



Queena Chan

Wenlei Fu

Lisa (Meixuan) Huang

Anna (Haochen) Ji

Teresa (Zhentong) Mai

Jiixin Tong

Rebecca (Shangjun) Yang

Z.Z (Zhaoxin) Zhang

CM215 Final Project: Dunkin'

Table of Contents

Executive Summary	3
Research	
Situation Analysis.....	5
Audience Analysis	10
Trends Reports.....	13
SWOT Analysis.....	20
Research Plan.....	25
Action Planning	
Goals.....	31
Communication Objectives.....	31
Strategies.....	33
Communication Implementations	
Tactics	
Paid Media.....	34
Earned Media.....	37
Shared Media.....	43
Owned Media.....	49
Crisis Management.....	52
Budget Plan.....	60
Timeline.....	61

Evaluation

Monitoring Plan

Paid Media.....64

Earned Media.....65

Shared Media.....66

Owned Media.....67

Measurement.....68

Work Cited.....70

Executive Summary

We are a boutique PR agency focused on B2B and B2C Public Relations. Our team members always seek to align with the core values that our company's name suggests — patience, passion, approachability, and possibility.

We have developed a detailed communication implementation plan for Dunkin' to reach its revenue goal and its brand ranking goal on the product review website *Influencer*. Members of our tight-knit team of eight all have Asian backgrounds and specialized knowledge in Greater China. So we believe that we are the best agency to help Dunkin' expand its Asian market to increase revenue. In addition, we have detailed strategies and tactics for increasing the traffic to Dunkin's *Newsroom* website, which can help Dunkin' accomplish its ranking goal on *Influencer*.

Dunkin' was founded in 1948 and has become one of the top competitors in the industry as well as forming its own brand culture. We recognize the professional work that Dunkin's team has done in the past 70 years, which successfully built up Dunkin's brand awareness in the North American market. We will continue to maximize Dunkin's brand awareness online and offline to increase revenues and its ranking on the product review website.

Over the past two months, we have outlined a plan to help Dunkin' reach its goals and objectives. Our plan includes a thorough analysis of Dunkin's history, its current competitive edges, and the problems that might hamper its development. We also provide Dunkin' with a research plan on using surveys and experiments to collect data, which can help Dunkin' better understand their audiences' needs. The following plan includes two focus areas. The first is to help Dunkin' accomplish its objectives by employing the PESO model through our action planning and communication implementation processes. Moreover, we have a detailed crisis

management plan and an evaluation plan to monitor the execution of our entire plan. We will deal with any possible emergency situations during the process while keeping an eye on the effectiveness of our tactics. Finally, we also include a specific timeline and a budget plan as references for time bounds and possible costs.

We highly value the relationships with our clients. We are able to make reasonable adjustments to our plan based on Dunkin's requests and provide timely feedback about our working progress.

PPAP Team Members



Wenlei Fu



Jiaxin Tong



Zhaoxin Zhang



Shangjun Yang



Meixuan Huang



Haochen Ji



Zhentong Mai



Queena Chan

Research

Situation Analysis

History

Dunkin's history is more than 70 years. It has a lot of locations in the U.S. and open many overseas locations. In recent years, Dunkin' starts to open stores in Asia.

- **In 1948**, William Rosenberg opened a store called Open Kettle in Quincy, Massachusetts. He sold a cup of coffee for 10 cents and each donut for a nickel (Daszkowski).
- **In 1950**, Rosenberg changed the store's name to Dunkin' Donuts and opened more locations across Massachusetts.
- **In 1955**, Dunkin' Donuts had its first franchised store in Dedham, Massachusetts.
- **In 1963**, the company reached a new milestone when it opened its 100th locations.
- **In 1970**, Dunkin' Donuts opened its first overseas store in Japan, which represented its first step toward globalization.
- **In 1978**, Dunkin' Donuts started to use media to promote its brand, airing its first network TV commercials.
- **In 1979**, Dunkin' Donuts grew to 1000 branches.
- **In 1990**, Dunkin' Donuts opened its 2000th store in the U.S.
- **In 1992**, Dunkin' Donuts opened its 3000th store in the U.S.
- **In 1995**, Dunkin' Donuts opened its 1000th international store.
- **In 2000**, Dunkin' Donuts opened its 5000th worldwide store in Indonesia.
- **In 2008**, Dunkin' Donuts opened the first store in Mainland China.

- **In 2012**, Dunkin' Donuts launched its first mobile application.
- **In 2019**, Dunkin' Donuts has more than 12,000 stores around the world in 45 countries, and it simplifies its name to Dunkin'. (*Dunkin' Donuts*).

Problem

Dunkin' focuses too much on its national market without further developing its international market. Dunkin' expands slowly in the international market: only opening 50 stores outside the U.S. on average for each year. Cultural difference also slows down Dunkin's development in the international market. Donut, the representative food of Dunkin', is not so popular in many other countries, which causes its unpopularity in the international market.

According to data collected by *DMR*, Dunkin' has more than 3,000 stores in 45 countries outside the U.S, and approximately 25% of Dunkin's locations are outside the U.S. This number is small compared to its competitors. For example, approximately 40% of McDonald's stores are outside the U.S in 120 countries. Both Dunkin' and McDonald's opened their first international location in the early 70s. McDonald's has continued to develop its international market since the 1970s, but Dunkin' has been focused much more on the U.S. market instead of international market. According to data from *Statista*, Dunkin' only built 55 stores in foreign countries from 2017 to 2018, and the number of new international stores has decreased every year since 2014. Cultural difference makes Dunkin' stores less popular in foreign countries than in the United States. For example, Dunkin' only has 16 stores in China, and they are all unpopular. Dunkin' does not work in China because Chinese customers do not like the sweet taste of donuts (Meyers).

Media Audit

1. Paid

Dunkin' has partnered with Omnicom Group's BBDO Worldwide to create television advertisements like 'Afternoon Slump'. Dunkin' tends to understand the consumer psychology before it makes an advertisement. Also, these advertisements are intriguing to audiences because customers can relate to the content of the advertisements. For example, the advertisement 'Afternoon Slump' tells the story of multiple customers who are incredibly exhausted but when they get Dunkin' coffee, they are suddenly energized. Therefore, these advertisements create the desire to buy its products. Dunkin' also launched a new outdoor advertisement on June 1st in Times Square. The billboard displayed the fact that Dunkin' had more than 66 million Facebook fans and included images of happy customers. This was creative because the advertisement created a positive impression on potential customers.

2. Earned

Because of the effects of Dunkin's advertisements, Dunkin' has earned fans and influencers for their products. For example, the *New York Times* composes an article talking about the new Pumpkin Spice from Dunkin' describing how popular this product is, and Dunkin's fans comment and share this article actively with others. Overall, Dunkin's products draw customers' attention and make them share their thoughts about the products to others. Hence, influencers' posts and blogs on social media or news platforms formed the bedrock of Dunkin'. Furthermore, Dunkin' also actively interacts with its customers via social media. Take the outdoor advertisement in Times Square as an example. Through this interactive advertisement at the "Crossroads of the World" in New York City, Dunkin' fans' images would be

shared on the display screen in Times Square. Millions of visitors to Times Square would see the images of these Dunkin' fans, and this event attracted a lot of followers and influencers to share or retweet on social media platforms.

3. Shared

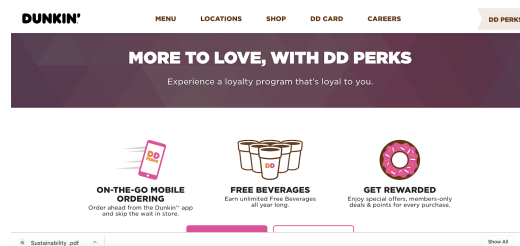
Dunkin' interacts with customers actively on social media platforms like Facebook, Twitter, Google+, Youtube, Pinterest, and Instagram. Moreover, Dunkin' has its own social media department, “The DD Mothership,” to manage content on social media platforms. Also, Dunkin' is good at earning fans and influencers via social media channels. Customers are welcomed to post articles with pictures and questions, or participate in interesting challenges or prize questions that are tied to marketing calendar.

Dunkin' has more than 1.2 million followers on Twitter and 1.7 million followers on Instagram. On average, Dunkin' posts 12-15 posts every month. And it posts most frequently (2-3 posts a day) about its sales promotion around the National Coffee Day in September. Facebook is a leading social network that draws traffic to Dunkin's website on desktop, but the rating of its facebook page is only 2.2 out of 5.0 based on 5424 users' opinion (*SimilarWeb*).

4. Owned

Dunkin's main website (<https://www.Dunkin'donuts.com>) has a clear navigation bar and a modern look. The homepage introduces sales promotions, membership rewards and various images of beverages and food. Therefore, the focus of Dunkin's main website is primarily on products and foods. In addition, Dunkin's main site hyperlinks to www.dunkinbrands.com which is mainly for its investors and other corporate partners. On www.dunkinbrands.com, there is another hyperlink to www.dunkin'franchising.com for potential franchise partners. The design

for www.dunkin'franchising.com is not as clear as the other two sites. The website for franchising does not have a navigation bar, which may cause confusion for visitors. Also, the design of the information page for the franchising website is outdated, which does not match with Dunkin's main site and its overall style. In addition, when clicking on the information page, viewers are led to an error page, which is relatively bad user experience.



Dunkin' holds informational seminars and webinars for potential investors who want to open a Dunkin' franchise. There is one seminar on October 17th in Seattle, WA and one webinar in November.

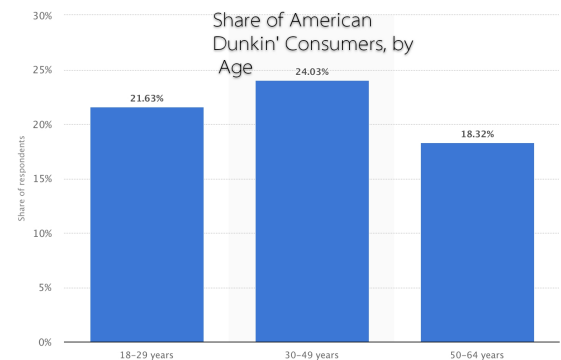
Dunkin' publishes its own news on its *Newsroom* website (news.dunkin'donuts.com/news). Dunkin' usually publishes three featured news articles per month. Topics include new products, new campaigns, sales promotions and personnel changes. Moreover, Dunkin' launched a blog page to highlight beverages, stories about coffee, and innovations. There is also a separate website investor.dunkin'brands.com for investors. On this page, Dunkin' includes annual reports, press releases, event dates, and presentations.

Dunkin' also has its own app for mobile phone users, which includes basic membership function such as rewards, order history, and payment. There are also menu options listed, in which the product details and nutrition information are hyperlinked to a general pdf document.

Audience Analysis

Demographics

Dunkin's existing market contains mainly young adults or working-class aging from 18-49 years old, with a wide range of individual income. Most of the Dunkin's consumers receive college education or above, and tend to have busy work time.



1. Age & Gender

- Young adults from 18 to 29 years old
- Working-class from 30 to 49 years old (*Statista*)
- .

2. Individual Income

- Mainly middle to high income
- Approximately ranges from \$40,000 to \$100,000+ yearly

3. Ethnicity

- Mainly Caucasians
- Some Hispanic, and a small proportion of Asian and African America (*Numerator*)



4. Region

- Dunkin' stores mostly open in East Coast of the United States
- Dunkin' customers live in the urban area more than the rural area (*Sewell*)

5. Socioeconomic Status & Education

- No clear discrimination based on the education level among all customers
- For young adults aging from 18-29, they have a relatively low-income or a limited budget, and they are usually in college or lower in education status.
- For the working-class aging from 30-49, they have a relatively middle-budget in income, and they are usually in college or above in education status

Psychographics:

Dunkin's customers tend to love drinking coffee and prefer sweet fast food.

1. Eating Habits

- Prefer a lighter taste of the coffee
- Prefer sweet flavors
- Accustomed to buying iced coffee and tea in the morning or buying hot coffee and tea in the winter
- Prefer quick, easily takeaway food

2. Belief

- Believe that Dunkin' provides a high quality food in an efficient service and cheaper price.

3. Health consciousness

- Cares less about healthy eating
- Love fast food

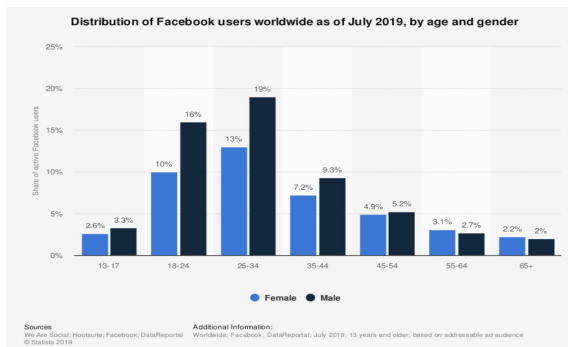
4. Lifestyle

- Tend to have meals in cars

- Prefer to spend money on food and beverage that can fulfill their daily needs at a relatively low price.
- Usually spend approximately 10 % of their disposable income on fast food every year (Dosomething)

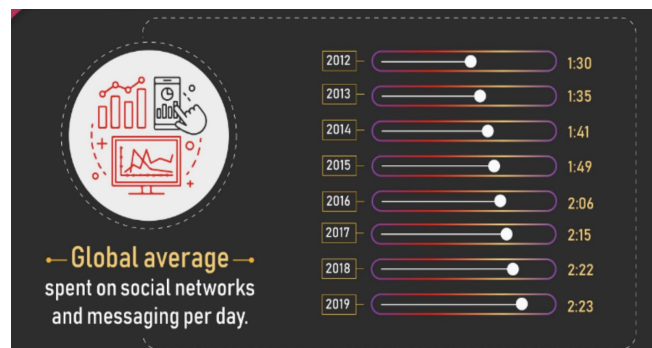
Media Consumption

Dunkin' has been using the media campaign for over 10 years on different social media platforms. People intend to receive promotion from various social media platforms. In particular, Dunkin's Facebook accounts has the most followers who could be influenced significantly by the posts (*Adweek*).



Also, research shows that the age group 18-45 occupied most users' distribution in facebook, people intend to use facebook recommendation page and celebrities' posts to receive information.

From 2012 to 2019, the global media consumption has been increased from 1:30 hours per day to 2:23 hours per day, according to the data from *Medium*.



Trends Reports

Even though Dunkin' is one of the most leading U.S.-based fast food restaurant chains that specialize in serving coffee, it has competitors in this industry. The top two of them are Starbucks and McDonald's McCafe. Dunkin' will do a comparison and contrast based on the 4 P's (Price, Place, Product & Promotion) and communication media audit (Paid, Earned, Shared & Owned media).

Price

These three restaurant chains share coffee in common. Take a look at how their prices of a medium latte, for example, vary from one another. A Starbucks's grande latte costs \$3.65 (Starbucks Menu Prices), a McCafe's medium latte costs \$2.89 ("McDonald's Menu Prices"), and a Dunkin's medium latte costs \$3.29 (Bailoni) If Dunkin' just focus on the prices without considering their flavors, the price of a Dunkin's latte is in between the other two. The price differences are respectively \$0.36 (Starbucks and Dunkin') and \$0.40 (Dunkin' and McCafe). The prices do not vary too much. From a consumer's viewpoint, McCafe's coffee might appear cheaper in price since there is a distinction between the price starting with "2" and starting with "3." Therefore, the competition between the coffee price of Dunkin' and Starbucks does not only depend on price but flavor, loyalty, and location.

Place

Among these three restaurant chains, Starbucks has about 14,606 stores in the US (about 14718 outside the US). McDonald's has about 13,905 stores in the US (about 35,000 outside the US) (statista.com). Dunkin' has about 8,500 stores in the US (about 11,300 outside the US) (dunkindonuts.com). Both Starbucks and McDonald's have an overwhelming advantage in the

number of stores in the US or worldwide over Dunkin'. This means Dunkin' not only falls behind with the overall number of stores but also awareness and popularity. There must be other factors affecting the Dunkin' franchising, but the store is the most direct way of reaching out to existing consumers and potential consumers. The shortage of Dunkin' stores as well as distribution, not only in developed countries but developing countries, might lead to more intense competition with both Starbucks and McDonald's.

Product




Generally, these three restaurant chains are similar in offering hot and cold beverages and foods, especially pastries. Considering each restaurant's signature product, Dunkin' is known especially for its donuts. Starbucks is famous for its customized drinks with more than 87,000 combinations. McCafe is known for its different coffee and food combos. All of them have seasonal drinks like "Pumpkin Spice Latte". While Starbucks and Dunkin' sell their drinkware and coffee beans, McCafe does not. Considering each interior environment, Dunkin's is closer to McCafe's with typical decor and furnishing in fast food stores while Starbucks is designed to provide a place for coffee and social activities, giving consumers a premium experience (Delventhal).

Promotion

One of the reasons that restaurant chains keep consumers coming back is their program. Starbucks and Dunkin' have a similar reward program. Once consumers enter Dunkin's Perk Program, every dollar members spend equals 5 points and 200 points get them a free drink coupon. For Starbucks members who reach Gold Level Status, every dollar they spend equals 2 stars and collecting 125 stars is enough for a free drink. Though it might look easier to earn a

free drink in Dunkin', its free drink coupon will expire in 90 days while Starbucks's stars will expire in 6 months. It might also take longer to get a free drink in Dunkin' since the drinks are cheaper than Starbucks's. For McDonald's, it does not have a reward program, but it uses deals and coupons as Dunkin' does. It offers coupons like "Buy 5 coffees get 1 free" and "1 cent upgrade" (Tyler). In general, the way Dunkin' promotes its coffee combines Starbucks's and McDonald's by using a reward system and coupons simultaneously. What's more, Dunkin' has the "Sip. Peel. Win." special program that the other two do not.

Communication Media Audit

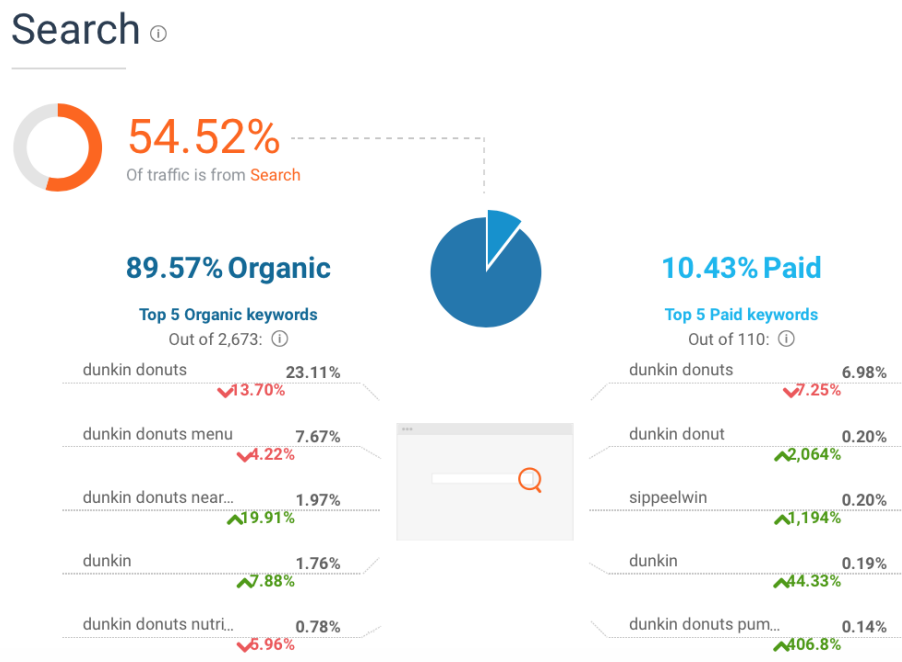
			
Paid Media	<ul style="list-style-type: none"> • Paid keywords • TV commercials • Time Square billboard • Celebrity Endorsement 	<ul style="list-style-type: none"> • Paid keywords • TV commercials • Mobile advertising • Celebrity Endorsement 	<ul style="list-style-type: none"> • Paid keywords • TV commercials • Celebrity Endorsement
Earned Media	<ul style="list-style-type: none"> • News • SEO 	<ul style="list-style-type: none"> • News • SEO • "Game of Thrones" Free Advertising 	<ul style="list-style-type: none"> • News • SEO
Shared Media	<ul style="list-style-type: none"> • Social media: Facebook, Twitter, Instagram • Youtube 	<ul style="list-style-type: none"> • Social media: Facebook, Twitter, Instagram • Youtube 	<ul style="list-style-type: none"> • Social media: Facebook, Twitter, Instagram
Owned Media	<ul style="list-style-type: none"> • Website: Shop, Reward, Location, Career • App 	<ul style="list-style-type: none"> • Website: Reward, Story content, Services • App 	<ul style="list-style-type: none"> • Website: Food introduction, Deals and App Promotion • App

1. Paid Media

According to SimilarWeb.com, Dunkin's 54.52% site traffic is brought by search terms (Starbucks: 30.37%; McDonald's: 67.76%). Among Dunkin's searches, 10.43% of them are paid searches (Starbucks: 5.98%; McDonald's: 10.45%). Some main paid search words for Dunkin' are "Dunkin'", "Dunkin' Menu", "Sippeelwin", etc (Starbucks: "Starbucks", "Starbucks gift card", "Starbucks rewards", etc while McDonald's: "McDonald's", "McDonald's menu", etc) (SimilarWeb.com). All of them have various TV commercials.

2. Earned Media

According to SimilarWeb.com, among Dunkin's searches, 89.57% of them are organic searches (Starbucks: 94.02%; McDonald's: 89.55%). Some main organic search words for the Dunkin' are "Dunkin'", "Dunkin' menu", "Dunkin' near me", etc (Starbucks: "Starbucks", "Starbucks menu", "Starbucks career", etc while McDonald's: "McDonald's", "McDonald's menu", etc) (SimilarWeb.com).



3. Shared Media

On Instagram, Dunkin' has 1.6m followers (Starbucks has 18.2m followers while McDonald's has 3.5m followers), which has the least followers among the three restaurant chains. Furthermore, on Instagram, the number of posts that contain “#dunkindonuts” is 1.7m (there are 35.1m posts that contain “#Starbucks” and there are 7.2m posts that contain “#mcdonalds”), which is also the lowest if people only hashtag the brand name. On the other hand, Dunkin' has 1.2m followers on Twitter (Starbucks has 11.3m followers while McDonald's has 3.6m followers). Dunkin' has the least influence on social media

4. Owned Media

Dunkin's owned media—its official website—is product-oriented. The first thing seen on the website is an advertisement asking consumers to sign up for rewards, and the introduction of foods and drinks follow up. There is little engaging content on it. Starbucks's website concentrates highly on the reward system while McDonald's website focuses on products and other services as well. All of them have their apps, facilitating consumers and tightening the relationship with them.

3 Trends in 2019 That Might Impact Dunkins'

1. Climate Change

Speaking of the trends in fall 2019, climate change is undoubtedly the first choice. The United States has witnessed a remarkable trend of climate change protests, and the student activists have converted communication regarding on this behalf.

It's worth mentioning that the climate change protest did not start in the U.S; instead it started internationally. In Columbia, climate change activists gathered together in September and

called for a world that is “without plastic, without war” (Daniels, 2019). A massive protest also took place in major cities in the U.S, including Washington D.C, Boston, and New York, where the United Nation hosted its climate action summit on September 20th. Climate activists are still making their voice heard after the big protest, as the recent news indicated that mass protests took place in London and France.

A threat for Dunkin’ is that if the trend of climate change activists keeps going, the promotion of a healthier diet will impact the entire fast food industry. Dunkin' is famous for its major two products, one is the coffee/donut that is served in stores and the other is the ice-cream under the brand of Baskin Robbins. The bakery and sweet flavored food from Dunkin’ should think of a way to keep up with the climate change trend. One idea is substituting artificial sugar with lower-calorie, and generally reduce the energy consumption in the production process. By reducing their energy usage and switching to greener energy, it can be a saving in utility. It will be good news for stakeholders, and helps to create a positive public reputation for the brand.

2. Technological advancement in store

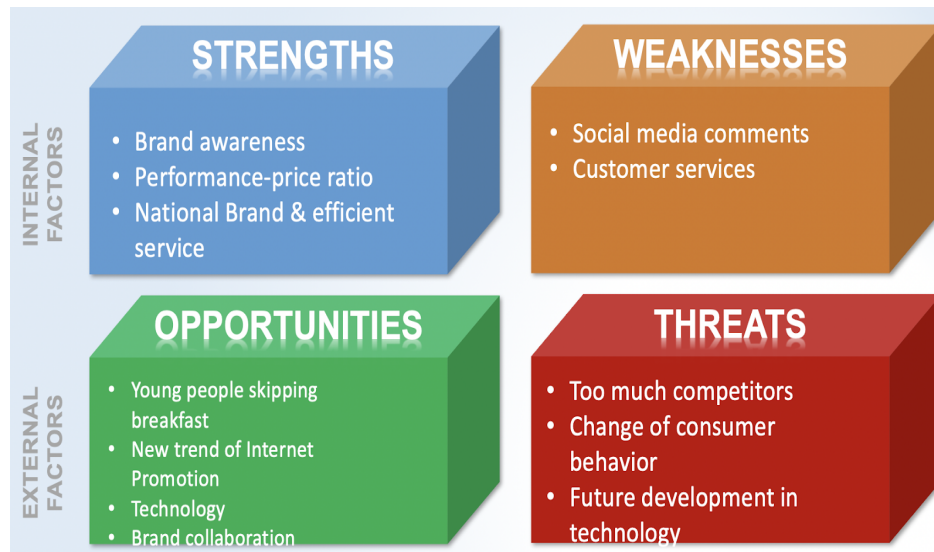
Enters the 21st century, the role of technology has changed rapid in every industry, including the fast food industry. A common trend for fast food giants like McDonald’s and Starbucks (also competitors for Dunkin’ on *Influencer*) all launched their in-store ordering machines in order to shorten the line in front of the cashier. Moreover, Starbucks also have in store pick up features with almost every store. Both McDonald’s and Starbucks participate in delivery websites like UberEats and DoorDash. While Dunkin’ has its order-pick up app, it still needs to catch up on the self-ordering stations, as well as the food delivery app online in order to increase its revenue.

3. More user interactions on TikTok

In recent years, the official accounts of several companies, especially in the fast food industry, had a tremendous interactions with its followers on social media. Those followers could be their loyal consumers, and could also be its potential consumers as well. Some good examples are Wendy and Poppey's presence on Twitter. The interactions they had with their followers attracts more publicity for them, as well as a lot of earned media. Over the last several months, the short video app TikTok have become viral in the U.S, with a rapid growing user base. If Dunkin' can have more user interactions on TikTok, it would be a great place for us to start on a brand new social media platform, since Twitter had already been out for a few years.

Another advantage of having more interactions on TikTok is it can increase the publicity in the overseas market, especially Chinese market, which is one of the goals for this report. TikTok's original version in China had already been dominated by the Chinese younger generation's attention over the past few years. It has over 320 million daily users according to its official annual report. With the same algorithm, if Dunkin' can have a positive media presence in TikTok, it will set up a solid milestone for its expansion in Asian market.

SWOT Analysis



Strengths

1. Wide-spread distribution and great popularity among citizens

Strengths are the positive characteristics within the company that are controllable. In SWOT analysis, there are three main strengths within Dunkin'. Firstly, as the data in 2018 shows that there are 8500 restaurants in the US and approximately 3 million customers per day, which means that Dunkin' has a wide-spread distribution and great popularity among citizens. Most of the Dunkin' restaurants have strong geographical locations. For example, Dunkin' can be found near the freeway rest stations where people will have a need for quick food and beverages.

2. High quality products with cheaper prices

There is a particular advantage of applying 100% coffee beans imported from Arabia with individual specifications. The reputation of the coffee quality guarantees the customer in Dunkin'. In addition, the customer is available to choose the coffee brand, which provides a more favorable taste. Dunkin' products are relatively cheaper than those in other competitive

stores, therefore, the brand becomes more popular among people who have a limited budget but seek relatively high-quality coffee. Dunkin' also gives diverse types of products for the consumers to choose within reasonable prices, therefore they can decide what they want in an easy and convenient way. The images on the menu were captivating and realistic which arouse consumers' interests (Vastani).

3. National brand and efficient services

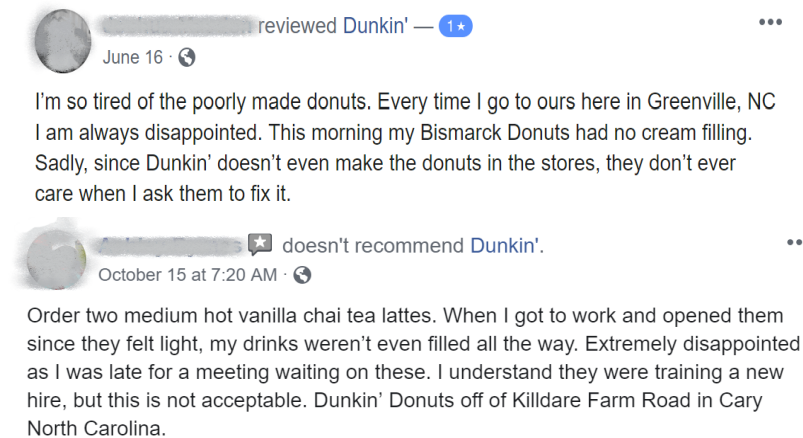
Dunkin' also offers a more rapid and convenient service, which also associates with the current slogan, “**America** runs on Dunkin.” The using of “America” creates a sense that Dunkin' is a nationalized brand for consumers. Also, the word “runs” represents a fast-speed living styles for most Americans. Many people may realize that the waiting queue for ordering and picking-up in Dunkin' has never been crowded. The busy American society causes an increase in demand for rapid services; therefore, the consumer would prefer to buy food in Dunkin' as they are rushing to work. The clear setting of position assists Dunkin to become more popular in the public (*news.dunkindonuts*).

Weakness

1. Customers' negative comments on social media

Provided by Facebook users, Dunkin's rating on the Facebook page is 2.2/5, whereas one of its main competitor Pavement Cafe receives a rating of 4.4/5. Usually, when Dunkin' promotes its new product via Facebook or other social media pages, customers post negative comments. Despite so many negative comments on its social media, Dunkin' does not reply to most of the posts on its page. Therefore, potential customers will have a negative impression of

Dunkin' when they see those negative comments. Also, even though customers ask many questions on Dunkin's Instagram, most do not receive any answer from the company.



There are a lot of untrusted voices toward the quality of food and Dunkin's attitude toward customers. When social media users see those negative comments and the low rating of Dunkin', they will not regard Dunkin' as their primary choice. Undoubtedly, those negative comments will decrease the number of potential future customers, reducing potential profits accordingly.

2. Poor customer service and low working efficiency

As the minimum wage continues to increase in the U.S., Dunkin' has found it difficult to hire well-trained and skilled employees to manage its food inventory of bagels, muffins, smoothies, and flavor shots. The production process is so complicated for workers with limited skills that they may waste too much time preparing food, which often results in low operational efficiency. The President of Dunkin' admitted that the menu has become "too unwieldy," so they have started experimenting with a smaller menu (Scott). Many customers complained that Dunkin' hires too many untrained employees who cannot accurately provide them food and drink.

Opportunities

1. A high percentage of young people skip breakfast

According to the chart aside from *Huffpost*, 28% of 18-34 years old males and 18% of females skip breakfast in the U.S., and both male and female reflect that they skip breakfast because they are

running late and do not have the appetite to eat in the morning. Therefore, Dunkin' could develop a new energy drink to create faster access to nutrients for customers, and the drink also gives them an appetite.

Percent of Adults, By Gender, Who Skip Breakfast

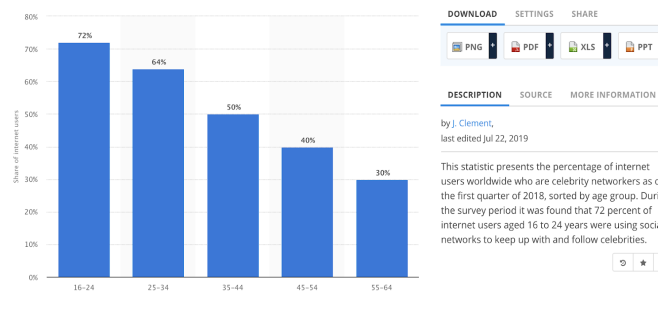
	Males	Females
18-34 years old	28%	18%
35-54 years old	18%	13%
55+ years old	11%	10%

Source: The NPD Group/Morning MealScape 2011

2. A new trend of promotion on the Internet

When looking at the trend of internet celebrity economy, the chart attached below presents the effectiveness of promoting products by internet celebrities. Therefore, Dunkin' could aim to attract internet celebrities to promote products on the internet. Moreover, it could also raise its awareness in other countries. For example, Dunkin' may gain more attention from customers in China by hiring internet celebrity to promote products because the internet celebrity industry is blooming in China according to *The Telegraph*.

Share of internet users worldwide who use social media to keep up with and follow celebrities as of 1st quarter 2018, by age group



3. Technologies can help improve efficiency and user experience

Innovative technologies can help create better customer services, leading to more returned customers. Dunkin' can think about infusing AI technologies into its stores to increase the efficiency of dining experiences. For example, they can use an automatic speech recognition (ASR) machine for self-ordering in stores to increase efficiency.

4. Brand Collaboration is another leading trend in revenue maximization

Perhaps, Dunkin' could explore a collaboration with a fashionable clothing brand. For example, Dunkin' and this partner could launch Dunkin-branded products like hoodies, sweatshirts, and T-shirts, utilizing Dunkin's cheerful pink and orange colors. Starbucks, one of Dunkin's competitors, has already partnered with Ban.do to launch a holiday gift collection, including notebooks, cups, and mugs (Howard). Hence, Dunkin' should explore more brand collaborations like this to increase its brand awareness.

Threat

1. The number of competitors in the industry is high and is even increasing.

One of the major threats for Dunkin' is intense competition. Its major competitors, including (but not limited to) Starbucks, McCafe, Burgerking and KFC, have reached the same and even more popularity as Dunkin' does. What's more, compared to its competitors, Dunkin' does not have enough franchising and distribution. As a fast-food chain, Dunkin' is too "slow" to penetrate different corners of the United States and the international market.

2. Consumer behavior changing could negatively impact the company

Consumer behavior will negatively impact the business. Nowadays consumers are trying to eat healthier. This behavior change will impact the entire fast food industry, especially Dunkin'. Dunkin's prominent products are donuts and coffee. Both of them contain substantial amount of sugar and calories. Thus, if the consumers switch their diet habits to a lower-calorie one, it will create a negative impact on the revenue of the business.

3. Future developments in technology might pose a threat

Artificial Intelligence is playing a bigger role in business as a market trend, integrating social media into the business. A recent example of how the integration of social media impacts the industry is that when Popeyes launched the new "crispy chicken sandwich" it went viral on social media. Furthermore, the interaction between the official account of Popeyes and the consumers on social media not only created a positive reputation for the company, but also helped them achieved much earned media attention. However, this trend could also be a threat because the consumer feedback on social media are non-controllable. If a product that Dunkin' launches has a bad review, it would spread rapidly among the consumers because of the integration of social media into our business and reputation.

Research Plan

In order to improve the international awareness and popularity of Dunkin', quantitative research is indispensable for finding and analyzing the data about people's demographic information and their preferences in terms of location and flavor. The sample size for our quantitative research and qualitative research is 400 participants respectively.

With the quantitative research method, Dunkin' can detect how many percent of people prefer domestic food and how many percent of people prefer exotic ones by comparing and contrasting two groups of data. It will also investigate what flavors are more popular in different regions.

Qualitative research plan is conducted to better understand how employees' attitudes on social media will affect customers' desires of purchase, and what motivates people to form negative opinions towards Dunkin' and leaves negative comments under its social media posts.

Quantitative Research Plan

1. Aim:

- To investigate the percentage of people who prefer local food than foreign ones
- To find out what flavors do customers purchase the most from Dunkin' in different countries

2. Method

In order to get a large number of survey answers, Dunkin' will use sidewalks and street surveys in different countries' large cities. The sample size for this research plan is 400. Dunkin' will randomly ask people on the street to answer questions. Dunkin' will bring gift cards and give them to people who answer survey questions. Dunkin' will also ask people to give their email address so that Dunkin' can send email to them in the future to promote products. People will answer the survey questions on electronic devices, which are easy to carry.

3. Sample Questionnaire:

The following is a sample survey that will be taken by random people on the streets and they will be given a gift card after taking the survey:

We really appreciate your time to complete this short survey. Dunkin' always cares about its customers, so your suggestion and expectation are important to us, and we will be using the results to make improvements for Dunkin' to improve your experience with Dunkin'. After taking the survey, you can get a gift card from us. Again, Thank you so much for your time!

1. (Optional) If you would, please provide your email address to get the most updated information about Dunkin's products
 - a. Email : _____
2. What is your age?
 - a. Under 12 years old
 - b. 12-17 years old
 - c. 18-24 years old
 - d. 25-34 years old
 - e. 35-44 years old
 - f. 45-54 years old
 - g. 55 years or older
3. Have you ever heard about Dunkin'?
 - a. Yes
 - b. No
4. If you chose "Yes" on Question 3, how do you get to know about Dunkin'?

- a. Friends
 - b. Parents
 - c. Social media
 - d. Organic search
 - e. Others: _____
5. What flavors you purchase the most from Dunkin?
- a. Please list below if you have any:

6. What kind of food do you prefer?
- a. Local food
 - b. Exotic food

Thank you very much! Enjoy!

“You Kin Do It!”

Qualitative

1. Aim:

- To find possible ways that could raise Dunkin’s awareness and reputation and change the company’s former image on Facebook.
- To understand the relationship between staff’s attitudes and consumers’ desire to purchase
- To find out the importance of emotional attachment within the relationship between the company and its consumers.

2. Method

The qualitative research will be done in the first quarter of 2020. The qualitative research will be based on 2 focus groups and 2 control groups among participants who usually or rarely go to Dunkin' in the Great Boston area. The sample size for this research plan is 400. First, Dunkin' will randomly pick 200 participants who go to Dunkin' often, and 200 participants who rarely go to Dunkin' in the Great Boston area. The reason of choosing the Great Boston area is that Dunkin' audience is mainly distributed at the east coast of U.S. and Dunkin' was founded in Quincy. The research assume that all participants are randomly selected regardless of age, income, education, etc. Then 400 participants will be divided into 2 focus groups and 2 control groups that each contains one group of 100 randomly selected participants who go to Dunkin' often and one group of 10 randomly selected participants who rarely go to Dunkin'.

The second step is to create two types of Facebook posts about a new type of donuts. The control groups will receive information that is similar to the original plain-style Facebook posts and participants will be asked to make comments under the Facebook posts they have received but without official replies. The focus groups will receive information that is more creative and interesting, and participants will be asked to make comments under the Facebook posts they have received but with nice and kind official replies.

In the end, researchers will ask the following sample questions and record their responses. After finishing the experiment, all participants can get some Dunkin's coupons as gifts.

3. Sample Questions:

1. How often do you go to Dunkin'?

2. Is Dunkin' the first choice for you?
3. Have you ever tried new products?
4. Have you ever commented on Dunkin's Facebook?
5. What kinds of comments have you ever made? Positive or Negative?
6. What will you feel if you could receive official replies?
7. What do you feel after the experiment? Does your desire to purchase in Dunkin' change?
Why or why not?
8. How do you wish Dunkin' posts or attitude to reply on Facebook could change?

Action Planning

Goals :

The first goal is to become the Top 3 on *Influenster*, a website for product reviews by 2020. The second goal is to increase Dunkin's annual revenue by 5% by 2021. The mission is to replace unhealthy added sugar with healthy maple sugar by using Dunkin's five-percent increase of revenue to make sure that 100% of locations have this sugar option by the end of 2022.

Objectives :

1. Increase the number of customers in Asia by 35% by the end of 2022.

- **Specific:** To expand Dunkin's international market and increase international popularity by attracting more customers in Asia.
- **Measurable:** According to data from *Owocuole*, the index number of Dunkin's Asian customers is only 53, while the index number of Dunkin's Caucasian customers is 113. The data on *Statista* shows that 73% of Dunkin's locations are national. The objective is to increase the number of customers in Asia by 35% by the end of 2022.
- **Attainable:** This goal is attainable because the Asian coffee market recently grows fast. The research from *Mintel* shows that the on-premises coffee market value in China reached \$9.6 billion in 2018. According to *Info Cubic*, social media penetration rate of East Asia is 70%, which is the highest in the world. The coffee market has been successful in Asian market for years, and the social media penetration rate is high in Eastern Asia. If Dunkin' promotes its brand on different social media platforms in Asia, it can attract customers in Asia Market.

- **Relevant:** The Asian market leads the consumption of both Ready-to-Drink (RTD) coffee and premium coffee in the past five years. Dunkin' will expand the coffee menu options so that the menu can meet the different needs of Asian market.
- **Time-Based:** Dunkin' will first measure this objective by the end of 2022. The ideal result is to reach at least a 35% increase in customers in Asia.

2. Increase total traffic for Dunkin's *Newsroom* website by 20% by the end of 2022

- **Specific:** To increase the number of visitors to Dunkin's *Newsroom* website. The increase in the number of visitors will increase Dunkin's exposure in society, and we want to raise the profile of Dunkin by 20% by the end of 2022.
- **Measurable:** The media management team will track the number of visitors and click-through rates. The team will also analyze the viewing behavior trend in the website traffic by identifying the most visited news on Dunkin's website.
- **Attainable:** We will increase the frequency to promote Dunkin's website on different social media platforms such as Twitter, Instagram, Facebook, with easy link/click-through button to access the website. This is an attainable goal because we will cover most social networks to ensure most people see the posts and get interested in the *Newsroom* website.
- **Relevant:** Increasing the number of visitors for the *Newsroom* website is important to achieve the goal because the *Newsroom* website presents various and relevant information about Dunkin's products and brand history. This will create a connection between potential customers and Dunkin by providing in-depth knowledge about the brand and Dunkin's latest products since they have more access to Dunkin's website.

- **Time-based:** From January to August in 2020, we hope to increase the number of visitors to Dunkin's *Newsroom* website by 3%. By June 2021, we want to increase the traffic by 8%. By 2022, we want to have a 20% increase in Dunkin's *Newsroom* website's number of visitors.

Strategies

One of the objectives is to increase the number of audiences in the Asian market, so Dunkin' will mainly use scarcity and social proof persuasion techniques. Since Dunkin's major audiences are Caucasians and it is not very popular in the Asian market, Hofstede's cultural dimensions regarding individualism and collectivism might apply here. So Dunkin' will first implement more local media coverage and to persuade innovators and early adopters. This strategy will benefit the social proof strategy in the following. After three months, Dunkin' will implement social proof by utilizing informal opinion leaders to reach a broader audience group. Dunkin' aim to enhance the audience's engagement on social media pages by applying the rebirth archetype of storytelling within Dunkin's promotions. Through this method of storytelling, Dunkin' hope to show asian audiences a brand-new Dunkin' that appeals to the Asian culture. Overall, for the first year goal, the social media platforms of Dunkin' should be initialized. For the second year, the company would evaluate the outcome from the previous year and improve the communication methods. Eventually, Dunkin' would reinforce the tactic based on past outcomes to reach the goal in 2022.

Communication Implementation: Tactics

Paid Media

As reported by the data from *Similarweb*, only 8.47% of Dunkin' web traffic comes from paid media, only 0.4% of its traffic is from social media, and most of Dunkin' web traffic comes from search. The data shows that Dunkin' should spend more money on their paid media and try to use social media to increase its popularity

According to *Bigcommerce*, compared to earned media, shared media and owned media, paid media is the quickest way to drive traffic. Campaigns have strong control over paid media, and the results of paid media are also easy to track, measure and evaluate.

As mentioned in Audience Analysis, Dunkin' does not have distinct gender distinguishment, and its age distinguishment is not very obvious. However, the number of national and international customers are imbalanced. The data from *Similarweb* shows that 95.89% of Dunkin' web traffic is from the United State. India has only 0.23%, but it has already been the largest percentage in Asia. The lack of international market, especially the Asian market, is a problem of Dunkin'.

Dunkin' will reach and attract more audiences in Asia by utilizing different media platforms.

1. Instagram Sponsored Advertisement:

According to *Neal Schaffer*, Instagram has a huge amount of users: more than 700 million, so it can reach many custom audiences easily. Instagram also has the highest engagement rate: 4.21%. As mentioned before, Dunkin's social media traffic is only 0.3%, so

displaying advertisements on Instagram will be a good way to increase its engagement rate. Dunkin' will directly show audiences the products which are unpopular or receive the most negative comments. Then, Dunkin' will show audiences that it upgrades these products and promote many new products to cater to the flavor of some customers. For example, Dunkin' will promote green tea donuts and let audiences know that if they don't hope their donuts to be too sweet, they can try the new flavor. Instagram has strong performance tracking ability. Instagram advertisements can customize advertisements based on the targeting factors so that they can be seen by the right audience at the right time. (Hodges) Dunkin' will track audiences' browsing history and send advertisements to those who may have interests in Dunkin'. The advertisements will be put for a quarter each year.

2. Micro-Influencers

Hiring micro-influencers as spokespersons of brands has already become a trend in recent years. Comparing to celebrities, micro-influencers are relatively cheap. Brands do not need to spend a huge amount of money to hire them (Forbes). David Ortiz, a player of Boston Red Sox, is a spokesperson for Dunkin' (Bird). However, as a baseball player, Ortiz doesn't have a strong connection with Dunkin', and the audience will pay more attention to how he plays in his team instead of what coffees or foods he consumes. What's more, Ortiz is retired in 2016, which means audience may not as concerned about him as before. Dunkin' needs some new and related spokespersons. Micro-influencers, who have already built up relationships with their audience, are influential on social media and valuable for Dunkin'. According to Forbes, data shows that 40% of Twitter users purchase products because micro-influencers speak for the products. If micro-influencers share brand stories on social media, followers will be interested to listen. The

plan is to hire groups of micro-influencers to be spokespersons for Dunkin', they will post their pictures of purchasing Dunkin' and commend Dunkin' to their followers. Eva Chen will be a good choice for Dunkin'. She is an Asian-American who is more related to Dunkin's target audiences, and she has 1.2 million followers and always post her daily life on Instagram. She can post photos of consuming Dunkin's products and promote them. Dunkin' will use at least two micro-influencers like Eva Chen each year, and each micro-influencer will post at least 2 brand stories. Dunkin' will do this in 2020 and 2021.

3. Advertisement on Public Transportation

There are a large number of people taking public transportation all over the world every day. This considerable amount of passenger flow provides advertisers opportunities to expose their brand to a broad and diverse community. Three hundred and fifty million of the population in mainland China, thirty three million of the population in South Korea, and ninety million of the population in Japan choose the bus and subway to commute everyday (Smith). Therefore, deploying advertisements traditionally in public transportation guarantee to reach the maximum amount of potential customers in Asia. Putting advertisements of Dunkin' on buses and subways in most of the cities in Asia is going to improve potential Asian customer's recognition about Dunkin' significantly. Dunkin' will display the advertisement for one quarter in 2020 and 2021.

4. WeChat Advertisement

Since social media such as Facebook, Instagram, and Snapchat are all blocked in the Chinese mainland, WeChat is an ideal alternative for launching social media campaigns and putting advertisements in the Chinese market. WeChat, the Chinese version of Facebook, is the major social media platform in China. According to the Business of Apps, WeChat has 1.08

billion monthly active users by the end of Q318 with 79% market penetration. Putting advertisements for Dunkin' on WeChat will greatly improve the brand's reputation among WeChat users and potential Chinese customers alike. Again, putting WeChat Sponsored advertisements will guarantee us reaching the majority of the Chinese market (Iqbal). Dunkin' will display this advertisement for one full week in 2020 and 2021.

Earned Media

Earned media is an essential way to maintain relationships with journalists and the general public. Earned media means getting Dunkin's brand image into free media rather than spending money from budgets for paid ads. The earned media could be achieved in two ways, one is the hard news stories and the other is soft news stories. However, the earned media is also a double-sided blade. Since this concept is transparent and objective, Dunkin' as a brand needs to maintain a consistent voice of the final goal and to be extra cautious about the brand's actions and Dunkin will use *Influcster* to monitor and collect customer feedback to the brands.

Influcster is an online platform for consumers sharing reviews; where companies can actively engage with empowered shoppers. According to Influcster, the online platform has a community of nearly 6 million members. Influcster boasts over 40 million reviews and is growing by 1 million + reviews monthly. Dunkin' is currently ranked 7th in the dining category.

Hard News

1. Dunkin' Removes Artificial Dyes and Change Sugar Usage

Dunkin' has been devoted its time to promoting a healthier diet. It has announced its introduction of donuts without artificial dyes in the US region in January 2018. To reach further, this news will announce Dunkin's plan of using maple sugar as a substitute for granulated sugar

or sugar substitute used in donuts and even hot and cold beverages (if possible). This news could raise public awareness of Dunkin' fulfilling its corporate social responsibility as it cares about the public's health. It also unites the company and the public to overcome the problem of obesity prevailing in the US and thus strengthens the relationships with them.

2. Dunkin' Launches New Products (based on Asian culture)

Since Dunkin' hopes to raise its awareness and expand its business in Asian areas, it must create products and beverages that contain Asian fusion. This news emphasizes the launch of brand new products limited in Asia that could match Asians' tastes. It could show the company's thoughtfulness of entering the Asian market and the concern of whether consumers in Asia will welcome these products. This news will be pitched on WeChat and NBC News.

3. Dunkin' Launches Vending Machines

Many restaurant chains, such as McDonald's, has introduced vending machines. These machines enable faster and freer ordering, giving customers more space to customize their orders. Meanwhile, they also help reduce labor costs. One of the fast-food restaurant chains, Dunkin' will launch its vending machines in American metropolitan cities including Boston, New York City, or Chicago. Consumers in these cities are typically busier, and vending machines allow them to order more quickly than manual ordering. The company could also test the machines' popularity based on how frequent consumers use them and thus decide whether to expand the machines' usage across the nation. This news will be pitched to a variety of platforms, including major news channels, magazines, and blogs, to encourage consumers to try the vending machines.

4. Dunkin' Free Coffee Plan

This news will introduce Dunkin's plan of serving free coffee for those driving at midnight. Most of Dunkin' stores in the highway open 24 hours. Dunkin' will give out free coffee during weekdays for drivers who drive at midnight. Since there are concerns and anxiety about the condition of truck drivers driving at midnight, for example, this news shows Dunkin' enthusiasm for serving the society and avoid accidents happening. This news will be pitched to the US major news channels and YouTube.

5. Dunkin' Launches Bottled Coffee

Although getting coffee at Dunkin' stores is convenient enough, Dunkin' will launch bottled coffee that brings further convenience to consumers. What's more, those who buy bottled coffees can also earn points for the DD Perk Program on Dunkin' app. This news will focus on Dunkin's accommodation for different consumers in the market. It will be pitched to YouTube, blogs and Dunkin's app to reach out to media consumers and loyal customers so that they can try this new product and earn rewards at the same time.

Soft News Pitch

1. 5 Ways to Store Your Favorite Ground Coffee

A big part of Dunkin's revenue came from its sale of packaged ground coffee. Normally a bag of ground coffee would only be fresh for 7-10 days. Dunkin' can provide some great tips on teaching consumers how to store ground coffee for a longer time. This knowledge will not only build Dunkin's credibility on the coffee making industry but also could be viewed as a positive reaching out the action. The knowledge it teaches will speak to the consumer that Dunkins cares

about them even after they purchased the ground coffee from them, and it is a free but useful tool for a considerable size of the audience, whether or not they chose Dunkin's product. (According to a Reuters survey in 2017, more than 68% of American drink at least one cup of coffee everyday, and the number is still increasing. 78% of them brought ground coffee for home preparation.)

2. Why Dunkin' Is Using Maple Sugar Instead? What Benefits Does Maple Sugar Have?

This soft news pitch matches the goal and objective, which is to make sure Dunkin' have 100% maple sugar in all stores. Maple sugar is a healthier substitute for regular white/brown sugar, and it is also gluten-free. This approach will make consumers feel that Dunkin' cares about their health condition, as well as supports families who have a member with celiac disease.

3. The Hidden Menu of Dunkin's On-the-go Ordering: How to Make a Healthy and Delicious Latte?

This soft news pitch will make the audience aware of the on-the-go ordering service and the Dunkin' app that was recently announced. In addition to the most common coffee products reflected in its menu, Dunkin' also has a hidden menu with the theme of a healthy lifestyle that most consumers do not notice that much, such as low calorie or dairy-free coffee products with lots of options. The soft news will tell people how to order a low-calorie coffee to meet the needs of sugar control or weight control, especially for people who work out or people who have relatively strict in a healthy diet. This will pitch on the social media channels and will be designed for earned media plan with some internet influencers or fitness bloggers, which target the potential consumers in Generation X and Millennials who favor of internet and pay special attention to healthy dietary lifestyle.

4. Asian Cuisine Chefs Reveal Their Favorite Orders from Dunkins

If the objective of the action plan is to expand Dunkin's influence in the Asian market, then this soft news pitch may provide new insights for consumers in Asia. It is hard to imagine the traditional Asian cuisine, especially Chinese, will have anything relatable with a fast-food chain like Dunkin'. But this soft news pitch can show the consumers that the chefs for Asian cuisine also likes to order from Dunkins.

5. Research Shows Drinking Coffee Before Bed Will Not Affect Sleep Quality

Coffee and coffee beans as Dunkin's main products have great competitiveness in the coffee industry, in order to improve the market share, they also pay more attention to the topic of health in the promotion way. This soft news will inform audience about the regular time period of scientific caffeine intake based on scientific data. Such news will attract all consumers who consume coffee and its derivatives. The effect is that people have reliable data as support when they consume coffee, and at the same time, it also advocates the healthy and scientific way of drinking coffee.

Media Kits

- The news release about Dunkin's objectives, recent activities, and future plans.
- Fact sheets about Dunkin's History, bakery heritage, DD Perk Program, ranking, number of stores, online ordering, social media influence, sustainability, and future plans.
- Videos about Dunkin's history, branding, packaging, and concept stores.
- Content marketing: videos and photos about Dunkin's community and employees.
- Links to Dunkin's website
- Contact Info: press@dunkinbrands.com

Target Media

- Magazines:
 - Roast Magazine
 - Fresh Cup Magazine
 - Bake from scratch Magazine
 - The first two magazines mentioned above are the most top viewed magazines for coffee lovers. They are the essential sources for the entire coffee industry. According to a Reuters survey in 2017, more than 68% of American drink at least one cup of coffee everyday, and the number is still increasing. A significant portion of Dunkin's revenue came from the K-Cup pods and packaged ground coffee.
 - The later magazine is a famous magazine that focuses on the bakery industry. Dunkin' also sells bakery goods such as donuts and donut holes.
- Television news: NBC News
 - NBC News is one of the few major news agencies in the United States. Its headquarters are in New York City, which is the state that Dunkin' has the most presence in.
- Radio News: NPR news
 - NPR news appears to have a growing audience in the past few years. It is one of the most professional representatives in this field. NPR can attract more potential audience for its wide range,
- News publication:

- The Boston Globe
- New York Times
 - Both publications are the experts and authorities in their fields. New York state is home to most Dunkin stores (approximately 1300 by 2014) in the U.S, according to a 2014 Boston Globe study. The second comes to the state of Massachusetts.
- Blog and health:
 - National coffee blog: this blog advocates for the use of coffee in the United States. It also has many scientific data on the health benefits of drinking different ground coffee beans.

Shared Media

Dunkin' has opened its stores in 36 countries all over the world and becomes one of the biggest coffee shop brands internationally. However, as the statistics show, 75% of the locations are in the United States and there's only 25% international restaurants.(Statista 2019) In order to increase the number of customers in Asian market, Dunkin' needs to engage with its official account presence on social media platforms that are frequently used in Asian countries. Actions on shared media, including Weibo, Facebook, WeChat, Instagram and Twitter, aim to increase Dunkin's reputation and interactions with customers. Promptly replying to the comments and questions is the basic requirement for running the official social media accounts. Beyond that, the plan is to have more activities on social media to attract users to engage such as giving out gift cards on holidays and publishing videos. Moreover, each social media platform will post

links that lead users to visit Dunkin's official websites to boost the traffic of Dunkin's online *Newsroom*.

Weibo

Weibo is a popular social media platform in China. Companies and individuals can post content online for the public to see and interact. According to Weibo's Senior Vice President, Zenghui Cao, Weibo has about 430 million active users up to January 2019, and a total of approximately 800 million users, which has become one of the most influential social media platforms in China (Liu 2019). Since one of the objectives is to increase the number of customers in Asian market, and China is one of the main coffee markets in Asia, Weibo could be a place to help boost the reputation and popularity of Dunkin' in China as well as increase the interactions between customers, or potential customers, and the company.

As the report shows, among the 430 million active users, more than 60% of them are in the age range of 16-25 years old (Liu). Therefore, based on the existing Dunkin' Weibo account, Dunkin' will increase content that is designed for the younger generation, since they are also the main group who love to have coffee or donuts and Dunkin's products are affordable to them. More importantly, it is easier for the younger generations to create a trend, which means they are good target audience who will spread information quickly and therefore help maximize the effect of Dunkin' publicity. The Dunkin' could keep cooperating with the influencers, especially collaborate with them in creating vlogs, which usually have great exposure to young followers, and in a more effective way to gain popularity. The content of vlogs includes Dunkin' inviting influencers to taste new products or to come to their restaurants for the experience. The official

accounts will interact with the influencers (comments, repost, etc.) Vlogs will be produced once a year, and connections with influencers start Q2 every year.

Through doing so, Dunkin' will create a shared community on Weibo that the official accounts should communicate with users by replying to their comments daily and answering questions to the posts mentioning them.

Facebook

Dunkin' received the most amount of followers on Facebook than other social media platforms. They have over 15 million followers and 16 million likes shown on its Facebook Home Page. The data represents a high awareness of Dunkin', even in an international social platform. Yet the low score average rating, 2.2/5.0, given from around 5500 comments, shows little interest among people to Dunkin' in public.

Besides, the average age of users on Facebook is relatively older than the newly emerged platforms. In particular, the dominant age group of Facebook users is 25-34, according to the 2019 demographic report from *SproutSocial*. In order to attract people from this age group, Dunkin' is targeting audiences with a more suitable promotion that relates to the idea of "convenience" and "efficiency," which could attract the busy office workers. For instance, Dunkin' could post the relevant events for breakfast sets which are appealing to the audiences twice a month. The concept of rebirth also could be represented in some promotion-planning, as the busy workers could gain "rebirth" energy from Dunkin' products. The storytelling idea will promote from the Facebook page at least twice a month.

According to the numeric data from *Statista*, most of the Asian Facebook users are from countries in Southeast Asia. Dunkin' would apply more Asian trending values and culture into

the events and marketings. For instance, Dunkin' would put more attention to avoid racism in order to reach a diverse audience group. To increase the popularity of Dunkin in Asian markets, a short video of the Mid-autumn Festival, which is a traditional festival in Korea, Japan, and China, would be posted in Fall 2020.

On the other hand, people often provide practical advice about the reason why they do not recommend Dunkin' on the Facebook review page. Dunkin' should also frequently reply to their complaints by solving the problems they suggested. The communication techniques through social media, especially the world-wide platforms like Facebook, could raise the reputation of Dunkin' in different countries. By measuring the rating on Facebook seasonally, Dunkin' could receive feedback to improve the service. Eventually, Facebook will become one of the most efficient communication platforms for Dunkin'.

WeChat

WeChat is the most popular social media in China that almost every Chinese citizen has a WeChat account. Dunkin' will focus more on the WeChat public platform where the company will use the official account to attract more subscriptions. Based on the existing WeChat account, Dunkin' will create more engaging posts especially on specific holidays such as Thanksgiving and Christmas. WeChat users could get free donuts or coffee by reposting the article to their Moments Page and earning 59 likes from their friends. By doing so, articles can be exposed to more potential audiences. Therefore, Dunkin' will attract more customers in Asian market.

Moreover, when there are new products designed specifically for Asians coming out, Dunkin's WeChat public platform will send out the promotional video made for new products. The video will show how Dunkin' makes changes to the new products. The video will be

published in the first quarter of 2022 after accumulating followers from 2020 to 2021. Therefore, Dunkin' can advertise their products in a creative way while increasing their popularity and reputation by conveying their ideas through the video.

Instagram

Dunkin' has an official account with 1.7 million global followers. Nevertheless, the previous posts from Dunkin' only focused on American audiences with western cultures and events. A lack of international cultures is inefficient to increase customers in Asian countries. Moreover, online events related to traditional Asian festivals could be applicable to Asian audiences. In order to expand Dunkin's markets in Asia, a separate account for Asians is necessary to share information. For example, there is a trend that young Korean and Japanese people use Instagram to share their daily life. The official account of Dunkin' in Asia could set up a hashtag activity that calls people to share fancy pictures of Dunkin' products. A brand new change of Dunkin' uniting international cultures could help it to gain more attention all over the world. In order to receive more attention from Asian market, the frequency of hashtag activity should be promoted twice a month and in specific Asian festivals.

On the other hand, Instagram stories recently developed a new function "swipe-up for more" which navigates people to an assigned website that gives more information. Dunkin' could apply this technique as a tool to increase the traffic of its *Newsroom*. The posts will launch topics that raise people's curiosity and willingness to discover more details with an easy slide. Activities like this should be planned once a month to engage with the awareness of followers.

Twitter

Statistics show that Twitter has 330 million active users globally by the end of the first quarter of 2019 (Statista 2019), so Twitter is a perfect platform for Dunkin' to increase its social influences. Dunkin' will create more creative posts such as creating a hashtag with #DD'Day and encourage people to post their experience with Dunkin' start from the second quarter of 2020. Most importantly, Dunkin's official account will use the hashtag on major holidays or festivals such as Thanksgiving and Christmas to interact with their target audiences more often. In order to attract customers to engage with the official accounts, Twitter will repost some interesting and positive tweets from other users and give users free donuts or gift cards as rewards (at least once a month). Therefore, this will increase Dunkin's popularity among Twitter users as well as attracting more customers to visit Dunkin's restaurants.

Dunkin' will share the same videos with Dunkin's Facebook accounts in the first quarter of 2021 and spread the Dunkin's rebirth story to increase Dunkin's reputation. Moreover, Dunkin will create links every quarter that could navigate the readers to the *Newsroom* website.

Twitter is important in maintaining good relationships with customers by replying to comments in a good manner and answering the questions daily with carefulness. We can use Twitter to respond to customers' requests as a way to show friendliness and reachable.

Owned Media

Dunkin's owned media channels include its *Newsroom* website, blog, and app. By using and managing these platforms, Dunkin' attracts a lot of customers and provides information about their products for customers. For owned media channels, the goal is to leverage the

existing owned media and to introduce new channels to increase Dunkin's exposure to its audiences and attract more diverse audience groups.

Website

Dunkin' has a main website and a *Newsroom* website to post blogs, upcoming events and information about the products for customers to see. Dunkin's main website and *Newsroom* website needs some improvements in order to increase viewer traffic to the websites. These two websites aim to attract prospective customers and those who might be loyal to the brand in the future. In order to improve Dunkin's websites, the most important thing is the users' experiences. Hence, the navigation bar will be redesigned so that the website will be mapped out in a more organized way and lead the viewers to the web pages that Dunkin' wants them to visit. For example, adding an option on the main website to hyperlink to the *Newsroom* website can increase the traffic to that website. Also, the existing bugs on the web pages will be fixed and outdated web designs will be replaced with a more professional and modern look. The objective of redesigning the web pages is to provide better user experiences to attract more loyal customers. Dunkin' should finish the improvements on the websites by the end of 2020.

Store

Dunkin' has over 8,500 stores across 41 states in the U.S. and more than 11,300 stores around the world. Although the theme colors of the stores are related to Dunkin's brand characteristics, the decoration inside the store is too monotonous. Hence, the aim is to make Dunkin's stores more innovative. Special decorations will be set up in the stores for holidays like

Thanksgiving and Christmas. For example, Dunkin' will add elements related to Christmas to the stores in different countries by playing Christmas music, setting up colorful lights and Christmas trees. Moreover, Dunkin' will also combine local cultures to their stores in Asia. For example, Dunkin' can put up lanterns and Chinese knots to celebrate Chinese New Year with customers in China. Dunkin' will implement these tactics in stores every holiday season of every single year.

Dunkin's App

Dunkin's current app is mainly used for ordering and paying. There is also nutrition information offered on the app for all the menu options. However, the app presents all the nutrition information of Dunkin's products in one pdf document, in which the font is very small. It is hard to read the data and learn more about nutrition information. Dunkin' could list the key nutrition information such as calories and fat on a single page of every beverage or food item. For the rest of the information, Dunkin' can develop a "see more information" click-through button that will direct the audiences who are interested in more detailed nutrition information. Moreover, Dunkin can utilize in-app notifications. Audiences of the app will receive updates and notifications such as "Refresh your Monday Morning with a Dunkin' featured drink" or "Donuts, Sandwiches, and Bagels, we've prepared all for your tea time." The main objective for the Dunkin' App is to grow memberships and maintain customer relationships by improving the user experiences. Dunkin should work with a software designer to ensure that the app is working efficiently for its target audiences by the end of 2020.

Dunkin's Podcast Series

Launching a podcast series for Dunkin' can be a new owned media channel to attract more diverse audiences and provide important nutrition information to them. In the podcast

series, we will develop two themes for the podcast. The first one is about the history and the interesting anecdotes of Dunkin' and the other is about basic nutrition information. Dunkin' can provide some basic nutrition information to their customers such as the appropriate amount of calorie intake, serving numbers of dairy products that are good for health, and clarifications for the falsified nutrition information spread on the internet. Dunkin' can add hyperlinks on its app and website so that more audiences can gain access to the podcast. The objective of launching podcasts for Dunkin' is to better deliver a positive Dunkin' brand image to their audiences in Asia. Dunkin' will launch the first episode series in 2020, and pitch for the following series.

Charity Event

Dunkin' will invite famous celebrities and local influencers to join Dunkin's events for the purpose of attracting more customers. Also, Dunkin' can organize more charity events to maintain Dunkin's reputation. For example, Dunkin' can hold a charity event on June 5th, the National Doughnut Day in the United States, to introduce this novel festival to China to enhance Dunkin's brand image there. During the event, Dunkin' will donate \$1.5 million to build schools and hospitals for the kids living in rural areas. Also, Dunkin' will invite celebrities and Tik-Tok influencers to join the event. For example, Dunkin' will invite Tom Holland to the event because Spider-Man movies are very popular in China.

Crisis Management

A stable connection between Dunkin' and its stakeholders is critical for raising the number of international customers. Therefore, Dunkin' will implement reputation management in both the proactive and reactive solutions to the crisis.

Proactive Crisis Management Plan

1. Monitor

Dunkin' will hire a group of specialists who are skilled in different fields such as social media, environmental science, and technology. Dunkin' will make sure that the specialists can solve different kinds of crises in the future.

Dunkin' will monitor the major trends of comments and posts related to the Dunkin' brand and answer customers' questions every day on social media platforms including Facebook, Twitter, Weibo, etc.

Dunkin' will keep an eye on the current situations of every store through getting weekly feedback reports from store managers.

Dunkin' will keep in touch with the companies and experts every month to get information about the current conditions of coffee beans' origin such as weather predictions.

2. Identify

We will identify these patterns:

- Weather conditions at Dunkin's coffee beans' origin
- Audiences recently pay closer attention to issues regarding human rights
- Equipment in Dunkin's stores
- Food Safety

3. Prioritize

Dunkin' will list what kinds of crises it has, and identify how those crises will affect the company. Then Dunkin' will use a list to rank these crises based on severity and reachability. Dunkin' will first solve the most severe problems and then solve the easiest-reach problems.

4. Analysis

Dunkin' will analyze how severe the problems are based on how seriously the problems will affect Dunkin's reputation, profit, and stakeholders. Dunkin' will also analyze each problem's reachability including how easily Dunkin' can solve the problems.

5. Planning

a) **Management Failure - Mismanagement:** An employee at a store discriminates the customers based on their races

- **Publics:** customers of a particular ethnic group are not treated fairly
- **Action:** The administrative staff will reach out and apologize to the customers being affected.
- **Communication:**
 - **For employees:**
 - Aim: inform employees about this situation
 - Message: To ensure that employees will not comment on this issue with inappropriate views
 - Platform: intra-company emails and intra-company meetings

- **For customers:**

- Aim: comfort customers by apologizing to them and compensating them with Dunkin' gift cards
- Message: show the company's sincerity. Dunkin' attaches great importance to human rights issues
- Platform: letter of apology published on the company's websites and social media accounts. Implement face-to-face apology if any individuals involved.

b) **Physical - Natural:** Rainforest Alliance is one of the companies that supplies coffee beans for Dunkin'. Their origin is located in Latin America. The coffee beans are wet because the area is affected by the flood.

- **Publics:** Dunkin' will not be able to serve coffee in the short term.
- **Action:** The administrative staff and managers will post the information on the main website and send apology emails to loyal customers.

- **Communication:**

- **For employees:**

- Aim: comfort the factory worker and make sure that they can stay calm
- Message: honestly report the consequences we might face now. Tell them to stay calm and find out possible solutions to fix the problem
- Platform: intra-company emails and posters

- **For customers:**

- Aim: inform publics of the situations
- Message: inform consumers of which ingredients and products are affected and will be unavailable. Refer to alternative products and show apology to them if any inconvenience may occur.
- Platform: update the latest news on Dunkin's main website, *Newsroom* website, and social media.

c) **Food Quality Problem:** Some customers find rats in Dunkin's kitchens and stores, and they reflect the issue to media, which immediately expose it to the public. A large number of Dunkin's customers suspect the food quality of Dunkin', affecting the reputation and sales.

- **Publics:** Current and potential future customers, employees, and media
- **Action:** Post the letter of apology on social media such as facebook and instagram. Close down the relevant stores temporarily. Organize the work of inspections for all stores. Open up the kitchen and invite customers to oversee the production process

- **Communication:**

- **For Customers:**

- Aim: Comfort customers and maintain their trust to Dunkin'
- Message: Admit the mistake and apologize for the problem
- Platform: Dunkin' website, *Newsroom* website, News Release, and social media page.

- **For Customers:**

- Aim: Comfort employees and make sure that they coordinate with each other to deal with the problem
- Message: Tell employees that the board of directors will take responsibility and do not over criticize them
- Platform: Intra-company email and posters

d) **Human - Confrontation:** Employees are unsatisfied with wages and initiate a strike (According to Indeed.com, about 50% of Dunkin's employees think they are paid unfairly).

- **Publics:** employees (seek more reward) and customers (face lack of service)
- **Action:** Dunkin' will hold branch-specific meetings with staff representatives to understand what wage level the employees ask for and to consider increasing minimum wage. Management executives will conduct a survey of employee satisfaction to address specific demands. Later, Dunkin' will also invite media outlets to a press conference, and Dunkin's spokesman will apologize for the inconvenience to their publics and honestly present the development and results of the strike.
- **Communication:**
 - **For employees:**
 - Aim: communicate with employees about the wage; understand employees' possible hardships

- Message: inform representatives about the meetings, address problem or dissatisfaction of wage; make final decision
- Platform: utilize meetings and intranet to show the company's willingness to make changes; post updates on social media platforms.

- **For consumers:**

- Aim: apologize and comfort consumers; restart the service
- Message: Dunkin' will apologize for the inconvenience of the strike, and assure the public that similar things will not happen again; compensate for the inconvenience by perhaps discounting some products; hire new employees to fill the vacancy of the positions
- Platform: post updates of the strike and conversation via different social media platforms like Facebook, Twitter, and Instagram.

e) **Physical-Technological:** Imported coffee makers have a mechanical fault which leads to a fire in the store.

- **Public:** The customers who experienced the incident, and supplier of the coffee maker
- **Action:** Send out an official letter of apology to the customers and to the public immediately. Meanwhile, report this issue to and communicate with the supplier of the coffee maker is essential.
- **Communication:**

- **For Customers:**

- Aim: accurate and sufficient information; be responsible; show empathy.
- Message: Dunkin' will apologize for the safety issues and inconvenience. Dunkin will take full responsibility for this issue.
- Platform: Official accounts on social media, newspapers, and face-to-face conversations.

- **For Employees:**

- Aim: Ensure their safety and their mental conditions.
- Message: Dunkin' will pay more attention to employees' workplace safety.
- Platform: intra-company emails

- **For the coffee maker supplier:**

- Aim: inform them of the situation, and talk about future cooperation. Ask for the relevant amount of compensation
- Message: Ask them to pay attention to their product quality, and the severity and the consequences of this issue
- Platform: Emails, face-to-face meetings

1) Implementation

- Dunkin' will use different media channels to communicate with different audiences
 - Social Media Channels: all stakeholders

- Press Releases: all stakeholders
- Intra-company emails: employees
- Earnings Reports and Conferences Call: investors and media (journalists)
- Intra-company meetings: employees

Research	Costs
Gift cards for survey participants	\$10,825
Free Samples for research participants	\$1,000
Subtotal	\$11,825
Paid	
Instagram Advertisement	\$350,000
Micro-influencer	\$8,000
Bus Stop Advertisement	\$3,050
Wechat Advertisement	\$128,571
Weibo Advertisement	\$9,055
Line Advertisement	\$6,076
Subtotal	\$504,752
Earned	
Technology (vending machines, App)	\$5,000
Press Kits	\$1,000
Sponsorship	\$10,000
Press Release	\$2,000
Gifts for members of news media and editors	\$1,000
Subtotal	\$19,000
Shared	
Twitter repost gift cards	\$10,000
WeChat repost coupons	\$15,000
Instagram Expert	\$50,000
Facebook Expert	\$50,000
Facebook video production	\$80,000
Wechat video production	\$70,000
Subtotal	\$275,000
Owned	
App Developer Costs	\$30,000
Podcast Series Developer Fees	\$20,000
Podcast Guest Speakers Fees	\$40,000
Dunkin' Charity Event: Tom Holland	\$150,000
Dunkin' Charity Event: Influencer, workers, sites	\$40,000
Donations	\$1,500,000
Website Maintenance and Developer Fees	\$3,000
Store decoration and construction fees	\$500,000
Additional Aids: Promoters, Photographers for events	\$8,000
Subtotal	\$2,291,000
Crisis Managment	
PR Department Members	\$500,000
Crisis Management Archive Team Members	\$300,000
Compensations	\$100,000
Formal Press Conference	\$10,000
Subtotal	\$910,000
Monitoring	
Personnel	\$50,000
Software Access	\$5,000
Subtotal	\$55,000
Total	\$4,066,577

2) Evaluation

- After a crisis happens, Dunkin's Public Relations Department will have a meeting to discuss how Dunkin' can prevent such type of crisis next time.
- Dunkin will develop an archive for documenting all the types of crises it has met and the steps to solve these problems. This enables Dunkin to retrieve information from past experiences.

Reactive Crisis Management Plan

When a crisis happens, specialists in the crisis management team will respond to the issue by using the proactive crisis management plan as a guideline. Dunkin's Public Relations Department should meet with the administrative team and employees if they intend to make big decisions for Dunkin.

Budget Plan Timeline

2020

Focus: Research and prepare for the initialization of various media channels and events

Q1: January - March, 2020

- Send out Customer Surveys, get the results of the surveys
- Finish the experiment of the qualitative research
- Finalize the customer surveys, proofread all the questions and options

- Hire specialists for crisis management
- Post *Newsroom* links on Facebook/Twitter/Instagram/Line
- Posts about Chinese New Year on Weibo/WeChat
- Chinese New Year decorations in China
- Release News “*Dunkin’ Launches New Product*”
- Research paid media channels
- Contact two micro-influencers for delivering brand stories
- 1st Quarter Earnings Reports released with conference calls

Q2: April - June, 2020

- Form and train the crisis management group
- Create budget plan for the charity event
- Start to contact app developers and website developers
- Start writing for paid and owned media pitches
- Contact Instagram and Line Ad managers
- Contact Weibo influencers to create vlogs
- 2nd Quarter Earnings Reports released with conference call
- Release news “*Dunkin’ Removes Artificial Dyes and Changes Sugar Usage*”

Q3: July - September, 2020

- Finalize the influencers and cele
- brities, sites and workers/employees for the charity event
- Display Instagram and Line advertisements
- Start planning and producing WeChat video
- Two micro-influencer post brand stories on social media
- Finalize the plan for app and website optimization
- Finalize the podcasts hosts, guest speakers and pitches for 2020 and start production
- Update newsletter and press releases to websites
- 3rd Quarter Earnings Reports released with conference calls
- Release news “*Dunkin’ Launches Bottled Coffee*”

Q4: October - December, 2020

- Repeat to update newsletter and press releases to websites
- Thanksgiving decorations for all the stores
- Launch the first episode of the podcast series. Shoot and produce the second episode.
- Hold the charity event and plan for donations
- Update the websites and app
- Christmas decorations for all the stores
- Two micro-influencers post brand stories on social media
- Posts for Thanksgiving and Christmas on all social media platforms
- Annual Earnings Reports released with conference calls
- Annual employees’ and administrative staff meeting, discuss and evaluate performances and the progress of the following projects
- Release news “*Dunkin’ Free Coffee Plan*”

2021

Focus: Evaluate the outcomes of the implementations in 2020, and set new goals to improve

Q1: January - March, 2021

- Repeat Chinese New Year decorations for stores in China
- Publish the second podcast episode and WeChat video before Chinese New Year
- Set new goals for the podcast series and pitch for the 2021 podcast series
- Implement Donations
- Repeat to update newsletter and press releases to websites
- Repeat to contact two micro-influencers for delivering brand stories
- Evaluate 2020 results including *the Influenster*, Charity Event, new website/app, and the first two episodes.
- 1st Quarter Earnings Reports released with conference calls

Q2: April - June, 2021

- Instagram and Line advertisement for Christmas
- Repeat to update newsletter and press releases to websites and contact Instagram Ad managers
- Update newsletter and press releases to websites and social media accounts
- Continue to optimize the app and website designs
- Start Twitter hashtag #DD'Day
- Two micro-influencers post brand stories on social media
- Repeat to finalize the podcasts hosts, guest speakers and pitches for 2021 podcast series. Start the production of podcasts. dPublish one episode.
- Create budget plan and set new goals for the charity event
- 2nd Quarter Earnings Reports released with conference calls
- Release news "*Dunkin' Launches Vending Machines*"

Q3: July - September, 2021

- Repeat displaying Instagram advertisements
- Finalize the influencers and celebrities, sites and workers/employees for charity event
- Repeat to shoot, produce, and publish new episodes
- Repeat to display Line advertisements and create Twitter links to online *Newsroom*
- Facebook video, "Dunk-in' your house," shared link on Twitter
- Publish brand-new app and websites
- Update newsletter and press releases to websites and social media accounts
- 3rd Quarter Earnings Reports released with conference calls

Q4: October - December, 2021

- Repeat Thanksgiving decorations & Christmas decorations for all the stores
- Repeat the Charity Event and plan for the donations
- Repeat to shoot, produce, and publish new episodes.
- Two micro-influencers post brand stories on social media
- Annual Quarter Earnings Reports released with conference calls

- Annual employees' and administrative staff meeting, discuss and evaluate performances and the progress of the following projects

2022

Focus: Evaluate and reflect on the outcomes from 2021. Reinforce our efficient tactics.

Q1: January - March, 2022

- Repeat Chinese New Year decorations for stores in China
- Repeat to finalize the podcasts hosts, guest speakers and pitches for 2022 podcast series. Start the production of podcasts.
- Repeat to implement donations and to contact Instagram Ad managers
- Evaluate 2021 results including *the Influenster*, Charity Event, new website/app and podcast episodes
- 1st Quarter Earnings Reports released with conference calls

Q2: April - June, 2022

- Repeat to shoot, produce, and publish new podcast episodes
- Create budget plan and set new goals for the charity event
- Repeat displaying Instagram advertisements
- 2nd Quarter Earnings Reports released with conference calls

Q3: July - September, 2022

- Repeat to shoot, produce, and publish new podcast episodes
- Finalize the influencers and celebrities, sites and workers/employees for the charity event
- 3rd Quarter Earnings Reports released with conference calls

Q4: October - December, 2022

- Repeat the Charity Event
- Repeat Thanksgiving decorations for all the stores
- Repeat Christmas decorations for all the stores
- Repeat to shoot, produce, and publish new podcast episodes
- Annual Quarter Earnings Reports released with conference calls
- Annual employees' and administrative staff meeting, discuss and evaluate performances and the progress of the following projects

Evaluation

Monitoring Plan

Paid Media

In the paid media part, Dunkin' will use both in-site and third-party analysis tools to measure the results on customers in Asian market.

Dunkin' can track Instagram sponsored advertisements by using *Ad Managers*, a useful tool for Dunkin' to look at the number of clicks and likes on each of ads (*Marketing on Facebook*). Dunkin' can compare the number of clicks and see which ads attract most audience members. After analyzing the reasons for their success, Dunkin can apply the same strategy to more ads. Dunkin' will also compare the difference between the number of Asian followers before and after the ads are posted to examine the effectiveness of the ads.

The participation of micro-influencers is important for Dunkin' to raise awareness. By looking at the likes on the micro-influencers' social media posts, Dunkin' can see whether the micro-influencers attract audience in Asia. By looking at the comments on the posts, Dunkin' can understand audiences' attitudes on the brand stories: whether they like the stories or not. If the audiences don't buy the stories, Dunkin' can make timely adjustments. Dunkin' will give each micro-influencer a unique glamour URL, and Dunkin' will use *Google Analytics* to track the click-through rate of each website. Dunkin' can decide whether the company will keep using the micro-influencers based on the CTR of their glamour URLs.

Dunkin' will post ads on WeChat's *Moment* which is similar to Facebook's *Newsfeed*: WeChat users can share their pictures and comment on *Moment*, and companies can also post ads on *Moment*. On Dunkin's WeChat Official Account, Dunkin' can track both the click-through rate and exposure rate of each ad. By tracking which specific ad has a higher click-through rate and exposure rate, Dunkin' will get a well-rounded understanding of which products and events are more attractive, which can help Dunkin' better cater to Chinese customer's preferences.

For advertisement in public transportation, Dunkin' can include a QR code into the poster and a sentence: For more information, please scan the QR code. By tracking how many people actually scan the code, Dunkin' is able to detect whether the ad is attractive or not. Also, using the method of control variable, Dunkin' can do a pretest by using geological factor. Tokyo and Osaka are two very similar and close cities in Japan. Dunkin' will deliver ads in all public transportation in Osaka but not in Tokyo. By comparing and contrasting the change of two cities' sales revenue, Dunkin' can measure the effectiveness of the ad.

Earned Media

Earned media is of great importance as it helps amplify the content and builds credibility to attract target audiences. It creates a “win-win” situation: the public believes in word-of-mouth recommendations and the company could spend less and have better ROI. Through some software, it will be clear to observe how story-pitching increases Dunkin's website traffic and meets the objectives.

SimilarWeb could be used to monitor Dunkin's official website's referrals, traffic sources, and search terms. We can keep an eye on the changes after hard and soft news are released to see whether the public will react to the stories and find out “what's going on.” At the same time, since *SimilarWeb* can track online traffic in different countries, we could see whether there is increased traffic in Asian countries after Dunkin announces the news about new products for Asian markets, for example.

To measure keyword use frequency in hard and soft news, *Bran24* will be used to monitor news coverage across multiple news outlets like *The New York Times* and magazines like *Roast Magazine*. It will provide information such as number of mentions, key message

penetration, and readers' sentiment. We will also use *Bran24* to record positive and negative comments on released news about Dunkin' to examine the effectiveness of these stories and further communicate with the reporters or editors.

When measuring the degree of satisfaction that relates to customer services like new vending machines, on-the-go ordering on Dunkin's app or the use of maple sugar, we will reach out to news outlets or use third-party analysis services to gather the number of readerships (or viewerships) to see the stories' popularity and the public attitude. We could also make short questionnaires on Dunkin' app asking consumers whether they like the services or how they think about Dunkin' using healthier maple sugar, for example.

Shared Media

With the various measurable outcomes in shared media, it is essential for Dunkin' to actively engage with audiences on the Internet. The Key Performances Indicators (KPIs) that Dunkin' will focus on are the click-through rate, number of views, likes, followers, and comments on the target social media in general. Besides, the efficiency of satisfying consumers' needs and solving potential questions can be improved under a proper monitoring system over the shared platforms. We will incorporate an extra monitoring tool, *Agorapulse*, to make the digital monitoring process "easier."

On each platform such as Weibo, Facebook, WeChat, Instagram, and Twitter respectively, there are different specific KPIs that Dunkin' will pay more attention to. First, the number of reposts, comments, and followers fluctuations that can be easily detected will be emphasized in platforms like Weibo and Twitter. Besides, the users of Weibo could choose their "attitudes" (happy, sad, angry, surprise) toward a post instead of a simple "like." The measurement of a

detailed attitude gives a closer understanding of audiences' feedback that Dunkin' could work to improve the content. On the other hand, the use of hashtags on Instagram will be measured to evaluate audience interaction with Dunkin's activities.

The media monitor website, *Agorapulse*, helped the PR team of Dunkin' to manage the accounts on a shared media platform in easier control. For example, to increase the favorable rate of Dunkin' in facebook, the team can create a "mailbox" to reply to the comments (positive and negative) in a format that can be authorized by the PR members. *Agorapulse* not only helps Dunkin' to summarize the audience's interaction in a concise way, but also a scheduling tool for the upcoming posts on the different social media platforms.

Owned Media

For Dunkin's *Newsroom* website, tools like *Datadog* and *PRTG Network Monitor* can track the network traffic. Also, comparing the data of the current year with the data from each previous year can figure out how the rate of traffic may have changed. By monitoring the traffic of the website, this will also allow us to determine which type of news article will attract the most viewers. With these tools, Dunkin' can analyze the trends to understand how we can change our writing style for future news articles.

In order to determine the effectiveness of festival decorations in Dunkin' stores, Dunkin will monitor how many daily customers visit each location before and after putting up the decorations. Surveys will be conducted with customers to figure out their favorite in-store decorations, which may or may not lead to decoration changes for the following years.

Moreover, *Social Mention* or *WebEngage* can measure social media engagement with the events to monitor the effectiveness of the events. For example, for the charity event with Tom

Holland in China, number of reposts and mentions on Weibo will be tracked before and after the event.

For Dunkin's podcast series, the number of downloads as a KPI is what to monitor. With access to the backend of each podcast platform, including but not limited to Apple Podcasts, Spotify, Alexa, and Google Home, we will be able to track the number of downloads.

Finally, we can monitor the success of Dunkin's app by tracking the number of users and its ratings before and after the implementation of the app's new functionality. We can track the change through app stores such as the Apple Store and Google Play to determine if the improvements on the app are effective.

Measurement

The first objective is to increase the brand awareness among Dunkin' Asian market. Specifically, we plan to increase the number of customers in Asia by 35% by the end of 2022. First, we will measure the number of Asian followers on Dunkin's social media platforms such as Facebook and Instagram. We will compare the number of Asian followers by the end of 2019 and that by the end of 2021 to see the change of Dunkin's Asian audiences. Second, we will keep an eye on Asian social media platforms, such as Weibo, WeChat, and Line to measure the increase in Dunkin' followers. Also, we will analyze the change of follower interaction frequency on social platforms during the three-year period by using an online marketing tool. For instance, *Agorapulse* offers a section to categorize followers by their interests on a specific post from Dunkin's account (e.g. Twitter and Facebook). To measure the backstage data in a relatively

private media platform, such as WeChat and Line, our team will keep recording by using the metric that social media has on its own.

Besides, raising the total traffic to Dunkin's *Newsroom* website is the second objective by the end of the three-year goal. We are hoping to reach an entire growth of 20% by 2022, in comparison to the measured data at the end of 2019. We will measure the click-through rate and bounce rate of Dunkin's *Newsroom* website using *Similarweb.com*, and compare those statistics with the original data of the website at the end of 2019. Also, we will measure the influence of *Newsroom* shared links by recording how many likes per tweets, and measure the growth during our campaign.

Our final goal is to increase Dunkin's annual revenue by the end of 2021. We will compare the changes of Dunkin's annual revenue from 2019 to 2021. By the end of 2021, Dunkin' should have a five percent increase in annual revenue compared to that of 2019.

Works Cited

Alvord, Tyler. "Breaking Down the Reward System at Every Major Coffee Chain." *Thrillist*. 05 Oct. 2018, <https://www.thrillist.com/drink/nation/best-coffee-rewards-programs>
"About Us." *Influenster*, <https://www.influenster.com/about>.

“Americans Are Drinking a Daily Cup of Coffee at the Highest Level in Six Years: Survey.”

Reuters, Thomson Reuters, 17 Mar. 2018,

<https://www.reuters.com/article/us-coffee-conference-survey/americans-are-drinking-a-daily-cup-of-coffee-at-the-highest-level-in-six-years-survey-idUSKCN1GT0KU>.

Bailoni, Elena. “7 Reasons to Kick Starbucks to the Curb and Let Dunkin’ Donuts Into Your

Life.” *Spoon University*. Accessed 17 Oct. 2019, <https://spoonuniversity.com/lifestyle/dunkin-over-starbucks>

Bird, Hayden. “Expect Lame Donut Selfie Jokes: David Ortiz the New Dunkin’ Spokesperson.”

Americaninno.com, 2014,

www.americaninno.com/boston/david-ortiz-the-new-spokesperson-for-dunkin-donuts-samsung-president-obama-selfie-jokes-snreferences-begin-video/.

Chen, Jenn. “15 Facebook Stats Every Marketer Should Know for 2019.” *Sprout Social*, 10 July

2019, https://sproutsocial.com/insights/facebook-stats-for-marketers/?utm_campaign=SproutSocial&utm_medium=social&utm_source=twitter&utm_content=1435846789.

Clement, J. “U.S.: Average Age of Instagram Users.” *Statista*, Oct. 2019,

www.statista.com/statistics/398166/us-instagram-user-age-distribution/.

“Competitive Intelligence Tool.” *SimilarWeb.com*,

pro.similarweb.com/#/website/worldwide-overview/Dunkin'donuts.com/*/999/3m?webSource=Total.

Daszkowski, Don. "The Delicious History of Dunkin' Donuts." *The Balance Small Business*, The Balance Small Business, 24 Sept. 2018,

www.thebalancesmb.com/the-history-of-dunkin-donuts-3973232.

Delventhal, Shoshanna. "Starbucks vs. Dunkin': What's the Difference." *Investopedia*. 19 Apr. 2018,

<https://www.investopedia.com/articles/markets/120215/starbucks-vs-dunkin-donuts-comparing-business-models.asp>

Dunkin' Brands. "Number of Dunkin' Donuts Stores Worldwide from 2007 to 2018, by Region*." *Statista*, Statista Inc., 27 Feb 2019,

<https://0-www-statista-com.lib.rivier.edu/statistics/291462/distribution-points-dunkin-donuts>

"Dunkindonuts.com." *SimilarWeb*. Accessed 16. Oct, 2019.

<https://www.similarweb.com/website/dunkindonuts.com#overview>

"Dunkin' Demographics and Consumer Insights." *Numerator*,

https://snapshot.numerator.com/brand/dunkin_donuts.

Dunkin' Donuts. "Dunkin' Donuts Brand Milestones." *Dunkin' Donuts*,

https://news.dunkindonuts.com/internal_redirect/cms.ipressroom.com.s3.amazonaws.com/285/files/201610/Brand%20Timeline%20Fact%20Sheet_11%203%2016.pdf

"Dunkin' Donuts." *Indeed*. <https://www.indeed.com/cmp/Dunkin%27-Donuts/salaries>

"Dunkin' Donuts Launches New Advertising Campaign 'America Runs on Dunkin'(SM)'."

Dunkin', 15 Oct. 2019,

<https://news.dunkindonuts.com/news/dunkin-donuts-launches-new-advertising-campaign-america-runs-on-dunkin-sm>.

“Dunkin' Donuts: Stores by Region 2007-2018.” *Statista*, S. Lock, 9 Aug. 2019,

<https://www.statista.com/statistics/291462/distribution-points-dunkin-donuts/>.

“Dunkin Donuts - SNL.” Youtube, Saturday Night Live, Dec 18, 2016,

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

“Dunkindonuts.com Traffic Statistics.” *SimilarWeb*, 2019,

www.similarweb.com/website/dunkindonuts.com.

“Dunkin Donuts Target Market & Demographic Segmentation.” *UKEssays.com*,

<https://www.ukessays.com/essays/marketing/a-market-analysis-of-dunkin-donuts-marketing-essay.php>.

Ennis-O'Connor, Marie. “How Much Time Do People Spend on Social Media in 2019?

[Infographic].” *Medium*, Medium, 8 Aug. 2019,

<https://medium.com/@JBBC/how-much-time-do-people-spend-on-social-media-in-2019-infographic-cc02c63bede8>.

Facebook.com. *Dunkin'*. <https://www.facebook.com/pg/DunkinUS/reviews/>.

“Free Social Media Marketing Tools.” *Agorapulse*, 18 Nov. 2019,

<https://www.agorapulse.com/free-social-media-marketing-tools>.

Gehrke, Norbert. *Medium*, Tokyo FinTech, 18 July 2018,

<https://medium.com/tokyo-fintech/how-line-dominates-social-networks-in-japan-812fc6992eee>.

“Global Celebrity Social Media Audience Reach by Age 2018.” *Statista*,

www.statista.com/statistics/408414/celebrity-social-media-audience-age/.

Hamel, Gregory. "Can a Corporation Donate in a Presidential Election?" *Small Business -*

Chron.com, <http://smallbusiness.chron.com/can-corporation-donate-presidential-election-36819.html>. Accessed 18 October 2019.

Hodges, Matthew. "Why Advertise on Instagram?" *ThriveHive*, 3 Apr. 2018,

<https://thrivehive.com/why-advertise-on-instagram/>

Howard, Hannah. "Starbucks x Ban.do Holiday Collection is Inspired by Vintage Wrapping Paper." *Teen Vogue*, 27 November 2018.

<https://www.teenvogue.com/story/bando-starbucks-launch-second-holiday-collection>

Internetworldstats.com. "Asia Internet Usage Stats Facebook and 2019 Population Statistics." 26

Sept. 2019, <https://www.internetworldstats.com/stats3.htm>.

Kunst, Alexander, "Share of Americans who visited Dunkin' Donuts in the past 3 months in 2018, by age*." *Statista*, Statista Inc., 27 June 2019,

<https://www.statista.com/statistics/230968/people-who-visited-dunkin-donuts-usa/>

"Marketing on Facebook." *Facebook for Business*,

www.facebook.com/business?ref=sem_smb&campaign_id=774076282707843&creative=81707458866999&extra_1=d0e99104-ae20-42df-86dd-b6143ed85c43.

"McDonald's Menu Prices." *Fast Food Menu Prices*. Accessed 16 Oct, 2019,

<https://www.fastfoodmenuprices.com/mcdonalds-prices/>

“Mcdonalds.com.” *SimilarWeb*. Accessed 16 Oct, 2019.

<https://www.similarweb.com/website/mcdonalds.com>

Meyers, Jessica. “With New Flavors, Dunkin' Donuts Again Targets China, after Two Failed

Attempts - The Boston Globe.” *BostonGlobe.com*, The Boston Globe, 19 July 2016,

www.bostonglobe.com/business/2016/07/18/with-new-flavors-dunkin-donuts-again-targets-china-after-two-failed-attempts/U9EbcjTXP7wnq19ioftSIN/story.html.

Mintel News. “Coffee Brews up Success in Asia.” *Mintel*, Intel, 2 Mar. 2017,

www.mintel.com/press-centre/food-and-drink/coffee-brews-up-success-in-asia.

Liu, Wei. “61% of Weibo Users age from 16-25 years old” *LanijingTMT*, 30 Jan, 2019,

<http://www.lanijingtmt.com/news/detail/40392.shtml>.

Newsday.com. “Dunkin' Donuts Adds Gluten-Free Item, Other Facts You Didn't Know.”

Newsday, Newsday, 3 Aug. 2018,

<https://www.newsday.com/business/facts-about-dunkin-donuts-including-munchkins-coffees-iced-coffee-quincy-and-first-store-1.10435725>.

“Number of International and United States Starbucks stores from 2005 to 2018.” *Statista*.

Accessed 16 Oct. 2019,

<https://www.statista.com/statistics/218366/number-of-international-and-us-starbucks-stores/>

Organization. “31 Million Americans Skip Breakfast Each Day.” *HuffPost*, HuffPost, 7 Dec.

2017, www.huffpost.com/entry/31-million-americans-skip_n_1005076.

Plath, Scott. "DUNKIN THOSE LABOR COSTS." *Scott Plath's Blog*,

<http://www.splath.com/index.php/2018/01/05/dunkin-those-labor-costs/>.

Rueb, Emily S. "Pumpkin Spice Is Coming Early to Dunkin' and Starbucks." *The New York Times*, The New York Times, 13 Aug. 2019,

www.nytimes.com/2019/08/13/business/pumpkin-spice-starbucks-dunkin.html?searchResultPosition=1.

Samurai. "Social Media Marketing Trends in Asia 2019." *Info Cubic Japan Blog*, 12 July 2019,

www.infocubic.co.jp/en/blog/asia/social-media-marketing-trends-asia/.

Statista. "Southeast Asia: number of Facebook users by country 2019." *Statista*. Aug 9, 2019,

<https://www.statista.com/statistics/193056/facebook-user-numbers-in-asian-countries>

Sewell, Tylar, et al. "Dunkin' Donuts USA Location Map" *Red Lion Data*,

<https://www.redliondata.com/dunkin-donuts-usa-location-map/>.

Similar Web, "Website Performance", [dunkindonuts.com](https://www.dunkindonuts.com),

https://pro.similarweb.com/#/website/worldwide-overview/dunkindonuts.com/*/999/3m?webSource=Total

Singh, Maanvi, et al. "Global Climate Strike: Greta Thunberg and School Students Lead Climate Crisis Protest – as It Happened." *The Guardian*, Guardian News and Media, 21 Sept.

2019, <https://www.theguardian.com/environment/live/2019/sep/20/climate-strike-global-change-protest-sydney-melbourne-london-new-york-nyc-school-student-protest-greta-thunberg-rally-live-news-latest-updates>.

Smith, Craig. "36 Amazing Dunkin' Statistics." *DMR*, 7 September. 2019,
expandedramblings.com/index.php/dunkin-donuts-statistics/.

Smith, Craig. "50 Amazing McDonald's Statistics." *DMR*, 7 September. 2019,
expandedramblings.com/index.php/mcdonalds-statistics/

Sohn, Tim. "How Dunkin' Donuts Uses Social Media." *Adweek*, Adweek, 13 July 2012,
<https://www.adweek.com/digital/how-dunkin-donuts-uses-social-media/>.

"Starbucks Menu Prices." *Fast Food Menu Price*. Accessed 16 Oct, 2019.
<https://www.fastfoodmenuprices.com/starbucks-prices/>

"Starbucks.com." *SimilarWeb*. Accessed 16 Oct, 2019.
<https://www.similarweb.com/website/starbucks.com>

Tenebruso, Joe. "3 Biggest Challenges Facing Dunkin' Brands Group." *The Motley Fool*, The
Motley Fool, 29 November. 2017,
www.fool.com/investing/2017/11/28/3-biggest-challenges-facing-dunkin-brands-group.aspx.

"Twitter MAU in the United States 2019." *Statista*, J. Clement, 9 Aug, 2019,
<https://www.statista.com/statistics/274564/monthly-active-twitter-users-in-the-united-states/>

Unmetric. "Social Media Analytics & Intelligence Dashboard by Unmetric." *Unmetric*,
<https://unmetric.com/brands/dunkin-donuts>.

Vastani, Shyrose. “Visual Marketing: Dunkin Donuts Rebranding Case Study: Think Design.”

Think Design | Spinning Design Ideas, 9 May 2018,

<https://blog.logodesignguru.com/visual-marketing-dunkin-donuts-rebranding-casestudy/>.

“What Does It Take to Be a Cyber Celebrity in China?” *The Telegraph*, Telegraph Media

Group, 26 Apr. 2019, www.telegraph.co.uk/china-watch/society/internet-celebrity/.

“What Is Paid Media?” *BigCommerce*, 7 Nov. 2019,

www.bigcommerce.com/ecommerce-answers/what-is-paid-media-and-how-is-it-used-by-online-businesses/.

Wissman, Barrett. “Micro-Influencers: The Marketing Force Of The Future?” *Forbes*, Forbes Magazine, 2 Mar. 2018,

www.forbes.com/sites/barrettwissman/2018/03/02/micro-influencers-the-marketing-force-of-the-future/#6abeeb096707.

“11 Facts About American Eating Habits.” *DoSomething.org*,

<https://www.dosomething.org/us/facts/11-facts-about-american-eating-habits>.