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Situation Analysis

Dunkin' is a famous coffee and baked goods chain originated from the United States, it is very popular among people and loved by many of their loyal customers. The brand Dunkin's has a strong and motivational mission statement that is "we strive to keep you at your best, and we remain loyal to you, your tastes, and your time. That's what America runs on..("Dunkin Donuts Mission Statement," 2022)". While Dunkin' vision statement is "to be always the desired place for great coffee beverages and delicious complementary doughnuts & bakery products to enjoy with family and friends" ("Dunkin Donuts Mission Statement," 2022). Dunkin's core values comprise "honesty, transparency, humility, and integrity" ("Dunkin Donuts Mission Statement," 2022). All these values align with the company's mission and vision, and they both are strong and motivational. For its purpose "Dunkin' Donuts has made a commitment to supporting coffee farmers and the communities they live in. The company has invested in initiatives that promote fair wages, working conditions and environmental sustainability" ("Dunkin Donuts commits to supporting coffee farmers," 2023). This purpose statement sets a clear goal for the company to improve the local communities. The purpose is solid and motivational, but it is less strategic. To make the statements more strategic, Dunkin' should provide a more concise, clear, and inspirational statement to all stakeholders. Dunkin' could compose statements like "through the use of high-quality ingredients and exceptional customer service" to specify their actions to achieve their commitment.

Dunkin' (Dunkin' Donuts) is the world's leading brand that sells bakery and coffee. It serves many items like hot coffee, iced coffee, and tea. It also sells frozen beverages like Coolattas, sandwiches, and bakery goods, including donuts, muffins, and munchkins. These products help quench people's hunger and thirst and provide joy and happiness. Although its

menu covers many options, Dunkin' is best known for its coffee and donuts. As a food and drink service company, they have the highest rate in the Quick Service Restaurant (QSR) industry.

The brand promise for the company is to deliver the products with the best quality to customers efficiently. Dunkin' is different from its competitors because it created a strong portfolio with a large variety of donuts and products. Since Dunkin' provides coffee and baked products in 36 countries worldwide, its unifying force is presented by applying strategies based on its core values. For example, all of the fonts, logos, and themes of Dunkin's products and advertisements are consistent in different countries, which convey the intangible benefits of fun, sharing, and enjoyment to customers in different markets. Not only that, but the values it delivers to the public are also unified with its brand image. For example, Dunkin' collaborated with Baskin-Robbins to support children suffering from diseases and starvation with the foundation of Joy in Childhood, which closely correlates with its values and purpose. Overall, all of the news information, product descriptions, and advertisements are integrated into Dunkin's official website for the viewers to explore.

Below is a brief Swot Analysis for Dunkin'

<p>Strengths</p> <ul style="list-style-type: none"> ● Global Distribution and Excellent Restaurant Locations ● Versatile Website Design and Function 	<p>Weaknesses:</p> <ul style="list-style-type: none"> ● Lack of Product Variety ● Lack of Marketing in Domestic and International Market
<p>Opportunity:</p> <ul style="list-style-type: none"> ● Wide use of the internet makes product promotion easier. 	<p>Threats:</p> <ul style="list-style-type: none"> ● Increasing health awareness. ● Strong Competitors.

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|------------------------------------------------------------------------------|--|
| <ul style="list-style-type: none"> ● Growing market to reach. | |
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Through this chart above, we see the strengths, weaknesses, opportunities and threats of Dunkin', and we would like to provide a brief elaboration on each of these components and a diagnosis for Dunkin' to make better performance as a leading brand.

To begin with the strengths of Dunkin, according to Dunkin's official website, Dunkin' owns 11,300 restaurants in 36 countries globally, and this demonstrates that Dunkin' has extensive and international distribution in the world ("Dunkin," 2022). Even more, Dunkin' restaurants also have excellent geographical locations, which builds strong connections with the local stakeholders. For example, people can usually find Dunkin' at highway rest stations where people would need to purchase coffee and fast food to refresh themselves from tiredness. Moreover, Dunkin's restaurants are mainly located near transportation stations, office buildings, and residential areas, which further promotes its brand awareness in local communities and provides convenience to the customers as they can purchase a quick breakfast or take a short break during the work days.

Regarding Dunkin's website design, people are able to view the nutritional information of each Dunkin's product and customize it according to individual's preferences. Even more, Dunkin' also provides additional sections on its website for the viewers to further explore its products. For example, Dunkin' has web pages of "Recipes" and "Learn" for people to gain more information about Dunkin's coffee products and create their own beverages and desserts at home with Dunkin's products ("Dunkin," 2022). This shows that Dunkin' is building a brand reputation and awareness for long term purposes instead of merely focusing to attract customers.

Next moving on to weaknesses of the brand, since Dunkin' is known for its donuts and coffee, it lacks product variety for both national and global markets. According to Dunkin's menu in the United States, Dunkin' has a large variety of flavors for donuts and coffee, but as a food company that provides breakfast and snacks, the options are limited for the customers. Although Dunkin' has developed sandwiches and bagels to expand its market, the new products do not have various flavors compared to Dunkin's donuts and coffee. Not only that, but the sandwiches and bagels also do not have the advantages regarding their price and taste compared to McDonald's and Starbucks. Additionally, Dunkin' mainly sells donuts and coffee in its global market without developing new products catering to the local market. For example, Dunkin' primarily distributes its donuts in China, but some customers are not used to the sweetness of donuts due to different living habitats.

Although Dunkin' has a high popularity in the United States, it does not utilize social media like TikTok to promote the brand in youngsters, and it has relatively low brand awareness in other countries. Take China as an example. Donuts are imported snacks from the United States to China, so it is crucial for Dunkin' to introduce the products and promote its brand as it enters China's market. However, Dunkin' does not invest in utilizing local social media platforms like Weibo, WeChat, and TikTok to raise its brand awareness in China. Because of this, Dunkin' has a relatively decreased popularity in China compared to the United States market.

The opportunities of Dunkin includes the communication atmosphere has changed hugely moving from traditional media to now social media. It is an opportunity for brands and organizations to promote themselves and their products on social media. Compared with TV advertisements and print advertisements, social media marketing is more cost-effective and easier to reach a greater population. The utilization of the internet and big data makes it easier for

Dunkin' to get to its target audience. This technological improvement and trend enable Businesses to surpass geographical limitations and be more effective in communicating with their audiences. We think Dunkin could be taking advantage of social media marketing more to advertise their products effectively.

Dunkin' already has a big market, but there is still an opportunity to expand to a larger market by offering more products. Currently, the target consumers are students and working professionals who need a quick and affordable breakfast and coffee that prepare them for a busy day. Beyond young adults, there is still great market potential for kids and families that Dunkin' can reach after expanding its product portfolio.

Lastly are the threats of Dunkin, Consumers now care more about healthy food choices than previous generations. Generation Z and Millennials now are trying to eat healthier. Obesity and food-related health issues make current consumers more skeptical about the calories and sugar levels of the food they consume. This is a potential threat for Dunkin' because this brand is highly associated with donuts. Donuts are known as junk food, sweets, and deep-fried.

Baked product and beverage is a competitive market in the U.S. and globally. Quick-service restaurants such as McCafe, Starbucks, and IHOP all offer a great variety of breakfast options. Standing out from the competitors that sell similar products can be challenging. In most of the cities and areas in the U.S. Dunkin', compared with other fast food chains, has no advantages in the number of franchising. This indicates the harsh competitive environment that Dunkin' faces in keeping expanding its business and repositioning its brand.

Based on the SWOT analysis, Dunkin' needs to improve its internal strategic planning and marketing to raise its brand awareness in the world by utilizing social media platforms that cater to the target audience groups and expanding the variety of the products corresponding to

the local circumstances. By exploring McDonald's menu in China, Dunkin' should also expand its product variety tailored to the market's eating habits, lifestyle, and culture. At the same time, Dunkin' can further promote its business with the effective use of the internet and seize the opportunities to reach a larger consumer group by expanding the product portfolio since there is a socioeconomic trend in emphasizing healthy lifestyles.

According to the current situation of Dunkin' we have made a formative research plan for Dunkin' to achieve better performance for the brand. As an American multinational coffee and donuts company, as well as a professional quick service restaurant, the company needs to diversify products for consumers with different preferences, in addition to providing consumers with taste convenience, the consumption experience should also be convenient for all customers.

Objective: In order to reach the goal of being a fast, high-quality, and enjoyable baked goods and coffee company, quantitative research is indispensable for finding and analyzing the data about people's demographic information, geographic information, and preference. "The more marketers segment the market, the more precise is their understanding of it" (Belch G. & Belch M., 2021).

Aim: The main purpose of this study is to raise Dunkin's awareness and reputation, to understand the attitudes and purchase desire from consumers, and to reposition the brand so as to gain the favor of more consumers.

Method: To get relatively objective and accurate numerical results, Dunkin' will do so by investigating the sales and conducting questionnaires through random selection from stores. The sample size for this research plan is 40 people. "Qualitative research seeks to know about the

motivations, opinions and underlying reasons of a problem or behavior. It is helpful to understand the motivations of consumers”(Holtzhausen, 2021), therefore with the data conclusion from the quantitative questionnaires, focused groups with qualitative research will be targeted. We will design different campaigns for groups of different ages in further steps.

Sample Questions on the Questionnaire:

- 1. What is your favorite item on the menu at Dunkin'?*
- 2. What do you usually purchase in the morning (your morning combo)?*
- 3. What is the reason you choose to buy Dunkin' products (eg. Coffee taste, donuts flavor, price, service, distance, etc..)?*
- 4. What does Dunkin' do that makes you happy/satisfy/approve compared to other brands (eg. McDonalds, Krispy Kreme, Starbucks, etc..)?*

Overall, we need to diversify and improve our products and services to provide an efficient and enjoyable experience to all Dunkin's customers and potential customers around the world.

Target Market

Target market of Dunkin' involves their audience segmentations, target persona, as well as brand positioning statement.

The audience segmentation includes Demographic, geographic, psychographic, and socioeconomic. For demographic segmentation, Dunkin's target market is targeting the marketing ranging from students to the olds. Whoever is looking for convenient food are the target audience of this brand as they provide a wide range of product types. (“Dunkin’ donuts,” 2023). Dunkin’ is equally appealing to men and women. (“Dunkin’ donuts,” 2023) Also, the

dominant customer group of Dunkin' according to statistics are moms with their teenage kids or old couples with their grandchild. ("Dunkin' donuts," 2023) For geographic segmentation, Dunkin' targeted on United States customers, there are over 11,300 Dunkin' all around the world and distributed in 36 countries, with more than 8,500 located in the US and approximately 3,200 in 36 other countries, so 75% of the target market is in the US. Within the United States, Dunkin's stores are majorly located in the East Coast and the Mid West area, so the majority of the consumers are in these areas. ("Dunkin' donuts," 2023) For psychographic segmentation, Dunkin's major customer group are those looking for fast service and are convenience seekers. ("Dunkin' donuts," 2023) Furthermore, drive through and app users are a large portion of the consumer groups. ("Dunkin' donuts," 2023) For socioeconomic segmentation, Dunkin's major target market is those young adults or professional people with a fast and tight schedule while maybe having a budget for good at the same time, and to provide them convenient service. ("Dunkin' donuts," 2023)

Dunkin's persona is defined as a 30 to 40-year-old white female who is working in the finance industry, graduated with a bachelor's degree, is married, and has two kids. Lives in a suburban area and is 30 minutes away from the company. Like cooking, reading, watching TV, and also enjoying family time. Her shopping and groceries markets are affordable places like Walmart and Costco. The multimedia channels she usually visits are Email-marketing, YouTube Advertising, as well as Facebook. She works in the finance field with a busy lifestyle, looking for fast, high quality, and healthy breakfast paired with coffee, options for the family and herself. Based on the above information, Dunkin' should offer more variety of breakfast choices and provide drive-through service with maintaining the taste. Family discounts should be provided for the people who purchase family combo, for example, coffee, milk, and apple juice, also

grab-and-go. However, too much sugar, and not enough of the healthy ingredients in donuts and coffee might influence people to purchase food from Dunkin'.

Target Audience Persona	
BACKGROUND <ul style="list-style-type: none"> <input type="checkbox"/> Finance Industry. Small-mid business <input type="checkbox"/> Bachelors. <input type="checkbox"/> Married <input type="checkbox"/> 2 kids 	DEMOGRAPHICS <ul style="list-style-type: none"> <input type="checkbox"/> 35 yrs (30-40) <input type="checkbox"/> Middle Class <input type="checkbox"/> Sub-urban, 30 mins drive to work. <input type="checkbox"/> White.
IDENTIFIERS / BEHAVIORS <ul style="list-style-type: none"> <input type="checkbox"/> Family vacation. Cooking. Reading. Watching TV. <input type="checkbox"/> Walmart, Costco, Gap, Old Navy. <input type="checkbox"/> Email-marketing, YouTube Advertising, Facebook, posters. 	GOALS /MOTIVATIONS <ul style="list-style-type: none"> <input type="checkbox"/> High-Quality and healthy breakfast paired with coffee. <input type="checkbox"/> Coffee/Tea (home-made)

CHALLENGES/UNMET NEEDS	HOW YOUR BRAND HELPS
<ul style="list-style-type: none"> □ Healthy breakfast, diet morning option. Need to be fast & efficient. □ Very busy lifestyle. Balance family and work. Looking for breakfast options for the family and herself before work. Affordability. 	<ul style="list-style-type: none"> □ Provide more variety of breakfast choices. Maintain the taste. Drive-through to save time. Family meal discount. Coffee+Milk+Apple juice. Combo: faster grab and go. APP for pre-order. □ Save time! Safe option for morning.
<p>COMMON OBJECTIONS</p> <p>Too much sugar (coffee, donuts). No enough evident for healthy ingredients.</p>	

Overall, here is the Brand positioning statement of Dunkin'. For individuals who look for fast, high-quality and enjoyable breakfast, Dunkin' is the only brand among all quick service restaurants that offers a wide range of baked food and beverage combinations that are delicious, healthy, and refreshing for the day. Dunkin' delivers enjoyment and effectiveness to all the customers because it has been focusing on making the best donuts for years and remaining loyal to customers' taste and time.

Brand Consumer Behavior

Brand Consumer Behavior of Dunkin' focuses on four sections, including crucial motivations of the target audience, most salient and applicable brand attributes, recommended post-purchase approaches for shaping consumer learning and social influences.

According to Mazlow's Hierarchy of Needs, most popular product of Dunkin', donuts, can fulfill the physiological needs of most people who consume when they are hungry and need donuts as an energy source. However, the target consumers are 30-35 working-class females who need to buy healthy breakfasts for themselves and their families. The significant motivations of this target market are not simply physiological needs but also the need for love and belonging. Donuts, for them, are not merely the food to stop them from hunger. They become a signal for happiness shared with the family and the identity of being a working class that needs coffee and donuts as a daily routine. George Belch and Michael Belch explain that the need for love and belonging means "the desire to have satisfying relationships with others and feel a sense of love, affection, belonging, and acceptance" (2020). This works because the target consumers purchase Dunkin' to show their love and care to their families and also belongingness to their professional life. Dunkin' fulfills the consumer's physiological needs and love/belongingness needs. Based on the motivations above, the messages should go beyond the taste and ingredients used in the donuts and leverage more on the psychological level of persuasive message design to influence the consumer's problem recognition and appeal to their needs. One strategy could be using gain-framed messages by designing the statement showing family gathering moments with Dunkin' and depicting how working professionals consume Dunkin' in the office. With this strategy, the company can convey to the audience that their needs of love and belongingness can be fulfilled by consuming Dunkin'. At the same time, as the fundamental physiological need is a

foundation of the consumers' motivation, the messages can frame with an emphasis on the healthiness of Dunkin'.

Several vital considerations and beliefs may influence consumer attitudes regarding Dunkin'. These include convenience, affordability, product quality, and brand image. Dunkin', for example, is frequently regarded as a convenient option for breakfast and coffee, with many locations in easily accessible areas such as gas stations and convenience stores. Furthermore, Dunkin' is known for its low prices, making it an appealing option for budget-conscious customers. Many consumers place a premium on product quality, such as the taste of coffee and the freshness of baked goods. While some customers may consider Dunkin' to be of lower quality when compared to premium coffee chains, others value its consistent taste and dependability.

For Dunkin's strategic plan, changing or influencing how customers feel about the brand and its competitors may be necessary. This could mean emphasizing what makes Dunkin' different from its competitors, like the quality of its products or its commitment to sustainability. Dunkin' can demonstrate its dedication to quality by highlighting the sourcing and roasting of its coffee beans. They could also try introducing more premium and specialty coffees to attract quality-conscious customers. Furthermore, Dunkin' may need to address any negative perceptions or beliefs that customers may have about the brand, such as questions about the nutritional value of its products. They can commit to using healthier ingredients and create more nutritious and healthy recipes. Another potential focus area could be expanding Dunkin's food offerings beyond breakfast to appeal to consumers looking for quick, affordable lunch and dinner options. Dunkin' could position itself as a quick and cheap alternative to fast food chains by highlighting the variety of items on its menu. Dunkin' may want to leverage its strong sense of

community to build a more engaged and loyal customer base. This could entail investing in social media and other digital marketing channels to build customer relationships and encourage them to become brand ambassadors.

Within the multi-attribute model, Dunkin' may need to improve its performance on the most critical attributes to customers to change their minds. For example, if consumers prioritize quality, Dunkin' may need to invest in better ingredients or more stringent quality control measures to improve its performance in this area. Similarly, if convenience is essential, Dunkin' may need to expand its locations or simplify its ordering process to make it easier for customers to access its products. By focusing on these key aspects and making strategic changes to improve performance, Dunkin' may be able to change how customers feel about the brand as a whole and how they feel about it.

Some post-purchase /post-decision approaches will be addressed to shape and influence consumer learning and future behavior. Firstly, the taste of the products, such as donuts and coffee, is essential because Dunkin' is a food brand. We want to ensure that we maintain a very high food taste and security level. We want our customers to eat safely and enjoy the taste of our high-quality products, so they will want to buy Dunkin' products more frequently in the future. We also want our customers to recommend our brand to their friends and family so that we can get more customers by maintaining our current customers. To be more practical, we can create a return policy of "satisfaction guaranteed." Consumers who are unsatisfied with the coffee can get their money back. This policy would reduce dissonance and make consumers feel that Dunkin' is sincere and cares about their experience.

Secondly, regarding the degree of customer dissatisfaction, we want to make sure our customers are satisfied with our high-quality services so that they have a good impression of

their buying experience that would return for future purchases again. To ensure good customer service, we need to have staff training often.

Lastly, Dunkin' could establish a loyalty program through strategies such as providing point collection cards for people to get free food or discounts when they make purchases of a certain amount. At the same time, we can create an email list of loyal customers and send them the latest information on our new products and promotions through emails.

Regarding social influences on consumer behavior, word of mouth and social media are the most relevant to Dunkin'. People would share their opinions of our products and services with people around them. This is the most relevant social influence on consumer behavior—whether we can get new customers or lose potential customers depending on the performance of our food and services. Furthermore, social media has a strong influence on consumer behavior, and this includes both earned media, paid media, and owned media. Dunkin' could promote itself through its social media account for people to see. They can also collaborate with bloggers and influencers to promote their products. Dunkin' could also pay different media channels to advertise on these platforms, such as Facebook and Instagram. The reviews they earned on the media platforms would make customers see and influence their purchase decisions.

It would be better to employ these social influences in a promotional strategy. First, collaboration is important. Dunkin' needs to collaborate with influencers and make them create positive posts related to their products. They can also collaborate with other brands for limited-time or limited editions. Moreover, they can get famous stars to advertise for Dunkin'. Lastly, Dunkin' can provide promotions and coupons for first-time customers referred by friends.

Persuasive Message Design

For our target market, Dunkin' will utilize different response models for different target audiences. Since our goal is to increase popularity among youngsters and reposition Dunkin' as a food company that sells healthy bakery goods, we will implement the KBA Rational model to new target audience groups and BAK Dissonance/Post-Purchase model to the existing customers. In order to increase brand awareness in the younger generation in national and international markets, KBA would be the optimum model to use since it provides knowledge to potential customers and leads to purchasing behavior. For example, Dunkin' will produce advertisements on social media platforms like TikTok and Weibo to increase the brand's popularity. Not only that, but Dunkin' will also initiate various events like "Donut Kitchen" to interact with the audience. Besides that, in order to build up a healthy image, Dunkin' could partner with Hello Fresh, the largest meal-kit provider in the U.S. By working with this organization, Dunkin' will be able to use the image of Hello Fresh to get into the healthy food industry. Then, Dunkin' will send gift cards to the participants to get free Dunkin' donuts, including its new products. Distributing advertisements, initiating events on media platforms, and providing gift cards to the public, it fulfills the two steps of "Knowledge" and "Behavior" to raise brand awareness. After the potential customers try Dunkin's products, it will evoke the audience groups' positive attitude towards the brand and become customers of Dunkin'.

In order to change the brand image to the existing customers and maintain loyalty and connections with Dunkin', we will apply the KBA model in strategic planning. According to "Why Donuts Should Be Mostly A Don't," Joy Stephenson-Laws (2020) mentions that "donuts fall into the category of ultra-processed foods, which are nutrient-void and full of additives that can be detrimental to your health" (Stephenson-Law, 2020). Hence, the public has negative impressions of donuts, which negatively impacts Dunkin'. Because of this, Dunkin's current

customer groups are mainly middle-aged adults instead of youngsters. Hence, the goal for Dunkin' is to change its brand image of selling baked pastries and coffee to a healthy food and snack company by implementing the BAK model. For example, after Dunkin' develops new products with healthy ingredients and unique flavors according to the local cultures and eating habits, Dunkin' will distribute free samples of the products at every Dunkin's restaurant in the global markets. Then, as people visit Dunkin' restaurants, they can try new products. Not only that, but Dunkin' will also distribute free samples at supermarkets and shopping malls, which would also emphasize the brand image of "supporting community" for Dunkin'. Then, the tangible benefits of the free samples' tastes and flavors would intrigue both potential and current customers with interests which would become the basis for the public to gain knowledge about Dunkin' new products. These events will not only build brand awareness of Dunkin' in public but also inform the current target audience that Dunkin' aspires to bring happiness and healthy food to you and your family. From this model, Dunkin' will appeal to the potential customers of parents and younger adults, and it will adjust its brand image to the existing customers simultaneously, which will cause changes in the attitudes and perceptions about Dunkin'.

Since the target market for Dunkin' is mainly middle-aged adults who enjoy pastries and snacks for breakfasts and leisure time, both the central and peripheral paths will be able to renege with the current customers and target market. The central path is the route that focuses on the product's specifications. It focuses on cognitive elaboration that provides components for people to consider the information, arguments, and ideas related to their personal aspects. For example, the audience which focuses on the central path would focus on the horsepower and performance of the car. The peripheral path, on the other hand, emphasizes the social status that the car can bring to the audience. In this case, since one of the goals for Dunkin's communication strategies

is repositioning Dunkin' from a bakery goods and coffee company to a corporation that provides healthy food, we will employ a central path to increase the transparency of the production. For example, Dunkin' will produce a promotional video that shows the production process at Dunkin's factories to the public.

Even more, Dunkin' will develop new donuts with healthy ingredients and contain fewer calories. To promote the new products, Dunkin' will include information about the ingredients used in the products to show that the donut would benefit people's health while maintaining the same taste. One example for this is marketing the new gluten-free or vegan donuts that provide more healthy options for consumers. By focusing on the central path, potential customers, like parents, are more likely to buy Dunkin's new healthy donuts for themselves and their children. Since Dunkin' has two target markets of current customers and potential customers from different age groups and professions, Dunkin' should also utilize a peripheral path to raise its popularity in other audience groups. For example, Dunkin' can collaborate with Pamela Reif, who is a famous fitness blogger on media platforms like Bilibili in China. Employing celebrity endorsement will not only largely raise brand awareness of Dunkin' in China but will also build up the brand image of Dunkin' as a company that provides healthy pastries to the community. Overall, by applying the central path and the peripheral path, Dunkin' will be able to change the public's perception of Dunkin' and increase awareness globally.

Since Dunkin' opened its first store in 1950, it has been an American classic old brand in the United States for more than 70 years. Dunkin' has always been able to hold a place among coffee and dessert, which indicates that the brand has achieved reliability and trust among customers. Therefore, the brand should pay more attention to the attractiveness of the brand, and how to obtain more similarity, familiarity, and likability of users.

The similarity is a supposed resemblance between the source and the receiver of the message. Furthermore, people are more likely to be influenced by a message coming from someone with whom they feel a sense of similarity (Belch & Belch, 2021). Therefore, it is easier for people to buy Dunkin' products on the recommendation of family or friends and generate more goodwill with trust. What Dunkin' can do is launch promotional activities on weekends or specific days and holidays, bring relatives and friends to the store, and refer them to download the app and purchase. Launch the promotion activity of buying the second copy at half price, and publicize it through the app and social media. By sharing the connection, users can get extra coupons and points to gain more attention and sign-ups.

Familiarity refers to knowledge of the source through exposure (Belch & Belch, 2021). This is more effective for younger users or users who have never been exposed to Dunkin'. The recognition of Dunkin' can be enhanced by inviting celebrities with similar images as spokespersons or by launching co-branded products with the celebrities, such as Hugh Jackman or Tom Hanks, which all have good image identities and reputations. They are someone who is approachable and persuasive and can fit Dunkin's values well, and matching with Dunkin's mission statement is "we strive to keep you at your best, and we remain loyal to you, your tastes, and your time. That's what America runs on. And your time. That's what America runs on ("Dunkin Donuts Mission Statement, "2022).

Likability is an affection for the source as a result of physical appearance, behavior, or other personal traits (Belch & Belch, 2021). What Dunkin' can improve is to focus on selling several star products with attractive appearances and exquisite materials. For example, the main products of Dunkin' could be chocolate coffee and pink doughnuts. The appearance of packaging design and product design should be taken into account, such as the creative name for the

products, the color of the cup and picture design, whether the coffee has a liquid chocolate pattern inside the cup, and whether the food provides beautiful and delicious decoration.

Compared with the order, conclusion, and sidedness message structure, the optimal structure for our message is the order of presentation: primacy effects and recency effects. As reported by Statista, Dunkin' brand awareness, usage, popularity, loyalty, and buzz among restaurant chain customers in the United States in 2022, "In total, 39% of U.S. restaurant chain customers say they like Dunkin'. However, in actuality, among the 92% of U.S. respondents who know Dunkin', 42% of people like the brand" (Kunst, 2022). To win the favor of the remaining 58 percent of users, Dunkin' needs to design an impressive and recognized feature for the brand, such as "freshness," "ingredients," "packaging design," and "brand value." These are all points with words and pictures that can be considered and determined through the narrative of its advertisements. Putting these priorities at the beginning or the end takes into account audiences who are not interested in Dunkin' and those who are positively predisposed and interested in Dunkin'.

Based on the message design and the structure we chose, the rational and emotional message appeals will be both useful. The rational message appeal can emphasize the healthy ingredients used for donuts. An example can be "210 calories in a signature donut, we select milk from the best source in Wisconsin". This can be an excellent approach to promoting the product and altering consumers' thoughts on Dunkin' being an unhealthy brand. An emotional message can be using Joy to frame the message of consuming Dunkin' with the family and use imagery to appeal to the feeling of love and belonging. The major strategy used for the emotional messages can be a feeling of social and family belongingness.

For our brand and target market identified in the previous sections, an integrated approach of rational and emotional appeal is optimal. This is because our target audience is working professionals that need to purchase breakfast for themselves and their families. Rational appealing messages can serve as a good information source within the decision-making process.

In order to make our message more creative and effective, here are some examples to get campaign design ideas:

<https://www.youtube.com/watch?v=BBIX9FG6kZ0>

From this advertisement, Dunkin' implements celebrity endorsement by having Ben Affleck work at Dunkin' Drive Thru. Dunkin' utilizes the concept of the peripheral path to increase audience involvement with Dunkin'. This promotional video raises the brand awareness of Dunkin' by attracting the audience's attention to Ben Affleck. Even more, although Ben Affleck is a celebrity, he is close to his fans and the public, so it is optimum to collaborate with Ben Affleck since Dunkin' focuses on connections with local communities.

<https://www.youtube.com/watch?v=n-lS1TIF4cg>

In this advertisement, Dunkin' increases the audience's involvement with the brand by focusing on the central path of the product. Unlike the peripheral path, this advertisement introduces Dunkin' coffee to the audience by emphasizing the point that Dunkin' coffee is made by grinded finest beans. Moreover, McDonald's also utilizes the central path to explain that its products are healthy for the human body. Inspired by this McDonald's print advertisement, Dunkin' can create a pop-up cartoon book about Dunkin's history and future planning. Since it is an intriguing book, parents are most likely to share the time with their children to read the book

together. By viewing the book, people will be able to find the ingredients used for each part of the donut, like the cream and the dough. People can also discover the details of donuts' production process in this book which would increase Dunkin's transparency to the public and build trustworthiness with its target audience.

<https://www.youtube.com/watch?v=BBIX9FG6kZ0>

From this advertisement, Dunkin' implements celebrity endorsement by having Ben Affleck work at Dunkin' Drive Thru. Dunkin' utilizes the concept of the peripheral path to increase audience involvement with Dunkin'. This promotional video raises the brand awareness of Dunkin' by attracting the audience's attention to Ben Affleck. Even more, although Ben Affleck is a celebrity, he is close to his fans and the public, so it is optimum to collaborate with Ben Affleck since Dunkin' focuses on connections with local communities.

<https://www.youtube.com/watch?v=n-IS1TIF4cg>

In this advertisement, Dunkin' increases the audience's involvement with the brand by focusing on the central path of the product. Unlike the peripheral path, this advertisement introduces Dunkin' coffee to the audience by emphasizing the point that Dunkin' coffee is made by grinded finest beans. Moreover, McDonald's also utilizes the central path to explain that its products are healthy for the human body. Inspired by this McDonald's print advertisement, Dunkin' can create a pop-up cartoon book about Dunkin's history and future planning. Since it is an intriguing book, parents are most likely to share the time with their children to read the book together. By viewing the book, people will be able to find the ingredients used for each part of the donut, like the cream and the dough. People can also discover the details of donuts'

production process in this book which would increase Dunkin's transparency to the public and build trustworthiness with its target audience.

<https://www.museumoficecream.com/new-york-city>

Dunkin' can also use the inspiration from the Ice Cream museum to be more creative in its promotional tool. Dunkin' can establish a Donut museum for consumers to tour and see how the production process is in person. A value-adding strategy for doing this museum is that This can help Dunkin' gain more trust from consumers by doing factory tours that include free donuts.

Paid, Earned, Shared, and Owned Media Strategy

Media Planning and Strategies

With the implementation of the media strategy with paid, earned, shared, and owned media, our strategic communication plan provides an overview of the media scheduling for paid media based on the factors of seasonality, location, and advertising schedule. By producing the original content and designing the activities, it will increase Dunkin's awareness and popularity in the global market with social media, content, and influencer marketing.

Media Planning

Through research of the keyword "Dunkin'" on Google Trend, the search for this brand has seasonal interest on Google. Using search data in the past five years as an example, the interest in this brand has the largest seasonal peaks during the Christmas season every year. The highest interest time of this brand on the internet exists on December 23-29 2018, December 22-28 2019, December 20-26 2020, December 19-25 2021, and December 25-31 2022. From

those peak dates, we can conclude that the interest in the brand Dunkin' is seasonal and has a strong link to Christmas. During gathering season, people tend to have more interest in sharing donuts and search for Dunkin' online. When zooming in on the last 12 months, the data of interest also represents a high seasonal feature. Using data in the past 12 months as an example, the interest has four peaks throughout the year. 1) May 29-June 4, Children's Day. 2) November 20-26, the Thanksgiving Season. 3) December 25-31, the Christmas Season. 4) February 12-18, Valentine's Day.

Similarly, the interest online in the product "donuts" also shows a seasonal pattern. Besides the Christmas seasons like the interest in Dunkin', the term donuts also have a peak interest period during Children's day every year, in the countries that celebrate Children's day like China, Russia, and Ukraine, from late May to early June. This represents an interest in this product category for the kids and to celebrate Children's day. Another category "coffee", in contrast, has no seasonality with a relatively flat line.

The biggest competitor of Dunkin' has less seasonality according to the Google Trend data. In the past 12 months, the interest in Starbucks has only two major peaks on Thanksgiving and Christmas. Besides those two major peaks, other holidays like Valentine's and Children's Day did not have a great impact on the search trends.

As a Boston company, Dunkin' shows high interest in Rhode Island, New Hampshire and Massachusetts. The highest interest regions of the competitor Starbucks are Nevada, Hawaii, and California. The highest interest regions of those two brands vary hugely due to the places that they originated from. The lowest interest regions of Starbucks are New Hampshire, Maine, and Vermont. Whereas the lowest interest regions of Dunkin' are Montana, Utah, and Oregon.

The product category “Coffee” shows the biggest interest in Hawaii, Montana, and Washington. And the lowest interest in Maryland, Mississippi, and Delaware. And the category “Donuts” shows the biggest interest in Rhode Island, Massachusetts, and New Hampshire. Which matches with the regions that have the greatest interest in Dunkin’.

Based on the seasonality and location of the web search interest analysis above, we may employ the Pulsing model that combines both continuity and flight scheduling. The interest in the Dunkin’ and donut category shows seasonality during Children’s Day, Christmas, and Valentine’s day. Therefore, those major holidays need to be covered with heavy advertisements. However, other than peak times, Dunkin’ should maintain basic advertisements to keep the exposure against the major competitors. In terms of geology, since Dunkin’ has the highest interest in the north-eastern parts of the nation, the advertisement level should maintain in those areas, however, since Dunkin’ focus on entering the coffee industry, the advertising placements should also cover the major regions where people search the most about the category. By considering the competitiveness of Dunkin’ and the major competitors like Starbucks in the coffee industry, Dunkin’ will allocate a moderate budget to the locations where people show high interest in coffee like Hawaii, Montana, and Washington.

Paid Search and Keyword Strategy with Media Vehicles to Reach and Increase Frequency

Television is still one of the most popular media platforms for reaching a large audience. Dunkin' could run advertisements on television during popular shows, events, and sports programs that draw many viewers. Television advertisements may also assist Dunkin' in reaching audiences not actively engaging with the brand on social media or other digital platforms.

Social media, search engines, and mobile apps could all help Dunkin' Donuts expand its reach. Dunkin' could use social media platforms like Facebook, Twitter, and Instagram to reach

its fans and run targeted advertisements. Dunkin' could also utilize search engines like Google to target people actively looking for coffee shops and restaurants in their neighborhood. Mobile apps like Waze and Yelp may also allow Dunkin' to reach out to potential customers who are on the go and looking for nearby coffee shops.

Out-of-home (OOH) advertising vehicles such as billboards, bus shelters, and digital signage could provide Dunkin' with high visibility in high-traffic areas. Dunkin' could use OOH advertising to reach out to commuters and travelers, making it an effective medium for promoting new products, promotions, or locations.

Dunkin' is not a new brand, and its market share is relatively large for its category. The purchase and Usage Cycle are factors that influence advertising frequency. Dunkin' may need to advertise more frequently during certain seasons or when people are more likely to buy coffee or breakfast. Dunkin' may need to promote more frequently during specific seasons or when people are more likely to buy coffee or breakfast. For example, interest in the Dunkin' and doughnut categories peaks during Children's Day, Christmas and Valentine's Day, showing seasonality. Competitive share of voice is also a factor to consider. If a competitor like Starbucks advertises heavily during a period, the corresponding Dunkin' should also increase its advertising frequency over time. Geographic elements are also essential. For example, if the northeastern region has a higher interest in Dunkin', the frequency of advertising in these regions should be increased.

Message uniqueness is a critical factor. Dunkin' has some unique messages that set it apart from its competitors. It may need to advertise more frequently to build its brand—for example, premium positioning and healthy ingredients. A new or continuing campaign is also a factor to consider. A new campaign may require a higher frequency to create awareness and build a message, while a continuing campaign may require a lower frequency.

Media factors such as the reach and frequency of the chosen media vehicle, the cost of media placement, and the timing of the ads can also affect the audience. Moreover, we need to consider the number of different media used. Our ads will use multiple media channels based on budget and reach, so we may need to reduce the frequency of advertising in each channel.

Dunkin's brand message is divided into the features we want to emphasize and the letters that are more common in the eyes of consumers. We tried to emphasize healthy enough ingredients, innovative formulas, continued help with community development, and premium positioning. In communicating these features, advertising needs to be more frequent, especially during seasonal and holiday times, and a significant marketing budget needs to be invested. Second, Dunkin has always been reasonably priced, convenient and with a large selection. Billboards and bus shelters could advertise this kind of brand message in high-traffic areas with moderate frequency. This way can maintain visibility at a reduced cost, subconsciously maintaining the memory and impression of the brand for old customers and creating new customers.

There are some products that the brand features that consumers may desire or generate the most interest from Dunkin' such as coffee and baked goods, quick and convenient, affordable prices, taste, and all day breakfast option. Consumers may have concerns about health related issues such as the high fat of some of Dunkin's products or the quality of the freshness of the food, or even consumers may be concerned about the sanitary conditions of the Dunkin' stores.

The 25 Keywords that Dunkin' may include the following:

1. Dunkin Donuts near me	2. Best Donuts	3. Coffee	4. Breakfast	5. Order Online
6. Mobile App	7. Drive Thru	8. Drive Thru Coffee	9. Donut and Coffee	10. Ice Coffee
11. Hot Coffee	12. Best Donuts Near Me	13. Chocolate Donuts	14. Glazed Donuts	15. Old-fashioned Donuts
16. Donut for Birthday	17. Croissants	18. Sausage Sandwich	19. Egg and Cheese	20. Donuts for Valentine's Day
21. Bacon	22. Fresh Brewed	23. Dunkin's Deal	24. Rewards Program	25. Pumpkin Spice

The keywords selected above either contain the core product of Dunkin' or contain the brand name of Dunkin' so that people can easily see the result of Dunkin' when typing in the keywords. Some other keywords such as "breakfast" or "drive thru" contain the features that consumers may be looking for so those are also keywords that could work best for Dunkin' while searching. Lastly, keywords that contain location information are also quite common for people to include in their search as Dunkin' is a brand that focuses on convenience, the closeness of the stores would be a key factor when people are searching for options for coffee, donuts, or breakfast.

There may be some gender-based variations in the keywords pool such as female consumers might be more likely to search for pumpkin spice or glazed donuts while male consumers might prefer croissant or sausage sandwiches more for the gender-based food preferences. However, in the fast food industry, gender-based variation is a comparatively minor concern in terms of keywords because of the diversity of people's tastes and preferences.

For the keywords listed above, perhaps Pumpkin Spice or Croissant may not be the best keywords to list because there are other stores that could be more expert in these products, but I would not consider the negative keywords either. Negative keywords may be keywords that are not so relevant to the brand or the products or could lead the customers to some competitors, negative keywords for Dunkin' may include Vegan, Boutique Coffee, Specialty Coffee, Unhealthy Food, Fat Foods, Starbucks, Tim's Hortons, Krispy Kreme, etc..

Social Media Marketing

From social media marketing, the strategic plan analyzes the components of the four “Zones” of social community, social publishing, social commerce, and social entertainment, and users’ motivations to design and plan the social media strategies.

Dunkin' should have their online communities in every social media platform where people could socialize and interact with each other and share their experiences and thoughts related to the brand. The brand could also create dedicated groups on platforms such as Facebook and LinkedIn where users connect with each other and discuss their favorite Dunkin' products, new launches, promotions, and more.

Furthermore, Dunkin' can use various social publishing to create and share engaging content. Dunkin' can use visually appealing images and videos to showcase its products, share behind-the-scenes stories to promote their brand values and mission. Besides, after finding the keywords that people often search for about Dunkin', add them to the existing content of Dunkin', and sync it to all Dunkin' social publishing. In addition, content posts need the right time to gain sensitometry. Knowing the best time as well as worst time to post on a certain media type is also an important element to consider.

Dunkin' can further leverage social commerce to make it easier for users to buy its products directly from social media platforms. The brand can enable features such as "Shop Now" buttons, "Buy" stickers, and shoppable posts to make the shopping experience more seamless for consumers. As well as collaborating / co-branding with other popular media or brands, by providing links or direct purchase buttons. For example, Dunkin' launched their new products by uploading a video on TikTok, the purchase link is in the lower left corner of the video. When users click the link, they will automatically switch to the app or other website and have their products in the shopping cart.

Moreover, Dunkin' can also use social entertainment to create engaging and entertaining content for its users. The brand can create short-form videos, memes, quizzes, cartoon characters, and games that are shareable and relatable. For example, Dunkin' could create a cartoon show for kids, and the characters could be a certain flavor of donuts and a certain flavor of coffee. Dunkin' could also provide simple games to users on special holiday seasons, get more user-points and coupons when they win the game. Additionally, Dunkin' can also create a video section, "Dunkin' Kitchen," on its media platforms for people to upload their vlogs of making desserts based on Dunkin's products. Dunkin' will also post cooking videos to teach people how to make Dunkin's popular treats at home.

In order to increase the impulse of affinity with Dunkin's customers, Dunkin' may create a sense of community by encouraging our followers to share their favorite Dunkin' memories or photos, and reposting some of them on our official account. We will also create a hashtag for Dunkin' fans to use and follow, such as #DunkinLove or #MyDunkinStory.

In addition, Dunkin' will also create a sense of closeness with our consumers by sharing behind-the-scenes glimpses of Dunkin' locations or employees. We can respond quickly to any

comments or messages with the corresponding tones, like humor, when we receive on social media, to show that we're listening and care about our customers, and provide great customer service. In addition, the employees from Dunkin' could share their personal vlog to social media, consumers will see what a day looks like working in Dunkin', including what coffee they use, how they make the coffee, how they cook the bakery, keep it fresh and deliver to consumers.

In order to build up the brand image and further connect to Dunkin's concept of helping communities, Dunkin' can highlight any charitable or socially responsible initiatives that they are involved in, such as supporting the community and using sustainable packaging. Dunkin' could make documentaries of its public welfare activities and charity plans, and clarify that one cent of each customer purchase will be donated to charitable organizations, so that people would see the positive impact and value of the brand. Dunkin' should also encourage users to participate in these initiatives themselves, by sharing information on how they can get involved.

Dunkin' could also share interesting stories or facts that our followers might not know, such as the history of the brand or how certain menu items are made. Dunkin' could also share useful information for users, such as how to make the perfect cup of Dunkin' coffee at home, or the nutritional information for the menu items. For example, what is a good low-carb breakfast combo to get from Dunkin', what is a good nutrients combo meal for people working out.

By considering the consumer decision-making process, it includes need recognition, information search, alternative evaluation, purchase decision, and post-purchase behavior.

As the first step in the decision-making process, need recognition, is when a consumer realizes they have a need or want that requires satisfaction. Our social media strategy can highlight the different occasions when Dunkin' products can meet the consumer's need for a

quick breakfast or a coffee break. This can be done through targeted ads or posts that emphasize the convenience and affordability of Dunkin' products.

After recognizing their need, consumers will research to gather information about the available options. Dunkin' can create social media content that helps consumers learn about the different products, flavors, and seasonal offerings available at Dunkin'.

Furthermore, consumers will evaluate the alternative options and compare them to make a decision. To help influence this process in favor of Dunkin', we can highlight the unique benefits of your products such as quality, taste, price, and convenience.

Once consumers have evaluated their options, they will make a purchase decision. Dunkin' will use social media to provide incentives such as discounts or special offers to encourage consumers to choose Dunkin' over other options. Such as, seasonal coupon, buy one get one for free limited drink & bakery, double points for certain products.

After purchasing, consumers will evaluate their experience and decide whether to help advocate our products in the future. Dunkin' could use social media to encourage post-purchase engagement and feedback, such as asking customers to rate their experience or to provide suggestions for improvement.

By considering the social currency in the social media marketing process, Dunkin' can offer a sense of community among its customers through social media by creating and promoting content that fosters a sense of belonging. This can include sharing user-generated content and creating hashtags that encourage customers to share their Dunkin' experiences. Dunkin' can also create and promote events, such as coffee tastings, to further promote a sense of community among customers.

Dunkin' should also provide a free speech space and transactional communication to consumers, engage in the conversation around its brand by regularly monitoring social media channels and responding to customer comments and feedback. This can include thanking customers for positive feedback, addressing any concerns or complaints, and encouraging customers to share their thoughts and ideas for future products or promotions. Since this platform is an open space for the customers to provide thoughts, it is possible to encounter negative comments which would lead to a bad impression on Dunkin'. Hence, the communication team at Dunkin' will track and supervise the comments with a filter system. This system would assist the specialists to discover the comment quickly and reach out to the customer to solve the conflict efficiently.

Moreover, Dunkin' can create value for customers through social media by sharing tips and hacks for enjoying their products, promoting exclusive offers and discounts for followers, and providing information on new product launches and seasonal offerings.

Dunkin' can also develop strong brand loyalty among its customers through social media by sharing user-generated content and testimonials that highlight positive experiences with the brand. Dunkin' can also incentivize customer loyalty by offering rewards programs and exclusive discounts for repeat customers. For example, giving "just for you" coupons and a free drink to consumers who purchase often.

To disseminate information and updates, Dunkin' will also need to share valuable and shareable information through social media with industry news and trends, health and wellness tips related to coffee consumption, and recipe ideas that incorporate Dunkin' products.

Lastly, Dunkin' can provide customers with their own identity in a group by creating and promoting hashtags that encourage customers to share their Dunkin' experiences and identify

themselves as part of the Dunkin' community. Dunkin' can also create and promote branded merchandise, such as accessories and coffee cups, that customers can use to identify themselves as Dunkin' fans.

Content Marketing

Since Dunkin's goal is to reach out to build connections with the target audience groups through local communities, Dunkin' will promote the brand by producing and distributing content correspondingly to the characteristics of the target audience groups.

Existing Customers

According to *Similarweb*, the demographic of the current market of Dunkin' are mainly adults aged 25 -34 years old, with 55.26% female and 44.74% male ("Similarweb," 2022). In this case, the existing customer groups are one of the target audiences for the content strategy, and the goal of the campaign is to not only maintain the current market but also reposition Dunkin' from a bakery goods company to a corporation that provides healthy food with innovative technology for communities. Because of this, the goal of connecting with the existing customers with content marketing is to market the brand and alter the consumers' perceptions regarding Dunkin'. Since content marketing is about generating exciting information to attract the audience's attention, Dunkin' will produce and distribute the content by using the KAB Learning Model. For example, since the goal is to reposition the brand, it is like introducing a new concept to the existing customer. Hence, by utilizing the KAB, Dunkin' will produce an educational TV show like *Unwrapped* (2001) that explores the production process of every product in marketplaces, like candles, chocolate, and cars. In one of the episodes, it will also include the process from selecting the ingredients to production by using animation. This episode will

provide knowledge about Dunkin's products to the customers. Not only that, by the end of that episode, Dunkin' will include a QR code for the viewers to scan, and this will lead them to Dunkin's official website to learn more about Dunkin's donuts' production process. Since the existing customers are mainly 25 - 34-year-old adults, Dunkin' will distribute this TV show on YouTube, Netflix, HBOMax, and TikTok. By utilizing these platforms, it would ensure comprehensive coverage of the audience with different media. Furthermore, Dunkin' will also establish a podcast channel on *Buzzsprout* to discuss current health issues and generate a healthy lifestyle. By using this content strategy, Dunkin' will be able to provide knowledge about Dunkin's new brand position, lead to the customers' attitude change towards Dunkin', and build trust with Dunkin's target audience. Eventually, people would begin purchasing Dunkin's latest products with the perception that Dunkin' is the company carrying healthy pastries and coffee for its customers.

Potential Customers

Since the existing customers of Dunkin' are mainly adults aged 25 - 34 years old, by analyzing Dunkin's current market, one of the goals of the content strategy is to raise brand awareness in public from different age groups and professions. Because of this, parents and young adults in different countries would be targeted to reach the goal of expanding the current market. Because of this, Dunkin' will implement the elaboration likelihood model of persuasion (ELM) and the KAB Learning Model to increase the popularity of Dunkin'. For example, in order to reach out to the parents by utilizing the central path and the peripheral path based on the ELM model to increase the parents' involvement with Dunkin'. For example, Dunkin' will produce a television quiz show, with a similar form to *Jeopardy*, to increase brand awareness. During the show, it will advocate topics regarding healthy eating and selecting healthy

ingredients to attract the audiences' attention and build a connection between health and Dunkin's brand image. The show will also invite different celebrities like Morgan Freeman in every episode as an ambassador to discuss the topic regarding health with the participants. This content strategy also involves the KAB model since it will provide knowledge about Dunkin's products and then lead to an attitude change about Dunkin' and propels parents to know more about the brand. According to "Social Media Use Among Parents and Women of Childbearing Age in the US," Molly E. Waring, PhD, Loneke T. Blackman Carr, RD, PhD, and Grace E. Heersping, BS mention that "most US parents use YouTube and Facebook, and nearly half use Instagram" (Waring et al., 2023). Hence, in order to reach out to both target audiences and existing customers, Dunkin' will distribute this content on television channels like NBC from 7 pm to 8 pm every day. In addition, the clips of the show will also be distributed on media channels, including YouTube, Facebook, and Instagram, to increase its exposure to parents. Moreover, Dunkin' will also produce a blog section called "Dunkin' Kitchen" on Dunkin's official website. In this section, Dunkin' will collaborate with chefs from different countries to share their recipes, so parents can cook the same dishes at home. Not only that, but Dunkin' will also invite food influencers like Paulina Nienartowicz to produce cooking videos to teach parents to cook creative and delicious lunches, dinners, and desserts step-by-step at home. This would potentially bring more eyeballs to Dunkin's official website and enhance the connection between parents and the brand. Furthermore, this strategy will also generate the parents' perceptions that Dunkin's products are healthy and delicious, so they would purchase Dunkin's pastries for their children and themselves.

Furthermore, in order to raise brand awareness among youngsters, Dunkin' will implement the peripheral path to produce and distribute the content. For example, Dunkin' will

collaborate with celebrities like Naomi Campbell to produce a reality TV show called *The Working Day*. In this show, celebrities will be invited to work in different restaurants for a week. Hence, in Dunkin's episode, Campbell will work as an employee at one of Dunkin's restaurants. During the production, she will also share her daily work experience and behind-the-scenes clips on TikTok and YouTube in the format of a vlog. From Campbell's interaction with the audience, it will raise Dunkin's awareness in youngsters with low persuasive and advertising intent. By tracking the viewing and click-through rate of Dunkin's official website and social media platforms, Dunkin' will be able to adjust its content strategy to appeal to the target audience. If the event successfully helps Dunkin' reach its goal, we will initiate a similar event in different countries with local celebrities. For example, Dunkin' will collaborate with Xiaoming Huang and distribute the content via local social media platforms that most youngsters use, like TikTok and Weibo. By distributing shareable content like vlogs on social media platforms, it would shorten the distance between the viewers and the celebrity and further increase engagement with the user-generated content. Moreover, Dunkin' will also co-brand with video games like *Fortnite* to raise its awareness among youngsters. For example, during the collaboration, *Fortnite* will include a selection of weapons designed with donuts. This content will be mainly distributed through gaming platforms like Steam, Xbox, and Epic Games. Not only that, but Dunkin' will also distribute the information through social media platforms like TikTok and YouTube. Even more, Dunkin' will also invite gaming influencers to use the weapon in the game to distribute the video on the channels to further promote the campaign and generate the "buzz."

Viral Marketing

Since the target audience of Dunkin' is to reach the existing customers of young adults and the potential customers of youngsters and middle-aged adults, Dunkin' will implement the viral marketing campaign by generating a shareable "buzz" and deliver it to different channels by the viewers. In order to achieve this, we will utilize the channels of market mavens and social hubs. For example, in order to reach out to young adults, Dunkin' will initiate an event called "Find Your Donut" and develop a simulation on Dunkin' mobile app. For example, Dunkin' will design the question according to the BuzzFeed quiz strategy to increase interactivity and engagement with the audience. A sample question of the quiz would be like "if you can only take one donut to travel to space, which flavor would you pick?" When people create an Instagram or TikTok with this simulation, the system will analyze the user's personality and characteristics and replace the face with a donut with a corresponding flavor. Then, when the users think it is interesting, they will share the videos on media platforms like TikTok and Instagram by simply clicking on "Share this Video," which would create a trend and meme in the media. Dunkin' will also develop its social hubs on its mobile app. For example, as the user creates the video with the simulation, he can post it in the Dunkin's community. Then, if other users think the video is interesting, they would visit the person's homepage on Dunkin's mobile app and may follow the person's other social media channels. The emotion and the novelty that we want to evoke from this campaign is appetitive and funny. This emotion corresponds to Dunkin's image of delivering happiness to communities. Not only that, but the users can utilize this simulation to record facial expressions to create individual emojis with the animation of donuts. Hence, when the audiences communicate with friends, they will be able to use emojis on social media, which will promote engagement between Dunkin' and its audience. Since it is novel to create and customize people's

own memes and emojis, it would propel the audience to spend social currency and share this interesting content with friends, which will become viral on media platforms. Furthermore, in order to implement viral marketing in youngsters, Dunkin' will hold events corresponding to trends and festivals. Take Valentine's Day as an example. Dunkin' will collaborate with TikTok and initiate an event called "Donuts in Love." From this event, the users can produce a creative introductory video about themselves by using donuts. For example, a user can create a video to describe his personality by using donuts flavors. By sharing the video with the hashtag of "DonutsinLove," he will be considered as a participant in the event. On Valentine's Day, the system's algorithm will deliver videos from other participants who have similar personalities and favorite flavors to the user which would form a "destined couple." Furthermore, Dunkin' will also create a campaign of "the Donut Day Challenge." In this event, people can post videos of them using unique ways to eat donuts, like eating the donuts with the barbeque sauce or eating the donut upside down. Then, the user can tag the friends to continue the challenge. From these campaigns, it would create a viral trend by connecting with audiences through social hubs and may evoke the emotions of embarrassing, uncertainty, affirmation, and funny.

Moreover, Dunkin' will also apply viral marketing with positive intent, and Dunkin' will spread the viral marketing campaign with the opinion leaders. For example, by referring to the "Ice Bucket Challenge," Dunkin' will initiate the "Donut Rolls Challenge." In this campaign, Dunkin' advocates for people to create their own donuts with their favorite materials. All of the donuts will be collected by local Dunkin's restaurants and will be delivered with donations of other sustenances sponsored by Dunkin' to Burundi and Syria, which are the regions suffering from hunger every day. In order to promote this strategy, Dunkin' will reach out and encourage key opinion leaders in different industries, like Barack Obama and Gordon Ramsey, to begin the

challenge. This content would generate the emotion of belonging and enthusiasm since it evokes awareness of current crises in global communities, and the public can provide support to fix the situation despite the differences in cultures, beliefs, and personal backgrounds. This viral marketing campaign will generate a creative and positive online “buzz” of unifying the public to help the communities in the world, and it aligns with Dunkin’s mission and vision of supporting communities and delivering happiness with innovations.

To Market the Brand with Influencers

In order to increase brand awareness, the implementation of marketing strategy with influencers will generate the buzz and bring eyeballs to the brand while building up the brand image for Dunkin’. There should be a couple different types of celebrities and influencers collaborating with Dunkin’, for targeting people with different age, interests, and race. There are famous people who are approachable, persuasive, and can fit Dunkin's values well, who can also match with Dunkin's mission statement "we strive to keep you at your best, and we remain loyal to you, your tastes, and your time. That's what America runs on. And your time. That's what America runs on ("Dunkin Donuts Mission Statement,"2022).

By considering the factor of age, Dunkin’ will collaborate with the influencers based on their audience to attract potential customers from different age groups. For the younger generation, Dunkin’ could choose celebrities and influencers that are popular on Instagram, TikTok, and Youtube, such as Ed Sheeran, Selena Gomez, Mr. Beast. For the older generation, Dunkin’ could choose celebrities such as Hugh Jackman or Tom Hanks, who all have good image identities and reputations.

While Dunkin' launches holiday special drinks or donuts, Dunkin' will collaborate with famous people corresponding to the market's interest. For example, valentines' special could collaborate with celebrities who are marking Valentines and who are loyal to their relationship. The Beckhams, Ellen DeGeneres, Tom Hanks, and John legend. Thanksgiving special could collaborate with Jennifer Aniston, and the people from Friends TV series, Modern Family. Children's Day special could collaborate with LeBron James, Lionel Andrés Messi, Cardi B, Kris Jenner. Even more, since celebrities like Tom Hanks own a high reputation and relate to the concept of family, this would build up Dunkin's brand image of caring for the community and sharing happiness with family.

For people with different races, Dunkin' could collaborate with Caucasian celebrities (Tom Cruise, Chris Evans, Robert Downey Jr, Jennifer Lawrence) that everyone knows, African American celebrities (Oprah Winfrey, Beyoncé, Jamie Foxx, Rihanna, Alicia Keys, LeBron James), Hispanic celebrities (Jennifer Lopez, Shakira, Sofía Vergara, Daddy Yankee, Demi Lovato, Gabriel Iglesias), and Asian American (Ali Wong, Michelle Yeoh, Lucy Liu, Awkwafina, Henry Golding, Randall Park, Daniel Dae Kim) celebrities.

Other than Celebrities, Dunkin will also collaborate with Social Media Influencers who are approachable. TikTok: Charli D'Amelio, Tra Rags, and Nick Smithyman. Instagram including Top food influencer, top lifestyle influencer, top sports & fitness influencer: Jamie Oliver, Minimalist Baker, Jannid Olsson Delér, and Massy Arias. Youtube: Mr Beast, Vlad and Niki.

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