



## RUFFLES WAVY POTATO CHIPS-THE UNEXPLICABLE CANNIBALIZATION

### Challenge:

Ruffles had dominated category shares with successful line extensions that would normally increase total brand share in the market with minimal cannibalization into main product sales. Which is why it was so surprising to us when we launched Ruffles Wavy as a new thicker cut crinkled potato chip alternative and experienced the new shocking drop in our main brand sales. We needed to quickly assess and deploy a strategy to combat the loss in sales.

### Solutions For Success:

Through research, analysis and the team's expertise, we discovered that there was a serious branding problem both internally and externally. Both our distributors' reps and consumers were confusing the main brand Ruffles Regular with the new Ruffles Wavy because we hadn't differentiated them enough from each other. Even though the actual product looked different (imagine small potato ridges versus thicker, sharper ridges), the packaging, the messaging and the marketing didn't highlight the vast difference. Once the problem was correctly defined, the solution was elegant in its simplicity: we needed to create a new position for the Ruffles Wavy that was as different as night and day to the Ruffles main brand.

### Repositioning:

As a result of the thorough insights and analysis, a new positioning was given to the Wavy sub-brand.

- A young, irreverent brand character of a young male surfer was assigned to the Wavy brand.
- To convey this repositioning, the Wavy packaging was changed to metallic purple from blue.
- Further emphasizing the repositioned brand, a launch ad was created, featuring a teenage surfer boy.
- The country's first sponsored Snowboard and Windsurf Sponsorship program was created to support the launch.

### Results:

The re-launched Ruffles Wavy doubled category sales for the quarter versus year ago. Related events garnered publicity worth close to \$1 million US within one year.

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We have collaborated with a broad range of companies — from global brands to fast-growing start-ups — to help them solve their brand position challenges and grow their sales. However, there's no way to know if we can help you without sitting down and having a conversation. Give us a call at **416-253-7571** or email us at **[chala@therepositioningexpert.com](mailto:chala@therepositioningexpert.com)** to set up a no-pressure discovery conversation.