

Cassies 2006 Cases

Brand/Case: Baileys

Winner: Sustained Success—Bronze

Client Credits: Diageo

Simon Burch, Marketing Director (incoming)
Hasan Imam, Marketing Director (outgoing)
Talya Gaborieau, Marketing Director of Liqueurs
Roisin Meagher, Marketing Manager of Liqueurs

Agency Credits: JWT

Lili Shalev, Vice President
Julien Coulter, Account Director
Melissa Ramos, Kendra Hum, Account Executives
Dean Hore, Vice President, Associate Creative Director
Andy Brokenshire, Vice President, Associate Art Director

Crossover Notes: All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies 1997. The full set for Cassies 2006 can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 1. What a Brand Stand For.
- Crossover Note 14. Refreshing a Continuing Campaign.
- Crossover Note 33. Changing the Target Audience.

To see creative, go to the Case Library Index and click on the additional links beside the case.

EXECUTIVE SUMMARY

Business Results Period (Consecutive Months): September 2003- December 2005
Start of Advertising/Communication Effort: September 2003
Base Period for Comparison: Calendar 2002

Since new advertising started in September 2003, Baileys, for its category, has seen outstanding growth

Calendar Year 2003 (versus previous year): 7.9%
 Calendar Year 2004 (versus previous year): 6.8%¹

In 2005, we submitted a Cassies case that showed how we repositioned the brand, putting it in a broader social setting, encouraging its use when relaxing with friends. This won a Silver Cassie (no Gold was awarded).

For 2005, we evolved the campaign beyond traditional settings, to a place people had never thought of seeing Baileys before. This delivered another strong year of growth.

Calendar Year 2005 (versus previous year): 8.4%

Noteworthy in this is that Canada is outperforming a lot of global Baileys markets (including the home country of Ireland), and as a result our Canadian TV advertising is being shared globally.

SITUATION ANALYSIS

a) Overall Assessment

At the start of this case, Baileys market-leading share of 13% was good, but we wanted to accelerate growth and achieve the full potential of the brand. We realized that we had to change Baileys from a drink that "you sip after dinner at an intimate occasion" to a "main drink to be enjoyed with friends in the heart of the evening." [Crossover Note 1](#).

The "Let Your Senses Guide You" campaign, launched in 2003, proved to be the solution,

b) Resulting Objectives

- In 2003, to create a step-change in growth by repositioning the brand.
- As time went on, to maintain strong growth by evolving the campaign
[Crossover Note 14](#).

¹ These numbers have been adjusted to take into account the Quebec Liquor Board strike during the holiday sales period of 2004. The number reflects growth without Quebec volume.

STRATEGY & INSIGHT

Back in 2003, research had shown very strong emotions attached to Baileys. It was indulgent and irresistible. Consumers loved the sensuousness of it. But it was pigeon-holed for special, even romantic, occasions.

The initial "Senses" campaign broadened that appeal, with its playful mood and trendy urban décor. In line with this, a *Marketing* magazine article by Karl Moore² suggested that we are in an *experience* economy. Moore suggested that companies should try to engage customers with as many senses as possible. We couldn't agree more.

However, to step-change frequency of use and drive sales, we had to get Baileys into new and broader usage occasions. It had to be seen outside that attractive downtown loft—in places occupied by mainstream beverage alcohol brands. So "Senses" had to evolve.

EXECUTION

Our 2005 TV spot "Beach Blanket Baileys" was the answer. We continued to use the "Senses" format, taking it one step further. We selected a beachside as the social setting. Our alcohol competitors had advertised there - why not liqueur? We also increased the size of the gathering to demonstrate that small gatherings were not the only places where Baileys could be enjoyed. [Crossover Note 33](#).

"Beach Blanket Baileys" takes place next to a beachside fire, and shows a group of friends in their late twenties hanging out. The sight of her Baileys being poured mesmerizes one of the women. Her roasting marshmallow accidentally catches fire, and starts a "Sense of Panic" (as the super on the screen says.)

She puts out the fire the quickest way possible—by dunking the marshmallow in her friends' glass of Baileys. Another friend, then has a "Sense of Discovery," and copies the process by dipping his marshmallow into another friend's Baileys.

The rest of the group realize the potential of Baileys and marshmallows and follow the lead, leading to a "Sense of Play."

The voice-over and end-super complete the message with "Baileys. Let Your Senses Guide You."

In short, the spot stays true to the "Senses" campaign, while at the same time adding a more versatile, playful setting. The campaign made it clear that Baileys was a drink for large groups, cottage dwellers, and those who simply wanted to be playful and have a little fun.

² "A Sense for Marketing," *Marketing*, June 5th, 2006.

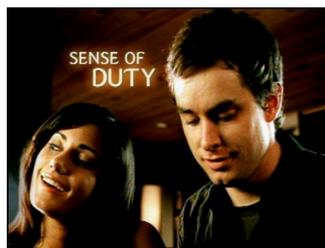
Making A Splash - 2003



Drip Service – 2004



Beach Blanket Baileys-2005



BUSINESS RESULTS

In 2005, Baileys grew by 8.4%, completing three years of growth behind the campaign, and delivering its highest volume year yet. In addition, Baileys continued to be a strong contributor to the growth of the Liqueur category.

Baileys Growth and Category Growth

(Source: ACD Sales Report)

	2003 vs. 2002	2004 vs. 2003 (w/o PQ volume)	2005 vs. 2004
Baileys % Change	+7.9%	+6.8%	+8.4%
Liqueurs Category % Change	+3.3%	+3.8%	+5.9%
Spirits Category % Change	+2.2%	+2.7%	+3.6%
Kahlua % Change	-8.1%	-2.2%	0.5%
Spots Shown	Making a Splash	Drip Service	Drip Service, Beach Blanket

From a share of market perspective, we continue to dominate our #1 competitor, Kahlua. While Baileys has grown a full percentage point in the liqueur category, Kahlua has lost 1.4 points of market share:

Share of Market (Liqueurs)

(Source: ACD Sales Report)

	2003	2004	2005
Baileys SOM (vs. liqueurs)	+0.5 points	+0.3 points	+0.2 points
Kahlua SOM (vs. Liqueurs)	-0.9 points	-0.2 points	-0.3 points

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

For three consecutive years, Millward Brown tracking has shown that Baileys advertising is very strong:

- "Making a Splash" achieved appeal and enjoyment scores that are well beyond norm, 70% of respondents had strong impressions with "help friends relax and enjoy time together," and "is a stylish and modern brand," and 85% of respondents agreed with "consider drinking it next time I'm with friends."
- "Drip Service" had 89% recognition, 86% identified the correct brand, 63% enjoyment, and most importantly 44% likely to drink, above norm.
- "Beach Blanket Baileys" also had strong results, with 65% recognition of the spot, 61% for correct brand, (both well above norm) 69% enjoyment and 40% likely to drink, above norm.

And in the most recent Millward Brown report, Baileys key measures continue to show strong results:

- Baileys as "a brand that has a delicious taste," was at 73%, up 5 points, and "a brand that you feel comfortable drinking socially," was at 70%, up 6 points.
- Using their mathematical models, Millward Brown indicated that advertising drove over half of the incremental sales volume—which was well above norm.
- Finally, there has been no price discounting.