

CASSIES 2005 CASES

Brand: Energizer - Lithium Battery

Winner: Off To A Good Start—Certificate of Excellence

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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 and Promotion.
- Crossover Note 6.** Should the product be improved?
- Crossover Note 8.** Classic Rivalries.
- Crossover Note 9.** Turnarounds.
- Crossover Note 10.** Conventional Wisdom. Should it be challenged?
- Crossover Note 16.** When a campaign stumbles.
- Crossover Note 20.** Emotional versus Rational.
- Crossover Note 25.** Brand Linkage (when should the brand name appear).

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

A. EXECUTIVE SUMMARY

Business Results Period (Consecutive Months): January 1, 2004 - December 31, 2004.

Start of Advertising/Communication Effort: May 21, 2004.

Base Period for Comparison: January 1, 2003 - December 31, 2003.

ADVERTISING DRIVES HUGE SALES LIFT AFTER A 15-YEAR FLAT LINE

Energizer Lithium batteries were introduced in 1989, but consumers did not really understand what they were for. This was still true over a decade later, even though the digital devices they were initially developed for were becoming mainstream. A 12-year flat line on sales continued to remain flat.

Energizer had an exclusive patent on Lithium, but by 2004 the exclusivity window was closing. Energizer Canada decided to take action before competition came in. The case will show how a new advertising campaign:

- 1) Drove an unprecedented sales lift, with 2004 sales up 142%. **Crossover Note 9.**
- 2) Delivered a differentiating, superiority halo over the entire Energizer portfolio.

SITUATION ANALYSIS

a) Overall Assessment

DECADES OF FIERCE COMPETITION

Energizer and Duracell have been in a neck and neck battle for over 25 years. In 1985 Energizer positioned their alkaline batteries as *the* batteries that keep going and going with the now infamous Energizer Bunny "interrupt" spots. Since then the Bunny has gone on to represent "long lasting" and is frequently used to describe anything or anyone that just won't quit. Duracell has strongly rebutted with similar claims. Both company's products compete closely from a performance standpoint, and on price. This has resulted in confusion. Consumers see the two companies and their products as interchangeable.

Crossover Note 8.

A TECHNOLOGY AHEAD OF ITS TIME

In a bid to rise above this, Energizer developed a lithium AA and AAA battery for use in the then niche market of high drain digital devices. **Crossover Note 6.** It was targeted at the early adopter and tech savvy consumer. This patented technology lasted as much as seven times longer than alkaline batteries in high-draining devices. But given other priorities, Lithium had received little support.

LOW AWARENESS OF LITHIUM DESPITE US CREATIVE SUPPORT

In the early 2000s digital cameras, PDAs and MP3 players started to become mainstream. Despite this, lithium batteries did not go as expected. Consumers were not clueing in to the fact that these digital devices need a different kind of power. A US-originating digital camera spot ("Stadium") ran in 2001 and 2002, but did not lift sales. Although there was awareness of the creative, there was no comprehension of lithium. **Crossover Note 16.** Consumers were still using regular alkaline batteries for digital devices, despite high levels of frustration when they quickly ran out.

BREAK-THROUGH IN A LOW INTEREST CATEGORY

It is easy to understand why consumers were continuing to buy alkaline batteries for their digital devices when you consider that batteries are a low interest category. How they function is a mystery. And the fact that any battery will get a device working again contributes to the misunderstanding that all batteries are interchangeable.

Then there's the price premium. Although it lasted up to 7 times longer, Lithium cost \$14.99—four times more than the equivalent alkaline batteries. **Crossover Note 3.**

b) Resulting Objectives

Primary: Take a low interest product with flat sales that's gone unnoticed for years and drive sales at the rate of premium battery category growth (4 - 5 % per annum).

Secondary: Communicate a differentiating superiority claim that can halo over and drive sales of the entire Energizer portfolio.

STRATEGY & INSIGHT

We needed to understand the consumer mindset as it related to digital devices. We ran three layers of qualitative research, with the following objectives:

- 1) Focus Groups:** understand the potential of lithium power with consumers.
- 2) Inner Directives:** (One on one interviews, with a Jungian psychologist, and a Myers Briggs assessment process):
 - Uncover the consumer's core-level relationship with batteries
 - Understand the difference between early adopters and the mainstream consumer
- 3) Ethnography:** observe consumers in their homes to record battery habits and usage.

This led us to the following:

My devices are not toys, I depend on them. Heavy digital users could not imagine life without their devices. Running out of power when taking an important photograph, or having a Palm Pilot stop working when checking a schedule or a phone number, had more severe consequences to these people than analog devices running out of power. Running out of power with a TV remote control, a clock, or a toy was an annoyance but far less critical. If we focused on important devices, they might be open to paying more.

Tech talk is intimidating. As long my device works I don't care if I understand how. When making decisions about technology mainstream consumers were more likely to use how they feel about the advertising, rather than stark facts—regardless of how impressive the claim. **Crossover Note 20.** This was in contrast to conventional battery wisdom that *longest, biggest, fastest*, etc. are the claims to make. **Crossover Note 10.** There was an opportunity to be more down to earth and approachable.

A battery is a battery is a battery is a battery. Consumers needed to see that Lithium was different, and specifically for digital devices. **Crossover Note 1.** So, we needed to make a clear demarcation between Energizer's Lithium offering and all other batteries, but we had to do this in a way that didn't baffle or bore them. We summed this up as:

For the digital devices you love and depend on, you need a battery that's "designed for digital."

D. EXECUTION — A Two Stage Launch Roll-Out

Phase 1: Capture users "on-the-go in warm weather, from May to September

On Victoria Day 2004, we re-launched Lithium with the Designed for Digital campaign, concentrating the message around long weekends when users of digital devices would be using them more.

To reach them we used radio and OOH transit posters. The posters allowed us to show consumers a visual of the battery, so they'd know what to look for. Because digital users are more likely to be using computers, we placed on-line banners on high-traffic sites

Phase 2: Capture users or gift givers

During the Christmas Season we knew consumers more likely to be staying in and cocooning. We replaced the radio creative with a 30 second television spot called "Run." We also continued the OOH transit posters and on-line banner creative.

From the research we knew the advertising needed to talk to consumers in a totally different way – a language appropriate for the world of digital devices. And there was no way this communications could be “just another battery ad.”

Creative used no “tech” details. **Radio** focused on situations where it is critical to record the event. For instance, "Surprise" (which won a Silver Cannes Lion and a Bronze Clio) used a surprise party.

Transit posters used blender blades to show how quickly digital devices chew through regular batteries.

Television was careful not to revere technology. It was off-beat, with devices that have so much lithium power they take on a life of their own. We then tell consumers only what they need to know: "New Energizer Lithium, the world's longest-lasting battery in high tech devices," and we super "designed for digital." This was a Cannes finalist and won a certificate at this year's Marketing Awards. **Crossover Note 25.**

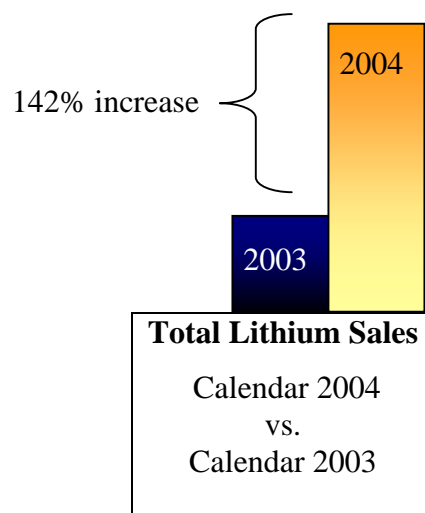


BUSINESS RESULTS

Lithium calendar 2004 sales were up 142% versus calendar 2003.

We greatly surpassed the 4 – 5% sales objective, and note that the advertising did not start until May 04. Lithium is now well ahead of schedule for long-term volume, and found itself in a sold out position in Feb of 2005, as a result of unexpectedly high sales in December 04.

Figure 1

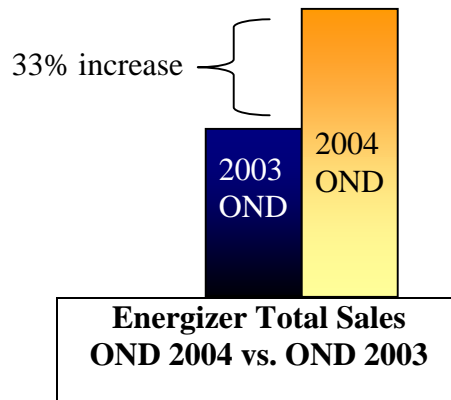


*Source: ACNielsen, *MarketTrack*, through December 25, 2004.

Lithium advertising positively affects the total portfolio business results

Energizer had the best Christmas sales period in 16 years, with no incremental ad spend. Total company sales were up 33% in OND 2004 versus the same period in 2003.

Figure 2

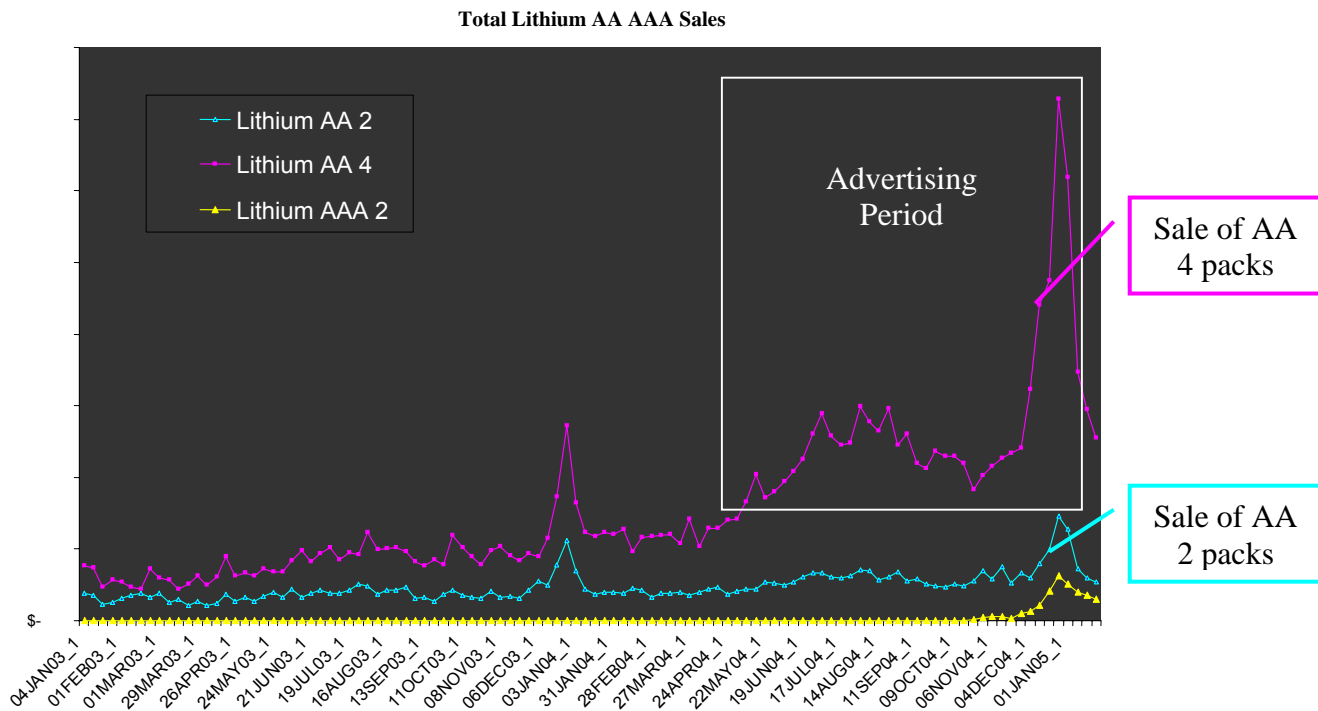


*Source: Energizer Canada Sales Conference February 2004.

CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

1. Clear linkage between advertising and sales:

Figure 4



Source: A.C. Nielsen Market Track, Dollars, 3 Classes of Trade, weekly periods

Comparing sales during campaign to sales from the previous year:

- **2003:** relatively flat with a minor spike in OND key selling period
- **2004:** gains begin during the launch of Designed for Digital on Victoria Day, with summer sales spiking to highest levels ever. Sales spiked on all long weekends that media was concentrated on. In November and December, we introduced the television spot, and sales continued to climb

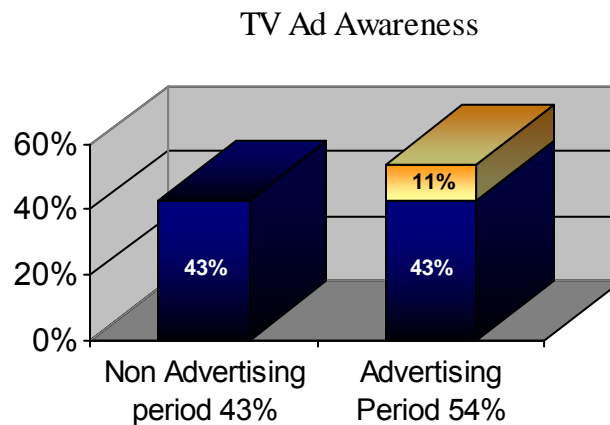
2. Ruling out factors other than advertising that may have driven sales.

- There was no price, flyer or in-store promotional activity on Lithium in 2004 that might have affected sales
- Growth was not affected by any one specific retailer's activities
- Growth was not affected by new distribution

3. Research Results

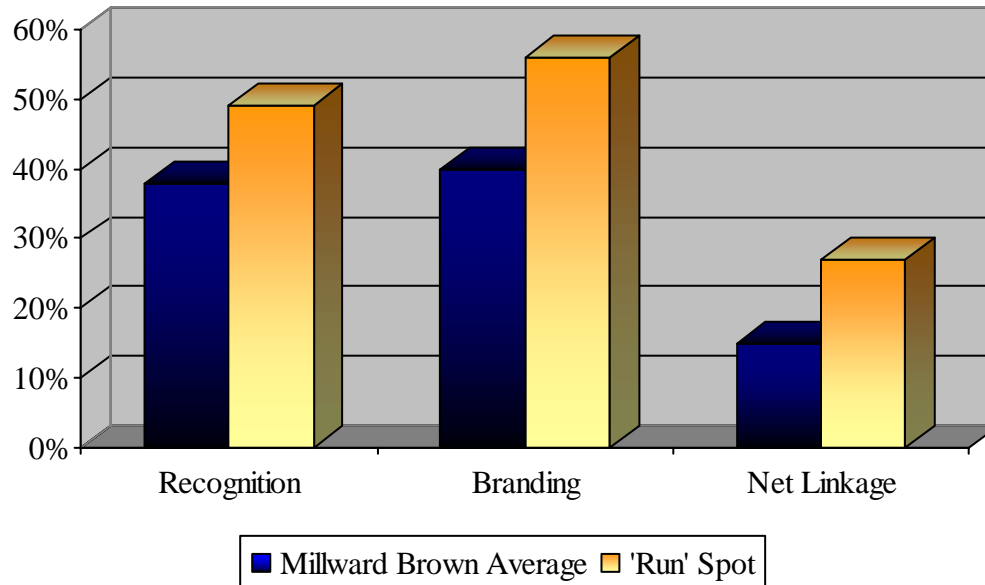
ASI Quantitative Pre-test. This found "Run" to have broader impact and be more differentiating, persuasive and likeable than "Stadium" — with much higher purchase probability scores

Millward Brown Advertising Tracking. “Run” efficiently generated presence for Energizer and successfully differentiated it. Awareness was up 11 percentage points when “Run” was on air



Source Millward Brown: Tracked Aug22.04 - Dec11.04

Recognition and Brand Link of 'Run' significantly higher than relevant Millward Brown average



Source Millward Brown Canadian Average: Tracked Nov 1.04 - Dec 11.04

4. We got consumers over the price barrier

The same spikes that were coincident with advertising periods were also seen most dramatically on the sales if the 4-pack

In the 3 classes of trade (Drug, Mass Merchandise and Grocery), growth came almost entirely from AA 4-packs, not the AA 2-packs that were half the cost, even though there was no significant costs savings in buying the 4-pack, and most digital devices only require one or two batteries.

End of Case. Crossover Notes follow.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[For Energizer Lithium]

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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5. The Total Brand Experience.	
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7. Fighting for the Same High Ground.	
8. Classic Rivalries.	✓
9. Turnarounds.	✓
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The Notes for this case are marked ✓and come next.

ENERGIZER LITHIUM. 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*.

- 6. Should the product be improved?** Some years ago it was an axiom that your product, functionally, had to have an advantage over competitors. In packaged goods, it was considered foolish to launch a new brand unless it was a blind test winner over its major competitor—ideally overall, and at least for a desirable benefit.³

That thinking has shifted, and it's commonly said today that it's impossible to sustain a functional advantage; that competition can match you in a matter of weeks or months, or even days with some technological products. This has had a paradoxical effect. Some people are almost frenzied in their desire to keep their product (or service) improving—fearing that if they don't, they will be left behind. Others go into a slipstream mode—letting others face the headwinds, then matching what they do.

John Philip Jones (the Professor of Communication at Syracuse University) is vocal on this, saying that we do *not* live in a parity world—that imitators may try to match the innovators, but they often don't quite succeed. His view (and I share it) is that it is dangerously complacent to assume that functional parity is the way of the world.

Another danger is the belief that "marketing" can compensate for a weak product. This led to the debacle a decade or two ago when North America systematically under-invested in product. The Japanese, and later the Europeans and others, did exactly the opposite—and carved out the market shares we see today.

³ There was still the "pre-emptive" possibility i.e. staking out a convincing claim for a parity benefit before anyone else did. But, in general, having a product edge was seen as important

There's no question that the cost to upgrade can be daunting. Nevertheless, many cases reflect the investment. For example:

- Listerine in Quebec in Cassies II, with an improved taste.
- Chrysler in Cassies III, with the NS Minivan.
- Pontiac Sunfire in Cassies III.
- St Hubert in Cassies 99, upgrading their entire operation.
- Sunlight in Cassies 99, with improved cleaning.
- Home Furnace in Cassies 2002. Also Lipton Sidekicks.
- Irving Mainway Coffee and Source Yogurt in Cassies 2003.
- MINI, Motrin and VodKice in Cassies 2003.
- Cirque du Soleil in Cassies 2004, by adding Zumanity to their portfolio.
- Kit Kat in Cassies 2004, keeping Original the same, but launching Chunky.
- Toyota Sienna in Cassies 2004, with multiple upgrades.
- Coricidin II in Cassies 2005 (Re-launching, after the original brand had been withdrawn)
- Penaten, Hubba Bubba, Stouffer's Bistro, Juicy Fruit, with line extensions. Cassies 2005.

Still others achieve their gains with no change—though the existing product is in all cases good, and sometimes better than the competition. These cases include:

- Crispy Crunch and Pepsi Quebec in Cassies I.
- Oh Henry! in Cassies II.
- Buckley's, Dove, and Philadelphia Cream Cheese in Cassies III.
- Eggs, becel, and Wonderbread in Cassies 99.
- Kraft Dinner and Lipton Chicken Noodle in Cassies 2001.
- Campbell's, Diet Pepsi, Listerine, and Pro-Line in Cassies 2002.
- All the major beer winners over the years.
- Aero, Dodge SX 2.0, Familiprix, Super 7, in Cassies 2003.
- Cottonelle and Milk in Cassies 2004.
- Crescendo, Jergens Ultra Care, Whiskas, Twix, Energizer Lithium, Moores, Familiprix in Cassies 2005.

Technology cases usually have improvements. Services (e.g. Desjardins, Gaz Metro, Réno Dépôt in 2004) usually improve as part of the "total brand experience." Some cases (e.g. Clearnet in 2001 and Lipton Sidekicks in Cassies 2002) say that if your functional advantage is going to be matched, you'd better develop an advantage through brand personality/character/equity. There is no cookie-cutter answer. Each situation has to be assessed on its merits.

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.

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.

10. Conventional Wisdom—should it be challenged? Conventional wisdom will sometimes be right. But it can also be a roadblock. When US Pepsi executives first saw the Pepsi Challenge, they apparently said, "that's not Pepsi," and rejected it. The Dove Litmus campaign (*Crossover Note 7*) ran into a fusillade of disapproval at client/agency global head offices—and only survived because the Canadian team stuck to their guns. Here are others that went against the tried and true:

From Cassies I, III, 99, 2001:

- Crispy Crunch, making a virtue of greed—a taboo in confectionery.
- Richmond Savings, poking fun at the Humungous banks.
- Sunlight, saying it's OK to get dirty.
- Fido and Clearnet, using dogs and frogs.
- Various financial accounts—so many that humour has almost become the new conventional wisdom: AGF, Clarica, BMO Quebec (and Scotiabank in 2002).

From Cassies 2002:

- Bud Light, not going after the young, legal-age, male heavy drinker.
- CFL, against younger viewers, accepting they might alienate the core franchise.
- ED, going high-profile with a taboo topic.
- Five Alive, switching from Moms to young males.
- Irving Home Furnaces, using age as a plus for attracting attention.
- Labatt Bleue, breaking the Christmas “Happy Holidays” tradition.
- Pine-Sol, breaking the conventions of household cleaner advertising.
- Sleeman in Quebec, embracing the English heritage with “honest frenglish.”
- Sloche, rejoicing in being politically and nutritionally incorrect.

From Cassies 2003:

- Bait Cars, talking directly to criminals.
- Crown Diamond Paint, advertising that men hate painting.
- Familiprix, using humour to sell health products.
- Irving Mainway Coffee, making a virtue of the caffeine hit.
- Toyota Matrix, breaking all the Toyota “rules.”
- Sola Nero, could not be further away from wine snobbery.
- Super 7, reveling in the excesses of the super-rich.
- Université de Montréal, with no smiling students and ivy covered buildings.

From Cassies 2004:

- Cirque du Soleil, breaking convention as a corporate philosophy.
- Elections Ontario, resisting the temptation to use social responsibility.
- The Miller campaign, throwing out the conventions of political advertising.
- Réno Dépôt, investing in the brand, rather than “price and item.”
- Toyota Sienna, with their “cool minivan” thinking.

From Cassies 2005:

- Cruisin’ to Win, thinking small.
- Crescendo, moving away from “delivery/takeout” as the high ground.
- Energizer Lithium, ignoring the conventions of battery advertising.
- Baileys, breaking out of the liqueur cabinet.
- Hubba Bubba, using brand thinking in a merchandizing category.
- Moores, redefining the way to look at men shoppers.
- Familiprix, selling health products hilariously.
- The Anti-smoking campaign, also being hilarious in how it talked to teenagers.

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.⁴ 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. **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.)

More recently, though this time the need for change more obvious, Juicy Fruit (almost literally) destroyed its former image with the guitar-smashing campaign. (Cassies 2005.)

⁴ Ironically, Crest had helped make this happen, by driving the whole market in this direction.

20. Emotional versus Rational. There's a great quote that "a brand is a bundle of meanings." Many of these meanings are rooted in emotion rather than reason, so if we showed a Vulcan a typical Creative Strategy (especially one from the packaged goods companies in their heyday) he would be puzzled. The key consumer benefit is always rational, and the rationale is, well, rational too. Our Vulcan would say that it is not logical to be so logical, because Earthlings are, well, not logical.

It's worth asking why Creative Strategies are this way. First, there's the tendency to assess issues analytically rather than intuitively. This was fertile ground for the ideas of Claude Hopkins, writing *Scientific Advertising* in 1922, and Rosser Reeves, writing *Reality in Advertising* in 1960. The resulting hard-sell advertising appealed to the mentality of many North American advertisers. Hard sell then had enough successes to make the beliefs self-fulfilling. Selective perception expunged the failures.

Others, led by Bill Bernbach, argued for a more intuitive approach, and recently the "emotion" approach has shone more brightly on the radar screen. But even today, there are Creative Strategies that just tuck the emotional benefits in under Brand Character, or don't mention them at all. I used to make that mistake. When I was Brand Manager on Tide we said implacably that Tide stood for cleaning. At an unwritten level, we knew that Tide also stood for *trust*, but this emotional benefit did not appear in the Creative Strategy—and we could easily have overlooked it.

Make sure your mental model of advertising rings true to what people are really like. Often, we are too rational, which could be tragic. John Bartle of Bartle Bogle Hegarty (the UK agency famous for creativity that works) calls for us to think in terms of the

~Unique Emotional Proposition~

Agencies and clients factoring this in more than they used to, but it still doesn't get pride of place. Given what we are learning about Emotional Intelligence, this strikes me as illogical, and lord knows what a Vulcan would say. Here are winners that *could* have focused on the rational, but chose emotion:

- | | |
|-------------|--|
| Cassies III | <ul style="list-style-type: none"> • Chrysler NS Minivan. It had functional improvements, but the campaign was heavily infused with emotional benefits. • Philadelphia Cream Cheese. The Angel campaign captured the emotional benefit of "permission to indulge," along with the rational benefit of 60% less fat than butter or margarine. |
| Cassies 99 | <ul style="list-style-type: none"> • Richmond Savings. The Humungous Bank campaign. • AGF Funds. The "what are you doing after work" campaign charmed its way into people's pocketbooks. • becel. With hard-hitting print, and a strong doctors/nutritionist plan, it reached #1. They then wanted to get on TV, but regulators forbade hard-hitting claims. This led to the "young at heart" campaign, and spectacular long-term business growth. • Clearnet MiKe. It appealed to the self-image of its pragmatic, project-driven target audience. • Fido. It includes rational benefits, but the main pull is user-friendliness. • St-Hubert tapped into chez-nous. • Sunlight captured the joy of getting dirty. |

- Wonder Bread. They could have sold on taste + nutrition, but instead used the joy of childhood.
- Cassies 2001
 - Joe's Rant made us proud.
 - Clarica made it all look simple.
 - Clearnet gave us the future is friendly.
 - Kraft tugged at our heartstrings with KD moments.
- Cassies 2002
 - Manitoba Telecom gave us Morty, the talking bison.
 - The Bank of Montreal and Scotiabank made us smile.
 - Campbell's gave us the less-than-perfect family.
 - CFL fanned the flames of rivalry.
 - Diet Pepsi and Five Alive gave us back our youth.
 - ED made us think.
 - Home Furnaces tickled the fancy of an older audience.
 - Nautilus gave us joie de vivre.
 - Philly showed us that a less-than-perfect angel was still working.
 - Pine-Sol took a quirky look at keeping the house clean.
 - Sidekicks gave the family a helper.
 - Sloche appealed to teen rebelliousness.
- Cassies 2003
 - The SAAQ campaign scared us to death.
 - Manitoba Telecom showed that Morty the bison was still working.
 - Toyota Matrix went for emotion rather than reason.
 - Sola Nero made wine youthful and hip.
- Cassies 2004
 - Viagra was, well, Viagra.
 - The United Way cast off its "administrative" image.
 - Cottonelle talked to women as women.
 - Gaz Metro dealt with the fear of Gas.
- Cassies 2005
 - Prairie Milk appealed to teens' need for growth.
 - Toyota Sienna positioned itself as the cool minivan.
 - Smoking is just "Stupid."
 - Energizer Lithium found that the rational approach was not working.
 - Coricidin II had to find a way to get a blood pressure benefit across.
 - Activia had to do the same with the "digestive" benefit.
 - Run for the Cure, perhaps not surprisingly, found that emotion was appropriate.

25. Brand Linkage (when should the brand name appear). How often do we hear, "I saw this great ad last night...but I can't remember what it was for." This is a brand linkage problem, and it's two-edged. Highly engaging advertising can drown out the brand identity (we used to call it "video vampire"). But advertising that sells crudely runs the risk of being physically or mentally zapped.

When you assess advertising, your mental model will affect your attitude to brand linkage. But there are no simple answers. Some executions with seemingly bullet-proof linkage don't work. Some with seemingly minimal i.d. hook the brand into the consumer's mind. The challenge is to be relevant *and* different at the same time. Relevant, by the way, is *not* the same as familiar. Something can be relevant, but be expressed in a totally new way. If "familiar" is part of your mental model (knowingly or not) you run the risk of only approving advertising that has been seen before.

One of the (supposed) ways to ensure brand linkage is to say/show the brand name "early and often." This idea seems to have taken hold in the 60s.⁵ A great many Cassies winners do *not* reflect this, e.g. Chrysler NS Minivan, Dove, Imperial Margarine, Molson Canadian, Budweiser, Claritin, Pontiac Sunfire, Richmond Savings, Metro Toronto Zoo, Goodwill, Sunlight, becel, St-Hubert, Clearnet, Clarica, Manitoba Telecom, Lipton Chicken Noodle, i-wireless, Pro•Line, Pine-Sol, Bank of Montreal, Scotiabank, Aero, Cottonelle, Prairie Milk, Réno Dépôt, Crescendo, Harvey's, K&G Stores, Energizer Lithium, Quebec Lotto 6/49, United Way, Moores, Familiprix.

Some very successful advertising puts the brand name front and centre, but it's possible in today's over-hyped world that "early and often" is a turn-off to consumers. Each situation has to be assessed on its merits. But an unthinking belief in "early and often" should come to an end.

End of Energizer Lithium Crossover Notes

⁵ This belief came out of Day-After-Recall testing. The technique has since been largely discredited, but debates continue about the role of recall, recognition, and the like. See *Crossover Note 13*.