

BUILDING YOUR MARKETING PLAN

To conduct a consumer analysis for the product—the good, service, or idea—in your marketing plan:

- 1 Identify the consumers who are most likely to buy your product—the primary target market—in terms of (a) their demographic characteristics and (b) any other kind of characteristics you believe are important.
- 2 Describe (a) the main points of difference of your product for this group and (b) what problem they

help solve for the consumer in terms of the first stage in the consumer purchase decision process in Figure 5-1.

- 3 For each of the four outside boxes in Figure 5-5 (marketing mix, psychological, sociocultural, and situational influences), identify the one or two key influences with respect to your product.

This consumer analysis will provide the foundation for the marketing mix actions you develop later in your plan.



VIDEO CASE 5

Coppertone: Creating the Leading Sun Care Brand by Understanding Consumers

How do you create the leading sun care brand in the United States? “I would say love the consumer” explains Tracy Nunziata, marketing vice president at Coppertone. “The consumer is at the basis of everything that you’re going to do, and so the more that you can understand what is going on in their minds, their behaviors, their attitudes, the more you will understand how to best market your brand and meet all of their needs,” she adds.

Video 5-4

Coppertone
Video Case

kerin.tv/14e/v5-4

COPPERTONE AND THE SUN CARE INDUSTRY

Coppertone has a long and interesting history of meeting the changing needs of consumers. It was developed by pharmacist Benjamin Green who observed that red petroleum was used to protect the skin of service men and women in the Air Force. He added cocoa butter and coconut oil to create Coppertone Suntan Cream—the first consumer sun care product in the United States. As Coppertone marketing director Lisa Perez explains, “Coppertone actually started off as a tanning brand. If I think back to some of the taglines the business used to use, one of the most popular was ‘Tan, Don’t Burn.’” Soon the company introduced the now iconic Coppertone Girl in advertising that showed a young girl surprised by a Cocker Spaniel as it tugs at her swimsuit to

reveal a tan line. Little Miss Coppertone contests followed, and young celebrities such as Jodi Foster often debuted in Coppertone commercials. One of the original outdoor billboards can still be seen in Miami Beach, Florida!

As public awareness of skin care preferences increased, consumer interests shifted from tanning to protection, and Coppertone developed new products to match those interests. “What’s been so great,” Perez observes, is that “we’ve continuously evolved to meet consumer needs.” For example, Coppertone created a research center that developed an objective system for measuring sun protection. This system provided the basis for the SPF (Sun Protection Factor) ratings that the Food and Drug Administration created for the sun care industry. In addition, Coppertone developed the first sunscreen product for babies, introduced the first water-resistant lotion, and launched the first continuous spray sunscreens. Coppertone has also developed the MyUV Alert™ app to provide reapplication reminders tailored to individual family members.

Today, Coppertone is the market leader with 18 percent share of an industry that has grown to \$9 billion in global sales. Coppertone’s success is extraordinary considering the large number of competitors in the category. Nunziata explains: “You need to understand who your competition is and what their offerings are, so understanding Neutrogena, Banana Boat, and even private-label products is

TAN...don't burn...use COPPERTONE

Get a faster, deeper tan plus GUARANTEED sunburn protection!



Source: Bayer

essential. They all play different roles within the category, so understanding what innovations they have, how they are supporting their product, and what targets they are going after" are all important. The industry is changing also as the distinction between sun care and skin care is becoming less obvious. Many sun care products have added ingredients such as vitamin B3 and ginkgo biloba, while many skin care products now offer SPF protection, creating "multi-functional products" as a new source of competition.

THE SUN CARE PRODUCT PURCHASE DECISION PROCESS

Coppertone managers are very attentive to the path that sun care product consumers follow as they make a purchase. According to Perez, the first stage—problem recognition—begins in two ways. "First is the understanding and heightened awareness of the importance to protect their skin against sun exposure" she says. Second, is the circumstance when consumers are "going somewhere" such as the beach, the pool, or on vacation. Both situations lead consumers to conclude that they need a sun care product. Coppertone research has revealed that 80 percent of its customers decide to purchase a sun care product before they even get into a store.

After recognizing the need, sun care product customers gather information from a wide range of places. They often ask peers what they use. Consumers also go online to collect information. "They look at different brands, they look at what kind of sun protection factors they will need while using the product," observes Nunziata. "They also search to see what are the new innovations. News is very important in this category, so they're out there searching for the best sunscreen they should be using for their different needs," she continues. To facilitate customers' information search Coppertone allocates a significant part of its marketing budget to make sure Coppertone products appear in any online searches. In addition, Coppertone uses traditional advertising, public relations activities, and announcements on its web page to ensure that new information is readily available.

The sun care product category has many options so alternative evaluation can be complicated for consumers. One of the first things consumers evaluate is the product form—spray versus lotion. Then there is a range of SPF protection levels to choose from, and a wide variety of brands. Finally, price can also be an attribute that influences the evaluation process. Coppertone is continually adding new attributes such as water resistance (Coppertone SPORT), citrus scent (Coppertone CLEARLYSheer Faces), antioxidant blends (Coppertone CLEARLYSheer AfterSun), and

a portable travel size option, to match consumers' interests. Prices are frequently adjusted to ensure that Coppertone is considered by value shoppers. As Lisa Perez observes, "there are a lot of decision criteria that consumers consider."

Once consumers have examined the alternatives they can make a purchase online or in a retail store. Coppertone's website (www.coppertone.com), for example, sometimes offers links to make purchases from Walgreens, Target, Kmart, CVS, amazon.com, soap.com, and drugstore.com. If a consumer elects to go to a retail store, the Coppertone brand is also sold in food retailers such as Kroger, Safeway, and Publix, and in club stores such as Costco and Sams. As Perez describes the situation, "consumers are looking for what they want, when they want it." Because in-store personnel do not typically participate in a sun care product purchase, point-of-purchase displays are an important way for Coppertone to help consumers find the location of their product. In some cases Coppertone may partner with a retailer to provide training and information to a "beauty advisor" who works at a cosmetics counter in the store.

Nunziata believes that the postpurchase evaluation happens quickly and on two dimensions. She explains: "One, did they get burned? I think that's the biggest telltale sign of whether they are satisfied with the product. The second is how it feels. So if you have a very greasy, oily formula that's really sticky, they're not going to be happy with it." Coppertone solicits feedback about all of its products on its website by e-mail, by mail, and by telephone. In addition, Coppertone's marketing activities include engagement with consumers on Facebook and Instagram and with beauty websites and bloggers. The goal is to participate in authentic conversations about the Coppertone brand.

There are many other influences on the consumer decision process. Consumers are likely to select different products, for example, in different situations such as purchases for themselves or for their children, or in different weather conditions. Similarly, psychological influences, such as outdoor and indoor lifestyles, and perceptions of health and wellness can influence sun care product preferences. Perez comments "I think it really depends on where our consumers are in their life stage or what their lifestyle is like." Finally, sociocultural influences such as peers and reference groups are important. Coppertone has observed that female consumers are interested in their friends' product preferences particularly when it is related to skin care and cosmetics.

MARKETING AT COPPERTONE

Together, Tracy Nunziata and Lisa Perez are responsible for managing a comprehensive integrated

marketing program for Coppertone products. The program includes traditional mass media such as TV and print, and a variety of social media and digital advertising outlets. In addition, the Coppertone brand is supported with many types of coupons. These include free standing inserts (FSIs) in Sunday papers, digital coupons that are available online, and instant redeemable coupons (IRCs) that consumers can find on Coppertone packaging. Another important aspect of the Coppertone marketing program is its sponsorship of the U.S. women's and U.S. men's soccer teams. In addition, Coppertone has a partnership with Disney which led to promotions related to movies such as *Finding Dory*. Coppertone's marketing activities also include sampling, displays, and signage throughout the United States.

COPPERTONE IN THE FUTURE

Coppertone faces several unique opportunities and challenges in the future. First, demand for Coppertone products is very seasonal. In fact, the majority of Coppertone sales currently occur in just 100 days. Second, consumers have traditionally thought about Coppertone products as solutions to a particular event such as a visit to the beach or a vacation. However, as consumers become more engaged in their own health and wellness Coppertone must help consumers think about their products as a part of their everyday routine. Finally, Coppertone recently partnered with Vision Ease to launch a line of sunglasses with Coppertone polarized lenses, and a line of contact lenses as part of its commitment to develop new products to meet consumer's needs.

Now and in the future Coppertone's strategies will require continued attention to understanding consumers. Perez explains: "Coppertone is a fast-moving business that's changing on a daily basis. Consumers are really on trend, they're smart, they're savvy, and they're looking for information. So, for me as a marketer, what's really important is how do I get ahead of



Source: Bayer

that? And the answer is constantly evaluating trends, talking to consumers, and figuring out how we can have our marketing activities sync up and be relevant to them."⁴²

Questions

- 1 How has an understanding of consumer behavior helped Coppertone grow in the United States and around the globe?
- 2 Describe the five-stage purchase decision process for a Coppertone customer.
- 3 What are the possible situational, psychological, and sociocultural influences on the Coppertone consumer purchase decision process?
- 4 What specific marketing activities does Coppertone utilize to help the company grow in the marketplace?
- 5 What challenges does Coppertone face in the future? What actions would you recommend related to each challenge?

Chapter Notes

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2. Roger D. Blackwell, Paul W. Miniard, and James F. Engel, *Consumer Behavior*, 10th ed. (Mason, OH: South-Western Publishing, 2006).
3. For thorough descriptions of consumer expertise, see Joseph W. Alba and J. Wesley Hutchinson, "Knowledge Calibration: What

Consumers Know and What They Think They Know," *Journal of Consumer Research*, September 2000, pp. 123–57.

4. For in-depth studies on external information search patterns, see Brian T. Ratchford, Debabrata Talukdar, and Myung-Soo Lee, "The Impact of the Internet on Consumers' Use of Information Sources for Automobiles: A Re-Inquiry," *Journal of Consumer Research*, June 2007, pp. 111–19; Joel E. Urbany, Peter R. Dickson, and William L. Wilkie, "Buyer Uncertainty and Information Search," *Journal of Consumer Research*, March 1992, pp. 452–63; and Sharon E. Beatty and Scott M. Smith, "External Search Effort: An Investigation across Several