

# Cassies 2007 Cases

**Brand/Case: Never Stop. Milk.**

**Winner: Packaged Goods Beverages—Silver  
Sustained Success—Bronze**

## **Client Credits: Prairie Milk Marketing Partnership**

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## **Agency Credits: Cossette West**

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Laura Mitchell, Project Manager Fjord Interactive

**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](http://www.cassies.ca)

- Crossover Note 2. Brand Truths.
- Crossover Note 10. Conventional Wisdom—should it be challenged?
- Crossover Note 11. The Eureka Insight.
- Crossover Note 20. Emotional versus Rational.
- Crossover Note 26. Awareness Alone.

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):** Sept 2003 to Feb 2007  
**Start of Advertising/Communication Effort:** Sept 2003  
**Base Period for Comparison:** Oct 2002 to Sept 2003

Milk has 100% awareness, over 90% household penetration, a distribution network that would be the envy of any product marketer, yet it was plagued by declining consumption across much of Canada. [Crossover Note 26](#).

Our solution in Prairie Canada has been “Never Stop. Milk.” This campaign launched in September 2003. It positions milk against youth aged 9 to 17. They are the most opportune target and yet the most challenging. Their images of milk are wholesome and staid: *‘it’s good for your bones and teeth.’* In the face of much cooler beverages, this is milk’s nemesis. In order to grow volume with this target we needed to speak with them in a new way, with new messages, about a product that is very, very old.

Since launch in September 2003, Prairie milk volume has grown by a cumulative total of 9.4%. This equates to an additional \$29 million in Prairie retail dollars (based on the average retail price in 2002/2003). Over the same period, the balance of Canada has grown by 2.7%, helped by significant marketing effort.

## SITUATION ANALYSIS

### a) Overall Assessment

Through extensive research we learned that:

- Parents were no longer gate keepers to the family fridge, and although supportive of milk they were not pushing it. They were fighting bigger battles, opting for a more collegial approach to parenting than they had seen when they were growing up.
- Milk consumption is strong until age 9, but then takes a marked decline. This rejection intensifies as people get older, and is never regained (except during pregnancy).
- Youth saw milk as a drink for babies. Its image was not cool. While they understood the health value for strong bones and teeth, this was irrelevant to them, and in fact it served to dis milk’s image in light of much cooler beverages.

All of this indicated that youth was the most opportune target. However, a new approach would be essential. Extolling health attributes would be wall paper. [Crossover Note 2](#).

### b) Resulting Business Objectives

To achieve a 1% to 2% year over year volume gain, and to have milk advertising score within the top 25% of IPSOS ASI’s youth norms.

### c) Budget Range/Share of Voice

The annual budget allocation (based on current year activity in net dollars) was \$2,135,000 for media and \$250,000 for online activity.

## STRATEGY & INSIGHT

### a) Analysis and Insight

To be successful we had to address the perceptions of milk as bland, boring, and uncool. In analyzing kids and milk we saw a connection: **Crossover Note 11.**

- Milk = growth. It is a true USP that only milk can own.
- Kids = growth. Growth is almost synonymous with being 9 – 17.

This led us to re-position milk by taking ownership of growth in its entirety; by depicting the physical, emotional, intellectual *and* spiritual growth that youth experience on a daily basis: The good, the bad and the ugly of growing up.

### b) Communication Strategy

There were four pillars to the communication strategy:

- **Take ownership of all aspects of growth.** Milk would celebrate those with the confidence and determination to make the most of themselves. **Crossover Note 20.**
- **Mix brand and promotional tactics.** Promotion had to reinforce the concept of growth, versus simply being another pop music give away.
- **Use multi media.** This was critical for reaching kids in their media of choice.
- **Develop a unique online experience to celebrate growth.** ([www.neverstopmilk.ca](http://www.neverstopmilk.ca))

## CREATIVE EXECUTION

We decided that in telling the story, we needed more than some ‘buzz’ execution. We decided to appeal to our target’s intellect, their new found sense of independence and aspiration. With this as the foundation, key elements of execution became:

**The signature:** “Always grow. Grow all ways. Never Stop. Milk.”

**A peer to peer approach:** The campaign is **not** parental, authoritative or preachy. It entertains and engages and does not make a strong product sell **Crossover Note 10.**

**Positioning teen life as it is:** The campaign is about youth and growth – the good, the bad and the ugly. It is about the real, relevant issues, spoken in youth currency.

**Vignettes:** This allowed us maximize the ways we could depicting the depth and breadth of teen growth experiences.

**A combination of brand (image) and promotion:** We created a unique promotion “Experience of a Lifetime” where youth have an opportunity to win \$10,000 to grow. It is a tangible demonstration of what “Never Stop. Milk.” is all about.

[For creative, see [www.cassies.ca](http://www.cassies.ca), the case history section.]

This approach has proven highly successful, and the plan unfolded as follows:

Anthem	Fall/Winter 03	<i>An anthemic celebration and recognition of growth</i>
Experience –Sam	Spring '04	<i>Win a growth experience of a lifetime</i>
Outgrown and Phases	Fall/Winter 04	<i>Outgrow your foibles and the phases one grows through</i>
Experience - Yearbook	Spring 05	<i>Win a growth experience of a lifetime</i>
Supers	Fall/Winter 05	<i>A musical montage of the growth experience</i>
Experience – Waiting	Spring 06	<i>Win \$10,000 to create your own experience of a lifetime</i>
Labels	Fall/Winter 06	<i>Every label you defy, you grow a little</i>
Experience – Dreams	Spring 07	<i>Win \$10,000 and never lose your dreams</i>

	2003		2004		2005			2006			2007	
	Fall	Winter	Spring									
Anthem	█	█										
Experience Promotion			█									
Outgrown and Phases				█	█							
Experience Promotion						█						
Supers							█	█				
Experience Promotion									█			
Labels										█	█	
Experience Promotion												█

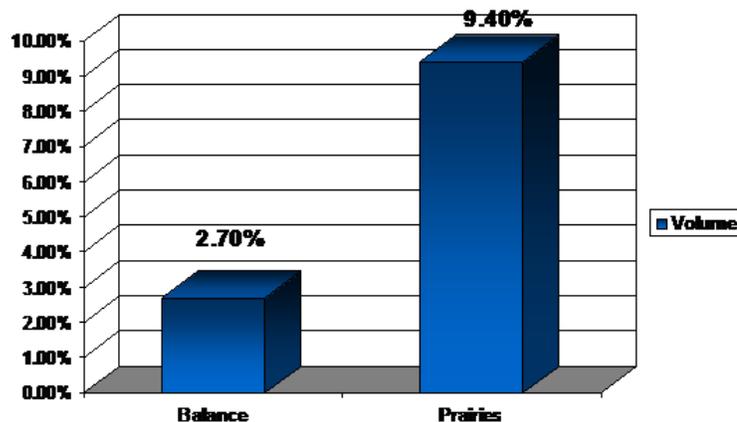
## MEDIA EXECUTION

We have used the following combination of media:

- Television :60's and :30s      Mass reach and frequency
- Cinema advertising      Leverages the cinematic style of the advertising
- Out of home      Gains further reach through innovative use of the media
- Online ads      Reaching kids in their media of choice
- [www.neversstopmilk.ca](http://www.neversstopmilk.ca)      Unique online experience.

## BUSINESS RESULTS

**Volume:** There has been a 9.4% volume gain since launch (Sept '03 to Aug '06). This compares to the balance of Canada at 2.7%, and equates to an additional \$29 million in Prairie retail dollars (based on the average retail price in 2002/2003).



This success continues. From September 2006 to February 2007 we have gained a further 4.4% volume versus year ago (this compares to National ex Prairies at +0.84%).

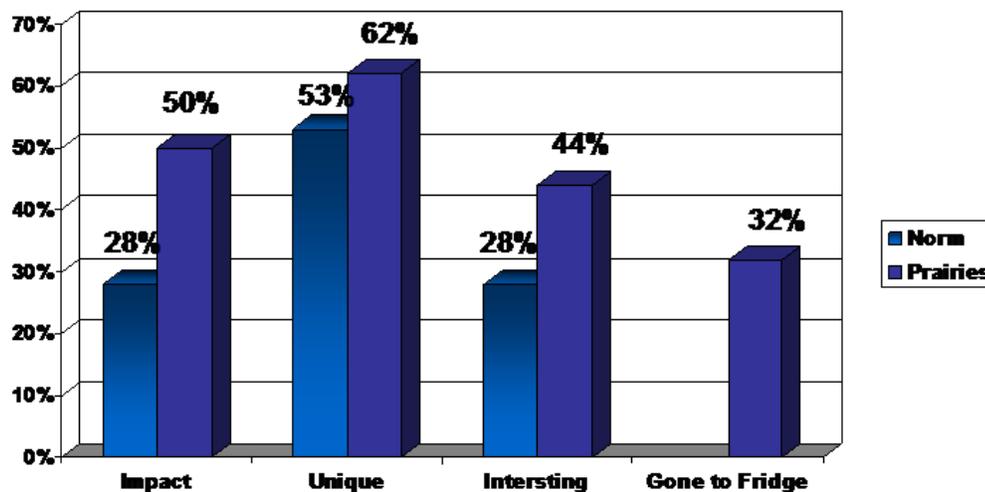
**Reported Consumption:** Based on youth’s reported consumption, more are drinking milk, and they are drinking more of it.

Reported Consumption	Sep-03	Mar-07
Any Milk	79%	83%
Per Week (glasses)	14	15.4

Source: Prairie Youth Attitude and Behavior Study (Ipsos Reid), March 2007

**Advertising Tracking (Ipsos ASI conducted for Labels television):** As before, “Never Stop. Milk.” consistently outperforms youth norms. Of note:

- 50% of youth claim to feel better about milk (Impact) after seeing the advertising (vs norm of 28%)
- 62% claim the ads are unique and different (versus norm of 53%)
- 44% claim the ads were interesting to watch (versus a norm of 28%)
- A 1/3 of respondents claimed to have gone to the fridge to get themselves a glass of milk while the commercial was playing



Source: Ipsos ASI Advertising Tracking Report, January 2007- Analysis of Labels campaign

These scores are outstanding, particularly in light of the fact that they are for milk—not a cool, hip beverage—and are compared against youth norms. While volume gains are the number one measure of our success, tracking is very important as getting youth to feel better about milk is essential in order to get them to drink more.

**Brand Interaction:** A key element in the success of “Never Stop. Milk.” has been the website at [www.neverstopmilk.ca](http://www.neverstopmilk.ca). This has been built as a unique community site giving youth the opportunity to share, communicate and grow. To date we have seen 60,000 unique visitors, and 10% have contributed content to the site.

## CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

Evidence of this traces to the fact that:

- “Never Stop. Milk” represents 95%+ of in-market activity
- The balance of Canada invested significant marketing dollars over the same time period, with a much lower impact on volume
- We have extremely positive, unsolicited feedback from parents and teachers about the campaign
- Youth themselves are saying that the advertising has had a direct impact on how they feel about milk, with a brand impact score of 50% for our latest initiative
- A 1/3 of youth are claiming that they have gone to the fridge to get themselves a glass of milk while the TV advertising was on air
- Unsolicited feedback from youth on the campaign has been rewarding.

*“Hey there, I was seeing if you guys recall a milk commercial (a few years ago) where a girl was reading a poem (reference to Anthem TV) I have really got to hear this poem or commercial again. ....The reason I'm asking is because we recently lost a friend and that was her favorite poem. It would be completely amazing if you could help us out, it would mean a lot. Thanks!”*

*“So this is my first time on neverstopmilk.ca and I've never really done anything like this before. Aside from nexopia, I don't really participate in any web pages of sorts. I've been reading some of the articles posted on the website and it's really inspiring to see what some of the teenagers my age have to say.”*

*“It's actually kinda cool to be able to speak what is on your mind and no one will stereotype you or judge you based on your opinions or thoughts. I'm excited to begin.”*

*“This article has more feeling in it than anything I have read lately. It really does speak out more to me at least than anything right now that is going on.”*

For such a cynical group, the above is a testament to the success of the campaign.

## INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Never Stop. Milk]

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](http://www.ica.adbeast.com).

## INDEX OF CROSSOVER NOTES FOR CASSIES 2007

<b>All Cases</b>	<b>Never Stop. Milk</b>
1. What a Brand Stands For.	
2. Brand Truths.	✓
3. Core Equity versus Price & Promotion.	
4. Business Strategy dictated by the Brand Positioning.	
5. The Total Brand Experience.	
6. Should the product be improved?	
7. Fighting for the Same High Ground.	
8. Classic Rivalries.	
9. Turnarounds.	
10. Conventional Wisdom—should it be challenged?	✓
11. The Eureka Insight.	✓
12. Changing the Goalposts.	
13. Immediate vs. Long-Term Effect.	
14. Refreshing a continuing campaign.	
15. Baby with the Bathwater.	
16. When a campaign stumbles.	
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18. Keeping it Simple.	
19. Great minds think alike.	
20. Emotional versus Rational.	✓
21. Likeability.	
22. Humour in a Serious Category.	
23. Problem versus Solution.	
24. Tough Topics.	
25. Brand Linkage (when should the brand name appear).	
26. Awareness Alone.	✓
27. Share of Mind, Share of Voice, Spending.	
28. Media Learning.	
29. Pre-emptive Media.	
30. Reach and Frequency versus Large-Space Impact.	
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32. Internal Marketing.	
33. Changing the Target Audience.	
34. Longer and Broader Effects, and <b>A Closing Thought.</b>	

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.

## NEVER STOP. MILK CROSSOVER NOTES FOR CASSIES 2007

- 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*.”<sup>1</sup>

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](#).

- 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.”

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<sup>1</sup> 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.

- 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*.

**20. Emotional versus Rational.** There’s a great quote that “a brand is a bundle of meanings.” Many of these meanings are rooted in emotion rather than reason, so if we showed a Vulcan a typical Creative Strategy (especially one from the packaged goods companies in their heyday) he would be puzzled. The key consumer benefit is always rational, and the rationale is, well, rational too. Our Vulcan would say that it is not logical to be so logical, because Earthlings are, well, not logical.

It’s worth asking why Creative Strategies are this way. First, there’s the tendency to assess issues analytically rather than intuitively. This was fertile ground for the ideas of Claude Hopkins, writing *Scientific Advertising* in 1922, and Rosser Reeves, writing *Reality in Advertising* in 1960. The resulting hard-sell advertising appealed to the mentality of many North American advertisers. Hard sell then had enough successes to make the beliefs self-fulfilling. Selective perception expunged the failures.

Others, led by Bill Bernbach, argued for a more intuitive approach, and recently the “emotion” approach has shone more brightly on the radar screen. But even today, there are Creative Strategies that tuck emotional benefits in under Brand Character,

or don't mention them at all. I used to make that mistake. When I was Brand Manager on Tide we said implacably that Tide stood for cleaning. At an unwritten level, we knew that Tide also stood for *trust*, but this emotional benefit did not appear in the Creative Strategy—and we could easily have overlooked it.

Make sure your mental model of advertising rings true to what people are like. Often, we are too rational. John Bartle of Bartle Bogle Hegarty (the UK agency famous for creativity *and* effectiveness) calls for us to think in terms of the

### ~Unique Emotional Proposition~

Agencies and clients are factoring this in more than they used to, but it still doesn't get pride of place. Given what we are learning about Emotional Intelligence, this seems illogical, and lord knows what a Vulcan would say. Here are winners that *could* have focused on the rational, but chose emotion:

- |              |  |
|--------------|--|
| Cassies III  | <ul style="list-style-type: none"> <li>• Chrysler NS Minivan. It had functional improvements, but the campaign was heavily infused with emotional benefits.</li> <li>• Philadelphia Cream Cheese. The Angel captured "permission to indulge," and the rational benefit of 60% less fat than butter or margarine.</li> <li>• Richmond Savings. The Humungous Bank campaign.</li> <li>• AGF Funds. The "what are you doing after work" campaign charmed its way into people's pocketbooks.</li> </ul>  |
| Cassies 99   | <ul style="list-style-type: none"> <li>• becel. With hard-hitting print, and a strong doctors/nutritionist plan, it reached #1. Then they added TV, but regulators forbade hard-hitting claims. This led to the "young at heart" campaign, and spectacular long-term business growth.</li> <li>• Clearnet MiKe. It appealed to the self-image of its pragmatic, project-driven target audience.</li> <li>• Fido. It includes rational benefits, but the main pull is user-friendliness.</li> <li>• St-Hubert tapped into chez-nous.</li> <li>• Sunlight captured the joy of getting dirty.</li> <li>• Wonder Bread. They could have sold on taste + nutrition, but instead used the joy of childhood.</li> </ul> |
| Cassies 2001 | <ul style="list-style-type: none"> <li>• Joe's Rant made us proud.</li> <li>• Clarica made it all look simple.</li> <li>• Clearnet gave us the future is friendly.</li> <li>• Kraft tugged at our heartstrings with KD moments.</li> <li>• Manitoba Telecom gave us Morty, the talking bison.</li> </ul>   |
| Cassies 2002 | <ul style="list-style-type: none"> <li>• The Bank of Montreal and Scotiabank made us smile.</li> <li>• Campbell's gave us the less-than-perfect family.</li> <li>• CFL fanned the flames of rivalry.</li> <li>• Diet Pepsi (also in 2007) gave us back our youth.</li> <li>• ED made us think.</li> <li>• Home Furnaces tickled the fancy of an older audience.</li> <li>• Nautilus gave us joie de vivre.</li> <li>• Philly showed us that a less-than-perfect angel was still working.</li> <li>• Pine-Sol took a quirky look at keeping the house clean.</li> <li>• Sidekicks gave the family a helper.</li> </ul>  |
| Cassies 2003 | <ul style="list-style-type: none"> <li>• Sloche appealed to teen rebelliousness.</li> <li>• The SAAQ campaign scared us to death.</li> <li>• Manitoba Telecom showed that Morty the bison was still working.</li> </ul>  |

- Toyota Matrix went for emotion rather than reason.
- Sola Nero made wine youthful and hip.
- Viagra was, well, Viagra.
- The United Way cast off its “administrative” image.
- Cassies 2004
  - Cottonelle talked to women as women.
  - Gaz Metro dealt with the fear of Gas.
  - Prairie Milk appealed to teens’ need for growth.
  - Toyota Sienna positioned itself as the cool minivan.
  - Smoking is just “Stupid.”
- Cassies 2005
  - Energizer Lithium found that the rational approach was not working.
  - Coricidin II had to find a way to get a blood pressure benefit across.
  - Activia had to do the same with the “digestive” benefit.
- Cassies 2006
  - Run for the Cure, not surprisingly, found that emotion was appropriate.
  - IKEA appealed to the need to feel *smart*.
  - Yaris found a way to add aspirational appeal to a sub-compact.
  - Eterna did something similar with film and Directors of Photography.
  - Pourquoi Commencer used harrowing images to reach drug users.
  - Monster appealed to our feelings about our bosses.
  - Wonder Plus clearly linked it to the emotional appeal of Wonder Bread.
  - Reversa appealed to Cougars in a decidedly non-rational way.
  - SpongeTowels sold a rational benefit emotionally.
- Cassies 2007
  - Never Stop Milk in the Prairies consciously avoided a rational sell.
  - Honda Quebec and La Parisienne did likewise.

**26. Awareness Alone.** It seems like common sense that awareness matters, but it’s more complicated than that. First of all, there is the distinction between brand awareness and advertising awareness—and the top of mind, unaided, and aided sub-sets of these. Then there’s the fact that awareness figures don’t necessarily correlate with business success.<sup>2</sup>

In line with this, Bud Light had high awareness but a miniscule share. Nautilus had high awareness, but business was suffering. Familiprix, Pro•Line and Viagra had business challenges, but all said that awareness was not their issue.

In a larger sense, marketers, agencies, research houses, and academics have beliefs, models, theories, or approaches that claim to identify what drives success. This is where it can get difficult, because everyone is searching for truth, people are also promoting their own beliefs. So it’s a good idea to look at the various views through the filter of objectivity.

One of the simpler models to grasp (in a top-line way) is the Brand Asset Valuator from Young & Rubicam. This comes from a huge and continuing worldwide study into brands that have succeeded and failed. I won’t be able to justice to it here, but Y&R have been able to show that brand success is governed by two forces. One is *Relevant Differentiation*, and the other is *Knowledge & Esteem* (Awareness being part of Knowledge and Esteem.)

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<sup>2</sup> Some years ago, I worked on Tylenol when it was running a campaign that fabulously built the business. Real people with splitting headaches were caught on candid camera. They took Tylenol. The headache disappeared. The premise could hardly be simpler. But no actor could have captured that sense of relief. So here was a proven business-building campaign. What about advertising awareness. It was abysmal, virtually a series of asterisks! This was one of my first clues that awareness isn’t as simple as it seems.

In itself, this may not seem so dramatic, but Y&R have been able to show that Relevant Differentiation “leads” Knowledge & Esteem. For example, when new brands grow, they seem to be driven more by Relevant Differentiation than by Knowledge and Esteem. Conversely, mature brands, while enjoying high Knowledge and Esteem, will still go into decline if they lose Relevant Differentiation.

There are other approaches to these questions, of course, but they tend to agree with the broad ideas embodied in the Brand Asset Valuator. The point being, from a brand-building perspective, that awareness alone is often not enough.<sup>3</sup>

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<sup>3</sup> This will vary by category, of course. But even in high impulse categories (I worked for some time in confectionery) pure awareness, if it wasn't relevant, did not seem to work.