

TITLE OF CASE STUDY: Pampers Splashers Launch

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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**

Once upon a time, when a mom brought her baby swimming, she had two options for containing any accidental messes that might occur. The first was to clothe her baby in uncomfortable, rubber-lined swim pants. The second was to use disposable diapers, which would swell up and eventually fall apart in the water. Neither was a particularly appealing option for any mom hoping to enjoy a day in the water with her child.

Huggies set out to tackle this problem in 1998 with the launch of Little Swimmers, the first disposable swimpant. By providing a viable solution for a dilemma common to many moms, Huggies Little Swimmers became an instant success. And with only private-label swim pants available to challenge Little Swimmers, Huggies held 97% of the disposable swimpant market<sup>1</sup>.

In 2005, Pampers saw an opportunity and decided to bring a competitive product, Pampers Splashers, into the market. But Pampers knew this wouldn't be easy. Huggies had strong market leadership in the disposable pants category and in the swimpants sub-category. From experience in the pull-on pants category<sup>2</sup>, Pampers knew that it was hard to win in a niche Huggies had owned for some time. If Pampers was to launch Splashers, the brand would need to create awareness in a way that would make the new product feel distinctive from Huggies Little Swimmers.

Our communications objectives for the 2006 launch of Pampers Splashers were as follows:

- a) AWARENESS: Reach 18% awareness among moms of babies
- b) SHARE: Gain 20% share of the swimpants disposable pant category segment
- c) SALES: Make net outside sales of \$8.8 million

With a comparatively small budget for a national packaged good launch, we took on the challenge and set out to achieve the stated objectives.

## **RESEARCH STORY**

We knew that we were talking to moms – the primary purchaser of diapers, training pants and swimpants. So we started by conducting an online study to better understand the habits and practices around swimming and the disposable swimpant category. In total, this survey encompassed 874 moms with babies 6 – 48 months who used disposable diapers or training pants.

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<sup>1</sup> Source: P&G Habits & Practices 2005

<sup>2</sup> Source: AC Nielson FD+

This research showed us that our audience was extremely broad. 91% of these moms had taken their babies swimming<sup>3</sup>. 80% of them also claim to have ever used disposable swimpants, with almost all purchasing Huggies Little Swimmers at one point<sup>4</sup>. We also discovered two barriers of growth for the swim pant category. First, of the moms who did use disposable swimpants, 30% didn't use them every time they went swimming. Secondly, of those didn't use disposable swimpants, only 34% of them believed that swim pants would make caring for their babies easier, compared to 79% of those who purchased Huggies Little Swimmers.

Another significant finding was that Huggies owned the only compelling product attribute for moms. Huggies had been advertising Little Swimmers as the swim pant which wouldn't swell up in water like disposable diapers. In this research, "won't swell up in water" proved to be the key driver of persuasion for moms who used disposable swim pants<sup>5</sup>.

Our learnings showed us that we needed to communicate a message that would be persuasive to a wide range of moms who took their babies swimming. We had to speak to our audience in a way that felt different than Huggies Little Swimmers and authentic to why people used swim pants. And we had to talk about swim pants in a way that made sense to both moms who used them, those who used them infrequently and those who didn't use them at all.

We began framing our research through the lens of the current Pampers campaign. In North America since 2003, our overall campaign idea for Pampers has been "when you experience the world as a baby grows and develops, you see how to make it better." We wanted this idea—something moms already knew and believed about Pampers—to come through in our communication of this new product.

So we explored further, to better understand our target's emotional connections so we could figure out why swim pants that "won't swell up in water" were so compelling for moms. We knew that if we could show our mom how her baby would benefit from using Splashers, we could connect with her. This made us take a look at the primary needs of the ultimate consumer—the baby.

This meant spending a lot of time with babies—specifically, those babies who were swimming and their moms who were giving them the experience. Our qualitative research led us to places like the YMCA, where we spent time talking with these moms and observing their interactions with their babies in the water<sup>6</sup>. We complemented those findings with secondary research on babies and swimming, by reading books and articles on what experts in the field knew about the subject<sup>7</sup>. And, upon more time spent reading, thinking about, and spending with babies in the water, we came to two conclusions<sup>8</sup>.

- 1) Babies spend a lot of time being restrained. We belt them into strollers and car seats, trap them behind the bars of their cribs and lock them into high chairs. To be fair, we restrain them for their own safety. But it's a real truth.

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<sup>3</sup> Swimming is broadly defined, encompassing everything from sprinklers and wading pools to lakes and resorts.

<sup>4</sup> Source: P&G Swim pants Habits & Practices 2005

<sup>5</sup> Sources: P&G Swim pants Habits & Practices 2005, P&G YMCA Swim pant research, P&G Proprietary Consumer Research

<sup>6</sup> Source: P&G YMCA Swim pant research

<sup>7</sup> Primary sources: Kathy and Rob McKay, *Learn to Swim* (New York: DK Adult, 2005); Françoise Freedman, *Water Babies* (New York: Southwater, 2004); Austswim, *Teaching Infant and Preschool Aquatics* (Sydney: Human Kinetics Publishers, 2000)

<sup>8</sup> Source: Agency Proprietary Qualitative Research

- 2) Immersion in water gives babies freedom of movement. Water is a wonderland for a baby. It's caressing and stimulating to a baby's skin, and its buoyancy is like an invisible helping hand. Being in water is like being in zero gravity, allowing for freedom of movement that doesn't exist on dry land. Swimming in the water becomes the only time a baby who learns to swim (but can't yet walk) can move completely independently.

We began to understand the freeing nature of swimming. By containing any accidental waste, swimpants prevent any interruptions from swimming. And if a product doesn't "swell up in water" – if it can actually help babies move more easily, then they can become truly free in the swimming experience. This was a message that could resonate with moms who took their babies swimming, one that drove to the very emotional core and rationale of the swimming experience.

Our research led us to the campaign idea—Pampers Splashers gives babies the freedom to make a splash.

## **THE CAMPAIGN**

Our communication idea was to bring out the emotional elements of "freedom to make a splash" by dramatizing the restraints placed on a baby on any given day, contrasted by the special freedom that Pampers Splashers gives him in the water.

One learning from the quantitative online research was that television and in-store were the most important ways for moms to learn about swimpants. Of moms who had used swimpants, 46% learned of them from television while 44% of them learned in-store. This is compared to 24% who said they'd heard of swimpants from friends or relatives<sup>9</sup>. Therefore, two focal points of the campaign were television spots and in-store displays.

- Our :30 television spot utilized Gene Autry's "Don't Fence Me In" as the thematic backdrop of music for the campaign.
- In the stores, end-aisle displays were utilized to draw attention to the new product offering. And floor graphics highlighted the compelling product attribute (won't swell up in water), in the context of a fun, splashy visual.

While television and in-store displays were the vital parts of the campaign, we also brought our idea of "freedom to make a splash" to life holistically, with direct to consumer mailings, coupons, and interactive online elements.

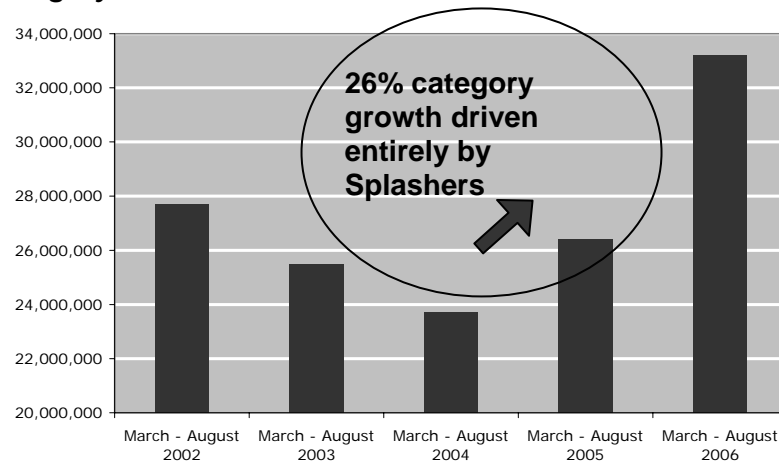
## **BUSINESS RESULTS**

What happened next far exceeded anyone's expectations for the Pampers Splashers launch.

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<sup>9</sup> Source: P&G Swimpants Habits & Practices 2005

## Swim Season Category Dollar Sales<sup>10</sup>



### Objective #1: AWARENESS (Reach 18% awareness among moms of babies)

- Met and more than doubled delivery on awareness goal—with 39% awareness post-launch<sup>11</sup>
- Splashers' communication showed potential to drive top of mind awareness as well as purchase interest for the product<sup>12</sup>
- The advertising delivered the benefit of “freedom” as well as the attribute of “won’t swell up in water.”<sup>13</sup>

### Objective #2: SHARE (20% share of the swimpants disposable pant category segment)

- Share reached 38%—nearly twice our goal—where product was in distribution; share of 49% at Target<sup>14</sup>
- Trial index at 177 versus brand’s trial objective<sup>15</sup>
- Repeat index indexed at 110 versus brand’s repeat objective<sup>16</sup>

### Objective #3: SALES (Net outside sales of \$8.8 million)

- Met and nearly doubled sales goal, with \$13.7 million in net outside sales post-launch<sup>17</sup>
- Splashers drove category growth in 2006, delivering \$7 million in incremental category sales—representing 100% of the 2005 category growth.<sup>18</sup>
- Splashers launch created more category growth in 2006 than in the previous three seasons combined.<sup>19</sup>
- Advertising top two box purchase intent in copy testing indexed at 126 versus the P&G average.<sup>20</sup>

<sup>10</sup> Source: AC Nielsen FD+ 03/06-08/06

<sup>11</sup> Source: AC Nielsen Household Panel through 09/06

<sup>12</sup> Source: P&G/IPSOS Proprietary Research through 10/06

<sup>13</sup> Source: IPSOS Next Idea 03/06

<sup>14</sup> Source: AC Nielsen FD+ 03/06 – 08/06

<sup>15</sup> Source: AC Nielsen Household Panel through 07/06

<sup>16</sup> Source: AC Nielsen Household Panel through 07/06

<sup>17</sup> AC Nielsen FD+ 03/06 – 08/06

<sup>18</sup> AC Nielsen FD+ 03/06 – 08/06

<sup>19</sup> AC Nielsen FD+ 03/06 – 08/06

<sup>20</sup> Source: IPSOS Next Idea 03/06