

Cassies 2006 Cases

Brand/Case: Wonder Bread – Wonder Plus

Winner: Off to a Good Start—Silver

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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

- Crossover Note 2. Brand Truths.
- Crossover Note 6. Should the Product be Improved?
- Crossover Note 9. Turnarounds.
- Crossover Note 15. Baby with the Bathwater.
- Crossover Note 20. Emotional versus Rational.

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

EXECUTIVE SUMMARY

Business Results Period (Consecutive Months): January 2006 – June 2006
Start of Advertising/Communication Effort: w/o January 9, 2006
Base Period for Comparison: January 2005 – June 2005

Wonder bread was in long-term decline, partly because of nutrition perceptions and particularly because of the "anti white bread" fall out from the Atkins diet.

To Weston Bakeries, Wonder bread is not only the biggest selling bread in Canada, it's the face of the company.¹ It's the lead brand to the trade and a driving force to employees and shareholders. In many ways, it is the heart of the company.

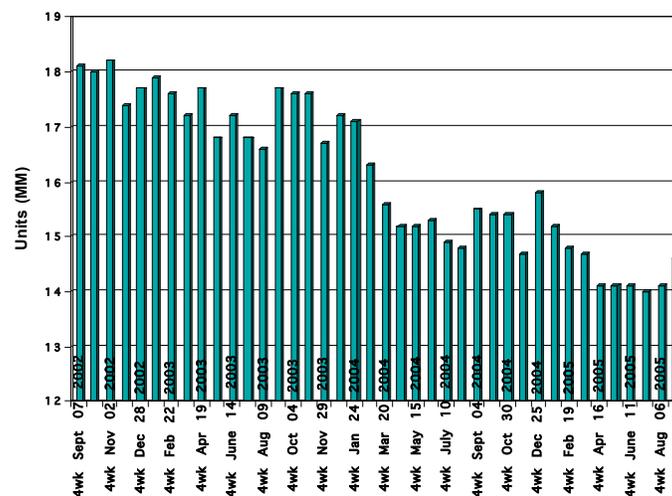
Wonder Plus is a line extension to Wonder Bread. A modest but competitive investment against its launch drove the franchise to record share levels, and grew sales in excess of \$10 million in 6 months. This paid back the marketing support in 4 months versus the 2-year plan. In the US, Wonder was not so lucky. It is marketed by one of our competitors – Interstate Bakeries – and they filed for bankruptcy protection September 2004.

SITUATION ANALYSIS

a) Overall Assessment

White bread had been eroding for years as consumers turned to healthier options – first to whole wheat and then to whole grains. In 2004, the Atkins craze hit, with white bread a frequently cited villain. This had devastating effects on Wonder, the quintessential white bread, accounting for 36% of the white bread category. [Crossover Note 9](#).

The White Bread category continued to erode: (AC Nielsen Sept 02 - Sept. 05)



¹ In Quebec Weston Bakeries has a brand called Weston positioned similarly to Wonder.

We knew from AC Nielsen's Homescan Data a 1/3 of Wonder's losses could be attributed to consumers moving to healthier bread and a 1/3 to the carb issue – i.e. people leaving the bakery category all together, or buying less bread in general.

We also knew that kids love Wonder. Mom knows this too, and she often hearkens back to her own fond memories of Wonder in childhood. But despite this, some mothers were losing confidence in Wonder's nutrition credentials.

And to top it off, Dempster's had launched a new white bread called Dempster's Cello Foil in early 2004. This was supported with solid spending and had a positive nutritional halo from the mother brand—Dempster's 100% Whole Wheat.

We could let history take its course, or find a way to bring nutrition credentials to the brand. **Crossover Note 6**. We had the product to do this. It had white bread taste and texture (which is what kids love) and the goodness of whole wheat (which is what Moms want). But how should it be marketed?

b) Resulting Objectives

- Build the franchise by +7% in units and 10% in dollars for the year. (The new product would sell at a price premium.)
- Provide a nutrition halo on the Wonder franchise and the base brand.
- Longer-term, see the white bread segment return to some normalcy.

STRATEGY & INSIGHT

Through qualitative and quantitative research we learned that we had two targets:

1. **Wonder and White Bread Loyal Users** – they love white bread and will not sacrifice taste and texture at any cost. They are open to a healthier white bread, but do not believe it is possible without a compromise in taste.
2. **Eroding or Eroded Wonder and White Bread Users** – they know and love the taste and texture of Wonder, but are increasingly concerned about its nutritional value. Nutrition is a growing motivator for them.

Due to its size, Wonder could not sacrifice the first group in order to attract the second. **Crossover Note 15**. So we decided to launch the new product as a line extension called Wonder Plus. We would reduce cannibalization of the base business (and offset the increased product cost) through a 10-20 cent retail premium price.

In terms of the messaging, "same great taste" would be critical to both groups.

We also discovered through concept research that we did not need a full explanation of nutrition. Too much detail would dilute the taste message. We simply needed to say "same great taste, now with the goodness of whole wheat". And we needed to do it in a way that rejuvenated the love kids have for Wonder. **Crossover Note 2**.

EXECUTION

The Creative Idea

We needed a simple idea that would deliver “same great taste, now with the goodness of whole wheat”. We did this using identical twins to replicate Wonder and Wonder Plus. You couldn’t tell the twins apart, and you couldn’t tell the breads apart. Because of our heritage, these kids acted as experts. And we used lots of them – seven sets!

Next, we shot the commercials to capture the twins’ sense of discovery. We guided them, but they helped write the scripts with their spontaneous innocence. We ended up with pure enjoyment. But we also delivered the rational message in a way that is clearly linked to Wonder. **Crossover Note 20.**

TWINS :30



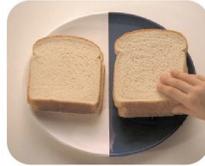
Music throughout



VO: Can experts taste the difference between...



...their favourite Wonder bread...



...and a whole new kind of Wonder?



"Don't put your nose on it..."



"I don't know - it looks the same."



VO: Introducing big news from Wonder ...Wonder Plus.



The famous taste of Wonder white bread with the goodness of whole wheat



Conclusion: the taste is identical.



New Wonder Plus. Identical taste plus the goodness of whole wheat.



Integrated Launch Campaign

We integrated the Twins idea through all communication. Our support consisted of:

- One :30 second TV commercial, w/o Jan. 9 to w/o April 3, 10 weeks in total with a combination of conventional and specialty TV; 795 to 1455 GRPs varied by region
- Six :15 second commercials run back to back as 3 :30's
- Full Page Ad in Consumer Magazines
- Toronto Star ads following the Canadian Election – not only did adults vote, but so did kids vote for Wonder Plus
- In Store – A challenge for kids to vote on the identical taste of new Wonder Plus
- URL – www.wonderbread.ca with voting mechanism
- Online Banners on magazine partner web site
- Truck advertising on Weston delivery trucks

Magazine Ad



Online Banners



Competitive Response

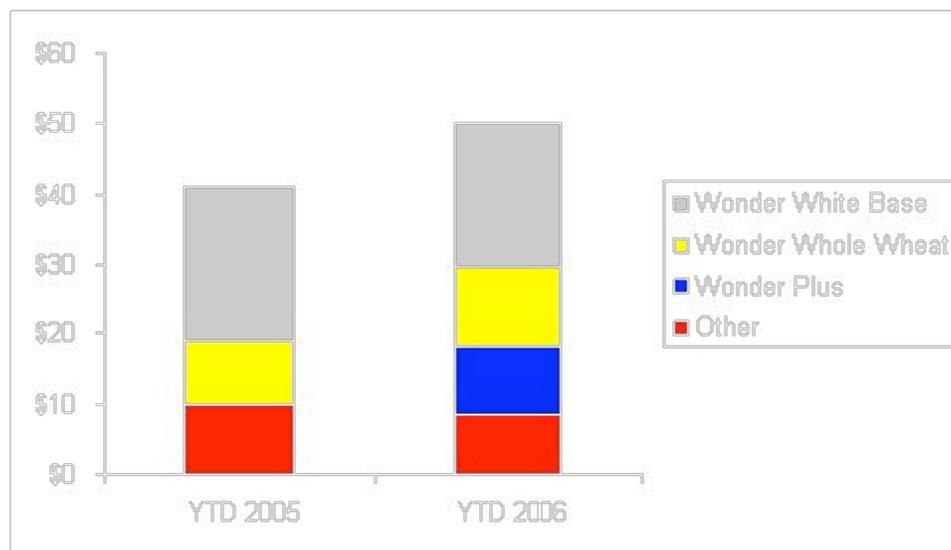
As expected, Dempster's was quick to copy, launching Dempster's SMART in late February 06. SMART is a white bread with the nutritional benefits of whole grains.

We learned in research that whole wheat was enough of a stretch for white bread users, and whole grain was further away (due to the gritty nature of whole grain breads) from their ideal white bread. Dempster's supported the launch with a solid program which did put some pressure on Wonder's share of voice.

BUSINESS RESULTS

The business results for January 06 – June 06 surpassed our objectives *for the year*.

- Year to date, we have increased total franchise units by +12%, and dollar sales by \$10 million. The chart shows the shipment results.

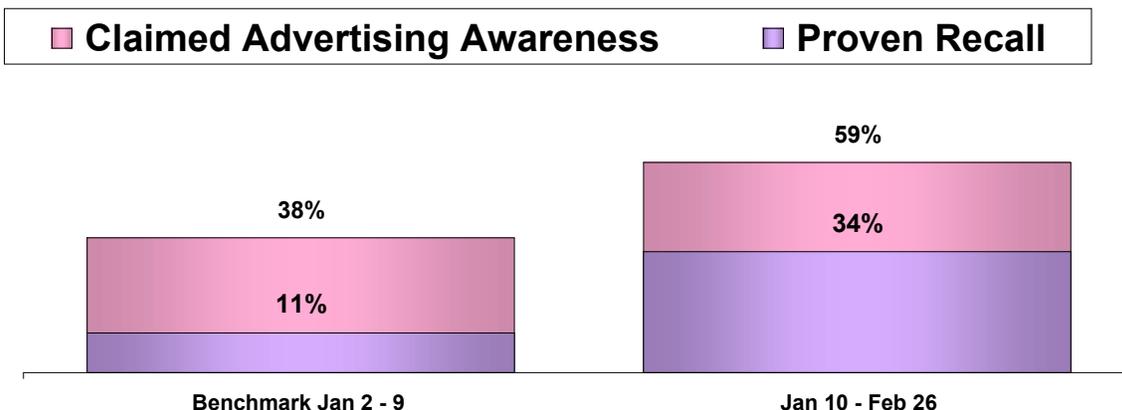


- The AC Nielsen market share results were outstanding. [Figures were provided.]
- Wonder Plus has sourced over 50% of its business from Private Label white bread, despite a significant price premium.
- Wonder Plus is more than half the size of the base white business, against an expectation of 20%.
- The increased marketing support paid back in 4 months, versus the 2-year payback that was budgeted.
- Finally, we accomplished our goal of revitalizing the white bread category. Through May 06 the category is up +7.2% in dollars with Wonder Plus driving this growth.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

Very early into the campaign we knew we had a winning creative concept. We conducted a benchmark IPSOS/ASI wave and a follow-up wave in Ontario after only 990 GRPs and 5 weeks of support.

We had above average ad awareness and proven recall significantly above the benchmark



Brand link was also strong, at 45% versus the Ipsos/ASI norm of 40%.

Overall message communication increased significantly during the campaign and respondents were internalizing the messaging with dramatic improvements in core white bread/Wonder attributes of health, taste, quality and kids like it. All ad diagnostic measures have either met or exceeded norms. Key measures for Wonder Plus are:

	Benchmark	Wonder Plus Campaign
	Jan 2-9 %	Jan 10-Feb 26 %
Aided Brand Awareness		
Ever Tried	34	↕ 48
Base (UW): <u>Total Sample</u>	(457)	(277)
Future Purchase Intent		
Top 2 box Score – <u>(Aware of the brand)</u>	23	↕ 35
Base (UW): Total Sample	(157)	(133)
Top 2 box Score – <u>(Tried the brand)</u>	12	↕ 49
Base (UW): Total Sample	(101)	(57*)

And the results for Wonder Base show the positive effect on the overall franchise:

	Benchmark	Wonder Plus Campaign
	Jan 2-9	Jan 10-Feb 26
	%	%
Top-of-mind awareness	23	↗ 29
Total unaided awareness (Share of mind)	53	↗ 62
Aided awareness	97	99
Past 4 week brand usage	45	51
Base (UW): <u>Total Sample</u>	(457)	(158)
Future purchase intent		
Definitely/probably will buy	49	54
Base (UW): <u>Aware of Brand</u>	(445)	(157)

Lastly, could these results have been achieved by the sheer nature of an innovative line extension like Wonder Plus, or can we prove that it was not just the product alone?

We ran significantly higher GRP weight levels in Ontario versus the West - double the weight levels. We were able to reverse declines in the West leaving shipments flat versus year ago. However, in Ontario, we have seen significant volume gains—a good indication that the advertising did indeed add value to the equation.

[Editor's Note: the business also saw this turnaround despite the fact that Dempster's counter-attacked very quickly with SMART.]