

Zweifel Pomy-Chips AG

Corporate Brand Management 2, FS 2010



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- www.zweifel.ch
- E-Mail Inquiry with 'Consumer Service Zweifel'
- www.branding-institute.ch
- www.nzz.ch
- www.tagesanzeiger.ch
- www.ktipp.ch
- www.workfashion.com
- www.allaccess.ch

- Own interpretations and conclusions



- Swiss company
- We like chips → buy Zweifel Chips 3-4 times per month
- Product is well known but not a lot of information about the company
- Funny TV spots
- Fresh and crunchy =)



Integrated Brand and Reputation-Guided Management

1. Corporate Mission
2. Brand Mission
3. Impression Management
4. Corporate Identity
5. Integrated Communication

Discussion



Level	Contents	Tasks
Corporate Mission	<ul style="list-style-type: none"> Who are we? What is our aspiration and purpose? What is our business, now & in the future? What do we offer? 	<ul style="list-style-type: none"> Identity Vision & Mission statement Business strategy Customer needs orientation
Brand Mission	<ul style="list-style-type: none"> How are we perceived? How do we want to be perceived? How is our behaviour perceived at the various touchpoints? 	<ul style="list-style-type: none"> Reputation measurement & analysis Brand Personality: the Brand essence Gap analysis (stakeholder specific)
Impression Management	<ul style="list-style-type: none"> How do we reach the perception we envisage to achieve? 	<ul style="list-style-type: none"> Brand architecture (scenarios) Evolution of the brand personality (attributes & core values) Emerging into a brand & reputation guided company
Corporate Identity	<ul style="list-style-type: none"> Corporate design Corporate communication Corporate behaviour 	<ul style="list-style-type: none"> Creating a fitting visual style (look & feel) Defining stakeholder specific messages Developing consistent guidelines
Integrated Communication	<ul style="list-style-type: none"> Communication concept Question of coherence: "Who communicates with whom and how, here, about what and why?" 	<ul style="list-style-type: none"> Segmenting target groups Centralisation vs. decentralisation Communication & marketing Using of tools

From the strategy to the realisation

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1.1 Identity

1.2 Vision & Mission Statement

1.3 Business Strategy

1.4 Customer needs orientation



- **1950** Hans Meier, Cousin from Hansheinrich Zweifel sen., begins with the manual production of potato chips
- **1958** Beginning of the chips production in Höngg. The chips are manufactured with four handmachines
- **1966** The Zweifel Pomy-Chips AG is founded. In the same year, the known Z-logo was arised



- **1970** Zweifel builds in Spreitenbach a new factory building
- **1992** Zweifel Pomy-Chips AG is a subsidiary of the Zweifel Chips + Snacks Holding
- **2001** Zweifel launched under the name Cractiv, as one of the first manufacturers in Europe, low-fat chips



Facts

- The market share in Switzerland of Zweifel in the area chips & snacks is approximately equal to 70%
- Zweifel is one of the 20 most famous brands in Switzerland
- The potato demand per year is approximately 22,000 tonnes
- Each year about 5,500 tonnes of chips and 1,600 tonnes snacks are produced



Facts

- For the fresh-service daily 150 service advisers are on the way
- The sales consultants serve 24,000 customers a day and have approximately 2,000 contacts
- Zweifel employs about 400 employees
- The annual turnover is approximately CHF 190 million



Wir tun alles für die besten Chips.



**DIE CHIPS-
EXPERTEN**

We do everything for the best chips!

Customer satisfaction is our top priority!

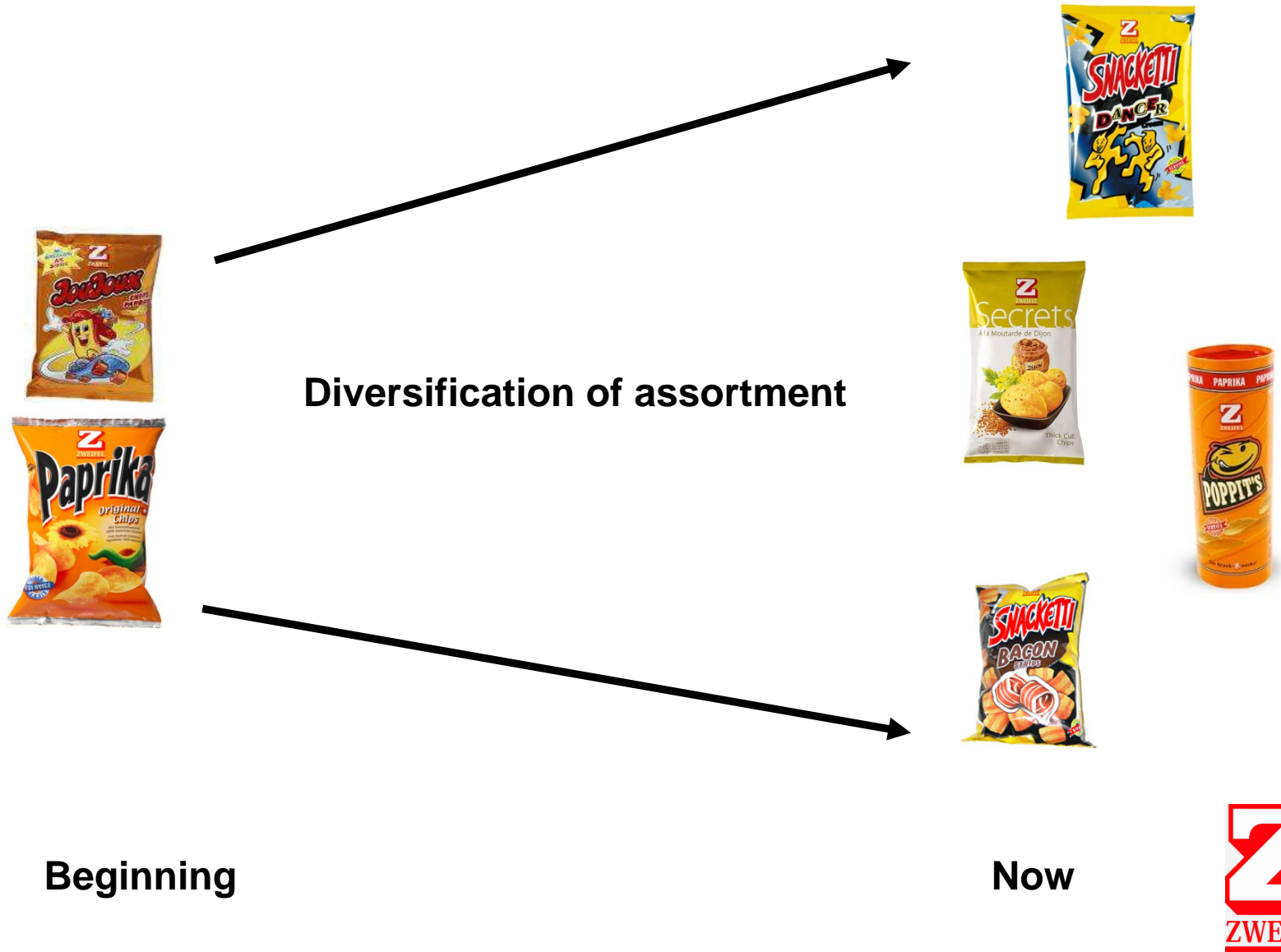
(Die Kundenzufriedenheit steht bei uns an erster Stelle!)



- Zweifel competes only in the business to business (B2B) market
- They are in the fast-food segment
- Zweifel tries to have a healthy image with products like ‚Cractiv Chips‘
- Business in the future will stay the swiss chips market. The products can be purchased near the frontier in Germany and France as well as in whole Luxemburg
- Zweifel tries to expand in whole Europe



1.4 Customer needs orientation



2.1 Reputation measurement & analysis

2.2 Brand Personality




- Quality
- High-end product
- Expensive

- No representative statistics, personal experience



- **“We do everything for the best chips”**
- K-Tipp Test
2003 detected 564 micrograms of acrylamide
→ „enough“
Zweifel responds promptly

2006 Zweifel reached the best value of all tests,
160 micrograms of acrylamide in its nature
chips.

●●●● = sehr gut (90 bis 100 Punkte)	
●●● = gut (75 bis 89 Punkte)	
●● = genügend (60 bis 74 Punkte)	
● = ungenügend (unter 60 Punkte)	
Marke	Zweifel
Bezeichnung	Original Nature Chips, mit Meersalz
Eingekauft bei	Coop
Preis in Franken	3.95
Preis pro 100 Gramm	2.14
Inhalt in Gramm	185
Energiewert kcal deklariert	532
Anteil Salz pro 100 g	1,2
Anteil Fett pro 100 g	33,4
Fett gemäss Deklaration (pro 100 g)	35
Fettabweichung zur Deklaration in % ²	-4,6
Bewertung Fettabweichung Dekl. (20%) ^{1, 3}	●●● (88)
Acrylamid, Mikrogramm pro kg	160
Bewertung Acrylamidgehalt (80%) ¹	●●●● (100)
Gesamtpunktzahl	98
K-Tipp-Gesamturteil	sehr gut



3.1 Brand architecture

3.2 Evolvement of the brand personality

3.3 Emerging into a brand reputation guided company



- Different sub-brands, but the Zweifel-logo is always present
- House branding (for example Zweifel Original, Zweifel Cractive, Zweifel Snacketti, Zweifel Poppits)
- Sub-Brands stand in the background → used as an additive
- “The Box for Snackers only” as endorsed branding
→ franchising system for snacks
- Zweifel wines as endorsed branding as well
→ since 1898



3.1 Brand architecture

Level 1:
One firm



Level 2:
House branding



Level 3:
Endorsed branding



- “We do everything for the best chips”
 - ➔ Corporate philosophy and brand promise
- Consumer satisfaction and quality are most important
 - ➔ Zweifel-Freshness-Service



- Pioneering spirit and inventiveness (innovation)
- Close to the nature and the country
- Daily passion and sense of responsibility



- Zweifel is without doubt a good example for a brand-guided company

→ Branding is Strategy

- Customer is in the centre (customer insight)
- Brand values, strategy and processes are strongly aligned



4.1 Corporate Design (look & feel)

4.2 Corporate Communication (messages)

4.3 Corporate Behavior (guidelines)



- Single identity through visual appearance
 - Color orange is very outstanding
 - Z-logo is simple and memorable
- Transports the corporate identity
 - Good brand recognition (Zweifel is associated with color orange)
 - Orange is as well color of the Original Paprika Chips
- Is the form but not the content
 - Everything in the same color (products, homepage, cars, ...)



4.1 Corporate Design (look & feel)



Strategically planned and consistent communication

- Tv-Spots, Sampling, Freshness-Team, Homepage
- Annual press release with news, developments and output
- Fast communication in crisis situations: e.g. acrylamid problem



- Hard to say because it's mainly a B2B company
- Sampling is done through students
- Freshness-Service is very omnipresent → customer orientation



5.1 Segmenting target groups

5.2 Centralisation vs. decentralisation

5.3 Communication & marketing

5.4 Use of tools



Zweifel reaches a lot of different target groups with their products:

- **All Chipsfans** (mainly adults) → Original Chips with flavor Nature, Paprika, Provençale, Curry Oriental and Salt & Vinegar



- **The children** → Joujoux Chips, with special joy themes which are tested and not allowed for children under 3 years



- **Young people** → Snacketti Chips like Dancer Cream, Hearts Lovely, Bacon Strips, Peanut Flips, Cheese Tubes



5.1 Segmenting target groups

- **Persons with high affinity for health** → Cractiv Chips with 40% less fat, Merranea with olive oil, Graneo Multigrain
- **Traveling persons** → Poppit's, they have a hard packaging, are all consistent and therefore save space



5.1 Segmenting target groups

- **Gourmet** → Secrets, exclusive chips and snacks specialties with flavor Moutarde de Dijon, Spicy Thai, African Spices and Sweet Paprika



- **Allergic persons** → Corn Chips who are suitable for persons with allergy for flour and can be used as Mexican Dip



- Furthermore Zweifel also has Popcorn (Salt, Choco and Caramel) and Nuts (Cashews, Pistachio etc.) in their product range



Marketing concept used for the Snacketti Dancer

In 1995 Zweifel analyzed its target group and found that they had:

- Joux for kids
- Original Chips for all people (mainly adults)
- but they had no special segment for the young people



So they launched a new product called "**Dancer**"

- With the relationship to music the new chips were more than only a snack, they had an emotional feeling



Partnerships:

- With **City Disc** (Music Disc vendor): The customers got price reduction by buying CD's, when they sent empty **Dancer Chips** bags
- With **H&M**: By buying a dancer bag the young people got a voucher
- "**Living Pictures**" from the group **Backstreet Boys** were in the bags
- 1000 **tickets** for a **Backstreet Boys concert** were drawn



One company and production sites in Spreitenbach (ZH)

→ centralization

- Because they're mainly active in Switzerland it's sufficient to be centralized
- Delivery times are not a critical factor because Switzerland is a small country and they have an excellent logistic system
- Broad product range
- The competition intensity: Difficult to describe → Procter&Gamble (Pringles), own brands (M budget, Prix Garantie etc.), foreign brands
→ Zweifel is still market leader (70% market share)



Communication channels:

1. TV
2. Events and Sponsoring
3. Internet
4. Point of Sale



Zweifel's Slogan:



“We do everything for the best chips”



TV communication



Cractiv Chips:

"Only those who are active can produce our Chips for active people"

(Nur wer selbst aktiv ist, kann auch unsere Chips für aktive Menschen machen)



Original Chips - Frische:

"Only those who experienced absolute freshness can produce our fresh Chips"

(Nur wer absolute Frische erlebt hat, kann auch unsere absolut frischen Chips machen)





Original Chips - Kracken:

"Only those who experienced absolute cracking can produce our absolute cracktiv Chips"

(Nur wer absolutes kracken erlebt hat, kann auch unsere absoluten krackigen Chips machen)



Salt and Vinegar:

Only those who experienced Great Britain can produce our British Salt and Vinegar Chips"

(Nur wer Grossbritannien hautnah erlebt hat, kann auch unsere echt britische Salt and Vinegar Chips machen)



Graneo:

"Only those who protected the corn can pass the best from it"

(Nur wer das Korn schützt, kann das Beste davon weitergeben)



Events and Sponsoring

Openair-Sampling

A crew, dressed in orange overalls, visited different Swiss Openairs

- **Process**
 - Distribute the latest Zweifel-Snacks and give information
 - Look for good atmosphere
- **Target group**
 - Mainly young people



- **Aim**
 - Promote the brand Zweifel with their new products
 - Reach a lot of customers in a personal way
 - Present the promoter as Chips-Experts
- ➔ Together with the **company allaccess** (promotion and events) they assured the permanent supply of Chips-Sample



- **Openairs**

- Royal Arena Festival (Sponsor)
- Openair Frauenfeld (Co-Sponsor)
- Greenfield (Co-Sponsor)

➔ Zweifel also does train station sampling



Guided tours

Guided tours take place through the production sites in Spreitenbach

- Tuesday and Wednesday (08.15 a.m. and 01.15 p.m.)
- 2 – 2,5 h
- Minimum age: 11 years

➔ The guided tour is for free



Competitions on the website

- **Sherlock Holmes**

Answer the question by internet, SMS or postcard

→ Prize: A flight with Swiss to an European Destination on own choice

- **Alex Frei - Soccer World Championship 2010**

Start April 2010 → get a Zweifel Chips bag and win South Africa holidays, a new car or a Puma equipment

- **Ice Age (already finished)**

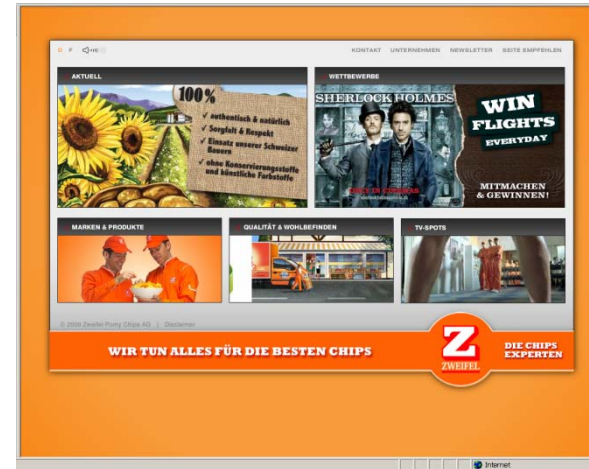
„Win a journey for CHF 10'000.-“



Internet

- Official Homepage

- www.zweifel.ch
➔ Improvable



- Advertising

- Banner ad on www.gmx.ch
➔ Few internet advertising



Point of Sale

- **Sales platforms**

- Migros, Denner, Coop, Volg, Spar, Kiosk
- In a lot of restaurants, cinemas, hotels, petrol stations
- Vending machines (Selecta) etc.

- **Presentation**

- Special areas
- Zweifel cartons



➔ In almost every food store in Switzerland you find Zweifel Chips!



What are your ideas for Zweifel?



Q & A

? & !



**Thank you for your attention
and
have a fresh and crunchy day!**

