

Cassies 2007 Cases

Brand/Case: Newfoundland & Labrador Tourism

Winner: Government & Advocacy—Bronze

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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 2. Brand Truths.
- Crossover Note 5. The Total Brand Experience.
- Crossover Note 11. The Eureka Insight.
- Crossover Note 17. Turning a liability into a strength.

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 2006 – May 2007
Start of Advertising / Communication Effort: 14 January 2006
Base Period for Comparison: Calendar 2005

a) Introduction:

Around here, there's no such thing as an accidental tourist. Confronted by real and perceptual barriers of distance, time and cost, it takes a determined effort to visit Newfoundland and Labrador (NL).

Faced with a large number of well-known, well-funded competing tourism destinations, the challenge to engage and persuade potential visitors to this off-the-beaten-path destination is even greater.

Most tourism advertising, including previous campaigns for NL, had become similar in message, content, attitude, look, and feel. Focused on the product versus the experience, the ads were crowded with multiple 'retail' messages in an effort to appeal to everyone.

But let's face it, NL is not Disneyland. There are no theme parks hidden among the 29,000 kilometres of pristine coastline. It's a harsh and beautifully rugged destination that appeals to a unique target. Not everyone.

The results of the new campaign? A significant increase in visitors, expenditures, and all benchmark measures relating to predisposition to travel to NL for a vacation.

SITUATION ANALYSIS

It takes planning and effort to visit NL.

Barriers to Travel: Distance, time, cost, and access are all barriers, as are: a tourism season of ~75 days (June to August), capacity constraints in peak season, underdeveloped tourism products, the increasing cost of travel by auto, and increasing problems and delays at airports.

Competitive Landscape: Canadian domestic travel has become increasingly competitive due to a decrease in US travel to Canada and more focus on marketing Canadian destinations to Canadians, particularly in Ontario. To illustrate, Ontario spent \$49 million in 2006-07 to support major cultural agencies and attractions, and \$17.5 million to the City of Niagara Falls to help address the challenges of tourism seasonality.

Awareness of NL Tourism: Prior to January 2006, NL had a top-of-mind awareness of just 2%, which ranked behind most Canadian, international, and US locations. Consistent with this, NL was not being considered as a vacation destination by most Ontarians in the GTA. However, NL had attracted 28,000 additional non-resident air and auto visitors over a 6-year period (2000-2005), and 2005 had a high of 444,600 visitors for the 6-year period. So there was reason for optimism.

b) Resulting Business Objectives

We had to differentiate NL in a way that was true to our brand DNA and relevant to the target market. Specifically to:

1. Improve awareness of NL as a vacation destination.
2. Address barriers to travel to NL: dispel cost, time and other negative perceptions, such as the weather.
3. Increase predisposition to travel to NL: including consideration of NL as a potential vacation destination, as well as interest in and intention to visit.
4. Increase the number of non-resident visitors and expenditures from priority markets like Ontario.
5. Increase website unique inquiries and requests for travel literature. Note: this was 2007 objective to coincide with a redesigned website and new travellers guide.

c) Budget Range/Share-of-Voice

The annual media budget was \$4-5 million for three campaigns from 2005-2007. This covered Ontario (93% of the media spend) and the Maritimes (7% of the media spend).

Note that \$4-5 million represented a very modest share-of-voice.

STRATEGY & INSIGHT

Research and industry experience identified the target audiences and markets which offered the best opportunity, and the highest ROI.

Demographically, the priority target was singles and couples with no children living at home. They tend to be in two age groups: 25 to 34, and (skewed) 45+ years of age. In particular, the baby boomers have the money, the time, and the keen interest to explore new lands – unusual and unspoiled places off-the-beaten-track. Places like NL.

Psychographically, they are sophisticated and experienced travellers, seeking unusual places and experiences as an antidote to the plastic composition of urban life. They're interested in the unspoiled natural environment. They are not interested in conventional destinations: "Been there, done that."

Geographically, Ontario would be key. In penetration, at 1.3%, it is underdeveloped for NL (relative to Nova Scotia and the Maritimes). Increasing the Ontario penetration would add significant incremental visitors to NL.

The Insight:

Most tourism brands are positioned on products and features. Not surprisingly, most advertising presents an inventory of products – places to go, sights to see, and things to do. But people don't buy products; they buy benefits. The real magic lies deeper, several layers below the 'product' in the emotion and personality of the brand, and the feelings it evokes. And our visitors are travellers, not tourists.

Also, let's face it; NL is not Disneyland. **Crossover Note 17.** There are no theme parks hidden among the 29,000 kilometres of pristine coastline. It's a sometimes harsh, yet beautifully rugged, destination that appeals to a unique target. Not everyone. Therefore, the advertising had to break out of the conventional tourism mould. **Crossover Note 2.**

Business & Communications Strategy:

NL could not be all things to all people. It needed breakout creative for travellers interested in the somewhat spiritual experience that could only happen in an off-the-beaten-path vacation destination. **Crossover Note 1.**

Advertising would be the engine, in a fully-integrated campaign true to our brand DNA, based on a rich emotional platform that would persuade visitors to come to NL.

CREATIVE EXECUTION

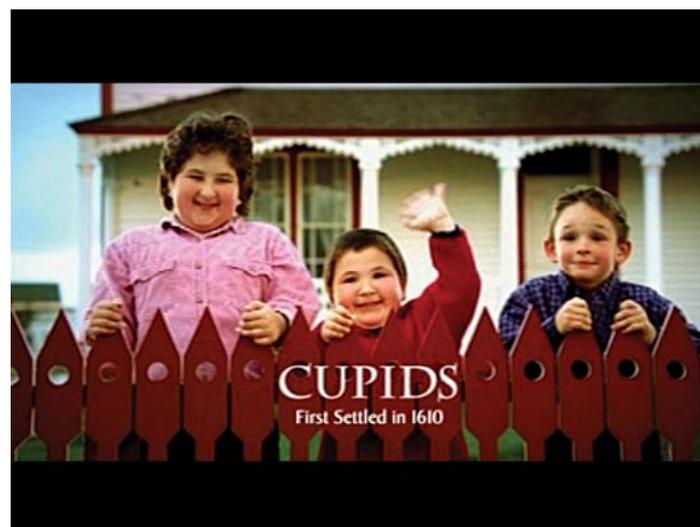
This was sparked by a simple question; why would anyone want to visit NL? It's far away. There isn't a single mega-theme park. Strangers often talk to you (at length). Well, these are exactly the reasons you should come. **Crossover Note 11.**

The campaign celebrates the realness and natural creativity of NL; the fact that there's an honesty to the place and people you just don't find anywhere else. It focuses on how we see things differently, and shows what we really are—a natural yet surprisingly exotic place that goes far beyond packaged, programmed tourism.

While the advertising romances our unusual and compelling tourism products, icons, locations and experiences, the ads are not 'about' products. Rather, they reflect the uncomplicated and somewhat spiritual feeling you get when you're in NL, and evoke a rich and emotional response and desire to visit here. They ring true to visitors seeking an antidote to the plastic composition of urban life and modern times. The deeper the emotions about a place, the stronger the motivation to find out more and to visit. And it's this that will make all the difference in securing a powerful and enduring competitive advantage. **Crossover Note 5.**

The campaign is full of big ideas—ideas to carry the creative across all media. Each concept focused on a unique and compelling aspect that highlights the natural creativity of this place and its people. Collectively, like chapters of a book, the ads paint a complete picture of the unusual, unexpected, and compelling differences that make NL a distinctive and attractive tourism destination.

SAMPLE TV ADS



The print campaign included high-frequency small space ads, brand ads leveraging Air Canada as a travel partner with a tactical airline price point, and 4-colour, preprinted inserts, designed to look like mini posters.

There, you're done with the travel section.

Are you any closer to where you want to be?

You can't get here from Toronto in under 3 hours for as low as **\$99***

The New Earth Society says this place is one of the best corners of the world, the very end of the Earth. Which gives a strong sense to exploring the wilderness you get from being here - feeling at the same time like you're back and though you are the most exciting part of the continent, and best than other towns like Toronto, Halifax.

to Boston, and finally where you really want to be. To why not just leave the paper and take a look at all Canada's most interesting flight from Toronto. Call 1-800-388-8888 and visit our website only. Or visit www.NewfoundlandandLabrador.com

aircanada.com

NEWFOUNDLAND & LABRADOR

By the time you're done catching up with the world,

you could be here, forgetting about it.

Fly here nonstop from Toronto in under 3 hours for as low as **\$99***

from the moment you arrive, you'll find yourself at least a half hour ahead of the rest of the country. Time you can use to explore, or relax. To enjoy the happy life, sun's bright, and water's beautiful, where you can be assured that a week or more of fresh air and fresh thinking will give you that all-time, in-the-end, best deal.

the newspaper and take a look into Air Canada's long list of non-stop flights to Newfoundland and Labrador. Call 1-800-388-8888 and visit our website only. Or visit www.NewfoundlandandLabrador.com

aircanada.com

NEWFOUNDLAND & LABRADOR

Sample Newspaper Brand Ads



Breathe in. Breathe out. Breathe in. Breathe out. There, now don't you feel better already? Is it the fresh air, or is it the sea air? Maybe it's the fresh sea air. One thing's for sure – around here, our laundry freshener is just plain air. Perhaps that's what makes shirts and sheets dance in the breeze, exercising the same right to self-expression enjoyed by their owners. And why it's of no particular concern that in some parts of the province, pants are hung by the waist while in others, it's always cuffs up. And that socks need not be hung in close proximity to their mates. Maybe it's the abundance of fresh air filling wide open spaces that's responsible for these enthusiastic expressions of free thought. Or perhaps it's the opportunity to chat with neighbours while hanging out a bit of laundry that fosters the warmth we sometimes take for granted. Maybe it's the 16 million square miles of Atlantic ocean at our doorstep, alternately coming ashore with a fierce howl and a gentle whisper, that has created the undeniably rugged beauty of this place. Whatever it is, something – just something – makes you feel that climbing into this photograph would make everything in your life seem right with the world.



You can find us at www.NewfoundlandandLabradorTourism.com, or call Erin at 1-800-563-6353.

Sample Newspaper FSI

Newfoundland and Labrador? Maybe it should be the other way around. To be fair, L does come before N in the alphabet. Besides, Labrador is a big land with a big sky and lots of natural splendor. It is, after all, home to iceberg alley. Hundreds of bergs, meandering down the coast from the Arctic each spring. Majestic frosty giants floating almost imperceptibly downstream, moving with the same stealth as a child that tries to hide by merely standing still. And these cathedrals of ice, silenced by time, might go unnoticed were they not accompanied by their own northern light show – the aurora borealis – which fills the night sky like a marquee sign flashing **Labrador and Newfoundland**.



Call Catelyn at 1-800-563-6353 or NewfoundlandandLabradorTourism.com

Sample Newspaper Small Space Ads

Word has it. In some places, would you believe it, clotheslines are actually against the law. Around here, outlawing clotheslines would be considered a crime against the people. Not because clothes dried on the line smell better than any fabric softener ever invented – although that is true. It's more about how the breeze makes shirts and sheets dance. And how hanging out clothes gives neighbours a chance to say hello and catch up. And the curious fact that in some parts of the province, pants are hung from the cuffs, whereas in others they're hung from the waist. How could you outlaw that? Someone tried once, someone from away who was looking for a soapbox to stand on. **Word has it that didn't last very long.**



**NEWFOUNDLAND
& LABRADOR**

Call Catelyn at 1-800-563-6353 or NewfoundlandandLabradorTourism.com

Moving beyond TV and print, creative was also extended to online & digital media. And radio was used to promote the brand personality in an unusual way using the 'fresh air' benefit via a sponsorship of daily air quality reports (smog reports) on GTA stations throughout the summer.

ANNCR: Today's air quality advisory is brought to you by Newfoundland and Labrador. Where there is no smog. For a breath of fresh air, visit nosmog.ca.

ALT ANNCR: Today's air quality advisory is brought to you by Newfoundland and Labrador. Where there is no smog. Breathe easy at nosmog.ca.

MEDIA EXECUTION

This capitalized on two critical times in travel planning for the Ontario market: vacation planning from January to March and decision/booking in April and May.

The campaign launched 14 January 2006 with a 2-minute mini movie entitled 'The Edge' that ran simultaneously on 10 specialty stations for one night only. Not only did this create media domination and water cooler buzz, the movie evoked a rich and emotional response from the target. It also set the tone for a truly brave tourism campaign that brought the creativity of the people and the culture to life. A campaign that goes beyond the packaged tourism offered by other destinations.

A series of 4-6 TV ads then moved beyond the traditional 30-second format and included 60-second vignettes on Ontario network and specialty channels. The TV campaign ran from January to April 2006. The newspaper campaign ran in travel sections in the *Globe and Mail* and the *Toronto Star* from February to April, 2006. Online ads helped close the loop from April to June and offered users the ability to click-through to research NL.

Through a partnership with Air Canada, the message was also spread to a captive audience that was an exceptional fit with NL's priority target. A 10-week in-flight campaign ran from January to March 2006 and included TV, in-flight magazines, and distribution of FSI mini-posters and travel guides in Maple Leaf Lounges.

The cheeky 'No Smog' radio sponsorship helped dispel misconceptions about NL weather, and it reached our target when they were enduring extreme humidity, heat, and smog...and were looking for an escape.

In 2007, the second year of the campaign, we ran a similar media plan (TV, Newspaper, Online, and Radio). An additional radio element supplemented the 'No Smog' campaign from April to May 2007: 60-second tongue-in-cheek 'storytelling' radio ads that asked people to 'think twice' about coming to NL.

BUSINESS RESULTS

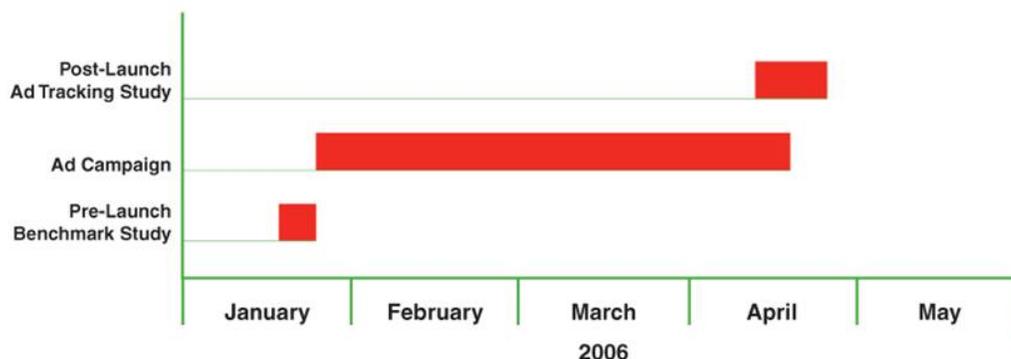
With no media budget increase, and in an increasingly competitive environment, NL Tourism delivered measurable performance for advertising awareness & predisposition to visit, visitation & tourism expenditures, and website unique visits & requests for travel literature.

The goal for 2006, the first year of the campaign, was to differentiate NL as a vacation destination and, in doing so, to 1) increase awareness/predisposition to visit and 2) to generate significant increases in tourism visitation and expenditures.

Advertising Awareness & Predisposition to Visit

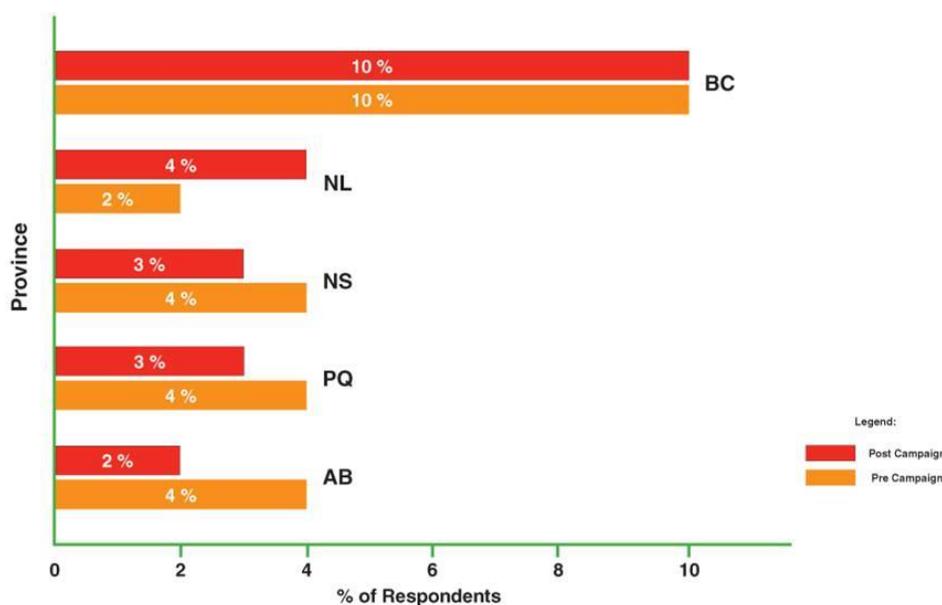
An Advertising Tracking Study was conducted in April 2006 to measure the impact of the Advertising Campaign on Ontarians versus a Benchmark Study in January 2006)

Timeline: Research vs Ad Campaign

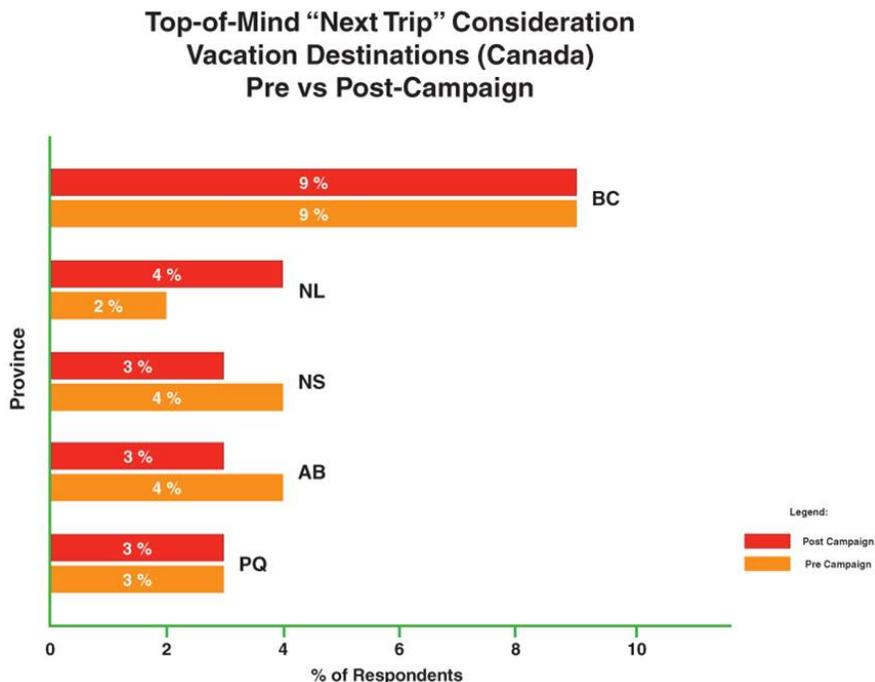


Top-of-mind awareness of NL as vacation destination doubled from 2% to 4%. Awareness levels for the other Canadian provinces as possible vacation destinations either stayed the same or decreased over this period, with one exception (PEI). These results improved NL's standing vis-à-vis other provinces, second only to British Columbia which remained the clear leader in top-of-mind awareness at 10%.

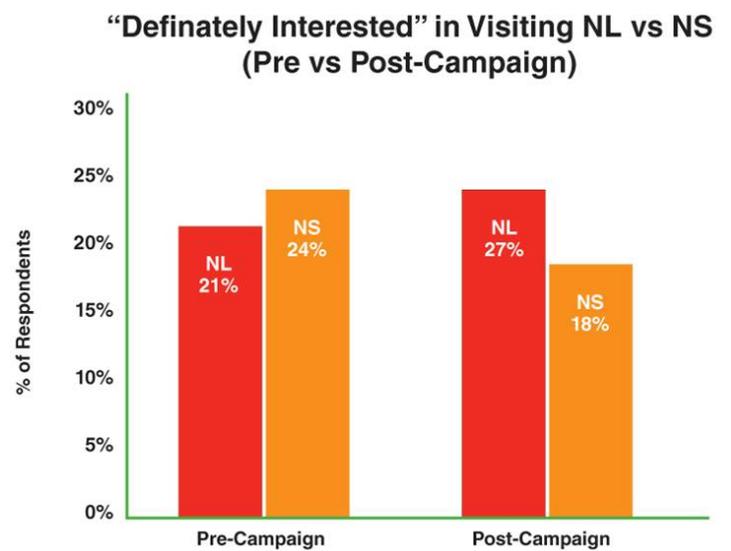
Top-of-Mind Awareness, Vacation Destinations Pre vs Post-Campaign (Canada)



Top-of-mind consideration of NL ‘for a next vacation’ doubled from 2% to 4%, mirroring the increase in top-of-mind awareness of NL as a vacation destination.



“Definitely Interested” in visiting NL increased from 21% to 27%. By comparison, respondents interest in visiting Nova Scotia decreased from 24% to 18%.

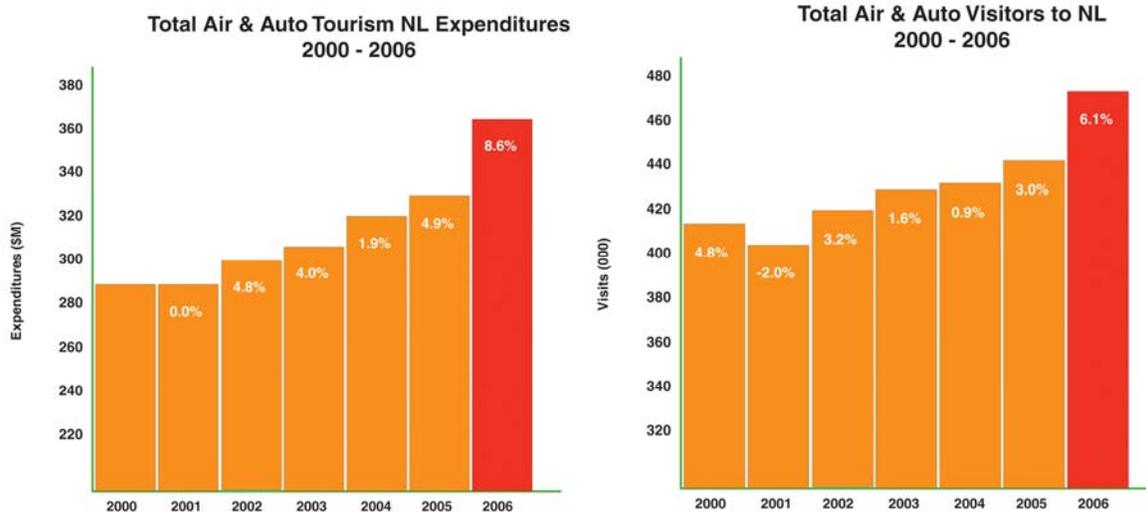


The ‘definitely visit in next two years’ score grew by 50%, with 9% of respondents in the Tracking Study saying that they were ‘Definitely likely’ to visit NL, versus 6% in the Benchmark Study.

Visitation & Expenditures

There was a general upward trend in non-resident auto & air visitors before the campaign. This reflected an average annual year-over-year increase for the 6-year period of ~1.9%.

2006 saw an estimated 471,600 non-resident air and auto visits—an increase of 6.1%. Tourism expenditures were estimated at \$363.5 million, an increase of 8.6% over 2005.



This increase is significant in context of a number of factors:

- ▶ Travel by both car and motorcoach was influenced by the sharp rise in gasoline prices which peaked during the summer. (Total ferry traffic to NL declined 3% from 2005.)
- ▶ Canadian travel to the US rose substantially in 2006 (6.8% to September) primarily due to ongoing favourable exchange rates.
- ▶ NL outperformed all other Atlantic Provinces on reported visitation levels. Nova Scotia reported a 0-1% change vs. 2005. PEI was flat. New Brunswick declined 5.1%

Website Unique Visits & Inquires (Requests for Travel Literature)

In 2007, the goal was to also to generate traffic to the redesigned NL Tourism website (launched Feb 2007); and 2) stimulate demand for new travel literature.

Visitation data is not yet available for 2007. However, visits to the website and requests for travel information have increased substantially.

Unique visits to the NL Tourism website reflected a +75% increase in visits compared to May 2006. Total requests for travel information were up +18% to the end of May.

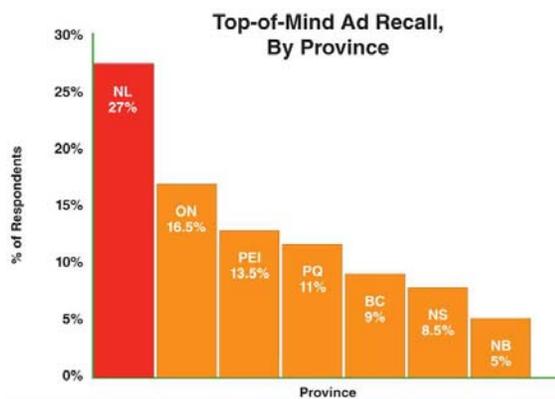
CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

NL Tourism's media budget varied minimally during 2005 to 2006, supporting the fact that it was the advertising content (not the media weight) that was driving results. Also, in comparison to competitive media budgets (e.g., Ontario), NL's media budget of \$4-5 million translates into a very moderate SOV.

The business results are also supported by advertising research studies designed to measure the impact of the advertising campaign. Key highlights include:

Ad Recall: Unaided

- ▶ **Top-of-Mind.** The Tracking Study placed NL ahead of all other provinces for top-of-mind unaided ad recall. Further, the next closest province to NL was Ontario itself – the home province of respondents.



- ▶ **Ad Liking.** Overwhelmingly, respondents (93%) liked NL's Tourism ad campaign. Perhaps more significantly, 78% of respondents who saw the ads "Liked the ads a lot." When asked what they liked (or disliked), responses were exceedingly positive, with comments such as "Breathtaking scenery," "Striking," "So real and lifelike," "Doesn't insult your intelligence," "Wasn't a typical tourist ad," "Different from the rest of Canada," "Slower pace/not as hectic as Toronto," "Gives you a good feeling," and "Can't say enough good things about the ads."

The increases in the Business Results section correlate with the campaign's flighting.

Overall, results of the advertising have also been extremely positive as relayed by Tourism customer representative (call centre and visitor information centre) and staff and industry representatives at trade and consumer shows.

Suddenly, being as far from Disneyland as you can possibly get sounds pretty good.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Newfoundland & Labrador Tourism]

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.

NLTOURISM 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

- 2. Brand Truths.** Successful advertising (in fact all successful communication) resonates with its audience. As a marketer, you may want people to believe that you have the best-tasting coffee, but simply saying, “I have the best-tasting coffee” will not usually get the resonance you need. One school of thought believes in saying the obvious as loudly and even as crassly as you can. We could call it the Bad Boy syndrome. Another has led to the idea of Brand Truths. These operate on a deeper level than simple claims. One of the top UK agencies described the process as “we interrogate the product until it confesses its strength.”

I was once the Brand Manager on Tide, and when we were asked, “What does Tide stand for” we said, “Superior cleaning. Not whitening. Not Brightening. Not Fabric Care. Superior *cleaning*.”³

Superior cleaning was the religion on Tide, and Tide delivered, despite the cliché that all detergents are alike. But this was only a glimmer of the Brand Truth. If you “interrogated” Tide the most startling truth was the *intense belief* of Tide users. This came to life in the immensely successful “Two for One Swap” campaign. Hidden cameras watched as women who had just bought Tide were offered two boxes of another good detergent in exchange. They adamantly refused, delivering off-the-cuff endorsements that no copywriter could ever have written. The campaign ran for years, and only came to an end because of its success—women knew it so well that the “candid camera” interview became impossible. Many Brand Truths are also insights, and for a list see [11. The Eureka Insight](#) and [12. Changing the Goalposts](#).

- 5. The Total Brand Experience.** Brands have always been built at “every point of contact” with the consumer, but this turn of phrase is relatively new. It arrived partly because the explosion of media choice has shifted marketers away from a “mass” mentality, and partly because of the growth of services. The way we are treated by a retailer, restaurant, bank or telco has more effect than an advertisement. So all the “points of contact” have to be managed skilfully.

Cassies cases have historically been about advertising in its traditional sense, but they are evolving to include “every point of contact.” At its highest level ([Crossover Note 4](#)) this is more than communication, but most of the time “every point of contact” is part of Integrated Marketing Communication. This itself is more profound than making sure everything has the same “look and feel” — for the obvious reason that what works in one medium doesn’t necessarily work in another.

One of the agencies tries to capture the overall “experience” under the umbrella of an “organizing idea.” All the disciplines then work to achieve their goals in the way that works best in their medium. Of course, if certain words, pictures, icons, slogans etc. work in more than one medium, they will be used. The point is not to force fit. Various cases have referred to the total brand experience. They include:

- Cassies III: Richmond Savings.
- Cassies 99: AGF Funds.
- Cassies 2001: Clarica, Clearnet, i-wireless.
- Cassies 2004: Zumanity, Desjardins. Fam Channel, Gaz Metro, Réno Dépôt.
- Cassies 2006. WestJet.

³ P&G defined “what the brand stands for” by a document they called the Creative Strategy. In those days, if anyone dreamt that the Tide Creative Strategy should include whitening, brightening etc. it was seen as an offence against all that was holy. Since then, P&G has changed its views, and now takes a broader view—as recent Tide advertising for fabric care and Tide-with-Febreze attest.

- Cassies 2002: Bank of Montreal, ED, Lipton Sidekicks, Scotiabank, Sloche.
- Cassies 2003: Bubba, Dodge SX 2.0, Irving's Coffee, Manitoba Telecom, MINI, United Way, Univ. de Montréal.
- Cassies 2007: Cashmere, SickKids, Coors Light, WestJet, TDCanada Trust.

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*.

17. Turning a liability into a strength. Usually, advertising strategies are based on obvious strengths, but once in a while there's an advantage in what looks like a liability. Some examples:

- Buckley's—Tastes awful but it works. Cassies III.
- Irving Home Furnaces—Made a virtue of age. Cassies 2002.
- Listerine—Was seen as "Margaret Thatcher" and displaced this image with the Action Hero campaign. Cassies 2002 and again in 2006.
- Pine-Sol—Far too strong. Softened this with "thorough clean." Cassies 2002.
- Sleeman in Quebec—Took an Anglo-heritage beer in a declining category and re-vitalized it with "honest frenglish." Cassies 2002.
- Pro•Line—Made the un-knowledgeable sports fan realize that anyone can win. Cassies 2002 and 2003.
- Crown Diamond—Appealed to men who hate painting. Cassies 2003.
- Super 7—Made a virtue of excess. Cassies 2003.
- Cirque du Soleil—showed eroticism without really showing it. Cassies 2004
- Gaz Metro—Made the (feared) gas flame the hero. Cassies 2004.
- Short Film Festival—Made a virtue of brevity. Cassies 2004.
- Irving's Cruising to Win—Made a virtue of *small* prizes. Cassies 2005.
- Moores—Found a way to appeal to men who hate shopping. Cassies 2005.
- Juicy Fruit—Destroyed the oh-so-sweet Juicy Fruit jingle. Cassies 2005.
- Chocolate Milk. The image of chocolate milk was too child-like for teens, so the campaign was based on torturing the little creatures! Cassies 2006.
- Bloody Zit. As we said before, need we say more? Cassies 2006.
- Royal Bank. Given the image of banks, "bigness and power" could be a liability if positioned wrongly. The "First" campaign made sure it came across as a customer benefit. Cassies 2006.
- Newfoundland and Labrador made a virtue of remoteness. Cassies 2007.

Separately, some famous examples not from the Cassies:

- Johnson's Baby Shampoo—They used mildness to reposition the brand against adults who wash their hair every day, and took over as market leader, despite being a blind test loser to adult shampoos.
- Heinz ketchup—They made a virtue out of the irritating s-l-o-w-n-e-s-s.
- IBM. In the early 90s IBM lost close to \$20 billion over a few short years. Apparently, the then CEO regarded IBM's size as a problem, and he had tried to decentralize operations into smaller, almost self-contained units. Then Lou Gerstner, formerly of American Express took over. He had no computer/tech experience whatsoever, but one of his first strategic decisions was to declare that IBM's size was its *strength*. The challenge was how to harness this.
- Volkswagen in the 60s. One of the iconic campaigns of all time with "Lemon," "Think Small" etc.