



# Case Study

## 2015 GOLD EFFIE AWARD WINNER

### "INGLORIOUS FRUITS & VEGETABLES"

As the European Union made 2014 the European year against food waste, Intermarché, the 3rd largest supermarkets chain in France decided to rehabilitate the non-calibrated and imperfect fruits and vegetables. Why? Because by doing so, everybody wins: consumers get the same quality products for cheaper, the growers get money for products that are usually thrown away and Intermarché increase its business by selling a brand new line of products. Only one problem remains: how can we ensure customers actually buy these really ugly new products?

Competition:  
Positive Change+ Effie Awards

Ran in:  
France

Category:  
Positive Change Europe  
Single Market

Brand/Client:  
Intermarché

Lead Agency:  
Marcel

Contributing Company:  
Prodigious

Product/Service:  
Food retail stores

Classification:  
Local  
Regional  
National

Dates Effort Ran:  
March 20, 2014 – ongoing

Credits:  
Patricia Chatelain  
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# INGLORIOUS fruits & vegetables

## State of the Marketplace & Brand's Business

The European Union made 2014 the European year against food waste. As the third French retailer, Intermarché decided to do something specific in France. Every day, people throw away tonnes of food, which costs every French person €400 (\$545) a year. Moreover, in France 40% of food waste concerns fruits and vegetables that are discarded because of their aspects (57%).

Intermarché is the 3<sup>rd</sup> supermarkets chain in France (1800 stores). It has the largest stores network with one point of sale every 17km. It is also the only French food retailer to possess its own production factories and to produce their own products/brands. Unlike its French competitors, each Intermarché's storeowner is independent and can choose their own local partners. The mission of the whole group is to help their customers bringing down the cost of living.

This goal is embedded in Intermarché's claim: "all united against expensive life".

## Audience

Our audience was all targets, as we wanted to change the behavior of French consumers towards food waste. But the focus was put on Intermarché's main target: middle-class families.

## Sustainability Objectives & KPIs

Our first objective was to change French consumers behavior towards un-calibrated fruits and vegetables. We wanted to show them that their first instinct, which is to take the nicest fruits and vegetables, was not justified: because ugly ones are as tasteful. Our KPIs were both the in-store traffic and getting consumers feedbacks during the test period to see if it was positive enough to rollout the campaign nationally.

Our second objective was perceptual. It was important to show that modern retail brands can innovate and make great initiatives for a more sustainable life. Inline with our brand DNA, we also wanted to show that the fight against food waste does not necessarily cost more money for our consumers. Our KPIs for this goal were the PR fallouts and the impact on the Intermarché brand image items: modernity and proximity.

Finally, we had a business objective. We needed to generate ugly fruits and vegetable sales in order to convince every Intermarché's owners to implement the campaign in their stores. Our KPIs was un-calibrated fruits and vegetables sales.

## Insight

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## The Big Idea

**Glorify ugly fruits and vegetables to show that they are as tasteful as good-looking ones**

## Bringing the Idea to Life

Intermarché launched "the inglorious fruits and vegetables". A local campaign with print and PR to rehabilitate the imperfect fruits and vegetables by celebrating the beauty of the ridiculous potato, the hideous orange or the failed lemon... For the very first time, a supermarket decided to change the way the system works. Intermarché bought from its growers the products they usually throw away, and sold them in stores just like any others, but 30% cheaper to make it attractive to its consumers. They got their own aisle, their own labelling, and their own spots on the sale receipt.

It was fundamental to show consumers in stores that they were as good as others. This is why we distributed inglorious vegetables soups and fruits juices.

The test was such a huge success that we launched a national campaign (press and TV ads) to increase the impact and reach more consumers. The campaign was deployed in 10, 30 and finally all of the 1800 Intermarché stores.

## Communication Touch Points

### TV

- Spots

### Print

- Newspaper – Print

### PR

### Guerrilla

- Buzz Marketing
- Sampling/Trial

### Interactive/Online

- Display Ads
- Digital Video

### Social Media

### Consumer Involvement/User Generated

- WOM
- Consumer Generated
- Viral

### OOH

- Billboard

### Packaging

### Retail Experience

- POP
- In-Store Merchandising
- Retailtainment

### Sales Promotion

### Professional Engagement

- In-Office
- Congresses
- Continuing Engagement

### Other

- We made a partnership with a foodtruck: "Cantine California". During one week all the vegetables in their burgers and cakes were inglorious ones.

## Additional Marketing Components

- Giveaways/Sampling
- Pricing Changes

We distributed inglorious vegetables soups and fruits juices next to the aisle to prove how tasteful they were.

We sold our inglorious fruits and vegetables 30% cheaper than the good-looking one, to prove to our consumers that they could both reducing food waste and make savings.

## Paid Media Expenditures

September 2013 – August 2014

- Under \$500 thousand

### Budget

- Less than other competitors.

## Owned Media

We used Intermarché's owned media to maximize the impact of the campaign:

- Our main media, our stores, were at the core of the campaign. Our inglorious fruits and vegetables got their own aisle, their own labelling, and their own spots on the sale receipt.
- Our corporate blog ([www.descombatsquicomptent.fr](http://www.descombatsquicomptent.fr)) & twitter feed ([twitter.com/intermarche](https://twitter.com/intermarche))
- Our 3 million Facebook fans (over our 3 pages: "Intermarché" / "Vive les bébés" / "J'aime les animaux par Canaillou") to push our TV ads, our prints and the different local initiatives.
- We also pushed our campaign in our catalogs and website [www.intermarche.com](http://www.intermarche.com)

## Results

Changing French consumers behavior towards ugly fruits and vegetables was the most important objective for Intermarché. The KPIs show that the campaign managed to make a real change:

- During the local test in March, the point of sale traffic increased by 24%. (*Intermarché Internal sources*)
- Consumers' feedbacks were really positive during the operation; they were willing to buy our fruits and vegetables as we sold 1.2 tons on average per store during the first two days (March). (*Intermarché internal sources*)
- The test was so positive we were able to launch the campaign in our 1800 point of sales in October 2014. It was also a success as we managed to sell 1.5 tons of ugly fruits and vegetables on average per store during the national launch in October (*Intermarché internal sources*).

It was also very important for Intermarché to show retailers were able to change things and innovate for a more sustainable life. PR fallouts and the impact on the Intermarché brand image were really important to carry out this goal and once again the results were beyond our expectations:

- On Facebook 2M people were touched by the campaign, we had 32K interactions and 122K views on the films (Facebook Player).
- There were 7000 mentions on Twitter worldwide.
- The case study of the campaign has 4M views in You Tube.
- 740 articles about the campaign (359 France /381 International)
- The campaign « Inglorious Fruits and Vegetables » won 47 awards worldwide (Cannes Lions, LIA, Eurobest, Epica, Clio Awards, etc).
- On September 2014 Intermarché became the favorite food retailer in France (*Source: barometer Posternak sept-2014*)
- In October 2014, Intermarché is elected "champion of advertising innovation" in France (*Source: Observatoire de l'Innovation 2014*)

Last but not least, this campaign was a real lever to change the whole category. Following our path 3 big french retailers launched their own ugly fruits and vegetables aisle: Auchan, Monoprix and Leclerc under the name "les Gueules Cassées".

Overall, it was a win-win situation as we also fulfilled the business objective of Intermarché: the business increased by 5% on the fruits and vegetables aisle, following the campaign between March and October 2014. (*Source: Kantar*)

## Other Contributing Factors

The fact that 2014 was the European year of food waste put a great light on our campaign.



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