

Cuisine de France: A bread basket case

Rothco

AGENCY

ROTHCO
IDEAS THAT GROW BUSINESS

CLIENT

Cuisine de France®


AWARD

FMCG
Sponsored by

SILVER

facebook


COMPANY PROFILE

Rothco is a multi-award winning independent creative agency, passionate about ideas that solve commercial problems through creative solutions. We are 140 people changing the fate and fortunes of global and local clients.

INTRODUCTION & BACKGROUND

“Should we just drop the brand completely? There is no evidence in that report that suggests it’s a brand worth investing in. Produce the products and let the retailers sell them through their own labels.” Dave O’Donoghue, CEO Aryzta

Our story starts in the boardroom of Aryzta in February 2013, one of the biggest bakers in the world and home to the Cuisine de France brand. B&A had just finished presenting. They had been tasked with examining the position of Cuisine de France in the market and to investigate the meanings and values attached to the brand. The findings were stark as consumers saw the brand as bland, corporate, boring and mass-produced, with very little depth in character.

Responsible for introducing fresh French bread and pastries to the Irish market in the 1990’s, Cuisine de France was once loved by the masses. They had given consumers a taste of a continental lifestyle. Their ability to provide the product, training and equipment to retailers allowed them have a presence in every corner of Ireland. Years of growth, distribution and new product development followed.

As time moved on, investment and focus on the brand diminished. Internally, staff lost their passion for food and were driven only by sales. Consumers saw very little differentiation in the category - ‘I don’t see why I should pay more, sure it’s all the same’ - and frustrated retailers saw no value in a forgotten brand. They wanted to sell the products through their own label - ‘if they don’t care about the brand, why should I?’; ‘Would I be better putting the Spar brand on it?’ (Rothco Discovery Research, 2013)

Despite a steady, slow growth in sales (see Sales Trend Chart), there was growing pressure to discount prices (with commoditisation of the product) and threats from retailers to delist. There was a big decision to be made: drop the brand completely, or invest in a turnaround project.

INTRODUCTION & BACKGROUND

On recommendation from Rothco, the decision was made to invest in the brand.

Yes, this paper is a comeback story, but not a conventional one. Yes, this paper will prove that advertising played a significant role in the fortune of the Cuisine de France brand. But what is unique about this paper is the use of creativity to rejuvenate the brand and the relationship it has with employees, retailers and consumers.

This paper will demonstrate how our integrated creative solution (known as the New Concept) was responsible for the complete turnaround in the fate and fortune of our client.

Introducing the rebirth of Cuisine de France.

MARKETING OBJECTIVES

OBJECTIVES

The big ambition was to bring back real value into this 'forgotten' brand. We had three audiences:

- 1. Irish consumer** - reconnect and remind them why they love Cuisine de France. Our approach needed to go broad (appeal to a wide audience) and go deep (relevance on the ground at store level).
- 2. The retailer** - bring back faith that Cuisine de France is a key part of their commercial success.
- 3. Employees** - reignite their passion for food and make them proud to work for Cuisine de France again.

Cuisine de France is in a unique position in the marketplace. They do not have direct competitors. They are the only branded supplier of mass-produced freshly baked breads. Many retailers offer similar products but not in a directly comparable way. In fact, Cuisine de France supply many of the retailers' fresh bakery products as white label.

So for this project, Cuisine were actually in competition with themselves. This was not about gaining market share (there is no measure for this here) but about leading and growing the entire market.

The only commercial targets set were for sales growth, but they were hugely ambitious ones; this was due to the sheer size of this project and the investment.

Commercial objectives

Incremental commercial targets were set over a two-year period to match the rollout of the New Concept in stores.

MARKETING OBJECTIVES

- ▶ **April 2014** – launch of New Concept in 100 stores.
 - ▶ The success of this was completely dependent on the retailers buying in wholeheartedly to the New Concept. We decided to check in after the first phase had been rolled out. There would need to be at least a 10% incremental sales uplift at this point to give the retailers much-needed confidence in the brand.
- ▶ **April 2015** – New Concept now in 360 stores.
 - ▶ Incremental sales uplift 15% year on year.
- ▶ **April 2016** – New Concept now in 560 stores.
 - ▶ Incremental sales uplift 20% year on year.

Brand objectives

To achieve a complete brand turnaround, we needed to drive the following:

- ▶ Brand affinity – people had to fall in love with the brand again.
- ▶ Brand distinctiveness – achieve standout in the market.
- ▶ Premium brand credentials – justify a premium price point. This was essential to protect the brand from delisting (securing commitment from the retailers) and to drive real value back to the business.
- ▶ Quality perception - Cuisine de France is seen as a quality food brand.

Communications objectives

- ▶ Reconnect the Cuisine de France brand with Irish consumers.
- ▶ Drive purchase intention of Cuisine de France products.
- ▶ Establish a compelling brand platform that has longevity.

THE TASK

We needed a credible brand idea that was capable of delivering on our various commercial, brand and communications objectives. This wasn't going to be a case of simply turning our communications back on and run a new advertising campaign. This required a creative solution that would have an impact across the entire business.

A major Discovery Project was required.

So we embarked on a thorough interrogation of the entire business – the Consumer, the Market, the Products, the Retailers and the Company. At every stage, we were presented with a number of challenges.

The Consumer

The brand had had no significant marketing investment for 7 years. At the end of that time, in late 2013, B&A conducted consumer research. They had been tasked with examining the health of the brand and as stated above, the findings were stark. Consumers saw the brand as bland, corporate, boring and mass-produced with very little depth in character.

The Market

The market was both dynamic and varied. At one end of the scale, new boutique bakeries were popping up everywhere, positioning themselves at a premium in terms of product and price. At the same time, retailers like Lidl and Aldi were driving a low-cost offering. We had a decision to make, to become a value commodity supplier and join in the race to the bottom, or do the opposite and reinvent the product and brand to deliver longer term, higher commercial value for the organisation and the trade.

THE TASK

We also found that the organisation was producing the best recipes and supplying them to other retailers to sell through their own label. All the skill and knowledge were at their disposal, but not utilised for Cuisine de France.

THE TASK

The Products

In order to satisfy ongoing retailer requests for new products and to drive sales, Cuisine de France had reached a point where they had over 150 products in their range. Over time, as part of frequent cost cutting exercises, the decision had been made to use cheaper ingredients and suppliers. As a result, the products were inferior to others in the market.

The Retailers

Relations between Cuisine de France and the retailers were rocky. For Cuisine de France, the issue was the inconsistency in how the product was presented to consumers in store. Retailers were required to bake a fresh batch of product up to 4 times a day and keep stands well stocked. The quality of the food would deteriorate after 4 hours. This wasn't happening, so the food quality suffered, and the issue wasn't being addressed.

The lack of brand investment from Cuisine de France caused real frustrations for the retailers, who didn't feel any marketing support from the organisation. They saw Cuisine de France as a 'sleeping giant' that needed to 'turn the taps back on' to create demand from consumers.

The Company

Extensive staff interviews presented us with more startling facts. Employees had lost a sense of pride in what they did. They spoke about the product codes and not about the food. They were unaware about the origin of ingredients and the baking process. They didn't know that the likes of celebrity baker Paul Hollywood was calling their master baker for advice. They had no emotional connection to the brand and were more sales focused.

THE STRATEGY

Our strategic challenge became clear.

1. Develop a new brand positioning to address these challenges and bring back the emotional connection and a real sense of purpose to this company.
2. Bring this positioning through the heart of Cuisine de France. How does it impact on the company, the range of products, the stores where the product is delivered and finally, the marketing communications?

Developing a new brand positioning

In a rapidly 'commoditising' marketplace, we needed a positioning of relevance. We went looking for a distinctive, unique, powerful positioning that was deeply rooted in truth, because truth is unshakeable. To demand a serious financial premium, it needed to be highly relevant with a real human connection.

In our Discovery Project, we interrogated the consumers, the products, the organisation, the bakers, the ethos, the beliefs and the trade. We shadowed consumers to really understand how they 'use' the products, how they engage with products in their own space, and we developed a deep understanding of how their relationship with the products was much more important than mere functionality.

THE STRATEGY

Key learnings from our Discovery Project

A unique company with a rich story to tell

- ▶ We discovered a unique spirit that had given birth to Cuisine de France.
- ▶ We discovered a unique recipe salvaged from 120 years ago.
- ▶ We discovered an unbelievable unique passion for every baguette baked. Every muffin. Every croissant. Every pastry.
- ▶ We discovered no two breads or pastries can ever be the same, ever.
- ▶ We discovered the highest quality unique ingredients from unique sources. Unique finest French flour, unique butter from cows fed on only the unique grasses of the Atlantic coast, unique Belgian chocolate.

Hidden competitive strengths

- ▶ We discovered that Cuisine de France's very uniqueness and passion for food had become lost somewhere along the way.
- ▶ We discovered that they had started using different flour and ingredients for Cuisine de France products, but still produced amazing quality breads and pastries for other retailers.

A unique attachment to the product

- ▶ We discovered an infinite number of ways that every single unique human being who consumes their products, consumes them in their own unique way.
- ▶ We discovered unique ways to rip, tear, divide, cut and unfurl, and unique places and occasions to consume them.
- ▶ We discovered that every single consumer is unique.

THE STRATEGY

Consumer Insight

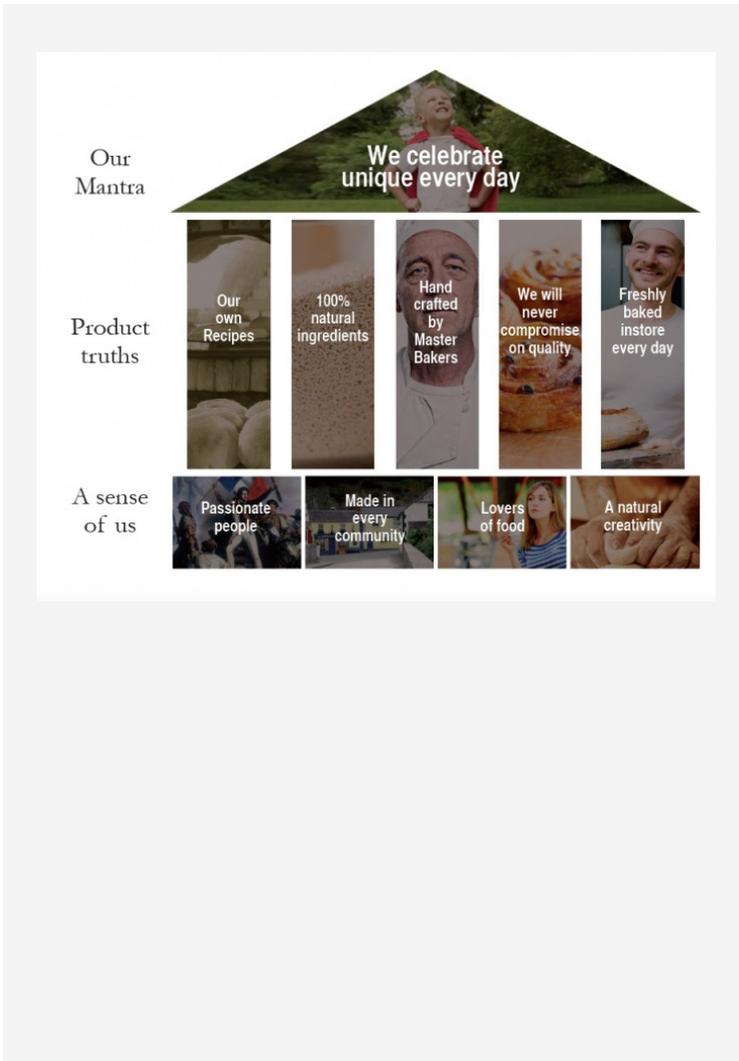
In a world of sameness and commodity, in a world that is so hectic and busy, people wanted to treasure these treats and create unique moments of enjoyment for themselves.

Positioning

Cuisine de France at its heart is a celebration every single day, with every single bread and every pastry they make, a celebration of unique. And unique is wonderful. Unique is different. Unique is like nothing else. And that's what people want in these moments. That is what they value. That was the powerful connection:

Cuisine de France. We celebrate unique every day.

Crucially, this positioning was supported by true and compelling product truths and the passionate values of a unique company.



THE IDEA AND COMMUNICATIONS ACTIVITY

Creative Strategy

Our creative idea was a charming and irresistible manifestation of the positioning and how we celebrate unique everyday, showing people the extraordinary variety of what we create.

Vive les différences became the overarching brand platform and consumer-facing brand line.

Like no other campaign, our creative strategy led to a complete brand transformation that impacted on every single element of the product, its makers and its delivery to consumers. Nothing was left unchanged. This was a truly integrated and completely channel neutral creative solution.

This complete creative solution became known as the **New Concept**. Below we have outlined how the New Concept was rolled out to ensure our positioning ‘celebrating unique every day’ was embedded in every aspect of the brand.

1. The company

We had to bring back a passion and pride for food that was produced. The employees needed to feel they worked for a unique and special bakery instead of a factory. This included: making the Master Bakers heroes, referring to the products by their individual names and not a product number (e.g. Le Croissant) and reminding employees of the story behind this unique bakery.

We brought the unique brand story to life through Inspiration Sessions to reignite pride in the staff, bringing to life the heritage, the passion for food and why Cuisine de France is different to any other food brand.

THE IDEA AND COMMUNICATIONS ACTIVITY

2. The product and the range

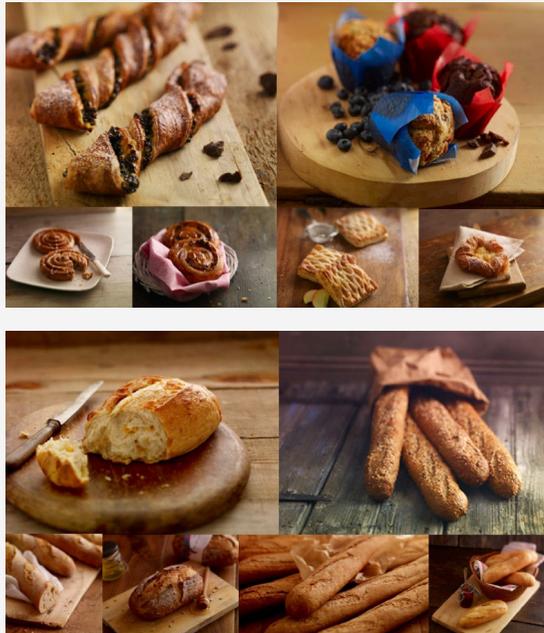
This was the most important section to get right. Cuisine de France needed to create unique breads and pastries every day to be absolutely true to the new positioning. On Rothco's recommendation, Cuisine de France implemented the following changes to their products:

- ▶ The brand's recipes returned to their original French roots (e.g. the all-butter croissant). New and improved recipes, pioneered by the Cuisine de France bakery team in Paris, were developed to enhance its unique range (L'Artisane rustic loaf using original Mother Dough).
- ▶ Exacting standards were imposed on the range, only the best of ingredients were accepted e.g. Belgian chocolate or the finest flour from the Champagne region in France. The range was rationalised from 150 to the 40 very best products.
- ▶ The range was rationalised from 150 to the 40 very best products.
- ▶ We gave each of the products an individual, foody French name like L'Artisane, Le Choco, Le Parisien.

3. The Store

Perfecting unique products would be somewhat redundant if the experience in store wasn't up to scratch. Therefore, the New Concept was also brought to the shop floor.

- ▶ We completely redesigned the in-store displays to reflect the positioning, creating a French boutique bakery look and feel. The New Concept stores commenced rollout in early 2014, reaching 100 stores by April 2014, 200 by August 2014, 400 by August 2015.
- ▶ We transformed the packaging to feel less corporate, more natural and distinctive.



THE IDEA AND COMMUNICATIONS ACTIVITY

- ▶ The Cuisine de France Learning and Innovation Hub was launched to provide best-in-class training for retail staff, overseen by the Cuisine de France Master Bakers.
- ▶ By signing up to the New Concept, Retailers had to agree to all of Cuisine de France's new standards, including baking fresh in-store every four hours.
- ▶ Maintaining these high standards was essential. Random quality checks were carried out frequently to ensure nothing slipped.

4. Communications Plan

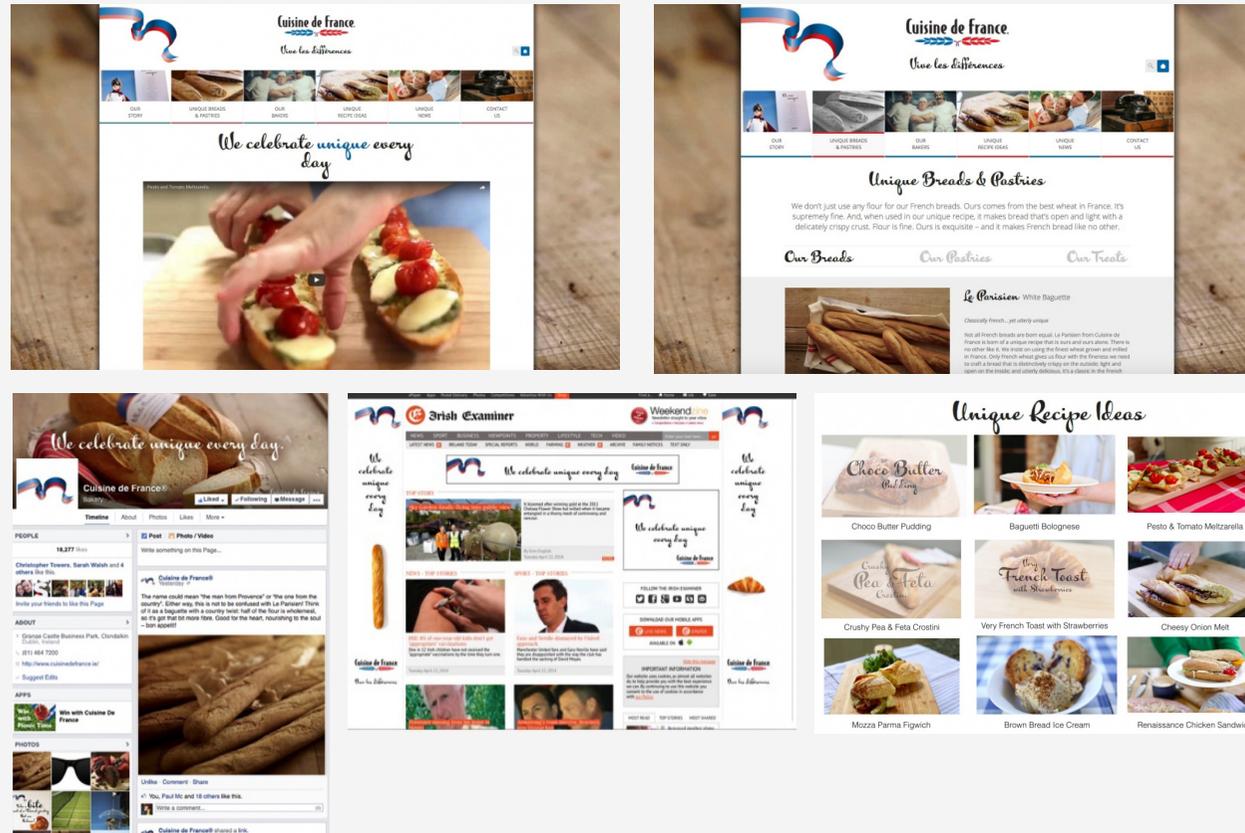
In April 2014, Cuisine de France launched its first advertising campaign in 7 years – 'Vive les différences' – comprising of a brand film supported by a digital campaign.

Our brand film was an irresistible delivery of Cuisine de France's amazingly unique story, focusing on French 'heritage' and all the sensory pleasures of the products.



THE IDEA AND COMMUNICATIONS ACTIVITY

The digital campaign focused on social engagement and complete redesign of the website to reflect the new positioning – the story, the recipes, the passion. We created 9 recipe videos using Cuisine de France products in innovative, exciting ways – Mozza Parma Figwich, Baguetti Bolognese etc.



THE IDEA AND COMMUNICATIONS ACTIVITY

Media Strategy

Our strategy was about reconnecting the Cuisine de France brand with consumers and despite the fact that we were celebrating ‘difference’, our media needed to be ‘inclusive’. Regardless of age or gender, our Discovery Project had clearly shown that the brand had held special meaning for people in the past; our job was to get it back on their radar.

We developed a plan for a heavyweight campaign across the island of Ireland based around TV and digital media. In order to truly affect shoppers’ purchase cycles, we knew we needed to maintain an above-the-line presence across as long a period of time as possible. At the same time, we knew it was not going to be practical to be ‘always on’, so we planned our TV activity around the months in which costs were lowest. VOD buys would then allow us to elongate the campaign and stretch it across more expensive TV months.

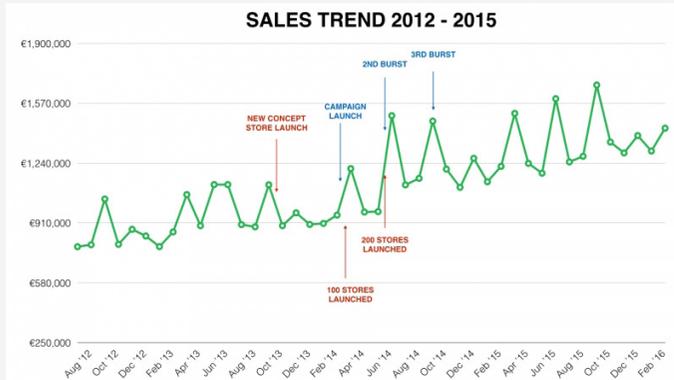


Reconnection meant reigniting the Irish consumer’s passion for the brand. We knew that the creative would heavily appeal to people’s senses and in turn create a micro-moment of nostalgia in their minds. Media needed to articulate these thoughts and TV was the perfect device for creating moments from which viewers could talk about and share their own memories of the brand. Our programming selection here would be key. TV soaps and dramas are incredibly powerful, and create an emotional intensity with audiences. The creative complemented this genre of entertainment, providing light relief and ‘something different’ across the ad break. Where TV sparked conversations in living rooms across the land, the Cuisine de France Facebook page gave these viewers a central hub where they could amplify and celebrate their stories online.

THE IDEA AND COMMUNICATIONS ACTIVITY

To coincide with the launch of our TVC, we ran high impact digital placements across the major news sites. These in turn also helped create a sense of nostalgia, but moreover helped us to reach consumers at the most pertinent times of day i.e. breakfast and lunch. This type of targeting continued throughout the course of the campaign across a number of premium networks, thus allowing us to not only generate awareness of the brand but also drive people to purchase.

While consumers were our primary audience here, we also knew we had a job to do within the trade. Retailers needed reassurance and a commitment that the brand was back for good. Choosing TV allowed the business to make a statement by investing heavily in their brand. Between May and September 2014, Cuisine invested in excess of €500,000 in media behind this campaign – both North and South of the border. Over half of people living in Ireland at that time would have been exposed to Vive les Differences at least 11 times.



RESULTS

The New Concept had an immediate and dramatic impact on the Cuisine de France brand and on sales. Let's look at these results against our original objectives.

Commercial objectives

Looking at the Sales Trending Chart, we can see that significant peaks in sales happened directly after the advertising campaign bursts, and after a critical mass of concept store rollouts had been achieved (April 2014 and August 2014).

Let's look in more detail at key points in the campaign.

April 2014 – launch of New Concept in 100 stores and first burst of advertising campaign.

- ▶ 18% overall incremental sales growth.
- ▶ 58% incremental sales growth in the Viennoiserie category. This was driven by Le Raisin, Le Choco and Le Croissant – all with new, unique recipes; all featuring in the advertising.
- ▶ 11% incremental sales growth in bread. This was driven by a new, unique recipe. Bread is the largest category in Cuisine de France, so an 11% uplift is significant.
- ▶ 220% incremental sales growth in Artisan Bread Range (albeit a small category) but important to mention here, as we really proved uniqueness by launching 4 new products with innovative recipes.

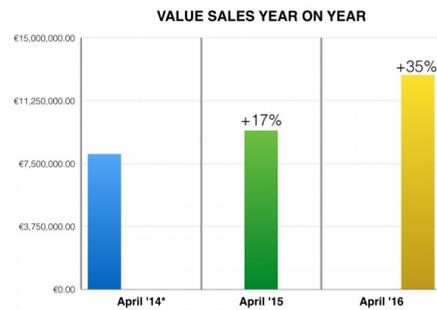
RESULTS

April 2015 – New Concept now in 360 stores

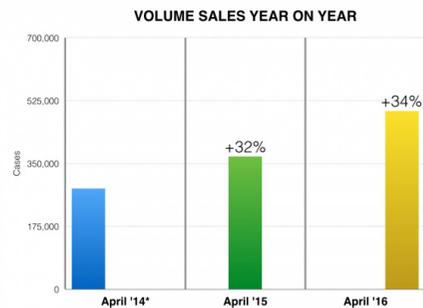
- ▶ Value sales grew by 17% from April 2014 to April 2015
- ▶ Volume sales grew by 32% from April 2014 to April 2015

April 2016 – New Concept now in 560 stores

- ▶ Value sales grew by 35% from April 2015 to April 2016
- ▶ Volume sales grew by 34% from April 2015 to April 2016



*Annualised to account for changes in product range.



*Annualised to account for changes in product range.

Cuisine de France: A bread basket case

Rothco

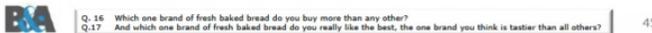


BRAND AFFINITY

Base: All grocery shoppers - 493

	Buy more than others			Like the best		
	All	Saw TV Ad	Did Not	All	Saw TV Ad	Did Not
	%	%	%	%	%	%
Cuisine de France freshly baked bread	24	33	17	34	42	27
Lidl Freshly baked bread	20	15	24	12	8	16
SuperValu freshly baked bread	16	15	16	12	13	12
An independent bakery – their freshly baked bread	15	10	17	21	14	25
Tesco freshly baked bread	11	13	10	4	6	3
Dunnes freshly baked bread	4	5	2	2	3	1
Staffords freshly baked bread	1	2	0	1	2	1
Other (please specify)	3	4	3	5	5	4
None	8	4	11	9	7	10

The evidence suggests the ad is encouraging brand purchasing behaviour over Lidl in particular.



Source: Ad Evaluation Survey, Behaviour & Attitudes, June 2014

BRAND QUALITY

Cuisine de France vs Stores Own Brands

	Cuisine de France	Lidl	Tesco	Dunnes	Super Valu	Spar	Centra
	%	%	%	%	%	%	%
A continental brand	70	21	5	3	3	3	2
Best tasting French bread	68	9	6	2	5	1	2
Gives us real French boulangerie style breads here in Ireland	67	9	5	2	4	2	2
Is dedicated to the highest quality standards	55	21	13	9	21	4	4
Is one of my favourite brands but I use others as well	51	30	16	9	23	2	4
Has the best range of bakery products across the country	48	24	20	9	21	1	2
Best tasting pastries and cakes	46	21	13	6	16	2	2
A brand that exhibits craft	45	12	5	4	11	2	3
A sensuous indulgent brand	39	8	4	2	7	1	2

Source: Ad Evaluation Survey, Behaviour & Attitudes, June 2014

RESULTS

Brand Objectives

Unfortunately, no brand tracker was put in place before the New Concept launched. However, Brand Audit research (qualitative groups and national survey) conducted by B&A in February 2013 indicated that Cuisine de France's brand affinity had been seriously undermined, with 59% stating, 'I don't care much about whether it's a brand or prepared by the retailer, I buy what appeals to me on the day.'

In the absence of benchmarks, we will use FMCG norms to indicate success where possible.

- ▶ Brand Affinity
 - ▶ 34% all grocery shoppers like Cuisine de France best (compared to fresh baker competitors). This rises to 42% after seeing the advertising (see 'Brand Affinity' Chart).
- ▶ Brand distinctiveness and premium brand credentials
 - ▶ 57% agree 'the brand has a real point of difference on quality and taste'.
 - ▶ 37% agree Cuisine de France 'is the premium fresh bakery brand in Ireland'.
 - ▶ The New Concept seriously decreased the brand's price sensitivity, allowing Cuisine de France to charge a premium price (on average a 40% increase) at a time when food prices (including bread) were actually falling -1%(Consumer Price Index, CSO, 2015).
- ▶ Quality Perceptions
 - ▶ Cuisine de France out-performed all retailers offering fresh bakery in all quality image statements (Brand Quality Chart). In the Brand Audit Research pre-launch, Lidl actually outperformed Cuisine de France in Quality scores.
 - ▶ The majority of these scores did increase for those that saw the advertising. In particular, 'is one of my favourite brands' (60%), 'is dedicated to the highest quality standards' (65%) and 'best tasting French bread' (82%).

Source: Ad Evaluation Survey, Behaviour & Attitudes, June 2014 Communications Objectives

Cuisine de France: A bread basket case

Rothco



BRAND KPIs

Summary of KPIs

Base: All grocery shoppers - 493

	Cuisine de France	Norm for FMCG
Net positive/negative scores	96	96
Likeability	66	35
Persuasion	50	18
Involvement	38	10
Top of Class	28	3
Staying Power	24	5
KPI Impacts (Average KPI score)	34	12

The ad is very strong indeed.



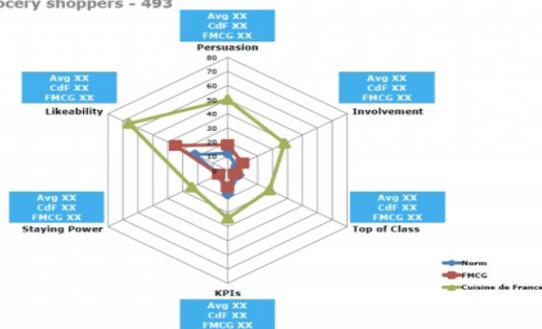
Q.8 Thinking about this advertising for Cuisine de France, which words below do you associate at all with this ad?

Source: Ad Evaluation Survey, Behaviour & Attitudes, June 2014

BRAND KPIs

In a Nutshell – How Effective is Your Advert?

Base: All grocery shoppers - 493



Source: Ad Evaluation Survey, Behaviour & Attitudes, June 2014

RESULTS

Communications Objectives

- ▶ Reconnect the brand with Irish consumers
 - ▷ The ad scored highly across all category KPIs for effective communication, performing far above both advertising norms and FMCG norms (see Brand KPI Charts).
- ▶ Drive Purchase Intention
 - ▷ 54% say the advertising 'gives me a good reason to buy Cuisine de France'.
 - ▷ 33% people that have seen the TV ad are more likely to buy Cuisine de France bread.
 - ▷ The Purchasing Behaviour chart indicates clearly the positive impact the advertising has on purchasing the brand.
- ▶ Establish a compelling brand platform that has longevity
 - ▷ Again, the ad scored highly on all 'longevity' statements, achieving a positive score of 42% (Norm:21%, FMCG Norm: 30%).

Other indicators of success

- ▶ Before the New Concept, there was cynicism from retailers who had a real hands-off approach with the brand. They didn't believe in it and wanted no responsibility for promoting it ('that's Cuisine's job'). However, once the New Concept was launched, they immediately recognised the power of this new brand to attract customers and drive higher margins. The Cuisine de France sales team have had 100% success rate in selling in the New Concept to retailers across the country (currently at 560 stores). The advertising campaign was crucial here. Once retailers saw a visible investment in the brand, they enthusiastically embraced it, taking ownership and giving it pride of place in store.

RESULTS

- ▶ Digital engagement
 - ▶ 32% increase in Cuisine de France's Facebook community from 17,996 (May 2014) to 23,786 (March 2015).
 - ▶ 80,884 views to redesigned website between May 2014 and March 2015.

Discounting all other factors

How can we be sure that the New Concept was responsible for the dramatic success and complete turnaround of the Cuisine de France brand? This is the section where we usually look at other changes in the brand story, like packaging or new recipes, and discount them from the success. However, in this case, these were intrinsic elements of the total creative solution, the New Concept (developed by Rothco), and therefore part of the effectiveness.

What else could be potential factors of success?

1. Were Irish consumers getting more passionate about bread?
 - ▶ Absolutely not. In fact, consumers were being pushed strongly away from white bread.
 - ▶ 400% increase in people buying gluten free products between 2010 and 2014 (Bord Bia, 2015).
 - ▶ 55% Irish people 'feel guilty about eating white bread' (Bord Bia, June 2014).
2. Was there a favourable marketplace?

No. In contrast to when they launched, Irish consumers now enjoy lots of different options in fresh bakery, from discounted fresh bread (Lidl, Tesco) to premium, boutique bakeries like the Natural Bakery, which opened in 2013 and is multiplying at a rapid rate. So, even without direct competitors, Cuisine de France had to fight harder than ever.

RESULTS

3. Was there a more favourable price point?

Cuisine de France actually increased their price on average 40% (30-55c per product) and still enjoyed phenomenal sales increases in volume as well as value. This is at a time when prices across food (including bread) were actually falling -1%(Consumer Price Index, CSO, 2015).

Payback

Between April 2014 and April 2016, this campaign generated €4,730,299 incremental sales (uplift in value sales during this period). These are invoiced sales (no retailer margin included), therefore this figure is equal to the incremental revenue. Because the New Concept was a total creative solution, we need to look at the entire investment when calculating ROI – branding, fixtures, personnel and advertising, media. Total cost - €4m. This delivered a Net Profit of €730,299 and a ROI of 18.3%.

While ROI for this two-year period was strong, what's interesting about this campaign is how it will keep giving into the future. Cuisine de France plan to have the New Concept in 140 more stores by April 2017. Thanks to the existing investment and successful launch of a total creative solution and not just an advertising campaign, costs to roll out the next phase will be minimal (total cost €218,000). If we take an average revenue of €8,447 per store (based on above incremental revenue over 560 stores). We can predict that this will generate an estimated incremental revenue over the 140 stores of €1,182,580, with an impressive ROI of 542%.

IMPACT ON BEHAVIOURAL ACTIVITY AND PAYBACK

The New Concept had a big impact on our three audiences:

1. The Irish consumer

In February 2016, B&A conducted another Brand Audit, indicating that brand health remains strong. Frenchness, quality and uniqueness are still at the heart of the brand and are connecting effectively with consumers. Cuisine de France is back to being a sensory pleasure and a moment of pure enjoyment, not the boring corporate brand from B&A's 2013 Brand Audit.

2. The retailer

The retailers now have complete confidence in the Cuisine de France brand and its ability to deliver both consumers to fresh bakery, and higher margins. They have responded to the New Concept enthusiastically and wholeheartedly, giving over premium space in store and committing to the higher quality standards.

3. Employees

The culture in Cuisine de France has completely changed from a factory to a bakery. Their employees have responded really well to the New Concept, they now totally embrace what Cuisine de France stands for, having passion and pride for the food and the produce.

NEW LEARNINGS

The critical learning from the success of this campaign is how you can achieve the total revival of a brand in a completely non-traditional way. Instead of going straight to a conventional advertising solution, we took a step back and investigated not just the brand, but the entire organisation.

As a result, our creative solution addressed the problem in a much more comprehensive and rigorous way, tackling every real point of contact with the consumer, starting with the essence of the brand (the product), finding a compelling brand truth, developing a rich brand story and living this through absolutely everything.

The immediate and sustained success validated this fresh approach.

SUMMARY

Cuisine de France faced an uncertain future following years without investment in the brand. Negative consumer sentiment, poor retailer relationships, compromises on quality and market pressures brought the organisation to question the need for the existence of the brand.

This case study demonstrates how a powerful brand positioning can deliver longterm higher commercial value if leveraged in the right way. Our creative solution looked at so much more than a simple advertising campaign. We transformed every aspect of the brand, from the recipes to the packaging to the in-store experience, and brought it all to life with a beautiful and appetising brand story.

Cuisine de France: A bread basket case

Rothco



ADF
AWARDS
2016

MEDIA GALLERY



Vive les différence brand film