



Source. Freepik, n.d.

# Performance Under Pressure

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This problem situation was written by Jorge Luis Coronel Fuentes (jcoronel@tec.mx), with the purpose of serving as discussion material in the classroom; it does not intend to illustrate good or bad administrative practices. This document was elaborated from secondary sources.

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## Company Overview

Grupo Bimbo, founded in Mexico in 1945, is one of the largest baking companies in the world, operating more than 100 brands in over 30 countries. Its portfolio includes Bimbo, Marinela, Tía Rosa, and Oroweat. The company has focused on global expansion, product innovation, and sustainability.

Grupo Bimbo entered the U.S. market in 1994 through the acquisition of La Hacienda, a California-based tortilla company. Its expansion accelerated with the purchase of George Weston Foods in 2009, which included iconic brands like Entenmann's, Thomas', and Arnold.

This move positioned Bimbo Bakeries USA (BBU) as the largest baking company in the United States. Today, BBU operates over 60 bakeries and employs more than 20,000 people across the country. The company's U.S. strategy has focused on integrating local brands while maintaining operational efficiency and sustainability goals (Grupo Bimbo, 2024).

## Digital Presence and Audience Engagement

Bimbo Bakeries USA has invested heavily in digital marketing, particularly through social media platforms like Instagram, Facebook, and YouTube.

**Image.** Bimbo invests in social media platforms such as Facebook, Instagram, and YouTube.



**Source.** Meta AI, 2025.

Campaigns have targeted diverse audiences, including health-conscious consumers, families, and younger demographics. For example, the “Baked for This” campaign launched in 2023 aimed to connect with Gen Z through influencer partnerships and short-form video content. Despite these efforts, engagement metrics have shown mixed results, with younger audiences expressing skepticism about product healthiness and brand authenticity (Grupo Bimbo, 2022).

## Personalization and Platform Strategy

BBU's digital strategy has included personalized email marketing, mobile app promotions, and e-commerce partnerships with platforms like Instacart and Amazon Fresh. However, the brand has struggled to unify its messaging across channels, leading to fragmented consumer experiences. A 2023 Deloitte study on digital transformation of the food industry noted that Bimbo's U.S. operations lacked a cohesive omnichannel strategy, which may have contributed to declining customer retention. Strengthening platform integration and tailoring content to specific audience segments remain key opportunities for improvement (Deloitte, 2023).

## Problem Context

Since 2022, Bimbo has implemented a renewed sustainability strategy based on three pillars: people, planet, and products. This includes clean energy adoption, waste reduction, employee well-being, and healthier product innovation (Grupo Bimbo, 2022). However, despite these efforts, Bimbo has faced challenges in the U.S. market, where its market share has declined over the past year.

Despite consistent investment in digital marketing campaigns, customer acquisition and retention indicators have dropped.

Internal reports show:

- A 12% decrease in marketing ROI compared to the previous year.
- A decline in Net Margin Contribution (NMC) due to rising logistics and raw material costs.
- A 2-point drop in the Customer Satisfaction Index, raising concerns among executives (© Euromonitor International, 2023).

## Brand Reputation Challenges

In addition to performance concerns, Bimbo faces growing challenges in maintaining a strong digital presence and brand reputation. Despite increased investment in online advertising and social media engagement, the brand has struggled to connect meaningfully with younger audiences and adapt to evolving consumer expectations.

Sentiment analysis from recent campaigns indicates a decline in positive brand perception, particularly around issues of product healthiness and environmental impact. The lack of personalized digital experiences and inconsistent messaging across platforms has further weakened brand loyalty. These issues underscore the need for a more data-driven and customer-centric approach to digital marketing and reputation management (© Euromonitor International, 2023).

Moreover, Bimbo's current brand architecture lacks coherence in digital channels, which has led to fragmented storytelling and diluted brand identity. Consumers encounter varying tones, visuals, and messages depending on the platform, which undermines trust and recognition. This inconsistency is particularly problematic in competitive markets like the U.S., where brand authenticity and transparency are increasingly valued by younger demographics. To rebuild credibility, Bimbo is looking to unify its digital voice and ensure that its sustainability and health narratives are consistently reflected across all touchpoints (© Euromonitor International, 2023).

## Strategic Alternatives

To ensure strategic alignment and enable effective performance evaluation, Grupo Bimbo's Marketing team needs to establish clear benchmark objectives for key marketing metrics. By setting specific targets, they can better assess campaign effectiveness, monitor progress, and ensure alignment with broader business goals. Based on historical performance data, the team is considering setting the following targets: Return on Investment (ROI) at 10.2%, Net Margin Contribution (NMC) at \$26,586.98, and Customer Satisfaction at 84.83% (Grupo Bimbo, 2024).

If the marketing team wanted to redesign the metrics system to better evaluate campaign performance, as well as develop new dashboards, how could they achieve it?

**SEE "Bimbo Marketing Data" [HERE](#)**

## References

Grupo Bimbo. (2024). Annual performance report: <https://grupobimbo.com/es/informe-anual>

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