



Fray Bentos case study

Marketing food to appeal to the adult male
consumer

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www.datamonitor.com

Datamonitor Europe

Charles House
108-110 Finchley Road
London NW3 5JJ
United Kingdom

t: +44 20 7675 7000
f: +44 20 7675 7500
e: eurinfo@datamonitor.com

Datamonitor USA

245 Fifth Avenue
4th Floor
New York, NY 10016
USA

t: +1 212 686 7400
f: +1 212 686 2626
e: usinfo@datamonitor.com

Datamonitor Germany

Kastor & Pollux
Platz der Einheit 1
60327 Frankfurt
Deutschland

t: +49 69 9750 3119
f: +49 69 9750 3320
e: deinfo@datamonitor.com

Datamonitor Asia Pacific

Room 2413-18, 24/F
Shui On Centre
6-8 Harbour Road
Hong Kong

t: +852 2520 1177
f: +852 2520 1165
e: hkinfo@datamonitor.com

Datamonitor Japan

Aoyama Palacio Tower 11F
3-6-7 Kita Aoyama
Minato-ku
Tokyo 107 0061
Japan

t: +813 5778 7532
f: +813 5778 7537
e: jpinfo@datamonitor.com

ABOUT DATAMONITOR

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Through our proprietary databases and wealth of expertise, we provide clients with unbiased expert analysis and in-depth forecasts for six industry sectors: Automotive, Consumer Markets, Energy, Financial Services, Healthcare, Technology.

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WHAT IS THIS REPORT ABOUT?

This report forms part of Datamonitor's case studies series, which explores business practices across a variety of disciplines and business sectors. The series covers a range of markets including food and drink, retail, banking and insurance, pharmaceuticals and software.

Each case study provides a concise evaluation of a company that stands out in some area of its strategic operations, highlighting the ways in which the company has become one of the best in its field or how it deals with different problems encountered within that sector.

Who is the target reader?

This case study is designed for industry executives, consultants, analysts and researchers, providing them with a useful benchmarking tool and offering a blueprint for potential improvements.

It provides valuable insight into the methods used by important industry players that give them a competitive edge, allowing the reader to capitalize on the knowledge of experienced companies when, for example, entering a new niche or market.

Report content

The report is divided into three main parts – Introduction, Case Study and Conclusion – followed by Research Methodology and Related Research sections:

- **Introduction:** provides historical background on the company and explains how the company has responded to a particular business challenge.
- **Case study:** provides the main body of text, detailing the company's approach to a particular challenge; for example, superior customer relationship management, use of technology, sales and marketing techniques, etc.
- **Conclusion:** highlights the main findings of the report, summarizing the key strategies the company has employed.
- **Research Methodology:** details when research was carried out and the approach used in writing the report.
- **Related Research:** lists a number of reports on a similar theme to the case study, which may assist the reader in further research.

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Introduction

INTRODUCTION

Fray Bentos, the traditional meat-pie company, was purchased by Campbell's Company in 1993 and for the following nine years saw its pie sales in steady decline. In 2002, Fray Bentos accepted that it needed to solve its sales problems by repositioning the brand and refocusing on the company's heritage.

Fray Bentos' objectives for the new campaign were three-fold:

- To refresh the brand image;
- to get consumers to interact with the brand;
- to halt the long-term sales decline.

In order to achieve these objectives, working with communications agencies Mother and Naked, Fray Bentos decided to communicate with its customers in a new way and focus its attention on its core audience, which the company has defined as "Real Blokes". This case study focuses on how the company reinvigorated its brand by using a local event strategy to celebrate what makes the brand and its customers feel 'Real'.

CASE STUDY

Marketing success

Fray Bentos aimed its marketing campaign at a target audience consisting of primarily 35 to 50 year old males, from smaller towns in the Midlands and North England, UK. These are men who represent traditional and classic British values and a group that is often ignored in food and drinks marketing.

The effort began with a television campaign and sport sponsorships but it was the event strategy that led the brands' innovation. Fray Bentos' "Real Blokes Challenge Roadshow," involved men across Britain competing for the title of "Real Bloke of the Year." The competition was a grassroots campaign, with sampling and prizes, and the final winner received a vacation to Florida.

The campaign's success can be credited to the creative vision of the campaign and the dedication of Fray Bentos in the way it represented itself to all the participants. The campaign reached eight million people, with 10,000 sampling the product. Fray Bentos succeeded in lifting sales by 12% over a three-month period.



'The Fray Bentos Real Bloke Challenge Roadshow'

'The Fray Bentos Real Bloke Challenge Roadshow' took the brand back onto the street and represented its heritage in a more modern way. The roadshow traveled around the UK looking for the Real Blokes from each area and then asked the public to decide who should be crowned the nation's 'Real Bloke'. Awareness was built using advances (mobile advertising posters on vans) and beer mats in pubs ('real blokes' media), a promotional partnership with Magic Radio network, PR and national press and supermarket leafleting (distributed by 'Real Blokes' recruited by Fray Bentos) to drive sales.

Case Study

The roadshows involved hot food sampling, games for the children and the centerpiece – the Real Bloke Challenge. Blokes were invited to go onto the stage and take part in four tests of their real 'blokishness'; strength, mental, personality and finally, looks.

Each local winner was presented with a Home Entertainment system and the local media was invited to cover the story.

With the regional winners chosen, Fray Bentos then asked the public to vote via dedicated phone and text numbers for who should be crowned the nation's Real Bloke with 6-sheets (typical of the posters found at bus stops across Europe), local press and radio PR and a continuation of the Magic Radio partnership used to rally support for the hometown hero.

Giant cardboard cutouts featuring the local winner were displayed in supermarkets to further drive voting and purchase. This type of innovative and eye-catching advertising is ideally placed in supermarkets to capture the local shopper's eye and encourage purchasing. The winner was crowned and presented with his prize of a holiday for four in Florida with further coverage in hometown media.



Case Study

Impact on the brand

The roadshow succeeded in its three-fold objectives:

1. It got consumers to interact with the brand

The spectators spent an average of 8.4 minutes watching each roadshow, which demonstrates how the company made it an enjoyable and interactive advertising and marketing experience.

Figure 3: Fray Bentos roadshow statistics	
People reached (through roadshow advertising & PR):	c. 8 million*
Roadshow attendance:	c. 20,000**
Avg. duration watched:	c. 8.4 mins***
Number of people sampled to:	c. 10,000**
Number of real bloke entrants:	211
Number of phone/text votes cast:	3,955*

Source: * Mason Williams PR, ** Pd*3, *** Research Craft International

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2. The brand image was refreshed by the use of local events and PR rather than national television advertising.

Figure 4: Comparison of impact of media channel in marketing campaign			
Agree	Roadshow %	TV adverts %	Difference %
You enjoyed it a lot	93	77	+16
Gave a good impression of Fray Bentos	92	55	+37
Made Fray Bentos seem more up-to-date	87	60	+27
Made Fray Bentos more appealing	77	44	+33
Made you more likely to buy Fray Bentos	72	38	+34
Told you new information about Fray Bentos	42	34	+8
Base:	(107)	(99)	

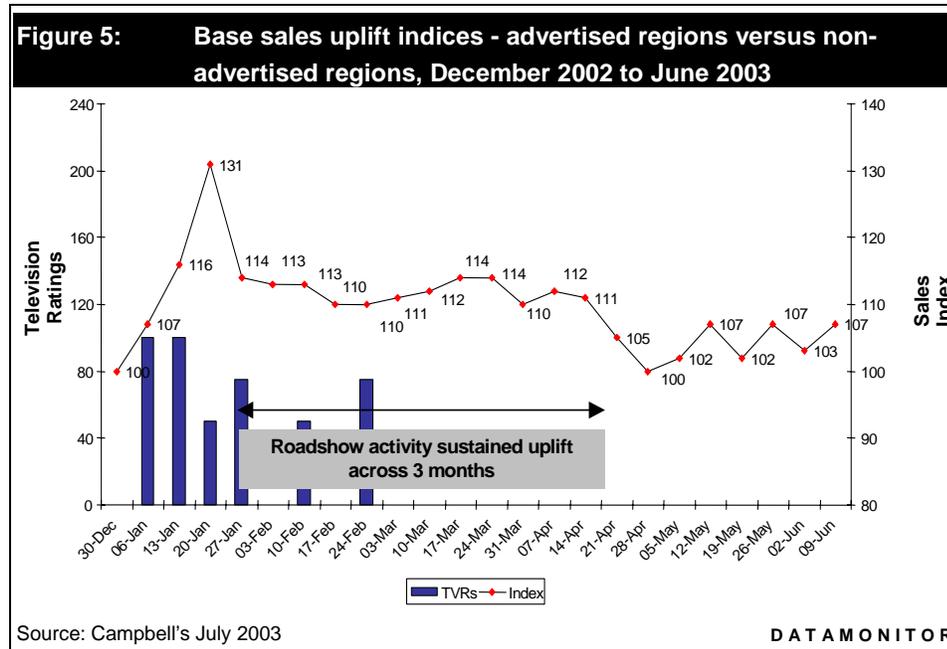
Source: ResearchCraft International tracking study, April 2003

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Case Study

3. Halt long-term sales decline

The long-term sales decline was reversed as a result of the campaign with the roadshow helping to deliver an average sales uplift of 12% across a three-month period.



Conclusions

CONCLUSIONS

Fray Bentos was an old food brand rapidly falling out of taste with 'real' men. The problem was not in the product itself but the failure of the brand to communicate to its target market with a tailored message that celebrates the way they think and their tastes.

By using event marketing combined with television advertising the brand engaged its customers face-to-face, a marketing strategy that is rarely implemented in the food and drinks arena. By engaging directly with the core consumer in a completely new way and introducing an element of 'fun' into the marketing mix, consumers regained the confidence to choose the brand again.

RESEARCH METHODOLOGY

This case study was derived from Datamonitor's study of the adult food and drink market, which was carried out between June and August 2004. The hypotheses presented in this report were supported by a series of interviews with industry executives, in addition to secondary literature and in-house sources of information.

Related Research

RELATED RESEARCH

Marketing Food and Drinks to Adults Volume 2: 36 – 55 year olds

This report reveals how older adult consumers have different stages in their lifecycles when their wants and needs alter.

Published: August 2004

Marketing Food and Drinks to Adults Volume 1: 20 – 35 year olds

This report reveals how young adult consumers have different stages in their lifecycles and how their wants and needs reflect this.

Published: August 2004

Kids and Health: Obesity issues and ethical food and drinks marketing to children under 16 years old

This report examines the profit opportunities and threats that companies which manufacture and market food and drinks products to children face over the next three years.

Published: July 2004

Winning Brand Strategies in Food and Drink: Increasing dominance, product appeal and market share

This report a new strategic management report analyzing the major trends and developments of brands by product segment and country.

Published: April 2004

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