

**Campaign Title: Wonder Every Day**

**Brand: Walmart - Hispanic**

**Company(s) Involved: Walmart, Lopez Negrete Communications,  
Media Vest**

**Category: New Audiences**

### **Summary**

Many Hispanics shop at Walmart for their basic needs, but as they come out of the recession more have the choice to shop elsewhere for their wants. Walmart needed to enable the “live better” of the brand promise to reach Hispanics who shop at Walmart by choice, in particular during the critical holiday season. We launched a multi-method qualitative research study. We uncovered inspirational sentiments about the holidays and tangible manifestations to inspire specific ads. The campaign achieved record results: All TV ads exceeded Walmart’s copy testing benchmarks, outperformed the other big-box retailers’ ads while on air, and increased sales. Results were so successful that the research program was extended into 2016, providing equally strong results with every campaign during 2016.

## Marketing Challenge

In the wake of the Great Recession, Hispanics developed a “bunker mentality” toward shopping, prioritizing basic needs. Walmart focused on communicating basic categories to a core target of loyalists. However, as the recovery gained strength, mindsets shifted from necessities to discretionary purchases. Walmart needed to enable the “live better” side of the brand promise. A central part of it was to target a different segment of Hispanics who would shop at Walmart by choice, not just by need.

In speaking to these customers, our challenge was to strengthen the emotional connection with Walmart, so they feel it is not just a place to buy things, but rather a place that can enable them to live a better life. We needed to develop a campaign that would stand out, connect with Hispanics on a deeper level, and increase sales during the holiday season —the most critical and cluttered retail period.

Relying on simple cultural nuances or traditional holiday stories would not be enough. We knew we had to do something different to truly inspire creative with uniquely Hispanic holiday insights, and their manifestations of “living better,” during the various holiday milestones from Thanksgiving to Christmas.

## Methodology

Uncovering creative-inspiring and unique insights is not easy. It requires a research design with the ability to cut beyond interesting cultural learning into truly inspirational sparks. We produced these inspirational sparks by colliding consumer and shopper tensions and surrounding them with granular cultural context and relatable storytelling. Consequently, we planned a unique approach using a combination of qualitative methodologies, working in sequence, that provided us a view of our consumers' daily lives from different angles. We customized discussion guides with a proprietary framework, linking fieldwork with analysis and filtering customer tensions with three dimensions: cultural (external influences), mindset (own beliefs), and behavioral (shopping decisions).

We needed inspiring respondents, so we recruited moms of varying household compositions and lifestyles common in the Hispanic segment. We made sure their households were socially active and celebratory, and most importantly that they shopped at Walmart by choice, not only by need. It was important to see how Walmart could be part of their "living better" during holidays.

A senior team, including members from all key departments dedicated to creating winning campaigns (research, planning, creative and brand leadership), immersed themselves with these consumers through various aspects of their lives:

- In-home ethnographies immersed us in their family's motivations, aspirations and everyday manifestations of their multiple roles during holidays.
- Shop-alongs showed us their habits, motivations and triggers when shopping for their wants versus needs at Walmart and multiple competitors across categories.
- Consumer diaries opened up a window into their active planning, their enjoyment and the aftermath of every celebration and gathering in a non-intrusive way, and in their own words and images.
- Observing their social media activity allowed us to see how their lives extend into the digital world: the things they follow, share and create on social media, and in a context where all of the participants got together in a private chat room.

- Focus groups gathered our participants around the same table for the first time in what we called “Moms’ Rumble,” validating initial findings and laddering their sentiments and manifestations around the different holiday celebrations; in essence, revealing the why behind the what.

Our cross-functional team participated in every step of the study, so inspirational insights were distilled and owned by the entire team, and became an intrinsic component at the center of the creative process.

## Creative Execution

As a result, we were able to distill two distinct sets of valuable creative inspirational insights: "Sentiments" (the why) and "Manifestations" (the how).

Sentiments unveiled overarching emotions surrounding the entire holiday season, all very close to Hispanic hearts and minds, including: Pride about successfully braving the emotional roller coaster of the long season filled with the many celebrations that Hispanics have during the holidays; the Magic of shielding kids from struggles by creating unforgettable Christmas memories together; and the Progress they feel by constantly comparing their childhood holidays with the one they are giving to their kids in America, being able to give them what they want, beyond what they need.

Manifestations were centered on how those sentiments are expressed through specific holiday events.

The campaign covered four holiday-season milestones:

- Thanksgiving: "*The Origin*" (*Sentiment: Progress*) Thanksgiving is a relatively new concept for Hispanic moms, who have no traditional bond to the holiday, allowing them to put their own signature on an American tradition. In the TV spot, mom reflects on the Thanksgiving story and sees the connection with Hispanic families who left everything behind in search of progress and a better life. Additional online videos gave moms new Thanksgiving recipes that were better suited for Hispanic tastes.
- Black Friday: "*Tons of Gifts*" (*Sentiment: Pride*) Hispanics proudly host several family gatherings throughout the holiday season, which is why Black Friday is the perfect time for Hispanics to upgrade their homes by "gifting" them with big-ticket items. We used a famous comedian, Eugenio Derbez, to convey the message of Walmart having crazy good deals in a humorous and unforgettable way.
- Holiday gifting: "*Ride in the Moment*" (*Sentiments: Magic/Progress*) For Hispanics, a better life is often expressed in terms of their children. But they're very conscious that their hard work comes at the expense of family time. The spot focuses on what our consumer wants the most – the gift beyond the gift – creating special moments to spend more quality time together. We engaged the viewer by building intrigue that culminated in a delightful father-and-son connection that tugged at Hispanic heartstrings.

- Holiday meals: "Cooking the Moment" (*Sentiment: Magic*) Hispanic moms have a mental split-screen, always comparing their present with their own childhood experiences. Christmas is a time for families to bridge distances and be back together. Replicating her family's exact traditional Christmas Eve ("Nochebuena") meal is how mom keeps reliving her magical Christmas childhood memories.

The project results were so fruitful for holiday that Walmart and Lopez Negrete decided to continue with the same approach, generating continuous inspirational insights as an intrinsic part of our creative development process. Since holiday, this approach has continued to inspire very successful campaigns in 2016 for Easter, Summer and Back to School.

## Business Results

The resulting campaign surpassed every brand and marketing objective: standing out over the competition, connecting deeply with Hispanic shoppers, and increasing sales.

The creative exceeded every Hispanic retail Advertisement Benchmark Index (ABX), especially in metrics that signal a deeper connection, including relevancy, likability, brand reputation, intention to recommend and talk about.

- All four TV ads exceeded ABX’s Hispanic benchmark score of 128: Thanksgiving (142), Black Friday (149), holiday gifting (140), and holiday meals (150)
- Moreover, all ads substantially surpassed ABX’s Hispanic relevance benchmark of 140: Thanksgiving (160), Black Friday (162), holiday gifting (152), and holiday meals (172)

While on air, creative significantly outperformed competitors’ Hispanic advertising as measured by Nielsen TV Brand Effect’s metrics: Ad Memorability, Brand Memorability, Message Memorability, and Likeability, during the holiday season.

<i>Spanish-language ad performance holiday 2015 – Nielsen (%)</i>	Ad Memorability	Brand Memorability	Message Memorability	Likeability
Walmart	59	44	37	42
*Retail competitor A	52	14	13	14
*Retail competitor B	49	34	23	33
*Retail competitor C	35	13	9	13
*Retail competitor D	35	15	12	14
*Retail competitor E	34	18	9	16

*\* Specific competitor scores not disclosed due to confidentiality. Competitor set includes ads from the following key retailers: JCPenney, Kmart, Kohl’s, Macy’s and Target.*

Ultimately, the campaign contributed to increasing Walmart holiday Hispanic store visits and year-over-year conversion rates as measured by NPD Group:

- Number of Hispanic shopping visits increased 9% in Q4 2015 vs. Q4 2014
- Hispanic shopping conversion increased 4% in Q4 2015 vs. Q4 2014

The accumulation of tangible results at every level, from copy testing to competitive performance, and increases in store visits and conversion rates set our approach as the new paradigm for generating meaningful insights to inspire highly-connecting creative.