

# Kellogg's Nutri-Grain

*Advertising on the go.*

## MARKETING BACKGROUND

In response to a global trend towards "time poverty" which was resulting in more people skipping breakfast, Kellogg's developed a new product, Kellogg's Nutri-Grain, that addressed the need for good food in the morning and could be eaten on the go.

This time pressure was also evident in Ireland, with more people admitting that they were missing breakfast more often.

The Kellogg's Nutri-Grain brand was launched in the UK and Ireland in April 1997 and was strategically positioned as the "best solution to a missed breakfast", targeting 25-44 years olds who were the most time challenged group and therefore most likely to miss breakfast.

Kellogg's Nutri-Grain bars have a soft baked crust made with wheat and whole-grain oats and are filled with a variety of tasty fruit fillings including apple, orange, blueberry, strawberry and cherry. They are available to buy in single bar and multi-pack formats.

Initial sales of Kellogg's Nutri-Grain were good, however by the latter part of 1998 sales had started to plateau and this trend continued through 1999.

This trend was different to other markets where the brand continued to perform more strongly.

## MARKETING STRATEGY

In the first quarter of 2000, three key pieces of information triggered a major shift in the Kellogg's Nutri-Grain marketing and communications strategy.

1. A major research study was conducted which found that many Irish consumers were misinterpreting and subsequently rejecting the brand proposition. They were reading "best solution to a missed breakfast" as "best alternative to a missed breakfast" and the product just did not perform when compared to a usual breakfast of cereal and toast.

However it was also evident, that those people who were consuming the bar were doing so for some reason. This reason turned out to be because they were using Kellogg's Nutri-Grain as a healthy snack alternative. The Kellogg's name along with the nutritional makeup of the bars (low fat, high carbohydrate) allowed the brand to be eaten as a snack without any of the usual negative snack associations.

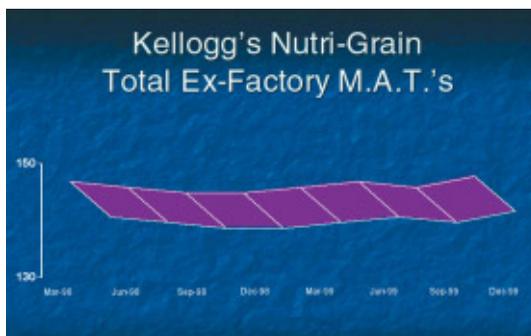
2. In conjunction with these findings, there was evidence from press soundbytes and word of mouth that people were eating Kellogg's Nutri-Grain for energy reasons in a number of different situations. At this time Kellogg's Nutri-Grain sponsored a climb of K2 in the Himalayas. It had come



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to our notice that Nutri Grain was used as part of the climber's diets.

3. Further support of the findings came shortly after the research was presented, when Karen Shinkins, the Irish 400m runner, approached Kellogg's looking for funding for her Sydney Olympics campaign. She was already eating Kellogg's Nutri-Grain as part of her diet and training regime. Around the same time, the Munster rugby team advised Kellogg's that they were using Kellogg's Nutri-Grain bars as part of their training diet and would happily endorse the brand if Kellogg's supplied them with free product.

### **RE-POSITIONING KELLOGG'S NUTRI-GRAIN**

Taking all of these pieces of information together, there appeared to be a new and more credible role for brand. Not in the traditional Kellogg's arena of breakfast but in the healthy snacks area.

It was decided that using sports as the platform from which to leverage the healthy aspect of the brand made most sense. As it positioned (and differentiated) Kellogg's Nutri-Grain in a new and potentially motivating area of the snack market. Because at this point no food brand had associated itself with sport in the same way that a number of drinks brands had done.

### **BREAK-POINT**

This strategy was first tested in the first half of 2000 through a series of press executions featuring Karen Shinkins (Athletics) and Munster (Rugby).

The idea was accepted by consumers and was perceived to fit well with the brand, and within weeks of the advertising starting there was evidence of an increase in sales.

The budget was limited. TV had previously not worked. It was decided

to utilise the budget to build relationships with relevant sport associations.

Today Kellogg's Nutri-Grain has associations with all of the listed sports, we sponsor high profile sports people within these categories:

- golf
- rugby
- athletics
- sailing
- soccer
- rowing
- hockey

### **ADVERTISING CHALLENGES**

As this new positioning of the brand was not being carried through to the Kellogg's Nutri-Grain's global positioning, there was no support material available from around the world.

Thus the Irish advertising faced two serious challenges when attempting to re-position the brand

1. Limited advertising budget
2. Kellogg's were only marginal players in the snacking/confectionery market

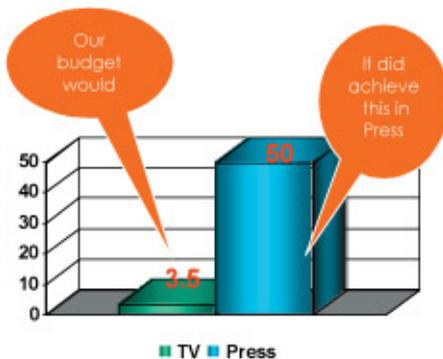
### **MEDIA STRATEGY**

Given the budget constraints the concentration was on the non TV option

Generating required reach and frequency was also a challenge.

Given the purchasing behaviour of the snacking market, it was important to drive impulse sales of Kellogg's Nutri-Grain and keep it at the top of consumer's minds when they were searching for a snack.

Out of this necessity a media strategy was developed that somewhat flew in the face of conventional thinking. Press was the main medium used to build the brand. If TV had been used, the budget would have achieved 3.5% share of the snacking market expenditure. As it was, 50% of the snacking market expenditure was achieved within one medium - press. In



other words Kellogg's Nutri-Grain dominated the medium.

The brand positioning was further enhanced by intentionally focussing on sports related media environments outlined below.

### PRESS

Communication of the endorsements was key to establishing credibility for the brand and we ran large space, full colour, and tactical ads in sport sections of newspapers, sports magazines, match programs etc. Ideally the editorial would reflect the particular team, personality or sport that we were featuring

In addition, to further establish the sports association, we planned a near ubiquitous presence in sports sections of the national press on Sundays and Mondays (the heaviest read days) throughout the entire year. Press selection was optimised to deliver the most even weekly reach, whilst achieving an overall fortnightly reach of nearly 70% of 25-44 year olds.

If there was a particular sport we were involved in, we would book ads in the page carrying the relevant editorial.

### POINT OF SALE

The only non sporting environment used all year. Various forecourts and convenience stores were targeted in consultation with the Kellogg's sales team to elicit sell in of the brand.

### GYMNASIUMS

These gave us a regular presence in a sporting environment, exposure to an audience who by definition are shape conscious and proximity to point of sale but it also gave us an ideal sampling opportunity.

### SPORTS STADIA

#### Rugby

As part of the overall sponsorship deal with both Munster and Leinster we had advertising hoardings at Thomond Park, Musgrave Park and Donnybrook. We also took hoardings at all of Ireland's home games at Lansdowne.

#### Soccer

Boards at Tolka Park home of Shelbourne FC  
Boards at internationals at Lansdowne  
Gaelic Football  
Boards at all televised games in the Connacht & Ulster championship  
...and numerous other smaller stadia around Ireland

### CREATIVE STRATEGY

To ensure the optimum effect both from a communications and commercial point of view the media and creative strategies needed to work very closely together.

Tactical advertising was created around all activity undertaken by any member/teams sponsored by or endorsing Kellogg's Nutri-Grain bars – with up to date and relevant messages e.g. wishing them luck, congratulations etc.

A consistent look was developed that could be used across the portfolio of sports people, featuring a picture of the team/person and some of the essential equipment of their sport (e.g. golf clubs, jersey, ball, boots).

In conjunction with the tactical advertising, a strip ad campaign was developed. These ads were developed to have high impact and stand out on



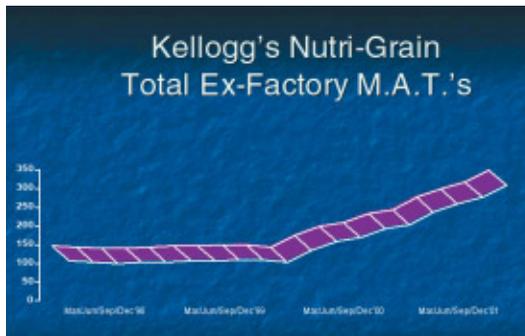
the page. The copy was always topical and indicative of the sporting news of the week, presented in a humorous style targeting both active sports people and armchair enthusiasts. The brand itself was always featured to ensure maximum impact and also drive recognition of the pack.

The look created is now synonymous with Kellogg's Nutri-Grain.

### THE RESULTS

The campaign has been an overwhelming success.

Volume sales have grown at an extraordinary and sustained year on year rate in excess of 30%.



Could it have been anything other than the advertising?

The prima facie case for a significant advertising sales effect is strong.

There were no price decreases during the period detailed.

It would be easy to attribute a lot of that growth to improved distribution but the fact is that multiples, where sell in has always been good, have seen a similar growth

in sales of multi-packs and the relationship between channels remains largely unchanged.

Certainly Nutri-Grain found a niche in the market and credit must go to Kellogg's Ireland, who recognised the opportunity and were brave enough to execute a distinct Irish positioning and strategy against it.

### CONCLUSIONS

Currently over 10% of adults and 16% of kids regularly eat Nutri-Grain, testifying to the fact that the brand has truly established itself in the snacks category - it owns the sports bar.

Positioning a concerted and distinctive advertising strategy has effectively reinvented a brand that had a limited future and turned it into a dynamic and emerging player in an entirely new category. In so doing, Kellogg's has realised significant and sustained sales uplifts.

Continuing to develop and expand on our sports bar positioning, we feel Nutri-Grain is a brand with a very healthy future.

### SUMMARY

In April 2000, Kellogg's Nutri-Grain, following sluggish sales off a global strategy was re-launched as a healthier snack endorsed by sports people.

This case study, a joint submission from McConnells Advertising and Mindshare, demonstrates the integral role the communications strategy played in the success of Nutri-Grain since its re-launch.



**Give it your best shot with a Nutri-Grain.**



Follow Adeena Rogers example and keep a couple of Kellogg's Nutri-Grain bars in your golf bag. And you'll have an instant nutritious snack on hand to keep you on course for a healthy score.

**GOOD FOOD ON THE GO**

Kellogg's Nutri-Grain - official sponsor to Adeena Rogers



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**Allez Munster!**



Just how far can Munster go? Today they take on Stade Français in Lille in the semi-final of the Heineken Cup and we'll support them all the way. With a delicious Kellogg's Nutri-Grain bar as part of their diet and training routine to keep them on the go.

**GOOD FOOD ON THE GO**



**Good Luck, Karen!**



Good luck in the IAAF World Championships from Kellogg's Nutri-Grain - the delicious bar that, as part of a daily diet and training routine, helps to keep you on the go.

**GOOD FOOD ON THE GO**

Kellogg's Nutri-Grain - official snack food supplier to Karen Skirving.



**When the going gets tough...**



...the tough get going with the help of Kellogg's Nutri-Grain. High in carbohydrates, 92% fat free, they help keep the Irish Rugby Team on the go, longer.

**GOING FORTH ON THE GO**

Kellogg's Nutri-Grain - official snack food to the Irish Rugby Team





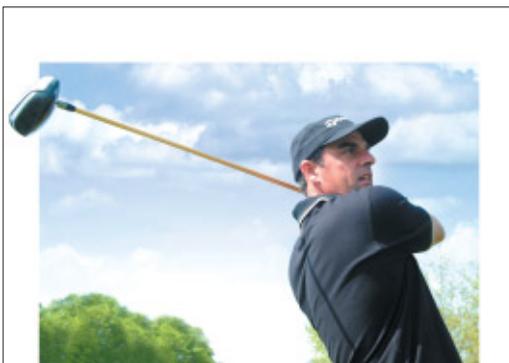
## One For The Buoys

Kellogg's Nutri-Grain wish to congratulate Tom Fitzpatrick and Fraser Brown on their tremendous first place finish in Kiel, the first time ever an Irish sailing team has managed to do so in a grade 1 event.

Kellogg's Nutri-Grain proudly putting the wind in Irish sails for Athens in 2004.

**SPONSOR OF THE IRISH SAILS**

Kellogg's Nutri-Grain - sponsors of Tom Fitzpatrick & Fraser Brown



**"Keep an extra driver in the bag."**

*Paul McGinley*

Top Irish sports stars enjoy the taste and energy of Kellogg's Nutri-Grain bars.

Paul McGinley always carries a couple of bars in his golf bag for an instant nutritious snack - just the thing to help keep any golfer on course for a healthy score.

Maybe your pro-shop should carry some, too?

For further details, call Orla Deegan at 01-460 3884.

**GO TO THE 110**

