

From Stretched to Strengthened

Insights from the
Global Chief Marketing
Officer Study

Kraft Foods

Customer engagement delivers “slam dunk” for Oreos

more than
80%

increase in sales

Kraft Foods' Oreo cookie was first introduced in China in the 1990s. But it wasn't until the company began actively engaging with consumers that sales began to take off.

In communicating with customers, Kraft found that the original Oreo was too sweet for local palates and the package too big for small Chinese families. So in 2006, after testing 20 different prototypes, Kraft reformulated both the cookie and its packaging.

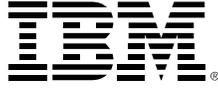
To reintroduce the Oreo, Kraft capitalized on the desire of Chinese citizens to interact with national celebrities and their affinity for digital media. The company tapped NBA basketball star Yao Ming — then China's most famous export to the United States — as a brand ambassador.

Using online gaming, the company encouraged younger consumers to “compete” with Yao Ming in Oreo “Twist, Lick and Dunk” contests. Mothers in China, the ultimate audience, were encouraged to share their “Oreo Moments” in an online diary on China's popular QZone social network.

The results of these two campaigns have been astounding. The total number of clicks on the online gaming site has topped 1.2 billion, with nearly 5 million page views and 1.5 million unique visitors. The first six months of the social media campaign on QZone saw 38 million unique visitors and more than 40 million user-generated “Oreo Moments.”

Since the inception of the first digital campaign, Kraft representatives report that sales of Oreos in China have increased by more than 80 percent and in-store sales in some regions have tripled. By listening to consumers, understanding their product wants and communicating with them through the media they prefer, Kraft has made the Oreo the best-selling cookie in China.

For more information about the IBM Global CMO Study, please visit ibm.com/cmstudy or send an email to the IBM Institute for Business Value at iibv@us.ibm.com.



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Route 100
Somers, NY 10589
U.S.A.

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