

Cassies 2005 Cases

Brand: Dentyne Fire

Winner: Best Launch—Certificate of Excellence

Client Credits: Cadbury Adams

Stan MacLachlan, Vice President, Marketing
Graham Kaufmann, Senior Brand Manager
Farjad Iravani, Brand Manager
Ali Karbassi, Associate Brand Manager

Agency Credits: MacLaren McCann

Laura Guthrie, Group Account Director
Francine Boldovitch, Account Supervisor
Andy Manson, Executive Group Creative Director, Copywriter
Kerry Reynolds, Executive Group Creative Director, Art Director
Franca Piacente, Producer

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 2. Brand Truths.
- Crossover Note 8. Classic Rivalries.
- Crossover Note 9. Turnarounds.
- Crossover Note 11. The Eureka Insight.
- 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

Results Period (Consecutive Months): March 2004-March 2005.

TV Advertising Launch: w/o March 15, 2004.

Base Period Used for Comparison: n/a since this is a launch.

Cadbury Adams' Dentyne launched in 1996, but always played catch-up to Wrigley's Excel. Excel's 5-year head start gave it a highly valuable 3-4 share point lead. Excel's most successful new flavour, Polar Ice, had launched in 1999, and was the #1 gum sku in Canada. Dentyne would have a big job to unseat this competitor. **Crossover Note 8.**

In 2004, Cadbury Adams decided to apply some competitive pressure by launching Dentyne Fire, an intense cinnamon gum. Success, however, was uncertain. The cinnamon flavour segment was small, *and* in decline.

Far surpassing expectations, Dentyne Fire became the #1 gum sku in Canada, usurping Polar Ice. The Dentyne brand overtook its long-time rival, Excel. And Cadbury Adams took over #1 in the gum category from Wrigley's.

This success was so significant that Cadbury Adams US decided to replace their Dentyne Fire spot with the Canadian "Parents" advertising. It did not disappoint. US sales turned around, and are still growing today.

SITUATION ANALYSIS

Wrigley's and Cadbury Adams own most of the gum market. They share it almost 50/50, but over the last 3-5 years Wrigley's had tended to edge Cadbury Adams out of the top spot. Wrigley's biggest share comes from Excel, which has approximately 20% of category sales and close to 50% of Wrigley's business. Its main competitor is Cadbury Adams' Dentyne, and these two brands are in a constant battle for #1.

Excel launched in 1991. It was an innovation – a long-lasting sugar-free pellet in a pop-out package – standing out from the slabs and sticks on convenience store racks. Dentyne needed a new pellet format too, and launched Dentyne Ice in 1996. By this time Excel had a good head start, solidified by a series of flavour introductions. Dentyne hurried to catch up by matching these launches. Excel, however, hung onto its lead.

In 2004, Cadbury Adams decided to launch Dentyne Fire. It is an intense, cinnamon flavoured gum in a red pellet. However, the decision was not an easy one:

- The cinnamon flavour segment had only about 5% of category \$ sales, and had declined 19.4% since 2000. **Crossover Note 9.**
- Dentyne Ice already had a cinnamint flavour— its lowest selling sku.
- Because the segment was so small we could not source growth just from competitors. We had to attract new cinnamon users too.
- Market diagnostics were not predicting huge success.

Advertising had a big challenge. Drive awareness and trial for a new product with questionable consumer appeal and sales potential.

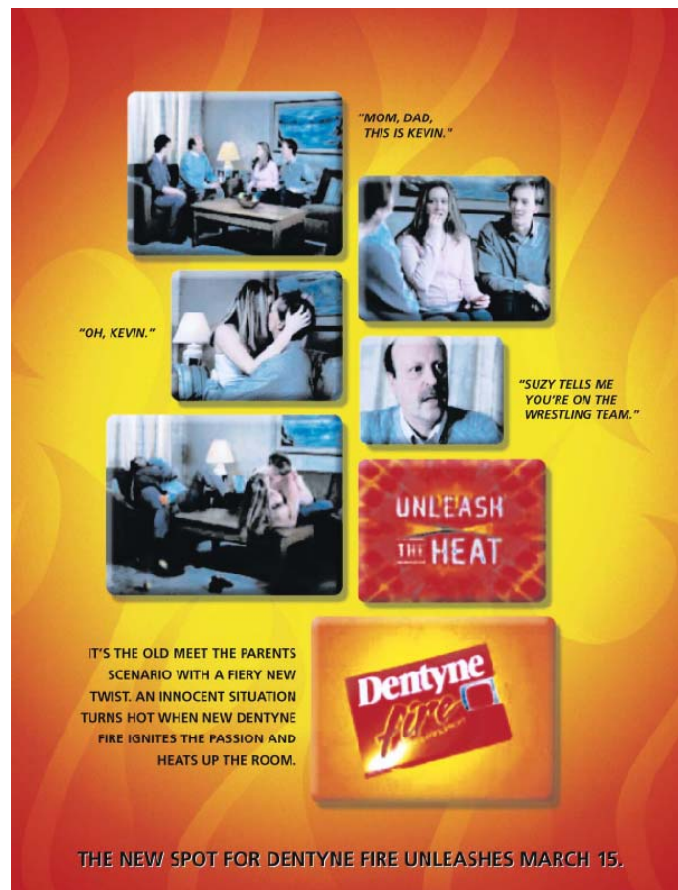
STRATEGY AND INSIGHT

Dentyne Fire was a new sub-brand for Dentyne. We ran research to help find where it could fit in Dentyne's well established romance arena, yet be sufficiently differentiated from Dentyne Ice to build excitement and trial. We found a compelling insight into our 20-something target: **Crossover Notes 2 and 11.**

"The red, hot Dentyne Fire gum gave consumers that extra little push to do something they wouldn't normally do romantically."

EXECUTION

Creative: From this, we developed the selling idea: "Dentyne Fire helps you lose your inhibitions, so you can go for it". This inspired the :30 TV ad "Parents." The spot takes 'introducing the new boyfriend to your parents' but adds a fiery new twist. The girl pops a piece of Dentyne Fire gum. Suddenly, an innocent situation turns hot with passion. The spot earned a Finalist Award at the 2005 Bessies.

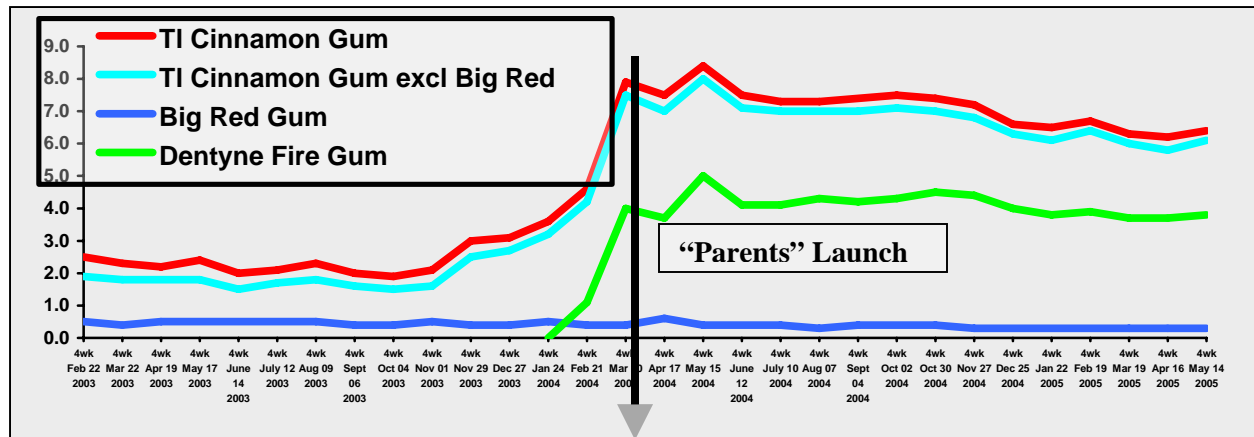


Media: This was an additional challenge. TV weight had already been bought by the time we got Advertising Standards Canada's (ASC) Post 9pm Rating on "Parents." This meant that we had to launch Dentyne Fire with significantly reduced weights – only about 680 GRPs over 6 months. Clearly, the spot needed to break through and be highly memorable.

RESULTS

Success is demonstrated by five business measures:

1. The launch of the Dentyne Fire campaign completely recharged the small and declining cinnamon gum segment.



ACNielsen L4W \$ Share

2. 12 months after the launch, the competitive picture has completely changed.
 - Dentyne Fire Sugarless Cinnamon 12 Pellets became the #1 selling gum item, overstepping Dentyne's longtime rival Excel Polar Ice
 - Dentyne Fire growth helped Dentyne to take the #1 spot from Excel
 - Cadbury Adams is now the #1 gum company in the category over Wrigley's.

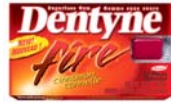
BRAND	L52W \$ Share AC Nielsen Mar. 19 2005	Chg. VYA
Dentyne Fire Sugarless Cinnamon 12 Pellets	2.50	+2.3 pts.
Excel Sugarfree Polar Ice 12 Pellets	2.45	-0.1 pts
Dentyne	23.2	+4.2%
Excel	23.1	-13.9%
CADBURY ADAMS	52.4	+16%
WRIGLEYS	45.8	+3%

3. LINK results for "Parents" exceeded new product norms for awareness & persuasion.

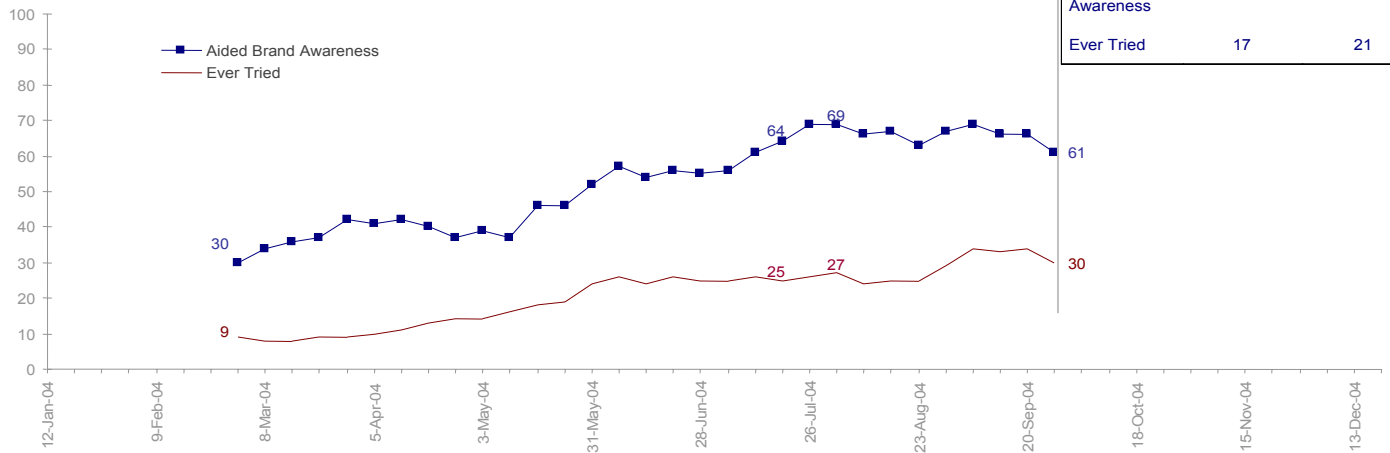
	Awareness Index	Persuasion Index
Norm	5	22
"Parents"	10	34

Source: Millward Brown, March 2004

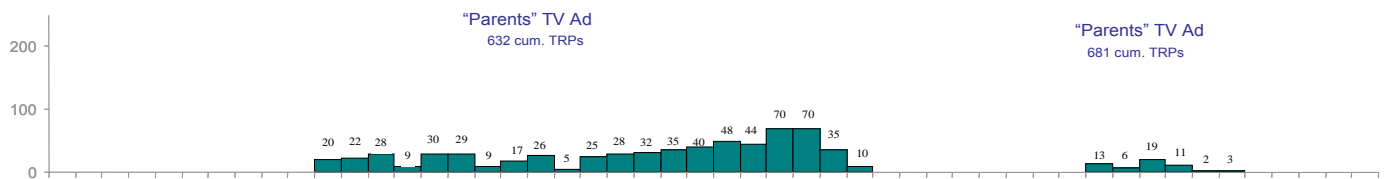
4. The “Parents” spot exceeded line extension launch norms for Aided Brand Awareness and Ever Tried, even with Dentyne’s lower GRP levels.



2004



TRPs

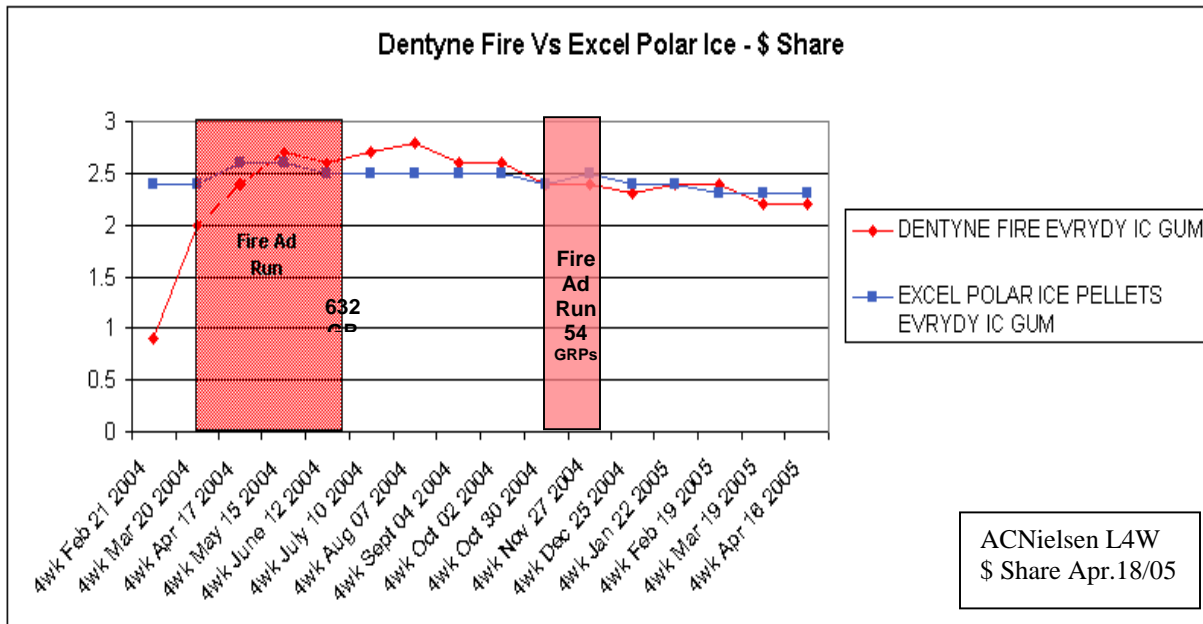


5. Dentyne Fire became the #1 contributor to overall Brand Dentyne sales, far exceeding forecasted results. [Details were supplied.]

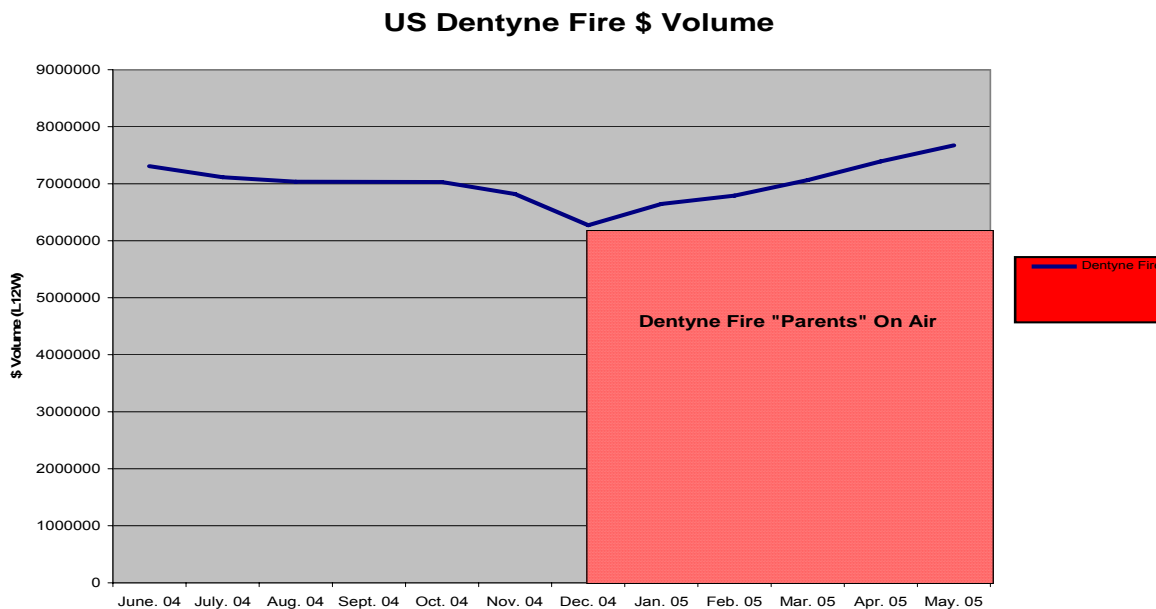
CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

Given the small and declining cinnamon segment that we faced, the advertising played the key role in making the launch such a success. There was no other marketing activity in place.

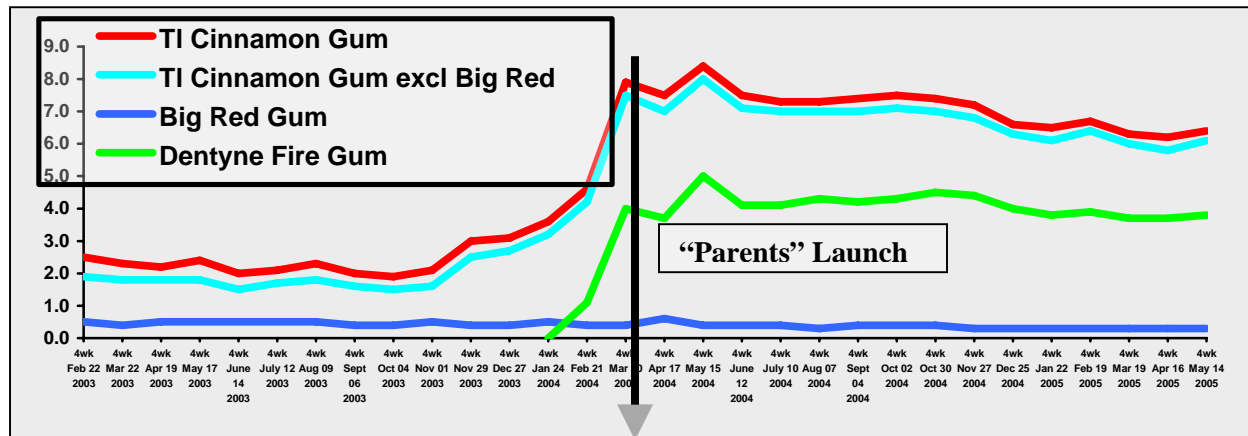
- Once advertising launched, Dentyne Fire became the number 1 sku in Canada, surpassing Excel Polar Ice.



- The success in Canada created great interest in the US. Dentyne Fire had launched there in September 2003 and by the time of the Canadian launch in March 2004 sales volume was in decline, even with advertising support. The decision was made to use the “Parents” to try to reverse the decline. Sales immediately increased and continue to do so. In addition, the spot made AdAge's April 2005 Top Ten List of the Most Recalled New Spots. "Parents" had a recall index of 190; average spots get 100.



3. The once small and declining cinnamon gum segment was completely revitalized when “Parents” launched. And more importantly, the resulting sales growth were only attributed to Dentyne Fire – Big Red’s share remained flat.



AC Nielsen L4W \$ Shar

4. Media spending did not play a role. In fact, because the spot received a Post 9pm rating, our media support was significantly restricted (681 GRPs over 6 months). This can be seen in the share of voice, and in the comments from IPSOS ASI:

SOV (AC Nielsen: March '04-March '05 Media \$)

Dentyne Fire	8.9%
Excel	17.2%
Category	100.0

Weights were only ~50-60 GRPs/week. We would normally recommend 120-140 weekly GRPs up to 600-700 total GRPs (launch phase), followed by 75-90 GRPs a week in the sustaining phase. IPSOS ASI: Q3 '04 Report. Crossover Note 28.

End of Case. Crossover Notes follow.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[Dentyne Fire]

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.

INDEX OF CROSSOVER NOTES FOR CASSIES 2005

All Cases	Dentyne Fire
1. What a Brand Stands For.	
2. Brand Truths.	✓
3. Core Equity versus Price & Promotion.	
4. Business Strategy dictated by the Brand Positioning.	
5. The Total Brand Experience.	
6. Should the product be improved?	
7. Fighting for the Same High Ground.	
8. Classic Rivalries.	✓
9. Turnarounds.	✓
10. Conventional Wisdom—should it be challenged?	
11. The Eureka Insight.	✓
12. Changing the Goalposts.	
13. Immediate vs. Long-Term Effect.	
14. Refreshing a continuing campaign.	
15. Baby with the Bathwater.	
16. When a campaign stumbles.	
17. Turning a liability into a strength.	
18. Keeping it Simple.	
19. Great minds think alike.	
20. Emotional versus Rational.	
21. Likeability.	
22. Humour in a Serious Category.	
23. Problem versus Solution.	
24. Tough Topics.	
25. Brand Linkage (when should the brand name appear).	
26. Awareness Alone.	
27. Share of Mind, Share of Voice, Spending.	
28. Media Learning.	✓
29. Pre-emptive Media.	
30. Reach and Frequency versus Large-Space Impact.	
31. Transcending Advertising.	
32. Internal Marketing.	
33. Changing the Target Audience.	
34. Longer and Broader Effects, and A Closing Thought.	

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

DENTYNE FIRE. CROSSOVER NOTES. CASSIES 2005.

- 2. Brand Truths.** Successful advertising (in fact all successful communication) resonates with its audience. As a marketer, you may want people to believe that you have the best-tasting coffee, but simply saying, “I have the best-tasting coffee” will not usually get the resonance you need. One school of thought is to say the obvious as loudly and crassly as you can. We could call it the Bad Boy syndrome. Another has led to the idea of Brand Truths. These operate on a deeper level than simple claims. One of the top UK agencies described it as “we interrogate the product until it confesses its strength.”

I was once the Brand Manager on Tide, and when we were asked, “What does Tide stand for” we said, “Superior cleaning. Not whitening. Not Brightening. Not Fabric Care. Superior *cleaning*.”¹

Superior cleaning was the religion on Tide, and Tide delivered, despite the cliché that all detergents are alike. But this was only a glimmer of the Brand Truth. If you “interrogated” Tide the most startling truth was the *intense belief* of Tide users. This came to life in the immensely successful “Two for One Swap” campaign. Hidden cameras watched as women who had just bought Tide were offered two boxes of another detergent in exchange. They adamantly refused, delivering off-the-cuff endorsements that no copywriter could ever have come up with. The campaign ran for years, and only came to an end because of its success—women knew it so well that the “candid camera” interview became impossible. Many Brand Truths are also insights, and for a list see [11. The Eureka Insight](#) and [12. Changing the Goalposts](#).

- 8. Classic Rivalries.** Examples in the Cassies are as follows:

- Canadian versus Blue. Cassies I, III, and 2001.
- Dove versus Ivory. Cassies III.
- Richmond Savings versus the banks. Cassies III.
- Lipton versus Campbell. Cassies 2001.
- Sunlight versus Tide. Cassies 99 and 2001.
- Labatt Bleue versus Molson Dry. Cassies 2002.
- Listerine versus Scope. Cassies II and 2002.
- Desjardins versus the banks. Cassies 2004.
- Cottonelle versus Pampers. Cassies 2004.
- Energizer versus Duracell in Cassies 2005, and also Cassies II.
- Dentyne versus Excel in Cassies 2005.
- Pepsi versus Coke. Cassies 2005, and also Cassies I and 2002.

¹ P&G defined “what the brand stands for” by a document they called The Creative Strategy. In those days, if anyone even dreamt that the Tide Creative Strategy should include whitening, brightening etc. it was seen as an offence against all that was holy.

9. Turnarounds. There are a number of these in the Cassies:

Cassies I

- Crispy Crunch. Molson Canadian.
- Pepsi. Quebec.

Cassies II

- Listerine. Quebec.
- Oh Hungry? Oh Henry.

Cassies II

- Dove. "Litmus."
- Molson Canadian. "I AM."
- Philadelphia Cream Cheese.

Cassies 99

- becel. "Young at Heart"
- Eggs. Wonder Bread
- Sunlight. "Go Ahead. Get Dirty."

Cassies 2001

- Kraft Dinner.
- Lipton Chicken Noodle.

Cassies 2002

- BMO Quebec.
- Campbell's Soup. Listerine.
- CFL. Pro•Line.
- Easter Seals Relay.
- Sleeman Quebec.

Cassies 2003

- Aero. Bait Cars.
- Crown Diamond Paint.
- Dodge SX 2.0.
- Motrin.
- Pro•Line.
- Super 7.
- Université de Montréal.
- VodKice.

Cassies 2004

- Cottonelle.
- Gaz Metro.
- Kit Kat.
- Milk (Quebec and Prairies).
- Toyota Sienna.

Cassies 2005

- Crescendo.
- Energizer Lithium.
- Toyota Tacoma.
- Eggo French Toast Stix.
- Twix. Hubba Bubba. Juicy Fruit.
- Coricidin II.
- Moores and Harvey's.
- Quebec Lotto 6/49.
- Pepsi – Quebec and Quebec Milk.

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 former 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*.

28. Media Learning. Many years ago, studies (mainly in packaged goods) led to the idea of “effective frequency.” It was based on two broad notions:

- a) That advertising (assuming the creative was effective) had its best effect after 2-3 exposures in a purchase cycle.
- b) That exposure beyond this led to diminishing returns.

This matched learning theory i.e. that it takes repetition before a message sticks, but then boredom sets in, and repetition does not increase the learning much, if at all.² This thinking has dominated media planning (particularly in TV) for years, and I think I’m right in saying that many planners embrace it today, not necessarily knowing its origins. It has gone by names such as effective frequency and 3+ planning. The idea is to try to give the audience 2-3 exposures in a purchase cycle, without wasting excessive frequency on them.³

² There are even findings that continued exposure *depresses* learning, though I find that hard to believe.

P&G built very strong brands on its soap operas, and those daytime viewers saw the same ads repeatedly.

³ It has traditionally been hard to avoid the excess frequency, especially with heavy TV viewers.

Other models also exist. There are “pulsing” models. There’s an “impact” model for making a big splash. And there are markets like beer, with heavy seasonal spending, with their own notions about the best way to schedule effort.

In the mid 90s, John Philip Jones—formerly of JWT UK/Europe and for some time Professor of Communications at Syracuse University—published a study that seemed to say that *just one* TV exposure (in the week before purchase) was enough. See [13. Immediate vs. Long-Term Effect](#).

This put the cat among the pigeons. Some have embraced the thinking. Some have attacked it. Jones’s findings were in harmony with those of Erwin Ephron (see the Pepsi paper in 2002) and the whole field has come to be called Recency Planning.

It proposes lower weekly weights than have historically been recommended, with longer weekly duration. TV Programmes are also selected to avoid loading up frequency on the same shows. This is drip-drip rather than impact, and it flies in the face of some long-held beliefs.

It seems to have worked for Pepsi, but detractors say that it has its failures too. For more on this still controversial topic, the WARC website is invaluable—with papers by Jones, Lodish, and McDonald being a good place to start.

End of Dentyne Fire Crossover Notes.