

COBALT CRUISE



# Company analysis



Although Lay's Max has a specific target segment, there are still gaps in successfully reaching them

## Where we are now



**Newest** Lay's product line to differentiate itself from other Lay's core products



**Relaunched** in 2023 as "MAX reborn" to clearly communicate with the youth cohort as an independent product line



**Refined** the visual and packaging to be more eye-catching

GAP

## Where we want to be



Become the **go-to choice** of snacks among young consumers



**A successful key player** in the competitive snack market with unique value proposition



Viewed as a **distinctive brand** that actively engage with Thai young customers

What are the gaps that prevents us from reaching the goal ?

Source: Case Booklet, Team Analysis

SITUATION ANALYSIS

MAX THE BRAND

MAX THE GLAND

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# Customer Insight



Target customers value both functional and emotional values of potato chips in their purchase decision with 2 main occasions: Me-time and We-time



Mr. Nick

## Profile

Age: 20 years old  
Occupation: University Student  
Location: Bangkok

## Snacking Occasions

- 55% **'Me-time'** Eat alone as a craving satisfaction
- 45% **'We-time'** Share together with friends and family

## Purchasing Channels

For Convenient



For Price/Large Quantity purchased



## Snacking Reasons

- Satisfaction in hunger between meals
- Enjoys the texture and tastes
- Dealing with emotions (Anxiety, stress, etc.)

Source: Case Booklet, Mintel, Team Analysis







Target customers are not satisfied with current Lay's Max offerings throughout conversion funnels



Mr. Nick

Purchasing Factors

- Brand value alignment 
- Emotional Connection with the brand identity 
- Product reviews from friends, and KOLs 
- Price and quality 

Pain Points

- Indecisive when choosing snacks due to the variety of products
- Want to try new flavors products but don't trust it yet
- Don't have the brand that they see value alignment

Decision Process when purchasing Lay's Max

- 1 Awareness
  - Do I know what Lay's Max is?
  - I don't know what is special about Lay's Max
- 2 Trust
  - Does Lay's Max offers texture and flavor I am looking for?
  - Lay's Max is still not trustworthy to buy when compared to other Lay's products because I don't resonate emotionally with it
- 3 Conversion
  - Should I Buy Lay's Max?
  - It is still not a go-to product when buying for me-time or for we-time
- 4 Retention
  - Do I want to repurchase Lay's Max?
  - I don't think the product or other value-added factors worth it

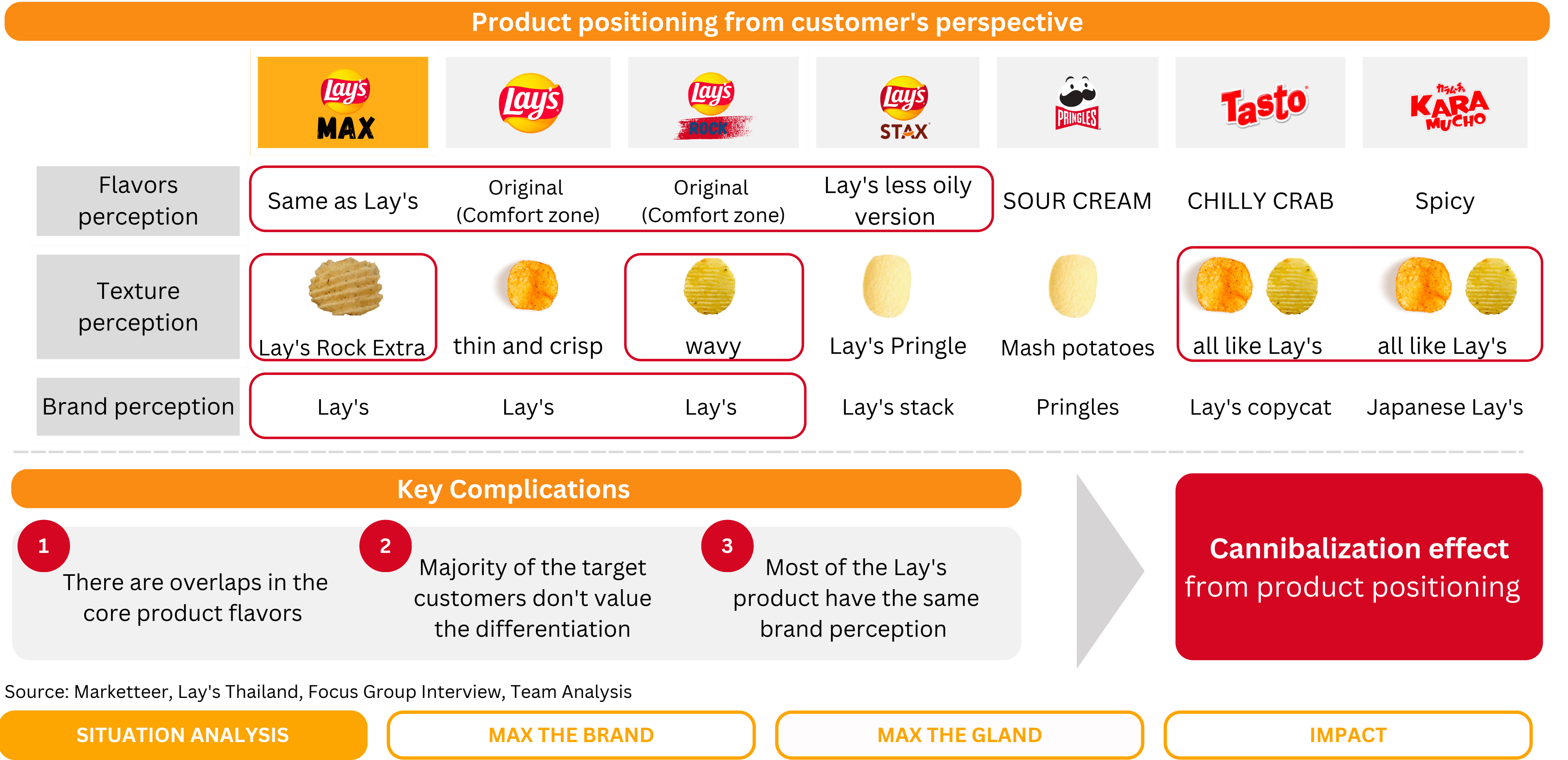
Source: Case booklet, Focused Group Interview, Team Analysis



# Market Analysis



By analyzing the product offerings, there are cannibalization between Lay's core products and Lay's Max





Objective

To successfully become the top of mind among the young generation in a long run



Key Question

How can Lay's MAX successfully **raise awareness** and sustainably foster a **strong emotional connection** with young generation through a **consumer-centric approach**?

How can we **leverage** the **limited-time flavors** to sustainably retain Thai youth through "Do us a flavor" branded campaign?



Strategy

**MAX THE BRAND**

Lay's Max needs to reevaluate its approach and become customer-centric by clearly communicating its message, positioning itself as a close friend, enhancing online presence, gaining trust through influencers, and resonating with the young generation.

**MAX THE GLAND**

Lay's MAX invites customer creativity via a social media challenge, refines flavors on MasterChef Thailand, and finalizes the winner through pop-up store voting, reinforcing our customer-centric innovation.



Impact

4.6M incremental urban youth who trust Lay's Max

7.2M Accumulated Loyal customers obtained

18.4M Costs

34.5M Costs

454% ROI [Adjusted for cannibalization]

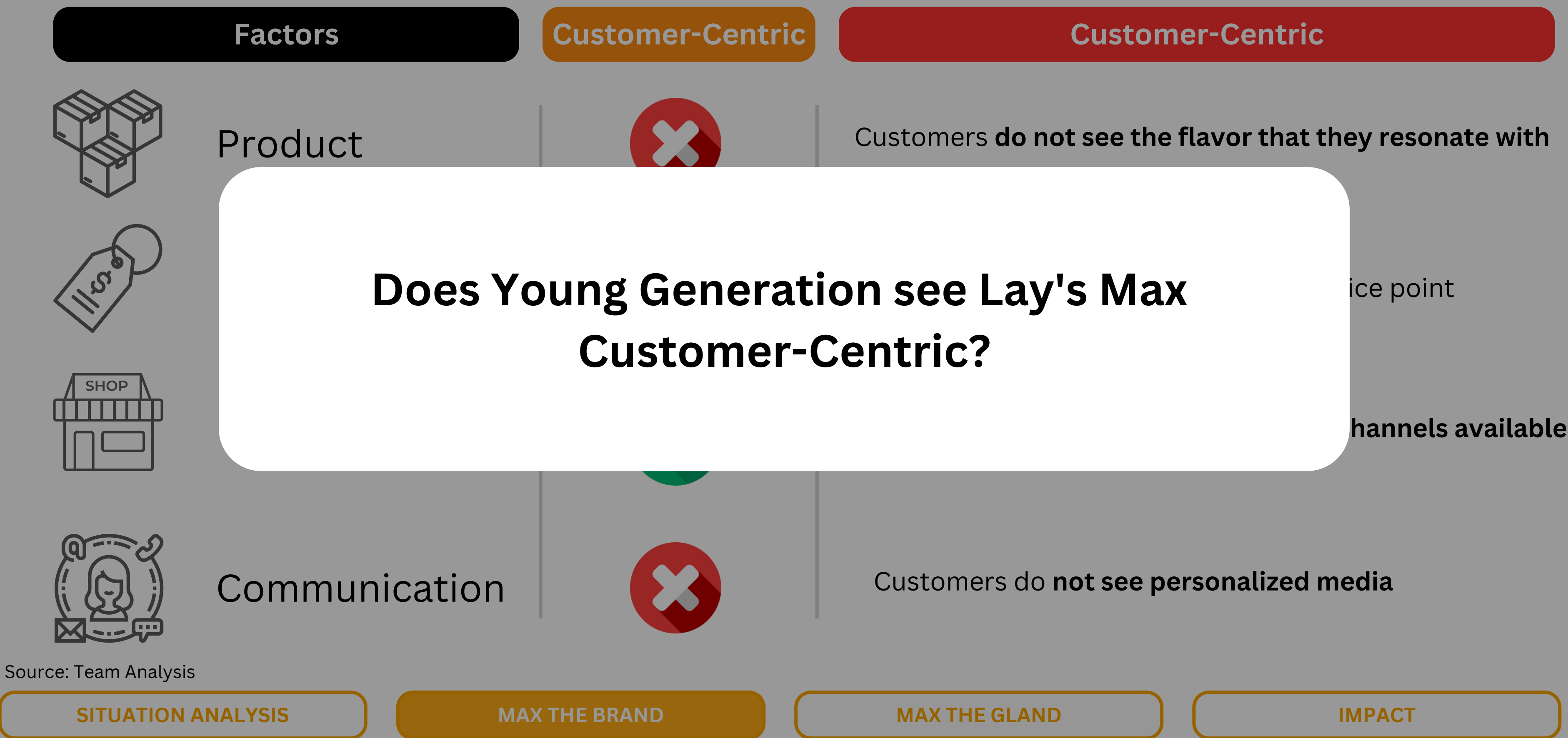
522% ROI [Adjusted for cannibalization]

84M NPV [20% Discounted]

174M NPV [20% Discounted]



Lay's Max can be customer-centric by developing its product and communication



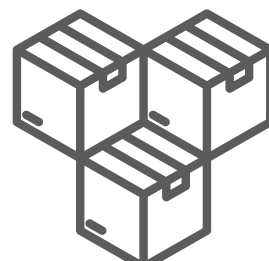







Does Young Generation see Lay's Max Customer-Centric?

Source: Team Analysis





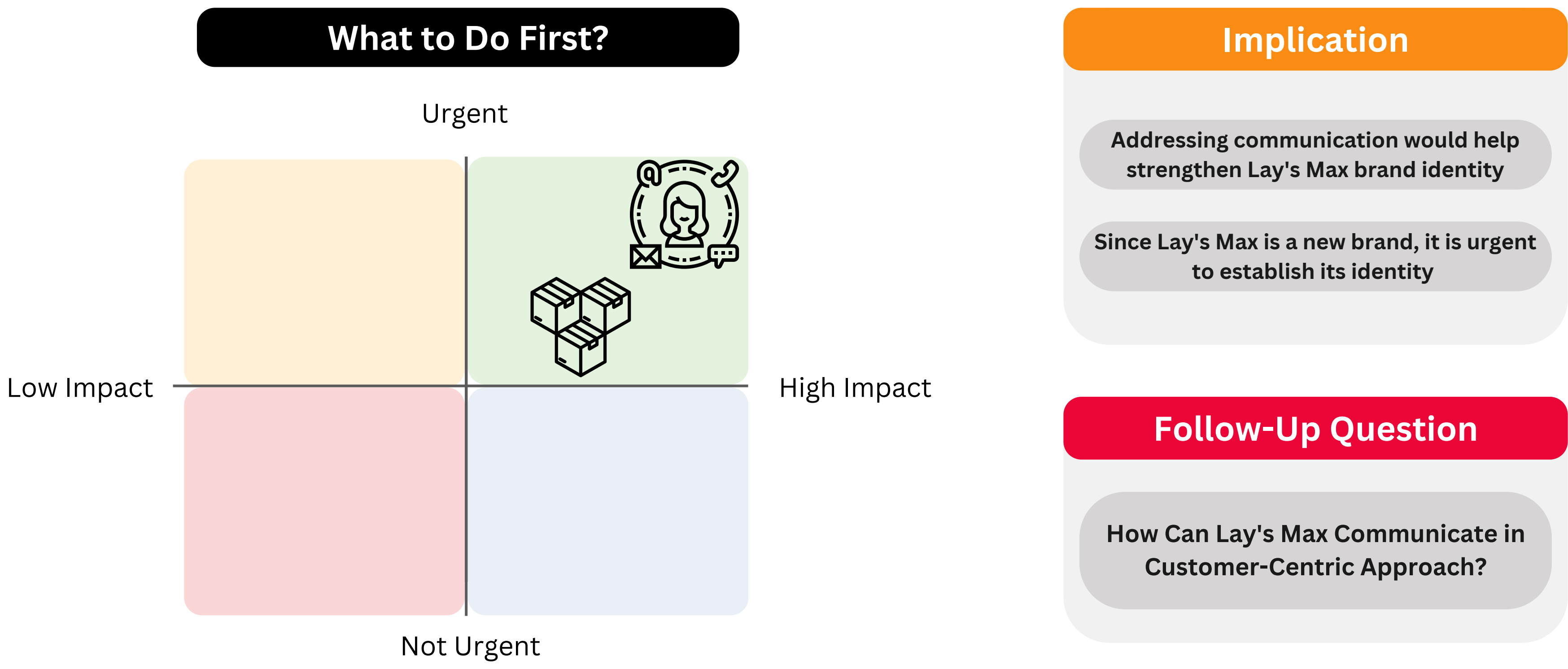
Lay's Max can be customer-centric by developing its product and communication

Factors		Customer-Centric	Customer-Centric
	Product		Customers <b>do not see the flavor that they resonate with</b>
	Price		Customers <b>can afford</b> Lay's Max at its price point
	Place		Customers can access through <b>various channels available</b>
	Communication		Customers <b>do not see personalized media</b>

Source: Team Analysis



Communication should be addressed urgently to enhance identity of Lay's Max







Source: Team Analysis

Current Lay's Max engagement is not adequate to build a strong emotional relation with Gen Z



Nick

- does not see **how to connect with Lay's Max** 
- sees Lax's Max engagement from **Lay's online channels** 
- love to see brands share **useful information** than overly focusing on sales 
- aware of new brands & products mostly from his **favorite influencers** 





Source: Team Analysis, Focused Group Interview



Current Lay's Max engagement is not adequate to build a strong emotional relation with Gen Z



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- sees Lax's Max engagement from **Lay's online channels** 
- love to see brands share **useful information** than overly focusing on sales 
- aware of new brands & products mostly from his **favorite influencers** 

Implication



Who Should Lay's Max Be



How Should Lay's Max Act



Who Should Be The Referer

Source: Team Analysis, Focused Group Interview

# Who Should Lay's Max Be

There are three main factors that can help Lay's Max strengthen its emotional connection with Gen Z



## Nick's Supportive Friend



Ken

- is **outgoing and fun** to be with
- is **available and easy to contact**
- always show **support** to Nick
- is trusted by Nick's **best friends**

## Current Customer Perception Toward Lay's Max



Think **Lay's Max resonates**



Currently can only see Lay's Max from **Lay's official**



Want to see more **useful insights**



See only **well-known celebrities as representation**

What Lay's Max is missing includes separated official accounts that tailor content for and refers to introduce it to Gen Z

Source: Team Analysis, Focused Group Interview

# How Should Lay's Max Act

Lay's Max should create its official account on each social media platform to clearly differentiate itself



Nick

says **online presence** of the brands is **crucial for connection**

Customers still see Lay's Max similar to Lay's because they are using the **same official accounts** to promote

## Action

Creating **official accounts** would help Lay's Max create a connection with Gen Z



Source: Lay's, Team Analysis, Focused Group Interview



# How Should Lay's Max Act



Lay's Max can strengthen emotional connection by engaging Gen Z with useful, fun, and interesting content



Nick

thinks that **online presence** of brands should be **more than just promoting products**

Gen Z thinks that they trust brands provide information that is useful and aligned with their values



Source: Lay's, Team Analysis, Focused Group Interview

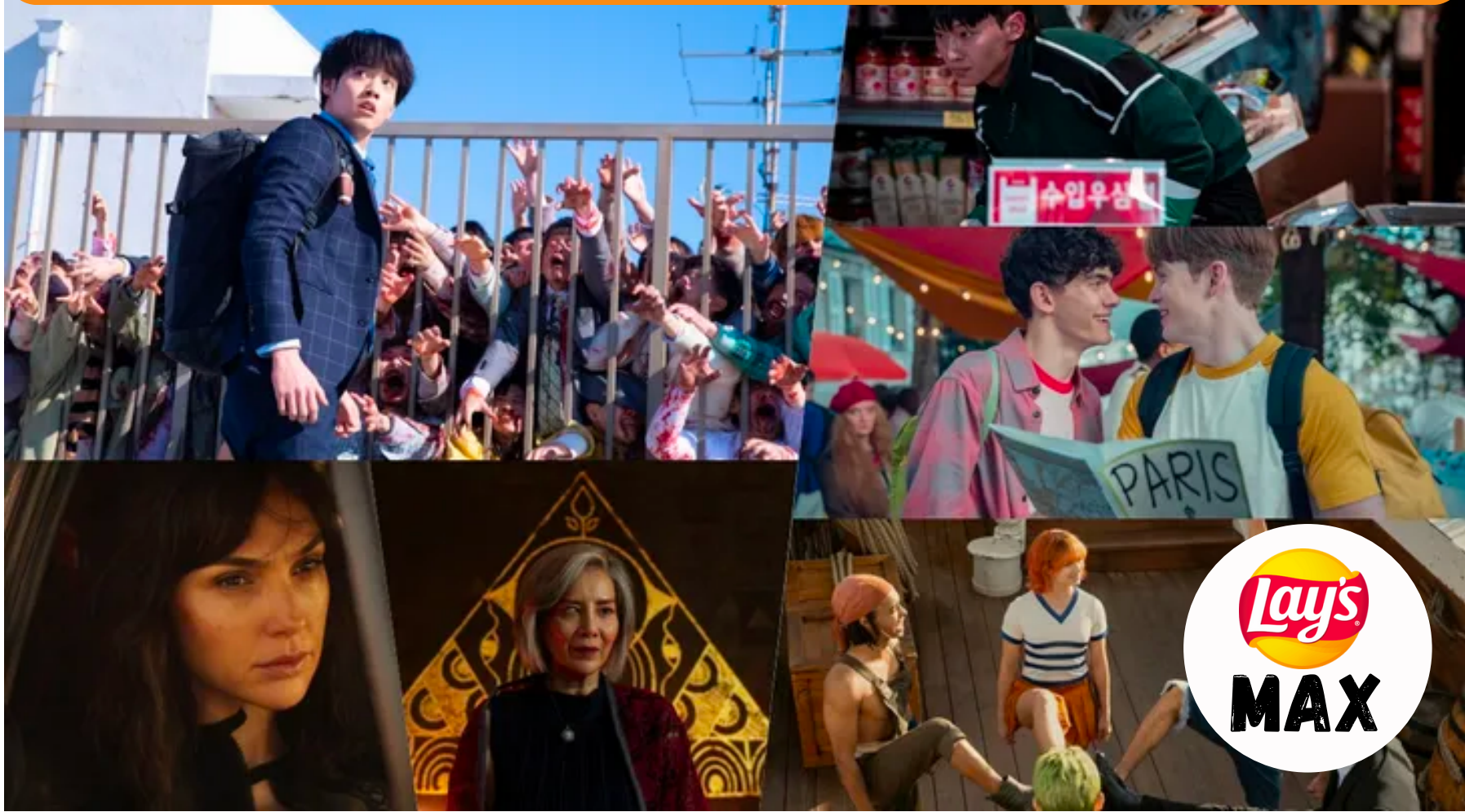


# How Should Lay's Max Act

With highly-targeted content, Lay's max will be able to gain awareness and trusts among urban youth



## Must-Watch Upcoming Series in August on Netflix



## Recommend Secret Restaurants in Ban Thad Thong 2023



Source: Team Analysis

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# Who Should Be The Referer

Close friends play a significant role on Gen Z's perception

## Why Nick Trusts His Close Friends

Nick's Best Friend



Who Nick Trusts?



Nick

- can **relate** because of **shared values**
- is **accessible** to connect
- is **authentic** to him

Source: Team Analysis, Focused Group Interview



# Who Should Be The Referer

Micro-influencers are similar to close friends, and Lay's Max could leverage



## Why Nick perceives micro-influencers as his close friends?

Nick's Best Friend



Influencer



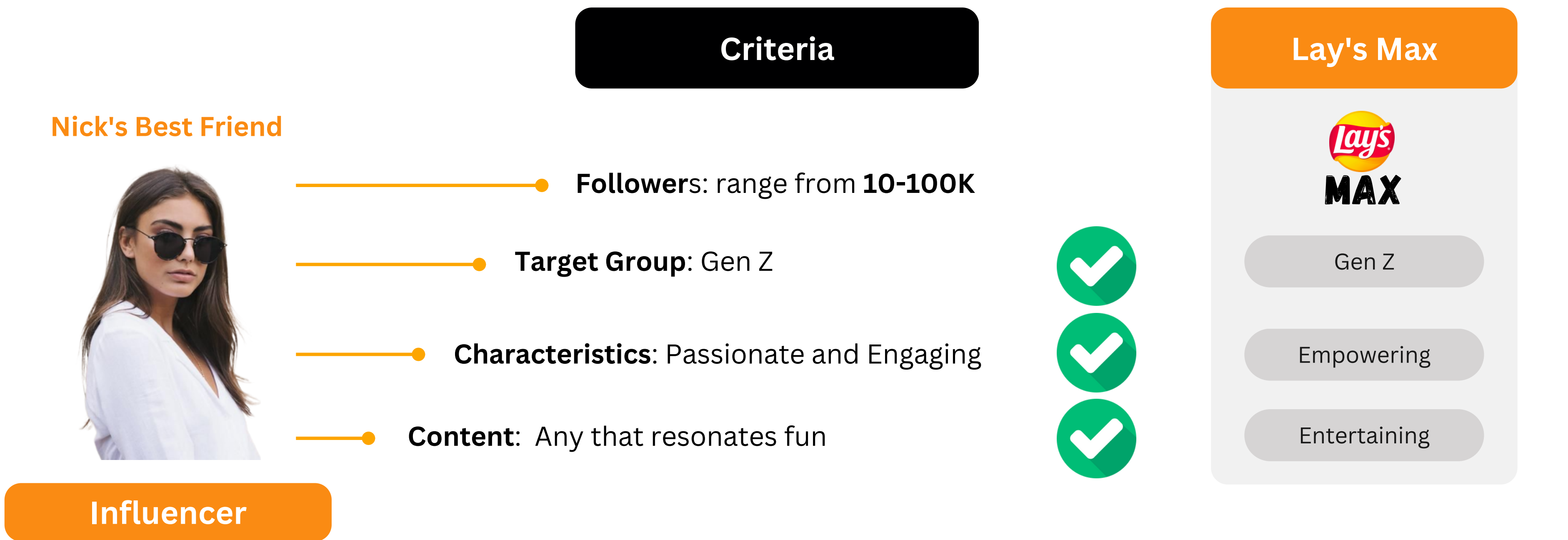
Nick

- thinks can **relate** with micro-influencers **most**
- feel micro-influencers are **accessible**
- feel micro-influencers are **authentic** with their contents
- view micro-influencers **more tailor to his needs**

Source: Team Analysis, Focused Group Interview, Shopltk

# Who Should Be The Referer

Lay's Max should use micro-influencers that resonate with target customers values



Source: Team Analysis, Influencer Marketing Hub

# Who Should Be The Referrer



Influencers should generate their content so that it is tailored to customers while Lay's Max should set the overall message to ensure value alignment



## Example: Porshe Saran Channel



Porshe Saran Channel  
@porshesaran ผู้ติดตาม 1.12 แสน คน  
ข้อมูลเพิ่มเติมเกี่ยวกับช่องนี้ >

- Target Young Adult
- Entertaining Content

## Related Content



รีวิวลองกินขนมจากประเทศจีนครั้งแรก จะรอด!? หรือ จะร่วง!? | SARAN Unbox  
การดู 3.3 หมื่น ครั้ง • 6 เดือนที่ผ่านมา  
Porshe Saran Channel  
เมื่อ พอร์ช ศรีณย์ โดนทีมงานแกล้งโดยการสุ่มกินขนมจากประเทศจีน ไม่คิดว่าจะมีขนมแบบนี้บนโลก!! จะเป็นยังไง? ไปดูคำบรรยาย

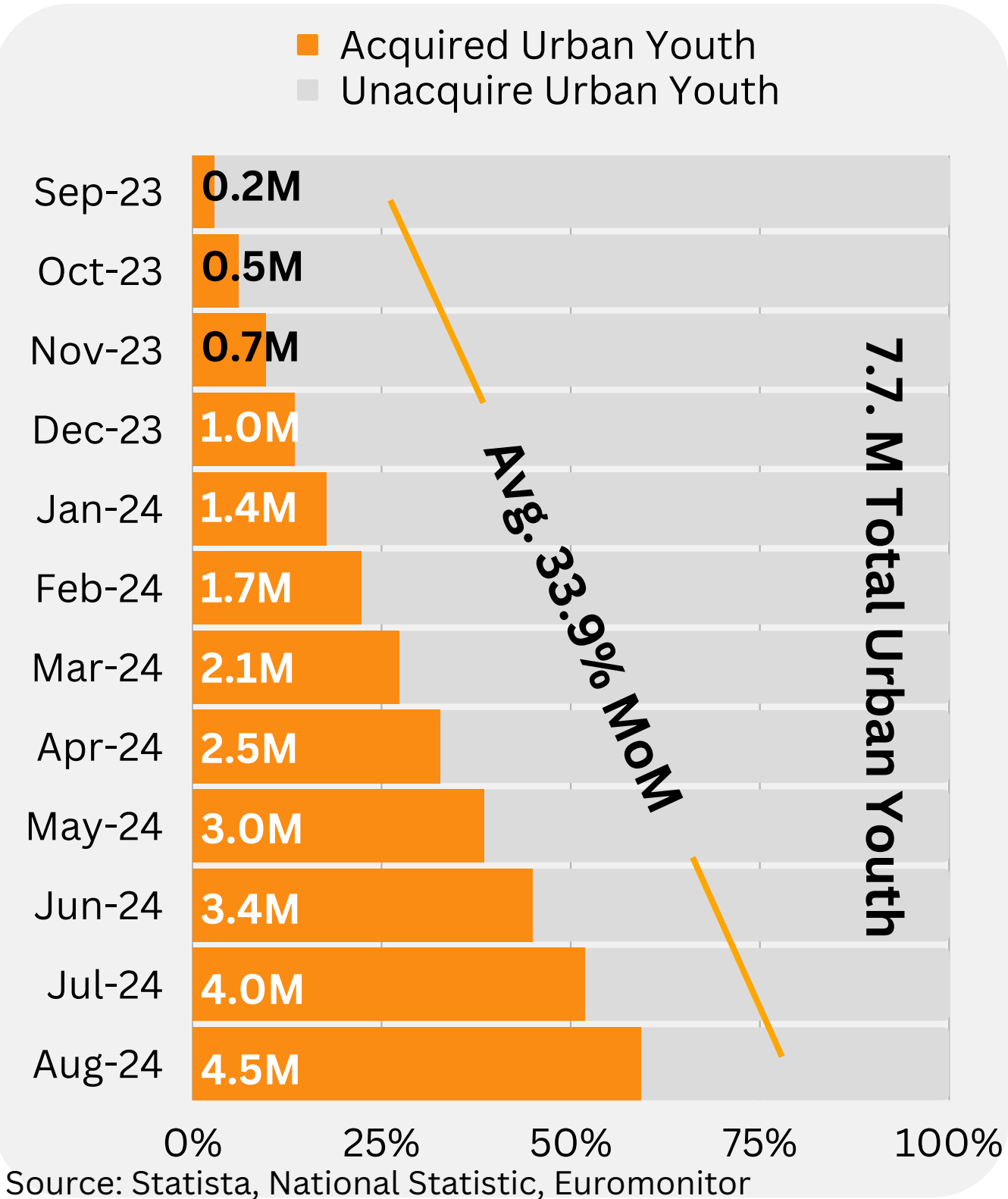
Source: Team Analysis, Youtube

Impact - Max the brand

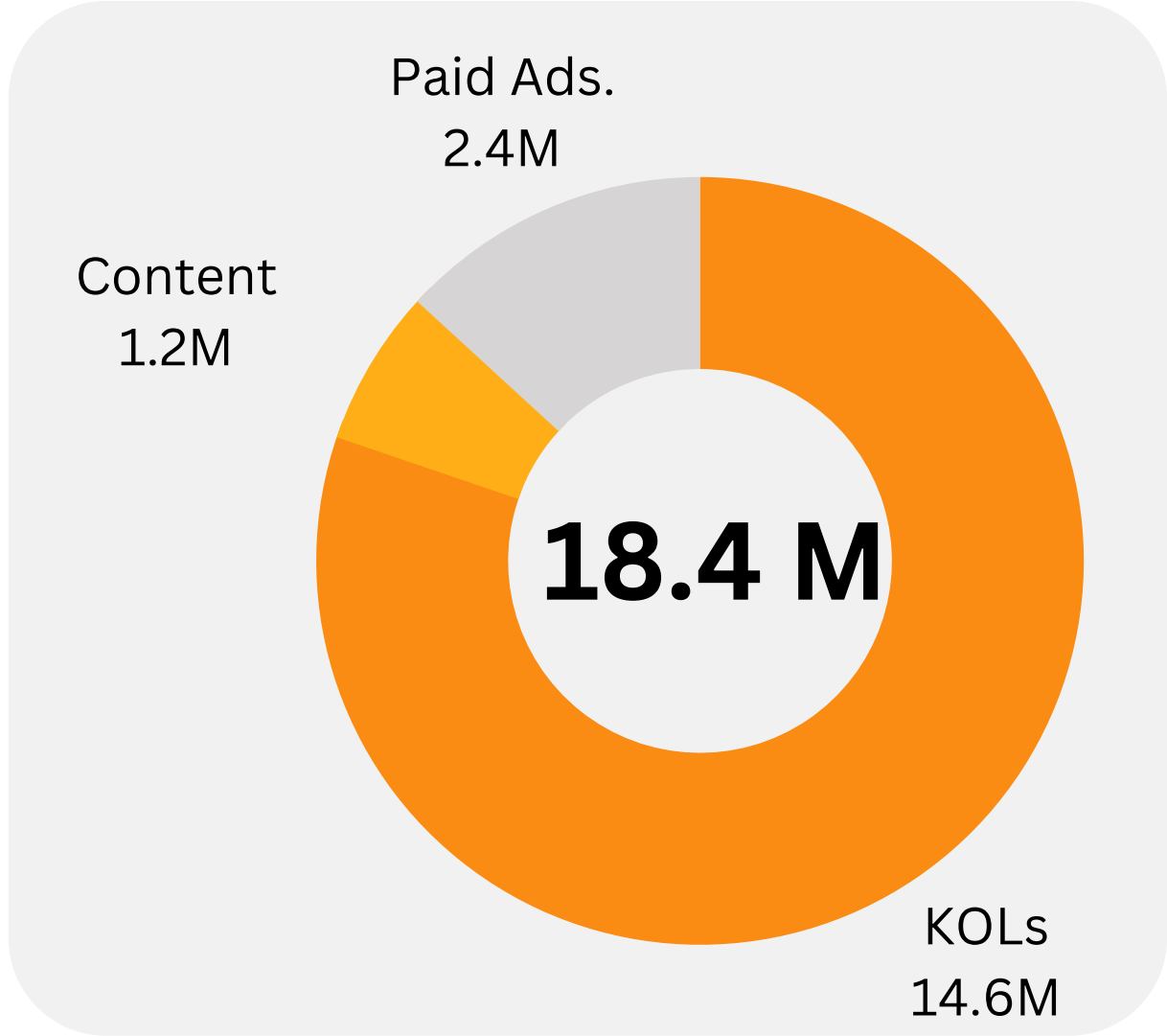
Lay's Max is expected to gain 4.6M Urban Youth trust using 18.4 THB within 1 year



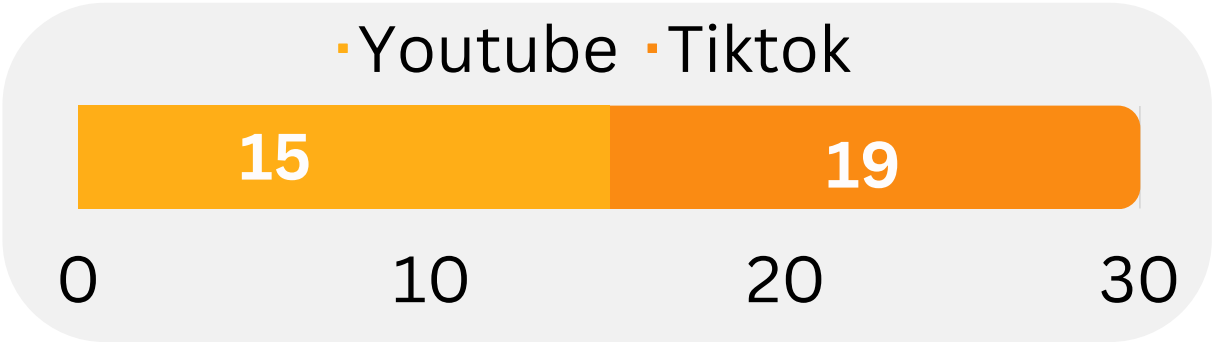
Urban Youth Trust established from Strategy



Total Costs



Avg. KOLs Contents/Month



Key KPIs

4.6M Urban Youth trusted in Lay's Max in 1 year

34.5% MoM Avg. Growth

59.2% Urban Youth Acquired in Aug-24

18.3 M THB Total Cost

78% in KOLs Marketing

22% in Brand Communication

Key Assumptions

10% awareness actually raised from total reach

54.4% Urbanization Rate (National statistics)

20K Budget/KOLs Contents/Months

10K Budget/Social Media Content

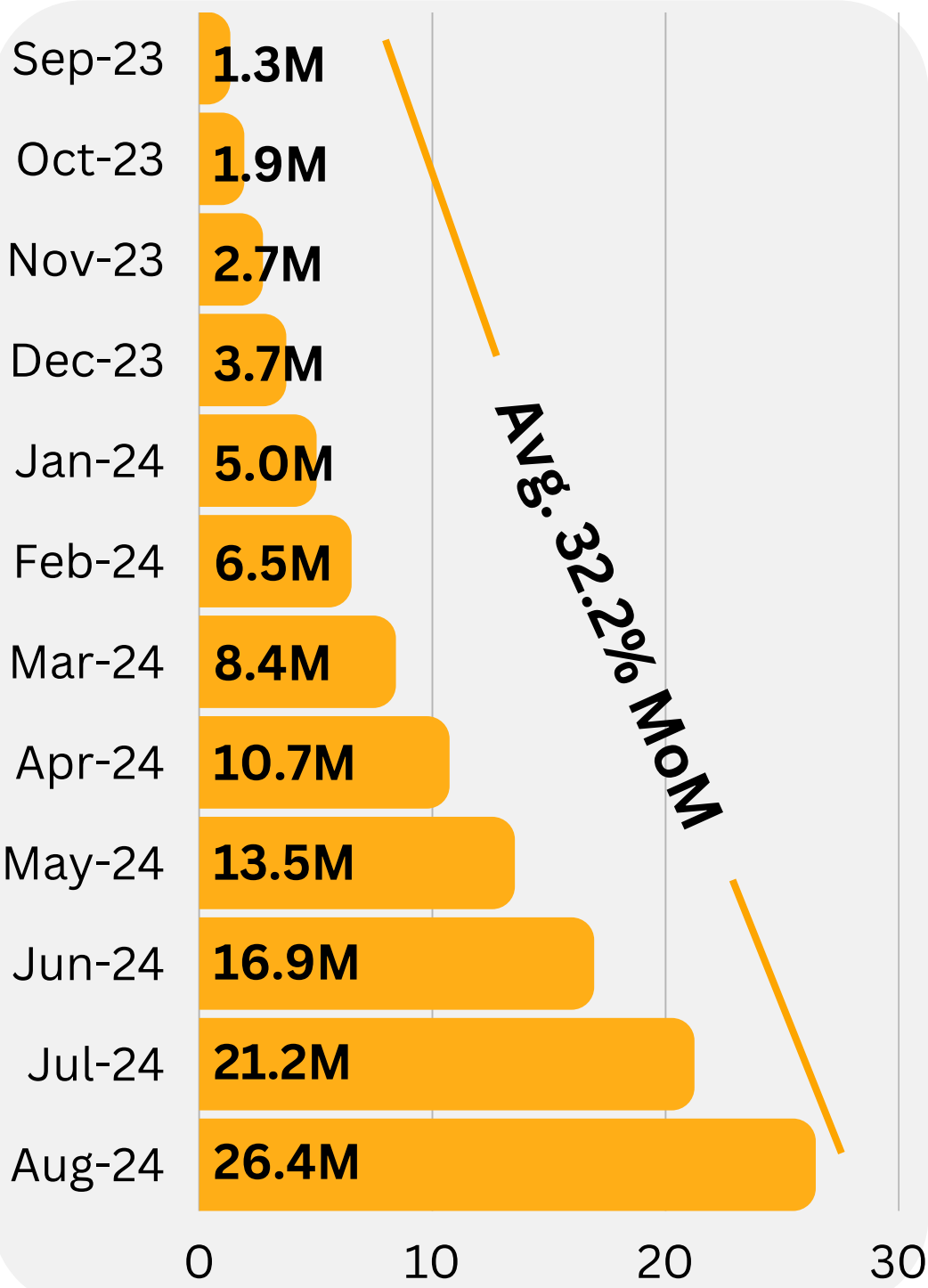


Impact - Max the brand

Even with the worse case scenario of cannabilization rate, ROI is still 386% positive



Incremental RVN. Adjusted for Cannibalization [Base Case]



Source: Statista, National Statistic, Euromonitor, Lay's

ROI & NPV - Cannibalization Scenario Analysis

Scenarios	Best	Base	Worse
Cannabilization Rate	10%	20%	30%
Incre. RVN	133M	108M	103M
NPV	96M	84M	71M
ROI (%)	522%	454%	386%

Key KPIs

84M NPV of RVN in 1 year [Base Case Cannibalization Rate]

108M Incremental RVN in 1 year

32.2 % MoM Avg. Growth

454% ROI [Base Case]

522% in best case

Key Assumptions

Customer Spending

39 THB~ Avg. Spending/Month

2 Bag~ Purchased/Month

Sales Performance

3% Conversion rate

40% Retention Rate [2/3 of Lay's Retention Rate]

NPV

20% Discount Rate

ROI

18.4 M investment [From strategy Total Cost]

# Do Us a Flavor

Lay's Max could communicate its customer-centric approach using "Do us a Flavor" campaign



Lay's MAX is currently being product-centric



### Customer Insights

- the current flavor offerings don't resonate with customers
- non-customers not interested in trying out Lay's MAX

Why should Lay's MAX become customer-centric through 'Do us a flavor' Campaign

### The campaign has been proven in the US back in 2012

- over 3.8 million submissions
- Y-o-Y sales increased by 12%
- Mentions about Lay's online increased by 4700%

Source: Fritolay.com, Team Analysis

Do us a Flavor



### Social Media Challenge

Content creators submit short videos of their desired flavor of Lay's MAX



### MasterChef Competition

Contestants cook flavored powder for Lay's MAX using dehydration techniques



### Lay's MAX Pop-up Store

Winning flavor gets to be featured in the store which will be voted by customers



### Nation-wide Roll Out

Most popular vote flavor will be mass produced after FDA has been approved

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# Do Us a Flavor

This campaign will communicate how Lay's Max is truly customer-centric by allowing customers active participation



## Social Media Challenge



### #LaysYourWays

Unleash your inner MAX



- Tell us which new flavor you want to see in Lay's MAX in a way to showcase the concept "Unleash your Inner MAX"
- Influencers will be hired to initiate the campaign

Source: Team Analysis

## Cash-Prize



Top 10 most liked videos get 100,000 THB cash prize

- incentivize content creators, both big and small to
- generate hype
- anyone can participate

## MasterChef selection



The top 10 most interesting flavors get selected to be featured in MasterChef

- selected by Lay's MAX and MasterChef committee
- sponsor an episode of MasterChef



# Do Us a Flavor

With MasterChef collaboration, Lay's Max will be able to tap into untapped youth customer segment



## Strategic Importance of MasterChef



### Dedication and Passion

participants show strong passion which resonate with the slogan "Unleash Your Inner MAX"

### Visibility and Credibility

show's deep reach offers high campaign visibility and its expert panel brings credibility to the flavor selection

Source: Team Analysis

## Lay's MAX cooking competition



10 menus get selected from the TikTok Challenge



Turn food into powder by culinary techniques (e.g., dryfreeze)



2 menus selected from MasterChef to be sold in the pop-up store



# Do Us a Flavor

Using Limited Time Pop-up Store, Lay's Max will be able to gain exposure from youth segment as well as communicate its clear brand identity

## Pop-Up Store



VS



Mix of 2  
flavors



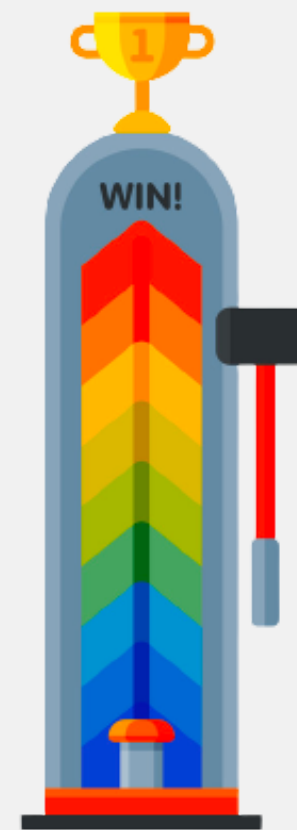
Pepsi

- Open for the opportunity for customers to vote for their desired flavor
- Provide lead time for the FDA approval

## Voting System

### Hammer Arcade Machine

- Customers cast their vote by choosing the flavor and hammering the machine as hard as possible
- Max power = max score



### Online Hammer Arcade

- Customers can participate online

### Live Score System

- Both offline and online scores will be accumulated

Source: Team Analysis

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Do Us a Flavor and Beyond

Lay's MAX new flavor is launched nation-wide after the hype has been created



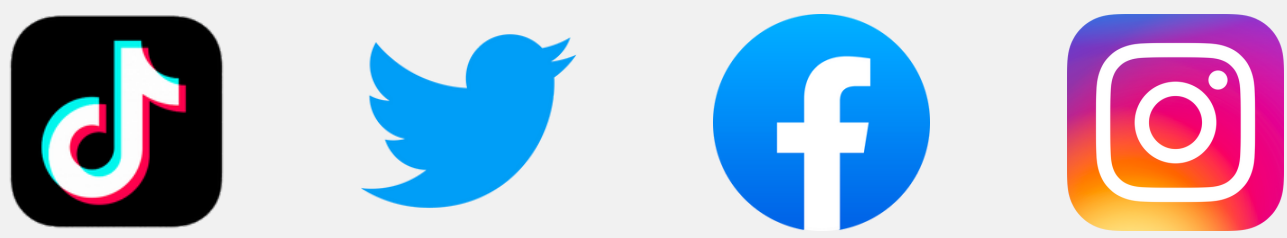
Pre-Launch

Influencers are invited to participate in the new-flavor launch event



**Splash Art**  
"Unleash your MAX" by creating art that shows

- your identity based on the art
- do it in a way that you need to give it your MAX



Source: Team Analysis

Partnership



**Hai Di Lao Mala Flavor**  
Partnership with Hai Di Lao Hotpot restaurant to develop a new flavor that resonates with young generations

Packaging



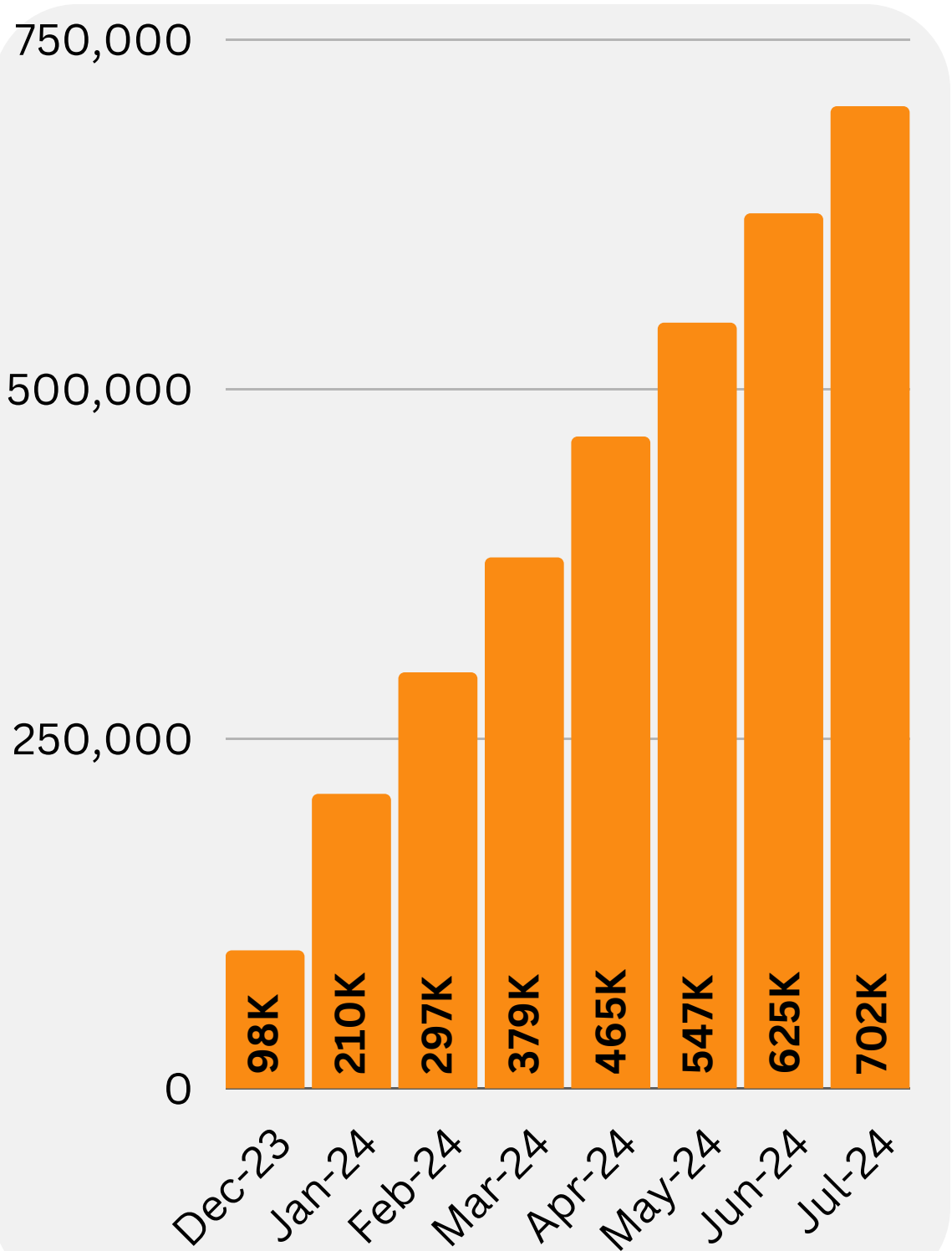
**Packaging Design Competition**  
Taking customer-centric to another level by letting customers design and vote on the best packaging design

# Impact - 'Do Us a Flavor'

720K customers will be loyal to Lay's Max within 8 Months, using 34.5M THB in IMC

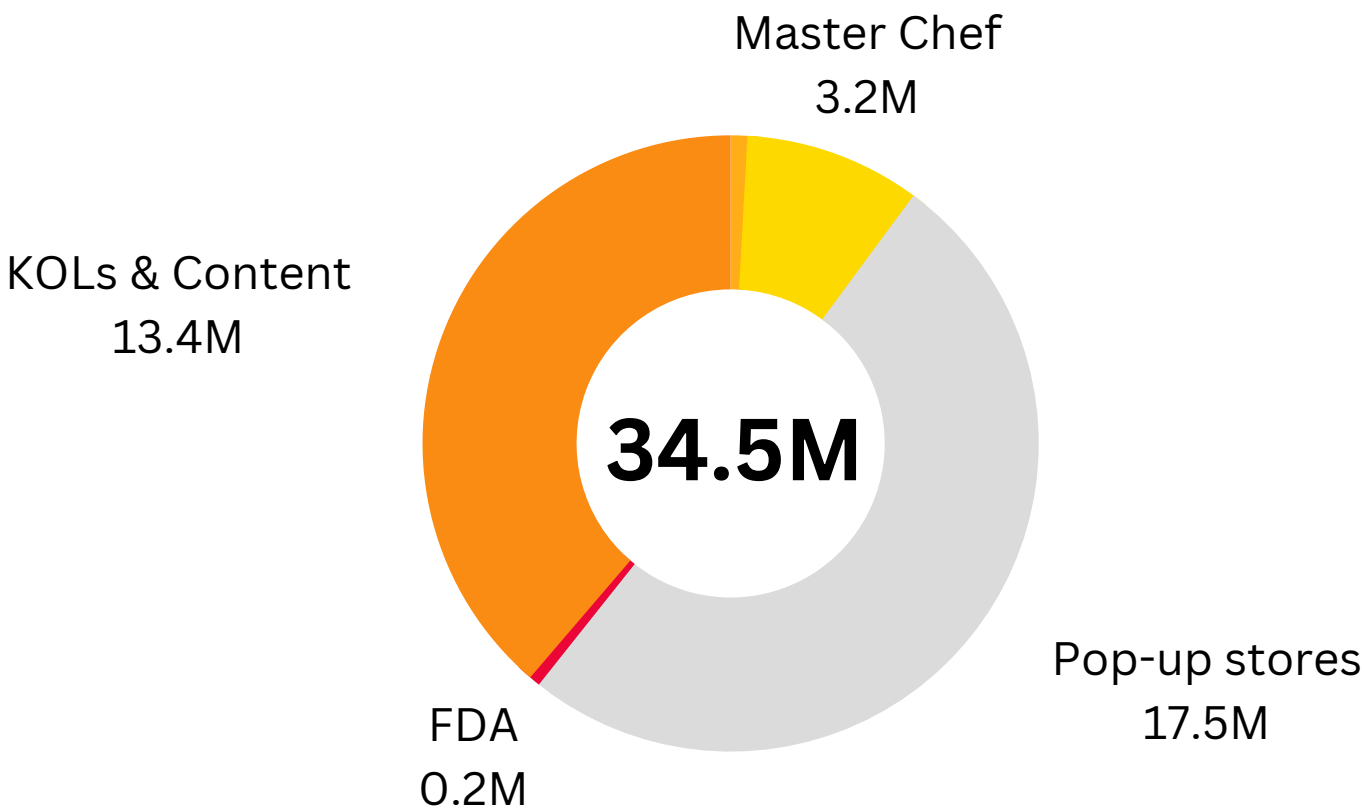


## Accumulated Loyal Customers Obtained



Source: Statista, National Statistic, Euromonitor

## Total Costs



## Key KPIs

720K Loyal Customer Obtained in 8 M

34.5 M THB Total Cost

514K Competition Participants

1.19M total visits to pop-up stores

65% Target customers

## Key Assumptions

60 Omni-channels KOLs contents produced/M

40% Overlapped Reach Adjustment

30K Budget/KOLs Contents/Months

10K Budget/Social Media Content

## Competition Participants



514K

## Accu. Visits to Pop-up stores

- Urban Youth
- Urban Non-Youth

673K

449K

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MAX THE BRAND

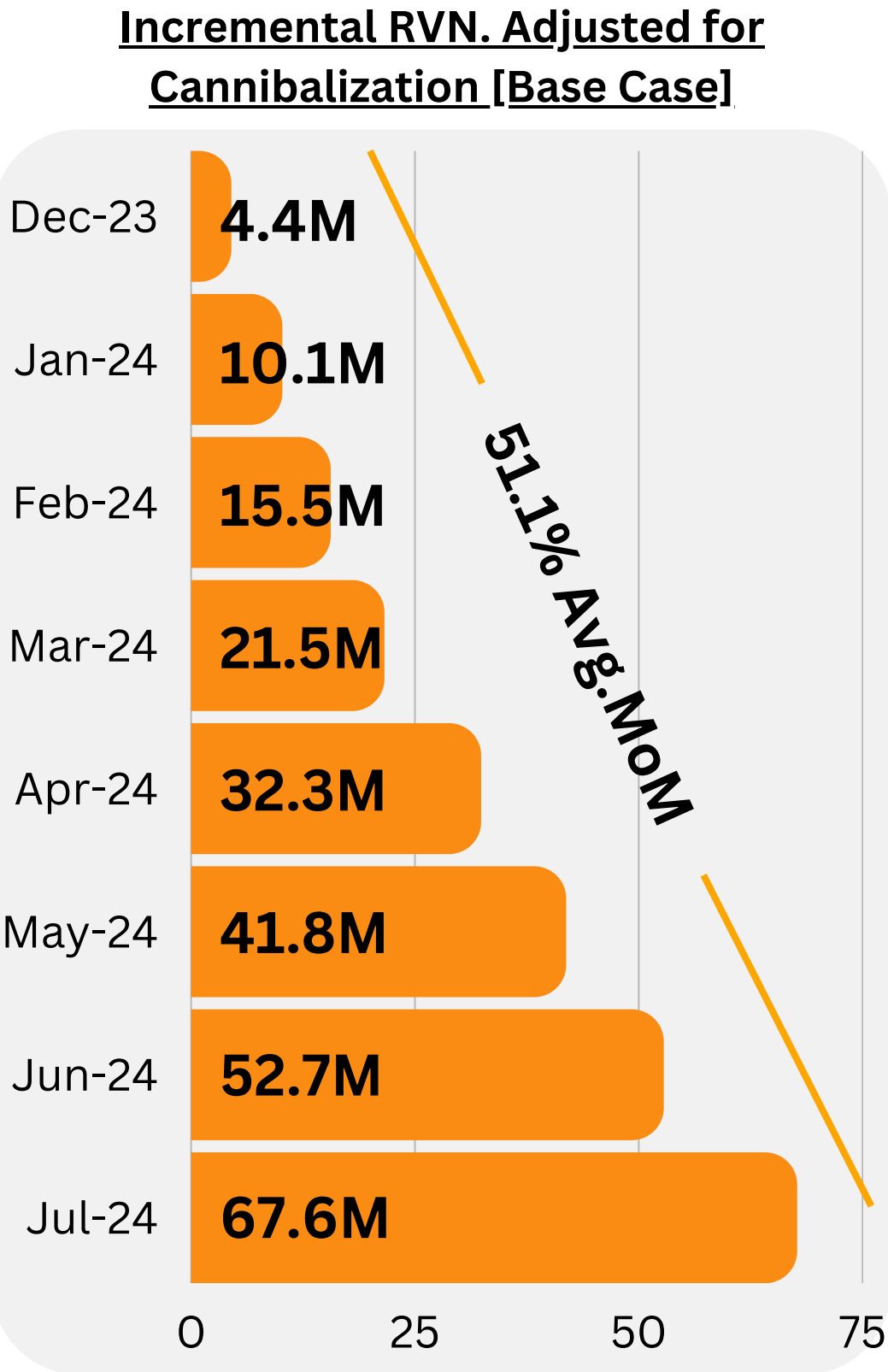
MAX THE GLAND

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# Impact - 'Do Us a Flavor'

ROI is 455% positive, even with worse case scenario of cannibalization rate



Source: Statista, National Statistic, Euromonitor, Lay's

## ROI & NPV - Cannibalization Scenario Analysis

Scenarios	Best	Base	Worse
Cannabilization Rate	10%	20%	30%
Incre. RVN	277M	246M	215M
NPV	199M	174M	149M
ROI (%)	596%	520%	455%

### Key KPIs

174 M NPV of RVN in 1 year [Base Case Cannibalization Rate]
246M Incremental RVN in 1 year
51.1 % MoM Avg. Growth
520% ROI [Base Case]
596% in best case

## Key Assumptions

Customer Spending
39 THB~ Avg. Spending/Month
2 Bag~ Purchased/Month
Sales Performance
3% Conversion rate
40% Retention Rate [2/3 of Lay's Retention Rate]
NPV
20% Discount Rate
ROI
33.5 M investment [From strategy Total Cost]

SITUATION ANALYSIS

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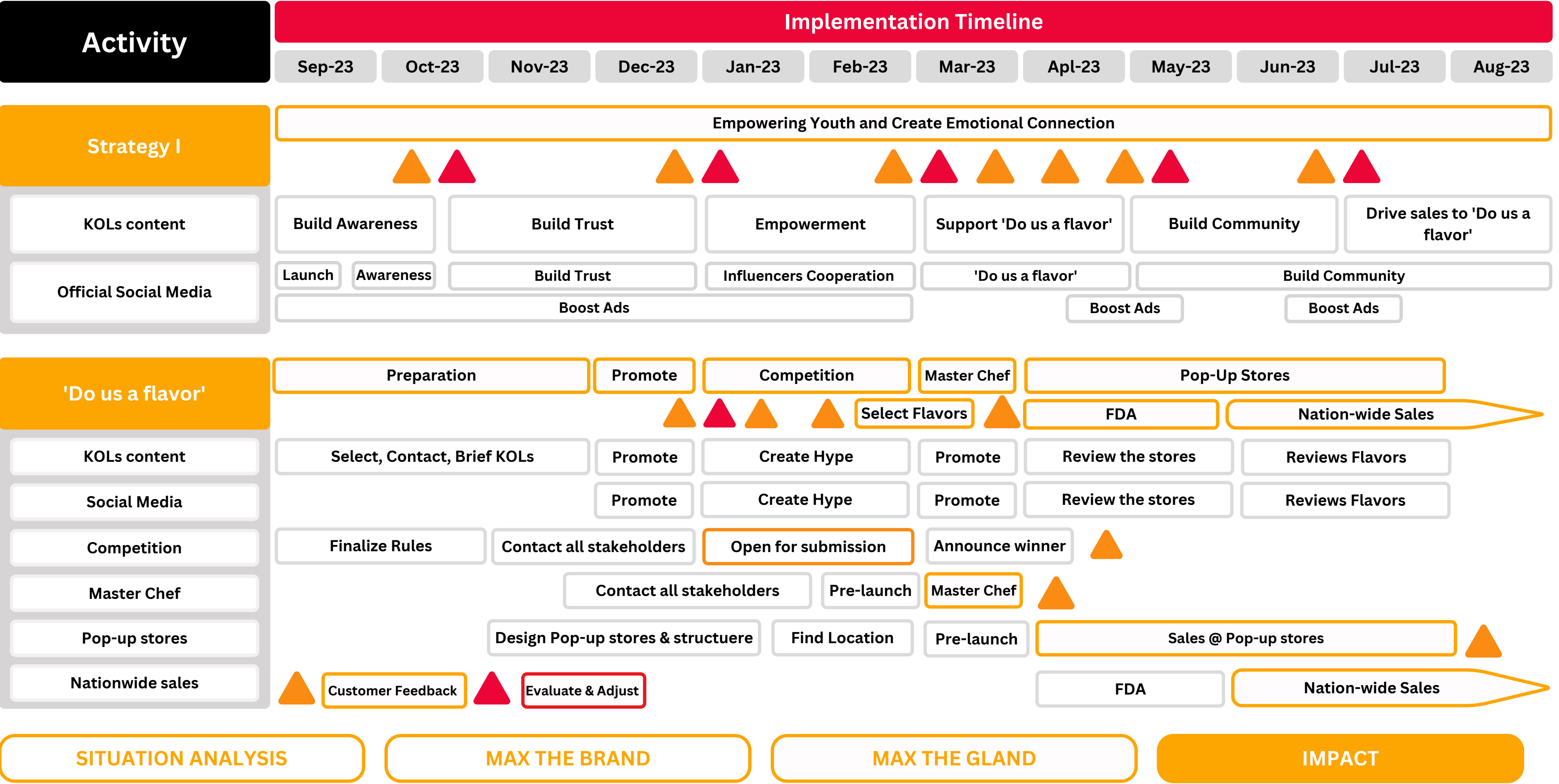
MAX THE GLAND

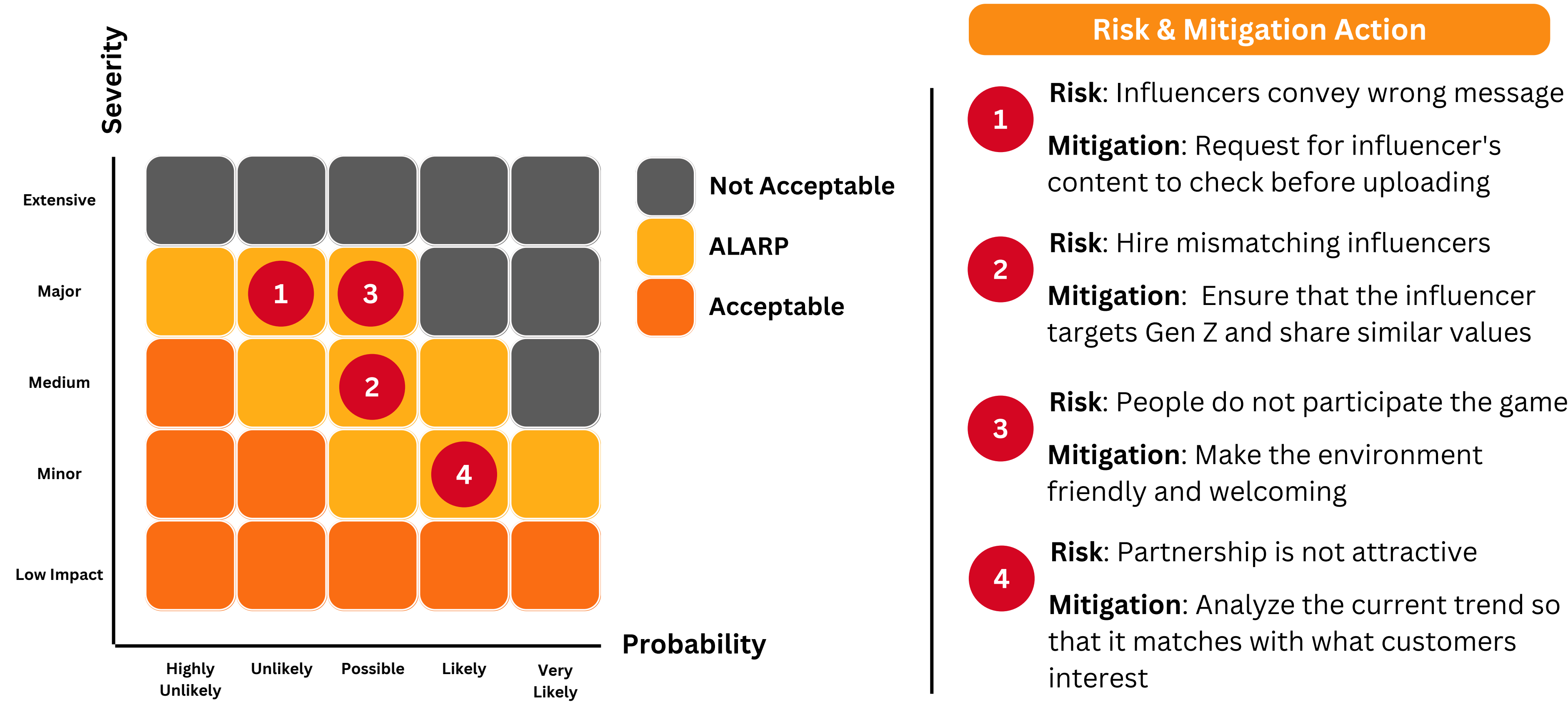
IMPACT



# Implementation Timeline

With customer-centric approach in every steps, Lay's Max will become top-of-mind of target customers in 1 yr





Probability

Risk & Mitigation Action

1

**Risk:** Influencers convey wrong message

**Mitigation:** Request for influencer's content to check before uploading

2

**Risk:** Hire mismatching influencers

**Mitigation:** Ensure that the influencer targets Gen Z and share similar values

3

**Risk:** People do not participate the game

**Mitigation:** Make the environment friendly and welcoming

4

**Risk:** Partnership is not attractive

**Mitigation:** Analyze the current trend so that it matches with what customers interest

# Appendix



# Accumulated Customers Whose Trust is established - Strategy 1

Strategy Building Trust		Unit	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	TOTAL	Note/Sources
Summary																
Accumulated Urban Youth who trusts Lay's Max		People	221,583	472,784	746,225	1,043,596	1,366,556	1,717,566	2,098,834	2,512,693	2,961,315	3,447,317	3,973,632	4,542,338		
% share to urban youth		%	2.86%	6.11%	9.65%	13.49%	17.67%	22.20%	27.13%	32.48%	38.28%	44.57%	51.37%	58.72%		
MoM Growth		%		113.37%	57.84%	39.85%	30.95%	25.69%	22.20%	19.72%	17.85%	16.41%	15.27%	14.31%	33.95%	Avg.
% of Urbanization		%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%		Statista
Accu. Youth who trust Lay's Max		People	409,088	872,858	1,377,688	1,926,697	2,522,951	3,170,989	3,874,890	4,638,960	5,467,212	6,364,474	7,336,162	8,386,113		
% of target age		%	30.00%	31.50%	33.08%	34.73%	36.47%	38.29%	40.20%	42.21%	44.32%	46.54%	48.87%	51.31%		
Accu. people who trust Lay's Max		People	1,363,627	2,770,979	4,165,346	5,547,845	6,918,792	8,281,842	9,638,341	10,989,408	12,334,747	13,675,322	15,012,557	16,343,956		
Total Population of urban youth		People	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314	7,735,314		National Cencus
Non-youth		People	954,539	1,898,121	2,787,658	3,621,148	4,395,842	5,110,854	5,763,451	6,350,448	6,867,535	7,310,848	7,676,395	7,957,842		
Youth Non-urban		People	187,505	400,075	631,463	883,102	1,156,394	1,453,423	1,776,056	2,126,267	2,505,896	2,917,157	3,362,530	3,843,775		

## Incremental Revenue without cannibalization

Strategy Building Trust		Unit	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	TOTAL	Sources
Total Incremental RVN from all ages & areas		THB	1,570,898	2,423,313	3,430,647	4,677,486	6,215,062	8,112,524	10,447,770	13,318,670	16,842,983	21,170,604	26,487,130	33,010,578	147,707,665	
Incremental Revenue from urban youth		THB	255,263	413,465	614,603	879,874	1,227,560	1,682,451	2,275,094	3,045,271	4,043,648	5,336,751	7,010,805	9,174,353	35,959,139	
% of target age		%	30.00%	31.50%	33.08%	34.73%	36.47%	38.29%	40.20%	42.21%	44.32%	46.54%	48.87%	51.31%		
Incremental Rvn. From urban areas		THB	850,877	1,312,588	1,858,210	2,533,560	3,366,388	4,394,149	5,659,035	7,214,057	9,123,002	11,467,058	14,346,754	17,880,180	80,005,857	
Incremental Revenue from strategy		THB	1,570,898	2,423,313	3,430,647	4,677,486	6,215,062	8,112,524	10,447,770	13,318,670	16,842,983	21,170,604	26,487,130	33,010,578		
% of Urbanization		%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%		Statista
Incremental Rvn. From Rural areas		THB	720,021	1,110,726	1,572,437	2,143,926	2,848,674	3,718,375	4,788,735	6,104,612	7,719,981	9,703,546	12,140,376	15,130,399	67,701,808	
Incemental RVN. From urban non-youth		THB	595,614	899,123	1,243,607	1,653,687	2,138,828	2,711,697	3,383,940	4,168,786	5,079,353	6,130,307	7,335,949	8,705,827	44,046,718	

## Incremental Revenue with base-case cannibalization rate

Strategy Building Trust		Unit	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	TOTAL	Sources
Total Net Incremental Revenue Cannibalization Adjusted		THB	1,256,718	1,938,651	2,744,518	3,741,989	4,972,050	6,490,019	8,358,216	10,654,936	13,474,386	16,936,483	21,189,704	26,408,463	118,166,132	
Cannibalization Rate		%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%		Scenario Analysis
Total Incremental Revenue		THB	1,570,898	2,423,313	3,430,647	4,677,486	6,215,062	8,112,524	10,447,770	13,318,670	16,842,983	21,170,604	26,487,130	33,010,578		



Scenarios Analysis of Cannibalization Rate vs. NPV and ROI - strategy 1

Cannabilization Scenario Analysis		Worst	Base	Best
Cannabiliation Rate		30%	20%	10%
Result				
Total Incremental RVN.		103,395,366	118,166,132	132,936,899
NPV		71,173,386	83,706,867	96,240,349
ROI		386%	454%	522%

Total Costs, Net Cash Flow, NPV and ROI from strategy 1

Strategy Building Trust		Unit	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	TOTAL	Sources
Total Net Incremental Revenue Cannibalization Adjusted		THB	1,256,718	1,938,651	2,744,518	3,741,989	4,972,050	6,490,019	8,358,216	10,654,936	13,474,386	16,936,483	21,189,704	26,408,463	118,166,132	
Cannibalization Rate		%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%		Scenario Analysis
Total Incremental Revenue		THB	1,570,898	2,423,313	3,430,647	4,677,486	6,215,062	8,112,524	10,447,770	13,318,670	16,842,983	21,170,604	26,487,130	33,010,578		
Total Costs		THB	1,960,000	1,864,000	1,776,200	1,693,500	1,615,400	1,543,400	1,475,500	1,412,200	1,351,500	1,294,400	1,242,400	1,191,400	18,419,900	
KOLs costs		%	82%	82%	81%	81%	81%	80%	80%	80%	79%	79%	78%	77%	79.9%	
Brand Communication Costs		%	18%	18%	19%	19%	19%	20%	20%	20%	21%	21%	22%	23%	20.1%	
Artwork		%	8%	8%	7%	7%	7%	7%	6%	6%	6%	6%	6%	6%	6.5%	
Paid Ads		%	10%	11%	11%	12%	12%	13%	14%	14%	15%	15%	16%	17%	13.6%	
Net Cash Flow		THB	-703,282	74,651	968,318	2,048,489	3,356,650	4,946,619	6,882,716	9,242,736	12,122,886	15,642,083	19,947,304	25,217,063		
NPV	Rate	22%	THB	83,706,867												
ROI			%	454%												

# Detailed - Awareness gained from Strategy 1



Strategy Building Trust			Unit	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24
Awareness															
Accumulated people who trust Lay's Max			People	1,363,627	2,770,979	4,165,346	5,547,845	6,918,792	8,281,842	9,638,341	10,989,408	12,334,747	13,675,322	15,012,557	16,343,956
Incremental people who trust Lay's Max			People	1,363,627	1,407,353	1,394,367	1,382,499	1,370,947	1,363,050	1,356,499	1,351,066	1,345,339	1,340,575	1,337,235	1,331,399
% incremental new awareness raise			%	80%	76%	72%	69%	65%	62%	59%	56%	53%	50%	48%	46%
Actual Customers whose awareness is raised			People	1,704,533	1,851,780	1,931,256	2,015,598	2,103,954	2,201,932	2,306,682	2,418,363	2,534,854	2,658,818	2,791,783	2,925,894
% new customers awareness established			%	10%	11%	11%	12%	12%	13%	13%	14%	15%	16%	16%	17%
Unique Reach/M			Reach/M	17,045,333	17,635,996	17,517,063	17,411,496	17,309,284	17,252,712	17,212,816	17,186,854	17,156,893	17,138,978	17,139,129	17,107,093
% Overlapped segment			%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Total Reach			Reach	21,306,667	22,044,995	21,896,328	21,764,371	21,636,605	21,565,890	21,516,020	21,483,568	21,446,116	21,423,722	21,423,911	21,383,867
From KOLs			Reach	19,500,000	20,377,500	20,348,213	20,316,594	20,285,063	20,256,412	20,233,849	20,221,038	20,195,057	20,184,996	20,195,966	20,157,571
Youtube			Reach	7,000,000	7,315,000	7,296,713	7,279,532	7,264,676	7,253,534	7,247,684	7,248,912	7,232,144	7,224,018	7,226,862	7,211,931
KOLs Hired			KOLs	40	38	36	34	33	31	30	28	27	25	24	23
Average Reach per KOLs			Reach	175,000	192,500	202,125	212,231	222,843	233,985	245,684	257,968	270,867	284,410	298,631	313,562
Tiktok			Reach	12,500,000	13,062,500	13,051,500	13,037,063	13,020,387	13,002,878	12,986,165	12,972,126	12,962,913	12,960,978	12,969,104	12,945,640
KOLs Hired			KOLs	50	48	45	43	41	39	37	35	34	32	30	29
Average Reach per KOLs			Reach	250,000	275,000	288,750	303,188	318,347	334,264	350,977	368,526	386,953	406,300	426,615	447,946
From officials accounts			Reach	1,740,000	1,597,320	1,474,247	1,370,020	1,269,693	1,223,322	1,191,480	1,167,065	1,150,570	1,132,948	1,116,599	1,109,090
Tiktok			Reach	800,000	734,400	674,179	619,745	571,524	529,959	486,502	450,285	421,797	391,990	360,822	338,198
VDO/month			Posts	10	9	8	7	7	6	5	5	5	4	4	3
Avg. reach/post			Reach	80,000	81,600	83,232	84,897	86,595	88,326	90,093	91,895	93,733	95,607	97,520	99,470
Instagram			Reach	300,000	275,400	254,898	238,772	221,899	220,816	225,232	229,737	234,332	239,019	243,799	248,675
Post/month			Posts	6	5	5	5	4	4	4	4	4	4	4	4
Avg. reach/post			Reach	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950	62,169
Facebook			Reach	300,000	275,400	254,898	238,772	221,899	220,816	225,232	229,737	234,332	239,019	243,799	248,675
Post/month			Posts	6	5	5	5	4	4	4	4	4	4	4	4
Avg. reach/post			Reach	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950	62,169
Twitter			Reach	300,000	275,400	254,898	238,772	221,899	220,816	225,232	229,737	234,332	239,019	243,799	248,675
Post/month			Posts	6	5	5	5	4	4	4	4	4	4	4	4
Avg. reach/post			Reach	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	60,950	62,169
Youtube			Reach	40,000	36,720	35,374	33,959	32,473	30,914	29,280	27,568	25,777	23,902	24,380	24,867
VDO/month			Posts	2	2	2	2	2	1	1	1	1	1	1	1
Avg. reach/post			Reach	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380	24,867
From Paid Ads.			Reach	66,667	70,175	73,869	77,757	81,849	86,157	90,692	95,465	100,489	105,778	111,346	117,206
Ads Budget			THB	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cost per reach			THB	3	2.9	2.7	2.6	2.4	2.3	2.2	2.1	2.0	1.9	1.8	1.7
Cost per reach increase in efficiency			%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

SITUATION ANALYSIS

MAX THE BRAND

MAX THE GLAND

IMPACT



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Summary [DO us a flavor] - Target customers reached, Participants in flavor competition, visitors at pop-up stores, and

		Prelaunch	Submit	Submit	Master Chef	Pop-up	Pop-up	Sales	Sale	
Do us a flavor	Unit	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Total
Summary										
Loyal Customers Obtained	People	97,690	209,225	295,815	377,744	463,954	545,133	623,081	699,451	
Mom Growth	%		114%	41%	28%	23%	17%	14%	12%	35.73%
Urban Youth Reached	People	1,315,564	2,605,022	3,405,259	4,020,325	4,565,329	4,959,443	5,240,928	5,439,441	
Urbanization Ratio	%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	54.17%	
Total Youth Reached	People	2,428,808	4,809,419	6,286,825	7,422,368	8,428,558	9,156,177	9,675,858	10,042,354	
% Youth	%	19.89%	19.89%	19.89%	19.89%	19.89%	19.89%	19.89%	19.89%	
Total People Reached	People	12,211,200	24,180,087	31,607,968	37,317,082	42,375,859	46,034,071	48,646,847	50,489,463	
[Paid Media] - Accumulated People who aware abouth the competition	People	12,211,200	21,210,602	27,726,288	32,368,401	37,427,179	41,085,391	43,698,167	45,540,783	
[Participants Clips] Accumulated people who aware abt the comp.	People	0	7,423,711	9,704,201	9,704,201	9,704,201	9,704,201	9,704,201	9,704,201	
Overlapped Adjustement	%		60%	60%	60%	60%	60%	60%	60%	
[Master Chef] - People reach					2,134,000	2,134,000	2,134,000	2,134,000	2,134,000	
Overlapped Adjustement	%				50%	50%	50%	50%	50%	
Total People Submitting Flavors	People		222,711	291,126						513,837
Total People Visit Pop-up stores	People					160,670	226,903	311,715	420,579	1,119,867
Youth	People					96,402	136,142	187,029	252,347	671,920
Non-youth	People					64,268	90,761	124,686	168,232	447,947



Incremental Revenue without cannibalization

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Incremental Revenue with base-case cannibalization rate

				Prelaunch	Submit	Submit	Master Chef	Pop-up	Pop-up	Sales	Sale		
Do us a flavor				Unit	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Total
Total Net Incremental Revenue Cannibalization Adjusted				THB	4,376,494	10,137,224	15,523,262	21,502,151	32,291,966	41,772,543	52,701,361	67,620,827	245,925,829
Cannibalization Rate				%	20%	20%	20%	20%	20%	20%	20%	20%	Scenario Analysis
Total Incremental Revenue				THB	5,470,618	12,671,530	19,404,078	26,877,689	40,364,957	52,215,679	65,876,702	84,526,033	

Scenarios Analysis of Cannibalization Rate vs. NPV and ROI - 'Do us a flavor'

Cannabilization Scenario Analysis		Best	Base	Worst
Cannabiliation Rate		10%	20%	30%
Result				
Total Incremental RVN.		276,666,558	245,925,829	215,185,100
NPV		199,470,068	174,183,900	148,897,731
ROI		596%	520%	445%

Net Cash Flow, NPV and ROI from strategy 1 - Base Case Cannibalization Rate

Net Cash Flow		THB	2,416,494	8,325,224	13,880,262	17,852,151	25,131,966	36,200,543	46,170,361	62,452,827	212,429,829
NPV	Rate 20%	THB	174,183,900								
ROI		%	520%								

Detailed - Total people who aware about 'Do us a flavor'

			Prelaunch	Submit	Submit	Master Chef	Pop-up	Pop-up	Sales	Sale
Do us a flavor	Unit	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	
Detailed calculation										
Step 1 Promote 'Do us a flavor' - Prelaunch to sales										
Accumulated People who aware about 'Do us a flavor'	People	12,211,200	21,210,602	27,726,288	32,368,401	37,427,179	41,085,391	43,698,167	45,540,783	
Incremental People who aware about 'Do us a flavor'	People	12,211,200	8,999,402	6,515,685	4,642,114	5,058,778	3,658,212	2,612,776	1,842,616	
% incremental new awareness raise	%	80%	56%	39%	27%	19%	13%	9%	7%	
Reach	Reach	15,264,000	16,070,362	16,621,646	16,917,324	26,336,827	27,207,501	27,760,285	27,967,816	
Overlapped segment	%	40%	42%	44%	46%	49%	51%	54%	56%	
Total Reach	Reach	25,440,000	27,707,520	29,734,608	31,506,330	51,259,157	55,583,663	59,833,133	63,976,180	
From KOLs	Reach	24,000,000	25,920,000	27,993,600	30,205,440	49,766,400	53,747,712	58,047,529	62,634,000	
KOLs Used	KOLs	60	54	49	44	60	54	49	44	
Average Reach per KOLs	Reach	400,000	480,000	576,000	691,200	829,440	995,328	1,194,394	1,433,272	
Organic From officials accounts	Reach	1,440,000	1,787,520	1,741,008	1,300,890	1,492,757	1,835,951	1,785,604	1,342,180	
Tiktok	Reach	640,000	587,520	541,008	500,890	692,757	635,951	585,604	542,180	
VDO/month	Posts	8	7	7	6	8	7	7	6	
Avg. reach/post	Reach	80,000	81,600	83,232	84,897	86,595	88,326	90,093	91,895	
Instagram	Reach	200,000	300,000	300,000	200,000	200,000	300,000	300,000	200,000	
Post/month	Posts	4	6	6	4	4	6	6	4	
Avg. reach/post	Reach	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Facebook		200,000	300,000	300,000	200,000	200,000	300,000	300,000	200,000	
Post/month	Posts	4	6	6	4	4	6	6	4	
Avg. reach/post	Reach	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Twitter	Reach	200,000	300,000	300,000	200,000	200,000	300,000	300,000	200,000	
Post/month	Posts	4	6	6	4	4	6	6	4	
Avg. reach/post	Reach	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Youtube		200,000	300,000	300,000	200,000	200,000	300,000	300,000	200,000	
VDO/month	Posts	4	6	6	4	4	6	6	4	
Avg. reach/post	Reach	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	



Detailed - Participants in 'Do us a flavor' and reached from participants

Do us a flavor	Unit	Prelaunch	Submit	Submit	Master Chef	Pop-up	Pop-up	Sales	Sale
		Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
Step 2 Launching the event - 'Submitting the flavors'									
Additional People Reach from participants clips	People		7,423,711	9,704,201					
Avg. views per people	Views		30	30					
Total Views from participants clips	Views		222,711,326	291,126,021					
Average Clips per participants	Clips		1	1					
Average View per participants clips	Views		1,000	1,000					
Accumulated Particiapants	People		222,711	291,126					
Potential Participants	People		222,711	68,415					
Incremental People who aware about the event	People		21,210,602	6,515,685					
CTR	%		15%	15%					
Conversion	%		7%	7%					

Detailed - Incremental Revenue

Do us a flavor	Unit	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
Incremental Revenue	THB	5,470,618	12,671,530	19,404,078	26,877,689	40,364,957	52,215,679	65,876,702	84,526,033
Sales from Pop-up stores	THB					4,498,765	6,353,274	8,728,030	11,776,212
Total Unit Sold	Bags					160,670	226,903	311,715	420,579
Avg. Price Per Unit	THB					28	28	28	28
Sales of Lay's Max Core Product	THB	5,470,618	12,671,530	19,404,078	26,877,689	35,866,192	45,862,406	57,148,672	72,749,821
Retained Customers	People	97,690	209,225	295,815	377,744	463,954	545,133	623,081	699,451
Accumulated People Reached	People	12,211,200	24,180,087	31,607,968	37,317,082	42,375,859	46,034,071	48,646,847	50,489,463
Conversion Rate	%	2%	2%	2%	2%	2%	2%	3%	3%
Retaintion rate	%	40%	42%	43%	45%	47%	49%	51%	53% 2/3 Of Lay's Retention Rate
Avg. Spending/Month		56	61	66	71	77	84	92	104
Buying Frequency/month	Time	2	2	2	2	2	3	3	3 National Library of Medicine
Avg. Baseket Size	THB	28	29	30	31	32	33	34	37 Avg. price of Lay's Max 2 sizes
Increased in avg. basket size	%	3%	3%	3%	3%	4%	4%	8%	8% Due to brand value alignmennt

Urbanization and Youth Distribution in Thailand

Youth Population in Urban areas											
Urbanization Ratio Analysis											
	2014	2015	2016	2017	2018	2019	2020	Note			
Urbanization Ratio	46.94%	47.69%	48.45%	49.20%	49.90%	50.50%	52.20%	Statista			
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Urbanization Retio [Regression]	46.94%	47.69%	48.45%	49.20%	49.90%	50.50%	52.20%	52.53%	53.35%	54.17%	Linear Regression
Target Age Poluation Ratio											
	Male	Female									
15-19	3.16%	3.00%	Statista								
19-24	3.46%	3.32%	Statista								
24-29	3.50%	3.45%	Statista								
Total	10.12%	9.77%	19.89%								
Urban Youth in Thailand 2023											
Urban Youth age 15-29	M People	7.74									
Total Youth age 15-29	M People	14									
Thailand Population 2023	M People	72									
Male age 15-29	M People	7									
Ratio of Male age 15-29	%	10.12%									
Female age 15-29	M People	7									
Ratio of Female age 15-29	%	9.77%									
Urbanization Rate	%	54.17%									

Urbanization - Linear Regression

SUMMARY OUTPUT									
<i>Regression Statistics</i>									
Multiple R	1								
R Square	1								
Adjusted R Square	1								
Standard Error	0								
Observations	7								
ANOVA									
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>				
Regression	1	0	0	207	0				
Residual	5	0	0						
Total	6	0							
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>	
Intercept	0.4682	0	229	0	0	0	0	0	
X Variable 1	0.0082	0	14	0	0	0	0	0	