

CASSIES 2011 Cases

Brand/Case: Moosehead: The Outer-Self

Winner: Events, Seasonal & Short-Term—Bronze

Client Credits: Moosehead Lager

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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

Crossover Note 2. Brand Truths.
Crossover Note 9. Turnarounds.
Crossover Note 11. The Eureka Insight.

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

Section I — BASIC INFORMATION

Business Results Period in Consecutive Months:	May 2010 – July 2010
Start of Advertising/Communication Effort:	May 2010
Base Period as a Benchmark:	Previous Year
Geographic Area Covered:	Canada (focused on Ontario)
Annual Budget Range:	\$1 - 2 million

Section II — SITUATION ANALYSIS

a) Overall Assessment

With the merger of Molson-Coors and Labatt's purchase by Interbrew, Moosehead Breweries became Canada's largest 100% Canadian-owned independent brewery. And Moosehead Lager, the brewer's most widely sold offering, has been the iconic brand's hero product.

However, globalization and consolidation has changed the Canadian brewing industry drastically. The influx of countless import beer brands (Stella Artois, Heineken, and Corona) and the pressure of "buck-a-beer discount brands" (Lucky, James Ready, Lakeport, etc.) has crowded Canada's market, making it increasingly difficult to maintain market share. And, as if this wasn't enough, overall beer share has been declining. In 2009, beer accounted for 46 per cent of all alcoholic beverages, one of the lowest figures reported in the last 15 years.

Moosehead Lager is priced as a premium-domestic lager and had a 1.42% market share in Ontario for April 2009. Ontario was the market targeted for growth in 2010.

Prior to summer 2010 (and the traditional start of summer, the May 24th weekend) research identified that though consumers were aware of Moosehead Lager on an aided basis, they were not engaged with the brand. It had much lower top of mind awareness when compared to the competition.

Further, Moosehead's market share was slipping. It had fallen to 1.29% in Ontario for April 2010 (a 7% decrease from the 1.42% share in April 2009). **Crossover Note 9.**

b) Resulting Business Objectives (Summer 2010)

- Increase Ontario's volume growth for Moosehead Lager by 4%.
- Create a unique brand idea that would act as a point of differentiation for Moosehead, and begin to create an ownable and relevant positioning.

Section III — STRATEGIC THINKING

a) Analysis & Insight

Moosehead Lager has historically performed well in larger urban areas like Ontario, but in recent years share had been declining significantly. More and more, young males were stepping up to premium brands like Stella, Heineken and Corona – or to bigger micros like Steam Whistle, Rickard’s and Creemore.

We needed to put Moosehead into this menu of choices but we couldn’t pretend to be an exotic import or a micro-brew.

The answer, as it often does, lay in the product—or more specifically on the label. Moosehead has a moose there – and in its name. And while moose are not the sexiest of animals, they do represent a very, very sexy and powerful thing to young, urban Canadian men:

The outdoors.

The outdoors is a proving ground for Canadian males who remember cottages, summer camp, canoe and camping trips – where they often first became men. It’s where they first jumped off cliffs, water-skied, pitched a tent, saw a bear, made a fire, used an axe, and even had their first sexual experience. In essence, it’s where they were first tested as men, and where they did all the things that define conventional masculinity. The outdoors is part of what it means to be Canadian, and it’s also part of Moosehead.

But how do you take something like the outdoors and make it relevant to our urban target’s very *un-outdoorsy* day-to-day experience of living in the city? And how do you come up with something Moosehead could own?

That’s when we discovered a little known part of the human psyche called the Outer-Self.

The Outer-Self yearns for the outside world and our insight was to show *how living in the city threatens it*. **Crossover Note 11**. This tapped into a real truth among young, modern, urban men - the tension between what modern civilized *society forces us to be* and the wild, free and rugged male *we all want to be*. **Crossover Note 2**.

Moosehead’s would reconnect our target with their Outer-Self.

b) Communication Strategy

Our communication plan had two parts:

- Make our target aware of their Outer-Self (and how it had been ignored).
- Show them how to get back in touch with it.

We used traditional broadcast media like TV and Radio to make people aware, and used social media (Facebook, Flickr), POS and in-case newsletters to help them get back in touch with their Outer-Selves.

Section III — KEY EXECUTIONAL ELEMENTS

a) Media Used

TV, radio, web, social media, and point of sale (POS).

It is important to note that Moosehead Lager had a much lower share of voice than the bigger brands in the category. Budweiser and Coors Light, the top selling brands in the country were commanding 11% and 10% SOV respectively. Moosehead Lager had 2.5%.

b) Creative Discussion

As mentioned, there were two goals to the creative:

- Make our target aware of their Outer-Self (and how it had been ignored).
- Show them how to get back in touch with it.

To achieve the first goal we primarily used TV. We showed how modern conveniences like office seating (“Ergonomics” 30), indoor gyms (“Gym” 30) and video games (“Fishing” 30) were causing us to inadvertently ignore our Outer-Self.

The TV also drove the target to Outerself.ca where they could learn how our brains are hard-wired for the outdoors and the repercussions of ignoring this.

The second part of the strategy showed drinkers how and where they could get back in touch with their Outer-Self. We gave them the opportunity to share photos and comments on how they had rediscovered their Outer-Selves.

“Ergonomics”



“Fishing”



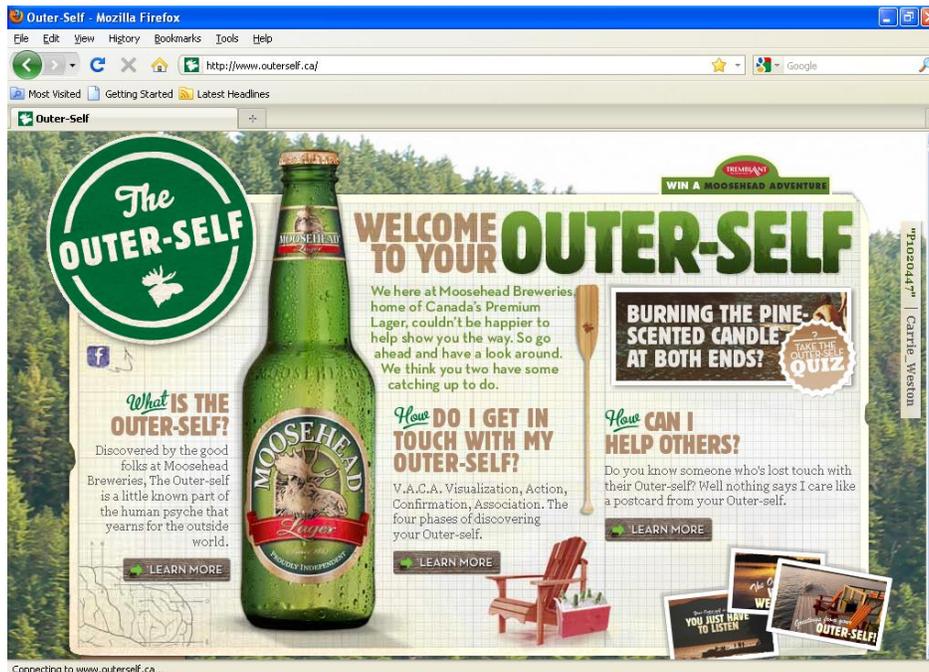
“Gym”



Website

Outerself.ca is a complete guide to discovering one's Outer-Self (what it is, how to find it) and how to help others discover theirs.

Features include places where consumers can upload photos, locate nearby patio bars that serve Moosehead and find popular biking and hiking trails.



Facebook

The brand's Outer-Self (our moderator) not only posts interesting and funny Outer-Self content, it interacts with drinkers, responding to comments and fostering ongoing dialogue.



Internal POS and In Case communication

We used Moosehead cases to put material in the hands of our drinkers with an Outer-Self newsletter (Outsider Information) and Outer-Self point of sale material.

Bucket Coaster:

OVERSIZED BUCKET COASTER FRONT (actual size)



BUCKET COASTER BACK



*type setting and mechanicals need to be touched up in studio

option 1

In-case Newsletter:

External POS



c) Media Discussion

The media buy focused primarily on Ontario with TV being the launch point of the Outer-Self movement. All channels — traditional broadcast (TV and Radio), below the line (in-case and external POS), and digital (pre-roll, online ad units, Facebook and Flickr) — directed beer drinkers to the Outer-Self website and Facebook site where they could interact with the brand, and find tips on how to discover their Outer-Selves.

Section V — BUSINESS RESULTS

Prior to launch both market share and volume sales in Ontario had been declining when compared to the same time frame in the previous year. Six weeks prior to launch:

Data (HectoLitres)	1	2	3	4	5	6	Total
2009 HL Volume	1,858	2,223	2,176	2,163	2,205	2,221	12,846
2010 HL Volume	2,231	1,734	1,835	2,000	1,823	1,828	11,451
% Change	20.1%	-22.0%	-15.7%	-7.5%	-17.3%	-17.7%	-10.9%
2009 Market Share	1.33%	1.46%	1.48%	1.41%	1.39%	1.40%	1.41%
2010 Market Share	1.29%	1.27%	1.27%	1.32%	1.15%	1.20%	1.25%
Variance	-0.04pt	-0.19pt	-0.21pt	-0.09pt	-0.23pt	-0.20pt	-0.16pt

At first glance, a 0.16 point decrease in share may not seem substantial but in this category it could represent as much as \$4.8 million in sales. More importantly, the 10.9% decrease in volume sales was short-changing the company approximately \$665,000 of revenue.

The campaign launched May 17th and the positive results were immediate. During the 6 week launch, we saw a sudden and immediate reversal of fortune:

Data (HectoLitres)	7	8	9	10	11	12	Total
2009 HL Volume	2,958	1,920	1,978	1,964	1,937	2,385	13,143
2010 HL Volume	1,870	3,078	2,636	2,492	2,269	3,032	15,377
% Change	-36.8%	60.3%	33.3%	26.9%	17.1%	27.2%	17.0%
2009 Market Share	1.55%	1.19%	1.19%	1.15%	1.11%	1.32%	1.26%
2010 Market Share	1.23%	1.43%	1.44%	1.41%	1.35%	1.60%	1.42%
Variance	-0.32pt	0.24pt	0.25pt	0.27pt	0.24pt	0.28pt	0.16pt

In 6 weeks Moosehead Lager saw a 17% increase in volume sales, netting just over \$1 million in revenue. This trend continued 4 weeks after launch adding another \$940,000 to the total. The 0.16 point increase in share also was impressive considering the brand had been in decline.

With a media spend of approximately \$1.3 million, Moosehead Lager had accumulated \$1.9 million in revenue after only 10 weeks showing a 46% rate of return, all before the summer beer season had come to a close.

Section VI — CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

a) General Discussion

The Outer-Self campaign was the *only* variable over the time frame covered in this case, and we can be completely confident in advertising's cause and effect, as the following summary shows:

b) Excluding Other Factors

- **Media spending levels** were down approximately 7% from the previous season.
- **Pricing** remained consistent.
- **Distribution** saw no significant changes. [Moosehead has seen small increases at the LCBO and has gained a few more distribution points on draught. However the Beer Store represents the largest chunk of volume in Ontario and there have been no changes in distribution there.]
- **Promotional Activity** was consistent.
- **Product** stayed the same.

To coin a familiar phrase: this work *worked*.

END