

# Cassies 2005 Cases

**Brand: Whiskas: The Cat's Meow**

**Winner: Off To A Good Start—Certificate Of Excellence**

**Client Credits: Effem Inc.**

Don Robinson, President  
Robert Noxon, Franchise Director, Petcare  
Glenn Busby, Group Franchise Manager, Whiskas

**Agency Credits: TBWA\ Toronto**

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Mike Blackmore, Copywriter  
Jeff MacEachern, Art Director

**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](http://www.cassies.ca)

- Crossover Note 1. What a Brand Stands For.
- Crossover Note 2. Brand Truths.
- Crossover Note 6. Should the product be improved?
- Crossover Note 7. Fighting for the Same High Ground.
- Crossover Note 11. The Eureka Insight.
- Crossover Note 16. When a campaign stumbles.

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

## EXECUTIVE SUMMARY

**Business Results Period (Consecutive Months):** March 2004 – December 2004.

**Start of Advertising/Communication Effort:** February 25, 2004.

**Base Period for Comparison:** January 2003 – December 2003.

What does it take to own a market position? How does a brand do this while defending itself in a rapidly evolving marketplace? These were the questions facing Effem Inc. and Whiskas in early 2003.

This case outlines how the Whiskas brand was refocused around a single strategic vision. This led to the “Cats Crave Whiskas” campaign, improved brand equity, and made Whiskas the fastest growing cat food brand in Canada in 2004. All told, the franchise grew by 19% outperforming Iams and Purina and the market as a whole.

It was exactly the start Whiskas needed, from being a brand without direction to a brand on the rise.

## SITUATION ANALYSIS

Whiskas hit the shelves in 1986 and soon became one of Canada’s leading cat foods. The focus was always superior taste. This worked well through the mid-90s. Then, consumers became concerned about cat health and nutrition, and began demanding higher nutritional standards from their cat foods. In response, Whiskas switched to a dual brand position: *Great Tasting Nourishment*. **Crossover Note 1**. Subsequent research, however, showed that this was not resonating. Sales were flat, and Whiskas was not improving its Brand Equity for taste *or* nutrition.

Meanwhile, the market was becoming increasingly competitive. First, premium health brands came into the mass channels. The most significant entry was Iams, in Spring of 2000. It had established itself as a nutrition brand in specialty channels, and it came into grocery stores with massive support from new parent company Procter and Gamble.

Second, Nestlé Purina launched nutrition-focused sub-brands: Purina ONE in mass channels and Purina Pro Plan in specialty. Taste wasn’t abandoned either, with the 2003 re-launch of Meow Mix and Friskies. Finally, Whiskas was in three segments—Dry, Wet, and Snacks and Treats—while most new entrants were not. This meant that Whiskas had different competitors by category.

With new entrants and established players aligning in distinct competitive sets, Whiskas had a positioning problem. **Crossover Note 7**. The effort to stand for Taste and Nutrition meant that it was not standing for *anything*. Iams, its largest brand competitor, was outpacing it, and Whiskas was stalled. To reinvigorate Whiskas, 2004 was set as a breakthrough year.

## STRATEGY & INSIGHT

The team took a step back. **Crossover Note 16.** Taste had always been at the core of the brand, and Whiskas had strayed away from this. We decided it was time to refocus effort around the “brand truth” of taste. **Crossover Note 2.**

We talked to our target: women 25 to 54, with a “parent-teen” relationship with their cat. Conventional advertising was based on the premise that owners know what’s best for their cats. Owners confirmed this, adding that they love their foibles and independence, and wouldn’t change a thing about them. Then we suddenly saw another way of looking at this: our target would be willing to remain loyal to a brand if the cat likes it.

This was the insight. To position taste from the cat’s point of view. **Crossover Note 11.**

We knew that Whiskas had great-tasting dry, wet, and treat products. **Crossover Note 6.** So we decided to show that cats don’t just prefer Whiskas, they love it. In other words:

### “Cats Crave Whiskas”

This led to three objectives, set in early 2004:

- 1) Establish a Single Brand Focus
  - Own the strategic territory of taste preference
- 2) Achieve Breakthrough Consumer Trial
  - Develop compelling creative to drive rates of trial of all Whiskas Products
- 3) Achieve Record Share Growth
  - Turn increased trial into sustained market share by gaining loyal consumers

## D. EXECUTION

We needed advertising that would re-establish taste. First, we had to decide on tone and manner. Cats had to be clever, bold, and in control of their food choice, going to great lengths to get it. Executions had to be smart, and a bit cheeky. They would tread a fine line between the believably extraordinary, and the ridiculously fantastic. We showed cats in their most feline moments—agile, clever and daring. Extraordinary cats, but not super cats. Owners needed to be able to say, “my cat could do that.”

Second, we had to make the food appealing. This is difficult: a) consumers don’t eat it, and b) they rarely find product sequences compelling. How could we convey great taste? First, we used anthropomorphic language, such as meaty, tender, fresh and savoury. Second, (helped by research) we opted to forgo the conventional ‘cut to demonstration,’ and we integrated the sequence into the action.

The result: three executions – for Climby (Dry), Smokey (Wet), and Jumpy (Treats). They were all highly watchable, delivering the cute cat moments our audience loves, while placing the products and brand at the centre of the story.

## BUSINESS RESULTS

The goal was 7% sales growth for the franchise as a whole in 2004; in a market growing at 7%. Whiskas blew past this, with 19% growth:

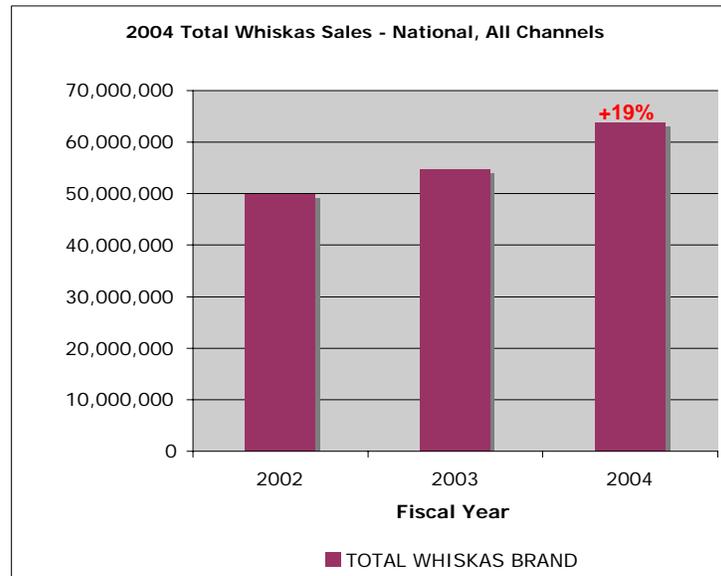


Exhibit 1: Whiskas Total Sales. Source: ACNielsen

In the three segments in which Whiskas competes, results were equally impressive:

### 1) Whiskas Dry Cat Food

Whiskas grew 20% – keeping pace with market leader Iams, and increasing its lead on third place Purina Cat Chow.

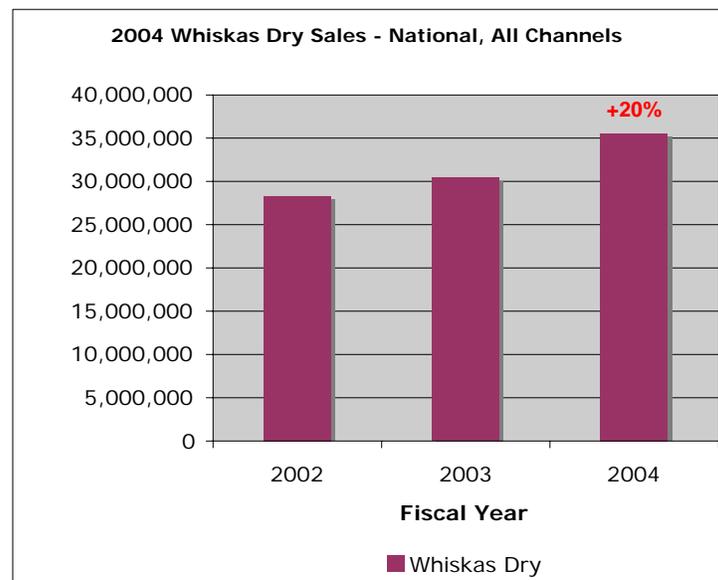


Exhibit 2: Whiskas Dry Sales versus Key Competitors. Source: ACNielsen.

## 2) Whiskas Temptations Cat Treats

Whiskas was already the leading brand. It extended its lead over Pounce and Luv – the second and third ranked treats – growing at 37%, and hitting a record 53.2% share.

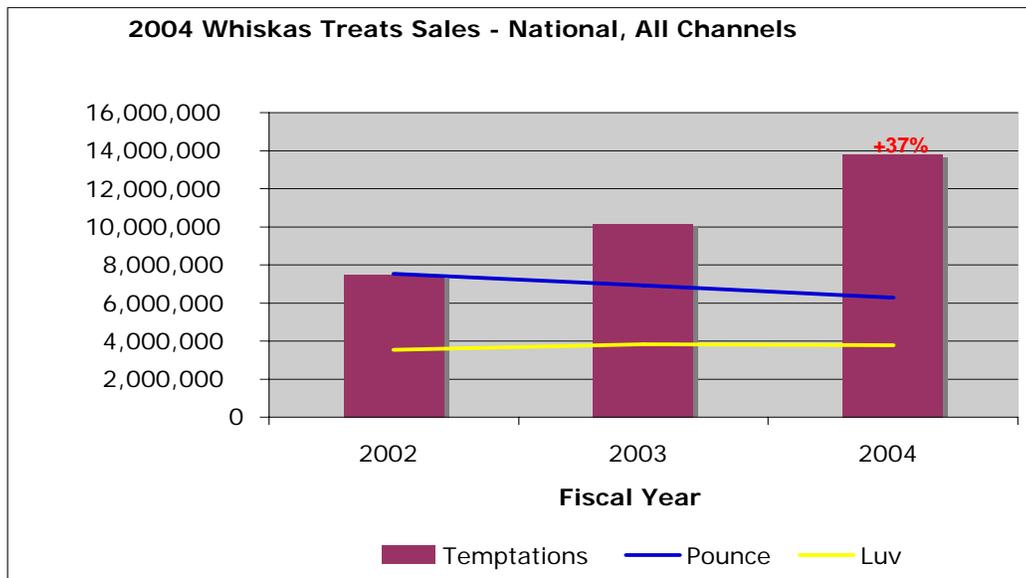


Exhibit 3: Whiskas Temptations Sales versus Key Competitors. Source: ACNielsen.

## 3) Whiskas Wet

Finally, Whiskas Wet overcame the challenges presented by the outbreak of BSE, and grew at 2% for the year. Initially, support behind Whiskas Wet was cancelled, and creative for Wet didn't launch until the middle of the year. It featured the Wet Pouch, which grew by 9%, and the growth continued even after media support ended.

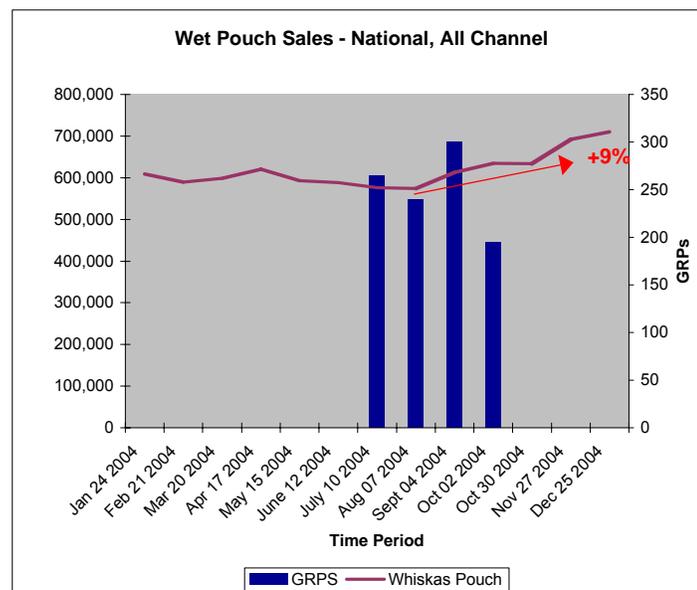
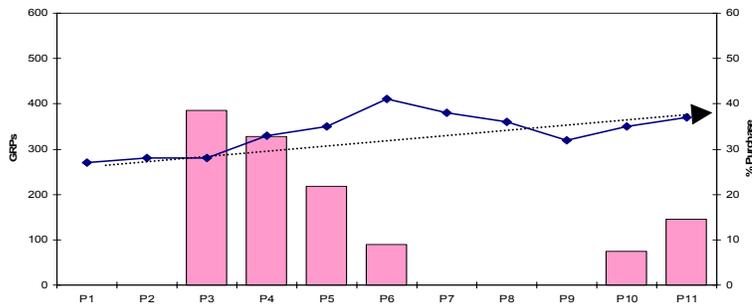


Exhibit 5: Whiskas Pouch Sales Growth post creative support. Sources: ACNielsen, internal data

### Trial and Loyalty

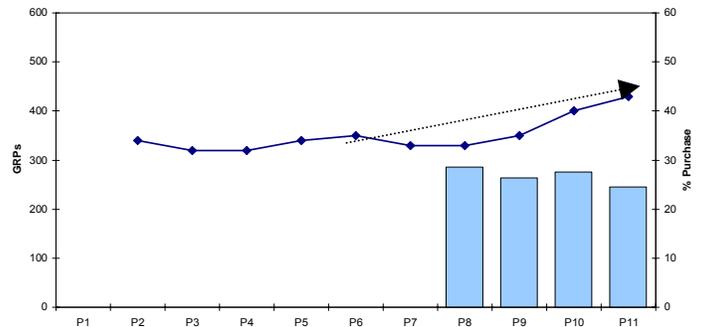
These results parallel increases in trial and loyalty. Excluding Whiskas Wet offerings (due to the BSE challenges) trial on Whiskas brands increased strongly.

Exhibit 6: Whiskas Dry: P6M Purchase



Whiskas Dry increased claimed past six-month purchase significantly from campaign launch to the end of the campaign period, indicating increased trial; increasing from 28% to 41%. Source: Sklar Wilton

Exhibit 7: Whiskas Temptations: P6M



Whiskas Temptations also increased claimed past six-month purchase significantly from campaign launch to the end of the campaign period, indicating increased trial; increasing from 32% to 42%. Source: Sklar Wilton

Using *consumers claiming Whiskas as their regular brand* as a proxy, marked increases in loyalty are apparent when the campaign was in market.



Exhibit 8: In-Market Tracking. Consumers Claiming Whiskas as Regular Brand. Source: Sklar Wilton

Further, the percent of consumers buying Whiskas in all three segments more than doubled, from 7% to 15%.

### Media Investment

Whiskas invested heavily behind the ‘Cats Crave’ campaign, starting with an initial media budget of just under \$3 million. When early sales and in-market tracking results showed strong results, we added investment behind Whiskas Wet, increasing total campaign investment.

However, Whiskas’ total communications spending did not match the total of either Iams or Purina.

Above-the-line media investment compares as follows:

<b>Cat Food Media Investment (2004 '000s)</b>			
	Iams	Whiskas	Nestlé Purina
2004	\$1204.9	\$4201.4	\$1850.5

Table 1: 2004 Cat Food Media Investment. Source: ACNielsen

However, both Iams and Purina had extensive below-the-line programs. These ranged from targeted direct and viral marketing, to national promotional tours and sponsorships, giving them overall spending leadership in their categories.

## CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS

### Point 1 – From Creative Pre-Testing:

Purchase Intent increased significantly. This was indicated by token allocation, which measures sample funds applied to a brand before and after exposure to creative.

<b>Measured Token Allocation</b>			
	Pre-Exposure	Post Exposure	Increase
Climby (Dry)	2.16	3.63	68%
Jumpy (Treats)	3.15	5.43	72%
Smokey (Wet)	1.74	3.4	96%

Table 2: Change in Purchase Intent. Source: AdLab, Camelford Graham, 2004

This was supported by strong message communication [Results were supplied.]

### Point 2 – From the Market

All three executions delivered strong advertising recall. Consumers even reported seeing them when they were either off air or at lower weights.

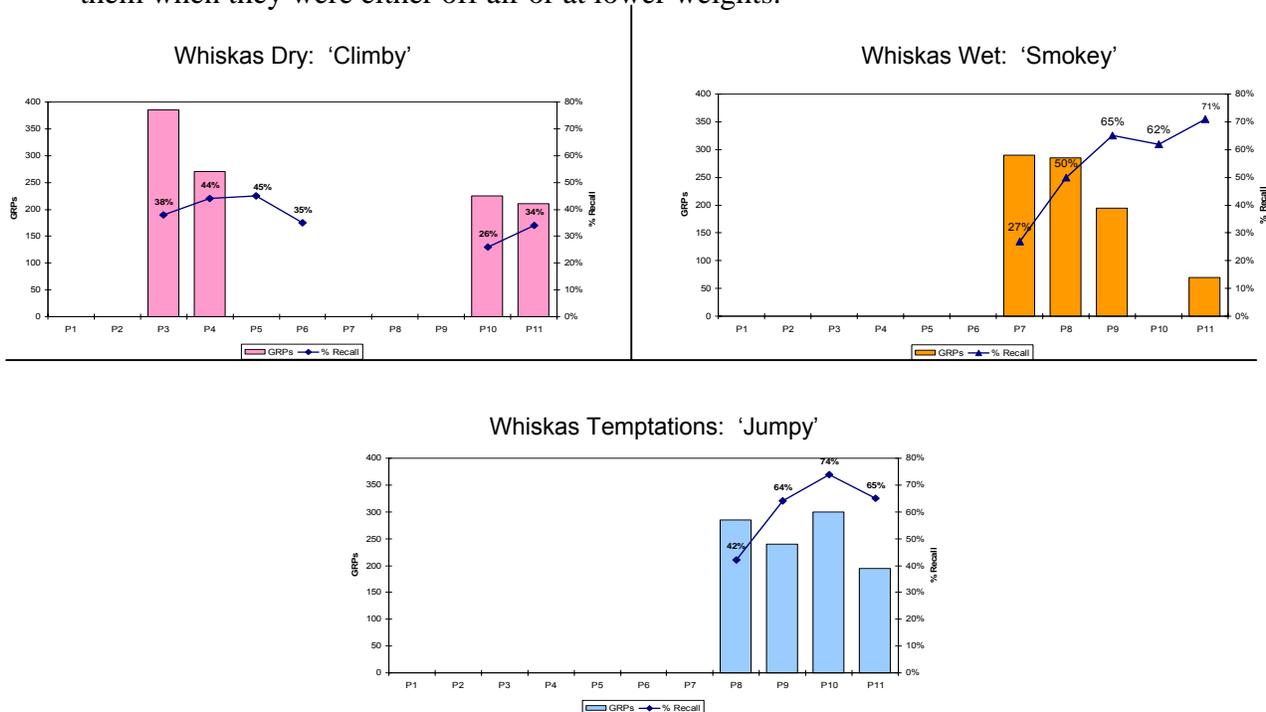


Exhibit 10: Prompted Ad Recall. Source: Sklar Wilton

Consumers were also playing back that Whiskas has the taste cats prefer (Exhibit 11). And taste equities maintained their upward trend even with reduced media weight.

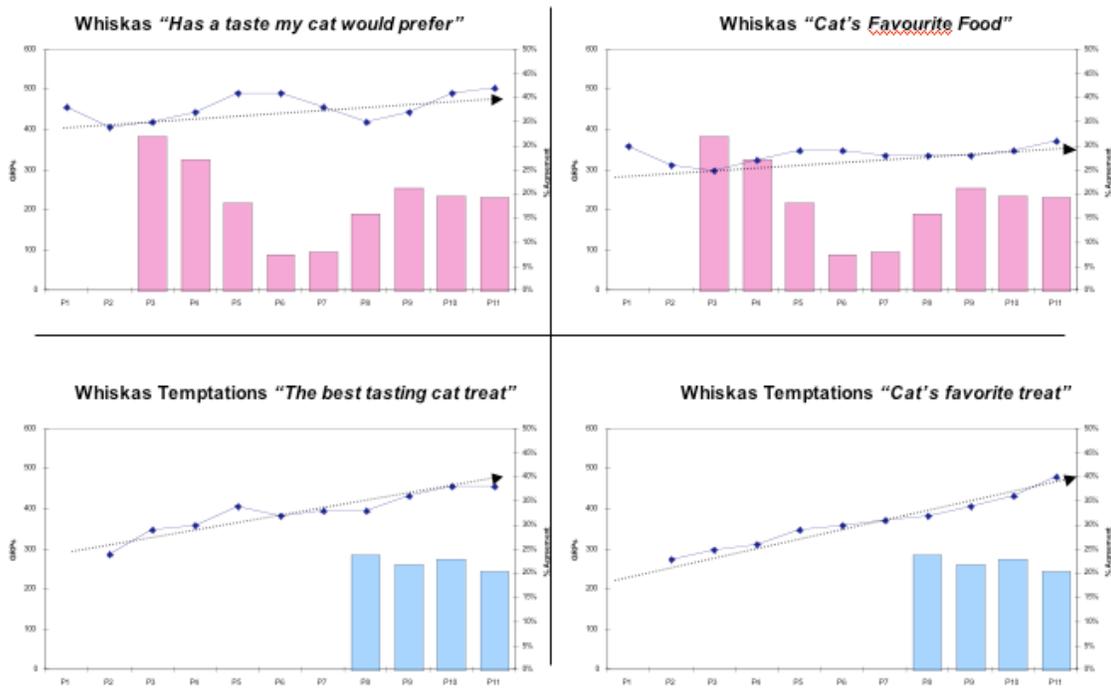


Exhibit 11: In Market Equity Tracking. Source: Sklar Wilton

Finally, the sharp increases in purchase intent were duplicated in market. Purchase intent towards Whiskas increased over the length of the campaign, with marked increases when the executions were on air (Exhibit 12).

Exhibit 12: Whiskas In-Market Purchase Intent. Source: Sklar Wilton



**Point 3 – No other Variables.**  
[Information was supplied.]

End of Case. Crossover Notes follow.

## INTRODUCTION TO CROSSOVER NOTES — CASSIES 2005

[For Whiskas]

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](http://www.ica.adbeast.com).***

## INDEX OF CROSSOVER NOTES FOR CASSIES 2005

<b>All Cases</b>	<b>Whiskas</b>
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.	
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26. Awareness Alone.	
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31. Transcending Advertising.	
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34. Longer and Broader Effects, and <b>A Closing Thought.</b>	

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

## WHISKAS. 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.<sup>1</sup> 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.<sup>2</sup>

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.

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

<sup>2</sup> How do you do this, and evolve? See *Excellence in Brand Communication*: [www.ica.adbeast.com](http://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*.”<sup>3</sup>

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](#).

- 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.<sup>4</sup>

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.

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<sup>3</sup> 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.

<sup>4</sup> 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.
- 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, 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.

- 7. Fighting for the Same High Ground.** Some people feel that a brand should not fight for high ground already held by a competitor. It comes out as "our positioning has to be unique." This sounds so right, how can it be wrong? Consider Cassies III. Lever wanted to pre-empt the arrival of P&G's Oil of Olay bar from the US, and decided to kick-start Dove sales via new advertising. They had a spectacular product demonstration. Dove is not a soap, and when it is subjected to litmus paper, the colour does not change. With soaps—including Ivory—the paper turns an ugly blue. But this is essentially a mildness demonstration, and Ivory owned mildness. Some heavy hitters in international management (at the client and agency) predicted disaster if Dove took on Ivory.

But Dove attacked anyway. At the start of the case, Dove and Ivory had the same dollar share. Four years later Dove's dollar sales were up 73%, and Ivory had dropped to half of Dove's dollar share.

And how do you decide whether to attack or not? On winnability. Yes, Ivory held the mildness position, but with "litmus" Dove had a superb claim on that territory.

The key is how you think about distinctiveness. It does *not* have to come from positioning. Consider Duracell and Energizer. Duracell was the first brand to stake out "lasts longer," and Energizer (believing they could not attack this high ground) languished in other territory for years. Eventually they decided to attack, and the Energizer Bunny has been going and going ever since. Both brands have the high ground positioning. They get their distinctiveness from execution.

One last variation on this theme. Sunlight wanted to attack Tide on cleaning, but decided that a frontal assault on such a powerful brand would fail. They still attacked, however, but they re-defined "clean" as the joy of getting dirty. This brilliant insight helped them win the Grand Prix in Cassies 99.

I'm not saying you should always attack a competitor on the high ground. There are many Cassies successes based on side-stepping or re-defining the high ground. Cottonelle, Desjardins, Gaz Metro and Réno Dépôt did this in Cassies 2004. Cruisin' to Win, Crescendo, Whiskas, Twix, Moores and Lotto 6/49 did this in Cassies 2005. Even so, I think the high ground is still one of the first places you should look.

#### **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.<sup>5</sup> 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.

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

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.)

End of Whiskas Crossover Notes