

# Cassies 2006 Cases

Brand/Case: *Weston Moelleux Plus*

Winner: Off to a Good Start—Bronze

**Client Credits: Weston Bakeries Ltd.**

Craig Hutchison, VP Marketing  
Sheryl Johnson, Director of Marketing  
Lisa Dahl, Category Manager  
Anh-Thu Tran, Brand Manager

**Agency Credits: Headspace Marketing Inc.**

Eric Blais, President  
Loie Vercollier, Project Manager  
Isabelle Cardinal, Writer  
Marielle Jasmin, Broadcast Producer  
Richard Peloquin, Art Director  
TOUCHE! Media Agency  
Paul Guite, Media Planner

**Crossover Notes:** All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies 1997. The full set for Cassies 2006 can be downloaded from the Case Library section at [www.cassies.ca](http://www.cassies.ca)

- Crossover Note 2. Brand Truths.
- Crossover Note 6. Should the product be improved?
- Crossover Note 7. Fighting for the Same High Ground.
- Crossover Note 18. Keeping it Simple.

To see creative, go to the Case Library Index and click on the additional links beside the case.

## EXECUTIVE SUMMARY

**Business Results Period:** January 06 - June 06  
**Start of Communication Effort:** January 06  
**Base Period:** January 05 - June 05

The Quebec bread market is dominated by two players, Weston/Gadoua (Weston acquired Gadoua in 2004) and Multi-marques, a division of Maple Leaf/Canada Bread.

Weston is a product name in Quebec, rather than a corporate name [roughly equivalent to Wonder in English Canada.] Despite attempts to reverse three years of decline via advertising and promotion, volume and share and key brand attributes were eroding.

Along with a different competitive landscape, the bread market in Quebec has unique dynamics. While Canadians have generally increased consumption of whole wheat and whole grain breads in recent years, Quebecers prefer white bread, and it represents a third of the market. They love its taste, and what they call the *moelleux* texture.

This paper describes the launch of a new product—*Weston Molleux Plus*. It shows that advertising had an immediate impact on sales despite aggressive competitive activity.

We invested three times the traditional support levels to revitalize the Weston brand, and it has most definitely paid for itself from an ROI standpoint. We have seen over \$5MM in incremental sales, equivalent to a pay back in four months versus the 24 month objective.

## SITUATION ANALYSIS

### a) Overall Assessment

In spring of 2005, anyone looking at the Weston brand would see sales in steady decline despite promotional activity. The last significant ad effort in 2003—using television and point-of-sale advertising—had failed to generate results. The trade had lost confidence in the brand, and distribution and shelf space were shrinking.

Brand tracking confirmed the precarious position. In 2004, Weston's total unaided brand awareness was 24%, compared to 50% for the POM brand and 45% for Gadoua. Fifty-five percent of Quebecers had ever tried Weston, compared to 80% for POM and 72% for Gadoua. Weston also suffered from relatively low purchase intent and brand loyalty.

In bread, low visibility can also leave the impression that the product isn't fresh. There is some truth to the slogan "more people eat them because they're fresh and they're fresh because more people eat them." Weston's image was comparatively weak on purchase drivers such as freshness, quality, taste, nutrition and softness.

Previous efforts told us that we needed to give consumers a product-based reason to buy. Fortunately, Weston Bakeries' product development team had found a way to deliver the nutritional benefits of wheat bread in white bread—*without affecting taste and texture*.

So new Weston *Moelleux* bread launched on January 5, 2006—not as a line extension, but as a product improvement of the existing Weston white bread. **Crossover Note 6.**

## b) Resulting Objectives

On November 14, 2005 we told a room packed with sales people and distributors that our objective for 2006 was to sell 8.3 million units of Weston bread, up 52% from 2005. The room went silent with disbelief. Then, after hearing about the advertising plans detailed in this case, they showed the enthusiasm and support that would become crucial to our success.

## STRATEGY & INSIGHT

Usage & Attitudes confirmed that our best prospects were mothers of young children who love white bread. While most are concerned with and relatively knowledgeable about nutrition, it is virtually impossible for them to serve whole wheat bread to their children, who see it as heavy and full of bits.

In qualitative research we asked Moms how they were ensuring that their children ate better. They talked about the “white and brown sandwich,” where the top slice is white bread and the bottom slice is brown bread. (Note: Quebeckers call whole wheat bread *pain brun*.) It confirmed how important it would be to establish Weston *Moelleux* Plus as authentic, *moelleux* white bread, and not a hybrid of white and brown. **Crossover Note 2.** It also confirmed that the goodness of *pain brun* was enough to tell a compelling story. Weston *Moelleux* Plus would be “white bread with the goodness of brown bread.” **Crossover Note 18.**

We had a compelling proposition, and we could have easily dramatized it. But we were hoping for more than a short-term win that could quickly be matched by our competitors. We set out build a platform for long-term success and expansion into new segments and categories—an overarching and ownable positioning for the Weston brand.

We identified several themes that Weston could leverage. The concept below was described by consumers in qualitative research as being particularly in tune with their reality and family values. They also felt that it was believable coming from Weston – the brand and the company - and that it showed a genuine commitment.

It provided the basis for the brand positioning and what became the brand’s commitment:

To bake quality, good tasting products which contribute to healthy eating and an active lifestyle for your whole family.

Weston believes that healthy living builds healthy kids.

You encourage your children to be physically active, to “get out and play”.

We strive to contribute positively to their nutrition.

That’s why we bake only products that provide families with tasty and easy ways to ensure children are getting a good source of the nutrients they need to lead healthy, active lives.



## EXECUTION

The positioning and commitment were brought to life through a slogan and visual signature across all element of the campaign from advertising to packaging to the web. The slogan (On the move and eating well) was a rallying cry for Quebec families who are increasingly concerned with their children’s nutrition and the child obesity issue.

### *Weston Moelleux Plus creative*

We had to ensure that advertising spoke with a distinctly Quebecois voice. We also had to motivate the sales force and signal Weston’s renewed commitment to the trade.

We used a familiar face. Marie-Chantal Perron, well-known for her roles in top rated TV shows as well as her character Mademoiselle C in two movies of the same name, was the perfect choice. A survey from Ipsos-Descarie confirmed her popularity with 70% awareness among Quebecers and an above norm appreciation score.



The campaign consisted of two television commercials (“*Collation* :30” and “*Fête d’enfants* :30”), out-of-home posters, a Publisac, in-store advertising, and a dedicated website.



### *Media*

Television started on January 9<sup>th</sup> with considerable weight behind “*Collation*,” and two weeks later “*Collation*” and “*Fête d’enfants*” went into equal rotation. The TV was highly targeted with all primetime spots in the top shows. During the first night on television following the press conference to announce the launch, the first six occasions generated a 41.1% reach and a 2.2 frequency.

Out-of-home extended the campaign into March and Apr, using a mix of standard posters and super boards in high traffic locations. Marie-Chantal Perron’s picture on a light blue background stood out in Montreal and Quebec City’s grey skies. We also encircled Montreal by placing super boards at all major entry points to the island e.g. the Champlain and Jacques-Cartier bridges.

As well, we ran an advertising and couponing program twice using Publisac (advertising “bag” on door knobs) to 1.3 million households. And a dedicated website gave tips on healthy, active living and a challenge to consumers to conduct their own taste test.

### *Competitive response*

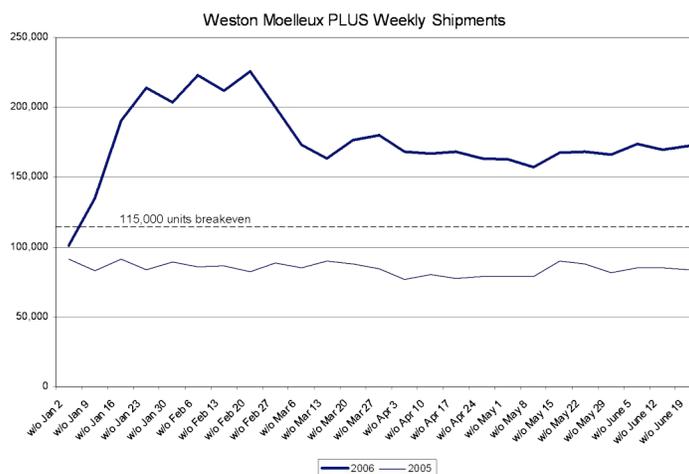
As expected, Maple Leaf/Multi-marques followed with POM Smart - a white bread with the nutritional benefits of whole grains – on February 23<sup>rd</sup>, six weeks after the launch of Weston Moelleux Plus. **Crossover Note 7**. The brand was supported with television advertising.

## BUSINESS RESULTS

As a fresh product sold via direct-store-distribution, we can assess results quickly.

Our objective for 2006 was to sell 8.3 million units of Weston bread, up 52% from the 5.8 million units sold in 2005. We are well on our way, having achieved 4.2 million units during the six months Business Result Period.

Of note, Weston *Moelleux Plus*' volumes were maintained at a significantly higher level than year ago, despite the February 06 launch of POM Smart with a similar offering and an aggressive consumer and trade support program.



Weston's competitive position improved as a result of this campaign, moving from being ranked #5 prior to the launch of *Moelleux Plus* to #2 after eight weeks – a position it has maintained throughout the Business Result Period.

Item Ranking – Bread in Quebec (A.C. Nielsen)			
4 weeks ending December 24, 2005		4 weeks ending May 13, 2006	
1	POM <i>Moelleux</i> White	1	POM <i>Moelleux</i> White
2	Gadoua <i>Moelleux</i> White	2	<b>Weston <i>Moelleux</i> White</b>
3	D'Italiano White	3	Gadoua <i>Moelleux</i> White
4	<i>Bon Matin</i> 14 Grains	4	D'Italiano White
5	<b>Weston <i>Moelleux</i> White</b>	5	POM Smart Sandwich
6	POM <i>Moelleux</i> 100% Whole Wheat	6	<i>Bon Matin</i> 14 Grains
7	<i>Bon Matin</i> 6 Grains	7	POM Whole Wheat
8	Gadoua Familial White Long	8	Villagio White
9	D'Italiano 100%	9	<i>Bon Matin</i> 6 Grains
10	Gadoua <i>Moelleux</i> White Long	10	D'Italiano Whole Wheat

From an ROI standpoint, this campaign most definitely paid for itself delivering over \$5MM in sales. In fact, it did so in four months versus our 24 months payback scenario.

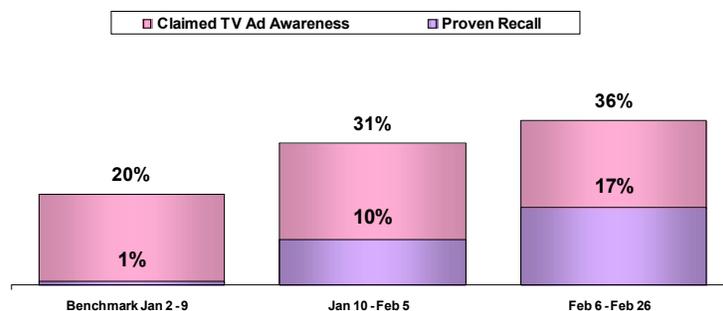
## CAUSE AND EFFECT BETWEEN ADVERTISING AND RESULTS

There is no doubt that being first to market with a good product contributed to the business results. Yet there is clear evidence that advertising acted as a multiplier.

1. The advertising either met or surpassed all Ipsos-ASI norms.
2. The POM product, launched with stronger equity and significant consumer and trade support, did not achieve the same volume increases.
3. The campaign helped shift all the brand attributes which are critical purchase drivers.
4. Weston *Moelleux* Plus did not benefit from a share of voice advantage during the Business Result Period.
5. Pricing was not a factor. All the main brands sell at \$2.49, though POM *Moelleux* did raise its price to \$2.59 in May 06

### 1. Advertising Performance

After only four weeks of advertising, claimed TV ad awareness and proven recall both increased significantly. Both TV spots exceeded ASI norms for prompted recall and brand link. As well, proven recall was established early and continued to grow and reached a strong level towards the end of the campaign.



### 2. Competitive Activity

As noted, POM Smart was introduced almost two months after Weston *Moelleux* Plus. Its television support was comparable and so was the distribution level. However, for the eight week following their respective launches Weston *Moelleux* Plus outsold POM Smart by almost two to one.

	<b>Weston <i>Moelleux</i> Plus</b>	<b>POM Smart</b>
Launch date	January 5, 2006	February 23, 2006
Weekly unit volume 8 weeks after launch	192.2	106.8

Source: AC Nielsen, Total Grocery, 000 units

### 3. Positive Effect on Brand Equity and Key Purchase Drivers

Aided awareness, trial, and purchase intent increased during the advertising campaign and achieved or exceeded Ipsos ASI's norms. Re-purchase Intent also strengthened during the campaign.

	Benchmark %	February 6-26 %	Ipsos-ASI Norms
Aided Brand Awareness	50	77	Above norm
Ever Tried	33	45	Above norm
Future Purch. Intent			
Top 2 Box Score (aware of brand)	23	41	Above norm
Top 2 Box Score (Tried the brand)	26	57	On norm

The brand attributes of taste, freshness and quality also increased significantly and there was clear indication that the Weston positioning about healthy & active living as well as the claim of white bread with goodness of brown bread were effectively communicated.

	Benchmark %	February 6-26 %
Great tasting	20	27
Always fresh	33	39
Highest quality	17	22
Fits my healthy active lifestyle	12	22
White bread with the goodness of brown bread	15	28

### 4. Competitive Spending Level

While this campaign represented a significant investment behind the brand, we did not buy the business through massive spending. During the ten-week period following their respective launch, Weston *Moelleux* Plus and POM Smart received 1899 GRPs and 1756 GRPs respectively.

### 5. Distribution

We did get some increased distribution, but this was as a result of the launch programme. Before the launch, getting good distribution in some key accounts had been a major challenge. In eight weeks, the campaign helped increase Weston's distribution at IGA and Metro from 65% to over 90%. This is even more impressive given Weston's secondary supplier status in these accounts.