

Cassies 2007 Cases

Brand/Case: Take a Benylin Day

Winner: Best Insight—Silver

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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 2007 can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 10. Conventional Wisdom—should it be challenged?
- Crossover Note 11. The Eureka Insight.
- Crossover Note 12. Changing the Goalposts.
- Crossover Note 16. When a campaign stumbles.
- Crossover Note 31. Transcending Advertising.

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): October 06 – March 07 (6 months)
Start of Advertising/Communication Effort: October 06
Base Period for Comparison: 2005/2006 (before launch)

Got a cold? If you're like most Canadian workers, you'll drag your sick body out of bed, get yourself to work, and muddle through your day - even though this decision risks infecting your co-workers and compromising your productivity.

Sadly, there is an expectation that you need to be a trooper - using medicine to treat your symptoms and getting on with your day. And even though you may get some relief from a runny nose, fever, cough and congestion, or other cold symptoms, you're still feeling sick and lousy. You deny yourself the time and rest you truly need to recover.

The majority of brands assure people they can "get on with their day" – perpetuating trooper behaviour. In the face of this, Benylin needed a platform that would stand out.

After a year of sharing cold misery with consumers, we began to understand. These people just wanted to get some rest so they could get better. Even though it flew in the face of a decade of messaging. Benylin embraced this notion and launched a paradigm-breaking idea—that consumers should:

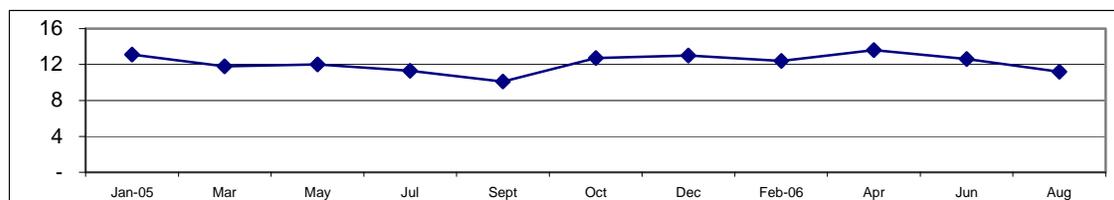
“TAKE A BENYLIN DAY”

The advertising connected powerfully. Gone were lists of symptoms. Gone were doctors in lab coats. Gone was reference to getting back at it. “Take a Benylin Day” gave permission to take the time to get better, while reinforcing that Benylin will handle symptoms. And it worked. Benylin grew dollar share by 2 points and overtook long time rival Tylenol, for the first time ever becoming the national market leader in the Cough/Cold/Flu/Sinus category.

SITUATION ANALYSIS

Benylin had been on the market for over 60 years had been the leader for coughs – but this category was declining. In 2003, with changes in product and format, Benylin moved into the Cough/Cold/Flu/Sinus category. For a few years, innovation drove success, but by 2006, with little in the R&D pipeline, share was stabilizing

Benylin Dollar Share

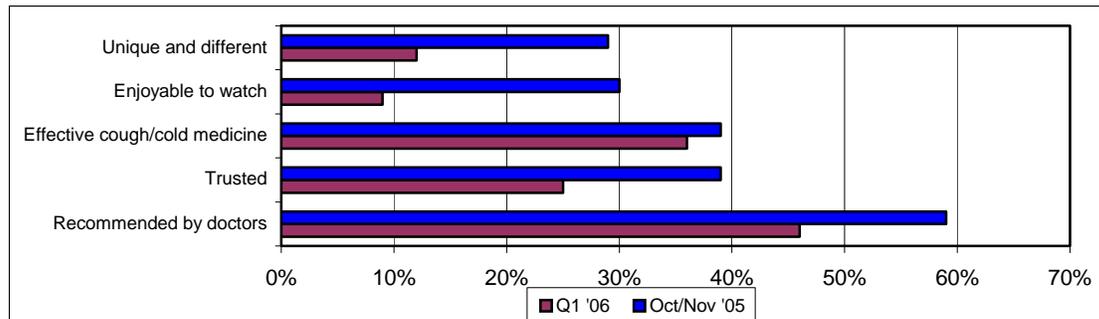


(Source: ACNielsen MarketTrack, National Drug + Groc w Pharm, Periods ending June 9, 2007)

In addition, we were beginning to see softness in ad tracking on the long standing “Dr. Recommended” approach to communications.

Benylin Ad Tracking

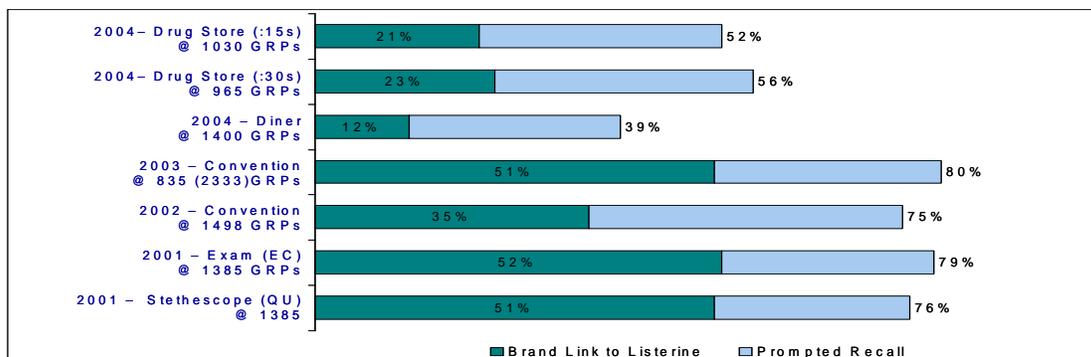
(Ipsos – Ad Graph, April 2006)



More alarmingly, there had been a slow and steady decrease in prompted recall and brand linkage for Benylin communications over the previous 5 years. **Crossover Note 16.**

Prompted Recall and Brand Linkage –Benylin ads

(Ipsos Ad Graph, Q4 2004)



Meanwhile, an audit of category communication illuminated the opportunity for a brand to communicate on a more compassionate and empathetic basis. The messaging from competitive brands consistently perpetuated the idea of the “trooper” mentality:

“If you think a cold will stop me, you don’t know me, you don’t know Advil.”

“Neo Citran, the cold symptom relief you need to keep going.”

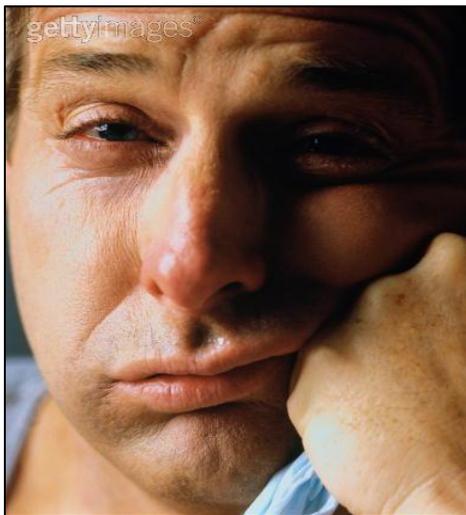
“Contact helps you get on with your day.”

Without any product innovation, the goal for Benylin was to maintain the 12-point dollar share in the category. Additionally, Benylin wanted to stem the decline in its ad tracking scores and especially its "unique and different" score of 12%.

The media spend for the campaign would be in the range of \$4-5 million - national English and French. This was in line with spending by other key brands in the category, and achieved relatively the same SOV vs. the previous year for the brand.

STRATEGY & INSIGHT

We went on a year-long venture to reconnect with our consumers. For the first time, we realized what our consumer was feeling – and this is how they felt.



While we had always known that people feel pretty awful when suffering from a cold, we needed to understand why no brand was standing out in their time of need.

What we found out was surprising and not surprising.

For more than a decade, every brand had tried to prove that they worked by saying that they can get you back to business. The category was mired in a sea of sameness. Ironically, consumers did believe that products worked well. They just thought that they all worked by and large the same. This led to a situation where brand choice was not the first cut at shelf, but rather followed a symptom relief cut.

This was a clear indication of the weak role that individual brands played in the category.

And in fact, consumers were correct. There was little functional difference between the brands. A successful brand needed to break through this clutter and differentiate itself. Clearly this was not to be done on a functional basis. Possibly, by better understanding consumers, we could connect to them on an emotional level.

One thing resonated: the contradiction between what consumers said and what they did.

They said the best way to overcome a cold was to stay home and rest. But they did the exact opposite. Manufacturers of cough/cold medications were feeding this with constant reminders that nothing should slow you down. But consumers wanted the exact opposite – an opportunity to stay home and get better. Whether or not they actually did this, dreaming it for a moment sparked a twinkle in their eyes.

This came when we started to ask the right questions. What if a brand did not talk about symptoms, efficacy, or “getting back at it”? **Crossover Note 12.** What if it empathized with consumers and reinforced what they knew to be true; to really get better, you have to take care of yourself. **Crossover Note 11.**

Benylin took the bull by the horns, deciding to end its historical “Dr. Recommended” campaign, to buck the category “trooper” mentality, and to omit functional promises. Benylin told consumers to take a load off. **Crossover Note 10.**

CREATIVE EXECUTION — TAKE A BENYLIN DAY.



This simple idea leveraged the understanding by consumers that a cold remedy could only provide temporary relief - and that rest and time were the only real cure for the common cold. And whether or not consumers could actually take the time they needed to get better, Benylin was offering them the permission to dream it for a moment. Benylin would no longer profess knowledge of cold symptoms or promise efficacy. Instead, it would show it understood what our consumer was going

through, and boldly offer a Benylin Day as the solution.

The launch TV execution “Indecision” used the tune by the punk rock band the Clash “*Should I Stay or Should I Go.*” Benylin demonstrates the moment that everyone has experienced: when they have tried to decide whether to muddle through with their cold and go to work, or pack it in and get to bed. And contrary to every other brand in the category, Benylin suggested that rest was the better option.



The multimedia campaign that immediately followed the TV clearly demonstrated our resolve to be on the side of the consumer. Outdoor billboards stated that while Benylin could make you feel better, the rest was up to you:



For radio, some of our five and ten second radio tags had fun at the expense of workers who were still buying into the “trouper” mentality, while others simply reinforced the Take a Benylin Day message:

TAG: (SNEEZE) *Sneezing in your manager’s face is never a good career move. Take a Benylin Day. (AHH!)*

TAG: (SNEEZE) *Sick of feeling awful? Take a Benylin Day. (AHH!)*

TAG: (SNIFF, SNEEZE) *Got Stuffy head? Stay in bed. Take a Benylin Day. (AHH!)*

And to really put its money where its mouth was, Benylin offered consumers a website, www.takeabenylinday.com, with a mixture of practical advice (when you should or should not go to work) as well as fun things to do...should you decide to take a Benylin Day.



MEDIA EXECUTION

The campaign launched in October 2005 with the following components:

- 30s TV
- Horizontal OOH Posters
- Radio Tags (5s and 10s)
- Website

The campaign ran from October 2005 until the end of March 2006 with 78% of the spend on TV, and the remaining spend on OOH and radio. This was a typical breakdown for the category, and SOV remained relatively constant vs. the previous year.

BUSINESS RESULTS

The campaign did not just maintain the 12 point dollar share as per the original business objective, but propelled brand growth to over 14 points. In fact, Benylin took the lead in the Cough/Cold/Flu/Sinus category for the first time ever.

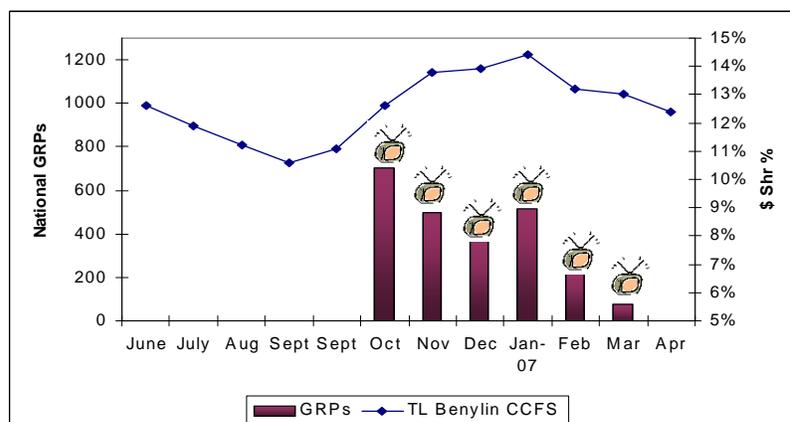
	\$ Shr		
	Latest 4 Wks	Latest 12 Wks	Latest 52 Wks
#1 TI Cough/Cold/Flu/Sinus* NEW			
TI Benylin CCFS	14.4	14.1	12.9
TI Tylenol CCFS	14	14.3	15.1
TI Control Label CCFS	13.1	13.4	14.1
TI Advil CCFS	12	11.6	11.8
TI Buckley's CCFS	8.4	8.3	7.4
TI Nyquil/Dayquil CCFS	7.2	7.1	6.7

(ACNielsen MarketTrack, National Drug + Grocery w Pharmacy, Periods ending Jan 20, 2007)

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

The volume gain was clearly responding directly to our advertising activity.

Benylin Dollar Share and GRPs



(Source: ACNielsen MarketTrack, National Drug + Groc w Pharm, Periods ending June 9, 2007)

In ad pre-testing, the campaign shifted focus from product benefit to consumer. The TV ad “Indecision” scored a Token Allocation (or persuasion) metric in the 92nd percentile, ranking as one of J&J’s best testing ads ever (only Nicorette had a token allocation so high). And, as we had wanted, our empathy was showing in spades. Indecision was able to increase Supportive and Caring measures for Benylin by upwards of 40% on both measures. In-market tracking also clearly indicated a shift in Benylin’s numbers:

‘Indecision’ More Engaging than Norm (Ipsos ASI Tracking)

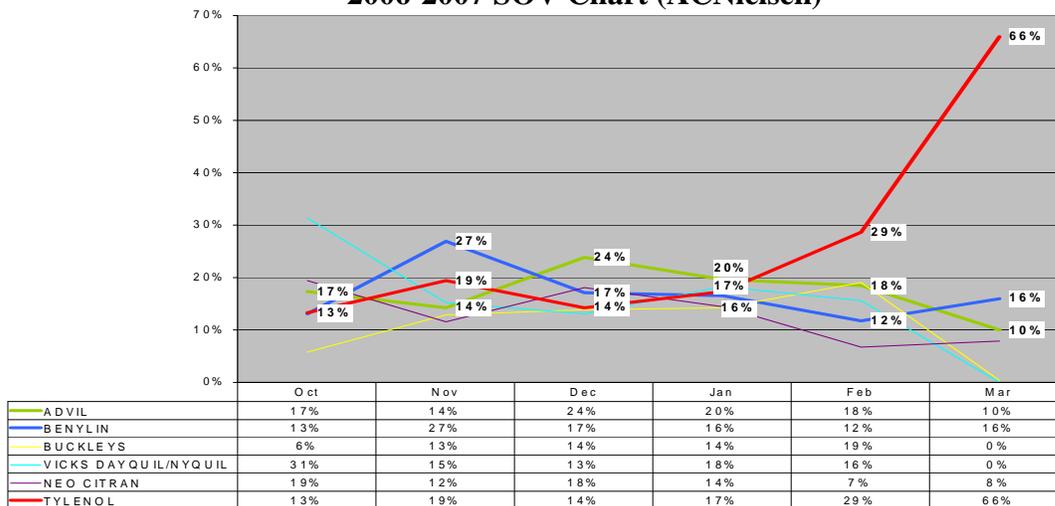
<u>Statement</u>	<u>Indecision Q 4'06</u>	<u>Benylin Norm</u>
The ad was very enjoyable to watch	32%	21%
The ad was unique and different	35%	21%
The ad told you something that had meaning to you personally	26%	19%
You are getting tired of seeing the ad	11%	15%

Reaction created news that continued for months. It was not simple PR coverage, but a public debate about the “Benylin Day” insight and the value of taking a day off. The advertising fuelled news coverage, which symbiotically fuelled interest back into the ads. The campaign and its message became top content on popular radio and TV shows. The advertising created a way to transcend itself. **Crossover Note 31.**



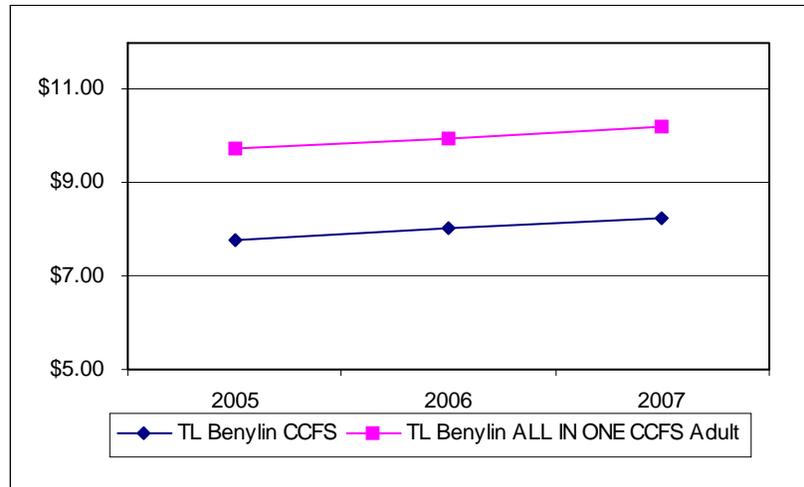
Media spend was not a factor. Benylin gains during the 06/07 cough/cold season were done at an SOV level in line with previous years and was average in the category.

2006-2007 SOV Chart (ACNielsen)



Average retail price was also not a factor. During the 6 months of the case it remained stable and consistent with the pricing over the past 2 years.

Average Retail Unit Price



(Source: ACNielsen MarketTrack, National Drug + Groc w Pharm, Periods ending June 9, 2007)

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Benylin]

Each year I update these Crossover Notes. If you've read this cover note before, you can skip it. If not, it's worth a quick read.

My career started with a seven year sentence in brand management at Procter & Gamble. Then I clambered up the ladder at O&M, becoming President and later Vice Chairman, all of this in Toronto. Then I set up as a consultant.

P&G and O&M were passionate about "lessons learned" from advertising effort, and so was I. All the Cassies cases have great lessons in them, though at the pace we work today these lessons are not necessarily easy to find.

I was thinking about this as I was editing Cassies 1997, and I had the idea for Crossover Notes. They started as bite-sized footnotes pointing out lessons that "cross over" from one case to another. Then, as time had gone by, they've evolved to what we have today.

You can use Crossover Notes in two ways. Although they weren't designed as a crash course in advertising, they are worth reading as a whole. You can also dip into them selectively. The headings on the next page will help you choose.

I've tried to be even-handed on controversial issues, but here and there you will sense my point of view. For this I thank the Cassies for not editing their Editor.

We now have close to 200 published cases. And I hope I've helped pass some of the learning on.

David Rutherford

Toronto: January 2008.

For more on brand-building see *Excellence in Brand Communication*—by leading Canadians from across the marketing and advertising spectrum. See also *Vulcans. Earthlings and Marketing ROI*, commissioned by the ICA, and published by Wilfrid Laurier University Press.

See www.ica.adbeast.com.

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The Notes for this case are marked ✓ and come next.

Note: Cassies uses “advertising” in its broad sense. It not only stands for advertising through the main media of broadcast, print, out of home etc. Where appropriate, it also stands for Direct Marketing, PR, Interactive Marketing, Buzz Marketing, Event Marketing, Product Placement etc.

BENYLIN CROSSOVER NOTES FOR CASSIES 2007

10. Conventional Wisdom—should it be challenged? Conventional wisdom will sometimes be right. But it can also be a roadblock. When US Pepsi executives first saw the Pepsi Challenge, they apparently said, "that's not Pepsi." Dove Litmus (*Crossover Note 7*) ran into a fusillade of disapproval at client/agency global head offices—and only survived because the Canadian team stuck to their guns. Here are others that went against the tried and true:

From Cassies I, III, 99, 2001:

- Crispy Crunch, making a virtue of greed. Richmond Savings, poking fun at the Humungous banks.
- Sunlight, saying it's OK to get dirty. Fido and Clearnet, using dogs and frogs.
- Various financial accounts—so many that humour has almost become the new conventional wisdom: AGF, Clarica, BMO Quebec (and Scotiabank in 2002).

From Cassies 2002:

- Bud Light, not going after the young, legal-age, male heavy drinker.
- CFL, against younger viewers, accepting they might alienate the core franchise.
- ED, going high-profile with a taboo topic. Five Alive, switching from Moms to young males.
- Irving Home Furnaces, using age as a plus for attracting attention.
- Labatt Bleue, breaking the Christmas "Happy Holidays" tradition.
- Pine-Sol, breaking the conventions of household cleaner advertising.
- Sleeman in Quebec, embracing the English heritage with "honest frenglish."
- Sloche, rejoicing in being politically and nutritionally incorrect.

From Cassies 2003:

- Bait Cars, talking directly to criminals. Crown Diamond Paint, advertising that men hate painting.
- Familiprix, using humour to sell health products. Irving Coffee, making a virtue of the caffeine hit.
- Toyota Matrix, breaking the Toyota "rules." Sola Nero, debunking wine snobbery.
- Super 7, revelling in the excesses of the super-rich.
- Université de Montréal, with no smiling students and ivy covered buildings.

From Cassies 2004:

- Cirque du Soleil, breaking convention as a corporate philosophy.
- Elections Ontario, resisting the temptation to use social responsibility.
- The Miller campaign, throwing out the conventions of political advertising.
- Réno Dépôt, investing in the brand, rather than "price and item."
- Toyota Sienna, with their "cool minivan" thinking.

From Cassies 2005:

- Baileys, breaking out of the liqueur cabinet.
- Crescendo, moving away from "delivery/takeout" as the high ground.
- Cruisin' to Win, thinking small. Energizer Lithium, ignoring the conventions of battery advertising.
- Familiprix, selling health products hilariously.
- Hubba Bubba, using brand thinking in a merchandizing category.
- Moores, redefining the way to look at men shoppers.
- "Stupid.ca" anti-smoking, being hilarious in how it talked to teenagers.

From Cassies 2006:

- Bloody Zit – need we say more? Chocolate Milk, torturing cute chocolate animals.
- Eterna, choosing an emotional (rather than technical) story to sell film.
- Holiday Inn, moving away from “comfort.”
- Listerine, breaking away from “kills the germs that cause bad breath.”
- MINI and Yaris, breaking car conventions.
- VanCity, challenging the unwritten rules of financial marketing.

From Cassies 2007:

- Dove, with its campaign for real beauty.
- Reversa, by targeting Cougars
- Cashmere, finding an analogy between fashion and toilet tissue.
- Prairie Milk, appealing to teens in a decidedly un-commercial way.
- The Capital G Bank in Bermuda, with its “We’re Gifferent” campaign.
- Benylin, with “Take a Benylin Day.”
- Coors Light, walking away from the approach that had made it the #1 light beer.
- La Parisienne detergent, with advertising that threw aside the “rules” of the category.

11. The Eureka Insight. These feature in many cases. Some examples:

- Oh Henry! Gut-fillers had tried to own hunger. Cassies II and *Crossover Note 7*.
- Buckley’s. Rather than side-step their bad taste, Buckley’s relished it. Cassies III.
- Chrysler. Used *emotion* as the key to an immensely successful launch. Cassies III.
- Philadelphia Cream Cheese. Creating “permission to indulge.” Cassies III.
- Richmond Savings. Creating the “Humungous Bank.” Cassies III.
- Eggs. (See also *12. Changing the Goalposts*.) Farmers brought “natural” to life.
- Sunlight. Getting dirty is fun. This is diametrically opposed to the conventional wisdom, dominated by Tide, that clean is good and dirt is bad. Cassies 99.
- Fido in Cassies 99. In an echo of Apple vs. IBM, Fido saw that consumers needed the human touch. See also Clearnet and “the future is friendly” in Cassies 2001.
- Diet Pepsi in Cassies 2002. The “forever young” campaign.
- Listerine in Cassies 2002. Healthy gums, after a century of bad breath.
- Pro•Line in Cassies 2002. Appealed to non-experts with “Anyone can win.”
- Aero. Saw the power of “melting” in Cassies 2003.
- Super 7. Ignored the political correctness of being tasteful. Cassies 2003.
- Quebec Milk. Saw the obvious. Asked people to drink more. Cassies 2004 and 2005.
- Toyota Sienna. Realized that the answer lay not in what SUV buyers do. Cassies 2004.
- Irving’s Cruisin’ to Win. Saw the power of *small* prizes. Cassies 2005.
- Crescendo. Like Oh Henry! saw unoccupied high ground. Cassies 2005.
- Butter. Saw a way to use “natural” to connote taste and health. Cassies 2005.
- Anti-Smoking. Saw the power of “Stupid.” Cassies 2005.
- Jergens Ultra Care. Saw a way to reposition skin. Cassies 2005.
- Whiskas. Saw things from the *cat’s* point of view. Cassies 2005.
- Moores. Used the fact that their target audience hates shopping. Cassies 2005.
- Harvey’s. Realized the significance of The Grill. Cassies 2005
- Quebec Lotto 6/49. Realized that 6/49 winners are generous, so be nice to them.
- United Way. Saw power in the Hand icon. Cassies 2005
- CIBC Run for the Cure. Saw the power in the Pinnie idea. Cassies 2005
- Juicy Fruit. Saw how to build a new image by destroying the old one. Cassies 2005
- Yaris. Realized that you *could* use aspiration in the sub-compact category. Cassies 2006.

- WestJet saw the power in the “owners” idea. Cassies 2006 and 2007.
- Monster saw the power in the “best boss” idea. Cassies 2006.
- Dove. Saw the leverage in the Self-Esteem Fund. Cassies 2007.
- Brita. Changed how we think about tap water for ever.
- SpongeTowels. Brought absorbency to life, almost literally.
- Benylin. Realized what we really want to do!
- Newfoundland. Realized that the problem was the opportunity.
- Plus virtually all the cases in *Crossover Note 10*.

12. Changing the Goalposts. Some insights come from seeing what was always there to be seen. (Sunlight’s Cassies 99 joy of getting dirty is an example.) Others re-frame the problem, such as:

- Cow Brand Baking Soda’s extended usage.
- Johnson’s Baby Shampoo’s re-positioning against adults.
- Cereals trying to get eaten as a late night snack.
- Baileys (2005 and 2006) going against wines and beer occasions.

Insights can also spring from what is *not* being said. Eggs in Cassies 99 is an example. Word-association tests played back benefits, but did *not* identify that eggs are natural. Somehow, this absence caught the agency’s eye. They made “natural” into a powerful campaign using real farmers, and turned around a 17-year decline.

Purina is another example. At one time, everyone sold dog food on taste and nutrition. Not surprisingly, consumers played these back as the important benefits, reinforcing conventional wisdom. The team at Scali/Purina then saw the significance of the unspoken (and deeper) truth—that a dog is part of the family. This led to the immensely effective “helping dogs lead longer lives” campaign.

This also points up the need look beyond Canada. PAL in the UK had earlier arrived at similar thinking, leading to their famous “prolongs active life” campaign.

16. When a campaign stumbles. This might be a momentary stutter and (if we were clairvoyant) we would make whatever minor fix was needed. But it might be the first clue that something is going off the rails. In this situation, the pressure can lead to snap (and wrong) judgments. The best answer usually comes from a blend of experience, judgment, intuition, vision, and research. Here are some pointers.

1. **Dig deep into trends and tastes.** You could be on the wrong side of a tectonic shift. “Made in Japan” used to mean a cheap, shlocky, knock-off, and North American business took years to recognize the threat that was coming from Japan. Consider Listerine. The famous slogan “Always a bridesmaid, but never a bride” started life in a Listerine advertisement, reflecting a bad breath positioning that had been in place for as long as anyone can remember. But Listerine saw the shift towards the idea of a healthy mouth. (See Cassies 1995 and 2002). Something similar happened in toothpaste. At one time, Pepsodent (“you’ll wonder where the yellow went...”) was the leader, and whitening was the high ground. Then Crest came with fluoride (and dental association endorsement), and Pepsodent slid into history. Then, over a generation, cavities stopped being

the problem they once were.¹ The market shifted towards “mouth health” and Colgate got there first with Colgate Total, knocking Crest off its #1 perch. Crest responded with Crest Complete—and now the whole market has come full circle with a furious battle for whitening again.

2. **Look at the goalposts.** If they really haven’t changed, then it’s likely that you just have a short-term stutter. But if they have, try to envisage the new game. See *11. The Eureka Insight*, and *12. Changing the Goalposts*.
3. **Think through the change needed.** See *6. Should the product be improved?* and *14. Refreshing a Continuing Campaign*.
4. **Change for the right reasons.** It’s broadly true that long-running campaigns—kept fresh and relevant—are great brand-builders. And it’s sadly true that new people, wanting to make their mark, change things for change’s sake. But once in a while, major change is needed. Molson Canadian (Cassies I) was a niche player when it launched “What Beer’s all About” in the late 80s. This campaign helped turn Canadian into a mainstream beer, and it displaced Labatt Blue as market leader. They kept going with “What Beer’s all About” for a few years. But they also stayed alert to the need for change, in particular watching the appeal ratings with the younger legal-age drinker. This led them to launch the “I AM” campaign (Cassies III). This was successful, but eventually it ran out of steam. They re-incarnated with “Joe’s Rant” (Cassies 2001). But this, in the words of the 2006 Molson case, turned out to be a glorious one off as Molson—along with other mainstream brands—ran into the onslaught of the “24 for \$24” crowd.

Separately, though this time the need for change more obvious, Juicy Fruit (almost literally) destroyed its former squeaky clean image with the guitar-smashing campaign. (Cassies 2005.) And in Cassies 2007, Benylin realized that the “trooper” attitude in all its competitors could be challenged.

31. Transcending Advertising. A number of Cassies campaigns have moved into popular culture—at least for a while. Generally, advertisers and agencies are pleased when this happen, though there are always nay-sayers asking “Is it on strategy? Is it relevant? Is it building the business?”

“Where’s the Beef?” had a lot more than 15 minutes of fame. But did it build the Wendy’s business? I’ve seen arguments on both sides. Budweiser’s “Whassup” faced similar questions, and the last comment I saw was a thumbs down. Cassies cases that mention the effect—and they all do it positively—include Richmond Savings (Cassies III); Molson Canadian, Tourism New Brunswick, Manitoba Telecom (Cassies 2001); Bank of Montreal and ED (Cassies 2002); Familiprix, Irving Mainway Coffee and Motrin (Cassies 2003); Desjardins and Quebec Milk (Cassies 2004); Crescendo Pizza, Familiprix, Pepsi – Quebec and Quebec Milk (Cassies 2005); Chocolate Milk (Cassies 2006); Dove, Reversa, Energie and Benylin (Cassies 2007).

Viral marketing is the latest incarnation of effort that transcends advertising as we used to think of it. It was a major factor in the Dove case in Cassies 2007.

¹ Ironically, Crest helped make this happen by virtue of its sustained “no cavities” marketing.