

**TITLE OF CASE STUDY:** Tide knows fabrics best

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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.*

**1. Business Opportunity and Objectives:**

Find the way back into women's homes and into their hearts:

For many years, Tide had enjoyed market leadership that competitors in the laundry category could only hope for. But by 2003, Tide's stronghold had weakened due to an increasingly competitive environment, a 50% price premium over competition and a poor value perception among consumers. Share for the brand was stagnant and household penetration was declining for the 10<sup>th</sup> consecutive year, with big losses especially among Hispanic and African American markets.

The biggest issue was that consumers did not see Tide as worth paying for. They saw the brand as just one of several detergents in their consideration set and could not justify buying it unless it was on sale. Consumers also felt Tide was arrogant, very male, out of touch and too self absorbed – a perception driven by advertising that was hard-hitting and functional. This perception was also exacerbated by the fact that Tide had been without a campaign for 5 years and thus lacked a consistent look, feel and message (Source: Equity Scan and Qualitative Research).

Tide had not only lost its place in women's homes but the American icon had also lost its place in women's hearts. Our strategic challenge was to recapture the hearts and minds of women.

As such, we outlined the following objectives for Tide in the new campaign:

1. Reverse the trend of declining household penetration
2. Grow share by driving shipments
3. Qualify a campaign idea that exceeds copy testing criteria for persuasion

**2. The Research Story:**

Transformational Understanding: Reconnecting with women

We knew that to recapture women's hearts and minds we needed to go beyond learning about their laundry habits and practices, beyond talking about what brand they use and why. In an effort to truly understand who women are, we used a proprietary methodology called '**Xploring**' which involves very intimate conversations with women and their friends/family and presents real life experiences with consumers. Through 'Xploring' we were able to get to the heart of what inspires women, what frustrates them, what their

day-to-day lives are truly like, what the things are that really matter to them and where laundry truly fits in their lives.

We conducted a total of 8 intimate discussions with girlfriends and 10 'X'plorer' experiences where we took women shopping for clothes, for pampering at spas, for dinner and even a little gambling. We helped women get ready for dates, we helped them host play-dates in their homes, helped them finish their scrapbooks and we rummaged through their families' closets and drawers.

We uncovered many things about who they are and what motivates them. We also uncovered the insight that the day-to-day fabrics in women's lives hold meaning and touch them in many ways. Women like taking care of their clothes/fabrics because they are filled with emotions, stories, feelings and memories. Often times the fabrics in their lives (anything from jeans to sheets) allow them to express their personalities, their multi-dimensions as women, their attitudes.

#### Bringing the Learning to Life:

The learning from the research was subsequently recreated for Tide's management team through a series of dramatic monologues "a la Vagina Monologues," which was dubbed 'Pieces of Her.' 'Pieces of Her' was a three act play using 3 professional actresses that brought to life the stories and experiences we had heard and shared with women while 'Xploring'. Tide's management was moved and felt for the first time that they had a profound and transforming understanding of the consumer.

The learning impacted everything the brand did moving forward. The learning helped us develop Tide's new look to better appeal to women's femininity, Tide's new voice and character to better appeal to women's spirit and sense of humor and also provided the right insights to help inspire the campaign.

Coming out of the research, it was evident that we needed to elevate the category and go beyond laundry problems to something women truly care about – their clothes and what they mean to them.

We would need to show women that Tide makes a difference in something they truly care about – the clothes/fabrics that touch their lives: Tide makes a difference in the fabrics that touch Women's life:

### **3. The Campaign**

#### Putting fabrics front and center – "Tide Knows Fabrics Best" Campaign:

The new campaign shifted Tide's message away from a detergent-focused, problem / solution approach to a more emotional one. Fabrics and what they represent to women (how they make them feel, what they enable them to do) became the focal point in the campaign and what connected women emotionally to the brand. The campaign allowed us to demonstrate our deep understanding of women and the things that really matter to them and how only Tide's performance could make a difference in their fabrics.

The new campaign also provided the brand with a more feminine look and feel and a more intimate tone of voice that could appeal to a feminine sensibility in ways the category had never done before.

In *"The Difference"* - a :30 TV execution we tap into the insight of women no longer feeling like women after they become mothers because the smell of formula and baby "stuff" seeps into their clothes. Tide with Febreze Freshness makes the difference between smelling like a mom and smelling like a woman.

The idea was brought to life holistically across TV, Print, OOH, Interactive and has been adapted for ethnic markets as well.

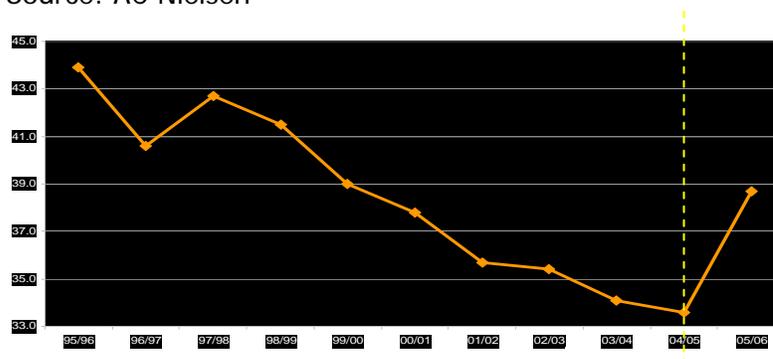
Example of the idea brought to life in Cause-Related Marketing: After Hurricane Katrina, the people of New Orleans and Mississippi were lacking fresh, clean clothes. Weeks after the disaster, victims had received food, water, and other essentials but yearned for clean clothes, sheets, towels. The fabrics that touched them were moldy, dirty and odor ridden. Clean fabrics would allow them to regain some of their dignity, renew their spirits and enable them to feel better. Tide made a difference in the fabrics that touch their lives by providing them with clean, fresh clothes. Tide CleanStart was a full-service mobile laundry facility that washed, dried, folded and returned clothes to Katrina Victims. Fabrics that had become filthy and moldy were now fresh, clean and renewed.

#### **4. Proof of Business Results**

Tide has found its way back into women's homes and back into their hearts. The "Tide Knows Fabrics Best" campaign has been very successful and has positively impacted the brand across several key measures, far exceeding all the objectives pre-established for the new campaign.

**Objective:** Reverse the trend of declining household penetration:

After a decade of decline, Household Penetration is growing again overall and among key market segments. Source: AC Nielsen



<b>Tide Household Penetration 2-19-06 to 5-20-06</b>		
<b><u>Group</u></b>	<b><u>Penetration</u></b>	<b><u>IYA</u></b>
Total Panel	18.93	105
African American	2.28	116
Hispanic	2.01	111

**Objective:** Grow share by driving shipments

In the past fiscal year, the overall Tide business not only returned to growth, it hit record breaking numbers:

Volume Share: 40.6 (107 index vs. year ago) *and* Shipments: 108.7 MMSU (112 index vs. year ago)

**Objective:** Qualify a sustainable campaign idea for the brand (that met copy testing criteria of persuasion) that that could

Copy test scores for all television executions have been very positive, exceeding airing requirements:

Key Measurements	Ice Cream	Office	The Difference
Persuasion Index	126	161	168