

## RPA Food and Beverage Committee

### 2018 RPA Campaign Marketing Plan

**WIP – 01.03.18**

#### EXECUTIVE SUMMARY

After nearly two decades of concentrated effort to transition the US perishables supply chain from one-way to reusable packaging, the producers and suppliers of reusable transport packaging (RTP) have made significant inroads, but now face evermore focused and unified competition from the suppliers of corrugated packaging. The Food & Beverage Committee of the Reusable Packaging Association must address new and comprehensive research from the corrugate manufacturers that serves to offset the market advantage for RTP related to environmental sustainability.

As the unifying voice of its membership, the RPA must aggregate, synthesize, and present the research of its member companies to the market in a cogent and compelling messaging framework, aligned to the significant new challenges facing grocery retailers today. The RPA must reach the target decision makers - retail operations and merchandising executives of grocery retailers - with refocused messaging that moves beyond the heavy focus on environmental advantage, and shifts priority to the issues that top the list of concerns for grocers.

#### TARGET MARKET

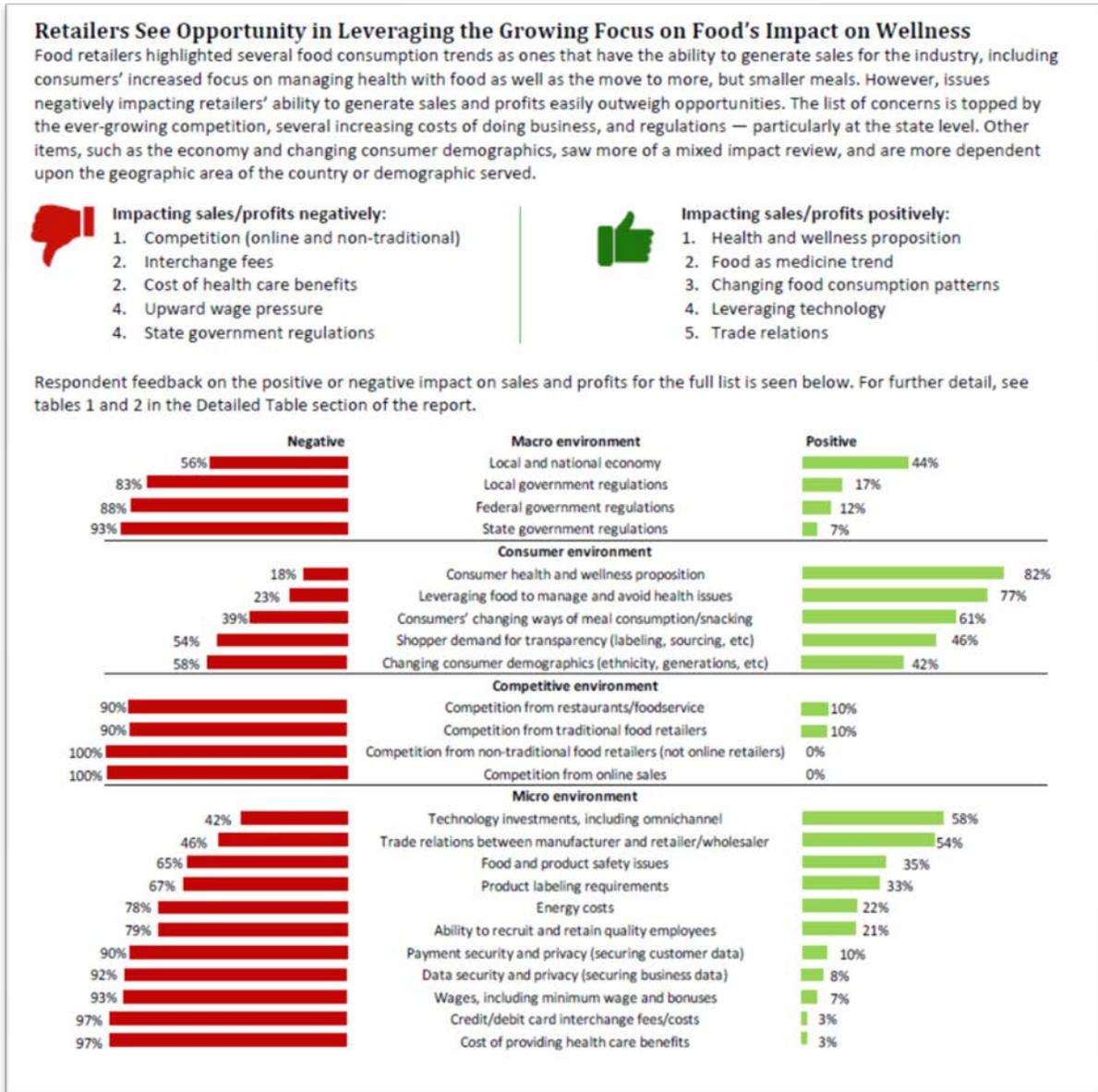
##### PRIMARY: The Grocery Industry

The 67<sup>th</sup> annual *Food Retailing Industry Speaks* study, published by the Food Marketing Institute (FMI) outlines the top concerns of grocers in a section called The Worry Index. The Worry Index catalogs the top macro and micro trends in food retailing, from the upsurge in new formats and new competition, to changing consumer preferences and consumption habits, and ranks them based on retailers' perception of risk or opportunity.

While there are over 25 trends that FMI included in the 2017 survey, there are three macro trends that comprise the bulk of retailer focus for delivering revenue and profit performance.

1. Managing expenses in the face of new, low-cost online competition
2. Improving the in-store shopping experience to create shopper loyalty
3. Appealing to changing customer preferences for local, healthy, and safe foods

The Worry Index



Source: FMI "Industry Speaks" Survey 2017

It should be noted that while consumer preference for local, healthy, and safe food trends are somewhat linked to the environmental sustainability movement historically, environmental impact or footprint reduction as a macro trend is not considered by the study to be a major consideration facing the industry.

The critical takeaway for anyone hoping to get the attention of grocery retailers is, don't lead with environmental sustainability, but rather make it an element of a holistic message that leads with cost savings, the shopper experience, and healthy food preferences.

For this reason, the recent environmental life cycle studies indicating one-way packaging's positive environmental impact merely level the playing field with reusable packaging, and are unlikely to be perceived as an argument against RTP that cannot be mitigated. RTP still keeps product fresher, increases shelf life, improves display, and reduces labor throughout the supply chain versus one-way packaging. These are the tangible, research-supported advantages that the RPA must unify and promote, on behalf of the membership.

**Competitive SWOT**

The SWOT Analysis is from the perspective of the RPA, not the members or their individual products. The analysis examines the major competitive considerations for the RPA as it focuses on the fresh food and beverage sectors.

<p><b>Strengths</b> Grocery retailers are under intense pressure from new, low cost channels and competitors. The traditionally risk averse approach from grocers to new products, assets and concepts is tempered by the pressing need to reduce operating expense, while improving the consumer’s in-store shopping experience.</p> <p>RTPs can deliver a one/two punch of shopper satisfaction and expense reduction, based on RPA member studies that prove RTPs are preferred by shoppers, and simultaneously reduce operating costs by reducing product waste, and labor expense.</p>	<p><b>Opportunities</b> The RPA can capitalize on two major strategic factors facing the grocery industry today, due to low-cost, online competitors: 1. The need to differentiate the in-store shopping experience, and 2: The need to drive down operating costs to maintain margin in the face of competitive price pressure.</p> <p>RTPs have been proven to be preferred by shoppers, while reducing operating expense. The RPA can position the RTP as one of the important ways to “modernize” the perishables shopping experience, while reducing waste and cost throughout the supply chain.</p>
<p><b>Weaknesses</b> The one-way corrugate packaging producers have successfully created a unified voice for corrugate, and invested in research that is more contemporary than the RPA and its F&amp;B Committee members. This sets up the potential for research-backed messaging from the one-way packaging industry to be considered more credible than that from RPA and its members, based solely on its recency.</p> <p>The RPA must ensure that their messaging strategy fully leverages all the research from the individual members, in a cohesive and credible manor, in the absence of a large body of recent, RPA-funded research.</p>	<p><b>Threats</b> The producers of one-way packaging for perishables have used improvements in product design, and growth in recycling rates to effectively close the gap for real and perceived environmental advantage versus RTPs. RTPS are now at risk of losing any perceived advantage that the industry sought to gain through promoting environmental sustainability as the primary advantage for switching to RTPs.</p> <p>RPA messaging should never focus exclusively on environmental sustainability, as that is at best fighting to a draw with corrugate. The RPA and its members should never be baited into a sustainability tit for tat with corrugate.</p> <p>RPA messaging should continue to reinforce that switching from corrugate to RTPs is</p> <ul style="list-style-type: none"> <li>• Low risk &amp; proven</li> <li>• Cost effective</li> <li>• Shopper preferred</li> </ul>

## MARKETING OBJECTIVES

1. The RPA's main objective for this campaign is to increase awareness of the positive attributes and benefits of RTP in perishable food applications.
2. Encourage consideration of/stimulate conversion to RTP vs. corrugate boxes for perishable food applications.
3. Drive traffic to the RTP microsite to learn more about the total supply chain performance advantages of using reusable transport packaging in perishable food applications.

## MARKETING STRATEGIES

### Retail Grocers

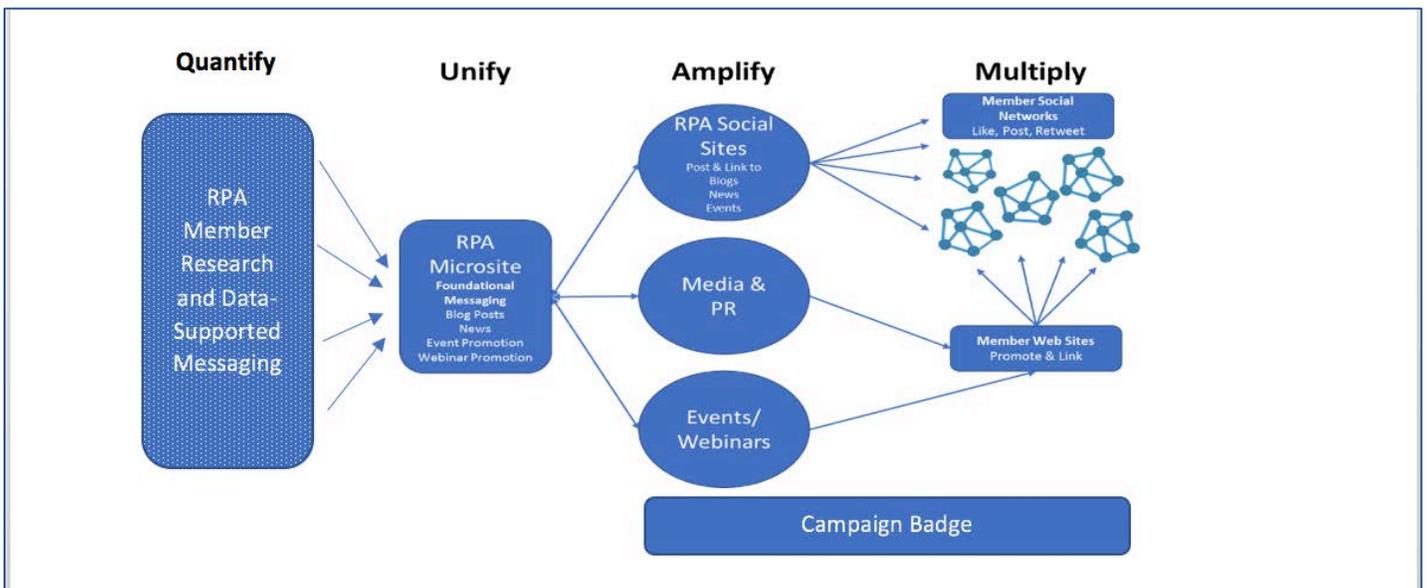
### Messaging Strategy – Quantify, Unify, Amplify, Multiply

To compete effectively against one-way packaging's recent, more cohesive messaging points, the RPA must serve as an aggregator of the research-supported selling points of its members, to create an equally cohesive and even more compelling story for grocery executives, the press, and industry partners. The RPA must

- QUANTIFY for impact by tapping into the collective research of its members
- UNIFY the messaging points, assets, and themes for RTPs in food and beverage
- AMPLIFY those messages via a well-executed media, event, and digital strategy
- MULTIPLY those messaging assets out to the members to leverage and deploy in their own marketing strategies.

### Switch, Save, and Sell

Currently, retailers are using corrugate boxes exclusively, or some combination of one-way packaging and RTPs in the perishable food application. The main call to action (CTA) for the RPA messaging strategy is to get those who have yet to trial or expand into RTPs to "Switch" from their current use of corrugate to RTP. The benefit of the CTA is that by doing so, the retailer can both "Save" (in multiple ways), as well as "Sell" more through an improved shopping experience (product quality, freshness, retail presentation), thus achieving success. Their savings span across multiple areas: money, time, labor, customers, and the environment. All of these selling points are supported with analysis and research conducted by RPA members and can be unified effectively on an RPA microsite.



## **MARKETING IMPLEMENTATION**

### **Design**

The current corrugate campaign is well thought out, and from competitive research\*, has been and is expected to continue to be well funded. However, the tone of the “Natural Choice” campaign is that it is a soft campaign. Soft in the use of subtle tones and graphics which make it blend in to the media camouflage in which it lives. Both print and digital ads are quiet; this gives The RPA the ability to be bolder and truly stand out. The design and tone of The RPA campaign elements need to be strong and convey confidence. This confidence will continue through the microsite.

### **Microsite**

The RPA Food and Beverage Microsite is the cornerstone element of an integrated messaging campaign designed to Quantify/Unify/Amplify/Multiply the compelling advantages of reusables in the fresh supply chain. The microsite serves as the central collection point for research supporting RTPs versus one-way packaging, that can be leveraged across the industry for maximum impact.

The microsite will focus on building awareness and preference for RTPs, and will feed social media for the RTP, and ultimately the web sites and social sites of the RTP members. The RTP microsite can be a particularly effective asset for promoting the reusables story to media and industry influencers, with a cohesive, compelling, and comprehensive messaging strategy; RTPs can help traditional grocery retailers compete in today’s modern grocery industry.

It is worth noting that the microsite will not be designed to focus on lead generation or conversion, as the member sites serve this function for the respective member companies. Rather the RPA microsite will set the tone and guide the conversation for the use of RTPs industry wide, creating a steady and reliable flow of messaging for the membership to leverage.

### **Paid Media (WIP)**

The RPA should seek to engage in a paid media campaign with a main call to action to visit the RPA Food and Beverage Microsite to learn more and specifically to learn more via an online calculator, so visitors can see firsthand how utilizing RTPs can benefit their business and their bottom line.

Paid media will focus on targeting primarily grocery retailers through the following channels: print, digital, social (paid), and PPC. *Details to follow*

*See competitive media overview at end of document*

### **Sell Sheet**

One-two page summary of campaign message that can be used at events, follow-ups to webinars, by RPA member companies, etc.

### **Events**

The RPA has an established, robust event strategy, with cornerstone activities centered around industry events such as Pack Expo and ProMat. Going forward, the event strategy should develop a symbiotic relationship with the new microsite, as they promote and serve as a support mechanism for one and another. Events are promoted on the microsite, and the microsite content can be used to inform the target audience and support event-oriented activity, before, during and post-event.

In addition, when members attend tradeshow and events outside of the RPA, they should help promote the campaign initiative by showcasing the program badge icon in prominent areas. This will help Amplify the RPA’s voice and exponentially raise awareness while offering support to their own efforts.

## Webinars

Webinars should focus on the overriding message that RTPs have the potential to help grocers compete in a modern, dynamic industry. Rather than conduct a direct head-to-head with one-way packaging, RPA webinars should focus on how RTPs are uniquely positioned to help retailers improve the shopper experience while reducing operating expense.

RTP webinars as informational formats serve an industry need that individual member company webinars cannot, in that they are exclusively educational, with no promotional activity by the member companies. In this way, the RTP webinar can serve as a somewhat less biased source of research and information for the target market, focused on the data and research supporting the use of RTPs, and sharing success stories from the industry.

Webinars can be created and marketed independently by The RPA, or they can partner with media partners to help facilitate and market the event. Besides RPA members, these webinars can, and should, include non-competitive companies that are relevant and applicable to the webinar subject matter. Besides offering quality content, these companies can also help fund the webinar.

## Social/Blog

The most cost-effective aspect of the marketing strategy is blogging and social media. This where the messaging that the RTP has Unified and Amplified can be Multiplied. The multiplier effect is the benefit of the extensive social networks of the member companies.

By creating regular blog content, and active social media accounts, the RTP can provide the fodder to feed the member web sites, and generate tens of thousands of likes, posts, and retweets. Combining a recognizable and unifying element to all the RTP-generated messaging serves to amplify the impact of the message distribution. The desired reaction of the target audience is, "Everywhere I go, I see this RTP story. I need to learn more about this."

This aspect of the plan is where coordination with the member companies, and their sales and marketing teams is critical to executing the plan. Multiplying the messaging with social media will help drive the reach and frequency of the messaging which is critical for success.

## TIMETABLE

### Campaign Development:

Revised: 1/3/2018

Week Of	Creative		Plan		Website	
	Action	Status	Action	Status	Action	Status
6-Nov	Develop creative brief (from SIL 11/10)					
13-Nov	Develop creative brief (RPA revisions to SIL 11/16)		Develop Plan			
20-Nov	HOLIDAY WEEK					
27-Nov	RPA/SIL Approve Creative Brief; SIL Develop Creative Concepts	11/27/17: Complete	Develop Plan			
4-Dec	Develop Creative Concepts	12/07/17: Preliminary concepts reviewed w/Sherrie & Tim	Preliminary Plan Review w/RPA	12/07/17: Review w/Sherrie & Tim	Initiate Website/Wireframe	
11-Dec	Present Creative Concepts to RPA (12/11) / Concept Revisions	12/11/17: Reviewed w/MWG	Refine Plan		Website Development	
18-Dec	Concept Revisions to RPA by 12/22	12/15/17: Reviewed feedback w/SIL	Refine Plan		Website Development	
25-Dec	HOLIDAY WEEK					
1-Jan	Concept Revisions and Extensions to Web, Collateral, Social		Refine Plan		Website Development	
8-Jan	Concept Revisions / Extensions reviewed by MWG 01/10		Refine Plan / Recco approved by MWG by 01/10		Review website creative/wireframe w/MWG by 01/10	
15-Jan	Concepts in RPA Board Book 1/12		Plan in RPA Board Book 1/12		Creative/Wireframe in Board Book 1/12	
22-Jan	PRESENT AT RPA BOARD MEETING 1/18					
29-Jan						

### Campaign Launch: April 2018

## MEASUREMENT/METRICS

- Visitors to microsite
- Webinar attendance
- Press mentions
- Followers on Social Media
  - Posts, Likes, Retweets

\*Competitive Media Overview

REPORTED FOR NETADVERTISER <b>CORRUGATED PKG AL</b> www.corrugated.org	SELECTED PERIOD(S) <b>This: Jan 2017 - Nov 2017</b> ▼ vs <b>Last: Jan 2016 - Nov 2016</b>
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Summary																
All Activity in	Print Pages		Print Revenue (USD)		Print Ads		Online Ads		Online Occurrences		Leads		Event Booth Size (Square Feet)		Event Revenue (USD)	
	This	Last	This	Last	This	Last	This	Last	This	Last	This	Last	This	Last	This	Last
IMS DATABASE	24.67	3.00	207K	23K	25	3	43	8	4,700	650						
MY CLUSTER	24.00				23											

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Magazine Ad Tracking Information									
Publication	Pages			Revenue (USD)			Ads		
	Jan 2017 - Nov 2017	Jan 2016 - Nov 2016	Variance	Jan 2017 - Nov 2017	Jan 2016 - Nov 2016	Variance	Jan 2017 - Nov 2017	Jan 2016 - Nov 2016	Variance
<b>Totals: 2</b>	<b>24.00</b>		<b>24.00</b>						
THE SHELBY REPORT	20.00		+20.00			OK	20		+20
SUPERMARKET NEWS	4.00		+4.00			OK	3		+3

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Big Picture (Print)					
Publications			Markets		
Jan 2017 - Nov 2017	Jan 2016 - Nov 2016	Variance	Jan 2017 - Nov 2017	Jan 2016 - Nov 2016	Variance
6	2	+4	5	1	+4

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Web Ad Tracking Data (Jan 2017 - Nov 2017)				
Websites Appeared on	Ads Placed	Online Occurrences	First Ad Date	Last Ad Date
8	43	4,700	Mar 01, 2017	Nov 30, 2017

[Export to Excel](#)

REPORTED FOR NETADVERTISER <b>CORRUGATED PKG AL</b> www.corrugated.org	SELECTED PERIOD(S) <b>Jan 2017 - Nov 2017</b> ▼ (11 months)
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Contains

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Website	Online Ads ↓	Jan, 2017	Feb, 2017	Mar, 2017	Apr, 2017	May, 2017	Jun, 2017	Jul, 2017	Aug, 2017	Sep, 2017	Oct, 2017	Nov, 2017
http://www.theshelbyreport.com/	16			12	12	12	12	16	16	16	16	12
http://www.packworld.com/	10				3	4	1	3	7	2	2	4
http://www.supermarketnews.com/	7				3	6	3	4	4	4		
http://www.mmh.com/	3			3	3	3	3	3	3	3	3	3
http://www.packagedesignmag.com/	3						1	2	2	2	3	2
http://www.packagingstrategies.com/	2			1	1				2			
http://www.cosmeticsandtoiletries.com/	1									1		
http://www.labroots.com	1										1	

REPORTED FOR NETADVERTISER

**CORRUGATED PKG AL**  
www.corrugated.org

SELECTED PERIOD(S)

**This: Jan 2017 - Nov 2017** ▼  
**vs**  
**Last: Jan 2016 - Nov 2016**

SELECTED MARKET

**All Markets** ▼

Contains

SEARCH

[Export to Excel](#)

Publication	Pages			Ads			Revenue (USD)		
	This	Last	Variance ↓	This	Last	Variance	This	Last	Variance
<b>Totals: 6</b>	<b>24.67</b>	<b>3.00</b>	<b>21.67</b>	<b>25</b>	<b>3</b>	<b>22</b>	<b>207K</b>	<b>23K</b>	<b>183K</b>
BRAND EXPERIENCE	5.00		+5.00	5		+5	23K		+23K
PACKAGING STRAT	5.00	1.00	+4.00	5	1	+4	39K	7K	+32K
SUPERMARKET NEWS	4.00		+4.00	3		+3	48K		+48K
PACKAGING WORLD	5.00	2.00	+3.00	5	2	+3	40K	16K	+24K
MODERN MAT HANDLI	3.00		+3.00	3		+3	40K		+40K
GRIFFIN REPORT	2.67		+2.67	4		+4	16K		+16K

20 records per page

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