

Cassies 2005 Cases

Case: Eggo French Toaster Stix

Winner: Off To A Good Start—Certificate of Excellence

Client Credits: Kellogg Canada

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Crossover Notes: All winning cases contain lessons that cross over from one case to another. The notes for this case are as follows, and are attached. The full set can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 9. Turnarounds.
- Crossover Note 16. When a campaign stumbles.
- Crossover Note 18. Keeping it Simple.
- Crossover Note 33. Changing the Target Audience.

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

EXECUTIVE SUMMARY

Start of Advertising/Communication Effort: June 28, 2004.

Results Period (Continuous Months): June 28, 2004 – February 27, 2005.

Base Period: Calendar 2003, 2004.

*Properly practiced creativity MUST result in greater sales more economically achieved.
Properly practiced creativity can lift your claims out of the swamp of sameness
and make them accepted, believed, persuasive, urgent.*

William Bernbach

This case demonstrates the power of launch advertising with a small budget, and the ability of a flagship brand to reestablish itself.

Eggo, along with the \$100MM Frozen Breakfast category, was declining at 2% a year in sales and 3.5% in consumption. It was also losing shelf space to more lucrative products like frozen pizza and dinner entrees. Eggo, which hadn't advertised in close to four years, was launching its latest innovation, Eggo French Toaster Stix. Advertising and promotion funds were 19% of a traditional Kellogg's launch budget. In addition, French Toaster Stix would be advertising to a new target group (kids 6-11), who had likely not been exposed to any historic Eggo advertising. [Crossover Note 33](#).

Despite these challenges, the launch has been extremely successful. Payback is projected to be 33% ahead of schedule, and sales for the entire franchise have turned around.

[Crossover Note 9](#).

SITUATION ANALYSIS

Eggo. A Lost Leader

Eggo was once a dominant force in a booming frozen breakfast category, but this all changed in recent years. Although still the leader (60% value share), it faced a number of challenges for the launch of its latest innovation, Eggo French Toaster Stix:

1. Frozen Breakfast category sales were in decline: -2.2% in 2002 and -1.5% in 2003.
2. Eggo Franchise sales were in decline: -2% in 2002 and -2.3% in 2003.
3. Freezer space was going to more profitable products (e.g. Frozen Pizza and Frozen Entrees). In all, approximately 20 grocery banners reduced frozen waffle shelf space.
4. With French Toaster Stix, Eggo would be targeting kids (6-11 year olds) for the first time. Eggo previously targeted adults aged 25-49.
5. U.S advertising, which Kellogg's had intended to adapt, scored poorly in pre-testing, resulting in the need for original creative in 5 weeks. [Crossover Note 16](#).
6. Eggo was advertising for the first time in 4 years.

Launching With Little

Although Eggo was relying on the launch of Eggo French Toaster Stix to stimulate the business, the launch was saddled with advertising and promotions funds that were only 19% of a typical launch budget. Within this, the production budget was only 17% of the norm. We needed an extremely powerful, simple idea. **Crossover Note 18.**

Communication Objectives

1. Increase awareness and sales of Eggo French Toaster Stix by generating excitement around the launch.
2. Reinvigorate the Eggo brand, by raising awareness of Eggo with Kids 6 – 11, who may not have been exposed to historic Eggo advertising.

STRATEGY & INSIGHT

While most food launches showcase the food, we had to do this without boring a very impatient target group. We knew that fun would have huge appeal. And what could be more fun than a warm food that tastes good, is easy to make, and best of all can be eaten with your hands?

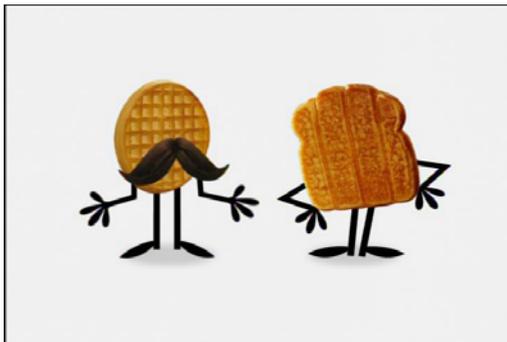
We didn't isolate one of these attributes for the advertising, but looked for the bigger idea: the whole that would be greater than the sum of the parts.

Eggo French Toaster Stix bring your breakfast to life.

Separately, we knew that Brand Link would be a challenge, since Eggo French Toaster Stix have no resemblance to an Eggo waffle, and no ad equity with the new kid target. But adult and kid consumption for the waffle was close to 50/50, so we were confident we could use it to help kids make the connection back to the Eggo brand.

EXECUTION

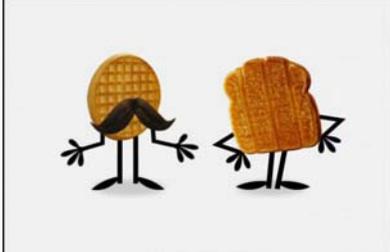
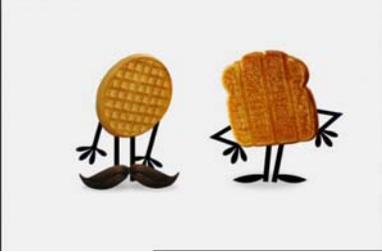
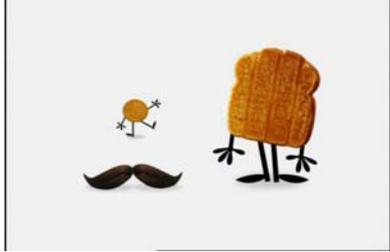
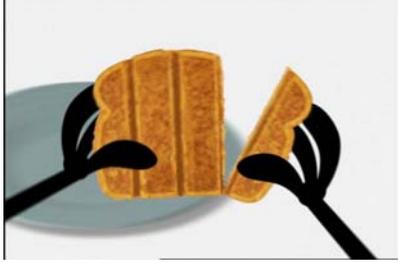
How do you bring breakfast to life? Simple, make the food the hero, literally. We turned Eggo French Toaster Stix into a character, while also using "Allouette," the French



Canadian song taught to all Canadian kids. We also made the Eggo waffle a secondary character. This linked French Toaster Stix to the Eggo brand without overshadowing the message.

Through a simple fun format, Eggo French Toaster Stix not only differentiated itself as a new product, but also branded itself as part of the Eggo franchise.

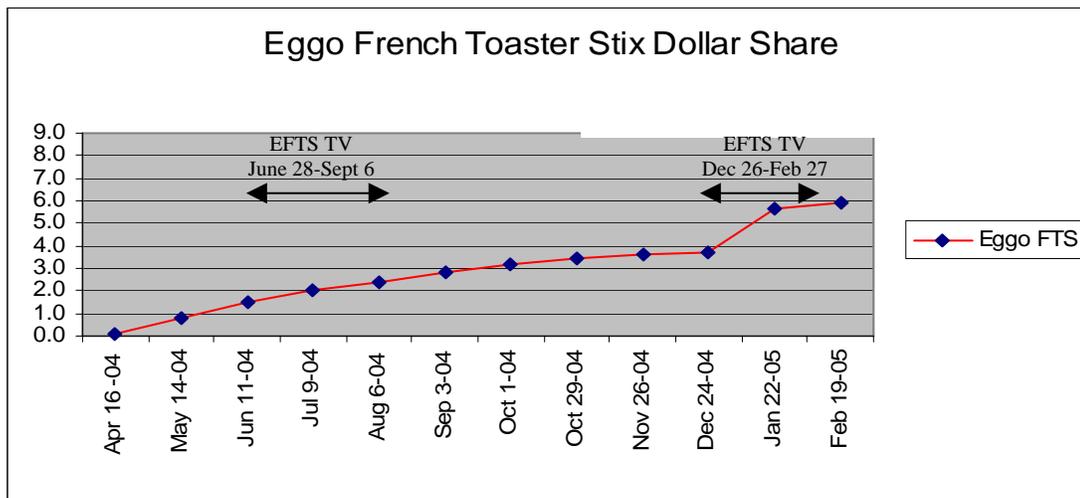
“I’m French, Me Too” ran in English Canada from June 28 - September 6 with 900 GRPs of support. (Kid advertising is not permitted in Québec.) An additional 280 GRPs ran between December 26 - February 27.

 <p>Open on Eggo waffle wearing an obvious fake moustache while singing and dancing to the popular French Canadian song, “Alloette”</p>	 <p>FR TOASTER STIX: What is it that you are doing? EGGO: What I'm French FR TOASTER STIX: You are not French. I am French. EGGO: No I am French. FRENCH TOASTER STIX: I am Eggo French Toaster Stix. You are round. You are an Eggo Waffle.</p>
 <p>EGGO: No I tell you. I am the one that is French. THE GLUE ON THE MOUSTACHE GIVES WAY. THEY STAND SILENTLY FOR A SECOND.</p>	 <p>THE WAFFLE RUNS OFF INTO THE DISTANCE LAUGHING. THE FRENCH TOASTER STIX JUST WATCHES...</p>
 <p>ANNCR: Introducing new rippable,</p>	 <p>ANNCR: dippable, Eggo French Toaster Stix.</p>
 <p>ANNCR:Part of a complete breakfast.</p>	 <p>V/O: L'Eggo my Eggo!</p>

BUSINESS RESULTS

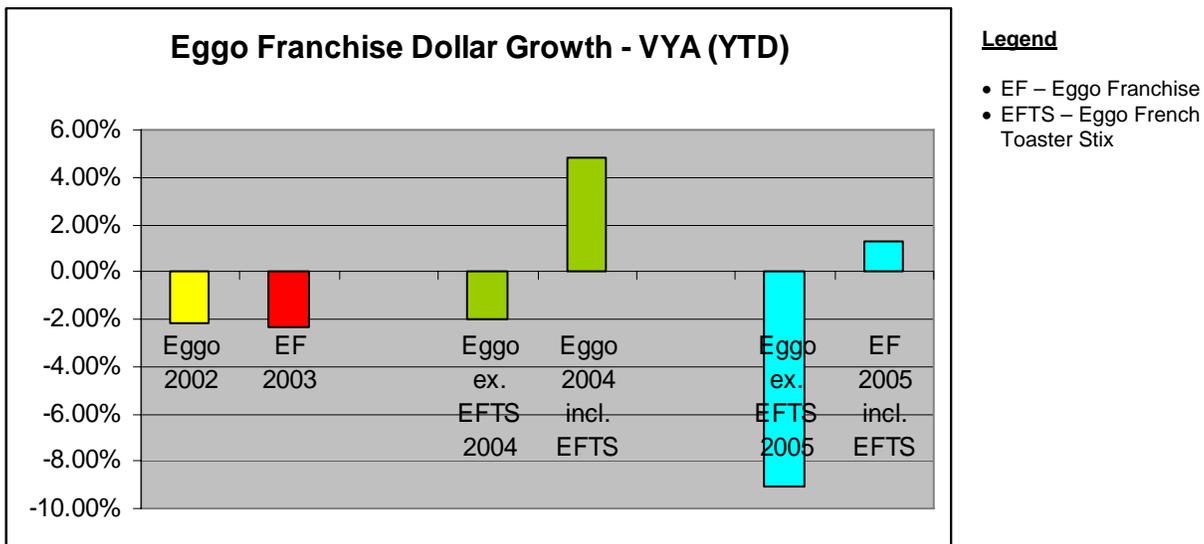
Primary Objective:

Achieve approximately a 1.5% dollar share for Eggo French Toaster Stix within 12 months of launch. We substantially overachieved this, hitting a 5.8% share by the end of the year:



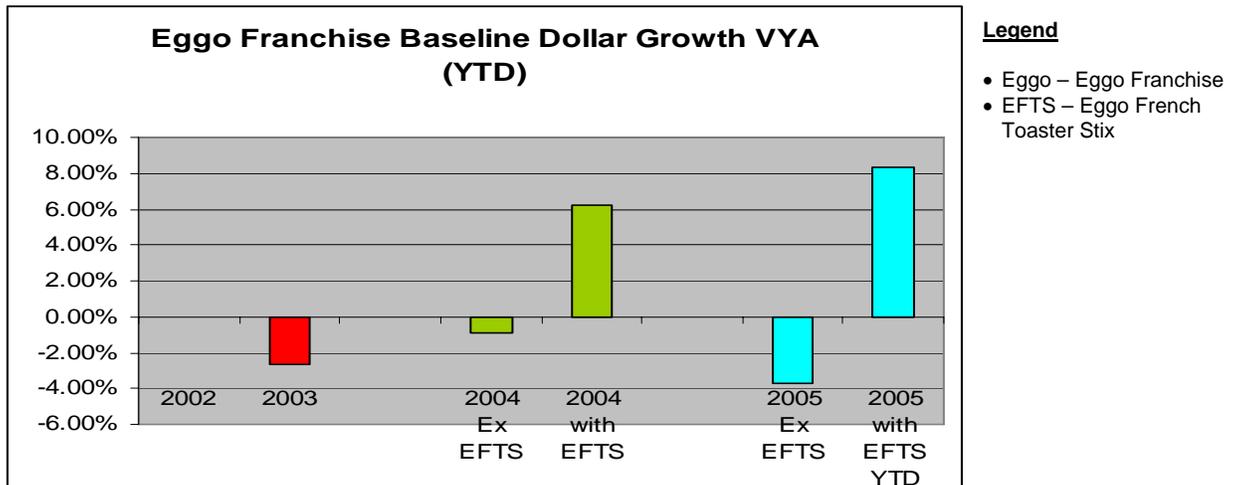
Secondary Objective:

Reignite sales for the Eggo franchise. For the first time in 2 years the Eggo franchise grew. It was up 4.8% in dollars for 2004 versus 2003.



Source: ACNielsen MarketTrack Monitor

Furthermore, all the franchise growth was attributed to baseline sales. Eggo achieved 6.1% growth in 2004 and 8.3% growth through February, 2005 (YTD).



Source: ACNielsen MarketTrack Monitor

As a result, Gross Profit increased by 5.8 points VYA, and reached the highest gross profit in Eggo history. This means that payback is projected to be 33% ahead of schedule.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

Advertising tracking results reinforce the business success. According to Ipsos-ASI, the spot scored a “Home Run” as the spot surpassed the four major hurdles of Intrusion, Brand Link, Communication and Motivation. The scores were so successful that “I’m French, Me Too” was listed as one of the top 25% scoring ads in the Ipsos-ASI databank for brand link and intrusion. Additional scores above norm included:

1. “Made you want to eat the food”
2. “Wanted to see the commercial again”
3. “Made you want to ask your mom to buy it”

The launch did have other support (for example sampling in Québec) but it is well known in food marketing that this alone will not lead to success.

End of Case. Crossover Notes follow.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[For Eggo French Toast Stix]

Crossover Notes have been going for several years, and now run to 28 pages.

We used to attach a full set to all cases, but to save a few trees, we now include only the Notes particular to any case.

The idea of Crossover Notes occurred to me while I was editing Cassies 1997.

I was a consultant by then. Before that I had reached the category manager level at P&G (what they quaintly called the Associate Advertising Manager). I had then clambered up the ladder at O&M, eventually becoming President and later Vice Chairman—both in Toronto. P&G and O&M were both passionate about “lessons learned,” and so was I. In those days (it seems hard to believe now) we felt rushed off our feet. But we did have time to study if campaigns were working or not, and come to conclusions about why.

There are lessons, like gold dust, in all the Cassies cases. So in 1997 I decided to extract them. This started with bite-sized footnotes about lessons that “cross over” from one case to another. And the idea kept growing. It is still anchored to winning cases, but I also draw on other thinking for more complex issues.

You can use Crossover Notes in two ways. Although they didn’t start out 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 over 150 published cases. They’re a growing body of experience. I hope I’ve helped pass some of the learning on.

David Rutherford

Toronto: December 2005.

For advice on brand-building see Excellence in Brand Communication—authored by leading Canadians from across the marketing and advertising spectrum.

It is published by the ICA. See www.ica.adbeast.com.

INDEX OF CROSSOVER NOTES FOR CASSIES 2005

All Cases

Eggo French Toast Stix

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

EGGO FRENCH TOAST STIX. CROSSOVER NOTES. CASSIES 2005.

9. Turnarounds. There are a number of these in the Cassies:

Cassies I

- Crispy Crunch. Molson Canadian.
- Pepsi. Québec.

Cassies II

- Listerine. Québec.
- Oh Hungry? Oh Henry.

Cassies II

- Dove. "Litmus."
- Molson Canadian. "I AM."
- Philadelphia Cream Cheese.

Cassies 99

- becel. "Young at Heart"
- Eggs. Wonder Bread
- Sunlight. "Go Ahead. Get Dirty."

Cassies 2001

- Kraft Dinner.
- Lipton Chicken Noodle.

Cassies 2002

- BMO Québec.
- Campbell's Soup. Listerine.
- CFL. Pro•Line.
- Easter Seals Relay.
- Sleeman Québec.

Cassies 2003

- Aero.
- Bait Cars.
- Crown Diamond Paint.
- Dodge SX 2.0.
- Motrin.
- Pro•Line.
- Super 7.
- Université de Montréal.
- VodKice.

Cassies 2004

- Cottonelle.
- Gaz Metro.
- Kit Kat.
- Milk (Québec and Prairies).
- Toyota Sienna.

Cassies 2005

- Crescendo.
- Energizer Lithium.
- Toyota Tacoma.
- Eggo French Toast Stix.
- Twix.
- Coricidin II.
- Hubba Bubba.
- Moores and Harvey's.
- Québec Lotto 6/49.
- Juicy Fruit.
- Pepsi – Québec and Québec Milk.

16. When a campaign stumbles. This might be a momentary stutter and (if we were clairvoyant) we would know what was needed to make a minor fix. But it might be the first clue that something is going off the rails. In this situation, the pressure can lead to snap (and wrong) judgments. The best answer usually comes from a blend of experience, judgment, intuition, vision, and research. Here are some pointers.

1. **Dig deep into trends and tastes.** You could be on the wrong side of a tectonic shift. They can be massive. "Made in Japan" used to mean a cheap, shlocky, knock-off, and North American business took years to see what was coming. Crossover Note 6. Consider Listerine. "Always a bridesmaid, but never a bride" started life in a Listerine advertisement, reflecting a bad breath positioning that had been in place for as long as anyone can remember.

But a shift was happening, towards the idea of a healthy mouth. (See Cassies 1995 and 2002). Something similar has happened in toothpaste. At one time, Pepsodent (“you’ll wonder where the yellow went...”) was the leader, and whitening was the high ground. Crest came along with fluoride (and dental association endorsement).

This transformed the market, and Pepsodent slid into history. Over the next generation, though, cavities stopped being the problem they once were.¹ The market started to shift towards “mouth health” and Colgate got there first with Colgate Total, knocking Crest off its #1 perch. Crest responded with Crest Complete—and now the whole market has come full circle with a furious battle for whitening again.

2. **Look at the goalposts.** If they really haven’t changed, then it’s likely that you just have a short-term stutter. But if they have, try to envisage the new game. See *11. The Eureka Insight*, and *12. Changing the Goalposts*.
3. **Think through the change needed.** See *6. Should the product be improved?* and *14. Refreshing a Continuing Campaign*.
4. **Change for the right reasons.** It’s broadly true that long-running campaigns—kept fresh and relevant—are great brand-builders. And it’s sadly true that new people, wanting to make their mark, change things for change’s sake. But once in a while, wholesale change is right. Molson Canadian (Cassies I) was a niche player when it launched “What Beer’s all About” in the late 80s. Canadian became mainstream, and displaced Labatt Blue as market leader. You’d think they’d keep going with “What Beer’s all About.” And they did for a few years. But tastes were shifting. To stay ahead of this, they launched “I AM” in the mid 90s (Cassies III). This was successful, but eventually it too ran out of steam. Canadian then re-incarnated again with “Joe’s Rant.” (Cassies 2001.)

More recently, though this time the need for change more obvious, Juicy Fruit (almost literally) destroyed its former image with the guitar-smashing campaign. (Cassies 2005.)

18. Keeping it Simple. We’ve all been to a presentation that was so complicated that nothing registered. In other words, we know from real life that KISS works. But when it comes time to approve a creative strategy we get overtaken by the urge to cram everything in. This has to be resisted. P&G say that you have to “feel the pain of leaving things out.” Trout & Ries give similar advice.

Scott Bedbury (of Nike and Starbucks, and himself a client) blames clients for the habit. He points out that it’s hard to see what’s wrong with adding another benefit or copy point. But it’s also hard for an agency to say “we should leave it out” when the client says, “let’s leave it in.”

¹ Ironically, Crest had helped make this happen, by driving the whole market in this direction.

There's a sub-set of this when a brand has an emotional benefit *and* a rational claim. Examples are (1) Philly in Cassies III with "permission to indulge" and "60% less fat." (2) Scotiabank in Cassies 2002, wanting to sell individual services while improving overall image (3) Campbell's Soup in Cassies 2002, wanting to modernize its image, while getting nutrition facts across.

Something has to give—and the more points there are, the lower the impact of each. This is where experienced research companies can help. They have evidence about the trade-offs involved.

The points so far have been at the Creative Strategy level, but the execution should also be simple—or, said better, *simple for the audience to take in*.² The danger is that we know what we are trying to say, and so may not realize that an ad is unclear. I've also seen directors complicate commercials, in an effort to make them "more interesting." Overall, though, virtually all Cassies advertising is simple.

33. Changing the Target Audience. The most famous example is Marlboro, originally positioned against women, with red filter tip so that lipstick didn't show. The Leo Burnett people changed all that with the Marlboro cowboy. This looks easy with hindsight, but when the decision has to be made it can be tough. There's usually a fair amount of angst about losing current users, leading to the sort of creative brief that says "appeal to X without alienating Y."

I recall two spectacular IPA examples that were prepared to alienate previous users: Batchelor's SuperNoodles and Peperami (chewy, sausagey sticks) Advertising had been aimed at Moms for years. They decided to go after young men. Batchelors came up with "men behaving badly" ads. Peperami had a riotously sadistic cartoon campaign. This was anything but "Mom" advertising, but i both businesses took off. That's not to say we should always crash around in the china shop, alienating longstanding audiences. But there may be less risk than we think.

Cassies winners who risked alienation include CFL and 5 Alive in 2002, Family Channel in 2004, Crescendo, Eggo, Moores, Harvey's, Juicy Fruit in 2005.

End of Eggo Crossover Notes.

² Simplicity is not simple as it used to be—in the sense that Direct Marketing relishes multiple copy points, provided they have selling power. Also, the notion of "the brand" involves layers of meaning. That said, a piece of communication must still be easy to take in.