



TITLE OF CASE STUDY: Benefiber “Fashionable Fiber”

Business Situation and Campaign Objectives

Benefiber is an all-natural fiber supplement that was introduced by Novartis in 2002. Versus other brands in the category, it offered the unique and relevant advantages of being clear, taste-free and dissolving completely. By mid-2005, Benefiber was #3 globally in the bulk laxative category. However, Benefiber’s share and penetration plateaued, and awareness began to decline. Benefiber faced a number of challenges:

- Consumers viewed fiber supplements as something you used to help with a problem, which was limiting category growth. This was validated by 2006 IRI data that showed over a 3-year period ~50% of users left the category.
- Also, Benefiber was going to lose its advantage of having unique benefits (clear, taste free, dissolves completely) with the imminent launch of a competitive product.

Realizing that growth was limited by a narrowly defined category and a new competitor, Benefiber sought to reinvent itself as better brand experience with a fresh new image.

Campaign Objectives

The goal was to return Benefiber to growth through a campaign that would re-invent category conventions by positioning Benefiber for health and wellness-minded consumers, leverage the brand’s organoleptics of being clear and taste-free, and broaden consumer appeal. The specific objectives were to:

1. Reposition Benefiber for health and wellness minded consumers
2. Solidify ownership of key organoleptic attributes
3. Achieve dollar sales and market share growth by 2008.

Budget

The full year media budget for the launch of Benefiber’s Fashionable Fiber campaign exceeded \$5MM.

The Research Story

In early 2006, IRI panel data indicated that almost half of category usage was episodic. This led to qualitative and quantitative research with the goals of better understanding a) why consumers enter the category; b) why they leave the category; and c) barriers to entry.

Qualitative research involved 20 exploratory consumer focus groups with many different audiences: current fiber supplement users, fiber-conscious non-users, category exiters, functional food users, and vitamin supplement users. From the analysis of this research, key consumer insights emerged:

- **The fiber supplement category is strongly linked to constipation/digestive health disorders.** For most consumers, fiber supplements are seen as a solution to a problem (usually constipation), and once the problem is resolved, they stop taking them.
- **Not all consumers are strictly problem/solution. While users entered the category to solve a problem, some stayed in order to prevent a recurrence.** And, having incorporated fiber supplements into their lives as a regimen – much the way they take vitamins – they found that fiber improved the way they feel, both physically and emotionally. Some of the words they used to describe the way they felt were: “healthy”, “empty”, “in good shape”, “balanced”, “energetic”, “younger”, “happier”.
- **There is a dichotomy in the image of the fiber supplement user. On one hand, older people – such as by Alan Greenspan and Vladimir Putin – were perceived to be fiber supplement users.** They were deemed likely to be constipated and therefore in need of fiber. **On the other hand, fiber supplement users were also perceived to be younger, slender, healthy, and in good shape, with an interest in looking and feeling good, exemplified by Madonna and Uma Thurman.**

Quantitative segmentation research conducted among 1,000 category users and 2,600 non-category users validated the idea that many consumers view fiber as an important part of a healthy lifestyle. Research showed that a segment of consumers have a “take charge” attitude about their health. Among the things that contribute to these consumers’ sense of health and wellness are eating and drinking healthfully, participating in physical activities, and taking vitamin supplements. Further, these consumers define wellness in a broader sense that encompasses health, lifestyle, and even beauty and appearance. They seek wellness solutions that lead not only to improved health, but also to a feeling of balance, happiness, and feeling good in general. **We defined these health and wellness-minded consumers as the target audience for Benefiber.**

We concluded that fiber and its connection to overall health and wellness seemed to be a conversation that was emergent in the culture – and one in which consumers were ready to be actively engaged to create buzz. We also concluded that positioning Benefiber from problem/solution to overall health would change the whole dialogue around fiber supplements... from ‘medicine’ to ‘wellness’, from ‘something’s wrong’ to ‘prevention’, from ‘occasional’ to ‘daily’, from ‘illness’ to ‘health’ and so on.

In addition, research also indicated that drivers of trial and loyalty for Benefiber were around its organoleptics (i.e. dissolves completely/an easy way to get fiber). The clear glass dissolve demonstration reinforced Benefiber’s key strength of less gritty/dissolved completely. “Dissolving completely” was subsequently tested in a quantitative claim study which confirmed it was the strongest driver of purchase interest. **Both qualitative and quantitative research led to the development of a new vision statement for the brand, solidly rooting the brand as a product for health and wellness minded consumers.**

Campaign Description

The new vision for Benefiber was to transform Benefiber from a limited GI treatment to an everyday brand that helps health and wellness-minded consumers feel great, and advances the promise of a healthier, more vital future.

The creative idea was to reinvent the fiber supplement category: to get Benefiber out of the functional realm of regularity and reposition it to a broad target of health and wellness-minded consumers, delivering the ultimate benefit of feeling good, in an aspirational, image-oriented way.

From: "... for problem/solution..."

To: "...for wellness minded people..."



The product demo shows how Benefiber dissolves completely, leaving nothing but what appears to be a clear glass of water. This demo is beautifully yet simply shot, similar to the product photography for upscale beauty brands. This contrasts dramatically with what consumers expect from a fiber supplement and powerfully reinforces the brand's message: clear, taste free, colorless, and grit free. The music infuses the advertising with energy.

The campaign launched in April 2006 and continued throughout 2008. The bulk of Benefiber's media spending went to national television advertising for its broad-reach capabilities to drive awareness of the brand's new positioning. The connection strategy was to make Benefiber an everyday accessory for healthy living; accordingly, daypart and programming selection embodied this idea: Benefiber's TV mix combined network programming and cable networks that are "fashionable" and healthy lifestyle-oriented, including marquee shows such as *Grey's Anatomy* and *Desperate Housewives*, and cable networks such as Lifetime, Food Network, and HGTV. Benefiber print ads were placed in publications that emphasize healthy living, such as *Weight Watchers*, *Everyday with Rachael Ray*, and *Cooking Light*. The look and feel of the campaign were leveraged in all marketing elements, including professional efforts, POS, FSIs, and packaging.

Business Results

The "Fashionable Fiber" campaign launched three commercials since April 2006 and continues to be a huge success for Benefiber, meeting all of the campaign objectives.

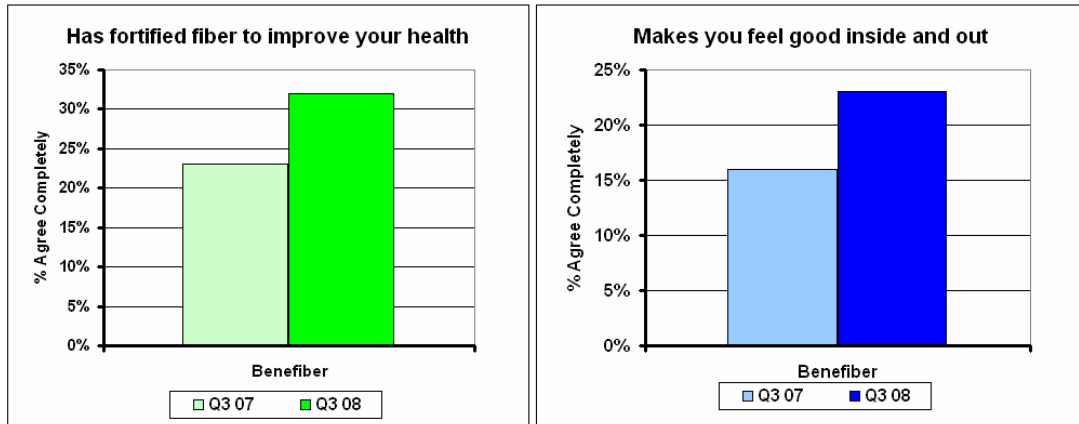
Objective #1: Reposition Benefiber for health and wellness minded people.

Result: Achieved! "Fashionable Fiber" exceeded copy-testing norms on all key measures and brought innovation to the category by showcasing young, attractive, healthy people. The new image infused energy into the brand, dramatically differentiating it from competition. The executions that introduced the new positioning, "Look", "Out", and "Being" met or exceeded copy-testing norms for persuasion, penetration, and likeability.

Measure	Norm (N)	Look :15	Out :15	Being :15
Persuasion – 1 st Choice Brand Shift	20	58N	47N	55N
Penetration	15	53N	40N	58N
Like it somewhat/very much	62	69N	75N	67N

(Source: MSW AD/insight, 2006/2007)

Tracking data show that consumers have begun to associate Benefiber with overall health, as indicated by ratings on the following key dimensions:



(Source: MSW ACCU*TRAK)

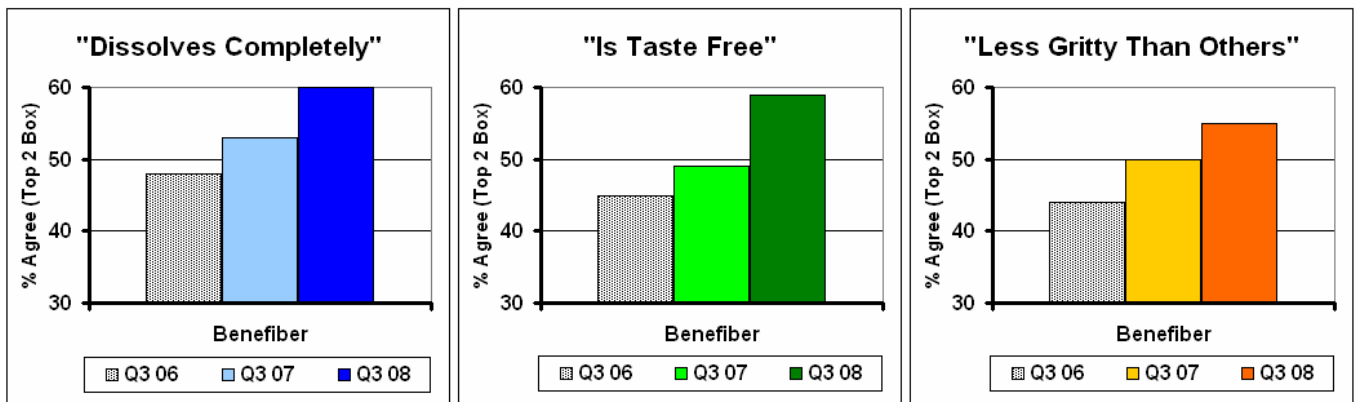
In addition, Benefiber saw significant increases in ratings across other key attributes:

Dimension	Benefiber	
	Q3 07	Q3 08
Gives me the fiber I need	31	38
Is for someone like me	24	30
I would recommend to friends	24	29
Is different from other brands	18	23
Is a brand I trust	27	33
* Significant vs. Year Ago		

(Source: MSW ACCU*TRAK, % Agree Completely)

Objective #2: To solidify ownership of the key organoleptic attributes.

Result: *Achieved!* Tracking data show significant improvements vs. year ago on attribute ratings relating to dissolves completely, is taste free, and less gritty.:



Objective #3: To achieve dollars sales and market share growth

Result: Achieved! By 2008, Benefiber achieved the number two position in the category.

