

# CASSIES 2011 Cases

**Brand/Case: Molson Canadian 67 Tiny Glasses**

**Winner: Off to a Good Start—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 2011 can be downloaded from the Case Library section at [www.cassies.ca](http://www.cassies.ca)

**Crossover Note 2.** Brand Truths.

**Crossover Note 10.** Conventional Wisdom—should it be challenged?

**Crossover Note 11.** The Eureka Insight.

**Crossover Note 18.** Keeping it Simple.

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

## SECTION I – BASIC INFORMATION

<b>Business Results Period (Consecutive Months):</b>	October 2009 – May 2010
<b>Start of Advertising/ Communication Effort:</b>	October 2009
<b>Base Period as Benchmark:</b>	N/A -- a new product
<b>Geographic Area Covered:</b>	English Canada
<b>Annual Budget Range:</b>	\$4 – \$5 Million

## SECTION II – SITUATION ANALYSIS

### a) Overall Assessment

#### “Light beer has 400 calories”

Focus group respondent, April 2009

The Canadian beer market has stagnated and everyone is trying to take business from everyone else. At about \$20 million in profit per share point, who can blame them? The prize is huge and there are only two ways to get a piece of it: steal share from another brand or entice new drinkers into the category.

We took the more unusual and difficult approach of expanding the market.

**Crossover Note 10.**

There are a number of reasons why the beer market is flat, but what caught our attention is that people are drinking less beer and more wine and mixed drinks. One explanation for this is that in a culture obsessed with perfect bodies, the infamous ‘beer belly’ has given the category a bad name. Another factor is that beer’s down-to-earth image is under attack by a shift toward more sophisticated tastes. **Crossover Note 2.**

Within the beer category, light beers are winning the war. You might think that this is because they have fewer calories than regular beer, but that’s never really been communicated. In fact, most marketers believe that people don’t want to acknowledge they’re even drinking a light beer.

We saw an opportunity. People were giving up beer because their needs weren’t being met.

### b) Resulting Business Objectives

We set out to launch Molson Canadian 67, the lowest calorie beer in Canada. Our objectives were:

- To source at least half of its volume from people who usually chose wine, cocktails and coolers.
- By the end of 2010, to represent 0.20% of the English Canada beer market.

## SECTION III – STRATEGIC THINKING

### a) Analysis and Insight

We knew that a low calorie beer ran the risk of being seen as a “chick beer,” but we also knew that appealing to both men *and women* was necessary to expand the market. Appealing to both, however, was going to be a challenge since targeting women in beer advertisements runs the risk of alienating men. We had to find common ground beyond the obvious, without straying too far from the product benefit.

We asked people how many calories were in their favourite drinks. Their answers were all over the map, and they debated them with intense passion. Most people underestimated the calories in wine and cocktails, while overestimating the calories in beer. But in the end, all of their answers were far from the truth.

The common ground was a contradiction. **Crossover Note 11.** Everyone thought they knew how many calories were in their favourite drinks, but they were entirely misinformed.

### b) Communication Strategy

Armed with this insight, the strategy became clear. Molson Canadian 67 would empower people with the truth about calories. **Crossover Note 18.**

The crux of this was rooted in the product. At just 67 calories, Molson Canadian 67 has about half the calories of wine and mixed drinks.

Comparing Molson Canadian 67 to other alcoholic beverages also allowed us to position the brand outside the traditional beer category. We wanted Molson Canadian 67 to feel comfortable in more sophisticated and mature environments. After all, this wasn't your frat house brew. This was a premium light beer that was the lowest calorie choice available.

The audience was calorie conscious men and women who lived in urban or suburban areas, who often chose alcoholic beverages other than beer. The target age for men was 30-plus, and for women was 24-plus. This is because most men don't care about calories until they're a bit older, while women start to care at an earlier age. We bridged the gap by appealing to the common ground, calorie confusion.

## SECTION IV – KEY EXECUTIONAL ELEMENTS

### a) Media Used

Television, print, online and out-of-home.

### b) Creative Discussion

The creative relied on the striking visual contrast between 67 calories of wine or mixed drinks and 67 calories of Molson Canadian 67. We used tiny glasses to illustrate this point in an unexpected way. The tagline then challenged the audience by stating, “You can have a little, or you can have it all.”

Television told the low calorie story, and also addressed another key barrier to beer – the cultural shift toward more sophisticated tastes. Casting and location portrayed Molson Canadian 67 in the right atmosphere and as the hero of the commercial:



Print and out-of-home were kept simple. They focused on a side-by-side comparison in order to dramatize the truth. Several executions, each featuring a different drink in comparison to Molson Canadian 67, told the story. Examples of the print executions are below.

PR complemented the advertising by communicating the unique offering to key influencers. For instance, Flare magazine featured the new brand and stated, “Drink beer to fit into your bridal gown!” Canadian Running said, “Calorie conscious runners who still want to enjoy a cold beverage after a run now have a new brew to quaff.”



Interactive online banners encouraged people to experience the truth for themselves. The ads first prompted them with a simple question, "What does a 67-calorie vodka martini look like?" Once the person was engaged, the ad expanded so that they could see what 67 calories of their favourite beverage looked like in comparison to Molson Canadian 67.

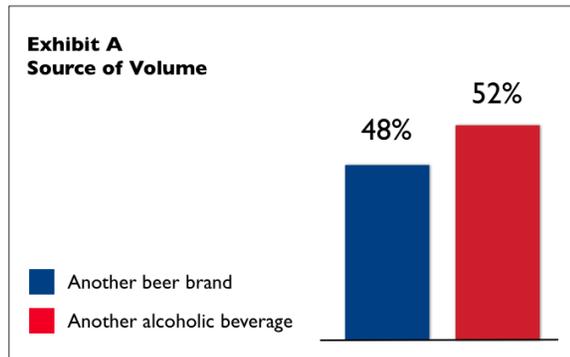




## SECTION V – BUSINESS RESULTS

Our objective was to expand the category by sourcing volume from other alcoholic beverages. Post launch research shows that we are achieving this. Over half of all Molson Canadian 67 drinking occasions replaced another type of alcoholic beverage, as shown in Exhibit A.

To provide perspective, Exhibit B illustrates that Molson Canadian 67 sources more of its volume from wine, cooler and cider drinkers than does its parent brand, Molson Canadian.

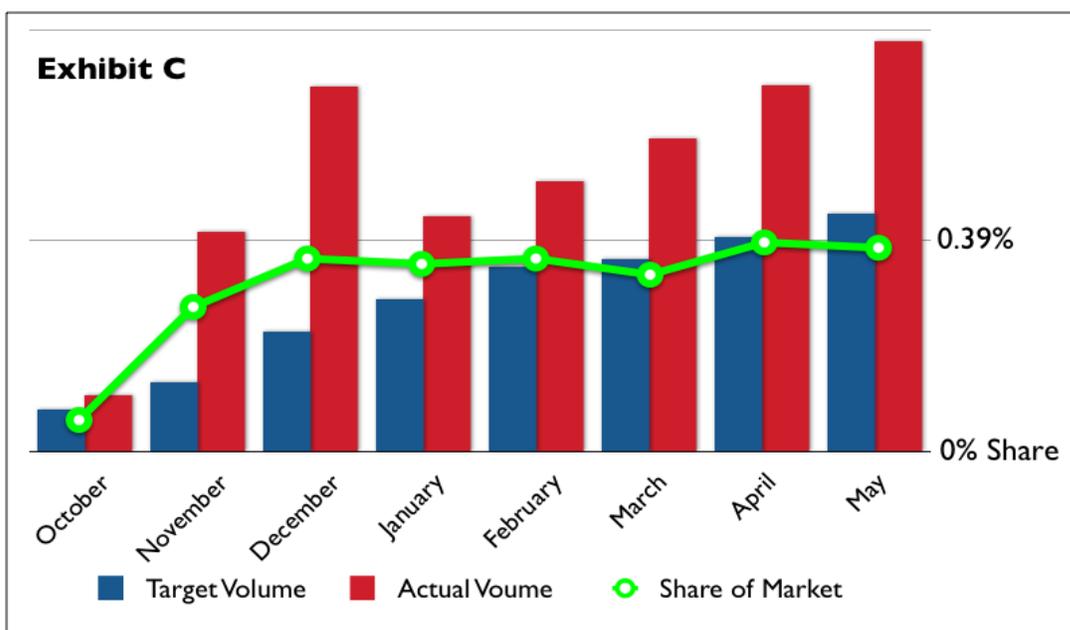


SW&A, Post Launch - Ontario In-Market Study, February 2010

Exhibit B Category Interaction	Total Sample	Molson Canadian	Molson Canadian 67
Wine	100	100	117
Spirits	100	128	111
Coolers	100	128	166
Alcoholic Cider	100	129	172

Millward Brown, Campaign Report, June 2010

In terms of absolute sales, the objective was to achieve 0.20% of the English Canada beer market by the end of 2010. We exceeded that goal within three months and reached 0.39% in April 2010. Monthly volume targets, which were projected from the initial product concept tests, were consistently doubled.



Molson-Coors Internal Sales Data vs. Reported Industry Sales

## SECTION VI – CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

### a) General Discussion

For Molson Canadian 67, there was more to capturing 0.39% of the market than just being on the shelf. The success of the brand can be tracked to the value of its advertising.

People took note of Tiny Glasses, and they understood the message. Ad recognition was above norm, as was comprehension of the main message: *Molson Canadian 67 has about half the calories of wine or mixed drinks.* Exhibit D illustrates these two points.

<b>Exhibit D Ad Communication</b>	<b>Canada Norm</b>	<b>Molson Canadian 67</b>
<b>Ad Recognition</b>	100	111
<b>Branded Recognition</b>	100	111
<b>Message Comprehension</b>	100	112

Millward Brown, Campaign Report, June 2010

People also found the advertising to be unique, appealing and talk-worthy. The important female segment of the target audience found the ads to be of value to them, significantly over-indexing on all measures outlined below. Exhibit E shows the ad's performance versus norm.

<b>Exhibit E Ad Empathy</b>	<b>Canada Norm</b>	<b>Total Sample</b>	<b>Men</b>	<b>Women</b>
It contained different information compared to other beer ads	100	205	200	220
It made the brand seem more appealing	100	111	103	128
It's the sort of ad I would talk about with my friends	100	129	119	155

Millward Brown, Campaign Report, June 2010

### b) Excluding Other Factors

As a small brand in a big company, advertising was our most valuable tool. This is because the larger brands have the best shelf space and promotional windows. Instead, Molson Canadian 67 had to rely on relevant and unique advertising that motivates the target audience. The following excludes other possible contributing factors.

- Investment levels for the launch of Molson Canadian 67 were not unusual.
- Pricing was aligned with mainstream beers, such as Molson Canadian or Coors Light, and there was very limited discount pricing during the results period.
- Distribution was an important part of the plan, but was taken into consideration when the objectives were established. Also, the distribution was standard in the beer industry.
- No unusual promotional activity was undertaken during the results period.

END