



## Jell-O Rebranding Semester Project

PART ONE: Brand Audit and Analysis

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## BRIEF 125 YEAR HISTORY

One key mark of a brand's ubiquity in culture is if the brand name is adopted into the common language. Jet Ski, Bubble Wrap, Jacuzzi, Crock-pot, and our brand focus—Jell-O—are all commonly used to describe the generic product where these brands dominate. Yet, Jell-O has gone a step further in being adopted into colloquial phrases like saying “my legs turned to Jell-O” (“Legs turned”, 2021) when someone is unsteady or “etched in Jell-O” to describe shaky plans (Schmit, 2021).

Having over a century's hold on a product category, it makes sense that Jell-O has infused itself into American vernacular. Jell-O was invented in 1897 (Lowe, 2001) in LeRoy, New York (O'Toole, 2004). Gelatin had been around much longer but was considered a luxury for the tastes of Napoleon Bonaparte and Richard II. In part, this was due to the laborious process of extracting gelatin from animal products—a process that could take over 10 hours. Throughout the 1800s, gelatin started to become commercialized by Jell-O's early competitors who were selling flavorless powdered gelatin, like Knox. Pearle Wait changed the gelatin industry when he decided to add color and sweetener, making it one of the first commercial, convenience foods in the United States (Wyman, 2001). Throughout its history, the popularity of gelatin desserts has predominantly been in North America (Lowe, 2001).

With a long history, the marketing journey of Jell-O has spanned generations. The company used salespeople to deliver free Jell-O cookbooks to households and who would sell products to the local stores. At the turn of the 19th century, a blonde-haired, blue-eyed child called the Jell-O girl was the focus for the first Jell-O advertisement (Wyman, 2001). The company used this character to supplement the Jell-O

cookbooks—as well as recipe and story inserts—that were issued monthly. This character helped Jell-O form its early brand imagery as family-friendly, playful, and simple enough that children could make it (“The Jell-O Girl Entertains, n.d.”).



When my mother said I could help, I could just feel my curls climbing on top of my head and my frock growing longer and longer. I was so excited!  
First we went to buy the party things. Jell-O, of course, because it's good. And it's pretty, too—you have to think of that for a party.  
There was Raspberry, Lemon and Orange Jell-O, and when we got home we made Neapolitan Jell-O. The way we did it is called a rec-i-pe.

From *The Jell-O GIRL ENTERTAI NS*, n.d. apart of the Alexander Street Ephemera Collection (Provided by Lizzyyoung Bookseller, <http://lizzyyoungbookseller.com/>), Alexander Street. Retrieved from Food Studies Online database.

Nostalgic American illustrator Norman Rockwell began designing Jell-O advertisements in 1924. Through his art, Rockwell continued to build upon the same brand attributes promoted through Jell-O Girl (Denny, 2012). The company lived through multiple wartimes and prospered as it marketed its points of difference in the first and second half of the 20th century. Unlike other desserts, it required no additional sugars or supplies, making it an affordable and accessible dessert during times of food scarcity as a byproduct of war (Wyman, 2001).

After decades of success, competitors began to rival Jell-O sales and forced the company to lower its gelatin price in the 1930s. This is also around the time Jell-O introduced a new product: pudding. With sales slumping, Jell-O began marketing over the radio through the comedian Jack Benny's Sunday comedy hour that birthed the

infamous J-E-LL-O jingle, as well as establishing funny: a new brand image (Wymna, 2001).

Throughout the 1950's and 1960's, Jell-O salads and molds soared in popularity. The company continued using comedians for marketing, including Johnny Carson and Lucille Ball, while also expanding flavor options. By the early 1980's, the brand began to see another decline in sales from changing cultural norms of women working outside the house, the ever-expanding convenience foods product landscape, and the growing concern of processed food's impact on health (Wyman, 2001).

The 1990's offered another peak in the Jell-O brand's history. In the late 1980s, studies showed that nearly half of Jell-O sales were to be used in specific recipes. Combined with the company struggling to attract younger demographics, the Jell-O's marketing team began trial recipes that they could share directly with consumers via in-store advertising. The answer: Jell-O jigglers. This stiffer gelatin dessert recipe embodied the brand imagery in a simpler recipe, that used more gelatin, and could be marketed with "jiggler" cutters. The jigglers campaign led to a 47% increase in Jell-O sales. To further Jell-O's success in the 1990s, Bill Cosby joined as the official spokesperson of the brand, with his commercials often featuring live interactions with kids, capturing the natural humor children provide. In 1997, Jell-O celebrated its 100th birthday with a marketing campaign and new champagne flavor (Wyman, 2001). The partnership of Jell-O and Bill Cosby is one of the longest celebrity endorsements in American advertising history, lasting 29 years. (How Jell-O went from a holiday dinner staple to having slipping sales, Business Insider, Kim, Houston, 2020.)

Today, the brand is owned by the food giant The Kraft Heinz Company (JELL-O, 2022). The parent company's "net income increased from \$356 million to more than \$1 billion" from February 2021 to February 2022 (Hilkner, 2022). As of the year 2021, Jell-O remains the top-grossing brand of refrigerated pudding, mousse, gelatin, and parfaits ("Top Brands", 2021). Yet, there is barely a mention of the Jell-O brand in recent years in databases and library materials. In January 2022, a British Columbian columnist lamented not seeing Jell-O salads in the past decade (Arendt, 2022). Since the beginning of 2020, the parent company has not invested in much marketing via social or online platforms. The only mention of Jell-O marketing within the past year was in honor of the 16th anniversary of The Office, where Jell-O released a limited-edition stapler mold prank kit (Spary, 2021). For a brand that has outlived most humans of its time, it's unlikely to see a 125th birthday celebration this year, in 2022.

## **BRAND OVERVIEW**

### **Product Attributes and Benefits**

Jell-O offers multiple products under its brand including play and eat kits, cake and pie fillings, pudding mixes, refrigerated snack cups, no-bake dessert mixes, and more.

There are 51 pudding mix options offered that range in flavor varieties (chocolate, chocolate fudge, etc.), nutritional content (sugar-free or real sugar), style of preparation (instant mix or cook & serve), and quantity of mixes per box. Similarly, there are 50 gelatin mixes with similar attribute variations. This variation in options attracts different customer segments to the products that meet their needs.

Refrigerated snack cups come in packs of four or in value packs of eight cups. This packaging follows a similar color-coding system: all sugar-free products are highlighted with a blue circle, drawing attention to nutritional facts, while the sugar-filled products have a green circle with facts and a red semi-circle with “original” at the top of the packaging. All pudding refrigerated snack cups have an image previewing a swirled surface of the pudding flavor it contains, while the gelatin snack cups feature a fresh fruit representing the flavor contained inside. This difference in imaging implies the gelatin Jell-O product is a healthier snack option while categorizing the pudding Jell-O product as a dessert.

For the boxed mixes, the natural flavor product line uses the tagline “simply good” and features natural elements like a silhouette of grass hosting the phrase “NO artificial flavors, dyes, or preservatives.” The cook-and-serve pudding mixes have an image on the box of the pudding in a bowl with a spoon in it, while the instant pudding mixes only have the picture of the pudding with no spoon. The box mixes with regular sugar content are in color packaging that matches the color of the mix flavor, while the sugar-free mixes are in blue packaging. The regular sugar mixes note on the front label that they have “No artificial sweeteners and no high fructose corn syrup.” There is a small picture of what the flavor is listed next to the flavor text, ex. lemon pudding has an image of a lemon.

No-bake dessert mixes are offered in three desserts—cheesecake, pie, and dessert kit mix—in a total of eight flavors—classic, homestyle, cherry, and strawberry cheesecake, pumpkin pie, and Oreo, S’mores, and Candy Cane cheesecake filling. Each box serves six slices and contains 11.01 ounces. This product aligns with the

brand's homestyle roots of using the Jell-O ingredients to make a shareable dish, while catering to a demographic with a simple—yet delicious—no-bake recipe for those who don't bake often or don't have excessive time.

Cake and pie fillings are available in four classic flavors—vanilla, chocolate, lemon, and banana cream—for consumers who want to make a large serving size of pudding or pie filling. Similar to the no-bake dessert mixes, the cake and pie fillings serve six slices. On the left side of the box says "Cook & Serve," acknowledging that this product does require prep before serving, but in a two-step way that's easier and quicker than homemade filling.

Jell-O offers a variety of Play Kits that incorporate additional product features like molds and edible decorations. These products have the word "Play" in comic-style font within a green speech bubble. The play products typically have cartoon-like images of children doing activities.

### **Points of Parity & Points of Difference**

Jell-O brand products have competitors in the gelatin and pudding product category but are also in competition with other convenience dessert mixes.

Gelatin and Pudding Product Category	
Points of Parity	Points of Difference
Similar price points to other branded gelatin and pudding products	Brand name dominates the industry (via history & brand awareness)
Similar nutritional phrases and ingredients like no artificial sweeteners, no high fructose corn syrup	Flavor varieties: 51 pudding flavors and 50 gelatin flavors
Inactive brand social media accounts for gelatin and pudding companies	Offers both cook and serve and instant pudding mixes
Can mold and sculpt gelatin into shapes, cakes, and statement pieces	Popular, cultural association among college students, tailgating, and pregaming events (Jell-O shots)
Uses brand extension, using other brands as flavors of gelatin and pudding like Jolly Rancher gelatin	Sugar-free products
Strong artificial flavors	Ready-to-eat products
Similar small cardboard box packaging	Available at most grocery and convenience stores
	Offers two sizes of mixes, small and large

Convenience Dessert Mixes	
Points of Parity	Points of Difference
Sugar-free products	Brand name dominates the industry (via history & brand awareness)
Similar price points to other dessert mixes	Flavor varieties: 51 pudding flavors and 50 gelatin flavors
Similar nutritional phrases and ingredients: no artificial sweeteners, no high fructose corn syrup	Sell kits that include molds and gelatin packs
No-bake dessert mixes require additional	Inactive Jell-O brand social media

ingredients like milk and butter	accounts
	Mold and sculpt into shapes, cakes, art, etc.
	Gelatin mixes don't require any additional ingredients
	Available at most grocery and convenience stores

## Distribution Strategy

Jell-O has a hold on the consumer gelatin and pudding mix market. It sells products directly to consumers and serves the foodservice industry with bulk options. The consumer sales are mostly at traditional grocery locations and discount stores.

It is the primary pudding and gelatin brand in most big box stores like Walmart, Target, and Meijer. These stores typically feature discount private label gelatin and pudding mixes, as well as one or more popular competitors like Jel Sert, Knox, and Royal.

Jell-O seems to have a monopoly on gelatin and pudding mixes available at discount and convenience stores like Dollar General, Dollar Tree, and Family Dollar. These stores do not offer any other brands. Jell-O is not commonly found at stores that typically market health and specialty food options, like Trader Joe's, Whole Foods, Horrocks, or Aldi.

Consumer Jell-O products are also available online through the Jell-O store on Amazon. For institutional and foodservice use, KraftHeinz offers wholesale packaging and quantities via online wholesale platforms like Amazon, DOT Expressway, Food Service Direct, and WebstaurantStore.

## Pricing Strategy

Jell-O maintains a competitive pricing strategy. It typically falls in the middle to the high end of the price scale for its products. Private label, store brands are the only competitors that offer significantly lower prices than the branded products in these categories. Jell-O's brand extension products like the no-bake Oreo dessert or Jolly Rancher gelatin are offered at slightly higher price points than the traditional Jell-O brand desserts.

Pudding Mix Pricing Comparisons 4.5 Cup Servings	
Great Value	\$0.79
My*T*Fine pudding (Jel Sert)	\$0.99
<b>Jell-O pudding</b>	<b>\$1.19 (\$1.49 for 6.5 cup servings)</b>
Dove pudding (Jel Sert)	\$1.22
York and Hershey's pudding	\$1.29
Sonic pudding (Jel Sert)	\$1.39
Godiva pudding	\$1.69

Gelatin Mix Pricing Comparisons Varied Cup Servings	
Meijer gelatin	\$0.39 (4.5 cup servings)
Great Value gelatin	\$0.62 (4.5 cup servings)
Welch's gelatin (Jel Sert)	\$1.17 (6.5 cup servings)
<b>Jell-O gelatin</b>	<b>\$1.19 (4.5 cup servings)</b>
Sonic gelatin (Jel Sert)	\$1.26 (6.5 cup servings)

Starburst gelatin (Jel Sert)	\$1.29 (6.5 cup servings)
Super C gelatin (Jel Sert)	\$1.34 (4.5 cup servings)
<b>Jolly Rancher gelatin (Jell-O)</b>	<b>\$1.48 (4.5 cup servings)</b>
<b>Jell-O gelatin</b>	<b>\$1.49 (8.5 cup servings)</b>
Jel Dessert [Vegan]	\$2.29 (4.5 cup servings)
Dofu agar-gelatin	\$2.45 (10.5 cup servings)
Simply Delish [Vegan]	\$2.79 (4.5 cup servings)

No-Bake Dessert Mix Pricing Comparisons Varied Cup Servings	
Meijer cheesecake	\$1.99
Tylina Sweetshop Cheesecake	\$2.24
<b>Jell-O Cheesecake/Oreo dessert</b>	<b>\$2.16 - \$3.64</b>
Crafty Cooking Kits Cheesecake	\$4.98

## Integrated Marketing Communication Strategy

When beginning to dig in deeper to get an idea of Jell-O's marketing communication strategy, it appears that the KraftHeinz company has let the Jell-O brand coast on their dominant brand recognition. Jell-O does not have its own website, when typing in Jell-O.com, you are redirected to myfoodandfamily.com which is a site affiliated with the KraftHeinz company. This site shows you the products offered by Jell-O and provides recipes. There are links at the bottom of the page that allow you to explore the KraftHeinz company more along with the other brands that are offered. The list of Jell-O products on the website has not been updated to eliminate discontinued products, nor does it distinguish which products have been discontinued. The site offers

options to buy the product and redirects consumers to retailer locations. Often, many of these retailer links send you to stores that are not currently carrying the product viewed on the Jell-O product pages.

Jell-O does have social accounts including Twitter, Facebook, Instagram, Pinterest, and Youtube. Unfortunately, there has not been any activity on these accounts lately. The last tweet was from March of 2021 and before that, August of 2020. Facebook has also not had any updated content since August 2020 along with Instagram. Youtube has not had any new content in 4+ years. Out of all of their social accounts, Facebook and Pinterest contain the most followers but little engagement due to inactivity and inconsistency with content updates. Content that has been shared in the past consisted of products, recipes, and being family-oriented and fun for kids. We feel there is also an opportunity in knowing what to share and what will engage their followers.

A few years ago, Jell-O launched Jell-O Play which was a kid-friendly way to make Jell-O products and bring the family together. Products offered were Jell-O cutters, edible stickers, and slime, and build and eat kits. It appears that this product may have not been very successful as one cannot really find these products anywhere. When going to the site, it appears outdated and abandoned. Jell-O Play had social accounts at one point, and you could access them from the website but they no longer exist. We find it strange that the social accounts have been shut down, but the website is still up, similar to the Jell-O social accounts, there is no updated content.

The Jell-O brand also appears to have done little in terms of print, radio, and broadcast advertisements. KraftHeinz does not report out the marketing media mix or

marketing spend on the brand Jell-O. It also does not report out sales of its particular brands so it is difficult to determine the strength of Jell-O as a brand from the available resources.

Overall, Jell-O/KraftHeinz has a big opportunity with a marketing communication strategy. Jell-O may be the leading brand in the gelatin industry, but the Jell-O brand can be easily confused with competitors. The company cannot rely on the longevity of the brand to continue any form of brand loyalty or strength, especially as generations are growing and changing. There has to be a strong integrated marketing communication strategy in order to keep the brand moving.

### **Jell-O CBBE Survey Distribution and Results**

The Jell-O CBBE survey was open for a two-week period and had 152 participants. The survey was distributed through various outreach methods. Participants were recruited through texts, emails, messaging platforms, social platforms, and a Grand Rapids neighborhood Facebook group.

The target was to capture a sample population representing different age groups, genders, ethnicities, and lifestyles, like individuals with families or dietary restrictions.

<b>Jell-O CBBE Survey Demographics</b>		
<i>Respondents who have used Jell-o products in the last 12 months (88 respondents)</i>		
Gender	Female	82%
	Male	13%
	Prefer not to say	3%
	Non-binary/Sel-describe	2%

Age	18-14 years old	4%
	25-34 years old	30%
	35-44 years old	32%
	45-54 years old	12%
	55-64 years old	11%
	65 years old or older	8%
	No response	3%
Marital Status	Divorced	5%
	Married	65%
	Single	28%
	Widow	2%
	No response	0%
Number of Children	0	48%
	1	18%
	2-3	30%
	4 or more	3%
	No response	1%
Household Income	\$15,000-\$24,999	2%
	\$25,000-\$34,999	5%
	\$35,000-\$49,999	16%
	\$50,000-\$74,999	17%
	\$75,000-\$99,999	25%
	\$100,000-\$149,999	12%
	\$150,000-\$199,999	11%

	\$200,000+	4%
	No response	8%
Employment Status	Employed full-time	52%
	Employed part-time	18%
	Unemployed	7%
	Retired	16%
	No response	7%
Education Level	Less than high school graduate	1%
	High school graduate	5%
	Some college	11%
	Bachelor's degree	56%
	Advanced degree	26%
	No response	1%
Race	Asian/American Indian or Alaska Native/Native Hawaiian or Pacific Islander	0%
	Black or African American	2%
	White	85%
	Two or more races	4%
	Prefer not to say or no response	8%
Hispanic/Latino	Yes	7%
	No	86%
	Prefer not to say or no response	7%

How frequently did you use or consume Jell-O products in the last year?

Once or more per week	0.0%
3–11 times	26.45%
Once per month	4.13%
Once or twice	44.63%
Never	24.79%

How do you feel about the Jell-O brand's look, feel, and other design elements?

Like a great deal	14.05%
Like somewhat	20.66%
Neither like nor dislike	58.68%
Dislike somewhat	4.13%
Dislike a great deal	2.48%

What is your overall opinion of this brand?

Extremely good	25.83%
Somewhat good	40.0%
Neither good nor bad	23.33%
Somewhat bad	8.33%
Extremely bad	2.50%

What are your favorite products?  
Select your top three.

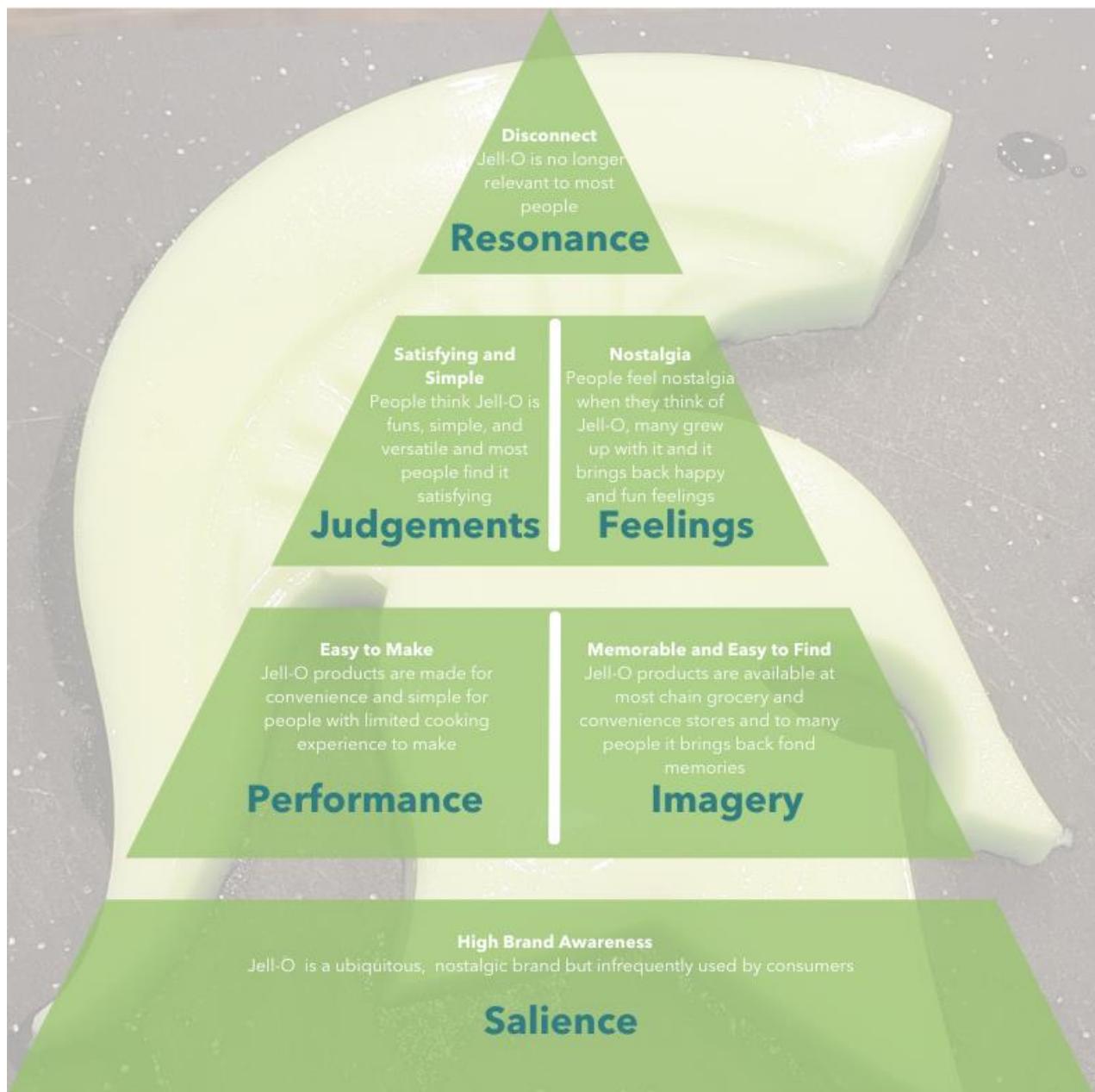
Box mixes	11.18%
Cheesecake desserts	8.07%
Gelatin	22.36%
Pudding	29.19%
Snack cups	17.39%
Sugar-free gelatin	4.97%
Sugar-free pudding	5.59%
Other	0.62%
Not sure	0.62%

To what extent do the feelings listed below come to mind when you think of Jell-O?

	Comfort	Excitement	Fun	Happy	Nostalgia	Playful	Warm
To a great extent	30%	7.63%	23.33%	20%	49.17%	23.33%	5%
Somewhat	36.67%	37.29%	50.83%	52.5%	34.17%	45%	24.17%
Very little	15%	33.05%	14.17%	15%	9.17%	19.17%	37.5%
Not at all	18.33%	22.03%	11.67%	12.5%	7.5%	12.5%	33.33%

## CONSUMER BASED BRAND EQUITY

### ***Brand Resonance Pyramid***



## SALIENCE

Based on our survey results, it's fair to say that Jell-O has decent brand salience but there is room for improvement. According to our text, brand salience measures various aspects of the awareness of a brand and how easily and often the brand is evoked under various situations or circumstances (Keller & Swaminathan, 2020). Of the survey respondents, 39% were moderately familiar with the brand and 44% have only consumed Jell-O products once or twice this year. It seems the biggest opportunity will be through brand advertisement as 50% of our respondents have not seen any ads for Jell-O products in the last 12 months. While 65% of respondents view Jell-O as a dessert, 61% of respondents also view it as a snack.

**Survey Jell-O Associations Word Map**



## PERFORMANCE

Brand performance is important because it can tell us how well Jell-O can meet the customers' needs. We asked our respondents how they felt about Jell-O's look, feel, and other design elements. Of the total responses, 58% responded neutral, 34% responded positively to the overall appearance and elements, and few responded negatively. We also asked our participants if they have ever made Jell-O products before and if so we wanted to know how easy or difficult it was. Of the respondents, 91% have made Jell-O products previously and 87% of them found it to be not challenging at all to make.

## IMAGERY

In our survey, we asked our participants a few different questions related to brand imagery. These questions were related to product availability in most grocery and convenience stores, the diversity of use of Jell-O products, and ranking two different statements, "I grew up with Jell-O" and "Jell-O brings back pleasant memories".

A total of 92% of participants said Jell-O was available at most grocery and convenience stores while the other 7% were not sure of the brand's availability. When asking if Jell-O can be used in a lot of situations, 43% of respondents answered yes, 33% answered no, and the remaining 23% were not sure. We also found that most of our respondents either somewhat (48%) or to a great extent (44%) grew up with Jell-O while the remaining 9% was little to not at all. Most of our respondents (43%) somewhat agreed that Jell-O brought back great memories, 34% agreed to a great extent, and the remaining 23% agreed to very little or not at all.

## JUDGEMENTS

In our survey, we also wanted to uncover what people truly thought of Jell-O, especially when thinking about quality, credibility, consideration, and superiority. We wanted to know how satisfying Jell-O products were and most of our participants thought that the products offered were satisfying to some extent. We were also interested in our participants' overall opinion of the brand. Results showed that 65% of participants thought positively towards the brand while 23% were found to be neutral, and the remaining 11% thought negatively towards the brand.

For the respondents that like the brand, a lot of them responded that they like how easy and convenient Jell-O is to get and make. It's simple and straight-forward and offers a variety of flavors and products. Below is a word map of the responses provided as to why they like the brand.

## ***Why People Like Jell-O Brand Word Map***



The respondents that thought negatively of the brand, stated that they don't like the products because they don't find it nutritious and they don't like the fake coloring that is

added into Jell-O. Below is a word map of the responses provided as to why they don't like the brand.



Overall, most respondents felt that the makers of Jell-O have their needs in mind and trust the brand to an extent. However, when asked if they would recommend Jell-O to others, 41% of participants were undecided while only 27% would be somewhat or extremely likely to recommend it.

## FEELINGS

Brand feelings play an important role as they are the customers' emotional responses and reactions to the brand overall (Keller & Swaminathan, 2020). We asked our participants to rank the following feelings: comfort, excitement, fun, happy, nostalgia, playful, and warm when thinking of Jell-O by selecting not at all, somewhat, to a great extent, and very little for each feeling. Nostalgia ranked the highest at 49% for

respondents as a feeling brought up to a great extent. Fun (51%) and happy (53%) ranked the highest as feelings brought about for some of our respondents. Warm ranked the highest as a “very little to none at all” feeling.

Given that Jell-O has been around for 125 years, many have grown up with Jell-O in their lives. Many have also seen the brand grow and develop new products and if they grew up liking the brand, they have more than likely shared the brand with others so it makes sense that Nostalgia is one of the highest-ranked feelings brought up.

## RESONANCE

Brand Resonance describes the nature of the relationship and the extent to which customers feel they are in sync with a brand (Keller & Swaminathan, 2020). To uncover brand resonance and how it relates to Jell-O, we asked our participants to rank a series of statements to a great extent, somewhat, very little, or not at all. These statements consisted of ranking their brand loyalty, buying Jell-O whenever they can, the brand Jell-O is special to me, Jell-O is more than a product to me, I would really miss Jell-O if it went away, I’m interested in learning more about Jell-O, I would like to engage with Jell-O on social media, and if Jell-O wasn’t available, it would make little difference to me if I had to use another brand.

Most participants responded “not at all” to the statements. There were 83% of respondents that selected “not at all” when ranking “I would like to engage with Jell-O on social media”. Only 8% of respondents would want to learn more about the brand, while 60% of participants responded that they were not at all interested in learning more

about Jell-O. These rankings show that Jell-O is lacking a relationship and engagement with their current and potential customers.

## **STRATEGIC BRAND MANAGEMENT PROCESS**

It seems that Jell-O doesn't really maintain any form of brand management. The brand has social accounts but there is no current activity with the previous activity occurring in March, 2021 on Twitter. When you are on the KraftHeinz website and you click on the Jell-O link on the product page, you get an error page.

However, when you visit [jello.com](http://jello.com), you will be directed to [myfoodandfamily.com](http://myfoodandfamily.com) which is affiliated with the KraftHeinz company. This site has a Jell-O brand section that provides Jell-O recipes and products. The site also has additional links for other KraftHeinz company brands. This site is outdated with many broken links, broken embedded media, and discontinued products. They also have their Jell-O Play brand that seems to be completely abandoned as that website is outdated along with broken links to their social sites.

The Jell-O brand has also explored brand extension in creating Jolly Rancher gelatin products. However, KraftHeinz markets this as Jolly Rancher gelatin dessert on the small mix boxes and does not display the Jell-O logo on this box. At one store, this Jolly Rancher brand extension was displayed still in the cardboard packaging, which did say Jell-O while the box that consumers would more often see and bring home did not.

It seems that KraftHeinz is relying completely on brand recognition and recall from its long marketing history. Unfortunately, this will likely not prove successful as time goes on. The lack of social media, the disorganized web presence, and the

disinvestment in traditional marketing will start to dilute Jell-O's upper hand in the gelatin and pudding product category. The Jell-O brand needs to further develop its current brand marketing strategies to capture the attention of generations that did not grow up with Jell-O.

## **BRAND MISTAKES**

Over the past 20 years, the Jell-O brand has made many mistakes. As people are turning to more natural and less processed foods, and with dietary restrictions being common, Jell-O has not addressed this new snack and dessert trend. It has little to no natural flavored products and has not ventured into using vegan-friendly agar to create its recognizable jiggle. "So Jell-O is basically the opposite of what consumers are looking for right now. It looks artificial, its ingredients are unrecognizable, it has a bunch of added sugar, and even though it's fat-free, we all know now that that is not necessarily healthier. If Jell-O wanted to make a comeback, I think it's pretty impossible if their aim is to appeal to those looking for more natural foods. It would have to basically turn into something other than Jell-O" (Kim, Houston, 2020).

Another mistake is Jell-O's endeavor into brand extension. Jel Cert, one of Jell-O's strongest competitors, is reigning in brand extension for gelatin and pudding mixes. Looking at the gelatin and pudding product displays, you may not be familiar with Jel Cert: this is intentional. The company relies on the brand recognition of Dove, Sonic, Starburst, and Welch's to sell its products. When Jell-O launched the Jolly Rancher gelatin, it failed to draw the connection to the Jell-O brand at the same time, going the same route as Jel Cert. Given these mixes are all in similar-sized packaging, people

aren't able to tell the difference between the parent brand of the Starburst and Jolly Rancher gelatins.

While the Jell-O brand offers products for consumers of all ages, genders, and demographics, Jell-O made another mistake after Bill Cosby's endorsement by solely focusing marketing efforts on children. "At the time, Cosby's endorsement helped boost sales but Jell-O took a hit as it ramped up production of its pre-packaged single-serve cups. It was seen as a snack food for children, something served in a school cafeteria or in a hospital—not a filling meal for a family." (Kim, Houston, 2020). As we discovered through our survey, most consumers don't view Jell-O products as a meal, but it is detrimental to shift the brand perception to children's food.

Finally, the primary mistake of the Jell-O brand is KraftHeinz's complete dependence on the historical brand recognition of Jell-O may last for a number of years. However, without advancing its communication and marketing strategy, the brand is likely to continue to decline until this historic brand dies out. Anecdotally, some survey respondents commented on posts and replied to emails that they had completed the survey and were now craving Jell-O. With the complex marketing environment and digital landscape that has grown over the past 15 years, Jell-O needs to revitalize its branding and marketing techniques. The brand has a long history of content marketing through recipe books but is now falling short at content marketing in the new communications landscape. Jell-O becomes more and more irrelevant each day as consumers turn to other products in the snack and dessert product categories.

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## APPENDIX

### **Survey Flow:**

Salience (10 Questions)  
Performance (4 Questions)  
Imagery (3 Questions)  
Judgements Quality (5 Questions)  
Judgements - Credibility (2 Questions)  
Judgements - Consideration (5 Questions)  
Feelings (1 Question)  
Resonance (1 Question)  
Dietary restrictions (1 Question)  
Demographic Questions (9 Questions)

**Q1: Thank you for agreeing to participate in this survey. The survey will take approximately 10 minutes. Your responses are anonymous. We would like you to answer all of the questions, but you are welcome to skip any questions you feel do not apply to you or if you prefer not to answer.**

**Q2: What are three things that come to mind when you think about Jell-O?**

**Q3: Response 1**

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**Q4: Response 2**

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**Q5: Response 3**

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**Q6: How familiar are you with Jell-O brand products?**

Not familiar at all  
Slightly familiar  
Moderately familiar  
Very familiar  
Extremely familiar

**Q7: How frequently did you use or consume Jell-O products in the past year?**

Never  
Once or twice

3–11 times  
Once per month  
Once per week or more

**Q8: In the past 12 months, how often have you seen a Jell-O advertisement or product?**

Never  
Once  
3–11 times  
Once per month  
Once per week or more

**Q9: What categories would you place Jell-O products in? Select all that apply.**

Breakfast  
Dessert  
Entree  
Ingredient  
Side Dish  
Snack

**Q10: In the past 12 months, which Jell-O brand products have you used?**

Jell-O pudding or pie filling box mix  
Jell-O pudding snack cups  
Jell-O gelatin dessert box mix  
Jell-O gelatin dessert snack cups  
Other \_\_\_\_\_

**Q11: Examples of Jell-O Products and Branding**



**Q12: How do you feel about the Jell-O brand's look, feel, and other design elements?**

- Dislike a great deal
- Dislike somewhat
- Neither like nor dislike
- Like somewhat
- Like a great deal

**Q13: Have you ever made any Jell-O products?**

- Yes
- No
- Not sure

**Q14: How challenging was it for you to make Jell-O?**

- Not challenging at all
- Slightly challenging
- Moderately challenging
- Very challenging
- Extremely challenging

**Q15: Is Jell-O available at most grocery and convenience stores?**

- Yes
- No
- Not sure

**Q16: Can you use Jell-O in a lot of situations?**

Yes  
No  
Not sure

**Q17: To what extent do the following statements apply to you?**

	To a great extent	Somewhat	Very little	Not at all
I grew up with Jell-O	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jell-O brings back pleasant memories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q18: How satisfying are Jell-O products?**

Extremely satisfying  
Very satisfying  
Moderately satisfying  
Slightly satisfying  
Not satisfying at all

**Q19: What is your overall opinion of this brand?**

Extremely good  
Somewhat good  
Neither good nor bad  
Somewhat bad  
Extremely bad

**Q20: What do you like about the brand?**

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**Q21: What don't you like about the brand?**

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**Q22: How would you describe the price of Jell-O products compared to other dessert and snack products?**

Far above average  
Somewhat above average  
Average  
Somewhat below average  
Far below average

**Q23: To what extent do the makers of Jell-O have your needs in mind?**

To a great extent  
Somewhat  
Very little  
Not at all

**Q24: How much do you trust the makers of Jell-O?**

To a great extent  
Somewhat  
Very little  
Not at all

**Q25: How likely would you be to recommend Jell-O to others?**

Extremely likely  
Somewhat likely  
Neither likely nor unlikely  
Somewhat unlikely  
Extremely unlikely

**Q26: Do you have a favorite Jell-O product or flavor?**

Yes  
Maybe  
No

**Q27: What are your favorite Jell-O products? Select your top 3 favorites.**

Box mixes  
Cheesecake desserts  
Gelatin  
Pudding  
Snack cups  
Sugar-free gelatin  
Sugar-free pudding  
Other \_\_\_\_\_  
Not sure

**Q28: What are your favorite Jell-O gelatin flavors? Select your top 3 favorites.**

Apricot  
Cherry  
Cranberry  
Island Pineapple  
Lemon

Peach  
 Raspberry  
 Strawberry  
 Strawberry banana  
 Watermelon  
 Not sure  
 Other \_\_\_\_\_

**Q29: What are your favorite Jell-O pudding flavors? Select your top 3 favorites.**

Banana Cream  
 Butterscotch  
 Cheesecake  
 Chocolate  
 Chocolate fudge  
 French vanilla  
 Lemon  
 Pistachio  
 Tapioca  
 Vanilla  
 Not sure  
 Other \_\_\_\_\_

**Q30: To what extent do the feelings listed below come to mind when you think of Jell-O?**

	To a great extent	Somewhat	Very little	Not at all
Comfort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excitement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nostalgia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Playful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q31: To what extent do the following statements apply to you?**

	To a great extent	Somewhat	Very little	Not at all
I consider myself loyal to Jell-O.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I buy Jell-O whenever I can.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If Jell-O was not available, it would make little difference to me if I had to use another brand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would really miss Jell-O if it went away.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand Jell-O is special to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand Jell-O is more than a product to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am interested in learning more about Jell-O.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to share, post comments, or engage with Jell-O on social media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q32: Do you have any of the following dietary restrictions? Select all that apply.**

Gluten-free

Sugar-free

Vegan

Vegetarian

Kosher

Allergic to nuts

Lactose intolerant

Other \_\_\_\_\_

None of the above

**Q33: What is your gender?**

Male

Female

Non-binary

Prefer to self describe \_\_\_\_\_

Prefer not to answer

**Q34: Please indicate your age range below:**

18–24

25–34  
35–44  
45–54  
55–64  
65 or over

**Q35: What is your marital status?**

Single  
Married  
Divorced  
Widowed

**Q36: How many children do you have living at home?**

0  
1  
2–3  
4 or more

**Q37: What is your household income?**

\$15,000-\$24,999  
\$25,000-\$34,999  
\$35,000-\$49,999  
\$50,000-\$74,999  
\$75,999-\$99,999  
\$100,000-\$149,999  
\$150,000-\$199,999  
\$200,000+

**Q38: What is your employment status?**

Employed Full-time  
Employed Part-time  
Retired  
Unemployed

**Q39: What is your education level?**

Less than High School Graduate  
High School Graduate  
Some College  
Bachelor's Degree  
Advanced Degree (MS, PhD)

**Q40: What is your race?**

Asian

American Indian or Alaska Native

Black or African American

Native Hawaiian or Pacific Islander

Two or more races: please specify

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White

Prefer not to answer

**Q41: Are you Hispanic or Latino?**

Yes

No

Prefer not to answer