

CASSIES 2001 CASES

Brand: Tourism New Brunswick

Advertiser: Tourism New Brunswick, Fredericton

Agency: LG2, Montreal

Winner: Services General Gold. Regional Success Gold.
Sustained Success Silver.

Credits: Tourism New Brunswick, Fredericton

Helen Jean Newman - Director of Tourism, Marketing Branch

Credits: LG2, Montreal

Susan Dufour - Strategic Planner

Gilles Chouinard - VP Creative

Paul Gauthier - VP Strategic Planning

Sylvain Labarre - President

Catherine Lanctôt - Account Executive

Michel Bélisle - Art Director

Crossover Notes:

These highlight the learning in CASSIES 2001, and “cross over” to the accumulated learning in CASSIES I, II, III, 99. They are listed at the end of the case. [Crossover Notes were not part of the submitted case. I have added them after the event—David Rutherford.]

Executive Summary

The 1997–2000 Tourism New Brunswick campaign in Quebec is a perfect example of the impact of advertising on business performance. It resulted in a significant increase in the number of Quebecers visiting New Brunswick.

New Brunswick had advertised in Quebec from 1989 on, but with relatively limited effort. From 1989 to 1995, this was primarily in magazines and daily newspapers. Although 20% of Quebecers showed interest in visiting New Brunswick, development of Quebec as a market progressed at only 3% per year, and even fell to a low of 272,000 visitors in the summer of 1996. Serious effort was needed to increase the number of Quebecois visitors. At the end of 1996, Tourism New Brunswick awarded its account to LG2, with the challenge of developing the Quebec market.

An analysis of summer destinations showed that a majority of Quebecers who took their vacation out-of-province headed south, toward the beaches of the American east coast. Their attention needed to be drawn east, to New Brunswick. Our strategy was “dominate to win.” But how?

- With positioning: New-Brunswick, the warmest salt-water beaches north of Virginia.
- With audacity: Comparing the ocean in New Brunswick with that of the American East coast.
- With an intervention strategy: 20% of the budget going to billboards for positioning. 80% to TV and magazines to stimulate action.
- With continuity: A creative and media strategy executed seamlessly over 4 years.
Crossover Note 1.
- With creative genius!



Situation Analysis

Between 1984 and 1995, New Brunswick registered the highest growth rate of any tourist destination in Canada (+56%). The Atlantic provinces generated 29% of tourism in the province, the US 25%, and Ontario 24%. Quebec generated the least with 22%. There was great potential for developing the Quebec market, it being the next-door neighbor.

Quebecers' preferred summer destination is Quebec, and they represented approximately 70% of Quebec tourists. Their second favorite destination was the American East coast, particularly Ogunquit, Old Orchard, and Hampton Beach. After a steady increase between 1986 and 1991, however, this destination was losing ground, primarily because of the weakness of the Canadian dollar. We were going to put this to our advantage.

Our visitor surveys helped profile the motivations, behavior and travel patterns of Quebecers visiting New Brunswick. The common denominator was the beaches. They were also a satisfied and loyal crowd, enjoying these benefits:

- Proximity
- Lower cost than a US vacation
- A French-speaking destination
- Cultural ties (Acadian)
- The beaches
- Because of their location and the Gulf Stream, the warmest salt-water beaches north of Virginia (though few Quebecers were aware of this).

In terms of summer destination advertising, Tourism Quebec was by far the most prominent advertiser in Quebec, spending seven times more than Tourism New Brunswick in 1996 according to AC Nielsen. The New England states invested little. If we were to interest more Quebecers in visiting New Brunswick we would have to break through Tourism Quebec's stranglehold—with a fraction of the budget. *Crossover Note 2.*

And the battle was only beginning. In the following year, competition would become even more fierce. Tourism Quebec would react to the New Brunswick campaign, investing more than ever before, and the other Atlantic provinces tried to profit from the newly emerging Quebec market.

Our objective was to increase visitor levels from Quebec, by dominating advertising awareness, and then generating interest, inquiries, and action.



Strategy and Execution

We decided on 5 strategic elements: Timing, Formatting, Differentiation, Call to Action, and Continuity.

Timing: We would not compete head-to-head with Tourism Quebec; we would beat them to the punch. Quebecers do not plan vacations well in advance, generally starting planning for the summer in May. Tourism Quebec's advertising was thus mostly between mid-May and August. Going to New Brunswick necessitates a little more planning, so we ran our advertising in March and April. This gave New Brunswick advertising dominance, and gave Quebecers time to plan their New Brunswick vacation before Tourism Quebec even started advertising.

Crossover Note 3.

Formatting: Our second strategy was to dominate our competition visually. Whatever the medium over the four years of the case, we have always used large formats: superboards, double-page spreads, 60-second TV ads, large-sized mail pieces. *Crossover Note 4.*

Differentiation: We concentrated our message on our USP for Quebecers: the warmest salt-water beaches north of Virginia. No other destination could make such a statement: not Quebec, New England, or even the Maritimes. The Gulf Stream was on our side. *Crossover Note 5.*

To forcefully illustrate this differentiation we chose our weapon, comparison; our style: humour; our target: New England; our medium: superboards.

- Comparison was perfect for drawing on Quebecers' past experience and proposing new ones.
- Humour was the direct path to their hearts.
- New England was a choice target. Everybody loves to poke fun at Americans.
- Superboards would get our message across publicly, forcefully, and clearly.

Over the course of the 4-year campaign, we developed 12 superboards, three per year, comparing the cold waters of New England with the warm waters of New Brunswick. The superboards were split in half, bluish on the left, yellowish on the right. The same visual element reacted to the cold, and the warmth. There were toes, people, bathing suits, birds, fish, money, hermit crabs, etc.

In terms of media, we bought only 3 superboards in Montreal and Quebec for a period of 3 months, and then moved them around to cover more locations. This superboard campaign instantly became the talk of the town, and has been even since. People wait to see what New Brunswick will come up with next. *Crossover Note 6.*



Call to Action: It was crucial that we convert the interest in the superboard campaign into action. When people plan a new vacation they want information. We would multiply their opportunity to get it. We ran a multi-media campaign inviting them to order their free vacation planner through a 1-800 number or postcards:

- TV used 60-second spots of beaches and other New Brunswick features, plus a call to action.
- Women's magazines used double-page spreads aimed at vacation decision-makers—women. Visuals centered on the beaches, with a call to action.
- Postcards ran in each magazine, to be returned for a free planner. These postcards also gathered valuable information for our database—used later for relationship marketing.
- Relationship marketing used direct mail, sent to previous inquirers, inviting them to order the free planner.
- A partnership with the CAA created another outlet for the planner. CAA was offered visibility in the advertising campaign and posters for CAA offices throughout Quebec. Furthermore, CAA, through its Touring magazine, offered packages tailored to its clientele.

Continuity: This was an important success factor in our strategy to develop the Quebec market. For four years the same elements of strategy were put in place: timing, formatting, differentiation, and call to action. These have enabled New Brunswick to dominate advertising awareness, and hence generate new inquiries and visits to the province.

Year after year the creative team found new and exciting ways to deliver the same message to the Quebec market: New Brunswick offers the warmest salt-water beaches north of Virginia.

VIVEZ LA CHALEUR DU NOUVEAU-BRUNSWICK

Venez la chaleur des plages de Nouveau-Brunswick
 Allez en vacances en famille au village touristique de Miramichi
 sur le bord de l'eau de la baie de Fundy l'une des merveilles naturelles
 du monde en deux heures de route par autoroute! Découvrez
 les hôtels ou les cottages?
 Pour à Miramichi, en famille
 ou en couple? Comment choisir?
 De quel hôtel, d'où et
 qu'est-ce qu'il faut réserver le plus
 sur le Nouveau-Brunswick.

Choisissez le Nouveau-Brunswick,
 c'est choisir 28 plages de sable blanc
 les plus belles d'Amérique!

de la Vieillesse et plus de 125
 activités! En regardant ces photos
 après être de retour!

1 800 561-0123
 Pour plus de renseignements, visitez
 le site WEB
 www.nouveau-brunswick.com

TEMPÉRATURE DE L'EAU
 La température de l'eau de la mer est idéale!
 Miramichi 24°C
 Moncton 22°C
 Saint-John 18°C
 Baie de Miramichi 18°C
 Baie de Fundy 17°C
 Baie de Saint-John 16°C

Nouveau Brunswick
 Des plages d'eau chaude dans une mer d'activités

Results

With no additional significant budget increase and in a competitive environment, Tourism New Brunswick delivered the following results (see the table below for details).

Advertising Awareness

This went from 7th to 1st position among travel destinations, and has maintained that position for the last four years.

Positive Awareness (Interest in Visiting)

Pre-campaign, interest in visiting New Brunswick was 20%. Over the four years of the campaign, this jumped into the 26% - 32% range—increases that index at 130 to 160 over the base year.

Warm Salt-Water Positioning

Unaided awareness jumped from 17% to the 30% - 39% range, increases that index at 175 – 230.

Inquiries

Increases of between 15% and 57% compared to the pre-campaign base of 63,331.

Visits

Increases of between 10% and 28% compared to the pre-campaign base of 272,000.

Return on Investment

Based on TNB Conversion studies, a dollar spent in advertising was returning between \$18 and \$23 over the course of the campaign.

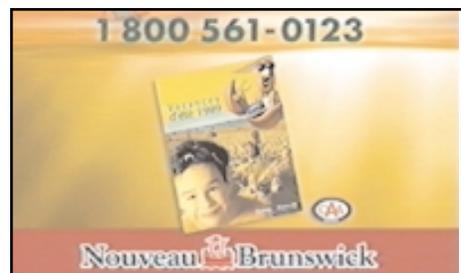
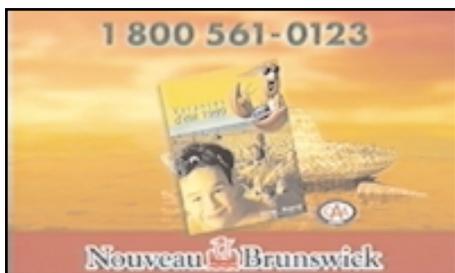
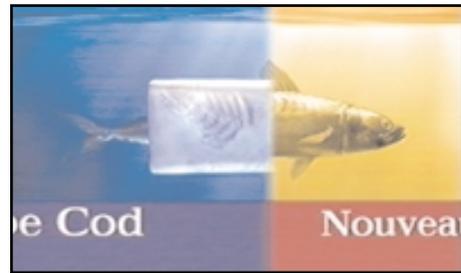
Recognition

The public made the campaign the talk of the town, and the ad industry in Canada and abroad awarded the campaign numerous prizes. [Editor's note: details were supplied.]

Results	1996 base	1997	1998	1999	2000
NB's Advertising Awareness	3.5 %	16 %	23 %	20%	20 %
NB's Ad Awareness vs. competitors	7th position	1st position	1st position	1st position	1st position
+ve Awareness (interest in visiting)	20 %	28 %	28 %	32 %	26 %
Warm Salt-Water Positioning	17 %	30 %	32 %	39 %	34 %
Inquiries	63,331	91,976	78,134	73,329	99,403
Visits from Quebec	272,000	316,000	350,000	322,000	299,500
ROI (\$1 in advertising generated \$X in revenues for NB, excluding taxes)	N/A	1/18 \$	1/23 \$	1/18 \$	1/20 \$
Recognition from the advertising industry in Canada and abroad	0	1	1	4	3
Advertising Budget (millions)	\$1.100	\$1.165	\$1.125	\$1.150	\$1.150

Source: Tourism New Brunswick Planning and Research Reports.

1999 :15 sec TV Spots *go to commercial*

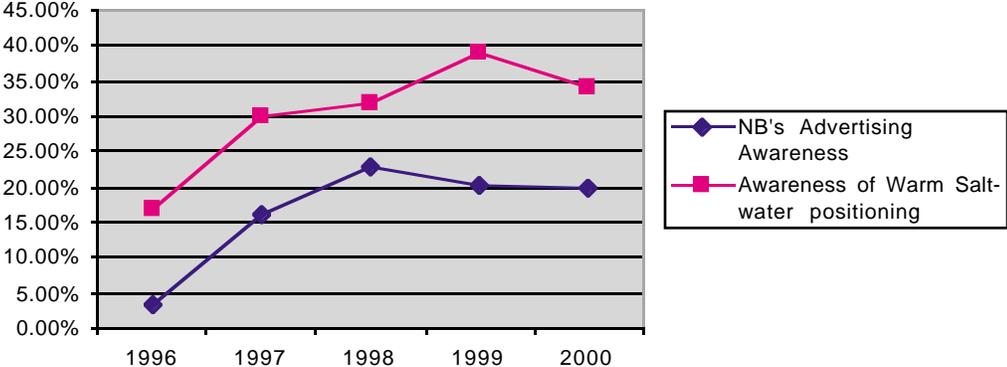


Isolating the Cause and Effect of the Advertising

Travel in Canada and to the United States is influenced by factors such as the economic climate, the weather, the price of gas, and the value of the Canadian dollar. The three first factors were relatively stable between 1996 and 2000. The only element that fluctuated was the Canadian dollar, which has weakened considerably since 1990. This made Quebecers more reluctant to travel to New England, creating an excellent opportunity to redirect them to New Brunswick. Our campaign seized on this.

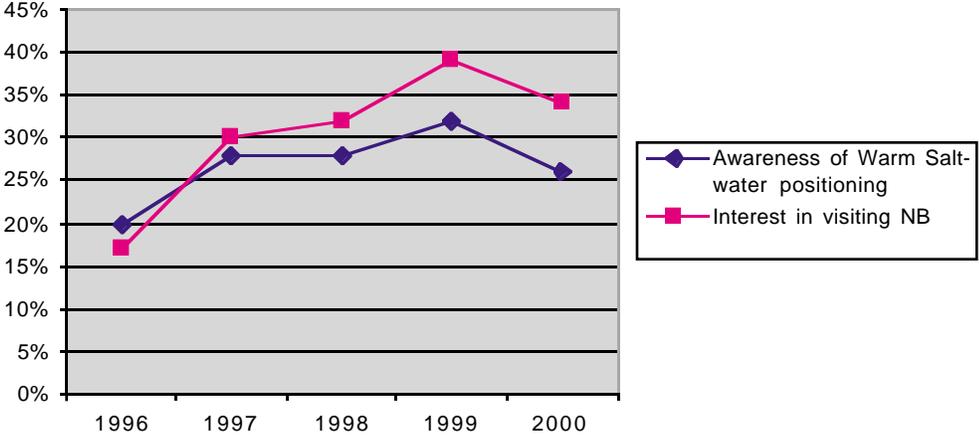
The next four exhibits demonstrate the direct effect of the advertising on business success.

Exhibit A: Direct Effect of TNB's Advertising Awareness on Awareness of Positioning



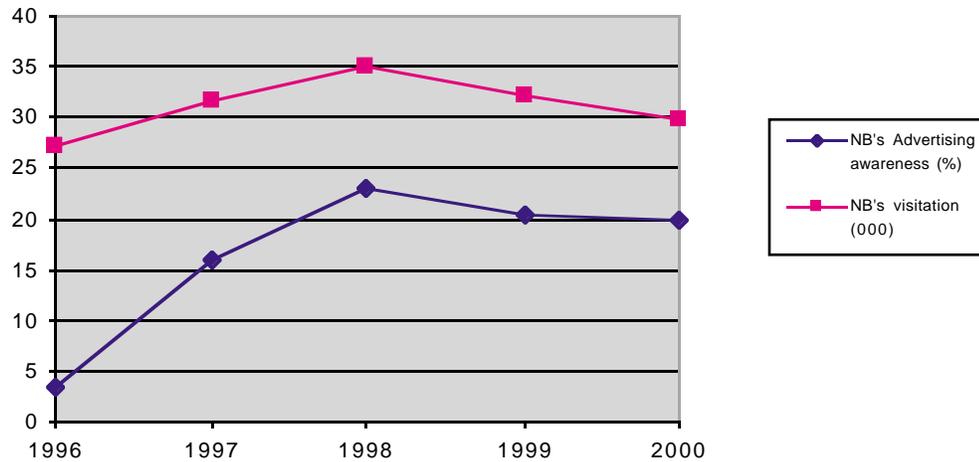
Comment: The 1999 peak is explained by a new television creative strategy using :15s to boost awareness.

Exhibit B: Direct Effect of Positioning on Interest in New Brunswick



Comment: Unequivocal correlation between positioning and interest in the destination.

Exhibit C: Correlation between TNB's Advertising Awareness and Visitation to NB



Comment: Clear correlation between TNB advertising awareness and Quebecers visiting New Brunswick.

Tourism New Brunswick's advertising budget varied very little in this period, up by a maximum of 5% in the first year, indicating that it was the content (not the weight) of our effort that was driving results.

Exhibit D: Spending History

	1996	1997	1998	1999	2000
Advertising budget	\$1,100,000	\$1,165,000	\$1,125,000	\$1,150,000	\$1,150,000
Increase over previous year		(+5%)	(-3%)	(+2%)	(0%)

In summary, in this brief exposé, we have demonstrated the direct effect of Tourism New Brunswick's advertising on its commercial success in Quebec over the past four years.

CROSSOVER NOTES FOR CASSIES 2001

Introduction.

Please take a minute to read this introduction. It will help you get maximum value out of the Crossover Notes.

Practical Points.

- CASSIES I and II ran in 1991 and 1993.
- Longer & Broader is identified by its current name: Sustained Success.

Overview.

The best way to use these notes is to compare and contrast how they apply to different cases.

Please do not read them with the idea that they contain “rules”, but with the idea that broader knowledge leads to better decisions. Also read them with an eye to the issue of risk.

Risk is a complicated subject. Society admires those who boldly go where none has trod before. On the other hand, despite the rhetoric about breaking out of the box, a lot of advertising decisions are governed by the tried-and-true.

I remember the first time I heard an agency say “there are no rules.” I was at Procter & Gamble, and we stiffened in disagreement. This sounded like anarchy. Bill Bernbach said it best when he pointed out that there are no rules, but there are principles.

In many advertising situations, there is often a tried-and-true precedent. But the tried-and-true also carries a risk—that because of familiarity it has become the expected-and-ignored.

The CASSIES show clearly that taking a well-judged risk pays off.

The CASSIES also confirm that “there are no rules” in the sense that we see some success stories that follow conventional wisdom, and even more striking ones that fly in the face of it.

Compare and Contrast.

Some Crossover Notes apply to several cases. Others apply to just one or two. To help you browse through how they apply to different situations, see the following Index.

David Rutherford.

INDEX OF CROSSOVER NOTES FOR CASSIES 2001

- An Integrated Case.* i-wireless.
- Aging Franchise.* St-Hubert.
- Baby with the Bathwater.* Molson Canadian.
- Battling for the Same High Ground.* St-Hubert.
- Brand Essence.* Molson Canadian.
- Brand Value and Stock Price.* Molson Canadian, Clearnet, Clarica, Manitoba Telephone, i-wireless.
- Brand Linkage.* Molson Canadian.
- Brand-Building.* Clearnet.
- Business Strategy.* Dictated by the Brand Positioning. Clearnet, i-wireless.
- Brand Truths.* Lipton Chicken Noodle.
- Changing the Goalposts.* Lipton Chicken Noodle.
- Classic Rivalries.* Molson, Sunlight, workopolis.com.
- Consumer Insight.* Lipton Chicken Noodle, Kraft Dinner, i-wireless.
- Conventional Wisdom. (Staying In the Box.)* Molson, Sunlight.
- Core Equity.* Molson, Clearnet, Kraft Dinner.
- Creating a Brand from the Concept Up.* i-wireless.
- Emotional versus Rational.* Clearnet, St-Hubert.
- Familiar but Fresh—Building a Campaign.* Clearnet, St-Hubert, Sunlight, Tourism New Brunswick.
- Fixing the Product, then Pulling in the Customers.* St-Hubert.
- Handling Multiple Audiences.* i-wireless.
- Humour in a Serious Category.* Clearnet, Clarica, workopolis.com, Manitoba Telephone, Weather Network.
- IPA Cases.* Kraft Dinner.
- Keeping it Simple.* Clarica, Tourism New Brunswick, Manitoba Telephone.
- Likeability.* Clarica, Manitoba Telephone.
- No Change in Product.* Weather Network, Lipton Chicken Noodle, i-wireless.
- Not TV.* Weather Network.
- Out of the Box Thinking.* Molson Canadian.
- Personality versus Product.* Clearnet, Weather Network.
- Pre-emptive Media Timing.* Tourism New Brunswick, i-wireless.
- Portfolio Management.* Manitoba Telephone, Kraft Dinner.
- Positive or Negative Sell?* workopolis.com.
- Problem versus Solution.* Sunlight.
- Reach and Frequency versus Large-Space Impact.* Tourism New Brunswick.
- Re-branding and Re-Naming.* Clarica, workopolis.com.
- Showing the Obvious—Yes or No.* Lipton Chicken Noodle.
- Spending Weight versus Idea Weight.* Molson Canadian, Tourism New Brunswick, Manitoba Telephone.
- Strategic Choices.* Kraft Dinner.
- The Total Brand Experience.* Clarica.
- Transcending Advertising.* Molson, Tourism New Brunswick, Manitoba Telephone.
- Turnarounds.* Sunlight, Lipton Chicken Noodle.
- Undercut by Pricing/Promotion. (See also Brand-Building.)* Kraft Dinner, Clearnet.

Crossover Notes for Tourism New Brunswick.

1. **Familiar but Fresh—Building a Campaign.** How do you connect to what has already been done, while breaking new ground? At one time many companies—particularly the big packaged-goods advertisers—favoured pool-outs. Pool-outs retain the structure of the original ad, with a combination of continuing visual elements, slogans, catch phrases, and tonality. Such campaigns can certainly be effective, but that does not mean that successful campaigns have to be this tightly formatted. Some examples will illustrate the spectrum:

- **Formatted Pool-Out.** Campaigns like “Who wants Gum? I do. I do.” with multiple situations to the same structure. Some practitioners regard this type of campaign as old-fashioned. Others regard it fondly as the way it ought to be. They will point out that the “young at heart” campaign by becel was based on pooling-out, and it won the Gold for Sustained Success in CASSIES 99.

Note: The formatted pool-out can still deliver fabulously effective and creative advertising—for example the UK’s campaign for Hamlet cigars, with 20-year longevity and the type of creativity that has made it one of the most admired campaigns ever.

- **Visual Icons.** Campaigns held together by icons like the Maytag Repair Man and the Marlboro Cowboy and Tony the Tiger. The icon approach is seen by some to be out of date, but that is a mis-call. Certainly, some icon-based campaigns have a dated feel, but others are fresh and current. Absolut Vodka would be an example. So (depending how broadly you define an icon) would Fido.
- **Spokes-people, and Spokes-animals.** Dave Thomas, God rest his soul, would be a recent example, as would Morty the Bison in the 2001 Manitoba Telephone case.
- **Storytelling.** These campaigns are a sub-set of the previous two types, involving a continuing story with character(s) we get to know. The Oxo campaign in the UK is one of the longest-running, with a family evolving over several years, always with Oxo as part of their lives. Storytelling campaigns with well-known personalities have been very successful in Quebec. The Pepsi and Listerine Grand Prix winners in CASSIES I and II would be examples.
- **Music-Based.** This covers a lot of territory. Soft Drinks, Cars, Fast Food, and Beer have all built campaigns this way.
- **Consistent “Voice and Attitude.”** This type of campaign is held together by more subtle things than anthems, slogans, structure, and visual icons. Perhaps the most impressive was the Volkswagen advertising that started in the 60s. Individual executions were very different (some quite serious, some comical, some ironic, some dramatic) but they all had the Volkswagen voice and attitude. Brand like Nike are in this category today.
- **Core message. Customized Execution.** This is the most difficult campaign to define, because individual executions can be totally different from each other. The best CASSIES example is Dove, which built its business spectacularly. (Gold for Sustained Success CASSIES III). The campaign started with an exquisite demonstration commercial called “Litmus” with no people. This was followed by a candid-camera of women in a focus group doing the Litmus test. Then came a “talking head” of the scientist who invented Dove. Then back to another demonstration commercial—a dermatological test—of the effect of Dove on the skin.

These executions were held together by the message of mildness, an element of surprise, and a straightforward brand character. There were no continuing slogans or visual icons.

Caveats:

- It is usually not a good idea to pre-set the type of campaign that you need. Best practice is (1) define the issue (2) create the best solution (3) let the type of campaign fall out of this.
- The list above is not a checklist. There are many other types of campaign, including those that combine various of the approaches discussed.

2. **Spending Weight versus Idea Weight.** The case shows that the weight of a campaign idea can out-match sheer spending. There have been various attempts to throw light on this, using split-cable test markets. Given that “there are no rules” it would be dangerous to summarize the results into a rule of thumb, but it seems that the “campaign idea” has more effect on business results than sheer media weight. The graphs that depict this are very scattered (meaning that there is a huge range of effectiveness between one campaign and another) but the trend is clear. Interested readers can track this down in more detail via their research colleagues, or by going to such sources as the *WARC* database and *Admap*.
3. **Pre-emptive Media Timing.** To start advertising summer vacations in the depth of the Quebec winter is an excellent example of breaking away from conventional wisdom. There is a similar example of “off-peak” timing with Budweiser Beer in CASSIES III.
4. **Reach and Frequency versus Large-Space Impact.** It is almost unheard of for media planners to have enough budget to build the ideal plan. This means that they have to make a trade-off between reach, frequency and coverage—and the size/length of advertisements. The reach, frequency etc. of a “large space” plan will always be lower than for the equivalent smaller-space plan, and, although I probably shouldn’t generalize, it seems to me that “large space” effort often loses out under this pressure. The New Brunswick case, and the Grand Prix Chrysler case in CASSIES III, break that pattern. Chrysler—recognizing the need for longer commercials to tell its story—opted for virtually a full-60s TV plan despite an 18% cut in media dollars from the year before.
5. **Keeping it Simple.** The case-writer does not say if the decision to focus exclusively on warm water was easy or difficult, but it is frequently very hard to get this kind of agreement. As with Clarica and Manitoba Telephone, Tourism New Brunswick had multiple benefits to choose from, and it must have been tempting to go for a bundle of them. The evidence is clearly in favour of keeping messages simple. Despite this, Creative Strategies are frequently very complex. Why? Fear that selling power will go down if benefits are missed out. As it happens, the reverse is more likely to be true, with selling power going down as the number of messages goes up.
6. **Transcending Advertising.** This does happen, but it is rare. It happened with “Joe’s Rant” for Molson Canadian, and Morty the Bison for Manitoba telephone. It happened for Wendy’s “Where’s the Beef?” and Budweiser’s “Whassuuuup?” Richmond Savings (CASSIES III) also got tremendous benefit from the publicity surrounding the “Humungous Bank” campaign. Generally, the companies and agencies getting this publicity are pleased (though there are usually some naysayers who suggest that it is not necessarily building the business). The new incarnation of this thinking is viral marketing, where the message spreads by taking on a life of its own. There has not yet been a CASSIES case on this.