

THE NORWEGIAN MUSTARD CASE – A PROOF OF NEWSPAPER ADVERTISING EFFECTIVENESS

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1. BACKGROUND

Since 1992, when commercial TV was introduced in Norway, the market for advertising has increased dramatically. The local and regional newspapers are struggling to keep up with the pace of the total market.

The market has become even more professional and the demand for more documentation is greater than ever. The market hungers for more information and documentation. Readership figures and coverage is one thing – ad effectiveness is something quite different.

Advertisers, ad agencies and media agencies have always wanted an answer to the question: Does our newspaper ad work? And if so, how?

Newspapers have been good at providing readership figures, coverage in various target groups, reading of various pages (page traffic) and ad recall studies. But how does the advertisement work? What does it do to the brand? What does it do to sales? How does it contribute to a long-term brand building strategy?

A number of the largest local and regional newspaper syndicates in Norway (Fire Store, NR1 Samkjoringen, Mediasite, Aftenposten and Media Nor) have initiated a major effect measurement project- in collaboration with MBL-Avis¹, to address these needs. With support from Norske Skog (the paper producer), who will partly finance the project, the ambition is to measure effectiveness and provide unique insight into how the newspaper channel functions as an advertising medium, over a period of three years. TNS Norsk Gallup has been commissioned to design the projects research framework and execute the fieldwork and analysis.

The Mustard-Case marks the start of this major effectiveness study, and the results are presented here. Hopefully, this case will provide new insight into how newspaper advertising works, and may even give some of you ideas to take home to your own countries. But this is only the beginning. Before long we will be bringing more information about Norway's largest advertising channel – the newspaper.

The objective of the Mustard-Case was to bring creative newspaper advertising back from the shadow-land of TV commercials. The campaign has been presented with two creative awards: 1) Aftenposten Best Prize for November '04 (judged the best ad of all those printed in Aftenposten in Nov. '04, and 2) A diploma in Gullblyanten² in the prestigious category "Campaign".

¹ The Norwegian Media Businesses' Association – Newspaper Section.

² Gullblyanten is the most prestigious contest for advertising agencies in Norway.

2. INTRODUCTION

This documentation marks the closure of the so-called ‘Mustard Case’. The Mustard-Case is the story of an advertising campaign that was run in a significant number of Norway’s local- and regional newspapers during November 2004. It caused many people in the media and advertising business to wonder what this campaign for a small mustard brand was all about...

What they did not know was that work had been going on since May 2004. The Project Management Group has consisted of representatives of the newspaper syndicates, The Norwegian Media Businesses’ Association and TNS Gallup. **The idea was to run an advertising campaign for an unknown brand in the newspapers, and measure the effects while the campaign was running.** The idea itself was inspired by a very similar project in Denmark called the ‘Tomato Ketchup Case’. The results revealed from the ‘Tomato Ketchup Case’ were interesting but limited, and it encouraged us to take a much more comprehensive approach.

2.1 Project aims

The aims of this case study have been twofold: first and foremost we wanted to report the effect of a newspaper advertising campaign ALONE. We found a brand that had been present in the market for 15 years, but which had never been advertised before. With the aid of the distributor, Oluf Lorentzen, we made certain that no factors other than the newspaper advertisements could affect sales. The results shown are therefore due exclusively to the effects of the advertising campaign run in newspapers.

Secondly we wanted to demonstrate that good image-promoting newspaper advertisements are effective. The campaign did not consist of the traditional special-offer campaign; price promotion was not a factor. What we wanted to do here was to tell the story of the little mustard brand Edmond Fallot, in a profiling manner suited to the newspaper format. This was done in an outstanding way by the advertising agency Shnel & Melnychuck.

2.2 Selecting the brand

The first step was of course to find candidate brands for the project and decide on which brand one should go ahead with. We had several criteria that had to be met by the candidate brands and wholesalers:

1. The brand should have been present in the market for many years
2. The brand should not have been promoted or advertised for the last few years, preferably not at all
3. Preferably a small and relatively unknown brand
4. A product category most people could relate to – a mature market
5. We were to have complete control over the campaign and the creative strategy
6. No other marketing activities should take place before, during or after the campaign

It is no secret that several products were discussed before we decided on Edmond Fallot Dijon mustard. We could have talked about the ‘‘Oatmeal Case’’, the ‘‘Shoe Polish Case’’, the ‘‘Toothpaste Case’’ or the ‘‘Jam Case’’, to name only a few. But in the end it was the ‘‘Mustard Case’’. Not just any old brand of mustard. Edmond Fallot is a French Dijon mustard that practically no one had heard of before the campaign, let alone tasted. It also carried a rather difficult name to remember - and to pronounce for Norwegians. The product category (Dijon mustard) was also a bit narrower than we had had in mind in the first place. Could we not have found a simpler product with which to document positive effects of advertising exclusively in the newspapers? We could surely have done so, but, as we agreed:

‘‘If we succeed in documenting the effects on a niche product like a Dijon mustard, what does that say about the potential of newspaper advertising for other products?’’

2.3 Keeping control

To ensure that no one could influence on the campaign results, it was necessary to keep the project secret to everybody apart from the project group. Not even advertising staff in the newspapers knew anything, because we booked the campaign like any other campaign.

The precondition for the importer of Edmond Fallot, Oluf Lorentzen AS, was that no salespeople in the company or any grocery chains were to have advance warning of the campaign, thus preventing sales promotion initiatives. The salespeople were not allowed to do anything, except stock the shelves as usual during the campaign period. **This made sure that the effects documented were due exclusively to advertising in the newspaper.**

The actual advertising campaign started at the beginning of November 2004, and everyone involved heaved a sigh of relief when it was clear that results could be detected immediately. Along the way there was great pressure on Oluf Lorentzen AS and the advertising agency Shnel & Melnychuck from curious colleagues and the press: everyone wanted to know what the big campaign was all about. We had carefully planned the politically correct answer to give: *‘‘No comment...’’*

3. PLANNING THE CAMPAIGN

3.1 Identifying the target group

In the process of selecting the product, we went carefully through the “Forbruker & Media Survey³” (*Consumer & Media*) survey to find the usage and target groups for the various products we had to choose from. As mentioned, mustard was not a product category that ‘appeals’ to the mass of the population, at any rate not in relation to what we first envisaged. Products such as tomato ketchup and jam have a much faster rate of turnover, and are used by a broader stratum of the population, but the totality of the evaluation criteria led up nevertheless to a mustard product.

The target group ‘mustard-users’ is largely concentrated in the 30-59 age bracket. As many studies have shown before, you are more likely to achieve effects in segments that are considered to be “in the market” for a certain product category.

In total, about 29% of the Norwegian population use mustard at least once a week, and 62% use it monthly. Our mustard, Edmond Fallot, belongs to a sub-category of mustard called Dijon mustard, accounting for only 15% of the Norwegian mustard market. Through the Forbruker & Media survey we also found indications that the users of Dijon mustard are even more highly concentrated in the 30-59 age bracket than mustard consumers generally. This age group was therefore considered to be our main target group, and where we would focus on documenting effects from advertising.

3.2 The use of media - a collaborative project

Normally an advertiser would select media considering the current market situation, available budgets and campaign aims. The Mustard Case was however a collaborative project in which all collaborating newspapers were to take part. This was more important than constructing a media plan solely in areas where the distribution – and thus the basis for behavioural effects – was strong. In practice this would have meant little for the interpretation of the results, as a campaign in a smaller geographic area – which would have cost less – would have achieved at least the same effects. Perhaps the measured effects would have been even stronger if we concentrated on areas in which distribution and perhaps market conditions were better?

In principle we wished to have a print run with an equal number of insertions in each newspaper, in that we adjusted the number of insertions downwards in areas where there was some double coverage between participating newspapers. One important condition however, was that the campaign net budget should be comparable to a launch campaign on TV for a new product. In size the final media plan can be compared with an introductory campaign on TV; not one of the smallest TV campaigns but not one of the biggest either. The campaign net value is assumed to be around 4.5 mill NOK or 550,000 Euro.

The main idea was to run five full-page ads in each title where four of the five ads were to be followed up by a smaller product recipe ad on the following page. Some newspapers ended up having fewer insertions because of reader duplication. The final plan gave a total coverage⁴ of 89% and a frequency of 6.6 in total. The average weekly coverage was approximately 80%.

4. CREATIVE STRATEGY

In addition to selecting a niche product with a difficult name, it may be claimed that the creative strategy for the actual advertising campaign was not one of the most immediately accessible. This, too, was quite deliberate, as the object of the case study was not only to document the effects in the market, but also hopefully to inspire both advertisers and agencies to use newspapers as an important media in brand building campaigns. We wanted to show that it is still possible to create excellent, brand building newspaper ads, which are also able to increase sales. It’s no secret that TV is the dominating medium for brand building advertising and that TV has challenged the newspapers on their traditionally strong selling point: the ability to promote sales. So why not grab the bull by its horns and prove to the market that newspaper is still a significant and efficient vehicle for advertising? That was the challenge put forward to the advertising agency. And guess what? They loved it!

“In addition to promoting sales, our aim for this campaign was to profile and revitalise the newspapers as an emotional and story-telling channel”

4.1 The creative idea

We wanted to give the campaign a challenging and product-focused expression in which the local French traditions clearly emerged. The little things in life are not just increasing in popularity, they are even thought cool and trendy by many. The campaign is also characterised by something else that one can say is in the spirit of the times – *mystique*. It is the combination of these two things that makes it a fresh and different newspaper campaign.

The idea was: it takes more effort than normal to create a tasty dish with Edmond Fallot Mustard, and so we designed a campaign that required a greater than usual effort to understand and like. We weren’t addressing everyone, but those of us who were willing to “go the extra mile” in the kitchen so as to impress the guests with their culinary skills.

In the idea and strategy phase we had thorough discussions with cooks, Oluf Lorentzen and the factory in France. Running through it all was our homage to mustard as the ingredient that raises a meal to a higher level. But everyone had problems

³ “Forbruker & Media Survey” is the Norwegian Readership Survey including a big single source TGI survey.

⁴ Coverage achieved within the newspapers catchment area, target group of 30-59 years.

understanding just exactly what it was that made the meal so much better with Edmond Fallot mustard. In short, this resulted in our campaign theme – “*the mysterious little detail*”. The creative strategy was to show traditional and beautiful motifs from Beaune (the home village of Edmond Fallot) and the surrounding countryside.

Our objective was to create close and lasting associations between the product and the target group by evoking an experience of discovering “the mysterious little detail”⁵ in the photography that lifted the total experience of the advertisement to a higher level, just as the mustard lifts the total experience of the meal to a higher level.

On the subsequent page we followed up with an attractive and inviting recipe that brought the whole affair back to earth again.

The campaign demonstrates several kinds of techniques of newspaper advertising. We started off the campaign with a very text-heavy advertisement telling the history of the brand. This we followed with a number of “mysterious” motifs in which the story is told by the photography together with the packshot. As mentioned previously, we followed up with a recipe ad on the following page. At the end of the campaign we demonstrated the potential of the newspaper advertisement by pulling a quick 180 and playing on the news of the day.

Examples of full-page executions⁶:



5. METHODOLOGY AND RESEARCH FRAMEWORK

As mentioned, we wanted a comprehensive research approach (within budget limits) demonstrating its effectiveness as the campaign progressed. We wanted to uncover effects on all levels, not only the obvious recall and awareness measures, but also the more complex brand associations and commitment measures.

5.1 Methodology

The survey was carried out using the Internet for three qualitative reasons:

1. To begin with, the product has a name that is a little difficult for Norwegians, and so is not easily recognisable in for example a telephone interview. In a pilot study⁷ we did, Edmond Fallot had a brand awareness level of: 3% - CATI, 3% - CAWI with brand names in text, and 15% - CAWI with picture of brand logo/package.
2. We could show pictures of the different products in the mustard category, which is a situation more akin to the one the consumer meets in the shop.
3. We could present the campaign so as to obtain a better evaluation of its characteristics and contribution.

The survey was carried out before (base level), during and after the campaign was run. The sample was drawn from TNS Gallup's Internet panel: Gallup Forum. It is important to point out that all figures documented in the case study are *pure market effects*, which are what an advertiser cares about when everything's said and done. This means that we have not filtered the results on whether the respondent had read the newspaper(s) or not. That is, the results are more comparable with the results obtained from, for example tracking studies, than pure advertising recall tests in which we usually deal only with respondents who have read a particular edition of a newspaper.

⁵ Every full page ad had it's own mysterious and cunning detail that a reader would discover when looking at the ads.

⁶ Pay off: “The Devil Is In The Detail”.

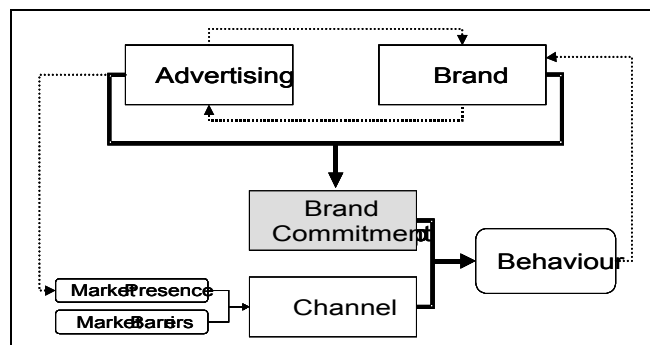
⁷ Pilot study with 100 respondents for each methodology concept considered.

5.1.1. Facts

- In total we did 2,330 interviews spread before, during and after the campaign period
- Conducted through the Internet
- Target Group: age 30-59
- The sample was randomly drawn from Gallup Forum - an access panel recruited through an establishment survey representative to the population.
- All results are weighted according to the population 30-59 years of age.
- All figures and results are pure market effects. No screening through OTS questions or similar measures has been made.

5.2 Framework

Documenting the effects of advertising and other marketing measures is becoming ever more important for advertisers and all other parties in the 'communications industry'. However, measuring effectiveness is often difficult because effects are not a one-dimensional term: the advertising effect is multidimensional and encountered on several levels. The Mustard-Case was therefore particularly challenging given the money and effort that were at stake. We had to make a thorough effort to document all chains of effects that arose in the wake of a newspaper campaign, right to the top of the effect pyramid⁸. We based our research methodology on the following effect framework:



The effect framework can be explained in simple terms, in that we start with 'behaviour'. When all is said and done, creating sales – both short-term and (preferably) long-term – is the final goal of all forms of marketing activities, including advertising. Sales are driven or influenced mostly by two factors:

1. Market presence and any barriers in the market
2. The brand – consumer relationship, expressed as brand commitment.

In theory, the stronger the relationship between the consumer and the brand are (commitment), the higher the 'share of wallet'⁹. The degree of commitment is thus a better measure of long-term return on advertising investment than short-term sales in the campaign period. TNS Conversion Model™ was used to measure the degree of commitment. Brand commitment is also driven primarily by two factors: 1) through advertising and communication efforts, and 2) through the consumer's knowledge and experience of the brand. The creative contribution was evaluated with the TNS AdEval™, whereas TNS Gallup 'Market Map' was used to demonstrate communication effects on the brand.

With the aid of these five boxes we will explain and document the effects of the Edmond Fallot campaign: an exciting task in which we measured the effects continuously throughout the campaign period. The results were presented to the Norwegian market in February 2005, finally revealing the secrets of this otherwise mysterious campaign...

⁸ The Effect Pyramid is used by TNS Gallup Norway to visualize different levels of effects. See also chapter 8 in this paper.

⁹ Hofmeyr & Rice, "Commitment-led marketing".

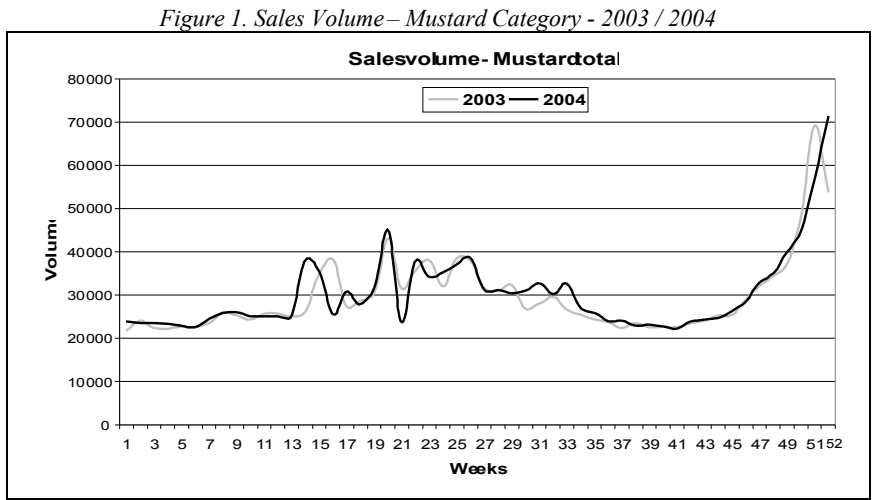
6. RESEARCH RESULTS

This chapter reveals the observed results of the campaign step by step according to the framework explained earlier. A look at the present market situation shows the competitive environment we were facing, and serves as a mean of isolating the effects solely to those of the campaign.

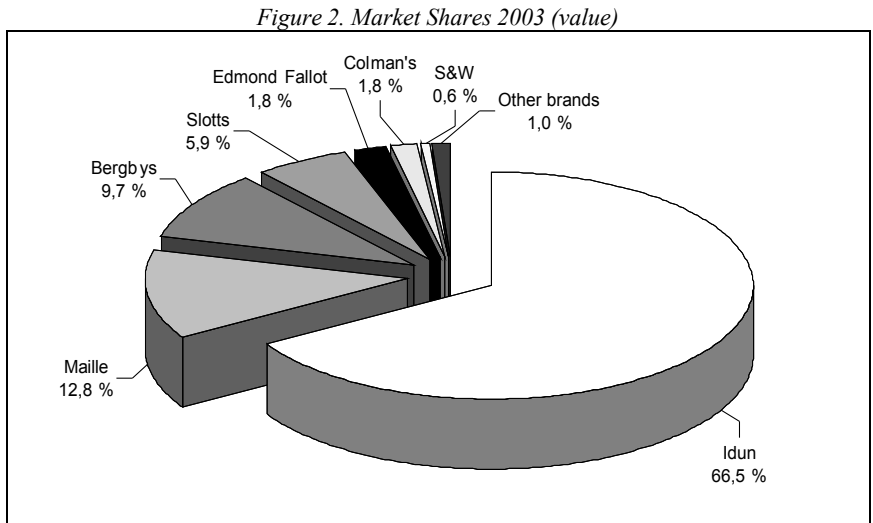
6.1 Market Presence and Barriers

If a campaign is to lead to increased sales or increased market shares, the brand must have a certain degree of distribution. In addition, the competitive rivalry between the various brands in the category represents a barrier. If we are to document pure advertising effects, we must check whether distribution, general market growth/decline or other factors are a contributory cause of the effect. In this case we could isolate the effects of media to newspapers alone since no other media was used.

The mustard category is a highly stable category, and there was no market growth between 2003 and 2004. In other words, the market is mature. Any sales growth for Edmond Fallot cannot, therefore, be explained by a general growth in the market. Mustard sales can be explained in terms of some obvious peaks in connection with festive days and holidays. We see higher sales in the summer months, related to the “hot-dog,- barbeque-season”, but to nobody’s surprise the high season for mustard is nevertheless Christmas and New Year.



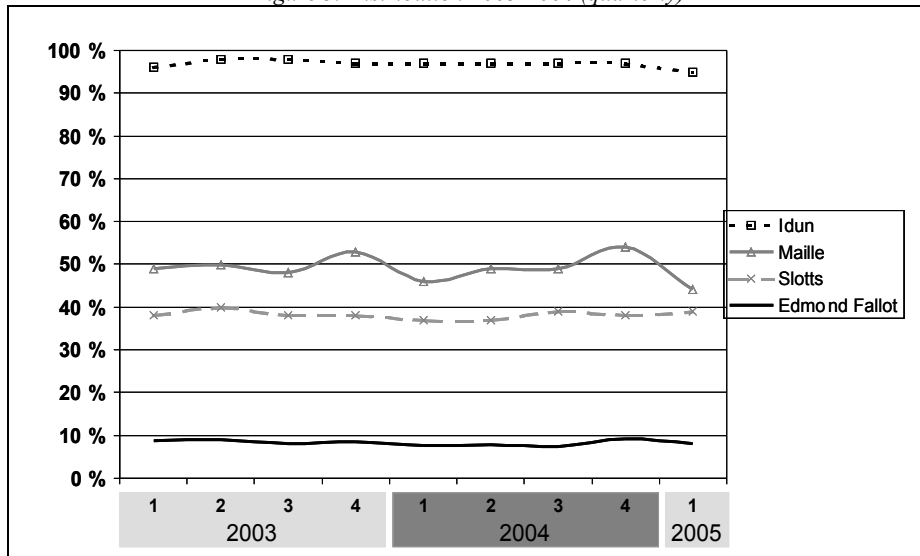
Looking at market shares, the brand Idun totally dominated the mustard category, with a market share as high as 66.5%. Edmond Fallot’s market share was a pathetic 1.8% of the total market, and has been stable in the last few years. Edmond Fallot and Maille are the only Dijon mustards in our chart; in contrast, Maille has a market share of 12.8%, making it the second-biggest brand in all. That Maille was so big showed - thankfully - that there was a certain potential for Dijon mustard in Norway.



The category are characterised by exceptionally stable distribution conditions as well, which also provide an explanation of the brands market shares. Edmond Fallot has had a stable distribution of just below 10% both in 2003 and in 2004. It was approximately the same for the fourth quarters of 2003 and 2004, hence ruling out increased distribution, as an influence on any increase in sales during the campaign period. Otherwise we see that Idun is present in practically all shops, whereas Maille (the main competitor) has a distribution of around 50%. We also note that in both 2003 and 2004 Maille had a marked seasonal

upswing in its distribution in the fourth quarter, implying a competitive advantage for Maille in the period the campaign was run.

Figure 3. Distribution 2003-2004 (quarterly)

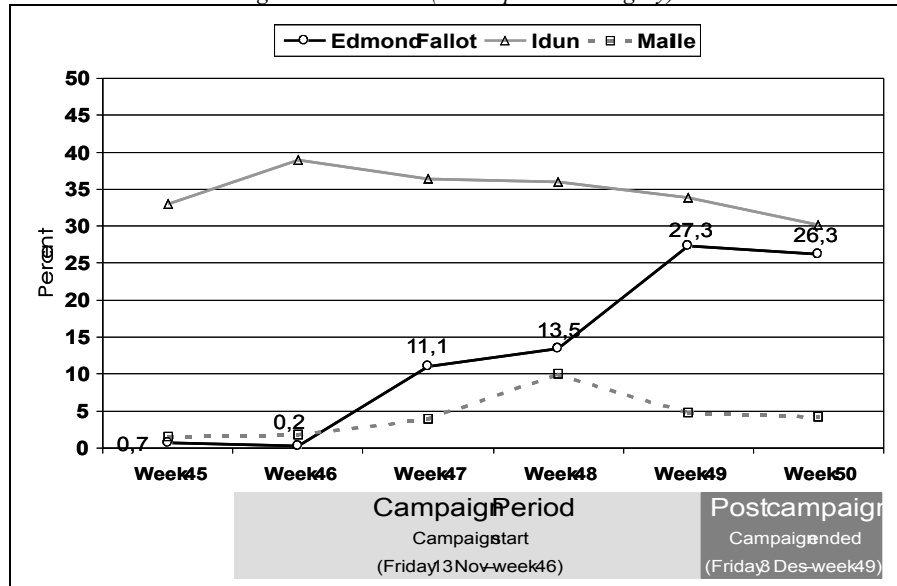


6.2 Ad Effects

The impact of the creative contribution was evaluated firstly by what *recall* and *recognition* levels the campaign achieved in the target group, and secondly the degree to which it managed to *involve* and *motivate* the target group

Ad recall¹⁰ is a measure of perceived visibility in the market. This is nicely illustrated by the fact that Idun, without having advertised for a long time, had an ad recall in Week 45 of 33%¹¹. This must be due exclusively to Idun’s strong and dominant position on the market. Ad recall for other brands was marginal, but the relative levels between the brands can be related to the brand awareness levels at the corresponding point in time.

Figure 4. Ad Recall (within product category)



As figure 4 shows, the ad recall for Edmond Fallot increases throughout the campaign period to 26-27% in the week after the campaign ended. We know this to be exclusively due to the campaign. An interesting point is that in the beginning, it looks as if the campaign is promoting recall for Maille as well. People have not yet managed to distinguish these two Dijon brands from one another. When the campaign begins to consolidate in week 48-49, ad recall for Edmond Fallot increases sharply while Maille drops. This is an indication that Edmond Fallot is beginning to establish itself in people’s minds and that it is

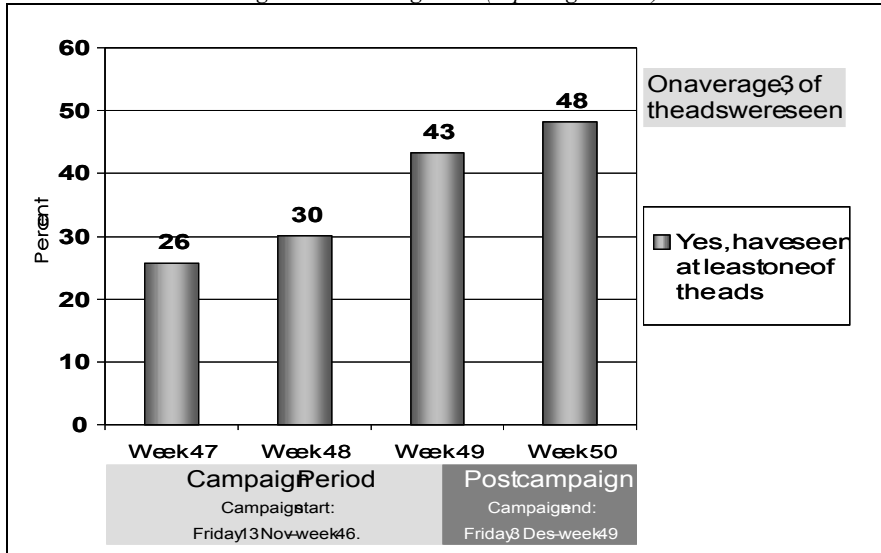
¹⁰ Ad recall was ascertained by showing pictures of the various brands with logos, asking the question “Which of the following brands of mustard have you seen advertising for recently?”

¹¹ Ad recall is – in our belief – often misinterpreted as a proof of advertising effectiveness. Combined with the fact that ad recall figures can be generally misleading, this should be of more concern to the newspapers, as TV advertising is believed to gain higher ad recall levels than other media channels.

differentiating itself from its main competitor, Maille.

When, in the next phase, we expose the campaign¹², nearly half of the sample can remember having seen one or more of the advertisements in the campaign. On average they have seen three of the advertisements. *Ad recognition* has increases steadily throughout the campaign, rising from 26% in the first campaign week to 48% in the week after the campaign. This corresponds to an increase of 85% through the campaign period.

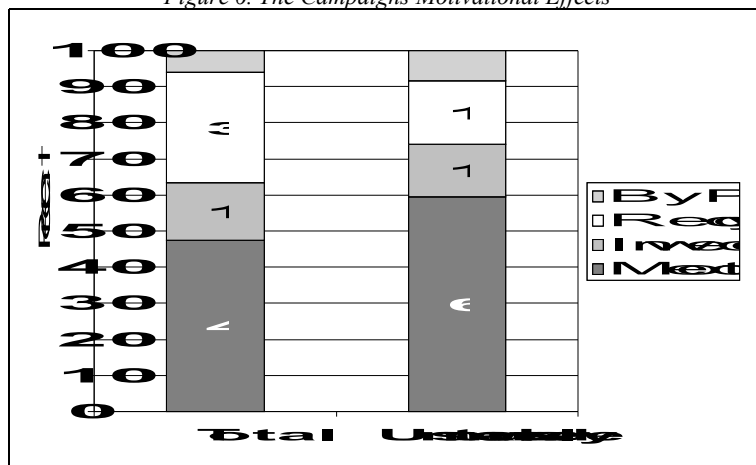
Figure 5. Ad Recognition (exposing the ads)



Measuring ad recall or recognition for a campaign is by no means a guarantee of effect. It is much more important that the target group is *involved* and *motivated*. In principle, therefore, a campaign with low recognition can be more effective than a campaign with much higher recognition. TNS AdEval™¹³ was used to go beyond advertising recognition, by focusing on the *involvement* and *motivational* effects of the campaign.

The measures *recognition*, *involvement* and *motivation* build on one another. Recognition is the point of departure for getting involved in the ad. Involvement is about how the creative idea/messages involve the audience, and implies that either what is communicated or how it is communicated is found to be relevant, interesting and worth seeing again. Involvement is a precondition for motivation. When an ad is able to create motivation, this means that the ad ‘hits’ the target group and builds, strengthens or reinforces the brand - consumer relationship. This was, of course, a clear objective of the campaign.

Figure 6. The Campaigns Motivational Effects

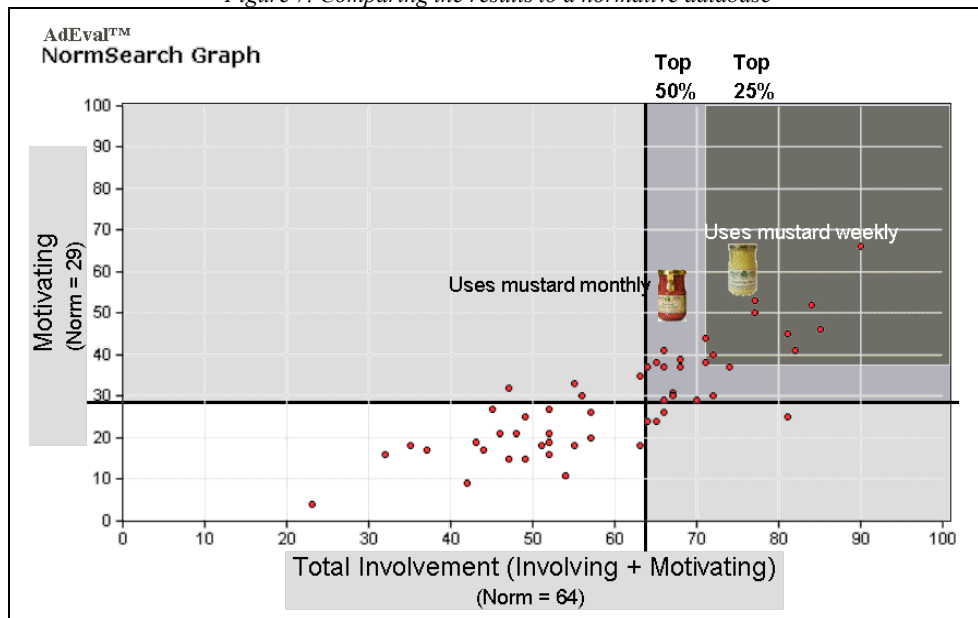


¹² Ad recognition was asked at the very end of the questionnaire, thus it does not have any impact on other measures in the study. The question was phrased: "Have you seen one or several of these ads that have been run in the newspapers recently?"

¹³ TNS AdEval™ is one of the world’s leading advertising test systems.

The Edmond Fallot campaign achieves a motivational score of 48% among the total sample (see figure 6). Compared to the AdEval™ normative database¹⁴, this score places the campaign right at the top level of measured ads. We know, however, that advertising works at its very best in relation to persons who are ‘in the market’ for a particular product. In this case users of mustard represent such a target group. It is therefore not surprising that the degree of motivation rises with how often people use mustard. For those who use mustard weekly, the degree of motivation rises as high as 60%. If we compare with the AdEval™ normative database, the campaign rates among the top 10% scoring ads. This also applies if we compare with the degree of motivation observed for TV ads!

Figure 7. Comparing the results to a normative database



Note: The two mustard glasses represent a plot of the scores for the Edmond Fallot campaign, whereas the dark dots represent values of other comparable test results.

6.3 EFFECT ON THE BRAND

Building brands is a continuous and long-term process, but also a relatively logical one. Central measurement parameters being awareness, trial, preference and associations related to the brand.

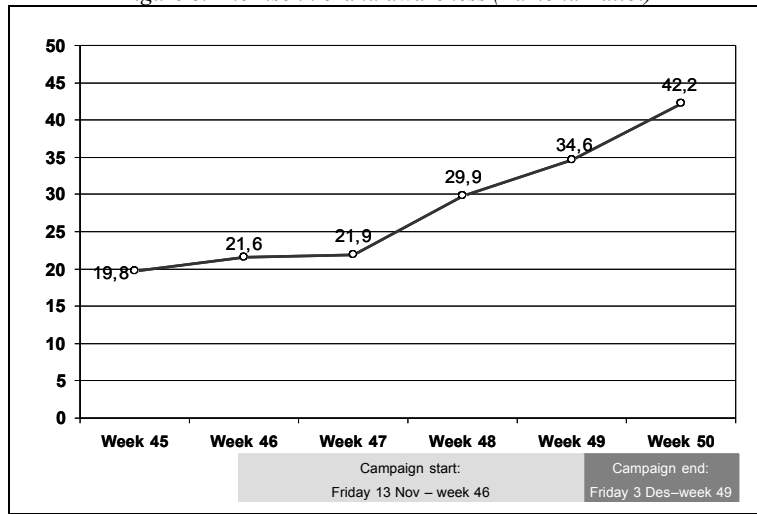
6.3.1 The rise in brand awareness

If a product is to succeed in the market, people must be aware of it. In the week before the campaign started, Edmond Fallot had a measured brand awareness¹⁵ of 19.8%. In the course of the campaign period this rose to 42.2%! The development of brand knowledge comes naturally from the increase in ad recall and recognition. For the competitor brands, the levels of awareness were entirely stable, and no other brands could be said to have ‘rode on the coattails’ of the Edmond Fallot campaign.

¹⁴ 58 tests, food category, Scandinavia, print ads, existing product.

¹⁵ Question phrase: “Which of the following brands (picture shown) of mustard do you know or have heard of?”

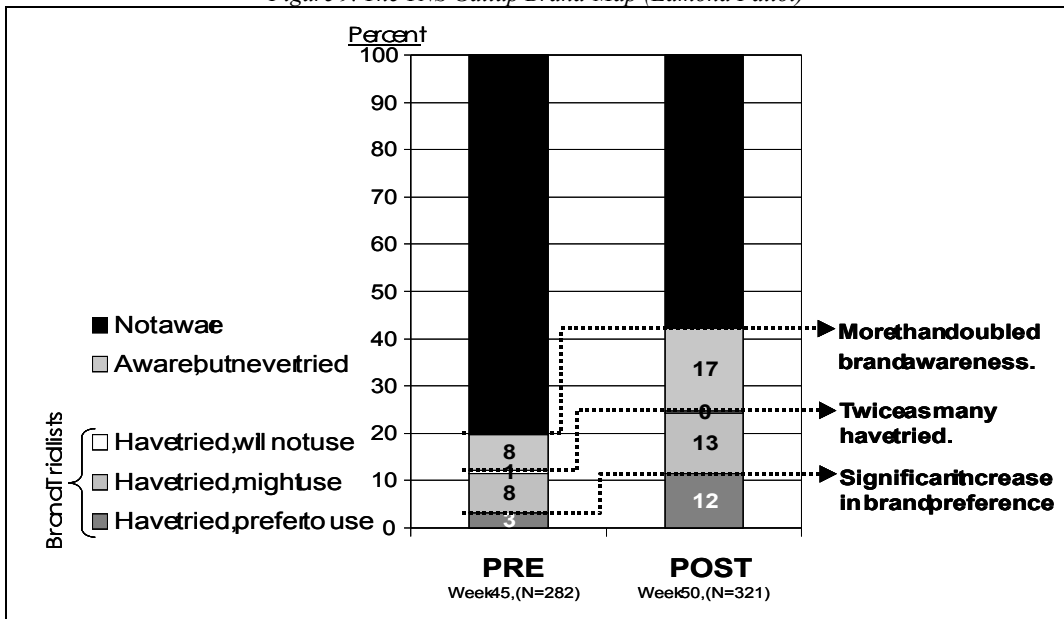
Figure 8. The rise in brand awareness (Edmond Fallot)



6.3.2. Brand trial and preference

The TNS Gallup Brand-Map is familiar to most people working in market communication and brand building in Norway. The market map provides an excellent summary of the effects that have taken place and the figure probably speaks for itself.

Figure 9. The TNS Gallup Brand-Map (Edmond Fallot)



The campaign has not only more than doubled awareness, but also led twice as many people to try the brand during the campaign period. The significant increase in preference from 3% to 12% shows that the campaign has done its share of the job; it has created interest and expectations, and the product has delivered in accordance with these expectations.

6.3.3. Brand position and associations

A key element in all marketing is to give the brand a unique position in the market. In practice, this means attaching a set of associations to the brand that are not necessarily related to the actual and functional qualities of the product itself. Remembering that one of the main aims of the project was to prove newspaper advertising’s brand building capabilities, the campaign was created to give Edmond Fallot a clearer position in the market. Through form and content it aimed to make the brand more unique and modern (related to modern cookery). The results clearly show that the campaign succeeded in this task. From being in a position with practically no strong associations before the campaign (see figure 10), Edmond Fallots position after the campaign (see figure 11) is closely related to *unique, cool, creative, glamorous* and *trendy*.

Figure 10. Brand personality map (PRE campaign)

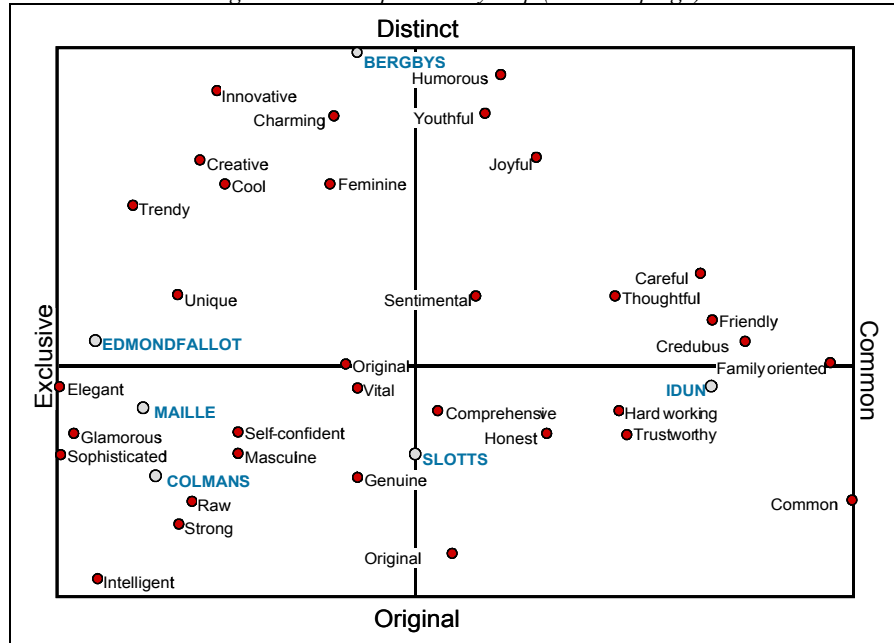
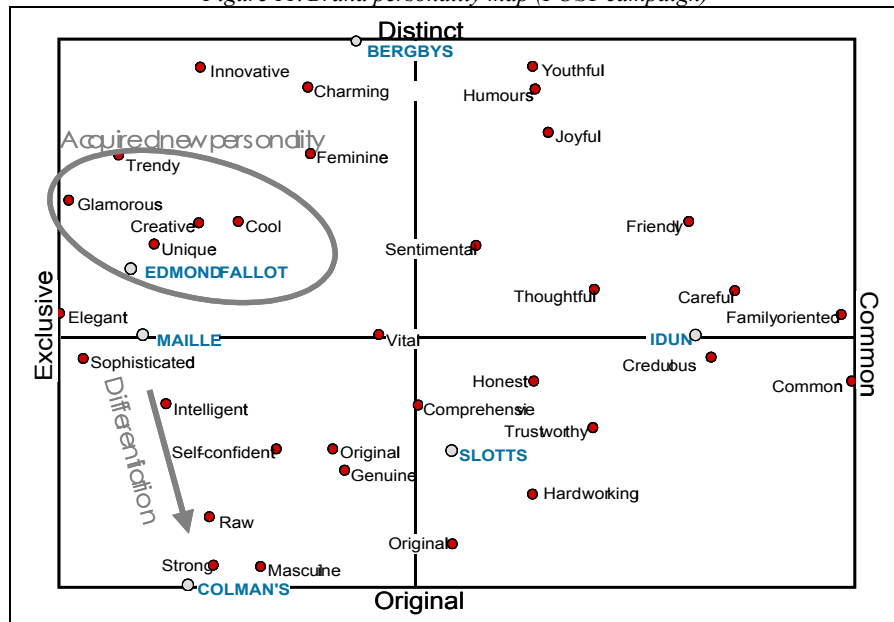


Figure 11. Brand personality map (POST campaign)



Note in particular that the association with glamorous undergoes a major movement in the map. Glamorous used to be very closely associated to Maille, but is now close to Edmond Fallot. Can we perhaps re-define ‘glamorous’ as “a little better than other mustards”...?

One other important observation is that there has quite clearly been an underlining of the difference between Dijon mustard and the British Coleman’s – a difference that was not particularly well understood before the campaign if we look at the map.

6.4 BRAND COMMITMENT, AND THE BRAND - CONSUMER RELATIONSHIP

It is indubitable that advertising initiatives, in-store activities, price reductions etc. can affect the short-term sales of a product. Measuring the relation between the branded and consumers is a longer-term goal. The TNS Conversion Model™ measures the brand-consumer relationship in terms of *brand commitment*. The Conversion Model™ first distinguishes between users and non-users of a brand. It then segments the users in accordance with how strong their commitment is, and non-users by how available they are to use the brand.

Figures 12 and 13 show the results¹⁶ of what was considered the final research objective.

Figure 12. Conversion Line - Edmond Fallot (PRE campaign)

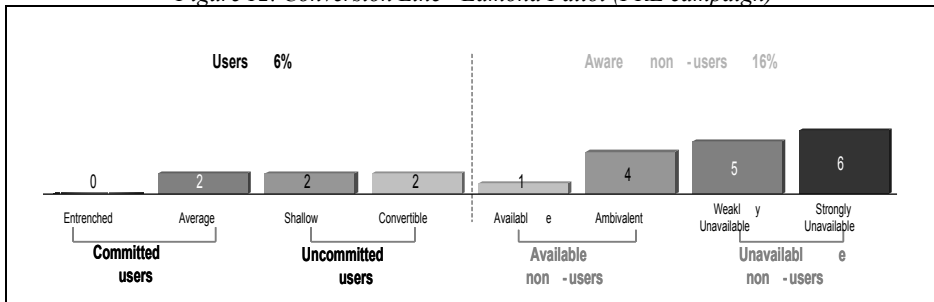
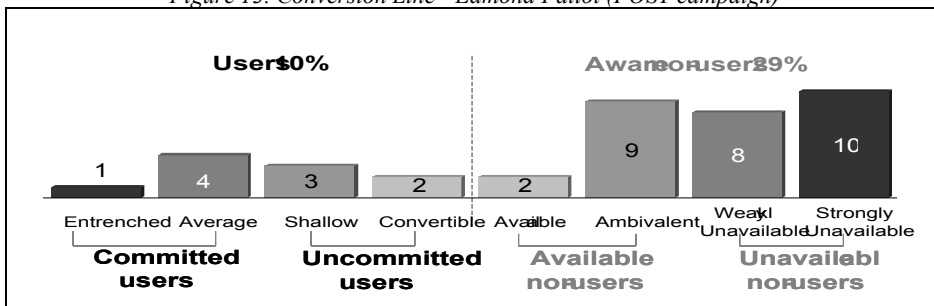


Figure 13. Conversion Line - Edmond Fallot (POST campaign)



The number of Edmond Fallot users (those who use regularly or occasionally) increased from 6% to 10% during the campaign period. At the same time the number of committed users increased from 2 to 5%. On the other hand, available non-users increased from 5% to 11%. Knowing that the discipline of brand building is a long-term strategy that craves consistency and investment over a long time period, these results were considered a significant contribution not only in statistical terms¹⁷.

The changes for Edmond Fallot may be described as a journey in which increased attractiveness in the market is first achieved by getting more available non-users. These are then converted into more users and ultimately lead to higher degree of commitment. That is, a number of logical connections (or reactions) are described in the theory, but are not guaranteed for all advertising efforts.

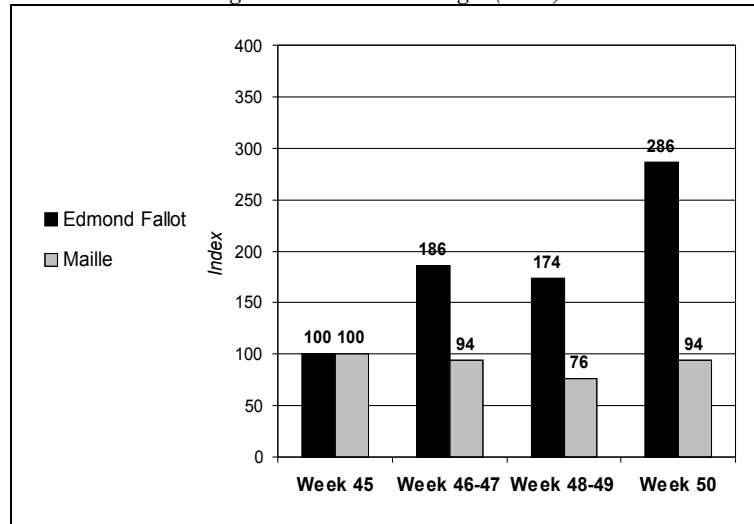
¹⁶ Sample sizes: pre campaign study = 674, post campaign study = 824

¹⁷ All major commented changes are significant at 95% level.

6.5 BEHAVIOURALEFFECTS

The first behavioural effect, which we can also compare with the main competitor, is which brand consumers claim to have bought last time¹⁸ they bought mustard. Figure 14 clearly demonstrates that while Maille remains stable or declines compared to the reference week (45), Edmond Fallot shows an impressive increase in claims.

Figure 14. Brand last bought (index)

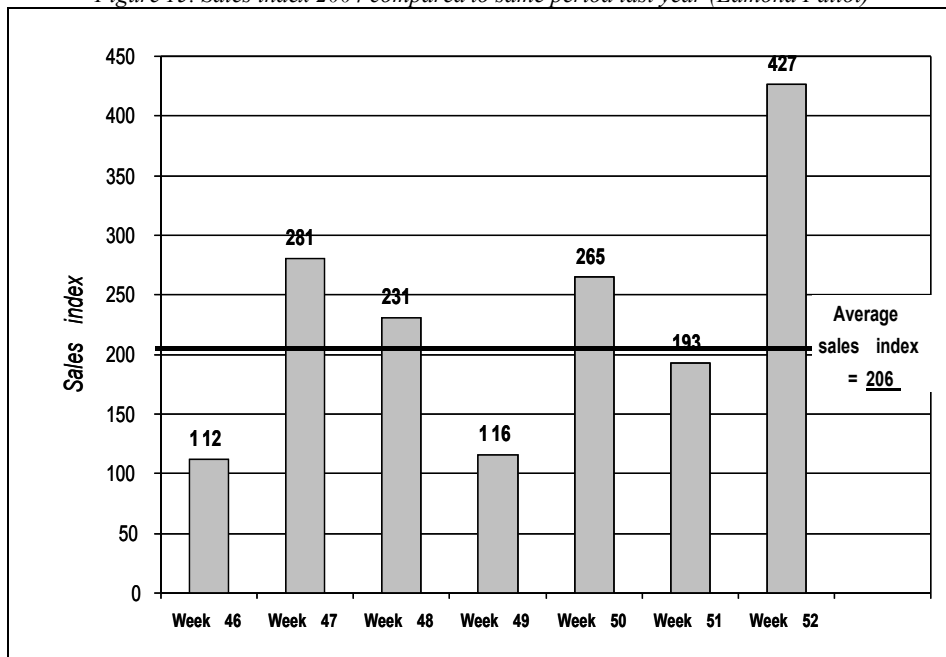


Week 45 N=282, Week 46-47 N=646, Week 48-49 N=746, Week 50 N=321.

6.5.1 Sales

Up to now we have documented a number of consumer related effects that should also indicate an increase in sales. And yes, not only have we proved significant increases in key brand measures and demonstrated the motivational strength of the campaign, we can also reveal real effects in the market place. Compared to 2003, the campaign contributes to a major increase in sales¹⁹ of all variants in the Edmond Fallot range of mustards. Figures from Oluf Lorentzen reported that overall sales more than doubled in the campaign period of 2004 compared to the same period in 2003. Overall in the period (Weeks 46-52) they pointed to an average sales index of a stupendous 206. The peak comes in Week 52, with a sales index of 427. Sales in Week 49, with an index of 116, may be explained by the time lag between shelves being emptied until they were filled up again.

Figure 15. Sales index 2004 compared to same period last year (Edmond Fallot)



¹⁸ Question phrase: "Which brand of mustard did you buy last time you bought mustard?"

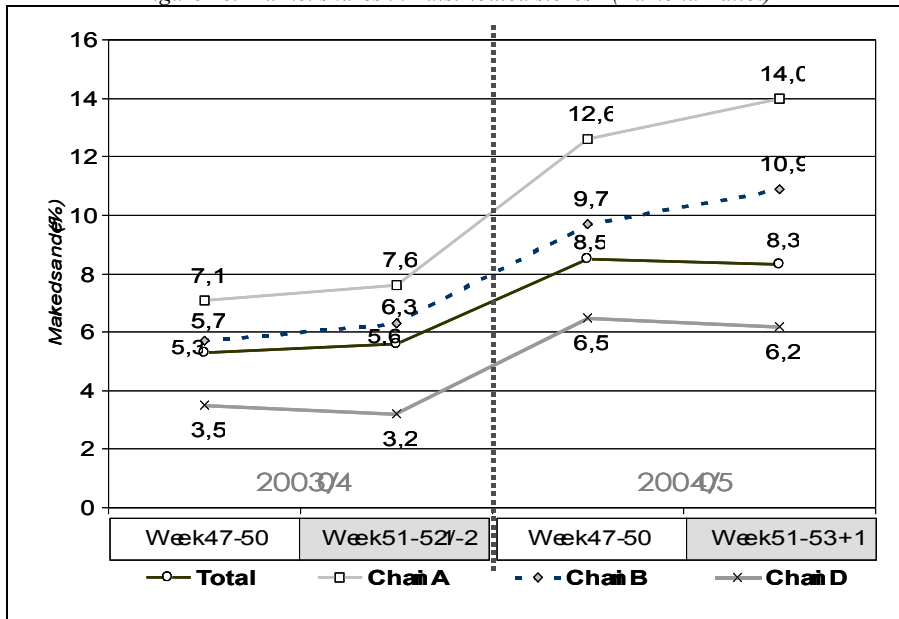
¹⁹ Source: Oluf Lorentzen sales figures

6.5.2 Market shares

Given the distribution level below 10%, Edmond Fallot had little chance of taking a large slice of the total market pie, simply because it was not present in 90% of the shops in the market! The relevant measure of changes in market shares is therefore obtained by looking at market shares in the shops where Edmond Fallot was present. This market share figures is expressed as “Market share in distributed shops”²⁰.

In comparison with corresponding periods in 2003, Edmond Fallot has increased his overall market share from 5.3% to 8.5% in the first period (campaign period), and from 5.6% to 8.3% in the second period (the first four weeks after the campaign). In the campaign period this indicates an increase in market share of 60%. The development in market shares has a very clear correlation with which shop chains we are looking at. Not surprisingly, Edmond Fallot has the highest market share in Chain A – an up-market chain with a broad range of products on the shelves. The increase in market share is also higher in Chain A than in the total market.

Figure 16. Market shares in “distributed stores” (Edmond Fallot)



Note: 4-week periods 2004/2005 compared to previous year”

Not only did the campaign double the sales of the brand, it also influenced the consumers to choose Edmond Fallot in favour of its nearest competitors, hence increasing the market shares.

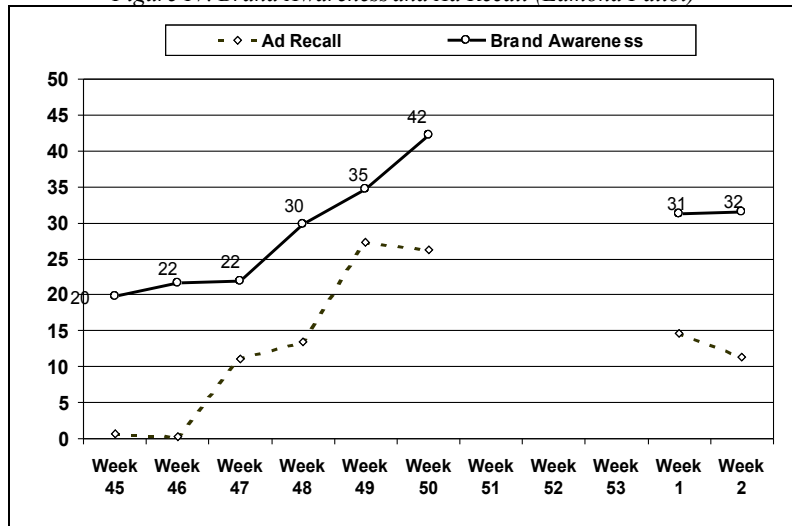
²⁰ Source: ACNielsen. Distributed stores = stores where Edmond Fallot was present.

7. POST CAMPAIGN ADDITIONAL RESEARCH

During the campaign – concurrent with looking at the results of the research– we decided to undertake an additional but smaller survey, about four weeks after the end of the campaign. This was to see how the results developed afterwards. We concentrated on measuring on three levels: 1) brand awareness and ad recall, 2) brand commitment, and 3) sales.

Ad recall in January 2005 naturally enough declined. The campaign was over, and slowly leaked out of people’s minds. In week 1 ad recall was at 15% and in week 2 it was 11%.

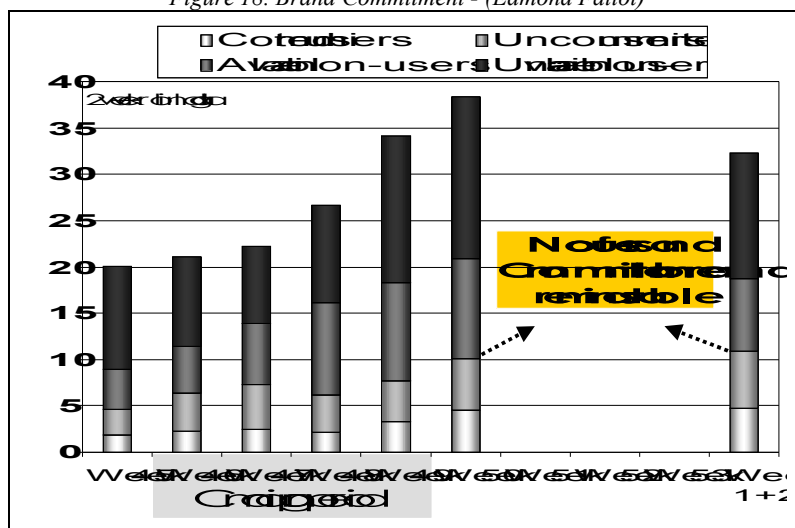
Figure 17. Brand Awareness and Ad Recall (Edmond Fallot)



Brand awareness also retreated. This is also natural, since one of advertising’s most important tasks, particularly in relation to the fast-moving consumer goods market, is to maintain the salience of the product in the consumers’ mind. Awareness probably sinks in the segment of the consumers that do not have a close enough relationship to the mustard category in general and Edmond Fallot in particular. What is more important, however, is that brand awareness has stabilised at a higher level than before the campaign. Brand awareness is now running at 31-32%, a level midway between the starting point and the peak.

As ad recall and brand awareness declined, many could be deceived into thinking that the advertising campaign was not effective, at any rate not long-term. The measure of brand commitment is a deeper and more long-term measure than recall and knowledge, which are more sensitive to changes in advertising input.

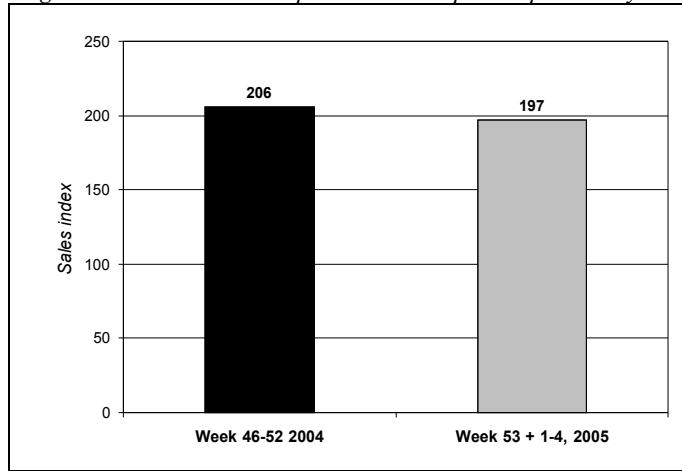
Figure 18. Brand Commitment - (Edmond Fallot)



The Conversion Model™ shows that both the number of users and their degree of commitment stayed on the same level in January 2005 compared with Week 50 in 2004. Extreme optimists – and pedants – might even claim that it had risen, but we’ll ignore that here. The fact that the level is maintained around four weeks after the end of the campaign indicates that the campaign has an effect far beyond ad recall and brand awareness: namely a strengthened relationship between Edmond Fallot and the consumer. For a marketer, this is of inestimable importance.

The sales results also showed positive signs as we entered the New Year. Sales in the first five weeks of 2005 (including week 53) show a sales index of 197 compared with the same period of the preceding year. In comparison, the sales index for weeks 46-52 (the campaign period) was 206.

Figure 19. Sales index compared to same period previous year



8. CONCLUSION & SUMMARY

The effect pyramid (figure 20) is a good illustration of the effects achieved by the campaign. In addition, it is also a good illustration of the fact that the higher up the pyramid one climbs; the harder it is to achieve effects - that is, it takes longer. That is why brand building is a long-term process in which continuity and strategy are crucial. For that reason, the effectiveness of advertising should not only be measured on short-term sales results. The Mustard-Case has been a good demonstration of the fact that newspapers are an advertising vehicle that are suited to increase sales as well as strengthening a brands position! We can therefore conclude that this campaign in newspapers alone has led to the following:

“A campaign with a strong motivating effect increases sales at the same time as the brand is built through increased knowledge and preference, which makes for a clear and strengthened market position. Via a significantly strengthened degree of commitment, the campaign has laid the foundations for a long-term relationship between consumer and branded good. No other factors or market activities appear to have contributed to the documented effects.”

In other words: local and regional newspapers work excellently both to build brands and increase sales!

Figure 20. Summary of Results – The Effect Pyramid

