

KIT KAT MARKETING MIX ANALYSIS

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Have a break, have a Kit Kat.®



Introduction

In the late 1600s, a group of notable writers and politicians calling themselves the Kit-Cat Club met regularly to discuss their political ideals and to toast the health of the beautiful young ladies of the day.¹ There is some confusion about the origins of the Kit-Cat name but most theories agree that it is an abbreviation of the name Christopher Cat, the owner of the inn where the Club met. More than 200 years later, the name was revived by the Rowntree chocolate company and quickly became one of the most successful global chocolate bar brands ever.

Kit Kat was first sold in the United Kingdom in 1935 under the name *Rowntree's Chocolate Crisp*.² Two years later, the name was changed to *Kit Kat Chocolate Crisp* then, in 1942, shortened to simply *Kit Kat*. Since then, production has spread to 10 countries worldwide. In Canada, it has been produced in Toronto, Ontario since the 1950s.

In 1988, Rowntree was acquired by Nestlé who has been producing *Kit Kat* bars ever since¹. Headquartered in Vevey, Switzerland, Nestlé is the largest food and beverage company in the world and has an extensive product mix ranging from confectionery, coffee and ice cream to baby food, sports nutrition and weight management.

Nestlé demonstrates a strong commitment to corporate social responsibility, which they call “creating shared value”.³ Ongoing initiatives include reducing waste, pollution, and water use in their factories; nutritional programs; clean drinking water projects; rural development; and child labour prevention. Their Cocoa Plan, launched in 2009, aims to develop a sustainable supply of cocoa through the following:

- Providing minimum 1,000,000 new cocoa plants to farmers each year to replace aging and diseased cocoa trees, improving yields and preventing deforestation.
- Training minimum 20,000 farmers each year in sustainable agriculture to improve yields.
- Building and refurbishing 40 schools by 2016 in Côte d'Ivoire, one of the world's largest cocoa producing nations, as part of Nestlé's efforts to eliminate child labour.
- Ensuring farmers are paid a fair price for their product.

By the end of this year, Nestlé aims to source 15% of their global cocoa requirements (60,000 tons) from farmers within the Plan.⁴

Kit Kat is one of Nestlé's billionaire brands and has been Canada's top rated chocolate bar brand for much of the last 60 years.⁵ Around the world today, enough *Kit Kat* bars are produced every five minutes to create a pile taller than the Eiffel Tower.⁶ 650 *Kit Kat* fingers are consumed every second.⁷

¹ Globally, *Kit Kat* bars are produced by Nestlé except in the USA, where they are produced under licence by Hershey.



Target Market

Kit Kat was developed in response to an employee request for a “chocolate bar that a man could take to work in his pack up”.⁸ Various product line extensions appeal to different market segments; however, it remains largely a working man’s treat.

	<i>Kit Kat Regular</i>	<i>Kit Kat Chunky</i>	<i>Kit Kat Snack Size</i>
Demographic	<ul style="list-style-type: none"> Men and women, aged 15 – 40 Employed 	<ul style="list-style-type: none"> Young men, aged 12 - 24 	<ul style="list-style-type: none"> Parents of children aged 5 to 15 Parents of children with peanut allergies
Geographic	<ul style="list-style-type: none"> Worldwide Nationwide in Canada 	<ul style="list-style-type: none"> Worldwide Nationwide in Canada 	<ul style="list-style-type: none"> Worldwide Nationwide in Canada
Psychographic	<ul style="list-style-type: none"> Enjoy chocolate but don’t want it to be overly sweet Want to indulge themselves but are looking for a “lighter snack” Lead busy lives (work, families) and deserve a moment to themselves 	<ul style="list-style-type: none"> Looking for a bigger hit of chocolate than a regular <i>Kit Kat</i> bar provides Consider regular <i>Kit Kat</i> to be too delicate for a man-size appetite Lead busy lives (work, sports) and want to indulge themselves on-the-go 	<ul style="list-style-type: none"> Want to give their children a treat while controlling portion size Primary school restrictions require lunches to be peanut-free
Behaviour	<ul style="list-style-type: none"> Buy on impulse while at the store Moderate to heavy users buy in multiples to reduce unit price Light to moderate users of social media 	<ul style="list-style-type: none"> Buy on impulse while at the store Moderate to heavy users of social media 	<ul style="list-style-type: none"> Buy in bulk for school lunches Buy as part of their routine grocery shopping Buy seasonal products as gifts
Other Theories	<ul style="list-style-type: none"> Other preferred snack foods likely include cookies and chips (foods with crispness) Moderate to heavy users of social media 	<ul style="list-style-type: none"> Other preferred snack foods likely include cookies and chips (foods with crispness) Moderate to heavy users of social media 	<ul style="list-style-type: none"> Primarily mothers who buy groceries and pack school lunches

Product Strategy

Kit Kat could be considered something between a chocolate bar and a biscuit. With three layers of chocolate-cream filled wafer and a milk chocolate coating, it provides a satisfying crispness when broken or bitten into. Its standard four-finger format is easily divided for ease of eating, sharing, portion control, or just to make it last a little longer.

Available in a variety of formats and flavours (see Appendix A), *Kit Kat* appeals to a wide audience. Product line extensions such as caramel, mint and peanut butter flavours appeal to *Kit Kat* eaters who



desire a little extra sweetness and are usually introduced for a limited time only, so as not to cannibalize sales of the original bar. A new two-finger bar is suitable for consumers concerned about portion size while *Kit Kat* Chunky was introduced for those seeking a heartier treat.⁹ Snack-size bars are made in a peanut-free facility and sold in 20-packs, making them ideal for school lunches.



Kit Kat switched to a blue wrapper during World War II

Kit Kat's distinctive red and white packaging provides instant brand identity. In fact, the only time the bar's packaging ever strayed from its traditional red colour was during World War II. Milk shortages forced Rowntree to alter their recipe and drop the words "Chocolate Crisp" from the name.¹⁰ At the same time, they changed the wrapping from red to blue so as not to affect brand loyalty.

In addition to keeping the product fresh and free from contamination, Nestlé incorporates elements of persuasive labelling on the *Kit Kat* wrapper to promote their company, causes and current sales promotions. Every *Kit Kat* wrapper includes Nestlé's "Good Food, Good Life" philosophy as well as information about the Cocoa Plan, the phone number for the Kids Help Phone hotline and *Kit Kat*'s well known slogan.

The famous slogan "*Have a break, have a Kit Kat*®" was launched in 1958¹¹ and serves two purposes. First, it refers to the act of breaking the *Kit Kat* fingers apart before enjoying them. Second, it implies that *Kit Kat* is a satisfying part of taking a well-deserved break from our hectic lives. As a family brand, all product items in the *Kit Kat* line use this same slogan, providing strong branding and enabling economies of scale in advertising. In 2012, *Kit Kat*'s brand equity was valued at \$5,764,000.¹²

Competitive Analysis

For the competitive portion of this report, we considered products that are similar to *Kit Kat* in nature and geared toward a similar target market but not manufactured by Nestlé. Based on these criteria, we have selected Twix, made by Mars, for the comparative summary.

While both *Kit Kat* and Twix combine cookie and chocolate, there are several distinct differences. First, Twix uses a cookie bar rather than layers of wafer. This makes the bar more crunchy than crispy and requires a much stronger bite. Second, Twix includes a layer of caramel between the cookie and the chocolate. The layers of wafer in a *Kit Kat* do not take away from the milk chocolate flavour. The caramel and substantial cookie bar of a Twix, however, combine to give it a much different, sweeter taste. Finally, Twix comes with two separate fingers in a package. This makes it easy to share or to control portion size but lacks the participation of breaking the fingers apart that a *Kit Kat* bar provides.

Twix is available in similar packaging to that of *Kit Kat* with regular, king-size, and multi-pack options. Twix offers two snack-size varieties – Minis and Fun Size. Minis are bite-size bars packaged individually. Fun Size are slightly larger than Minis and packaged in pairs. However, as Twix is not manufactured in a peanut-free facility, these snack-size formats cannot compete with *Kit Kat* for the school lunch target market. Additionally, it does not have a format to compete with *Kit Kat* Chunky for the young male crowd looking for a more masculine snack.



Kit Kat is sold in a variety of rotating flavours, including peanut butter, hazelnut, caramel, mint, white chocolate and dark chocolate. Twix is only available in caramel and peanut butter flavours.

Twix bars are sold in a gold wrapper using informational labelling. Wrappers do not include promotional details about the product or the manufacturer. As far as we have been able to tell, Twix does not have a consistent slogan in the Canadian market.

Pricing Strategy

Pricing of *Kit Kat* varies by product item and by place. Figure A below indicates the typical price of *Kit Kat* at a variety of retail outlets. Gas stations and convenience stores are small volume purchasers and therefore have to set their prices higher in order to make a profit. Supermarket and hypermarket chains purchase in large volumes, enabling them to sell individual *Kit Kat* bars at a lower price. In addition, this type of outlet also sells *Kit Kat* in multi-packs, resulting in a lower price per bar to the consumer.

Discount outlets such as dollar stores often sell obsolete product (product with outdated promotions on the wrapper, for example). They are able to purchase the product at a reduced rate and can resell it for far less than other retailers. In contrast, non-traditional outlets such as movie theatres have a monopoly on the snacks available to their audience and can achieve markups of two to three times their cost.

Nestlé employs a status quo pricing strategy for the *Kit Kat* product line. The market for chocolate bars is highly competitive with many brands fighting for consumer attention. Of the four major producers of confectionery products, Nestlé has the smallest market share (see Appendix B).¹³ In order not to price themselves out of the market, *Kit Kat* sets their base price at about the same as that of competing brands of about the same size.

To fine-tune this base price, *Kit Kat* uses discounts and special pricing tactics. Quantity discounts are offered to consumers when they purchase the product in multi-packs from the supermarket rather than as individual bars. As well, gas stations and convenience stores frequently offer quantity discounts by offering 2-for-1 sales of *Kit Kat* and other chocolate bars.

Kit Kat's Christmas and Easter items have little value to consumers once the holiday is over. To move product, seasonal discounts are often given in the days immediately before each holiday. These products are deeply discounted immediately after the holiday as retailers try to clear out their inventory. The longer the product remains in stock at the retailer, the lower the price will go until inventory is depleted.

Often retailers use a single-price tactic for the sake of simplicity. Using this tactic, all individual chocolate bars of roughly the same size are sold at the same price. A regular *Kit Kat* bar is sold at the same price as other regular chocolate bars. *Kit Kat* Chunky is priced the same as other "big-eat" bars and *Kit Kat* Bites are priced the same as other bagged chocolates. Since this tactic eliminates comparison shopping, it is important for *Kit Kat* to develop brand loyalty, ensuring customers will choose it over other brands.



A final pricing tactic used by *Kit Kat* is that of odd-even pricing. In many retailers, *Kit Kat* products are given odd-numbered prices, indicating to consumers that they are getting a bargain. Other retailers price *Kit Kat* at \$1.00 even, which is thought to convey quality to the consumer. In the confectionery market in general, most products (*Kit Kat* included) use odd-numbered pricing to imply that consumers are saving money and encourage impulse buying.

Competitive Analysis

With regard to price there is little, if any, difference between the strategies employed by *Kit Kat* and those employed by *Twix*. *Twix* follows a status-quo pricing strategy. It offers quantity discounts as well as discounts on seasonal merchandise. It is subject to the same single price and odd-even pricing tactics as *Kit Kat*. Figure A compares prices of *Kit Kat* and *Twix* at several different types of retail outlets.

Outlet	Price					
	Kit Kat (45 g)	Twix (50 g)	Kit Kat King Size (85 g)	Twix King Size (85 g)	Kit Kat 4 Pack (45 g x 4)	Twix 4 Pack (50 g x 4)
Supermarket	\$1.19	\$1.19	\$1.49	\$1.49	\$4.49	\$4.49
Hypermarket (Walmart)	\$1.00	\$1.19	\$1.00	\$1.58	\$2.88	\$3.48
Drugstore	\$1.00	\$1.00	\$1.99	\$1.79	\$4.49	\$3.99
Gas Station/ Convenience Store	\$1.49	\$1.49	\$1.99	\$1.99	-	-
Discount Store (Dollar Store)	\$0.69	\$0.69	\$1.00	\$1.00	-	-

Figure A: Price Comparison Between *Kit Kat* and *Twix*

Place Strategy

Kit Kat is a consumer convenience product in a highly competitive market. Because there are so many other options, a consumer is likely to purchase a competing product if *Kit Kat* is unavailable rather than continue the search elsewhere. Intensive distribution is required in order to ensure it is available where and when the consumer wishes to purchase it.

Kit Kat is sold in nearly every convenience store, gas station, drugstore, and supermarket in Canada (see Appendix B). In addition, it is available from many non-store outlets including vending machines, concession stands, and cafeterias. Placement of the product within the store is important and varies depending on the type of store.

Research indicates that more than 60% of consumer's confectionery purchases are made on impulse.¹⁴ To capitalize on these impulse buys, convenience stores, cafeterias, and some supermarkets display individual bars near the cash registers in full view of every customer. Supermarkets also sell in multi-packs (packages of 4, 8, or 20, depending on the product). These multi-packs are rarely purchased on



impulse. Instead, consumers buy them as part of their regular grocery shopping. As such, these products are displayed in the confectionery aisle of the store.

Nestlé employs a dual distribution strategy for *Kit Kat* from their Toronto, Ontario facility. By using both wholesaler and retailer distribution channels, Nestlé can achieve maximum market coverage across Canada and still be free to focus on their core competencies of manufacturing and marketing quality chocolate bars.

The wholesaler channel allows Nestlé to efficiently overcome spatial discrepancies and discrepancies of quantity between the amount of *Kit Kat* they can produce and the amount each individual reseller wishes to carry. A wholesaler's ability to warehouse product also assists Nestlé to overcome temporal discrepancies for their seasonal products such as *Kit Kat* Santa Bars and *Kit Kat* Bunny Bars.

Some large supermarket and hypermarket chains, Walmart for example, purchase *Kit Kat* and other Nestlé products in large quantities and distribute them to their stores nationwide. For these customers, Nestlé uses a retailer channel. By utilizing both the wholesaler and retailer channel, Nestlé maximizes contact efficiency and market coverage, ensuring *Kit Kat* is available to consumers across Canada.

Competitive Analysis

Twix is distributed in the same outlets and through the same distribution channels as *Kit Kat*. Because the confectionery market is so highly competitive, Twix must also use an intensive distribution strategy to capture as many sales as possible. The biggest difference between the two is that *Kit Kat* is distributed from Nestlé's production facility in Toronto while Twix is imported from Mars' manufacturing plant in Cleveland, Tennessee.

Promotion Strategy

Maintaining *Kit Kat*'s popularity in the Canadian confectionery market requires an effective promotional mix. Of the six elements of promotion, Nestlé uses advertising, sales promotions, online marketing, and public relations to engage loyal customers and persuade new users to buy *Kit Kat*.

Advertising

After moving away from this promotional tool in the late 1990s, Nestlé returned to advertising early in the last decade to revitalize the *Kit Kat* brand and introduce *Kit Kat* Chunky.¹⁵ By putting a modern spin on their traditional "Have a Break" ad slogan, they were able to update the concept to reflect the way people enjoy breaks in today's society. Their "Male Model" commercial expanded on the theme, claiming "if he deserves a break, you certainly do!" and winning a Cannes Lions Creative Award in 2004.¹⁶

Over the last several years, *Kit Kat*'s advertising efforts have included print, outdoor media (billboards, bus stops, etc.), and television.¹⁷ Launched in 2010, the Crash Test Dummy television commercials for *Kit Kat* Chunky repositioned it as a "big hit" of chocolate rather than a "big eat", significantly increasing sales of that product in Canada.¹⁸ Today, Nestlé seems to once again be moving away from advertising for *Kit Kat* in favour of sales promotions.



Sales Promotions

Kit Kat frequently uses sales promotions to generate interest and sales of the products within the brand. These promotions are often in the form of contests aimed at the end consumer. In the last year alone, they have run four major contests with cash and travel prizes. During the Summer 2012 Olympics, consumers could vote for the number of medals they believed Canada would bring home for the chance to win \$25,000. *Kit Kat*'s "Big Break" contest gave away \$1,000 each week for the duration of the promotion with an additional three \$100,000 grand prizes. Most recently, *Kit Kat* asked fans to vote for their favourite Chunky flavour for a chance to win a trip to one of three U.S. destinations.

Promotions are usually administered through *Kit Kat*'s Facebook page and garner many comments and much interest from its more than 15,000,000 Facebook fans.

Online Marketing

Kit Kat uses extensive online marketing to engage its fans and create dialogue with consumers. In addition to promoting their various contests, *Kit Kat* uses Facebook and Twitter to keep consumers informed of product developments and upcoming events. The new Chunky Peanut Butter flavour and the 2012 "World's Biggest Break" event were heavily promoted on social media.

Social media is an important tool for *Kit Kat* to communicate with its consumers. News of Nestlé's recent voluntary recall of Chunky Peanut Butter and Hazelnut flavours was instantly spread to consumers through *Kit Kat*'s Facebook and Twitter accounts.



Recent post from *Kit Kat*'s Facebook page.

Kit Kat also uses Facebook to show its whimsical side. Periodic polls such as "Which is your favourite *Kit Kat* finger?" give consumers the opportunity to share their opinions in a quick and fun way. Near daily posts of humorous adaptations of the "Have a break" theme keep fans coming back to the site regularly.

The *Kit Kat* Worldwide website allows users to choose their region for product and promotion information applicable to them. It also displays real-time results of current Facebook polls and a running tally of the number of *Kit Kat* fingers eaten this yearⁱⁱ.

Public Relations

Nestlé makes effective use of publicity and public relations to improve customer perceptions of the company and its brands, including *Kit Kat*. Periodic press releases informing and reminding the public of how The Cocoa Plan improves the lives of small family farmers in underdeveloped regions boost the company's image. This message is repeated on every *Kit Kat* wrapper. Nestlé's partnership with organizations such as Fairtrade, Fair Labour Association and UTZ Certified gain them additional publicity and add credibility to the organization.

ⁱⁱ At the time of printing, 4,307,875,296 *Kit Kat* fingers have been enjoyed worldwide in 2013.



Nestlé has also proven that they can turn bad publicity into goodwill. In 2010, Greenpeace launched a campaign against Nestlé for purchasing palm oil from suppliers that used unsustainable farming practices, resulting in deforestation of Indonesian rainforests and loss of habitat for orangutans. They called it the *Kit Kat* Campaign and branded it by converting the iconic *Kit Kat* logo into the word Killer.¹⁹

Nestlé used this potentially damaging publicity as an opportunity to demonstrate their leadership as responsible corporate citizens. In 2010, the company partnered with The Forest Trust to source 100% of their palm oil requirements from sustainable sources by the end of 2015. According to the *2012 Nestlé in Society: Creating Shared Value and Meeting Our Commitments* report, they are on track to achieving this goal by the end of 2013, two years ahead of schedule.



The logo used by Greenpeace during their 2010 *Kit Kat* Campaign

Competitive Analysis

Twix uses many of the same elements of the promotional mix as *Kit Kat*, including advertising, online marketing and sales promotions. Current promotional efforts are based on the idea of “Left Twix vs. Right Twix” and ask consumers to “try both and pick a side”.²⁰

Television ads tell the story of how Left Twix and Right Twix had a falling out and are now made in separate factories, sharing nothing but “a driveway and a wrapper”. In a style reminiscent of Willy Wonka, these ads seem to be aimed at a younger age group than either Twix or *Kit Kat* has targeted in the past. This is surprising, as Mars has made a public commitment not to advertise to children less than 12 years of age.²¹

The theme of feuding left and right Twix bars continues into their online marketing. The Twix website is divided right down the middle, allowing users to decide whether they want to view information from Left Twix or the same information, slightly rephrased, from Right Twix. Written with humour and true to their current advertising message, the Twix website is more engaging and informative than that of *Kit Kat*. However, the two products use social media equally well.



Recent post from the Twix Facebook page.

Similarly to *Kit Kat*, Twix updates their Facebook page regularly with humorous posts and irreverent jabs from one Twix to the other. However, with just under 6,000,000 Facebook fans, Twix has nowhere near the reach that *Kit Kat* currently enjoys through social media.

Twix also uses sales promotions in their promotional mix. Currently, Twix fans are invited to enter on their website to win one of two grand prize trips or many other instant win prizes. Unfortunately, since Twix is manufactured in the United States, their sales promotions are not open to Canadian residents. Since *Kit Kat*'s sales promotions are specific to the Canadian market, they have an advantage over Twix in this area.



Conclusion

The market for chocolate bars in Canada in 2011 was \$1,360,900.²² With similar price and distribution strategies to many competing products in the market, *Kit Kat* has had to rely on product and promotion to distinguish itself. *Kit Kat* has offered a high quality product with a consistent brand message for more than 60 years. Product line extensions have expanded its appeal to new market segments while keeping the traditional bar true to its original target consumer.

Given today's hectic pace, the slogan "*Have a break, have a Kit Kat*®" is more relevant now than ever. By incorporating effective use of social media and appealing sales promotions in their promotional mix, *Kit Kat* has done an excellent job of positioning itself as a well-deserved treat for busy people on the go.



APPENDICES



APPENDIX A

Kit Kat Product Line



Kit Kat Regular 45g
Individual and 4-packs



Kit Kat King Size 73g
2 bars packaged together



Kit Kat Chunky 50g
Individual and 4-packs



Kit Kat Chunky MAX 72g



Kit Kat 2-Finger 20.8g
8-packs



Kit Kat Snack Size 12g
20-packs



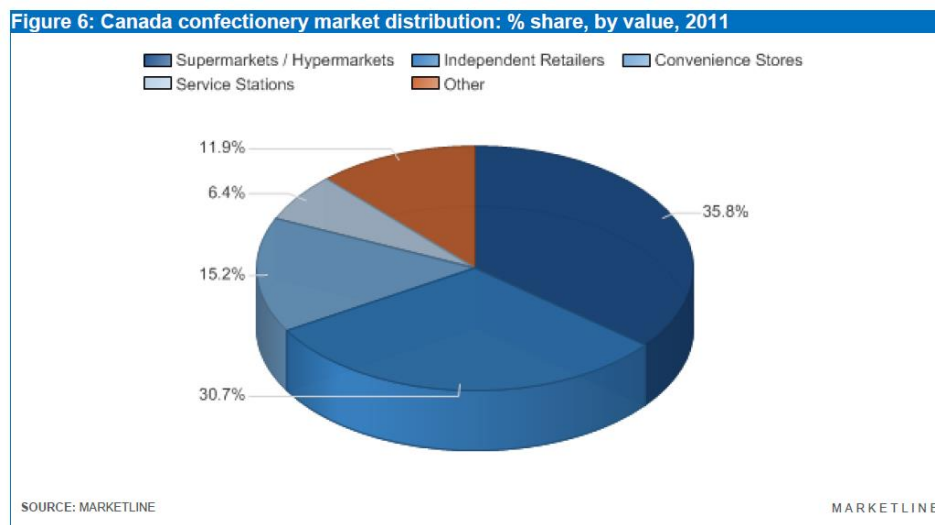
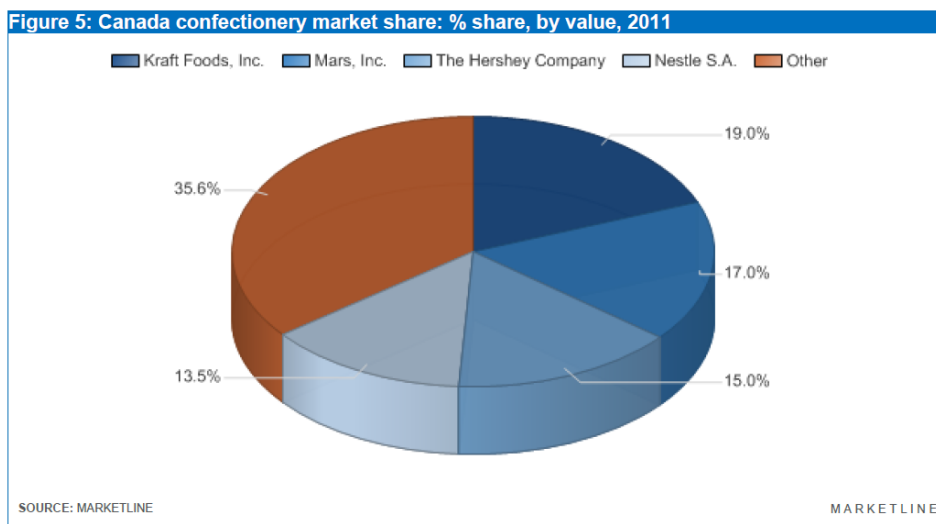
Kit Kat Bites 210g



Seasonal Items



APPENDIX B Canada Confectionery Market Data





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²¹ Mars, Inc., "Twix," Twix, <http://twix.com> (accessed April 1, 2013)

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