

campaign development process



Executive Summary

The Candleman Snowboards winter marketing campaign 2012 is focused on establishing the Candleman brand in the New Zealand market (NZ), by reinforcing the core brand value of customisation; creating one of a kind snowboards for one of a kind riders. The campaign will achieve this by delivering three key campaign objectives.

- Increase the total sales of Candleman snowboard decks to 1000 units.
- Increase Candleman's brand awareness amongst the target audience to >80%.
- Increase Candleman's retail presence by growing their retail outlet portfolio to include at least one store in every NZ ski town as well as in the major cities.

The campaign will integrate multiple media channels. Radio, magazines, online, promotions, sponsorship, point of sale, retail drive and demo days, while using creative elements aimed at engaging the target audience, delivering key campaign messages.

- Creating a one of a kind snowboard for a one of a kind rider.
- Customisation specialists and leader in the art of hand crafted snowboards.
- Manufacturer of quality NZ made snowboards.

The snowboard market in NZ consists of approximately 126,084 consumers, who purchase approximately 21,014 snowboards per year, valued at an estimated \$14,688,786. The campaign is expected to generate \$699,000 in revenue through snowboard sales and will cost an estimated \$55,817, 8% of revenue, to carryout.

With distinctive handcrafted, customisation brand values, Candleman is a NZ company in a position to lead the snowboard industry in this country. With a focussed and well-executed marketing campaign a platform can be set for Candleman Snowboards to expand not only throughout New Zealand but also into international markets.



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Challenge

Candleman Snowboards is an Auckland based snowboard manufacturer specialising in customisation, of both graphics and snowboard construction. Although Candleman have been in the snowboard manufacturing business for nearly 20 years the brand is not widely known, nor are their snowboards available in many retail outlets. Candleman have a full range of pre-designed and built snowboards but focus on their key, core brand value of customisation, creating one of a kind snowboards for one of a kind riders.

This marketing campaign will focus on both areas of the business, embracing Candleman's core brand values as well as expanding their full product range.

The key campaign objectives are to raise consumer awareness of the Candleman brand, increase retail presence and ultimately to sell a total of 1000 snowboards over the 8-month period that the campaign will be running.

1.0 Campaign Fundamentals

Based on the analysis of secondary research and our own assumptions and thinking we were able to identify and define four fundamental areas of the marketing campaign; target audience, market dimensions, campaign objectives, and brand positioning. From here we were able to set a platform to develop the campaign strategy from.

1.1 Target Audience

Candleman's key market and target audience is active 16-35 year olds, both male and female, nation wide who actively participate in or have an interest in snowboarding, or snow sports in general.

- Candleman's target audience represents by our calculations approximately 126,084 snowboarders NZ wide.
- We estimate there to be approximately 21,014 consumers who purchase a new snowboard each year.



1.1.a Target Market Analysis

Research based on the 12-month period of 2007-2008 suggests that ethnically snow sports participants have a diverse mix, but numbers are heavily weighted towards NZ Europeans, accounting for 80.8% of participants. 16-35 year olds accounted for 56.8% of snow sport participants, and gender was weighted towards males, accounting for 61.7% of participants. 6.3% of all New Zealanders over the age of 16 years were recorded to have had participated in snow sports at least one time during the sample period, with 94,412 of them having participated in snowboarding (SPRC, 2009).

1.1.b Market Dimensions

With no real snowboarding participation level trend research available it is difficult to know what today's participation levels are likely to look like. However based on an Australian figure of a recorded 7.5% increase per year from 2003-2005 (Mountain Safety Council, 2009) we are able to apply this percentage and assume that NZ's snowboarding participation level in 2012 may have reached a market size of 126,084 participants. If we were to make an assumption that half of these participants owned their own snowboard and replaced it every three seasons then we could estimate that 21,014 snowboards are sold in New Zealand per year. Based on Candleman's average sale price of \$699 per snowboard deck (Candleman Snowboards, N.D) we can estimate that the snowboard deck market in NZ is valued at approximately \$14,688,786 per year.

- NZ snowboard market size: **126,084 consumers**
- Number of snowboard decks sold in NZ per year: **21,014 snowboards**
- Value of NZ's snowboard deck market: **\$14,688,786 per year**

1.2 Campaign Objectives

The key and ultimate objective of this marketing campaign is to increase the total sales of Candleman snowboard decks to 1000 units, over the 2012 NZ ski season, accounting for a 4.8% market share. We will achieve this main objective by achieving two sub-objectives:

- Increase Candleman's brand awareness amongst the target audience to >80%.
- Increase Candleman's retail presence by growing their retail outlet portfolio to include at least one store in every NZ ski town as well as in the major cities.



1.3 Brand Positioning

It is hard to know where Candleman is currently positioned in the market as the brand has little exposure and is not widely known. Through this marketing campaign we will position Candleman Snowboards as NZ's leader in snowboard design and manufacturing. The customisation specialists and leader in the art of handcrafted snowboards.

Positioning Statement

Candleman Snowboards: New Zealand's leading snowboard design and manufacturer. Specialists in hand crafted customised decks, creating a one of a kind snowboard for a one of a kind rider.

1.4 SWOT Analysis

In order to assess both the internal and external environment surrounding Candleman Snowboards, a SWOT analysis was carried out. By undertaking this analysis we were able to develop an understanding of the current market situation in relation to Candleman, as well as establishing an understanding of the company's positive and negative internal factors that may assist in the development of the marketing campaign.

(See appendix 1 for SWOT analysis)

2.0 Campaign Strategy

Commencing in mid-April the campaign will run until the end of November when the ski season finishes. The campaign will develop over this time making use of a range of creative elements and media channels.

2.1 Marketing Communications Brief

This document outlines the full campaign and all relevant details concerning target audience, objectives, creative elements, media channels budget and timing. This document will be used as a formal acceptance of the campaign into fruition.

(See appendix 2 for communications brief)



2.2 Campaign Message

The campaign will carry clear and consistent messages throughout all media, relating to the core values of the Candleman brand.

- Creating a one of a kind snowboard for a one of a kind rider.
- Customisation specialists and leader in the art of hand crafted snowboards.
- Manufacturer and supplier of quality NZ made snowboards.

These messages encapsulate the point of difference that Candleman have over competing brands and provides a clear directive on what the campaign is all about.

2.3 Media Strategy

Radio

Radio is targeted to our audience during May and June, in time for the snowboarding pre-season, to create brand awareness. The month of October will see further airtime promoting end of season sales and stock clearance. Additionally the radio will provide an excellent medium in advertising competitions.

Magazine Print

Advertisements will be placed in industry magazines such as New Zealand Snowboarder, Extreme Magazine (winter edition), Ski and Snow and Manual Magazine, as they reach and appeal directly to the target audience. The months of May and August will see printed advertising to create pre-season awareness, and mid-season brand reinforcement, reminding consumers of the brand.

Online

- Website - The Candleman website news feed will be updated regularly, with news and information. Potential customers will be informed and aware of available products. Furthermore the online store will provide the ability to purchase directly from Candleman, as well as ordering custom snowboards.



- Social Media – Making use of the already established Facebook and Twitter accounts, social media will provide direct real-time interaction with the target audience. Regular communications of relevant and interesting content will engage the fast growing social media audience.

Point of Sale

Will be used in-store to promote brand awareness and sale of the products. Advertisements at the time of purchase will allow the customer to be informed and exposed to the brand.

Demo Days

Providing the opportunity for potential buyers or just interested snowboarders to ride a Candleman snowboard. Will be available at all the major ski fields over the course of the season. Will create brand awareness and buzz as well as encouraging the purchase of a snowboard through trial.

Sponsorship

Candleman will sponsor two North Island events in 2012 and look to expand into sponsoring local festivals and top New Zealand snowboard athletes. The key here is brand exposure to the target audience, and building brand rapport with the local community within New Zealand.

Sales Promotion

As a means to move old stock allowing space for the 2013 snowboard line, promotions will be run via the Candleman website, social media networks and radio, during the months of October and November. This particular time period correlates with the end of the New Zealand snow season and provides a great opportunity to boost sales.



Retail Drive

The focus here is on building the retail outlet portfolio, and getting Candleman stock into stores, pre-season, but also creating awareness throughout the retail sector, at store staff level. The months of April and May will be see a sales rep travelling north and south to achieve this.

2.4 Creative Elements

Magazine Print

Advertisements displaying Candleman boards and promotion of design competition and logo awareness. Cameron Graham (Candleman team rider) will be utilised in print advertising.

Website

Is of top priority for Candleman, this website will allow customers to view the product range, as well as custom options and the finer details of what is involved in the customisation of a Candleman board. Also information on competitions, news, events and promotions can be found on the Candleman website engaging potential customers.

Social Media

The current Facebook and Twitter pages need to be utilised, and updated regularly. The use of this medium will ensure customers are informed and the targeted audience will be reached and engaged with. The benefits also include a low cost maintenance, links to the Candleman website as well as information about upcoming competitions and events e.g. demo days.

Point of Sale

In-store advertising engaging consumers at the time of purchase, developing brand awareness and encouraging trial. Will be timed for May, pre-season and August, mid-season drives allowing for the advertising of promotions and events on the Candleman calendar.



Competitions

The utilisation of competitions will generate interaction with the target audience and create a sense of fun at the opportunity to win a custom made Candleman snowboard. Competitions will be promoted via the Candleman website, social media, point of sale advertising and at demo days. Competitions will include, snowboard design comp, best trick video, best photo incorporating a Candleman logo and will be run throughout the season.

Demo Days

Allows a one-on-one intimate contact with Candleman products as well as personal interaction with Candleman staff. The benefits are not only for the potential customer with a try-before-you-buy approach, but also for the Candleman staff to observe how the consumers interact with the product, offering direct and instant feedback.

Sponsorship

Candleman will actively participate and contribute as a sponsor of the Ohakune Mardi-Gras and Ruapehu extreme competition. Sponsorship of these local events during June and September will build brand awareness and credibility amongst the target audience. Candleman will contribute with prizes and name sponsorship.

Sales Promotion

Sale prices for all stock available via Candleman website throughout October and November. Promoted via the Candleman website, Facebook, Twitter and radio advertising.

Retail Drive

Candleman will build stronger relationships and brand loyalty among retailers down to sales staff level as well as increasing sales to consumers and at wholesale level. This will also develop brand awareness and knowledge.



Radio

Will air during peak hour driving time including mid-morning and in the afternoon. This particular medium will be effective amongst target audience listeners aged 18-35 years, male and female.

(See appendix 3 for sample advertising script)

2.5 Promotion Strategy

As discussed earlier, a sales promotion will be run during October and November to finish the campaign. The promotion will primarily aimed at clearing old inventory to make space for 2013 stock. Sale prices will be available through the Candleman online store only and promoted via radio advertising, Facebook and Twitter and the Candleman website. This strategy will increase snowboard sales and build a buzz amongst the target audience.

3.0 Campaign Management

The Candleman Snowboards marketing campaign management plan consists of two key components; campaign budget and timing and the measurement of our objectives.

3.1 Campaign Budget and Timing

The campaign will commence on the 16th of April 2012 with the retail drive where. This process is a key element in meeting the campaign sales objectives. The campaign will integrate multiple creative elements and be delivered over multiple media channels, finishing at the end of November 2012.

The average sale price of a Candleman Snowboard is \$699. By meeting the campaign objective of selling 1000 snowboards, a total of \$699,000 will be generated in revenue. The campaign budget has been estimated at \$55,817. This represents 8% of the total revenue objective. Due to Candleman's current lack of exposure and market presents it is important for Candleman to commit a significant contribution to marketing now, in order to build a stronger position with which to launch future marketing campaigns from. Therefore the current budget will represent a higher than usual portion of profit.

(See appendix 4 for Timing & Budget Matrix)



3.2 Measurement of Objectives

Candleman's campaign objectives are relatively straightforward and simple to measure. By conducting market research at the end of the campaign the level of brand awareness can be determined and measured against the objective level. Internal sales figures and order documents can be analysed in order to measure the success of the campaign when compared to the campaign objectives.

By focussing marketing campaigns to the very specific target audience during the ski season there is a much higher chance of catching consumers attention. With a campaign offering multiple creative elements and regular engagement there is limited chance of wearout or consumer boredom in Candleman Snowboards marketing efforts.

Conclusion

Having been in the snowboard manufacturing business for almost 20 years, Candleman snowboards have appeared to be an unknown brand in the New Zealand snowboard market. Through the lack of obvious marketing efforts and forward business thinking, Candleman runs the risk of never growing or expanding past the small time, boutique manufacturer that it now is.

The challenge has been laid for Candleman to embrace marketing, increasing brand awareness and product exposure throughout New Zealand, while achieving target sales of 1000 snowboards over the eight-month campaign period. By implementing this marketing campaign Candleman will not only be known in the New Zealand snowboarding arena but also in the minds of its targeted audience, creating "one of a kind snowboard for the one of a kind rider".

So long as all media channels and creative elements are utilised as discussed in this report then we are confident that the campaign objectives will be achieved, setting the platform for Candleman Snowboards to continue to expand its market in NZ, and potentially overseas.



References

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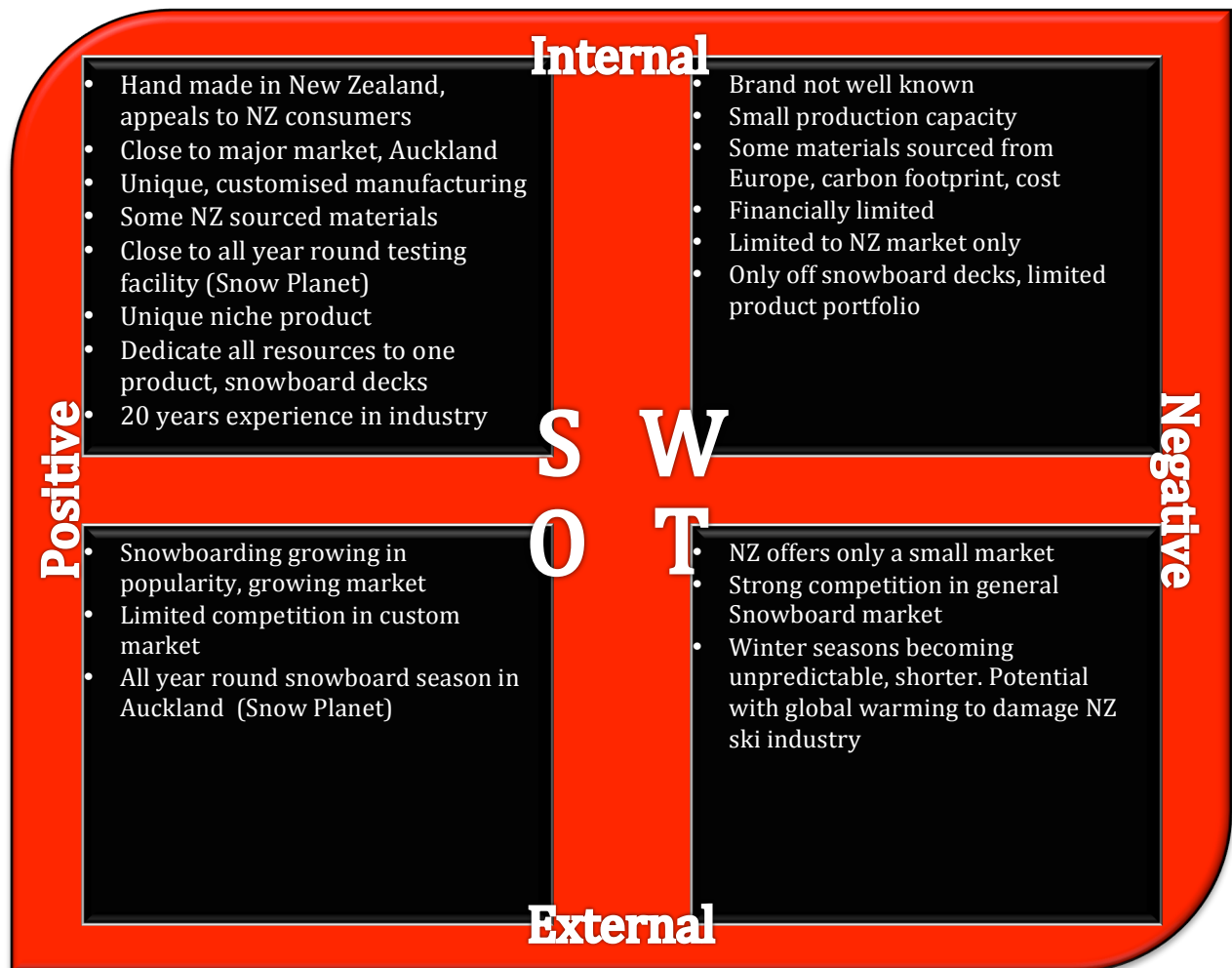
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Appendices

Appendix 1 – SWOT Analysis



Appendix 2 – Communications Brief

Business Communications Brief

COMMS MANAGER:	Cy Messenger	PROJECT NAME:	Candleman Snowboards
MKTG MANAGER:	Rima Cooper	TOTAL BUDGET:	\$55,817
BRIEF STATUS:	Pre-authorisation	PURCHASE ORDER:	
BRIEF DATE:	14/03/12	LAUNCH DATE:	16/04/12

APPROVED BY: (physical signature required)	DATE APPROVED:
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WHY ARE WE DOING THIS?

The overall objective of this marketing campaign is to increase total sales to 1000 units over the 2012 New Zealand ski season.

What are the business objectives for the initiative?

Firstly the business will increase brand awareness amongst its targeted audience to >80%.

Secondly increase retail store portfolio in include a store in every ski town in NZ, and in the major cities.

What are the timings for this initiative?

The campaign will commence in mid-April and run through the ski season, finishing at the end of November.

How will we be measuring success for this initiative?

Success will be measured by analysing internal sales figures and order documents when compared to the campaign objectives. As well, market research will be carried out in order to assess brand awareness amongst the target audience

WHAT ARE WE DOING?

What is the proposition?

We want the consumer to know that we offer custom NZ made snowboards. Each snowboard can be specifically handcrafted for each customer. As well Candleman sell a range of pre-designed and built snowboards, ready to ride. Candleman are a New Zealand based brand that understands the demands and requirements of a typical New Zealand snowboarder, personalising every snowboarders riding experience.



WHAT ARE WE DOING?

How does the proposition look from a customer's perspective?

Personal and intimate

What does it enable customers to do/feel?

To feel important and be involved in the design process. To ride there own personalised snowboard.

To ride a handcrafted, NZ designed snowboard.

How do we explain the proposition in customer terms so they understand it?

"To create the one of a kind snowboard for a one of a rider"

If you had one sentence to explain what we are doing – what would it be?

Establishing the Candleman Snowboard brand in the New Zealand market, by reinforcing the core brand value of customisation.

What are the things that we must tell the customer – refer one pager attached however to summarise:

We are New Zealand made; we can custom design our snowboards to suit their (consumer's) needs.

What is the point of difference between this and what a competitor offers?

The point of difference for Candleman is one of the original New Zealand snowboarding brands. Snowboarding brands such burton, K2, Ride and Forum are made overseas (Europe and America). Additionally, Candleman emphasises the unique ability to customise snowboards to each individual consumer.

Do we have any learning's from previous campaigns that are similar?

Yes, a good example can be seen in [2 one 5] Creative® art direction of Burton helmets and protective gear. The campaign highlighted the individual rider self-expression and how they embraced it. The campaign included top snowboarders such as gold medallists Shaun White, Hannah Teter & Kelly Clark. The campaign increased brand awareness and an increase in sales of 50% (Balance Network, N.D).

WHO ARE WE TARGETING?

Who is the target customer for this communication?

Our target market will specifically be aimed to 16-35 year olds both male and female. In particular those who have an interest in snowboarding or snow sports.



WHO ARE WE TARGETING?

How many target customers are there?

Approximately 126,084 snowboarders within New Zealand. Furthermore we estimate there to be 21,014 consumers who purchase a new board each year.

What other communications have these customers received recently or been exposed to?

Outside of industry magazines and specialty stores there is very little, if not no communication of the snowboarding product industry.

Are there any opportunities with this campaign for testing major variables?

Opportunity for test pricing of 'NZ made' and 'custom made' snowboards in NZ.

CAMPAIGN SPECIFICS

What are the terms and conditions associated with the proposition or offer?

Competitions

Uploaded images must abide by Candleman guidelines such as NO:

Trademarks, logos, slogans, company names

Advertising or promotional material

Celebrities, actors, musicians

Contact details

Provocative or offensive content

Profanity or obscenities

Internet images not owned by you

Sales Promotion

Limited to October and November only

Available via www.candleman.co.nz only

Limited to stock available

What call to action is there?

Design Competition

"Click now to upload your snowboard design"

Point of Sale Advertising

"Be in to win a custom made Candleman Snowboard"

What role will our channels play?

Ensuring that good communication is developed with retailers to ensure that stock levels are maintained throughout the campaign period.



CAMPAIGN SPECIFICS	
Are there specific branding requirements that we need to consider?	No specific branding requirements are required
What is the campaign size?	The campaign will target audiences within the local, regional and national sphere. This will ensure the maximisation of product awareness within these areas. In particular New Zealand ski fields in North and South Islands.
What is the budget available?	<p>\$55,817 total budget.</p> <p>Magazine Print – \$8,000</p> <p>Website – \$480</p> <p>Social Media – \$960</p> <p>Point of Sale – \$10,000</p> <p>Competitions – \$2,397</p> <p>Demo Days – \$6,000</p> <p>Sponsorship – \$10,000</p> <p>Sales Promotions – \$480</p> <p>Retail Drive – \$10,000</p> <p>Radio - \$7,500</p>

APPROVALS – RASCI (Responsible, Accountable, Supportive, Consulted, Informed)		
R	<p><i>Directly accountable for the work</i></p> <p><i>Ensures everything is done to the point of approval</i></p> <p><i>Under no circumstances should there be more than one 'R'</i></p>	Rima Cooper - Agency
A	<p><i>Final sign-off before action is taken – action cannot be taken before approval.</i></p> <p><i>Ensures strategic appropriateness of proposed action. Some initiatives may need more than one 'A' however they should never be more than two</i></p>	Cy Messenger - Agency
S	<p><i>Working resource</i></p> <p><i>Manages and facilitates the interactions with the agencies</i></p>	Agency design team Candleman management
C	<p><i>A specialist with expertise to contribute to the quality of the decision</i></p> <p><i>Adds value but does not approve</i></p> <p><i>Input needs to be obtained but not necessarily used</i></p>	Candleman management Agency management
I	<p><i>People who need to know about decisions made but do not need to be involved in the decision making process</i></p> <p><i>Advised after decision is made</i></p>	Agency manager



Appendix 3 – Radio Advertisement Script

Will air during the time of driving to and from work during peak hours plus mid-morning and in the afternoon. This particular medium will be effective amongst the target audience 18-35 male and female.

00>05 *Voice: Are you tired of the routine of life? Sounds of horns and traffic, people (Boss yelling “get back to work”)(Nanny yells out “tidy your room”), Noises converge, Mish-mashes and Crescendos.*

05>10 *Silence...* then sudden sound of a snowboarder landing a jump and *then sound of* moving through the snow powder/ carving.

10>15 *Voice: With Candleman snowboards you can personalise your snowboard the way you want it, when you want it.*

15>20 *Voice: If you’re after a board with more flex (BOING), pop (POP) or something to carve that rugged New Zealand terrain (MOO! Stereo sound).*

20>25 *Voice: Nothing lights your life like a Candleman board.*

25>30 *Voice: Slogan “We create a one of a kind snowboard for a one of a kind rider.” Jump on our website @ candleman.co.nz and enter our dream snowboard competition, flick us your design and you could be riding your very own custom made Candleman snowboard.*



Appendix 4 – Timing & Budget Matrix

Commence 2012	April	May	June	July	Aug	Sept	Oct	Nov
Magazine Print		\$4,000			\$4,000			
Website		\$120		\$120		\$120		\$120
Social Media	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
Point of Sale		5,000			5,000			
Competitions			\$799		\$799		\$799	
Demo Days				\$1,500	\$1,500	\$1,500	\$1,500	
Sponsorship			\$5,000			\$5,000		
Sales Promotion							\$240	\$240
Retail Drive	\$5,000	\$5,000						
Radio		2,500	2,500				2,500	
Total							\$55,817	

