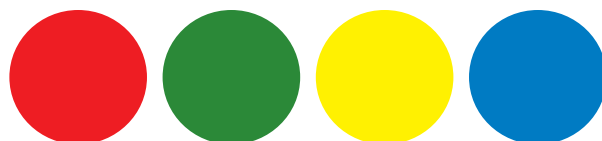




Emily Moser, Kallie Smith, Rachel Racicot, Amy Wisuri and Michelle Santiago

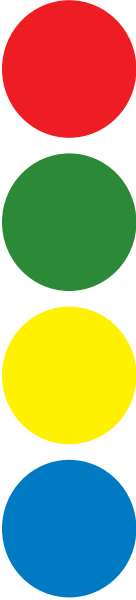
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# History

Twister was created in the year of 1966. In 1998, Twister was taken off its mat for the release of Totally Twister. In 2003, the company mixed Twister and dancing to create the Twister Moves game. Between 2007 and 2010, Hasbro released three more versions of Twister including Twister Scram, Twister Hopscotch, and Twister Hoopla. Now there are games such as Twister Dodgeball and Messy Twister (in which you pour the associated color of paint on the dots and then play).



Since 2010, over 65 million people have played Twister. It is rumored that the game inventor was Reyn Guyer. Some say that he was looking for a way to advertise a shoe polish that his father's advertising company was in charge of. Instead, he realized it was a great idea for a game. The original title was King Footsie. After being rejected by 3M, Guyer hired game designers Charles F. Foley and Neil Rabens to create a better version. Milton Bradley released the game in 1966, and while Guyer tried to take credit for the original idea of the game, Foley and Rabens were awarded with the patent in 1969.

The game experienced criticism when it first appeared on the market. Tim Walsh, author of "Timeless Toys," stated that it was not yet socially acceptable for people to be so close to one another, especially those of the opposite sex. There were many sexual connotations associated with the game and found critics not only within Milton Bradley, or other game companies, but also with stores. Some big retailers, including Sears, would not even sell the game in their stores. Sales were so dismal in the first few months that they were thinking of canceling the game. A public relations firm that was hired by Milton Bradley, unaware of the possibility of cancellation, had booked the game to be featured on "The Tonight Show." After the game was featured on "The Tonight Show" with Johnny Carson and Eva Gabor struggling to balance themselves on a Twister mat, the public was enthralled and the game was ultimately saved selling over 3 million copies within the first year.

The game's popularity grew so big that other companies would use the game in their commercials to promote other products. It showed up in many TV episodes and members of bands such as Nirvana and the Smashing Pumpkins played it for an MTV show. In 1987, the University of Massachusetts set a world record by creating one large mat of Twister and had 4,160 students play at one time. Hasbro bought out Milton Bradley in the 1980s and still produces the game of Twister as well as other forms or versions of Twister.



Hasbro Mission Statement is as follow:

“The heart of Hasbro’s business is making great games, toys, lifestyle and entertainment products that are enjoyed by people of all ages worldwide. Hasbro intends to be the number-one company in the toy and game industry; the leading provider of play; and the number-one marketer, pioneer and partner to all channels and all customers” (Thread: Hasbro Mission Statement: Are They Looking at You?).

Hasbro’s mission statement clearly focuses on the way they differentiate. The organization is focused on “bringing play to life for children and families around the world through [their] beloved brands” (Our Approach. CSR at Hasbro). They meet the needs of all age groups and are a leading entertainment provider to all consumers.

## Goals and Objectives

Hasbro has many goals that they try to achieve within their company. The four main goals that they have are the following: (Well Workplace Award Executive Summary Hasbro Bronze).

- \*Hasbro wants to be the world’s leading owner and creator of games through any way of playing.
- \*Be the world’s leading developer and marketer by investing new models of classic toy brands.
- \*To proactively and profitably manage the best cast of new and already existing characters by working with their partners to provide unequalled creativity and hand on play.
- \*To obtain, create, or strengthen respectability content for misuse in all forms of play and entertainment.

Hasbro as a company has a “significant impact on the environment” (Our Approach. Environmental Sustainability). That’s why they have also come up with goals for their operation and product goals to help the environment from their actions. Their operations and product goals are as follow:

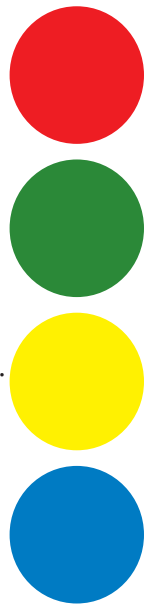
- \*Reduce Scope 1 and Scope 2 GHG(Greenhouse Gas) emissions by 10% by 2012
- \*Reduce non-recycled non-hazardous waste by 15% by 2012
- \*Achieve 90% non-hazardous waste recycling by 2012
- \*Reduce water use by 15% by 2012
- \*Eliminate PVC from packaging beginning in 2013, for all new core toy and game products
- \*Derive 90% of our paper and board packaging from recycled material or sources that practice sustainable forest management by 2015.

# Strategies

In an article called, “Hasbro Defines Its Branded Play Strategy at Annual Investor Day,” that was posted in 2011, Hasbro’s President and CEO states a few things about their strategy. Brian Goldner said the following:

We are delighted to share our updated strategic plan with our fellow shareholders and provide a preview for the coming years at today’s Investor Day. As we look to 2012, we believe we are well positioned to leverage our ongoing investments in future growth areas including emerging markets and entertainment, while capitalizing on innovation in our core brands as well as global entertainment initiatives in television and motion pictures (Hasbro Defines Its Branded Play Strategy at Annual Investor Day).

Hasbro’s strategy is to continue growing their core brand, developing new toys and games, and maximizing efficiency in the company. (Our Company. Jobs at Hasbro). Hasbro is perhaps the most innovative toy company in the world today. “The key to Hasbro’s success has been its ability to develop new toy technologies. These technologies are conducive to growing brands and providing a [range] of different products for all age groups” (Unknown).



# Structure of Hasbro

Goldner, Brian - CEO

Hargreaves, David - COO

Clark, Denise - SVP, CIO

Enright, Michael - VP & CTO, Digital Media

Knowlton, Kris - Internet Development Manager

Thomas, Deborah - CFO

Frascotti, John - CMO

Blecher, Mark - GM, SVP Digital Media & Gaming

DeNicola, Vickie - VP, Online Media

Rimmel, Jan - VP, Global Online Marketing Services

Licht, Lisa - GM, Entertainment and Licensing

Schneir, Bennett - SVO, Managing Director, Motion Pictures

Nyman, Eric - SVP Marketing

Paolino, Michelle - VP Global Brand Marketing & Strategy

Billing, Duncan - Chief Development Officer

Loesch, Margaret - President and CEO, Hasbro-Discovery JV

Ebbs, Donna - SVP Programming, Hasbro-Discovery JV

Fazio, Lou - VP Scheduling & Acquisitions

Copeland, Lorrie - SVP Consumer Insights and Research

Pimentel, Dan - CFO, Discovery-Hasbro JV

Revenko, Laura - VP, HR

Poston, Fred - Vice President Operations

Fredman-Tarshis, Amber - CMO, Discovery-Hasbro JV

Heanue, Greg - VP Marketing & Promotions

Beck, Jordan - Vice-President, Creative Services and On-Air Promotions

Goldstein, Brooke - SVP Ad Sales, Discovery-Hasbro JV

Wallach, Brian - VP, Advertising Sales Integration

Roberts, John - Head of Digital Media

Davis, Stephen - President, Hasbro Studios

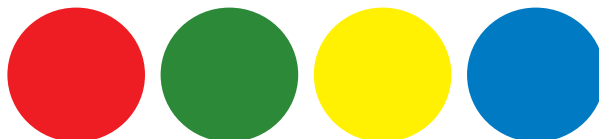
Arnesen, Finn - SVP, International Distribution & Development

Winstone, Angela - VP Global Brand Strategy & Marketing, Playskool

Koretsky, Nancy - Senior Brand Manager, Playskool

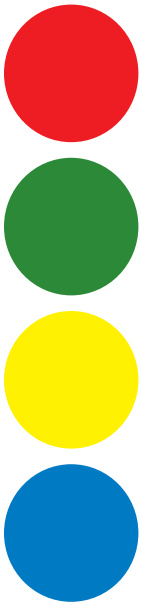
Kreter, Justin - Director Global Brand Marketing, Playskool

(Hasbro-Organization Chart)



# Past IMC

When Twister first hit the shelves in 1966 it was the first game to actually use bodies. Milton Bradley received a lot of heat for what many people referred to Twister as, “Sex in the Box.” It wasn’t till Johnny Carson and guest Eva Gabor played Twister on his Tonight Show when sales took off and estimated a total of 3 million copies the first year. (DeMain, Bill; Jim).



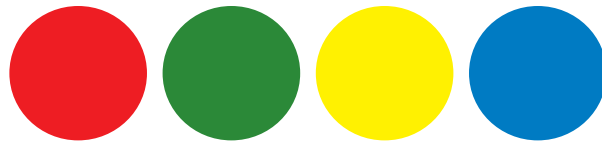
To increase brand awareness Twister produced commercials demonstrating how fun Twister really is and is enjoyable for all ages. The 1960s commercial for the original Twister showed a family playing the game together. First the parents played then the daughter and grandfather played. “Twister is the game that ties you up in a knot” and is all around fun for the whole family.



*The game that ties you up in a knot:*

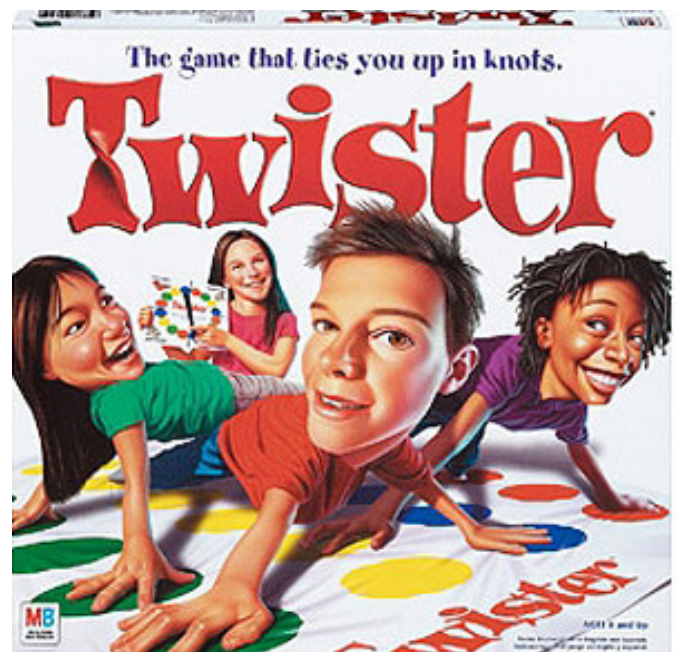
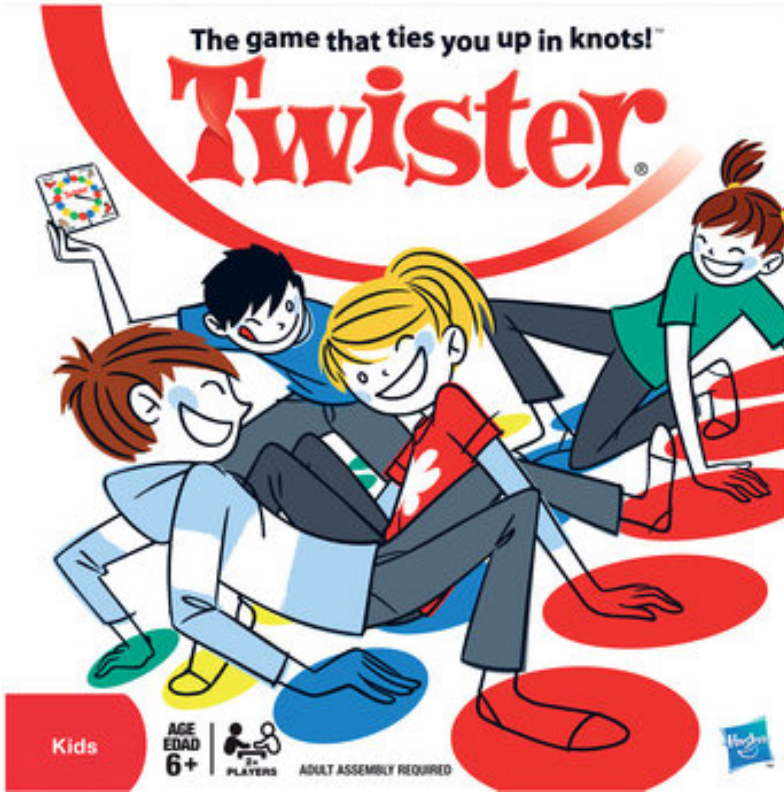






# Past IMC Continued

The 90s switched modes and this commercial emphasized that the game is fun in any environment. The game is easily portable and can be played at home or even the beach. The theme for the 90s was Twister Hot Spots, as in the hottest game around. The tone emphasized the excitement of moving your hands and feet while holding yourself up.



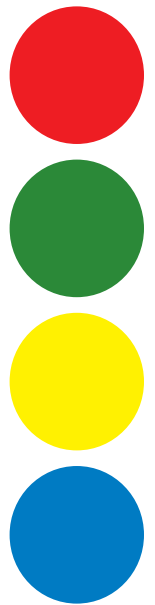


# Present IMC

Due to the rise of technology, board games have been suffering since kids are playing with their Xbox, phones, and video games. “Hasbro performed research to help understand how they can compete with technology trends and increase sales. Twister is enjoyed by children of the 6-9 age group. Between 10-12, the focus switches to music and technology” (Parry, Tim). To combat this change Twister began to take the original game everyone knows and loves and convert it into a dance game.

## 2003- Twister Moves

“Twister Moves was invented to appeal to the older demographic of children that abandoned the original Twister game. Twister Moves includes smaller mats for each player and CDs up to 100 songs and different levels to complete. Music artists included Nick and Aaron Carter, Jesse McCartney and Nick Cannon, the effort was to get the popular music artists of the decade to draw attention to the game. Nick and Aaron Carter worked together promoting Twister Dance and went on tours where their backup dancers used the game to show off their moves. Between 2000-2002 and 2003-2005, the Twister family of products saw a 100% increase in brand awareness, ownership, and affinity, according to Belcher. Because Twister Moves cost twice the price of the original Twister, the brand saw revenue growth of 300%.” (Parry, Tim). Julia Lipari, senior vice president at JIVE Records, in the press release said, "This is a unique opportunity for them to reach everyone from kids, who like the dance component of the new game, to adults, who remember the classic Twister game" (Arneson, Erik).



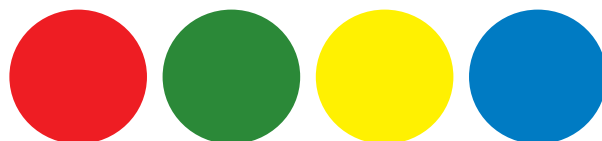
Twister Moves was also able to capitalize on the Disney Buzz of High School Musical 1 and 2 as well as Hannah Montana, both offering their own soundtracks for the game.



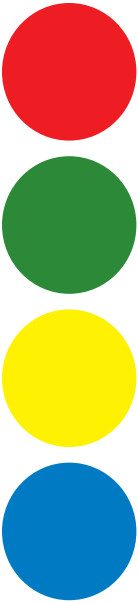
# Present IMC Continued

## 2011- *Twister Mania*

Twister Mania was made for the Kinect on Xbox 360 and allows eight players to participate at a time. While the game showcases its similar colors, there are different activities and gameplay options that the players can perform, “Including body contortion to "match your opponent's silhouette, knock[ing] down blocks against the clock and fill[ing] in thousands of crazy shapes of all sizes and themes, having to bend, twist and kick into different positions, all while standing” (Gilbert, Jason).

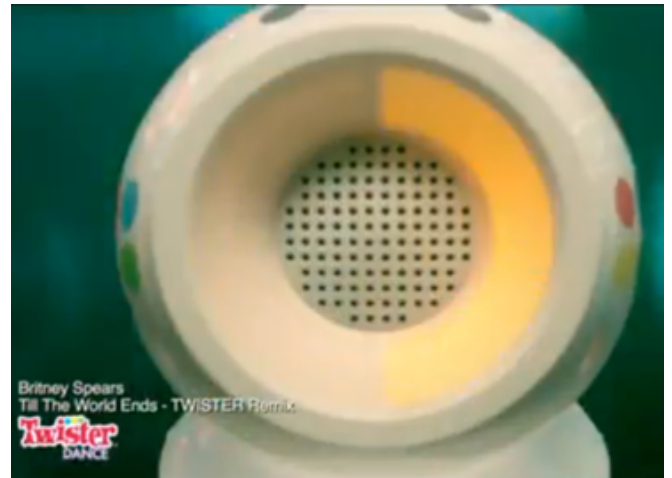


# Present IMC Continued

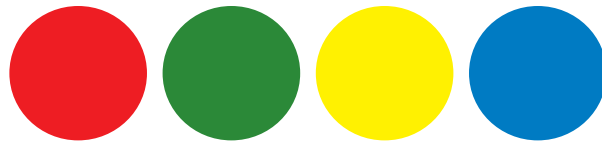


## *2012- Twister Dance*

Britney Spears has become the spokesperson for Twister Dance through branding within the commercials with her hit custom remix, “Till the World Ends” she is photographed on the game and directions for the players. Twister dance comes with eight spots that the players will place around them (four spots for each player). “The Twister Dance console offers superior sound quality and bright, multi-color Led-lights that light up to show dancers on which spots they should place their feet. Arm and hand movements are up to the dancers, allowing them to show off their individual style” (Business Wire). The console also comes with songs featuring Ke\$ha and Willow Smith. In addition, mp3 players can be connected to the console, which offers “built-in beat detection system turns any song into a dance routine, so players can rock the spots with new and different songs every time they play” (Business Wire).







# Present IMC Continued

## Other Twister Games:

*Twister Hoopla* allows two to four players to play at a time. What is so different about this game compared to the others is that your body is now the game board. Players partner up and spin for the challenge. Once the spinner stops they perform that task. The photo below shows an example of the spinner landing on “head to shoulder,” the players then pick up the color of the tile the spinner landed on then they put a disk on one person’s shoulder with the other’s head resting on it. Then the game continues, the first team to drop their disks is out. As a great promotional method, Twister Hoopla was showcased on the Ellen Degeneres show.

*Twister Scram* is an outdoor game, with spots set up throughout the lawn. Someone spins the spinner and the players scramble to the colors before their opponents get to them first.



*Twister Hopscotch* is designed for children six and up. Gone are the days of the traditional hopscotch in a straight line. Now kids can set up their game anyway they want. The game includes 13 colored rings, 16 ring clips, and the spinner. The spinner decides the color and the kids hop their way around.

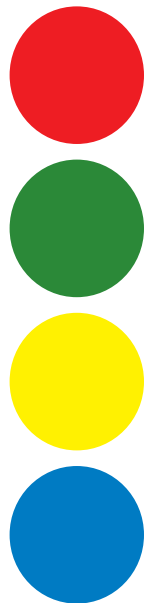


*Twister Rave Skip-It*, as the player skips the toy lights up. With 20 levels to complete, the more the Skip-It lights up the player levels up.

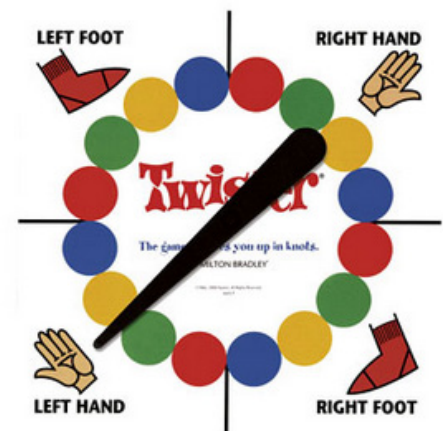
# Present IMC Continued

Since the Twister brand is well established mostly everyone associates the game with the colors red, green, yellow and blue. As Twister has worked to use technology to its advantage, many of the games discussed have become very popular and attract individuals of all ages.

Other promotional efforts have been through product placement within movies and television shows such as, “Only You” and “Psych.”



As a public relations move, BBDO launched a new campaign for The Economist using Twister to illustrate how economic, social and political issues are intertwined. “In this execution, to visually illustrate how the issues of the world affect each other, topical words were inserted into each colored circle in the familiar game of Twister. These floor stickers were adhered to the floor of a busy train station, and posters of the Twister spinner were placed nearby” (The Economist: Twister).





# Financials

2012 Sales- 4.09B

2012 Net Income- 336M

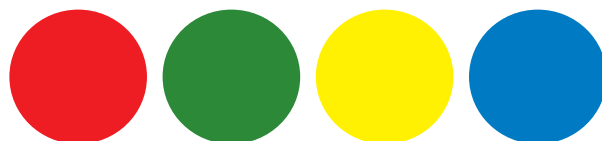
1 year net income growth- 12.81%

Market value- 5.16B

(Hoover's Financials).

## Effects of Sales, Company, and Brand Awareness

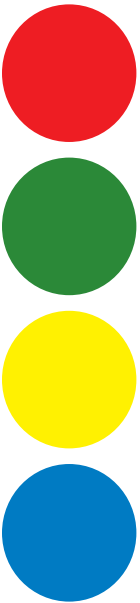
Twister became popular in 1966 after it was featured on the Tonight Show. After that, sales increased dramatically. Specifically, 3 million copies were sold the first year. Then there was a dip in sales as families had the game and didn't need to buy it, also kids turned to newer technology over toys. "Hasbro research showed that while six-to nine-year-olds still enjoyed playing Twister, 10-to 12-year-olds had abandoned the game for technology and music. So in 2003, Hasbro launched Twister Moves, a "cool, hip dance toy for aspiring tweens," per the company. Players have to emulate dance moves shouted out by a DJ during the 100 dance tunes included on CDs" (Parry, Tim). This was a great move for Twister as their brand awareness increased as well as their sales. "Between 2000-2002 and 2003-2005, the Twister family of products saw a 100% increase in brand awareness, ownership, and affinity, according to Belcher. Because Twister Moves cost twice the price of the original Twister, the brand saw revenue growth of 300%" (Parry, Tim).



# Hasbro's Competitors

“Hasbro competes with several large toy and game companies in various product categories as well as many smaller US and international toy and game designers, manufacturers and marketers. Competition is based primarily on meeting consumer entertainment preferences and on the quality and play value of the products” (Unknown).

Now a day's technology is taking over the world making it harder for companies to sell their brands. However, this isn't too much of the case for Hasbro. Hasbro has three competitors in the toy and game industry. They are up against Mattel, Inc., Lego A/S, and JAKKS Pacific, Inc (Hasbro, Inc. Competition).





# Organization's Copy

For Twister's TV commercials the copy is usually contained in a musical. It's light, fun and happy. From 1966 to around the 1990s the musical also included a demonstration of how the game is played. The commercials included young people playing Twister while singing how to play, "Left foot red. Right hand green!" in singsong tone. After that, the copy was more music focused. Britney Spears appeared in their commercials advertising the new "Twister Moves." These commercials were focused less on the demonstration and more on the new hip music. On their Facebook page the copy is aimed toward pre-teen and early teen girls. The copy uses slang to keep up on the newest trends in the pre-teen world. Words and phrases like "Fab", "def", "Like a boss" and "hit the streeetz" are abundant. (Twister - About Facebook).

## ***Twister TV Commercials:***

1966- Musical and Demonstration.

"Twister ties you up in a knot. Right foot blue. Left hand red. Get Twister."

1980s- Musical and demonstration. "Play twister. The game that ties you up in knots."

1992- Musical "Twister- The hot spot."

2011- Musical. "Caught up in a twister. Rock the spots."

2012- Musical. Britney Spears. Keep on dancing till the world ends.

"Way to rock the spots, ladies."

## ***Twister Facebook Page Comments:***

"Let's hit the streeetz, SKIP-IT style.

Throw your RINGZ in the air like you just don't care!

Getting my glow on. LIKE A BOSS.

You can do WHAT with paint swatches? Fab!

Only 28 days 'til the 2013 Kids' Choice Awards! You def don't wanna miss out on a chance to win a trip to Los Angeles to see the KCAs LIVE!

Lighting it up! #BFF #Selfie

Sweet-heart nails for your babe! Rock this mani for V-Day!

Valentine's Day plans? Dish."

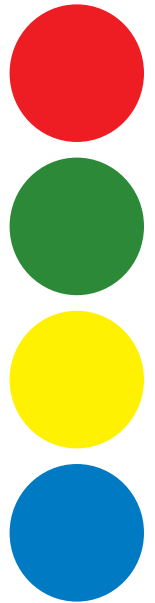
# Target Audience

## Demographics & Psychographics

The average buyer of Twister is a married white woman with a career and children between the ages of 12 and 17. She is between the ages of 25-54 and makes \$75,000 and \$149,000 a year and owns her home valued at \$100,000-\$199,999 and has lived at the same address for 5+ years. She typically reads the newspaper in the mornings and enjoys watching the History Channel and HBO in the evenings (MRI).

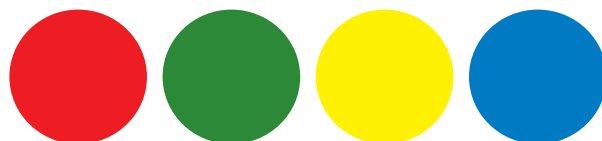
Fall 2011 Products: Household Baby/Children  
Children's Toys & Games: Amount Spent in Total

<u>Demographics</u>	<u>Index Numbers</u>
Women	124
White	107
Age 25-54	136
HHI \$75,000-\$149,999	120
Midwest	117
County Size D	126
Kids ages: 2-5	104
Kids ages: 6-11	112
Kids ages: 12-17	134



# Conclusion

The Milton Bradley company has been creating, re-creating and promoting Twister since 1966. Twister became a nation wide hit after being aired on the Tonight Show with Johnny Carson and guest Eva Gabor. After a few years, sales fell, but they never stopped coming up with new creative ways to play and promote the game. Twister has been reinvented into new games such as Twister Moves, Twister Mania, Twister Scram, Twister Hopscotch and others. Twister continues to market toward 12-17 year old kids and to their mothers. It also continues to be a contender in the board game industry.





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