

CASSIES 2011 Cases

Brand/Case: Gadoua MultiGo – Outsmarting the Competition

Winner: Off to a Good Start—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 2.** Brand Truths.
- Crossover Note 7.** Fighting for the Same High Ground.
- Crossover Note 16.** When a campaign stumbles.

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: August 2009 – June 2010.
Start of Advertising/Communication Effort: August 2009.
Base Period as a Benchmark: January to August 2009.

Geographic Area Covered: Québec (French only)

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

Section II – SITUATION ANALYSIS

a) Overall Assessment

The bread market in Québec is ultra competitive. Two large commercial bakeries compete fiercely in what is essentially a flat category. Weston Bakeries markets Weston, D’Italiano, Country Harvest, Gadoua Moelleux and Gadoua Vitalité. Multi-Marques, a unit of Canada Bread, markets POM, Bon Matin and Villaggio.

Although the white bread segment is shrinking as a result of consumers’ growing interest in more nutritious whole grain bread, white bread remains a favourite of most Quebeckers and continues to represent significant volume. Over the past four years, a new sub-segment has emerged — nutritionally enhanced white bread. It combines the taste and texture of white bread and the nutritional benefit of whole grains; Two brands were introduced in 2005 to deliver this benefit; Weston Moelleux Plus and POM Smart.

Weston Moelleux Plus was initially very successful. However, it started losing ground following the introduction of POM Smart six months later. Benefiting from the strong equity of the POM franchise in Québec, POM Smart quickly became the leader in this sub-segment.

At the end of 2008, after several attempts at reviving Weston Moelleux Plus, the decision was made to attack POM Smart with another brand in Weston’s arsenal: Gadoua. With its solid foundation in white bread and its stronger brand equity, Gadoua, by launching Gadoua MultiGo, would more effectively compete with POM Smart.

b) Resulting Business Objectives

This initiative required a balancing act. This was because POM Smart, while being very successful as a line extension, had significantly eroded the POM white bread business. To avoid this, Gadoua would have to take share from POM Smart while minimizing erosion of the Gadoua Moelleux white bread volume. This led to two complementary strategies:

1. Create a distinct sub-brand under the Gadoua umbrella.
2. Maintain solid advertising support for Gadoua Moelleux to (a) protect its volume and (b) reinforce Gadoua’s association with its soft and moist (*moelleux*) attribute.

We defined success as achieving a 3.5 unit share for Gadoua MultiGo and generating 20% net incremental volume to the Gadoua brand.

Section III – STRATEGIC THINKING

a) Analysis and Insight

The strategy was far from clear at the start. We knew we wanted to fight POM Smart with Gadoua but we did not know how best to do it. To get some answers, we conducted qualitative research in Montreal and Québec City with POM Smart users.

We found that they were quite loyal to the brand despite having adopted it only recently. All described it as offering the goodness of brown bread in white bread. All were very satisfied with the product's taste and texture and, most importantly, with how their children had accepted it as white bread. After several groups, it was evident that the positioning ideas we were testing were not resonating. **Crossover Notes 7 and 16.**

The answer came during the last few groups. Respondents had only a general idea of POM Smart's promise; whole grains made invisible in white bread. Could they perceive higher nutritional from *a variety of grain types* like barley, oats, flax, etc? Weston's product development group leader was at the research. She confirmed that it was possible to include fourteen grain types and maintain white bread's colour and texture. We presented this rough idea to the last group. The reaction was universally positive. POM Smart users who had been unimpressed until now were suddenly very keen to try this new bread. **Crossover Note 1.**

Gadoua MultiGo was born from this simple observation. **Crossover Note 2.** Over the next six months, we developed and quantitatively tested the brand strategy, the product, the name, the packaging and the communications platform.

b) Communication Strategy

The objective was to generate awareness and trial of new Gadoua MultiGo and create relevant differentiation from POM Smart

The primary prospects were current POM Smart users. We also hoped to attract nutritionally concerned white bread users who had not yet switched to nutritionally enhanced white bread, while not cannibalizing Gadoua's white bread usage.

The proposition focused on a simple premise: prospects have a limited understanding of and interest in the nutritional qualities of whole grains but recognize their nutritional value. They believe that this increases with the number of grain types a product contains.

The consumer benefit was expressed as “the added goodness of fourteen types of whole grains in white *moelleux* bread” and the reasons-to-believe were:

- Fourteen types of grains such as flax, barley and oats ground down to eliminate the bits for a smooth texture and white bread taste and colour.
- No loss of essential nutrients in the process.
- Gadoua's reputation for *moelleux* taste and texture.

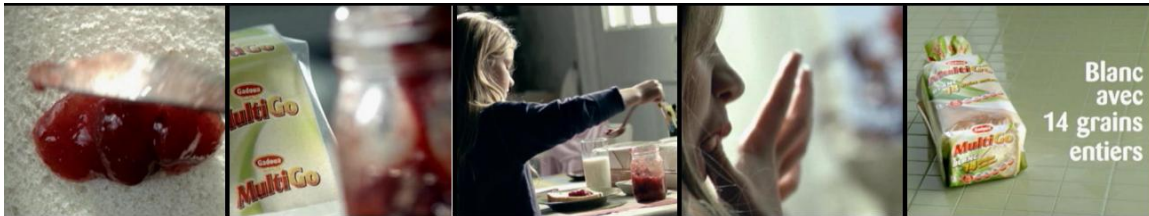
Section IV – KEY EXECUTIONAL ELEMENTS

a) Media Used

- :30 television. Outdoor superboards in Montreal
- Coupon ad in Publisac (a promotional bag distributed to Quebec households)
- Point of sale advertising via corrugated displays in stores
- Dedicated Gadoua MultiGo website

b) Creative Discussion

The TV execution was the cornerstone of the campaign. It began with an extreme close up of a slice of white bread while an announcer's voice says that no matter how close you get, how much you concentrate; you won't see the flax, the barley, etc. As the bread is revealed a little girl is enjoying its taste and texture. The announcer explains how the fourteen grains have been ground down to maintain Gadoua's *moelleux* texture. The spot ends with the theme/signature: Gadoua. Du jamais vu. (Gadoua, Never been seen before.)



Outdoor creative highlighted the fourteen grains via bold graphics. The website offered product information, and POS emphasized the 14 grains in white claim.

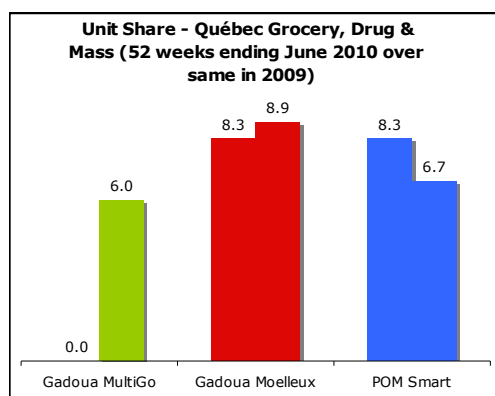
c) Media Discussion

The campaign launched on August 31, 2009 and ran for eight weeks. It consisted of:

- eight weeks of television for a total of 1,200 GRPs
- six weeks of outdoor for a total of 600 GRPs

In Jan 2010, the TV spot aired from Jan 11th to February 22nd for a total of 800 GRPs.

Section V – BUSINESS RESULTS



After less than a year, Gadoua MultiGo had a 6.0 share, as against a 3.5 point objective, and POM Smart dropped from 8.3 to 6.7.

We also achieved the anti-cannibalization objective (perhaps we should say overachieved). Gadoua Moelleux's share did not go down — it grew!

We also estimate that over 60% of our volume is incremental to the business – 3 x our target.

Section VI – CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

a) General Discussion

While there is no doubt that MultiGo's product formulation was critical in differentiating it from POM Smart, advertising was responsible for driving interest and trial. And doing so among target prospects who were clearly quite satisfied with their current option.

Quantitative pre-testing on the TV spot confirmed its ability to break through and encourage trial. Following is an excerpt from the Ipsos report:

This TV ad achieves above average Reach Potential and Persuasion levels resulting in a CEI of 179, which is well above our average range of 70-130. This indicates that the ad will be able to generate above average in-market results for MultiGo.

The report went on to state that:

The ad's ability to communicate new and important information as well as differentiate MultiGo from other pre-sliced, packaged breads is helping to drive breakthrough.

The ad helps to cultivate a healthy image for MultiGo as well as differentiate it from others in the category.

The appetizing appeal of the product shots contributes to the ability of the ad to get noticed and generate interest in MultiGo.

Although the ad communicates 'new' news about MultiGo, it is perceived to fit with the way viewers feel about Gadoua.

The ability of the ad to differentiate the product from others and portray MultiGo in an appetizing way helps to drive purchase interest.

Interest is generated not only for MultiGo, but also for any Gadoua packaged bread product.

The ad is able to impact most brand imagery statements for MultiGo, including most health, nutrition and taste-related attributes.

It also directionally shifts the brand equity pillars of Relevance and Loyalty for Gadoua overall.

b) Excluding Other Factors

Promotional Activity – As stated earlier, the launch included a money saving coupon distributed via the Publisac. There is no doubt that this coupon helped drive trial. However, bread is a weekly purchase and successful new products in this category require sustained media pressure to remain top-of-mind and counter competitors' programs.

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