

Situation Analysis

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Table of Contents:

Company Analysis.....	2
Product Analysis.....	7
Company Strategy.....	10
Industry Analysis.....	13
Competition.....	17
Consumer Profile.....	20
SWOT Analysis.....	22
Conclusion.....	23
Sources.....	24

Company Analysis

Mission

Our mission is to make great tasting high quality food and continue Paul Newman's legacy of donating all profits to charity.



Vision/Promise

Always great tasting, always top quality, just the way our founder, Paul Newman, insisted. We'll always follow his vision for putting quality first.

Company History

Newman's Own is a food company founded by actor Paul Newman and author A.E. Hotchner in 1982. The brand started with a homemade salad dressing that Newman and Hotchner prepared themselves, and gave to friends as gifts. The successful reception of the salad dressing led Newman and Hotchner to commercialize it for sale.

It started as a joke and got out of control
- Paul Newman

Today, Newman's Own produces nearly 100 individual food products across 8 categories. In these thirty years, the company gives 100% of the after-tax profits from the sale of its products to Newman's Own Foundation, which in turn, gives the money to various educational and charitable organizations.

Partners



Exclusive salad dressing served with Premium Salads



Kirkland Signature Newman's Own Grape Juice



Organic Fair Trade Coffee Line



Newman's Own Market Wine



Founder, Paul Newman

Paul's craft was acting, his passion was auto racing, and his love was for his family and friends. His heart and soul were dedicated to help make the world a better place. His commitment to philanthropy was clear — he used his influence, financial resources, and personally volunteered his time to advance humanitarian and social causes around the world.

Though Paul Newman was a Hollywood celebrity, he was recognized for his exceptional commitment and philanthropic leadership. He was a man of abundant good humor, generosity, and humility, and he considered himself an ordinary person.

Timeline of Newman's Own Inc.

1980: The start of it all - Paul Newman and Hotch gave homemade salad dressing as holiday gifts to friends and neighbors.

1982: Newman's Own Salad Dressing launched, generating over \$300,000 in first year profits.

1983: The Newman's Own product line expanded with the introduction of pasta sauce. Newman's Own enters the Australian market.

1988: The Hole in the Wall Gang Camp opened in Connecticut, serving 288 kids in its first year.

1991: Newman's Own introduced salsa (following the success of salad dressing, pasta sauce, lemonade, and microwave popcorn).

1992: At this point, over \$50 million had been donated to charity (in the first decade).

1997: Newman's Own products expanded globally, with distribution to countries including the UK, Canada, Australia, and New Zealand.

1999: The Newman's Own Awards were established.

2005: Newman's Own Foundation was established to carry on Paul Newman's philanthropic legacy.

2008: On September 26, Paul Newman passed away.

2010: Newman's Own celebrated \$300 million in charitable giving since 1982.

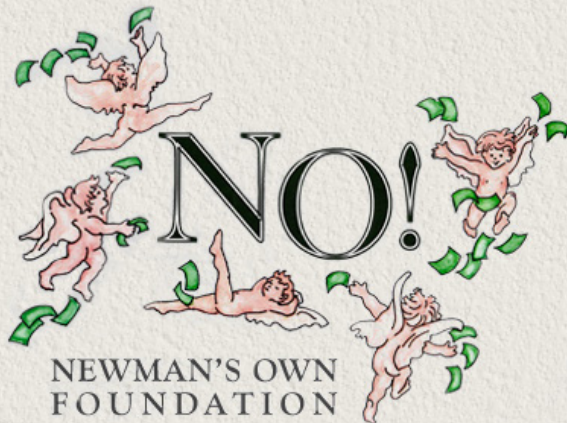
2011: The Newman's Own product line grew, adding frozen pizza, frozen meals, and wine.

2012: The Serious Fun Children's Network brand launched, uniting Newman's global family of camps, serving over 384,700 kids since 1988.

2013: Newman's Own committed \$7 million over 3 years to support military personnel, veterans, and their families.

NEWMAN'S OWN FOUNDATION

"I want to acknowledge luck. The benevolence of it in my life and the brutality of it in the lives of others."
- Paul Newman



Core Values

Newman's Own Foundation upholds these commitments through five guiding principles:

Common Purpose
Freedom to Dream
Trust and Respect
Quality
Serious Fun

100% After-tax Profits Donated

As the sole owner of Newman's Own, Inc., Newman's Own Foundation receives all profits earned by the company, in the form of a dividend payment, and receives 100% of the royalties paid by the company and other licenses. All profits and royalties received by Newman's Own Foundation are used by the Foundation exclusively for charitable purposes to include support to other charities around the world and for Foundation-managed charitable programs.

Federal financial reporting documents are available online.

"Working for Newman's Own was the most rewarding job I've ever had. That was because of its mission of giving back. It's a business with great people doing great things."

- Tom Indoe, COO

Focus Areas



Organizations that promote the practice of philanthropy and/or rely on philanthropic support to fulfill their missions



Organizations that enhance the quality of life for children with life-limiting medical conditions, and/or for whom the experience of childhood has been disrupted by circumstances beyond their control



Organizations that empower people to overcome extraordinary adverse circumstances, and/or provide equal access to human rights and contribute to the development of a civil society



Organizations that implement model solutions to issues of hunger and nutrition for underserved communities

Funding Guidelines

Criteria

501 (c) (3) public charities or the international equivalent

Clear and substantive fit within one or more Focus Areas

Organizations or programs where Foundation resources have the potential for significant impact typically small to mid-size organizations/programs that are poised for growth

Innovative and effective model programs with potential for replication that can contribute to solutions to issues addressed by the Focus Areas

Opportunities to encourage philanthropy by leveraging Foundation resources to stimulate giving from other sources and help build a global philanthropic community

Existing or potential for strong organizational leadership/governance

Fiscal responsibility

Don't Fund

Organizations that discriminate on any basis

Specific religious activities or beliefs

Lobbying or political activities

Major research projects

Any commercial business purpose

Any litigation that is underway, contemplated, or completed

Private foundations, Type III supporting organizations, or other organizations that require expenditure responsibility by the Foundation

Endowments, building campaigns, special events or annual funds

Direct grants to individuals

Every year, Newman's Own, in cooperation with Fisher House Foundation and Military Times Media Group, awards \$200,000 to the most unique initiatives that improve the quality of life for military families.

Product Analysis

Newman's Own offers a variety of different salad dressings. From the most popular dressings like Ranch and Caesar, to unique dressings such as a Lime Vinaigrette and Cranberry Walnut Dressing, Newman's Own products cover the salad dressing spectrum. There are also a variety of options for some of the most popular dressings. Newman's Own offers Lite and Organic options for those making health-conscious decisions, as well.

Balsamic Variations:



Caesar Variations:



Product Ingredients

Newman's Own promotes its philanthropic element and all-natural ingredients first and foremost. The company offers many different lite and organic options. This poses questions about the differences between the ingredients in these types of dressings.



Nutrition Facts

Serv. Size	2 Tbsp (30g)
Calories	90
Calories from fat	80
Total fat	9g (14% DV)
Saturated fat	1g (5% DV)
Trans fat	0g
Cholesterol	0mg (0% DV)
Sodium	280mg (12% DV)
Total Carbohydrate	3g (1% DV)
Dietary Fiber	0g (0% DV)
Sugars	1g

Protein

Vitamin A

Vitamin C

Calcium

Iron

Ingredients

Vegetable Oil (Canola Oil and/or Soybean Oil, Extra Virgin Olive Oil), Water, Balsamic Vinegar, Distilled Vinegar, Sugar, Salt, Garlic, Spice, Onion, Red Bell Pepper, Xanthan Gum, Paprika (For Color)



Nutrition Facts

Serv. Size	2 Tbsp (30g)
Calories	100
Calories from fat	70
Total fat	8g (12% DV)
Saturated fat	1g (4% DV)
Trans fat	0g
Cholesterol	0mg (0% DV)
Sodium	200mg (8% DV)
Total Carbohydrate	7g (2% DV)
Dietary Fiber	0g (0% DV)
Sugars	7g

Protein

Vitamin A

Vitamin C

Calcium

Iron

Ingredients

Vegetable Oil (Soybean Oil and/or Canola Oil), Balsamic Vinegar, Water, Sugar, Distilled Vinegar, Extra Virgin Olive Oil, Contains 2% or Less of: Garlic, Salt, Spices, Xanthan Gum, Onion*, Red Bell Pepper*



Nutrition Facts

Serv. Size	2 Tbsp (30g)
Calories	45
Calories from fat	35
Total fat	4g (6% DV)
Saturated fat	0.5g (3% DV)
Trans fat	0g
Cholesterol	0mg (0% DV)
Sodium	310mg (13% DV)
Total Carbohydrate	2g (1% DV)
Dietary Fiber	0g (0% DV)
Sugars	2g

Protein

Vitamin A

Vitamin C

Calcium

Iron

Ingredients

Water, Balsamic Vinegar, Vegetable Oil (Soybean Oil and/or Canola Oil), Sugar, Distilled Vinegar, Extra Virgin Olive Oil, Salt, Contains 2% or Less of: Garlic, Spice, Onion, Xanthan Gum, Red Bell Pepper, Paprika (For Color)



Nutrition Facts

Serv. Size	2 Tbsp (30g)
Calories	45
Calories from fat	35
Total fat	4g (6% DV)
Saturated fat	0.5g (3% DV)
Trans fat	0g
Cholesterol	0mg (0% DV)
Sodium	350mg (15% DV)
Total Carbohydrate	4g (1% DV)
Dietary Fiber	0g (0% DV)
Sugars	3g
Protein	0g

Vitamin A

Vitamin C

Calcium

Iron

Ingredients

Water, Organic Balsamic Vinegar, Organic Soybean Oil, Organic Distilled Vinegar, Organic Sugar, Salt, Contains 2% Or Less Of: Organic Garlic, Organic Spices, Organic Onion, Organic Red Bell Pepper*, Organic Onion*, Gum Arabic, Guar Gum

This breakdown provides a couple of key takeaways:

First, vegetable oil is the most common ingredient in the regular and creamy versions of dressings, while water is the most common ingredient for the health-conscious dressing options. This is the most significant difference among the options, highlighting the substantial nutritional differences.

Second, the organic version is composed of entirely organic products. It takes the lite dressing, and replaces the health-conscious ingredients with organic options. These two elements alone provide the major varieties in the different product options.

product labels... what do they mean?



L I T E

Salads are a common choice for many people who attempt to eat healthy, but adding the wrong salad dressing to a salad could do the opposite effect. Offering a “lite” option is a way to ensure the meal has fewer calories. With less vegetable oil, and more water, the dressing loses some of its savory or tasteful flavor, but limits the caloric intake for the consumer.



O R G A N I C

For dressings to be classified as organic, there must be a composition of a minimum of 95% organic ingredients. This ensures that the product was not exposed to GMOs, chemical fertilizers, various synthetic substances, irradiation, or sewage sludge. These guidelines apply to the product’s soil a minimum of three years prior to harvest. For meats, it is required that the animals are fed organic food/forage, and are not given antibiotics or hormones. Specific rules are created in accordance with the United States Department of Agriculture.



A L L
N A T U R A L

The FDA has not created a definition for the term “natural”. Unlike terms such as “organic,” “free range,” and “cage-free”, there are no formal guidelines that must be met to print this on a label. According to a variety of reports, the term “all-natural” on food is meaningless, and this is the way food companies want it to be. It allows them to print this on their product, as it appeals to consumers, but requires no specific action in the development of the products.

Company Strategy

Previous Marketing Efforts

In the past...

Newman's Own conducted a "Product Labels Approach" to their marketing and promotional strategy, using labels to educate and mobilize the public to take action in not only purchasing a product, but also making a difference while doing so.

Throughout the lifetime of the product, the brand has been reinforced via new packaging that highlights the communication of the fundamental point necessary to the philanthropic mission of the company: 'All profits to charity.'



Newman's Own was also able to confirm that the promotion of a food item could occur with essentially no cost through an effective product launch event. Previously, Paul Newman's celebrity status was what helped the Newman's Own product launch to gain press and public attention.

Newman's Own's original product launch was hosted at a small bar in Manhattan. The company invited reporters and camera crews from all over New York. The event received international coverage, and within days, Newman's Own had orders from supermarkets throughout the world. Paul's celebrity power was the key to starting the campaign.

Paul not only helped increase awareness with his celebrity, but he actually owned the company. He provided the start-up costs and then acted as the spokesperson, wrote ad copy, created recipes, and personally selected the products Newman's Own would sell.

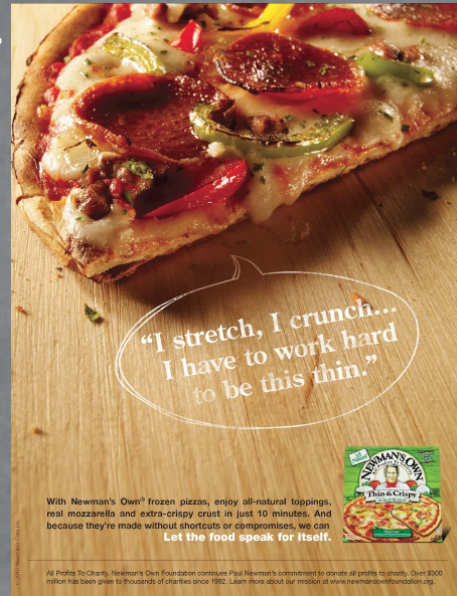
Past Campaign

"Let the Food Speak for Itself"

The campaign began with the national launch of its Thin & Crispy frozen pizza line.

"Let the Food Speak for Itself," a light-hearted ad campaign, conveyed product confidence.

Advertisements accompanied the proud expansion. Each ad varied, depending on the Newman's Own product they featured. The ads included various products, from pizza to salad dressings.



Brand Equity and Positioning

Newman's Own Positioning Strategy...

Paul Newman believed that plainly defining the brand's purpose (of donating to charity) would clearly differentiate it from the competition in the minds of consumers to create a competitive advantage.

What could be better than to hold your hand out to people who are less fortunate than you are?
— Paul Newman

Surveys conducted by Newman's Own showed that even without specifying a charitable cause, seventy-six percent of consumers would rather choose food products that donated profits to charity over competing comparable brands that did not.

Based on the brand's early positioning, Newman's Own's current target is deeply aware of what the company stands for. Current consumers care deeply about its cause - a component that is central to Newman's Own's continuing success and customer loyalty.

Keeping up with Industry Trends

Paul's daughter, Nell, launched a line of organic food. Nell explained, "Everything had to be something that my father, who was born in 1925, would look at, recognize and eat. We wanted people of his generation to say, 'That really tastes good', and then say, 'oh, it's organic'."



Newman's Own Organics was established as a separate business from the main product line. It had a licensing agreement to use the Newman name. The organics line was re-integrated into Newman's Own when the Newman's Own Organics license expired.



Industry Analysis

Industry Overview:

Newman's Own falls into the salad dressing category that is a part of a much larger industry that includes condiments and sauces. Many of these products are used as complements to the main foods of a meal. Notable brands in this industry are Heinz ketchup, French's mustard and Sweet Baby Ray's barbecue sauce. Newman's Own is joined in the salad dressing category by brands like Hidden Valley and Kraft.

Salad Dressing is Struggling...

The salad dressing market share is worth:

\$2.6 Billion



Since 2010, the salad dressing market has seen some ups and downs. The market averaged close to 1% growth in 2010 and 2011. There was a small spike in 2012 with 4% growth. Then, in 2013, the market declined by 0.5%. Mintel expects the market to show about 1% growth every year until 2019.

After inflation is accounted for, it is revealed that the salad dressing market has lost money every year since 2010. The only exception is 2012 when the market experienced 2% growth. Mintel expects the market to lose money every year until 2019.



How did this Happen to Salad Dressing?

In 2012, salad dressing had its best year, which later turned out to be its worst year. This was the only time in the last five years that the salad dressing market showed growth when inflation was accounted for. This growth was due to the recession. People were cooking at home more often, and they were eating at restaurants less. From about 2005-2011, the overall industry that includes salad dressing grew by 25% in total retail sales.

This time was also when the decline began. As more people started using salad dressing, more people realized that it isn't the healthiest thing they could be eating and stopped buying it. Consumers demanded for brands to use more organic ingredients, which increase the price of dressing. Organic ingredients are also known to add more fat and calories than artificial ingredients. Now, consumers don't want to buy salad dressing because it costs too much, and the extra fat and calories make it look like the brands didn't even try to make their dressing healthier.

Salad is NOT the Problem

According to a Mintel report, the \$50 billion market for vegetables has cumulatively grown by 18% since 2010. Nearly 90% of the vegetables market is held by fresh vegetables and fresh-cut salad. The fresh vegetables segment includes all vegetables that are whole and cut, as well as loose and packaged. This segment is expected to accumulate \$38.3 billion in total sales by the end of 2015, which would equate to 17% total growth since 2010. The fresh-cut salad segment includes packaged, to-go salads. Total sales for this segment in 2015 are expected to total \$5.7 billion, which would be a 43% increase from 2010. These growth numbers will be smaller after accounting for inflation, but they still show that more people are buying salad than ever before.

Factors Inhibiting Salad Dressing Market Growth

Lack of Product Versatility	Consumers see salad dressing as having only one use. Can we introduce other ways to use salad dressing besides on salad?
Health-conscious Consumers	Artificial additives such as flavors, colors, and sweeteners are viewed as unhealthy. There are claims of fat-free, lite, and organic ingredients, but clear distinctions have not been made between them. Production costs for organic ingredients are higher than those for artificial ingredients.
Consumers Want Customization	Consumer preferences are dynamic. They don't want to eat the same type of dressing every day.

Key Industry Challenges

1. Healthy ingredients increase production costs.

Because... it costs significantly more money to grow and transport organic ingredients than it would to produce artificial ingredients. It takes more research investments to identify healthy alternatives. Unpredictable weather patterns can affect prices of organic ingredients, as well.

Organic
Ingredients



Artificial
Ingredients

2. Some consumers choose to make homemade dressing instead.

Because... people who want to customize their salad can decide what goes into their dressing and how healthy or unhealthy it will be (vinaigrettes only require a few ingredients).

3. Mid-Level Dressings are being Challenged.

Because... mid-level brands still control a large share of the total sales in the salad dressing market, but brands in the premium and store categories are chipping away at their possible earnings. As consumers become more concerned with organic ingredients and money-conscious shopping, more dollars will go to the premium and store brands.

<p>Premium Brands</p> <ul style="list-style-type: none"> • Highest Prices • Makes up for it with quality organic ingredients 	
<p>Mid-level Brands</p> <ul style="list-style-type: none"> • This is the middle ground on price and ingredient quality. • It seems that some customers would rather pick an extreme than settle in the middle. 	
<p>Store Brands</p> <ul style="list-style-type: none"> • Lowest Prices • Purchased by the consumers that think all dressings are the same or would rather save money. 	

Ranch is the BIG WINNER

Ranch is the choice of consumers for nearly 40% of their salad dressing consumption opportunities.

40%

The average American eats salad dressing about 38 times per year. Ranch holds double the share of dollars and units of the next most popular dressing.

Ranch is becoming healthier too.

Opa Greek Yogurt Dressing, from Lighthouse, has fewer calories and more protein.



Opa's Feta Dill Greek Yogurt was named the "Dressing of the Year" by the Association for Dressings and Sauces in October 2014. It was also voted #1 Best New Retail Product in the Refrigerated & Frozen Foods category.

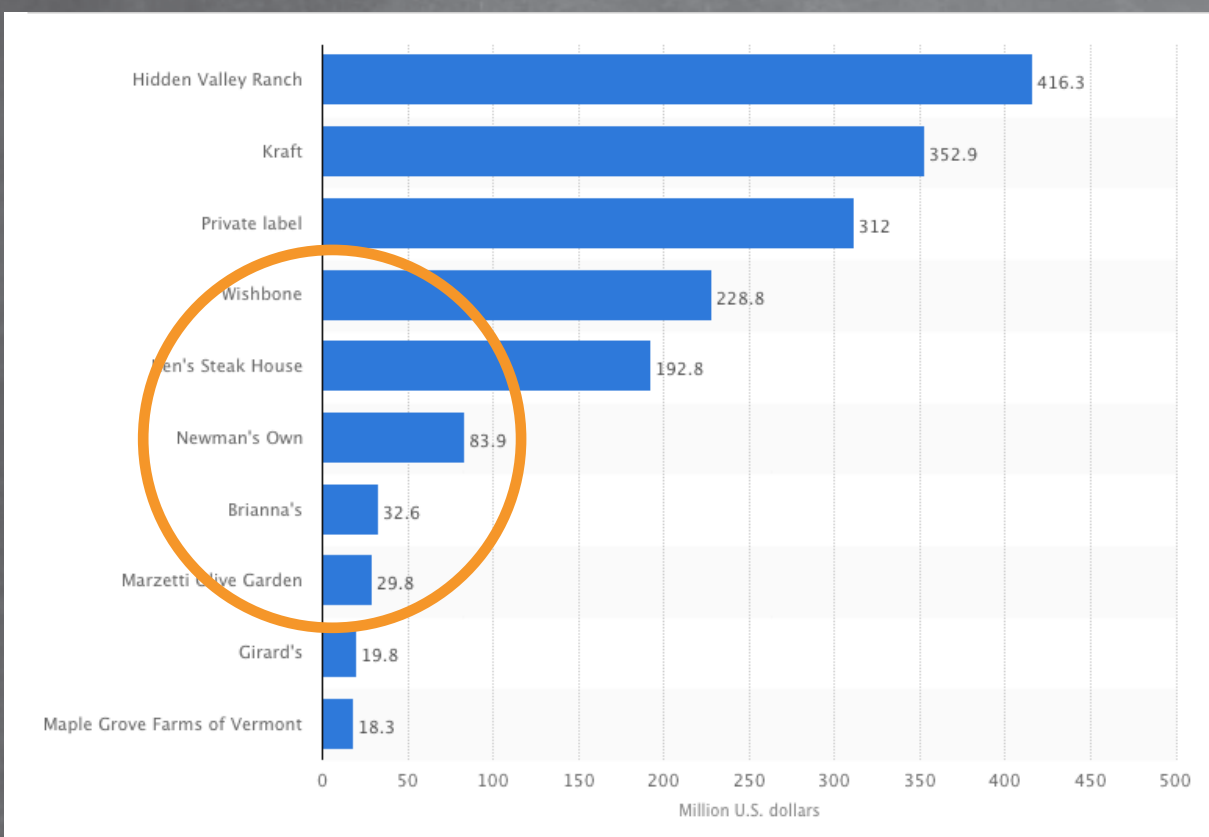
Consumers like the glass jars that the dressing comes in for their sustainability and quality.

Competition Analysis

Current salad dressing market...

The United States consumer's preference for ranch likely hinders the monetary success of Newman's Own. The assumed evoked set leader is Hidden Valley Ranch, thanks to its name and consistent advertising. The brand has high name recognition and consistently features various ranch dressings in their marketing, increasing brand awareness, and as a result, leading in sales.

Sales of the leading salad dressing brands of the United States



According to a Statista report, Hidden Valley Ranch leads the market in shelf-stable pourable salad dressing brands in the United States. They top the segment with \$416.3 million, followed by Kraft with \$352.9 million, Private Labels (store brands and specialty brands) at \$312 million, Wish-bone with \$228.8 million, Ken's Steak House at \$192.8 million, and Newman's Own trailing at \$83.9 million. Because private labels can be narrowed into numerous small companies and organizations, the determined competitors of Newman's Own are: Hidden Valley Ranch, Kraft, Wish-bone and Ken's Steak House.

Direct Competition:



Price Comparison:



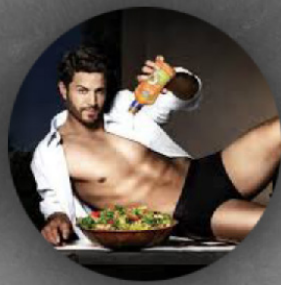
The price of a Newman's Own 16-ounce bottle of salad dressing is the most expensive out of the competitors. The next most expensive price is Hidden Valley Ranch – the market leader – followed by Ken's Steak House, Kraft, and Wish-bone, with the cheapest price at \$1.98. All prices were found at Walmart.com. Tax in different regions may vary.

Advertising Efforts



target: homemaking moms

Hidden Valley Ranch TV and print ads feature idyllic scenes of family life. Men play baseball, children sell vegetables at a vegetable stand, and moms serve kids Hidden Valley Ranch. Hidden Valley is the place where “kids always eat their vegetables.”



target: fun-loving cooks

Kraft salad dressing uses TV and print advertisements with the tagline, “Lets get zesty” to add humor and entertainment to its marketing. The ads feature an attractive male model creating and eating salads, all with Kraft dressing. The TV spot starts with, “Hey there, ladies.”



target: flavor connoisseurs

Ken's advertising is limited compared to Hidden Valley and Kraft since it is a private company. Their few advertisements, though, focus on the flavor and ingredients in Ken's Steak House salad dressings. The ads have the tag line, “Bye-bye bland,” said by a deep, manly voice.



target: top chef foodies

Wish-bone's advertising is also very limited. Past campaigns have focused on the health and flavor of the salad dressings. Advertisements have occasionally included endorsements from celebrity chefs (featured here). The company's website prominently features the Italian dressing, and highlights the creativity of healthy eating.

Consumer Profile

Current Market

The current target demographic for Newman's Own is women, age 40 and above. These women are focused on lifestyles of health and sustainability. They consider the environmentally conscious, sustainable, and health aspects of a product when making a purchasing decision. These women appreciate the philanthropic aspect of the product, and many have benefited from the Newman's Own Foundation themselves. They tend to be brand loyal.



Opportunity Market

The opportunity market that Newman's Own should seek to capture is younger men and women between the ages of 18 to 29; *show & tell do-gooders*. This demographic includes college students, as well as those just getting started in their careers. This group tends to not be brand loyal, unless it is a product that their parents purchased while they still lived at home. This demographic considers the health and sustainability of a product before purchasing, and they are susceptible to cause marketing.



Target Profile

"Show & Tell Do-Gooders"

These purpose-driven individuals are cause-driven and globally aware. They constitute the greatest portion of social media users and generate cause-related content. These clever names tend to be charitable, healthy, and green. They want to give back to the community and are "do-gooders." They read product reviews online or seek recommendations from friends before making a purchase.

Who are they?

Shopping Habits

These Show & Tell Do-Gooders are more likely to make purchases based on cause marketing. They love brands that support their local communities and would rather purchase from these brands than competitors (75 percent said that it's either fairly or very important that a company gives back to society instead of just making a profit). Most of these Show & Tell Do-Gooders conduct online research before making a purchase. They are more likely to become a loyal customer if a brand engages with them on social networks.

Advertising Perceptions

These people rank authenticity as key. They connect best with people as opposed to logos and would prefer to take product recommendations from friends than advertisements. They are highly critical and skeptical of advertising; Show & Tell Do-Gooders think advertising is all spin and not authentic. They use Tivo to skip commercials regularly and avoid advertisements on Facebook and various news websites.

Attitude Towards Salad Dressing

This demographic prefers to blend sauces and customize new salad dressings and marinades. Ranch is their salad dressing of choice, especially because it has the potential to be paired with other food than strictly salad, such as pizza, chicken nuggets, and French fries.

Key Takeaways



Connection



Do-gooders



Media Usage

SWOT Analysis

Strengths:

- Philanthropic component (100% of profit)
- All natural ingredients, health conscious options
- Paul Newman's relationship with the product (borrowed interest)
- Partnership with larger companies

Weaknesses:

- More expensive than competition
- Loss of celebrity face (relevance to target)
- Lack of advertisement efforts
- Less competitive when compared to competition

Opportunities:

- Make Newman's Own seem more healthy (Newman's Own is oil-based, and therefore healthier than cream-based options).
- Show other ways to use Newman's Own (to match key consumer takeaways).
- Make the dressing more customizable or customizable options based on industry trends.
- Use product labels as an information dissemination vehicle and form of advertising.
- Educate people on who Paul Newman is.

Threats:

Ranch is the leading salad dressing preference, which Newman's Own does not typically feature as their main flavor of salad dressing. Hidden Valley is the assumed evoked set leader in the salad dressing category in general and especially when it comes to ranch. Newman's Own's competitors including Hidden Valley, Kraft, Wishbone, Ken's Steak House, and private labels all lead in sales above Newman's Own. Wishbone has the healthy angle as well and still leads against Newman's Own. It is shown that the salad dressing category, itself is stagnant (even though salad is not). The new greek yogurt dressing with fewer calories and more protein has been introduced and taken on by many users.

Recommendations

1. Increase Cause Marketing

The Show & Tell Do-Gooders are susceptible to cause marketing campaigns. Newman's Own's main strength is its philanthropic component, but the only current advertising that highlights this is on the packaging - and even then, the "100% to profits" is very small.

Newman's Own understandably doesn't have a large advertising budget for large-scale marketing campaigns. But, if the company spent more to advertise the charitable aspect of the company, Newman's Own would likely increase profits. As a result, the company would increase donations to the Newman's Own Foundation.

Newman's Own would benefit from creating a charitable campaign that is easy to share on social media. Show & Tell Do-Gooders would appreciate the opportunity to tell their friends about their charitable buying habits.

2. Align with Consumer Trends

This opportunity target has dynamic preferences in dressing. The target consumers want a multipurpose, customizable product. New flavors and flavor variations would help enhance Newman's Own's appeal to the Show & Tell Do-Gooders. They quickly grow tired of the same old flavor, and they prefer to use salad dressing for more than just salad. Oriental flavors are becoming increasingly popular and would provide extra variety to the current Newman's Own selection.

Show & Tell Do-Gooders also appreciate single-use dressing mixes. The target wouldn't be locked into a whole bottle of dressing. If consumers could pick from a box of dressing mixes, they could pick and choose various dressings on any given day, reflecting the target's preference for brand switching.

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