

CAANZ Beacon Awards 2015

Case Study

Agency Name:	FCB Media
Advertiser Name:	PAK'N'SAVE
Gold Beacon Award Category:	Sustained Success

Earning an unfair share

Battling a changing supermarket landscape, PAK'nSAVE needed to maintain market share. "Cheating" share of voice, FCB Media helped PAK'nSAVE to grow its share of market and won Gold in the Sustained Success category in the Beacon Awards.

Background

In 2011, the NZ supermarket landscape changed dramatically. Progressives had recently completed a national rebrand of Foodtown and Woolworths stores to Countdown – meaning the Countdown brand footprint had grown from 70 to 150 stores.

At the same time that it was consolidating its brand footprint, Progressives dramatically raised the stakes in their ad spend. For PAK'nSAVE, the category's number three brand, the increase alone represented over 70% of their total annual spend. It meant that in 2011, for every \$1 that PAK'nSAVE spent, Countdown spent \$4.

At the end of 2011, PAK'nSAVE had a 13% share of share of voice for a market share that was several percentage points higher. On the other hand, Countdown had invested way ahead of its market share – commanding a 54% share of voice for its 32% share of market.

Campaign Objective

PAK'nSAVE needed FCB Media to help them maintain their market share in the face of declining share of voice.

The task was clear: In a world where share of voice is critical to hold share of market, how do we "cheat" share of voice?

Campaign Overview

FCB Media already had a strong creative platform - “Stickman”. Conceived as the embodiment of PAK’nSAVE’s commitment to low prices, this creative vehicle sought to build brand affinity and protect the supermarket from becoming too rational. But this creative vehicle still needed to be seen.

FCB Media creative platform already fitted the ‘mindset’ of a challenger. However the media behaviour had been largely conventional and followed the category norms and allowed ourselves to be lost. Media behaviour would have a critical role to play

Media Strategy

Drawing insights from challenger brand bible “Eating The Big Fish”, FCB Media identified four media behavioural principles for PAK’nSAVE to help it earn an unfair share: Symbolise Difference, Social Salience, Subversion, and Sacrifice.

Demonstrating “everything we do, we do to save you money” through media, FCB Media used tactical media opportunities such as first edition of the newly “downsized” tabloid NZ Herald to dramatize “downsizing”, or when Countdown “wrapped” the Herald for a \$1 bread promotion, FCB Media took the front page strip directly underneath their wrap, creating a visible demonstration of how less was being spent on media to deliver affordable bread.

FCB Media also responded to popular and significant moments, like the Marmite shortage, discussions around changes to the flag, and Countdown being taken to the Commerce Commission.

To achieve this, the Earned media (PR/Social) budget was increased from virtually nothing in 2011 to 5% of budget by 2014. In addition, a full 19% of total annual budgets was committed to a “nimbleness fund” for these purposes.

FCB Media also drove cut-through by rejecting industry cookie-cutter approach for category mainstays with events like ‘Meat Lovers Week’ and a ‘Meet the Meat of your Dreams’ spoof “meat dating” service enabling people to call-in and ‘woo’ meat personalities played by comedians.

Being prepared to not follow the category, and to stay focused and protect budget also netted benefits. This was clearly seen in price-point advertising and mailers used by the competition.

Results

PAK'n'SAVE has successfully defended market share across the last three years. Furthermore, between 2012 and 2014, PAK'n'SAVE has grown share of market – without opening new supermarkets, and despite a fall in paid media share of voice.

PAK'n'SAVE hasn't simply benefitted from a more price-conscious environment, consumer confidence is also on the increase.