

Cassies 2009 Cases

Brand/Case: Never Stop. Milk.™

Winner: Sustained Success—Gold

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Crossover Notes: All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies1997. The full set for Cassies 2009 can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 3. Core Equity versus Price & Promotion.
- Crossover Note 11. The Eureka Insight.
- Crossover Note 14. Refreshing a continuing campaign.
- Crossover Note 33. Changing the Target Audience.

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): September 2003 to February 2009
Start of Advertising/Communication Effort: September 2003
Base Period for Comparison: September 2002 to August 2003

a) Synopsis of the Case

Five and a half years is young. Unless you are an advertising platform in this decade where the only constant is change, consumers tire quickly, and it often seems that brands and strategies opt for a quick fix in lieu of building long term equity and producing sustained results. **Crossover Note 3**. Such is not the case for “Never Stop. Milk.” a strategic and creative platform that launched in Sept 2003 and continues today, with consistent results.

b) Summary of Business Results

Since the campaign launch in September 2003:

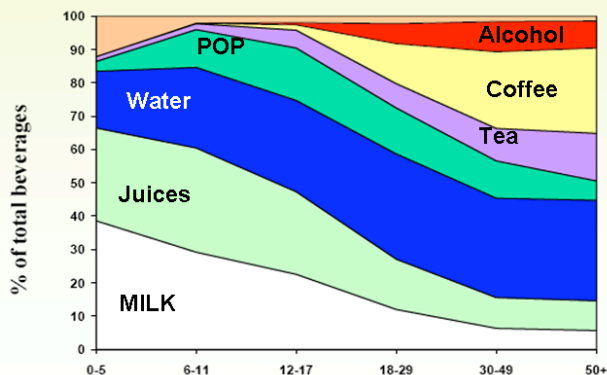
- Milk volume in Prairie Canada has grown by a cumulative total of 55,600,000 additional litres
- This represents cumulative growth of 18% versus 7.8% for the balance of Canada
- An econometric study (details later) found that “The Never Stop television campaign has contributed significantly to per capita consumption of fluid milk.”

SITUATION ANALYSIS

a) Overall Assessment

In order to reposition milk with Prairie youth and reverse the then-current historic decline in consumption, there were significant challenges to overcome:

Perceptions and Behaviour - Our target saw milk as a drink for babies. The health properties (good for your bones and teeth) were universally known. With a target who believes they are invincible and fight daily to shed all vestiges of childhood, this *Ivory* image served as milk’s nemesis. These perceptions translated into a milk rejection which started at age 9, and continues through adulthood.



While consumption is strong in childhood (almost 40% of daily drinks for 0 to 5 years), its share of beverages decreases with age as the beverage repertoire expands.

Source: SIP (Share of Intake Panel) Canadian Beverage Consumption Diaries, '2003

Category Activity: The beverage category has exploded in recent years. Manufacturers have embraced the energy/health trends and are spending heavily to gain traction. Gatorade, Red Bull, Vitamin Water and Rock Star are just a few brands that are dominating our target's share of mind and wallet.



Lack of Control Over the Marketing Mix: The PMMP is made up of 3 provincial milk boards – Alberta, Saskatchewan and Manitoba. They are responsible for the promotion of milk but have no control over the product, packaging or retail price. This lack of control augments the challenge of successfully battling in a category exploding with innovations.

b) Resulting Business Objectives

To achieve a 1% year over year volume gain, and to score within the top 25% of IPSOS ASI youth norms (norms established by all youth products).

c) Budget Range/Share of Voice

Annual Media Budget \$2 - \$3 million (net) for Prairie Canada

STRATEGY & INSIGHT

a) Analysis and Insight

Our starting point was to understand the dynamics of milk purchase and consumption, and try to isolate which target group represented the best opportunity for volume growth. Existing analysis told us four things:

1. 90% of milk is consumed in the home.
2. Mothers seemed to represent the most influential target.
3. Consumption is strong until age 9, after which a noticeable decline occurs as youth mature through adolescence and adulthood.
4. There is universal understanding that milk helps build strong bones and teeth.

This confirmed what we already suspected. For greater depth we conducted in-home research, and uncovered a major shift in familial dynamics:

- Parents were choosing a more collegial approach. The gatekeepers [Moms] of kids' diet were less dictatorial in what their kids drank and ate, and one of the first casualties of this more relaxed approach was milk.
- Kids are growing up quicker. They have significant influence in the household for all products purchased and consumed, including milk.
- Tweens and Teens viewed milk as old-fashioned, boring and a product with which they had little identification.

It became apparent very quickly that the target we had to influence was not Moms, but their kids. **Crossover Note 33**. To be successful we had to address their perceptions of milk as bland, boring, a drink for babies and something they placed far back in their minds, and in the fridge.

Then came a sudden insight. **Crossover Note 11**.

*Milk and Kids, in different ways, are both
synonymous with growth.*

This led us to re-position milk by taking ownership of growth in its entirety. “Never Stop Milk” is a true depiction of the physical, emotional, intellectual and spiritual growth that young people experience on a daily basis: the good, the bad and the ugly of growing up.

b) Communication Strategy

This had four components:

- **Take ownership of all aspects of growth.** This was summarized as “Milk celebrates all those who have the confidence and determination to make the most of themselves. Milk celebrates growing.” And it has been articulated in our signature:

**Always grow. Grow all ways.
Never Stop. Milk.**

- **Leverage true insights about the target.** This has been a constant since the campaign launched in 2003. In the most recent instalment, “No Limits”, the insight is that youth see the limits versus the possibilities and are often their own worst enemies when it comes to reaching for and attaining their dreams. The message, “the only limits are the ones you place on yourself” is a rallying cry that encourages and inspires youth to grow and follow their dreams.
- **Use multi-media.** This is critical to reach and influence kids with their schizophrenic media consumption habits. Spending fully 1/3 of their day consuming media, it is imperative that we reach youth across a variety of platforms.
- **Develop a unique online experience for youth** – one that supports and celebrates their growth (www.neverstopmilk.ca).

CREATIVE EXECUTION

The marketing task was clear: make milk relevant with kids. The execution was more challenging. It was decided that in telling the story of milk, we must do more than entertain them with some ‘buzz’ execution. To succeed we had to appeal to their intellect, their new found sense of independence and aspiration.

With the new positioning as the foundation, key elements of our execution included:

Our signature

- Always grow. Grow all ways. Never Stop. Milk.

Our peer to peer approach

- This campaign is youth speaking to youth. It is *not* parental, authoritative or preachy.

The positioning of teen life as it is

- This campaign is about the good, the bad and the ugly. It is about the very real, very relevant issues that youth experience, in their currency.

A combination of brand (image) and promotional initiatives

- We have 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.

“Never Stop. Milk.” Historic Activity: [Crossover Note 14](#).

Effort runs from September to February. Messages have included:

- Anthem – 2003 An anthemic celebration of all aspects of growth
- Outgrown/Phases –2004 Outgrowing childhood
- Supers – 2005 A musical, humorous montage of the growth experience
- Labels – 2006 Every label you defy, you grow a little
- Leave Behind – 2007 Sometimes moving forward means leaving something behind
- No Limits – 2008 The only limits are the ones you place on yourself

Experience Life Promotion: This has run in the Spring since 2004, and gives six Prairie youth the opportunity to win \$10,000 to create their own growth experience of a lifetime.

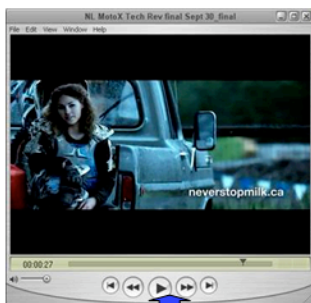
MEDIA EXECUTION

We’ve used a multi-media strategy in order to reach youth throughout their day. From the conventional (television and cinema), to digital (online, Facebook) to the unexpected (high school locker rooms, the interior ceilings of buses and “Never Stop. Milk.” painted in the ice at a hockey arena and as a mural on a local sporting field), we surround youth with our message.

Media	Description	September				October				November				December				January			February					
		1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16
TELEVISION																										
	Conventional/Specialty Combination of :60 and :30																									
ONLINE																										
	Web Ads (TBD)																									
	Neverstopmilk.ca																									
	Facebook fan page																									
MAGAZINE																										
	Youthink Magazine																									
OOH																										
	Mail Posters																									
	Bus Ceiling Decals																									
	High School Mini-Boards																									
	Cinema																									
	Rec Center Murals																									
	St.Vital Bulkheads																									
	Bus Interior Cards																									

Highlights are pulled from the No Limits campaign, September 2008 to Feb 2009:

BROADCAST – TELEVISION AND CINEMA



**GRASS ROOTS –
HOCKEY,
TRACK AND FIELD,
BASEBALL**

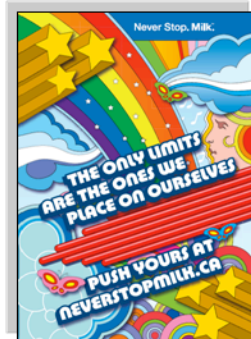


Never Stop. Milk.™

**ONLINE –
NEVERSTOPMILK.CA
ONLINE ADS
FACEBOOK FANPAGE**



**OUTDOOR –
HIGH SCHOOL LOCKER
ROOMS, BUS CEILINGS, MALLS**



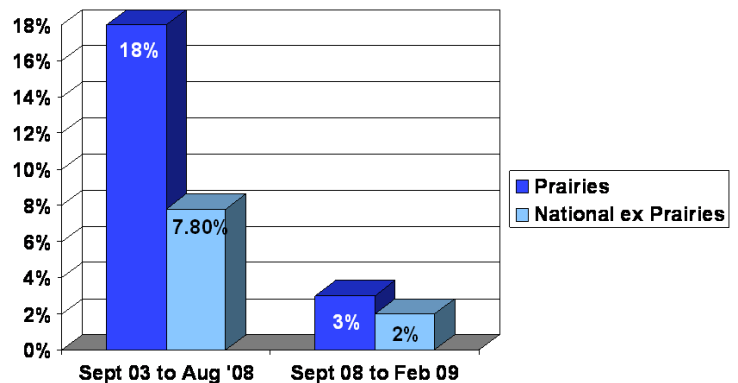
BUSINESS RESULTS

All objectives have been surpassed:

Volume:

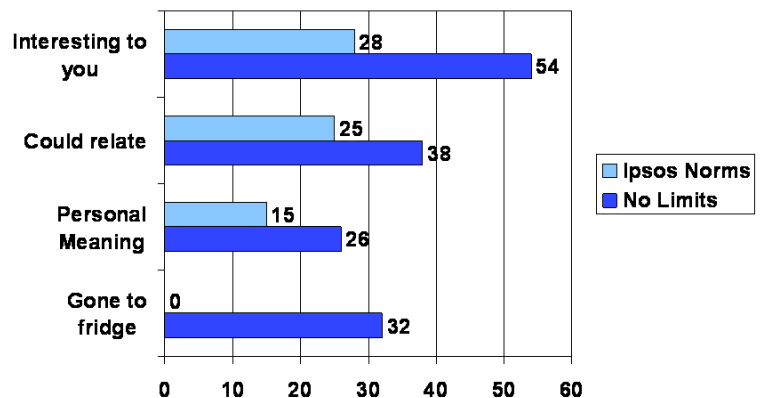
This continues to grow despite the fact that our budget is flat and actually in decline given media inflation rates in Prairie Canada:

- Since the campaign launched, Prairie volume has grown by 18% vs. National ex Prairies at 7.8%.
- This represents an additional 55.6 million litres in Prairie Canada, equating to \$55 million retail dollars (based on avge. retail price of the base year of 2002).
- During the most recent campaign period - Leave Something Behind (Sept 2008 to Feb 2009) - Prairie volume grew by a further 3% equating to 5.8 million litres. This outpaced national growth of 2%.



Advertising Tracking:

“No Limits” has outperformed Ipsos ASI youth norms on all key measures. These norms are based on all youth products that Ipsos tracks, products that are much “cooler” than milk, with significantly more spending. Of particular note is the fact that 26% claimed that the advertising had meaning to them personally (versus a norm of 15%) and 32% of this highly elusive, highly sceptical audience claimed to have gone to the fridge to get a glass of milk while the commercials were on air.



These results are from a target who originally viewed milk as bland and boring, a drink for babies, and who consistently claim that advertising has no impact on them.

Participation:

During the most recent campaign period 23,530 visitors came to neverstopmilk.ca to communicate, share and grow. In addition, the “Never Stop. Milk.” Facebook fan page currently has 2,742 fans, having joined since Spring of 2008.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

The results achieved are a direct result of the Leave Something Behind campaign as evidenced by the following:

Econometric Study:

- RLS Marketing Associates conducted an econometric study to understand the impact of advertising expenditures on milk volume. The study analysed data from Feb 25, 2006 to March 1, 2009. Key findings indicate:
 - Over this period prices rose, with at an average rate of 7.9% per year
 - These increases should have reduced per capita consumption by approximately 2.37% per year
 - Nevertheless, the “Never Stop” TV “has contributed significantly to per capita consumption of fluid milk over the three year period.”

Ipsos ASI tracking:

- Youth are claiming that the advertising had a direct impact on how they feel about milk.
- The campaign has scored significantly above all youth norms on all key measures
- 34% of youth claim that the campaign made them feel better about milk. This is on par with the top 25% of Ipsos youth norms

Participation:

- Youth are spending time with milk at neverstopmilk.ca and on the Facebook fan page. These are not gaming or a social networking sites. There are no freebies. Rather they celebrate youth’s growth. The fact that they are spending time with milk, and contributing to the web-site’s content, is a testament to the power that the approach has with this target.

Population:

These results are not driven by population growth. Pre-campaign launch (2002) milk consumption indexed at 108% relative to the population. During No Limits, Prairie consumption indexed at 113.9%

Econometrics, brand tracking, volume growth, youth participation and advocacy consistently reinforce the fact that “Never Stop. Milk.” has had a significant impact on milk in the Prairies. With a category that has an unprecedented array of choice, and with brands that have significantly more spending power, the fact that milk has been able to regain share of mind, heart and stomach speaks volumes for how advertising and promotion can have a positive impact on short and long term brand equity and sales.