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## Company Overview



Burton Snowboards was created by Jake Burton Carpenter in 1977 after he persistently marketed the product to people and ski instructors in the New England area (Heine). The brand became increasingly popular after it was featured in the first snowboarding contest in the US Open in 1982, which is now named after Burton (Heine).

The company's business soon spanned across the United States (US), and in 1985, one of Burton's snowboards was placed in a snowboarding scene in the James Bond movie titled "View to a Kill" (Heine). This exposed the sport to the whole world, and snowboarding soon became the new, rebellious sport across the globe (Heine). Ski resorts, which had previously rejected all snowboarders, began to "tolerate" the rebels' presence in order to build their revenue streams (Heine). And as Carpenter began to apply more ski technology to his boards, the perception of his products became that of the highest quality (Heine).

By 1992, Burton had set up its manufacturing facility in its now-current location in Burlington, Vermont (Heine). In 1995, another facility was built in Japan to cater to the Asian market because demand had increased so quickly (Heine). Other competitors began to rise in the industry, and snowboarding became an Olympic demonstration sport in 1998 (Heine). Snowboarding continued to grow increasingly popular, and by 2002, it had joined the Winter Olympics as a medaling sport (Heine).

As these events took place, Burton began to stock its company with other brands that created snowboarding apparel and equipment and even some surfboarding products (Heine). It now currently owns five sub-brands along with Burton Snowboards: Analog, Anon, Channel Islands, Gravis, and RED (Whitelines Snowboarding). Burton Snowboards owns a considerable percentage of the snowboarding market.



Carpenter's strategy for selling his snowboards from the beginning was to focus on the sport and to sell snowboarding as a sport to consumers, and then sell the snowboards (Heine). This continued until recently, but Burton continues to only put its brand on its own snowboarding products (Heine). The company site itself is designed to market the brand to teenage males through its displays of "drop-beat poetry, young athletic girls, teen party-type activities," and by showing the most recent snowboarding champions (Heine). There is a young, rebellious image but also the enthusiasm Carpenter holds for the sport and the "hip" and cool nature of the company headquarters that the boards represent (Helmich).

Burton Snowboards has valued innovation, passion, and rebellion for snowboarding for its entire life, but has now expanded to include sustainability in both the social and the environmental groups and diversity (Burton Snowboards). It accomplished this socially by creating the CHILL non-profit program that teaches underprivileged kids how to snowboard and by abiding by the Code of Conduct created by the United Nations (UN) International Labor Organization (Burton Snowboards). The company encourages diversity with its continual commitment to women's leadership, shown by its CEO Donna Carpenter (Burton Snowboards). It is environmentally-friendly by following the Sustainable Chemicals Management Policy and by providing free organic products to its employees (Burton Snowboards).

Overall, Burton's reason for being is to find and supply anyone that loves the sport of snowboarding. The brand was invented and continued by someone that is dedicated to the sport and maintaining the purity of the sport. Because of this, owning a Burton snowboard is a promise to consumers to provide an exciting, rewarding experience that makes them stand out in a crowd confidently and subtly, but also gives them plenty of opportunity to connect with others that accept them for who they are.



## Category Information

### Direct Competition



Ride Snowboards is ranked the number two snowboard brand on the page for snowboards on *TheTopTens*, a website that consumers visit to vote for their favorite brands in certain categories, updating daily with each new poll (TheTopTens). Voters are also able to comment on the brands to express their feelings toward the products, and the comments for Ride range from its boards being the “best” and “most durable” to the company having “creative” board designs (TheTopTens). It is second to Burton Snowboards, currently at number one.

Ride has a wide presence on the internet, having accounts on Facebook, Instagram, Pinterest, Twitter, and YouTube in order to connect with the consumer market. Its Facebook and Instagram accounts have the greatest amounts of followers with numbers over 80,000. Its other accounts also have decent followings, and most of the comments on its pages are positive and supportive of the brand. The company is consistently posting new updates and pictures to its social media accounts to keep followers engaged and interested in its snowboards.



Lib Tech is ranked third on *TheTopTens* website, and is a brand that also attracts much attention and support from its followers. Many comments under this brand listing state its boards as being “great,” “magic,” and that “nothing compares” to the product Lib Tech produces (TheTopTens). One of the commenters even delves into the details of how Lib Tech provides riders a “universal” binding that goes with other brands, and with Burton snowboards, people are forced to buy specific Burton binding (TheTopTens).



Lib Tech has social media accounts on Facebook, Instagram, Twitter, and Vimeo. On Facebook and Instagram, Lib Tech has a larger number of followers, both over 117,000. Vimeo has a small amount, most likely due to the social media site's lower popularity, but Twitter is a strong category for the company, as well. It has around 26,800 Lib Tech supporters. Similar to the Ride fan base, Lib Tech's followers post satisfied and enthusiastic comments about the company, and Lib Tech keeps its account current by adding new posts almost daily for people to talk and learn about its products.



The company Salomon Snowboards was ranked fifth on the snowboard scale on *TheTopTens*. The comments underneath this brand talk about its “exceptional” snowboarding products (TheTopTens). People mention that the boots Salomon makes are “comfortable” and that its products are “flexible” and “top-notch” (TheTopTens). Consumers respond to the brand with excitement and optimism.

Salomon has only four official social media sites other than its website, unlike the other competition aforementioned. Its Facebook account has over 530,000 followers, and its Instagram account has around 215,000, the largest numbers of the competitors yet. On Twitter, the brand has about 62,200 supporters, and on YouTube, the number is about 17,000. Of all of the competitive brands, Salomon might be the most popular, but that probably can be attributed to its pronounced presence in the ski industry as well as in snowboarding.



K2 Snowboarding appears sixth in the ranking on the snowboarding list on the website *TheTopTens*. Voters for the brand call it “light” and write about how they are good boards to begin with. Some admit that the board features seem a



bit shaky sometimes, but others state that it is a “quality brand” and its products are “fantastic” (TheTopTens). There is a positive outlook on the brand and the people that follow the brand.

K2 has the most social media interest on Facebook and Instagram. Its Facebook profile has over 93,000 followers while its Instagram account contains around 61,300. The brand also has many followers on Twitter, at a little more than 43,000. Its YouTube account has almost 4,500 subscribers, which is not much compared to some of the other companies listed. Still, the company posts on its accounts often and generates interest and support from the target market.



Seventh on the list of the top snowboarding companies on *TheTopTens* website is Rome Snowboards. Comments about the brand on the site talk about how “durable” the snowboards are and state that Rome boards are the “best boards” the voters have ever had (TheTopTens). Additional statements touch on the boards’ “reliability” and “perfection,” showing how satisfied consumers are with the products made by Rome.

Rome has four social media accounts: Facebook, Instagram, Twitter, and Vimeo. Of the four, both the Facebook and Instagram profiles have the highest amounts of followers, and both range around 79,100 followers. Twitter is also a popular site for the company, with the number of followers reaching over 30,200. Vimeo is, again, the lowest of the social media accounts, reaching almost 1,800 followers for Rome, but this is around a normal number for Vimeo.



## Indirect Competition



The Salomon Group, whose subgroup, Salomon Snowboards, is mentioned in the earlier section about Burton Snowboards' direct competition, can also be known as one of the indirect competitors that Burton has to consider. The company makes various gear for a multitude of sports, including hiking, running, skiing, and snowboarding (Salomon Group). The company is based in the Swiss Alps in France, and for it to have so much popularity in the US implies that it is definitely a competitor in the snowboarding business (Salomon Group).



Another of the top-rated brands mentioned in the direct competition category for Burton was K2 Sports. This company also creates skis, inline skates, and ice skates for the consumer market (K2 Sports). It is based in Puget Sound, Washington, which is in the US and provides a more accessible threat for consumers to consider (K2 Sports). It owns fifteen other brands, Ride Snowboards, the number two on the above list included, which means that it has a wide reach and impact on the consumer market (K2 Sports).



Dynastar is a very popular ski company that competes with Burton for consumer interest. It is contracted with some of the skiing professionals who have used the company's skis for competing during the Winter Olympics (Dynastar). It is a French company, so it may pose less of a threat to Burton depending on the target markets each company focuses on (Dynastar). The accounts that it holds on social media include Facebook, Instagram, Twitter, and YouTube (Dynastar).



Fischer is a worldwide company that creates skis and ski gear. It has been one of the top companies to have its products placed in the World Cup, stating it has sixty-eight percent of “World Cup podium placers” in skiing using its skis to compete (Fischer Sports). It is based in Austria and Ukraine, but this kind of marketing is impactful and definitely creates some competition for Burton (Fischer Sports). It also has accounts on all of the popular social media sites: Facebook, Instagram, Twitter, and YouTube, as well as a Gmail account that it provides for its customers to connect with the company.



Rossignol is a popular company that was not in the list of the top ten on *TheTopTens* site, but was mentioned a bit later for quality. Either way, its snowboards may not be the biggest competitors for Burton, but its skis are very popular around the world. It is based in France and is known for its early success in the 1990s for the first all-metal skis used in the Olympics (Rossignol). It has social media accounts on Facebook, Instagram, Le Club, Twitter, YouTube, and Zupiks (Rossignol).

### **Snowboard and Ski Rental Companies**

Any companies in snowboarding and skiing areas that rent equipment to consumers can also be seen as competitors for Burton Snowboards. For snowboards alone, fifty-nine percent of male and forty-one percent of female snowboarders rented their equipment in the 2014 to 2015 season (SIA Snowsports Industries America). The most popular age group to rent snowboarding equipment is between twenty-four and thirty-five, which are probably also some of the most popular times for people to go skiing because of job stability, more freedom to do hobbies, and physical fitness (SIA Snowsports Industries America).



## **S.W.O.T. Analysis: Burton Snowboards**

### Strengths

- Brand Image
- Celebrity Promotion
- Diversity
- Environmental Sustainability
- Location
- Product Variability
- Research and Development
- Social Media
- Social Sustainability

### *Brand Image:*

Burton Snowboards was the very first snowboarding company to be made, which automatically gives it the validity and respect with which it is viewed by its consumers. But, because of its reputation, it is also seen as a way for people to be spontaneous, rebellious, and exciting. The added fact of it having been featured in a James Bond movie and used by the character himself also makes Burton seem more reliable and like a token of success. The brand shows a love for snowboarding while having a cool, confident factor.

### *Celebrity Promotion:*

Burton has a Global Team of twelve snowboarding individuals that includes “world champions, innovators, and leaders” in snowboarding who are dedicated Burton product users (Burton Snowboards). These connections include men and women, Olympians, such as Shawn White and Kelly Clark, and other famous snowboarders from countries including British Columbia, Norway, Slovenia, and the United States (Burton Snowboards). Being able to state its connection with these types of names in the snowboarding business allows Burton to justify how successful it is and that it produces quality products for its consumers.



### *Diversity:*

The company has locations all over the world to address the needs of clients across the globe. Jake Burton Carpenter himself lived in Austria for an extended amount of time, and was where he set up his first manufacturing site for Burton Snowboards (Heine). Now, it has an extremely diverse Global Team, as mentioned in the former category, as well as a Brand Development Team that works to improve its boards and includes people from Finland, Japan, Switzerland, and the US. This allows Burton to reach consumer demands in varying countries.

Burton also highly supports women in leadership roles in the workplace. Its new CEO is a woman, Donna Carpenter, and it encourages its women employees to share ideas and attend the women's leadership development events that Burton hosts multiple times in a year to gain more knowledge and experience in leadership (Burton Snowboards). It also showed its support during the recent 2017 Women's March on Washington by funding the trip for its women employees that wanted to attend the march (Roenigk). The brand is very supportive of diversity in the workplace and of respecting everyone.

### *Environmental Sustainability:*

Burton has partnered with bluesign in 2011 to ensure it creates sustainable products and protects the environment (bluesign). It holds itself and its suppliers to a Manufacturing Code of Conduct that it created, and has a Green Market Process to consider sustainability in every decision it makes (bluesign). It cleans its waste streams, uses fewer natural resources whenever it can, and does not make its products with any hazardous chemicals or materials (bluesign). The company wants to make sure that everything it creates and its supply chain are healthy for people and the earth (bluesign).



### *Location:*

The Burton Snowboards headquarters is located in Vermont (Burton Snowboards). Vermont is in the upper east side of the US, which is a wonderful location to be headquartered in because of the large amounts of snow that the state receives every year. Here, the company can also easily reach a multitude of consumers that have the right climate for snowboarding as often as possible. Burton also has office sites in Australia, Austria, Canada, California, China, and Japan, making access to these areas more efficient and widespread (Burton Snowboards).

### *Product Variability:*

Along with the wide range of snowboards, Burton sells snowboarding equipment—such as bindings, boots, helmets, jackets, and tools—apparel, hats, pants, and other clothing materials (Burton Snowboards). It also owns five other brands: Analog, Anon, Channel Islands, Gravis, and RED (Whitelines Snowboarding). These brands add casual shoes and surfboards to the list of products available under Burton's ownership (Whitelines Snowboarding).

### *Research and Development:*

Burton is completely committed to innovation and research and development (R&D). It is constantly creating new products and trying to find ways to fix problems or make existing products even better (Burton Snowboards). It is the company that created a way to make snowboards using ski technology so that they would be more agile on the snow (Heine). Burton also recently discovered a way for snowboarders to bind their boots to the snowboards without having to reach down and do it by hand (Pells). The organization is dedicated to finding new ways to make snowboarding more exciting and attractive to consumers.



### *Social Media:*

Burton is the most popular snowboarding company on social media by a long shot. Its Facebook account has over 775,000 likes, while its Twitter and YouTube accounts have greater than 161,000 followers. Its Instagram states it has one million followers. On Pinterest, the company has over ten thousand people following its posts. These numbers show how well-known and respected Burton Snowboards is, and how successfully it is performing in the snowboarding industry compared to its competitors. Every social media account it has is dominating in the business, which is great for Burton's reputation, image, and recognition.

### *Social Sustainability:*

Burton has created a relaxed, laid-back environment for its employees, provides season lift tickets to snowboarding resorts for each worker, and hosts days when the employees can bring their dogs to work called "dog days" (Heine). The business provides leadership development days for its female employees, as mentioned above. It has also begun working with underprivileged kids in its CHILL program to teach them snowboarding, and is starting a new program to bring snowboarding PE classes into Vermont elementary schools (Pursell).



## Weaknesses

- Diversity
- Environmental Sustainability
- Location
- Product Variability

### *Diversity:*

While the diversity that Burton already has is spectacular, there is still a clear difference in the types of people that it is reaching with its ads and products. Much of its focus is on the young, white male population that wants to be rebellious and cool. Burton could expand its market even more by featuring not only more women, but by finding ways to include people of color into its marketing strategy. This is a very big challenge because of the dominance of Caucasian people in snowboarding, but, if Burton was able to find a way to integrate people of color into its advertising plans, it would expand its own customer base and the industry as a whole extensively.

### *Environmental Sustainability:*

Burton stated itself on its website that it decided to focus more on social sustainability than environmental sustainability (Burton Snowboards). One of the most environmentally impactful parts of Burton Snowboards is the fact that it makes its boards out of wood. This is a huge contributor to deforestation and habitat destruction. While it requires its suppliers to only use safe chemicals and materials and follow its Manufacturing Code of Conduct, it still is not reducing much of waste it produces or its energy consumption (Burton Snowboards). It has not been attempting to find alternate forms of energy to work with, or a substitute for wood that the company could use to make its boards.



*Location:*

Though it is located around the world, no one can be everywhere, and one place in which Burton is not as pronounced as its competitors is France. With France containing so much of the Alps, it is a big area for the snowboarding business, and many competitors—such as Rossignol and Dynastar—are based in the country. Burton Snowboards currently has an office located in Austria, but this might not be beneficial enough to win over the French market for the sport.

*Product Variability:*

Burton Snowboards makes snowboards and snowboarding gear, and one of its sub-groups makes surfboards. While its products are of high quality, many other competitors also have high-quality snowboards and make other snow sporting products, like skis, for a larger revenue generation. Skiing is also a popular sport that young people are interested in, and some of the snowboarding coats and boots might also be useful for skiing. Burton misses out on the chance to possibly dominate in this market, as well, by focusing on solely creating snowboards.



## Opportunities

- Diversity
- Environmental Sustainability
- History
- Location
- Products
- Target Market
- Research and Development

### *Diversity:*

Burton Snowboards may have the opportunity to expand its target market by including more of the colored consumers. In order to go in this direction, the company would have to find a way to market to this segment of the market in a way that it would respond positively and enthusiastically to. This might include pushing snowboarding as a sport into more schools in locations where it is feasible, and in more schools that are likely to have a larger minority population. Encouraging adults to pick up the sport is not very likely, but if children are exposed to the sport and encouraged to try it, their interest will grow and move the marketing plan forward with its own fuel.

### *Environmental Sustainability:*

There are plenty of options for Burton to consider for the company to become more environmentally sustainable. Burton could dedicate more of its funds to habitat conservation, animal welfare, or sustainable research. It could begin committing to only using water in its plant, meaning it would clean and sanitize its own waste and recycle it back into the building. It can also work diligently towards using only renewable energy, such as solar panels, windmills, and hydroelectric or nuclear power, depending on what kinds of sustainable energy sources are the best for its locations. It could also find ways to cut its fuel costs with electric cars, and



integrate more efficient heating and cooling systems into its building. Another idea would be for the company to begin looking for alternative solutions to using wood to make its boards. It is very passionate about its R&D, so this project would be an even more challenging obstacle for the company to overcome.

#### *History:*

The history of the company is very impressive and exciting. This could provide a great opportunity for a new marketing campaign, and expose the brand to consumers who are new to the business or do not currently realize how important and special Burton Snowboards is to snowboarding. Burton would even be able to make new boards styled to look like some that may have been taken off the market or those with a more rustic, worn look to signify the history of hard work that has been contributed to make the brand as valuable as it is now.

#### *Location:*

There are always opportunities to expand the business into new locations. This would provide Burton with an even better ability to go head to head with competitors in the same areas and enlighten consumers about its boards. It would also make supplying more of its stores with products easier and possibly use less energy and pollutants in the process.

#### *Products:*

Burton Snowboards already owns other brands to create more products, one of which being a popular surfing brand. Widening its influence by buying or creating a company for additional products, such as skiing or hiking equipment, would be do-able for the company and



probably make the company even more popular. This is just a possibility, because part of the draw of Burton is actually its love for the sport it builds for, and this could create a disturbance.

#### *Research and Development:*

As mentioned before, the R&D team at Burton could influence the snowboarding industry more than it already has by looking into an alternative, sustainable resource for wood with which to build snowboards. They could also begin working on looking for alternative, sustainable materials for the rest of Burton's products. Finding a solution to these problems would definitely change the way snowboarding is viewed by riders and outsiders for the better.

#### *Target Market:*

The target market can always be expanded for a company, if approached correctly. As mentioned before, there is an entire gender and race of people that Burton could look to for additional support, and it could work with these people to make snowboarding an even more popular, respected, treasured sport. Burton currently has products for men, women, and juniors, but there are very obviously more men's products being created. Very much of the image of the sport, even with its celebrity backing, focuses on white, male teenagers (Burton Snowboards). It is very possible for Burton Snowboards to maintain its image of a confident rebel while including other target markets in its marketing techniques.



## Threats

- Competitive Celebrity Promotion
- Competitive Research and Development

### *Competitive Celebrity Promotion:*

Competitors are always threats, but celebrities working with competitors are even more threatening to Burton because people see celebrities as idols. Famous people, especially those famous for the passions of consumers, can have huge influences on the decisions and purchases consumers make, especially when it comes to brands. Burton does currently have many strong athletes in support of its company, but competitions are always taking place and, at any moment, someone unexpected could be on top and another company could take the lead by being in support of that person.

### *Competitive Research and Development:*

Just because Burton is very active in the R&D field and is making headway does not mean the same occurrences are not happening at other companies. There is no way to tell for sure what competitors have in the works, and any day could create a surprise twist in the research world. Burton is doing well to continue fervently with its research program, but the threat of competitive research overpowering the marketing campaigns of Burton products will continue to be prominent for as long as there are competitors.



## **Segmentation**

Market segmentation, or splitting one large, heterogeneous market into groups to be analyzed and then chosen for direct marketing campaigns, is important for businesses because it eliminates the markets that will be ineffective and will waste the time and money of a company (O'Guinn, Allen and Semenik). Burton has done a very good job at segmenting its markets to find those most compatible with the snowboarding business. These segments include demographic segmentation, geographic segmentation, and psychographic and lifestyle segmentation.

### **Demographic Segmentation**

Demographic features that Burton Snowboards caters to has grown over the past few decades. When it first came into being, Burton was aimed more at teenage boys as a way to have fun and rebel against the rules and expectations of everyone around them. Now, Burton has products for men, women, and kids, but a very limited selection for the last two categories than for the first. The brand and its products are still extremely skewed toward the teenage and young adult male market.

Another feature of Burton's customers is that they mainly consist of Caucasians. This can be noted just by scrolling through the Burton website. The people and products are featured in many countries, but there is an obvious segmentation taking place in all of Burton's social media that displays exactly the kind of person the company is segmenting to because those are the main buyers of its products. Burton focusing on people with lighter skin makes sense in this case, although, depending on the location, the company might also show a few Asian people, like those from Japan or China, where it has more manufacturing sites and offices.



The desired education of targets does not seem to be college students, and with good reason. Snowboarding is an expensive sport, and too many college students do not have the money to pay for it. Instead, high school students and adults that are recently out of college but not fresh graduates seem to be the main target for Burton.

Income may not be an obvious trait of buyers of Burton products, but after examining the pricing points of the snowboards and all of the materials that they require, it is implied that the targeted consumer is, at least, part of the higher middle class. Purchasing and maintaining snowboarding equipment, as well as buying ski resort passes to practice on or snowboarding lessons to improve one's skills takes a very large amount of money that eliminates anything less than a middle class citizen.

The marital status of the target market for Burton, based on the above information, ranges from single to newly-wed. Young adults are now included in the target segments, so there is a higher possibility that they are married, although the rising generation of millennials has a lower likelihood of being married within this age range than the older generations did. There is a small window for children in Burton's product line, but their main target is a younger adult couple, or young, single males.

The hobbies of consumers that the company looks for definitely include outdoor activities, especially in the snow. People that love to be active outside and explore are the perfect targets for Burton to advertise to, and they do. Consumers do not have to know how to snowboard—Burton has sections on its websites that label which snowboards are for beginners, intermediate riders, and experts (Burton Snowboards). Having an interest in the outdoors and adventure are the only two requirements for target hobbies that Burton needs to attempt to pull in a new buyer.



## **Geographic Segmentation**

The geographic location of Burton's customers is very important for the company to be careful about. It must ensure that it focuses its efforts on people that live in places that get snow, get a lot of snow, and probably get a lot of snow for a decent chunk of the year. People that live near the mountains or closer to the northern section of Europe, Asia, and North America are the main targets for which the company searches. Countries do not matter—Burton has offices all over the world that can communicate with various consumers around those regions.

## **Psychographic and Lifestyle Segmentation**

This type of segmentation was briefly grazed in the section above on demographics when the consumer hobbies were discussed. It is more focused on the activities, interests, opinions, and motivations of consumers (O'Guinn, Allen and Semenik).

For Burton Snowboards consumers, these activities and interests will be predominantly outside. They also enjoy hands-on activities and experiences, and modes of transportation that require physical effort, such as skateboards and bikes. Even so, they do not have to be outside all of the time, and when they are not on some kind of adventure, they are very relaxed and have the “go with the flow” attitude.

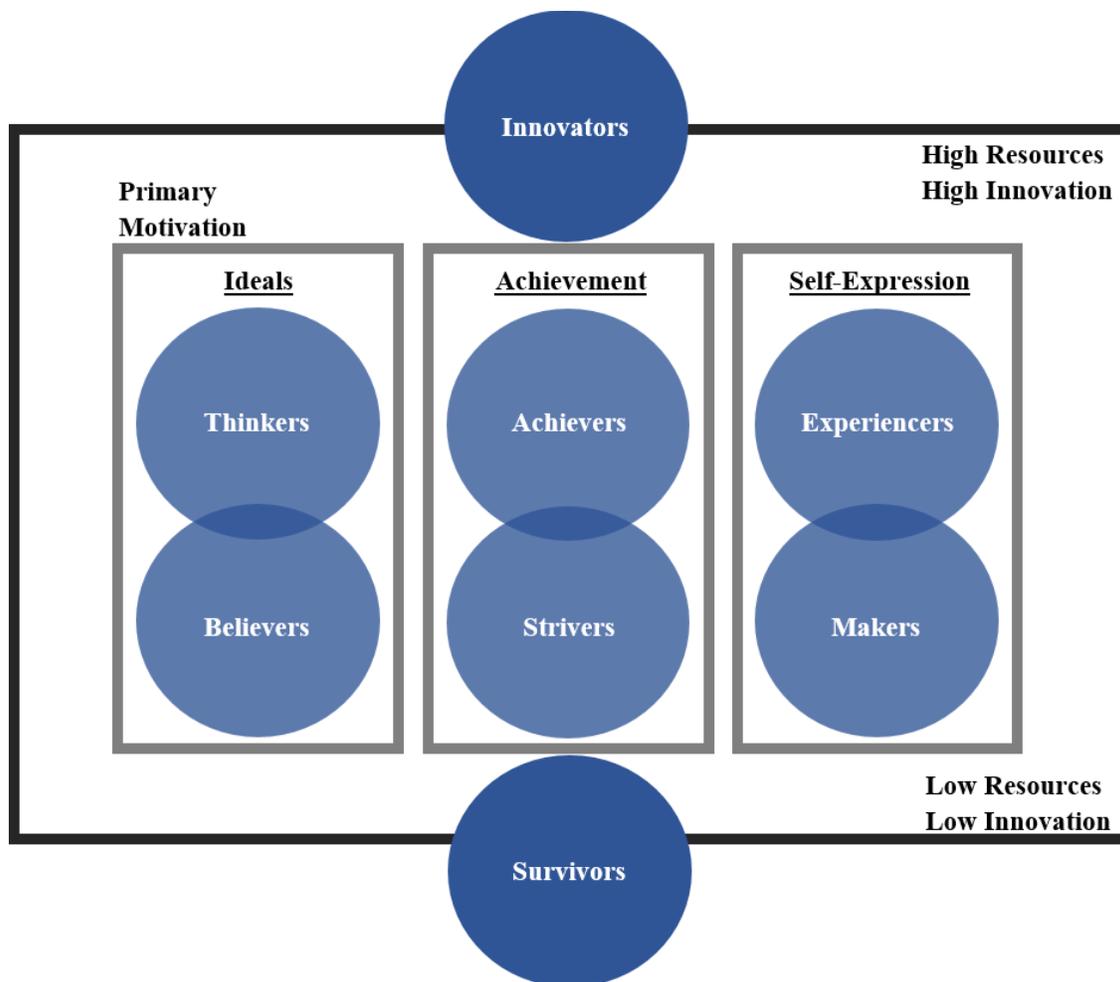
## Values and Lifestyles System (VALS)

VALS is a way to segment consumers by several of the key demographics they display (O'Guinn, Allen and Semenik). The system has eight segments that are separated into three specific categories of primary types of motivation. These categories are Survivors that have the fewest resources and innovation, Believers and Thinkers under the Ideals motivation category,



Strivers and Achievers under the Achievement motivation, Makers and Experiencers under the Self-Expression motivation, and Innovators at the top of the model with high resources and high innovation. An example of the model is shown below (O'Guinn, Allen and Semenik).

*Figure 1: VALS Model*



Using the VALS model, one can select the characteristics of target market snowboarders that Burton aims to please. There are two primary motivations that young snowboarders most likely hold; either achievement or self-expression. Narrowing these down, the bottom two categories, Strivers and Makers, can immediately be eliminated if the consumers already



snowboard. If they do not, they are prime potential customers, most commonly the Strivers, aiming to be something more but not sure what they want.

If they have already begun their journey, as Achievers, they snowboard to achieve greatness and success in something that they can control. As Experiencers, snowboarding is more about the feeling it provides the riders; it is a way for them to be free and to be themselves, hence the Self-Expression categorization. Ultimately, both types of riders are aiming for the highest classification, the Innovator, which many famous snowboarders can be classified as because they have worked and practiced and become innovators for the sport. Innovators create their own tricks and moves and find ways to be more efficient on the board or in the snow. This is why they are idolized and respected in the snowboarding industry—they know what it takes, they, too, went through the steps, and they reached the top using their own strengths and creativity. This is the goal of people who are passionate about snowboarding and of those who purchase Burton snowboards.



## Targeting

From all of the information provided above, it is clear that there is plenty of marketing done by Burton Snowboards to young, white males in locations where snowboarding is feasible for a decent amount of the year. In order to use the celebrity support Burton currently has and the high probability of the campaign's target market being located where Burton's current target market is, Avalanche Advertising will focus on how to advertise to the young, white, female population and encourage more women to become involved in the sport.

While it is possible to expand the market even further by creating interest in more people of color, it is much less feasible and will take a much longer span of time to complete than choosing to advertise to women. As observed before, gaining a higher concentration of minority interest in the sport would have to start at the lowest form of education and grow with children currently in the primary education school system. This is a slow process and definitely does not hold a guarantee of success. The best decision is to recognize the interest that is beginning to stem now, with women, and to use that interest to the advantage of the company in order to increase the consumer share of the company and pass along the passion of snowboarding to even more individuals.

This also supports the company's strong beliefs in equal opportunities for women. Burton is highly supportive of women, so this kind of campaign will be even more beneficial for the brand image, the company, and snowboarding.



## Positioning

Positioning a brand in the minds of the target audience is essential to the success of a campaign. The chosen audience for a new Burton Snowboarding campaign is teenage to young adult women that enjoy outdoor activities and live in areas that receive ample snow accumulation throughout the year to make snowboarding a more justifiable decision. Women do not think the same way men do, so the campaign strategy has to be different than what Burton already uses to attract young men.

Burton will have to revert back to its old ways of marketing the sport of snowboarding before it can market its products. Snowboarding is slowly becoming a more popular women's sport, and Burton's celebrity network demonstrates this, so the company can use the women it works with as a motivator for women in the consumer market. These women include Donna Carpenter, Kelly Clark, Kimmy Fasani, and Anna Gasser (Burton Snowboards). These women could host events for women in leadership that features snowboarding or help teach a class of young girls how to snowboard. This would expose the sport more to women and girls and peak their interest in learning more about it.

The campaign should encourage women to be confident in themselves, their abilities, and who they can become in the future. It should motivate them to test the limits and to break borders and follow their dreams. It should inspire women to try snowboarding and to find out what they can do in the sport, and how they can make an impact in their own lives and in the world. The campaign will not be fluffy and light; it will show that women, too, are hard workers and have what it takes to be Innovators and leaders in whatever they work towards.

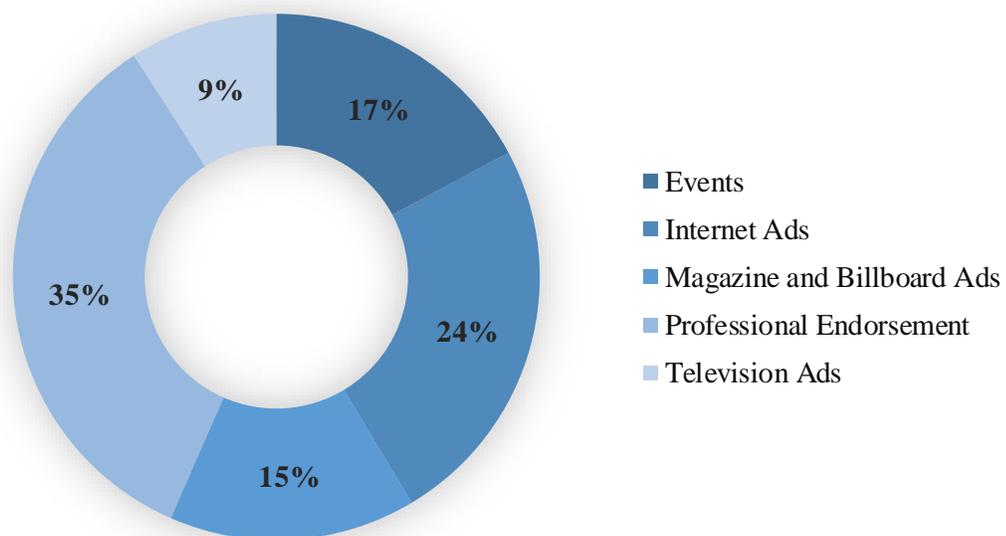


## Media

### Media Mix and Analysis

The mediums that will be used in the campaign include magazine ads, television ads, internet ads, events, and professional endorsement from people—especially women—associated with Burton Snowboards. Below is a display of the proportions of each media type that will be used for marketing the company.

*Figure 2: Media Mix Pie Chart*





### Events (17%)

While gaining new clientele is essential to generating a strong profit, Burton needs to promote to snowboarders who don't necessarily use their product. Events that are broadcasted on television or locally promoted would provide a good brand image and encourage people to take interest in the company. A respectable brand image will promote the company, and the event would spur the word-of-mouth process in consumers to spread more information about Burton Snowboarding. People that know of Burton and the quality of the brand will be more willing to trust the organization and suggest it to others.

### Internet Ads (24%)

The internet is one of the most popular media types for millennial use. This is why the proportion of this kind of advertising will be higher than almost all other types. These ads can be displayed as banners, pop-up windows, short commercials on videos, and in various other forms to spread the word about Burton and snowboarding. By increasing the amount of internet promotion in areas that Burton Snowboards is targeting would influence a great deal more of consumers to be interested in the sport. It would also encourage the target audience to notice and consider the other forms of advertising and the events mentioned above.

### Magazines and Billboards (15%)

Since Avalanche Advertising will be expanding to a broader style of marketing, magazines and billboards associated with and near the target audience should display Burton ads. They should create an idea that will grab the attention of new customers. An ad could feature a professional female Burton snowboarder on top of a huge mountain with text at the bottom saying "Chasing



Hill” or a motivational phrase. The advertisement would have to stand out in order to catch the eyes of the target consumers, so it would need to have a creative layout and a unique color palette that inspires the readers to think about the possibility of being a Burton snowboarder.

#### Professional Endorsement (34%)

For events, a higher value will be placed on professional and celebrity endorsements due to the publicity they offer. Burton’s sponsored females will be recruited, such as Anna Gasse, Kimmy Fasani, and Kelly Clark (Burton Snowboards). The reason professional endorsement will be thirty-four percent of the media mix is because these athletes will be one of the main focal points in the overall marketing of the company. They will be promoted by their images on informative platforms and by events held by Burton (X-Games, Olympics, General Competitions, etc.). The goal is to construct a feeling of a strong, free, and independent woman to the target consumers for the campaign.

#### Television Ads (9%)

Television ads are considered the lowest value for the campaign due to multiple factors. How much revenue in sales are generated depends on the season. In the spring and summer seasons, Burton will receive far less interest because anyone considering snowboarding is less likely to start shopping for a snowboard when the snow starts melting versus someone going into fall or winter. This is something that needs consideration when placing advertisements on television, especially when trying to expand further into a particular group.



## Timing and Analysis

The timing of all of the advertisements will have to be in correspondence to the seasons and to the schedules of the target audience. Below is a visual display of the timing flow that Avalanche Advertising suggests for the new Burton Snowboards women's campaign.

*Figure 3: Flow Chart*

	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.
Events												
Internet Ads												
Magazine & Billboard Ads												
Professional Endorsement												
Television Ads												

The timing of the advertisements, as shown in the flowchart, need to encourage the target consumers to take an interest in the company and the sport. Having the events hosted by Burton during the wintertime will enable the company to show snowboarding competitions or host professionals to perform at the events. Internet Ads should be used mostly during the snowboarding season and in the pre- and post- seasons when Burton wants to encourage people to try snowboarding and when it wants to market its success for the year, respectively. Magazine and billboard advertisements, like internet ads, should run before, during, and after



snowboarding season to have the same effect as the internet marketing. Professional endorsement should begin during the events and continue after the season is over so that the celebrities can discuss their successes and downfalls and provide insight into the life of a snowboarder. Television ads should be used mostly before and during winter to build interest and remind the target market about the sport and about Burton Snowboarding.

## **Campaign Executions**

### **Copy Platform:** Creative Strategy Statement

- Product: *Burton Snowboards*

### The Product

#### A. Primary features and benefits in order of importance

##### a. Features:

- i. Leadership – Burton is passionate about snowboarding and clearly shows the values of the company.
- ii. Celebrity Endorsers – Celebrities show the quality of the boards made at the company and how they will aid in the climb to success.
- iii. Research and Innovation – Constantly improving the service provided to customers and making snowboarding more entertaining
- iv. Community Services – Dedicated to helping the people around the company and supporting their wants and needs.

##### b. Benefits:

- i. Original Snowboarding Company – The business is well-known and respected by snowboarders and other businesses.



- ii. “Rebel” Image – This is attractive to the teenage target market and makes company seem young and untouchable.
- iii. Current Target Market – Burton’s current target market, teenage, white males, helps increase the company’s revenue stream and will make it easier to connect with young, white females in the new campaign.
- iv. Quality Product – The snowboards made by Burton are well-crafted and genuinely good boards for people of all snowboarding levels.

B. Exclusive or unique product attributes for Burton products include:

- a. Every snowboard is hand-crafted and checked by the owner of the business (Burton Snowboards).
- b. The boards have specific bindings that only work for Burton snowboards (TheTopTens).
- c. Many snowboards created by Burton are for a limited time only, so there are only a certain number in the world (Heine).

C. Can product claims be substantiated?

- a. *Yes* – The claims are supported by professional athletes and employees that work for the company as well as consumers of the product.

D. Is the parent company name important? Why?

- a. *Yes* – The name “Burton Snowboards” is important because it is how people realize how special the boards are.

E. Brand value is: *High Status*

- a. It is the father of snowboarding; Burton Snowboards created the sport and was the first business to sell snowboards, so its popularity and status are better than any other’s in the industry, which is even more impressive to new target consumers.



## The Consumer

### A. Consumer demographics include:

- a. Teenage to young adult males
- b. Caucasian
- c. High school students or adults already out of college
- d. Higher middle class
- e. Single or newly-wed
- f. Outdoor interests
- g. Locations with long winters

### B. Consumer psychographics include:

- a. Hands-on
- b. Physical modes of transportation
- c. Go-with-the-flow attitude
- d. Laid-back
- e. Buy what they need to improve previous purchases or fix problems themselves

### C. Consumer needs fulfilled by buying the product include:

- a. The need to experience
- b. Rebelliousness
- c. The need to create something new and undiscovered
- d. Greatness
- e. The need to be different
- f. Freedom



## The Marketplace

A. Major competitors and ranks in the market, as well as their market shares, are:

(TheTopTens)

- a. Lib Tech
  - i. Rank: Second
  - ii. Market Share: 7.3%
- b. Ride
  - i. Rank: Third
  - ii. Market Share: 6.2%
- c. K2 Snowboarding
  - i. Rank: Fourth
  - ii. Market Share: 5.8%

B. Any competitive advantages or disadvantages of competitor snowboard companies are:

- a. Lib Tech
  - i. Advantage – Lib Tech has a DIY snowboard template where consumers can design their own snowboard before purchasing it (Lib Tech).
  - ii. Advantage – Lib Tech sells universal snowboard bindings (TheTopTens).
  - iii. Disadvantage – Lib Tech focuses on more sports than just snowboarding; it also sells skis, skateboards, and surfboards (Lib Tech).
  - iv. Disadvantage – Lib Tech does not even have a women’s section for its snowboarding products (Lib Tech).
- b. Ride
  - i. Advantage – Ride also has universal bindings, unlike Burton (TheTopTens).
  - ii. Disadvantage – Ride has a very small selection of women’s snowboards (Ride Snowboards).
- c. K2 Snowboarding
  - i. Advantage – Because it is in the ski business, K2 has better access to these potential snowboarding customers.
  - ii. Disadvantage – K2 is better known for its ski products.



C. The position of Burton products in the market:

- a. *Significant Improvement over Similar Products* – Because Burton boards were the first to be created, it has the honor of being the original snowboarding company. Its continual innovation to make snowboarding easier and better for participants also improves many of its snowboards' features over competitors.

D. Pricing position of Burton Snowboards compared to the competition:

- a. *Comparably Priced* – The price ranges for the boards are all within the same area, from high \$200's to low \$1,000's.

Creative Strategy

A. The “One Thing:”

- a. *Rebellious Women in Leadership Roles*

B. Significant facts or statistics about Burton snowboards, consumers, or the market:

- a. More than fifty percent of snowboarders in 2015 ranged in age from thirteen to thirty-four (SIA Snowsports Industries America).
- b. Burton is very supportive of diversity and exploration, as well as women in leadership roles and helping more women be successful.
- c. Burton's current consumer market consists of teenage and young adult white males, with very small numbers of women and children.



## Traditional Advertising

### Television Spot

#### *Script*

- Music: "I Am" by AWOLNATION

### 30 Second TV Spot

#### "Breaking BOARDers"

\*MUSIC BEGINS IN BACKGROUND\*

\*GLASS SNOW FALLS SLOWLY AGAINST A SNOWY MOUNTAIN BACKGROUND\*

\*WAIT 3 SECONDS\*

\*TEXT APPEARS NEAR BOTTOM OF THE SCREEN IN LARGE, BLACK LETTERS IN  
**EDO** FONT\*

\*SCREEN BEGINS FADING TO WHITE WITH TEXT\*

TEXT: Breaking borders is for the (*Disappears after 3 seconds with snow scene*)

\*WHITE SCREEN CHANGES TO WOMAN FIXING GOGGLES ON BURTON SNOWBOARD ON MOUNTAIN. SHE LOOKS WORN BUT DETERMINED\*

TEXT: BELIEVERS (*Disappears after 3 seconds with goggle scene*)

\*SCENECHANGES TO WOMAN DOING A SNOWBOARDING TRICK IN THE AIR\*

TEXT: ACHIEVERS (*Disappears after 3 seconds with flip scene*)

\*SCENE CHANGES TO KELLY CLARK WINNING AN OLYMPIC MEDAL\*

TEXT: INNOVATORS (*Disappears after 3 seconds with medal scene*)

\*SCENE CHANGES TO BURTON CEO WORKING IN OFFICE\*

\*"LEADERS" TEXT IN LARGER FONT THAN BEFORE\*



TEXT: LEADERS (*Disappears after 3 seconds with office scene*)

\*SCENE CHANGES TO QUICK-MOVING SNOWBOARDING VIDEOS OF WOMEN\*

\*EACH VIDEO THROWS MORE SNOW ICE ON THE SCREEN THAT CRYSTALLIZES MORE  
AS WORDS APPEAR\*

\*TEXT APPEAR IN LARGER BLACK EDO FONT IN MIDDLE OF SCREEN, ONE AT A  
TIME, EVERY 1 SECOND\*

TEXT: BREAKING

BOARDERS

IS

FOR

\*SNOW ICE COVERS SCREEN COMPLETELY\*

\*TEXT APPEARS IN LARGE WHITE WRITING IN BURTON FONT\*

TEXT: BURTON. (*Text shatters the screen ice and disappears after 2  
seconds*)

\*MUSIC ENDS ON FINAL NOTE WITH "BURTON"

\*SCREEN GOES BLACK\*

\*BURTON LOGO APPEARS IN MIDDLE OF SCREEN WITH TEXT\*

TEXT: Burton Snowboards (*Disappears with logo after 3 seconds*)

\*TEXT APPEARS IN GREY *Atleron Thin* FONT IN MIDDLE OF SCREEN\*

TEXT: #BREAKINGBOARDERS (*Disappears after 3 seconds to black screen*)

**END SPOT**



Storyboard





Print Advertisement

AVALANCHE ADVERTISING 

# BREAKING BOARDERS

FOR THE BELIEVERS  
ACHIEVERS  
INNOVATORS  
LEADERS.

 #BREAKINGBOARDERS



Outdoor Board

**BREAKING BOARDERS**

IS FOR **BURTON.**

**BURTON**

#BREAKINGBOARDERS

AVALANCHE ADVERTISING



## **Cause Marketing**

When companies perform cause-related marketing, they send out marketing messages that associate the organization with and show that it is supportive of specific philanthropic activities (O'Guinn, Allen and Semenik). This specific kind of marketing allows businesses to connect with specific consumers and touch their hearts as well as their minds. It also shows that the company is compassionate.

The cause that Avalanche Advertising suggests Burton Snowboarding supports with this campaign is Planned Parenthood and informative sexual education. This is a direct connection to women and millennials today. It makes perfect sense to sponsor a cause that relates to every consumer included in one's target market. Planned Parenthood protects women and their rights when it comes to sexual health, which is much like Burton's latest backing of the women's March on Washington during 2016.

Becoming involved in supporting Planned Parenthood will start with Burton sponsoring and possibly hosting events for the cause. It can help pay for commercials and other advertising created by Planned Parenthood, and invite employees of the cause to come to its other snowboarding events and set up information booths or give a short speech. The company could use its involvement with Planned Parenthood to help make women more informed about what it offers and the benefits of the program. This would educate more women on the subject and allow them to make more knowledgeable decisions. And, if this cause gained more steam, Burton could use it to connect with allowing more health care knowledge to be taught in schools in countries across the world so that even more women have access to important health education.

Supporting Planned Parenthood will provide some backlash from people that highly disapprove of the program, but that opinion will come with many philanthropic efforts for one



reason or another. Burton must continue to support what it believes in, and powerful, educated women are one of these things. Planned Parenthood cause marketing will be a great way for the company to expand its reach and impact on society.

### **Experiential Marketing**

Experiential marketing, also known as event marketing, helps companies build and host events that attract consumers and provides the company a way to re-brand or introduce new campaigns. Using this marketing strategy is beneficial because it allows consumers to actually be involved and active in the advertising techniques that the company uses and they are able to gain an experience out of it. People are more likely to enjoy and cherish the impactful things that they participate in than just watching or seeing something impactful take place.

These kinds of events were briefly mentioned above when talking about the timing and analysis of the media mix that the Breaking Boarders campaign would have. Avalanche Advertising suggests that these should happen mostly in the winter season to correspond with the snowboarding season, and they could feature some snowboarding lessons, celebrities in the business, and games and concerts to support the campaign and its message to women. This would also be a great way to televise and spread news about Burton Snowboards and the campaign.

This kind of marketing will be a great way to get the target consumers involved and a wonderful way to analyze how well the campaign is affecting and influencing them. It could be informative for both Burton and women across the country, and would help Burton get to know its consumer market even better.



## **Social Media Marketing**

Social media marketing is one of the most common and well-known techniques in marketing, and is one of the best ways to reach the millennial generation nowadays. The youngest generation is the most computer literate and the most active user of technology of all different kinds. The internet is the millennial generation's main source of information, other than word-of-mouth. In order for any advertising campaign to be successful, it must implement social media marketing into its plan and must make it a large part of the plan.

Avalanche Advertising understands this and suggests that Burton follows this knowledge. Creating a large social media platform would include making advertisements for all of its own social media accounts—Facebook, Instagram, Pinterest, Twitter, YouTube—as well as others that it may not come into contact with often, such as Tumblr and Vimeo. An even better way to connect with these accounts would be for the company to begin using them, which is a strong suggestion by Avalanche Advertising but not necessarily required.

As well as doing this, Burton will have to update its own website in support of the campaign and create displays and banners for Yahoo and Google. It will also have to make creative ways to encourage consumers to spread the message and share its campaign advertisements on their own accounts. Using Burton's connection with Planned Parenthood, celebrity endorsers, popular events (perhaps the upcoming Winter Olympics), and other popular spokespeople that the company can attract will definitely help set the course for consumers to spread the word.

This concept will be one of the most difficult ones to make into a successful campaign, but it is very possible. There is a wide range of consumers that the company can successfully target by walking through these steps, and utilizing social media will be essential in doing so.



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