



**Doritos Rainbows: A Case
Study in ERG / Marketing
Partnership**



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Agenda

- PepsiCo / EQUAL Overview
- Doritos “For the Bold”
- Doritos Rainbows Execution
- Impact to PepsiCo’s Inclusion Journey
- Best Practices / Learnings



OVER
\$66
Billion in
REVENUE

OVER
22
Billion-dollar
BRANDS

OVER
200
Scale
COUNTRIES &
TERRITORIES

OVER
250k
People
EMPLOYEES



22 Billion-Dollar Brands

More Than 40 \$250 Million–\$1 Billion Brands





Performance with Purpose

The Promise of PepsiCo



 **Human Sustainability**



 **Environmental Sustainability**



 **Talent Sustainability**



Performance with Purpose

The Promise of PepsiCo

Providing a safe and inclusive workplace for our employees globally

di·ver·si·ty *All the unique characteristics that make up each of us: personality, lifestyle, thought processes, work experience, ethnicity, race, color, religion, gender, **gender identity**, **sexual orientation**, marital status, age, national origin, disability, veteran status, or other differences*

EMPLOYEE RESOURCE GROUPS AT PEPSICO

PepsiCo's Employee Resource Groups (ERGs) are committed strategic business partners for PepsiCo driving an inclusive culture, while fostering innovation and growth



African American



Native American



LGBTQ+



Women of Color



Different Abilities



Support Professionals



Veterans



Asian Americans



Women



Latino/Hispanic



• E • Q • U • A • L •

Increase overall understanding of LGBT issues

Create an internal community across functions and locations

Expand and engage Ally community

Increase visibility of EQUAL and ALLY

The logo features the word "Doritos" in a bold, white, sans-serif font with a dark red outline. Below it, the slogan "FOR THE BOLD" is written in a smaller, white, italicized sans-serif font. A glowing orange and yellow triangle with a dark red outline is positioned behind the text, pointing downwards. A small registered trademark symbol (®) is located to the right of the word "Doritos".

Doritos
FOR THE BOLD ®
BRAND



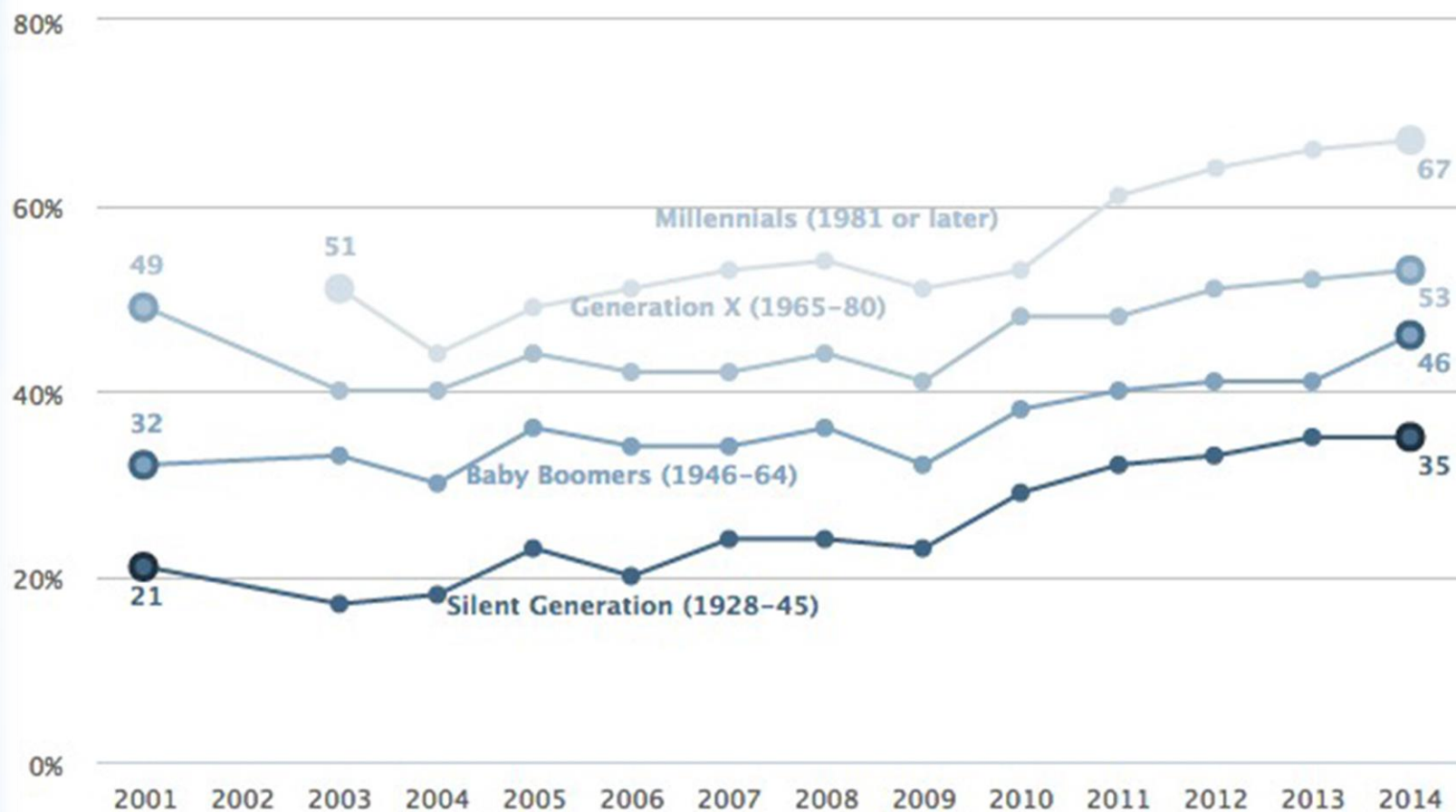
**WHEN YOU OPEN A BAG,
BE PREPARED FOR BOLD.**



**THERE'S NOTHING BOLDER
THAN BEING YOURSELF.**



Percent who favor same-sex marriage...





Cheerios




Hallmark



Insight

**IT'S BOLDER TO BE YOURSELF.
NO MATTER WHO THAT "SELF" IS.**

Must Haves:



**Beyond Packaging &
Advertising**



**Measurable
Impact**

Making an impact!



Donation v. Retail

PepsiCo aligned with taking on the costs of production

Choosing the right Non-Profit

**IT GETS
BETTER
PROJECT®**

"Live the life you love, love the life you live, and be proud of who you are."

ImSun S.

"Your happiness is out there. Show the world how strong you are and defy those who say you don't belong."

Chasarae A.



"It will get better. You just have to remember to stay strong and never be afraid to be yourself no matter what."

Sydney H.

"See your difference as a wonderful gift. You are loved."

Kelly M.

"You are a wonderful, special and beautiful person. Be proud of who you are ... It does get better!"

Shelby T.



FOR THE BOLD™



Execution

How does R&D bring an idea to life?



Idea

Create & Prioritize
ideas



Build

Design, build &
validate experience



Develop

Develop product &
process for launch



Execute

Scale up &
commercialize

Bringing the idea to life with prototypes



Inspiration

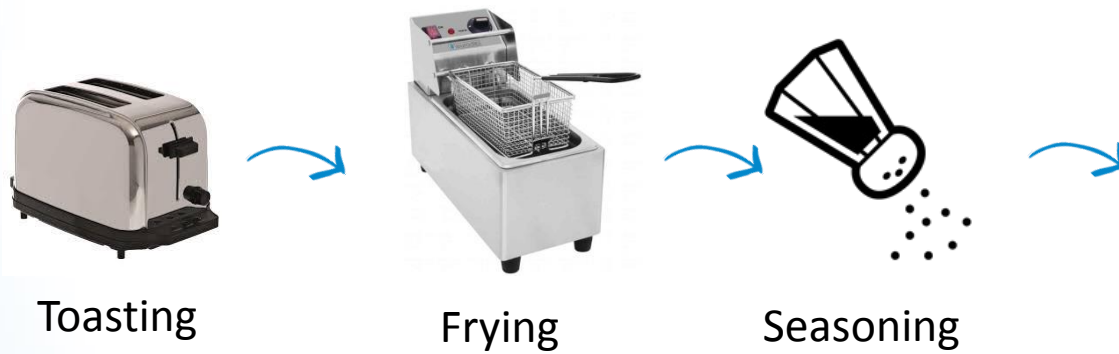
Final Design



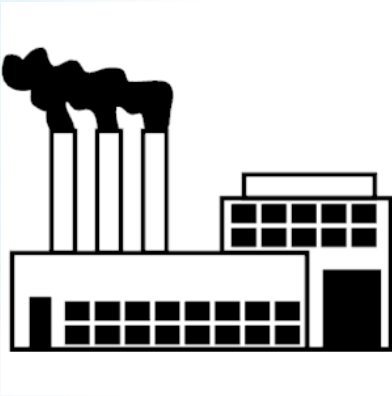
Are we delivering on the Doritos Experience?



Doing it at Full Scale




From production to your door



STEP 01

DONATE AND GET A BAG*

You choose how much, we send you a bag and 100% of the proceeds go to the



\$10

*\$10 minimum donation required. While supplies last.



Show your support:



#BOLDANDBETTER



THANK YOU FOR JOINING US
in the continuing fight for equality and acceptance.

We've made a lot of progress, but there's still a long way to go. Your support will inspire hope in LGBT youth and their allies. Make sure to share, in your own words, why it gets better by using the hashtag #BOLDANDBETTER and let the world know there's nothing bolder than being yourself.

We hope you enjoy your DORITOS Rainbows.

**THERE'S NOTHING
BOLDER
THAN BEING YOURSELF**



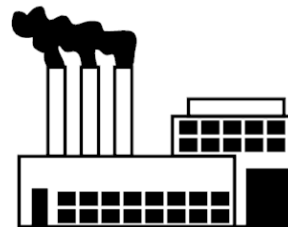
Sounds like a long process doesn't it?



Leadership
Alignment



Product
Development



Production



Launch

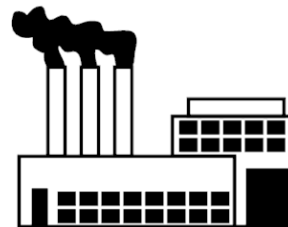
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Leadership
Alignment



Product
Development



Production



Launch

Doritos Rainbows in the marketplace

- Facebook, Twitter & Instagram activation
- GMA exclusive segment
- Multiple mentions on late night shows

- It Gets Better Donations
- Dallas Pride Parade & Festival Sponsor
- Rainbows Vending Machine at Out & Equal

The impact was huge!

**Raised over
\$150K – All
bags claimed
on Day 1**

**More than 1
BILLION media
impressions**

**Overwhelmingly
positive
response from
consumers /
media**

**Increased
followers / likes
& nationally
trending**



Our Inclusion Journey

• E • Q • U • A • L •

2003



- Limited overall engagement
- Majority employees engaged LGBT, few ally
- Minimal discussion of LGBT issues or education

• E • Q • U • A • L •

2007



2015



< Tweet 🔍 ✍️



There's nothing bolder than being yourself. #LoveWins



Brand/ERG Partnership

- **Consulted on packaging**
- **Internal articles and communications**

- **Parade activation**
- **Coordinated logistics of product launch @ parade**
- **Employee volunteers**



PEPSICO



Coming Out at Dallas Pride



Out & Equal Summit



Impact to Inclusion Journey

- **Internal impact**
- **Clear need for support**
- **Executive allies**

- **Accelerated support**
- **ERG Leadership**
- **ERG Engagement**

2016 and beyond

E • Q • U • A • L

Straight Talk



TED HERROD
SVP, SALES

PATRICK MCLAUGHLIN
SVP, HR

JEN SAENZ
SVP, MARKETING

TELLING OUR STORY
SENIOR FRITO-LAY LEADERS SHARE WHY THEY'RE PROUD TO SUPPORT THE LGBT COMMUNITY

Join **EQUAL** for our Pride Month event

TIME: 9AM - 11AM
DATE: JUNE 17TH
LOCATION: FRITO-LAY CAFETERIA



VIVEK SANKARAN
President and Chief Operating Officer
Frito-Lay North America

Best Practices

**Brand
Partnership**

**Community
Partner**

**ERG
Experience**

Brand Partnership

What's the story?



What's the best way to execute?



Who is the right partner?



External LGBT Community Partner



Size and scope



What is their purpose?



Impact of partnership on your brand



What are they known for?



What do they bring to the partnership?

Leveraging ERG Expertise



- **Cohort Expertise**
- **ERG Expertise**
- **Day Job Expertise**

It took a village....

THANK YOU

• E • Q • U • A • L •

R&D

Ops

Purchasing

PR

Human Resources

Gov. Affairs

Legal

Consumer Affairs



Questions?