

Silver: New Campaign for Existing Products

Full of Beans

The lively modernisation of an old Irish brand.

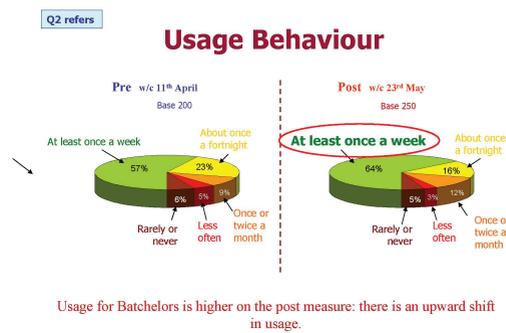
THOROUGH AND INNOVATIVE STRATEGIC PLANNING BY CAWLEY NEA/TBWA LED TO THE CREATION OF A UNIQUE BRAND IDEA THAT WAS CREATIVELY EXPRESSED FOR THE BATCHELORS BRAND.

Beans means low involvement and low interest as far as the consumer is concerned. For decades, Heinz has dominated the sector in terms of consumer positioning and brand presence – after all in this category, ‘Beanz meanz Heinz’. The reality of the marketplace, however, is quite different. Despite the perceived brand dominance of Heinz, it is the Batchelors brand that is actually the clear market leader, outselling Heinz by 2:1 – a little known fact.

This case study showcases the category disruption and resulting turn-around in brand performance that was achieved for Batchelors. It highlights a thorough and innovative strategic planning process that unearthed deeper consumer insights. This deeper understanding led to the creation of a unique brand idea that was creatively expressed for the Batchelors brand. The results include:

A NEW POSITIONING FOR THE BATCHELORS BRAND.

- A growth in market share and an invigoration of sales.
- A complete turnaround in qualitative brand scores – (moving it from old-world non relevant to a versatile convenient food very much a part of today’s world).
- A quantitative jump in brand awareness, brand consideration and ultimately consumption behaviour.



Q2 How often would you serve baked beans at home?
Base: Female housekeepers with kids

BACKGROUND:

Consumer research conducted in 2004 highlighted many of the issues the brand was facing. (See Genesis 2004)

BATCHELORS BEANS

The Batchelors brand has enormous brand loyalty and support among the majority of consumers - in spite of shortcomings evident in presentation and lack of communication over recent years.

The brand is losing touch with the generation of the past two decades. Heinz is making inroads into this age group. The brand is rich in nostalgia for many 35+ year olds.

The absence of strong communication programmes in recent years has allowed the brand to fade from “front of mind”.

There is very little takeout on what differentiates the brand from Heinz either in product or brand values.

(Source: Genesis)

In short, Batchelors, despite engendering loyalty with older generations, was losing relevance in the contemporary consumer world. Heinz was winning the battle with younger generations. Here was an opportunity to re-invent a somewhat un-energetic Irish brand as contemporary and relevant to modern Ireland.

MARKET ANALYSIS:

To gain an in-depth understanding of the consumers relationship with the brand, the Cawley Nea / TBWA planning team embarked on a broad and innovative approach in order to reach a meaningful consumer insight for the brand. There were three fundamental questions that drove our search for the solution:

- Who are the current and lapsed beans consumers?
- What is the consumer’s relationship with Batchelors?
- What would be a relevant and motivating positioning for Batchelors?

1) IDENTIFYING THE CORE TARGET AUDIENCE

Working with our media partners Starcom MediaVest, we looked at consumption patterns and identified our core target audience with the greatest potential mums with kids under 4 - what we termed ‘Playschool Parents’.

2) UNDERSTANDING CONSUMER BEHAVIOUR

When we issued disposable cameras to consumers and asked them to take a photo of their dry foods cupboard, we observed that consumers of beans seemed to keep a stash of tins at all times.

We had to be somewhat creative in our vox pop technique as stopping people on the street to talk about beans and get any meaningful response is quite a challenge. When we asked people to describe their dry foods cupboards, the language used was akin to that of a fallout shelter.

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The reaction from consumers when we asked them to imagine a world without beans began to tap into the emotional relationship that people have with beans.

The responses gathered from our sampling survey not only highlighted the wide and varied consumption of beans, it also showed that people relate beans to fond memories of childhood. We were therefore further convinced of the emotional connection and feelings of reassurance associated with beans.

We then conducted 6 consumer focus groups with Playschool Parents and structured a discussion guide that explored the 'stashing' of beans, the cupboard 'fallout shelter' status and the emotional connection we believed people had with beans. One searing consumer insight emerged and was consistent across all groups:

- Keeping a supply of beans gives consumers a feeling of comfort and reassurance.

This insight led us to a proposition for the Batchelors brand:

The Proposition: Batchelors beans are 'essential in life'.

CREATIVE DEVELOPMENT:

Based on the 'essential in life' platform, the creative development led us to a thought and a line for the brand that was based on a consumer truism - 'Life would be empty without Batchelors'. The tone of voice was light-hearted and friendly - in keeping with the product (we were, after all, talking about beans).

The idea lived in cross promotions, direct mail pieces, school sports days, websites and on-pack give-aways as well as in television and radio.

The TV commercial which launched the whole campaign depicted people running out of all the little things in life - bread, milk, toothpaste, petrol etc. and as we see a woman open a cupboard revealing a supply of Batchelors beans, the voiceover says 'it's funny how you never let yourself run out of Batchelors'.

MEDIA STRATEGY:

The media strategy focussed on Playschool parents and specifically targetted programming suited to their lifestage and interests.

RESULTS SUMMARY:

- The campaign was a massive success.
- Batchelors market share increased by 2.2% to 60% market share **(Source: AC Nielsen Dec 05)**
- Sales volume increased by 2 percentage points. **(Source: Batchelors 2006)**
- Sales in value terms was declining by 1.8% (Source: AC Nielsen 2004) and is now growing at 3.1% in value terms **(Source: Scantrack 2006)**
- Consumption increased - 'Once a week' usage increased by 12% and 'Once or twice a month' usage increased by 25% **(Source: BMR 2005)**
- Batchelors is now more top of mind. 'First mentions' of the Batchelors brand increased by 5 percentage points over the campaign, while Heinz decreased by 10 points. **(Source: BMR 2005)**
- Batchelors is now more relevant to modern consumers. 'Only brand I'd consider' and "Brand I'd usually think of first" increased by 11% **(Source: BMR 2005)**
- Our communication goals - handy, convenient and relevant to today's lifestyle were effectively communicated. BMR quantitative research ranks these attributes as being the core messages taken-out by consumers.

BRAND RECALL:

As shown in table 1, first mentions for Batchelors increased by 5 points and decreased by 10 points for Heinz. Brand awareness and spontaneous mentions were increasing - we were impacting upon consumers.

TABLE 1: SPONTANEOUS BRAND RECALL
A. Spontaneous Brand Recall – Pre Campaign

	All Mentions	First Mention
Batchelors	86%	52%
Heinz	83%	46%
Tesco	15%	1%
Dunnes Stores	15%	1%
Other Brands	*	16%

B. Spontaneous Brand Recall – Post Campaign (Q. What brands of baked beans most readily come to mind?)

	All Mention	First Mentions
Batchelors (up 5 points)	86%	57%
Heinz (down 10 points)	77%	36%
Tesco	16%	2%
Dunnes Stores	10%	2%
Other Brands	*	11%

(* Other brands are Supervalu, Lidl, Centra, Aldi (all 3%) Weightwatchers, Homestead Chivers (all 1% post campaign) **Base: Female housekeepers with kids) Source: BMR**

USAGE BEHAVIOUR:

As shown in table 2, 'at least once a week' usage increased by 7 points. So, not only were consumers more aware of the brand, the campaign was affecting usage and consumption patterns.

Table 2 Pre / Post Campaign Usage Behaviour for Batchelors (Q How often would you serve baked beans at home?)

	Pre	Post
At least once a week (up 7 points)	57%	64%
About once a fortnight	23%	16%
Once or twice a month	9%	12%
Less often	5%	3%
Rarely or never	6%	5%

Base: Female housekeepers with kids Source: BMR

COMMUNICATION OBJECTIVES:

The objective of the campaign was to re-invigorate the Batchelors brand with a contemporary relevance. Independent research shows that consumers attributed statements such as 'handy and convenient' and a 'great snack' to the Batchelors brand. This represents a fundamental shift in the consumer mindset.

BRAND CONSIDERATION:

Table 3 shows that 'only brand I'd consider' and a 'brand I'd usually think of first' shifted by 6 points. This is a remarkable attitudinal shift and also indicates fundamental re-assessment of the brand.

Batchelors

BRAND CONSIDERATION

Q. Which one statement best describes how you feel about Batchelors?

	Post	Pre
Only brand I'd consider	27%	25%
Brand I'd usually think of first	32%	28%
One of several brands I'd consider	28%	32%
Not a brand I'd usually consider	9%	8%
Not a brand I'd ever consider	2%	4%
Don't buy baked beans	3%	4%

Base: Female housekeepers with kids.

Source: BMR

There is a clear six point upward shift in brand consideration for the top two options combined. "A shift of this magnitude is unusual in our experience," said the researchers.

SUMMARY:

This is a re-invention story - a brand that was consistently losing relevance with consumers in Ireland has shed its old-world status and is now considered a modern, versatile and convenient food. The strategic planning process which involved exhaustive, varied and intuitive methods of primary research enabled us to get to a deeper consumer insight for the Batchelors brand. The creative campaign generated huge momentum and injected energy into the brand. The results as outlined showcase complete re-assessment of the brand, an upturn in consumption behaviour and an increase in revenue for Batchelors.

BIOGRAPHIES

Diane Tangney CV:

Having graduated with a Bachelor of Commerce degree Diane began her advertising career with a small, creatively acclaimed agency in the USA, working predominantly on the alcoholic beverage category. Her unique skill set quickly recognised, she was soon head-hunted by one of the top 10 ad agencies in the USA to work on their prestigious Volkswagen account.

Diane has won numerous creative excellence awards as well as a coveted advertising effectiveness award for acclaimed campaigns within the US and Canada.

Thankfully the lure of the old sod proved irresistible and Diane returned to Ireland and joined Cawley Nea / TBWA in June 2003. She is Head of Strategic Planning working across many major accounts including O2, McDonald's, Breeo Foods Ltd, Masterfoods and C&C.

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