



CASE STUDY

**Elevation Marketing innovates
a new product category for the
largest marketer of professional
tools and diagnostic equipment.**

elevationb2b.com



elevationmarketing

BACKGROUND

An American Success Story

Based in Milwaukee, Wisconsin, Snap-on Incorporated is an American manufacturer and marketer of high-end tools and equipment for professional use in the transportation industry including the automotive, heavy duty, equipment, marine, aviation, and railroad industries.

Founded in 1920, the publicly-held company (NYSE:SNA) distributes its products through franchisees who visit their customers on a weekly basis in a Snap-on truck filled with tools and equipment. Many of their customers are independent mechanics and automotive dealerships.

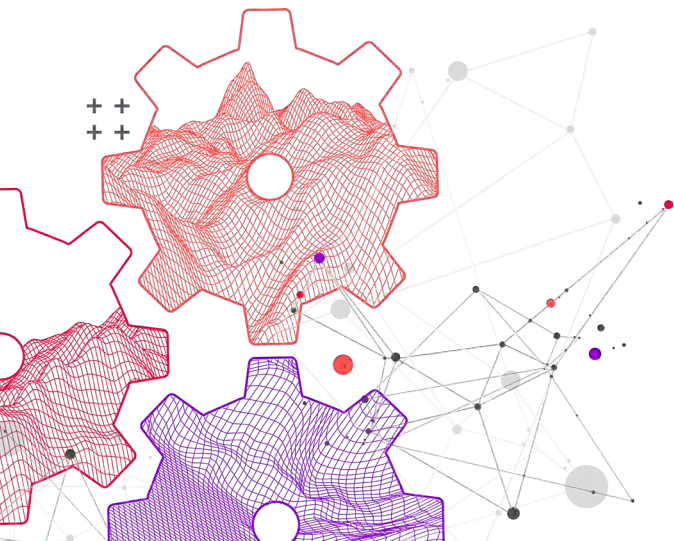
CHALLENGE

How to Connect with Millennial Technicians

Increasingly, there was a growing divide between the old guard mechanic, Snap-on's core customer who they have been marketing to for decades, and the new Millennial technician. Research showed that the Snap-on brand was becoming less relevant to this younger, more progressive end-user. While older mechanics had grown up with Snap-on tools to repair cars and trucks, and were introduced to the brand early in their careers; younger technicians were essentially diagnosticians – focused on using technology tools to assess CPUs and automotive computers – and not necessarily exposed to conventional Snap-on tools.

"It was critical that we, as a company, find out how to emotionally connect with the hearts and minds of the younger technician" said Ben Brenton, Chief Innovation Officer at Snap-on. "Many of our core older customers were approaching the age of retirement, and the next generation of technicians needed to embrace our brand. Snap-on's future depended on it."

Snap-on engaged Elevation Marketing to better understand this elusive end-user and use this learning to inform a new product innovation strategy.



STRATEGY

Gather Emerging Trends and Unmet Needs to Drive a New Product Strategy

The starting point was to better understand Millennials in general. The discovery process included tapping Subject Matter Experts (SMEs) to better understand the Millennial zeitgeist. Executives from MTV, cultural experts and social scientists were interviewed to uncover behavioral traits of the Generational Y cohort group.

Using in-context research, Elevation also conducted drive-alongs with the franchisees and interviewed Millennial Technicians at their places of business and their homes. Specific attention was paid to the tech tools – both mechanical and diagnostic – they used and, equally as important, those they didn't use. Observation techniques were used to see what they liked to do, brands they used, hobbies and other activities of interest.

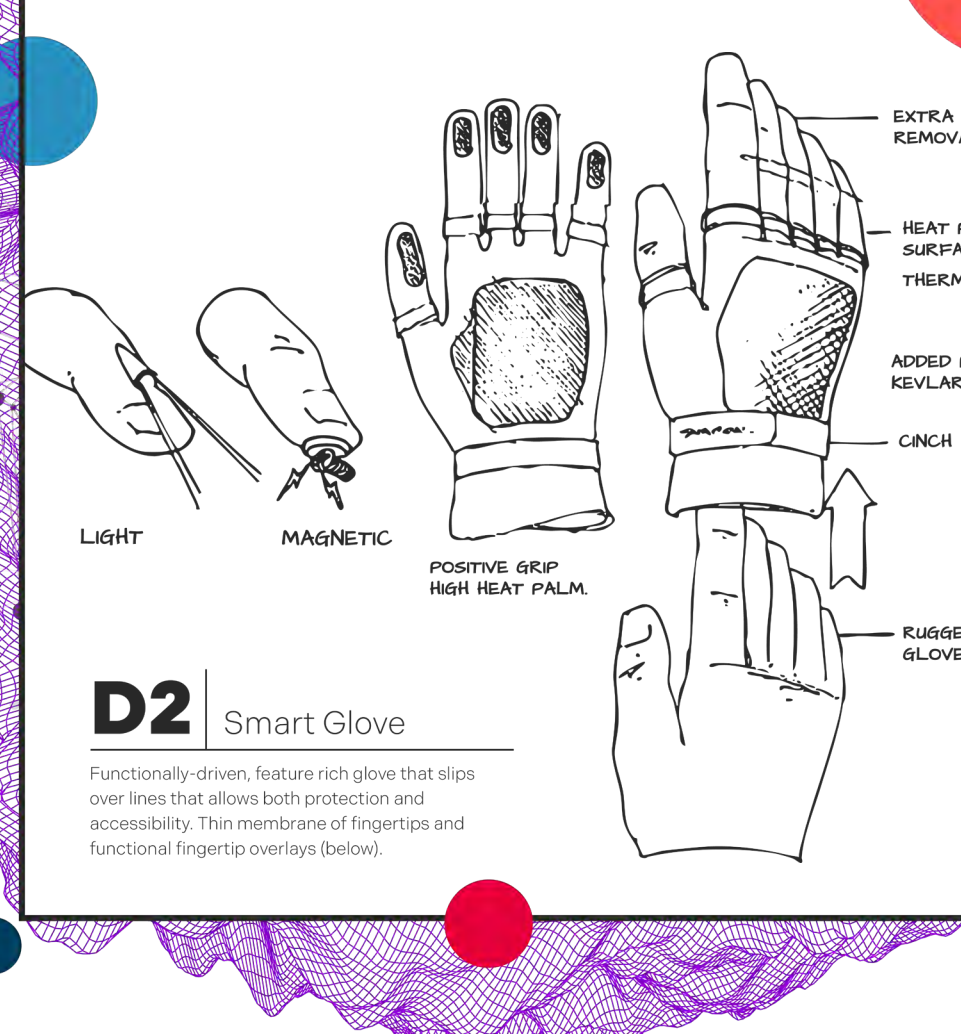
Patterns started to emerge about this elusive group. Clearly, technology was central to their existence. Gaming and music played a very important role in their life. These technicians have a very active home life, and are typically also involved in extreme sports. Mountain biking, surfing, snowboarding, and motocross were common interests.

A key insight was uncovered during the interviews. These Millennial technicians

believed they were impervious to injury, and had a perception that they will live forever. The Elevation researchers observed that they shunned conventional safety equipment, respirators, goggles and ear protection – because they viewed them as “uncool” and “unnecessary.”

This gaming enthusiast, music-addicted, extreme sport watching/playing rebel was a far cry from the Boomer mechanics. By better understanding Millennials – the things they do, their passions and the products they prefer; Elevation incorporated these facets and other insights to drive innovative, new product development for Snap-on.

Trends, observational insights and other data were used as stimulus in an Elevation-led ‘Envision Workshop’ – a multi-day session featuring a cross-functional team from Snap-on including franchisees, SMEs and Millennial Technicians. Using highly choreographed creative and strategic exercises as a broad group, and in mini-team breakouts, Elevation facilitators help to accelerate new thinking in order to deliver new product ideas. Real-time sketchers – industrial designers from the Elevation team – help to bring these ideas to life visually.



Some of the products featured materials and substrates that Millennials thought were “hip”, and typically used in their everyday lives including carbon fiber, Ballistica and Kevlar, among others. Safety products that technicians thought were once “old school” were redesigned and took cues from motocross gear to be more

“cool.” Snap-on branded, surf-wear inspired photochromic safety glasses were created that could be used on the job and at the beach.

In all, over twenty new safety products were conceptualized, prototyped, and breadboarded prior to validation with key stakeholders.

DELIVERABLES

- Trend Data and Report
- Drive-Along Interviews/Photos
- In-Context Interviews/Video/Photos
- Subject Matter Expert Recruiting and Interviews
- Insights and Research Document
- Facilitated Envision Workshop
- Strategic and Creative Exercises and Stimulus
- 20+ Viable New Product Concepts
- Stakeholder Validation
- Concept Refinement and Development

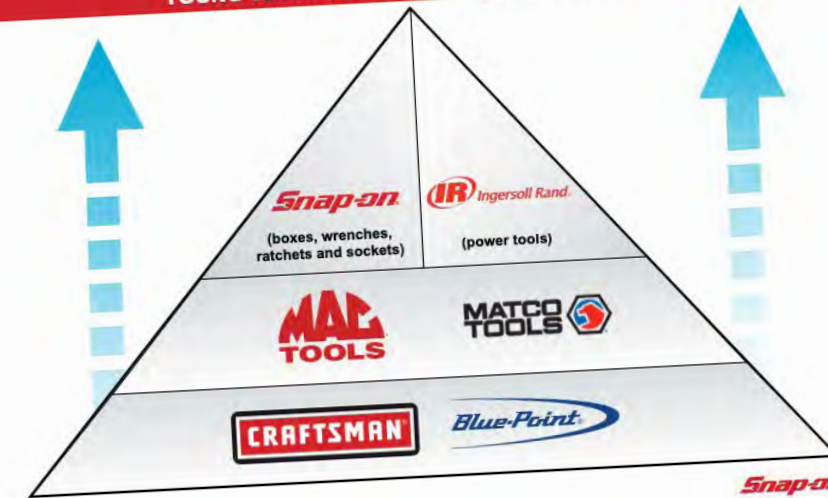
THE YOUNG TECHNICIAN INSIGHTS



Snap-on

snap-on | snap-on: the brand

YOUNG TECH BRAND QUALITY PERCEPTION



snap-on | snap-on: the tool box

MULTI-FUNCTIONAL TOOLBOX

Currently, the toolbox is a multi-functional tool for the young tech.



There is a desire for the standard toolbox to be even more flexible and functional.

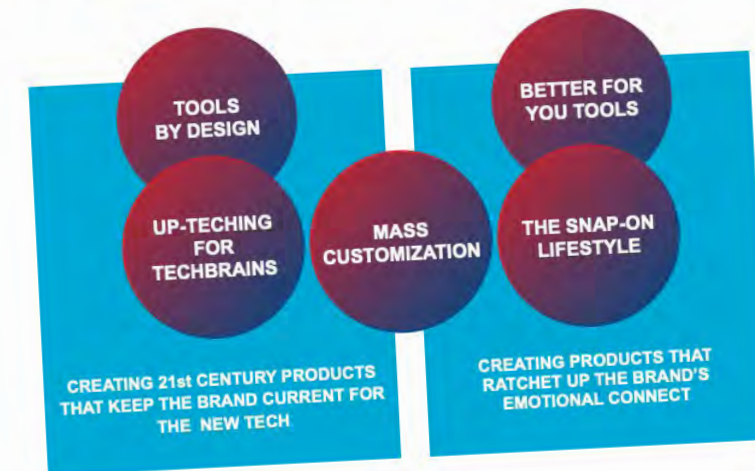


There is need for a toolbox for home use, and/or a lighter box/bag for bringing tools home to do side jobs.



Snap-on

snap-on | product-focused opportunity platforms

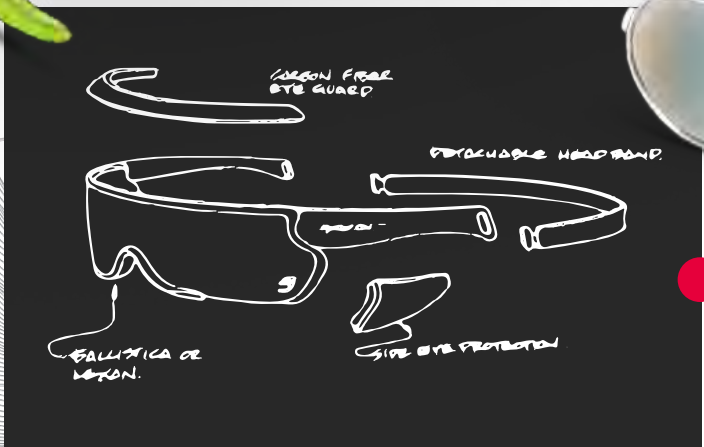
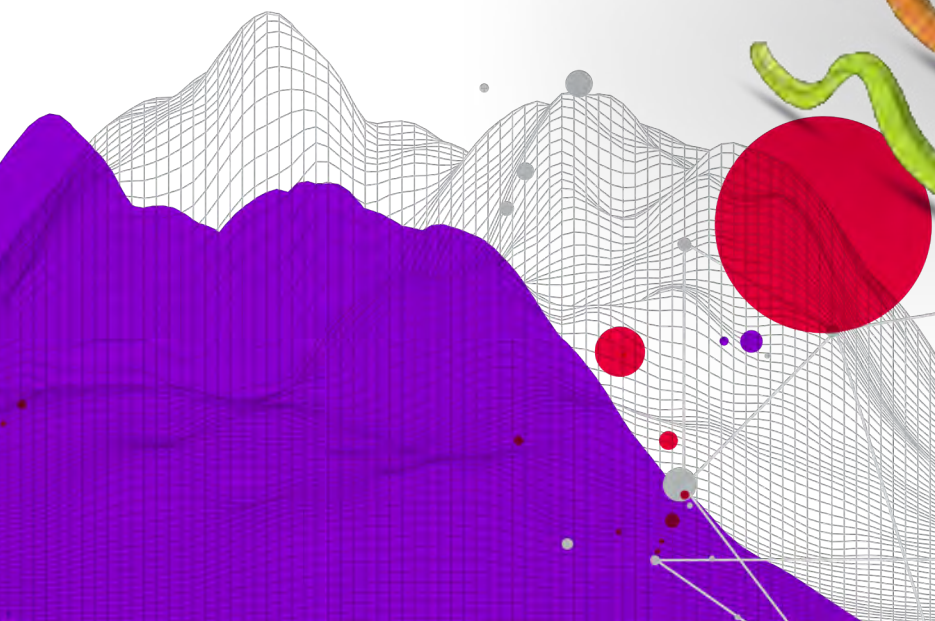




Transitional Safety Glasses Concept

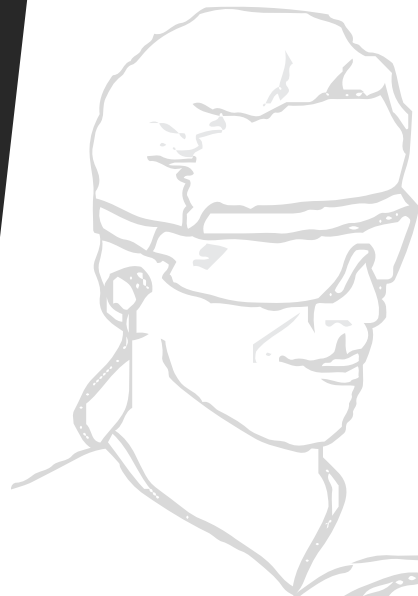
True transitional safety glasses that transition effectively into sunglasses.

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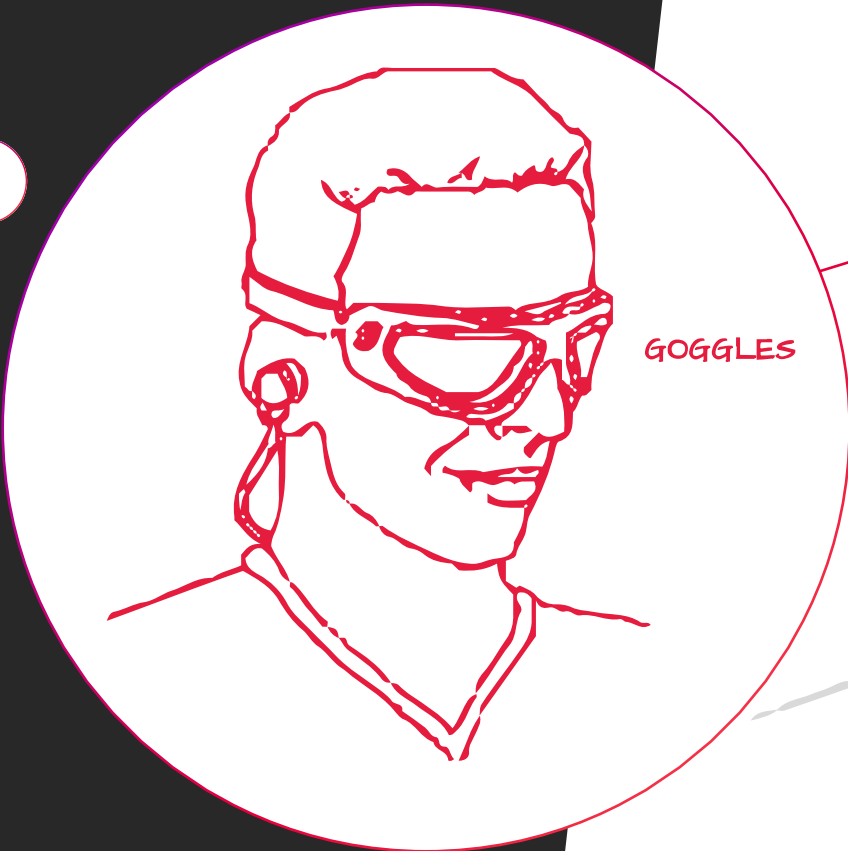


Stylized Safety Glasses Concept

A line of exquisitely-designed safety products that are positioned for style (e.g. ear protection positioned as headphones, safety glasses positioned as sunglasses).



WRAP AROUND
STYLE

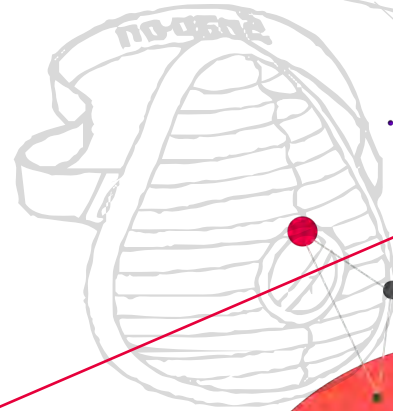
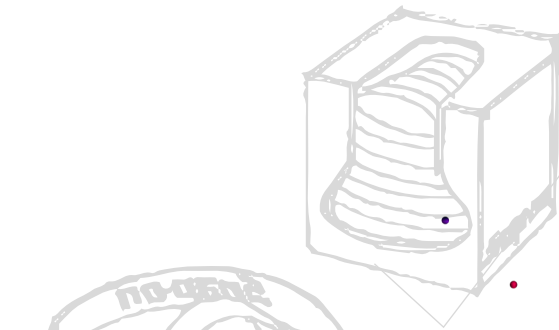


GOGGLES



Active Masks

Masks that indicate through color when replacement is needed.



INDICATOR TO
REPLACE MASK.
THERMOCHROMATIC INKS OR
MIT GEL SENSOR.



Product Overview:

Description:

Comfort mask that changes color when replacement is necessary.

Suggested Material Properties:

Mask changes color over time; light sensitive material.

Suggested Materials:

Thermochromatic inks or MIT sensor gel.

Logo/Color/Pattern:

Snap-on identity/pattern on strap.

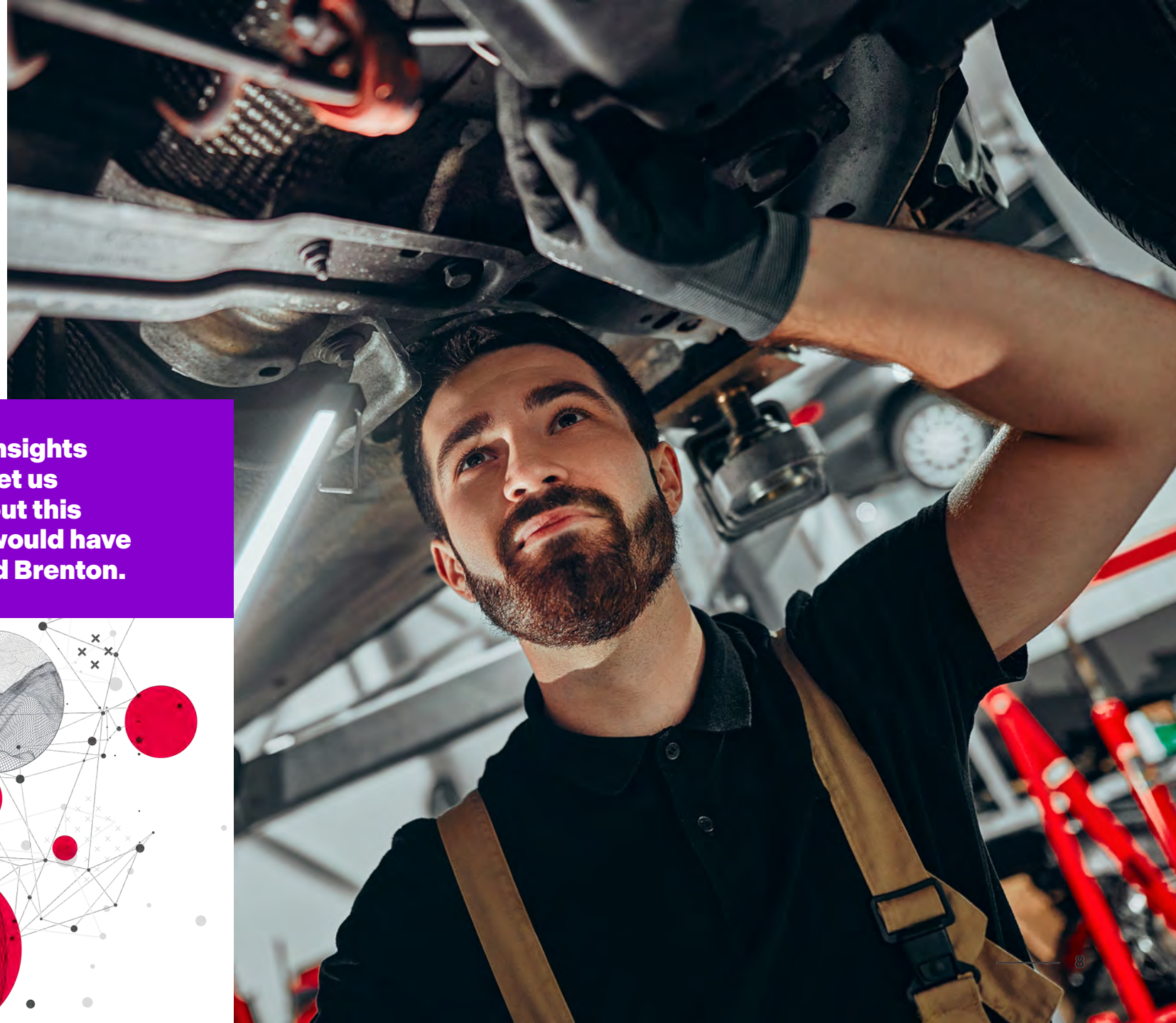
Notes: Strap can be interchangeable with other Snap-on products (e.g. safety glasses).

BUSINESS WINS

The new Snap-on safety line was introduced to franchisees within 6 months of the workshop and immediately struck a chord with the Millennial Technician community. Not only were Millennials buying the new safety products but they were also proudly displaying the Snap-on brand, and using the safety equipment in the shop.

"The deep learning and powerful insights around our Millennial Technician set us up for new product success. Without this understanding and creativity, we would have never hit our revenue targets," said Brenton.

The new Millennial safety products program generated \$50 million in incremental sales and made the Snap-on brand relevant to the Millennial Technician.



ABOUT ELEVATION

Full-Funnel Marketing Solutions for Today's B2B Buyers.

Elevation Marketing creates meaningful customer engagements and sustainable results through data-driven, digital-first solutions that inspire change, motivate action and deliver predictable outcomes. Whether it's brand, demand, ABM, channel or sales enablement, we are experts in connecting brands to people and performance through end-to-end B2B marketing programs. By looking at your brand through the lens of your business, we help you break through the

obstacles that stand between you and greater sales, increased market share and increased revenue for maximum return on your investment.

**Ready to discuss
your project?**

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Business Journal
Top 20
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