

Cassies 2005 Cases

Brand: Harvey's Long Live the Grill

Winner: Retail—Gold

Client Credits: Harvey's Restaurants (Cara Inc.)

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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 2. Brand Truths.
- Crossover Note 3. Core Equity versus Price and Promotion.
- Crossover Note 6. Should the product be improved?
- Crossover Note 9. Turnarounds.
- Crossover Note 11. The Eureka Insight.
- Crossover Note 16. When a campaign stumbles.
- Crossover Note 25. Brand Linkage (when should the brand name appear)..
- Crossover Note 32. Internal marketing.
- Crossover Note 33. Changing the target audience.

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

EXECUTIVE SUMMARY

Results Period (Consecutive Months): September 21, 2003 – September 19, 2004.

Start of Advertising/Communication Effort: September 21, 2003.

Base Period for Comparison: September 2002 – September 2003.

In the fall of 2003, the world of Quick Serve Restaurants (QSR) in Ontario was in chaos. McDonald's, Wendy's and Burger King were spending millions in media, behind deep discounts and new products. Meanwhile, a health trend was emerging, fueling non-burger players like Subway and Tim Horton's. Harvey's competitors were also building new locations at an alarming pace – many equipped with state of the art drive-thrus: the fastest growing distribution point in the category.

In the midst of all this, Harvey's was getting buried.

This case will show how the “Long Live the Grill” brand idea, in a fully integrated campaign, reversed sales declines to the tune of several million dollars, and re-invigorated the brand. **Crossover Note 9.**

SITUATION ANALYSIS

In 2002 and 2003 the QSR market in Ontario was bombarded by promotions and price discounting. **Crossover Note 3.** McDonald's, Wendy's and Burger King offered core items at deep discounts, while leveraging speed and convenience. For Harvey's, Canada's 5th largest burger chain and category underdog, the obstacles seemed insurmountable:

- Key competitors outspent them in media by as much as 5:1, leaving Harvey's with a scant 6% share of voice (see Figure 1).

Figure 1.

	Advertising Spend (000)	SOV
McDonald's	\$19,319	25%
Wendy's	\$10,758	14%
Burger King	\$4,289	6%
KFC	\$7,955	10%
Subway	\$10,025	13%
Tim Horton's	\$19,715	26%
Harvey's	\$4,322	6%

Source: Nielsen Media Research. All figures are for Calendar 2004, Ontario only

- Consumers were putting greater importance on speed and convenience (see Figure 2). (Harvey's lagged well behind McDonald's, Tim Horton's and Subway, who were opening a flurry of new locations with drive-thru service.)

Figure 2.

Statement	Harvey's	Burger King	McDonald's	Wendy's	Subway
Drive-thru is quick	20	54	80	78	10
Convenient locations	18	34	43	44	32
Open late	0	17	51	63	4

Source: Landis Research Study, 2003

- The shift to healthier options in QSR had caught Harvey's by surprise, leaving them unprepared and unable to bring relevant products to market. [Crossover Note 6](#).
- The brand had changed positioning and advertising campaigns a number of times over the past 5+ years, leaving consumers with a blurred vision of what the brand stood for. [Crossover Note 1](#).
- Franchisees, the lifeblood of the Harvey's organization, were demoralized by the continuous declines in sales. [Crossover Note 32](#).
- Harvey's, as one research respondent said, was "a brand that's in retreat."

Many of the 193 outlets were outdated. Few had drive-thrus. Cara Operations, the parent company, was closing restaurants in an effort to clean up operations and focus on higher performing locations. Marketing budgets were to be held static at best.

We needed drastic action to reinvigorate the brand, while not over-promising what Harvey's could deliver.

STRATEGY & INSIGHT

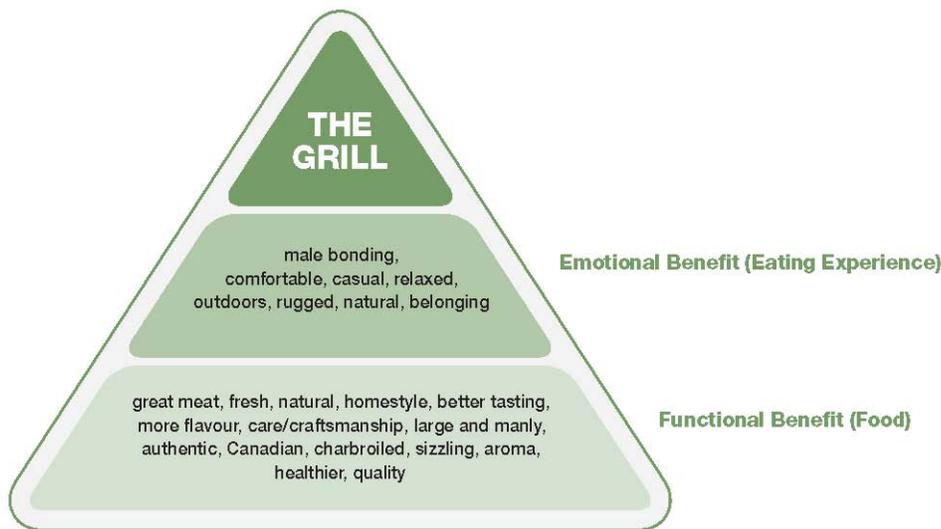
The situation required a back-to-basics look at the brand. [Crossover Note 16](#). The first step was a better understanding of the customer. Based on our Consumer Segmentation Model we learned that not all QSR customers are the same. In fact, there is a substantial group we called "Indulgent Joes." They are highly active in the QSR category but are looking for a slightly better experience. These guys appreciate a better burger and are willing to pay for it. Shifting the target from "everything to everyone" to "Indulgent Joe" was the first step in getting to a motivating brand idea. [Crossover Note 33](#).

We then explored what Harvey's could stand for. We unearthed a brilliant but untapped equity in the Harvey's brand – the grill. **Crossover Note 11**. The grill had tremendous appeal as the best cooking method.

However, it wasn't until we uncovered the emotional connection to the grill, beyond just a superior cooking method, that the idea became truly powerful (see figure 3). For guys, the grill is a magical thing. It conjures up feelings of buddies and sports and juicy, tasty burgers. It appeals to a quintessentially Canadian attitude that men don't cook, they grill. And at the heart of every Harvey's is a grill. **Crossover Note 2**.

We had discovered something ownable, that to date had never been fully exploited.

FIGURE 3. PERCEIVED BENEFITS



Source: Agency Qualitative Positioning Research 2003

After testing a range of brand territories “Long Live the Grill” was born. Harvey's now had a brand idea for all marketing and communications activities. When unveiled to the franchisees at the annual sales conference, it got a standing ovation.

EXECUTION

The fully integrated campaign launched in late September 2003. TV, radio, and out-of-home all worked to the Long Live the Grill positioning. The agency also developed a new look and design for in-store advertising and POS, for everything from posters to tray-liners to menu-boards.

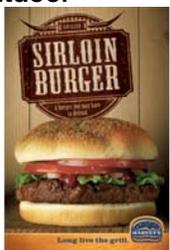
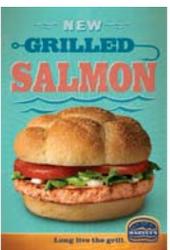
“Gas” 30 second See Crossover Note 25.

 <p>Guy cautiously throws a match onto BBQ in order to light it.</p>	 <p>Tries again – all three guys duck down in anticipation. Silence – as they try again, and then the sound of the BBQ lighting up (Whomp).</p>	 <p>Finally the BBQ lights up as seen from the front of the house. W/O: For the man who will do anything for meat from the grill.</p>	 <p>Cut to Harvey's flame grilled burgers. W/O: We've got a burger with your name on it.</p>	 <p>Cut to Harvey's logo and Long Live the Grill tagline. SFX: Schwing. W/O: Harvey's. Long Live the Grill.</p>
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 <p>Greens are for golf. Long live the grill.</p>	 <p>Aromatherapy for men. Long live the grill.</p>	 <p>The NEW Big Harv. Rich in vitamin meat. Long live the grill.</p>
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Outdoor

Trayliner

 <p>Long live the grill.</p>	 <p>Long live the grill.</p>	 <p>Long live the grill.</p>	 <p>Long live the grill.</p>
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In-store Posters

Shortly following the brand launch (mid-October 2003) we introduced Big Harv, a new signature burger that was a proof point for the new positioning. Support for Big Harv, although more product focused, maintained the look, feel and strategic underpinning of the brand creative—demonstrating integration between brand and product advertising. This is critical to building a distinctive brand in a category that relies on novelty, news and promotions to sustain consumer interest.

“More Meat” 30 second

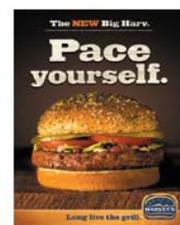
 <p>Open on a guy grilling up some burgers in his backyard. W/O: Wife: Honey?..... Can you come inside for a sec.</p>	 <p>Neighbour jumps fence to get at grilled burgers.</p>	 <p>Neighbour grabs/eats the burgers before jumping back over fence. W/O: For the man who'd do anything for more meat.</p>	 <p>Cut to Harvey's flame grilled burgers. W/O: We've got a new burger with your name on it.</p>	 <p>Cut to Harvey's logo and Long Live the Grill tagline. SFX: Schwing. W/O: Harvey's. Long Live the Grill.</p>
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Lift from the knees.
The New Big Harv.



Skip breakfast.
The New Big Harv.



The NEW Big Harv.
Pace yourself.
Long live the grill.

Billboards

Poster

The reality of media budgets meant the brand went quiet through the winter. Coming back on air in Spring 2004, the creative again focused on product offerings while maintaining the “lure of the grill.” The campaign used 6-week support windows, with a combination of TV, radio and in-store POS to entrench the brand idea. We were using a fully integrated approach through all channels for both brand and product—and this was a first in recent history. More than just an advertising line, “Long Live the Grill” had become a rallying cry for the organization.

BUSINESS RESULTS

In the first year of the campaign the negative sales trend was turned around. Same-store sales, which had been declining at close to 3% a year, grew at close to 2%. The numbers may not seem huge, but the swing was worth close to \$6 million.

As advertising is expected to deliver immediate results in this category, we also looked at same-restaurant sales for the weeks when television was on air. The improvement versus the previous year was more pronounced, at +3%.

But immediate sales are not the only measure in evaluating a brand make-over. We believe in brand health as a driver of long-term growth. The campaign has significantly enhanced the brand’s equity in the eyes of the consumer:

- Claimed visit frequency has increased from 30% to 46%
- “Definitely will go in the future” is up from 21% to 38%

The advertising has successfully communicated the brand equity measures (best tasting burgers, grill expert, best quality food, place for people like me) deemed by Cara to be most critical in re-establishing the brand’s ability to grow:

And as a final measure, Harvey’s was recognized as one of *Marketing Magazine’s* “Marketers that Mattered,” and has been nominated as Marketer of the Year.

CAUSE AND EFFECT BETWEEN ADVERTISING AND RESULTS

Sales began to rise at the same time the new advertising campaign began. Furthermore, sales increases were more significant when advertising aired. Unaided brand awareness is a key measure at Harvey’s. It has gone from 13% to 22%, a 70% increase, reaching new heights for the brand (data supplied).

Competitively, the environment has arguably been a more challenging. Adspend for the competitive set continues to increase, while Harvey’s has remained relatively stable. McDonald’s and Tim Horton’s have flooded the market with new products with many QSR chains opening new locations.

There was nothing to explain the sales and brand equity increases but this powerful brand idea, executed through a cohesive communication campaign

End of Case. Crossover Notes follow.

INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[For Harvey's]

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	Harvey's
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.

HARVEY'S. 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

- 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*.”³

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](#).

- 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*.

³ 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.

- 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.⁴

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.

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.
- Lipton Sidekicks in Cassies 2002.
- Irving Mainway Coffee and Source Yogurt in Cassies 2003.
- MINI in Cassies 2003.
- Motrin in Cassies 2003, adding stronger skus.
- VodKice in Cassies 2003, remodelling the Boomerang portfolio.
- 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 a new version, after the original brand had been withdrawn)
- Penaten, Hubba Bubba, Stouffer's Bistro, and Juicy Fruit, all launching line extensions in Cassies 2005.

⁴ 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

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.

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 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.⁵ 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.)

⁵ Ironically, Crest had helped make this happen, by driving the whole market in this direction.

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.⁶ 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.

32. Internal Marketing. When the Cassies started in 1993, internal marketing, as an idea in its own right, hardly existed. Now it's seen as a crucial part of brand-building, and it had an important role in most of the cases listed under **5. The Total Brand Experience**. Laurie Young and Guy Stevenson give a spectacular example in the ICA book *Excellence in Brand Communication*:

Between 1990 - 1995, British Airways flew every employee from around the world to London, in batches of 100, to explain the idea behind the World's Favourite Airline campaign. The brand idea wasn't just about serving business travelers. It meant treating coach passengers (World Traveler Class) with great respect and dignity, because their once-a-year trip most likely had more emotional impact than any trip a frequent business traveler took. And British Airways was the world's most profitable airline during that era.

In Cassies 2005, Harvey's, United Way, and Familiprix touch on this topic.

⁶ 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*.

33. Changing the Target Audience. The most famous example is Marlboro, originally positioned against women, with red filter tip so that lipstick didn't show. The Leo Burnett people changed all that with the Marlboro cowboy. This looks easy with hindsight, but when the decision has to be made it can be tough. There's usually a fair amount of angst about losing current users, leading to the sort of creative brief that says "appeal to X without alienating Y."

I recall two spectacular IPA examples that were prepared to alienate previous users: Batchelor's SuperNoodles and Peperami (chewy, sausagey sticks) Advertising had been aimed at Moms for years. They decided to go after young men. Batchelors came up with "men behaving badly" ads. Peperami had a riotously sadistic cartoon campaign. This was anything but "Mom" advertising, but both businesses took off. That's not to say we should always crash around in the china shop, alienating longstanding audiences. But there may be less risk than we think.

Cassies winners who risked alienation include CFL and 5 Alive in 2002, Family Channel in 2004, Crescendo, Eggo, Moores, Harvey's, and Juicy Fruit in 2005.

End of Harvey's Crossover Notes.