

CASSIES 2011 Cases

Brand/Case: Gadoua Moelleux

Winner: Packaged Goods Food—Bronze

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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 CASSIES1997. The full set for CASSIES 2011 can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 1. What a Brand Stands For.
- Crossover Note 7. Fighting for the Same High Ground.
- Crossover Note 9. Turnarounds.
- Crossover Note 16. When a campaign stumbles.
- Crossover Note 18. Keeping it Simple.
- Crossover Note 20. Emotional versus Rational.

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

Section I – BASIC INFORMATION

Business Results Period in Consecutive Months: January 2008 – June 2010
Start of Advertising/Communication Effort: January 2008
Base Period as a Benchmark: Calendar 2007

Geographic Area Covered: Québec (French only)

Annual Budget Range: \$500,000 - \$1 million

Section II – SITUATION ANALYSIS

a) Overall Assessment

Prior to the repositioning that is the basis for this case, Gadoua Moelleux white bread had declining sales and eroding brand equity. **Crossover Note 9**. The entire white bread segment was also shrinking, and it was critical for Gadoua Moelleux to reclaim its position in white bread.

The main challenge was to reclaim the brand’s point of difference, the *moelleux* attribute. This is a hard to translate term that most Quebeckers use to refer to soft, moist bread. It also built the reputation of Gadoua Bakeries and allowed it to compete with more established brands such as Weston and POM. In fact, the brand had promoted itself as the “*vrai de vrai moelleux*” (the real thing, the authentic *moelleux*) for many years. Now, with other brands such as POM Moelleux trying to own this attribute, we had to prove that Gadoua Moelleux was still the real thing. **Crossover Notes 1 and 7**.

Adding to the challenge, the repositioning had to perform without the help of Lise Dion, the Québec comedienne who had been the brand’s spokesperson for years. This association had run its course and had been preventing the brand from evolving to a more nutritious offering. **Crossover Note 16**.

Lastly, we had to contend with the emergence of a new market segment—nutritionally enhanced white bread. This “white bread with the benefits of brown” was altering the dynamics of the category. POM Smart was already a formidable competitor, and Gadoua (with Gadoua MultiGo) entered in summer 2009—mid-way through this case’s Business Result Period. This applied pressure to the Gadoua Moelleux brand as it risked being eroded by POM Smart and cannibalized by Gadoua MultiGo.

b) Resulting Business Objectives

- Strengthen Gadoua Moelleux’s brand equity by reclaiming the *moelleux* attribute.
- Increase intent to purchase, and therefore sales.
- Revitalize the image of Gadoua (after Lise Dion) in order to build a foundation for the launch of MultiGo in the nutritionally enhanced white bread segment.

Section III – STRATEGIC THINKING

a) Analysis and Insight

Gadoua Moelleux bread had historically been promoted as the first and authentic *moelleux* bread (*le vrai de vrai*) in Québec. While the descriptor *moelleux* is also used by competitors, Gadoua built its reputation with this product attribute.

There was no product news to capitalize on **Crossover Note 6** so we had to find a unique and relevant way to reinforce the attribute. To do so, we conducted qualitative consumer research to test various expressions and claims.

We expected to find a rational, product-based reason-to-believe, and presented claims about the baking process, the secret recipe, etc. Instead, we learned that “authenticity” and “being the first” were neither relevant nor differentiating.

Consumers told us that *moelleux* is best judged by the senses. They know that bread is *moelleux* by the way it feels – when they squeeze the bag in store, the fresh smell through the bag, and the mouthfeel.

What we set out to prove with a rational argument turned out to be about a very personal experience. **Crossover Note 20**. This became the focus of our message—through dramatizations of how you “feel, smell and taste” Gadoua Moelleux’s texture.

b) Communication Strategy

We brought *moelleux* to life by dramatizing it in arresting ways. We did this in a humorous yet human way, showing consumers overwhelmed by Gadoua’s texture.

It was a simple idea that did not require a complicated argument; people know that Gadoua Moelleux is really *moelleux* when they squeeze or smell it in store and enjoy it at home. **Crossover Note 18**.

While scenarios depicted in the advertising were slightly over-the-top to make the point, it was critical that consumers could still relate to Gadoua’s *moelleux* experience on a personal level.

Tracking would later confirm that we had achieved this. But perhaps most telling was that consumers sent us “evidence” of how *moelleux* Gadoua really is, such as this photo sent to us by a mother from Quebec City.



Section IV – KEY EXECUTIONAL ELEMENTS

a) Media Used

- Year 1 (2008) Television :30, out-of-home posters & POS advertising
- Year 2 (2009) Television :30
- Year 3 (2010) Television :30

b) Creative Discussion

The creative had to deliver the brand's *moelleux* attribute. It also had to adopt a new tone that would be associated with Gadoua following years of advertising featuring Lise Dion. We chose to show consumers experiencing Gadoua in the grocery store where they told us they first assess *moelleux* freshness and texture.

We produced two 30 second TV spots for 2008 and 2009.

In *Odorat*: 30, a man first smells a Gadoua Moelleux bag and then bends forward with his head in the bread shelf to get more of the irresistibly fresh smell.



In *Toucher*: 30, a woman squeezes and then hugs a Gadoua Moelleux bread bag in a grocery store aisle.



In 2008, an outdoor poster complemented the TV. It showed a large bag of Gadoua Moelleux bread being squeezed by two hands.



And in 2010, as business results and tracking measures began to build, we produced a third TV commercial.

In *Panie :30* a man in a grocery store is so overwhelmed by Gadoua Moelleux bread that he does the rest of his shopping while resting his head on a loaf on the top of his grocery cart.



c) Media Discussion

The media plan was relatively standard. Historically, the Gadoua brand had been built using television exclusively. For this new campaign, television remained the primary medium, complemented in 2008 with out-of-home and point-of-sale. The campaign ran as follows:

- 2008 - 13 weeks of TV (from February 18th to April 27th) for a total of 1600 GRPs.
- 10 weeks of posters (from January 7th to March 16th) for a total of 500 GRPs.
- 2009 - 6 weeks of TV (from February 2nd to March 9th) for a total of 900 GRPs.
- 2010 - 13 weeks of TV (from February 22nd to May 17th) for a total of 975 GRPs.

Section V – BUSINESS RESULTS

1. The impact of the advertising campaign was immediate, significant and sustained.

- In 2008, at the end of the 14-week TV and OOH campaign, sales were up by 16%
- At the end of 2008, unit volume was up 4.5%.
- A year later, it was up +18.3%
- And through June 2010, it remains up 8%

In total, then, over the past 2 1/2 years, Gadoua Moelleux volume is up 33.5%.

2. POM Moelleux, long the segment leader, has been declining in part due to Gadoua Moelleux's growth and as a result of cannibalization from POM Smart, their nutritionally enhanced white bread.

Nielsen Market Track (Grocery, Drug, Mass) Unit Growth	Last 11 periods of 2008 versus same for 2007	52 wks ending Dec 19, 2009	YTD June 5, 2010
Total Commercial Bread	+0.7%	0%	+1%
Gadoua Moelleux	+4.5%	+18.3%	+8%
POM Moelleux	0%	-4.4%	-1%

3. Beyond sales results, other in-going objectives were also met.
- Brand health measures versus prior year are steadily increasing, particularly the brand association to the *moelleux* attribute.
 - Intent to purchase is increasing.
 - Brand attribution to Gadoua, despite the absence of Lise Dion, continues to improve.
4. Perhaps the most telling sign of this campaign's effectiveness has been its ability to grow the Gadoua Moelleux brand and keep it in growth mode even after Gadoua Multigo – Gadoua's answer to POM Smart – was introduced in August 2009. This new product immediately achieved significant volume (sourced mainly from POM Smart) without cannibalizing Gadoua Moelleux.

Section VI – CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

a) General Discussion

Advertising clearly drove volume growth for Gadoua Moelleux:

1. It was the only marketing activity during the Business Result Period.
2. Ipsos-NextSolution creative testing revealed that the various executions met norms and, at times, achieved scores above norms.
3. Post campaign measures confirmed a strengthening of brand loyalty and intent to purchase. Most importantly, Gadoua Moelleux is most highly associated with: "having a *moelleux* texture", "being always fresh", "brand I know and trust", "great tasting", and "good for the whole family". (Source: Ipsos, Gadoua Post Wave Advertising and Brand Measure Report, June 2010)

The campaign was also recognized for its early success at the 2008 APCM Strat Awards in Montreal where it won in the Impact category.

b) Excluding Other Factors

Spending Levels : The 2008 spend level, including the addition of out-of-home posters, was consistent with historical spending levels for the brand when it was supported with the Lise Dion campaign. Spending remained stable in 2009 and 2010.

Pricing: The pricing strategy remained unchanged.

Distribution: While distribution grew slightly with the addition of a convenient store banner in Québec in 2008, this had only a limited impact on volume. It should be noted that Gadoua, being part of the George Weston group, is at a disadvantage in terms of distribution. While it benefits from its link to Loblaws Company Ltd, it is not distributed at Wal-Mart and gets generally limited support from non-Loblaws banners.

Unusual Promotional Activity: There were no promotional programs other than the usual feature activity with key retailers that is in place each year.

c) In Conclusion

At a time when the effectiveness of traditional advertising is often questioned this campaign is as traditional as it gets both in message and media. It is living proof of what Mark Twain once famously said about advertising: *“Many a small thing has been made large by the right kind of advertising.”*

END