

THE ARF **DAVID** 2009 *Ogilvy* **AWARDS**

MULTICULTURAL

CONSUMER+HEALTH: **Toma Leche/California Milk Processor Board - Bruja**

SILVER WINNER

FIGHTING CRANKINESS ONE GLASS OF MILK AT A TIME

Business Situation and Campaign Objectives

For the last couple of years, the California Milk Processing Board, better known as the “Got Milk?” or “Toma Leche” people, had been advertising to the Hispanic market quite successfully. We had helped them increase both consumption and perception ratings of milk among Hispanics in California with memorable and powerful advertising that consumers loved. And because of this success, we ran into a seemingly insurmountable and quite unexpected roadblock: most California Hispanics were not only drinking milk, but they were drinking it multiple times a day:

At 94%, we had achieved almost universal household penetration among Hispanics. And the majority of Hispanics were drinking milk often: close to three quarters of Hispanics in CA were drinking it either multiple times a day or at least once a day. In a nutshell, Hispanics were having milk in the morning, as a snack, before going to bed... There was simply no more milk-drinking occasions left! Or so it seemed...

Our strategic challenge was to get our core target of Hispanic moms to drink an extra glass of milk.

Our objectives were to:

- 1) **Raise awareness of lesser known benefits**
- 2) **Increase frequency of consumption**



This meant provide consumers with new reasons that would lead to new drinking occasions and, ultimately, would drive frequency up among Hispanics across California.

Research Story

By the time we started the planning process for 2008, we already knew Hispanics were big fans of milk and that they were drinking it often... What we didn't know at the time was what would make them drink even more of the white stuff. That's where our research story began. To start identifying an answer, we decided to gather every shred of research done on the benefits of milk.

We were determined to find more reasons for Hispanics to drink even more milk than they already were. Once completed, the list of benefits was impressive: Milk helps with stronger nails, it helps build strong teeth and reduce the risk of cavities, it also helps promote a better sleep, build stronger bones and hair, have radiant skin, rebuild muscle after a work out and so on.

This stuff was a wondertonic!

But alas, Hispanics knew this already. We had been telling them these sorts of benefits for a couple of years now. And they had listened and were drinking more milk because of it. We needed to uncover new opportunities.

With that objective in mind the, the second chapter in our research story unfolded. We set up group discussions among our core target: Learner and Straddler (low and mid acculturated) women around the state. We had identified these two segments as the most critical ones through our proprietary LSNSM Segmentation Model –a model that segments the Hispanic market through the lens of acculturation. These Learner and Straddler women are the purveyors of milk for their family, and how much of the stuff everyone drinks is pretty much up to them.

But instead of talking to these groups about milk and what it was good for, we decided to talk to them about sodas, OJ, teas and water.



We decided the only way to increase milk frequency of consumption would be to steal share from these unrelated drinks. So we wanted to understand what they used them for.

The logic was simple: let's figure out why and when they use Orange Juice, for instance, and then refer to our list of milk-benefits to see if milk would actually be a better drink choice for the moment.

And within a few groups, we hit paydirt: tea!

Learner and Straddler women in California were drinking a ton of herbal teas. And one particular tea-drinking occasion outshined the rest: herbal teas to help reduce the premenstrual symptoms!

Benefit #14 on our trusty list of milk benefits was just that: The calcium in milk may reduce the symptoms of PMS. Susan Thys-Jacobs, MD, et. al. had conducted a medical trial (published under *Calcium carbonate and the premenstrual syndrome: Effects on premenstrual and menstrual symptoms*) that demonstrated calcium is a simple and effective treatment in premenstrual syndrome.

We brought this up in the groups and women were frankly quite surprised. We knew through one of our ongoing studies (Hispanic Perception Tracking Study), that only a fraction of our target associated this benefit at least somewhat with milk. What we didn't know through our quantitative data was why. That answer came from the group discussions... These women had been told by their mothers that they should avoid drinking milk right before and during their period, as it would make their premenstrual symptoms worse. Instead, they had been advised to drink more teas!

We quickly did the numbers and were completely shocked. If a majority of low and mid acculturation Hispanic women in California were avoiding milk for three to five days a month, that translated into almost 1/3 gallon per woman, per month, times the number of Hispanic women in California...

It was a good day.



There was however a potential glitch that we discovered during our third chapter in our research story. As we further explored through additional qualitative research the opportunity of convincing Learner and Straddler women to drink more milk during their periods as a way to cope with PMS, we uncovered a latent issue.

These women were a bit uncomfortable talking about their periods. It just wasn't a very Kosher topic. Advertising that touched on this issue tended to be endearing, sweet and kind. Or informational. And it was all about feminine-hygiene. We didn't want to go there.

If we created informational advertising it would simply be boring and off brand- character. If we did something sweet and kind and understanding it would get lost in the maxi-pad universe. And if we did something that was clearly about menstruation, it would turn these women off.

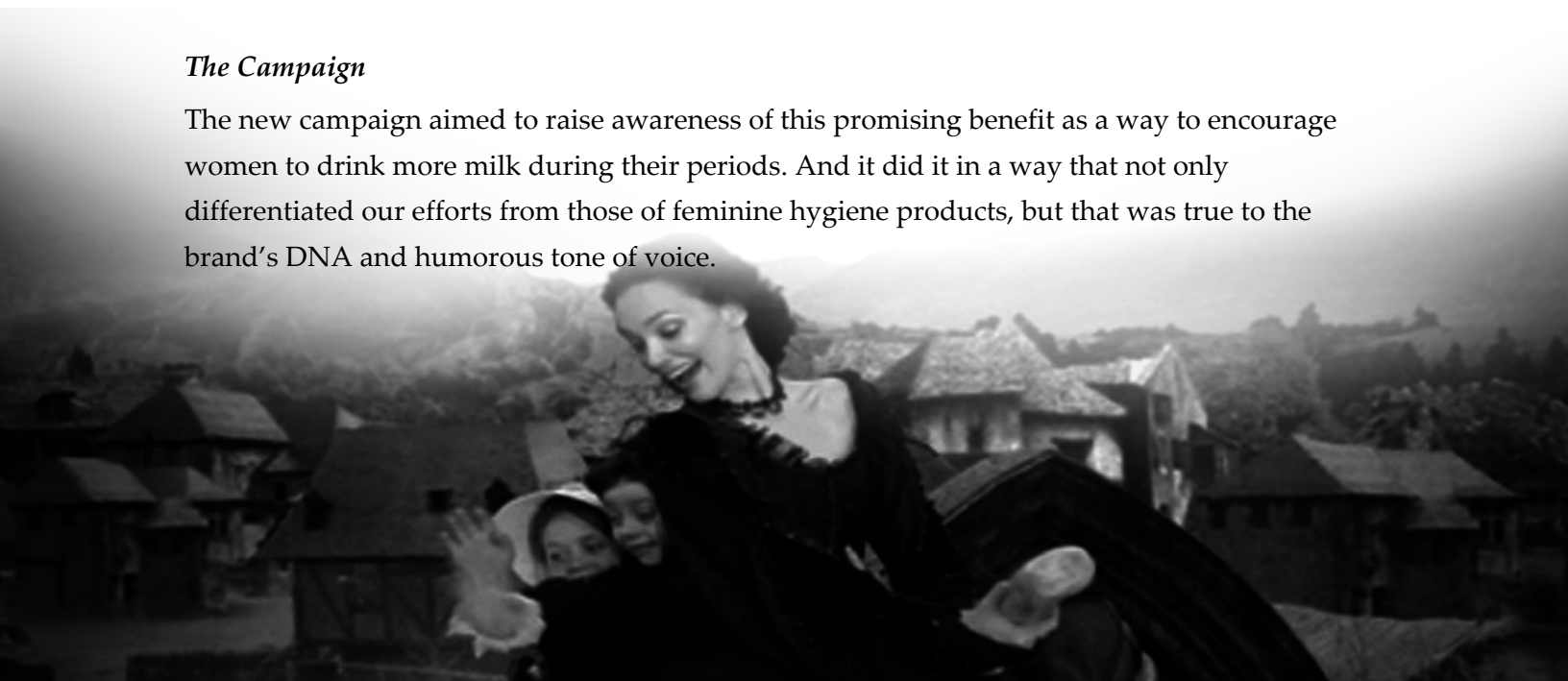
The learning was clear: we needed something unexpected in tone.

And we needed something that wouldn't even talk about period upfront and run the risk of turning these women off. We had to deliver our message somehow without tipping our hats to the fact that we were talking about this somewhat "taboo" topic until the message was actually delivered.

But this wonderful insight could fall apart if the creative didn't capture it.

The Campaign

The new campaign aimed to raise awareness of this promising benefit as a way to encourage women to drink more milk during their periods. And it did it in a way that not only differentiated our efforts from those of feminine hygiene products, but that was true to the brand's DNA and humorous tone of voice.



The creative consisted of an extremely engaging fairy tale story of a mystical town where a witch haunts once a month. The town knew this witch and was afraid. And she was mean. But one day she discovered milk, the story goes, and suddenly she was no longer a witch. The town rejoiced and everyone lived happily ever after. Only at the very end of the spot is the point revealed: “Milk,” the announcer says, “helps reduce the symptoms of PMS.”

Perfect. Message delivered in a Got-Milk-&-Toma-Leche-like funny tone. Outrageous enough to cause some controversy, funny enough to be laughed at, cute enough to not be insulting to women, and not at all like a maxi-pad ad.

The campaign used TV to build awareness; leveraged the buzz through PR efforts and drove consumers hungry for more to our website TomaLeche.com, where they could find additional information on this benefit.

The Results

The campaign met the goals we set up, driving dramatic growth of key metrics.

Objective 1: Raise awareness of lesser known benefits

After the launch of “Bruja,” awareness about the fact that milk reduces PMS symptoms increased significantly.

Objective 2: Increase frequency of consumption

As far as consumption goes, tracking results revealed an increase in past 7 day consumption after the launch of this effort.

