



TEAM FPST

Lay's MAX

**Minimize ambiguity, embrace individuality,
spontaneous in perpetuity**

By Team FPST

Our comprehensive strategy allows the Lay's MAX brand to establish distinctiveness and become the go-to choice



Key issue

Lack of clear differentiation between Lay's MAX and the other product lines leading to cannibalization

Question 1

How can Lay's MAX successfully foster emotional connection with Thai youths and position itself as their snack of choice?

Solution 1

Promoting the idea of choices among teens with a set of campaigns that spans across the whole acquisition funnel

Total budget spent:
19.8M/20M THB

"Tester buffet"

Enables tangible trials for indecisive consumers

"Shelf signs"

Helps consumers choose during consideration step

"Flavor race"

Retention and advocacy via consumers' favorite flavor

"Teen diversity"

Relates to target consumers through shared experiences

Solution 3

Lay's cloud kitchen will be available on food delivery platform and will be the first in-market of snack industry that provides a spontaneity shop with customizable options for snack flavors in a single purchase.

Question 2

How can we leverage the potential of limited-time flavors to drive long-term loyalty and repeat purchases among Thai youth through a new captivating "Do us a flavor" branded campaign

Solution 2

Leveraging crowd-sourcing to harness teenage bravado into engagement while maintain hype post-launch with a light-hearted competition

Total budget spent:
33.8M/35M THB

"Weird-pairings"

Pre-launch campaign to let target consumers have fun

"Do Us A Flavor"

Main launch with crowd-sourcing as key technology

"Flavor guessing"

Post-launch campaign to keep up the public interest

"Lay's Thailand gets a chance to **build anticipation, foster customer loyalty and encourage repeat purchases**"

Problem Analysis

Lay's product line analysis



What is Lay's?

Lay's is a potato chip snack brand sold worldwide while being **No. 1 highest market share for potato chip in Thailand**. Lay's has set itself apart from other brands with **limited-time flavors** and **new product lines** to keep consumers excited.



Lay's Classic

Flat sheets with various flavors, the Classic line is the most well-known, targeting **all ages and genders**.



Lay's STAX

Thicker and more uniform chips to let Lay's compete in the **canned potato chips market**.



Lay's LIGHT

Chips with 30% less sodium to better cater to the rise of **health-conscious consumers**.



Lay's MAX

Potato chips with **serrated texture and bolder flavor compared to classics**, designed to give consumers a **more intense and crunchier taste**, targeting teenagers and young adults.

“Are these differences clear enough to consumers?”

The 3 Key Characteristics

Product lines have unique differentiating value propositions. We have identified these to be Lay's Max key characteristics.



01 – Wavy shape

Lay's MAX has its own signature shape of being thick and wavy, **which would be the first thing consumers notice**.



02 – Intense taste

With large creases, Lay's MAX chips can store more flavorings, thus are more **gustatorily gratifying compared to Lay's Classics**.



03 – Crispier texture

With thicker and wavier chips, Lay's MAX is crispier than any other product lines, **a strong, feisty texture suitable for teens**.

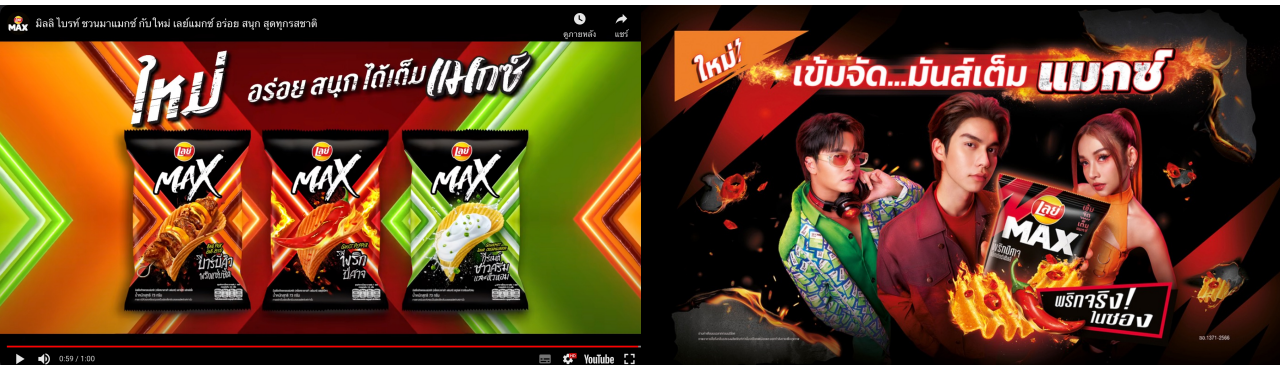
Lay's current communication message is too product-centric



Consumers cannot get any more information from ads

Lay's MAX communication message via advertisement and media usually focus on the word "MAX", "To the max" which **doesn't help consumers to understand** more about the product **on how it different from other product lines**.

Currently, as a snack brand focused on product quality, production processes, and brand, Lay's has used **product-centric marketing instead of consumer-centric** as their marketing strategies which **results in unsuccessful communications** to the consumer due to 3 major aspects:



01

Subjective wording

Lay's MAX using keywords that are mostly subjective makes it difficult for consumers to identify the product line's key value.

02

Unclear differentiation

Lay's MAX doesn't illustrate clearly what qualities differentiate itself from others apart from the wavy texture and potentially different taste

03

Focusing on awareness, not conversion

A lot of KOLs have been applied to Lay's MAX to generate awareness which is already success; however, **it still lacks conversion rate** which could be done more with KOC because people are aware of Lay's MAX name, but that doesn't mean they are aware of its characteristics.

What can consumers get from looking through Lay's MAX packaging?

Unlike Lay's LIGHT where **just only a glance, we know the value proposition** which is 30% less sodium.

Novel flavor name

Wavy chips

Marketing word e.g. "MAX", "เข้มจัด"

"Lay's MAX awareness has successfully been created from using KOLs, lots of shelf space and advertisements..."

But how could it be effective if those awareness haven't been converted to interest or purchase?"

Marketing Funnel analysis

Lay's has to reduce the entry barrier of their consumers



01



INTEREST

At the stage after consumers familiar with the name "Lay's MAX". To make them interest, it requires a clear communication that will help consumers understand the value of this product line.

How might Lay's MAX communicate their selling point clearer?

02



CONSIDERATION

At point of purchases such as shelves at convenient store, there will be various products put there and the product with clearest communication and value will have highest chance for consumers to pick it up.

How might Lay's make it easier for consumers to identify product characteristics at a glance?

03



PURCHASE

Lay's already gain the highest market share. There are a lot of Lay's products at the point of purchase, so how can Lay's make consumer try new limited-time flavors which is Lay's strong point.

How might Lay's encourage consumers to keep purchasing new-released flavors?

04



RETENTION & ADVOCACY

This process is up to the flavor of snacks whether consumers like it or not. Or else It has to be done through special marketing campaign.

How might Lay's launch marketing campaign that makes people want to buy products even they are not Lay's fans?

What to do?

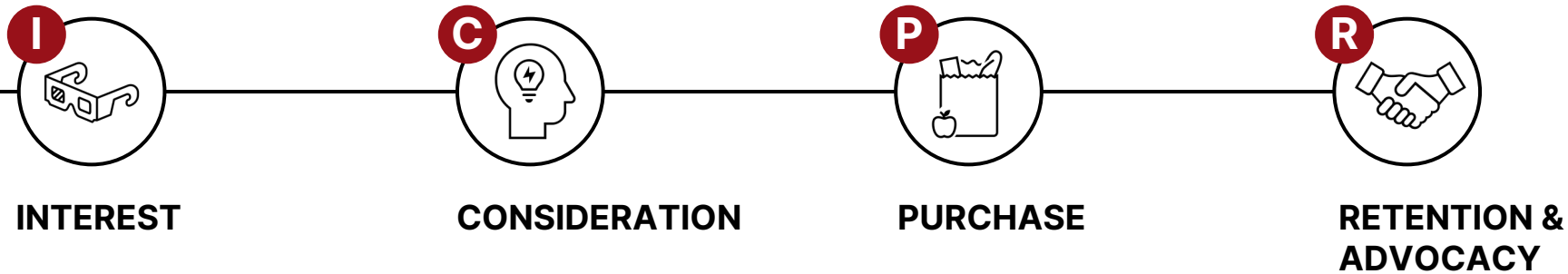
There are challenges in each step of the funnel for Lay's to improve in order to increase conversion rate, build anticipation, and encourage repeat purchases.

HMW: facilitate new consumers' decision-making process?

Through all challenges in the consumer journey, how might we reduce the entry barrier occurring from challenges in Lay's communication for those who has never tried every one of Lay's product or understand the difference between each product line?

Analyzing Lay's current marketing funnel, Lay's has push to create awareness on its name through using KOLs and advertisements. The problem that needs to be tackle is **how to maximize the conversion rate and make customers aware of the unique value preposition of Lay's MAX line**

Addressing shortcomings in the funnel with a comprehensive strategy



Comprehensive approach

Our solutions address the issues identified in the funnel, allowing for **increased conversion and differentiation among Lay's' different product lines**

These 4 solutions should work in tandem to address the communicative flaws of Lay's MAX and **imprints its key value propositions in the minds of Thai teenagers**

Solution 1A – Tester buffet

Allows customers to freely explore Lay's lineup, increasing brand exposure and customers' brand knowledge



Solution 1B – Shelf signs

Shelf signs gives Lay's product clearer distinction from both the competition and each other



Solution 1C – Flavor race

Creates further incentive for customers to purchase Lay's MAX products by creating a competition and a lucky draw



Solution 1D – Teen diversity

Communicates the difference between product lines while creating emotional connection with target audience



Seamless testing experience with Tester Buffet

Lay's tester buffet

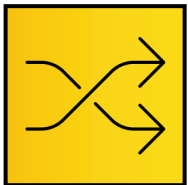
Establishing “**Tester Buffets**” at popular venues, allowing consumers to **experience different lineups and flavors offered by Lay's**. Consumers can mix and match their own bag of Lay's chips - getting a unique experience to try out as many flavors as they want.

Customer experience



Try without commitment

Eliminate the need of having to purchase an entire bag when trying a new flavor



Mix and Match experience

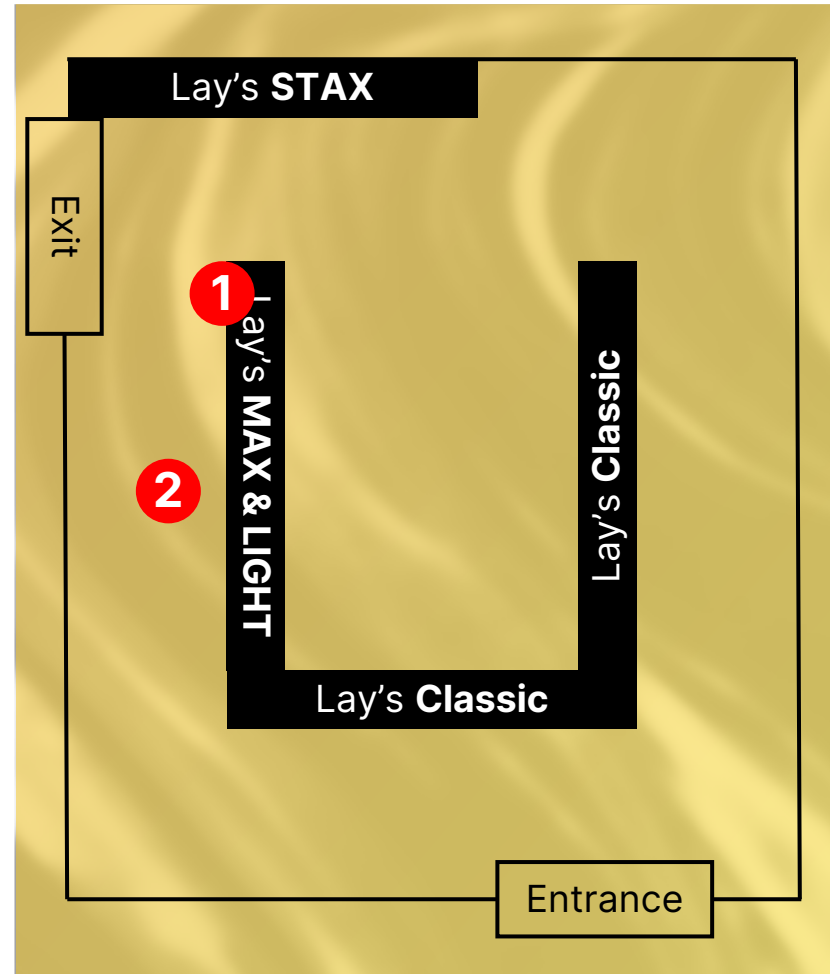
Create new flavors by mixing existing Lay's flavors together



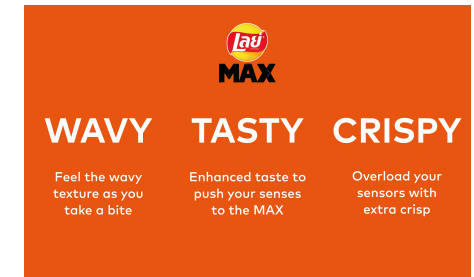
Learn the lineup

Learn about the various product lines and flavors Lay's offers

Sample layout



1 Lineup highlights



Highlight the key selling points of each lineup

2 Distinction guide

MAX vs LIGHT	
Wavy	Relax
Tasty	Healthy
Crispy	Slim

Informing the difference between product lines

Samyan Mitrtown

Located near CBD, schools, and Chulalongkorn university, Mitrtown is also the most popular locations for college students to hangout and study

Traffic: High

Persona: 16 – 28, student and employee in the area, medium-high income

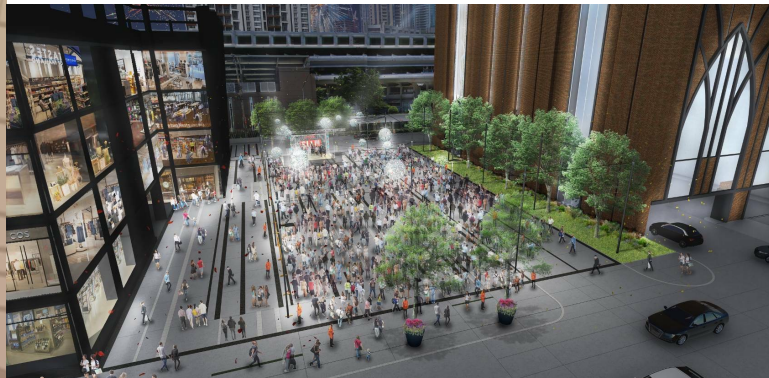


Siam scape Block I

High traffic for target demographic and other Siam customers in the area as well

Traffic: Very High

Persona: 16 – 35, diverse occupations, medium-high income



BTS Siam

Major mode of public transportation with around 401,000 passengers per day, significant visibility during rush hour. Recommend station that are near CBD or connecting stations

Traffic: Medium - High

Persona: 18 – 35, low-medium income



Reinforced presence and differentiation at point-of-sales

Shelf signs

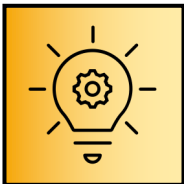
A sign placed at shelves to highlight the different product lineups Lay's offers, differentiating products from each other and from the competition

Benefits



Increased brand recognition

Lay's products are easier to spot and decide on, giving an advantage over other brands



Simplified decision making

Customers can simplify the decision making as the concepts of each lineup is communicated



Highlighting Lay's MAX's selling points

Once the customer know and like the Max personality, they have more possibility to have repeat purchase even on new flavor

Sample: Wobble sign on convenience store shelves



Lay's MAX

Lay's LIGHT

1C – Campaign: Flavor Race

Community-wide event for repeated sales and advocacy



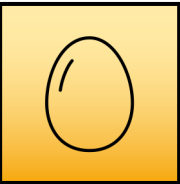
Customer journey

These will be the steps consumers will go through for this campaign

Campaign: Flavor Race

Purchases of Lay's Max enters a draw and participates in a competition between different Lay's MAX flavors to decide the reward of the draw. Each Lay's flavor is pre-assigned a travel destination which fits the theme of the flavor.

Benefits



New flavor adoption

The existing might change their usual flavour to the new flavor with the destination they would prefer to go instead.



Increased sales and retention

Once the customer know and like the MAX personality, they are more likely to repeat purchase, even on a new flavor.

Purchase

Draw

Customers enter the draw after the event concludes

Destination

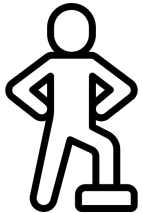
The location is defined by the best-selling flavor

Go on trip!

Our goals

- 1 Communicate the difference between different product lines
- 2 Create emotional value towards Lay's products
- 3 Appeal to the values of customers in our demographic

Customer demographic



Values self-expression

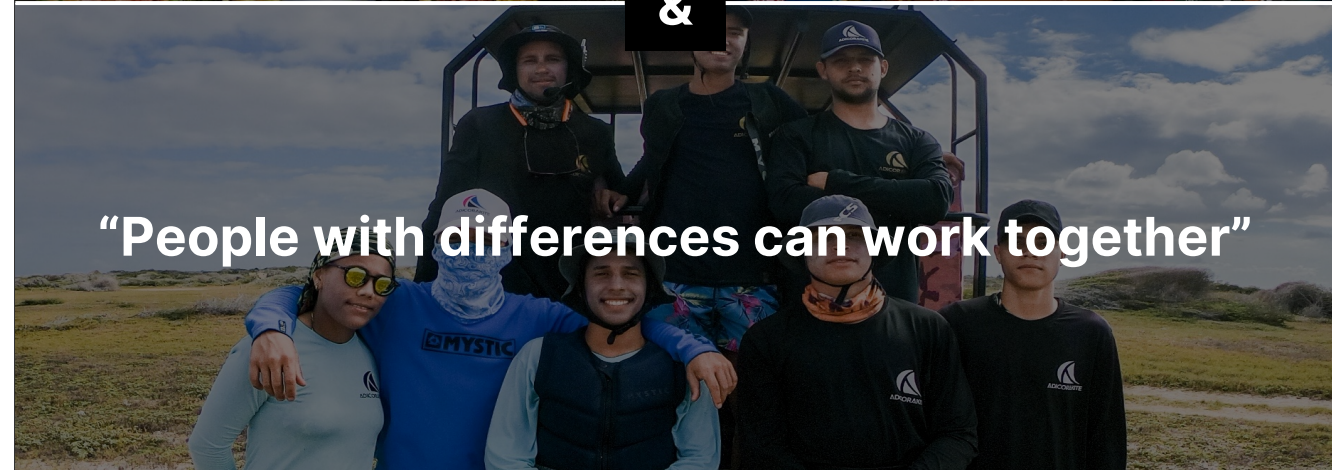


Relatively collectivist

Key messages of campaign



&



The appeal of videos

Short-form content is becoming popular

33% Of marketing investment is in short-form

Thai GenZs uses video to make decisions

35% Cited video as a top 3 influence for product selection

Potential channels of advertisement



Joint-leading social media platform for GenZs in Thailand



Leading provider of short-form content

Source: Statista, McKinsey

Storyboard



A group of friends on a road trip to the beach



They go shopping for snacks at a convenience store



Each person choosing a **different type of Lay's**



Despite different preferences, they all leave together **as a group**

Conveying **both of our key messages**

Solution 1: Implementation

Timeline and cost estimation



Expenses by period		Q1	Q2	Q3	Q4	
1A - tester buffet						9,900,000.00 THB
Event planning, procurement, and approval						360,000.00 THB
COGS (assuming 80% profit margin)						1,440,000.00 THB
Operation expenses (lease + wages)						8,100,000.00 THB
1B – Shelf signs						1,318,000.00 THB
Wobble sign design and approval						100,000.00 THB
Sign manufacturing and logistics						1,218,000.00 THB
1C – Flavor race						6,560,000.00 THB
Ad material production and approval						300,000.00 THB
Physical ad placement (MBK, Central Ladprao, Victory Mall)						720,000.00 THB
Online ad placement (Facebook, Instagram, YouTube, TikTok)						3,840,000.00 THB
1D – Teen Diversity						3,730,000.00 THB
Ad storyboarding, production, and facilitation						2,100,000.00 THB
Ad placement (TV, Facebook, Instagram, YouTube)						1,630,000.00 THB
Total cost						19,808,000.00 THB

Source: Internal Analysis

Modernizing the “Do Us a Flavor” campaign

The main highlights for our solution for “Do Us a Flavor” campaign are:



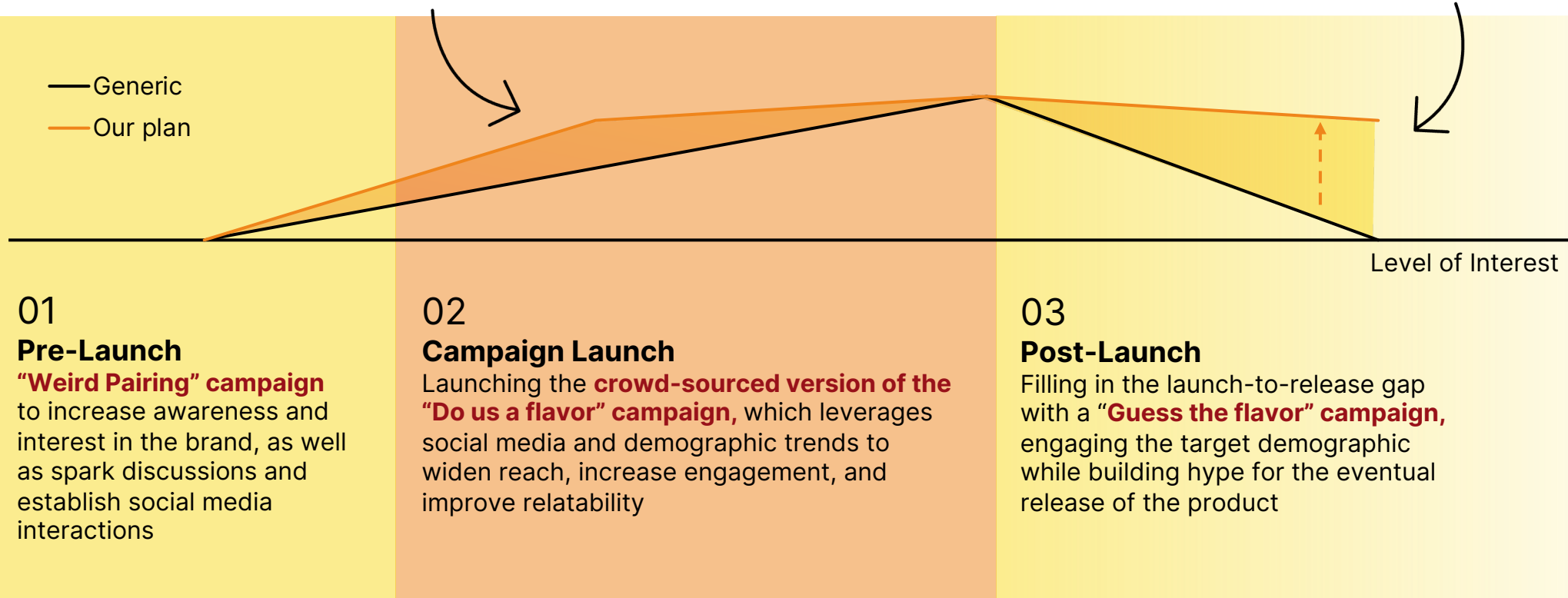
Modernized “Do Us a Flavor”

Adding crowd-sourcing elements to adjust the campaign to better suit the target demographic of teenagers, as well as the ongoing developments.



Keeping post-launch interest

Following the end of the main campaign, product development will take place, which takes time. The post-launch campaign should mitigate the inevitable decrease in interest



"Weird Pairing" campaign

Our "Weird Pairing" campaign aims to engage with the target demographic by suggesting potential pairings with Lay's Max products – and **letting users add their own submissions**.



Goal of Campaign

The primary purpose of the "Weird pairing" campaign is to increase awareness and interest in the Lays MAX brand. However, there are other benefits, such as **increased discussion of Lays as a complementary product** and establishing following in communication channels to benefit future campaigns



Benefits of Approach

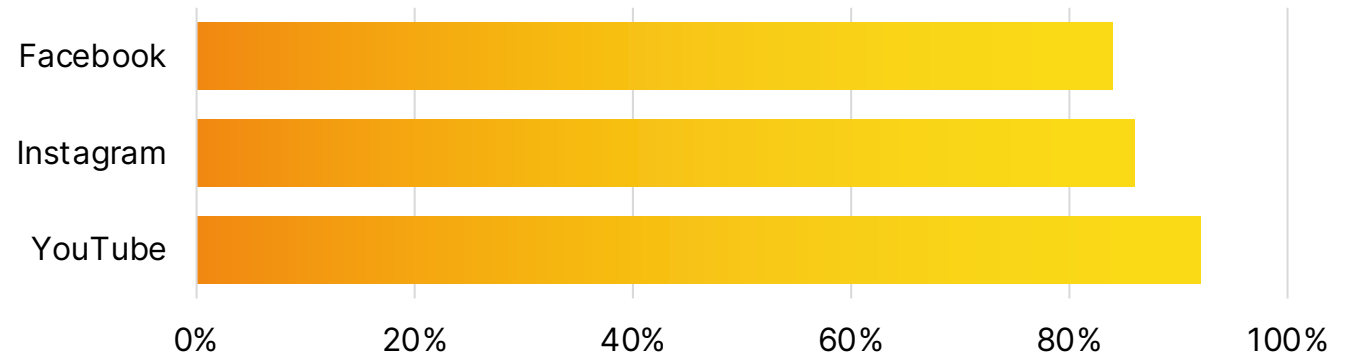
- **Using user-generated content allows for more relatable content for less cost**
- Set expectations and establishes interaction modes for launch of main campaign
- Makes Lay's more relatable to users

Social media marketing as the main channels

As social media has become a major part of our demographic's lifestyle, including decision making, our campaigns take full advantage of social media platforms

Many Gen Zs in Thailand are using social media

Portion of Gen Zs on social media platforms in Thailand



Gen Zs spend a lot of time on social media

Social media behavior, Gen Z in Thailand

7+

Hours spend on devices per day



35%+

Cited video as a top 3 influence for product selection



How can we ensure maximum engagement and awareness?

Spark

Assigning KOLs 'weird pairing' starting conversations and engagements with the campaign

Advertising boards inspiring people to contribute to the discussion

Expand

Organic content generated by people engaging with KOLs and producing their own ideas

Boost

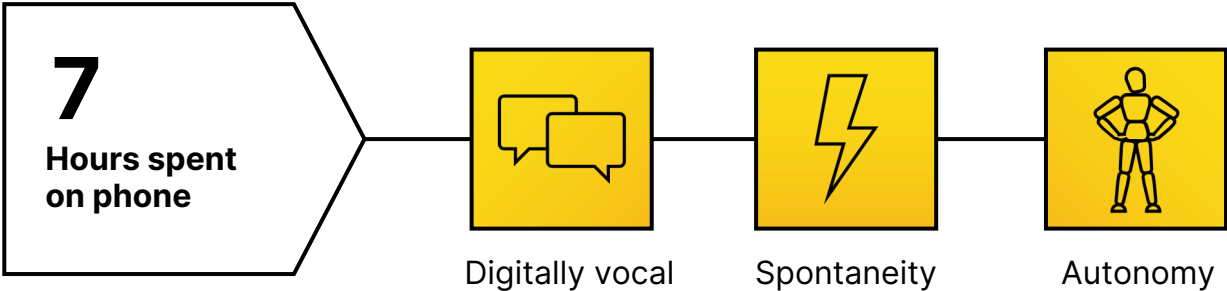
Lay's official accounts highlights the most creative/controversial ideas from the public, driving the conversation further



Modernizing the “Do Us a Flavor” campaign



Shifted values and behaviors



Key features of the modernized “Do us a flavor” campaign

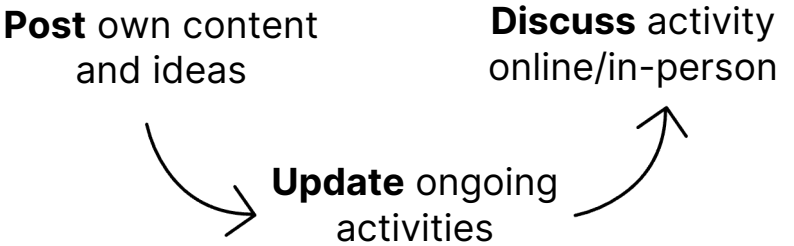
The revised “Do us a flavor” campaign considers demographic attributes as well as technological advances. Crowd-sourcing data allows for more data points and less barrier of entry, while live-updating screens adds to the excitement of the campaign

Benefits of this approach

Reduced barrier of entry as the demographic is already familiar with social media platforms

Increased potential for virality and discussions as social medias prioritize sharing

Reduced cost of development as no dedicated posting platform is required



Make your dream flavor come true.

#DoUsAFlavor



Source: McKinsey, Statista

How is the data collected and handled?

As social media has become a major part in our demographic's lifestyle and decision making, our campaigns take full advantage of social media platforms

1. Communication channels

- Social media via Lay's official channels and KOLs
- Display showing examples and encouraging participation in malls and areas with high foot traffic



2. Consumer contribution

- Suggesting flavors by posting content with specific hashtag



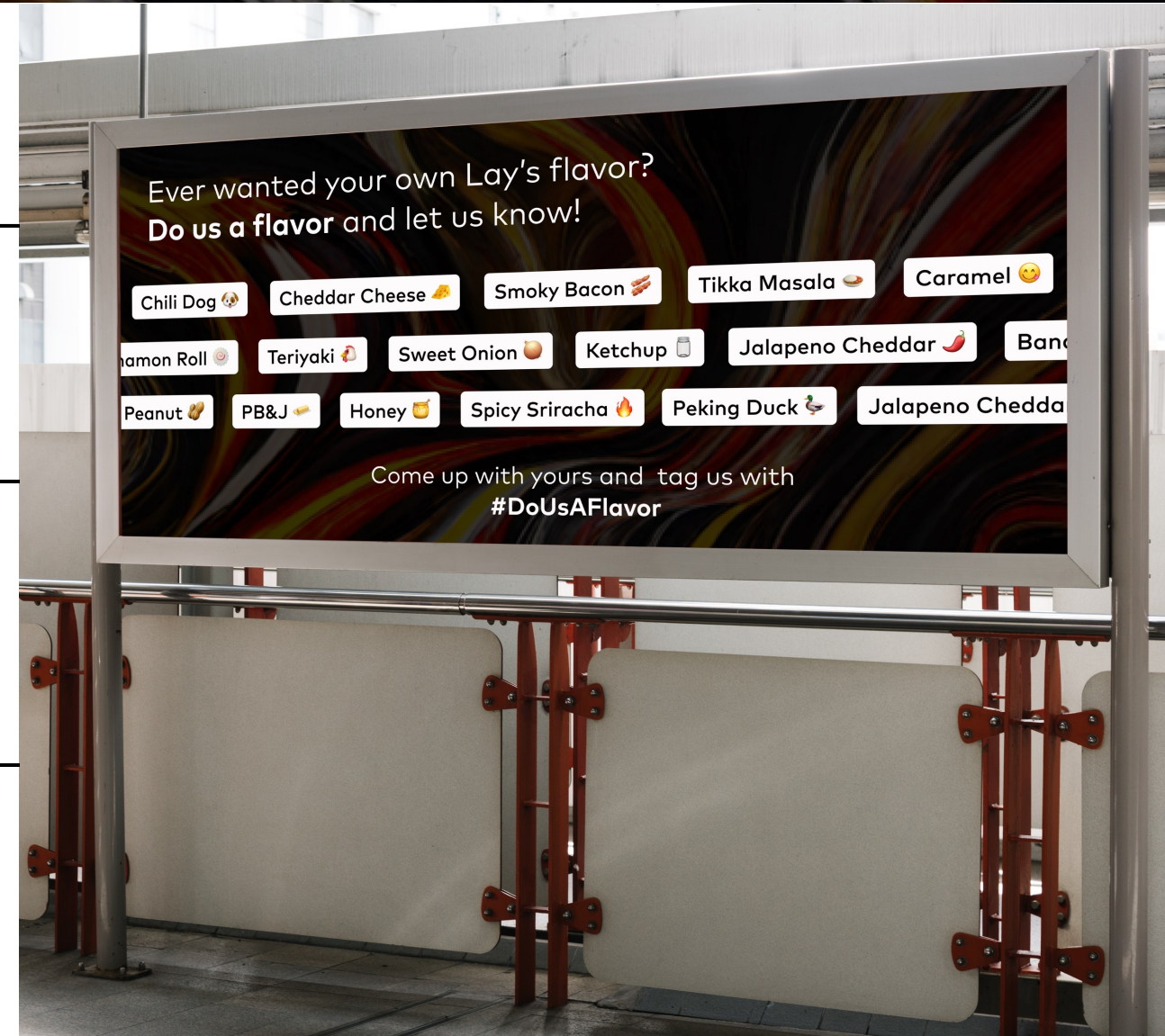
Pamut Chirapaisarnsakul
10 hrs

It would be great to have Somtum as a Lay's flavor! It would be a great mix between different flavors

#Do Us a Flavor #Lays MAX

3. Data processing

- Suggested flavors are extracted from posts and inserted into word cloud
- At the end of the campaign, the suggested flavors are used to generate 100 potential flavors



How can we maintain consumer interest in the upcoming product while it is being developed?

Typical Product development timeline

- 3 Months**
Research, development, and testing of new product flavor
- 1 Month**
Gaining approval from relevant agencies
- 1 Month**
Establishing production process and QC

Flavor guessing game to keep customers interested

While the flavor is decided by the Lay's team, the public is presented with a list of 100 potential flavors – which they can guess from. The participants who guessed correctly will receive a reward

Progression of the 'Guessing Game'

The list of potential flavors narrows down from 100 to 1 during the product development period. During this time, the updated list is shown and advertised, as well as a countdown for the product release

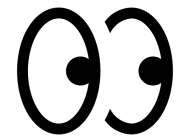
Using rewards to drive further benefits

Rewards, such as a Lay's box set, can improve customer relationship and exposure.

Benefits



Maintaining interest



Increased exposure

Solution 2: Implementation

Timeline and cost estimation



Expenses by period		Pre	Launch	Post	
Online marketing					11,960,000.00 THB
Facebook ads					800,000.00 THB
Instagram ads					800,000.00 THB
Instagram KOL posts					5,400,000.00 THB
TikTok KOL posts					4,800,000.00 THB
YouTube ads					160,000.00 THB
Billboards					4,835,000.00 THB
City center – MBK billboard					800,000.00 THB
Busy area – Lumpini Park View + Siam Square One					2,475,000.00 THB
Outer city – Central Ladprao + Victory Mall					1,560,000.00 THB
BTS placement					13,100,000.00 THB
BTS gates					5,100,000.00 THB
BTS 30s LCD VDO					8,000,000.00 THB
MRT placement					3,888,000.00 THB
MRT 2min LCD VDO					3,888,000.00 THB
Total cost					33,783,000.00 THB

Source: Internal Analysis

To **expand an experience of tasting various flavors within a single purchase** further beyond from just only available at the pop-up stores, **Lay's cloud kitchen** for delivery platform has been introduced.

What is Lay's cloud kitchen?

Lay's cloud kitchen is a marketing initiative project that will **launch Lay's snack store into the food delivery platform** such as Grab, LineMan, etc.



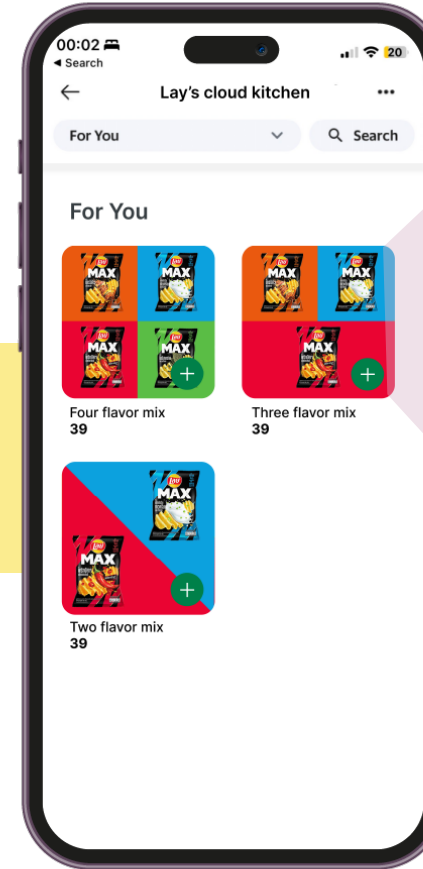
Instant Gratification

To response with young individuals exhibit distinct characteristics when they think of snacks and Lay's is the only one available.



Customizable Flavors in a purchase

Cloud kitchens allows any customer to experience Lay's different products without having to purchase individual products or attending on-site events



UI illustrates Lay's cloud kitchen on food delivery platform



Consumers will be able to select as much as flavors they want into a single bag to try and have fun in unique experience of snack eating

Demographic trends

High adoption rate among our target demographic

50% Penetration rate

Food delivery fits our target demographic

Delivery
attribute

Fast

Online

Demographic
attribute

Instant
gratification

Spontaneous

Digitally
oriented

Market opportunities

Rapid growth of food delivery apps in Thailand

13.5% CAGR **27%** User penetration

High adoption of cloud kitchens

13.5% Of users have ordered
from a cloud kitchen

First-to-market opportunity

No similar brands are offering
cloud kitchen/dedicated delivery



There is a gap in the market for an additional
distribution channel in cloud kitchens

TEAM FPST

Thank you

Q&A

By Team FPST

Appendix 1: Cost breakdown for solution 1

Solution 1			Q1	Q2	Q3	Q4	19,808,000.00	THB
1A - Taster buffet							9,900,000.00	THB
Event planning	120,000.00	THB/month		3			360,000.00	THB
COGS	20,000.00	THB/event		4			1,440,000.00	THB
Logistics	50,000.00	THB/event			3		2,700,000.00	THB
Vanue lease	90,000.00	THB/event			3		4,860,000.00	THB
Staff wage	10,000.00	THB/event			3		540,000.00	THB
Number of events	18	events/month					-	THB
1B - Shelf signs							1,318,000.00	THB
Sign production	100,000.00	THB	1				100,000.00	THB
Wobble signs	10.00	THB/unit		1			1,218,000.00	THB
Number of signs per branch	12	unit/branch					-	THB
Number of 7-11 branches	14,500	branches					-	THB
Number of BKK branches	8,000	branches					-	THB
Number of OTC branches	6,500	branches					-	THB
1C - Flavor race							4,860,000.00	THB
Ad material production	300,000.00	THB			1		300,000.00	THB
MBK Billboard	100,000.00	THB/month				2	200,000.00	THB
Central Ladprao	150,000.00	THB/month				2	300,000.00	THB
Vitory Mall	110,000.00	THB/month				2	220,000.00	THB
Facebook ads	100,000.00	THB/month				2	200,000.00	THB
Instagram ads	100,000.00	THB/month				2	200,000.00	THB
Instagram KOLS	90,000.00	THB/post				1	1,800,000.00	THB
Number of posts for YouTube	20	posts/month					-	THB
YouTube ads	20,000.00	THB/month				2	40,000.00	THB
TikTok KOLs	80,000.00	THB/post				1	1,600,000.00	THB
Number of posts for TikTok	20	posts/month					-	THB
1D - Campaign: Diversity							3,730,000.00	THB
Production crew	1,500,000	THB	1				1,500,000.00	THB
Facilitation	600,000	THB	1				600,000.00	THB
TV 30s spot	750,000.00	THB/month		1			750,000.00	THB
Facebook ads	100,000.00	THB/month		3	1		400,000.00	THB
Instagram ads	100,000.00	THB/month		3	1		400,000.00	THB
YouTube ads	20,000.00	THB/month		3	1		80,000.00	THB

Appendix 2: Cost breakdown for solution 2

Solution 2			Pre-launch	Launch	Post-launch	33,783,000.00	THB
Online marketing cost						11,960,000.00	THB
Facebook ads	100,000.00	THB/month	2	3	3	800,000.00	THB
Instagram ads	100,000.00	THB/month	2	3	3	800,000.00	THB
Instagram KOLS	90,000.00	THB/post		1	1	5,400,000.00	THB
Number of posts for YouTube	30	posts/month					
YouTube ads	20,000.00	THB/month	2	3	3	160,000.00	THB
TikTok KOLS	80,000.00	THB/post		1	1	4,800,000.00	THB
Number of posts for TikTok	30	posts/month					
Billboards cost						4,835,000.00	THB
MBK Billboard	100,000.00	THB/month	2	3	3	800,000.00	THB
Lumpini Park View	375,000.00	THB/month		3		1,125,000.00	THB
Siam Square One	450,000.00	THB/month		3		1,350,000.00	THB
Central Ladprao	150,000.00	THB/month		3	3	900,000.00	THB
Vitory Mall	110,000.00	THB/month		3	3	660,000.00	THB
BTS marketing cost						13,100,000.00	THB
Number of BTS trains	98	trains					
Number of BTS stations	60	stations					
BTS Wrap	900,000.00	THB/month					
BTS Gates	85,000.00	THB/month/station		3		5,100,000.00	THB
Number of stations for gates	20	stations					
BTS 30s LCD Video	1,000,000.00	THB/month	2	3	3	8,000,000.00	THB
BTS Hand grip	124,000.00	THB/month/train					
MRT marketing cost						3,888,000.00	THB
Number of MRT trains	54	trains					
Number of MRT stations	38	stations					
MRT 2min LCD Video	486,000.00	THB/month	2	3	3	3,888,000.00	THB/month
MRT Hand grip	115,000.00	THB/month/train					

