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### **Executive Summary:**

The Nabisco Corporation first introduced the Oreo cookie to the market in 1912 (Rosenberg, n.d.). Throughout its 100-year existence Nabisco primarily advertised and sold the Oreo cookie within the U.S until the early 1990's (Rosenberg, n.d.). Throughout the history of Oreo people found several new ways to eat the cookies, which really made it apart of the twentieth century culture in the U.S. They were branded across the states as; "America's best loved cookie" (Rosenberg, n.d.). They reached \$1.5 billion dollars in annual sales in the 21<sup>st</sup> century, making them the leading cookie brand of the world (Birla, n.d.). Oreo has continued to develop new ways of creating their cookies and new marketing techniques to connect to their audiences. Since the first Oreo cookie was sold in 1912 they have organized several campaigns throughout their history. Some of these campaigns are for promotional deals, rebranding, international expansion, new products, or advertisement purposes. Oreo primarily advertised to women in their early years, then transitioned into advertising to children, and eventually to everyone. Oreo first introduced cookies that were available in lemon meringue cream and the popular cream-filled chocolate biscuits ("The History of Oreos", 2012). Today, Oreo offers several different flavors of their cookies in all different, shapes, sizes and colors. It is offered in more than 100 countries and is the world's

top selling cookie (“Fact Sheet: OREO 100<sup>th</sup> Birthday, A Global Taste of the World’s Favorite Cookie”, 2012).

### **SWOT Analysis:**

#### **Strengths:**

- Cost competitive for the market
- Known as the number one biscuit
- Quality product and packaging
- Partnership with many companies
- Customer relationships
- Assortment of products
- Strong history
- Large distribution network
- Double Stuf Racing League
- Endorsed by several celebrities, movies, and television shows
- Fat free and low calorie options

#### **Weaknesses:**

- Limited market
- High fat and calorie content in some products
- Uses of palm oil

- Certain products are only in some countries
- Supports the obesity increase in children

**Opportunities:**

- Launch new products
- Sponsor more events
- Create scholarships for students
- Expand the company

**Threats:**

- Similar biscuits
- Other chocolates
- Off brand copies
- Price inflation in production costs
- Lifestyle changes due to health concerns

Sourced from ("Cadbury's Oreo | SWOT Analysis | BrandGuide | MBA Skool-  
Study.Learn.Share", n.d.) ("Gliffy Public Diagram - SWOT: OREO", n.d).

**Timeline:**

- March 6, 1912: The first Oreo was sold
- March 1921: Renamed Oreo Sandwich to Oreo crème Sandwich
- March 1924: New cookie design
- 1950: slogan was Oh! Oh! Oreo
- March 1954: Modern design on the cookie was designed by William A. Turnier using the Nabisco logo
- March 1974: Double Stuffed was introduced
- March 1974: Renamed again to the Oreo Chocolates Sandwich
- 1980: For The Kid In All of Us
- 1982: America's Best Loved Cookie
- 1982: The One and Only
- 1986: Who's The Kid With The Cookie?
- 1990: Oreo, The Original Twist
- January 1990: A Low Calorie cookie replacing the Trans fat in the cookie with non-hydrogenated vegetable oil.
- March 1990: A Fat Free cookie was made by health concerns prompted Nabisco to replace the lard in the filling with partially hydrogenated vegetable oil

- March 1991: Mini Oreo were released
- **1996: Oreo introduced in China**
- 2004: Milk's Favorite Cookie
- **January 2008: Oreo began the Double Stuf Racing League, which began a week before the Super Bowl XLII**
- January 2008: Sisters Venus and Serena Williams joined the advertising for the Oreo cookie and the DSRL against the Manning brothers.
- 2008: Global Moments Campaign
- January 2010: Golden Double Stuffed Cookie was introduced.
- April 2011: Oreo announced its special edition Oreo cookies with blue cream in promotion of the 2011 3D computer animated film Rio.
- **March 2012: 100<sup>th</sup> Birthday campaign Daily Twist**
- February 2013: Mega Stuffed Oreo was introduced
- **February 2013: Super bowl Tweet “You can still dunk in the dark”**
- **2013: Wonder filled campaign**

Sourced from (The Oreo Cookie: History. (n.d.) and (Kraft Foods Company, n.d.).

## **Case Study #1-Daily Twist**

### **Background**

Oreo had its 100<sup>th</sup> Birthday in 2012 having the challenge of making the cookie young again. The campaign idea was to make each Oreo relevant to everyday by launching the Daily Twist Social Media campaign. Each day the marketing team met and looked up what was trending in the World for that day and created an advertisement using Oreos to represent that event. The advertisements were then created right away and released by 6pm on Oreo's social networks each day. This campaign ran for 100 days with 100 different events to celebrate Oreo's 100<sup>th</sup> Birthday. With their first ad released being a rainbow filled Oreo to represent Gay Pride Month. Then finally for the 100<sup>th</sup> day Oreo let the fans decide what the 100<sup>th</sup> cookie should be. From the fishbowl in Time Square the company created examples of several different cookies and let the fans vote on which one they wanted to see for the 100<sup>th</sup> twist. The crowds decided that the last cookie should represent the anniversary of the first high five.

### **Objective**

Their objectives were to create social buzz and get their fans involved with which twist would be next. Oreo wanted to increase their numbers on Facebook, Twitter, Tumblr, and Pinterest through this campaign. They also wanted to combine social and traditional marketing through this campaign to show that they were still in tune with the times.



## **Strategy**

The company planned to achieve these objectives by researching each day what was trending or for a historic event that occurred that day and create an Oreo that represented it. They would release a new Oreo ad everyday around 6pm until they reached the 100<sup>th</sup> day. The Daily Twist created advertisements that were timely, creative, humorous, and shareable through social media ("What Made Oreo's "Daily Twist" Campaign So Engaging? | Mindjumpers", n.d.). They got their fans engaged from beginning to end of this campaign.

## **Execution**

Oreo executed the campaign by starting out their Daily Twists with a bang with the rainbow cookie for Gay Pride that not only doubled their fan growth, but also was an advertisement that went viral because of all the controversy surrounding the ad. By creating buzz right away the audience that followed the campaign was strong from day 1. Oreo wanted to make the advertisements talk able, so that they could have more interaction with their fans.

## **Results and Outcome**

Oreo became the living and breathing part of culture just like it has been for over a century ( ). Oreo had a successful campaign that spread throughout the news drawing in more and more fans to their pages. Oreo had a total Facebook fan growth of 1,042,433

and about a 280% increase in Facebook shares. They had over 500% increase in retweets on Twitter and their total media impressions where 231.23mm ("Advertising / Oreo Daily Twist Case Study by Megan Sheehan", n.d.). Oreo also graced several hundred news publications and creating a lot of media for the cookie.

## **Case Study #2- Dunk in the Dark**

### **Background**

Many who were watching the Super bowl this year knew that while the game was going on there was a half hour power outage. Within the 34 minutes of the power being out Oreo's production team created an advertisement that had a picture of an Oreo cookie in the dark and it read "you can still dunk in the dark." The released the ad on their twitter and instantly it was a hit getting over 16,000 retweets and 6,200 favorites ("Oreo's Super Bowl Tweet: 'You Can Still Dunk In The Dark'", n.d). The social network wasn't the only ones who noticed the ad though, soon after posting it the news got wind of the ad and it high jacked the news.

### **Objective**

Oreo's objective is to keep that child alive in all of us and to make Oreo as relevant now as it was when it began in 1912. The have had very successful advertisements in the past and plan to continue in the future. VP of Cookies at Mondelez International Lisa Mann explained, "That it was the result of a carefully architected

social-media strategy that made the brand ready to respond to whatever the Big Game threw its way" ("Behind The Scenes Of Oreo's Real-Time Super Bowl Slam Dunk - Forbes", n.d ). Oreo wanted to create social buzz with the ad and create an advertisement that would be remember-able.

### **Strategy**

Oreo had already been prepared with a social media team ready to respond to people quickly because of their Super bowl ad they had televised during the game. With the team already all together it was easy for them to create the ad so fast and have it out in the public. Oreo created the ad in a timely manner and had it released as soon as the power turned back on. Oreo didn't see the blackout as a negative, but changed it into a positive and showed its fans how quickly they can react ("Behind The Scenes Of Oreo's Real-Time Super Bowl Slam Dunk - Forbes", n.d).

### **Execution**

Since Oreo's team was gathered for the debut of their new campaign cookie vs. cream which was the televised advertisement that ran during the game. The team was ready for anything and even with the blackout only lasting about a half hour the team was able to prepare something in real time and release it to help get their fans engaged. It's a social media strategy that more companies should be using since it's clear who won the best Super bowl ad this year, Oreo. (Rogers, 2014)

## **Results and Outcome**

Oreo saw the results from the advertisement almost instantly with the tweet being retweeted over 15,000 times, following increasing by 8,000 and Facebook getting more than 20,000 likes. They also saw a 34,000 increase just from pre-game followers on Instagram to post-game. All of this happening within 24 hours of the release of the Dunk in the Dark ad (Rogers, 2013).

## **Case Study #3- Wonderfilled Campaign**

### **Background**

The Wonderfilled campaign is based on the value of sharing and how just a small act of kindness can make all the difference. The campaign is produced around a song about Oreo's being given away produced by Owl City. "We needed an artist who's going to be as uncynical as Oreo itself. It had to feel honest and fun," said Dave Muhlenfeld the creative director for the advertisement. The song will serve as the campaign's backbone, of sorts, and the brand plans to bring in other types of artists of different genres to reinterpret the tune for new executions (Diaz, 2013). The Oreo team expressed that they decided to run this campaign after the Birthday campaign because they wanted to bring adults wonder out, since children already have that since of wonder.

### **Objective**

"Wonderfilled captures the universal human feeling that kids are naturally so good at, yet adults need to be reminded of: a sense of wonder in the world." ("Oreos Can Tame Any Bloodthirsty Beast in New 'Wonderfilled' Campaign | Adweek", n.d). Since it is following their large Birthday campaign last year, they wanted something catchy that showed how something as simple as an Oreo can change someone's whole attitude. The campaign is more aimed at the adults rather than children which are a change for Oreo since most of their previous advertisements focus on children.

### **Strategy**

The strategy behind the Wonderfilled Campaign was to create a series of advertisements depicting animated characters sharing Oreos and turning negative outcomes into more positive ones (Lukovitz, 2013). The advertisements were aimed at connecting to adults. They planned to feature characters including the Big Bad Wolf and a vampire in the first debuts of the advertisements. Oreo hired the Martin Agency to help organize and create the advertisements. The campaign also created the, "Wonderfilled Anthem," which was performed by music artist Adam Young (Lukovitz, 2013). The campaign planned to launch their series of advertisements through their Internet site, social media pages, radio, and through television media channels. Another event they planned was a live singing engagement in downtown New York. The goal of the campaign was to remind adults how an Oreo can brighten their perspective throughout the day (Lukovitz, 2013).

## **Execution**

Oreo ran their first 90-second commercial during the popular show, “Mad Men,” on a Sunday night (Lukovitz, 2013). It asked the question, “What would happen if you gave the Big Bad Wolf an Oreo?” (Lukovitz, 2013) Instead of blowing down the three little pig’s house, the wolf built them a deck (Lukovitz, 2013). The following commercials Oreo ran were very similar in having a villain animated figure help others after an Oreo was shared. They ran their Wonderfilled Anthem song through different radio stations in the beginning of the campaign to introduce it to the public. They then executed the live engagement in the Union square on May 14, 2013 in New York City (Lukovitz, 2013). They gathered more than 500 a cappella singers and Pentatonix, who won, “The Sing Off,” on NBC to sing the song in several locations across the city (Lukovitz, 2013). In the days to follow Oreo continued these live singing engagements in Chicago and Los Angeles (Lukovitz, 2013). Throughout the day during these events Oreo posted clips on their social media sites and corporate website.

## **Results and Outcome**

The advertisement has three different versions one is 90 seconds, 30 seconds and then 15 seconds and all be watched online and Oreo has the song available to be downloaded as well. Oreo placed the new videos onto their social media pages and within 24 hours of posting them they had over 82,000 views (Lukovitz, 2013). All of the results are not in yet because the television advertisement will continue to be

run through September which is when the campaign will wrap up. Oreo is hoping to be able to continue their success they have seen through their past campaigns and keep their fan base alive.

#### **Case Study #4- China campaign**

##### **Background**

In the early 90's Oreo decided that they wanted to expand into the foreign market in China looking to capitalize on their economic development (Birla, n.d.). They decided to take the existing American cookie along with the same packaging to the Chinese market. At first they did not receive the same reviews and success as they had in the U.S. Consumers been saying that the cookie was too sweet and bitter (Birla, n.d.). Chinese consumers also did not have the same attachment with the brand as in the U.S. The Chinese were also very conscious buyers and Oreo's price point of 72 cents for 14 cookies was more than what buyers were willing to pay (Birla, n.d.). Oreo believed that with their long years of success in the U.S. and other foreign markets they would be able to continue you it within the Chinese society. They realized that they did not conduct enough research prior to their expansion into China.

##### **Objective**

After years of trying to progress Oreo into the Chinese market, Kraft decided to

research the market and draw conclusions on ways they could improve their image and product to the Chinese society. They wanted to develop the same relationship with Chinese consumers, as they had in the U.S. Oreo wanted to tailor their image and product to the Chinese culture. They wanted to discover what was wrong with the Oreo cookie in the mind of Chinese consumers.

### **Strategy**

In 2005, the Kraft Chinese division took reviews that they were receiving from the public about the cookies taste into account and decided to modify it in China (Birla, n.d.). They developed 20 different prototypes of the cookie for testing (Birla, n.d.). Some of the samples were made with less sugar others in different flavors. They had a group of Chinese consumers test their products to discover which formulas tasted the best. Kraft also decided to introduce different packaging to fit to Chinese consumers wants. They also developed a new line of modified smaller packages priced at 29 cents each (Birla, n.d.). Using these strategies Oreo believed they could increase sales and become the most popular cookie in china.

### **Execution**

Following the prototype testing and research analysis Kraft chose a new cookie to launch into the Chinese market. The new Oreo was nothing like the original and consisted of four layers of wafers, filled with vanilla and chocolate cream, and coated in



chocolate (Birla, n.d.). The new cookie had a different look, taste, and smell. It consisted of much more chocolate with less cream (Smith, 2012). After developing this new cookie Kraft started to ask, “Why does an Oreo have to be black and white? And why should an Oreo be round”? They then developed Oreos shaped like straws and entered them in the market. To create the same form of experience Americans had with the cookie in China, Kraft launched a series of television ads. They included small children demonstrating to their parents and friends on how to eat the American circular cookie.

### **Results and Outcome**

After the creation and launch of the new cookies and television advertisements that were ran Oreos saw sales double within China (Smith, 2012). It did not stop there and sales continued to rapidly increase as the months progressed. Currently, the Oreo cookie is the best-selling cookie of the country (Smith, 2012). Through this campaign China learned a valuable lesson within a global expansion. The wafer cookie was so popular within China that they entered it into their Canadian and Australian markets (Smith, 2012).

### **Case Study #5- Kraft’s Oreo Double Stuf Racing League (DSRL)**

#### **Background**

In 1975, Nabisco released a new version of the cookie called DOUBLE STUF

Oreos (Rosenberg, n.d.). They consisted of the same two chocolate wafers but with an increase in the amount of filling in the center. Following this new product Nabisco also launched fudge covered, Halloween, and Christmas Oreos. Today there are over 25 different kinds of Oreo cookies (Jones, 2012). Nabisco wanted to start to distinguish differences among the cookies and interact with consumers.

### **Objective**

The objective Nabisco wanted to overcome was distinguishing the DOUBLE STUF Oreos from the original. They wanted to develop a new, fun way of capturing their audience through several media outlets. A large goal the campaign had was to also increase sales for the company.

### **Strategy**

Nabisco planned a yearlong campaign through creating a professional sports league based on, "lick racing." Lick racing referred to having a contest to see who could lick the cream off an Oreo the fastest. They planned to use multi-channels of communication including print, television, Internet, digital, online, radio, and social media. The campaign planned to feature sibling professional athletes throughout their advertisements. The campaign also wanted to allow consumers and fans to be a part of the racing league. They developed a website where participants could join the league, create an avatar, and interact with others through discussion forums.

## **Execution**

The DSRL Racing League campaign kicked off in January 2008 when Eli and Peyton Manning announced in a mock press conference that they were becoming “two-sport” athletes. The brothers did not announce what sport it was they were playing but at the end of the press conference fans and consumers were asked to visit [www.whatsthesecondsport.com](http://www.whatsthesecondsport.com) ("Kraft's Oreo(R) Double Stuf Racing League (DSRL) Campaign Licks the Competition With SUPER REGGIE(R) Win - WLOX.com - The News for South Mississippi", n.d.). In the 2008 football playoffs Nabisco ran an ad revealing the Double Stuf Racing League. It encouraged consumers to join with the opportunities of winning free promotional giveaways ("Kraft's Oreo(R) Double Stuf Racing League (DSRL) Campaign Licks the Competition With SUPER REGGIE(R) Win - WLOX.com - The News for South Mississippi", n.d.). The next athletes Oreo sponsored in the campaign were Serena and Venus Williams. They were featured in advertisement with the Manning brothers to increase consumer interest in the league. It was fortunate for Nabisco that Eli Manning was the winning quarterback in the 2008 Super Bowl and Serena Williams won the women's U.S Open Championship the same. It brought further attention to their campaign and motivated several individuals to join the league.

## **Results and Outcome**

Following the campaign Oreo increased product sales by 7 percent and had

16 consecutive months of increased sales (Donna, 2009). The DSRL campaign also won a Reggie Awards for their thinking, creativity, and execution (Donna, 2009). Oreo found a new way of connecting with consumers. The DSRL campaign had so much success they continued it in the years to follow. Apolo Ohno and Shaquille O'Neil are two of the newest members in the DSRL campaign. The campaign really influenced consumers to interact with the brand and the DSRL racing league.

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