



Agency: Shadows International

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Overview of the Company

Founded in 1963 by Queens, New York, Weight Watchers dedicated in helping people to lose and maintain weight. Now it is operated in 30 countries over the world, generally under the local translation of “Weight Watchers”. For example, Weight Watchers came to China in 2010 with its Chinese name in three Chinese character “Hui You Ti”. Hui means wisdom. You means excellence. Ti means body.

Main products of Weight Watchers are its program with its wearable fitness trackers and an app called WW mobile. The core approach of Weight Watchers program is to use a science-driven approach to help its participants to lose weight. Its prestige brand image was established by its renowned points system in 1997. Weight Watcher describes its SmartPoint system in app: “our proven SmartPoints system looks at a food’s total nutrition and gently guides you toward the smartest choices.”

The company has reversed its four consecutive declining years before 2013 after Weight Watchers started to collaborate with Oprah Winfrey. The company successfully repositioned itself as a company of self-care rather from its pure focus on weight loss. At the end of fiscal 2016, the Company had approximately 1.1 million active meeting subscribers, who could attend approximately 32,000 Weight Watchers meetings around the world, which were run by approximately 8,800 leaders—each of whom lost weight on the Company’s program(Weight Watchers International, 2017). The online community and apps of Weight Watchers has been proven to be a success. At the end of fiscal 2016, the Company had approximately 1.5 million active Online subscribers (Weight Watchers International, 2017). Weight Watchers now plans to spend about \$205 million on marketing this year (Ad Age, 2017), as it invests more in digital marketing.

Overview of the past campaign and programs

The new campaign in 2016, called "Live Fully," positioned Weight Watchers as providing help for people so they can "live the life they want, full of the great foods, people and experiences they love, and the energy that comes with good health," according to a press release. The campaign featured Oprah Winfrey as the speaker for the brand in the ad. According to the company's qualitative research shows that the brand was resonating more as a modern, comfortable brand in early 2017 than it was two years earlier when respondents viewed it as warm and traditional "but outdated," Grossman said (Ad age, 2016). Since the campaign has been launched by Weight Watchers, the stock price has been quadrupled (Market watch, 2017).

Along with the campaign, the new program is based on "Beyond the Scales" launched 1 year ago. The revamp the old program includes so-called SmartPoints that are based on calories, saturated fat, sugar and protein. Members can also earn "FitPoints" for activities such as walking, cleaning and gardening.

Recently, a new program of Weight Watchers named "WW Freestyle" has been put forward in December 2017. The tagline of the program notes on the Weight Watchers` official website: "lose weight successfully while focusing on what matters most—enjoying your life!" (Weight Watchers, 2017). The new system added Rollover and new zero Points foods while keeping SmartPoints system of Weight Watchers. The new features will help the users to manage their food consumption with ease and flexibility.

Overview of the Challenge

GOAL

Increase sales and membership and reinforce brand image.

OBJECTIVES

10% increase of sales in the first quarter after the campaign is rolled out.

20% increase of number of subscribers in the first quarter after the campaign is rolled out.

15% increase of sales in the second quarter after the campaign is rolled out.

10% increase of number of subscribers in the second quarter after the campaign is rolled out.

TASK

Produce a creative campaign which will establish the WW brand name as a fun, effective program which will target an underserved segment of the market.

Insights and Key Highlights From the Research

Insight 1: Obesity become more severe in the US than two decades ago.

2/3 of Americans are overweight or obese (Gudzune, 2017).

Two decades ago that was only 1/4 of the population (Food Research & Action Center, 2017).

Insight 2: Need for weight management program is huge

According to a survey of Mintel (2017), 64% of participants manage their weight by their own eating program while only 9% report that they follow a branded weight management program.

Just more than three out of four adults are currently managing their weight, with most adults focusing on weight loss (Mintel, 2017). 42% try to lose weight and 27% try to maintain weight.

Insight 3: The term “dieting” and “weight loss” is out of date.

52% of all consumers agree that the term “dieting” is out of date (Mintel, 2017).

A whopping 77% of Americans claim to be trying to eat healthier - against that 19% that claim to be on a diet. (franchisehelp.com, 2017)

Insight 4: The number of people who want to lose weight has declined since the last three decades.

In the first period, 1988-94, 56 percent of fat adults reported that they tried to lose weight. In the last period, 2009-14, only 49 percent said so (source needed).

Insight 5: For losing weight, improve overall health and feeling good is more valued than looking good.

Top three reason of losing weight are to improve their overall health, feel good and look good (Mintel, 2017).

Insight 6: More than half the consumers manage their weight through exercise.

Although caloric intake is important, people also like to manage their weight through exercise. 56% of all consumers manage their weight through exercise (Mintel, 2017).

Insight 7: According to psychographic characteristics of consumers, the customers are divided into four groups: weight reformers, trusting patients, healthy holistics, image shapers and the invincibles. More than half are health conscious (weight reformers, trusting patients and healthy holistics).

Weight Reformers: Constantly struggling with healthy food choices – healthy vs. unhealthy eating; trying to find an easy and effective way to improve their health.

58.4 million US adults are Weight Reformers (23%)

Weight Reformers, for the most part, mirror the average demographics, with the slight difference of having a higher average household income.

Trusting Patients: Rely on doctors and medications, but are aware of and follow healthy eating and lifestyle practices.

45.8 million US adults are Trusting Patients (18%)

Healthy Holistics: Believe a preventive approach is essential; committed to exercise and making healthy choices when they shop or eat, which helps them to stay in good health.

33.6 million US adults are Healthy Holistics (13%)

Image Shapers: Health and image are aligned for them; looking good means being healthy; convenience and healthy choices can and do go together for this group.

65.5 million US adults are Image Shapers (26%)

The Invincibles': Unconcerned about their health and eat what they want; almost never get sick but use OTC (over-the-counter) medications to solve their problems if needed.

49.3 million US adults are The Invincibles (20%)

(Mintel, 2017)

Insight 8: Returns of weight losing endeavors are questioned.

Association in March, monitored attitudes toward losing weight over three periods between 1988 and 2014. In the first period, 1988-94, 56 percent of fat adults reported that they tried to lose weight. In the last period, 2009-14, only 49 percent said so (New York Times, 2017).

In Weight Watchers' own research, the average weight loss in any behavior-modification program is about a 5 percent reduction of body weight after six months, with a return of a third of the weight lost at two years (New York Times, 2017).

Insight 9: Much more weight Watchers members are women while slightly more men than women in the US are overweight.

73% of men in the United States are overweight, compared to only 63% of women. But memberships in weight loss programs are dominated by women - an estimated 90% of Weight Watchers members are women (Franchisehelp.com, 2017).

Insight 10: African American women are overlooked market of weight loss.

according to Mintel's *Black Consumer's Diet and Wellness – US, March 2016* Report Black adults feel comfortable in their skin and as result are less worried about what society dictates as beautiful or a healthy weight (Mintel,2016).

Black adults have a higher-than-average incidence of having never managed their weight (Mintel, 2017).

Recent national data show that 57.2 percent of Black women and 46.9 percent of Hispanic women are obese compared to 38.2 percent of White women (Flegal et al., 2016).

13.3% of total population of the US identify themselves as “Black” excluding people who combined black identity with others (U.S. Census Bureau, 2016).

SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> ★ A prestige brand image was established by its renown points system in 1997 with over five decades of weight management experience, expertise and know-how. ★ Weight Watchers has its community encouraging each other, posting motivating photos on Instagram, or arranging for in-person meetups. ★ Weight Watchers has its own app which has been a success. ★ New program named WW Freestyle has been launched to allow users to use the program with ease and flexibility. ★ "Live Fully" campaign has successfully reverse the sales and reposition the brand focusing on wellbeing rather than diet. 	<ul style="list-style-type: none"> ★ Membership fee is high. The online membership with access to the app is \$220 per year. Meeting online plus - \$7 per week and personal coaching \$8 per week. ★ Effectiveness of Weight Watchers` weight loss program was weak compared to its competitors. (Gudzune et al., 2015) ★ There are no plus-sized people or black women on Weight Watcher official website.
Opportunity	Threat
<ul style="list-style-type: none"> ★ 2/3 of Americans are overweight or obese. Two decades ago that was only 1/4 of the population. ★ The Weight Watchers' long-term collaboration with Oprah Winfrey ★ In the world of weight loss, Weight Watchers has been ranked 2017's No. 4 best diet overall, the No. 1 best weight-loss diet, and the No. 1 best fast weight-loss diet by U.S. News ★ Fat acceptance movement is a ongoing battle. All this activism didn't make the world more comfortable with fat people or dieting. (NY Times). 	<ul style="list-style-type: none"> ★ Do-it-yourself diet is an intriguing option. People are able to get access to information from online resources and community at zero cost. ★ Vicious competition in the industry is such as Jenny Craig etc. ★ Industry credibility has decreased. In the last decade alone the Federal Trade Commission has brought more than 80 law enforcement actions against companies making deceptive weight-loss claims (Franchisehelp.com, 2017). ★ Dieting fatigue. Willingness of diet has become degraded.

Define the Solution

Launch a campaign targeting black oversized females as a primary target to:

- I. Empower all oversized women
- II. Collaborate with gyms such as Fitness planet to increase the number of meeting places.
- III. Build Weight Watchers yoga and dancing studio for black oversized females in the partner gym only for Weight Watchers members to have fun while exercising.
- IV. Establish “Weight Watchers” as wellness brand and ditch the concept of “weight loss”.

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