

Cassies 2007 Cases

Brand/Case: Dove. Making It Fly

**Winner: Grand Prix
Canadian Contribution to a Global or
Multi-Country Campaign—Gold**

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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 1. What a Brand Stands For.
- Crossover Note 10. Conventional Wisdom—should it be challenged?
- Crossover Note 11. The Eureka Insight.
- Crossover Note 12. Changing the Goalposts.
- Crossover Note 31. Transcending Advertising.
- Crossover Note 34. Longer and Broader Effects.

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): January 2005 – December 2006 (24 Months)
Start of Advertising/Communication Effort: January 2005
Base Period for Comparison: Calendar 2004

In early 2004, Unilever launched Dove’s Campaign for Real Beauty. This was a global campaign—developed by Ogilvy offices in London, Dusseldorf, Chicago and Toronto—and it changed the way that personal care brands are marketed.

Then, as we moved into 2005, Canada saw another opportunity. Even though it would not involve product sell (Crossover Note 10) we made a significant financial commitment to the Dove Self-Esteem Fund. Canadian women have responded by passionately supporting Dove—in the way they support a good cause. And they are rewarding us at shelf with double digit growth in dollar sales for 2005 and 2006.

SITUATION ANALYSIS

a) Overall Assessment

In simpler times (for example, for many years with Dove Bar) Dove could rely on a strong product story. But the personal care category had exploded with innovation, and Dove was competing as a latecomer. To support its range, Dove needed an “essence and ethos” (Crossover Note 1) that would connect with consumers in a deep and meaningful way. The Campaign for Real Beauty was just that. It challenged traditional definitions. It debunked stereotypes. Crossover Note 12. It asked women to participate in a dialogue. And it inspired women to find their own personal beauty.

Competitively, we faced the P&G juggernaut in hair care, deodorant and personal wash. Smaller brands like Nivea, Aveeno and Jergens were also emerging as challengers.

After year one, the franchise was up 3 percent. For year two and beyond it was essential to find a strong, differentiating way to build on what had been achieved.

b) Resulting Business Objective

Globally, the target was double digit annual growth in dollar sales. Canada had similar targets, with a national media budget, across all categories, in the \$5 million+ range.

STRATEGY & INSIGHT

Inspiration came from a global white paper that Dove had commissioned. It revealed that an alarming number of girls suffer from low self-esteem. Ninety-two percent expressed a desire to change at least one aspect of their appearance—perhaps not surprising given the unrealistic ideals of beauty that pervade the media. What was surprising, however, was that moms have a greater influence on their daughters’ self-esteem than either the media or celebrities. Crossover Note 11. This became the foundation for Canada’s approach.

From a business perspective, the beginnings of a framework were there. The Dove Self-Esteem Fund had been created globally in late 2004, to educate and inspire girls on a wider definition of beauty.

In Canada, we decided to show real and tangible support of the Fund. We dedicated just under 10% of the annual marketing investment to the fund, with the goal of touching 30,000 young lives by 2008. The scope and depth of the Canadian program set it apart from the sporadic efforts made in the US and the UK; where the financial commitment was less than 5%.

Canada's effort was manifest in several ways:

- A series of self-esteem workshops across the country, for moms and their daughters
- A suite of tools online for those without access to the workshops
- Three significant pieces of communication: pieces that helped propel brand sales; pieces that, by virtue of their creative power and channel, went global after launch.

CREATIVE EXECUTION

Support for the fund began with the January 2005 debut of “Little Girls” in Canada. This anthemic: 60s television commercial juxtaposed the beauty of many different types of little girls against their issues like *thinks she's fat*, or *hates her freckles*, or *wishes she were blonde*. These rang painfully and unnecessarily true. The commercial then closed with an invitation to tell these girls that their perceptions are wrong.



“Little Girls” ran alongside global creative for specific products until January 2006, when its success led to global use. It ran in the US on the Super Bowl, in the UK in April, in Italy in the summer, and Germany in the fall.

Dove continued to advertise specific products with global creative, but needed to drive workshop enrollment. So later in 2006, a media-neutral brief led to the Canadian creation of two viral films to tackle self-esteem from different angles.

“Daughters” profiled girls and young women speaking frankly about the impact of beauty culture on them.



“Evolution” showed the transformation of an ordinary, attractive woman into a billboard model through make-up, retouching and photo shop. It closed with a simple statement:
No wonder our perception of beauty is so distorted.



For media efficiencies, we used the web to disseminate the films—on the campaign for real beauty site, as an email link to Unilever subscribers, and on Google video and YouTube.com. The films broke on September 5 and October 16, 2006 respectively.

MEDIA EXECUTION

Dove’s media execution over this time frame was both conventional and not conventional at all. While product support was carried throughout both years in television, out-of-home and print, the Canadian work supporting the Dove Self-Esteem Fund used appointment television and the web.

All three executions were created in Canada, but have been global in their impact: “Little Girls” because it has been exported to several key Dove countries; “Daughters” and “Evolution” because their web release pushed them global almost instantaneously.

BUSINESS RESULTS

In Canada, we met the objective of double digit growth.

- Total Dove dollar volume is up **18%** in 2005, and another **12%** in 2006, compared to the 3% gain in 2004 (source: Essbase, P&L’s)
- ACNielsen data shows Dove sales gains of **10%** in both 2005 and 2006, not including the volume of Dove Hand & Body which launched in late 2005.

This performance is particularly noteworthy given the highly fragmented and volatile health and beauty category, which ACNielsen reports as growing +10% and +6% over 2005 and 2006.

Dollar Share by Category — Indexed vs. Prior Year

	2004	2005	2006
Bar	Base	106	103
Body Wash	Base	100	81
Deodorant & Antiperspirant	Base	108	119
Hair Care	Base	140	123
Hand & Body	N/A	Base	355
Total	Base	118	112

Source: 12 months, ACNielsen

Consistent share growth—even in the categories like Bar, which have no format innovation—is the picture. The one anomaly is Body Wash in 2006, which reflects unprecedented support behind an Olay body wash launch.

Importantly, after “Evolution” launched, every workshop across Canada was sold out. We are also exceeding our goal of touching the lives of young girls; which we measure as at least one hour of interaction with a Dove Self-Esteem program. With 55,000 touch points over 2005/6, we have already surpassed the goal of 30,000 lives touched by 2008.

All three of these films have won awards, but none so broadly as “Evolution.” Among its haul are Best of Show at the Bessies, the Marketing Awards, D&AD, the One Show, and two Grand Prix Lions at Cannes.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

We can assess the impact of this creative work in these ways:

- Strong Canadian sales performance with marketing variables eliminated, and very positive tracking measures
- Strong Canadian performance compared to similar markets
- The unprecedented impact of “Evolution” and its migration into popular culture.

Canadian Performance

A competitive share-of-voice analysis shows that Dove’s Canadian double digit growth is not a result of spending. In almost every case (Hair Care in 2006 being the exception) Dove’s share-of-voice change has not matched the category increase.

In 2005, the Health & Beauty category media spend increased by 34%; Dove SOV by only 17%. In 2006, the category media spend increased by 8% over the previous year, and Dove’s SOV declined by 5%.

Category Media Spend and Dove SOV — Indexed to Prior Year

	2005		2006	
	Dove SOV**	Category Spend**	Dove SOV**	Category Spend**
Body Wash/Bar	96	97	24	71
Deodorant & Anti-Perspirant	- *	N/A	111	130
Hair Care	64	156	148	107
Hand and Body Lotion	-*	N/A	99	104
Total Spend Indices	117	134	95	108

* Not supported in 2004 therefore cannot index/** Source: Nielsen data

In fact, Millward-Brown tracking data confirms that it is the saliency of the message that is helping to drive opinion and behaviour. Dove's association with the Campaign for Real Beauty attributes has strengthened considerably.

Brand Image Scores Indexed to Year-Ago (Millward Brown)

	2004	2005
Supports positive self esteem	250	180
Different from traditional beauty	130	238
Believe in more realistic/less superficial beauty	300	733

Also, these attributes are driving purchase consideration for Dove. In fact, these attributes are now as important in driving purchase intent as functional attributes like cleansing and moisturizing.

Purchase Intent (Millward Brown)

	Correlation with Purchase Intent
Supports positive self esteem	0.39
Different from traditional beauty	0.34
More realistic/less superficial beauty	0.38
Moisturizers Skin	0.40
Leaves Skin feeling clean	0.42

Canadian Results versus Other Key Markets

Globally, the work has sparked growth in markets like the UK and the US. These markets have had nearly identical product innovation and advertising on Dove. They have aired "Little Girls" as outlined in the creative execution section; "Evolution" has received over 21 million media impressions in the US, and the BBC in the UK ran a five minute branded piece on the film. But, with a lower relative investment in the Dove Self-Esteem Fund, their results have not kept pace with ours. [For confidentiality reasons, the absolute numbers cannot be shared.]

Given the overall unconventional approach, we must also look to less traditional means of measuring success and causal business impact. **Crossover Note 34**. This is most apparent with the success of “Evolution”:

- *Massive viewings*
 - Over 2 million views and 22 postings after only two weeks on You Tube; views now total over 10 million
- *Massive exposure*
 - No media placement money was spent on “Evolution”, but the PR and media coverage is estimated to be worth \$US150,000,000 by Unilever’s American PR firm
- *Sustained web presence*
 - In the words of ClickZ.com—June 2007: “Part of what’s fuelled the vitality and sustainability of this campaign are the thousands of consumers who have embedded the video into their own blogs...For 10 days, it topped the charts of linked-to-brand videos on both Blogpulse and Technorati.”
- *Impact beyond marketing* **Crossover Note 31**
 - “Little in the history of Unilever tracking has done as much for Unilever buzz as the Dove Campaign for Real Beauty and now the Dove “Evolution” ad...the effects of the video are far-reaching in Consumer Generated Media as it helps to engage general consumers in Unilever and consumer packaged goods dialogue, opens new possibilities...and enlightens consumers who aren’t wed to a cause. Issues such as product recalls, earnings and consolidation took a back seat to Dove in the month...”

Nielsen BuzzMetrics, October 2006
- *Influencers with impact*
 - A presence on virtually every popular talk show, with the highlight from Rosie O’Donnell: “I’m going to use Dove from now on because of that ad.”

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Dove]

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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31. Transcending Advertising.	✓
32. Internal Marketing.	
33. Changing the Target Audience.	
34. Longer and Broader Effects, and A Closing Thought .	✓

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.

DOVE CROSSOVER NOTES FOR CASSIES 2007

- 1. What a Brand Stands For.** People in real life hardly give the deeper meaning of brands a second thought. They know that some appeal more than others. They may have a sense that brands jostle for their attention. But that's about it. They certainly don't agonize over the *essence* of this, or the *brand truth* of that.

That said, branding goes deeper than we in marketing may realize. Before marketing was even thought of, branding was part of life. Everything from national flags, to coinage, to the uniforms of soldiers, boy scouts and Supreme Court judges, to the plumage on peacocks (human and otherwise), is a form of branding. Business had an early example in the 1800s when Harley Procter of P&G heard a pastor quote a biblical text about ivory palaces. Goodbye Procter & Gamble White Soap. Hello Ivory. More recently, Tom Peters published *A Brand Called You*. And Tony Blair tried to re-brand the UK as "Cool Britannia."

A brand, in the fullest sense, is hard to define. Dictionary definitions tend to focus on the trademark aspect, and yes, branding does involve some sort of identifying mark. But this misses the point. What makes a brand valuable?

*The answer is The Advantage of Belief.*¹ Charles Revson of Revlon famously said, "In the factory we make cosmetics. In the store we sell hope." In other words, a brand is not a product; it's what people *believe* about a product. These beliefs can be immensely powerful. The most astonishing is the placebo effect. In clinical trials, many patients respond to the "sugar pill," even when they have serious diseases. We see the same thing with blind and identified product tests. With a strong brand, the preference jumps. (See *What's in a Name* by John Philip Jones.) And when the Advantage of Belief takes hold, it leads to a long list of benefits:

- | | |
|-----------------------------------|---|
| a) Customer loyalty | e) Facilitating brand extensions |
| b) Higher price | f) Withstanding competitive attack |
| c) Higher cash flows | g) Motivating staff and attracting new talent |
| d) Higher long-term profitability | h) Potentially augmenting the stock price |

This doesn't, of course, answer the question, "how do you build these beliefs?" There are widely varying notions, but most people agree on the basic principles: (1) stake out what the brand can and should stand for (2) stick with this over time (3) evolve to account for lessons learned and market changes.²

This can't be done by empty promises. We have to assess what consumers want against what the product delivers—and tell the story better than competitors do. We have a melting pot of perceptions and reality to work with. All the "brand" ideas are there to help—Brand Image, Equity, Personality, Character, Essence, Relationship, Footprint, Truth, Soul, Identity, and so on—along with old faithfuls like Positioning, Focus of Sale, USP, Features, Attributes, Benefits and Values. Whatever the terminology, though, the brand has to stand for something relevant and different in the consumer's mind. See also *Crossover Note 26*.

¹ This is a phrase of mine, though the idea that a brand is "more" has been described by many authors.

² How do you do this? See *Excellence in Brand Communication*: www.ica.adbeast.com

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.

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.

34. Longer and Broader Effects. This aspect of advertising came from the IPA Awards. They turned their attention to it because their early winners (like ours) were "growth and turnaround" cases. This is one way that advertising can, in the words of the

Cassies mandate, be a prudent commercial investment that pays out. However, such cases don't capture another value of advertising—often a greater one—its role in helping build a powerful and enduring brand that stands the test of time.

Andrex is a case in point. It is a toilet tissue in the UK—a good but not especially great product. It had been supported by a long-running campaign, always featuring a Labrador puppy getting up to high jinks. Over 20 years, through the early 90s, Andrex added 5 share points, going from about 30% of the market to 35%. In itself, that may not seem so spectacular, in that it's an average of about a ¼ point a year.

What *is* spectacular is that those 5 points came in a rising market.

As a result, Andrex's sales tripled. More spectacular still, they did this at a 20% price premium to the market. This threw off enormous amounts of cash, and econometric modelling showed £300 million in incremental sales, for an advertising investment of £54 million. Andrex is an example of a “longer” effect, and we have similar—though not as long—examples in the Cassies with Dove (Cassies III), becel (Cassies 99), Budweiser Quebec (Cassies 2005), and Diet Pepsi, Telus, Honda Quebec, Coors Light, and TD Canada Trust.

The “broader” effect can also be massive. Orange was an upstart UK telecom, with many disadvantages vs. established companies. It launched with an extraordinary campaign—very little on features and benefits; but a vision of optimism for the future. It was highly successful in building business. It also had a profound effect on the City. The IPA paper had a calculation by Lehmann Brothers, assessing the effect of advertising on subscriber growth, revenue and churn, and hence share price. It showed that Orange's share price was almost double its “unadvertised” value. This made Orange one of the most valuable brands in Europe, and Orange eventually sold for £33 billion.

These broader effects can be hard to isolate, and UK brands often have econometric modelling and other research studies to support their argument. Here, the case has to be more inferential—such as the correlations made by Molson Canadian between the Joe's Rant campaign and Molson's stock price.