



AMA COLLEGIATE CASE COMPETITION 2015-2016



MINT
CANDY



COOL
BLASTS



GUM

COOL BLASTS

TABLE OF CONTENTS

| | |
|---|-------|
| Executive Summary and Goals of Campaign..... | 1 |
| Concept & Situational Analysis..... | 2-3 |
| Preliminary Research..... | 4-5 |
| Target Market..... | 6 |
| The Problem..... | 7 |
| Big Idea..... | 8 |
| Video Ads..... | 9 |
| Brand Activation: Experiential Marketing..... | 10-11 |
| Corporate Social Responsibility..... | 12 |
| Social Media: Platforms & Contest..... | 13 |
| Media Objectives..... | 14 |
| Media Justifications..... | 15-16 |
| Additional Marketing Recommendations..... | 17 |
| Budget..... | 18 |
| Calendar of Promotions..... | 19 |
| Sales Forecast..... | 20 |
| Appendix..... | 21-31 |

EXECUTIVE SUMMARY AND GOALS OF CAMPAIGN

The Hershey brand has no doubt lived up to its mission of providing high quality confections to consumers around the world. In an age where competition for the best sweet craving is rife, Hershey's has managed to stay afloat as a successful, innovative brand that isn't afraid to expand its product lines. Part of Hershey's recent innovations includes the introduction of Hershey's Ice Breakers Cool Blasts, a new product with a twist. An edible 'chew' that is essentially a mix between a piece of gum and a mint, Cool Blasts are an inventive approach to on-the-go breath freshening.

Although innovative and packed with fresh flavor, Cool Blasts are still relatively misunderstood by the general public despite various marketing efforts by Hershey. A product with extreme potential needs awareness and an engaging story to better appeal to those who fit the brand's objectives. We have put together an engaging marketing plan that aims to enhance consumer understanding and awareness of Ice Breakers Cool Blasts by targeting an audience consisting of 18-24 year old on the go millennials who are more socially and culturally aware than ever.

Our campaign centers around a mock political debate between gum, mints and our product: Cool Blasts. To do this, consumers will be presented with a five city 'campaign tour' that will highlight the product, its benefits and differentiation from generic mint and gum products. To support this ambitious initiative we plan to release new and improved commercials that tie into the debate theme, and focus on revamping the Cool Blasts' social media presence to reach new, engaged audiences with fast paced lifestyles. Part of emphasizing Cool Blasts' potential to serve as an on-the-go freshener means providing new packaging that is efficient and immediate for life's quickest, most important moments. Through an integrated, contemporary approach to increase awareness and communicate product benefits, Cool Blasts will win America's vote as the next best breath freshener.

CONCEPT

Cool Blasts' unique concept, a mix between a piece of gum and a mint, has the excitement that comes with a new product. With functional benefits, such as its fast-acting power and the strength of the flavor, it provides a refreshing alternative to gum and mints. The quick dissolve of the chew makes them convenient for on-the-go consumers and has the potential to become a staple in the lives of busy Millennials.

SITUATIONAL ANALYSIS

Food Industry Trends

In the confectionary industry, the new question for consumers to answer is "to chew or not to chew". Currently, the industry is facing declining gum sales, with many consumers looking for an alternative way to freshen their breath. The industry has been facing a lack of product innovation, struggling to help consumers find a new way to meet this need.

Sociocultural Factors

These days, Millennials are busier than ever, packing their schedules from the moment they wake up in the morning. They must balance this with pressures to constantly improve their bodies and perfect their self-images. Because of these things, many look for quick and convenient solutions to their problems.

Competitive Analysis:

Because Cool Blasts is a new product category, it doesn't face any direct competitors. However, it does face intense competition among other confectionary breath fresheners such as gum and mints.

2

Strengths

- ★ Positive associations from the Ice Breakers' name
- ★ Innovative quick-dissolve feature
- ★ Effective breath freshening

Weaknesses

- ★ New product category is unknown and difficult to explain
- ★ Lacks the stimulation that many enjoy from traditional gum and mints
- ★ Bulky packaging

Opportunities

- ★ Decline of traditional gum use
- ★ Increasingly fast-paced lifestyle of Americans

Threats

- ★ Health trend moving consumers away from aspartame
- ★ Strong competition in the breath freshening market

3

| PRELIMINARY RESEARCH | | PRELIMINARY RESEARCH | |
|---|---|--|--|
| Survey (N=271) | | Focus Groups (N=12) | |
| <p>Objectives:</p> <ul style="list-style-type: none"> ★ To understand brand awareness for Ice Breakers Cool Blasts ★ To understand the current brand image of Ice Breakers Cool Blasts ★ To learn what the most important factors are to gum and mint users when purchasing the product | <p>Findings:</p> <p>Overall, only 22% of respondents reported being "Very Familiar" with Ice Breakers Cool Blasts and 44% of respondents were only "Somewhat Familiar" with the product. This awareness is significantly lower than that of other popular gums and mints. Moreover, only 17% of respondents had tried the product.</p> | <p>Objectives:</p> <ul style="list-style-type: none"> ★ To see what people think of the current Ice Breakers Cool Blasts marketing ★ To learn how people use and interact with Ice Breakers Cool Blasts | <p>Findings:</p> <p>None of the participants had tried Ice Breakers Cool Blasts prior to the group but most liked the product once they did. Some respondents thought they were too strong but most liked the strength, feeling confident that the powerful mint flavor would freshen their breath. Overall, respondents were confused about how to use the product. They weren't sure whether to chew or suck on the candy, whether it was alright to swallow and how long it would last. However, after this initial confusion, people generally enjoyed the product.</p> |
| <p>Insights:</p> <p>Knowing this, we must work to increase awareness and trial of the product.</p> | <p>Findings:</p> <p>Of both frequent gum users and frequent mint users, the three most important factors when buying gum or mints respectively were, on average, flavor, long-lasting ability and breath-freshening abilities. When asked about flavor, 64% ranked mint as their #1 choice, with an additional 18% listing mint flavors as their #2 preference.</p> <p>Insights:</p> <p>Because we can't play to the long-lasting quality of the product, we must instead focus on breath-freshening ability and powerful flavor of the product. Because the majority of respondents expressed a preference for minty flavors, we chose not to expand our flavors past the mint category.</p> | <p>Findings:</p> <p>While focus group participants generally found the ads humorous, they wished that the ads provided more insight into what the products were. This confusion was generally off-putting leaving few participants wanting to try the product after seeing the ads.</p> | <p>Insights:</p> <p>This widespread confusion about the product demonstrates a need for more instruction in advertising. The fact that people hadn't tried the product in the past but enjoyed it after sampling shows that a large portion of our campaign must focus on sampling and trial of the product.</p> |
| 4 | | | 5 |

“What do I do with it? Am I supposed to chew or suck on this?”

TARGET MARKET: THE ON-THE-GO ACHIEVER



Alec Smith

Primary Target Market

Alec Smith is a 22-year-old recent graduate of Bucknell who just landed his first job as a Sales Representative for BMW. Ever since starting college, his life has been fast paced and constantly on-the-go. He travels frequently to keep up with demand. Being a Sales Representative for BMW means that Alec is frequently talking to current and potential clients. He complains that mints take too long, and gum is just obnoxious, so when Alec needs fresh breath fast he turns to Cool Blasts. Alec finds this keeps his breath smelling fresh for hours, even on the go in his busy work environment.



Sarah Johnson

Secondary Target Market

Sarah Johnson is a 30-year-old executive for an up and coming marketing firm. Sarah must be sure to maintain her professional image as she is the face of her agency for many potential clients. This coming week is an extremely busy one for her with back-to-back meetings each day. With so much to prepare, Sarah doesn't have time to worry about keeping her breath fresh. Sarah uses Ice Breakers Cool Blasts to get the job done quickly and efficiently so she has one less thing on her plate. As Sarah rushes to each meeting she quickly dispenses a chew and pops one in her mouth as she goes over her notes, the chew dissolves in seconds leaving her breath as fresh as the new ideas she brings to each meeting.

6

Problem: Lack of awareness and understanding of the product category

Key Insight: We must raise awareness of the **product category** and provide customers with **opportunities for trial**

Value Proposition: For the On-the-Go Achiever, Ice Breakers Cool Blasts are the most convenient choice among all breath fresheners because they provide a powerful mint which dissolves quickly, allowing the user to maintain their professional image.

7

FRESH BREATH: NO DEBATE ABOUT IT.

MINT CANDY

COOL BLASTS

GUM

Meet Chris Cool Blasts, a suave politician in his mid-20s. He's known for his stylish suits, charming demeanor and witty retorts. The problem? He's an unknown candidate. Our campaign will help consumers understand why they should vote for Cool Blasts. It will serve as a humorous yet respectful parody of a real political campaign and election, attracting our audience with creativity and informative content. We believe the target market will find the content both amusing and relatable with the current events going on in the United States.

VIDEO ADS

Press Conference: Meet the Candidate (30 Sec.)

Our first video advertisement features a press secretary working for the Cool Blasts candidate answering questions about the product. Reporters humorously bombard the press secretary asking simple questions such as what is a Cool Blasts, what is it for, and what does it do. This answers many of the questions that are already on the minds of potential consumers in the target market. Because it is such a new product and our audience may currently be more aware of gum or mints, we want to make sure this promotion gives people knowledge on the product so they can build awareness, trust and loyalty with Ice Breakers Cool Blasts.

No Debate About It (30 Sec.)

Our second video ad simulates an actual political debate, with "Chris Cool Blasts", "Gabby Gum", and "Marvin Mint" battling it out for the public's votes for best breath freshener. A live actor or actress will be cast in as each character. Gabby Gum is an obnoxious, gum-chewing cheerleader who chews way too loud and constantly switches out her old piece of for a new one. Marvin Mint is a glum, elderly man who constantly crunches and grates a mint around loudly in his mouth--causing his words to be misunderstood. Finally, there's Chris Cool Blasts, the confident and put-together 20-year-old our target market aspires to be. Each candidate will be asked questions by a debate moderator, such as why their method of freshening is the best or what they have to say about breath in America. Each response will be carefully scripted, ensuring that Chris Cool Blasts walks away as the clear winner.



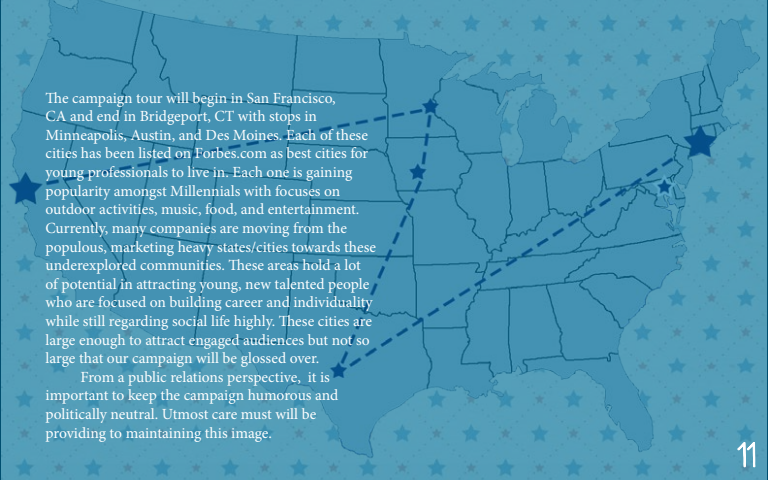
BRAND ACTIVATION: EXPERIENTIAL MARKETING

Like political candidates touring the country to generate support and sway swing voters, we believe the most effective way to attract new customers is to get them to try the product. To do this, we will host a national “campaign tour” for Chris Cool Blasts with a unique sampling experience at each location. We believe sampling to be a pivotal part of this campaign; consumers are unfamiliar with this new product category and concept that is difficult to explain through picture or video.

The campaign will kick-off with a banquet in Washington D.C. similar to that of a presidential ball or political campaign banquet. This is a great opportunity to generate press and send media kits to local media outlets (news stations, local radio broadcasters, newspapers/other publications, etc.) inviting them to the launch of the tour around the USA. More importantly, we will invite key constituents of the Hershey brand, advocates for voting, politicians from both sides of the aisle and select members of the public. Chris Cool Blasts and company will then travel to Austin, Minneapolis, San Francisco, Des Moines, and Bridgeport, Connecticut, giving samples of Cool Blasts to the people they meet in each city. These pop-up events will include booths with product samples and interactive voting machines where people can “Vote for Cool Blasts”. A campaign like this is great because it rewards loyal product fans with an interesting experience while simultaneously raising awareness among the general population.

While on the Cool Blasts campaign trail, consumer experiences should be documented to create future content that incorporates user experience. Positive reactions and real consumers voting for Cool Blasts all serve as third party endorsements which will help build confidence in the product.

EXPERIENTIAL CONT'D



The campaign tour will begin in San Francisco, CA and end in Bridgeport, CT with stops in Minneapolis, Austin, and Des Moines. Each of these cities has been listed on Forbes.com as best cities for young professionals to live in. Each one is gaining popularity amongst Millennials with focuses on outdoor activities, music, food, and entertainment. Currently, many companies are moving from the populous, marketing heavy states/cities towards these underexplored communities. These areas hold a lot of potential in attracting young, new talented people who are focused on building career and individuality while still regarding social life highly. These cities are large enough to attract engaged audiences but not so large that our campaign will be glossed over.

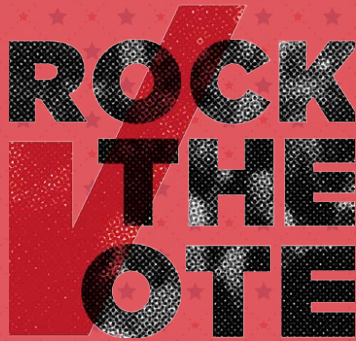
From a public relations perspective, it is important to keep the campaign humorous and politically neutral. Utmost care must be provided to maintaining this image.



CORPORATE SOCIAL RESPONSIBILITY: ROCK THE VOTE

Coinciding with the sampling stop along the campaign tour will be an initiative to get On-the-Go Achievers voting. Each tour stop will feature materials and content to help them learn how and where they can register to vote. After the campaign tour, we will continue to provide this information via social media until the November election.

To accomplish this, we suggest a partnership with Rock the Vote, the nation's largest nonprofit, nonpartisan organization dedicated to driving young people to the polls.



SOCIAL MEDIA: PLATFORMS AND CONTEST

Free Content

Facebook, Instagram and Twitter are all free platforms to reach our On-the-Go Achievers in their natural element. On these platforms we will promote our campaign tour, post humorous content and announce the new packaging. We also share longer versions of our 30 second video spots. In addition to these highly established platforms, we will incorporate Vine into social media strategy. The "short and sweet" nature of Vine is also a good fit for the product. The "short and sweet" nature of the six second videos are perfect to help viewers visualize the use and benefits of the product. These videos can then be shared across other social media platforms for the highest reach.

Paid Content

In addition to free sharing, we will also pay to advertise on Facebook both through side ads and through boosted posts. Because of Facebook's complex algorithm, content posted by brands doesn't naturally show up highly in user feeds. Because we want to maintain top-of-mind awareness year round, we will create ads and pay to boost interesting posts.

"I Voted for Cool Blasts" Contest

To encourage engagement and sharing on social media, there will be a video creation competition. To enter, participants must create a 30-second to one minute video about why they "voted" Cool Blasts, explaining something they like about them. These videos will be posted on the Cool Blasts Facebook page, to encourage creators to share with their friends, thus directing traffic to the Cool Blasts page. Winners will be selected based on creativity and number of likes on social media. Anyone who enters the competition will be given an "I Voted for Cool Blasts" sticker to display on their computer or other location. This will help generate word-of-mouth buzz about Ice Breakers. The winner will be given a year's supply of Cool Blasts.



MEDIA OBJECTIVES

Reach and Frequency

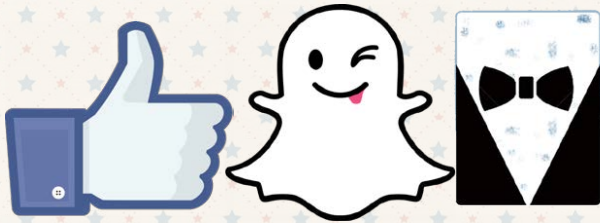
Our goal is to reach **75%** of young professionals ages **18-24** at least **3** times using video ads on TV and Snapchat, promoted content on Facebook and campaign tour stops in major cities.

Geographic Placement

Our video ads on television and Snapchat will be placed nationally as will Facebook ads.

Scheduling

Ads will air in a pulsing schedule, with paid social media ads continuously throughout the year serving as a constant reminder, with video ads on Snapchat and television in specific months to boost awareness.



MEDIA JUSTIFICATIONS

Television Shows

Once Upon a Time

Research has shown that male and females age 18-34 are loyal followers of this ABC drama. The complex plot featuring fairytale character from one's childhood appeal to the viewer as it brings nostalgia from the past while featuring adult content that is relatable.

Family Guy

Despite first airing in 1999, this satirical cartoon has maintained its loyal audience of Generations X and Y while simultaneously appealing to a younger audience. The show jokes about current events and political matters in a style that pairs well with our campaign.

Shark Tank

In today's society, college students are constantly focused on the job market and how they can succeed after graduating. Shark Tank is popular amongst the younger generation due to its real-life relatability as well as an inside look into the business world. It is a good fit for us to find image conscious individuals.

The Good Wife

Politics has become a growing interest among millennials and The Good Wife is a prime political themed television show where we can capture our target market's attention.



MEDIA JUSTIFICATIONS CONT'D

Snapchat:

Snapchat offers a platform to reach highly engaged Millennials. According to Snapchat's information for advertisers, over 60% of US 13-34 year old smart phone users. Of active Snapchat users, 63% are 18-34. Snapchat is known for its quickness, convenience, and disappearing effect which perfectly mirrors the functional benefits of Cool Blasts.

Cool Blasts would be advertised on Snapchat's Discover channels and live stories. Good fits for our content would be Comedy Central, BuzzFeed and Vice's Discover channels. The live stories from presidential debates and election day will also be highly watched platforms that fit well with our campaign theme.

Facebook:

According to eMarketer, Facebook remains the top social media platform that Millennials use. Roughly 81% of US internet users 18-34 will use Facebook at least once per week. 57% reported logging in at least once a day specifically to get news and information. Because Millennials are actively going to Facebook for information, they should be more receptive to new content.

ADDITIONAL MARKETING RECOMMENDATIONS

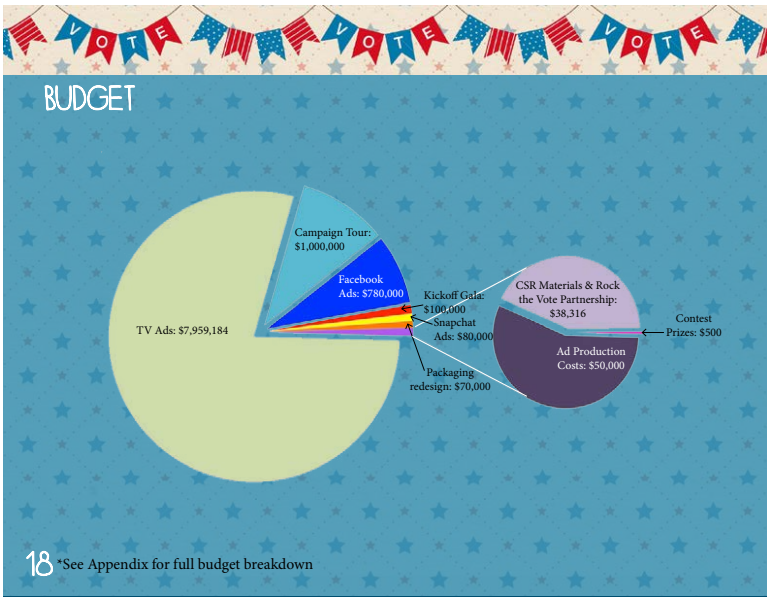
Packaging

With a target market that values their fast-paced lifestyles and self-image, it is important to package the product in a manner that reinforces those values. To do this, we have redesigned the package to focus on efficiency and overall aesthetic appeal. The new package -- resembling a more professional "Pez" container -- will be long and sleek. This shape allows it fit in the pockets and bags of young professionals without jingling as they move. The latch at the top will be a thumb trigger to quickly and conveniently dispense the chew. The design of the updated packaging will primarily include dark shades of blue with Hershey's signature white snowflakes to emphasize the cool, fresh aspect of the product. The cap and bottom end of the product will be a heavy red color to give the it a patriotic red, white and blue feel without taking away from the image of freshness.



Flavors

In addition to the current mint flavors, we suggest adding a sweet mint. In our focus groups, we found that, while many people love the intensity and strength of the mints, some people found them over powering or even painful. A sweet mint offers an alternative for these people who want minty breath but found the current offerings too strong. While expanding the line to fruity flavors was considered, we ultimately decided this was not a good fit for the product. Our survey respondents cited breath freshening ability as a top reason for using a product like this. We explored this more in our focus groups. In generally, people associated mints with fresh breath. They didn't like the idea of freshening their breath with a fruity flavor because they thought the smell could be distracting in a professional setting.



MEDIA SCHEDULE

April 2016-March 2017
10 Ads, 5 Cities, Kickoff ball

| Promotions | April '16 | May '16 | June '16 | July '16 | Aug. '16 | Sept. '16 | Oct. '16 | Nov. '16 | Dec. '16 | Jan. '17 | Feb. '17 | March '17 |
|------------------------|-----------|---------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|-----------|
| Campaign Prep Work | ■ | | | | | | | | | | | |
| Campaign Tour | | | ■ | ■ | ■ | | | | | | | |
| CSR Voting Information | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | |
| Kickoff Ball | | ■ | | | | | | | | | | |
| Snapchat Ads | | | ■ | | ■ | | | ■ | | | | |
| Television Advertising | | ■ | | | | | | | ■ | | ■ | ■ |
| Facebook Ads | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | |
| Video Contests | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | |

19

SALES FORECAST

Sales Forecast

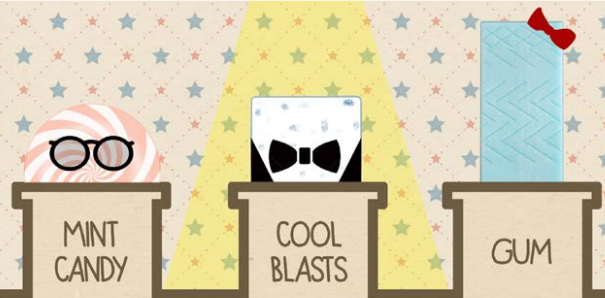
Cool Blasts chews launched in April and as of July 11, 2015 they had done \$8,894,069 in sales. If sales continue for the rest of the year at this same rate, by April 2016 sales will have surpassed \$35 million. Currently, distribution was still expanding and it hadn't hit the shelves of several major retailers. Because the product is so new, it lacks significant awareness providing an huge opportunity to substantially increase awareness and sales. We believe it is realistic to expect a **10% increase in sales** from first year sales to second year sales. Sales would increase by \$3,557,627, to over \$12 million annually. To see whether reach and frequency goals were met, we will track the **ratings of TV shows** where our ads are airing and rely on **impressions provided by Snapchat**. We will also measure **views recieved on promoted content** on Facebook.

Conclusion

The confectionary industry has been waiting for the release of a new and innovative product. Ice Breakers Cool Blasts chews are helping to revive the industry and keeping fresh breath a priority in consumer's minds. The main goal was to provide awareness and knowledge of how the product works. Evaluating the brand through a variety of research techniques, it was evident that Cool Blasts could become a frequently used product amongst our target market, if they had the right campaign.

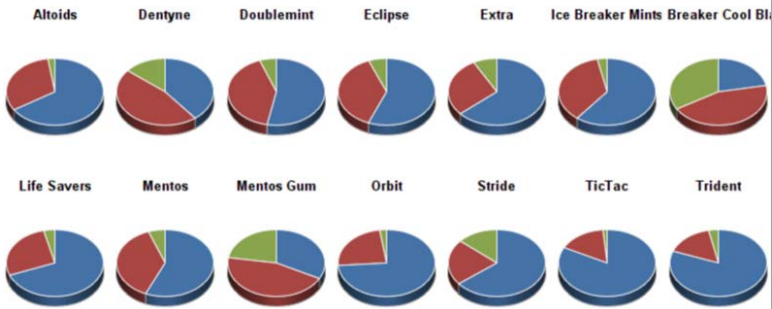
Our mock political campaign places breath freshening products against each other in debates similar to those in the presidential election is relevant and engages the younger generation encouraging them to act on their civil responsibilities. The mix of experiential marketing with relatable advertising will allow Cool Blasts to leaving a long-lasting impression on the minds' of consumers.

APPENDIX



SURVEY RESULTS

Please look at each of the following products. If you are **very familiar** with the product -- meaning that you or those around you frequently use it-- drag the image into the top box. If you are **somewhat familiar** with the product -- meaning that you have tried it, seen it or heard of it-- drag the image into the middle box. If you are **unfamiliar** with the product -- meaning you have never seen or heard of it -- drag it into the bottom box.



24

Blue = Very Familiar
Red = Somewhat Familiar
Green = Unfamiliar

6. Have you ever used this product?

| # | Answer | Response | % |
|-------|--------|----------|------|
| 1 | Yes | 38 | 17% |
| 2 | No | 180 | 83% |
| Total | | 218 | 100% |

| Statistic | Value |
|--------------------|-------|
| Min Value | 1 |
| Max Value | 2 |
| Mean | 1.83 |
| Variance | 0.14 |
| Standard Deviation | 0.38 |
| Total Responses | 218 |



25

3. How important are these factors to you when buying gum?

| # | Question | Not at all Important | Somewhat Unimportant | Neither Important nor Unimportant | Somewhat Important | Extremely Important | Total Responses | Mean |
|----|--------------------------------|----------------------|----------------------|-----------------------------------|--------------------|---------------------|-----------------|------|
| 5 | Flavor | 9 | 1 | 2 | 23 | 134 | 160 | 4.81 |
| 4 | Breath Freshening Abilities | 8 | 5 | 10 | 59 | 81 | 160 | 4.29 |
| 7 | Long Lasting | 4 | 5 | 10 | 62 | 78 | 159 | 4.29 |
| 2 | Sugar Content | 35 | 18 | 27 | 38 | 43 | 159 | 3.21 |
| 9 | Reputation of Brand | 26 | 18 | 40 | 60 | 16 | 160 | 3.14 |
| 1 | Interesting Packaging | 41 | 26 | 49 | 38 | 6 | 160 | 2.64 |
| 10 | Peer Recommendation | 46 | 27 | 39 | 42 | 8 | 160 | 2.59 |
| 6 | Environmentally Friendly | 45 | 28 | 46 | 26 | 13 | 158 | 2.58 |
| 8 | Social Responsibility of Brand | 41 | 30 | 55 | 24 | 10 | 160 | 2.58 |
| 3 | Calorie Content | 62 | 17 | 34 | 31 | 16 | 160 | 2.51 |

4. How important are these factors to you when buying mints?

| # | Question | Not at all Important | Somewhat Unimportant | Neither Important nor Unimportant | Somewhat Important | Extremely Important | Total Responses | Mean |
|----|--------------------------------|----------------------|----------------------|-----------------------------------|--------------------|---------------------|-----------------|------|
| 1 | Interesting Packaging | 36 | 28 | 41 | 30 | 8 | 139 | 2.60 |
| 2 | Sugar Content | 25 | 14 | 28 | 41 | 31 | 139 | 3.28 |
| 3 | Breath Freshening Abilities | 4 | 1 | 4 | 30 | 101 | 140 | 4.59 |
| 4 | Flavor | 4 | 1 | 3 | 18 | 114 | 138 | 4.70 |
| 5 | Calorie Content | 40 | 16 | 36 | 27 | 21 | 140 | 2.81 |
| 6 | Environmentally Friendly | 31 | 25 | 51 | 24 | 8 | 139 | 2.66 |
| 7 | Long Lasting | 10 | 5 | 18 | 51 | 55 | 139 | 3.98 |
| 8 | Social Responsibility of Brand | 36 | 25 | 44 | 27 | 7 | 139 | 2.60 |
| 9 | Reputation of Brand | 26 | 18 | 36 | 45 | 14 | 139 | 3.02 |
| 10 | Peer Recommendation | 45 | 16 | 41 | 28 | 8 | 138 | 2.55 |

NEW PACKAGING : CLOSE UP

Patriotic color scheme! →



← Convenient pop-up lid!

← Thin package body!

28

BUDGETING BREAKDOWN

Packaging redesign: \$70,000

-Equipment \$60,000

-Design \$10,000

Video Production Costs: \$50,000

Kickoff gala: \$100,000

Campaign tours in 5 cities \$1,000,000
(@200,000 per city)

Contest Prizes: \$500

-Years supply of Cool Blasts: \$400

-Stickers (5,000 total @ \$0.02 each) \$100

Ads:

National TV ads: \$7,959,184

4 Shows each airing 4 times per month for 4
months

-Once Upon a Time \$159,160 per 30 sec spot
(\$2,546,560 total)

-The Good Wife \$92,752 per 30 sec spot
(\$1,484,032 total)

-Family Guy \$143,490 per 30 sec spot
(\$2,295,840)

-Shark Tank \$102,047 per 30 sec spot
(\$1,632,752)

Snapchat ads: \$80,000

1,000,000 views/month for 4 months at \$20.00
CPM

Facebook Ads: \$780,000

90,000 views/month for 12 months at \$0.65
CPM

CSR Materials and Rock the Vote Partnership: \$38,316

29



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