

ALTOIDS

MEDIA PLAN 2017- 2018

EBONI CARMAN, JARROD KLAWSKY, JENNIFER MENARD, LAUREN REICH

TABLE OF CONTENTS.

EXECUTIVE SUMMARY	4
SITUATIONAL ANALYSIS	6
INDUSTRY	6
History	6
Trends and Growth	6
ALTOIDS	7
Background	7
Product	7
Price	7
Place	7
Promotion	7
Creative History	8
BRAND POSITIONING	9
SWOT ANALYSIS	10
COMPETITORS	11
MARKET AND SALES ANALYSIS	13
TARGET AUDIENCE	14
GEOGRAPHY	16
TIMING AND PURCHASE CYCLE	17
COMPETITIVE SPEND ANALYSIS	18
OBJECTIVES	20
TARGET AUDIENCE	21
MEDIA STRATEGY	24
Marketing Objectives	24
Advertising Objectives	24
Multichannel Cross-Platform Approach	24
Magazines	25
Television	25
Radio	26
Digital	26
RATE AND FREQUENCY	27
BUDGET	29
Budget Summary	29
Year-at-a-Glance	30
Flowchart	31
GEOGRAPHY	32
SCHEDULING	32
EVENTS AND PROMOTIONS	33
REFERENCES	34

EXECUTIVE SUMMARY

THE PROBLEM

Known for their unparalleled flavor and iconic tin packaging, *Altoids* has been celebrated for their premium taste and quality. For over 300 years, *Altoids* has been one of the leading breath mints on the market. But, after several unsuccessful attempts at rebranding and adding alternative flavors, *Altoids* sales, while still strong, have fallen behind their competitors as consumers moved to newer and more exciting products on the market. As other competitors have entered the market, *Altoids* now has a unique opportunity to again secure their place as the number one choice of breath fresheners.

THE SOLUTION

The evolving consumer habits and an increasingly crowded market has led *Altoids* to require a change in their advertising goals. The aim is to achieve twenty percent growth in sales to \$121M in the coming year while also increasing brand awareness by ten percent to an overall awareness of 45 percent by campaign's end. Their secondary goal is to generate a personal dialogue with a new customer base by creating new media touch points that directly target the highly coveted millennial market of 18 - 24 and 25 - 34.

TARGET AUDIENCE

African American Females 18-34

Currently, *Altoids* consumers currently stand in the older demographic of 35 - 54. By focusing our strategy on women 18 - 34, our goal is to recapture the millennial market which has eluded *Altoids* for some time. Characteristics of these millennial women are diverse. They consume media everywhere, whether that's at home, at work or commuting. They consider digital media as the easiest and most time efficient way of connecting with the world around them. However, they still allow themselves time to read magazines, listen to the radio at work and watch their favorite reality cable television shows. Given these facts, we have planned an aggressive strategy to not only target millennial women but place *Altoids* as a leading competitor in the market once again.

LAUNCH:

Reach and Frequency: 75/3 National and 85/4 Spot

We have found that there is little seasonality when consumers purchase mints, therefore the campaign will consist of a triennial pulsing schedule beginning in September 2017 and ending in August 2018. This will allow the brand to have consistent scheduling peaking in December, April, and August when Christmas, Easter, and back to school shopping bring a lot of consumers into stores.

KEY MONTHS

December/April/August

The minimum reach will be at a reach/frequency of 75/3 during the scheduled pulsing campaign. In the highest foot traffic months of December, April, and August the maximum reach/frequency will be 85/5 for national and 90/6 for spot.

BUDGET

93% National 7% Spot

In order to achieve this desired 20% sales growth, we will be focusing on a national campaign with focus on eleven spot markets that were selected based on the mint category performing well overall in the market and the large population of the target demographic who live in the area which gives us the perfect opportunity for growth.

MEDIA MIX

Nationally the schedule will consist of prime-time cable television, women's magazines, digital radio such as Spotify and Pandora, and digital. Advertising in the chosen spot markets will include cable television, local digital radio, local digital, and promotions. The majority of the budget will be spent on digital media.

PROMOTIONAL EVENTS

Essence Fest and "Freshen Up For Finals"

Two different promotions will be held in order to engage with the target demographic in our spot markets. First, we will be sponsoring next year's Essence Festival, a three-day music festival in New Orleans, LA, along with Essence magazine, a magazine that is frequently read by our target demographic. Second, we will be hosting pop-ups on college campuses in each of our eleven spot markets called "Freshen Up For Finals" where we will hand out small *Altoids* tins personalized for each campus and assist students with studying for finals. Both of these events will familiarize consumers with the brand and create valuable connections with the target demographic.

SITUATIONAL ANALYSIS

INDUSTRY

HISTORY

Bad breath is an unfortunate part of life. It is incredibly embarrassing and inconvenient, yet it is something everyone has had to deal with. In fact, bad breath has been an issue all the way back ancient Egypt. The Egyptians are the first documented society to use breath mints; in substitution of proper oral health care, ancient Egyptians would mask the putrid smell of rotten teeth by consuming tablets made of up a mixture of cinnamon, myrrh and honey.

Fast forward to Victorian Era, when *Altoids* were first introduced. In the 1790s, *Altoids* began the commercial sale of breath mints in the U.S and Europe. Ultimately, *Certs* was introduced in the 1950's, having developed the breath mint we recognize today. Using copper gluconate and restyn, *Certs* was able to provide long lasting freshness and portability.

Altoids and *Certs* to this day remain in the top 5 best-selling breath mint brands, accompanied by *Life Savers*, *Breathsavers*, and *Tic Tac*. Over time, breath mint sales and growth have fluctuated; and with notable competitors such as breath freshening sprays, strips and gums owning a significant chunk of the market share, breath mints such as *Altoids* face a challenge to not only stay on top but to stay relevant.

TRENDS AND GROWTH

The business of breath freshening has grown significantly since its inception. Today, the arsenal for fighting bad breath not only includes mints but also gum as well as breath strips and sprays, crafting a multi-billion-dollar industry. The dominate product varies with time; mints were outselling breath fresher in the late 90's but this popularity took a nose dive in the early 2000s when gum sales began to spike and eventually plateaued to a \$4 billion market. By 2014, mints were back on top, having increased in sales by 20% and bringing in \$ 1.2 billion. In 2014, *Altoids* were the consumer favorite amongst mint users, beating out Tic Tac, another industry leader. Today, *Altoids* popularity has shrunk, falling back to 5th place in the leading breath mint brands.

ALTOIDS

BACKGROUND

For over its 200-year history, *Altoids* has made its brand a household name synonymous with fresh breath. From its humble origins as a remedy for stomach pain to the launch of its durable and distinct tin packaging, *Altoids* has cemented itself as an industry leader. Today, the brand has expanded to include sugarless mints, miniature packaging and 9 flavors.

PRODUCT

For more than a century *Altoids* has provided consumers with high quality breath mints. Their mints are unparalleled in quality, presenting an invigorating, brisk sensation. Its recognizable tin packaging and nostalgic design has withstood the test of time, allowing *Altoids* to remain a top seller in the industry. The introduction of new, creative flavors, such as Dark Chocolate Dipped mints and Cool Honey mints, were the brand's attempt to set themselves apart in a ever-growing market. Unfortunately, these flavors underperformed and were discontinued. Seeing that consumers preferred traditional flavors, the brand has kept the focus on their four steadfast flavors (Peppermint, Spearmint, Wintergreen, and Cinnamon.)

PRICE

Altoids, reputation as a high quality and well-established brand sets it apart from its competitors. The prestige of the brand is the driving force behind its price. *Altoids* are slightly more expensive than its competitors at roughly \$2 per unit for individual sale and \$15 wholesale packaging. *Altoids* are sold internationally but are primarily marketed in the US.

PLACE

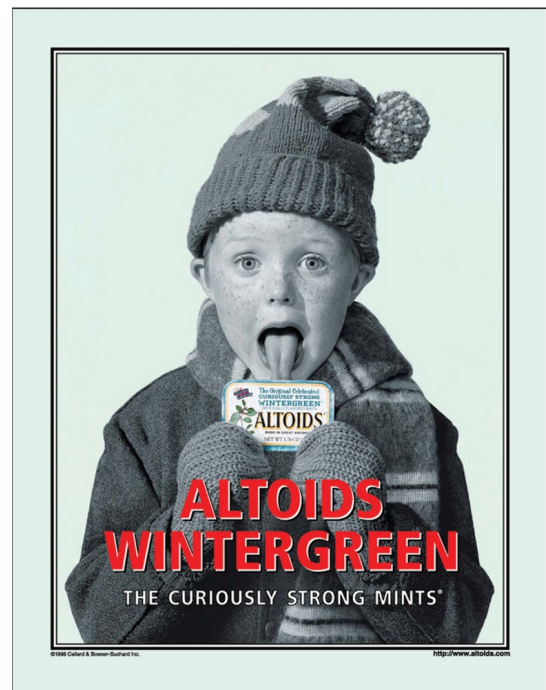
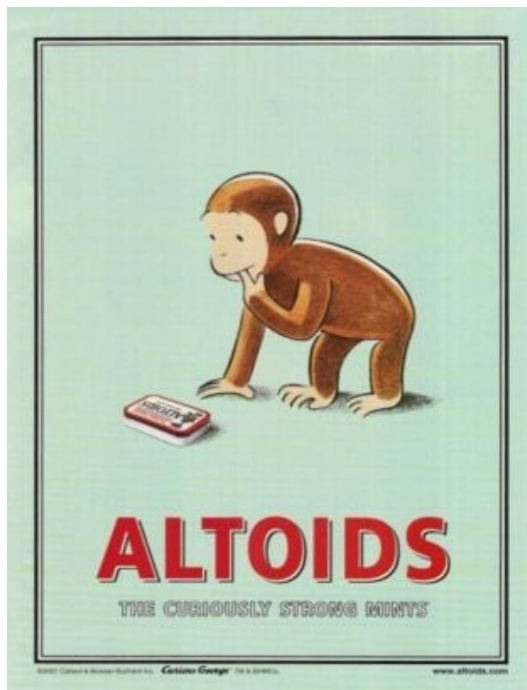
Altoids are sold internationally but are primarily marketed in the US. It is available both online and in store at major retailers such as Target, Walmart, Amazon and Staples. The product is also available in nationwide supermarkets and drugstore chains such as CVS and Walgreens.

PROMOTION

Altoids has historically launched ad campaigns that are geared toward a higher class of consumer. It's award winning "Curiously Strong" campaign executed a series of commercials where *Altoids* was the center of romanticized eras. Additionally, their print campaign featured *New Yorker* style caricatures and classically filtered photography. The *Altoids* aesthetic is clear throughout its advertising; the brand is long standing and its connection to the past is why they resonate with their consumer base.

CREATIVE HISTORY

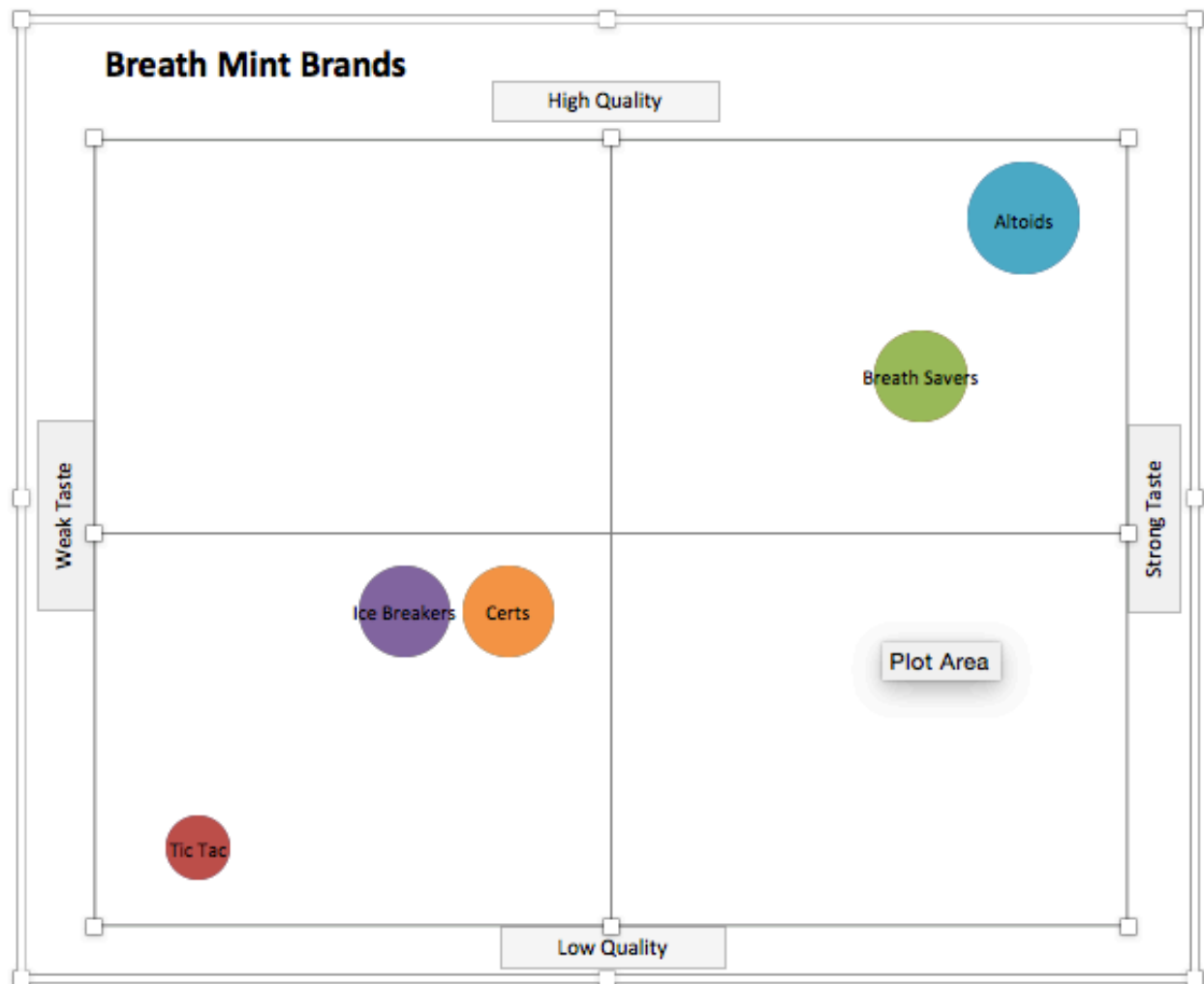
Altoids has historically stuck to one campaign. Their “Curiously Strong” ad campaign is the brand’s bread and butter; and is the staple of the *Altoids* brand marketing. The campaign began in the 1920s in order to highlight the products strong ability to fight stomach pain. Today, the campaign highlights *Altoids*’ strong minty flavor. “Curiously Strong” has earned the brand multiple advertising awards including an Obie and the Grand Kelly for *New Yorker* ads. While the brand has remained consistently strong with their advertising, it has not proven itself innovative, something they may need to adapt in the future to attract the ever growing and influential younger demographics.



BRAND POSITIONING

Altoids differentiates itself from its competition through producing a quality breath mint with a strong, long-lasting flavor. It has a comparable price point as other breath fresheners in the market. Consumers have the opportunity to purchase *Altoids* in person at national retailers in addition to online resources like Amazon.

Altoids appeals to 18-34 aged women attending college and working in the service industry. It is important to this unique audience to have the ability to confidently engage and socialize with other people without being embarrassed for bad-smelling breathe.



SWOT ANALYSIS

STRENGTHS

- Widespread availability on an international scale
- Durable metal tin packaging
- Over a century as an industry leader
- Recognizable across generations
- Reasonably priced and affordable for the average consumer

WEAKNESS

- Primary age group is aging
- Has proven unable to resonate with a young demographic
- Relies too heavily on nostalgia to remain relevant
- Brand changed recipe to include artificial flavors, causing current consumers to stray from the brand
- Lack of investment in advertising

OPPORTUNITIES

- Break into the millennial market
- Expand social media presence
- Increase digital ad spending
- Gum sales are expected to decline through 2020, leaving room for growth in the market share

THREATS

- Emerging Breath mint brands such as *Ice Breakers* and *Breath Savers*
- Increase in other breath freshening products such as *Listerine* strips and oral hygiene gum
- Ever changing market trends

COMPETITORS

Altoids has remained a leader in the breath mint industry, but they have not done so without steep competition from other top selling brands. *Ice Breakers*, *Mentos*, *Tic Tac*, and *Breath Savers* round out the best-selling breath mints for 2016.

As the breath mint industry has become more competitive over the years, *Altoids'* market share of 14.79% in 2015 was outsold by *Ice Breakers* (19.68%) and *Tic Tac* (14.95%), making the two mint brands *Altoids'* primary competitors in sales. Additionally, the two brands have high index scores within the 18-24 year old demographic: *Ice Breakers* (166) and *Tic Tac* (104). While each brand is unique in its strategy and target consumer, the following brands were identified at *Altoids'* biggest competitors in the industry.

ICE BREAKERS

Ice Breakers is leading the industry with \$54 million dollars in sales in 2015. Under the Hershey umbrella, Icebreakers is the youngest of its sister brands which include several other nostalgic products such as *Reese's*, *Twizzlers* and *Jolly Rancher*. *Ice Breakers* is comprised of an assortment of refreshing and invigorating mints and gums. Ice Breakers is generally marketed to a younger consumer base and appeals to young adults in their ad campaigns.



MENTOS

Coming in second with over \$50 Million in sales, Mentos is another seasoned and recognizable brand. Mentos was first introduced in 1900 in the Netherlands, expanding throughout Europe for over 50 years before starting sales in the US in 1975, opening its first sales office in Massachusetts. By the 1990s Mentos was an industry leader launching memorable ad campaigns; the most notable tagline being "Mentos: The Freshmaker." Since then, the brand has expanded to include several new flavors, packaging, and even gum.



TIC TAC

Tic Tac was first introduced to the industry in the 1970s and has been stiff competition for *Altoids* ever since. Over the past 5 decades, the brand has proven to be a flavor innovator, expanding past their original two flavors of mint and orange into sweeter and more tropical flavors. Still, despite its venture into sweeter flavors, consumers continue to use Tic Tacs for breath freshening.



BREATH SAVERS

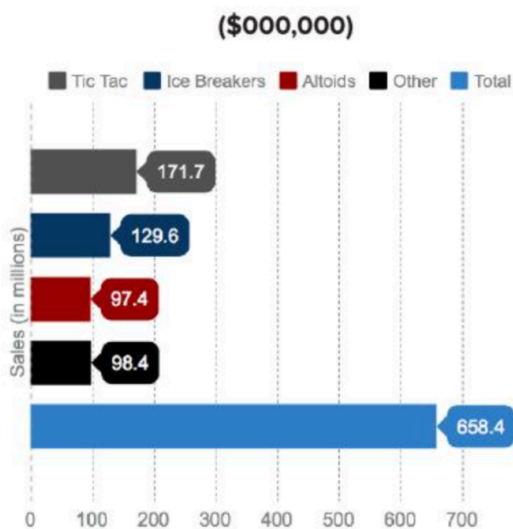
A sister brand to Ice Breakers, also owned by Hershey, *Breath Savers* brought in almost \$32 million in sales in 2016. This brand stands out not only as a breath freshener but as a clinically proven oral hygiene product. One of the main ingredients, Xylitol, decreases risk of tooth decay. Additionally, the brand is sugar free, which only reinforces the notion that it is better for oral health than its competitors.



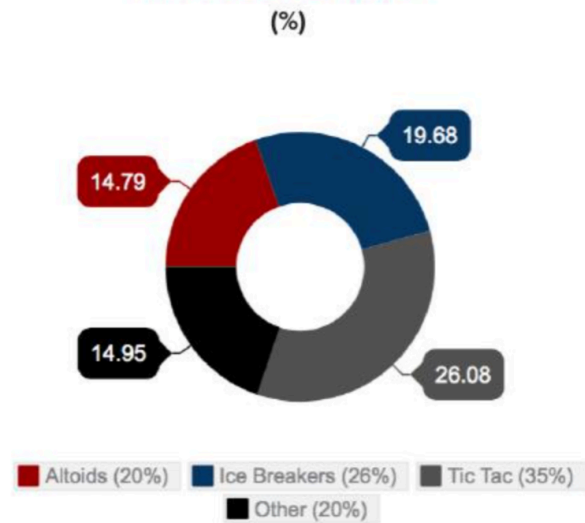
COMPETITIVE MARKET AND SALES ANALYSIS

The following graphs illustrate our competitors sales and market share in regards to product sold. According to statista.com from 2015, *Altoids* had \$97.4M in annual sales for a 14.79 % market share. In contrast, both *Ice Breakers* and *Tic Tac* faired much better with \$171.7M and \$129.6M a 26.08 percent and 19.68 percent share, respectively.

SALES OF LEADING BREATH FRESHENER BRANDS OF THE US IN 2015



MARKET SHARE



Mentos not included in original data. Data based on information found at <http://www.statista.com/statistics/262572/leading-us-breath-freshener-brands-based-on-sales/>.

Brand

	C-store sales (\$ millions)	PCYA*	Unit sales (millions)	PCYA*
Ice Breakers	\$52.0	16.0%	21.2	12.5%
Mentos	\$50.4	8.9%	40.1	7.7%
Tic Tac	\$42.2	4.2%	27.5	0.5%
Breath Savers	\$31.7	(4.2%)	25.2	(8.2%)
Altoids	\$28.3	1.8%	11.5	0.9%
Ice Breakers Duo	\$18.8	(5.8%)	7.6	(9.2%)
Ice Breakers Cool Blasts	\$12.8	N/A	5.4	N/A
Altoids Arctic	\$12.4	211.5%	6.1	212.8%
Breakers Frost	\$10.7	(12.9%)	4.4	(15.2%)
Altoids Smalls	\$6.0	(19.9%)	3.8	(21.0%)
Total**	\$281.6	11.0%	163.7	5.7%

TARGET AUDIENCE

Altoids' core consumers are comprised of women (54.4%) and their race demographic is segmented by African American (129), White (103), Hispanic (72), and Asian (*88). *Altoids'* target demographic are African American women, aged 18-34.

Demographics	Primary Target Audience	Index
Gender	Female	105
Age	18-34	94
Race	African American	126
Relationship status	Not married	137
Kids in Household	None	128
Employment	Part-time (<30 hours)	222

QUALITATIVE FINDINGS

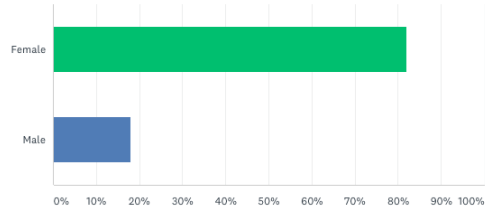
In order to gain consumer insights we conducted a series of qualitative research. We chose two methods of analysis, a survey and PMN grids.

We conducted a detailed qualitative survey that was distributed to 72 people across various age, race, and gender demographics, the survey provided consumer demographic insights but most valuably it provided insights of brand perception and consumer preference. When asked which of the top brands of mints they preferred the majority of respondents listed *Altoids* of their favorite. Respondents listed the tin packaging and the strong mint flavor as their primary reasoning behind their preference. Conversely, respondents that preferred other brands listed their candy-like flavoring as their reasoning, showing that the recognizable *Altoids* flavor is a clear distinction for consumers. When asked about their general perception of *Altoids* as a brand surveyors noted *Altoids* was consistent and their mints are reliable products.

PMN grids were used to determine the best way to market to our target demographic. We distributed the grids to black women between the ages of 18 and 34. We wanted to see how they consume their media in order to gain a better understanding of how to reach this demographic effectively. The results were conclusive in showing that digital media and primetime television were the primary media frequented by our demographic. The raw data gathered from the PMN grids can be found within our appendix.

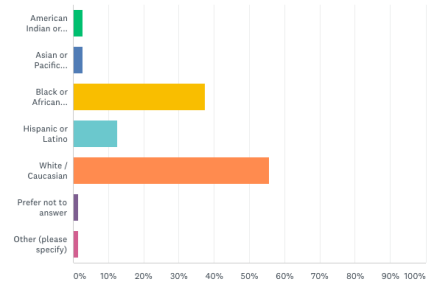
What is your gender?

Answered: 72 Skipped: 0



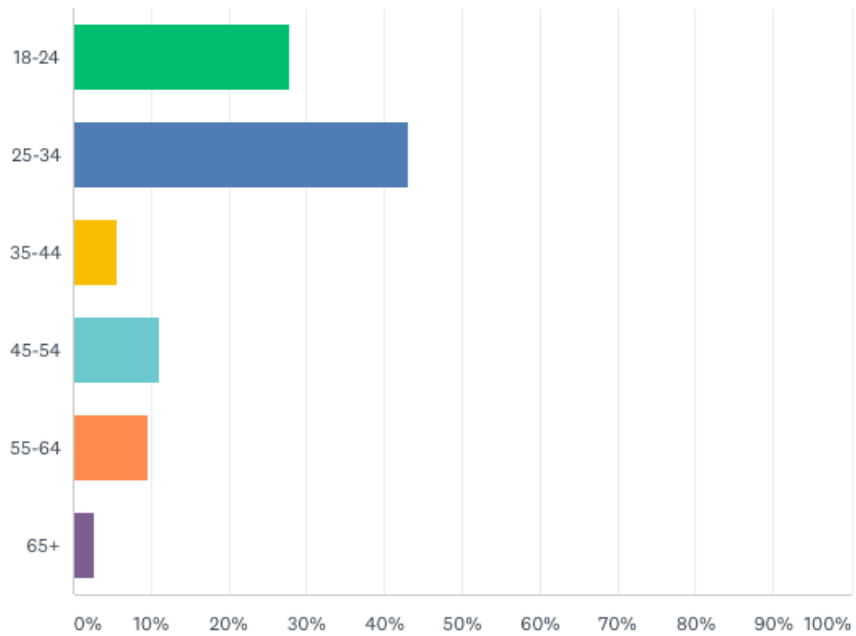
What is your ethnicity? (Please select all that apply.)

Answered: 72 Skipped: 0



How old are you?

Answered: 72 Skipped: 0



GEOGRAPHY

In order to understand the *Altoids* sales potential by market, region, or metro area we must understand their current positioning against other competing brands. This is accomplished by analyzing category and brand development indexes, a model that determines how brands are performing against their classified category. The values, or indexes, help determine which DMAs are best to invest in based on current sales figures. According to the most current BDI and CDI data available, *Altoids* is selling well in most major cities across the nation, most notably on the eastern seaboard of the United States. Comparatively, when we widen the scope to all mint brands, our competition is out performing *Altoids* in approximately 90 markets, while *Altoids* only seems to have a foothold in 50 DMAs. This analysis has told us that an aggressive national campaign paired with an equally aggressive spot campaign would benefit *Altoids* this year.

In order to better understand the reasoning behind our decision to heavy up on spot markets, we have chosen to weigh our CDI and BDI. This weighted score allows us to more accurately determine which spot markets would have the most opportunity to impact *Altoids* sales, therefore accomplishing our 20% sales goal increase. We have specifically targeted DMAs with a high CDI / low BDI and large populations that correlate to our target demographic. We have chosen the below markets as key areas of growth because while the target demographic is purchasing mints at a high rate they do not choose *Altoids* as their preferred brand. By advertising in these markets, not only will the consumer awareness of *Altoids* increase but we have an increased chance of changing the purchasing behavior of mint consumers.

Ultimately, the the weighted CDI / BDI scores led us to determine which of the below DMAs would be candidates for spot media buys. As illustrated previously, we wanted to weigh the CDI heavier than BDI and have weighted them at 0.7 and 0.3 respectively. The spot markets based on the data are as follows, for a full CDI / BDI DMA breakdown please see the appendix:

Market Name	Category Development Index	Weighted	Brand Development Index	Weighted	Weighted Index	Fair Share
Miami, FL	112	78.4	102	30.6	109	8.7%
Las Vega, NV	112	78.4	101	30.3	109	8.7%
Memphis, TN	105	73.5	94	28.2	102	8.1%
New Orleans, LA	108	75.6	93	27.9	104	8.3%
Harlingen, TX	119	83.3	85	25.5	109	8.7%
Savannah, GA	101	70.7	83	24.9	96	7.7%
Charleston, SC	106	74.2	93	27.9	102	8.1%
Montgomery, AL	105	73.5	77	23.1	151	12.1%
Albany, GA	117	81.9	79	23.7	97	7.7%
Yuma - El Centro, CA	121	84.7	91	27.3	112	8.9%
Greenwood-Greenville, MS	125	87.5	74	22.2	162	12.9%

TIMING AND PURCHASE CYCLE

The campaign will kick off in September of 2017 and conclude a year later at the end of August 2018. September has been chosen as the kick off month because it is back to school month; the heavy amount of foot traffic in stores for back-to-school shopping leads to increased impulse buys of mints at checkout. September starts off a pulsing strategy which allows the most budget to be allocated to the highest traffic months for the mint category such as December when mints are frequently bought as stocking stuffers.

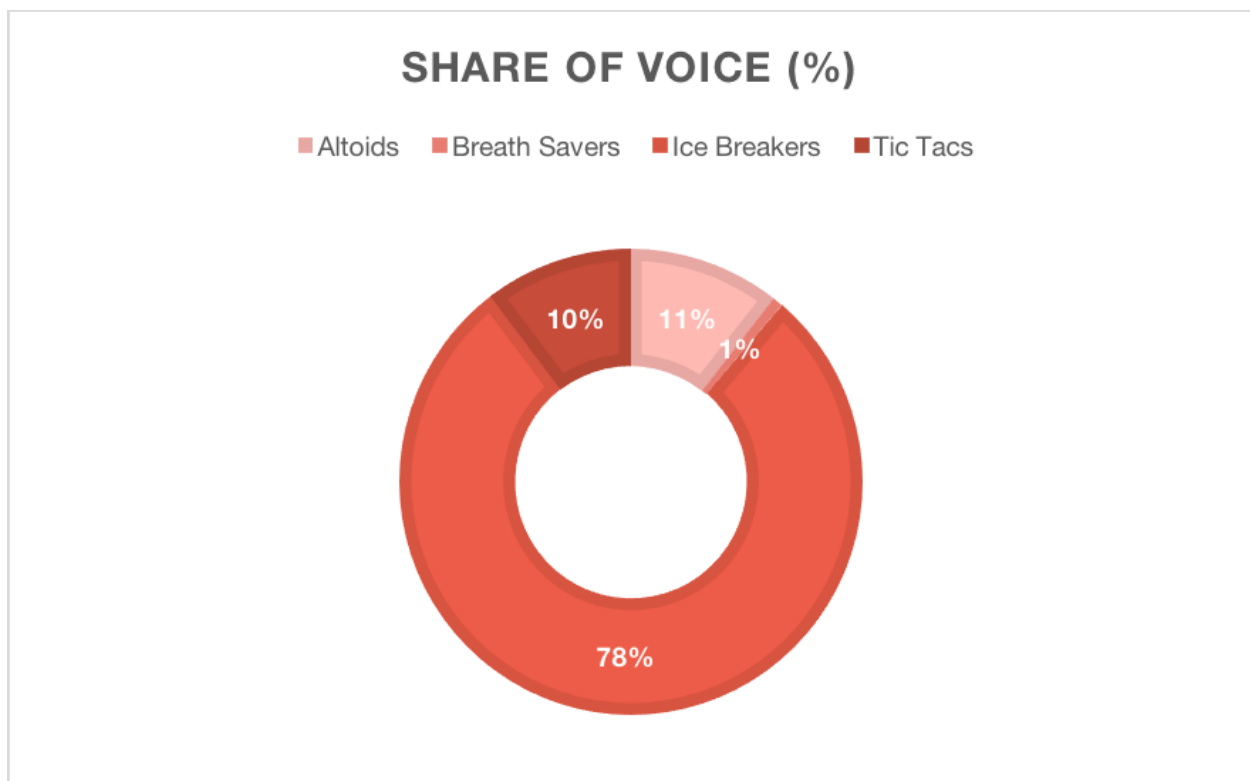
We want to meet the desired target where they already are, so logically advertising would occur during the day during the Monday-Friday work week when the target demographic is at work listening to digital radio and browsing the Internet, which may lead to the target consumer picking up some *Altoids* during lunch or after work before they go out or go home. We will also advertise later in the evening during prime time cable tv shows that the target demographic is watching and browsing the Internet during as well as after while in bed when they may put it on their list to pick up the next day. Weekend advertising will not be as heavy because our target demographic is consuming less media on Saturdays and Sundays.

COMPETITIVE SPEND ANALYSIS

MEDIA MIX & SHARE OF VOICE

The media mix amongst our competitors focuses primarily on cable television, daytime radio, digital placements. The chart below, figure 1, illustrate total advertising expenditures of the top four mint brands, including *Altoids*. This allows us to provide an adequate analysis and insight into where *Altoids*' largest competitors spends in terms of ad dollars and share of voice. Figure 2 segments the 2014 media spend by medium - network television, cable television, print magazines, network radio, digital (display, search and video) and outdoor.

Altoids largest competitor over the past three years has consistently been *Ice Breakers*. With a 2014 spend of \$53,144,800, they have been able to dominate the television medium by running a continuously in both 2013 and 2014. By focusing their money in one or two mediums, each brand has been able to take a hold of their respective SOV categories. Take *Tic Tac* for example, their spend is the closet to *Altoids* but they were able to hold onto the Internet display category by only spending \$302,000 for a 54% SOV. *Altoids* on the other hand, spent approximately 94% of of their budget on consumer magazines only to achieve a 10% total SOV.



2014

Breath Mints: Spending

ADVERTISERS	NET TV	SPOT TV	CABLE TV	SYND	CON MAGS	B-TO-B	NTL NWSP	NET RAD	NTL SPT RAD	LCL RAD	INT DISPLAY	ONLINE VIDEO	OUTDOOR	Totals
Almonds	0	0	0	0	6,936.6	34.5	0	0	0	0	251.9	0	0	7,223.2
Ice Breakers	3,991.8	572.8	20,247.8	28,310.2	0	22.2	0	0	0	0	0	0	0	53,144.8
Tic Tac	0	0	6,529.3	0	0	179.6	0	0	0	0	302.0	2.3	0	7,013.2
Breath Savers	0	0	0	0	0	0	0	0	0	521.2	0	0	0	521.2
Totals	3,991.8	572.8	26,777.1	28,310.2	6,936.6	256.3	0	0	0	521.2	553.9	2.3	0	87,902.4

Breath Minds: Media Mix (%)

ADVERTISERS	NET TV	SPOT TV	CABLE TV	SYND	CON MAGS	B-TO-B	NTL NWSP	NET RAD	NTL SPT RAD	LCL RAD	INT DISPLAY	ONLINE VIDEO	OUTDOOR	Totals
Almonds					96.0	0.5				100.0	3.5			100.0
Ice Breakers	7.5	1.1	38.1	53.3		0.0								100.0
Tic Tac			93.1			2.6					4.3			100.0
Breath Savers										100.0				100

Breath Minds: Share of Voice (%)

ADVERTISERS	NET TV	SPOT TV	CABLE TV	SYND	CON MAGS	B-TO-B	NTL NWSP	NET RAD	NTL SPT RAD	LCL RAD	INT DISPLAY	ONLINE VIDEO	OUTDOOR
Almonds						100	14.6				45.48		
Ice Breakers	100	100	75.62	100			9.4						
Tic Tac			24.38				76				54.52	100	
Breath Savers						100		100		0	100	100	0
Totals	100	100	100	100	100	100	100	0	0	0	100	100	0

OBJECTIVES

TARGET AUDIENCE

As research began on *Altoids'* key consumer audience we found that *Altoids'* core consumer is comprised of women (54.4%) with their race demographic is segmented by African American (129), White (103), Hispanic (72), and Asian (*88) with African American women, aged 35-54 indexing very high. However, as the 35-54 demographic is already loyal to the *Altoids* brand we are looking to target younger breath mint users who are buying our competitor's products instead of our own. This potential market offers a huge opportunity for growth that should not be ignored.

We've concluded that in order to remain competitive *Altoids'* needs to focus their marketing efforts on a target demographic that is younger and millennial, primarily, females, aged 18 – 24 and 25 – 34 with the racial make-up echoing that of your current consumer: African American's and Caucasians. By introducing fresh new marketing tactics and creative, we will increase our sales with and expand *Altoids* brand awareness across the United States. This decision is the result of *Altoids'* experiencing an increase in sales with its 2014 product expansion combined with the expectation that mints are expected to continue to grow in upwards of 33% from 2010-20 (Hofbauer, 2015).

Demographics	Primary Target Audience	Index
Gender	Female	105
Age	18-34	94
Race	African American	126
Relationship status	Not married	137
Kids in Household	None	128
Employment	Part-time (<30 hours)	222

Psychographics	Index
I want to get to the very top in my career	334
I prefer foods cooked with lots of spices	172
It is important to be attractive to the opposite sex	162
I like to have a lot of gadgets	155
I spend less time watching television on my television set because of the internet	154
I spend less time reading magazines in print because of the Internet	141
My faith is really important to me	139
She often reads magazines for entertainment	138
I am typically willing to pay more for high-quality items	116
It's important to me to feel respected by my peers	112
I consider myself to be very sociable	109

The above insights and lifestyle statements are from Simmons OneView data. The data graphs are located in the appendix.

It was determined that *Altoids'* target audience share several descriptive characteristics:

- Music is an important part of their' life (179). They spend a lot of time going to concerts (202), and bars and dance clubs (195).
- They're college-educated, recently enrolled or returned to college (387), and many are employed in service-sector jobs. The majority believe that it is important to continue learning new things (108) and want to pursue a life of challenge and change (187).
- This group is regularly exposed to digital media on their mobile devices more often than on a computer (178) and mostly download or stream their entertainment rather than buying a CD or DVD (169).

MEET BRITTANY

Brittany is a 21-year-old, full-time student (295) at Fisk University in Nashville, Tenn. She recently started a better job (180) and works part time (222) as a medical support assistant (144) at Nashville General Hospital. She is dating and has no children (128).

Brittany goes to class and works with a tin of *Altoids*' mints in her purse. She wants long-lasting fresh breath while speaking with people.

She goes shopping frequently (186) and is easily able to pick up a new tin when she needs to freshen her breath or to boost her mood.

Her average weekday consists of going to the gym in the morning followed by school in the afternoon.

Between classes, Brittany listens to music on Spotify or Pandora and frequently is up to date with what her friends and social network is doing through Facebook, Twitter and Instagram.

During the weekend, she's hard at work at the hospital in the afternoons (103). While there, she is only able to check her phone periodically but still manages to sneak a few look at her news feeds. On the whole, Brittany lives a busy life and embraces convenient, health food choices like Wegmans pre-cooked meals rather than fast food, high fat options.

She manages to fit in *some free* free time when she's not in working at the hospital or completing school assignments. Brittany is an avid fan of reality television and loves to binge watch *Keeping up with the Kardashians* or *WAGS* on E! (277) to relax and escape the stresses of the day. On weeknights, Brittany spends time with her friends at the bar and go out dancing (195).



STRATEGY

MARKET OBJECTIVES

- Increase sales by 20% to \$121 million in the next calendar year.

ADVERTISING OBJECTIVES

- Increase *Altoids* brand awareness, currently estimated at 35% nationally.
- Increase brand recognition by 10% to 45% by end of the first year aided by awareness goals.
- Generate a personal dialogue between *Altoids* and its customers by creating new touch points or area for brand exposure.

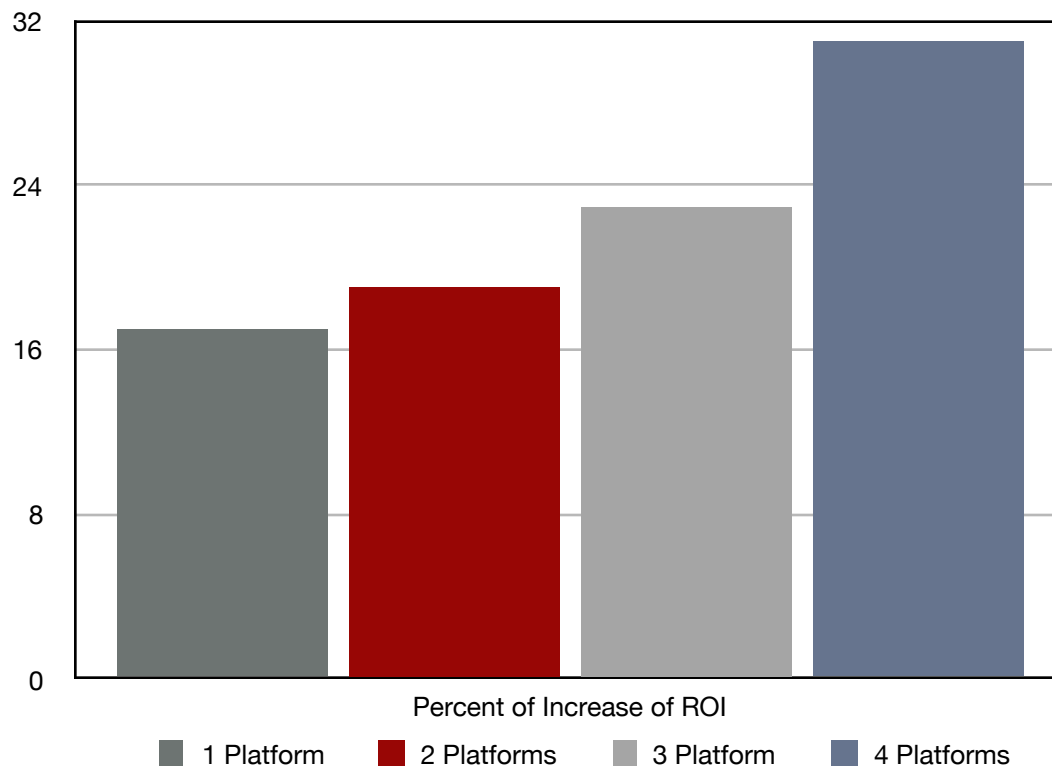
MEDIA RECOMMENDATIONS

To effectively reach our target consumer, she will need to be exposed at multiple touch points across the consumer journey. We believe that strong, vibrant, and loud creative will draw her attention, making sure to point out that this isn't her parents or even grandparents go-to mint by showing a young, active women to whom she can relate. We will begin with selected print placements in magazines such as *Vogue* and *Cosmopolitan*. From there, her awareness will gradually increase as she begins to be more exposed via other channels such as television and radio. After seeing and hearing the selected hashtag and being targeted by our paid social and digital strategies, she will move into the engagement phase. Once she has engaged with the brand online, through digital and social media, the chances that she will consider and ultimately purchase *Altoids* will increase exponentially. This guidance through the consumer journey is key to our overall media strategy and channel recommendations.

MULTICHANNEL AND CROSS PLATFORM APPROACH

The rise of consumption viewing on different screens gives marketers an opportunity to increase ROI. Consumers use a mix of media so brands should as well. A multichannel advertising strategy should consider any media context through which a brand can reach their target audience. The aim is to find the best route to the consumer, and to deliver the most compelling content in the most effective method to meet the desired goals. A study conducted by the Advertising Research Foundation (ARF), found that investing in cross platform campaigns can deliver a significantly higher ROI, with the most powerful results coming from reinforcing television with other strategies.

ADVERTISING ACROSS PLATFORMS DELIVERS HIGHER ROI



Source: Analytic Partners, 2016; Analysis based on over 3,200 campaigns from 2010-2015; Platforms include TV, Print, Radio, Display, Paid Search, and Online Video

MAGAZINES

Our target customers are heavy consumers of magazines (120) and they are her main source of entertainment (138). They also provide one of the best visual landscapes for our brand messaging. By focusing on women's interest magazines that share a high pass-along audience and have young, fresh editorial topics, we will be able to directly target our millennial demographic while highlighting *Altoids'* rejuvenated brand image. Put simply, magazines have the power to inspire and influence. We have selected a group of magazines that illustrate the above strategy: *Vogue* (354), *Essence* (171), and *Cosmopolitan* (395).

TELEVISION

On the whole, heavy mint users are also heavy tv users (129), however *Altoids* consumers are not (85). Therefore, we have been more conservative with our television spend. Our competitors, mainly *Ice Breakers*, spend millions in cable TV and in order to remain competitive, we have decided to place our television spend in national and spot cable - prime. Our target customer watches reality television, serials, and comedy shows on networks such as Adult Swim (170) (Bob's Burger's and American Dad), BET

(627), Bravo (146) (Real Housewives), E! Entertainment (209) (Keeping Up With The Kardashians) and MTV (243). As noted, while *Altoids* consumers are not heavy television consumers, when they do watch television, it is often in prime time (108).

Our pulsing scheduling strategy will allow for a strong start to the campaign with 55 GRPs in September then pulling back slightly until the holiday months of November and December. That strategy will continue into 2018 peaking in March and then again in July and August which culminates around our sponsorship of *Essence Fest* in July.

RADIO

Radio is no longer just primarily an in-car medium. It can now be accessed in a variety of ways including on a desktop/laptop computer or through a mobile device. Radio has all the required attributes to build brand awareness by delivering a high audience reach and, according to eMarketer, averaging the second highest time spent per medium coming in at around 1:25 per day (eMarketer, April 2016).

Altoids users are moderate (111) to heavy radio users (98). Radio is also popular amongst heavy mint users as well (122) therefore investing in radio is crucial. After analyzing usage and day part habits, we have found that women aged 18 - 24 and 25 - 34 are most likely to listen to digital radio such as *Pandora* or *Spotify* (216) during the day (113) at work (148) or on their mobile devices (162). Therefore, we have allocated a portion of the overall budget to daytime digital radio.

DIGITAL

Our campaign leans more heavily towards digital and other mediums for a number of reasons. New innovations in digital advertising has allowed for consumer tracking which allowed us gather information about current or potential clients. Those insights will be an invaluable tool in assisting our demographic follow the consumer journey thereby driving cross-platform brand engagement.

At a time when eighty-four percent of *Altoids* women use the internet (189) for shopping, entertainment, news gathering or simply to check in with friends and family, the Internet and other digital platforms are integral to our strategy in reaching women ages 18-24 and 25 -34.

We have chosen to focus on display, search, social and pre-roll video by partnering with Google Double Click in order to reduce waste and increase engagement. Our demographic is heavy social media users which allows us to increase the rate and frequency of views across the campaign

Because our competitors have not capitalized on the emerging digital trend in years past; our strong investment in digital will allow us to not only overcome their share of voice but predict market behavior in the years to come.

REACH AND FREQUENCY

To achieve a 75 - 80% reach with an average frequency of 3 during each 4-month period we will employ a triennial pulsing media strategy. The first month of each 4-month period will average 3.0 the number that our Ostrow Model represents, the second will average 3.5, the third 4 and the fourth 5. Because we have chosen to reserve a portion of the budget for key spot markets, our spot market reach and frequency goals have been increased to 85 - 90% and a frequency range of 4.0 - 6.0.

Part I: Marketing Factors That Affect Frequency	
Established brand? (Yes, <i>Altoids</i> has been around for 200 years)	- .2
High market share? (Yes, though a leader it is a competitive category)	- .1
Dominant brand? (Yes, nationally but not in spot markets)	- .1
High brand loyalty? (Yes, nationally but not in spot markets)	- .1
Long purchase cycle? (No, short cycle – loyal users buy 1 pack/month)	+ .1
Product used occasionally? (No, product consumed 2-3 times/day)	+ .2
Need to beat competition? (Yes, need to grab more SOV)	+ .1
Advertising to older consumers/children? (No, demo is 18-34)	0
	- .1
Part II: Copy Factors That Affect Frequency	
Simple copy? (Yes, messages will be simple)	- .2
Copy more unique than competition? (Yes, to set <i>Altoids</i> apart)	- .2
Continuing campaign? (No, this is a new campaign concept)	+ .2
Product sell copy? (Yes, a combination of images and product)	+ .1
Single kind of message? (Yes, continuous creative)	- .2
To avoid wear out: new messages? (Yes, copy is new)	- .2
Larger ad units? (Yes, a combinations of small and large)	- .1
	- .6
Part III: Media Factors That Affect Frequency	
Lower ad clutter? (No, media selected has a lot of clutter)	+ .2
Compatible editorial? (Yes, some opportunities for related content)	+ .1
Attentiveness high? (No, relatively low attentiveness product)	+ .1
Continuous advertising? (No, pulsed campaign strategy)	+ .2
Few media used? (No, a mix of various media)	+ .1
Opportunities for media repetition? (Yes, some opportunities)	- .1
	+ .7
	- .1
	- .6
	+ .7
	0
	+3.0 Benchmark
	= 3.0

OSTROW MODEL

Low Required Frequency		Frequency Adjustment		High Required Frequency	
Market Factors					
Established brands	-.2	-.1	+.1	+.2	New brands
High market share	-.2	-.1	+.1	+.2	Low market share
Dominant brand in the market	-.2	-.1	+.1	+.2	Smaller, less known brand
High brand loyalty	-.2	-.1	+.1	+.2	Low brand loyalty
Long purchase cycle	-.2	-.1	+.1	+.2	Short purchase cycle, high volume
Product used occasionally	-.2	-.1	+.1	+.2	Product used daily
	-.2	-.1	+.1	+.2	Need to beat competition
			+.1	+.2	Adv. To older consumers/children
Copy Factors					
Simple copy	-.2	-.1	+.1	+.2	Complex copy
Copy more unique than competition	-.2	-.1	+.1	+.2	Copy less unique than competition
Continuing [old] campaign	-.2	-.1	+.1	+.2	New copy campaign
Product sell copy	-.2	-.1	+.1	+.2	Image type copy
Simple kind of message	-.2	-.1	+.1	+.2	More difficult kinds of messages
To avoid wear out: new messages	-.2	-.1	+.1	+.2	Older messages
Large ad units	-.2	-.1	+.1	+.2	Small ad units
Media Factors					
Low ad clutter in media mix	-.2	-.1	+.1	+.2	Higher ad clutter in media mix
Compatible editorial environment	-.2	-.1	+.1	+.2	Non-compatible environment
Attentiveness (to media) high	-.2	-.1	+.1	+.2	Attentiveness (to media) low
Continuous schedule campaign	-.2	-.1	+.1	+.2	Pulsed or flighted campaign
Few media used in media mix	-.2	-.1	+.1	+.2	Many media used
Opportunities for media repetition	-.2	-.1	+.1	+.2	Fewer opportunities

BUDGET

To accomplish the above objectives the overall media budget of \$25,000,000 will be divided in the following ways: Roughly, 42% of the budget allocated for digital resources, 7% for spot markets and promotional events, \$290,000 national contingency, and \$200,000 in spot contingency. This results in \$10,544,400 for digital, \$6,855,800 for spot markets, and \$490,000 in reserve for contingency.

\$345,000 will be spent as the headlining sponsor at Essence Fest in July and \$330,000 will be spent in December at *Altoids* pop-ups on college campuses in each of our 11 spot markets. Each pop-up will cost \$25,000 for a total of \$275,000 and the remaining \$55,000 will be spent personalizing the tins for each campus.

BUDGET: \$25,000,000

CAMPAIGN PERIOD: September 2017 - August 2018

BUDGET EXCLUDING CONTINGENCY: \$24,505,700

NATIONAL TELEVISION: \$7,604,800, **30.41%**
NET CABLE PRIME: \$7,604,800

NATIONAL RADIO: \$2,025,500, **8.10%**
DAYTIME: \$2,025,500

MAGAZINES: \$2,902,800, **11.61%**
WOMEN'S: \$2,902,800

DIGITAL NATIONAL: \$10,329,800, **41.31%**

SPOT TELEVISION: \$520,600, **2.08%**
SPOT CABLE: \$520,600

SPOT RADIO: \$232,600, **0.93%**
DAYTIME: \$232,600

DIGITAL SPOT: \$214,600, **0.85%**

SPOT EVENTS & PROMOTIONS: \$675,000, **2.70%**

TOTAL NATIONAL: \$22,862,900, **91.45%**
TOTAL SPOT: \$1,642,800, **6.70%**

TOTAL SPENT EXCLUDING CONTINGENCY: \$24,505,700, **98.02%**

CONTINGENCY: 1.96%

NATIONAL: \$290,000, 1.16%

SPOT: \$200,000, 0.8%

TOTAL SPENT INCLUDING CONTINGENCY: \$24,995,700, 99.98%

SEASONALITY: \$23,830,900, 100%

1ST Quarter: \$5,219,700, 21.90%

2nd Quarter: \$5,879,900, 24.67%

3rd Quarter: \$6,294,700, 26.41%

4th Quarter: \$6,436,600, 27.00%

RATE AND FREQUENCY GOALS

National Plan	Reach	Freq	GRPs	%Share	Est \$(000)
September	75.0	3.0	225.0	4.4	1043.9
October	75.0	3.5	262.5	5.1	1217.8
November	80.0	4.0	320.0	6.2	1484.6
December	85.0	5.0	425.0	8.3	1971.8
January	75.0	3.0	225.0	4.4	1043.9
February	75.0	3.5	262.5	5.1	1217.8
March	80.0	4.0	320.0	6.2	1484.6
April	85.0	5.0	425.0	8.3	1971.8
May	75.0	3.0	225.0	4.4	1043.9
June	75.0	3.5	262.5	5.1	1217.8
July	80.0	4.0	320.0	6.2	1484.6
August	85.0	5.0	425.0	8.3	1971.8
			-----	-----	-----
National Media			3698	72.0	17154.2
National Contingency					290.0
Total National \$\$					17444.2

Spot Plan	Reach	Freq	GRPs	%Share	Est \$(000)
September	85.0	4.0	340.0	2.2	533.5
October	85.0	4.5	382.5	2.3	556.7
November	90.0	5.0	450.0	2.5	603.1
December	90.0	6.0	540.0	2.2	533.5
January	85.0	4.0	340.0	2.2	533.5
February	85.0	4.5	382.5	2.3	556.7
March	90.0	5.0	450.0	2.5	603.1
April	90.0	6.0	540.0	2.2	533.5
May	85.0	4.0	340.0	2.2	533.5
June	85.0	4.5	382.5	2.3	556.7
July	90.0	5.0	450.0	2.5	603.1
August	90.0	6.0	540.0	2.2	533.5
			-----	-----	-----
Spot Media			1440	28.0	6680.8
Spot Contingency					200.0
Total Spot \$\$					6880.8
			-----	-----	-----
Total Plan					24325

	Reach		Avg Freq		GRPS			\$(000)		
	Goal	Est	Goal	Est	Goal	Est	Balance	Goal	Est	Balance
September	85.0	85.6	4.0	4.0	340	340	0	1577.4	1492.7	84.7
October	85.0	86.2	4.5	4.4	383	382	0	1774.6	1656.1	118.5
November	90.0	89.0	5.0	5.1	450	450	0	2087.7	2070.9	16.9
December	90.0	89.6	6.0	6.0	540	540	0	2505.3	2709.6	-204.3
January	85.0	85.6	4.0	4.0	340	340	0	1577.4	1514.2	63.2
February	85.0	86.2	4.5	4.4	383	382	0	1774.6	1656.1	118.5
March	90.0	89.0	5.0	5.1	450	450	0	2087.7	2070.9	16.9
April	90.0	89.6	6.0	6.0	540	540	0	2505.3	2709.6	-204.3
May	85.0	85.6	4.0	4.0	340	340	0	1577.4	1514.2	63.2
June	85.0	86.2	4.5	4.4	383	382	0	1774.6	1656.1	118.5
July	90.0	89.0	5.0	5.1	450	450	0	2087.7	2070.9	16.9
August	90.0	89.6	6.0	6.0	540	540	0	2505.3	2709.6	-204.3
Total					5137.5	5138.5384625683	-1.0384625682736	23835	23830.653536223	4.3464637769866

National Contingency \$(000): 290

Spot Contingency \$(000): 200

Altoids
Media Plan

Target Demo: All Women ages 18-34

Medium	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total Across
Net Cable-Prime \$(000)	55	46	74	60	55	46	74	60	55	46	74	60	705 GRPS: 7604.8 COST:
Net Radio-Daytime \$(000)	55	46	76	62	55	46	76	62	55	46	76	62	717 GRPS: 2025.5 COST:
Magazines-Women \$(000)	40	40	60	55	40	40	60	55	40	40	60	55	585 GRPS: 2902.8 COST:
Digital National Ad Networks - Run Of Network	198.5	198.5	297.7	272.9	198.5	198.5	297.7	272.9	198.5	198.5	297.7	272.9	1,689 GRPS: 10329.8 COST:
Ad Networks - Demo Targeted Video Networks Publisher Video Sites Social Mobile	457.2	764.9	687.0	1519.0	480.0	764.9	687.0	1519.0	480.0	764.9	687.0	1519.0	
Spot Cable \$(000)	35	20	25	40	35	20	25	40	35	20	25	40	360 GRPS: 520.6 COST:
Spot Radio-Daytime \$(000)	35	20	25	40	35	20	25	40	35	20	25	40	360 GRPS: 232.6 COST:
Digital Spot \$(000)	46	80	80	35	46	80	80	35	46	80	80	35	721 GRPS: 214.6 COST:
Ad Networks - Run Of Network Ad Networks - Demo Targeted Video Networks Publisher Video Sites Social Mobile	15.1	24.7	21.0	11.6	13.8	24.7	21.0	11.6	13.8	24.7	21.0	11.6	
National Only Area GRPS \$(000)	224	261	320	425	224	261	320	425	224	261	320	425	3,696 GRPS: 22862.9 Cost:
Reach	1404.4	1589.6	1997.6	2614.3	1427.1	1589.6	1997.6	2614.3	1427.1	1589.6	1997.6	2614.3	
Avg. Freq.	73.4	75.3	80.6	82.6	73.4	75.3	80.6	82.6	73.4	75.3	80.6	82.6	
Spot Only Area GRPS \$(000)	115	120	129	115	115	120	129	115	115	120	129	115	1,441 GRPS: 967.7 Cost:
Reach	88.3	66.5	73.3	95.3	87.1	66.5	73.3	95.3	87.1	66.5	73.3	95.3	
Avg. Freq.	53.2	52.1	54.5	52.9	53.2	52.1	54.5	52.9	53.2	52.1	54.5	52.9	
	2.2	2.3	2.4	2.2	2.2	2.3	2.4	2.2	2.2	2.3	2.4	2.2	

Medium	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total Across
Plan Total	340	381	450	540	340	381	450	540	340	381	450	540	5,138
GRPS	1492.7	1656.1	2070.9	2709.6	1492.7	1656.1	2070.9	2709.6	1492.7	1656.1	2070.9	2709.6	23830.7
Cost	85.6	86.2	89.0	89.6	85.6	86.2	89.0	89.6	85.6	86.2	89.0	89.6	
Avg. Freq	4.0	4.4	5.1	6.0	4.0	4.4	5.1	6.0	4.0	4.4	5.1	6.0	

© Deer Creek Software, Provo, UT

Promotion - Spot

330

345

+675,000

24,505,700 Nat

+ 290,000 category

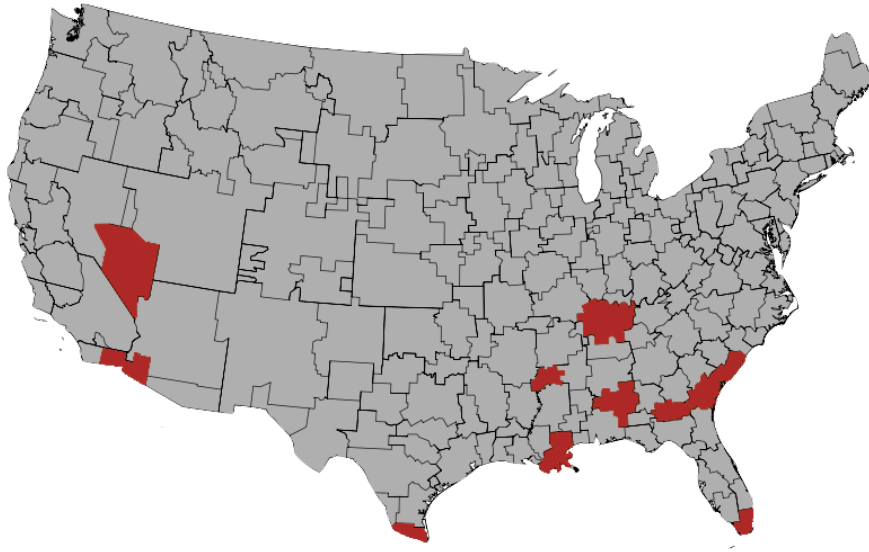
200,000 category

\$24,995,700

Total Spent

GEOGRAPHY

Opportunities for *Altoids* are abundant in spot markets with a low BDI and high CDI. By focusing a large part of our budget on these spot markets, it will allow us to steal some SOV from our competitors in areas with a high concentration of our target demographic. With a budget of \$25,000,000 we have enough money to run monthly nationally advertisements as well as run monthly advertisements in spot markets. We have planned a national campaign with 7% of the budget being set aside for additional spending in our selected spot markets. These markets include Miami, Las Vegas, Memphis, TN, New Orleans, LA, Harlingen, TX, Savannah, GA, Charleston, SC, Montgomery, AL, Albany GA, Yuma - El Centro, AZ-CA, and Greenwood-Greenville, MS. These cities were chosen by strategically looking at and analyzing various demographic and lifestyle information as well as category and brand development indexes.



SCHEDULE

We have chosen a triennial pulsing media strategy beginning in September 2017 with slightly higher spend for our first month to emphasize the new strategy but continue the rest of the year by pulsing. We will gradually increasing for each consecutive month during the 4 month period. This 4-month period will conclude with the highest spending during the holiday month of November and December 2017, March/April 2018 finishing with July/August 2018. These months bring in a lot of traffic for Christmas shopping, Easter shopping, and back to school shopping. In the past, *Altoids* has only placed media buys in the second half of the year. Our primary competitors, in term of share of voice and sales data, *Ice Breakers* and *Tic Tac*, typically employ a continuous scheduling strategy throughout the year. By utilizing a pulsing schedule, we will ensure that *Altoids*' advertising is always present to counterweight our competitors continuous scheduling. We also have strengthened our

media plan in key months, e.g. the holiday and promotional activity months of December 2017 and July 2018 in order to maximize frequency and spending.

EVENTS AND PROMOTIONAL PARTNERSHIP

One of the most crucial elements of this campaign will be our event sponsorship taking place in New Orleans, LA at the *Essence* Festival from July 5 -8, 2018. *Essence* Music Festival is one of the largest gatherings of African-American media and influencers and is billed as a “four-day super-event that glorifies soulful black music as a means of African-American community building.”

With over, 500,000 attendees from across the globe each year, *Essence* Fest is attended by women (78%) with a median HHI of \$61,890, a third of which are all under the age of 35. The attendees travel primarily from the south including Louisiana, Texas, Mississippi, Alabama, Georgia and California. This gathering of smart, successful women aligns ideally with our target demographic and advertising spot goals.

By partnering with *Essence* Magazine, whose readership indexes high with our target (171), we will have the opportunity to expose the *Altoids* brand at yet another touch point in the consumer funnel. *Essence* Fest encourages brands to partner with celebrities like Mary J Blige or Solange Knowles that averages an audience reach of over 4.5B earned media impression. Our goal will be to earn over 10M social media impressions.

As a headlining sponsor, we will having branding opportunities across the festival including but not limited to: on-site brand exposure, dedicated stage naming rights, multiple product booths, program listings and opportunities for our brand to be mentioned in the July issue of *Essence* Magazine.

We have also chosen to sponsor the *Essence* Entrepreneur Institute which delivers a two day training course designed to offer entrepreneurs a chance to learn about the best business practices from the leading African-American business minds in the world, arming young men and women with knowledge grow their business by bring jobs back to those in their communities. By also partnering with EEI we will not only increasingly the likelihood of sales for the 2017/2018 fiscal year but branding *Altoids* as a company with strong corporate responsibility.

The “*Essence* Festival brought to you buy *Altoids*” will be the pinnacle of our advertising campaign.



The second element of the promotional part of our campaign is to bring *Altoids* to college campuses in our 11 spot markets in order to reach our target demographic at home. In December, around finals time, we will set up “Freshen Up For Finals” pop-ups on campus and give away small *Altoids* tins that are personalized for each campus. Each pop up will be staffed with four attendants who will be prepared to assist students with studying via flashcards or take their photo in an Instagram cutout personalized for the school that also featuring the *Altoids* branding along with the #freshenupforfinals hashtag.

We will collect email addresses from students in order to be able to connect with them and send them promotional emails and coupons. We will also ask students to connect with us on our Facebook, Twitter, and Instagram pages. All of this will be optional and the promotional emails will be easily unsubscribed from in order to make sure we never annoy any consumers.

Although this promotional plan will not be bringing in any revenue at first, it is the consumer/brand connections that we will make that are the most valuable. Every time these students post on social media about the pop up, connect with us on social media, give us their email addresses, offer our mints to others, or talk about *Altoids*, it creates invaluable connections that can be turned into fiscal opportunities when students are at the store and they decide to reach for *Altoids* instead of *Ice Breakers* because of the connections we have made with them.

The selected campuses will be:

- University of Miami – 16,848 students
- University of Nevada, Las Vegas – 29,702 students
- University of Memphis – 17,176 students
- Tulane University in New Orleans – 13,449 students
- Texas State Technical College-Harlingen – 5,332 students
- Savannah State University – 4,772 students
- College of Charleston – 11,619 students
- Auburn University-Montgomery – 4, 271 students
- Albany State University – 2,594 students
- El Centro College – 12,028 students
- Mississippi Valley State University – 2,011 students

REFERENCES

- Bonnie Thompson. June 15, 2006. Altoids, Leo Burnett Win Grand Kelly For New Yorker Ads. <http://adage.com/article/media/altoids-leo-burnett-win-grand-kelly-yorker-ads/109922>
- Scott Scwhertly (June 5, 2014). The History of Breath Mints. Retrieved from <https://www.ethos3.com/2014/06/the-history-of-breath-mints/>
- Hofbauer, R. (n.d.). Gum, Mints and Breath Fresheners (Rep.). MINTEL. Retrieved September 18, 2017, from <http://academic.mintel.com.libezproxy2.syr.edu/display/716702/>
- (September 13, 2017). More snacking and spicy food have breathed fresh air into the mint category. Retrieved from <http://www.nacsonline.com/Media/Daily/Pages/ND0913176.aspx#.WbnQm9OGOu4>
- (April 14, 2016). Candy: Mints/Gum/Breath Fresheners 2016. Retrieved from <http://www.cspdailynews.com/category-data/cmh/candy/candy-mintsgumbreath-fresheners-2016>
- Sales of the leading 5 breath freshener brands of the united states in 2015 (in millions of dollars)*. <https://www.statista.com/statistics/262572/leading-us-breath-freshener-brands-based-on-sales/>
2012. Altoids Ads. Retrieved From <http://altoidsads.com/>
- (2016). Altoids. Retrieved from <http://www.nationwidecandy.com/altoids-bx1-altoids.htm>
- (2017). Altoids. Retrieved from <https://www.target.com/bp/altoids>