

Cassies 2007 Cases

Brand/Case: Fromages d'ici

Winner: Best Integrated Campaign—Bronze

Client Credits: Fédération des producteurs de lait du Québec

Agency Credits: Cossette Communication Marketing

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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 2007 can be downloaded from the Case Library section at www.cassies.ca

Crossover Note 2. Brand Truths.
Crossover Note 11. The Eureka Insight.
Crossover Note 28. Media Learning.

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):	October 2006 – June 2007
Start of Advertising / Communication effort:	September 2006
Base Period for Comparison:	October 2005- June 2006

For years, specialty cheeses from Quebec were riding on the fame of cheeses from France, whose reputation was already deeply entrenched. Some Quebec consumers knew that there were local products of superior quality, but few could name any of the star cheeses.

This case is about a campaign that changed all that, starting in September 2006. Based on the idea of starting a rumour, it blanketed multi-media with the story of Quebec's specialty cheeses. **Crossover Note 28.**

The results speak for themselves. A web site — *LaRumeurCourt.ca* — has attracted close to 200,000 visitors since its debut in September 2006. As for sales, they increased by 10% over October 06 – June 07. Meanwhile, cheese sales in the rest of Canada were declining by 5%.

SITUATION ANALYSIS

a) Overall Assessment

Consumers' perceptions of specialty/fine cheeses differed greatly. All agreed that the important characteristics were taste, appearance, odour and texture. Some people, however, saw fine cheeses as a rarefied art form, while others included them in everyday choices. The communication challenge was to address both the connoisseurs and the occasional users in a style that would resonate with both.

Connoisseurs all agreed that this sector had improved to the extent that its quality was now comparable to the finest imported cheeses. They praised the vast variety of cheeses available, with many attributing the excellence to the Quebec farmlands.

However, even though specialty cheeses had been developed for more than ten years, many consumers were only at the initial stages of discovering them. They relied heavily on other people's recommendations. Other sources were advice in specialty boutiques, taste tests, and recipes in magazines or on television. Overall though, people weren't really remembering names enough to repeat their purchases.

As for why they bought fine cheese, reasons varied. Some were consuming them through the week as snacks, lunch or dinner, or with a fine glass of wine or port. Others saw them as a refined, haute-gamme product that should be reserved for weekends, holidays, or special occasions.

b) Resulting Business Objectives

With the superior variety and quality of specialty cheeses available, the FPLQ identified an opportunity to increase their sales of specialty cheeses by 5% over the preceding year.

c) Budget Range/Share of Voice

The allotted Quebec media budget was \$3.4 million net, excluding production, to reach both Francophones and Anglophones.

STRATEGY & INSIGHT

a) Analysis and Insight

The plan was designed around three themes: discovery, variety, and consumption. It targeted adults of 25-54 years, and included everyone from occasional users to specialty cheese connoisseurs. The task was three-fold :

- Discovery : familiarize Quebecers with local specialty cheese products;
- Variety: showcase the impressive variety of close to 200 local cheeses;
- Consumption: encourage consumption in everyday meals.

Research by the AGÉCO Group proved that the trial of new cheeses relied heavily on word-of-mouth. In fact, 41% of Quebecers affirmed that the more their friends, work colleagues or family talked positively about a cheese, the greater the chances that they would try it. **Crossover Note 2**. The same research also found that trying a new cheese led to a curiosity to try even more.

From these insights a multi-executional, convergent campaign was born, focusing on a universal concept every Quebecer could relate to: The Rumour. **Crossover Note 11**.

b) Business Strategy

To attain the sales objectives, the most accessible cheeses in Quebec were highlighted.

In addition, in regional media, regional cheese products were promoted to maximize the link with local farmers.

c) Communication Strategy

To generate a desire for new cheeses, it wasn't sufficient just to name them - suggestions for how to use them also had to be provided. So the campaign led consumers to recipes.

Demystifying the misperception that specialty cheeses are for special occasions, all the recipes were easy, and ideal for every day. The signature of the campaign worked two-fold, by emphasizing the great taste of local cheeses, and by highlighting their day-to-day practicality: "There is a rumour going around that our cheeses are always good."

CREATIVE EXECUTION

Without any warning, on September 24th, 2006, a campaign ran rampant across most media. It spread as quickly as the hottest rumour. Television, Internet, dailies, weeklies, magazines, metro stations and billboards – nothing was exempt. Each execution used the medium to its best advantage, and all of them led consumers straight to simple everyday recipes, using local cheeses.

Everything led consumers to www.LaRumeurCourt.ca. There, consumers found three sections : “Recipes,” “A Directory of our Cheeses” with photos and a map to illustrate where they were created, and “Everything about Cheeses ” a section of tips on how to conserve cheese, and advice on which beers and wines complemented the cheeses best.

With the exception of billboards, which used as few words as possible, all the “Rumour” executions began with the words “Il paraît que...” (They say...). It was an unmistakable cue that a juicy rumour was about to unfold...

Television Executions (Fall 2006, 8 executions, 15 sec.)



Television Executions (Winter 2007, 4 executions, 30 sec.)



Newspaper (dailies and weeklies)

*They say spaghetti
with Cantonnier
cheese is to die for!*



Spaghetti carbonara with Cantonnier cheese

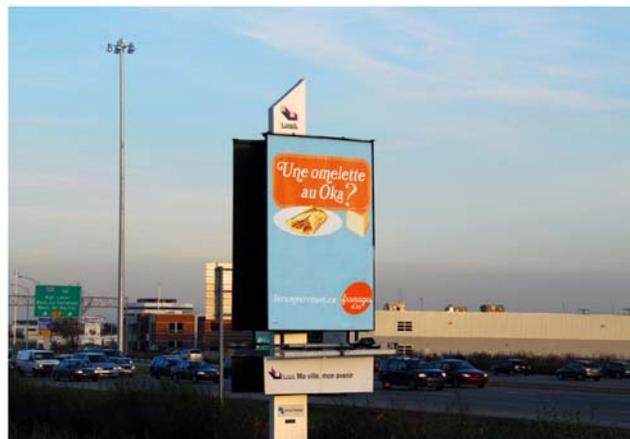
Portions: 4
Preparation time: 20 minutes
Cooking time: 20 minutes

Ingredients:
8 oz (250 g) spaghetti
3 tbsp (45 mL) butter
8 slices pancetta, diced
2 cloves garlic
1 leek, finely sliced
1/4 cup (60 mL) 15% cream
4 egg yolks, lightly beaten
2 cups (500 mL) grated Cantonnier cheese
Salt and freshly ground pepper
Fresh basil

Preparation:
Cook pasta according to directions. Drain and set aside.
In a pan, heat butter and add pancetta. When browned, place pancetta on a paper towel to drain surplus fat.
In the same pan, sauté leeks and garlic. Stir drained pasta into leek mixture; add pancetta and set aside. In a bowl, beat the egg yolks with the cream and freshly ground pepper. Pour egg mixture over pasta and mix well. Add Cantonnier and toss so that cheese coats pasta. Season to taste.




Vertical Poster



Subway car poster



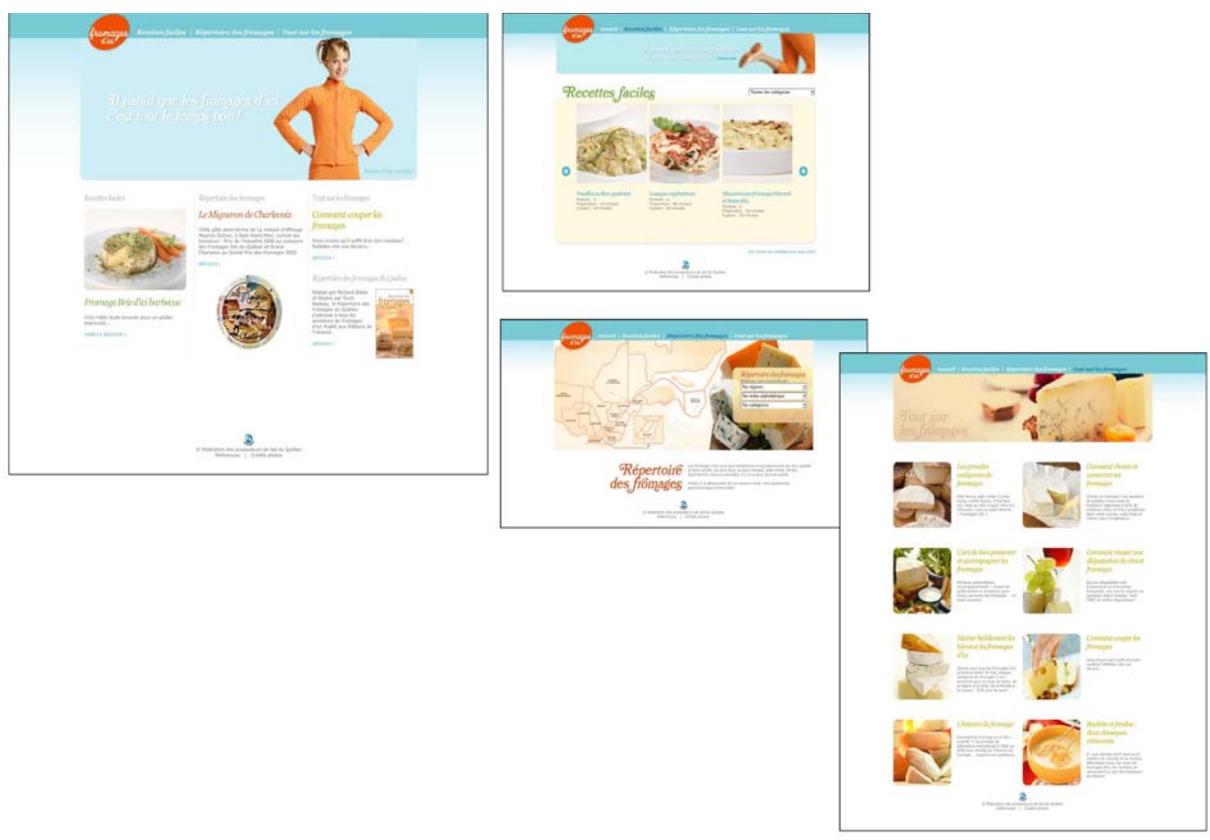
Subway platform poster



Subway Train Wrap



Web site



epub



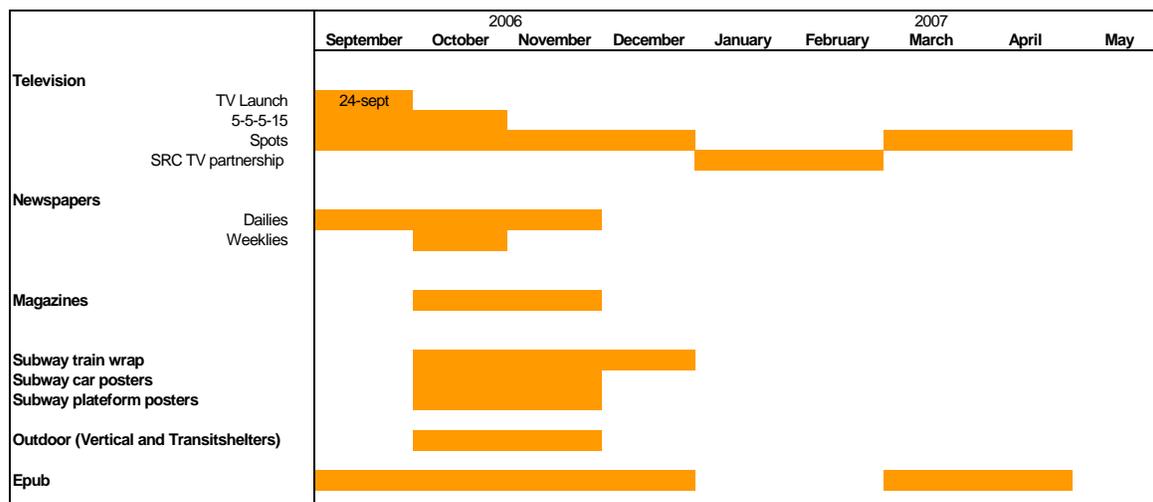
MEDIA EXECUTION

In Fall, 2006, the largest television networks in Quebec aired eight different 15 second ads that gravitated around a woman showing how fast a rumour could race around town. She was running around, rapidly spreading tasty tidbits about local cheeses. Two of the 15 second ads were adapted and aired in English to reach the Anglophone market in Montreal.

The “rumour ” was also spread in metro stations by covering trains with the message, placing close to 1,000 boards inside the cars, and spreading the rumour on subway platform posters and in the Metro news. Bus shelters and vertical street signs also got the message onto the street. The rumour also infiltrated all major Quebec daily newspapers and 65 regional weeklies, all with recipe ideas highlighting cheeses from their region.

In Winter 06-07, the Internet site received an added boost thanks to a partnership with the SRC television network and their hit series *Rumeurs*. During this show, viewers were invited to visit www.laRumeurCourt.ca and participate in a contest. On top of renewed consumer buzz, this also helped drive traffic to the web site between campaigns.

In Spring, 2007, the campaign was extended with four new 30 second messages aired exclusively on the major Francophone networks.



Creative Media in Television

To provide maximum impact in the first launch week, we chose twelve of the most popular shows with the 25-54 target market. During these shows, the runner (the “Rumour”) appeared on screen and got across the notion that eating a specific kind of cheese during this specific show was a particularly good idea. The objective was to get the rumour out to as many people as possible, in the fastest manner. This was surprising, catchy, and breakthrough.

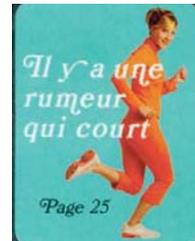
An Innovative Format

We used a non-traditional form of advertising with three 5 seconds ads intercut among other sponsors and one 15 second ad. Quebec cheese was the first ever to adopt this innovative format.

The three 5 second ads highlighted the rumour (the runner) in different settings. The final 15-second message linked the name of a cheese with a recipe. This unusual format was the ideal way to create the illusion that the rumour never stops, and that the variety of Quebec cheeses never ends.

Creative Media in Magazines

Quebec tabloids were a perfect environment for rumours to spread. We titillated readers with lines like “Il y a une rumeur qui court” (There’s a rumour running around). The readers were then induced to flip to the page in question. where a recipe employing a local cheese could be found. The ad would confirm that the “rumour” is, in fact, true.



Editorial teams on magazines are typically sensitive about their content, and not always receptive to advertisers suggesting new formats. Despite this caveat, the magazines accepted the idea of spreading the “rumour” across their magazines, thanks to the natural fit of the concept with their product.



Il paraît que du Douanier dans une salade, c'est sublime!

Salade mesclon au Douanier

Portions : 4
Temps de préparation : 10 minutes
Temps de cuisson : aucun

Ingédients :
2 c. à soupe (30 ml) de vinaigre de Dijon
1 c. à soupe (15 ml) de sirop d'érable
2 c. à soupe (30 ml) de vinaigre de framboises
1 c. à soupe (15 ml) de vinaigre de framboises
1/2 tasse (125 ml) de framboises fraîches
1/4 de tasse (60 ml) d'huile d'olive
4 tasses (1 l) de salade mesclon
1/2 tasse (125 ml) de fromage à la coupe
8 tranches de fromage de Douanier en lamelles
Sel et poivre blanc moulu

Préparation :
Dans un bol, fouetter le vinaigre, le sirop de framboises, l'huile d'olive, le sirop d'érable et le vinaigre de framboises. Assaisonner de sel et de poivre blanc moulu.
Mélanger le vinaigre à la salade.
Couvrir de framboises fraîches, et poivre et de fromage de Douanier en lamelles.

Naomi Campbell oublie son procès

Naomi Campbell, qui est accusée d'avoir agressé sa femme de ménage avec son téléphone portable, ne s'est pas présentée devant le tribunal de Montréal, en début de semaine. Excusée, le juge a immédiatement réglé un mandat d'arrêt à l'encontre de la mannequin, avant de décider de ne pas le mettre en application, à la suite d'un accord passé avec l'avocat de la vedette. David Breitbart, le défenseur de Naomi, a expliqué que le procureur avait été prévenu de cette absence et que la top model était actuellement retenue en Europe pour des raisons professionnelles. Arrêtée le 31 mars dernier, Naomi a toujours jugé ces accusations complètement fausses. La femme de ménage, Ana Solesmes, a fini de reformer son dossier pour une blessure à la tête après l'incident.

larumeurcourt.ca

BUSINESS RESULTS

The resulting growth of specialty cheeses in Quebec was immediate, and averaged 10 percent over the course of the business results period. Meanwhile, sales in the rest of Canada declined an average of 5%.

Period	Quebec sales vs the same period a year earlier	ROC sales vs the same period one year earlier	Quebec sales vs the ROC
October 06	+15.6%	+1%	+14.6%
November 06	+12.4%	+1.3%	+11.1%
December 06	+14.4%	-5.5%	+19.9%
January 07	+11.0%	-0.7%	+11.7%
February 07	+12%	-1.4%	+13.4%
March 07	+1.7%	-11.2%	+12.9%
April 07	+4.2%	-12%	+16.2%
May 07	+5.0%	-8.1%	+13.1%
June 07	+6.1%	-7.5%	+13.6%
Average :	+10%	-5%	+15%

Source : ACNielsen [Note : Sales had been in decline by about 3% in the 9 months preceding the campaign.]

On top of the increases in sales, www.LaRumeurCourt.ca was also visited by close to 200,000 visitors who spent, on average, close to 4 minutes each navigating the site and consulting approximately 8 pages that featured recipes and tips for enjoying local cheeses.

Industry Recognition

On May 8, 2007, the campaign was honoured at the prestigious Gala awards, where the top media strategies are awarded annually by Infopresse. The campaign brought home a Gold in the Media Mix category, and won the evening's top honour: Grand Prize for the Best Media Strategy of 2006.

Part of Quebec Culture

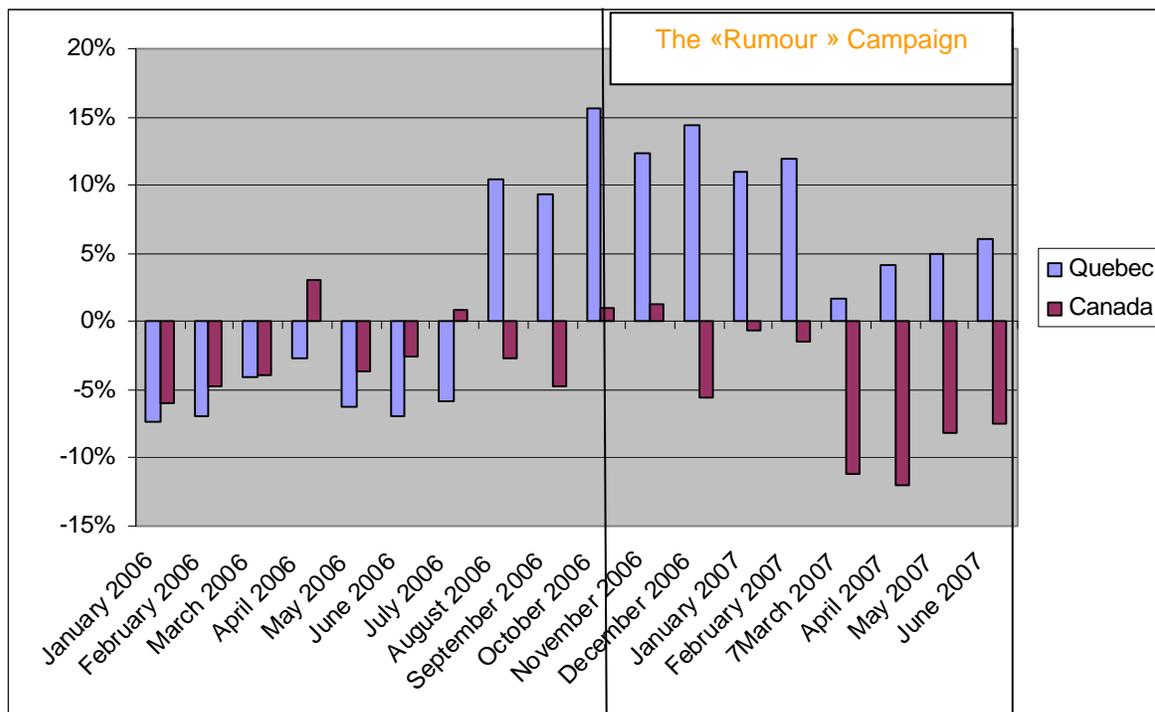
The “Rumour” campaign was so popular, it was parodied by radio celebrities, Quebec comics and the New Year’s Eve show watched by millions of Quebecers every year: “Le Bye Bye”. The affectionate spoof of the “Rumour” campaign during the “Bye Bye” 2006 show was watched by three million viewers, or half of all Quebecers.

Source : BBM, Quebec Francophone, Adults 2 years plus, December 31, 11pm -12 :25 AM.



CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

This graph demonstrates the impact of the campaign on sales. In the months preceding the campaign sales for specialty cheeses in Quebec and the rest of Canada were averagely negative. After the "Rumour" campaign starts, the graph shows a dramatic increase in sales in Quebec.



The message was equally breakthrough. Ipsos Decarie confirmed:

- There was 80% - 86% recall of sponsor and concept, against a norm of 27% - 32%.
- 75% of respondents understood the message clearly, versus the norm of 54%.

The merits of taste, variety and ease of everyday use, thanks to an abundance of recipes, were all tested for spontaneous comprehension. The research proved that, thanks to the campaign, consumers had developed a clear understanding that :

- Specialty cheese could be easily integrated into their recipes;
- Specialty cheeses are good;
- Specialty cheese is versatile;
- There is a vast variety of specialty cheeses available;
- It's important to taste, consume and encourage local cheeses;
- The campaign was signed by Quebec cheeses.

All of this proves that the campaign for Quebec overwhelmingly caused the success.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Fromage d'ici]

Each year I update these Crossover Notes. If you've read this cover note before, you can skip it. If not, it's worth a quick read.

My career started with a seven year sentence in brand management at Procter & Gamble. Then I clambered up the ladder at O&M, becoming President and later Vice Chairman, all of this in Toronto. Then I set up as a consultant.

P&G and O&M were passionate about "lessons learned" from advertising effort, and so was I. All the Cassies cases have great lessons in them, though at the pace we work today these lessons are not necessarily easy to find.

I was thinking about this as I was editing Cassies 1997, and I had the idea for Crossover Notes. They started as bite-sized footnotes pointing out lessons that "cross over" from one case to another. Then, as time had gone by, they've evolved to what we have today.

You can use Crossover Notes in two ways. Although they weren't designed as a crash course in advertising, they are worth reading as a whole. You can also dip into them selectively. The headings on the next page will help you choose.

I've tried to be even-handed on controversial issues, but here and there you will sense my point of view. For this I thank the Cassies for not editing their Editor.

We now have close to 200 published cases. And I hope I've helped pass some of the learning on.

David Rutherford

Toronto: January 2008.

For more on brand-building see *Excellence in Brand Communication*—by leading Canadians from across the marketing and advertising spectrum. See also *Vulcans. Earthlings and Marketing ROI*, commissioned by the ICA, and published by Wilfrid Laurier University Press.

See www.ica.adbeast.com.

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The Notes for this case are marked ✓ and come next.

Note: Cassies uses “advertising” in its broad sense. It not only stands for advertising through the main media of broadcast, print, out of home etc. Where appropriate, it also stands for Direct Marketing, PR, Interactive Marketing, Buzz Marketing, Event Marketing, Product Placement etc.

FROMAGE D'ICI CROSSOVER NOTES FOR CASSIES 2007

- 2. Brand Truths.** Successful advertising (in fact all successful communication) resonates with its audience. As a marketer, you may want people to believe that you have the best-tasting coffee, but simply saying, "I have the best-tasting coffee" will not usually get the resonance you need. One school of thought believes in saying the obvious as loudly and even as crassly as you can. We could call it the Bad Boy syndrome. Another has led to the idea of Brand Truths. These operate on a deeper level than simple claims. One of the top UK agencies described the process as "we interrogate the product until it confesses its strength."

I was once the Brand Manager on Tide, and when we were asked, "What does Tide stand for" we said, "Superior cleaning. Not whitening. Not Brightening. Not Fabric Care. Superior *cleaning*."¹

Superior cleaning was the religion on Tide, and Tide delivered, despite the cliché that all detergents are alike. But this was only a glimmer of the Brand Truth. If you "interrogated" Tide the most startling truth was the *intense belief* of Tide users. This came to life in the immensely successful "Two for One Swap" campaign. Hidden cameras watched as women who had just bought Tide were offered two boxes of another good detergent in exchange. They adamantly refused, delivering off-the-cuff endorsements that no copywriter could ever have written. The campaign ran for years, and only came to an end because of its success—women knew it so well that the "candid camera" interview became impossible. Many Brand Truths are also insights, and for a list see [11. The Eureka Insight](#) and [12. Changing the Goalposts](#).

- 11. The Eureka Insight.** These feature in many cases. Some examples:

- Oh Henry! Gut-fillers had tried to own hunger. Cassies II and [Crossover Note 7](#).
- Buckley's. Rather than side-step their bad taste, Buckley's relished it. Cassies III.
- Chrysler. Used *emotion* as the key to an immensely successful launch. Cassies III.
- Philadelphia Cream Cheese. Creating "permission to indulge." Cassies III.
- Richmond Savings. Creating the "Humungous Bank." Cassies III.
- Eggs. (See also [12. Changing the Goalposts](#).) Farmers brought "natural" to life.
- Sunlight. Getting dirty is fun. This is diametrically opposed to the conventional wisdom, dominated by Tide, that clean is good and dirt is bad. Cassies 99.
- Fido in Cassies 99. In an echo of Apple vs. IBM, Fido saw that consumers needed the human touch. See also Clearnet and "the future is friendly" in Cassies 2001.
- Diet Pepsi in Cassies 2002. The "forever young" campaign.
- Listerine in Cassies 2002. Healthy gums, after a century of bad breath.
- Pro•Line in Cassies 2002. Appealed to non-experts with "Anyone can win."
- Aero. Saw the power of "melting" in Cassies 2003.
- Super 7. Ignored the political correctness of being tasteful. Cassies 2003.
- Quebec Milk. Saw the obvious. Asked people to drink more. Cassies 2004 and 2005.
- Toyota Sienna. Realized that the answer lay not in what SUV buyers do. Cassies 2004.
- Irving's Cruisin' to Win. Saw the power of *small* prizes. Cassies 2005.
- Crescendo. Like Oh Henry! saw unoccupied high ground. Cassies 2005.

¹ P&G defined "what the brand stands for" by a document they called the Creative Strategy. In those days, if anyone dreamt that the Tide Creative Strategy should include whitening, brightening etc. it was seen as an offence against all that was holy. Since then, P&G has changed its views, and now takes a broader view—as recent Tide advertising for fabric care and Tide-with-Febreze attest.

- Butter. Saw a way to use “natural” to connote taste and health. Cassies 2005.
- Anti-Smoking. Saw the power of “Stupid.” Cassies 2005.
- Jergens Ultra Care. Saw a way to reposition skin. Cassies 2005.
- Whiskas. Saw things from the *cat’s* point of view. Cassies 2005.
- Moores. Used the fact that their target audience hates shopping. Cassies 2005.
- Harvey’s. Realized the significance of The Grill. Cassies 2005
- Quebec Lotto 6/49. Realized that 6/49 winners are generous, so be nice to them.
- United Way. Saw power in the Hand icon. Cassies 2005
- CIBC Run for the Cure. Saw the power in the Pinnie idea. Cassies 2005
- Juicy Fruit. Saw how to build a new image by destroying the old one. Cassies 2005
- Yaris. Realized that you *could* use aspiration in the sub-compact category. Cassies 2006.
- WestJet saw the power in the “owners” idea. Cassies 2006 and 2007.
- Monster saw the power in the “best boss” idea. Cassies 2006.
- Dove. Saw the leverage in the Self-Esteem Fund. Cassies 2007.
- Brita. Changed how we think about tap water for ever.
- SpongeTowels. Brought absorbency to life, almost literally.
- Benylin. Realized what we really want to do!
- Newfoundland. Realized that the problem was the opportunity.
- Plus virtually all the cases in *Crossover Note 10*.

28. Media Learning. Many years ago, studies (mainly in packaged goods) led to the idea of “effective frequency.” It was based on two broad notions:

- a) That advertising (assuming the creative was effective) had its best effect after 2-3 exposures in a purchase cycle.
- b) That exposure beyond this led to diminishing returns.

This thinking matched the agreed learning theory i.e. that it takes repetition before a message sticks, but then boredom sets in, and repetition does not increase learning much, if at all.² This thinking has dominated media planning (particularly in TV) for years, and I think many planners still embrace it today, not necessarily knowing its origins. It has gone by names such as effective frequency and 3+ planning. The idea is to try to give the audience 2-3 exposures in a purchase cycle, without wasting excessive frequency on them.³

Other models also exist. There are “pulsing” models. There’s an “impact” model for making a big splash. And there are markets like beer, with heavy seasonal spending, and their own notions about the best way to schedule effort.

Then, in the mid 90s, John Philip Jones—formerly of JWT UK/Europe and for some time Professor of Communications at Syracuse University—published a study that seemed to say that *just one* TV exposure (in the week before purchase) was enough. See *13. Immediate vs. Long-Term Effect*.

² There are even findings that continued exposure *depresses* learning, though I find that hard to believe.

P&G built very strong brands on its soap operas, and those daytime viewers saw the same ads repeatedly.

³ It has traditionally been hard to avoid the excess frequency, especially with heavy TV viewers.

This put the cat among the pigeons. Some have embraced the thinking. Some have attacked it. Jones's findings were in harmony with those of Erwin Ephron (see the Pepsi paper in 2002) and the whole field has come to be called Recency Planning.

It proposes lower weekly weights than have historically been recommended, with longer weekly duration. TV Programmes are also selected to avoid high frequency on the same shows. This is drip-drip rather than impact, and it flies in the face of some long-held beliefs.

It seems to have worked for Pepsi, but detractors say that it has its failures too. For more on this controversial topic, the WARC website is invaluable—with papers by Jones, Lodish, and McDonald being a good place to start.