reposition the brand

### THREATS

- ✓ Competitive Market (increasingly more competitors)
- ✓ Competitors appeal to Altoids target audience
- ✓ A lot of product substitutions (i.e gum )

# OBJECTIVES

## Marketing Objectives

Our primary goal is to increase sales by 20% to around $116.5 million in the 2017 calendar year.

## Marketing Strategy

The Altoids brand holds only a small share of young adult consumers. For this media plan, it is essential that we select media that is popular among the 18-34 age group. Some examples of these types of media vehicles are: Instagram, Facebook, targeted websites that our audience frequently visits, and mobile advertising. Altoids' will also strive to reach the consumers through positive word-of-mouth and bring attention to the market. One of the strategies we will employ in order to get local people talking about the brand is to invest a surplus in the budget strictly for giving back to the community. Positive PR will help to spread brand awareness and shine a positive light on the company. We want to position Altoids as a primary choice for younger consumers in the breath mint category.

## Advertising Objective

One of our advertising objectives is to increase brand preference for Altoids in the mint, gum, and breath freshener market among young adult consumers ages 18-34 in one calendar year. It is essential that our brand image correlates with millennial preferences, ideals and values. In addition to brand preference, an advertising objective for Altoids is to raise brand awareness. Currently, the brand awareness is estimated to be 35%. Many members of our target market are simply unaware of the product due to the lack of advertising, especially in digital and social. We hope to increase brand awareness, preference, and recognition through targeted communication by 10% by the end of the campaign.

## Media Objective

Currently, Altoids is overlooking a large portion of potential consumers by ignoring the millennial market. In order to reach the campaign goal of increasing sales by 20%, our media objective includes a higher reach and frequency directed at our target market of 18 to 34 year olds. Although we are targeting a younger audience, we want to promote brand loyalty from the current consumers as well. To stay in touch with the loyal, older market, we plan to continue advertising through print ads in magazines. To reach the younger audience, we plan to advertise through primarily digital and television. As a supplement for both our target market and current consumers, the campaign will also feature ads on both national and spot radio.

# CREATIVE BRIEF

- **CLIENT:**
  Altoids
- **PRODUCT:**
  Altoids Mints
- **OVERVIEW:**
  Altoids is the "curiously strong" mint that has been around for as long as anyone can remember. With their unique packaging in a metal tin and their chalky texture, they stand out among competing mint brands.
- **PROBLEM:**
  Altoids fails to capture a large share of consumers in younger adults.
- **INSIGHT:**
  Altoids is traditionally consumed by a wealthier, older population and less popular among young adults age 18-34.
- **TARGET AUDIENCE:**
  $20,000-$49,000. This group consists of approximately 72,500,000 people
- **PROMISE:**
  To provide a strong mint flavor in a portable package.
- **SUPPORT:**
  Altoids has a powerful flavor that will leave your breath smelling minty while keeping the mints fresh in their unique tin packaging.
- **MANDATORIES:**
  Altoids logo and slogan

# TARGET AUDIENCE

Our target audience consist of men and women age 18 to 34 with a household income of $20,000-$49,000. This group is currently attending college or working an entry level job. In terms of advertising, millennials are most susceptible to subtle, native advertising rather than blatant, obvious advertising. Because this cohort contains approximately 72,500,000 individuals, they hold a large share of the consumer market.

The people in this audience value social interactions and technology. They are high multitaskers and consider themselves efficient in the work that they do. This group enjoys planning and staying organized in every aspect of their lives. The majority of this market is shifting towards online streaming rather than television. They are also very active on social media platforms, such as Instagram, Facebook, and Twitter. Millennials spend an average of ten hours per day online. 43% of our target takes part in online shopping. Some other lifestyle characteristics of our target market include a portion of them attending extreme sporting events such as boxing, skiing and snowboarding. They also take pleasure in traveling, treating themselves, tourist attractions, and group vacations. Overall, this market enjoys networking, staying connected, and keeping up with the latest technological trends.

## TARGET AUDIENCE PROFILES

### CAROLINE

Caroline is a 18 year old college student. She is currently studying finance at the University of Georgia with a music business minor. She values her education but also sees importance in her social life. She and her friends enjoy Starbucks coffee, shopping at local boutiques downtown, and online shopping at websites such as Revolve, LuLu and Tobi. She works part-time at a bar downtown and is learning how live on a budget for the first time. In her spare time she enjoys going to music festivals, such as Music Midtown, and she frequently downloads new music onto her iPhone. She is always on the go, meeting new people, and carrying a purse with her everyday essentials.

### Matt

*Matt* is a 23 year old who recently graduated from college. He enjoys spending time with his two dogs, Denver and Bailey. He recently got hired in the Creative department of an Advertising Agency in Santa Monica. He frequently donates to nonprofit organizations and supports environmentally friendly and organic brands. Matt is single and currently looking to settle down into a serious relationship. In his free time he enjoys surfing and hiking. He documents his adventures with his Go-Pro and posts them on his personal blog, Instagram, and Facebook. When Matt is not outside exploring, he spends his down time watching tv shows such as Arrow, The Walking Dead and Breaking Bad.

# REACH, FREQUENCY AND TIMING

## REACH AND FREQUENCY

Over the course of 2017, it is the campaign goal to reach at least 50% of our audience with a frequency of 3.5. The pulsing strategy allows us to increase our reach and frequency goals in at least one month of each quarter surrounding our tentpole events and the holidays. Due to strong competitors and low price/low involvement purchase nature of the mint industry, it is essential to choose the best fit media in order to reach the right audience at the right time.

## YEAR AT A GLANCE

| | Reach | | Avg Freq | | GRPS | | | $(000) | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Goal | Est | Goal | Est | Goal | Est | Balance | Goal | Est | Balance |
| January | 80 | 86.4 | 5 | 5 | 400 | 428 | -28 | 4590.6 | 3834.5 | 756 |
| February | 40 | 52.8 | 2 | 2 | 80 | 105 | -25 | 918.1 | 919.1 | -1 |
| March | 40 | 52.8 | 2 | 2 | 80 | 105 | -25 | 918.1 | 919.1 | -1 |
| April | 80 | 86.4 | 5 | 5 | 400 | 428 | -28 | 4590.6 | 3834.5 | 756 |
| May | 40 | 65.1 | 3 | 3 | 120 | 194 | -74 | 1377.2 | 1553.7 | -176.5 |
| June | 40 | 65.1 | 3 | 3 | 120 | 194 | -74 | 1377.2 | 1553.7 | -176.5 |
| July | 80 | 86.4 | 5 | 5 | 400 | 428 | -28 | 4590.6 | 3834.5 | 756 |
| August | 40 | 65.1 | 3 | 3 | 120 | 194 | -74 | 1377.2 | 1553.7 | -176.5 |
| September | 40 | 65.1 | 3 | 3 | 120 | 194 | -74 | 1377.2 | 1553.7 | -176.5 |
| October | 50 | 72.1 | 3 | 3 | 150 | 214 | -63 | 1721.5 | 1991.2 | -269.8 |
| November | 50 | 72.1 | 3 | 3 | 150 | 214 | -63 | 1721.5 | 1991.2 | -269.8 |
| December | 80 | 86.4 | 5 | 5 | 400 | 428 | -28 | 4590.6 | 3834.5 | 756 |
| Total | | | | | 2540 | 3126.90393 | 0 | 29150 | 27373.49 | 1776.51 |
| | | | | | | | | | National Contingency $(000): | 300 |
| | | | | | | | | | Spot Contingency $(000): | 150 |

## TIMING

Altoids 12 months campaign will begin January 1, 2017 and continue to December 31,2017. Throughout out the year,  Altoids will utilize a pulsing advertising strategy. In doing so, Altoids will generate consistent brand presence while placing extra emphasis on months with higher levels of potential customer engagement. These periods include various tentpole events such as the Sundance Music Festival in January, Coachella in April, and the Summer X games in July.

# MEDIA STRATEGY

## MEDIA RECOMMENDED

### Magazine

In the past, Altoids primary method for reaching their consumers has been through simple print ads that appeal to an older demographic. These advertisements are traditionally minimalist with a touch of vintage humor. While the ads are perfectly suited for an older target audience, they fail to attract a younger demographic. The target audience for this campaign, 18-34 year old, is more inclined to respond to digital advertising over print. However, in order to cultivate brand loyalty among our current consumers and elicit interest from the younger target, we plan to maintain a solid presence in print advertisements. We intend to focus the print ads primarily in consumer interest magazines that will appeal to our target, such as Forbes and US Weekley. Print advertisements play a primary role in the history of Altoids and we want to perpetuate this legacy in our modern campaign. We have decided to use half page color ads in order to reduce costs while effectively conveying our message.

### Television

While television is by far the most expensive medium, it has a high reach that can effectively gain the attention of our target market. One of the obstacles we face by using TV is that fewer people are sitting through commercial breaks. In order to combat this, we have to place the television ads in highly anticipated programs that our target audience will be watching in real time. These include shows such as Game of Thrones, The Walking Dead, and The Voice. Out of all adults 18-34, 40% watch TV from 7-9 PM. Therefore, prime-time and late fringe are the most crucial times to reach our audience. As for Spot TV, we will primarily invest in early evening programs. This is especially important surrounding our tentpole events so that we can increase awareness throughout regional areas. While television advertising may be untraditional for the brand, it is an important media outlet for reaching our target audience. In order to maintain the interest of current consumers, the television ads may take on the same dry humor that is found in the print ads from the past.

### Radio

While radio is has become a less popular advertising medium in today's world, it can be cheap and effective, especially with the current consumers. We will only use a small portion of the budget (5%) on national and spot radio ads. We plan to divide this portion of the budget among Morning Drive, Daytime, and Evening Drive radio. Spot radio is most important surrounding our tentpole events in order to generate awareness and create a higher frequency in those markets.

# MEDIA STRATEGY

## MEDIA RECOMMENDED

### Digital

Due to the changing scope of advertising, digital media is becoming more and more prevalent. Currently, Altoids does not take advantage of this medium at all, allowing their competitors to advertise more to a larger share of potential consumers. We will allocate 40% of our budget towards building an online presence for the brand. While standard internet marketing (banner ads, pop up videos, etc.) can be useful to remind people of the brand, we would rather spend more money on social media and mobile devices in order to take advantage of the recency theory. It is very likely that multitasking millennials can be found scrolling through their phones as they walk through the grocery store. This is an excellent opportunity to remind them of the brand directly before they check out. Instagram is becoming a larger platform for sponsored advertisements, and popular Instagram accounts are often paid to highlight a product on their feed. Altoids can take advantage of both of these methods in order to gain a larger following. The brand can also build up its own account by posting humorous or useful tips regarding Altoids.

The brand should also invest advertising resources in Facebook and targeted websites. Facebook is quickly evolving into a prime site for video sharing, which makes it an excellent platform for Altoids to begin a viral marketing campaign. Using the short film created for Sundance  and other witty, humorous videos produced by the brand, Altoids will be able to enhance share-ability and get people talking about the brand. Targeted websites is a great way to reach our audience because the websites that they use are so specific. The primary motive for increasing digital advertising is to give the brand more of a personality and create a dialogue with consumers. Two-way communication is vital to engage our target audience.

# TENTPOLE EVENTS

## Sundance Film Festival: Salt Lake City, UT

### 1/19/2017 - 1/29/2017

The Sundance Film Festival is known for being the largest independent film festival within the United States. It recognizes motion pictures from all categories and highlights the accomplishments of the filmmakers. According to data from the Sundance Institute, the festival has recently been pulling in a younger audience with 14% of the attendees being between 19 and 25 years old and 23% between 26 and 35 years old. The festival is trying to generate interest among a younger crowd to ensure that the craft of film lives on for generations to come. The festival has grown to receive international media attention with 1,130 press from 17 countries attending and covering the action.

With the amount of press covering the event and the interest growing among younger audiences, the Sundance Film Festival is an ideal place for Altoids to advertise. It takes place in Salt Lake City, Utah, which has both a high BDI and CDI (1.06 and .99) with a growing population of around 200,000 people. The festival takes place over a ten-day span, January 19-29, 2017, which leaves plenty of opportunities for Altoids to convey a strong message to attendees. To become a corporate sponsor, it could cost anywhere from $5,000 to $40,000 (based on reports from the Cannes Film Festival for comparison). There are three levels of sponsorships and Altoids should begin by sponsoring at the lowest level and growing from there if the campaign is successful. A potentially successful campaign could include a short, 3 to 5 minute, well-made film involving Altoids that inspires creativity or at least showing an Altoids logo at the end. Branded content can be shown at the festival as long as it is relevant to the category. This would be beneficial to the brand because a well-created short film will be appreciated by the audience and also has potential to go viral if it is shared on various social media platforms after the event. Branded content has a way of capturing interest and emotion more than traditional advertising, so we think it would be a great way to leave a memorable connection to the Altoids brand. To create a short film, it would cost around $2,000 along with a $40 entry fee to have it aired during the festival. In addition to showing a relevant, thought-provoking branded content video, Altoids should also pay to have their logo posted around the venue. The cost of a small sponsorship is around $50,000, which could include photo backdrops, banners, and the logo printed on various Sundance Film Festival posters. In total, we would allocate $100,000 to this event.

## Coachella Valley Music and Arts Festival: Indio, CA

### 4/14/2017 - 4/23/2017

Due to the vibrant, youthful crowd that Coachella draws in, this festival is the perfect place for Altoids to reach their target audience aged 18-34. The festival takes place during two weekends in April 14-16 and 21-23 in 2017. People fly in from all over the United States to enjoy this iconic festival, with an attendance of over 200,000 people in 2016. Coachella takes place only half an hour away from Palm Springs, a market with a BDI of 0.94 and a CDI of 1.1. Altoids takes a backseat to other breath mints in this market, so it is our goal to make Altoids a more prominent brand in this region.

The cost of sponsoring the event is generally in the “low-seven figures” (Hollywood Reporter). However, some of the vendors that pay less for a presence at the event seem to gain more attention throughout the festival. During Coachella, we want to create a sectioned off venue sponsored by Altoids for people to take a break, relax, and have some breath mints. We can set up fans and make it the best area to cool off during the heat of the festival. We will advertise this station with signs that encourage festival lovers to “Come Chill with Altoids.” The price for vendors is typically between $850-$1,200 plus a percentage of gross sales (My Bank Tracker). Along with staff, plenty of merchandise, bottled water, fans, and a spacious tent withcomfortable places to sit, Altoids would be paying around $10,000 for the small venue. In addition to presence of an Altoids booth, we would also pay for sponsored media coverage in order to broadcast the brand nationwide. Celebrities often will endorse a brand while attending an event as it helps promote their image as well. In order to afford paid coverage, a relaxed venue, and small celebrity endorsements, we will allocate a total of $100,000 to this event.

Another method of promoting the brand nationally through this event is through the use of Snapchat geo-filters. This audience is highly plugged into social media and is likely to document their day through their Snapchat Story. A Snapchat filter can be bought for $35 per day for large events, which is a cheap, effective way to ensure that more than just attendees are aware of the brand’s presence.

## The X Games: Minneapolis, MN

### 7/13/2017 - 7/16/2017

The X Games is a bi-annual sporting event, arranged by ESPN, where athletes compete in extreme sports competitions. The Summer X Games take place from July 13 to 16, 2017 in Minneapolis, Minnesota. In previous years, the attendance at the summer games have been over 100,000 people. In addition to the competitions, there are multiple musical performances from popular artists. These concerts are a powerful tool for pulling in people that are perhaps not as interested in the sporting events.

Advertising at the X Games will give Altoids multiple opportunities to reach a specific part of our target audience: primarily men ages 18 to 34 with a household income of around $50,000. Opportunities at the games are endless and vary in price. According to Media Life Magazine, high profile sponsorships typical run multiple years and cost millions of dollars. However, there are numerous other sponsorships that can cost anywhere from five to seven figures.

Frequency goals can be reached and potentially exceeded by placing the Altoids logo on ramps, boards, billboards, etc, and also having an area set up where Altoids will be handing out samples and promotional products. Because sponsoring an athlete at the games is significantly over our budget, we want to raise brand awareness during the games by heavily advertising anywhere we can for high exposure. This way we will stay within our budget of $200,000. In addition to the major onsite presence, Altoids can expect to receive a lot of TV exposure. The events run on a variety of different networks including ESPN, ESPN2 and ABC. This gives Altoids the opportunity to rebrand themselves to a younger audience as a company that embraces the extreme sports lifestyle. The “Curiously Strong” slogan can be seamlessly tied into the X Games event as it applies to both the strength of the mint and the athletes themselves.

In 2000, a brand in a similar situation, Heinz Bagel Bites, chose to sponsor the Winter X games in attempt to target “tweens”. According to their final report, “the consumption of the product grew 26% in eight weeks following those games”(Cleland, 22). These numbers show that the X Games could have a strong impact in the growth of the Altoids brand.

# Tentpole Events

## Coachella Valley Music and Arts Festival: Indio, CA

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# MEDIA NOT RECOMMENDED

In contrast with the media recommended, there are a few specific types of media we do not suggest Altoids should use in order to reach our target audience. We do not recommend the use of newspaper because it is considered an outdated medium that will fail to reach the majority of our target market. We also do not recommend the use of outdoor advertising. This medium is not completely necessary for increased brand awareness as it generally delivers a low reach and is only visible in regional markets. We do not think that outdoor advertising will be the best option for leaving a lasting impression of Altoids on our target market given their lifestyle traits. Finally, we do not recommend the use of direct marketing. Although direct mail is great for some promotions, we believe that sending personalized emails and messages can be seen considered "spam" by most members of our target market.

# STRATEGY EVALUATION

The media that Altoids will buy in the 2017 campaign ensures a broader media mix, a younger target market, and a more cohesive brand image. Altoids has never truly diversified their advertising through various media platforms, causing the brand to miss out on a large portion of potential consumers. It takes a great deal of expansion to reach an entirely new target market. However, with the right timing and media buys, Altoids will be able to remain popular among current consumers while vastly expanding their market.

In order to reach the 18-34 year old cohort, we have directed the budget toward media that will elicit the most interest from millennials. The majority of the media buys are split between digital and television, two media types that have become vital to a youthful campaign. By maintaining the current consumers through print ads in magazines and short radio ads, we are able to increase reach to the point where it is beyond our initial goal. The estimated reach from this campaign on average is 60% with an average frequency of 3.5, when our goal was only a 50% reach with a 3.5 frequency. With the addition of our tentpole events, this campaign will create positive word-of-mouth, which is crucial to generating the maximum amount of brand awareness possible.

Out of our total budget of $30 million, we have allocated 90% for media, 1.5% for contingencies, and 1.3% for events. We will spend the extra surplus of 7% to invest in philanthropic ventures within the regional communities in order to build a better brand reputation. This surplus can also fund research in order to determine whether or not the campaign was a success.

Media Flowchart for Altoids
January 1-December 31, 2017

| | January | | | | | February | | | | | March | | | | | April | | | | | May | | | | | June | | | | | July | | | | | August | | | | Sept. | | | | October | | | | | Nov. | | | | | Dec. | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | | 5 | 12 | 19 | 26 | | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | | 4 | 11 | 18 | 25 | | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 | | 3 | 10 | 17 | 24 | | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | | 3 | 10 | 17 | 24 | |
| **National** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Televsion :30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *Cable Prime* | | | 43 | | | | 13 | | | | | 18 | | | | | 43 | | | | | 18 | | | | | 18 | | | | | 43 | | | | | 18 | | | | | 18 | | | | | 24 | | | | | 24 | | | | | 43 | | | |
| *Cable L-Finge* | | | 58 | | | | 8 | | 8 | | 8 | | | 8 | | | 58 | | | | | 30 | | | | | 30 | | | | | 58 | | | | | 30 | | | | | 30 | | | | | 31 | | | | | 31 | | | | | 58 | | | |
| *National Syndication* | | | 8 | | | 3 | | | | | | 3 | | | | | 8 | | | | 4 | | | | | 4 | | | | | 8 | | | | 4 | | | | 4 | | | | | 7 | | | | | 7 | | | | 8 | | | |
| Radio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *Net - Morning Drive* | 12 | | | | | | 4 | | | | 4 | | | | | 12 | | | | | 10 | | | | | 10 | | | | | 12 | | | | | 10 | | | | | 10 | | | | | 15 | | | | | 15 | | | | | 12 | | | |
| *Net - Evening Drive* | 12 | | | | | | | | | | 7 | | | | | 12 | | | | | 12 | | | | | | | | | | | | | | | 12 | | | | | | | | | | 15 | | | | | 15 | | | | | 12 | | | |
| Magazines HPG 4C | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *Forbes* | | | 7 | | | | 6 | | | | | 6 | | | | | 7 | | | | | | | | | | | | | | | 7 | | | | | | | | | | 8 | | | | | 9 | | | | | | | | | | 7 | | | |
| *Us Weekly* | 10 | | | | | | | | | | | | | | | 10 | | | | | | | | 8 | | | | 8 | | 10 | | | | | 8 | | | | | | | | | | 6 | | | | | | | | | | 10 | | | |
| **National Only Area** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRP | 358 | | | | | 105 | | | | | 105 | | | | | 358 | | | | | 194 | | | | | 194 | | | | | 358 | | | | | 194 | | | | | 194 | | | | | 213 | | | | | 213 | | | | | 358 | | | |
| Budget $(000) | 3112.90 | | | | | 919.1 | | | | | 919.1 | | | | | 3472.60 | | | | | 1553.7 | | | | | 1553.7 | | | | | 3472.60 | | | | | 1553.7 | | | | | 1553.7 | | | | | 1991.2 | | | | | 1991.2 | | | | | 3472.60 | | | |
| Reach | 79.8 | | | | | 52.8 | | | | | 52.8 | | | | | 79.8 | | | | | 65.1 | | | | | 65.1 | | | | | 79.8 | | | | | 65.1 | | | | | 65.1 | | | | | 72.1 | | | | | 72.1 | | | | | 79.8 | | | |
| Frequency | 4.5 | | | | | 2 | | | | | 2 | | | | | 4.5 | | | | | 3 | | | | | 3 | | | | | 4.5 | | | | | 3 | | | | | 3 | | | | | 3 | | | | | 3 | | | | | 4.5 | | | |
| **Regional** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Television :30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *Spot Cable* | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Radio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spot Radio-Morning Drive | | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | | | | | | | | | 20 | | |
| Spot Radio-Daytime | | | 10 | | | | | | | | | | | | | | | 10 | | | | | | | | | | | | | | | 10 | | | | | | | | | | | | | | | | | | | | | | | 10 | | |
| Spot Radio-Evening Drive | | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | | | | | | | | | 20 | | |
| **Spot Only Area** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRP | 70 | | | | | | | | | | | | | | | 70 | | | | | | | | | | | | | | | 70 | | | | | | | | | | | | | | | | | | | | | | | | | | 70 | | | |
| Budget $(000) | 361.80 | | | | | | | | | | | | | | | 361.80 | | | | | | | | | | | | | | | 361.80 | | | | | | | | | | | | | | | | | | | | | | | | | | 361.80 | | | |
| Reach | 40.5 | | | | | | | | | | | | | | | 40.5 | | | | | | | | | | | | | | | 40.5 | | | | | | | | | | | | | | | | | | | | | | | | | | 40.5 | | | |
| Frequency | 1.7 | | | | | | | | | | | | | | | 1.7 | | | | | | | | | | | | | | | 1.7 | | | | | | | | | | | | | | | | | | | | | | | | | | 1.7 | | | |
| **Spot + National** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRP | 428 | | | | | 105 | | | | | 105 | | | | | 428 | | | | | 194 | | | | | 194 | | | | | 428 | | | | | 194 | | | | | 194 | | | | | 213 | | | | | 213 | | | | | 428 | | | |
| Budget $(000) | 3474.70 | | | | | 919.1 | | | | | 919.1 | | | | | 3834.40 | | | | | 1553.7 | | | | | 1553.7 | | | | | 3834.40 | | | | | 1553.7 | | | | | 1553.7 | | | | | 1991.2 | | | | | 1991.2 | | | | | 361.80 | | | |
| Reach | 120.3 | | | | | 52.8 | | | | | 52.8 | | | | | 120.3 | | | | | 65.1 | | | | | 65.1 | | | | | 120.3 | | | | | 65.1 | | | | | 65.1 | | | | | 72.1 | | | | | 72.1 | | | | | 79.8 | | | |
| Frequency | 5.0 | | | | | 2.0 | | | | | 2.0 | | | | | 5.0 | | | | | 3.0 | | | | | 3.0 | | | | | 5.0 | | | | | 3.0 | | | | | 3.0 | | | | | 3.0 | | | | | 3.0 | | | | | 5.0 | | | |

# EVALUATION

## BUDGET

The media budget for this campaign is $30 million. We have allocated 1.5% of this budget toward contingencies in case of emergencies, overflow, or any other problems we may face in media buying..

| **Budget** | | **$30,000,000.00** |
|---|---|---|
| | | |
| **MEDIA TYPE** | | |
| **National Media** | % Budget | $Budget |
| **Television** | **41.31%** | **$12,392,446.00** |
| *Nat - Cable Prime* | 24.19% | $7,257,662.94 |
| *Nat - L Fringe* | 12.56% | $3,768,919.99 |
| *Nat. Syndication* | 4.55% | $1,365,863.07 |
| **Radio** | **2.08%** | **$624,300.00** |
| *Nat. Morning Drive* | 1.33% | $397,900.00 |
| *Nat. Evening Drive* | 0.75% | $226,400.00 |
| **Magazine - General Interest** | **4.81%** | **$1,442,400.00** |
| **Digital Media** | **36.77%** | **$11,030,600.00** |
| **Regional Media** | | |
| **Spot Cable** | **2.28%** | **$682,800.00** |
| **Spot Radio** | **2.55%** | **$764,400.00** |
| Morning Drive | 1.13% | $340,100.00 |
| Daytime | 0.52% | $156,600.00 |
| Evening Drive | 0.89% | $267,700.00 |
| Tentpole Events | 1.33% | $400,000.00 |
| **Seasonality** | | |
| *1st Quarter* | | $5,768,168.00 |
| *2nd Quarter* | | $7,040,924.00 |
| *3rd Quarter* | | $7,140,924.00 |
| *4th Quarter* | | $7,802,718.00 |
| **Contingency** | 1.50% | $450,000.00 |
| **Total** | | **$27,786,946.00** |
| **Surplus** | | **$2,213,054.00** |

# BDI/CDI

| DMA Market | Adults 18+ | REVENUE Category $(000) | Altoids $(000) | BDI | CDI |
|---|---|---|---|---|---|
| Portland-Auburn, ME | 0.32 | 2,019.8 | 270.9 | 0.86018 | 0.94544 |
| New York, NY | 6.80 | 45,060.6 | 7,624.0 | 1.15537 | 1.00665 |
| Binghamton, NY | 0.11 | 710.6 | 89.8 | 0.82793 | 0.96581 |
| Macon, GA | 0.21 | 1,425.5 | 157.3 | 0.77505 | 1.03541 |
| Philadelphia, PA | 2.56 | 16,903.1 | 2,841.3 | 1.14277 | 1.00220 |
| Detroit, MI | 1.52 | 10,359.1 | 1,587.5 | 1.07385 | 1.03300 |
| Boston (Manchester), MA-NH | 2.11 | 12,711.7 | 2,453.8 | 1.19753 | 0.91453 |
| Savannah, GA | 0.29 | 1,938.4 | 233.9 | 0.82663 | 1.00988 |
| Pittsburgh, PA | 0.93 | 5,991.1 | 857.1 | 0.94844 | 0.97730 |
| Ft. Wayne, IN | 0.22 | 1,435.0 | 201.5 | 0.94760 | 0.99483 |
| Cleveland-Akron (Canton), OH | 1.22 | 8,057.8 | 1,146.1 | 0.96833 | 1.00360 |
| Washington, DC (Hagerstown, MD) | 2.14 | 12,994.0 | 2,620.0 | 1.26207 | 0.92272 |
| Baltimore, MD | 0.95 | 5,847.1 | 1,097.3 | 1.18693 | 0.93236 |
| Flint-Saginaw-Bay City, MI | 0.37 | 2,425.1 | 279.3 | 0.77518 | 0.99222 |
| Buffalo, NY | 0.52 | 3,462.0 | 482.7 | 0.96584 | 1.02118 |
| Cincinnati, OH | 0.73 | 4,723.5 | 708.4 | 1.00243 | 0.98533 |
| Erie, PA | 0.13 | 836.2 | 111.7 | 0.87491 | 0.96554 |
| Charlotte, NC | 0.97 | 6,300.8 | 853.2 | 0.90962 | 0.99026 |
| Greensboro-High Point-Winston Salem | 0.56 | 3,753.3 | 424.7 | 0.77600 | 1.01097 |
| Charleston, SC | 0.27 | 1,857.0 | 242.2 | 0.93017 | 1.05135 |
| Augusta-Aiken, GA-SC | 0.22 | 1,476.9 | 165.4 | 0.76968 | 1.01315 |
| Providence-New Bedford, RI-MA | 0.52 | 3,434.0 | 558.0 | 1.10470 | 1.00221 |
| Columbus, GA (Opelika, AL) | 0.19 | 1,256.1 | 158.5 | 0.86500 | 1.01054 |
| Burlington-Plattsburgh, VT-NY | 0.28 | 1,659.2 | 239.0 | 0.87419 | 0.89465 |
| Atlanta, GA | 2.05 | 13,156.0 | 1,994.5 | 1.00188 | 0.97420 |
| Albany, GA | 0.13 | 974.6 | 97.9 | 0.79132 | 1.16130 |
| Utica, NY | 0.09 | 585.6 | 69.0 | 0.79132 | 0.99003 |
| Indianapolis, IN | 0.93 | 5,930.9 | 853.2 | 0.94946 | 0.97295 |
| Miami-Ft. Lauderdale, FL | 1.48 | 10,884.9 | 1,436.7 | 0.99774 | 1.11435 |
| Louisville, KY | 0.55 | 3,571.5 | 500.5 | 0.93982 | 0.98864 |
| Tallahassee-Thomasville, FL-GA | 0.24 | 1,583.8 | 200.0 | 0.86101 | 1.00514 |
| Tri-Cities, TN-VA | 0.26 | 1,720.8 | 144.9 | 0.57406 | 1.00501 |
| Albany-Schenectady-Troy, NY | 0.45 | 2,749.2 | 444.7 | 1.00916 | 0.91970 |
| Hartford & New Haven, CT | 0.86 | 5,043.8 | 951.6 | 1.14472 | 0.89443 |
| Orlando-Daytona Beach-Melbourne, Fl | 1.28 | 8,515.4 | 1,117.8 | 0.90153 | 1.01244 |
| Columbus, OH | 0.77 | 5,027.8 | 738.4 | 0.98672 | 0.99043 |
| Youngstown, OH | 0.21 | 1,386.7 | 152.6 | 0.75147 | 1.00667 |
| Bangor, ME | 0.12 | 783.1 | 73.6 | 0.65962 | 1.03462 |
| Rochester, NY | 0.34 | 2,320.9 | 342.4 | 1.05299 | 1.05219 |
| Tampa-St.Petersburg (Sarasota), FL | 1.49 | 10,139.6 | 1,246.3 | 0.86145 | 1.03317 |
| Traverse City-Cadillac, MI | 0.20 | 1,275.5 | 132.6 | 0.67842 | 0.96202 |
| Lexington, KY | 0.41 | 2,706.8 | 306.1 | 0.77477 | 1.00997 |
| Dayton, OH | 0.38 | 2,472.9 | 339.5 | 0.92153 | 0.98951 |
| Springfield-Holyoke, MA | 0.23 | 1,455.2 | 235.7 | 1.07027 | 0.97410 |
| Norfolk-Portsmouth-Newport News, V. | 0.61 | 4,009.5 | 618.2 | 1.03882 | 0.99322 |
| Greenville-New Bern-Washington, NC | 0.26 | 1,695.9 | 195.0 | 0.77000 | 0.98719 |
| Columbia, SC | 0.34 | 2,195.8 | 287.0 | 0.86471 | 0.97528 |
| Toledo, OH | 0.34 | 2,347.2 | 305.5 | 0.93292 | 1.05664 |
| West Palm Beach-Ft. Pierce, FL | 0.66 | 4,557.8 | 633.2 | 0.98406 | 1.04419 |
| Watertown, NY | 0.08 | 501.2 | 60.5 | 0.77393 | 0.94515 |
| Wilmington, NC | 0.16 | 1,018.2 | 136.5 | 0.89901 | 0.98857 |
| Lansing, MI | 0.22 | 1,386.9 | 201.0 | 0.94953 | 0.96583 |
| Presque Isle, ME | 0.02 | 156.8 | 13.1 | 0.59631 | 1.05218 |
| Marquette, MI | 0.07 | 473.0 | 47.0 | 0.68571 | 1.01730 |
| Wheeling-Steubenville, WV-OH | 0.11 | 664.8 | 68.3 | 0.64751 | 0.92910 |
| Syracuse, NY | 0.33 | 2,036.3 | 311.4 | 0.98145 | 0.94610 |
| Richmond-Petersburg, VA | 0.48 | 3,005.0 | 490.4 | 1.05600 | 0.95390 |
| Knoxville, TN | 0.44 | 2,932.0 | 304.5 | 0.71785 | 1.01896 |
| Lima, OH | 0.06 | 380.3 | 52.7 | 0.90748 | 0.96538 |
| Bluefield-Beckley-Oak Hill, WV | 0.11 | 743.7 | 55.4 | 0.51877 | 1.02663 |
| Raleigh-Durham (Fayetteville), NC | 0.96 | 6,015.4 | 884.6 | 0.95432 | 0.95666 |
| Jacksonville, FL | 0.57 | 3,801.7 | 517.1 | 0.92915 | 1.00701 |
| Grand Rapids-Kalamazoo-Battle Creek, | 0.63 | 4,066.3 | 522.7 | 0.86198 | 0.98853 |
| Charleston-Huntington, WV | 0.37 | 2,483.9 | 236.9 | 0.66588 | 1.02922 |
| Elmira (Corning), NY | 0.08 | 498.8 | 61.3 | 0.80725 | 0.96832 |
| Harrisburg-Lancaster-Lebanon-York, PA | 0.63 | 3,925.2 | 591.9 | 0.96774 | 0.94606 |
| Greenville-Spartanburg-Asheville-Ande | 0.72 | 4,771.1 | 498.9 | 0.71715 | 1.01102 |
| Harrisonburg, VA | 0.08 | 549.5 | 68.4 | 0.83464 | 0.98845 |
| Myrtle Beach-Florence, SC | 0.25 | 1,842.3 | 171.6 | 0.70802 | 1.12056 |
| Ft. Myers-Naples, FL | 0.42 | 2,720.2 | 364.3 | 0.88816 | 0.97764 |
| Roanoke-Lynchburg, VA | 0.38 | 2,473.7 | 288.2 | 0.78235 | 0.98991 |
| Johnstown-Altoona-State College, PA | 0.25 | 1,624.7 | 191.7 | 0.78891 | 0.98566 |
| Chattanooga, TN | 0.30 | 2,074.5 | 240.0 | 0.81995 | 1.04481 |

# BDI/CDI

| | | | | | |
|---|---|---|---|---|---|
| Salisbury, MD | 0.14 | 829.2 | 118.8 | 0.87276 | 0.89801 |
| Wilkes Barre-Scranton-Hazleton, PA | 0.50 | 3,183.3 | 395.0 | 0.81504 | 0.96828 |
| Terre Haute, IN | 0.12 | 799.3 | 99.8 | 0.84534 | 0.99806 |
| Lafayette, IN | 0.06 | 403.9 | 52.2 | 0.87133 | 0.99387 |
| Alpena, MI | 0.01 | 83.9 | 6.8 | 0.53312 | 0.96967 |
| Charlottesville, VA | 0.07 | 403.3 | 70.6 | 1.07041 | 0.90140 |
| South Bend-Elkhart, IN | 0.28 | 1,796.5 | 246.1 | 0.92082 | 0.99091 |
| Gainesville, FL | 0.11 | 683.4 | 96.3 | 0.93734 | 0.98060 |
| Zanesville, OH | 0.03 | 178.6 | 21.8 | 0.80130 | 0.96776 |
| Parkersburg, WV | 0.05 | 344.6 | 35.5 | 0.72960 | 1.04405 |
| Clarksburg-Weston, WV | 0.09 | 616.8 | 58.4 | 0.66967 | 1.04265 |
| Corpus Christi, TX | 0.18 | 1,247.1 | 163.1 | 0.91374 | 1.02995 |
| Chicago, IL | 3.02 | 20,076.9 | 3,238.8 | 1.10690 | 1.01151 |
| Joplin-Pittsburg, MO-KS | 0.12 | 826.0 | 82.5 | 0.69955 | 1.03251 |
| Columbia-Jefferson City, MO | 0.15 | 982.7 | 129.3 | 0.89041 | 0.99760 |
| Topeka, KS | 0.15 | 934.7 | 125.1 | 0.88103 | 0.97040 |
| Dothan, AL | 0.08 | 530.2 | 59.7 | 0.76707 | 1.00426 |
| St. Louis, MO | 1.01 | 6,552.9 | 983.0 | 1.00425 | 0.98689 |
| Rockford, IL | 0.15 | 932.6 | 131.6 | 0.92110 | 0.96226 |
| Rochester-Mason City-Austin, MN-IA | 0.11 | 682.8 | 102.0 | 0.91827 | 0.90617 |
| Shreveport, LA | 0.31 | 2,121.3 | 231.7 | 0.76848 | 1.03718 |
| Minneapolis-St. Paul, MN | 1.45 | 9,157.5 | 1,491.6 | 1.05886 | 0.95832 |
| Kansas City, MO-KS | 0.77 | 4,898.8 | 744.1 | 0.99754 | 0.96814 |
| Milwaukee, WI | 0.73 | 4,883.6 | 736.8 | 1.04584 | 1.02188 |
| Houston, TX | 2.04 | 13,837.1 | 2,118.0 | 1.07188 | 1.03232 |
| Springfield, MO | 0.35 | 2,333.7 | 234.4 | 0.69462 | 1.01949 |
| New Orleans, LA | 0.55 | 3,860.9 | 491.2 | 0.92623 | 1.07323 |
| Dallas-Ft. Worth, TX | 2.26 | 14,972.7 | 2,310.8 | 1.05291 | 1.00571 |
| Sioux City, IA | 0.13 | 799.2 | 104.4 | 0.84990 | 0.95911 |
| Waco-Temple-Bryan, TX | 0.32 | 2,050.0 | 281.0 | 0.91758 | 0.98682 |
| Victoria, TX | 0.03 | 172.1 | 25.0 | 0.92359 | 0.93728 |
| Wichita Falls & Lawton, TX-OK | 0.13 | 892.1 | 106.1 | 0.81420 | 1.00920 |
| Monroe-El Dorado, LA-AR | 0.15 | 1,095.7 | 105.7 | 0.73747 | 1.12695 |
| Birmingham (Anniston and Tuscaloosa | 0.59 | 3,838.1 | 484.3 | 0.84096 | 0.98248 |
| Ottumwa-Kirksville, IA-MO | 0.04 | 265.8 | 24.4 | 0.63210 | 1.01508 |
| Paducah-Cape Girardeau-Harrisburg, K | 0.31 | 2,125.8 | 226.8 | 0.74424 | 1.02834 |
| Odessa-Midland, TX | 0.14 | 859.2 | 137.2 | 1.03634 | 0.95673 |
| Amarillo, TX | 0.17 | 1,019.0 | 143.5 | 0.88473 | 0.92615 |
| Austin, TX | 0.64 | 4,052.2 | 669.0 | 1.07749 | 0.96211 |
| Harlingen-Weslaco-Brownsville-McAlle | 0.37 | 2,916.8 | 308.3 | 0.85146 | 1.18752 |
| Cedar Rapids-Waterloo-Iowa City & Du | 0.28 | 1,738.7 | 251.6 | 0.91594 | 0.93310 |
| St. Joseph, MO | 0.04 | 238.8 | 32.5 | 0.88442 | 0.95798 |
| Jackson, TN | 0.08 | 530.3 | 51.6 | 0.67640 | 1.02476 |
| Memphis, TN | 0.56 | 3,826.0 | 502.6 | 0.93228 | 1.04620 |
| San Antonio, TX | 0.80 | 5,372.7 | 789.9 | 1.01320 | 1.01593 |
| Lafayette, LA | 0.19 | 1,257.4 | 151.9 | 0.81858 | 0.99890 |
| Lake Charles, LA | 0.08 | 534.8 | 69.2 | 0.85599 | 0.97522 |
| Alexandria, LA | 0.08 | 507.9 | 55.6 | 0.75960 | 1.02290 |
| Greenwood-Greenville, MS | 0.06 | 471.0 | 41.0 | 0.73774 | 1.24935 |
| Champaign & Springfield-Decatur, IL | 0.31 | 1,951.3 | 269.9 | 0.89603 | 0.95497 |
| Evansville, IN | 0.23 | 1,505.1 | 188.7 | 0.83685 | 0.98398 |
| Oklahoma City, OK | 0.59 | 3,741.5 | 536.0 | 0.94031 | 0.96760 |
| Lubbock, TX | 0.14 | 923.1 | 122.8 | 0.89868 | 0.99587 |
| Omaha, NE | 0.34 | 2,132.6 | 339.3 | 1.02867 | 0.95312 |
| Panama City, FL | 0.12 | 805.2 | 83.9 | 0.70073 | 0.99138 |
| Sherman-Ada, TX-OK | 0.11 | 708.0 | 76.2 | 0.74269 | 1.01725 |
| Green Bay-Appleton, WI | 0.36 | 2,212.8 | 315.8 | 0.90783 | 0.93774 |
| Nashville, TN | 0.86 | 5,513.8 | 738.2 | 0.88135 | 0.97045 |
| San Angelo, TX | 0.05 | 300.0 | 35.9 | 0.78424 | 0.96610 |
| Abilene-Sweetwater, TX | 0.10 | 659.5 | 75.3 | 0.78140 | 1.00888 |
| Madison, WI | 0.32 | 1,942.6 | 318.8 | 1.03653 | 0.93109 |
| Ft. Smith-Fayettville-Springdale-Rodge | 0.25 | 1,643.9 | 198.5 | 0.80511 | 0.98292 |
| Tulsa, OK | 0.43 | 2,840.2 | 366.0 | 0.86830 | 0.99330 |
| Columbus-Tupelo-West Point-Houston | 0.15 | 1,122.5 | 102.0 | 0.68041 | 1.10383 |
| Peoria-Bloomington, IL | 0.21 | 1,268.6 | 201.7 | 1.00903 | 0.93555 |
| Duluth-Superior, MN-WI | 0.14 | 845.8 | 111.2 | 0.82867 | 0.92916 |
| Wichita-Hutchinson Plus, KS | 0.37 | 2,327.5 | 328.9 | 0.91934 | 0.95907 |
| Des Moines-Ames, IA | 0.35 | 2,149.7 | 329.6 | 0.95762 | 0.92072 |
| Davenport-Rock Island-Moline, IA-IL | 0.24 | 1,536.1 | 203.8 | 0.86189 | 0.95766 |
| Mobile-Pensacola (Ft. Walton Beach), | 0.45 | 2,830.7 | 375.0 | 0.85113 | 0.94711 |
| Minot-Bismarck-Dickinson (Williston), | 0.13 | 787.1 | 125.1 | 0.99736 | 0.92506 |
| Huntsville-Decatur (Florence), AL | 0.33 | 2,124.2 | 265.8 | 0.84058 | 0.99029 |
| Beaumont-Port Arthur, TX | 0.15 | 928.1 | 119.6 | 0.84970 | 0.97202 |
| Little Rock-Pine Bluff, AR | 0.46 | 2,957.1 | 354.9 | 0.78978 | 0.97009 |
| Montgomery-Selma, AL | 0.20 | 1,353.8 | 145.9 | 0.76268 | 1.04325 |
| La Crosse-Eau Claire, WI | 0.18 | 1,102.3 | 143.8 | 0.82174 | 0.92859 |

# BDI/CDI

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|---|---|---|---|---|---|
| Wausau-Rhinelander, WI | 0.14 | 913.1 | 109.4 | 0.79897 | 0.98305 |
| Tyler-Longview (Lufkin & Nacogdoches | 0.24 | 1,599.8 | 191.2 | 0.82572 | 1.01849 |
| Hattiesburg-Laurel, MS | 0.09 | 638.8 | 70.2 | 0.77160 | 1.03506 |
| Meridian, MS | 0.06 | 421.3 | 39.8 | 0.71690 | 1.11870 |
| Baton Rouge, LA | 0.28 | 1,769.5 | 264.1 | 0.96199 | 0.95016 |
| Quincy-Hannibal-Keokuk, IL-MO-IA | 0.09 | 540.5 | 58.4 | 0.70075 | 0.95607 |
| Jackson, MS | 0.28 | 1,958.4 | 222.6 | 0.82119 | 1.06503 |
| Lincoln & Hastings-Kearny, NE | 0.23 | 1,411.7 | 199.5 | 0.90425 | 0.94326 |
| Fargo-Valley City, ND | 0.20 | 1,234.3 | 177.8 | 0.90799 | 0.92922 |
| Sioux Falls (Mitchell), SD | 0.22 | 1,349.1 | 187.3 | 0.89658 | 0.95201 |
| Jonesboro, AR | 0.07 | 437.2 | 49.8 | 0.75962 | 0.98309 |
| Bowling Green, KY | 0.07 | 454.0 | 50.5 | 0.76758 | 1.01726 |
| Mankato, MN | 0.04 | 271.5 | 37.7 | 0.87238 | 0.92615 |
| North Platte, NE | 0.01 | 73.3 | 9.6 | 0.84930 | 0.95596 |
| Anchorage, AK | 0.14 | 779.7 | 153.6 | 1.12864 | 0.84457 |
| Honolulu, HI | 0.45 | 2,689.0 | 506.2 | 1.15171 | 0.90190 |
| Fairbanks, AK | 0.03 | 186.4 | 35.8 | 1.08842 | 0.83542 |
| Biloxi-Gulfport, MS | 0.11 | 713.0 | 88.3 | 0.82026 | 0.97640 |
| Juneau, AK | 0.02 | 132.4 | 26.2 | 1.14987 | 0.85661 |
| Laredo, TX | 0.08 | 596.4 | 75.7 | 1.00631 | 1.16875 |
| Denver, CO | 1.35 | 8,659.5 | 1,451.4 | 1.10879 | 0.97522 |
| Colorado Springs-Pueblo, CO | 0.30 | 2,019.8 | 296.8 | 1.02052 | 1.02380 |
| Phoenix (Prescott), AZ | 1.63 | 11,637.8 | 1,561.2 | 0.98770 | 1.08539 |
| Butte-Bozeman, MT | 0.06 | 366.3 | 47.8 | 0.85472 | 0.96556 |
| Great Falls, MT | 0.05 | 335.9 | 44.1 | 0.84392 | 0.94758 |
| Billings, MT | 0.09 | 549.3 | 79.5 | 0.90775 | 0.92460 |
| Boise, ID | 0.23 | 1,531.9 | 213.2 | 0.94940 | 1.00563 |
| Idaho Falls-Pocatello (Jackson), ID-WY | 0.11 | 739.8 | 105.9 | 0.99421 | 1.02386 |
| Cheyenne-Scottsbluff, WY-NE | 0.05 | 292.1 | 44.6 | 0.99517 | 0.96081 |
| Twin Falls, ID | 0.06 | 319.8 | 46.7 | 0.86446 | 0.87267 |
| Missoula, MT | 0.10 | 619.5 | 77.6 | 0.83778 | 0.98595 |
| Rapid City, SD | 0.08 | 513.8 | 68.7 | 0.86651 | 0.95534 |
| El Paso (Las Cruces), TX-NM | 0.31 | 2,234.1 | 279.9 | 0.92655 | 1.09022 |
| Helena, MT | 0.02 | 121.6 | 20.9 | 0.94759 | 0.81274 |
| Casper-Riverton, WY | 0.05 | 283.5 | 44.6 | 0.96932 | 0.90830 |
| Salt Lake City, UT | 0.90 | 5,860.5 | 930.0 | 1.06886 | 0.99292 |
| Yuma-El Centro, AZ-CA | 0.11 | 867.5 | 96.6 | 0.91168 | 1.20692 |
| Grand Junction-Montrose, CO | 0.06 | 374.5 | 50.4 | 0.87624 | 0.95982 |
| Tucson (Sierra Vista), AZ | 0.37 | 2,570.7 | 333.9 | 0.93106 | 1.05671 |
| Albuquerque-Santa Fe, NM | 0.59 | 4,004.5 | 485.5 | 0.84128 | 1.02293 |
| Glendive, MT | 0.00 | 25.5 | 3.7 | 1.09905 | 1.11662 |
| Bakersfield, CA | 0.23 | 1,869.3 | 230.9 | 1.03295 | 1.23276 |
| Eugene, OR | 0.20 | 1,312.7 | 161.4 | 0.82479 | 0.98889 |
| Eureka, CA | 0.05 | 359.0 | 45.5 | 0.88907 | 1.03410 |
| Los Angeles, CA | 5.63 | 40,126.7 | 5,978.5 | 1.09483 | 1.08326 |
| Palm Springs, CA | 0.14 | 1,039.6 | 131.1 | 0.94585 | 1.10568 |
| San Francisco-Oakland-San Jose, CA | 2.37 | 14,726.9 | 2,964.3 | 1.28928 | 0.94424 |
| Yakima-Pasco-Richland-Kennewick, WA | 0.21 | 1,390.4 | 205.2 | 0.98915 | 0.98803 |
| Reno, NV | 0.23 | 1,448.6 | 217.3 | 0.95943 | 0.94286 |
| Medford-Klamath Falls, OR | 0.14 | 964.5 | 93.4 | 0.68375 | 1.04088 |
| Seattle-Tacoma, WA | 1.61 | 9,831.3 | 1,759.9 | 1.12559 | 0.92694 |
| Portland, OR | 1.03 | 6,778.0 | 1,014.2 | 1.01623 | 1.00119 |
| Bend, OR | 0.05 | 363.3 | 48.9 | 0.94793 | 1.03820 |
| San Diego, CA | 1.02 | 6,739.6 | 1,107.3 | 1.11826 | 1.00336 |
| Monterey-Salinas, CA | 0.24 | 1,460.3 | 247.2 | 1.07575 | 0.93681 |
| Las Vegas, NV | 0.65 | 4,806.1 | 643.2 | 1.01367 | 1.11658 |
| Santa Barbara-Santa Maria-San Luis Ob | 0.23 | 1,365.8 | 236.9 | 1.06097 | 0.90172 |
| Sacramento-Stockton-Modesto, CA | 1.28 | 8,693.5 | 1,300.4 | 1.04330 | 1.02819 |
| Fresno-Visalia, CA | 0.58 | 4,411.4 | 536.3 | 0.95028 | 1.15230 |
| Chico-Redding, CA | 0.16 | 1,070.7 | 129.8 | 0.81144 | 0.98673 |
| Spokane, WA | 0.36 | 2,339.4 | 303.5 | 0.86311 | 0.98075 |
| | | | | | |
| Total | 100.00 | 658,000.0 | 97,000.0 | | |