



TITLE OF CASE STUDY: **Tasting is Believing**

Business Situation and Campaign Objectives:

Progresso Soups had been battling Campbell's for Total Market category leadership for years and, while targeting the Hispanic Market was nothing new for Campbell's, Progresso had yet to communicate to this consumer group. Upon exploring new ways to unlock growth for the overall Progresso Soups business, the Hispanic opportunity became a clear challenge.

Data showed Campbell's had a strong advantage with Latinos over Progresso. Additionally, soup eating per capita decline as Latinos acculturate (Least Acculturated 80, More Acculturated 67, Most Acculturated 38). After realizing Homemade Soup percent eating outpaced RTS 46% to 7%, respectively, the question became: how could Progresso close the Campbell's gap for Hispanic consumers already in the RTS (Ready-To-Serve) category, while winning the first mover advantage when Homemade Soup users shifted to a more convenient source of soup preparation?

Our first step was gaining an understanding of what Progresso could successfully leverage in bringing new users (RTS or Homemade) into the fold.

Business Challenge

To successfully launch Progresso Soups with Hispanic consumers to grow share and dollar volume.

Campaign Objective

To build awareness and drive household (HH) penetration among Hispanics, driving total business growth.

Research Story:

Preliminary Learnings:

Recognizing the business potential of Progresso within the Hispanic population, there was a tremendous amount of momentum behind uncovering the "silver bullet" that would launch Progresso into leadership/competitive standing. And while we had our sights set on the end goal, the first logical step was to gain a better understanding of *what we know*.

A thorough analysis of current data - secondary and syndicated resources, historical brand documents, as well as previously conducted primary research - provided a preliminary understanding of Hispanics and soup consumption. Our investigation revealed:

- 1. Hispanics have a longstanding relationship with soup.**

For Latinos, soup is the real comfort food that has the ability to bring the entire family together, make/trigger memories, pick your spirit up, or even cure *la cruda* (hangover) among other illnesses. It is considered to be a hearty and healthy food that can be served for any occasion – as a meal, *merienda*, etc. In a Hispanic household, soup is consumed two or more times a week; however, as Hispanics acculturate, they tend to eat less soup overall.

And while homemade is best, it's not always practical. As such, pre-packaged soup that looks and tastes homemade could be appealing. Ready-to-serve soups are not only perceived as a more complete meal option compared to the soup alternatives such as dry, condensed and cup, they also possess the ingredients Hispanics more closely associate with homemade. (According to 2006 Simmons NHCS Full Year, 41% of Hispanic category users (canned soup or broth) use ready-to-serve soups compared to 19% of condensed users.)

2. RTS usage is higher among more acculturated Hispanics

As Latinas acculturate, they are freeing themselves from cultural and personal expectations created by traditional pressures like the “need” to cook from scratch. These women are striving to build their own model of Mom that fits with their lifestyle and as a result, are looking for convenience and shortcuts in the kitchen and currently contributing to the RTS category performance. And while the Unacculturated group is under-developed, these women are not exempt from today's “time crunch” and are beginning to accept and look for more convenient shortcuts in meal preparation.

3. Campbell remains the reigning brand.

As in General Market, Campbell's enjoys strong heritage and heavy usage among the Hispanic population. It is a household name and a brand Hispanics claim they see advertised more. Progresso, on the other hand, while known among those aware of the brand for its homemade quality, is perceived to be more an expensive soup and not currently top-of-mind. In fact, trial of Progresso appears to be the result of an in-store “discovery” versus a pre-determined purchase.

With lagging consumption of RTS and the threat of an existing relationship and familiarity with Campbell's, it was apparent that in the next phase of research we needed to address several unanswered questions:

What brand benefits would ensure preference over such a dominant competitor – Campbell's? Does weight management make sense as our launch communication? Homemade look and taste seem to be driving factors in making the soup selection; could this be a compelling, believable and ownable benefit area for the brand?

Two-Phased Research Approach to Finding Our Competitive Advantage:

Phase I: Venturing to the “Edge” Qualitative

Knowing we needed to pinpoint viable brand benefits, we wanted to first understand the furthest reaches of what is possible and what is true with regards to the product experience. In doing so, we ventured to “the edge”. The edge allowed us to look at the behaviors and attitudes of a small number of people (brand champions) that might be made into the behavior or attitudes of a larger number of people- the broader canned/pre-packaged soup population. By focusing on our brand advocates, this

allowed us to find deeper insight into the motivations for purchase and the real reason why they love Progresso.

Groups were conducted among Partially Acculturated medium to heavy Progresso users, who are primary purchasers of groceries in the household. Additionally, we provided stimuli, hypothesized insight and benefit/positioning territories to provoke reactions and response. These included: Homemade Taste, Convenience, Wholesome Health, and Weight Management.

Phase II: Attitudes & Usage Quantitative Study

Our second phase of research aimed to validate our qualitative learnings on a broad scale. Would Homemade Taste hold up across other acculturation levels and against other benefits? Would the broader population reflect the same need stands and benefits identified in our qualitative research? Additionally, we were able to confirm, on a large scale, current perceptions of Progresso compared to Campbell's.

A hybrid methodology was utilized, recruiting Acculturated and Partially Acculturated Hispanics online and Unacculturated Hispanics offline at central locations in major Hispanic markets – Los Angeles, New York City, Chicago, Miami and Houston.

Cumulative Takeaways/Insights that Drove Our Communications Strategy:

- *Hispanic soup popularity driven by all family appeal; however, this is a compelling benefit the brand currently lacks.*

Coming out of the qualitative, it was clear that Hispanic consumers' usage of Progresso was substantially different from the non-Hispanic in terms of who eats it, when it is consumed. Where 90% of non-Hispanic consumption is among adults, Hispanic consumption is evenly split between adults and kids. However, according to the A&U, Progresso delivers poorly on the family appeal attribute, suggesting an opportunity for improvement. In fact, both users and non-users reported that they would purchase Progresso (more) if they felt their family liked it.

- *Beyond convenient, it's got to deliver on homemade taste.*

In addition to not having the time to prepare homemade soups, consumers felt that at the end of the day they simply lacked the energy, making convenience critical. However, **they are unwilling to sacrifice the homemade taste they and their family were used to receiving and feel obligated to continue offering the same quality as before.** Not only is this a barrier specific to our target audience, but a key concern for which Progresso can provide resolution.

- *Progresso is the closest you're going to get to homemade.*

Homemade taste was the key benefit offered by Progresso that was ownable and differentiated from Campbell's and other competitors in her consideration set. While it cannot claim to be completely homemade, its ingredients- big chunks of meat, pasta, and vegetables – were key indicators of "like homemade taste", increasing believability. This not only helped crystallize our unique, cultural insight, but "Progresso is the closest you're going to get to homemade" began to rally the team behind a single-minded organizing idea.

Strategic Direction:

We realized, what Progresso had, and what Latinas wanted was a soup that could deliver a homemade taste and experience her family not only expects, but deserves. Progresso's quality ingredients were not only superior in comparison to other soups, but they needed to be put on a pedestal, romanced and praised for their abundance and great taste.

The Campaign: *Tasting is Believing*

The *Tasting is Believing* campaign was an idea aimed to dispel the notion that homemade taste only comes from scratch. Creative executions emphasized the pull power of Progresso's great taste and unique experience. Once you taste Progresso's flavorful broth and abundance of hearty vegetables, meat, and pasta, you will find it hard to believe that this soup is anything other than homemade.

Creative Executions

"News" (:30) TV Ad

The ad opens on a sister who has arrived at our hero's home to reveal some buzz-worthy news about the novela they both watch. Once our hero serves Progresso to her sister, she becomes so enthralled in Progresso's great taste that she completely forgets to reveal the buzz she was so eager to share. She is convinced that our hero slaved over the soup all day given its great taste and quality of ingredients.

"Shop" (:30) TV Ad

Due to the in-market success seen from "News", this encore execution gave a new twist on the storyline while leveraging the same campaign structure. In this sequence, a son has some revealing news about his mother's shopping spree which attempts to share with his father. Once Mom, our hero, serves Progresso soup his focus and attention quickly turns to the deliciousness of the soup.

"Dad" Print Ad

General Mills corporate platform publication *Que Rica Vida* hosted a print ad which circulated quarterly. This execution visually highlights the abundance of ingredients in the soup and creatively shows that once you taste this soup, you won't be able to let go of it.

In-Store Collateral

Progresso partnered with retailer, HEB, in key Texas markets. The bilingual creative included a flyer with a high-value coupon, display pallet, table card, button and shelf talker POS. All elements were created with the key Progresso brand colors and focused on the quality ingredients of the soup while telling consumers they could take home the taste of homemade soup.

Media Plan:

Seeking to test the impact of communicating this new positioning to Hispanics, the initial investment consisted of a media plan of 8 weeks Hispanic Network TV exposure with heavy weight to measure success in 2009.

Positive results lead to a heavier investment in 2010 with the campaign continuing and being supported a total of 11 weeks, flighted during "Soup Season" (Oct – Feb).

As part of the General Mills corporate platform *Que Rica Vida*, a quarterly print ad circulated in the publication to further build brand awareness and encourage trial with coupons. Plus, targeted sampling efforts with in-store demos took place throughout the TV plan in the Texas region to drive trial and aid awareness.

Business Results:

Business Challenge:

- Growth in the RTS category among Hispanics is outpacing the total U.S.
- Both Progresso Dollar Volume and Hispanic specific Dollar Volume was up.
- In year two of the campaign, Progresso Hispanic Dollar Volume was up almost double that of the total U.S., despite a Hispanic Category Dollar Volume decline.

Campaign Objective:

- As of December 2010, Progresso is the #1 RTS brand among Hispanics.
- Progresso over-indexes in usage with Hispanics compared to Campbell's.

Progresso has committed to continuing its investment with Hispanics as an overall business driving strategy. Despite the strong gains in HH penetration after the campaign launch, Progresso continues to focus on the opportunity to overtake its key competitor in Hispanic HH penetration.