

PRESERVING BRAND IDENTITY WHILE SCALING UP

Over the past few years, King's Hawaiian, a Los Angeles-based bread company, has worked to scale up without sacrificing their beloved brand. How did they pull this off?

For decades, King's Hawaiian has had a cult following of loyal consumers. Even with such a loyal customer base, the company's sales were limited because they focused on occasion-based marketing (for holidays such as Thanksgiving and Easter).

In April 2021, King's Hawaiian decided to scale up to boost their sales. Sheri Lambert and Sara Honovich researched how King's Hawaiian toed the line between expanding beyond occasion-based marketing and preserving the brand that consumers had come to love.

First, King's Hawaiian used innovative marketing techniques to distinguish itself from mass market bread products. These included placing their products in the deli aisle instead of the bread aisle and partnering with celebrity restaurateur Guy Fieri.

Second, they expanded their product options without straying too far from their identity. They added pretzel buns and sliced bread products amenable to everyday events, while continuing to sell their sweet buns that are specialized for Easter.

These strategies, among others discussed in the paper, allowed King's Hawaiian to both scale up and stay true to itself. Other brands seeking a similar mission can benefit from adopting some of their strategies.

MAJOR TAKEAWAYS:

- It is a delicate balance to preserve a brand image while expanding the brand's product.
- Several ways that King's Hawaiian achieved this goal include using innovative market techniques to distinguish itself from mass bread producers and selectively expanding their product items.

WHO NEEDS TO KNOW:

- Marketers
- Marketing professors
- Occasion-based brands

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- King's Hawaiian: Spreading Aloha beyond the Deli Aisle.
<https://www.iveypublishing.ca/s/product/kings-hawaiian-spreading-aloha-beyond-the-deli-aisle/01t5c00000CcknK>