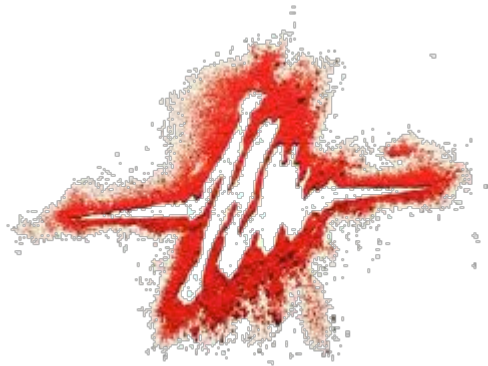


Case 4-1: Doritos Crashes the Super Bowl

Summary: A ROPE analysis of Doritos' marketing techniques during the Super Bowl to create a consumer-empowered commercial contest.

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RESEARCH

Event Background

Starting in the 2006-2007 National Football League (NFL) season, Doritos gave power to consumers by holding a contest to make a Super Bowl-worthy commercial. The target market for the contest is tech-savvy 16-24 year olds using multiple media for at least 3 hours per day. To compete, consumers film and upload videos to the Doritos website. From there, the top five are selected. The top five are then voted on by the general public where the number one choice is played during the Super Bowl. The first and second year of the contest, consumer-made commercials placed 4th in *USA Today's* prestigious ad meter. In the 2009 Super Bowl, the commercial took first, winning \$1 million for the creative duo.

Financials

According to Frito-Lay financial records from 2006, Doritos earned \$2.5 billion in sales, only half as much as Lays chips (Performance with Purpose, 2006). The 2012 financial record state a great improvement. Doritos have become “the world’s leading corn snacks... with bold and unique flavors” (Performance with Purpose, 2012). Although other efforts have gone into the marketing and development of the product, much can be attributed to the first place ranking and top success of the consumer-empowered commercials.

Looking more into advertising, according to *Business Insider*, companies spend upwards of \$3 or even \$4 billion dollars on advertising per year (Laya). An ad spot for the Super Bowl cost around \$4 million plus the development of the commercial in 2013 according to *Bleacher Report*. In relation to costs for Doritos, the company’s highest risk is the \$4 million for the commercial spot. After that, there is a \$1 million risk of payout to the developers of the first place commercial. However, the \$1 million risk only pays out if the ad places first. If the ad does

place first, the return on investment (ROI) increases significantly because the rating is based on the impact of consumers. In essence, Doritos outsources the development of a high-quality commercial to the general public. The cost of the development is either free or \$1 million, low in comparison to the ROI.

Suggestions

Doritos should sign a celebrity endorsement deal. The impact and selection of the right celebrity is a complicated decision, but overall “research finds that celebrity endorsement strategy has become an important component of marketing communications strategy for firms in today’s competitive environment” (Mukherjee). Based on analysis of important factors of a celebrity, country singer Luke Bryan would be a strong endorsement deal for the 2013-2014 contest. He matches the target market of the contests and also debuted a song called “Crash my Party” in August at #1 on Billboard’s top 200 chart (Caulfield). The song has since remained strong on the charts. Furthermore, Bryan and the song would be a strong endorsement deal since Doritos could play off “Crash my Party” and “Crash the Super Bowl.”

This would also add value to the contestants not only because they are participating in something Luke Bryan supports but also to the Super Bowl party hosted by Doritos. Since the first year of the contest, Doritos hosts a signature event near the Super Bowl. To go along with the endorsement, Bryan could be a VIP guest at the event. Contestants who possess a strong affinity for Bryan would be more motivated for create an impactful commercial.

Beyond the celebrity endorsement, social media participation should be heightened. Within the past two years, two types of media have become prevalent, Instagram and Vine. Keeping these formats in mind, Doritos should design an app which allows voters to scroll through the 30 second commercials and quickly vote. Media should also overlap. For example,

on the website Doritos should create a click to tweet, share or pin link with a formatted text to go with it. In addition, one media could point to another to allow more exposure from those participating who use multiple social media. Now ones Twitter and Pinterest followers and Facebook friends all have exposure of the contest.

OBJECTIVES

An overlying objective for the 2009 Dorito's takes over the Super bowl Campaign was to top that of the one the year before. The campaign consisted of two specific objectives. First, they wanted to engage their consumers to entire videos for their contest. How were they able to accomplish this? Dorito's used commercials, articles and other means of advertising to promote the contest. As a part of their first objectives they wanted to get more video entries, double website visitors, and involve fans on social networking sites. Fortunately, they were able to accomplish many of these goals.

Dorito's received over 1,900 video entries, which was double the amount that they received in the first year of the contest. In the third year of the program they were also able to double the number of unique website visitors. A unique website visitor refers to Unique refers to a person who visits a Web site more than once within a specified period of time (Source:

Webopedia.com). Dorito's was also able to capture the 2nd most brand capturing shares of blog discussions. This means that people who were blogging talked about Dorito's and this ad campaign a lot. This is just another form of free advertising produced through the program.

The second objective of the contest was to generate more than 600 million media impressions in the mainstream media and in youth media. Dorito's was actually able to generate more than twice the amount of media impressions from the first year of the contest. It also was able to produce several featured stories in high profile magazines and publications. Doritos was also

able to attain 25 national prints or wire features (Hayes, Hendrix, Kumar 2013). These included stories that were featured in *USA Today*, *The Wall Street Journal*, and *Reuters*. Dorito's also managed to create over 108 national TV and radio segments. The company was even able to have added post contest coverage by having the winning contestants featured in interviews on *The Today Show*, and *The Tonight Show*. Doritos was able to hit their target audience niche of 16 to 24 year olds with over 360 online news stories. Such websites included: Yahoo, Time, MSNBC, and Forbes (Hayes, Hendrix, Kumar 2013). Dorito's was able to satisfy all aspects of both of their main objectives in the third year of the programs existence. Since this 2009, Dorito's has been able to almost triple the number of entries for the Super Bowl contest. In 2012, they received over 6,000 video entries for the program (L, 2012).

Dorito's was able to achieve almost all the objectives they set at the start of the campaign. For further campaigns a probable suggestion would be to increase the amount of video entries and media impressions. Also, it might be effective to use cross-promotional marketing. Dorito's has already partnered with Taco Bell in the form of Dorito's Loco tacos. This is the most popular item that Taco Bell currently has on their menu. Doritos might benefit from having a contest where contestants make videos for the Loco tacos. It could possibly create new customers that were not huge fans of Doritos but have brand loyalty towards Taco Bell. Also, this could cut costs of the campaign by partnering with another company.

PROGRAMMING

While looking at the programming of the "Doritos Crashes the Super Bowl Case Study" it is important to examine three main elements- theme, planning and media. The programming that was put in place by Doritos coincides with their overall branding that includes themes of risk, adventure and fun. The programming also focuses mainly on channels that involve social

media. Doritos was successful in maintaining a coherent theme and branding with the campaign and the overall image of the brand (Heine, 2013).

As mentioned in the research and objective sections of the paper, the target audience for this campaign/contest is 16-24 year old, media savvy consumers. The campaign and contest was then based on engaging this target audience while emphasizing the theme Go Big or Go Home. Doritos wanted the consumers and contestants to feel as if they had power and that if they took the risk they would be rewarded (Shultz, 2013). During this time, Doritos was emphasizing the consumer control that was feeling lost during this year. The economy was in turmoil and this contest gave the consumer to partake as David in a David and Goliath battle. Similar to the tale, David won. When the Doritos commercial placed first on the USA Today Ad Meter, it gave the target audience hope (Shultz, 2013).

After Doritos successfully developed their theme, message and completed their research, they engaged in a six month submission cycle (Heine, 2013). During this cycle, submissions were accepted and were then judged by the Doritos marketing and ad team. The top 5 ads were then placed on Facebook and the Doritos web site allowing the fans to vote for the ad that they would like to see shown during the Super Bowl. The winning ad was then aired during this time.

The final element to the programming of the Doritos Crashes the Super Bowl Campaign was the media plan that was put into place. The target audience of the campaign was 16-24 year olds. This generation averages around 3 hours a day on the internet according to the Doritos Case Study. The large amount of time spent online drove the media plan behind this campaign. Most of the media awareness was formatted on social media including Facebook and Twitter.

Although Doritos wanted to reach their target audience through this form of media, they also looked toward traditional media. Doritos used the traditional media to make others aware of the

contest and of the power that they were giving to the consumers (Shultz, 2013). This was the first time that the power was put in the hands of the consumer in this way.

Although the Doritos Campaign was highly successful, they need to continue to improve their programming. More involved and advanced media would ensure that the campaign is up to date and at par with the tech savvy individuals that are creating the ads as well as those who are following the contest and voting. Also, Doritos needs to make sure to engage in the use of traditional media outlets and expanding awareness of the branding and theme to other audiences outside of their target audience. They need to reach out and engage all consumers of their product, not only those who are media and tech savvy.

Over all, Doritos used their programming to implement a successful plan as well as ensure proper media coverage that delivered the themes they intended. Doritos was also able to maintain a coherent theme and branding throughout the campaign. There are few recommendations for this programming of this case- it was planned and executed well. Doritos was able to put the power in the hands of the consumers and take on many of the biggest and most esteemed ad agencies on the biggest stage of the year- The Super Bowl. The success of this campaign has changed the dynamic of Doritos and marketing for the future.

EVALUATION

When evaluating Doritos “Crash the Super Bowl” campaign, it is clear that the campaign was successful. Doritos took a big risk in allowing consumers to take over the super bowl ad and make it their own. Because of all of the hype surrounding the campaign and the success of the commercial, Doritos earned itself a great amount of free publicity. In public relations, evaluation shows how successful an organization’s strategy was in meeting the organizations goals (Guth & Marsh, 2012). According to the case study, Doritos had a significant increase in sales year after year in the week following the game (Hayes, Hendrix & Kumar, 2013). Not only did the commercials make Doritos known, the commercials made the contest winners instant celebrities. Suddenly, the public is talking about the winners and Doritos on their own. The winners, Joe and Dave Hebert are offered multiple media job opportunities all because of Doritos.

Doritos did an excellent job in participatory marketing. The article, “5 Lessons in Participatory Marketing from Doritos ‘Crash the Super Bowl’ and Cmo Ann Mukherjee” on fastcocrete.com explains five strategies that Doritos did well in its campaign. The first strategy that Doritos did well was trusting the consumer. Doritos allowed the consumer to do whatever they wanted in order to make the best commercial possible. The contestants were given a couple guidelines. They were told to make it funny, action packed and something people haven’t seen before. By giving the consumer only a few guidelines, the consumer had room to make it their own creation. The article explains that when someone is passionate about something, they will do what it takes to make sure it succeeds. Trusting the consumer was an essential part of how Doritos was so successful. The second strategy Doritos used was growing with their market. In this generation, media is a big part of the consumers’ lifestyle. The article explains how this

generation is still trying to find their voice. Doritos is dealing with a creative generation who are able to utilize technology in a way that no other generation has been able to do in the past. The consumers are now able to express themselves through media outlets. Media is a huge source of entertainment and messages can reach an enormous amount of people at once. By giving consumers such a great opportunity to express themselves and their passion for the product shows how advanced Doritos is thinking. The third reason Doritos was so successful was because they focused on the strategy rather than just using a tactic. Doritos keeps this contest as a consistent event by doing it year after year. Although Doritos had the consumers make the commercials, they still had advertisement agencies help out with making the campaign appealing to potential contestants. Finally, Doritos understood that consumers become ambassadors. If consumers enjoy the campaign and have fun with it, they are going to promote the product in the best way possible. Once the winners are announced, they are going to constantly be promoting the product because that is how they were founded.

As mentioned earlier, Doritos did a great job in this campaign because of all of their free publicity they acquired. Doritos did many things well with their Super Bowl campaign. A suggestion to continue their success would be to have the previous winners appear in commercials promoting the contest. With allowing the previous winners to make a second appearance, it makes the contest seem more desirable. It shows the consumers how successful the winner have become and gives the new contestants an idea of what their futures could potentially hold if they win. It also might be helpful to have the head executives of Doritos to make a funny commercial that invites consumers to participate. By doing this it makes consumers feel important and captures attention.

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