

FIJI[®]
WATER

Media Plan: FIJI Water

ADPR 3120: Dr. King

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Executive Summary

Executive Summary

David Gilmour, a Canadian businessman, began his career in the refreshment market in 1996 when he began the company: *Natural Waters of Viti Ltd.* This company is now known as *FIJI* after being acquired by Roll Global. *FIJI* is a brand of water that fulfills the role of being an organic, pure, taste of the earth brand in the bottled water market. *FIJI* struggles to diversify themselves in the competitive area of bottled water, and plans to capitalize on the fact that their consumers desire something organic, healthy, and eco-friendly.

FIJI's marketing objective is to increase sales by 20% from \$690.3 to \$828 million. *FIJI* seeks to increase participation in “FIJI taste me” events by 20%. *FIJI's* advertising objectives are to increase awareness amongst our target audience from 8% to 40% during the 2019 calendar year along with increasing perceptions by 30% by highlighting the product as being naturally sourced and organic. We are targeting men and women from the ages 18-24. Our target audience is active, eco-friendly, tech-savvy, and thoroughly enjoys living a healthy lifestyle.

Our national advertising campaign will last a single calendar year and have a budget of \$28 million. A particular part of this budget will be set aside for the markets in which we believe need more attention based off of our BDI/CDI research. 25% of this budget must be spent on digital advertising.

During the highest spending months of the calendar year (May, July, August, and September), *FIJI* water aims to achieve a reach of 80% and a frequency of 4. The goal for the months with medium purchases and ad spending (February, March, June) is to achieve a reach of 60% and a frequency of 4. As for the lightest months (October, November, December, April), we plan to achieve a reach of 40% with an average frequency of 4. In certain months, the reach and frequency increase or decrease based on the structural demand for our product. Purchase patterns, time of the year (generally higher purchases in the summer and lower in the winter), and target audience media usage trends are factors of influencing our reach and frequency goals.

The recommended media mix for this campaign consists of television, magazines, and internet/digital advertising. 37.0% of our budget will be allocated towards digital media advertising, 24.0% will be spent on network television, and 16.1% will be spent on magazines. The rest of our budget will be spent on media that our target audience uses less of (network radio and regional media) and set aside for contingency. Our target audience, which is comprised of men and women between the ages 18-24, are multitasking millennials that use the internet and social media daily, which is why the majority of our budget will be spent on internet/digital advertising.

We believe that our tentpole events would be executed the most successfully in the form of distributing products in areas where water would already be needed. For example, targeting events such as the Bay to Breakers run, which is a strenuous athletic activity, and a Los Angeles Dodgers game, which has the highest average attendance rate for major league baseball, will provide *FIJI* water with great opportunities for brand exposure towards young, health-conscious, entertainment-seeking individuals.

According to the Media Flight Plan for this campaign, our plan consistently exceeds our reach goals every single month, but our frequencies for our higher months and lower months were slightly under our goal. Our campaign plan is slightly favorable to budget (\$24,113,000 will be spent) with \$2,000,000 (7.1% of the budget) set aside for contingency.

Situation Analysis

Company Description

FIJI's parent company, The Wonderful Company, is a private \$4 billion-dollar company started by Stewart and Lynda Resnick. The Wonderful Company is committed to providing consumers with high-quality and healthy brands. Some of their other world famous brands are *Pom Wonderful*, *Wonderful Almonds*, *Wonderful Pistachios*, and *Wonderful Halos*. Their products provide consumers with a healthy choice for every day consumption.

Market Description

Bottled water began flying off the shelves in the 1980s and has become one of the most competitive markets to date. Bottled water is fragmented and brands are priced differently depending on the product, for example, bottled water can be sold store branded and therefore sold more cheaply compared to a higher end, purified, mineral based water. Total sales of bottled water have been growing 12-15% annually which is faster than any other beverage product. The United States is the leading country in bottled water consumption and peaked sales reached 354 billion liters last year. Bottled water has become the second largest and most popular beverage category but therefore must compete not only with direct competitors but also with other forms of beverage competitors i.e. fountain drinks.

Product Positioning

FIJI has a unique consumer niche that appeals to the growing attitude of healthy lifestyles in the United States. The brand pushes the concept that it is the Earth's finest water. The process of collecting water for *FIJI* starts in a natural cycle of rain falling into the rainforests in Fiji where it is purified by equatorial trade winds and then is filtered by volcanic rock where it gathers minerals and electrolytes that create the taste

FIJI is known for. According to Mintel research 43% of consumers say that the ideal bottle of water contains no artificial sweeteners, flavors or colors. 24% of consumers say they would prefer an organic beverage over a non-organic beverage and 37% of consumers say they feel better about themselves when they purchase organic food or beverage. Since *FIJI* is a beverage that is naturally sourced it meets all of the above criteria unlike all of its competitors. This research shows that *FIJI* caters more to consumers' wants than other brands.

Competition

FIJI, a known bottled water company, competes in an extremely high-risk sector of beverage sales. This sector is considered high risk because of the amount of competition between companies. *FIJI* competes with other well-known competitors in the premium water segment such as *Glaceau (Smart Water)*, *Dasani*, *Voss*, and *Evian*. The competing bottled water products cater to the same demographic. *Glaceau*, *Voss*, and *Evian* in particular, are all trying to appeal to the same target audience. Each product is more expensive, geared towards a healthy lifestyle, and environmentally conscious. The competitors each position themselves as superior bottled water companies.

Competitive Spending Analysis

The four competitors that we chose to analyze are *Dasani*, *Glaceau (Smart Water)*, *Voss*, and *Evian*. In 2016 *FIJI* spent the most on advertising out of all their competitors spending \$110,649,000. *Glaceau* had the second most spending \$90,404,000. *FIJI* spends the majority of their money on cable TV, magazines, and network TV. Their competitors spend the most money in magazine advertising and outdoor advertising.

Competitive Spending Analysis (\$\$\$)														
BRAND	B-to-B	Cable TV	Internet Display	Internet Search	Local Mags	Local Radio	Magazines	Mobile Web	Network TV	Online Video	Outdoor	Spot TV	Syndication	Grand Total
Glaceau	0.0	0.0	174.5	22.4	0.0	0.0	6,922.0	113.1	0.0	9.6	1,798.8	0.0	0.0	9,040.4
Dasani	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.2	0.0	0.0	622.9	0.0	0.0	623.4
Voss	35.8	0.0	0.0	0.0	26.1	0.0	0.0	11.9	0.0	16.6	13.2	0.0	0.0	103.6
Evian	15.2	36.8	0.5	0.0	0.0	0.7	0.0	0.0	218.4	0.0	0.0	0.0	0.0	271.6
FIJI	0.0	5,560.6	102.2	92.4	0.0	0.0	3,485.6	50.1	1,144.0	1.7	56.1	4.9	567.3	11,064.9
TOTAL	51.0	5,597.4	277.5	114.8	26.1	0.7	10,407.6	175.3	1,362.4	27.9	2,491.0	4.9	567.3	21,103.9

Media Mix

No competitors spend 100% of their advertising in one area, however *Dasani* spends 99% of its advertising budget in outdoor media. *Evian* spends 80.4% of their advertising budget on network TV advertising. *FIJI* has the largest diversity when it comes to advertising spending. The company advertises in all measured media except for B-to-B advertising, local magazine and local radio advertising. *FIJI* spends 50.3% of its advertising budget on cable TV and *Evian* is the only company of its competitors to do the same.

Media Mix (%)														
BRAND	B-to-B	Cable TV	Internet Display	Internet Search	Local Mags	Local Radio	Magazines	Mobile Web	Network TV	Online Video	Outdoor	Spot TV	Syndication	TOTAL
Glaceau	0	0	1.9	0.25	0	0	76.6	1.3	0	0.1	19.9	0	0	100.0
Dasani	0	0	0.05	0	0	0	0	0.03	0	0	99.9	0	0	100.0
Voss	34.6	0	0	0	25.2	0	0	11.5	0	16	12.7	0	0	100.0
Evian	5.6	13.5	0.2	0	0	0.3	0	0	80.4	0	0	0	0	100.0
FIJI	0	50.3	0.9	0.8	0	0	31.5	0.5	10.3	0.02	0.5	0.04	5.1	100.0

Share-of-Voice

FIJI controls 99.3% of the cable TV market, 80.5% of internet searches, 84% of network TV, and 100% of spot TV and syndication. While *FIJI* dominates most media the one medium of advertising it lacks is outdoor compared to competitors. This decision is questionable since bottled water can be consumed in nearly any outdoor activity and it would make sense that a company would capitalize on said advertising space. *Glaceau* dominates 72.2% of outdoor advertisement and spends much less in total advertising. *FIJI* could capitalize on the opportunity to modify its spending in syndication and increase spending in outdoor advertisement to establish its presence in major markets. *Glaceau* typically leads *FIJI* in share-of-voice where they invest, thus there is an opportunity for to rebalance its spend.

Share-of-Voice (%)													
BRAND	B-to-B	Cable TV	Internet Display	Internet Search	Local Mags	Local Radio	Magazines	Mobile Web	Network TV	Online Video	Outdoor	Spot TV	Syndication
Glaceau	0	0	62.9	19.5	0	0	66.5	64.5	0	34.4	72.2	0	0
Dasani	0	0	0.1	0	0	0	0	0.1	0	0	25.0	0	0
Voss	70.2	0	0	0	100	0	0	6.8	0	59.5	0.5	0	0
Evian	29.8	0.7	0.2	0	0	100	0	0	16.0	0	0	0	0
FIJI	0	99.3	36.8	80.5	0	0	33.5	28.6	84.0	6.1	2.3	100	100
TOTAL	100	100	100.0	100.0	100	100	100.0	100.0	100	100.0	100.0	100	100

Seasonality

The months of January, February, and March have the lowest number of overall advertising spending for all of the water companies, however, it is to be noted that *FIJI* had the highest number of sales during this period out of the competitors that we are comparing. Other winter months, like November and December had relatively low

spending as well. The biggest overall trend is that the most spending on advertising occurs between the months of July, August, and September. Of the water companies we are looking at, *FIJI* and *Glaceau* had the highest amounts of spending during these months. So, advertisers spend the most during the hot summer months, and they spend the least on advertising water in the cold, winter months.

Geography

BDI/CDI Analysis

FIJI has a large presence in many different geographical regions in the United States. They are predominantly represented in the Northeast, Midwest, and West Coast. The cities with the most effective BDI and CDI values are Salty Lake City, Utah (BDI: 128, CDI: 113), Houston , Texas (BDI: 126, CDI: 108), Fresno-Visalia, California (BDI: 121, CDI: 110), San Francisco-Oakland-San Jose, California (BDI: 119, CDI: 109), Los Angeles, California (BDI: 114, CDI: 112), Cincinnati, Ohio (BDI: 112, CDI: 101), San Diego, California (BDI: 111, CDI: 108), Saint Louis, Missouri (BDI: 110, CDI: 101), Denver , Colorado (BDI: 105, CDI: 106), Atlanta, Georgia (BDI: 105, CDI: 106). These cities were chosen because they had the highest combination of BDI, CDI, and designated market area.

Purchase Patterns

Consumers are more likely to purchase *FIJI* water by the bottle rather than in multi-packs. Water bottles are not considered luxury items; they are functional products that many consumers are not willing to spend a lot of money on. Cases of water bottles are typically purchased solely for function, so lower prices are more appealing. Since *FIJI* has positioned itself as a premium, environmentally friendly product it is perceived as having badge value. Consumers are more likely to choose a

bottle of *FIJI* water over a discounted store-brand when they want to achieve a certain status and experience the added benefit of clean, pure tasting water. *FIJI* water is consumed not only to quench thirst, but also to provide consumers with a worthwhile, enjoyable brand experience.

Pricing

Price points for *FIJI* water retail for \$2.50 and may vary depending on the size of the water bottle. *FIJI* sells at premium vs its competitors, so consumers are typically willing to spend more. For comparison, a 20-oz. bottle of *Dasani* water retails for \$1.87.

Consumer Promotions

FIJI Water's claim of "earth's finest water" is their biggest selling point and they are confident that this is an honest promise that will sustain them as a major bottled water brand competitor. Their main promotional strategy is through brand building consumer communication. This constant engagement creates a dialogue between *FIJI* and its customers based on their lifestyles and preferences. Communications include social media (*FIJI* Water is active on Instagram, Twitter and Facebook) advertising, public relations, viral marketing, and sales promotion. Other channels of promotion for *FIJI* have been product placement in major Hollywood productions, sponsorship of large events such as New York Fashion Week and Screen Actors Guild Awards and showing support for societal and economic issues through community outreach programs. For example, on the Golden Globe Awards red carpet event in 2018, "One Sip Forward," a program started by *FIJI*, pledged to donate up to \$100,000 for every photo of a celebrity drinking *FIJI*, to the American Film Institute's Directing Workshop for Women. This strong connection with consumers and the film industry as well as its aim to make a difference has propelled *FIJI* as one of the top bottled water brands in the world.

Advertising Period

The 12-month long campaign will run from January 1st, 2019 to December 31st, 2019.

Budget

A budget of \$28 million is allocated for *FIJI* in 2019, with a goal of increasing sales and brand awareness.

SWOT Analysis

Strengths

- Established trust with consumers as a naturally sourced beverage which appeals to social trends of organic purity, taste, and naturally sourced quality
- Drinking *FIJI* water has been made into an experience – strong badge value
- Successfully achieved distribution into households by mass retail outlets
- Unique packaging

Weaknesses

- Brand awareness
- Media budget (\$28 million budget down significantly v. 2016 budget of \$110 million)
- Limited advertising expenditures
- Consumers are more likely to buy *FIJI* Water by bottle than by case
- *FIJI* is slightly more expensive than competitors
- Marketing team has not developed strong distribution channels

Opportunities

- Increased use of social media platforms provides direct targeting of younger consumers
- Natural/organic food movement
- Bottled water is growing from 12%-15% annually
- Bottled water is highly accessible

Threats

- Fierce competition with five other leading brands with combined annual sales exceeding 5 billion
- Falling short to mega brands who have established brand recognition
- Competitors catering to the same demographic

Objectives

Marketing Objectives

During the calendar year of 2019: Increase sales by 20% from \$690.3 to \$828MM. Bottled water sales are growing 12-15% annually so this goal reflects the category trend while also seeking to gain market share. We also seek to increase the participating in “*FIJI* taste me” test events by 20%.

By December 31, 2019: We hope to achieve national distribution of *FIJI* bottled water of 80% of US food, local and regional sports venues, and to increase national distribution by 15% annually.

Advertising Objectives

During the calendar year of 2019: Increase awareness among our target audience from 8% to 40%. We also hope to differentiate *FIJI* from competitors by increasing the perceptions by 30% by emphasizing that the product is a naturally sourced and organic product. We will schedule our advertising to follow the seasonal consumption trends of *FIJI* water with 70% of the budget spent in July-November, and 30% for December-March.

Creative Brief

Client: FIJI

Tag Line: *A Taste of the Islands*

Key Facts: FIJI is a premium bottled water company that sells its products within the U.S.

Problem: Target audience awareness is at 8%

Objectives: Increase brand awareness from 8% to 35%. Increase public perceptions by 30% by emphasizing that the product is naturally sourced and appeals consumers wants.

Target: Men and women ages 18-24 who have purchased bottled water in the past 12 months.

Insight: “I’m a 21-year-old college student who enjoys living an active and healthy lifestyle. I enjoy knowing that I am putting the best things for my body in my body. I like to know where my foods and beverages come from and want to know that it is high quality. I need something that I can feel good about drinking.”

Promise: FIJI water is organic, has no added sweeteners or flavors, and contains no GMOs. FIJI water will leave you refreshed and ensure you feel good about what is being put in your body.

Support: FIJI comes from a source of pure, untouched water. It is a clean, healthy choice that fits any lifestyle.

Mandatories: The advertisement must include the FIJI logo.

Media Objectives

Target Market

The primary target for *FIJI* water is the 30,253,000 men and women between the ages of 18-24.

Rationale

FIJI targets the younger generation of adults aged 18-24, because young adults are the most frequent purchasers of *FIJI* water. The brand communicates a promise of purity and organically sourced quality, which is very important to the consumers within this target market. Young adults between the ages of 18-24 are also typically influenced by aesthetically pleasing packaging, and *FIJI* delivers its consumers with a unique experience of satisfaction upon purchasing a water bottle that is both fashionable and sophisticated in appearance. *FIJI* will also focus on targeting adults

who have children, as this target market tends to gravitate towards products that are healthy, durable, and portable. *FIJI* is positioned as a brand that is volcanic-rock filtered, untouched by man, and ready to aid the consumer in conquering and enjoying the day that lies ahead by hydrating effectively.

Reach and Frequency

In certain months, the reach and frequency increase or decrease based on demand for our product. Things that may affect our reach and frequency are purchase patterns, time of year (higher in the summer, lower in the winter), and our trends with target audience using certain media types.

We hope to achieve reach of 80% among the target during the months with highest purchase rates. The months with the highest purchase rates are the months of May, July, August, and September. During these months, we hope to have an average frequency of 8.

Months that we have medium purchases and ad spending, February, March, and June, we want to have a reach of 60% and a frequency of 4.

During lightest months, particularly January, April, October, November, and December, we want to achieve a reach of 40% among the target audience with an average frequency of 4.

We want to obtain a higher reach and frequency during the late summer, early fall months. These months have the highest history of purchase and ad spending for *FIJI* water. We set our reach and frequency targets lower for the colder months because purchase patterns, and the history of ad spending are much lower during these times, so we feel that we do not need to advertise as much. Because water is purchased year-round, it is important for us to advertise all year, but with bigger emphasis during certain months. We will use the pulsing strategy to achieve our objectives by advertising all year, with emphasis during some months.

Timing/Scheduling

We aimed to schedule our advertising to follow the seasonal consumption trends of FIJI water with 52% of the budget spent in May, July, August and September. And 18% of our budget being spent on our lowest months, October to January and April. *FIJI* will spend most of its advertising budget during the early summer, late fall, months, May, July, August, and September because this is when the product has the highest sales, and shows a history of high consumption.

FIJI will spend the least amount of the budget during the late fall, early winter purchases. We still want to advertise lightly during these months, but because they have a history of low purchase rates, we will only spend a small amount of our budget here.

Rationale

We went with a pulsing schedule because we want to advertise year-round, but there are certain months that have higher reach/frequency or lower reach/frequency due to seasonal consumption trends. It is ineffective to spend equal amounts during each of these months. Due to our target market, we have an emphasis on digital advertising, so we will advertise on social platforms consistently throughout the year. Our target market is heavy users of social media and their mobile devices, so this is a priority for investment in our 2019 budget. For radio, magazines, and television we recommend advertising throughout the year with higher spend during months with greater consumption, and less spend during months with lower consumption.

Geography

We plan to launch our national campaign in the top ten highest BDI/CDI markets. Our goal is to increase and maintain high brand awareness in the cities with highest BDIs. We will spend a large portion of our budget in these ten cities; Salty Lake

City, Utah, Houston, Texas, Fresno-Visalia, California, San Francisco-Oakland-San Jose, California, Los Angeles, California, Cincinnati, Ohio, San Diego, California, Saint Louis, Missouri, Denver, Colorado, and Atlanta, Georgia.

Creative Requirements

FIJI's primary target market consists of men and women aged between 18-24 years old, and they are most likely to consume media such as television, the internet, and multiple social media platforms such as Instagram and Twitter. This campaign will require a demonstration of the visual appeal of *FIJI* water through these different types of media vehicles.

Target Audience

Target Audience

Based on the US Census data for our target audience the estimated audience size is 30,253,000 people. Our target audience is men and women age 18-24. We found that it is important to target young adults due to the fact that they are the target audience that consume the least amount of the product. This target audience agrees with the sentiments of healthy living and supporting organic and pure products. We plan to raise brand awareness by positioning *FIJI* Water on social media platforms. Since young adults are becoming more conscious of what goes into the products they consume, we want them to start associating *FIJI* water with good, pure and healthy consumption. We will focus on targeting these demographics by communicating out our promise of purity and organic sourced quality, unique packaging, and better tasting water. Since our key demographic is reluctant to commit, we will brand *FIJI* water as a product that is consistent and will always pledge to deliver the purest best tasting bottled water that is deserving of customer loyalty.

Lifestyles

Age Range

According to the MRI data, men and women between the ages 18-24 are the most likely age group to have purchased *FIJI* water within the past six months. With an above average index of 158, age group 18-24 has the highest index number compared to ages 25-34 (index of 152), ages 35-44 (index of 120), and ages 45-54 (below average index of 96). As for men and women between the ages 18-24 who are primary purchasers of *FIJI* water, the index number is 159, which is well above average also.

Activities

As reflected through an index of 122, men and women who are primary *FIJI* water purchasers are highly likely to buy brands that reflect their style. *FIJI* water consumers are very environmentally conscious, since 36.4% of primary *FIJI* water consumers believe that global warming is a serious threat. *FIJI* water consumers are also typically health conscious, since almost half of primary *FIJI* water purchasers go to the doctor regularly for checkups (46.2%). In addition, primary *FIJI* water consumers are extremely likely to strive to achieve a high social status (index of 196), like to connect with brands through social-networking sites (index of 185), and typically like to live a lifestyle that impresses others (index of 173). These above average index numbers convey a high likelihood for regular purchasers of *FIJI* water to be up to date with the latest trends, care extensively about their self-image, are health conscious, environmentally conscious, and are avid consumers of digital media.

Media Usage

According to the MRI data, 28.1% of men and women who have purchased *FIJI* water within the last 6 months fall in the 1st Quintile of heavy magazine usage, and 25.2% fall under the 1st Quintile of heavy internet usage. These two percentages are the highest among other media such as radio, primetime television, outdoor, and newspaper.

Target Audience Profile

Anna is a 20-year-old college student living in San Jose, California. She is renting a home out with her best friend as she is finishing her sophomore year. She is studying to be a cosmetologist, and is interested in starting up her own dry bar hair salon when she finishes school. She is very artsy and uses Instagram all day long, to keep up with the latest trends, while



also connecting with brands. She prides herself on only buying products that are name brand. In her spare time, she enjoys karaoke, and attending dance performances and art galleries. She values traveling, and enjoys taking trips out of the country. She enjoys products that are endorsed by celebrities, and enjoys to share her opinions about goods and services by posting reviews and ratings online.

Meet **John**. He is a 24-year-old African American male. He has just recently married a woman he met two years ago over the internet, and is about to start his new job as a lawyer in Albany New York with an annual income around \$40,000. He loves to shop at higher end department stores such as Neiman Marcus to ensure he is best dressed at the office.



The first thing he wants to buy with the money from his new job is a sports car, but until he can afford one he often rents them out because impressing his friends is important to him. He is always the first of his friends to try out a new or unusual product, especially when they are endorsed by other celebrity African Americans. He is also willing to spend more on quality products. In his spare time, he enjoys relaxing to shows like Toast to 2016, and reading newspapers. John and his wife collect comic books and display them throughout their house. John and his high school buddies get together once a month to enjoy a friendly game of baseball, which helps to clear his mind while also keeping him active.

Khara is a 23-year-old working for Hunter Engineering as a sales representative. She shops at Bloomingdales in order to dress the part for her job. For now, she is enjoying living in Rhode Island rent free in an apartment belonging to her two younger brothers. She is single and sufficient, not letting anything distract from



climbing the corporate ladder. In her spare time, she trains for marathons. Unfortunately, she started smoking cigarettes in college, a habit she's trying to kick to save money and improve her race time. She tries to run at least three marathons a year, however when she runs in the winter her skin dries out so she invests a lot of money into facial moisturizer. She also enjoys indulging in a good book on her e-reader or catching up on the latest issue of Allure beauty magazine. Ever since Khara was a little girl she has been collecting dolls. When she first started working at Hunter Engineering she was thrilled to find out her fellow co-workers were a part of a doll collecting club, which she was eager to join.

Media Strategy

Media Recommended

In order to achieve our objectives of increasing sales, target audience awareness, and national distribution, media recommended for *FIJI* should be media that will be able to creatively display *FIJI* water in unique ways and most effectively reach our target audience of millennials. On a national level, we will be using digital/internet, TV, and magazines.

Digital/Internet

The I and II quintile (heaviest usage) of internet has an above average index of 106 among people who bought non-flavored bottled water in the last 6 months, which is why we have decided to spend more money in this medium than any of the others. The index reveals that we will reach a high volume of our target market, while improving brand awareness by being more accessible. As a result, 37% of our budget will go towards digital and internet media. We recommend advertising in digital forms that can quickly reach the consumer anywhere. We will focus on advertising in digital platforms online because this is the best and most cost-efficient way to engage our target market. We will focus on advertising on social media platforms because of the high use of social media among our target market. This will be done on platforms such as Facebook, Instagram, Twitter, and Pinterest as well as on digital websites on the Internet. We will specifically be targeting people that use social media and are interested in outdoor activities, exercising, and leisure activities. Because most of our target audience uses the social media platform of Pinterest, we can include many pins of the beautiful Island of Fiji that includes our logo, that our target market can re-pin on traveling boards, places the want to go, or environment boards. We will allow people to reference *FIJI* in posts on Instagram or Facebook when they share about their current location at events that *FIJI* is sponsoring, because posting a current location on social media is the highest index for our target market in these mediums. We will include

video advertisements on these platforms as well, because our target audience is more likely to click on an advertisement in a social media advertisement with an above average index of 111. Advertising on these platforms will help increase brand awareness among our younger and more active target market, and we will be able to implement response ads as well as other types of advertisements to keep consumers engaged, and receive consumer feedback and insight.

Television

Primetime TV

Media buys in primetime TV will allow *FIJI* to reach the highest percentage of people during the day. This will help increase our national brand awareness and national distribution by reaching a mass audience. Fifteen second ads will be most effective in obtaining our objective of raising brand awareness and increasing sales while staying within our budget. We will strategically place our ads in programs specific to the interests of our target market such as the TV programs “Friends-Weekend” and “Como Dice Dicho.” These will be cost efficient buys because we will be able to target the greatest amount of 18-24 year olds who are most invested in TV during 8-11 pm. primetime TV will also offer a lower cost than cable TV per impression, and will associate our brand around more prestige programming. Advertising in this medium will allow us to induce persuasion of our target audience through creative commercials composed of multi-sensory sight sound and motion combined with imagery to make *FIJI* look irresistible.

Magazines

Advertising in magazines that are related to entertainment, fashion, fitness, sports and travel will allow *FIJI* to reach the greatest amount of our target audience. Projected to population 24,142,000 people fall into quintile I (heaviest usage) of magazines have used non-flavored bottled water in the past 6 months. 20.8% of people

who are heavy users of magazines have used non-flavored bottled water in the past 6 months, and 49.6 % of people who used non-flavored bottled water in the past 6 months are heavy users of magazines. Heavy users of magazines are 4% more likely than the general population to use non-flavored bottled water in the past 6 months. Recommended publications for us to advertise in include Glamour, InStyle, Shape, USA Hockey, and National Geographic Traveler.

Glamour

Glamour magazine focuses on women's issues, politics, fashion, beauty, and entertainment. 52.5% of people who used non-flavored bottled water in the past 6 months are readers of *Glamour*. The people who are readers of *Glamour* magazine are 10% more likely than the general population to use non-flavored bottled water in the past 6 months. It would be beneficial to advertise in this magazine because they target women 18-49 years, and are target market falls within that age group (MRI). They have 9.7 million print readers, 11 million monthly online readers, and 14 million followers across social media platforms, which is where we are spending most of our advertising budget, so advertising in this platform could help us promote our brand on social media and direct even more traffic to our online website.

InStyle

InStyle magazine primarily focuses on women's fashion and 52.5% of people who used non-flavored bottled water in the past 6 months are readers of *InStyle* and are 15% more likely than the general population to use non-flavored bottled water in the past 6 months (MRI). They had a total circulation of 1,810, 539 publications in the US in 2013, which means will be able to reach a good amount of our target audience.

Shape

It is important for us to advertise in fitness magazines because we are targeting fitness events, and healthy lifestyles. People who read *Shape* magazine are 15% more likely than the general population to use non-flavored water in the past 6 months.

Shape endorses a more academic doctor approach to wellness and fitness. Advertising in this publication will associate our brand with health and wellness, and promote a healthy lifestyle.

USA Hockey

One of our tentpole events encourages a sports game, so we decided we would use a sports publication to advertise in. Readers of *USA Hockey* are 20% more likely than the general population to use non-flavored bottled water in the past 6 months. *USA Hockey* includes print and digital publication options, which can also contribute to our online advertising. 57.1% of people who read *USA Hockey* have used non-flavored bottled water in the past 6 months, which supports our decision to advertise in this vehicle.

National Geographic Traveler

Because *FIJI* comes from the exotic island, we have decided to advertise in a travel magazine that can highlight some of the beautiful characteristics of *FIJI* and highlight how pure and environmentally friendly our water is. People who read *National Geographic Traveler* are 13% more likely than the general population to use non-flavored bottled water in the last 6 months. This magazine uses traditional print magazines, as well as an online interactive publication that shows the history characteristics of various places around the world. 53.6% of people who used non-flavored bottled water in the last 6 months have read *National Geographic Traveler* (MRI).

Radio

Morning drive

Advertising on the radio, specifically morning drive will, be effective because we will be able to target a large portion of our target market at once. Approximately 48,839,000 people fall into quintile 1 (heavy usage) for radio listening. Using radio

advertising, we hope to follow the recency planning model. The recency planning model attempts to reach the consumer in the period of time just before their purchase decision, and this advertising works by influencing brand choice not category choice. We will target potential consumers as they are on the way to work and encourage them to hydrate as it is essential to a healthy lifestyle. The most important part of radio advertising is that we encourage consumers to reach for *FIJI* in particular, not any other water brand. Radio is an effective advertising tool because it involves the use of sound, copy, and music. The combination of these elements should create an effective commercial that will drive consumers to purchase *FIJI*. 22% of heavy radio listeners have purchased *FIJI* in the past 6 months, and 2,178,000 people fall into this category. 23% of heavy radio listeners primarily drink *FIJI* water, which amounts to 1,241,000 people (MRI). Radio is also a good medium for us to use because we are easily able to see the ratings for our advertisements, and we may move into spot radio in the future depending on our target market geographics. Overall, advertising through this platform will reach a large amount of people in our target market, and because we are advertising in the morning drive spot, we will reach a broader amount of people driving to work which will allow us to use the recency planning model.

Tentpole Events

Dodgers Game | Los Angeles, CA

Los Angeles is an incredible place to have a tentpole event with a BDI of 114, and a CDI of 112, both above average. This city has a large population and an infinite number of events to station a promotional opportunity for *FIJI* water. During the summer, when the heat is intense and people crave a nice cold bottle of water, baseball season is in full swing. This is why we are inclined to have an event at a Los Angeles Dodgers game. A great time for this tentpole will be in August, during the peak of

baseball season, and when the stadium will be full. A large percent of our target market is interested in sports, especially baseball, so this will be a great event to attract new consumers, and remind loyal consumers why they love *FIJI* water.

For our event, we will have participants come to a booth where they will have to pitch a baseball to hit a target. If they successfully hit to target, a cool *FIJI* Island mist will shower them and cool them down along with a cold bottle of *FIJI* Water. This is a fun, interactive event for consumers and in the mid-July heat of Los Angeles, people will be lining up for that nice, cold, misty, refresher. We could have a videographer and/or photographer there to capture the event and marketing team to encourage people to give it a try.

A possibility to make this event even more special could be to have a former LA Dodger, or mascot present to play this game along with consumers and take photos. This would make the event even more special to the people who support the Dodgers. This is an event that children and adults would have an incredible time experiencing, therefore, the attention we get on social media is likely to be positive and well-received.

FIJI water will have “*FIJI* taste me tests” scattered around the stadium where a beach stand will be set up, and will offer passersby samples of water. This will likely be a very popular station because of the known high temperatures of LA during the summer. Hopefully, after attendees have tasted our water, they will be more inclined to purchase it at the food and beverage stands around the stadium.

We will sponsor the Dodgers Stadium to become the signature bottled water of the sports venue. This will mean we will have to spend additional money on signage and other advertisements around the stadium. Additionally, we will have our logo placed in the lights around the stadium, and pictured on the scoreboard to increase exposure.

The budget for an event like this would be a bit higher considering that a reserved spot in or around the Dodgers stadium may cost us money as well as building the actual booth and a celebrity appearance. Additional costs will be for signage around the stadium, sponsoring the baseball team, and the spots for the “*FIJI* taste me tests.” The social media marketing and advertising at the baseball game would also be costly, but it is one of the best places in Los Angeles to directly reach our target audience, while also having very large exposure.

This will be a very costly tentpole event, but it will be cost effective because we will be obtaining such a high reach and frequency. We also hope to earn back a large sum of this money on water bottles purchased at the stadium. The signage placed around the stadium will be the costliest. It is possible that because the Dodgers are an MLB team, signage in the stadium can cost up to \$50,000 especially if the *FIJI* logo will be placed on the scoreboard and around the stadium. We will estimate that we give away up to \$10,000 in *FIJI* water bottles. We will also have to pay to set up our “*FIJI* taste me tests” around the stadium this will likely cost \$1000 per stand set up around the stadium, and we hope to have 5 stands set up in various places around the stadium. We will spend an additional \$10,000 to sponsor the baseball team. This amounts to a total of \$775,000 spent on this tentpole event.

Bay to Breakers Run | San Francisco, CA

FIJI water is experience a running high, and we want to support all the participants and attendees of the Bay to Breakers Run by being the main sponsor of the event. We hope that by doing this the runners will appreciate our support and be more inclined to recommend and be loyal to our brand.

The Bay to Breakers Run will be held on May 19, 2019 and is considered the oldest continuous foot race in the entire world. The 12K race begins at the San Francisco Bay and finishes at the Breakers on Ocean Beach. Participants are encouraged to wear costumes to embody the uniqueness, audacity, and frivolity of the city of San

Francisco. On April 18, 1906, an earthquake in San Francisco became known as one of history's most devastating natural disasters. The fire and disaster that followed this heartbreaking event left the city in unimaginable pieces, and many feared San Francisco would never recover. However, citizens of the City began rebuilding immediately and orchestrating events to encourage positivity and prosperity. The cross-city Race, better known today as Bay to Breakers, was first held on January 1, 1912. Today, Bay to Breakers still stands as one of the largest foot races in the world, with over 40,000 participants and over 100,000 spectators annually. The course is challenging yet beautiful, and it appeals to serious runners who travel from across the globe to attend, casual joggers, and families or friends who want to walk through the heart of San Francisco.

To show our appreciation for the runners and their passion we will be paying for most of the races expenses which include t-shirts, medals, photography and video crew, set up, timing system that delivers runners their finish time by the hundredth of a second, and security. We will also hold a drawing for a few lucky spectators to win a seat on a bus that will allow racers to observe their loved ones' various points of the race. After crossing the finish line, we will prepare a celebration for their achievements by being greeted with food, drinks and live music. The male and female winner will also be rewarded with a 10-day all-inclusive stay at a five-star resort in no other than the beautiful island that inspired our water, *FIJI*. We will also be donating a \$100,000 check to the Northern California Earthquake Relief Fund.

This would be an excellent opportunity to increase awareness for the *FIJI* brand, since spring and summer months have the highest sales due to water being consumed more often because of hot temperatures and more time being spent outside. If every participant were handed a bottle of *FIJI* after the race, they could associate feelings of achievement, pride, and happiness with the product, and it would also satisfy their needs in the moment and quench their thirst. However, it would be quite difficult and

expensive to get *FIJI* in the hands of every single participant running in the Bay to Breakers Race. The excitement of finishing the race, receiving a medal, and being exposed to several other brands seeking exposure and engagement all at once could potentially be overwhelming for the participants. However, the San Francisco area has an above average CDI of 109, making it a market with high opportunity for increasing sales for *FIJI*.

We have set aside \$472,000 dollars of our budget to go towards this event. A huge portion of our budgets breakdown is put towards being the main sponsor of the event, meaning we inherited a majority of the cost of putting the race on. We estimate we will divide our spending as follows: \$28,000 for advertising, \$120,000 for t-shirts featuring our logo, \$54,000 for food and entertainment at the finish line, \$48,000 for medals for the runners, \$20,000 for photography and video crew, \$30,000 for set up, \$16,000 for the timing system that delivers runners their finished time to the hundredth of a second, and \$21,000 for security. In addition, the bus that will take supporters along the race route will cost around \$10,000, the winning prize for the male and female that receive first place price will cost \$12,500 each, \$25,000, and the donation to the Northern California Earthquake Relief Fund.

Experiential Learning Events

Houston WaterWorks Festival | Houston, TX

The WaterWorks festival is an annual event occurring on May 11th in Houston that sets up conversations about conserving water for elementary school children. 50 local, county, and regional environmental agencies and non-profits provide hands-on opportunities for children to learn about water conservation. *FIJI* has the opportunity to make this a national event by sponsoring and creating their own hands-on experience for kids to learn while also targeting their parents (target market) and growing brand awareness. This is an Experiential learning event, so children are able to

have fun while learning. It provides hands-on interaction for the audience, and it fits the environmentally conscious sentiments of our target audience. This event in Houston could become nationally recognized and become a national event. This will provide publicity and earned media for *FIJI* if it becomes nationally recognized. The cons to the event is that it could possibly target an inappropriate audience that is too young. *FIJI* as a plastic water bottle may be considered hypocritical because this is an event for environmentally conscious people. However, we believe that *FIJI* could be tied in well to this event. To advertise at this event, we will have signage around the water park, especially in the food court, and at food and beverage stands. Each person that attends the event will be given a t-shirt where the *FIJI* logo will be very prominent (we will have a limited supply of 1,000 t-shirts). In addition, we plan to donate money to the water conservation fund. We hope that the people attending the event will notice this and look at *FIJI* as a charitable company and associate us with good things.

The breakdown of the \$100,000 budget for this event is as follows. We will spend a large sum of the money budgeted for this event to sponsoring the event. It is estimated that it will cost us \$25,000 to be considered a sponsor for this event. We will have 1,000 t-shirts available for attendees purchased by *FIJI* at \$15 each which will cost us \$15,000. The signage around the waterpark will cost us \$15,000 because it is a high reach event in Houston, so the prices for signage will be more expensive. We will be giving away free water bottles to everyone at the event which will add up to \$10,000 We also will give \$35,000 to the water conservation charity. This event is for a good cause, and we want to show that we support it.

Media Not Recommended

We do not recommend any of the advertising budget to be spent on advertising in newspapers or cable television.

Newspaper Rationale

The target audience that we are catering to is one that is constantly on the go and on their phones, hence the importance of mobile advertising. Young adults receive the majority of their news from apps on their phones or immediate push notifications. Newspapers have even shifted to online resources. Newspapers are dying as are the advertising opportunities that once came with them.

Cable Television Rationale

Young adults, ages 18-24, are also taking part in a trend called “cord cutting.” They are spending money on accounts that will provide them with fast access to shows and no advertisements. With this trend continuing the investment in cable television does not make sense with this demographic.

Scheduling Strategy

Advertising Period

The campaign will begin January 1st, 2019 and the campaign will end on December 31st, 2019.

Budget

FIJI has a budget of \$28 million dollars to achieve all of the objectives we were tasked with, including raising awareness from 8% to 40%.

Timing

FIJI should spend the majority of their budget in the third quarter when their product has the highest amount of sales. The remainder of the weight should be dispersed throughout the year to maintain a pulsing media schedule. The largest months of spending should be May and August when sales are highest and regional tentpole events take place.

Evaluation

Flowchart

	January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
NATIONAL	1 7 14 21 28	4 11 18 25	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30
Magazines (mpg: 4-c)												
Magazine 1												
Magazine 2												
Network TV (:15)												
Primetime	25	30	30	25	60	60	60	60	60	25	25	25
Network Radio												
Morning drive	25	20	20	25	110	110	110	110	110	110	110	25
Digital (IMPs 000s)												
Social	27000	75000	75000	27000	100500	100500	100500	100500	100500	100500	100500	27000
Mobile	15000	25000	25000	15000	52000	52000	52000	52000	52000	52000	52000	15000
Sponsorships/Events												
Bay to Breakers Race												
Houston Waterworks Festival												
LA Dodgers Games												
TRPs	180	323	323	180	640	640	640	640	640	180	180	180
\$(000s)	1012.7	1444.0	323	1012.7	4064.8	3289.8	3289.8	4064.8	3289.8	1012.7	1012.7	1012.7
Reach	65.1	69.9	323	65.1	86.5	86.5	86.5	86.5	86.5	65.1	65.1	65.1
Avg. Frequency	2.8	4.6	323	2.8	7.4	7.4	7.4	7.4	7.4	2.8	2.8	2.8

Budget Summary

Advertising Budget Summary FIJI Water 2019

Size of budget: \$28,000,000

Campaign Period: January 1st, 2019 to December 31st, 2019

Amount Allocated to Media and Sponsorships: \$26,000,000

MEDIA TYPE

National Media **\$12,887,000 (49.4%)**

Network TV **\$6,269,000 (24.0%)**

 Primetime \$6,269,000

Network Radio **\$2,409,400 (9.2%)**

 Morning Drive \$2,409,400

Magazines **\$4,208,600 (16.1%)**

Digital Media **\$9,676,000 (37.0%)**

Social **\$6,096,000 (23.3%)**

Mobile **\$3,580,000 (13.7%)**

Regional Media **\$1,550,000 (5.9%)**

Tentpole Events **\$1,247,000 (4.8%)**

Experiential Learning **\$303,000 (1.2%)**

SEASONALITY

1st Quarter \$3,900,700

2nd Quarter \$6,522,900

3rd Quarter \$10,644,400

4th Quarter \$3,042,300

CONTINGENCY **\$2,000,000 (7.7%)**

Strategy Summary

Within the budget of \$28 million, the media plan has successfully allocated \$12,887,000 of the budget towards national advertising, \$9,676,000 for digital media, and \$1,550,000 for regional media (including tentpole events and experiential learning). \$2,000,000 was set aside for contingency in case of emergencies or any problems that may arise during the campaign period. Our overall goal for the *FIJI* water campaign was to increase sales and brand awareness and set it apart from other brands in the bottled water market. Our plan was to deliver impactful, strategic messaging to our target audience of 18-24-year-old men and women on the media that they are most likely to consume.

The media strategy goals for May, July, August, and September (the months where *FIJI* water was purchased the most) were to achieve a reach of 80% and a frequency of 4. The goal for the months with medium purchases and ad spending (February, March, June) was to achieve a reach of 60% and a frequency of 4. As for the lightest months (October, November, December, April), we planned to achieve a reach of 40% with an average frequency of 4. In order to achieve these goals, purchase patterns and the types of media regularly used by our target audience were considered. Tentpole events sponsored by *FIJI* and hosted in highly populated cities were also chosen based on the activities, hobbies, and lifestyles of our target audience.

The majority of our budget (37.0%) was spent on digital advertising because our target audience has an affinity towards technology, prefers to connect with brands through social media, and lives a lifestyle of wanting to impress others by sharing information about their lives online. Magazines and network television follow closely behind with 24.0% and 16.1% of the budget being spent, respectively.

The tentpole and experiential learning events were strategically placed in three cities with high populations, hot spring and summer temperatures, and high BDI/CDI

numbers. Our events consist of a historic marathon, popular sporting event, and an instructional event that teaches elementary school children to be more environmentally conscious while learning more about conserving water. These events were chosen specifically because they reinforce the behaviors and attitudes of our target market and fall under the category of activities that our target audience enjoys engaging in. As far as the KPIs utilized in this plan, we have chosen to measure the performance of our tentpole and experiential learning events by recording attendance, monitoring social media posts and trending hashtags, and keeping track of *FIJI* sales during each event.

To conclude, this media plan for *FIJI* was cost-efficient since it remained under our budget of \$28 million with money left over for any problems or emergencies. Reach goals were exceeded, while average frequency goals were very close to being met. Therefore, it is likely for *FIJI*'s sales and brand awareness to increase after the year-long campaign has run.

Appendices

Full BDI/CDI Chart

<u>DMA Name</u>	<u>% Pop.</u>	<u>Category %</u>	<u>FIJI %</u>	<u>CDI</u>	<u>BDI</u>
Abilene-Sweetwater, TX	0.11022510	0.10018146	0.20124440	91	183
Albany-Schenectady-Troy, NY	0.48895257	0.44023068	0.36075513	90	74
Albany, GA	0.13983720	0.14480828	0.14528426	104	104
Albuquerque-Santa Fe, NM	0.58231581	0.57595914	0.42863146	99	74
Alexandria, LA	0.08248193	0.08417688	0.12033052	102	146
Alpena, MI	0.01598970	0.01394095	0.00150641	87	9
Amarillo, TX	0.17592823	0.17807133	0.15352561	101	87
Anchorage, AK	0.12409669	0.13289491	0.11383877	107	92
Atlanta, GA	1.81867265	1.91994607	1.90558340	106	105
Augusta-Aiken, GA-SC	0.22231913	0.21213267	0.14016381	95	63
Austin, TX	0.49264889	0.52529690	0.51807717	107	105
Bakersfield, CA	0.19345461	0.21554759	0.19380692	111	100
Baltimore, MD	0.97686685	1.00745004	0.79599994	103	81
Bangor, ME	0.12322452	0.09996812	0.23743205	81	193
Baton Rouge, LA	0.27714096	0.27532262	0.21302549	99	77
Beaumont-Port Arthur, TX	0.16060304	0.15633729	0.09429595	97	59
Bend, OR	0.04095025	0.03751581	0.03529596	92	86
Billings, MT	0.08900241	0.07883707	0.04428039	89	50
Biloxi-Gulfport, MS	0.11774234	0.12217465	0.09220184	104	78
Binghamton, NY	0.12804220	0.11019435	0.11526412	86	90
Birmingham (Anniston and Tuscaloosa), AL	0.63281834	0.59596300	0.73510850	94	116
Bluefield-Beckley-Oak Hill, WV	0.13256915	0.10892165	0.05525760	82	42
Boise, ID	0.19482515	0.20377555	0.23935053	105	123
Boston (Manchester), MA-NH	2.21588172	2.23491447	1.94006874	101	88
Bowling Green, KY	0.06578619	0.06357830	0.05963498	97	91
Buffalo, NY	0.58198355	0.54228375	0.49431235	93	85
Burlington-Plattsburgh, VT-NY	0.29936041	0.27176119	0.35698573	91	119
Butte-Bozeman, MT	0.05349282	0.05294400	0.04644881	99	87
Casper-Riverton, WY	0.04481269	0.04466108	0.02486592	100	55
Cedar Rapids-Waterloo-Iowa City & Dubuque, IA	0.29965113	0.28350873	0.22831252	95	76
Champaign & Springfield-Decatur, IL	0.34591744	0.33203752	0.29281125	96	85
Charleston-Huntington, WV	0.43089127	0.38032936	0.39914498	88	93
Charleston, SC	0.23743666	0.22301378	0.21497099	94	91
Charlotte, NC	0.86460669	0.85146832	0.96665677	98	112
Charlottesville, VA	0.06350195	0.06259593	0.05640599	99	89
Chattanooga, TN	0.30284907	0.29259852	0.33481513	97	111
Cheyenne-Scottsbluff, WY-NE	0.04664009	0.04581038	0.04765799	98	102
Chicago, IL	3.24491237	3.33489432	3.04803770	103	94
Chico-Redding, CA	0.16704045	0.14410779	0.06914631	86	41
Cincinnati, OH	0.77132652	0.78196227	0.86351825	101	112
Clarksburg-Weston, WV	0.09967605	0.08151942	0.04617860	82	46
Cleveland-Akron (Canton), OH	1.39779051	1.30762291	0.98541598	94	70
Colorado Springs-Pueblo, CO	0.27834538	0.27113122	0.23462864	97	84
Columbia-Jefferson City, MO	0.15271202	0.13929865	0.19224647	91	126
Columbia, SC	0.32980314	0.30918776	0.32470259	94	98
Columbus-Tupelo-West Point-Houston, MS	0.17235651	0.16008159	0.18640321	93	108
Columbus, GA (Opelika, AL)	0.18664341	0.17300024	0.19779925	93	106

Columbus, OH	0.76667497	0.78135251	1.06599210	102	139
Corpus Christi, TX	0.18955063	0.19853634	0.16367194	105	86
Dallas-Ft. Worth, TX	1.98824653	2.09464411	2.13349061	105	107
Davenport-Rock Island-Moline, IA-IL	0.28087881	0.25057367	0.19650225	89	70
Dayton, OH	0.43496138	0.41047349	0.40289412	94	93
Denver, CO	1.23415566	1.31221720	1.30011410	106	105
Des Moines-Ames, IA	0.36452363	0.34596642	0.32962038	95	90
Detroit, MI	1.74404020	1.72514636	1.27978768	99	73
Dothan, AL	0.08343716	0.07275085	0.15937562	87	191
Duluth-Superior, MN-WI	0.15528698	0.13416731	0.08957406	86	58
El Paso (Las Cruces), TX-NM	0.27996511	0.29014216	0.21578837	104	77
Elmira (Corning), NY	0.08896088	0.08060140	0.15216106	91	171
Erie, PA	0.15125841	0.13419141	0.19240184	89	127
Eugene, OR	0.20637096	0.17844443	0.13201703	86	64
Eureka, CA	0.05619237	0.04816903	0.03260739	86	58
Evansville, IN	0.25774566	0.24222661	0.33830082	94	131
Fairbanks, AK	0.03081651	0.02956974	0.01670563	96	54
Fargo-Valley City, ND	0.20965196	0.18732864	0.23178470	89	111
Flint-Saginaw-Bay City, MI	0.43109893	0.38719156	0.44200002	90	103
Fresno-Visalia, CA	0.53210400	0.58617750	0.64617618	110	121
Ft. Myers-Naples, FL	0.34853393	0.31530884	0.18145840	90	52
Ft. Smith-Fayetteville-Springdale-Rodgers, AR	0.23095772	0.22381786	0.24487629	97	106
Ft. Wayne, IN	0.23706288	0.22984452	0.26129145	97	110
Gainesville, FL	0.10382922	0.09411277	0.07611093	91	73
Glendive, MT	0.00377938	0.00386283	0.00193874	102	51
Grand Junction-Montrose, CO	0.05328516	0.04920986	0.04344274	92	82
Grand Rapids-Kalamazoo-Battle Creek, MI	0.65960628	0.65361952	0.83735533	99	127
Great Falls, MT	0.05988870	0.05142568	0.04747560	86	79
Green Bay-Appleton, WI	0.37461583	0.33529108	0.28188808	90	75
Greensboro-High Point-Winston Salem, NC	0.57047928	0.54124541	0.85908008	95	151
Greenville-New Bern-Washington, NC	0.25392474	0.24179056	0.23587160	95	93
Greenville-Spartanburg-Asheville-Anderson, SC-NC	0.71604784	0.64879276	0.88132498	91	123
Greenwood-Greenville, MS	0.07542155	0.07692015	0.07552998	102	100
Harlingen-Weslaco-Brownsville-McAllen, TX	0.30500872	0.34864479	0.28908237	114	95
Harrisburg-Lancaster-Lebanon-York, PA	0.63825899	0.62152559	0.55467689	97	87
Harrisonburg, VA	0.08368635	0.07944115	0.12249219	95	146
Hartford & New Haven, CT	0.91228507	0.87090017	0.58274478	95	64
Hattiesburg-Laurel, MS	0.09730875	0.09382732	0.22469173	96	231
Helena, MT	0.02126422	0.01868973	0.00776849	88	37
Honolulu, HI	0.43799319	0.45683078	0.47381705	104	108
Houston, TX	1.71160395	1.85316301	2.15286455	108	126
Huntsville-Decatur (Florence), AL	0.32502700	0.31049940	0.56504614	96	174
Idaho Falls-Pocatello (Jackson), ID-WY	0.10441067	0.10653670	0.08817573	102	84
Indianapolis, IN	0.94845917	0.93842028	1.23030578	99	130
Jackson, MS	0.30421962	0.30897152	0.30593662	102	101
Jackson, TN	0.08617825	0.07819245	0.06097926	91	71
Jacksonville, FL	0.52388072	0.50165561	0.38322971	96	73
Johnstown-Altoona-State College, PA	0.28735775	0.25181191	0.30418026	88	106
Jonesboro, AR	0.07031315	0.06499901	0.07877248	92	112
Joplin-Pittsburg, MO-KS	0.13705457	0.12548589	0.20133898	92	147
Juneau, AK	0.02491901	0.02443282	0.01232825	98	49
Kansas City, MO-KS	0.78100341	0.78164085	0.85880987	100	110

Knoxville, TN	0.43965446	0.39162152	0.50222946	89	114
La Crosse-Eau Claire, WI	0.18967522	0.18249580	0.37315094	96	197
Lafayette, IN	0.05993023	0.06233946	0.09546460	104	159
Lafayette, LA	0.19665255	0.21150608	0.18604519	108	95
Lake Charles, LA	0.08966692	0.09298668	0.06947056	104	77
Lansing, MI	0.23598306	0.22246508	0.24301186	94	103
Laredo, TX	0.06283744	0.07304995	0.06493106	116	103
Las Vegas, NV	0.50307334	0.51222337	0.44864039	102	89
Lexington, KY	0.42158817	0.38646896	0.43560284	92	103
Lima, OH	0.06915026	0.06672569	0.07192946	96	104
Lincoln & Hastings-Kearny, NE	0.24391561	0.21632159	0.22044271	89	90
Little Rock-Pine Bluff, AR	0.48563004	0.44849029	0.87379968	92	180
Los Angeles, CA	5.51848160	6.18993578	6.27248767	112	114
Louisville, KY	0.55851815	0.54804158	0.94434431	98	169
Lubbock, TX	0.14212144	0.14861812	0.13879926	105	98
Macon, GA	0.21268378	0.20242785	0.27180255	95	128
Madison, WI	0.31597309	0.30482324	0.27355891	96	87
Mankato, MN	0.04751225	0.04349306	0.04413853	92	93
Marquette, MI	0.08268959	0.06655577	0.03795751	80	46
Medford-Klamath Falls, OR	0.14311820	0.11453267	0.04550308	80	32
Memphis, TN	0.58729961	0.59059849	0.57963738	101	99
Meridian, MS	0.06591079	0.06015661	0.05588584	91	85
Miami-Ft. Lauderdale, FL	1.43554282	1.52666430	1.32858730	106	93
Milwaukee, WI	0.77954980	0.79509187	0.60255781	102	77
Minneapolis-St. Paul, MN	1.45389983	1.47637467	1.51796281	102	104
Minot-Bismarck-Dickinson (Williston), ND	0.12077415	0.11198856	0.10006490	93	83
Missoula, MT	0.08979151	0.07436220	0.11221752	83	125
Mobile-Pensacola (Ft. Walton Beach), AL-FL	0.45468893	0.44430267	0.29645906	98	65
Monroe-El Dorado, LA-AR	0.17052911	0.16275299	0.16883967	95	99
Monterey-Salinas, CA	0.24981311	0.25762851	0.25357700	103	102
Montgomery-Selma, AL	0.21949497	0.20298591	0.15343104	92	70
Myrtle Beach-Florence, SC	0.23656450	0.22028272	0.17023124	93	72
Nashville, TN	0.80891270	0.79274816	1.50491850	98	186
New Orleans, LA	0.61915441	0.65286066	0.60248350	105	97
New York, NY	7.26310325	7.57503013	7.04655345	104	97
Norfolk-Portsmouth-Newport News, VA	0.62962040	0.63296845	0.52526471	101	83
North Platte, NE	0.01291636	0.01042235	0.00293852	81	23
Odessa-Midland, TX	0.12575795	0.13560475	0.13804268	108	110
Oklahoma City, OK	0.58028075	0.57417748	0.93386023	99	161
Omaha, NE	0.34579284	0.32521107	0.29522961	94	85
Orlando-Daytona Beach-Melbourne, FL	1.07616912	1.01102043	0.78567123	94	73
Ottumwa-Kirksville, IA-MO	0.04593405	0.04048392	0.06686305	88	146
Paducah-Cape Girardeau-Harrisburg, KY-MO-IL	0.35945677	0.31022590	0.43717680	86	122
Palm Springs, CA	0.11466899	0.10845681	0.07181462	95	63
Panama City, FL	0.11595647	0.09639513	0.17784436	83	153
Parkersburg, WV	0.05851815	0.05731310	0.03414082	98	58
Peoria-Bloomington, IL	0.22285904	0.22008601	0.17744581	99	80
Philadelphia, PA	2.69710939	2.74926711	2.16731394	102	80
Phoenix (Prescott), AZ	1.37370213	1.43831444	1.22451657	105	89
Pittsburgh, PA	1.07758119	0.96539681	0.67930372	90	63
Portland-Auburn, ME	0.34350860	0.30157974	0.32022388	88	93
Portland, OR	0.97794667	1.03563751	0.90231341	106	92

Presque Isle, ME	0.02720326	0.01925715	0.00891687	71	33
Providence-New Bedford, RI-MA	0.57562921	0.56373750	0.44052063	98	77
Quincy-Hannibal-Keokuk, IL-MO-IA	0.10063128	0.08727775	0.21581539	87	214
Raleigh-Durham (Fayetteville), NC	0.85052745	0.85443463	0.88683723	100	104
Rapid City, SD	0.07895174	0.06984967	0.05542648	88	70
Reno, NV	0.21953651	0.20013723	0.17935753	91	82
Richmond-Petersburg, VA	0.46000498	0.43912700	0.39709140	95	86
Roanoke-Lynchburg, VA	0.41128831	0.34443764	0.32568209	84	79
Rochester-Mason City-Austin, MN-IA	0.12330758	0.11183468	0.12352573	91	100
Rochester, NY	0.37905972	0.35822829	0.50570163	95	133
Rockford, IL	0.15989700	0.15604805	0.13946803	98	87
Sacramento-Stockton-Modesto, CA	1.17717418	1.24563872	1.15439751	106	98
Salisbury, MD	0.12941274	0.11128558	0.06491079	86	50
Salt Lake City, UT	0.77531356	0.87818688	0.99187396	113	128
San Angelo, TX	0.04971343	0.04953725	0.04539500	100	91
San Antonio, TX	0.68506520	0.69283333	0.69492177	101	101
San Diego, CA	0.99734197	1.07512552	1.10432791	108	111
San Francisco-Oakland-San Jose, CA	2.44509511	2.66629481	2.90001083	109	119
Santa Barbara-Santa Maria-San Luis Obispo, CA	0.23548467	0.23043575	0.21374829	98	91
Savannah, GA	0.26634272	0.26690335	0.22284080	100	84
Seattle-Tacoma, WA	1.52317468	1.56069587	1.41669548	102	93
Sherman-Ada, TX-OK	0.11080655	0.09642541	0.16333418	87	147
Shreveport, LA	0.33989534	0.31302329	0.27844968	92	82
Sioux City, IA	0.14764515	0.13375735	0.12140460	91	82
Sioux Falls (Mitchell), SD	0.22202841	0.19331097	0.11682457	87	53
South Bend-Elkhart, IN	0.30650386	0.28652714	0.24518703	93	80
Spokane, WA	0.35085971	0.30680162	0.27078252	87	77
Springfield-Holyoke, MA	0.24636598	0.22496636	0.15195165	91	62
Springfield, MO	0.34205499	0.29458625	0.33632830	86	98
St. Joseph, MO	0.04215466	0.03958532	0.10732675	94	255
St. Louis, MO	1.08422626	1.09023001	1.19596906	101	110
Syracuse, NY	0.35783703	0.33328134	0.50780926	93	142
Tallahassee-Thomasville, FL-GA	0.23702135	0.21906002	0.23389908	92	99
Tampa-St. Petersburg (Sarasota), FL	1.39243293	1.33064319	0.86353176	96	62
Terre Haute, IN	0.13668079	0.12286320	0.32191944	90	236
Toledo, OH	0.38520641	0.38731029	0.58157613	101	151
Topeka, KS	0.15885871	0.14520200	0.12161401	91	77
Traverse City-Cadillac, MI	0.21750145	0.16337211	0.13221293	75	61
Tri-Cities, TN-VA	0.28773154	0.24503894	0.23895873	85	83
Tucson (Sierra Vista), AZ	0.35621729	0.35433250	0.25569814	99	72
Tulsa, OK	0.45120027	0.42919430	0.43257650	95	96
Twin Falls, ID	0.05453111	0.05615703	0.05226504	103	96
Tyler-Longview (Lufkin & Nacogdoches), TX	0.23685522	0.22818188	0.23859395	96	101
Utica, NY	0.10129579	0.08677726	0.11331862	86	112
Victoria, TX	0.02882299	0.03089752	0.04347652	107	151
Waco-Temple-Bryan, TX	0.29387823	0.29445040	0.47968057	100	163
Washington, DC (Hagerstown, MD)	1.95780380	2.03211750	2.05556253	104	105
Watertown, NY	0.08891935	0.08551034	0.36750359	96	413
Wausau-Rhineland, WI	0.15578536	0.13253266	0.09311379	85	60
West Palm Beach-Ft. Pierce, FL	0.60399535	0.58654911	0.39795606	97	66
Wheeling-Steubenville, WV-OH	0.13261068	0.11004495	0.09764653	83	74
Wichita Falls & Lawton, TX-OK	0.15084309	0.14439932	0.19480669	96	129

Wichita-Hutchinson Plus, KS	0.40917020	0.39137590	0.44522901	96	109
Wilkes Barre-Scranton-Hazleton, PA	0.54730459	0.49589947	0.46680514	91	85
Wilmington, NC	0.13248609	0.11385658	0.08804738	86	66
Yakima-Pasco-Richland-Kennewick, WA	0.19644489	0.19709013	0.17978311	100	92
Youngstown, OH	0.25670737	0.23216860	0.11314974	90	44
Yuma-El Centro, AZ-CA	0.09822244	0.10683809	0.09510657	109	97
Zanesville, OH	0.03156408	0.02808300	0.06917333	89	219
Total	100.00	100.00	100.00		

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