

Cassies 2007 Cases

Brand/Case: Properly Positioning WWF - Canada

Winner: Not for Profit—Silver

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Crossover Notes: All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies 1997. The full set for Cassies 2007 can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 1.** What a Brand Stands For.
- Crossover Note 12.** Changing the Goalposts.
- Crossover Note 16.** When a campaign stumbles.
- Crossover Note 32.** Internal Marketing.

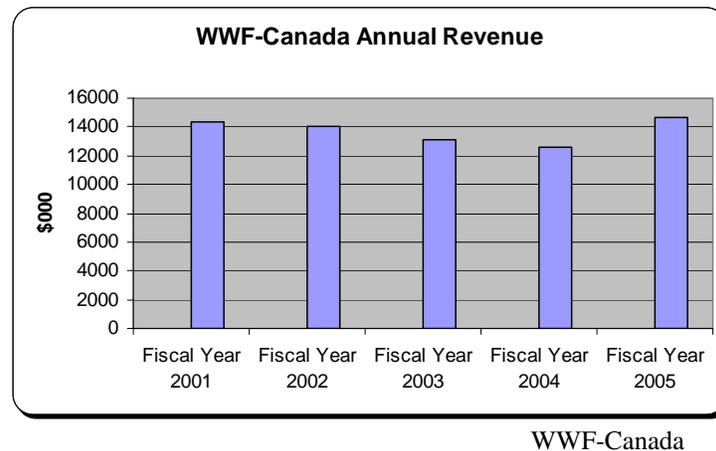
To see creative, go to the Case Library Index and click on the additional links beside the case.

EXECUTIVE SUMMARY

Business Results Period (Continuous Months): July 2005 – June 2007 (FY'06 + FY'07)
Start of Advertising/Communication Effort: July 15th, 2005 (Beginning of FY'06)
Base Period for Comparison: July 2004 – June 2005 (FY'05)

There are few, if any, Environmental Conservation organizations with the scientific credentials of WWF-Canada; and no organizations come close to matching WWF-Canada's conservation accomplishments.

Yet by 2004, after operating for more than 35 years in Canada, and having preserved over 1.5 million acres of environmentally sensitive spaces, WWF-Canada was at a crossroads. Revenue was in decline, communications programs were becoming increasingly less effective, and perceptions of a once-dominant brand were wildly misaligned with the business and accomplishments of the organization. **Crossover Note 1.**



In 2004 Canadians generally believed WWF stood for either the World Wrestling Federation or for the protection of endangered species. The first problem was addressed when the Wrestling Federation re-branded to WWE, but the second problem was causing erosion for the brand and a slow decline in fund-raising success. This had to be corrected.

As a result of a new campaign introduced in the summer of 2005, WWF-Canada has seen a dramatic turn-around. By the end of Year 2 revenue has increased by almost 20% a year. In addition, WWF-Canada had over 130,000 new, well qualified, opt-in donor prospects, and the promise of extended success in the future.

SITUATION ANALYSIS

Not surprisingly, in 2004, the WWF-Canada member base comprised mainly women who were compassionate to the plight of endangered species. As a result, we had the most fund-raising success when we featured endangered species such as Polar Bears and African Tigers. However, “the endangered animal” was becoming less and less at the heart of what we did. **Crossover Note 12.**

Meanwhile, environmental issues were starting to make headlines. While WWF-Canada was struggling, Environmental Conservation organizations such as Greenpeace and the David Suzuki Foundation were starting to gain prominence.

WWF-Canada was, in fact, focusing more and more on environmental issues, and we realized that we could reverse revenue decline if we could properly position ourselves as Canada's leading Environmental Conservation organization.

Historically, we had invested our entire communications budget in Direct Marketing acquisition and appeal programs, with no spending in general media. Each DM piece had to build the brand, educate consumers, and raise funds. This effort was delivering a diminishing Return on Investment. **Crossover Note 16.**

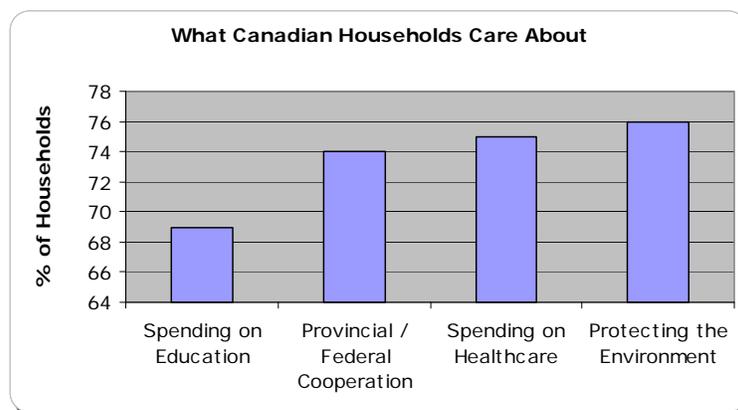
Starting in Fiscal 2006 (ending June 30, 2006) we reallocated dollars to support brand-building, issue awareness, and fundraising communication. The annual working media budget was \$200,000 net, though this would be significantly augmented by contra from the media.

STRATEGY AND INSIGHT

a) Analysis and Insight

While WWF-Canada was busy talking to Canadians about species preservation, our nation was undergoing a fundamental change in the way we view our natural world.

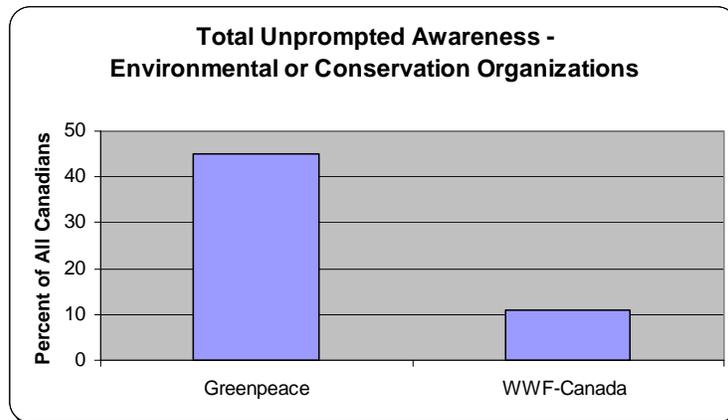
From a poll to determine what Canadian households care about (Fall 2004 prior to the Federal Election), we learned that Canadians cared about protecting the environment at least as much as they cared about preserving spending on healthcare and education.



Centre for Research and Information on Canada; Portraits of Canada; 2004.

This was an epiphany to WWF-Canada. Our scientists and environmentalists always thought nobody really cared about the environment or what they were doing to protect it. While this may have been true in the past, stories about Global Warming, over-fishing and resource exploitation were becoming commonplace. Canadians were beginning to care.

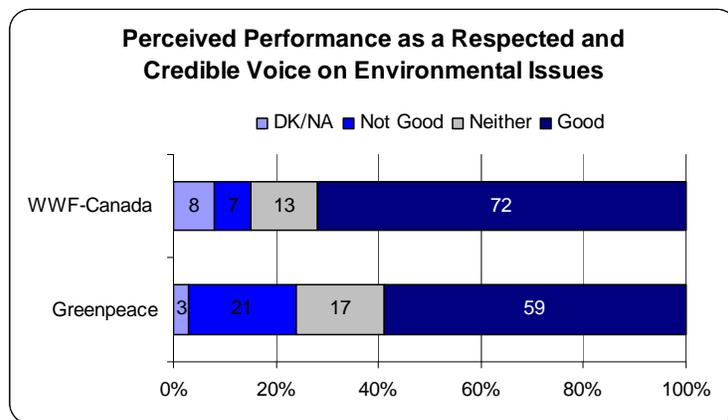
While this suggested an “environmental” opportunity, a benchmark tracking study in early 2005 showed that we had a long way to go. WWF-Canada placed a distant second behind Greenpeace in unprompted awareness of Environmental Organizations.



EKOS Research; Benchmark Brand Tracking Study; June 2005

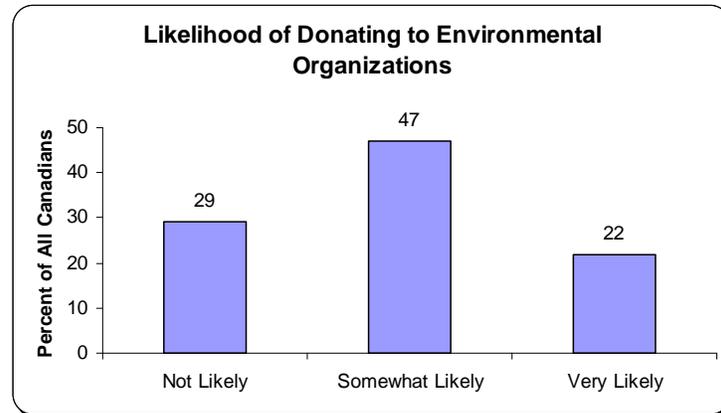
However, to know Greenpeace wasn't necessarily to love Greenpeace. Canadians did not believe they were a “respected and credible voice” on environmental issues.

On the other hand, those who were aware of WWF-Canada as an Environmental Organization rated us highly on the same measure.



EKOS Research; Benchmark Brand Tracking Study; June 2005

Finally, it was important to understand if Canadians could become engaged enough with an Environmental Organization to make a donation. Almost 79% of Canadians were at least somewhat likely to donate, with almost 1 in 4 claiming to be Very Likely.



EKOS Research; Benchmark Brand Tracking Study; June 2005

The stage was now set for WWF-Canada to pursuing our rightful place as the leading Environmental Conservation organization in Canada. And beginning in the Fiscal Year 2006, we did just that.

b) Business Strategy

Job one was to align the go-to-market strategy with the business of the organization. Rather than focusing on endangered species, communications programs were adjusted to support specific conservation files: Oceans (bycatch and over-fishing), Arctic (the Arctic National Wildlife Refuge), and Climate Change/Global Warming.

Beyond just fundraising, WWF-Canada also set out to build credibility and establish a deeper connection with Canadians by being a resource to help them get involved in these conservation issues.

For the first time, the program for each campaign period included information designed to educate Canadians on the issue, and tools to help them advocate for solutions.

c) Communication Strategy

Recognizing the magnitude of the task associated with repositioning and rebuilding the WWF-Canada brand, we did not try to fix everything with one big campaign. Rather, we broke our message down into a series of programs, each focusing on one issue. The true WWF-Canada story would be told over time, not over night.

Fiscal 2006				Fiscal 2007			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ARCTIC	BYCATCH	CLIMATE CHANGE			GLOBAL WARMING		

The timing was aligned to Government or industry initiatives and announcements. For example, the bycatch program launched on the day that the Department of Fisheries and Oceans released a major report on the degradation of the Grand Banks habitat off the east coast of Canada.

CREATIVE EXECUTION

The creative for each communications program had to support two objectives:

- To align perceptions of the organization with the business of the organization.
- To raise funds.

Understanding the value of an emotion in fundraising, we translated the sometimes cold facts. In the case of the Arctic National Wildlife Refuge, we spotlighted the ridiculous practices associated with reckless drilling for oil in an environmentally sensitive space.



Magazine



Television



Online Petition

For Bycatch, we dramatized the long-term effects of non-selective fishing by featuring a young girl at an aquarium, horrified to witness these practices first hand.



Television



Magazine



Direct Mail

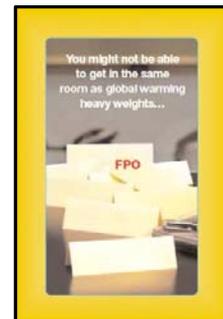
For our first Climate Change program we metaphorically empowered Canadians by arming them to hold their own Summit Meeting on Global Warming.



Television



Exterior Transit



Direct Mail

Our follow up Climate Change program, currently in market, dramatizes the impact Global Warming will have on our lives if we continue to ignore it.



Television



Direct Mail



Online Eucan

Once the core creative idea was established for each campaign, it was integrated across media and through multiple channels. This effort was staggered over time to optimize the communication potential.

Mass media such as television and out-of-home were first out of the gate to provide air cover for the magazine and interior transit which followed (and which explained the issue in more detail). Then, direct mail was dropped to close the sale and ask for donations.

While changing brand perceptions and raising funds has been a primary objective of these campaigns, WWF-Canada also set out to enrich their database with prospects that will have a propensity to donate to an Environmental Conservation organization.

To that end, each program has included an advocacy campaign, encouraging Canadians to make their voices heard through online petitions, letter writing and volunteer charters. In all cases, prospects were given the opportunity to opt in for further communication from WWF-Canada.



ANWR –
Online Petition



Bycatch –
Oceans Charter



Climate Change –
Letter writing campaign

MEDIA EXECUTION

Our first objective has been to maximize the exposure of our non-direct communication by appealing to the benevolence of leading Canadian media outlets.

We promised our media partners best-in-class advertising on significant Environmental Conservation issues. We then allocated dollars from our limited budget to many different media as a gesture of partnership. In exchange, we asked for as much pro-bono media weight as they could possibly provide. The response was extraordinarily generous.

For the Fiscal Years ending June 2006 and June 2007, we received exposure in virtually every medium with a total value of over \$6,500,000 and \$3,500,000, respectively.

Our second objective was to find new ways to amplify our message. The best example is the recent billboard donated to support the current Climate Change program.

We worked with the out-of-home partner to build a canopy-like extension onto a billboard. As the sun moves across the sky, the canopy casts a shadow, making it look as if the sea level on the board is rising. This dramatizes one of the long-term effects of Global Warming.

1:00 pm



3:00 pm



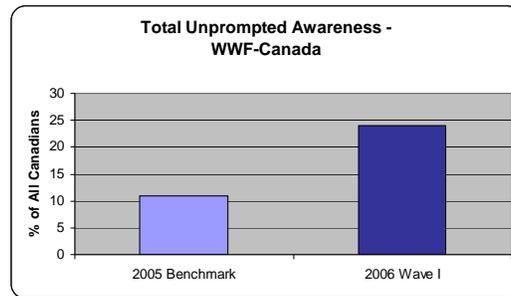
5:00 pm



BUSINESS RESULTS

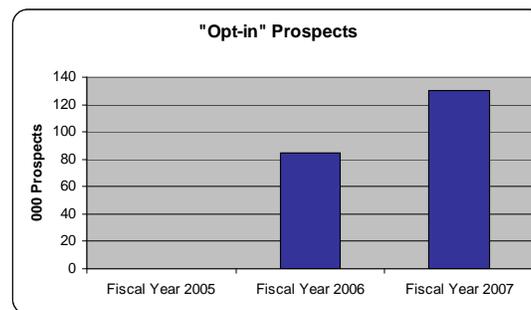
Results have been extraordinary. While individual programs have delivered record levels of prospect generation (Arctic), response rates (Bycatch) and ROI (Climate Change), it is the combined effect of all the programs that is most impressive:

1. Unprompted awareness of WWF-Canada as an Environmental Conservation organization more than doubled over benchmark, from 11% to 24%.



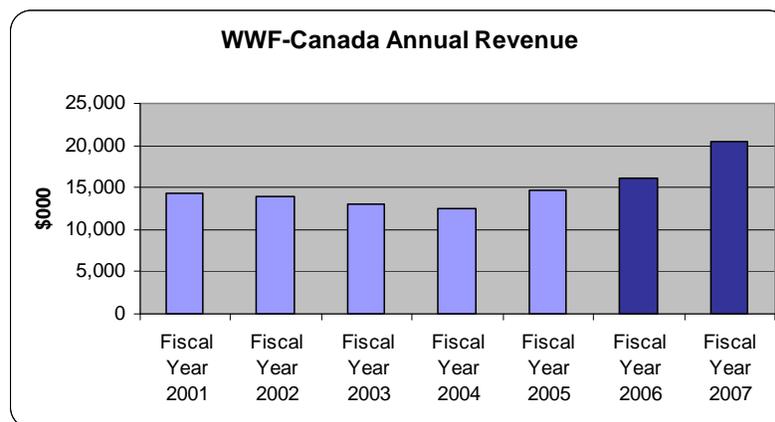
EKOS Research; Wave I Brand Tracking Study; June 2006

2. WWF-Canada's database of 'opt-in' prospects acquired through the Environmental Conservation positioning has grown from zero in 2005 to 130,000 today.



WWF-Canada Database

3. Most importantly, revenue has been growing consistently, and dramatically. In the Fiscal Year ending June 2007, WWF-Canada revenue increased almost 28% VYA, from \$16.1 million to \$20.5 million.



WWF-Canada

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

There are several factors that suggest the new approach has been responsible for the excellent results.

Variable Factors

- During the period covered in this case, the only variable has been the approach to advertising and communications. Budgets have been flat.

Time Correlation

- There is direct alignment between the timing of our communications programs and the increases in awareness, prospect generation, and revenue.
- Much of the WWF-Canada revenue and prospect data comes from Direct Response. Spikes in response align with the timing of our communications programs.

Research

- EKOS Research attributes increases in awareness directly to the advertising.

Anecdotal Feedback

- The Major Donor Team reports that at least twelve prospects have confirmed Planned Gifts (WWF-Canada named in their will) based on the communications programs.
- There are countless reports from Donor relations on the effect the new programs have had on their ability to secure gifts and to be successful when “making the ask.”
- WWF-Canada reports a renewed sense of purpose – the new communications programs have galvanized and energized the entire organization. **Crossover Note 32.**

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For WWF]

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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7. Fighting for the Same High Ground.	
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10. Conventional Wisdom—should it be challenged?	
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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.

WWF 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

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

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

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

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

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

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

1. **Dig deep into trends and tastes.** You could be on the wrong side of a tectonic shift. "Made in Japan" used to mean a cheap, shlocky, knock-off, and North American business took years to recognize the threat that was coming from Japan. Consider Listerine. The famous slogan "Always a bridesmaid, but never a bride" started life in a Listerine advertisement, reflecting a bad breath positioning that had been in place for as long as anyone can remember. But Listerine saw the shift towards the idea of a healthy mouth. (See Cassies 1995 and 2002). Something similar happened in toothpaste. At one time, Pepsodent ("you'll wonder where the yellow went...") was the leader, and whitening was the high ground. Then Crest came with fluoride (and dental association endorsement), and Pepsodent slid into history. Then, over a generation, cavities stopped being the problem they once were.³ The market shifted towards "mouth health" and Colgate got there first with Colgate Total, knocking Crest off its #1 perch. Crest responded with Crest Complete—and now the whole market has come full circle with a furious battle for whitening again.
2. **Look at the goalposts.** If they really haven't changed, then it's likely that you just have a short-term stutter. But if they have, try to envisage the new game. See *11. The Eureka Insight*, and *12. Changing the Goalposts*.

³ Ironically, Crest helped make this happen by virtue of its sustained "no cavities" marketing.

3. **Think through the change needed.** See *6. Should the product be improved?* and *14. Refreshing a Continuing Campaign.*
4. **Change for the right reasons.** It's broadly true that long-running campaigns—kept fresh and relevant—are great brand-builders. And it's sadly true that new people, wanting to make their mark, change things for change's sake. But once in a while, major change is needed. Molson Canadian (Cassies I) was a niche player when it launched "What Beer's all About" in the late 80s. This campaign helped turn Canadian into a mainstream beer, and it displaced Labatt Blue as market leader. They kept going with "What Beer's all About" for a few years. But they also stayed alert to the need for change, in particular watching the appeal ratings with the younger legal-age drinker. This led them to launch the "I AM" campaign (Cassies III). This was successful, but eventually it ran out of steam. They re-incarnated with "Joe's Rant" (Cassies 2001). But this, in the words of the 2006 Molson case, turned out to be a glorious one off as Molson—along with other mainstream brands—ran into the onslaught of the "24 for \$24" crowd.

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

32. Internal Marketing. When the Cassies started in 1993, internal marketing, as an idea, hardly existed. Now it's seen as a crucial part of brand-building, and it had an important role in most of the cases listed under *5. The Total Brand Experience.* Laurie Young and Guy Stevenson give a spectacular example in the ICA book *Excellence in Brand Communication:*

Between 1990 - 1995, British Airways flew every employee from around the world to London, in batches of 100, to explain the idea behind the World's Favourite Airline campaign. The brand idea wasn't just about serving business travelers. It meant treating coach passengers (World Traveler Class) with great respect and dignity, because their once-a-year trip most likely had more emotional impact than any trip a frequent business traveler took. And British Airways was the world's most profitable airline during that era.

In Cassies 2005, Harvey's, United Way, and Familiprix touch on this topic. WestJet, Sick Kids, Royal Bank, and Purlolator so in Cassies 2006. SickKids, WWF, Capital G Bank, WestJet (again) and Canada Trust do so in Cassies 2007.