

# **483 Plan Book**

*Special*



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## Executive Summary

The Kellogg Company, which began in 1898, provides a multitude of food products for consumers, under the purpose of “nourishing families to flourish and thrive.” The Special K line, which launched in the 1950s, has since transformed into more than just a cereal brand. Special K now offers frozen breakfast sandwiches, snack bars and chips, all with nutritional value without sacrificing flavor.

Today’s consumers are taking a more active role in living a healthy lifestyle by watching what they eat and exercising regularly. The food industry—specifically cereal—has acknowledged this by bringing the main nutritional information of a brand to the forefront of any promotions. However, there are still some brands like Cheerios or Total that are well-known for their health-conscious ways but are uninteresting to the Millennial generation and their ever-growing purchasing power. To attract them, brands need to get away from traditional television and print campaigns and try to explore opportunities on social media.

After conducting a survey and focus group, consisting of members from a target audience of females ages 18 to 24, it was clear that the Internet and social media are the main channels these consumers interact with on a regular basis. However, they recalled seeing Special K advertisements on television more than anywhere else. There is a disconnect between the preferred media vehicle of Millennials and the main promotional tactic of the Special K brand. Although they have an online presence, it is not engaging enough to draw consumers in and get them interested in the brand. Special K has many favorable attitudes toward it and a lot of ground to improve upon when it comes to their social media pages.

The suggested media plan following secondary and primary research puts a large emphasis on social media for Special K, specifically on Facebook, Twitter and Instagram. Instead of simply posting pictures of bowls of cereal, Special K can provide an entire diet and weight management program by showcasing healthy, innovative recipes, fitness tips and success stories from other consumers. This can create a dialogue between interested consumers and the brand, which will open up a more personal relationship—hopefully leading to brand preference and increased sales.





# **Part 1: Situation Analysis and Marketing Background**

## Company and Brand Information

W.K. Kellogg started the Kellogg Company in 1898 to provide a source of nutrition and well-being to consumers through cereal, frozen waffles, crackers and other convenience food (Kelloggs.com). The company's mindset has remained the same today, stating their purpose as "nourishing families to flourish and thrive" (KelloggCompany.com). Their vision is "to enrich and delight the world through the foods and brands that matter." Kellogg's relies on its employees and stakeholders to maintain company ethics and values that their consumers would be proud of.

According to a Mintel cereal industry report from August 2013, the Kellogg Company holds 30% of market sales over competitors like General Mills, Inc. and PepsiCo Inc. (Mintel.com). In 2012, the Kellogg Company posted a full-year reported sales growth of 7.6%, resulting in \$14.2 billion in net sales (Investor.Kelloggs.com).

The Special K brand launched in the 1950s as the first high-protein breakfast cereal ever offered to consumers (KelloggHistory.com). It has since expanded to include cold and hot cereals, frozen breakfast sandwiches, chips, crackers, bars, protein shakes and other snack items.

However, Special K emphasizes more than delicious flavors. The brand also stands behind the idea of female empowerment. Special K is known for its diet program called the "Special K Challenge," which aims to help consumers lose six pounds in two weeks by consuming Special K products throughout the day in conjunction with fruits and vegetables (SpecialK.com). Special K has been criticized by people who believe that the cereal is not nutritious enough to base a diet around, even though it is low in calories.

In addition to a healthy weight loss routine, Special K promotes self-confidence, especially in their recent "More Than a Number" campaign by Leo Burnett Chicago. In these commercials, women are shown trying on jeans in a clothing store, but instead of seeing a number size on the label, the women are presented with words like "fierce" or "fabulous" (CampaignBrief.us). This campaign works alongside Special K's Gains Project, which asks consumers, "What will you gain when you lose?" The program aims to positively inspire women to continue with their weight management goals and feel better about themselves in the long run (SpecialK.com). Special K even accepts consumer submissions of pictures of motivation and support to help women everywhere.

Special K currently advertises through television commercials and print ads. Their guerilla marketing attempts have also been highly memorable and motivating for their target audience. The brand maintains social media accounts but not all of them are consistently active. Their Facebook page boasts 2.5 million likes, but Special K only has 10,560 followers on Twitter. Although they also have YouTube, Vine and Pinterest accounts, the pages are not promoted on the brand's main website.



GINA

WHAT WILL YOU *gain* WHEN YOU LOSE? 

sass



WHAT WILL YOU *gain* WHEN YOU LOSE? 

knowing it's ok to put

**me**  
first

HEATHER

WHAT WILL YOU *gain* WHEN YOU LOSE? 



confidence

KATHERINE

WHAT WILL YOU *gain* WHEN YOU LOSE? 



## Industry Information and Category Trends

Although the Kellogg Company has acknowledged a sales growth in their annual report, overall cereal industry sales are on the decline (Mintel.com). This research shows relatively flat sales during the past five years, resulting in a 9% sales decline overall.

Consumers are looking for healthier options, and many cereal brands have been capitalizing on this by adding in more vitamins and minerals or finding new ways to put this information at the forefront of their promotions. Mintel reported that 32% of consumers admit to reading nutrition labels on cereal packaging before making a purchase, and they prefer to invest in products that are higher in fiber and protein. Special K cold cereals are both made with whole grain and considered a good source of fiber. They have been able to balance this nutritional value with tasty flavors involving chocolate or pecans.




There is also an opportunity for the cereal industry to capitalize on the growth of hot cereals. For example, 89% of consumers who purchase hot cereal also buy cold cereal. They are also eating cereal for more than just breakfast; people also enjoy it as a snack or an add-in to a favorite recipe.

Outside of the food industry, consumers—especially Millennials—are beginning to appreciate the social responsibility taken on by major corporations (HuffingtonPost.com). Millennials enjoy making connections with brands and seeing the positive impacts on their communities. The Kellogg Company is already implementing corporate responsibility tactics into their organization. They are taking strides not only to provide healthy food to their consumers but also working on improving sustainability and decreasing greenhouse emissions (CRR.KelloggCompany.com).

## SWOT Analysis

<b>Special K and the Kellogg Company</b>		
	<b>Positive</b>	<b>Negative</b>
<b>Internal</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>Follows consumer trends with Special K's "healthy outlook"</li> <li>Leading global weight management brand</li> <li>Second quarter net sales were \$3.7 billion</li> <li>Strong corporate responsibility reputation</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>Cereal can become monotonous</li> <li>Female-oriented brand; men are typically not Special K consumers</li> <li>Ads usually show only women 20 to 30 years old</li> </ul>
<b>External</b>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>Create more promotions and initiatives similar to "More Than a Number" or The Gains Project</li> <li>Create more flavors of Special K cereals</li> <li>Create more types of Special K products</li> <li>Social media exposure</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>Main competition is General Mills brands: Cheerios, Total and Fiber One</li> <li>General Mills produces other products besides cereal too</li> <li>Other weight loss breakfast items like Slim Fast shakes</li> </ul>

## Competitor Information

<b>Major Competition</b> (Information from General Mills Annual Report)			
			
<b>Financial Information</b>	All part of General Mills, which finished with \$17.8 billion in consolidated net sales during their last fiscal year—21% of that made up by ready-to-eat cereal  Cheerios is the leading cereal franchise in the U.S. cereal category		
<b>Brand Positioning</b>	The one and only Cheerios. #MustBeTheHoney A cereal for everyone, highly family-oriented	100% Nutrition—giving you all of the Daily Value of at least 11 vitamins and minerals	Focuses more on their fiber bars than cereal Show the benefits of fiber
<b>Current Users (MRI Data, Fall 2012)</b>	Female living in the North East region, 25 to 54 years old  Attended college and is currently married with children ages 2 to 5  Working in sales and office operations, making between \$50,000 and \$59,999 each year  Heavy magazine and newspaper user, usually reading parenthood publications like <i>FamilyFun</i> and <i>Martha Stewart Living</i>  Average radio listener, usually tuning in on early weekday mornings from 6 to 10 a.m.  Average TV and Internet user, focused on child-centered and family-oriented media channels like Disney XD, Nickelodeon, Coupons.com and ShopAtHome.com	Female living in the North East region, 55 to 64 years old  Attended college and is currently married with children  Working in sales and office operations, making between \$60,000 and \$74,999 each year  Heavy magazine and newspaper user, usually reading home service or travel publications like <i>Mother Earth News</i> , <i>Ducks Unlimited</i> and <i>Ladies' Home Journal</i>  Average radio and Internet user, usually tuning in 10 a.m. to 3 p.m. on the weekends and searching on sites like MSN Movies and AOL.SportingNews.com  Heavy TV user who watches the Biography Channel, HGTV and Palladia HD	Female living in the North East region, 55 to 64 years old  Post graduate and is currently married with children less than 2 years old  Working in professional occupations, making between \$75,000 and \$149,999 each year  Heavy magazine and newspaper user, usually reading travel or outdoor recreation publications like <i>Garden Design</i> and <i>Conde Nast Traveler</i>  Average radio user, usually tuning in on the weekdays from 3 to 7 p.m.  Average TV and Internet user, who watches FamilyNet and TBN and visits sites like Hotwire.com and Priceline.com

Special K's minor competitors include other food items that compete for a spot on the breakfast table each morning. Consumers sometimes prefer yogurt, oatmeal, toast or eggs for breakfast instead of cereal. There are also options like Slim Fast shakes that are quick meal replacements and are all also concerned with weight management and healthy eating.

## External Information—Trends Influencing the Industry

In the United States, more than one-third of adults are obese (CDC.gov). Obesity is related with other health conditions including heart disease, strokes, type 2 diabetes and certain types of cancer. In the food industry, many brands have been marketing their products with an emphasis on being heart-healthy, especially breakfast cereals. Consumers are beginning to put being fit and eating healthy at the top of their priority list. More people want to choose a healthier option when it comes to eating but do not want to lose the convenience level of a quick snack or the taste of their favorite flavor.

The Kellogg Company has worked with this trend with by offering a myriad of snack options that are delicious but also healthy to consume. There has been a definite shift toward low-calorie, high protein foods to satisfy customers regardless of their cravings.

## Current Users

A major part of secondary research is getting an idea of what Special K's current users look like. In the Fall 2012 MRI report for consumers who purchased Special K within the past six months, Special K attracted a much younger audience than its competitors (MRIplus.com). The average consumer is a married female, post college graduation, usually employed in business, management or finance operations. She is 40% more likely to have a household income above \$150,000 and typically lives in the North East region.

Consumers ages 18-24 are 21% more likely than the average consumer to use Special K, and for females specifically, women 25-54 were 8% more likely than other age ranges to purchase the product. This second age range is rather large, and although it does not include those consumers who are in the Millennial range from 18-24, these are the people who might continue to use the product in their later years.

In terms of media consumption, Special K's average consumer is a heavy magazine and newspaper user. She enjoys reading about parenthood, health, women's fashion and bridal, specifically publications like *Fitness*, *In Style* and *Marie Claire*. She also is exposed to a large amount of outdoor advertising, presumably on her drive to and from work or any other errands she has to run.

She moderately consumes radio, television and Internet. This Special K consumer is more likely to listen to radio from 10 a.m. to 3 p.m. throughout the week. When it comes to television, she watches channels like SOAPnet, QVC or The Movie Channel, focusing on awards specials, informational primetime documentaries or late-night network news. Online, she searches out websites like MTV.com, Coupons.com and Overstock.com.

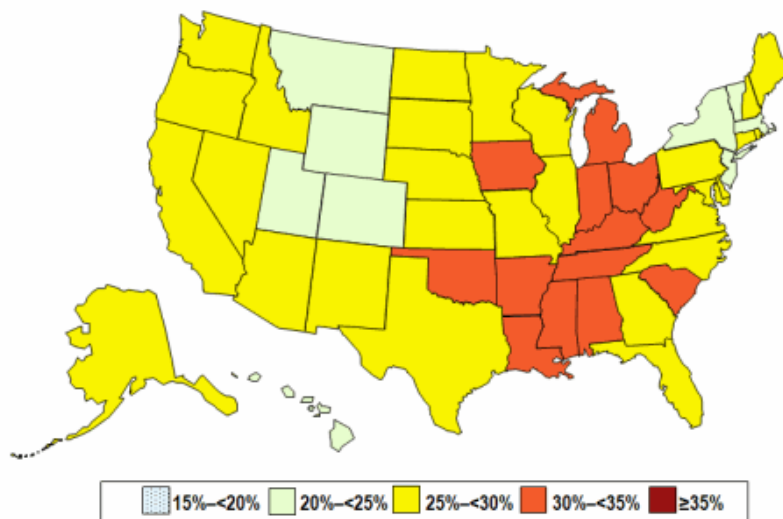


## Geographical Elements

According to the Fall 2012 MRI report, a consumer living in the North East region is 18% more likely than the average person to buy and consume Special K (MRIplus.com). This is not enough of a significant number to focus all advertising efforts in just this area. Moreover, the following chart of the United States shows states in the Midwest and the South have the highest amount of self-reported obesity in American adults (CDC.gov). If this information had coincided with the MRI data, it could be beneficial for Special K to pay slightly more attention to the North East region with the promotion of its healthy brand.

### Prevalence\* of Self-Reported Obesity Among U.S. Adults BRFSS, 2012

\*Prevalence reflects BRFSS methodological changes in 2011, and these estimates should not be compared to those before 2011.



## Seasonality and Timing

Americans' eating habits fluctuate year round and generally follow a seasonal pattern (Gallup.com). People tend to eat better in the summer months but choose less healthy options in November and December during the holiday season notorious for excessive food intake. A self-report of 500 Americans also showed their beliefs of how their healthy eating decreases each day, even with a growing concern for taking on a healthier, more active lifestyle.

To fit with this pattern, Special K could emphasize their Special K Challenge during the times consumers pay more attention to what they're eating. Since the program lasts for a minimum of two weeks, consumer can use the plan to jumpstart a long-term diet routine at the beginning of the summer or immediately following the holidays.

## Consumers and the Consumer Decision Process

From secondary research and prior knowledge, Special K is interested in targeting a younger, female audience. This was reinforced by Millennial focus groups and surveys completed later in the report. Overall, consumers enjoyed Special K because it made them feel good about what they were eating, even when chocolate pieces or strawberry slices were snuck in for extra fun. When asked how they would describe Special K as a person, one focus group participant stated, "I would be very popular, and everyone would want to hangout with me." Another said, "I have an unpopular brother named Frosted Flakes." These opinions show that consumers consider Special K a fun, youthful brand, and they know they can rely on it for a tasty, nutritional meal. This also illustrates that Special K is in good spirits in term of brand recognition and acceptance.

In terms of purchase cycle, shoppers usually go to the store once a week or when food runs out. Every week brands have a chance to switch consumers over to their products by offering something new and exciting. However, to do so, the brand must embed itself in the consumer decision process. Before purchasing an item, the consumer must have a need to fulfill (Katz). After becoming aware of that need, the consumer learns about the possible brands to choose from and develops a preference for one. He or she will then search out the brand and select it if they believe it is suitable for the need at hand. Finally, the product is purchased and used and hopefully leaves the consumer with a high level of satisfaction afterwards. Special K needs to sneak into the preference stage and become one of the brands that come to mind right away when consumers think of purchasing cereal. This can be done through many ways, like specific promotions to draw in new customers.

In the focus group, it was found that most people understand they need food and breakfast. They are aware of their options and after they try a breakfast routine that they like, they will usually stick with it. However, consumers are likely to try out new breakfast items if they are at a discounted price or have recently launched a memorable advertising campaign. If a brand wants to become a preference and not just another cereal name, they have to reach out with different mediums in unique ways to make it happen.





## **Part 2: Audience Analysis and Primary Research**

## Target Audience

For this media plan, Special K will be reaching out to female Millennials, ages 18 to 24. Special K already attracts this audience with current promotions, but there are some areas that might be able to be made more efficient and relatable for the target market.

According to a 2012 Age and Gender report by the United States Census, there are approximately 56 million females that fall into this age range in the country (Census.gov). These consumers are constantly connected to the world through smart phones and social networking sites. They're tech-savvy and innovative and always looking to acquire the latest gadget on the market. Millennials put a high priority on brand names but also like to purchase products from companies that have a positive impact on the environment and the community. Throughout all of the negative opinions on this generation, they have an immense amount of spending power and will continue to influence the media and product development.

## Primary Research Plan

To get a better understanding of our target market and consumer perceptions about Special K and its competition, two forms of primary research were conducted—a survey and a focus group.

### Survey

The survey was created on Google, administered online and received a total of 63 responses, the majority of which fell into the desired demographic. The questions asked respondents about their breakfast consumption habits, such as how often they eat breakfast and what they prefer to consume. The survey also showed the media outlets participants use and how often they interact with them. It also measured their awareness of Special K and where they had seen the brand in the media. Overall, the questionnaire provided insight into the consumer lifestyle and their basic knowledge of Special K cereal.

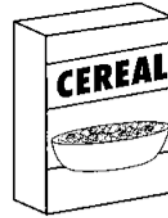
### Focus Group

Six participants were involved in the focus group—three who have consumed Special K before and three other people who are not necessarily Special K consumers but do purchase breakfast cereal. The focus group consisted of three different activities: creation of a shopping list, word association and role-playing. The shopping list required participants to write down what they would normally buy on a trip to the grocery store. They were allowed to mention brands or specific quantities if they felt it was necessary. The word association activity allowed the attendees to say the first words that came to mind when prompted with different breakfast items or competitor brands. During the role-playing exercise, each participant was assigned a brand and was asked to tell how the brand would interact among his friends and family. The focus group showed how people compare Special K to its competition and how brand loyal they can be in shopping situations.

## Survey Findings



**21%** of respondents said they always eat breakfast.



**54%** of respondents eat cereal 1-3 times per week.

Most common items eaten for breakfast:

**Cereal, eggs, yogurt, toast and oatmeal**

**68%** of respondents eat cereal for breakfast.

**56%** like to eat it as a snack.

Respondents ranked the **Internet** as their most used form of media, followed by **TV** and **radio**.

Top 3 social media sites used:

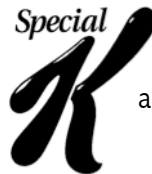


But only **13%** often interact with food brands on social media.

**92%** of respondents have seen Special K on TV.  
**22%** have seen Special K on social media.



**98%** of respondents have heard of **Special K** and **8** people have tried the Special K Challenge.



Top 2 reasons consumers eat Special K:  
**Weight loss and taste**



**63%** of respondents have purchased Special K within the past 6 months.

## Focus Group Findings

The focus group provided a look into consumer shopping patterns and brand perceptions.

### Shopping List

This activity led to two main insights:

- *When consumers are comfortable with a particular brand, they will stick with it.* It is not very often that they switch to something else, unless the product they're looking for is sold out or at a price the consumer is not willing to pay at the time. They know how it tastes and usually do not want to stray away from what they know. They are willing, however, to test something out if there are free samples, an attractive promotional price or if a friend or family member suggests the product.
- *People think of their health while shopping.* Many of the participants in the focus group were very health-conscious and preferred items that were low fat or whole wheat. They also tried their best to avoid junk food aisles and keep their purchase of sweets and unnecessary sugars to a minimum. One consumer in particular has each meal of her day planned and buys the same things at the store each visit. She does this because of her diet, but she also sticks with the products because she likes how they taste and has no interest in trying anything new.

### Word Association

This section of the focus group determined there were clear opinions about the cereal brands and breakfast items mentioned and led to two more insights:

- *There is little variance on opinions when it comes to popular brands.* Participants were all familiar with the brands addressed in this activity and during the role-play. When shouting out answers, everyone was saying the same thing, which shows that these brands have clearly identified themselves in society, whether it's the positioning they hoped for or not. For example, they described Cheerios as long-time family favorite that has a flavor for every mood you're feeling.
- *Certain foods are breakfast foods. Period.* When presented with words like "toast" or "eggs," all participants considered these items breakfast foods, not something you can eat throughout the day as a snack or for dinner. They shouted out descriptors like "peanut butter" or "scrambled," but cereal was the only food item on the list that was called out for being both breakfast and a snack.

### Role Playing

Similar to the word association activity, role-playing demonstrated that brand stereotypes are consistent among consumers. For instance, Total instantly drew silence from the audience. No one could relate to the brand because they only saw it made for an older demographic, like their grandparents. When personified, it was considered an outcast that no one talks to—a brand that is stale and boring. Fiber One and Kashi GOLEAN were both attributed to being a "tree hugger" or a middle-aged person who is active, enjoys being outdoors and is willing to try new things.

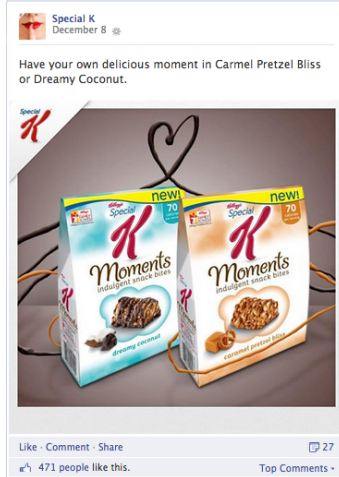


## **Part 3: Media Plan**

## Objectives

### Broad Communication Objectives

In the case of Special K, they are not experiencing any awareness or knowledge issues, as many of the survey respondents and focus group participants were familiar with Special K and its current positioning. However, the brand lacks in terms of consumer interaction, especially when it comes to their social media pages. *The main communication objective for the campaign is to increase consumer interaction across Special K's social media sites—Facebook, Twitter and Instagram—within the first three months of its initiation.*



Currently, Special K's Facebook page is full of product pictures and captions that are highly reminiscent of typical print ads, which are not engaging enough for a platform like social media. Their Twitter account mimics this style as well. With the depth and interactivity of their Gains Project and the popularity of "More Than a Number," Special K could be capitalizing on this success by an enacting a social media campaign that includes more than just pictures of cereal bowls.

### Setting Reach & Frequency

There must be a goal in mind when it comes to the reach and frequency that the campaign will have with the target market. Even though social media is very prevalent in the Millennial generation, Special K has to take into consideration the amount of consumers who might not have any access to the sites. For that reason, the goal is to reach approximately 60% of females ages 18-24, which—according to Census data—is approximately 33.6 million females. If the campaign is to be effective, the consumers will have to see the posts at least three times for the messages to stick and resonate within the mind of the target audience (Katz).



## Strategies and Tactics

### Timing and Scheduling Strategy

Special K’s social media posts will mostly be published during the months of December through January and May through August. These months align with healthy eating patterns of Americans discussed previously. The media outlets chosen are the best match for the target market, according to primary research. Facebook will be the most dominant due to the fact 100% of survey respondents are Facebook users, and activity on Twitter and Instagram will consist of average frequency during the highest healthy eating months. This schedule represents a pulsing strategy, which will keep Special K in the minds of consumers year-round while heightening the brand’s appearance during the seasons of healthy eating habits.

In terms of daily scheduling, it is important to post frequently but not so often that it annoys the target consumers. Although Millennials enjoy being connected and interacting with brands, they do not want to feel like they are constantly being pushed to purchase products. The connection should be more about emotions than sales. However, if Special K does not post enough, they will not stand out among other pages consumers are following on Facebook and Twitter. They need to find a good balance and respond to consumers’ feedback about frequency when it arises.

Special K Media Plan Frequency												
	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<b>Internet</b>												
Facebook	High	Average	Average	Average	High	High	High	High	Average	Average	Average	High
Twitter	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Instagram	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average

Key	
High Frequency	High
Average Frequency	Average
Low Frequency	Low

### Media Mix Statement

For the media plan, Special K will be putting a heavy emphasis on social media. Even though MRI data showed that the average Special K consumer is not a heavy Internet user, primary research with Millennial consumers showed otherwise. It was also discovered that participants see Special K on television more than any other medium, but the fact that they spend more time online creates a disconnect between the brand and the consumers’ preferred media vehicles.

Special K currently has a few social media accounts—some more active than others—but the plan is to focus mainly on Facebook, Twitter and Instagram. These sites were the top three noted by survey participants as the ones they use the most. Specifically, the plan is interested in creating a dialogue between Special K as a brand and the target market of females ages 18-24 to share information about the cereal, their weight loss stories, recipes and fitness tips. Creating this connection between the consumers and the brand will lead to a stronger emotional appeal with Special K that could lead to an increase in preference and purchase.

## Strategies and Tactics, cont.

### Media Categories and Types

For this plan, all promotions will take place online, specifically the social media sites Facebook, Instagram and Twitter. Currently Facebook's most common demographic is North American women ages 18-24, which is Special K's target market. Since this audience accounts for 25 million users of Facebook, 50% of our budget will be spent advertising with here (GreatBusinessSchools.org). This includes normal page posts, as well as sidebar ads and sponsored posts that will appear on users' timelines if they fit the demographic. The survey results also showed that 77% of respondents use Twitter and 70% use Instagram, so the remaining 50% of the budget will be split between these two sites.

### Non-Traditional Media Suggestions

Besides regular social media posts with fitness tips, short workout videos, healthy recipe suggestions, and success stories, Special K can include some non-traditional tactics as well. For example, Special K can host a series of cooking classes online where consumers can register for and view the session from the comfort of their own home. The cooking class will teach attendees how to make healthy dishes and can even emphasize that each recipe would be a good addition to their Special K Challenge meal plan. After the cooking class is complete, Special K can post the recipes they taught at the event on their social media websites for other consumers to try. Going along with this idea of a "virtual workshop," Special K can live stream small workout sessions, like a 15-minute yoga lesson or pilates course. Special K needs to realize there are other ways women can get healthy besides just through their product. Establishing this will tighten the bond between the brand and the consumer, especially since these extra items will be easily accessible through a consumer's own computer. Special K can take these classes offline as well and host events in major public places like Times Square. This will not only generate interest in the brand but also spur a lot of public relations buzz in the process.

### Media Plan Budget Flowchart

Special K 2014 Media Plan Budget													
		Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.
<b>Internet</b>	<b>Facebook</b>	8.33%		12.5%			16.66%			12.5%			
	<b>Twitter</b>	4.16%		6.25%			8.33%			6.25%			
	<b>Instagram</b>	4.16%		6.25%			8.33%			6.25%			
	<b>Total Cost</b>	16.65%		25%			33.32%			25%			
<b>Total Plan</b>	<b>Reach</b>	At least 3											
	<b>Frequency</b>	60% of target market											

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