

Cassies 2008 Cases

Brand/Case: Building Milk Volume Five Seconds at a Time

**Winner: Off to a Good Start—Gold
Best Use of Media—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 Cassies 1997. The full set for Cassies 2008 can be downloaded from the Case Library section at 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 12. Changing the Goalposts.
- Crossover Note 28. Media Learning.

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 2007 to May 2008 |
| Start of Advertising/Communication Effort: | September 3, 2007 |
| Base Period for Comparison: | September 2006 to May 2007 |

a) Introduction

Talk about the ultimate marketing challenge: How do you build volume for the most mature product in the world? For Dairy Farmers of Canada, it meant making milk relevant for teens – and this meant tearing down the walls and starting fresh. Strategically, creatively, in media and even research, we threw away conventional thinking. **Crossover Note 10.**

It was going to take something revolutionary to get teens to drink more milk. Despite the Canada Food Guide saying that they need to consume 3-4 servings of milk per day, parental influence was a diminishing factor and teens were making their own choices. Typically, these choices were for products that would reinforce their image with their peers. It is no surprise, then, that energy drinks grew 49% in 2007.

Consuming just 1.3 servings per day, teens were falling well short of the Food Guide's suggestion. And while increasing the number of glasses was not a communications priority, it was an opportunity. The Dairy Farmers of Canada (DFC) had set an objective of increasing milk's overall volume sales by 1%, and the teen target was one of its greatest opportunities to do so.

While a one percent increase may seem simple, it is important to point out that this is based on an annual consumption of 800 MILLION litres of milk in Ontario/Maritimes (NS, NB and PEI). 1% represents an incremental 8 million litres per year.

b) The Essential Challenge

We had to make milk a cool, relevant and socially acceptable drink for teens. It had to be *their choice*. They were aware of its basic benefits, but these were not enough.

Reaching them was not easy. Often watching TV, surfing the internet and texting – all at the same time – teens have a very short attention span and do not want to be preached to. Getting them to drink more milk was going to require a unique and insightful strategy.

c) Summary of Business Results

As of June 1, 2008 – the end of the business results period – volume sales for milk were tracking at +2.1% versus the same period a year ago in Ontario and the Maritimes: which is more than double the DFC's set objective.

Spring 2008 tracking (Ipsos ASI) showed that awareness of the campaign was the most successful ever, exceeding previous standards by 22.5%. Teens find the advertising unique, and 70% more than the norm said that the ads made them want to have a glass of milk. Additionally, ROI has been increased significantly with the production of this case's campaign costing one-third that of the previous campaign.

SITUATION ANALYSIS

a) Overall Assessment

Interesting to us was the dichotomy of what teens say, versus what truly motivates them. They are quick to tell you that they are anti-advertising, and that they will find the brands and products most relevant to them. In actuality, they are pack-animals when it comes to popular opinion, and they respond to well-executed, well-targeted advertising.

For Milk, teens are one of the two largest groups of consumers in Canada – despite drinking less than half of their recommended daily requirement. Consumers under 18 account for almost half of fluid milk beverage servings, while representing only 23% of the population. Clearly, increasing consumption to closer-to-recommended levels would have a paramount impact on sales.

But how do you compete with companies who formulate products for teens? Sports drinks grew 6% in 2007, and after years of double-digit growth, this was considered disastrous. It sparked Pepsi (the makers of Gatorade) to launch G2: an off-field hydrator. The last time we checked, tap water was a pretty good off-field hydrator as well. But tap water isn't good enough, because no one has branded it. Despite Canada's boasting a water quality among the highest in the world, bottled water sales soared 12% in 2007. And, as pointed out in the introduction, Energy Drinks skyrocketed +49%.

Teens were choosing beverages that told a story about who they were. And to compete, we had to be distinctive and unique – and we had to share in their appreciation for random humour. Oh, and we had about five seconds to establish all of that, because their attention spans are borderline non-existent. **Crossover Note 11.**

We needed to make milk a want; not just a need.

b) Resulting Business Objectives

With the constantly fluctuating price of milk, our objective was volume based. Teen consumption needed to contribute to the DFC objective of increasing overall litres sold by 1% in Ontario and the Maritimes. (As the campaign ran for nine months this was the equivalent of a sales lift of 6,000,000 litres.)

c) Budget Range/Share of Voice

The broadcast media budget for the teen campaign was approximately \$3.5 million, with roughly \$2.5 million spent on television and \$1 million in cinema.

STRATEGY AND INSIGHT

a) Analysis and Insight

Previous teen advertising for milk had taken a step in the right direction. It featured rapping farmers with a hip-hop soundtrack. But while these 30-second TV spots were memorable, they were limited in getting multiple benefits across. The campaign had a successful three-year run, but teens told us it was time for something new. **Crossover Note 14.**

In ethnographic in-home research, teens assured us that they knew why milk was good for them. Now, they wanted something unexpected that would surprise and entertain them. **Crossover Note 2.** The research showed how individual each teen was, and the challenge of appealing to all of them – boys and girls – with one or two 30-second ads. They all agreed that milk builds strong bones and teeth, and gives you energy. What was discovered was that boys saw milk as building up muscle and giving them strength. Girls saw it as helping them look attractive by giving them nice skin and silky hair.

Using this, we decided on something revolutionary in Canada: 5-second TV spots. We coined the term “dot” spots. They were not an easy sell. The DFC wondered how you could engage teens *and* communicate milk benefits in just five seconds. Media buyers wondered how they could get TV networks to air these spots, when none of their automated systems were set-up to do so. But we believed in them, and pressed on. **Crossover Note 28.**

We developed the dot spots and took them to research. Each one was tasked with delivering just one product benefit while also being fun. And we did what no one believed was possible: we made the skeptical teens laugh out loud. They were pleased to show that they “got” the benefit – it didn’t have to be spelled out for them. And they told us that these ads were distinctive, unique and humorous – a reflection of themselves.

The pre-testing results astounded Ipsos, and many of their norms were blown out of the water. A few results follow:

| <u>Objective</u> | <u>Difference vs. Ipsos Norm</u> |
|----------------------------------|----------------------------------|
| Related Recall | +35.9% |
| Noticeability and Memorability | +52.3% |
| Ads are unique | +51.4% |
| Ads tell you something important | +117.6% |
| Has a sense of humour | +375.0% |
| Definitely would drink it | +50.0% |

b) Business Strategy

DFC supported advertising to teens as a key driver of the required volume growth for milk. Drinking less than half the milk they should (1.3 of the 3-4 servings per day, according to the Canada Food Guide), teens were still one of the two most significant consumers of milk in Ontario and the Maritimes. Increasing their consumption was key.

c) Communication Strategy

“Be relevant, be engaging and get out.” **Crossover Note 12.** Let teens to see something different all the time – different animation styles, different benefits – and let teens put the pieces together. But use a consistent ending to create a campaign.

CREATIVE EXECUTION

We developed 28 separate 5-second animated TV spots. Each had three seconds of seemingly random content, and a consistent two-second ending.

The ending featured visual and audio mnemonics. The visual was a cow’s head popping out of a circular milk logo (driving viewers to getalloadofmilk.ca), while the audio featured a cowbell ringing. As the cow’s head came through the logo, she opened her mouth and let out a lion’s roar. These would be extremely well-recalled in tracking.

The spots met a teen’s desire for random humour. They featured different animation styles (CGI, claymation, stop-motion, etc.) and left it to the viewer to put the pieces together. Each spot delivered a benefit, ranging from strong teeth and bones to energy and refreshment. And all this was delivered in the blink of an eye.

One spot opened on an animated kid eating a spicy taco. Fire shoots out of his mouth. A fire engine arrives and a fireman shoots milk into his face. His reaction is relief as the flames are doused by the refreshing milk. All that in three seconds!

Another spot opens on a house. You hear the loud slamming of a door and the house falls to pieces, leaving a boy standing in the hall with a tooth tied to the doorknob. Of course, the tooth is still in his mouth as his teeth are too strong for a door to pull it out.

The spots launched on television and were also adapted to later run in cinemas, which proved very effective with the captive audience. The TV launch was September 2007 with cinema in October and December. After a brief hiatus, we returned to both media in February and March 2008.



Online advertising also drove teens to the getaloadofmilk.ca website, where they were able to develop their own 5-second milk spots using software on the site (allowing them to use still images or video). This gave them a chance to win \$1,000 cash and the opportunity to have their spot air on television. 130 videos were submitted with traffic that exceeded our online objectives fourfold: 30,000 unique visitors in three months.

MEDIA EXECUTION

Not many television executions earn clients and agencies the distinction of being a Finalist at Cannes for a ‘best use of television’ Media Lion. But when you battle networks and specialty stations to the point that they are required to update their programming software, you deserve some recognition.

While at first blush the media execution seems relatively straightforward, it was anything but. Five-second television spots were way outside the norm in the broadcast industry, and virtually never used. And if not for an adamant client and a determined Media Director, the same statement would still be true today.

In the end, we bought three spots per commercial cluster – with maximum separation. Basically, it was like buying a :15 and dividing that up to appear in three separate five-second bursts throughout the cluster; with no two spots ever appearing back to back. If it sounds simple now, it didn’t when we pitched the idea to the networks.

Television was the primary medium, and specific stations and programs were cherry-picked to increase relevance. There would be no “dot” spots running during Dr. Phil. Nor would they run during Dora The Explorer. These spots were for teens – and only teens.

The spots launched the week of September 3, 2007 and ran on network and specialty stations for 8 weeks. We launched at 800 GRPs per week for the first four weeks, followed by 400 GRPs per week after that. Six spots were adapted for cinema and these ran for four weeks starting October 1, and for another four weeks as of December 3.

After a brief hiatus, the spots returned the week of February 4, 2008 x 8 weeks, and to cinema the week of March 3 x 8 weeks.

| 2007-2008 Milk Blocking Chart | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------------|--|-----------------------------------|----|----|----|-----|---|----|----|-----|---|----|----|-----|---|----|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|----|---|-----|----|----|---|------|----|----|---|---|----|----|--|--|--|--|--|
| Date: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revision # | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2007-2008 Weeks Commencing Monday | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Media | | Sep | | | | Oct | | | | Nov | | | | Dec | | | | Jan | | | | Feb | | | | Mar | | | | Apr | | | | May | | | | June | | | | | | | | | | | |
| | | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | | | | | |
| TEENS 12-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Television :05 - National Specialty | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Television :05 - Conventional TV | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cinema Spots (6 x :05s) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Online and Mobile | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

BUSINESS RESULTS

Results were impressive. Sales over the 9-month Business Results Period (September 1, 2007 to May 31, 2008) were up +2.1% versus the same period a year earlier. This more than doubled the objective of 1% set by Dairy Farmers of Canada.

In *incremental* consumption, this equates to approximately 12.5 million litres – versus an objective for that period of 6 million.

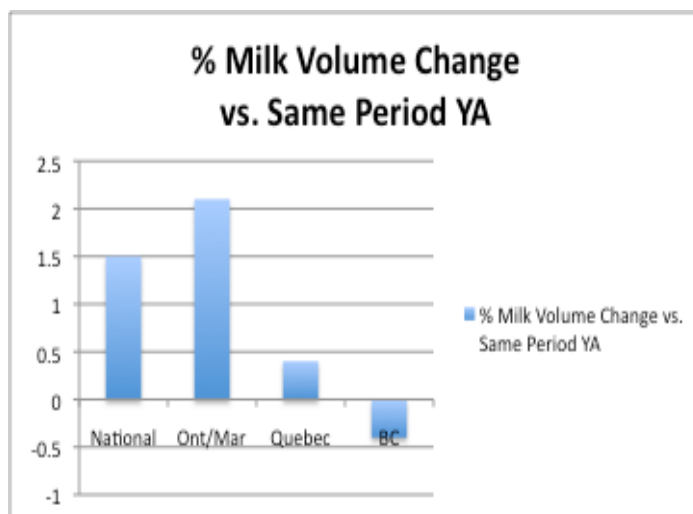
ROI was also positively affected. Despite producing 28 “dot” spots for the campaign, the production of these spots cost just one-third that of the previous campaign. The savings were reinvested in other marketing activities.

The campaign was recognized by peers as well as the consumer; winning at the Bessies this past spring, and being recognized as a 2008 Media Lion Finalist at Cannes for best use of television.

CAUSE AND EFFECT BETWEEN ADVERTISING AND RESULTS

The advertising appears to be the driving factor behind the majority of milk’s growth in Ontario and the Maritimes. While there were other minor marketing efforts running concurrently, these were significantly smaller in scope and primarily repeated previous activities. Consequently, the teen campaign seems to be the “main factor of change” in delivering the results.

As a matter of fact, of Canada’s largest three markets, the Ontario/Maritimes increase was the most significant contributor to the growth of national milk volume over the Business Results Period. Consider the following:



As for the advertising itself, Spring 2008 tracking studies (Ipsos ASI) showed that the campaign was a hit.

It resonated incredibly well with the teen target, had higher than average awareness levels, had clearly established the Get a Load of Milk tagline and had resulted in a consumer who planned to drink milk in the immediate future. Some statistics:

| Objective | Difference vs. Ipsos Norm |
|---|---------------------------|
| Unaided Awareness | +22.5% |
| Viewed as Unique/Different | +18.5% |
| You could relate to the ads | +40.0% |
| Makes you feel milk is different from other beverages | +50.0% |
| Makes you want to have a glass of milk | +69.2% |

To rule out additional influences, please also consider the following:

- Advertising budgets to the teen target remained constant versus the previous year, so there was no artificial lift though an increased SOV.
- As price fluctuation can be a factor, all measurement is in litres sold – not dollars.

Finally, the acid test for the success of a campaign is a client's desire to extend it. We are pleased to confirm that we are currently producing another 41 spots for the next 12 months: 36 spots for television, three for cinema, and two more for mobile.