

Cassies 2005 Cases

Brand: All-Bran Buds

Winner: Off to A Good Start—Silver

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Crossover Notes: All winning cases contain lessons that cross over from one case to another. The notes for this case are as follows, and are attached. The full set can be downloaded from the Case Library section at www.cassies.ca

- Crossover Note 1. What a Brand Stands For
- Crossover Note 3. Core Equity versus Price & Promotion
- Crossover Note 11. The Eureka Insight.
- Crossover Note 16. When a campaign stumbles.
- Crossover Note 18. Keeping it Simple.
- Crossover Note 21. Likeability.

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): August 2004–May 2005.

Start of Advertising/Communication Effort: August 16, 2004.

Base Period for Comparison: August 2003 – May 2004.

How high is up? That's the question we wanted to answer with an Ontario test for All-Bran Buds – a 1 share brand in the Kellogg's portfolio. As the only brand of cereal in Canada containing psyllium fibre (known to help lower cholesterol) we knew it had potential. But there were difficult regulatory hurdles.

By creating a new advertising format, and airing breakthrough creative, we discovered that “up” was pretty high. With minimal incremental activity other than advertising, All-Bran Buds made significant gains. Despite only 4 weeks of advertising, All-Bran Buds has had sustained business success over 9 reporting periods:

- +49% average increase in Baseline \$ Growth
- A record monthly \$ share, hitting a high of 1.83 points – almost double year ago
- No cannibalisation of the franchise

All-Bran Buds not only drove the franchise, the campaign was so successful that Kellogg is now seeing how high “up” is in the rest of Canada.

SITUATION ANALYSIS

a) Overall Assessment

All-Bran Buds has historically been a small brand. Launched in 1992, it was, and is, the only cereal containing psyllium fibre. **Crossover Note 1**. At \$4.99-\$5.99 for 500g, it is one of the highest priced cereals in the ready-to-eat category. **Crossover Note 3**. After a small direct-to-doctor launch, it grew slowly and steadily, recently hovering around a national 1.0 \$ share. All-Bran has negative taste perceptions and an old/stodgy image, but it has had a relatively consistent share. Consequently, All-Bran Buds was seen as an unpolished jewel in the Kellogg Canada portfolio.

In 1997, Kellogg Company, in collaboration with several academic research institutions, conducted a meta analysis on the cholesterol-lowering effects of cereals containing psyllium fibre. This was published in the *Journal of Nutrition*. The study concluded that if people with elevated blood cholesterol ate cereal containing 3g or more of psyllium fibre, it could result in a 10% reduction in cholesterol levels. Additional studies showed that this could be achieved in as little as 4 weeks, and also noted that a 1/3 cup of All-Bran Buds provides more than 3g of psyllium fibre. Great news, but there was one problem. Health Canada had yet to approve a psyllium health claim in Canada. Kellogg Canada was sitting on the biggest branded claim in its history, and could do nothing about it.

We tried to capitalize on this in 2000 with a national TV spot. Due to regulatory restrictions the heart health story was unclear and un-motivating. **Crossover Note 16.** It seemed that the regulatory barriers would force us to wait until the new health claim was approved, but that could be years down the road. Of course, all challenges can be overcome.

b) Resulting Objectives:

1. Increase Baseline Sales +10%
2. Increase Share by a quarter of a point
3. Ensure that growth was incremental to the franchise

STRATEGY & INSIGHT:

According to *The Growing Burden of Heart & Stroke in Canada 2003* (published by the Canadian Heart & Stroke Foundation and Health Canada) 45% of men and 27% of women have a total cholesterol level above the desirable target. Also, as boomers age, they are more and more concerned about heart health, and want easy, inexpensive, drug-free ways to reduce their cholesterol. No surprises here. After all, high blood cholesterol is one of the leading risk factors for heart disease—a leading cause of death.

The real insight was to see the simplicity in such a complicated issue. To reduce your cholesterol, all you need to do is eat cereal. **Crossover Notes 11, 18.**

We knew that trying to imply heart health, similar to 2000, would likely lead to a dead end—and would not be allowed from a regulatory perspective anyway. We needed another approach. Our strategy was twofold:

- First, raise awareness of psyllium fibre and its cholesterol lowering ability, treating this like news, because it was not common knowledge
- Second, surprise the public with a way to get it: All-Bran Buds

EXECUTION:

Two Ads, One Powerful Message

We couldn't say "eat 1/3 cup of All-Bran Buds for 4 weeks and lower your cholesterol by 10%" because of Food & Drug regulations. Then we realized that though we couldn't deliver the news in one ad, we could deliver it in two:

- A fully compliant (unbranded) educational ad that challenged consumers to become their own success story, and lower their cholesterol by as much a 10% in 4 weeks by eating cereals with 3 grams of psyllium fibre
- A branded ad highlighting the fact that All-Bran Buds was the only cereal in Canada with psyllium fibre, and 3.5 grams to boot

This two-ad approach overcame the regulatory barriers.

Although Kellogg's had never before split a single message into two ads, we were confident we had a powerful programme on our hands. Both spots were "brought to you by the dieticians of Kellogg Canada," both had a psyllium message, both had presenters as the main character, and both had a common look/feel.

Spot 1: Celebrity Endorser (Unbranded)

We needed a credible source for the news about the cholesterol-lowering effects of psyllium fibre. We enlisted Dr. Marla Shapiro to do an advertorial. She is a well-known doctor with her own television show: *Balance Television*.

Spot 2: All Bran Buds against Itself (Branded)

This ad played off the familiar "new and improved" product test, only it pitted All-Brand Buds against itself. This created a powerful, break-through message.

Creative Media Planning

Ideally, these spots would air back to back, but the regulations for unbranded educational advertising prevent this – the two ads would be seen as too intricately linked. Instead, we aired both spots in the same program, in different commercial clusters. This ensured that the educational ad met the requirement not to be situated "adjacent to the point of sale" i.e. the branded ad. Based on pre-testing results, we aired the advertorial first and the branded message second, for optimal message breakthrough. Note that these ads ran for just 4 weeks, starting August 16 2004.

Home Run Advertising

Together, the advertorial and brand spots were home run executions in Ipsos-ASI pre-testing, meeting or exceeding all norms.

- Makes you feel good about the brand: 58% above norm*
- Commercial Likeability: 19% above norm **Crossover Note 21.**
- Told you something important: 78% above norm
- Informative and Believable: 73% and 77% above norm respectively
- Motivation: 51% above norm
- Equity diagnostics for "Appropriateness, Popularity, Familiarity, Quality & It's the Only Product For You:" all significantly above norm

*Diagnostics are for 'Choices,' the branded spot, after consumers had seen the advertorial.

Creative

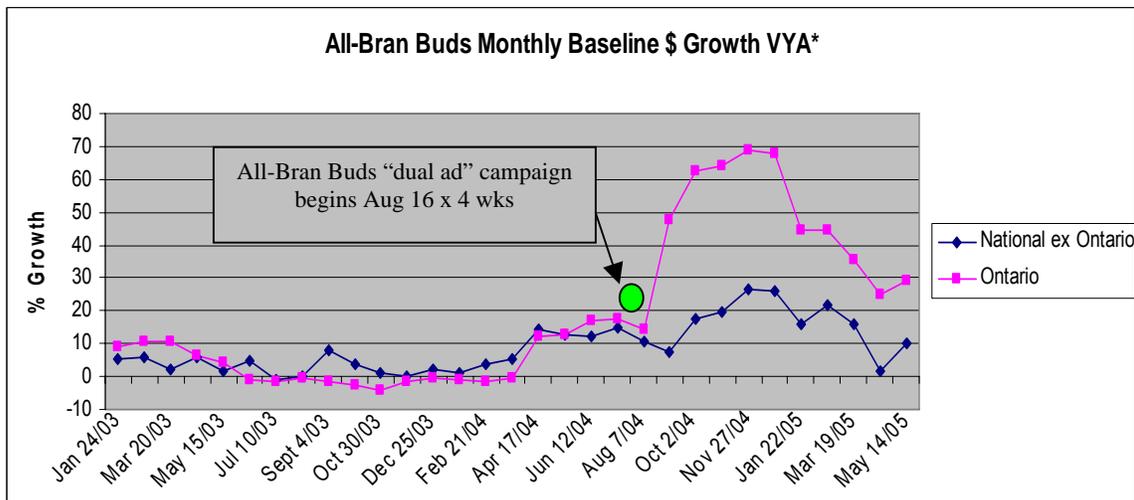
| Advertorial | | All-Bran Buds | |
|---|--|--|---|
|  | <p>V/O: High blood cholesterol is one of the leading risk factors for heart disease in Canada. In clinical studies, hundreds</p> |  | <p>V/O: In Canada, when it comes to cereal with psyllium fibre, remember you have a choice. You can have Kellogg's All-Bran Buds</p> |
|  | <p>with high blood cholesterol lowered their cholesterol with by up to 10% in as little as four weeks just by eating cereal with 3g of psyllium fibre as part of a healthy diet.</p> |  | <p>or you can choose Kellogg All-Bran Buds. Are Kellogg's All-Bran Buds better than Kellogg's All-Bran Buds? Well, only Kellogg's All-Bran Buds have 3.5 grams of psyllium fibre is 1/3 of a cup.</p> |
|  | <p>That means they reduced their risk of heart disease by an average of 20%. Be your own success story, just add cereal with at least</p> |  | <p>So next time you reach for a box of All-Bran Buds, grab a box of All-Bran Buds instead. You'll be glad you did.</p> |
|  | <p>3g of psyllium fibre to your diet every day and you could successfully lower blood cholesterol by up to 10% in as little as 4 weeks.</p> |  | <p>Anncr: Make fibre your friend with Kellogg's All-Bran Buds, the only cereal in Canada with psyllium fibre.</p> |
|  | <p>Anncr: Visit psyllium.ca to learn more.</p> |  | <p>Visit psyllium.ca to learn more.</p> |

BUSINESS RESULTS

The Ontario test far surpassed the rest of Canada on all performance measures. And, with only 4 weeks of advertising starting Aug 16, results have been sustained over 9 periods:

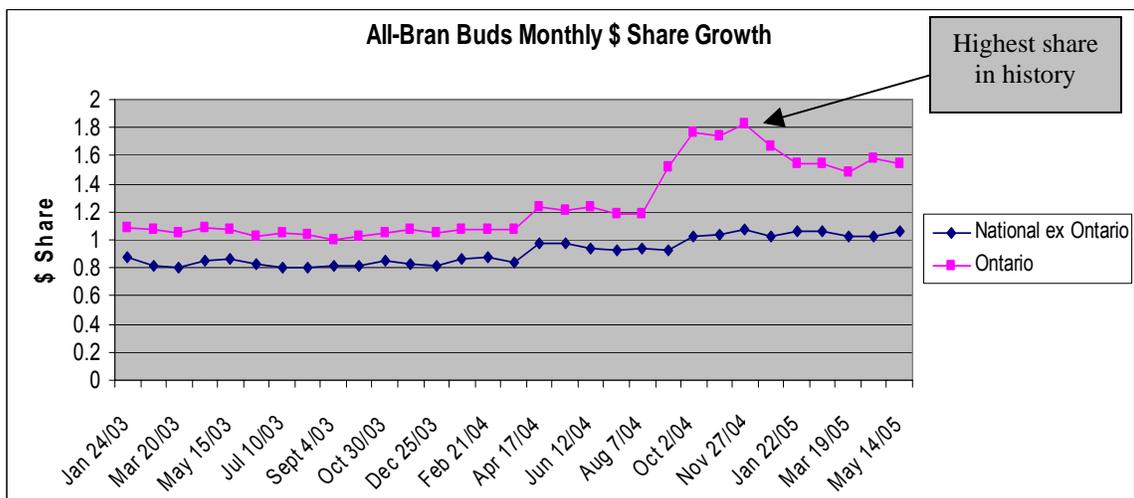
Objective #1:

Baseline Growth Averages +49% over 9 share periods vs. +10% objective.



Objective #2

Dollar Share sustains a +0.6 increase over 9 share periods vs. +0.25 objective.

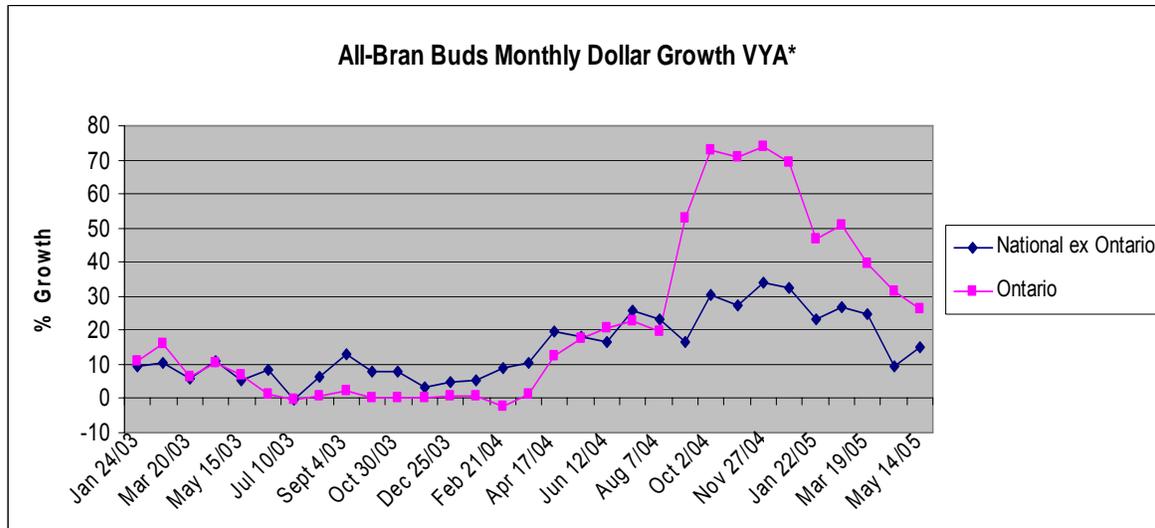


Objective #3

Growth was incremental to the franchise. All Bran excluding All Bran Buds grew 7%, while the total franchise grew 17%.

CAUSE & EFFECT BETWEEN ADVERTISING & RESULTS

The growth surge was in direct correlation with the August launch of the advertising, and no other factors contributed to the business success.



*ACNielsen National Market Track

There were no gains in distribution, nor any pricing changes. Other All-Bran advertising (the All-Bran Two Week Challenge and the All-Bran Bar launch) did not feature All-Bran Buds and had little effect on All Bran Buds.

The Final Result

The Ontario test market helped All Bran Buds hit its highest monthly share in history (almost double year ago) and this 1.83 point achievement be pinpointed directly to the advertising. The programme was deemed so successful that it was launched on a national scale June 2005 and early indications are that it's going to be a big success.

Other advertisers have since copied our 'dual ad' technique to highlight health benefits not yet approved by Health Canada—such as Weston Bakeries with their Country Harvest brand and the benefits of Omega 3. We appreciate this sincerest form of flattery.

End of Case. Crossover Notes follow.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[For All Bran Buds]

Crossover Notes have been going for several years, and now run to 28 pages.

We used to attach a full set to all cases, but to save a few trees, we now include only the Notes particular to any case.

The idea of Crossover Notes occurred to me while I was editing Cassies 1997.

I was a consultant by then. Before that I had reached the category manager level at P&G (what they quaintly called the Associate Advertising Manager). I had then clambered up the ladder at O&M, eventually becoming President and later Vice Chairman—both in Toronto. P&G and O&M were both passionate about “lessons learned,” and so was I. In those days (it seems hard to believe now) we felt rushed off our feet. But we did have time to study if campaigns were working or not, and come to conclusions about why.

There are lessons, like gold dust, in all the Cassies cases. So in 1997 I decided to extract them. This started with bite-sized footnotes about lessons that “cross over” from one case to another. And the idea kept growing. It is still anchored to winning cases, but I also draw on other thinking for more complex issues.

You can use Crossover Notes in two ways. Although they didn’t start out as a crash course in advertising, they are worth reading as a whole. You can also dip into them selectively. The headings on the next page will help you choose.

I’ve tried to be even-handed on controversial issues, but here and there you will sense my point of view. For this I thank the Cassies for not editing their Editor.

We now have over 150 published cases. They’re a growing body of experience. I hope I’ve helped pass some of the learning on.

David Rutherford

Toronto: December 2005.

For advice on brand-building see *Excellence in Brand Communication*—authored by leading Canadians from across the marketing and advertising spectrum.

It is published by the ICA. See www.ica.adbeast.com.

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The Notes for this case are marked ✓ and come next.

ALL BRAN BUDS. CROSSOVER NOTES. CASSIES 2005.

1. **What a Brand Stands For.** People in real life hardly give the deeper meaning of brands a second thought. They know that some appeal more than others. They may have a sense that brands jostle for their attention. But that's about it. They certainly don't agonize over what is the essence of this, or the abiding truth of that.

But branding goes deeper than we in marketing may realize. Before marketing was even thought of, branding was part of life. Everything from national flags, to coinage, to the uniforms on soldiers, boy scouts and Supreme Court judges, to the plumage on peacocks (human and otherwise), is a form of branding. Business had an early example in the 1800s when Harley Procter of P&G heard a pastor quote a biblical text about ivory palaces. Goodbye Procter & Gamble White Soap. Hello Ivory. More recently, Tom Peters published *A Brand Called You*. And Tony Blair tried to re-brand the UK as "Cool Britannia."

A brand, in the fullest sense, is hard to define. Dictionary definitions tend to focus on the trademark aspect, and yes, branding does involve some sort of identifying mark. But this misses the point. What makes a brand valuable?

The answer is The Advantage of Belief.¹ Charles Revson of Revlon famously said, "In the factory we make cosmetics. In the store we sell hope." In other words, a brand is not a product; it's what people believe about a product. These beliefs can be immensely powerful. The most astonishing is the placebo effect. In clinical trials, many patients respond to the "sugar pill," even when they have serious diseases. We see the same thing with blind and identified product tests. With a strong brand, the preference jumps. (See *What's in a Name* by John Philip Jones.) And when the Advantage of Belief takes hold, it leads to a long list of benefits:

- | | |
|-----------------------------------|---|
| a) Customer loyalty | e) Facilitating brand extensions |
| b) Higher price | f) Withstanding competitive attack |
| c) Higher cash flows | g) Motivating staff and attracting new talent |
| d) Higher long-term profitability | h) Potentially augmenting the stock price |

This doesn't, of course, answer the question, "how do you build these beliefs?" There are widely varying notions, but most agree on the basic principles: (1) stake out what the brand can and should stand for (2) stick with this over time (3) evolve to account for lessons learned and market changes.²

This can't be done by empty promises. We have to assess what consumers want against what the product delivers—and tell the story better than competitors do. We have a melting pot of perceptions and reality to work with. All the "brand" ideas are there to help—Brand Image, Equity, Personality, Character, Essence, Relationship, Footprint, Truth, Soul, Identity, and so on—along with old faithfuls like Positioning, Focus of Sale, USP, Features, Attributes, Benefits and Values. Whatever the terminology, though, "what the brand stands for" is critical.

¹ This is a phrase of mine, though the idea that a brand is "more" has been described by many authors.

² How do you do this, and evolve? See *Excellence in Brand Communication*: www.ica.adbeast.com

- 3. Core Equity versus Price & Promotion.** From a financial point of view, a brand is not an abstract notion. It has to make good money as long as you hold onto it, and it has to be valuable if you want to sell it. A brand under price and promotion pressure has to make tough decisions. If you don't fight fire with fire, you lose business in the short term. But if you don't invest in brand-building, you're likely to lose much more over the long term.

This is the choice between a "clear and present danger" and a "worse but less immediate one." It's hard to get it right, but we probably succumb more than we should to short-term pressures. Fido in Cassies 99; Clearnet and KD in Cassies 2001; Nautilus and Sidekicks in Cassies 2002; Molson's Bubba, Dodge SX 2.0, Manitoba Telecom, MINI, Sola Nero and Toyota Matrix in Cassies 2003; Cottonelle, Réno Dépôt and Toyota Sienna in Cassies 2004; All Bran, K&G Stores, Energizer Lithium, Hubba Bubba, Moores, Stouffer's Bistro and Familiprix in Cassies 2005 all faced this issue. All emphasized brand value, rather than price and promotion.

Core Equity has more than one meaning. One comes from the "bundle of meanings" in the audience's mind. Another is the equity in financial terms. This is a developing area, and for more information contact the ICA about the publication *Measuring And Valuing Brand Equity*.

11. The Eureka Insight. These feature in many cases. Some examples:

- Oh Henry! None of the gut-fillers had tried to own hunger, even though it was the high ground for the category. Cassies II. See also *Crossover Note 7*.
- Buckley's. Rather than side-step their bad taste, Buckley's relished it. Cassies III.
- Chrysler. Minivans were "my most expensive household appliance." Even so, *emotion* was the key to an immensely successful launch. Cassies III.
- Philadelphia Cream Cheese. In research, people often do not own up to what they really want, which in this case was "permission to indulge." Cassies III.
- Richmond Savings. Almost everyone hated banks, but it still took insight to turn this into the "Humungous Bank." Cassies III.
- Eggs are natural, but in word-association tests, consumers did not say so. (See *12. Changing the Goalposts*.) The farmer campaign brought "natural" to life.
- Sunlight. Getting dirty is fun. This is diametrically opposed to the conventional wisdom, dominated by Tide, that clean is good and dirt is bad. Cassies 99.
- Fido in Cassies 99. In an echo of Apple vs. IBM, Fido saw that consumers needed the human touch. See also Clearnet and "the future is friendly" in Cassies 2001.
- Diet Pepsi in Cassies 2002. They found a way to be youthful without being too young in the "forever young" campaign.
- Listerine in Cassies 2002: healthy gums, after a century talking about bad breath.
- Pro•Line in Cassies 2002: Appealed to non-experts with "Anyone can win."
- Aero. Saw the power of "melting" in Cassies 2003.
- Crown Diamond. Used the fact that men hate to paint in Cassies 2003.
- Super 7. Ignored the political correctness of being tasteful. Cassies 2003.
- Cottonelle. Talked to women as women, not as "family." Cassies 2004.
- Quebec Milk. Saw the blindingly obvious. That just asking people to drink more milk might cause it. Cassies 2004.

- Toyota Sienna. Realized that the answer lay not in what minivan buyers do, but in what SUV buyers do. Cassies 2004.
- Irving's Cruisin' to Win. Saw the power of *small* prizes. Cassies 2005.
- Crescendo. Like Oh Henry! saw unoccupied high ground. Cassies 2005.
- Butter. Saw a way to use "natural" to connote taste and health. Cassies 2005.
- Anti-Smoking. Saw the power of "Stupid." Cassies 2005.
- Jergens Ultra Care. Saw a way to reposition skin. Cassies 2005.
- Whiskas saw things from the *cat's* point of view. Cassies 2005.
- Moores used the fact that their target audience hates shopping. Cassies 2005.
- Harvey's realized the significance of The Grill.
- Quebec Lotto 6/49. If 6/49 winners are so generous, be nice to them.
- United Way saw power in the Hand icon.
- Leucan realized that there is still hope, despite childhood cancer.
- CIBC Run for the Cure saw the power in the Pinnie idea.
- Juicy Fruit saw how to build a new image by (almost literally) destroying the old one.
- Quebec Milk saw power in the obvious—if one glass is good, two are better.
- Plus virtually all the cases in *Crossover Note 10*.

16. When a campaign stumbles. This might be a momentary stutter and (if we were clairvoyant) we would know what was needed to make a minor fix. But it might be the first clue that something is going off the rails. In this situation, the pressure can lead to snap (and wrong) judgments. The best answer usually comes from a blend of experience, judgment, intuition, vision, and research. Here are some pointers.

1. **Dig deep into trends and tastes.** You could be on the wrong side of a tectonic shift. They can be massive. "Made in Japan" used to mean a cheap, shlocky, knock-off, and North American business took years to see what was coming. *Crossover Note 6*. Consider Listerine. "Always a bridesmaid, but never a bride" started life in a Listerine advertisement, reflecting a bad breath positioning that had been in place for as long as anyone can remember. But a shift was happening, towards the idea of a healthy mouth. (See Cassies 1995 and 2002). Something similar has happened in toothpaste. At one time, Pepsodent ("you'll wonder where the yellow went...") was the leader, and whitening was the high ground. Crest came along with fluoride (and dental association endorsement). This transformed the market, and Pepsodent slid into history. Over the next generation, though, cavities stopped being the problem they once were.³ The market started to shift towards "mouth health" and Colgate got there first with Colgate Total, knocking Crest off its #1 perch. Crest responded with Crest Complete—and now the whole market has come full circle with a furious battle for whitening again.
2. **Look at the goalposts.** If they really haven't changed, then it's likely that you just have a short-term stutter. But if they have, try to envisage the new game. See *11. The Eureka Insight*, and *12. Changing the Goalposts*.

³ Ironically, Crest had helped make this happen, by driving the whole market in this direction.

3. **Think through the change needed.** See *6. Should the product be improved?* and *14. Refreshing a Continuing Campaign.*
4. **Change for the right reasons.** It's broadly true that long-running campaigns—kept fresh and relevant—are great brand-builders. And it's sadly true that new people, wanting to make their mark, change things for change's sake. But once in a while, wholesale change is right. Molson Canadian (Cassies I) was a niche player when it launched "What Beer's all About" in the late 80s. Canadian became mainstream, and displaced Labatt Blue as market leader. You'd think they'd keep going with "What Beer's all About." And they did for a few years. But tastes were shifting. To stay ahead of this, they launched "I AM" in the mid 90s (Cassies III). This was successful, but eventually it too ran out of steam. Canadian then re-incarnated again with "Joe's Rant." (Cassies 2001.)

18. Keeping it Simple. We've all been to a presentation that was so complicated that nothing registered. In other words, we know from real life that KISS works. But when it comes time to approve a creative strategy we get overtaken by the urge to cram everything in. This has to be resisted. P&G say that you have to "feel the pain of leaving things out." Trout & Ries give similar advice.

Scott Bedbury (of Nike and Starbucks, and himself a client) blames clients for the habit. He points out that it's hard to see what's wrong with adding another benefit or copy point. But it's also hard for an agency to say "we should leave it out" when the client says, "let's leave it in."

There's a sub-set of this when a brand has an emotional benefit *and* a rational claim. Examples are (1) Philly in Cassies III with "permission to indulge" and "60% less fat." (2) Scotiabank in Cassies 2002, wanting to sell individual services while improving overall image (3) Campbell's Soup in Cassies 2002, wanting to modernize its image, while getting nutrition facts across.

Something has to give—and the more points there are, the lower the impact of each. This is where experienced research companies can help. They have evidence about the trade-offs involved.

The points so far have been at the Creative Strategy level, but the execution should also be simple—or, said better, *simple for the audience to take in.*⁴ The danger is that we know what we are trying to say, and so may not realize that an ad is unclear. I've also seen directors complicate commercials, in an effort to make them "more interesting." Overall, though, virtually all Cassies advertising is simple.

⁴ Simplicity is not simple as it used to be—in the sense that Direct Marketing relishes multiple copy points, provided they have selling power. Also, the notion of "the brand" involves layers of meaning. That said, a piece of communication must still be easy to take in.

21. Likeability. Nowadays, it's generally felt an advertising should be *likeable*. But there was once an opposite school of thought. The poster-child was "Ring around the Collar" for Wisk—highly disliked *and* highly effective. Dissonant views on likeability, in part, reflect the long-running feud between creativity and selling power—do they work together, or does creativity get in the way? Cassies winners demonstrate that *they work together*, and the day may come when this ancient vendetta is put to rest.

Likeability hit the headlines in the mid 80s, with a paper by Alex Biel. Later, in the early 90s, the Advertising Research Foundation caused another stir. The ARF Copy Research Validity Project⁵ examined major copy tests. The results showed modest predictive ability on shipments and share, but no technique did particularly well. This caused a blizzard of rebuttal from the research firms. But it also caused a surprise. Likeability, which until then had been seen as a bit of a non-issue, was (apparently) one of the better predictors of in-market success.

A bandwagon started. For quite a lot of people their mental model is that advertising has to (mostly) entertain to do its job. They seized on the “entertaining” meaning of liking. Others pointed out that “liking” means different things to different people. Alex Biel found that it is closer to “meaningfulness” than “entertainment.” Others say that it is a combination of positives (Entertaining, Relevant, Newsworthy, Empathetic) and/or the absence of negatives (Unfamiliar, Confusing, Alienating). In other words, it's simplistic to assume that liking just means “entertaining.”

In the Cassies, much of the advertising is likeable in the ordinary sense of the word, but some (Big Brothers Vancouver, Dove Litmus, Ethical Funds, Pfizer's ED, SAAQ's anti-speeding, Canadian Blood Services, Motrin, United Way, Leucan, Run for the Cure come to mind) could only be called likeable in the “meaningful” sense.

And then, as with so much in advertising, we must also be alert to exceptions. Tim Broadbent, in his speech at the 2004 Cassies, showed a very unsettling UK winner from the 2003 IPA Awards. Lennox Lewis, talking about wife abuse, smoulders with repressed rage in a very disturbing (but effective) commercial for police recruitment.

For myself, I've found the best approach is to think of liking on the broader lines defined above.

For more, see such papers as *Love the ad. Buy the product?* Alexander Biel. Admap 1990. *Do our commercials have to be liked?* Colin McDonald. Admap 1995. *Like it or Not, Liking is not Enough.* Nigel Hollis. Journal of Advertising Research 1995.

End of All Bran Crossover Notes.

⁵ It tested commercials that were known to be effective (or not) to find out if copy tests could pick winners from losers. This required pairs of commercials for the same brand (to remove the “brand” effect). The commercials also had to have shipment/share results (good or bad) over at least a year in split-cable test markets. It was hard to find these pairs of such commercials, but eventually five pairs were validated. The ARF replicated the major techniques, and “pre-tested” each commercial. The results, while modestly positive, did not show especially strong predictive ability for any technique.