

# CASSIES 2011 Cases

## **Brand/Case: Find Yourself**

**Winner: Government & Advocacy—Silver**

**Success Despite the Recession—Silver**

## **Client Credits: Newfoundland and Labrador Tourism**

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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 1.** What a Brand Stands For.
- Crossover Note 2.** Brand Truths.
- Crossover Note 14.** Refreshing a continuing campaign.
- Crossover Note 19.** Great minds think alike.

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 (Consecutive Months):** January 2009 – June 2010  
**Start of Advertising/Communication Effort:** January 12, 2009  
**Base Period as a Benchmark:** Calendar 2008

**Geographic Area Covered:** Canada

**Annual Budget Range:** \$4 - \$5 million

## Section II — SITUATION ANALYSIS

### a) Overall Assessment

Around here, there's no such thing as an accidental tourist. Confronted by real and perceptual barriers of distance, time, and cost, it takes deliberate planning and determined effort to visit Newfoundland and Labrador (NL). Competing with well-known, well-funded national and international destinations, the challenge to get travellers to this off-the-beaten-path destination is even greater - especially during a recession - which left few travel markets unscathed.

During these frugal times, NL continued to target people looking for a specific experience. The 'Find Yourself' campaign anchored the marketing effort in conjunction with 'Fresh Air' escapes and special airline price offers/bundled travel packages. In addition, the following factors had to be considered when charting a course for 2009:

*Barriers to Travel:* The only way to get to the island of Newfoundland is via air or sea. And there's a short season of ~75 days (June to August), capacity constraints during peak season, an increasing cost of travel by auto, and negative perceptions of the weather.

*Competitive Landscape:* Domestic travel has become increasingly competitive due to a decrease in US travel to Canada and a greater focus on marketing Canada to Canadians, particularly in Ontario. An increasing number of heavily-advertised global destinations are also vying for travellers, not to mention the favourable exchange rate for Canadians travelling outside of the country.

*Awareness of NL:* Overall awareness is rising, but NL still ranks behind most Canadian, US, and international travel destinations. This is especially true for our priority target groups in Ontario who are bombarded with vacation advertising that far exceeds NL's annual media budget of \$4-5 million.

### b) Resulting Business Objectives (2009/10)

- Increase the number of non-resident air and automobile visitors to NL.
- Increase overall interest in NL as a travel destination.

## Section III — STRATEGIC THINKING

### a) Analysis and Insight

G.K. Chesterton once said “The traveller sees what he sees, the tourist sees what he has come to see.” [Crossover Note 2](#).

Our biggest opportunity group don't see themselves as tourists, but as increasingly sophisticated and experienced travellers. [Crossover Note 19](#).

They are looking for an antidote to the stress and plastic composition of modern urban life, and are interested in discovering an unspoiled natural environment. They are in search of unexpected, intriguing, and authentic experiences versus contrived and commercial tourist destinations.

We focused on two age groups: 45+ (skewed) and 25-34 (secondary) years of age. They tend to be singles and couples with no children at home (e.g. pre-nest or empty-nest). They have above-average household income, and a higher-than-average proportion are university-educated.

The primary focus was Ontario (GTA and Ottawa), while secondary markets included Calgary, Halifax, and English-speaking Montreal.

Unlike competing tourism destinations, our campaign romances the experience of being in NL versus places to go, sights to see, and things to do. Ads reflect the uncomplicated, somewhat spiritual feeling you get when you're here. [Crossover Note 1](#). The deeper the feeling prospects have about a place, the stronger the motivation to find out more and to visit. That's the difference in securing a powerful and enduring competitive advantage. And that's why NL is for the traveller and not the tourist.

### b) Communication Strategy

We used the ‘Find Yourself’ campaign to redefine our approach to advertising, to differentiate the brand, to build equity in priority markets, and provide the frequency and impact required to move the audience along the communication hierarchy – from awareness, interest, and predisposition to action (inquiry or visit). [Crossover Note 14](#).

## Section IV — KEY EXECUTIONAL ELEMENTS (2009/10)

### a) Media Used

- National television.
- National and regional newspapers, including free-standing inserts in The Globe and Mail.
- Network and geo-targeted online media.
- In-flight and cinema advertising (cinema in 2010 only).

### b) Creative Discussion

Why would anyone want to visit NL? It's far away. There isn't a single mega theme park. And strangers often talk to you. Well, this is exactly why you should come. The 'Find Yourself' campaign reflects the uncomplicated and somewhat spiritual feeling you get when you're in NL, evoking a rich and emotional response and desire to visit.

The creative consisted of big ideas carried across all media.

Television was the cornerstone. For 2009, we developed three commercials based on key selling points: 'Architecture' (NL's unique creativity), 'Vikings' (L'Anse aux Meadows National Historic Site, UNESCO), and 'Gros Morne' (National Park, UNESCO). We used :60's and :30's to romance, reflect, and express our unique brand positioning and personality.



Architecture

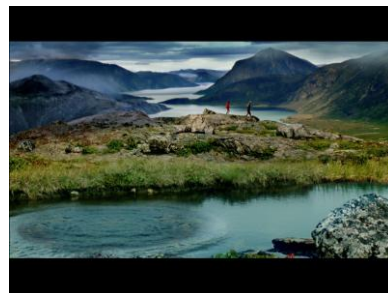


Gros Morne



Vikings

In 2010, we launched 'Ancient Land' as a two-minute spot. Bringing out the true beauty and character of NL, the ad continued to show what this place really is – a natural, yet surprisingly exotic destination that goes far beyond the packaged, programmed tourism products other places offer. We also ran :60 and :30 versions.



Ancient Land

Newspaper supported television in key markets, addressing travel barriers and further romancing the stories being told on TV – moving the audience along the decision-making continuum and closer to booking travel to NL. Through a partnership with WestJet, we also highlighted airline fares from target departure cities (i.e., Toronto, Montreal, etc.).

2009



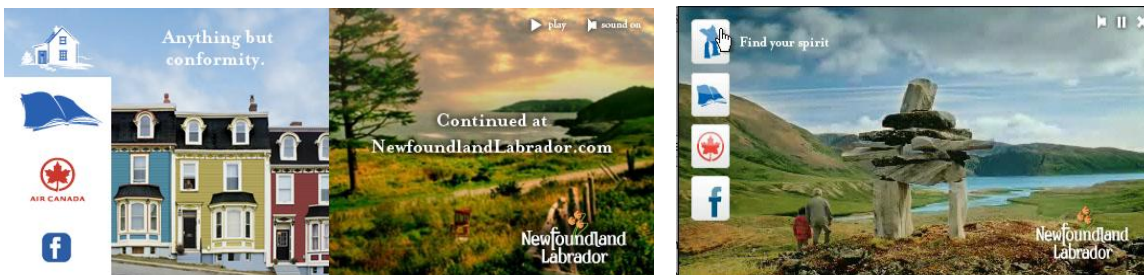
2010



Multiple online executions, including expanding big box ad units, ‘closed the loop’ for those wishing to research/plan their escape to NL. Video and flash elements drew attention to the ads, where users could read more, join NL on Facebook, order a free traveller’s guide, or explore Air Canada airfares online.

2009

2010



As travel season grew closer, we launched free-standing inserts in The Globe and Mail to highlight packages/fares to NL (in partnership with WestJet). Creative used unmistakable ‘travel’ imagery such as boarding passes and airplane windows reproduced at actual size.

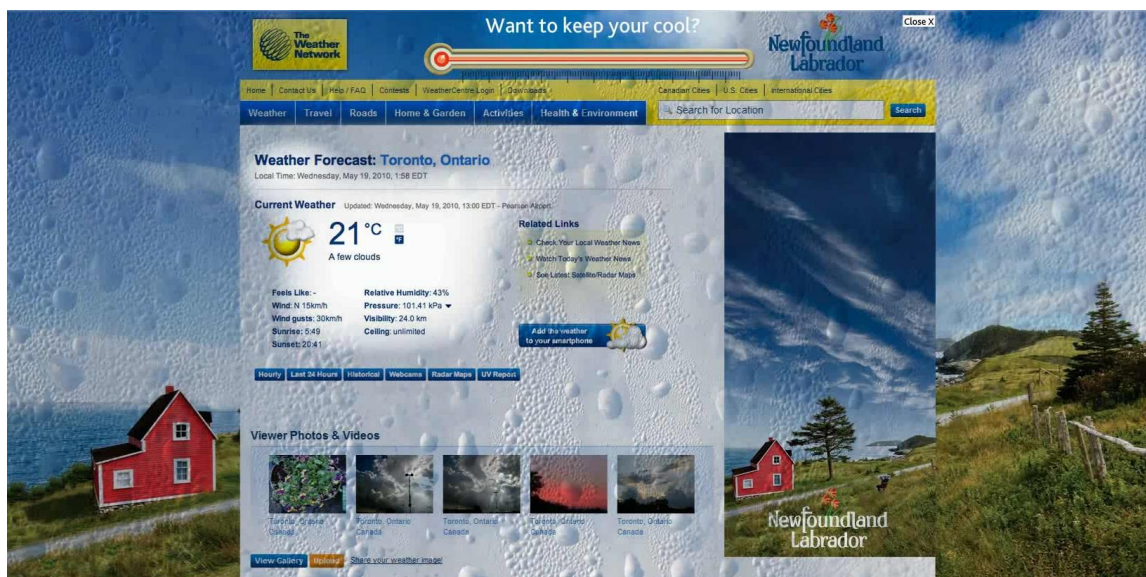
2009



2010



In summer 2010, a partnership with TheWeatherNetwork.com brought a Fresh Air message to life. Those visiting the Toronto weather pages were invited to (1) cool off; (2) clear things up, and (3) dry off in NL to escape the searing temperatures, smog, and humidity of summertime Ontario. We also ran Voken, roadblock, and rich billboard ad units.



### c) Media Discussion

We reached the target audience during key vacation planning phases:

- Trip planning: January – March.
- Decision making: March – August.
- Tactical influencers: (e.g., fresh air messaging during smog alerts in Toronto).

Messaging primarily appeared in Ontario (GTA and Ottawa), with support in Calgary, Halifax, and English-speaking Montreal:

- National television (with a focus on Specialty Networks).
- National and regional newspapers (The Globe and Mail, Toronto Star, Ottawa Citizen, Montreal Gazette, Calgary Herald, and Halifax Chronicle Herald).
- Free-standing inserts in The Globe and Mail.
- Network and geo-targeted online media (travel, weather, business, niche sites).
- In-flight and cinema advertising.

### Television

Specialty channels were the foundation of the media buy. This generated cost-effective national exposure, with adequate weight, and psychographic targeting via program selection. Regional/local buys supported this and delivered essential reach to key markets.

For 2010, as noted, we also launched a two-minute version of ‘Ancient Land’ Running exclusively for one week, this helped create media domination and water cooler buzz.

### Cinema

This was added to the plan for the first time in 2010. We partnered with Cineplex—using the five theatres with the highest propensity of affluent viewers 45+, and advertising in adult-only films. This allowed our audience, including light TV viewers, to experience NL creative on the big screen.

Research conducted at the end of the buy showed that the creative delivered exceptional total recall (85%) and correct brand association (93%) – both scores exceeding the national average; 39% of all who saw the Vikings ad were ‘more likely’ to want to take a vacation in Newfoundland and Labrador – the highest purchase influence of all measured campaigns in 2010.

### The Weather Network Partnership - Fresh Air Online Media

Multiple rich-media ad units targeted travellers eager to escape the searing temperatures and poor air quality of summer in Toronto. Impressions were delivered during key periods of heat, smog, and humidity (vokens, expanding big box units); Fresh Air roadblock ads appeared only when the temperature in Toronto exceeded 25 degrees.

## **Section V — BUSINESS RESULTS**

NL's performance outpaced national results and those of other Atlantic Canadian travel destinations. Nationally, overnight visits to Canada declined approximately 7%; overnight trips from the United States declined 6%, and visits from other countries declined 13%.<sup>1</sup>

In 2009, airline and automobile traffic to NL increased 1.5% over 2008. This was quite a feat, considering that the total Canadian travel market fell by 7.1% over the same period. Associated tourist expenditures also increased by 1.4%.

Between January - December 2009, NL received 64,119 inquiries for travel guides and related material and 1,077,590 visits to NewfoundlandandLabrador.com. Compared to 2008, this was a 22% increased interest in NL as a travel destination and a 25.4% increase in web traffic.

In 'The World at Six', a national CBC radio broadcast, NL was called 'an advertising juggernaut from which the rest of Canada should learn.' And it showed. Advertising inquiries increased 35.9%, and for the second time in three years, NL was a finalist for the 2009 Tourism Industry Association of Canada's (TIAC) Marketing Campaign of the Year. The 'Find Yourself' campaign went on to win a number of coveted national and international awards including a Platinum Adrian at the HSMAI Awards (Finalist for Best of Show), and multiple wins at Marketing, Extra, Applied Arts, and ADCC.

Momentum continued in 2010 as non-resident airline and automobile visitors increased 6.9% for the period ending April 30. By the end of May, overall interest in the province as a travel destination was up 9%, and website visitation had increased 11.8%.

## **Section VI — CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS**

### **a) General Discussion**

When analyzing the link between advertising and results, many factors should be highlighted:

#### Advertising Budget

Annual ad spend in 2009 and 2010 was lower than in 2008. For 2009, NL's media budget decreased by more than 17.5% - supporting the fact that it was advertising content (and not media dollars) that drove increases in both visitation and interest in the province as a tourism destination.

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<sup>1</sup> DTCR Backgrounder Year-End, Provincial Tourism Performance 2009 and Early Tourism Outlook 2010: <http://www.tcr.gov.nl.ca/tcr/publications/2009/tourism%20performance%202009%20backgrounder%20final%20province%20March%202010.pdf>



## The Economy in 2009 and its Impact on Canadian Tourism

According to the Conference Board of Canada, consumer confidence had fallen in early 2009 to its lowest level since Canada entered its last economic recession (early 1990s). Survey respondents reported that it was not a good time to make major purchases, including travel. Views about their current and future financial situation continued to deteriorate.<sup>2</sup>

By year's end, reports from the industry were dismal: total tourism revenue fell 5.0% from 2008, while total tourism export revenue and total tourism domestic demand decreased 10% and 4.1% respectively. International arrivals to Canada from CTC core markets decreased by 7.8% and total receipts from these same markets fell 7.3%. Total domestic tourism revenue fell 4.1% in 2009.<sup>3</sup> Q2 2009, the key decision-making period for the target audience regarding travel, was the fourth consecutive quarter that Tourism spending declined in Canada – representing the longest downturn in almost 20 years.<sup>4</sup>

In the face of a declining tourism industry and an audience challenged by tough economic conditions, each geographic market targeted by the 'Find Yourself' campaign displayed increased visitation for 2009, with Quebec (+4.76%) and Ontario (+2.05%) leading the way. These same markets also reported substantial increases in automobile traffic: 14.83% and 7.78% respectively.

Complimentary feedback from potential travellers was overwhelming:

- Congratulations on the courage to not only say NL is different...but to BE different.
- In the past, when thinking about 'east coast Canada' I'd more or less stopped at Nova Scotia/Cape Breton – your work is getting NFLD onto my list!
- I find your ads to be the most attractive travel advertising anywhere. The world must be beating a path to your door.

## Travel Forecasts for 2010

Though 2010 results are not complete, preliminary figures show a 6.9% increase in visitation and near double-digit increases in destination interest (9%) and web visits (11.8%) compared to 2009 – i.e., NL is more than outpacing analysts' expectations.

[According to the UN World Travel Organization (UNWTO), the last quarter of 2009 saw a return to growth after 14 months of decline, setting the stage for growth in international tourist arrivals between 3% and 4% in 2010.<sup>5</sup> Closer to home, the Conference Board of Canada's Canadian Tourism Research Institute expects total overnight visits in the province (international and domestic combined) to increase 1.3% in 2010.<sup>6</sup>

<sup>2</sup> DTCR Backgrounder Year-End Provincial Tourism Performance 2008 and Early Tourism Outlook 2009: [http://www.tcr.gov.nl.ca/tcr/publications/2008/TourismPerformance\\_2008.pdf](http://www.tcr.gov.nl.ca/tcr/publications/2008/TourismPerformance_2008.pdf)

<sup>3</sup> Driving tourism business through difficult times – Canadian Tourism Commission 2009 Annual Report.

<sup>4</sup> National Tourism Indicators – Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/090929/dq090929a-eng.htm>

<sup>5</sup> DTCR Backgrounder Year-End, Provincial Tourism Performance 2009 and Early Tourism Outlook 2010: <http://www.tcr.gov.nl.ca/tcr/publications/2009/tourism%20performance%202009%20backgrounder%20final%20province%20March%202010.pdf>

<sup>6</sup> Travel and Tourism Outlook 2010: <http://www.economics.gov.nl.ca/E2010/TravelAndTourism.pdf>

**b) Excluding Other Factors**Spending Levels

As discussed above, NL's annual ad spend in 2009 and 2010 was lower than in 2008.

Pricing

There was no unusual price discounting on travel to Newfoundland and Labrador during the 2009/2010 travel seasons – either by travel providers or provincial tourism operators.

Distribution

There was no major change in our geographic coverage: Ontario (GTA and Ottawa), with activity in key secondary markets of Calgary, Halifax and English-speaking Montreal.

Unusual Promotional Activity

While the campaign was in market, there were no other efforts produced for NL; therefore, there was a direct correlation between the campaign and the business response.

END