

TITLE OF CASE
STUDY:

Toda Para La Familia

The case study can not exceed 5 written pages in 11 point font. The case study should explain the business opportunity and objectives, the research story behind campaign development, a description of the campaign, and proof of business results (please see Entry Kit for more details). *Proprietary data can be disguised. Winners are able to submit an alternate version of the case study excluding sensitive information for use in public communications.*

Business Opportunity and Objectives

How an iconic American brand can win with the fastest growing market in America today.

Cheerios is one of the most well-known, iconic American brands. In fact, it is the sales leader among hundreds of cereal brands. However, we realized that we needed to adapt our message to reach out and acknowledge the changing face of American families. For many families Spanish is their first language. We recognized that US Hispanics uphold their traditions while also embracing American culture, lifestyle and - products. The time had come that our brand speak to this important and growing market segment with a message that reflected their lives to win our fair share.

Strategic Challenge:

Winning the minds of Hispanics:

- Positive testing scores among Hispanics for recall, attention and brand linkage
- Evidence of the ad as a key volume driver among Hispanics within General Mills
 - Positive testing scores in comparison to other Cheerios ads
 - Increase in volume for Cheerios among Hispanics

Research Story

Toda Para La Familia

The Cheerios brand equity is Nuturing. We set out to learn how Hispanic moms nurture their families. We felt that the best way to gain this learning was to be by her side when she was nurturing her family. We conducted Ethnographies in Los Angeles, Chicago, New York City and Miami. We spent time with her in her home, while she prepared her family meals, special family occasions (Communions, Qunceneras, Mother's Day) park

activities, grocery shopping and eating out at restaurants.

What we learned is that she is actively pursuing balanced nutrition for her family. She manages a balancing act that is similar to but more complex than today's mainstream mom. Like most moms, she holds family above all else and is also driven to pass on the heritage, language and traditions that are so important to her. Many of the themes for Cheerios are also relevant to this target, and we leveraged these learnings to connect with what's important to her:

- Family is the center of her being
 - Mothers are revered
- Physical affection is always present
 - Dependence is encouraged
 - Nutrition is a key concern

The Cheerios long-standing campaign depicts intimate one-on-one parent-child situations. In order to dimensionalize Latino nurturing we focused on bringing the family together. And we wanted to be sure to continue to leverage the authenticity and simplicity of Cheerios.

The idea is all about depicting REAL Hispanic family moments and embracing a morning in a Latino household. Learning from qualifying the campaign among general market moms we learned that this was a very aspirational moment.

The spot also had to deliver our rational heart health message through the language that “the same cereal that's good for your heart is the same cereal that's good for your child, good for the whole family”.

Campaign Idea

Remember the Littlest Hero

The ad focuses on family, and no one is more beloved than the baby, the ultimate Latino symbol of nurturing. The essence of the idea is captured when the nurturing mother suddenly recognizes the baby's desire for the cereal and instinctively prepares him a bowl. The entire family is all brought together in a simple, special moment because of Cheerios. Even amongst the chaos of a busy family breakfast, the Mom still takes care of the "little hero".

In an effort to depict a real, authentic moment, the ad was shot in Mexico City. The breakfast takes place in a setting that mimics a real Latin home amongst typical breakfast foods such as fresh fruit and tortillas with Cheerios as a key component, integral to the story.

We cast Latin actors that engaged in typical spirited bilingual chatter. Much of the dialogue was spontaneous and was of the actors naturally conversing. It was important to us that this moment was captured in a real way.

We developed two versions – one in English (with bilingual conversation) and one in Spanish. But we stepped into the unknown with bold confidence that this was the most relevant way to reach this new market. The spot ran in three ways:

All-Spanish spot on Univision September 2005 – March 2006

Bilingual spot on national general market television: September -December 2005

Bilingual spot then ran January - April in 9 markets only strategically based on the top Hispanic populated cities in the US: Los Angeles, New York, Dallas, San Antonio, Miami, Chicago, Houston, Phoenix and McAllen, TX.

Business Results

Outstanding testing for recall, attention and brand linkage

According to ASI testing, Family (bilingual version) scored exceptionally well for recall, attention and linkage, and recall was especially strong among English-speaking bilingual Hispanics.

ASI Results

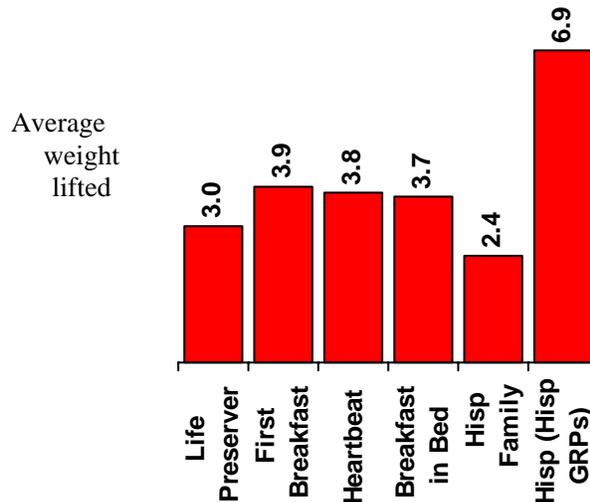
“Family” :30 Bilingual

	Total Sample	English Speaking Hispanic Women
	<i>Ipsos-ASI</i> <i>:30 Food</i> <i>Products</i>	
Base: Total Respondents	<i>Family</i> (:30 Rgh.) [A] (253) % <i>Nom</i>	<i>Family</i> (:30 Rgh.) [D] (109) %
Related Recall score	43* <i>25</i>	51
Measured Attention	50* <i>42</i>	61
Brand Linkage	85* <i>60</i>	84

Source: Ipsos ASI

Superior advertising for the company

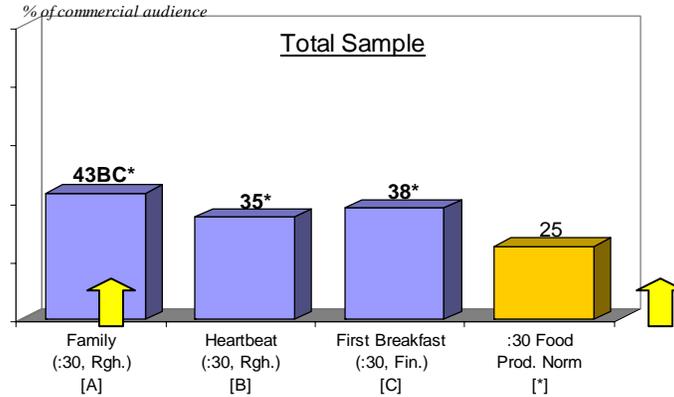
The Spanish language version of “Family” had the highest volume lifts with of any Cheerios ad in the last 7-8 fiscal years



Source: Big G Marketing Mix Results, General Mills proprietary research

Exceptional recall scores

Family (bilingual version) achieves the highest recall score for Yellow Box Cheerios ads tested with ASI to date and also scores within the top 5 of all Big G ads tested.

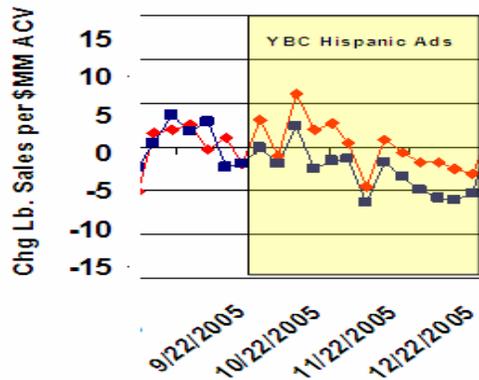


Source: Ipsos ASI

Increase in volume in the US for Cheerios

After 13 weeks on air, the Yellow Box Cheerios Hispanic advertising campaign for Family (bilingual version) showed an increase in volume in key Hispanic markets: San Diego, Los Angeles, New York, Sacramento and Denver.

**Total GMI Yellow Box Cheerios
% Change in Lb. Sales per \$MM ACV
Total US. Food - Hispanic vs. Non-Hispanic**



—◆— TOTAL US - HISPANIC - FOOD —■— TOTAL US - NON HISPANIC - FOOD

Source: ACNielsen Target Track™, General Mills proprietary research