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MARKETING HEALTH FOOD: THE STRATEGIC AND ETHICAL MARKETING
PLAN UTILIZING SOCIAL MEDIA

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Abstract

The purpose of my research is to contribute an in depth look into what is going on in health food marketing today, a success and failure story of health food marketing through NAKEDpizza, and original research on, the link between social media marketing and health food buying behavior. The results of my correlational research showed a significant correlation between using nutritional values to make better purchases and consumers' likeliness to buy foods found on social media sites. A second correlation was found significant for the degrees to which respondents like social media marketing with consumer's likeliness to buy products found on social media sites. These two correlations yield a positive association between the extent consumers like social media marketing to buy healthier foods found on social media sites. Only, we must assume using nutritional values to make better purchasing decisions, which translates into buying healthier products. Exploratory research was also conducted, through an original survey, on the ethics of marketing olestra and how consumers feel and react to social media for health food marketing. The end result of my research provides a ten-step effective and ethical marketing communication strategy for healthier foods. The steps include; 1: Target Consumers Needs Creatively, 2: Ethically Map out Product, 3: Consider six Uncontrollable Environmental Factors, 4: Adjust Consumer's Misconceptions about Product, 5: Provide Promotions in a Catchy and Un-preachy Manner, 6: Establish and Update Strong Social Media Marketing Presence, 7: Listen and React to Consumers Feedback, 8: Brand Image Corresponds with Brand Actions, 9: Increase Community Outreach and 10: Consistently Evaluate the Strategy.

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Chapter I

Food Marketing : Introduction to the Problem

Thesis Introduction

Michael Pollan, professor and writer of New York Times best sellers, answered a vital question that is constantly on consumers' minds: "What should I eat?" His answer was simple, yet many food marketers' nightmares. "Eat food, not too much, mostly plants. "American society has increasing problems with overeating, especially the wrong foods, which leads to obesity. (Pollan, 2007) It would be easy to blame food marketers, dieticians, or processed food, but at the end of the day the consumer chooses what to eat and what not to eat. When deciding between a bowl of sugary Kellogg's® fruit loops or unsweetened Kashi® wheat puffs, many consumers follow their taste buds to indulge in the sweeter, more appetizing option. That underlying question arises, why choose the apple over the Snickers candy bar. Marketers need to promote the necessity of eating healthier alternatives. With the rise of organic food sales, up 15.8% from 2007 – 2008 to \$22.9 Billion, it is apparent that consumers are increasing their interest in purchasing healthier foods. (Organic Trade Association, 2009)

Food essentially consists of fats, carbohydrates, proteins and water, which we consume for either satisfaction or nutritional values. The immense amount of food products in the market place confronts consumers to question and differentiate what they want to buy and what they will actually buy. For many, this leads to questions of what is cheaper and what is healthier. Consumers should be more aware about the healthy alternatives available to them and the risks of eating unhealthy or more processed foods.

Information is more accessible with the ongoing trend of healthy lifestyles, diets, and the attempt to prevent illnesses due to poor dieting choices such as obesity and diabetes. An effective and ethical marketing communication strategy is key to getting healthier food messages heard. Only it is difficult to come up with a plan without considering health food marketing today, the ethics of food marketing, successes and failures of health food marketing, and research between the link of health food marketing and social media. All these factors lead to compiling an ethical and strategic marketing plan for healthier foods.

Why This Problem?

The ethics of food marketing comes into play when marketing unhealthy food or foods that appear healthier, yet can lead to health risks. Many consumers do not think that some fat-free labels really mean sugar or chemical-full, some reduced fat labels really mean carbohydrates-full, or some sugar-free labels can mean artificial flavoring-full and so on. The “everything free” obsession is a great marketing technique but is it ethical to market food this way? In America, Proctor & Gamble can be faulted ethically for highlighting the positive aspects of consuming the additive, Olestra, brand named olestra, when this zero calorie additive is banned in other countries. Ethical issues also arise when marketing more natural appearing ingredients, such as the use of corn for the production of high fructose corn syrup (HFCS) for consumption. HFCS can also be used for ethanol, but the real problem is that we are subsidizing farmers to overproduce corn when type II diabetes increasing numbers are parallel to the increasing consumption of

HFCS. (Pollan, 2009) Ethical issues occur on a manufacturer level with the choices of what products to market and how to market these products or services.

Looking into the successes and failures of food marketing allows marketers and manufacturers to understand the correct way to market healthier food. Sometimes too much or too little information can be detrimental to the entire marketing strategy. For example: New Orleans NAKEDpizza, a great tasting healthy pizza product, had trouble marketing their brand to many regular pizza consumers, since they attempted to market their product too healthy. My research will show what works and what does not work in coming up with a strategic way to market healthy products. NAKEDpizza's use of social media led me to look at the relationship between health food marketing and social media.

In our growing technological age, social media leads as an innovative way to advertise and market products at minimal costs. More manufacturers are creating a Twitter and, or Facebook pages to update consumers about their product. This way they can directly send out a message and get immediate feedback on their product and company. Furthermore, the blogging craze allows consumers and companies to extend their word of mouth (WOM) messages and ratings of foods to more consumers at a faster rate a direct mail strategy would.

Only having the information available through social media does not mean that consumers will listen when making purchasing decisions. Through my research, I hope to identify if the effort of social media in food marketing significantly aids to the marketing of a healthier product or a more health conscious company. Does the degree in which consumers like social media marketing for food affect healthy buying behavior? Does the extent consumers' value eating healthy products affect buying behavior? Does

the amount of time consumers spend looking through social media sites affect buying behavior? These findings will benefit manufacturers, brands and marketers to know and understand how social media affects the food market.

My Contributions

My research contributes an in depth look into what is going on in health food marketing today, a success and failure story of health food marketing, and original research on the link between social media and health food marketing. My explorative research survey analyzes the ethics of marketing olestra and how consumers feel and react to social media for health food marketing. The end result of my research is to provide a ten-step effective and ethical marketing communication strategy for marketing healthier foods.

Chapter II

Health Food Marketing Now

Product

The product is food, simple right? Yet many types of foods are marketed in different ways. There are brands, generic, locally grown, conventional, organic, frozen, and processed foods to name a few. And within these groups are subgroups such as meat, poultry, produce, dairy, snacks: chips, soda, beverages, candy, and so on. For the purpose of my research, I will primarily focus on healthier foods: mainly functional foods and organic foods. These products are solutions generated by consumer's wants and demands.

Product: Functional Foods

Functional foods have no clear governmental regulation or definition. Currently these foods merely play the role of a marketing term for added health benefits. The International Food Information Council (IFIC) refers to functional foods as "foods that provide a health benefit beyond basic nutrition." (Fiore, 2009) For my research, I define functional foods as enriched / fortified foods or foods that increase sustainability and health. (Nutrition Business Journal, 2010)

The American Dietetic Association (ADA) breaks functional foods into four different categories: conventional foods, modified foods, medical foods and foods for special dietary use. Conventional foods, such as fruits and vegetables, have rich bioactive components that enrich our diet. Modified foods are fortified or enriched; such

as probiotic fortified pizza or calcium enriched orange juice. Medical Foods help manage a disease, while foods for special dietary use; such as gluten-free or lactose-free foods, which are medical foods that are sold by retailers. (Fiore, 2009)

Product: Organic Foods

The United State Department of Agriculture (USDA) National Organic Program clearly defines organic foods. This governmental definition states:

“Organic meat, poultry, eggs and dairy products come from animals that are given no antibiotics or growth hormones. Organic plant foods are produced without using most conventional pesticides, fertilizers made with synthetic ingredients or sewage sludge, bioengineering or ionizing radiation. A government-approved certifier must inspect the farm to ensure these standards are met. In addition to organic farming, there are USDA standards for organic handling and processing.” (American Dietetic Association, 2010)

As for USDA food labels there are three levels of organic claims: 100% Organic, Organic (at least 95% organic ingredients) and Made with Organic Ingredients (at least 70% organic ingredients). (American Dietetic Association, 2010)

Figure 2-1 Organic Food Sales, Total U.S. Food Sales, and Percent of Total Food Sales that is Organic Food (Organic Trade Association, 2010)

	Organic Food Sales (\$ Million)	Change from Prior Year	Total Food Sales (\$ Mil)	Organic Penetration*
1997	3,594	Na	443,790	0.81%
1998	4,286	19.2%	454,140	0.94%
1999	5,039	17.6%	474,790	1.06%
2000	6,100	21.0%	498,380	1.22%
2001	7,360	20.7%	521,830	1.41%
2002	8,635	17.3%	530,612	1.63%
2003	10,381	20.2%	535,406	1.94%
2004	11,902	14.6%	544,141	2.19%
2005	13,831	16.2%	566,791	2.48%
2006	16,718	20.9%	598,136	2.80%
2007	19,807	18.5%	628,219	3.15%
2008	22,929	15.8%	659,012	3.47%

* Organic food as a percent of total U.S. food sales. Source: OTA's *Manufacturer/Organic Industry Surveys, 2006-2009*

Figure 2-1 on the previous page shows organic food sales; change from prior year, total U.S. food sales and the organic penetration compared to total sales. From here we see a steady rise in organic food penetration, which has doubled, from 2002–2008. (Organic Trade Association, 2009) The rise in organic foods trend increases the demand of these organic products for consumers. The rise in the demand results in more companies and retailers developing organic sectors.

Prepared and packaged food sales in the organic sectors are estimated to increase 70% from 2006 to \$1.11 billion, while sales in the organic snack sector are estimated to increase 52% from 2006 to \$847 million. (Knudson, 2007)

Price

The price of products represents the value that consumers feel comfortable paying for goods. Functional and organic foods have higher prices than their conventional counterparts. However, during tough economic times, consumers need lower prices that are more comparable to standard foods. Therefore it is important for marketers to communicate the extra values of these healthier types of foods.

Price: Functional Foods

Compared to conventional foods, functional foods can be sold at much higher prices, which provide larger profit margins. The retail prices for functional foods are usually 30 – 500% higher than a comparable conventional food. (Williams et al., 2006) Consumers validate these purchases by understanding the added benefits of more calcium, fiber, or other added nutrition. These enriched products need to be seen as an

extra value worth paying for. Associating long-term and short-term benefits to the products uncover value.

Price: Organic Foods

As the demand for organic products continues to increase, the cost of these products will continue to decrease. Some organic products cost more because of the lack of federal subsidies to organic farmers, resulting in prices that reflect the cost of growing organic. Also, compared to conventional farms, organic farms are smaller and need more labor and management resulting with fewer benefits from economies of scale. However, organic does not technically mean more expensive. (Organic.org, n.d.) Yet, the retail prices for organic foods can be 20 – 100% higher than a comparable conventional counterpart. (Martin & Severson, 2008)

Even during a recession 40% of organic consumers have not changed their purchasing behavior, with only 3% forgoing all organic purchases. (Poet, 2009) Organic consumers are loyal to the trade. Two types of markets make up the organic industry. The first is the health market, price conscious consumers, who buy organic foods at supermarkets and mass merchandisers because these products appear healthier than conventional foods. The second is the organic market, health-seeking consumers; consisting of socially conscious organic consumers in regards to a better environment, sustainable agriculture, alternative retailers, as well as ethical farming practices. (Knudson, 2007)

Place

Accessibility of a product is determined by the place the product is sold. Organic and functional foods are sold at supermarkets, health food stores and mass merchandisers. Organic foods can also be sold at farmers markets and local markets.

Place: Functional Food

Functional and organic foods can be purchased through different channels. One-third of organic sales come from both natural and mass markets grocery chains, while nearly 10% of the market comes from regional natural food chains and independent health food stores. (Organic Trade Association, 2009)

Place: Organic Foods

With organic foods becoming mainstream, organic food sectors become appealing to large companies. Large companies grow by acquisition, in turn feeding on the successes of small organic companies. (Knudson, 2007) Group DANONE acquired Stoneyfield Farm, an organic yogurt brand, making it a \$23 billion food corporation. (Kenner, 2008) Also, Dean Foods has acquired Silk, the soymilk producer, and General Mills has acquired Cascadian farms. Many manufacturers are even expanding their business through organic product extensions. (Knudson, 2007) Whole Foods, the largest natural food chain, has their own private brand for the organic sector: branded 365 Organic. Other supermarkets, such as Wegmans have followed this trend.

Even mass merchandisers like Wal-Mart have entered the organic game. Not only is it great to soften their reputation, but also by running on economies of scale they

can offer better prices. In 2006, Wal-Mart vouched to significantly increase their organic food lines at prices no more than 10% more than conventional counterparts. Yet, out of organic consumers 24% buy from Wal-Mart, 45% buy from health food stores and 65% buy from supermarkets. (Knudson, 2007)

Promotion

Consumers and buyers learn information about health food products through the communication of the promotional mix. The promotional mix includes: advertising, sales promotion, pr and publicity, direct marketing, interactive marketing and personal selling. (Belch & Belch, 2008).

Marketing strategies integrate all forms of the promotional mix. In 2008, the Federal Trade Commission (FTC) released a report reviewing the results of Marketing Food to Children and Adolescents: A Review of Industry Expenditure Activities and Self-Regulations. In 2006, 44 major food and beverage marketers spent \$1.6 billion on a promotional mix targeting consumers under 12 years old and between the ages of 12–17. Much of their efforts, 46% of 2006s total, were allocated to paid-advertisements on television. Thirteen percent of the total was used on cross promotion between food and 80 movie, television and animated characters. Even with the challenges of promoting unhealthy food to children, steps have been made by the Council of Better Business Bureaus (CBB) to change these marketing efforts towards better health and nutrition. This effort encouraged 13 of the largest food and beverage companies to stop or reduce advertising unhealthy brands to children under 12. (The Trade Commission, 2008)

Education on healthy foods and the risks of unhealthy foods is gaining popular interest.

Currently, Michelle Obama is leading a nationwide campaign, “Let's Move”, to battle childhood obesity (Join America's move to raise a healthier generation of kids, 2010) From her actions, and other efforts, educating the public about healthier foods is essential for nutritional growth. Education does not just stop with children and adolescents. Adults too can benefit from knowing what is important in terms of eating healthy and reading labels.

For food marketing trade shows are important for promoting, selling and distributing a healthy brand. These trade shows provide a great opportunity for brands to promote their products to supermarket retailers, wholesalers, distributors, and everyday consumers. Some major trade shows include Natural Products Expo West in Anaheim, Natural Products Expo East in Boston, All Things Organic™ Conference and Trade Show in Chicago, National Association for the Specialty Food Trade (NASFT) Winter Fancy Food Show in San Francisco, and NASFT Summer Fancy Food Show in New York. (Agriculture Marketing Resource Center, 2010) As of March 4th, the All Things Organic™ Conference and Trade Show in Chicago plans to co-locate with Natural Product Expo East. Therefore, the Organic trade show will now take place in Chicago. (All Things Organic™ Conference & Trade Show, 2010)

While it is important to use trade shows as a means of promotion for health food marketing, it is still important to directly target consumers. When working for HoneyDrop Beverages, an organic honey infused beverage company, I facilitated demos in various Whole Food Markets. Word of mouth marketing is extremely important for allowing customers to sample a product. If they love the product they tell everyone, yet if they hate the products they tell more people. In stores, grocery buyers, workers and

shoppers can give you direct feedback on a product. Social media marketing gives brands a means to reach more customers by communicating outside the store.

Social media food marketing can be defined as the use of interactive media through blogging, social networking (Facebook), microblogging, social bookmarking (Digg), online discussion forums, email marketing, video sharing (YouTube), and companies website to create more exposure, opportunity, sales, public relations, and customer service for a brand. This way, social media marketing for health food is a means to facilitate conversation about products, health issues and sales incentives. (Stelzner, 2009) (Bullas, 2009) In summary, all these efforts come together to create a conversation between a company and customer.

Social media positively affects how we find, sell and eat foods. This interactive media tool allows small and large food business to promote their brand, find new customers, and strengthen relations with existing customers. Company's can increase the awareness of their brand through involvement in social media. Additionally, social media helps restaurants and customers through media tools on Facebook pages and iPhone apps to order food. These efforts increase business for venders and shorten deliver time for customers. In chapter IV, I uncover how NAKEDpizza uses social media for sales promotions, health news and advice. Social media is also connected with goals of eating healthier foods. Blackberry application, GoodFoodNearYou, and iPhone application, FoodScanner, helps consumers get nutritional information and find the healthiest foods at supermarkets. (Catone, 2009)

In today's competitive market, many health food brands are connected to multiple social media sites. Companies that inter-connect their Twitter, Facebook, and blogs to

their company website and point of purchase location have a better chance of targeting different consumers social media site preferences. Whole Foods Market has a strong social media strategy. They connect to customers by providing information on nutritional values, community outreach, recipes, product updates and new product lines, sales incentives, updates and information about the company, and locations customers can buy the product. (Whole Foods Market: Natural and Organic Grocery, 2010) Some other healthy food companies that use social media include Deluxe Honeydrop Beverages, Kashi, Naked Juice, Newman's Own, Barbara's Bakery, NAKEDpizza, and Foods Should Taste Good.

Companies must also consider ethical issues when promoting and marketing a brand. Certain unethical ingredients, from farming practices or health risk, are unethically marketed to consumers. The following chapter includes my definition for social marketing to food marketing, an in-depth look into the ethical issues of marketing food with corn and the additive olestra, and examples of ethical marketing dilemmas within these two subjects.

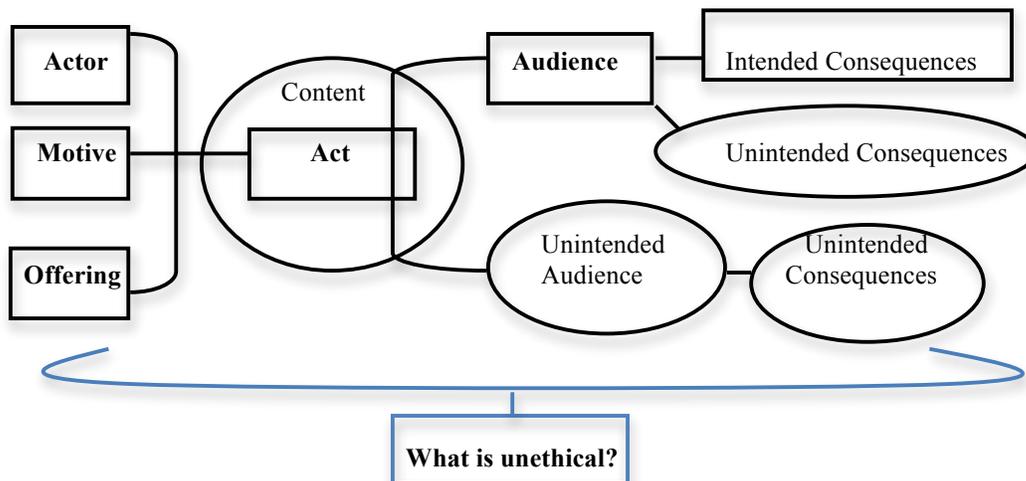
Chapter III

Food Marketing: Ethical Issues

Ethics Definition for Social Marketing

Ethics is commonly defined as “the study of standards of conduct and moral judgments.” (Andreasen, 2001) Aristotle’s view of ethics explains that all ethical behavior begins with a choice: the choice to be virtuous or virtue-less. For social marketing of any product or service, this decision comes from a sense of right and wrong. Social marketing affects a vast number of consumers’ lives and well-being. Yet, establishing an ethical plan solely by attempting to be virtuous by merely thinking about the consequences of actions can be difficult. Barriers such as sales, profitability, efficiency and price hinder the road to many sound ethical marketing strategies.

Figure 3-1 An Ethical Framework for the practice of social marketing (Andreasen, 2001)



Andreasen’s (2001), figure 3-1, model is beneficial to marketers for evaluating choices when developing an ethical marketing plan. The model begins with the *actor*

that produces or sponsors the product, service or behavior, which is then guided by a *motive*. Following this step is the *act of offering* that said product in a certain *context* or environment. The *act* then reaches both *intended* and *unintended audiences*, which react with *intended* and *unintended consequences*. By discovering and evaluating the intended and unintended consequences of the social marketing plans, *actors* can determine if the act of *offering* a certain product or program is an ethical practice. (Andreasen, 2001)

This method and model would be improved by answering the question of why the product or service being offered is unethical. (Further discussion on figure 3-1 and addition question in chapter VI.)

With products that people consume, for the purpose of my research, food, there must be a stricter ethical guideline. Today there are ethical problems in both our farming and manufacturing of food products. Within farming the ethical debates concern the use of corn for feed, government subsidies, consumption, and fuel. While, within manufacturing ethical debates revolve around aspects of health in terms of the right or wrong ingredients to put in products. However, problems in ethical marketing do not only exist with how the product is made, but also how marketing messages are conveyed to consumers. Both high fructose corn syrup and PepsiCo's olestra savory snacks marketing have unethical motives, which I will discuss later in this chapter.

Corn

Ethical Issue

Corn, also known as Zea May, is different than most plants. While most plants contain 3 carbon atoms, corn contains 4 carbon atoms. This makes corn a C-4 plant.

Well, what is the big deal? This extra carbon atom limits the amount of water corn releases, allowing corn to grow in water desolate areas with high temperatures. These features allow corn to be viable to grow in ultimately any terrain. The corn industry was revolutionized with the hybridization of corn and by adding pesticides and other toxic chemicals to the corn. Now, more corn grows faster on smaller lots resulting in a population that contains an abundant amount of surplus corn. (Pollan, 2007)

In 2008, 11.95 billion bushels of corn were allocated to a variety of different U.S. segments: 44.4% towards feed / residual, 14.6% towards exports, 30.1% towards ethanol an co-product, 3.9% towards high fructose corn syrup, 2.1% towards starch, 2% towards sweeteners, 1.6% towards cereal / other, 1.1% towards alcohol (beverage), and .2% towards seed. (National Corn growers America, 2009) These segments are the intended customers of the corn suppliers, each with ethical issues in terms of feed, government subsidies, consumption and fuel.

Corn for Feed

Naturally, farm animals should be fed grass. Yet, in today's agri-business corn is far cheaper to feed farmed raised animals and fish. Even though corn feed is cheaper, it may not be the most ethical trade. Concentrated animal feeding operations (CAFOs) survive on the overproduction of corn. They are entirely dependent and would not exist without the "water polluted fertilizer and pesticide corn" feed. (Eubanks, 2009) One source says that 66% of America's overproduced corn crop is fed to CAFOs to maintain abundant meat production. In CAFOs, cattle are unethically packed into closed and close quartered feeding barns to maximize meat production in the small space. As a result of

the process, the cattle's waste is not properly disposed of, which hurts both the water and meat supply. (Eubanks, 2009)

The 2002 Farm Bill recognized the CAFOs manure overload problem, yet instead of regulating the CAFOs, the government subsidized 75% of the cost to build animal sewage facilities. (Eubanks, 2009) If the CAFOs are producing the waste shouldn't they be ethically responsible to clean the manure. American residents pay taxes for these subsidies, all to sustain the continuation of CAFOs and overproduction of corn.

According to Allen Trenkel, nutrition expert, cows with high corn diets that live in close quarters develop e. coli, which evolves and mutates into e. coli H157. This mutation spreads throughout the manure into the slaughterhouse to a scary final destination: our mouths. Yes, e. coli is an unintended consequence of feeding corn to animals, but with this knowledge the farmers still feed their cattle corn and let the meat industry deal with the e. coli problem. Beyond the corn industry, during Bush administration, the e. coli epidemic spread to spinach, greens, and even apple juice. (Kerner, 2008) More recently in the summer of 2009 tomatoes were recalled in the North Eastern region for an e. coli scare.

The food industry is looking for efficiency over quality, losing all sense of a moral compass. If a cow's corn diet were replaced with a natural grass diet for merely five days, the cow would shed 80% of e. coli. (Kerner, 2008)

Corn Subsidies

Government policy sets aside 30% of the U.S. land-base for the production of corn. In the documentary Food Inc., Troy Rousch, VP of American Corn Growers

Association, states that Farm Bills encourage farmers to overproduce corn by subsidizing the farmers by the bushel. (Kerner, 2007) Farmers jump on the opportunity to grow corn with this extra incentive to grow the cheap commodity crop.

The Farm Bill was first created in 1933 in order to help protect small farmers by utilizing surplus crops. Initially, the Farm Bill subsidized the price of over 100 crops, but through governmental shifts and support, the Farm Bill now only subsidizes five main crops: corn, cotton, rice, soybeans and wheat. After World War II began the Green Revolution, which changed the breeding and hybridization of wheat, rice, and corn, adding pesticides, herbicides and agricultural mechanization that led to the overproduction problems that occurred during the great depression. (Eubanks, 2009)

In the 1970's Earl Butz, Nixon's second Secretary of Agriculture and Secretary of the U.S. Department of Agriculture (USDA), distorted the practices of farming. His "Get Big or Get Out" perspective mutated the original goal of the Farm Bill: helping small farmers. He proclaimed that small farmers needed to adapt to operations focused on industrial pesticides, herbicides and fertilizers in order to survive. This commercial farming supported highly sprayed corn with chemical pesticides, which were originally developed as a nerve gas. In a capitalistic approach, these practices helped reach the greatest yield of crops.

The Butz reign reinforced the shift of subsidies from the small farmer to the commercial industry by cheap commodity crops subsidizing over other crops. Between 1997 and 2006, 84% of \$172 billion was spent on agricultural subsidies of the 5 golden crops. Ironically, corn received the most subsidies for farmers, bringing in \$4 billion annually. By subsidizing so much corn, land sustainability issues escalate. Farmers

maximize the production of the subsidized commodity crops, and therefore do not rotate their farming to improve the soils health, preventing erosion. (Eubanks, 2009)

Currently, the United States government faces an ethically tough problem concerning America's expensive health care plans in relation to Americans' poor diets. The government is contradicting their position in both categories by subsidizing the costs of treating Type 2 diabetes and the consumption of high-fructose corn syrup since high fructose corn syrup is linked as a leading cause of Type 2 diabetes. (Pollan, 2009)

Corn for Food: High Fructose Corn Syrup

In the 1970s, high fructose corn syrup (HFCS) was invented as a highly processed mixture that changed cornstarch into 55% fructose and 45% glucose as a synthetic version of sweetener. This new sweetener and preservative did not replace sugar, but rather became an additional sweetener staple of America. HFCS rakes in the most value for the corn industry, taking credit for 530 bushels of corn a year. (Pollan, 2007) These 530 bushels produced 17.5 billion pounds of HFCS, which should make consumers wonder where all this HFCS goes. HFCS is an ingredient in practically every processed food product from cereals, bread, ketchup, drinks, and salad dressing to a variety of other products. With a cheaper price than sugar, in 1980, HFCS replaced sugar in most Pepsi and Coca-Cola soft drinks. (Pollan, 2007)

Again, what is the problem? It is a cheaper replacement for sugar. Well, since the price of HFCS is so cheap it makes the price of a calorie of sugar cheaper and therefore increases the spending on these products in low socioeconomic environments. The *American Journal of Clinical Nutrition* looked at the "energy cost" of a variety of foods

in a supermarket. According to their research, a dollar could buy more calories of fat and sugar than calories of vegetables. For example, a dollar could buy 1,200 calories of potato chips and cookies versus only 250 calories of carrots. This diet implication alone explains why America has become more obese and less healthy since the 1970s. (Pollan, 2007)

Furthermore, obesity scientists', Bray, Nielsen and Popkin (2004), found that the increase consumption of HFCS parallels the increase of type II diabetes according to the National Center for Health Statistic surveys from 1976 to 1994. HFCS only used to represent less than 1% of the caloric sweetener consumed in the United States, but by 2000 it jumped to 42%. (Bray et al., 2004)

Example Ethical Marketing Dilemma for HFCS

In 2008, the Corn Refiners Association embarked on their Sweet Surprise ad campaign to support high fructose corn syrup. The original three ads depicted situations where a mother, loved one, and brother offers or is eating a beverage, cereal or popsicle that contains HFCS. Initially, in each situation, the recipient is reluctant to consume the product because "you know what they say about HFCS..." The mother, friend or loved one responds with something along the lines of, "What? That it's made out of corn, doesn't have artificial ingredients, has the same calories as sugar, is nutritionally the same as sugar and is fine in moderation." (SweetSurprise, 2010)

This marketing campaign downplays some facts about HFCS. While HFCS is derived from corn, the corn byproduct undergoes an in-depth conversion process even from the genetically modified, farmed corn. This resulting HFCS comes a long way from

being identified as “just corn.” Furthermore, the process of synthesizing HFCS is an artificial process, not a natural one. Practically every processed food product and many beverages contain HFCS; therefore it is extremely difficult to consume only “moderate amounts” of the sweetener. In 2009, toxic mercury was found in nearly half tested samples of HFCS. (Study finds high fructose corn syrup contains mercury, 2009) Regardless of amounts, consuming anything toxic in great quantities can cause unknown long-term effects. Also, an overload of sugar in one’s diet is not healthy. Despite the fact HFCS has the same composition and calories of sugar, the health concerns of the two sweeteners are not the same. HFCS affects the body differently than sugar. From the introduction of HFCS, type II diabetes has also increased. (Bray et al., 2004)

The original SweetSurprise ads generated propaganda, which encouraged many nutritionists, groups and consumers to create a variety of opposing informational or spoof commercials, through video sharing websites such as YouTube. Through social media, these ads highlighted the ethical dilemmas proposed in the original ad campaign by reproducing the ads with conflicting dialogue. (Adso1327, 2008) (Anti high fructose corn syrup commercial. 2008) One extreme spoof even compared both table sugar and Nazism as “fine in moderation.” (Aernk. 2008)

Along with these opposing campaigns social media partakes in the debate about HFCS. As of March 2010, the ban of high fructose corn syrup in the U.S. Facebook fan page had 89,043 fans with links to an anti HFCS blog and twitter. Social media marketing reaches a vast amount of consumer in such a short period of time. In just one month, this number has grown substantially to 107,472 fans. (Royster, 2010)

Furthermore, in 2010, Pepsi Co has eliminated HFCS from their Gatorade Thirst Quencher and G2® as a result of athletes' requests. (Gatorade, 2010)

Corn for Fuel: Corn-Based Ethanol

Corn for fuel is the corn industry's most prominent brand extensions, beyond feed and food, in order to utilize the vast amounts of corn grown in America. Ethanol is an alcohol, derived from corn, which is blended with of gasoline at the rate of 50% to 50% gasoline to produce a clean burning fuel. In 2008, 30.1% –3.597 billion bushels of our corn supply went into ethanol production. (National Corn Growers America, 2009) The benefits of ethanol include: adding oxygen to gasoline in order to reduce toxic emissions, reducing our dependence on foreign oil, creating jobs and investments in rural America, reducing gas prices by increasing fuel supply, and adding value to the corn harvest in order to reduce the cost of federal farm programs. (National Corn Growers Association, 2008)

Studies show that the use of ethanol has a 30% reduction of tailpipe carbon monoxide emission, a 22% reduction of exhaust volatile organic compounds (VOC), and more than a 25% reduction of particulate matter (PM) emissions. (National Corn Growers Association, 2008) In 2006, 4.9 billion gallons of ethanol was produced and used to reduce 8 million tons of GHG emissions. (National Corn Growers Association, 2008)

Creating bio-fuel is an important energy solution, but corn ethanol may not be the answer since it is not the strongest form of ethanol. On a downside, corn based ethanol loses 30% of its energy by the amount of fossil fuel required to plant, irrigate, plow and

transport the corn to the final fuel stop. In terms of reducing greenhouse gas emissions (GHG), the U.S. department of Energy found cellulosic ethanol to be more productive, reducing 85–86% of GHG emissions, than corn ethanol, reducing only 18–29% of GHG emissions. (National Corn Growers America, 2009) As the farmers continue to grow fuel instead of food in order to receive higher government subsidies, other crops are being ignored. The lack of growing other foods results in increasing food prices (Eubanks, 2009)

The United States government is aware of the food vs. fuel debate and tried to lessen the uproar from the 2002 Farm Bill energy title. The 2008 Farm Bill, which reigns until 2012, shifted the dependence on corn for ethanol to the production of feedstock's that produces cellulosic for ethanol. The 2008 energy title provides \$1 billion to fund renewable energy programs, in order to become an energy dependent country, by establishing new ethanol producing technologies beyond grains, such as corn. Forming a sugar to ethanol program, which has shown success in Brazil, and forming the cellulosic ethanol program are the beginning steps. This energy title supports the formation of new programs by reducing the corn ethanol tax credit and putting money into transforming corn ethanol plants to cellulosic ethanol plants. The title also allocates \$35 million for a plan to help ethanol plant ease their use of fossil fuel. (House Committee on Agriculture, 2008)

With less corn being used for ethanol production, where will that extra 30% of corn production go? Consumers already eat too much HFCS and corn; any additional corn will transform consumers into corn. At this point, the government cannot pull out subsidies from the dependent farmers. It might be more ethical to pull some of the

billions of dollars of subsidies away from cheap commodity manufacturers to aid sustainable agriculture, fruits and vegetables. Currently, government subsidies exclude 60% of American farmers. (Eubanks, 2009) Food has become politics funded by campaign donors who either benefit from the subsidy program or want to keep their commodity crops cheap for corporate reasons. This causes the ethical dilemma: food for the people or food for the corporations. (Eubanks, 2009)

Olestra

History / Ethical Issue

Olestra was developed in 1968 by two Procter & Gamble researchers, F. Mattson and R. Volpenhein. This synthesized fat substitute consisting of sugar, soybean, and cottonseed oil was supposed to increase premature babies' intake of fat. Olestra, brand named Olean, is a large and fatty sucrose polyester that disables fat molecules from being metabolized, absorbed, or digested. Needless to say, this did not work for the premature babies, but seemed ideal for fat-free foods as an additive. (Center for Science in the Public Interest, 2002)

In May 1987, Procter & Gamble lobbied the Food and Drug Administration (FDA) to approve the use of olestra, as a fat substitute, to replace the fats in everything from shortening to chips. Later that same year the Center for Science in the Public Interest (CSPI) argued that there was insufficient research on the side effects of olestra since the animal testing of olestra showed possible precancerous liver foci. (Center for Science in the Public Interest, 2002) Procter & Gamble countered that only two problems occurred with olestra consumption, both problems having a solution. The first problem was the

possibility of “anal leakage,” which could be solved by modifying olestra’s structure. The second problem was olestra’s ability to hinder the absorption of vitamins and carotenoids, which was only semi-solved by supplementing vitamins into olestra. (Center for Science in the Public Interest, 2002) Although Procter & Gamble never fully solved their primary problem, production continued with gastro-intestinal side effects such as abdominal pain, cramping, loose stools and loss of carotenoids. Carotenoids are found to help prevent cancer and heart disease. (Burros, 1998)

In 1995, after nearly eight years of ongoing struggles with the FDA, olestra was finally approved for only savory snacks: potato chips, crackers, and tortilla chips. Even with this approval, all olestra snacks needed to carry the following label: “This Product Contains Olestra. Olestra may cause abdominal cramping and loose stools. Olestra inhibits the absorption of some vitamins and other nutrients. Vitamins A, D, E, and K have been added.” (Center for Science in the Public Interest, 2002) Yet in 2003, the FDA took the label restriction off the packaging. (Frito-Lay, 2004)

In 1997, both Procter & Gamble and CSPI gave the FDA thousands of consumers’ reactions to olestra. These symptoms included diarrhea, fecal incontinence, or abdominal cramps following the consumption of olestra chips. Yet, Procter & Gamble denied that the causes were strictly linked to olestra. (Center for Science in the Public Interest, 2002) Procter & Gamble’s own research found a link between the short term consumption of olestra and a reduction of carotenoid levels. In two to three weeks, consumers’ who ate an ounce of olestra potato chips, over three meals, carotenoids levels reduced by 50%. Also scientists such as Dr. Walter Willet, prior chairman of Harvard’s

nutritional department, find it difficult to determine long-term effects of the additive. (Burros, 1998)

By spring 1998, Procter & Gamble's Fat Free Pringles and Frito-Lay's Wow chips fully initiated their national marketing campaign. Pringles are the only food brand that Procter & Gamble owns; therefore Procter & Gamble never expanded a snack division containing olestra. (Procter & Gamble, (n.d.) Their public relations pamphlets for Olean were suggestive of comfort, healthy and natural foods with illusive soybean farms and farmers tending crops. (Burros, 1998) Yet, by 2000, sales never achieved their goals as a result of labeling issues and over 18,000 unfavorable feedback reports. Olestra did not seem to meet its potential as the gold-non-fat oil that manufacturers thought it would be. (Center for Science in the Public Interest, 2002) The additive never left U.S. soil with olestra bans in Canada in 2000 and banned in Great Britain before 2003. The Canadians found that Procter & Gamble did not successfully provide enough data to prove the safety of olestra for consumers. (Peale, 2000) (The Center for Science in the Public Interest, 2003)

Olean products have zero calories, fats, or cholesterol so the products' claim to aid in the reduction of obesity, heart disease, and certain cancers by supporting a low calorie reduced fat food. (Procter & Gamble, 2009) Only, there are extreme side affects to this additive. Yes, it is common to see side effects with a drug or medication, but should a snack food additive have such side effects? No, consumers' should not have to worry about side effects from eating a potato chip.

PepsiCo's Frito Lay used neuromarketing to discover that shiny potato chip bags with pictures of potato chips trigger the part of the brain that feels guilt, while matte

beige potato chip bags with images of potatoes and natural ingredients do not trigger that part of the brain. After this study, Frito Lay changed all packaging to matte. (Burkitt, 2009) Now consumers are even less guilty about eating olestra enriched chips.

Marketing Olestra

On June 4, 2004, Frito Lay released a press release that stated its WOW! product line would change its name to the Frito Lay Light product line. This name switch was conveniently after the FDA removed the label restrictions on olestra snacks. With the popular dieting environment Frito Lay foresaw, a “Light” line containing olestra would better represent their lower-calories brand. The transitioned of these identical product lines underwent by placing a name change sticker on WOW! chips until the updated Light line package were released. (Procter & Gamble, 2009) Ultimately, the unintended consequence in these actions would make new consumers not connect WOW! chips to Light chips. Were Frito-Lay’s motives to make new customers unaware of the propaganda associated with the WOW! product line? With no labeling requirements, the Light brand appears to be a completely new product line.

Olestra Research

The first 23 questions of my research survey regarded consumers’ knowledge about olestra, knowledge about Frito-Lays olestra product line, and the use of social media to learn about olestra. See Appendix A. The Qualtrics Internet survey was

distributed to 100 respondents and yielded interesting results concerning Procter & Gamble's marketing of olestra.

Nearly half, 48%, of the respondents had heard of Lay's® brand Wow chips while the other half of respondents did not even know this product line existed. Twenty-seven percent of the respondents often buy Lay's® brand or Ruffles brand Light chips, while 60% responded that they do not buy the Light chips. Having "light" on the label could imply healthier thinking to consumers. Fifty-four percent of consumers believe brands that have "light" on the label are healthier for them.

In terms of product line, 56% of respondents were unsure if Lay® brand Light chips were a completely new product line, while 69% were unsure if there is a difference between WOW chips and Light chips. Only 39% believed there was a difference between the identical product lines. Despite marketing efforts to inform consumers of the name change, only 15% believed that Frito Lay changed the name of the Wow chips line to the Light chips line.

Olestra underwent a lot of propaganda with consumers and nutritionists. Fifty-one percent were unsure about the propaganda associated with olestra and only 14% believed there was propaganda to begin with.

Concerning olestra, 64% of respondents were unsure what olestra was, only 19% learned about olestra through social media, and 65% never used social media to learn about olestra. Only 29% of the respondents knew that Lay's® brand Light chips contain olestra. More respondents were confused on the matter; 49% did not know that Lay's® brand Light chips contain olestra while 20% were unsure. As for olestra being a health

concern 65% did not even know the health concerns olestra contributes. Only 20% thought that olestra is a major health concern, while 57% are confused on the matter.

In summary, nearly 30% surveyed buy Lays or Ruffle Light chips and nearly 55% surveyed believe brands with “light” on the label are healthier for them. Therefore, many consumers could buy these chips thinking they are healthier than olestra free chips. Also, Frito Lay’s marketing effort to inform customers of the name change failed since only 15% believe that the name was changed leaving the product line the same. With all the efforts against olestra, only 20% surveyed thought it is a major health concern.

Chapter IV

Failures and Successes in Health Food Marketing

Part of the investigations in creating a strategic marketing plan is to research what has been both beneficial and detrimental to a company's success. Therefore, in health food marketing, researching both successes and failures is vital in understanding and learning what works for a health food brand. Below, I spotlight NAKEDpizza, a functional food pizza place, which initially experienced failures but overcame challenges to become a growing and successful brand.

NAKEDpizza Failure

Marketing a successful health food is a taunting task. In 2006, Jeff Leach and Randy Crochet partnered together to make the healthiest form of pizza. It took them two and a half years and \$750,000 of research to carry NAKEDpizza to their success today. But before the company saw success, they experienced some failures. Neither of the two had a marketing degree, mindset, or experience in the restaurant business. This all led to difficulties marketing their brand. Crochet, a real estate developer and mortgage broker and Leach, an archeologist who became more interested in biology and food after his young daughter's illness with diabetes, entered the market blind. (Walker, 18)

As for the formation of NAKEDpizza, the two co-owners hired biologists and food technologists to construct the healthiest and best tasting pizza. The pizza consists of all natural ingredients. There are no additive, preservatives, or colorants in their sugar-free, butter-free dough, low-fat skim mozzarella, or tomato sauces. Also, added in the

pizza crust are more than 10 multi-grains, probiotics, and prebiotics. The end result of the pizza is more protein, less fat and calories, and finally and most importantly better taste. Probiotics give us good bacteria and flora in our bodies for good health, while prebiotics are hidden fibers that increase our immunity by balancing healthy probiotics. (NAKEDpizza, 2010) Only, this was all a mouthful for consumers to comprehend when just wanting pizza.

Their initial problem was that they marketed the pizza too healthfully and, that their product package contained a preachy brand image. The first name of the company-brand was “The World’s Healthiest Pizza,” which resulted in customer’s skepticism of the product. The World’s Healthiest Pizza name caused social stress and anxiety amongst initial consumers. Opening in the “Fat City” of New Orleans, where fried food is a staple food, the consumer market felt uneasy with pizza being extremely healthy. (Walker, 18) Also, many consumers’ initial reaction to food is how it tastes. In this example consumers were reluctant to think that the healthiest pizza was the most enjoyable pizza.

Through personal correspondence with NAKEDpizza, Robbie Vitrano, brand manager, explained the failures they experienced before changing the name along with the initial consumer reactions. He explained that “the major problem was the visceral negative reaction to a ‘healthy sounding’ pizza intensified by the peachier, medicinal name.” The initial name limited their audience to just a healthy sector. Also, the former name “really wasn’t marketed as much as it was placed into the marketplace and, in the absence of any real marketing, people were left to their assumptions. Preconceptions and expectations about pizza are very strong - it has a sweeping cultural history and presence,

not the least of which is the acceptable taste of cheap, filling delivery pizza (e.g. Domino's, Papa John's and Pizza Hut).”

Vitrano mentioned another setback the brand experienced, resulting in the loss of a couple hundred thousand dollars. Primarily, NAKEDpizza experimented with a full service and sit down restaurant. After realizing a full service restaurant was not the direction they wanted to take, NAKEDpizza decided to stick to pick up and delivery.

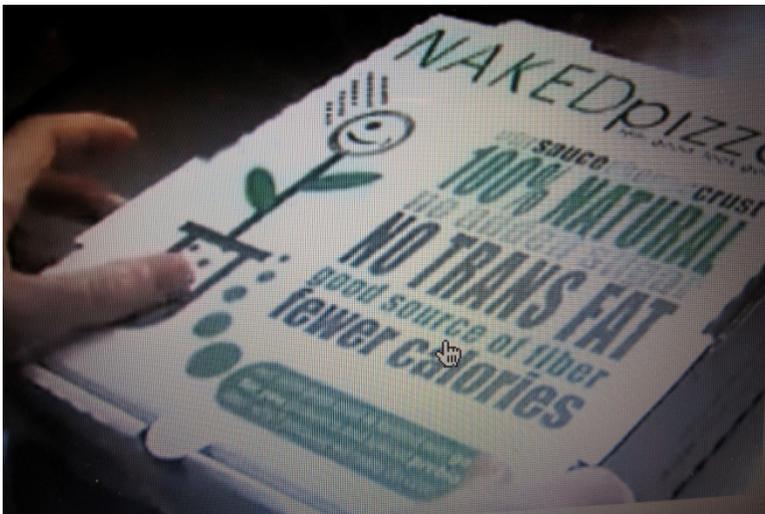
Along with the name change, NAKEDpizza changed the look of their pizza box. Their first box colorfully detailed the digestive tract cleaning functions of its macrobiotic ingredients. This way of promoting their brand would have been successful for the health-conscious-Whole-Foods-consumers but was not for the average American pizza consumer. By focusing too much on the health conscious target market, NAKEDpizza could not steal business from competitors like Pizza Hut, or Domino's. (Christian, 2009) Vitrano responded in email that the box was preachy because, “it included different takes on things like farm subsidies as well as fiber and elimination.”

Health food retailers, manufactures or marketers need to be aware of whom to market to and how to reach target consumers. NAKEDpizza transformed a commonly un-healthy product into a functional food product. This gives them multiple areas of the market to penetrate. What they needed at this point was customer acceptance, and their former promotions of direct mail, door hangers and box toppers were not giving them the recognition they wanted. NAKEDpizza has a social mission, but consumers did not want to be lectured on while enjoying their slice of pizza.

NAKEDpizza Successes

In order to succeed it is important to be able to adapt and react to challenges. The World's Healthiest Pizza was lucky to have Robbie Vitrano spark interest in their company. Vitrano, founder and leader of Trumpet, a New Orleans branding agency, helped The World's Healthiest Pizza into success today. Although it is not always necessary to have a brand marketer consult on a business plan, it is often helpful to have expertise bold insight. Vitrano helped The World's Healthiest Pizza market their brand as just "NAKEDpizza." This brand name was more appetizing to doubtful consumers. NAKEDpizza did not preach the pleasure-meal, pizza, as an extremely healthy product, but rather the best tasting additive-free, healthy alternative. (Walker, 18)

Figure 4-1: NAKEDpizza Box Snapshot (The Idea Village, 2009)



Making the brand appealing to consumers is not the end of the line for marketing a brand. Vitrano also recommended the use of social media in NAKEDpizza's marketing plan. This allows conversation about the product and the ability for consumers to seek as much information as they could possibly desire. If the consumer desires no additional

nutritional information, then NAKEDpizza can ethically know they are serving the public with great tasting healthy pizza. (Walker, 18) This allowed them to hold onto their social mission and change their pizza packaging. Figure 4-1 shows a current box that does not include a preachy image. The information that they used to place on the box could now be placed on the web.

An early investor, tech billionaire and owner of the Dallas Mavericks, Mark Cuban, recommended for Leach to establish a Twitter account and as of March 2009, NAKEDpizza has been compliant. This Twitter account facilitates a healthy eating community, saves on marketing cost, and drives up sales. Ultimately, NAKEDpizza's Twitter's return of investment (ROI) has been greater than other forms media marketing. Twitter has become such important force for NAKEDpizza. The company has forsaken a personal number business billboard for a Twitter site billboard. They even added a NAKEDpizza Twitter kiosk in their store to sign up for a Twitter account. NAKEDpizza does not believe in Twitter on blind faith; they have conducted numerous productivity tests. On April 23, 2009, NAKEDpizza tracked an "exclusive-to-Twitter promotion that ranked in 15% of that day's sales, with 90% being new customers. While on May 29, 2009, NAKEDpizza had callers identify if they were "calling from Twitter" which resulted in 68.6% of the total dollar sales for the day. (Walker, 2009 –2010)

Getting a good ROI is essential for the success of a business. Before Twitter, NAKEDpizza faced this marketing challenge. Historically pizza industries heavily used newsletters and direct mail as their primary source of their integrated marketing mix. This type of newsletter costs between \$2,000 – \$3,000 for small databases, and like direct mail, includes no feedback from consumers. (Chesto, 2010)

The healthy pizza place is looking to expand to the franchise level, and with the recent financial backing of the Kraft Group, owners of the New England Patriots, they can improve the way in which our fast food nation eats. Since Feb 21, 2010, NAKEDpizza has signed franchise agreements for stores in Kentucky, Florida, New York, Colorado, and Boston. Vitrano estimates that with Kraft's help, NAKEDpizza will have 20–40 NAKEDpizzas opened by the end of 2010 and 150 franchises by the end of 2011. If not for Facebook and Twitter's case study on NAKEDpizza, the Kraft Group would have never discovered NAKEDpizza, and their ability to grow could have been stunted. (Chesto, 2010) The key to their success is having a sustainable competitive advantage.

As of March 2010, NAKEDpizza's has a Facebook with 1,280 fans, a Twitter with 7,802 followers and 4,398 tweets, and a health food blog Livnaked.com. (NAKED Pizza Facebook, 2010) (Naked Pizza Twitter, 2010) Being connected to these types of networks is important since there are more than 300,000 businesses on Facebook, 300 million active Facebook users, 100 million YouTube viewers, 14 million Twitter users, 346 million blog readers, and 184 million bloggers. (Web Success Team, 2010)

Implications to my Research

With the promising growth of health food trends and awareness, NAKEDpizza's strategy should be a lesson for future and current brands. Their use of social media to promote their brand and health issues led me to research social media in regards to health food marketing.

Chapter V

Research: Social Media and Health Food Marketing

Introduction

With no concrete basis in research of health food marketing and social media, I distributed a survey to gain insight on today's consumer market. I focused on a company that has a strong social media presence, Whole Foods Market (WFM), and a general survey about eating, buying and social media habits. This study investigated the correlation between social media marketing, healthy buying behavior, and consumer trends.

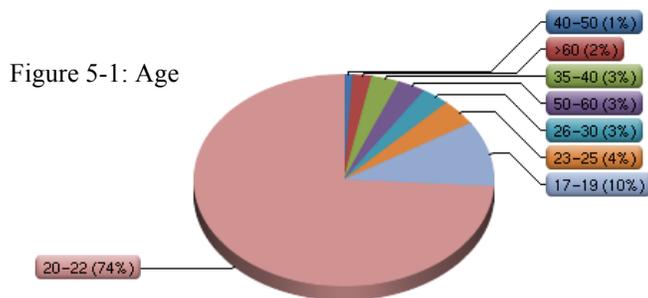
Hypothesis 1: there will be a positive association between the extent consumers like social media marketing to buy healthier foods found on social media sites. These results assume using nutritional values to make better purchasing decisions translates into buying healthier products. Hypothesis 2: there will also be a positive significant correlation between valuing eating healthy foods and buying products learned about through social media. Hypothesis 3: the last correlation will show positive significant results between the amount of time spent looking through social media sites and buying products learned about through social media.

Method

Design and Participants

The study was conducted using a correlation design since no variables could be manipulated. For participants, I distributed 100 on-line surveys using Qualtrics Online

Survey Software. The data was analyzed through the SPSS software. The participants' ages ranged from 17–60+. This study did not require age restriction to allow a wide set of responses, since health food marketing and social media is a concern for all ages. However the majority, 79%, of participants were currently students. Therefore, I collected a convenient sample, not completely representative of the population, but mostly representative of college students. Participants included 41 Males and 56 Females, with 84% between the ages of 17–22 and 16% between the ages of 23–60+. See Figure 5-1 below.



Measures

For the direct purpose of my hypotheses I focused on section 4 and 5, the latter part of my survey. For hypothesis 1, I needed to compare two separate correlations. The first correlation's predictor variable, likeliness to use nutritional information to help make better purchases, was measured on a 7-point likert scale ranging from very unlikely to very likely. The outcome variable, likeliness to buy products found on social media, was measured on the same 7-point likert scale. The second correlation's predictor variable, extent participants like social media, was measured on a 10-point scale ranging from really dislike to really like. The outcome variable, likeliness to buy products found on

social media, was measured on the same 7-point likert scale mentioned on the previous page. If both correlations are statistically significant there will be a positive association between the extent consumers like social media marketing to buy healthier foods found on social media sites. For hypothesis 2: the predictor variable was likeliness to buy products found on social media. The outcome variable, likeliness to value eating healthy foods, was also measured on the 7-point likert scale. While for hypothesis 3: the predictor variable was likeliness to buy products found on social media websites. The outcome variable, the amount of time spent looking through social media sites, was measured by 7 categorical options ranging from less than one hour a week to more than I can count (over 10 hours).

The entire Qualtrics survey consisted of six sections. The sections were broken up into separate consequential webpage's of the survey. Section 1 and 2, used in chapter 3, asked questions pertaining to Frito-Lay's olestra enriched product lines using a 5-point likert scale (1-Strongly Disagree – 5-Strongly Agree). Section 3 used a 5-point likert scale pertaining to questions about consumers shopping behavior and responses of Whole Foods Market (WFM) social media efforts. This section also asked participants to rank what they would most like to hear about on social media sites for health food. Section 4 asked general questions about consumer's eating, buying and social media habits on a 7-point likert scale (1-Very Unlikely – 7 Very Likely). In addition, participants were given a list from microblogging (Twitter) to newspapers and asked to check off what they believed was social media marketing. Section 5 includes questions pertaining to how many social media sites food company-brands should be connected to, the social media sites most trusted, amount of time spent through social media, and on a scale of 1-10 how

much participants like social media marketing for food. While section 6, the final section, solicits demographic information from respondents. See Appendix A for full survey.

Procedures

This survey was distributed via online website link. A Facebook event was sent out via Facebook to ensure respondents were involved in some sort of social media. The participants clicked on the Qualtrics link and were forwarded to the survey website. There I explained the premise of conducting marketing research for my senior thesis. I also clarified that the survey should only take approximately 10–15 minutes to complete and all the information collected would solely be used for research purposes. After this, I thanked participants for their time and responses.

Results

To assess the relationship between the hypotheses, I conducted linear regressions in SPSS. For the first correlation for hypothesis 1, the variable “likeliness of buying products that you learned about through social media” had a significant effect on “likeliness to use nutritional information to help make better purchases,” $\beta = 0.288$, $p < 0.05$. For the second correlation of hypothesis 1, the variable “On a scale of 1–10, how much do you like social media marketing for food (1 being really dislike 10 being really like)” had a significant effect on “likeliness of buying products that you learned about through social media,” $\beta = 0.31$, $p < 0.05$. However the next two hypotheses yielded insignificant results. For hypothesis 2, the variable “valuing eating healthy

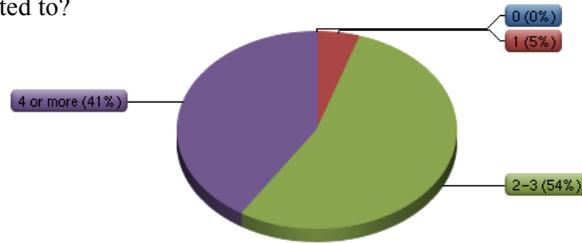
foods” did not have a significant effect on “buying products learned about through social media”, $\beta = 0.125, p > 0.05$. The Hypothesis 3: The last correlation showed insignificant results for “how much time spent looking through social media sites” on “buying products learned about through social media,” $\beta = 0.114, p > 0.05$. See Appendix B for linear regression tables.

I used simple regressions to analyze my data. Had I added some covariates, for example gender, I might have achieved statistical significance for the hypothesis two and three.

Discussion

The results of this study help both health food manufacturers and marketers market a brand and/or product. The degree in which respondents like social media marketing significantly is associated with consumers social media health food buying behavior. Meaning, marketers need to increase the degree consumer’s like social media marketing for food to increase finding products on social media sites, which increases sales. Future studies could focus on how to make consumers like social media marketing more for health food marketing. Even though not all participants loved social media marketing for food, the majority of respondents believed that food company-brands should be connected to more than 1 social media site. Fifty-four percent thought that 2–3 sites were sufficient, 41% thought 4 or more would be better, while only 5% thought 1 site was sufficient. See Figure 5-2 on the following page.

Figure 5-2: In today's competitive marketing environment, how many social media sites should a food company-brand be connected to?



Consumer trends in health food social media can be seen by exploring the data in section 3, covering consumers shopping behavior and response to WFM's social media efforts. Forty-two percent believe being informed about the WFM's store departments through social media would be helpful to their shopping behavior. Forty-seven percent believe hearing about WFM community outreach through social media would make them want to shop there more. Fifty-four percent would look to WFM's social media for coupons or in-store specials. Forty-six percent think having a strong social media presence makes WFM more credible as a Company-Brand, while 34% are unsure of the matter and 20% do not agree. Thirty percent would look to WFM's social media sites for different product updates. Twenty-nine percent feel that being connected to WFM through various forms of social media makes them feel more connected and loyal to the company-brand. Thirty-Nine percent think it would be important for WFM to respond to their feedback on their social media site.

Yet with insignificant results, there were various limitations to this study. The insignificant results could be due to the fact that consumers may value eating healthy foods, but might not increase buying products they learned about through social media. If I had changed the variable to buy healthy foods, the correlation may have been

positive. Also, the time spent looking through social media sites may not have just been for health food marketing. I should have specified the social media topic, health food, to find significant results. Unfortunately, the insignificant results were due to ambiguous variables. Future studies could produce statistically significant results by redefining these variables.

Another limitation to the study was that the age distribution did not represent the general population. Yet, with social media growing in younger generations, a younger focus gives insight on future consumers and marketers. Surprisingly, many respondents were confused on what social media marketing was. With social media marketing rising in all industries, respondents should not think that newspapers and magazines are forms of social media marketing.

Although this study did not yield all significant results, social media marketing is still an important route for companies and brands. The significant correlation between the extent of liking social media marketing and food buying behavior and consumer trends, show that social media is an important part of the marketing mix. Social media marketing leads as an innovative, cheap way to promote a brand.

Chapter VI

Ethical and Strategic Health Food Marketing Plan

From the last five chapters and comprehension of marketing, I have compiled a ten-step ethical and strategic health food marketing plan for manufacturers, brands and marketers. My marketing plan will not work for marketing all types of products or brands. The purpose of this ten-step process is to make sure that the food product or brand being marketed is ethical in practice. By following this plan, more healthy foods will enter the market, giving consumers more healthy alternatives. Given the plans ethical steps, this strategy caters more to healthier products, which do not contain unethically harmful ingredients or processes. For example, olestra product lines or HFCS products would fail step 2 of the strategy.

Ten-Step Plan

Step 1: Target Consumers Needs Creatively

Understanding, catering to, and influencing target consumer behavior strengthens a product or brand. It is important to focus efforts on the target consumer to ensure the message is being understood and heard by those most likely to buy the product. In regards to Maslow's Hierarchy of needs, the target consumer's psychological need of hunger needs to change into a self-esteem need for health. (Belch & Belch, 2008). This will allow customers to feel a personal connection to how the product can benefit them, resulting in better feelings about themselves.

Step 2: Ethically Map out Product

Use Andreasen's (2001) figure 3-1, an ethical framework for the practice of social marketing, to map out food products or brands. First look into the *Actor*, *Motive* and *Offering*. The *Actor* is the organization or owner that has motives to market a certain food product. The *Motive* is the self-interest and goals of the *Actor*. An example of a motive is that a company wants to increase sales by appearing healthier. The *Offering* is the product that needs to be subject to ethical scrutiny. (Andreasen, 2001) In regards to health concerns, looking at the entire picture ethically is important for edible products.

These three steps lead to the *Act*, which is how a brand is marketed and advertised. It is important to ask if the product is truthful and accurate. Truthfulness is defined as no information is withheld about the risks of the product. Accuracy is defined as the products that do what the actor says it will do. This is important when marketing functional foods, since there are no functional food regulations for labeling. The *Context* must also be considered for the *Act*. The *Context* is important when deciding the choice of media or the timing an *Actor* markets. (Andreasen, 2001) For food this could be marketing all sugar products during Saturday morning cartoons.

The *Act* then affects an intended *Audience* and *Unintended Audience*. For the intended *Audience* marketers must consider if consumers comprehend and accept the product. For example, do Frito-Lays Light chips consumers understand what olestra can do to their gastrointestinal system and are they ok with the consequences? This *Audience* has *Intended Consequences* and *Unintended Consequences*. The *Intended Consequences* are the key benefits, relative benefits and harm that can result from the *Act*. The *Unintended Consequences* are benefits and harms are initially overlooked. While

reaching *Unintended Audience* is in fact unintentional, these audiences may react differently than the intended *Audience* due to lack of certain knowledge or other factors. These *Unintended Audiences* have an *Unintended Consequence*, which can lead to unintentional unethical practices. (Andreasen, 2001)

After mapping out your brand or product, the most crucial question must be asked and analyzed: what is unethical about this plan? This will allow marketers and manufacturers to think beyond this ethical framework.

Step 3: Consider Six Uncontrollable Environmental Factors

Penn State Marketing professor, Fred Hurvitz, teaches the uncontrollable environmental factors for retail markets. These factors include customers, economy, government, technology, weather and competition.

1. **Customer:** The customer can always change; therefore we need to establish the ability and willingness of a customer to spend money on the healthier food. Another uncontrollable factor in terms of customers is changes in tastes and preferences. As a marketer, it is important to work with current trends in order to market effectively. A customer must find the product relevant and be satisfied in order to be loyal in the future.

2. **Economy:** Even the economy affects the food market. During a recession, using a reservation price to satisfy consumers must match up with the company's objectives.

3. **Government:** The government's, federal, state, and local involvement of food varies on levels from labeling laws, Sherman antitrust laws, to subsidy programs. This must be taken into consideration for packaging and pricing decisions.

4. **Technology:** Technology progresses every day, right now social media marketing is a huge category that businesses are utilizing. However, being ahead of the game is essential; therefore more innovative brands and products must consider what will be the next technological trend.

5. **Weather:** Weather can affect the types of produce and products available due to farming practices or logistics. In different location, weather determines what consumers want and where consumers go to buy and eat foods.

5. **Competition:** Knowing your competition and figuring out how to be more successful than that competition is also uncontrollable. A brands victory is only as successful as their competitions allow it to be. Therefore understanding your competition is key to beating your competition.

Step 4: If Needed - Adjust Consumer's Misconceptions about Product

Consumers often have a bad-taste preconception of healthier products. Masking certain ingredients, or making these ingredients more appetizing to consumers through satisfaction or value of eating the products, helps consumers become more comfortable with the taste. Therefore consumers are more likely to accept the product. (Wansink, 2007)

Step 5: Provide Promotions in a Catchy / Un-preachy Manner

From NAKEDpizza, we learn that consumers do not want to eat words. A catchy brand name is important for recognition and acceptance from consumers. There are a

number of different ways to promote a product or brand. Some methods include: demos at supermarkets, reward programs, markdowns, and social media.

Step 6: Establish a Strong Social Media Marketing Presence

Again, more than 300,000 businesses are on Facebook. There are 300 million active Facebook users, 100 million YouTube viewers, 14 million Twitter users, 346 million blog readers, and 184 million bloggers. (Web Success Team, 2010) Social media interactively links information about the nutritional value, sales incentives, recipes, product updates and new products, community outreach, information about the company, where you can buy the product, environmental effects and brand personality directly to consumers. According to my survey, in today's competitive marketing environment 55% believe that a food companies-brand should be connected to 2–3 social media sites, 40% believe 4 or more sites, 5% believe one social media site is enough and 0% think that a food company-brand should not be connected to any sites.

Having a strong social media presence is not enough. One responsibility of social media marketing is to continuously update all social media sites the brand belongs to. There is a positive correlation between using nutritional information to make better purchases and buying products learned through social media. There is also a positive correlation between buying products learned about through social media and the extent to which consumers like social media marketing. Therefore, marketers must figure out ways to increase the degree consumers' like social media marketing for food in order to increase consumers buying behavior, which in turn will increase sales.

Step 7: Listen and React to Consumers Feedback

Listening to consumer's feedback is one thing, but it is more important to react to their opinions. Through social media, this can be done through commenting on a tweet, or responding to a wall or blog post. According to my survey, 39% of consumers care if a company does not respond to their feedback on a social media site. In conclusion, companies never know what will discourage a customer from boycotting a brand. Therefore, better safe and react to consumers' feedback than sorry and ignore consumers.

Step 8: Brand Image corresponds with Brand Actions

These two concepts need to be synonymous in nature. Brand actions come from the company, whether it is brand identity or social mission. These actions should then translate into the brand image perceived by consumers. Having the two interchangeable creates a strong and sustainable product that consumers understand and want.

Step 9: Increase Community Outreach

Marketing an ethically conscious product or brand usually coincides with helping out the community. Publicize and increase product's community outreach, so that the community appreciates the actions. However, be as altruistic as possible. The purpose of community outreach is to help out the community, not just your reputation. When a community sees that a company or brand is on their side. they will in turn be more loyal to that brand.

Step 10: Consistently Evaluate the Strategy

The last and final step assesses how strategic your strategy is. Looking into ROI, sales data, or community feedback can accomplish this. It is essential to periodically evaluate a strategy to help determine if that strategy needs to be altered to improve the company, product or brand.

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Appendix A: Qualtrics Survey

As a Penn State University senior, I am conducting marketing research for my senior thesis. Thank you so much for taking the first step in participating in this study.

This survey should only take approximately 10-15 minutes to complete. All the information collected in this study will solely be used for research purposes. Thank you for your time and responses!

SECTION 1

Q1 Answer the following using the scale below:

If you feel the question should be answered with a yes or no response, then use: Disagree for No and Agree for Yes

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I have heard of the LAY'S® Brand Wow Chips					
2. I often buy either LAY'S® or Ruffles® Brand Light Potato Chips					
3. Brands that have "Light" on the label are healthier for me					
4. LAY'S® Brand Light Chips is a completely new product line					
5. There is no difference between the LAY'S® Brand Wow Chips and LAY'S® Brand Light Chips					
6. I know that LAY'S® or Ruffles® Brand Light Potato Chips contain olestra					
7. I do not know the additive ingredients in LAY'S® Brand Wow Chips					
8. I know that LAY'S® Brand Wow Chips Contained olestra					
9. I think there is a difference between the LAY'S® Brand Wow Chips and LAY'S® Brand Light Chips					
10. I have never heard of LAY'S® Brand Wow Chips					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. I do not buy LAY'S® Brand Light or Ruffles® Brand Light Potato Chips					
12. I think that Proctor and Gamble changed the name of LAY'S® Brand Wow Chip to an LAY'S® Brand Light Chips					
13. I do not think Light chips are healthier than regular chips					
14. I do not know that LAY'S® or Ruffles® Brand Light Potato Chips contain olestra					

SECTION 2

Q2 Answer the following using the scale below:

If you feel the question could be answered with a yes or no, then use:

**Disagree for No
and Agree for Yes**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15. I am not sure what olestra is					
16. I learned about olestra from social media					
17. I know the health concerns due to olestra					
18. I have never used social media to learn about olestra					
19. I do not know the health concerns due to olestra					
20. I do not think olestra is a major health concern					
21. There is no propaganda concerning olestra, It is just like any other ingredient in certain LAY'S® Brand Chips					
22. I think there was propaganda concerning olestra in LAY'S® Brand Wow Chips					
23. I think olestra is a major health concern					

SECTION 3

Q3 Answer the following questions about Whole Foods Market using the scale below:

If you feel the question could be answered with a yes or no response, then use:

**Disagree for No
and Agree for Yes**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I shop at Whole Foods Market (WFM) because they carry healthier more organic products					
2. I am not sure what social media marketing sites WFM uses					
3. Knowing WFM has a strong social media presence makes me feel more inclined to shop there					
4. I would not look at WFM social media for any sales incentives					
5. Being informed about the WFM's store departments through social media would be helpful to my shopping behavior					
6. I enjoy the WFM website					
7. Hearing about WFM community outreach through social media would make me want to shop there more					
8. I rarely shop to Whole Foods market					
9. I would look to WFM's social media for coupons or in-store specials					
10. Having a strong social media presence makes WFM more credible as a Company-Brand					
11. I would not care if WFM responded to my feedback on their social media site					
12. I would not look to WFM's social media site for product updates					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. I have visited WFM's Twitter, Facebook, Blog, or Flickr					
14. My loyalty and connection to WFM would not be connected to using WFM's various forms of social media					
15. WFM's social media store departments updates would not effect to my shopping behavior					
16. I would look to WFM's social media sites for different product updates					
17. Being connected to WFM through various forms of social media makes me feel more connected and loyal to the Company-Brand					
18. Knowing WFM has a strong social media presence does not affect my shopping behavior					
19. I rarely visited WFM's website					

20. Hearing about WFM community outreach through social media does not affect my shopping behavior						
21. It would be important for WFM to respond to my feedback on their social media site						
22. WFM's credibility would be the same even if they did not have a strong social media strategy						

Q4 Rank what you would most like to hear about on a social media site for healthy foods (Drag each category to move up or down)

- 1 ___ Nutritional Values
- 2 ___ Community Outreach
- 3 ___ Recipes
- 4 ___ Product updates / New products
- 5 ___ Sales incentives (Coupons, Promotions)
- 6 ___ Information about the Company
- 7 ___ Where you can buy the product
- 8 ___ Other:

SECTION 4

**Q5 Answer the following using the 7 point Likert scale below:
How likely are you to . . .**

	Very Unlikely	Unlikely	Somewhat Unlikely	Neutral	Somewhat Likely	Likely	Very Likely
1. Eat foods that are bad for you							
2. Buy foods based on nutritional value							
3. Ignore peoples blogs about food							
4. Believe what you read through social media							
5. Find yourself flustered with the Internet							
6. Find yourself skeptical about information in social media							
7. Look for a brand you like on a social media site							
8. Look for health food advice through social media							
9. Learn more about what you should and should not eat through social media							
10. Buy products that you learned about through social media							
11. Read people blogs about food							
12. Use nutritional information to help make better purchases							
	Very Unlikely	Unlikely	Somewhat Unlikely	Neutral	Somewhat Likely	Likely	Very Likely
13. Prefer to hear an experts opinion about healthy food							
14. Buy foods that taste good							
15. Value eating healthy foods							
16. Buy food regardless to how much nutritional information I have							
17. Not look up information about food through social media							
18. Understand what I should and should not eat							
19. Try and eat healthier foods							
20. Not be concerned about your diet							
21. Value a company-brand that uses social media							
22. Not care about how much social media a brand uses							

Q6 Social media marketing is (Check all that apply)

<input type="checkbox"/>	Microblogging (Twitter)	<input type="checkbox"/>	Wikis	<input type="checkbox"/>	Newspapers	<input type="checkbox"/>	Social Bookmarking
<input type="checkbox"/>	On-line Communities	<input type="checkbox"/>	On-line Reviews	<input type="checkbox"/>	Business Reviews	<input type="checkbox"/>	Discussion Forums
<input type="checkbox"/>	Social Networking (Facebook)	<input type="checkbox"/>	Magazines	<input type="checkbox"/>	Word of Mouth	<input type="checkbox"/>	In store promotions
<input type="checkbox"/>	Video Sharing (Youtube)	<input type="checkbox"/>	Product Reviews / Ratings	<input type="checkbox"/>	Google	<input type="checkbox"/>	Company Websites
<input type="checkbox"/>	Blogs	<input type="checkbox"/>	Status Updates	<input type="checkbox"/>	Linkedin	<input type="checkbox"/>	Other:

SECTION 5

Q7 In today's competitive marketing environment, how many social media sites should a food company-brand be connected to?

0 1 2-3 4 or more

Q8 Rank the social media site you trust the most (Drag each category to move up or down)

- 1 Facebook
- 2 Twitter
- 3 Youtube
- 4 Flickr
- 5 Digg
- 6 Mybloglog
- 7 Myspace
- 8 Linkedin

Q9 How much time do you spend looking through social media sites?

<input type="checkbox"/>	Less than 1 hour a week	<input type="checkbox"/>	7-8 hours a week
<input type="checkbox"/>	1-2 hour a week	<input type="checkbox"/>	9-10 hours a week
<input type="checkbox"/>	3-4 hours a week	<input type="checkbox"/>	More than I can count
<input type="checkbox"/>	5-6 hours a week	<input type="checkbox"/>	Other:

Q10 On a scale of 1-10, how much do you like social media marketing for food

**1 being really dislike
10 being really like**

<input type="checkbox"/>										
1	2	3	4	5	6	7	8	9	10	

SECTION 6

Q11 Gender

Male	Female

Q12 Age

	< 17		23-25		40-50
	17-19		26-30		50-60
	20-22		35-40		>60

Q13 What is the highest level of education you have completed or are in the process of completing?

	Less than High School		2-year College Degree		Doctoral Degree
	High School / GED		4-year College Degree		Professional Degree (JD, MD)
	Some College		Master's Degree		

Q14 In which industry are you employed? (Occupation) - Scroll down

- | | |
|--|--|
| Student | Real Estate |
| Business and Financial Operations Occupations | Computer and Mathematical Occupations |
| Architecture and Engineering Occupations | Life, Physical, and Social Science Occupations |
| Community and Social Service Occupations | Legal Occupations |
| Personal Care and Service Occupations | Protective Service Occupations |
| Education, Training, and Library Occupations | Arts, Design, Entertainment, Sports, and Media Health-care |
| Practitioners and Technical Occupation | Health-care Support Occupations |
| Live at Home Mother or Father | Unemployed |
| Sales and Related Occupations | Transportation & Warehousing Occupation |
| Office and Administrative Support Occupations | Construction and Extraction Occupations |
| Retail Trade Wholesale Trade | Installation, Maintenance, and Repair Occupations |
| Advertising, Marketing, Promotions, Public Relations, and Sales Managers | |
| Food Preparation and Serving Related Building and Grounds Cleaning and Maintenance Occupations | |
| Other | |

**Q15 For college students (past or present): What is/was your major be considered
OR
For college teachers: In what field do you teach**

	Agricultural Science		Education		Liberal Arts
	Arts & Architecture		Engineering		Science
	Communications		Health & Human Development		Business
	Earth & Mineral Sciences		Information Science & Technology		Other

Q16 Race/Ethnicity you identify with:

	White/Caucasian		Asian		Pacific Islander
	African American		Native American		Other
	Hispanic				

Appendix B: Linear Regression Correlations

Linear Regression: Hypothesis 1

A. Regression Q5-12 on Q5-10

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	HL_Buy products that you learned about through social media ^a		Enter

a. All requested variables entered.

b. Dependent Variable: HL_ Use nutritional information to help make better purchases

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.073	1.377

a. Predictors: (Constant), HL_Buy products that you learned about through social media

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.215	.434		9.704	.000
HL_Buy products that you learned about through social media	.277	.093	.288	2.974	.004

a. Dependent Variable: HL_ Use nutritional information to help make better purchases

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.774	1	16.774	8.844	.004 ^a
	Residual	185.866	98	1.897		
	Total	202.640	99			

a. Predictors: (Constant), HL_Buy products that you learned about through social media

b. Dependent Variable: HL_ Use nutritional information to help make better purchases

B. Regression Q5-10 on Q10

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	On a scale of 1-10, how much do you like social media marketing for food 1 being really dislike 10 b... ^a		Enter

a. All requested variables entered.

b. Dependent Variable: How Likely (HL)_Buy products that you learned about through social media

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.310 ^a	.096	.087	1.419

a. Predictors: (Constant), On a scale of 1-10, how much do you like social media marketing for food 1 being really dislike 10 being really like

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.937	1	20.937	10.393	.002 ^a
	Residual	197.423	98	2.015		
	Total	218.360	99			

a. Predictors: (Constant), On a scale of 1-10, how much do you like social media marketing for food 1 being r

b. Dependent Variable: HL_Buy products that you learned about through social media

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.991	.465		6.425	.000
	On a scale of 1-10, how much do you like social media marketing for food 1 being really dislike 10 b...	.235	.073	.310	3.224	.002

a. Dependent Variable: HL_Buy products that you learned about through social media

Correlations

		HL_Buy products that you learned about through social media	On a scale of 1-10, how much do you like social media marketing for food 1 being really dislike 10 b...
HL_Buy products that you learned about through social media	Pearson Correlation	1	.310**
	Sig. (2-tailed)		.002
	N	100	100
On a scale of 1-10, how much do you like social media marketing for food 1 being really dislike 10 being really like	Pearson Correlation	.310**	1
	Sig. (2-tailed)	.002	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Linear Regression: Hypothesis 2

Regression Q5-15 on Q5-10

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	HL_Buy products that you learned about through social media ^a		Enter

a. All requested variables entered.

b. Dependent Variable: HL_Value eating healthy foods

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125 ^a	.016	.006	.982

a. Predictors: (Constant), HL_Buy products that you learned about through social media

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.510	1	1.510	1.567	.214 ^a
	Residual	94.450	98	.964		
	Total	95.960	99			

a. Predictors: (Constant), HL_Buy products that you learned about through social media

b. Dependent Variable: HL_Value eating healthy foods

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.652	.310		18.256	.000
	HL_Buy products that you learned about through social media	.083	.066	.125	1.252	.214

a. Dependent Variable: HL_Value eating healthy foods

Linear Regression: Hypothesis 3

Regression Q9 on Q5-10

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	HL_Buy products that you learned about through social media ^a		Enter

a. All requested variables entered.

b. Dependent Variable: How much time do you spend looking through social media sites?

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.114 ^a	.013	.003	1.806

a. Predictors: (Constant), HL_Buy products that you learned about through social media

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.216	1	4.216	1.293	.258 ^a
	Residual	319.494	98	3.260		
	Total	323.710	99			

a. Predictors: (Constant), HL_Buy products that you learned about through social media

b. Dependent Variable: How much time do you spend looking through social media sites?

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.569		6.350	.000
	HL_Buy products that you learned about through social media	.139	.122	.114	1.137	.258

a. Dependent Variable: How much time do you spend looking through social media sites?

**Schreyer Honors College
Smeal College of Business**

Academic Vita of Sara Elana Lewis

Sara Elana Lewis
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Bala Cynwyd, PA 19004
SaraElanaLewis@gmail.com

Education

THE PENNSYLVANIA STATE UNIVERSITY : University Park, Class of 2010
Schreyer Honors College, Smeal College of Business
B.S. Marketing
Minor in Psychology
Honors in Marketing

International Education

PABLO DE OLAVIDE UNIVERSITY : Seville, Spain, Spring 2009
Spanish Language, Business and Applied / Social Science Program

Thesis

Title: MARKETING HEALTH FOOD: THE STRATEGIC AND ETHICAL
MARKETING PLAN UTILIZING SOCIAL MEDIA
Thesis Supervisor: William Ross
Honors Advisor: Jennifer Chang Coupland

Work Experience

Deluxe Honeydrop Beverages – New York, NY
Marketing/ Sales Intern

- Played key leadership role in promotion / relations for six Mid-Atlantic Region Whole Foods Markets.
- Created buzz / awareness of products, improving sales on average 60%.
- Advanced field marketing skills and reported feedback to VP of Sales

Supervisor: VP of Sales – Steven Zimmerman
Summer 2009

Penn State Lion Lines – State College, PA

Tele-fundraiser

- Built relationships with alumni for fundraising efforts of Penn State Annual Giving Division
- Effectively raised funds, created partnerships and maintained records for the University

Summer 2008

Pomerantz, Perlberger and Lewis LLP – Philadelphia, PA

Internship

- Reorganized asbestos files of the law-firm to enhance research and support case work
- Inspected files: compiled medical histories of victims and bankrupt state of companies
- Improved business memo skills

Supervisor: Partner -Norman Perlberger

Summer 2006

Abercrombie Co.

Sales Associate, Brand Representative

- Provided exceptional service to customers through assistance
- Maintained image of store by sizing and organizing clothing in all department
- Supported sales goals and aided with stocking inventory and reducing shrinkage

2005-2006

Leadership Activities / Community Service Involvement

Schreyer Honors College Leadership Mentor - Academic Team : Fall 2009

- Played leadership role in support of new Schreyer Scholars decoding of the SHC orientation
- Led book discussion and facilitated alumni networking for incoming scholars
- Advanced team building, organizational and collaborative skills

Alpha Omicron Pi Sorority : 2008 - Present

- Participates in community service projects, including arthritis research
- Actively solicits for Penn State Dance MaraThon, the largest student run philanthropy, raising over \$460,000 for pediatric cancer

→VP Standards – Chapter Relations Chair –Executive Council Position :
2007 - 2008

- Headed Chapter Relations Standards Committee, holding members accountable for responsibilities
- Tracked financial obligations, probation and suspension forms of nearly 100 chapter members
- Served as a peer mentor for all members

→Canning Chair for Penn State Dance MaraThon : 2007 - 2008

- Organized fund raising weekends with Delta Sigma Phi Fraternity to aid pediatric cancer
- Led the organization to 4th place victory among all Greek pairings
- Increased previous years total by 15%, raising \$136,989.66

Awards

Deans List : Fall 2006 – Fall 2009

The International Business Honors Society : Beta Gamma Sigma : 2010

Language Proficiency

Intermediate in Spanish

Skills

PC/MAC operating systems and programs, Microsoft Office Suite,
Experienced Artwork Framing
