Oswald & Avery Company background and current situation:

- Oswald & Avery is a closely held consumer products company founded in 1927 in Hastings-on-Hudson, New York by brothers-in-law James Oswald and Ben Avery who believed in creating a better, healthier world.
- Business thrived and when the depression struck, James and Ben purchased several struggling household brands and doubled the size of their fledgling company. Business boomed after WW II and the descendants of James and Ben continued to grow the business through multiple acquisitions.
- Today, Oswald & Avery owns 31 food and consumer products brands. 2014 revenue was $1.7 billion. Priding themselves on their heritage, Oswald & Avery has stayed close to its roots - treat the customer well and they’ ll come back.
- Lately, growth and sales have lagged across most of their brands. Younger consumers are increasingly being drawn to more dynamic and relevant brands. As a result, Lisa Oswald (CEO) and Lorraine Avery (President), both direct descendants of the founders, have recently embarked on an aggressive push to modernize Oswald & Avery’s marketing and outreach.
- Their mandate to all employees is to “Go Mobile.” “Modernize Oswald & Avery’s communications strategy and make us relevant with Millennials without alienating our existing Baby Boomer consumers.” Specifically, they’d like you to come up with one mobile care strategy and one mobile product strategy. What is the problem you’re trying to solve for each, what is your recommended solution and how will you measure results?

Consumer Affairs background and budget:

- Oswald & Avery receives 250,000 contacts per year (⅔ calls and ⅓ email).
- Budget is $2 million.
- Cost per live contact is $10.
- The website contact us page, where to buy, product information pages and FAQs are not set up to be easily viewed on a mobile phone

Marketing background and budget:

- Oswald & Avery’s marketing budget is $20 million and is spent mostly on print magazine and select regional billboards.
- Oswald & Avery has experimented with social media and consumer engagement events (e.g. Facebook, Twitter, Pinterest, company blog, creative event marketing at select summer music festivals) but have not gained meaningful traction in part because of their aging consumer base.
- Marketing content on all of their sites (videos, etc.) is all mobile enabled.
Examples of mobile tools, policies and processes to consider: *(This is not an exhaustive list.)*

**Tools and Technology:**
- Ability to move between channels (phone, email, desktop website, mobile website, etc.) seamlessly
- Direct texting from consumer’s smartphone to the brand
- Two-way chat via smartphone
- Click-to-talk / click-to-video talk with brand via smartphone
- Engaging with the brand via company social channels via smartphone
- Dedicated brand apps that allow consumers to engage directly with the brand
- Where to buy support via smartphone
- Coupon being pushed to smartphone based on your exact location in a store
- An interactive community strategy to engage brand loyalists
- Loyalty programs

**Policies and Processes:**
- Enable your desktop site to be fully responsive on smartphone or mobile optimized
- Harmonize the internal data (that your contact center agents access) with your publicly available website data
- Provide longer hours of operation
- Respond to emails as quickly as texts to meet the expectations of today’s consumer.
- Develop shorter and more informal responses to emails and texts.
- Self-service options on mobile (initiate a product return, document an adverse event, download coupons, etc.)

**Instructions:**
1. Evaluate mobile care and mobile product solutions that you believe will meet the CEO and President’s challenge.
2. Discuss and develop two strategies (ideally one mobile care strategy and one mobile product strategy). What is the problem you’re trying to solve for each, your recommended solution and how will you measure results?
3. Consider how far you are going to go. Are you going to present only mobile care solutions? Mobile product solutions? Are you embracing multi-channel or going further into fully integrated omni-channel? There is no correct answer; the point is to have a well-thought-out strategy and solution.
4. Develop a succinct three-minute pitch to present to CEO, President and executive staff. They will determine the winner and two runner-ups.

**Timing guidelines - 30 minutes:**
- 10 minutes to identify issues
- 10 minutes to focus on solutions
- 10 minutes to practice your pitch
- Each table will then have 2-3 minutes maximum to make their pitch to the executive staff

**Logistics and output:**
- At the beginning of exercise, designate a scribe and presenter(s).
- Presenter(s) will be responsible for making the final pitch to Oswald & Avery executive staff.
- Feel free to use any format you please - flip chart, verbal pitch, role play, whatever approach will best convey your idea.