

CASSIES 2011 Cases

Brand/Case: Hellmann's Real Food Movement

Winner: The Grand Prix

Best Integrated—Gold.

Sustained Success—Gold.

Client Credits: Unilever Canada

Christopher Luxon – General Manager
 Mark Olney – VP Marketing
 Geoff Craig – VP Marketing
 Sharon Macleod – Marketing Director
 Jon Affleck – Marketing Director
 Juanita Pelaez; Ian Busch – Brand Managers
 Monica Palit – Assistant Brand Manager

Agency Credits: Ogilvy

Janet Kestin and Nancy Vonk – Co Chief Creative Officers
 Ivan Pols – Art Director
 Chris Dacyshyn; Siobhan Dempsey; Jane Murray – Copywriters
 Laurie Young – Managing Director
 Aviva Groll – Group Account Director
 Sarah Kostecki; Stasha Poznan – Account Supervisors
 Coby Shuman – Account Executive

Inter-Agency Partners

Media: PHD. PR: Harbinger. Digital: Dashboard. Promotions: Segal

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 6.** Should the product be improved?
- Crossover Note 8.** Classic Rivalries.
- Crossover Note 12.** Changing the Goalposts.

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

A. EXECUTIVE SUMMARY

Business Results Period (Consecutive Months):	January 2007 – December 2009.
Start of Advertising/Communication Effort:	April, 2007
Base Period as a Benchmark:	Calendar 2006

a) Synopsis of the Case

Hellmann's mayonnaise has been a staple for generations. However, for the past several years, it has battled an unhealthy perception that it is "junk in a jar." Today Moms want fresher, more authentic, better tasting, more nutritious food.

In order for Hellmann's to grow, we had to tackle this negative perception. Hellmann's is in fact made primarily with real, simple ingredients – eggs, oil, and vinegar. By tapping into the trend away from pre-packaged, chemical laden foods towards those made with unadulterated, easily recognized ingredients, Hellmann's could champion a *Real Food Movement*. This could facilitate Canadians eating more real food and bring Hellmann's mayonnaise along for the journey.

The campaign began in 2007 with Hellmann's sponsoring "*Urban Gardens*," then developing a partnership with *Evergreen*, a not-for-profit, in 2008, and further expanding with the "*Eat Real. Eat Local*" integrated campaign in 2009.

We will show how Hellmann's has grown its business from 2007-2009, and overtaken key competitor Kraft Miracle Whip along the way. **Crossover Note 8.**

b) Summary of Business Results

Using 2006 as a base, Hellmann's REAL dollar volume was ahead 5% in 2007, 7% in 2008 and 14% in 2009. Total Hellmann's REAL market share grew from the 25% level in 2006 to 29.3% in 2009.

These results are the highest the brand has ever achieved.

B. SITUATION ANALYSIS

a) Overall Assessment

Hellmann's has been enjoyed by Canadians since 1955. Whether it was used on sandwiches or in salads, it was loved for transforming good foods into deliciously yummy foods because of its versatility. The brand prided itself on providing the best quality mayonnaise with real, wholesome ingredients and great taste.

Around the beginning of 2005, however, the versatility platform was no longer differentiating enough as consumers moved into the new millennium with a more complex and vigilant view on what they were eating. A study conducted by the brand found that 75% of consumers perceived mayonnaise to be "junk in a jar." **Crossover Note 6.**

The complexity started with the myriad of confusing food issues and choices:

- an over-reliance on cheaper, convenience foods with poor nutritional values
- fad diets like Atkins and South Beach
- food safety and provenance concerns

It has then built with the broadening of Canadians' palates and food experiences; with the growth of out-of-home eating, and exposure to endless food variety—consider Japanese, Thai, and Asian. Perhaps most importantly, and as a partial antidote to this complexity, consumers are also craving simplicity. Trend analyses and our research shows that consumers are pushing back against food that is artificial, seeking the real and the natural.

We had an opportunity to leverage Hellmann's ingredients: eggs, oil and vinegar. This became the sweet spot for the repositioning: "*It's time for real.*" **Crossover Note 1.**

b) Resulting Business Objectives

- Grow Hellmann's market share versus the previous year
- Grow Hellmann's sales (dollar and tonnage volume) versus the previous year
- Convert Kraft Miracle Whip users to Hellmann's
- Improve tracking ratings for "*Is made from real simple ingredients*" and "*Is real eating at its best*"

c) Annual Media Budget — \$3 - \$4 million. **Geographic Area** — National.

C. STRATEGY

a) Analysis and Insight

As noted, Hellmann's is made with real ingredients – eggs, oil and vinegar. But we reasoned that an ingredient story alone would not provide the persuasion we knew would be needed to increase purchase consideration.

We turned our attention to the societal longing for a return to the authentic and saw the opportunity for Hellmann's to put a stake in the ground for everything real – to elevate the idea to a *social mission* by championing a ***Real Food Movement***. **Crossover Note 12.**

b) Communication Strategy

We targeted principal grocery shoppers: females 18-50 years of age. We encouraged them to join the ***Real Food Movement*** through participating in three "Real" pillars:

- Eating & Cooking Real
- Discussing Real
- Growing Real

Our sales and brand perception goals would be served through a powerful social marketing plan executed across many channels.

D. CREATIVE EXECUTION

With the help of Hellmann's Inter-Agency Partners: Media-PHD; PR- Harbinger; Digital-Dashboard; Promotions-Segal, we developed a series of activation programs and ran them in Canada from 2007 through 2009:

2007: URBAN GARDENS

Our program kicked off with the Hellmann's Community Gardens project in Vancouver, Calgary, Toronto, Montreal and Halifax. We created areas of workable land, divided into 12 plots, where selected consumers could plant fruit/vegetable gardens and grow their own real foods. Plots were given free of charge to worthy applicants, such as a single mother of 3 who lives in a downtown high-rise; individuals from a nearby retirement home; a recent immigrant from Croatia; a Girl Guide chapter.



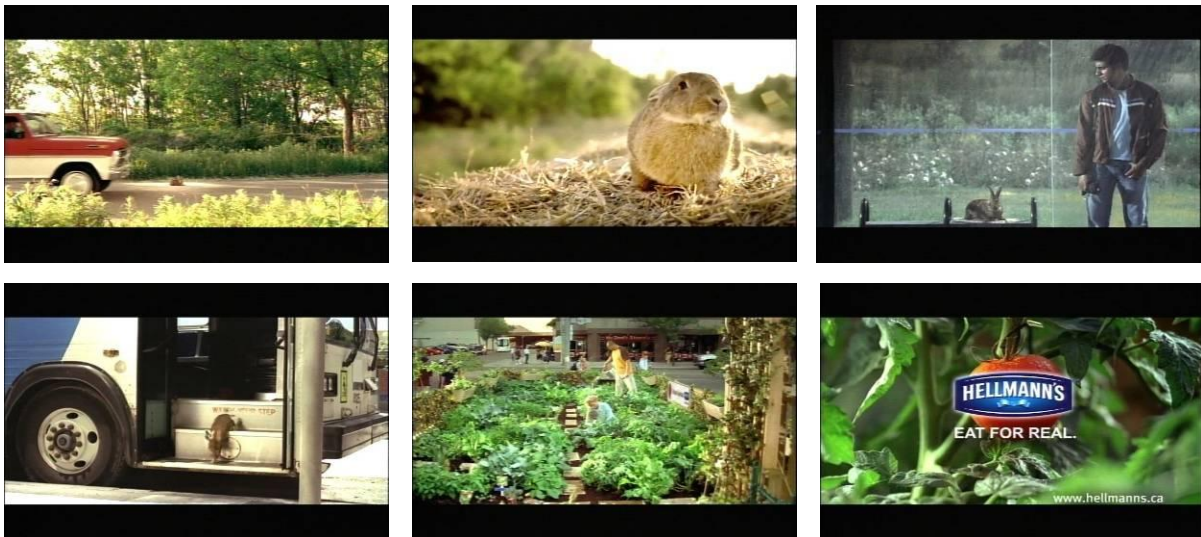
The Invitation: Consumers were invited to apply for a plot in three different ways: via a newspaper ad, online banners and a direct mail door hanger. The DM was targeted to apartment dwellers near the garden plot sites and included a seed pack to motivate them. We got over 500 applications for 60 plots.

In-store: We got consumers excited about the project by including an on-pack coupon and contest with a chance to “Win Free Groceries for a Year.” It was the most successful contest of all Unilever properties in 2007, with 300,000 entries.

Online: We created a toolkit for urban gardeners, the highlight being a desktop garden widget where you could monitor your virtual green space as it blossomed over the season. We included resources on gardening, planting, farmers markets etc. The website had twice as many average monthly unique visitors who spent twice as long on it compared to the typical Unilever website.



TV: We wrapped up by telling consumers about our initiative, driving them to our website to learn more.



2008: EVERGREEN PARTNERSHIP

Hellmann's established a national partnership with Evergreen, a not-for-profit organization whose mission is to make cities more liveable by creating sustainable outdoor spaces. The partnership allowed us to leverage Evergreen's network of gardens across Canada. Once again, we gave Canadians a chance to win a plot in one of 5 major cities and doubled the number of plots available.

TV: A :30 TVC produced by Ogilvy NY for global use was tagged to tell consumers about our commitment to real food and drive them online to sign up for the Real Food Movement.



Newspapers invited consumers online for a chance to secure a garden plot through Evergreen's community gardens as well as encouraging them to sign the pledge for the Real Food Movement.

Media partnership with CanWest allowed us to broaden our message by creating four additional :15 spots with celebrity Chef Chuck Hughes, owner of "Garde Manger" in Montreal. His commitment to using only real and local foods was a perfect complement to the brand. Our message also gained valuable exposure on the Food Network through Foodtv.ca.

Online: This continued to act as a resource for gardeners, locavores and foodies. We bolstered our tools on urban gardening, our tips for finding locally grown food, and our recipe offerings. We held online forums with Chef Chuck Hughes engaging in a dialogue with consumers about real food, encouraging them to take the Pledge to Eat Real.

In-store: We distributed 300,000 pairs of gardening gloves on pack nationally, along with a recipe book.



PR: helped generate 57% more media stories than the year previous, and 28% more consumer impressions (12.2 million consumer impressions).

2009: EAT REAL. EAT LOCAL.

In 2009 we drove a deeper stake in the ground for Hellmann's "real" platform. We looked at barriers to Canadians eating the most flavourful, healthiest real foods and learned unsettling truths. With prime farmland being paved over and cheaper imports soaring, Canadians are losing the ability to eat Canadian. Hellmann's could step up and be a voice heard by the masses---not just the much smaller, affluent group already eating local Canadian food. The product's real, Canadian ingredients could be underscored in the process, giving the brand credibility as a leader of the real food movement.

Mini-documentary: This shone a light on food facts---and galvanized Canadians around a new reason to eat real, Canadian foods. The emotional core of the campaign was a 3 minute film, "*Family Dinner*," which lived on eatrealeatlocal.ca. It told the alarming truths of the Canadian food system, and came out of extensive research.



TV: This served as a preview of the "Family Dinner" film and drove to eatrealeatlocal.ca.

Eatrealeatlocal.ca: This was a repository of real Canadian food knowledge. It included pledges, petitions and a charity component through Twitter to fund Evergreen. Every action pledged translated into a donation towards supporting local food resources run by Evergreen. The site used blogs, Twitter feeds and Facebook Connect to encourage dialogue supporting local food.



Social media program: Hellmann's enlisted digital influencers to spread positive word-of-mouth on the progress of Eat Real. Eat Local, in the digital space.

Digital: This encouraged consumers to watch "*Family Dinner*;" drove pledges on the site; included Home page placement; E-blasts; targeted ad units; integrated sponsorships.

In-store: We helped Canadians get more real, local foods onto their plates through discounts on Canadian fresh produce. On-pack, we offered a free, reusable grocery bag.



Partnership with Canadian Living: A seasonal DP Spread—highlighting how to eat more real food and with more local options—deployed in the magazine and on-line.



PR: This educated consumers with the most credible source of all: the news. Partnering with CanWest News, we created 8 national editorial broadcast news pieces.



E. MEDIA EXECUTION

We used a multi-channel approach over the entire campaign.

Conventional and Specialty TV drove awareness, with of media partnerships, whether TV or print, to deepen message delivery.

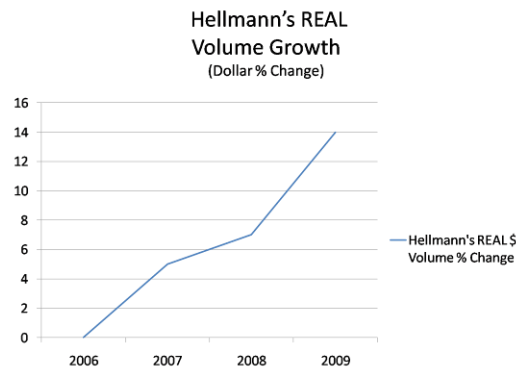
Newspaper and Direct Mail ran in the 1st year inviting consumers to apply for an urban garden.

Since all messaging and activities drove consumers to the Hellmann's web-hub, digital media has been an important channel, with home page placement; e-blasts; targeted ad units and integrated sponsorships.

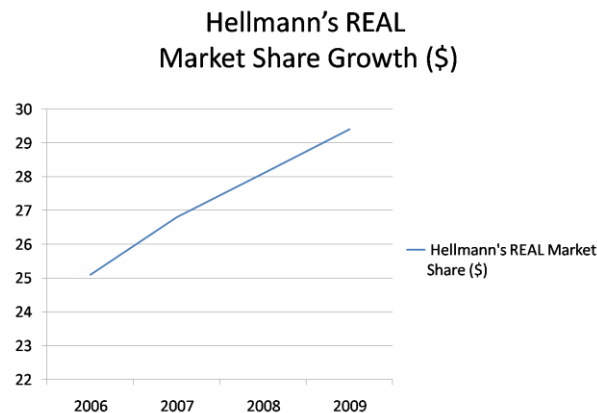
The 2009 "*Eat Real. Eat Local*" program used an extensive Social Media program, enlisting pre-screened and qualified digital influencers to spread positive word-of-mouth. This was one of Unilever Canada's the first social media programs, paving the way for a new ways of engaging with consumers and learning best practice in this channel.

F. BUSINESS RESULTS

Against 2006 as a base, Hellmann's REAL volume (\$'s) was ahead 5% in 2007, 7% in 2008 and 14% in 2009, as seen below in AC Nielsen data.



Hellmann's REAL market share (\$'s) grew from the 25% level in 2006, reaching 26.8 % in 2007, 28.1% in 2008 and 29.4% in 2009, as seen below in AC Nielsen data.



The response to the “*Eat Real. Eat Local*” activation is particularly noteworthy:

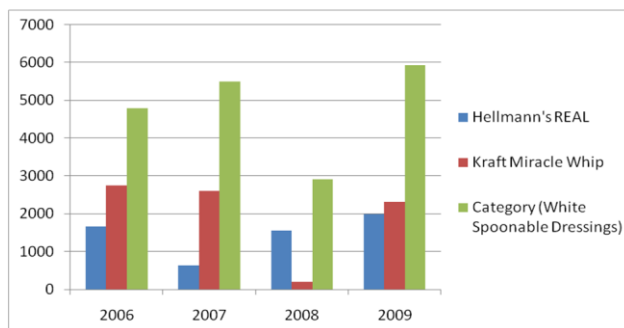
- After 10 days the on-line film “*Family Dinner*” had about 50,000 hits through YouTube. It was in the top 6 on The Best of YouTube w/o June 22, and Fast Company’s blog (July 29/09) said: “They’ve produced a doozy of a commercial.”
- The 2009 activation campaign achieved over 18 million consumer impressions.
- Share of social media voice went up from 17% to 51%.
- Online chatter was 85% positive: blogs from Canada to Germany sent links to the film and website. Some cynicism was expected, but negatives were few.
- Many groups voiced appreciation, including the Federation of Agriculture who invited the Brand Manager to be their keynote speaker at a farming event.
- The campaign was Strategy’s 2009 Bronze BIG award winner.

G. CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

Media Spending

A SOV analysis reveals a highly inconsistent spending pattern by Hellmann’s REAL over the past 3 years, indicating ad spending has not been a factor in the campaign’s success.

White Spoonable Dressings
Media Spend Analysis
(Source: Nielsen Media Research))



Brand Image

Millward Brown tracking shows Hellmann’s real food messaging is helping drive perception and behaviour. Consumers are strongly associating Hellmann’s with “*Made with real and simple ingredients*” and “*Fits with the way I want to eat*”.

Hellmann’s Key Imagery Attributes
Indexed to 2006

(Source: Millward Brown. Tracking was not conducted in 2008)

	Oct 2007	Oct 2009
Are made with real & simple ingredients	119	184
Fits with the way I want to eat	130	182

Purchase Consideration

Top 2 Box and “Would be my first choice” – showed significant increases at the 95% confidence level.

Hellmann’s Purchase Intent Indexed to 2006

(Source: Millward Brown. Tracking was not conducted in 2008))

Purchase Consideration	Oct 2007	Oct 2009
Top 2 Box	106	123
Would be my first choice	107	125

Pricing and Promotion

Pricing and promotional efforts have been consistent year over year; distribution is broad, and unchanged.

Digital Dialogue

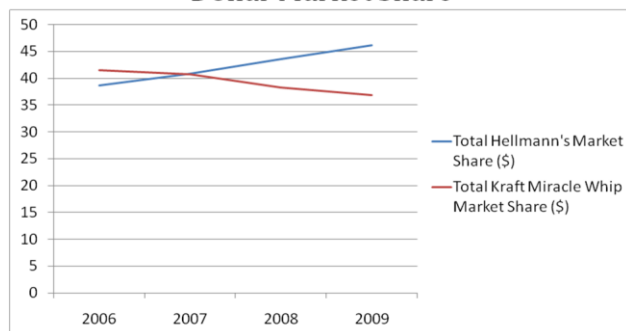
While there has been tons of chatter in the blogosphere, this blogger sums it up neatly:

“At first I was a little annoyed... seems everyone wants to profit off the better choices we are making for food – and the earth in general. But this seems to actually pass off as authentic. It will be large corporate companies like this that really help to make change. It’s rather unfortunate – but that’s the way we roll as a society. So keep rollin’!”

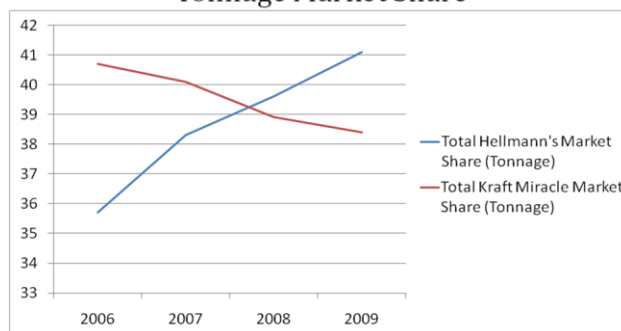
Results versus Competition

Most gratifying of all, when combining Hellmann’s REAL and ½ Fat products, Total Hellmann’s overtook its number 1 competitor Kraft Miracle Whip in both dollar and tonnage market share over the duration of the campaign.

Total Hellmann’s Overtakes Kraft Miracle Whip
Dollar Market Share



Total Hellmann’s Overtakes Kraft Miracle Whip
Tonnage Market Share



END