

Cassies 2007 Cases

Brand/Case: La Parisienne Liquid Detergent

Winner: Off to a Good Start—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 6. Should the product be improved?
- Crossover Note 10. Conventional Wisdom—should it be challenged?
- Crossover Note 20. Emotional versus Rational.
- Crossover Note 25. Brand Linkage (when should the brand name appear).

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

EXECUTIVE SUMMARY

Business Results Period (Consecutive Months): October 06 – March 07
Start of Advertising/Communication Effort: October 2, 06
Base Period for Comparison: October 05 – March 06

The laundry category is much like nature. On the surface, it appears to be all benevolent sunlight and gentle tides. In reality, it's a brutal and unforgiving place where ferocious predators munch little brands for breakfast. In 2005, La Parisienne liquid detergent was like a small, furry animal hiding under a log, watching the biggest brands duke it out for their chunk of Quebec.

Not to put too fine a point on it, La Parisienne's essential challenge was to survive. This paper will describe how we did it: by patiently, methodically digging for a new USP and reinventing our product from the inside out. And then—most crucially—by trusting our instincts and communicating in a way that no one else in the category ever had before.

In short, this is how one brave little brand (with very few resources) managed not just to survive, but thrive, by claiming a whole new territory for its own.

SITUATION ANALYSIS

a) Overall Assessment

Made in Quebec by Lavo Inc., La Parisienne liquid detergent is a young, local brand introduced in 1998. With people switching from powder to liquid (less messy, dissolves better), it was a growing market, and we were slowly accumulating tiny percentages of share points. But in a category with bigger, older, richer competitors, slow can be fatal.

Reality hit in June, 2005, after quantitative research¹ revealed that consumers weren't aware of our positioning² and saw no distinct advantage to the brand. The packaging didn't stand out on the shelves. Unaided awareness was at 3%. And although they were very loyal, our regular users represented a meagre 1% of the Quebec population, and they were largely elderly people looking for a low price.

At the time, Tide was #1 in Quebec, with 34% dollar share and 76% awareness. They owned clean. Purex at #2 had 20% dollar share and 18% awareness. It firmly occupied the price position. Arctic Power was at #3 with 8% dollar share and 23% awareness. They owned cold water. And Sunlight was #4. Of the top three, Tide was the only one advertising (heavily) in French. The other two relied on substantial promotions.

¹ Saine Marketing telephone survey of 503 francophone Quebec liquid detergent users, in May-June 2005.

² Original positioning: La Parisienne is a quality product at an affordable price, and the only brand to offer a compatible detergent and fabric softener duo with fragrances that are complementary.

We surmised that if “clean” was associated with La Parisienne, the liquid detergent could explore USP options that transcended category conventions. **Crossover Note 2.**

We needed to find a new niche—something real, measurable and meaningful, something consumers wanted and nobody was delivering. In November 2005, after studying the AC Nielsen Report on Worldwide Trends, we isolated and group-tested³ five attributes outside the realm of traditional laundry claims:

1. Biodegradable
2. Disinfectant
3. Natural
4. Skin-friendly
5. Hypoallergenic

“Biodegradable” was the clear winner. **Crossover Note 1.** Respondents cited growing preoccupation with environmental issues (especially amongst younger people). They saw it as a great initiative, and wondered why nobody had done it yet. They also liked the price (no more than the best-selling brand). 73% of respondents said they would make La Parisienne their first or second choice. Their only caveat was that it had to be proven biodegradable.

b) Business Strategy

Step 1 was to go back and perfect the formula so that it was biodegradable in 28 days, according to internationally recognized OECD standards.

But the packaging was virtually unnoticed on the shelves. So it was redesigned to reflect the new stance and attract attention in the stores. It was tested with consumers, where it was very well received.

All well and good, but awareness was at 3%. A campaign was needed for consumers and—this was vital—the skeptics in the trade:

- Outstanding TV supported by POS (shelf talkers, sampling and \$1 couponing).
- PR to generate noise and credibility via journalists and lifestyle columnists.
- A revamped web site, www.laparisienne.ca, in line with the new positioning.

c) Communication Strategy

The new positioning broadened the target to anyone who did laundry and who wanted to help the environment. We also knew ownership of “the environmentally-friendly brand” would go to the one that said it first and best, but the limited budget allowed for only one 30-second spot. Needless to say, it had to be good.

The toughest part was battling conventional wisdom. **Crossover Note 10.**

³ Saine Marketing qualitative research – Focus groups. November 2005.

Things like, this is laundry – you have to show clean clothes. We have no awareness - we have to repeat the product’s name and/or product shots from beginning to end. Not to mention the new packaging no one has ever seen before.

But we’d been thinking differently so far... so why stop now?

In the end, it came down to instincts, which told us to break the endless dirty-clean-dirty-clean cycle, which, no matter how you gussy it up, is essentially a rational argument.

Crossover Note 20.

We felt consumers were ready for something more emotional—and our environmental stance was an emotional issue. In fact, it transcended laundry. So, what if we didn’t show any clothes at all? As far as that goes, what if we didn’t show any humans?

CREATIVE EXECUTION

“Forest” first aired October 2, 2006. It ran for 8 weeks (with hiatuses) in the fall, and then for 6 weeks in Feb-March 2007. It was an extreme departure from standard laundry ads.

There were no rational arguments or demonstrations, no stains, no pouring shots, no dirty children and no happy Moms taking fresh clothes out of dryers. The entire scenario took place in a forest.

In fact, it only hinted at its subject—laundry—in the last 13 seconds. It blew old ideas about product repetition out of the water. The product was named—and shown—ONCE.

Crossover Note 25.

The V/O was one sentence, stating the “biodegradable” attribute. There was no jingle, no catchy tagline.

It didn’t talk about being green, it *was* green, taking the viewer through a magical forest to find not humans, but birds and squirrels doing their laundry with La Parisienne—a charming and uniquely compelling endorsement.

MEDIA EXECUTION

The most striking thing about the media plan is what wasn’t there. Consumer advertising rested solely on one 30-second TV spot, running for two flights in Oct-Nov 2006 and Feb-March 2007.

Oct 2-Nov 26, 2006: The used hiatuses to stretch a 5-week buy over 8 weeks.

Feb 5-March 18, 2007: This used a different strategy: favouring frequency over reach. La Parisienne dominated Radio-Canada on Monday and Tuesday nights, where there was a heavy concentration of loyal viewers, the majority of them women.

The advertising was also adapted into English, and the English Montreal market was added for the second six-week flight.

BUSINESS RESULTS

The objective was to increase net sales through year-end by 31%. Over the first six months, they were up by 90%

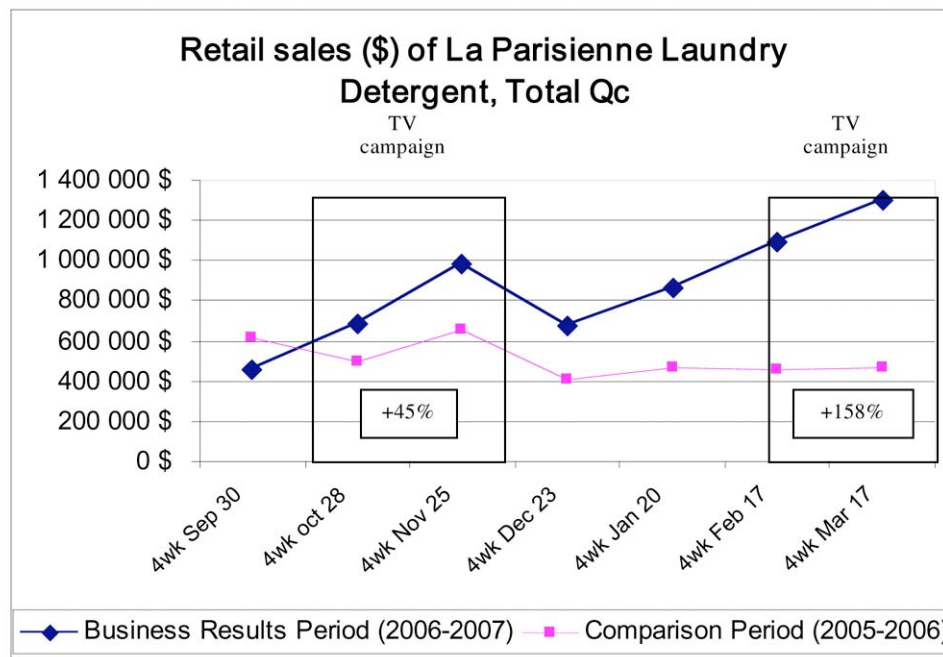
For each flight of TV

La Parisienne retail sales (\$) increased by 45% during the first flight (Oct-Nov 2006), and by 158% during the second flight (Feb-March 2007), compared to the same period the previous year. For the same periods, dollar growth for the total liquid detergent category was +8% and -4% respectively.

For the total duration of the campaign

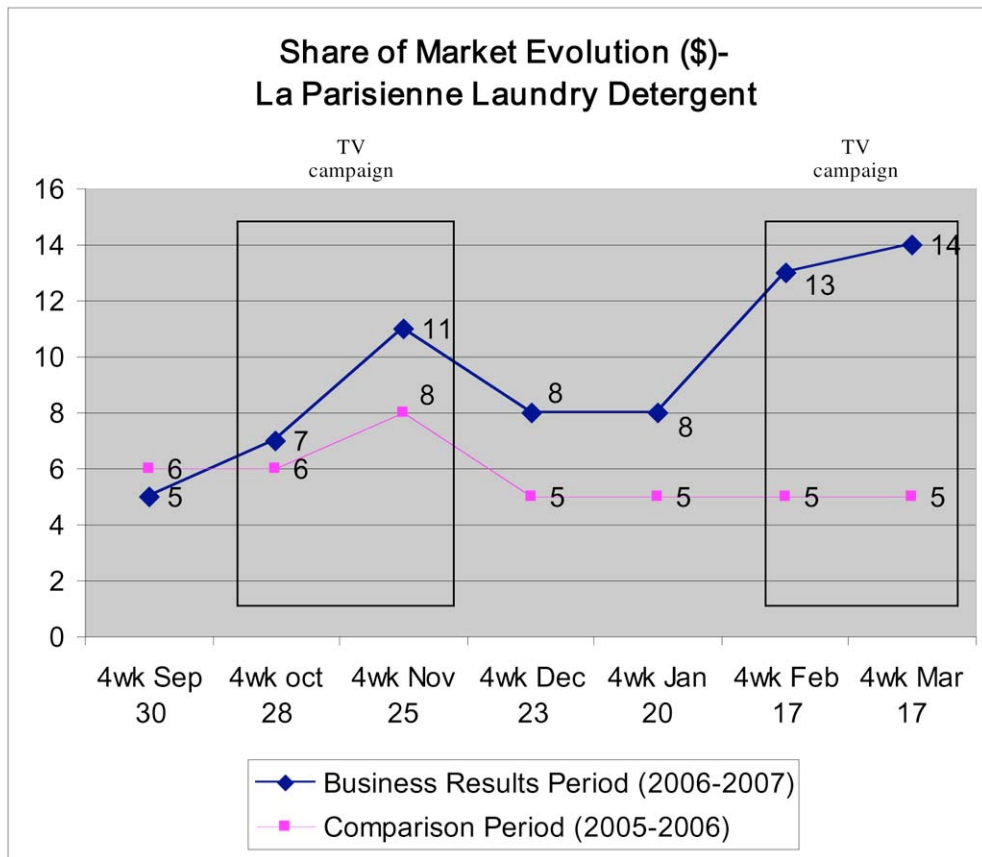
Sales levels for October 2006 through March 2007 were 90% higher than the same period a year earlier. For the same period, the total liquid detergent category grew by +4%.

After the first flight of TV, the effect on sales was maintained for several months, despite a slight dip in December, when consumers traditionally switch to holiday buying and detergent sales are historically weaker.



Source: Sales \$, AC Nielsen, Marketrack, Total Qc, 4 wks ending March 17, 2007.

The initial objective had been to increase total Quebec market dollar share from 5% to 7.5%. By the end of the second flight, market share had almost tripled:



The initial objective was to raise awareness from 3% to 10%. This was achieved by December 2006, only 3 months into the campaign, and maintained for the remainder.

And, our advertising investment was recouped in under a year.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

We did not have tracking or market modeling, but it seems clear that this is a perfect case of “it’s not just what you say, but how you say it”

La Parisienne had been a small, local brand with minimal ad spending over the 10 or so years of its existence. By 2006, the brand’s survival depended on telling the market who it was, in the most distinctly different way possible. The campaign was executed on a limited budget that in no way matched the competition’s sustained spending. The price stayed the same. Promotional support from the trade only kicked in after the campaign had started.

The numbers show that the advertising was the decisive variable, having a direct, dramatic and immediate effect on sales, share and awareness over the opening six months. Over and above exceeding our objectives, though, the advertising triggered results we never could have anticipated.

La Parisienne jumped to the third best-selling brand in Quebec.

Before the campaign, La Parisienne was at number 7 on Quebec's list of 8 brands of liquid detergent. By March 2007, it had jumped to the third best-selling brand of liquid detergent in Quebec, a record-breaker for the category.

Major Laundry Detergent Brands	Sales \$ ranking- 6m ending March 18, 2006	Sales \$ ranking- 6m ending March 17, 2007
Tide	1	1
Purex	2	2
La Parisienne	7	3
Sunlight	4	4
Controlled Label	5	5
Arctic Power	3	6
Gain	6	7
Cheer	8	8

La Parisienne upset the balance.

La Parisienne showed by far the most sales growth from October 2006 to March 2007, while the top three (Tide, Purex and Arctic Power) showed startling decreases.

Major Laundry Detergent Brands	SOM (\$), 6M ending March 18, 2006	SOM (\$), 6M ending March 17, 2007	SOM Variation	Retail Sales Variation
Total Liquid Laundry	na	na	na	4%
La Parisienne	6	10	4	90%
Controlled label	7	8	1	14%
Sunlight	8	8	0	11%
Purex	18	17	-1	1%
Tide	34	31	-3	-5%
Gain	7	6	-1	-8%
Arctic Power	8	7	-1	-12%

The response from the trade was 180° compared to what it was before the campaign. The advertising had clearly changed their perceptions, unlocking doors for La Parisienne:

- New ease in finding distribution points
- Top visibility as the feature product of Wal-Mart's Purchased in Quebec program in October 2006
- Significantly bigger and better promotional support from stores (e.g., Save Generously with Loblaws and Provigo)
- Excitement around the brand and much more receptive head offices

In the halo of this, the other products in the line enjoyed corollary benefits from the trade.

Innovations flowed naturally from the new positioning, too—La Parisienne HE (high efficiency) biodegradable detergent for front-loading machines, biodegradable detergent for delicates, and biodegradable laundry stain remover.

The timing for this campaign was perfect. With environmental issues top-of-mind, our public was more receptive to, and even applauded, our new positioning.

But when they saw how La Parisienne delivered the message—in an emotional, beautiful, unconventional, simple way—perceptions changed, and they were immediately drawn to the brand. Research had told us our users were loyal, so chances are good that they're here to stay.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For La Parisienne]

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.

INDEX OF CROSSOVER NOTES FOR CASSIES 2007

All Cases	La Parisienne
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.	
17. Turning a liability into a strength.	
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.	
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.

LA PARISIENNE 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](#).

- 6. Should the product be improved?** Some years ago it was an axiom that your product, functionally, had to have an advantage over competitors. In packaged goods, it was considered foolish to launch a new brand unless it was a blind test winner over its major competitor—ideally overall, and at least for a desirable benefit.⁴

That thinking has shifted, and it’s commonly said today that it’s impossible to sustain a functional advantage for very long; that competition can match you in a matter of weeks or months—or even days with some technological products.

This has had a paradoxical effect. Some people are almost frenzied in their desire to keep their product (or service) improving, fearing that if they don’t, they will be left behind. Others go into a slipstream mode—letting others tackle the headwinds, then matching what they do.

John Philip Jones (the Professor of Communication at Syracuse University) is vocal in saying that we do *not* live in a parity world—that imitators may try to match the innovators, but they often don’t quite succeed. His view (and I share it) is that it is dangerously complacent to assume that functional parity is the way of the world.

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.

⁴ There was always the “pre-emptive” possibility i.e. staking out a convincing claim for a parity benefit before anyone else did. But, in general, having a product edge was seen as important

Another danger is the belief that “marketing” can compensate for a weak product. This led to the debacle a decade or two ago when North America systematically under-invested in product. The Japanese, and later the Europeans and others, did exactly the opposite—and carved out the market shares we see today.

There’s no question that the cost to upgrade can be daunting. Nevertheless, many cases reflect the investment. For example:

- Listerine in Quebec in Cassies II, with an improved taste.
- Chrysler with the NS Minivan, and Pontiac Sunfire in Cassies III.
- St Hubert in Cassies 99, upgrading their entire operation.
- Sunlight in Cassies 99, with improved cleaning.
- Home Furnace and Lipton Sidekicks in Cassies 2002.
- Irving Mainway Coffee, Source Yogurt, MINI and Motrin in Cassies 2003.
- VodKice in Cassies 2003, remodelling the Boomerang portfolio.
- Cirque du Soleil in Cassies 2004, by adding Zumanity to their portfolio.
- Kit Kat in Cassies 2004, keeping Original the same, but launching Chunky.
- Toyota Sienna in Cassies 2004, with multiple upgrades.
- Coricidin II in Cassies 2005. (Re-launching after the original brand had been withdrawn.)
- Penaten, Hubba Bubba, Stouffer’s Bistro, & Juicy Fruit line extensions in Cassies 2005.
- Wonderbread and Trident in Cassies 2006.

Still others achieve their gains with no change—though the existing product is in all cases good, and sometimes better than the competition. These cases include:

- Crispy Crunch and Pepsi Quebec in Cassies I.
- Oh Henry! in Cassies II.
- Buckley’s, Dove, and Philadelphia Cream Cheese in Cassies III.
- Eggs, becel, and Wonderbread in Cassies 99.
- Kraft Dinner and Lipton Chicken Noodle in Cassies 2001.
- Campbell’s, Diet Pepsi, Listerine, and Pro•Line in Cassies 2002.
- All the major beer winners over the years.
- Aero, Dodge SX 2.0, Familiprix, Super 7, in Cassies 2003.
- Cottonelle and Milk in Cassies 2004.
- Crescendo, Jergens Ultra Care, Whiskas, Twix, Energizer Lithium, Moores, and Familiprix in Cassies 2005.
- Chocolate Milk, Gatorade, Listerine, Baileys in 2006.
- Brita in 2007.

Technology cases usually have improvements. Services usually improve as part of the “total brand experience.” Some cases (e.g. Clearnet in 2001 and Lipton Sidekicks in Cassies 2002) say that if your functional advantage is going to be matched, you’d better develop an advantage through brand personality/character/equity.

- 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.

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"> • Chrysler NS Minivan. It had functional improvements, but the campaign was heavily infused with emotional benefits. • Philadelphia Cream Cheese. The Angel captured "permission to indulge," and the rational benefit of 60% less fat than butter or margarine. • Richmond Savings. The Humungous Bank campaign. |
| Cassies 99 | <ul style="list-style-type: none"> • AGF Funds. The "what are you doing after work" campaign charmed its way into people's pocketbooks. • 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. • Clearnet MiKe. It appealed to the self-image of its pragmatic, project- |

- driven target audience.
 - Fido. It includes rational benefits, but the main pull is user-friendliness.
 - St-Hubert tapped into chez-nous.
 - Sunlight captured the joy of getting dirty.
 - Wonder Bread. They could have sold on taste + nutrition, but instead used the joy of childhood.
- Cassies 2001
- Joe's Rant made us proud.
 - Clarica made it all look simple.
 - Clearnet gave us the future is friendly.
 - Kraft tugged at our heartstrings with KD moments.
 - Manitoba Telecom gave us Morty, the talking bison.
- Cassies 2002
- The Bank of Montreal and Scotiabank made us smile.
 - Campbell's gave us the less-than-perfect family.
 - CFL fanned the flames of rivalry.
 - Diet Pepsi (also in 2007) gave us back our youth.
 - ED made us think.
 - Home Furnaces tickled the fancy of an older audience.
 - Nautilus gave us joie de vivre.
 - Philly showed us that a less-than-perfect angel was still working.
 - Pine-Sol took a quirky look at keeping the house clean.
 - Sidekicks gave the family a helper.
- Cassies 2003
- Sloche appealed to teen rebelliousness.
 - The SAAQ campaign scared us to death.
 - Manitoba Telecom showed that Morty the bison was still working.
 - Toyota Matrix went for emotion rather than reason.
 - Sola Nero made wine youthful and hip.
 - Viagra was, well, Viagra.
- Cassies 2004
- The United Way cast off its "administrative" image.
 - 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.
- Cassies 2005
- Smoking is just "Stupid."
 - Energizer Lithium found that the rational approach was not working.
 - Coricidin II had to find a way to get a blood pressure benefit across.
- Cassies 2006
- Activia had to do the same with the "digestive" benefit.
 - 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.
- Cassies 2007
- SpongeTowels sold a rational benefit emotionally.
 - Never Stop Milk in the Prairies consciously avoided a rational sell.
 - Honda Quebec and La Parisienne did likewise.

25. Brand Linkage (when should the brand name appear). How often do we hear, "I saw this great ad last night...but I can't remember what it was for." This is a brand linkage problem, and it's two-edged. Highly engaging advertising can drown out the brand identity (we used to call it "video vampire"). But advertising that sells crudely runs the risk of being physically or mentally zapped.

When you assess advertising, your mental model will affect your attitude to brand linkage. But there are no simple answers. Some executions with seemingly bullet-proof linkage don't work. Some with seemingly minimal i.d. hook the brand into the consumer's mind. The challenge is to be relevant *and* different at the same time. Relevant, by the way, is *not* the same as familiar. Something can be relevant, but be expressed in a totally new way. If "familiar" is part of your mental model you run the risk that you will only approving advertising that has been seen before.

One of the (supposed) ways to ensure brand linkage is to say/show the brand name "early and often." This idea seems to have taken hold in the 60s.⁵ However, a great many Cassies winners do *not* reflect this, e.g. Chrysler NS Minivan, Dove, Imperial Margarine, Molson Canadian, Budweiser, Claritin, Pontiac Sunfire, Richmond Savings, Metro Toronto Zoo, Goodwill, Sunlight, becel, St-Hubert, Clearnet, Clarica, Manitoba Telecom, Lipton Chicken Noodle, i-wireless, Pro•Line, Pine-Sol, Bank of Montreal, Scotiabank, Aero, Cottonelle, Prairie Milk, Réno Dépôt, Crescendo, Harvey's, K&G Stores, Energizer Lithium, Quebec Lotto 6/49, United Way, Moores, Familiprix, Chocolate Milk, Yaris, Eterna, Monster.ca, and Holiday Inn.

Some very successful advertising puts the brand name front and centre, of course, but it's possible in today's over-hyped world that "early and often" is a turn-off for some consumers. Each situation has to be assessed on its merits. But it's time that an unthinking belief in "early and often" came to an end.

⁵ This belief came out of Day-After-Recall testing. The technique has since been largely discredited, but debates continue about the role of recall, recognition, and the like. See *Crossover Note 13*.