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MEDIA

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6 plans that really connected
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THE NEW BREED

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their top grads

HOW IDEAS ARE BORN

NURTURING CREATIVITY IN MARKETING DEPARTMENTS

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We pick our favourite plans of the year and talk to the people behind them

Make your old stuff pay for your new



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On the cover

When brainstorming ways to illustrate the "big idea" on our cover, the *strategy* team kept coming back to those roly-poly yellow- and blue-suited fellows featured in DDB Canada's advertising as of late. So we approached the Vancouver agency to help us highlight an article regarding how marketers and agencies nurture creativity in the workplace. And who better to show us where big ideas come from than the parents of the blue and yellow guys themselves? Dean Lee and James Lee are the creative team behind the campaign, which connotes DDB Vancouver's "pursuit and love of the big idea." With the help of Steve Holmes' Photoshop skills, the Lee brothers produced our cover using multiple existing images.



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Motivation can lead to profits

Innovation is everything, right? Well, the only way you'll innovate is if the brains within your organization have a nurturing, safe environment to think big. Everyone's talking about it.

But translating the people-matter-most philosophy into a day-to-day business model has to be difficult: otherwise, why would so many companies struggle with it? Even in ad agencies, where all would seem fun and games if you went by the dedicated space for play found in most, it's got to be a challenge. You hear about cut-throat behaviour at shops all the time, and sometimes you can smell the ego the minute you walk in the door.

This is disheartening in an industry where creative output is everything, and it's one of the reasons we decided to focus our Biz feature, starting on page 11, on how companies and agencies cultivate unconventional thinking. Some firms, like Pfizer, which actually schedules time for pondering and has a policy to shut down e-mail and voice mail after hours, have made it a priority.

And they should, because research not only suggests employees are most productive in positive environments, but also that the correlation between happy workers and profit is definitive. Yet, it seems to be a truth some employers can't – or won't – comprehend, so in the hope of making it stick, here are some of the latest findings.

Teresa Amabile, head of the Harvard Business School's Entrepreneurial Management Unit, has spent eight years analyzing more than 12,000 daily journal entries from 200-plus

staffers at high-tech, CPG and chemical firms. She found that folks are least creative when deadline pressure looms, and that managers need to protect staff from office politics, among other things, if they plan to harvest exceptional ideas.

Meanwhile, the recently published book, *The Enthusiastic Employee: How Companies Profit by Giving Workers What*

They Want, shows that out of 28 companies employing 920,000 people, the share price of the 14 firms considered to have "high morale" increased an average of 16% in 2004, versus those companies' industry average increases of 6%. Meanwhile, half a dozen "low-morale" corporations saw prices inch up only 3%, against overall industry averages of 16%. (Industry comparisons were based on data from over 9,000 companies.)

The book, by David Sirota, of Purchase, N.Y.-based Sirota Consulting, Louis A. Mischkind and Michael Irwin Meltzer, suggests the performance of "the whole," meaning an entire company or department, is better served if leaders promote teamwork. On the other hand, conflicts within teams (or between departments) can be incapacitating. Teamwork is particularly crucial when you consider that the big idea can come from anywhere, so you want to make sure all parties in all departments can contribute – and feel safe doing so.

That's a point to keep in mind as you go about hiring young talent this spring. Starting on page 17, we profile eight university grads who, especially in today's world of consumer hegemony, you should listen to. Some marketers already have, like Pfizer, which hired student Hani AlAita as a part-time associate brand manager.

AlAita, who will join Pfizer full-time upon graduation, has been working on Reactine, and came up with the notion of introducing a mobile component for the brand. The pharmaceutical giant has since implemented "Reactine Pollen Alerts" text message alerts. Good idea, ain't it?

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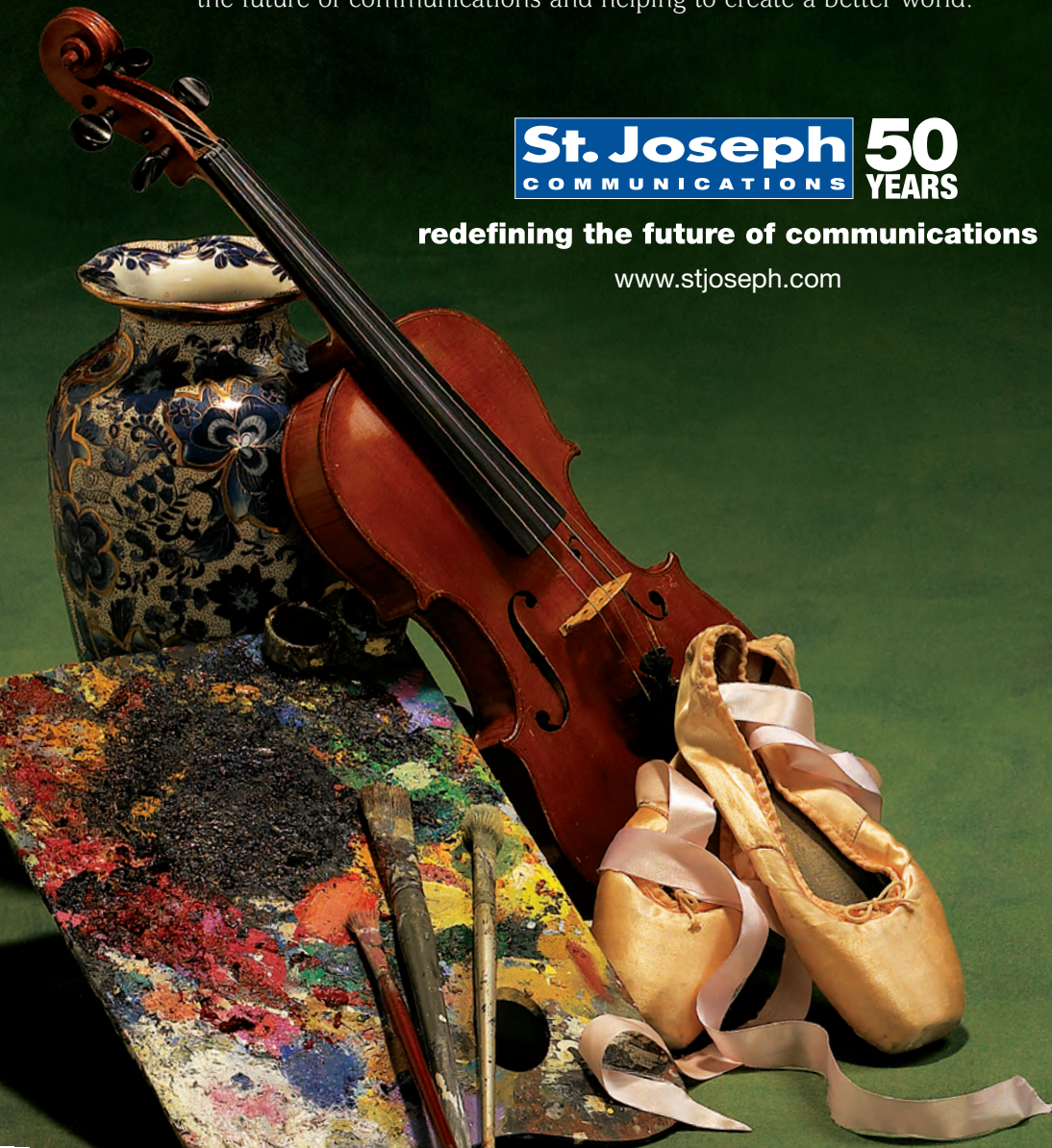
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Chillin' in the Kraft kitchen

Did you know you could make a chocolate sauce using frozen Cool Whip? Pop it in the microwave with some Baker's Chocolate cubes, stir, and pour.

This and other handy tips were gleaned during a recent tour of Kraft's Toronto HQ, home to the only Canadian outpost of the five Kraft Kitchen centres in North America. (There are actually several kitchens and one room just for beverage tasting, replete with coffee spittoons.)

I was there to interview Kraft Canada president Dino Bianco for the first article in our new Where Next series. The series, which kicks off next issue, will take you inside some of Canada's largest marketing-driven organizations to hear the folks at the top identify their priorities and challenges, and the key factors driving their product development and communications strategy.

In addition to seeing what's cooking post restructuring at this mega food corp. with its "household name" stable of brands, we were also interested in Kraft's CRM program. While canvassing the industry for great brands for our Understanding Women conference (coming up

May 10), the Kraft's *What's Cooking* mag and site were frequent mentions. Check out the site and you'll find a nifty feature wherein you type in ingredients you have on hand, and they flip you a recipe. And while no one can solve hunger with just garlic and

olives, it was at that moment I knew why Kraft's name kept coming up when we asked: "Who has been taking a 'solutions' approach?"

That's the guiding principle behind the brands we've invited to share their learning at *strategy's* confab next month. They're the ones observing women's needs, and providing relevant solutions. They're communicating on her time and terms. And they're largely trailblazing in these areas.

One of the societal shifts that Bianco identified as an increasing focus is the boomer market. This was echoed by other categories –from Reitmans to entertainment brands. One media exec noted that there's currently a huge chasm between the creative execution and the media target in this area, and summed up the disconnect as: "Marketers are trying to speak to that boomer audience, but are afraid to be seen to do so. They know it's an aging population, but don't know how to deal with it."

To help with that, we've invited Martha Barletta, author of *Marketing to Women: How to Understand, Reach and Increase Your Share of the Largest Market Segment*, to keynote UW. The CEO of Illinois-based Trendsight Group will focus on the booming boomer market, and how best to connect with the 55+ woman. Barletta, who started on the brand management side at Clorox, also had a stint as VP, account director at FCB, Chicago, where she managed campaigns for Kraft Mac & Cheese which won Kraft's internal excellence awards. So, we keep coming back to KD. And it seems like we've been craving convenience for longer than the marketplace has delivered.

Our Understanding Women agenda will cover the revved up convenience obsession, as well as the power of communities. And for further Understanding, W Network's Shelley Findlay will share fresh research on Canadian women, and will be joined by other Canadian marketers who have used innovative methods to tap into consumer insight.

Jokingly (although not entirely), as we pondered some of these strategies and trends – Home Depot marketing to women, Trojan creating a product line just for women, the fact that women's emerging digital media adoption rate is second only to teens, and that a woman is more likely to be the boss than a stay-at-home mom – I've been dubbing this societal shift as "Women are the new Men." Something to think about, as you Swiffer your TiVo....

Cheer,mm

Mary Maddever, executive editor, *strategy/MIC*

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PAGE S59

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On the go:
Reaching the road warrior



UPCOMING SUPPLEMENTS

June 2006

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See page 10 for more info

*when Grolsch
turned to radio,
they got resultsch.*



When the brewers at Grolsch tapped into radio, sales began to pour in. Using radio's immediacy, they reached potential customers at specific and opportune times. The results? Double digit sales growth and a fivefold increase in brand awareness. Not surprisingly, Grolsch is continuing its radio campaign this year. That's worth raising a glass to. If you like these numbers, call 1-800-ON RADIO or visit www.rmb.ca to find out more and get radio working for you.



"Things we believed in

DIFFERENT RULES

Q's with...

Rishad Tobaccowala

CEO Denuo/CIO Publicis Media Group, New York



Media guru Rishad Tobaccowala is not only the chief innovation officer of Publicis Media Group (PMG), which oversees global networks like Starcom MediaVest and ZenithOptimedia. He's

also the CEO of Denuo, PMG's future practice which strives to anticipate and respond to trends in digital, interactive, and evolving traditional disciplines.

Before giving a speech entitled "Brave New Waves" at the CMDC conference in Toronto on March 28, Tobaccowala shared his vision of the future with *strategy*.

What are the "Brave New Waves"?

It is not the brave new wave of technology. It is that people are increasingly empowered with technology, by technology.

In a world that is broadband, a world that is wireless – tell me the difference between local, national, and global? In a world where people are time shifting and ordering stuff on-demand, what does a time period mean? In a world where media and creative work together – what does a standard like 30 seconds or print ads mean?

It's not like those things are going away, but they're operating under different rules of behaviour. I call that the collapse of the marketing spine. In this world, things we believed in are getting very fuzzy.

There are certain pathways in moving forward, things like providing people with value, making things more participatory, and integration.

With clients demanding proof of ROI and effectiveness, how do you justify these new tactics when there aren't any numbers to back them up?

You don't do it by threatening them. There are parts of new media where there is enough of a track record. If people ask me does Internet advertising work, does search work – I'll say, "yes it works and I'll give you 50 case studies. Do you need more?"

Today in North America 16% of people's time is spent on digital media while advertisers are spending 4% of their budgets on digital media. Don't you think you need to go and figure out how that works? Or do you believe that sitting in a place that may eventually only account for 60% or 65% of media usage is good enough?

The final thing I tell marketers is you are all behaving like accountants and CFOs. A marketer needs to manage the revenue line and they need to manage the imagination line. In the agency business we only know of two ways of talking to clients: We are either supplicants or unnecessarily arrogant. Why can't you talk with confidence? If someone says: "Prove to me this works," I say: "I'm going to work with other people who are going to do this and not waste my time proving to you that it works, because frankly I have other things to do in life." **PS**

EMI bets on poker connection

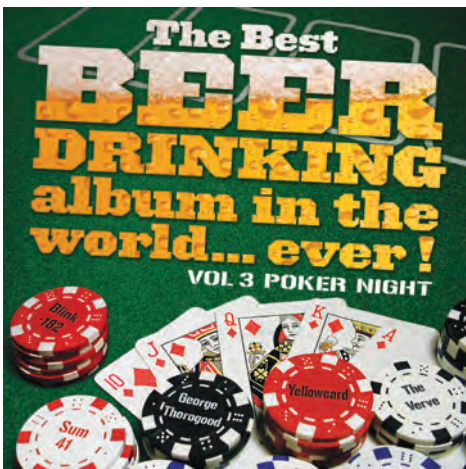
The minds at EMI Music Canada obviously know a sweet sponsorship deal when they see one. This time, it comes via The Party Poker Canadian Poker Championship.

Produced by Toronto-based CBN Newsroom Productions, a 10-week series based on the championship, which was shot in the Bahamas, is currently

being broadcast on Global, CH and The Men's Channel. EMI has signed up to promote a new compilation CD called *Poker Night*, as well as Canadian band Idle Sons.

"We knew a major network was airing the show, so the potential to get the band in front of all those eyeballs was a no-brainer," says Paul Shaver, VP marketing for Capitol/Virgin. The band, whose track "Tell Me" is on the soundtrack, will be promoted every episode,

with its songs running through the credits. EMI will also air two TV spots during the program, one apiece for Idle Sons and the compilation CD, which EMI hopes will become the music of choice during poker get-togethers across Canada, according to EMI director of marketing Roger Bartel. It is the third volume in EMI's *The Best Beer Drinking Album in the World...Ever* CD series. Unlike the previous offerings, which were geared at male classic rock fans, *Poker Night* is aimed at 25-34s. LD



Brilliant! In-store marketing

◀ By John Torella ▶



TOD's

Presented by Kiki Lab, Italy

TOD's, an Italian shoes and luxury accessories retailer, has successfully integrated the language and culture of its maker (Italian) and market (Japanese) with the essential values of the TOD's brand (nature, artisanship, and innovation) at its Tokyo flagship. The external structure is fashioned after a zelkova tree (Japanese elm) and expresses these values, while inside the store, the artisan image is reinforced by the exhibition of traditional tools used in shoemaking as well as personalized service. Also, the 27,400-sq.-ft. seven-floor building integrates the sales space, the office and event areas, bringing employees who are not involved with sales closer to customers, and putting customers in contact with the company's everyday life.

are getting very fuzzy”

WATER COOLER

Now that's really different...

With its new campaign, “Spring starts with Canadian Tire,” the iconic retailer aims to stay true to its brand character and position itself as a destination for new, exciting products, all while adding some wit and humour to its messaging. Do you think it has hit on a winning combination?

45.1% YES 41.2% NO 13.7% MAYBE



Tell Us About Us's yacht caper

If strategically planned pizzazz is a surefire way to raise a company's profile, why not up the ante by staging pizzazz aplenty aboard a luxury yacht? That's what the folks at customer research firm Tell Us About Us thought when they learned that the venue for an upcoming conference would be balmy Fort Lauderdale, Fla. Normally, says



Gompf with his brother Kirby, the firm's business development manager

Winnipeg-based TUAU president Tyler Gompf, the annual meeting of the Institute for International Research is...well, he actually used a euphemism for “boring.” He spied an opp to position the

firm “as young, fun and exciting” – plus “get some quality face time” with some of the Fortune 500 attendees, which normally takes months of effort to achieve.

So, ROI-wise, did the yacht caper, which cost under \$20,000, pay off? Definitely, says Gompf. Wining and dining nearly 100 key people during the late-February cruise has already resulted in lining up three formal pitch meetings with U.S.-based credit card, insurance and financial services companies, any of which, if landed, says Gompf, would lead to contracts “starting at six figures minimum.” Whichever new clients decide to sail with TUAU will join a roster that includes Dunkin' Donuts, Subway, and American Greetings, among others. –Terry Poulton

Consumers make most purchase decisions at retail, so we thought it would be a good time to search far and wide for in-store environments that sizzle. Our guest editor John Torella, senior partner of the Toronto-based retail consultancy J.C. Williams Group, found three stars that are pushing the retail environment to the next level.



Clube Chocolate

Presented by Gouvêa De Souza & MD, Brazil

Clube Chocolate's 22,000-sq-ft Sao Paulo concept store focuses on lifestyle and houses a vast product assortment. Categories (inc. apparel, electronics, and fruits, to name a few) are cross-merchandised in a clear lifestyle proposition. Modern and sophisticated in both its architecture and merchandising, the store includes a jewelry area, multi-media zone, and an erotic boutique for women. There's also a bar and French restaurant.

B

Maytag, the number three U.S. manufacturer of home appliances, has created an exciting “try before you buy” model, where customers can see, hear, and try appliances before opening their wallets. The new stores offer boutique-like shopping as merchandise is displayed in “vignettes” of home kitchens and laundry rooms, where customers can test the fully functional appliances by baking cookies in the Jenn-Air kitchen; cleaning dishes to hear how quietly the dishwasher runs; or even doing a load of their dirtiest laundry to see how well the washing machine removes stains.

Maytag Appliances has combined the feeling of an appliance department, with a mom-and-pop atmosphere. Maytag Stores also feature wider aisles, bright décor, appliances experts, and a child's play area to keep kids safely occupied while their parents shop.

Maytag Demonstration Stores

Presented by McMillan/Doolittle, U.S.



C

The Definitive Handbook for Canadian Marketers

It will be the go-to resource for marketers looking for agencies of all disciplines, including: creative, media, direct, interactive, and PR.



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► Series: **The war within**

biz.

This is the final article in a series that focuses on overcoming the obstacles marketers regularly face within their own organizations.



GOT A CREATIVE CREATIVE PROCESS?

Fostering creativity in an ROI-focused, cubicle-ridden environment ain't easy. Here's how to get your team's juices flowing

Rumpelstiltskin's managerial style definitely wouldn't cut it in today's business world.

But his success in getting his staff to spin straw into gold on demand would be the envy of marketers and agencies alike – if you substitute brain power for straw and competition-clobbering creativity for gold.

We asked industry experts what they do to get the creative juices flowing within their own cubicled hives and how they ensure that the results are profitably channeled.

Sandra Enns Arnell, CD for the D71 and dramatic networks divisions at Toronto's Alliance Atlantis Communications, starkly expresses exactly what's at stake in this context: "Creativity and innovation are vital because only the strongest brands will survive."

Everyone agrees that the "gold" that captures today's ad-besieged consumers is innovative distinctiveness. What's not as well understood is how to produce this treasure with Rumpelstiltskinian reliability.

Yet all our interviewees concur with brand consultant Mike Welling that there's never been a greater need to stimulate the steady production of creative ideas "because now, people are so pushed they don't feel they can look at the big picture in growing their brands."

"And many [marketers] know they're not creating the circumstances that make it easy for their agency partners to do great stuff," says the former VP of brand development in Unilever Canada's food division.

You need to set up times when your people actually can think up things from out of nowhere

Now a principal at Toronto's Level⁵ Strategic Brand Advisors, Welling says he and his colleagues work with clients in the manufacturing, telecommunications, financial services and computer gaming industries. "And it never ceases to amaze us the number of people

◀ By Terry Poulton ▶

who, because of the silo mentality, don't leverage their internal resources to collaboratively come up with ideas and strategies."

Adds Ian Mirlin, CCO at the Toronto headquarters of MacLaren McCann, there's a mistaken assumption that creativity is solely the responsibility of the creative department.

"That's wrong," he says, "because what's needed is to capitalize on all the talent cross-departmentally in an environment that allows everyone to bring their best to the table. And that includes fresh perspectives from people who may not be on your formal creative team."

Here is more sage advice from Mirlin, Welling and other marketers and agency experts. All are dreaming up techniques to foster creativity within their own walls.

SCHEDULE EUREKA TIME

"No one knows where innovative thinking comes from," notes Graham Robertson, director of marketing, consumer health care at Toronto-based Pfizer Canada. "A lot of times, it comes from out of nowhere. So you need to set up times when your people actually can think up things from out of nowhere."

In his division, Robertson says that means scheduling what they call "no meeting" Thursday afternoon sessions for which staffers are invited to the company cafeteria, away from distractions.

"Each session is hosted by a specific brand, which poses a particular problem and makes a game out of getting people to solve it," he explains. "For example, the Reactine team might pose a riddle having to do with taking advantage of the [antihistamine] product's non-drowsy effect."

To foster both creativity and "work/life balance," says Robertson, his division also recently became the first unit of Pfizer

worldwide to ban all e-mails and voice mails on weekends and after 6 p.m. on week days. As well, no meetings are scheduled past 4:30pm.

"After all," he explains, "if you're sending out e-mails at 10:36 p.m., how can you possibly be fresh when you get in at 8:30 the next day?"

Having this mandatory 12-hour break has translated into not only a higher-quality flow of ideas, says Robertson, but also a morale boost that saw the results of the company's annual internal survey soar from 67% who said they were proud to work for Pfizer to 97%. (See sidebar below for some interesting empirical back-up for such policies.)

BLUE SKY IT

Encourage your people to think as big and as boldly as they possibly can, initially "blue skying" every concept as if budgets were no object, advises Muriel Solomon, Alliance Atlantis's director of marketing and publicity for lifestyle channels.

"What's interesting is how much broader the thinking of our creative team has become," notes Alliance's Enns Arnell. "When they approach a campaign now, they're thinking of viral, mobile content, innovative media possibilities, guerrilla marketing stunts. Their purview has had to extend to all these areas."

What has that broadening effect led to? Plenty, says Solomon. She points to the concept of Mike Holmes, host of renovation show *Holmes on Homes*, becoming a comic book superhero. "We dominated subway interiors and had Mike Holmes lookalikes at consumer shows to distribute postcards featuring our print creative and renovation tips."

CREATE EGO-FREE ZONES

"If anyone tries to intimidate others to show that they're the big cheese," says Welling, "that's not going to be a great catalyst to getting people to contribute."

So, to ensure that the lower-downs aren't too inhibited to freely voice their thoughts, Mirlin says "always remember what Quincy Jones told all the musical greats who were recording 'We Are the World' – to check their egos at the door because the only star in the room was the song."

"We tell people 'Check your egos at the door because the only hero in this room is the idea.'"

Enns Arnell concurs and believes "the most important thing in any brainstorm session is to create a safe and supportive environment." So make sure your people know that "there really is no such thing as a bad idea."

As well, she adds, it's important to keep in mind that a good idea can come from anyone. "It doesn't really matter where an idea comes from as long as it's the right idea for the campaign."

Henry Wong, CD at Toronto's Campbell Michener & Lee agency, agrees, saying that "what creativity is really all about is being able to break from the formula. So the best ideas [may come from non-creatives who] see things from a completely different perspective."

That's why he says people "who have nothing



When the B.C. Dairy monster campaign was still in its infancy, it was subject to a peer review process at DDB

to do with a particular project but chime in anyway, and perhaps provide the spark of an idea" are valued. This happens not only during informal chats at the agency, but also at lunch sessions on specific challenges.

"We got some great stuff, for instance, out of [a recent lunch session] about possible innovative uses for Benecol, which is a cholesterol-reducing margarine product."

Wong also believes in allowing staffers to take water cooler breaks to get them thinking freely. "My responsibility is to create a breeding ground for ideas," says Wong. "[That's why] I encourage Monday morning water cooler time. Instead of people [going straight] to work, we talk about whatever we did over the weekend."

"It's really surprising how much you learn about parts of life other than advertising – whether it's rock climbing or someone planning a wedding. And we find that the 'anything goes' discussion at the beginning of the week really nudges people into thinking in different ways about what they're working on."

LEVERAGE PEER POWER

A peer review system has been in place at DDB Canada's Vancouver headquarters for well over 10 years "and it has worked really well for us," says agency CD Alan Russell.

"The idea is the opposite of what happens at many traditional agencies, where people tend to hide their work and only show it to the CD for approval. We think that's crazy because,

Proof that you need to love your staff

Interesting empirical back-up for many of the practices discussed above was produced last year by the head of Harvard Business School's Entrepreneurial Management Unit – Teresa Amabile, who is regarded as the only tenured professor at a top American business school focusing exclusively on the study of creativity.

In an interview in the *Harvard University Gazette*, Amabile described spending eight years analyzing more than 12,000 daily journal entries from 200-plus people who were working on creative projects at high-tech, consumer products and chemical companies.

To cite one of her myth-busting findings, Amabile produced data indicating that people are actually the least creative when they are fighting the clock. This confers legitimacy on practices such as Pfizer Canada's banning of e-mail and voice mail after hours. Additionally, she found that competition and fear of retribution obstruct employees from doing their best creative work and that salary isn't a factor in creative output.

Amabile also found that managers and leaders need to give employees the time, space and mental energy necessary for creativity, suggesting the companies profiled in the accompanying piece are on the right track. As well, they must guard their staff against "all the garbage" in the workplace, check their staff's feelings about their work, and protect resources.

"Positive feelings – joy, love – are positively related to creativity, and the negative emotions – anger, fear, sadness – are negatively related to day-by-day creativity," she told the *Gazette*. **TP**

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* Canada's Worst Driver Mondays at 10pm averaged 142,000 Adults 25-54, up +65% over the same time period last year. Source: Nielsen Media Advisor; Average Minute Audience, Canada's Worst Driver; Mon 10pm; Oct 2nd-Nov 8th 2005.

** Overall Discovery Channel's Prime Time audiences have increased by +10% for Adults 25-54 for 2006 year to date. Source: Nielsen Media Advisor; Average Minute Audience, Discovery Channel; Mon-Sun 7-11pm; Dec 26 2005-Feb 23 2006.



Nike handed out hockey sticks and pucks to an eclectic group to stir the creative juices for a TV spot tied to the recent Winter Olympics

when you've got all these very talented creative people, why wouldn't you tap into that?

"We also believe in exposing the creative while it's still in the embryonic stage," says Russell. This involves "having the creatives pin their drawings up on a corkboard in very rudimentary form. Then they invite people in, one by one, to comment. That works as a litmus test to see what's working and what's not, and what people are gravitating towards."

"We purposely don't do actual layouts because it's really all about the idea, and if people can see that an idea is working even as just a squiggle on a piece of paper, we know it's going to work when it's fleshed out properly."

"Sometimes," adds Russell, "we even invite clients in at an early stage to narrow down the possible directions. Doing that at this stage means we haven't spent a ton of the client's money developing something on computer or getting storyboards made up. Plus, it makes

clients feel a lot more involved in the process, and being collaborative like this can only make for a better product in the end."

Russell also believes it's beneficial to get his teams out of the office. They regularly take early-stage sketches out at lunchtime to show them to passersby and videotape their reactions. "It's sort of a disaster check for comprehension and to see if people laugh and smile and get the message."

Sometimes, he says, this practice can result in client-mollifying evidence when a proposed approach "might seem pretty out there" – as happened in the past with a campaign for B.C. Dairy. "It was a bizarre sort of thing with heads stuck on feet, and we thought the client might worry. But every kid we approached on the street – and they were the target audience – just howled with laughter and thought it was tremendous."

Similarly, to get his team at Campbell, Michener & Lee thinking, "one of our philosophies is to actually get out beyond the

walls of the agency from time to time," says Wong. To get themselves in the right frame of mind for the launch of a new product from Siena Foods, for example, he took his team to a farm "to hang out with the people who actually produce the food."

TAKE TIME TO PLAY

"Physiologically, more blood flows to the brain when you're laughing than when you're all scrunched up and tense," Welling points out. So he advises starting sessions with "silly little exercises that are completely unrelated to the topic at hand to get people laughing and talking. That kick-starts things when you're ready to get down to business."

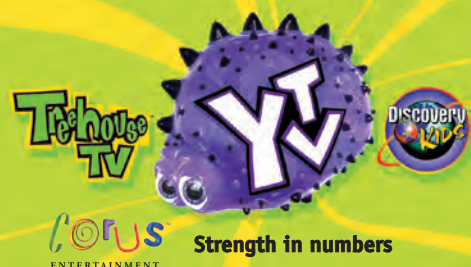
Meanwhile, at Nike Canada, whenever what Derek Kent, head of communications, calls "creativity sessions" are held the participants' imaginations get a bit of prompting from the passing around of pertinent objects.



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To come up with the concept for a TV spot tied to the recent Winter Olympics, for example, the product was hockey skates and the objects included hockey sticks and pucks. "The seeds for what eventually ended up on the air were definitely planted during those sessions," says Kent.

Nike teams keep the ideas that come flying organized by having someone write them on whiteboards in different colours to indicate distinct potential directions.

Similarly, says Enns Arnell, at Alliance Atlantis, "we do a show-and-tell with case studies in innovation – be it strategic partnerships and guerrilla marketing or simply creative that really cuts through. This inspires us to push harder and achieve greater heights with our own creative."

TRY VIRTUAL COLLABORATION

Pfizer Canada is one of a growing number of companies that is recreating the good old suggestion box online, says Robertson. "We have an Intranet site called Project Speak Up, where anyone in the company can submit ideas and win prizes. One of the initiatives that directly arose from that was creating a feeling of urgency with one of our products by positioning it as being available for a limited time only."

Going a step farther, according to a recent article in *Fortune*, are such large U.S. companies as Georgia-Pacific, Sun Life Financial and ChevronTexaco, all of which run brainstorming sessions online with specially designed software.

The idea is to enable staffers located far from one another to collaborate on solutions to particular problems, building on each participant's contributions.



Holmes comic book idea was a team effort

BRAINSTORM WITH EXTERNAL PARTNERS

Innovation is the life blood of not-for-profit organizations such as Toronto's Hospital for Sick Children, says its director of corporate partnerships, Sharon Jones.

"That's why," she says, "about three years ago, we set up a volunteer advisory board that includes people from some of the top advertising and brand strategy agencies along with PR folks, media relations and promotional people."

"We bring them together with donors and potential donors to brainstorm about how we can create win-win situations with companies that might benefit from co-branding with Sick Kids."

A good example of this was the [recent] Change for Change promotion in which Volvo dealers throughout the Toronto area gave a portion of the price of all their oil changes to the hospital. It not only raised about \$50,000 for us, it also raised their profile in terms of charitable giving."

Something that's currently being explored by her advisory board – which may prove to be even more profitable for Sick Kids and its eventual commercial participants – says Jones, is "entering the new cyber frontier of fundraising with promotions that persuade people to add a dollar or two to their online purchases for Sick Kids."

GET BOSS BUY-IN

Welling and others are adamant that none of the above is likely to happen if the top brass aren't solidly behind the concept that creativity can come from within as well as without.

"Management itself needs to get involved," he says, "because they are the only people who can ensure that an organization harvests what's growing within its own walls." ■

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◀ By Annette Bourdeau ▶

THE FUTURE IS BRIGHT

If this year's crop of marketing grads is any indication, the future of marketing looks rosy.

We asked marketing pros across the country, from the University of British Columbia to the University of New Brunswick, to tell us about their top students – undergrads and MBAs alike. We wound up with over 40 strong candidates, and it was tough narrowing it down to just eight. But we think you'll agree, these eight really are something special. From raking in top honours at business case competitions home and abroad to having an impact on marketing plans at the likes of Rogers and Pfizer, these students are Grade-A keepers. You'd be wise to scoop them up now – if you still can.

ALLEN MANSER

Who: Allen Manser, 23

What: Undergrad, bachelor of commerce

Where: Sauder School of Business, University of British Columbia, Vancouver

When: Expected to graduate spring 2006

Why he's one to watch: Manser doesn't just work well under pressure – he thrives under it. Throughout his time at UBC, he has competed in as many business case competitions as he could find, most recently in Denmark at the Copenhagen Business School Case Competition, where he and his team beat out students from around the world to land a first-place title last month.

The team was given 32 hours to develop a new business strategy for a Danish industrial manufacturer, and devised a holistic approach

focusing on human resource initiatives and leveraging the company's history of innovation. They backed up each recommendation with financial implications, and it was this attention to detail that ultimately landed them the top spot.

"At these competitions, you typically have two to three hours to come up with a reasonable solution to a business problem and present it," explains Sauder marketing prof Darren Dahl.

"Allen works well under pressure. I think he enjoys it, actually – he's one of those."

Manser also boasts a first place finish at the JDC West Business Case Competition in Regina, and a second place finish at UBC's Enterprize Business Plan Competition, on top of strong showings at many others across Canada and beyond.

Dahl describes Manser as having both the sizzle (strong presentation skills) and the steak (strong research and analytic capabilities) required for a successful marketing career.

"He's a very good communicator...he's excited about what he's talking about, without being over the top. Sometimes people can go a little crazy [with presentations]. He seems to have the right balance," he says, adding that Manser also has leadership potential. "He definitely has leadership as part of his core strength, while at the same time being a strong team player. He's not a 'my way or the highway' kind of guy."

Manser maintains Canadian and Swiss citizenship, and is fluent in English and German.

Manser's dream job: A senior leadership position in "my own international company, possibly one that develops alternative energy products and processes in light of increasing energy costs and concern for the environment. After having met all corporate obligations, the position should allow me to effectively pursue my philanthropic goals as well."



JACK WEISZ

Who: Jack Weisz, 23

What: Undergrad, bachelor of commerce

Where: Queen's School of Business, Queen's University, Kingston, Ont.

When: Expected to graduate spring 2006

Why he's one to watch: Weisz, who hails from Mexico City and is fluent in English and Spanish, has keener written all over him. In 2004, he became the first third-year student to be elected president of the Commerce Society (ComSoc) student union at Queen's, where he managed the \$1.1 million budget and set long-term strategic goals. Under his leadership, ComSoc saw the creation of a commissioner task force, a human resources officer, free professional counseling services for its members, and formed its first board of directors to address long-term goals.

Weisz has had success in non-academic roles, too. Two summers ago, he worked as a marketing analyst associate at a Merrill Lynch branch in Washington, D.C., where he led and executed three marketing strategies targeting very specific markets. His market research and analysis generated several multi-million-dollar account leads.

But it was last summer that he had his most fruitful work experience yet, as a marketing intern at Mississauga, Ont.-based Pepsi-QTG brand Gatorade, where he impressed his bosses enough to land himself a full-time job with them upon graduation.

"He would ask questions, a lot of questions!" recalls Jeff Jackett, Gatorade's marketing manager. "He wanted to find out not only more about why we employ [certain] marketing tactics, but also how we made the product, how product gets to stores, why we chose the athletes we support, why we use the agencies we do, etc. His inquisitive nature will serve him well in his career as a marketer."

Things that annoy Weisz the most about marketing that he swears he'll never do: "When I see brands being inconsistent and repositioned in order to jump on the latest fad. The issue of marketing and ethics is also something that annoys me and I swear to never make those terms mutually exclusive."





DELIA PAN

Who: Delia Pan, 29

What: MBA, executive marketing

Where: Ivey School of Business, University of Western Ontario, London, Ont.

When: Expected to graduate spring 2006

Why she's one to watch: With all eyes on China as an emerging business superpower, Pan's experience successfully managing a brand there will certainly appeal to potential employers here. As brand manager at Danone Robust Food & Beverage Company in China, Pan (who's from Guangzhou), identified a new tweens consumer segment and developed a new yogurt drink to appeal to the group and drive growth.

"She has three key assets: on the job experience, customer insight and international experience," notes Robin Ritchie, marketing prof at Ivey. "I think she has a natural interest in psychology. That's essential in marketing – it's not just all about campaigns and business plans. She has a fundamental desire to understand what makes consumers tick."

Pan is set to step into a marketing manager position at Rogers Wireless upon graduation this year. She impressed the Rogers team while interning there last summer, when she researched cellphone usage behaviour among small and medium Canadian businesses and made a series of pricing policy change recommendations. Rogers implemented her new pricing plan targeting small businesses last year.

Unique perspective Pan brings to the table: "My experience in the burgeoning China market makes me open to any marketing ideas. I truly believe nothing is impossible. Also, my interest in finance helps me focus on the bottom line."

Pan introduced a new yogurt line geared at tweens for Danone – in China, no less



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CYNTHIA ARNOLD

Who: Cynthia Arnold, 23

What: Undergrad, honours bachelor of commerce, marketing

Where: DeGroote School of Business, McMaster University, Hamilton

When: Expected to graduate spring 2006

Why she's one to watch: As president of the DeGroote Marketing Association this year, Arnold spearheaded the "MARS (Marketing, Advertising, Retail and Sales) Apprentice Competition" that allowed fellow students to compete for internships with big-name companies like Frito

Lay, Xerox, RBC and JAN Kelley Marketing. She used posters, a Web site and word of mouth to attract 35 student competitors, and cold called potential corporate sponsors, pitching the program as a valuable recruitment tool and sponsorship opportunity.

"She provided outstanding leadership in creating the program – branding it, defining and executing a communication strategy with both students and industry," notes Mandeep Malik, who teaches strategic market leadership at DeGroote, adding that Arnold's

efforts generated \$123,000 in revenue in the form of scholarships, bursaries and sponsorships.

Arnold herself did a one-year internship at Mississauga, Ont.-based Fuji Photo Film last year, where she was able to salvage the company's student scholarship initiative. Fuji had decided its Student Challenge photo competition, with its \$65,000 budget, was too expensive. Arnold argued that students are a valuable target because of their brand loyalty, and that the competition is a good way to capture them early. She pitched a scaled-down version of the contest, the Fujifilm Excellence Scholarship, with a budget of \$18,500. Fuji let her manage the initiative, which included a DM piece soliciting entries that doubled as a mail-in rebate, and served as a valuable tracking tool.

Malik says Arnold's strategic thinking, passion for marketing and willingness to learn will serve her well in this industry: "Cynthia is constantly engaging herself with the marketing challenges she is enlisted to solve, by exploring new or sometimes less travelled paths. She recognizes the need to research, debate, and create options before pinning down the solution."

Arnold's dream

job: VP marketing for a large entertainment company like NBC, Universal or Disney.



Arnold brought the spirit of The Donald to DeGroote

BRIAN DOVE

Who: Brian Dove, 23

What: Undergrad, business management specializing in marketing

Where: School of Business Management, Ryerson University, Toronto

When: Expected to graduate spring 2006

Why he's one to watch: Dove surely raised some eyebrows last year when he, a Ryerson undergrad, beat out MBAers from the likes of Schulich and Queen's to win a Gold Canadian Marketing Association award in the national student case competition.

Dove, who worked alone while all other finalists worked in groups, submitted a grocery store gift-card business program. He came up with a plan to target 30-55s with an average HHI of \$110,000 with targeted e-mail blasts before key gift-giving occasions like Christmas and Valentine's Day. The hypothetical

campaign also included a Web site, POP, floor ads, PR, radio and print executions.

The plan's key selling point was that gift givers could choose from seven different price points, and the recipients could choose where to redeem their gift cards among participants in five different categories.



"The depth

of analysis in his proposal coupled with its creativity created a winning product," notes Ryerson marketing prof Barry Wallace. "Brian has a great ability to see from the perspective of the consumer – this along with his strong sense of professionalism and perseverance will serve him well as a marketer."

Last year, Dove worked with a student consulting group at Ryerson, where he helped them win an \$8,000 private sector project by participating in early client meetings and helping craft the winning proposal.

Dove's dream job: "I've always said VP or director of marketing, but I think that's a very broad term. What I really want is to work for a company that embodies the following: working with people who are passionate about what they do; a corporate culture that is consumer-oriented, progressive, strategic and results-driven; and knowing that the work I do is of genuine value to the entire organization and its customers."



HANI ALAITA

Who: Hani Alaita, 27

What: MBA, specializing in marketing and entrepreneurship

Where: Schulich School of Business, York University, Toronto

When: Expected to graduate spring 2006

Why he's one to watch: Alaita has already demonstrated his entrepreneurial skills: While earning his undergrad in computer science at McGill, he co-founded and managed an e-commerce virtual movie rental company, RentAMovie.ca, which netted 7,000 clients within the first year of business. Alaita raised the capital to launch the venture, handled marketing agency contracts and finally, the sale of the company to another firm. His efforts landed him the prestigious Schulich Entrepreneurial Scholarship.

He also has corporate experience: Last summer, he did a marketing internship at Pfizer Consumer Healthcare's Toronto office, working on Reactine and Benadryl. He recommended that the brands adopt a new mobile marketing channel after analyzing the effectiveness of current marketing programs. Reactine has since implemented "Reactine Pollen Alerts," a text message allergy update service which is being promoted at www.reactine.ca.

"He's demonstrated an ability to come up with innovative solutions to marketing problems," notes Schulich marketing prof Andrew Stodart. "He's also an excellent leader able to rally others around him."

Alaita has been working as a part-time associate brand manager at Pfizer while he earns his MBA, and will join the company full-time upon graduation. To top it all off, Alaita (who grew up in Germany and Syria) is fluent in English, French, Arabic and basic German.

Things that annoy Alaita the most about marketing/advertising that he swears he'll never do: "Un-customized direct mail, telemarketing calls, and cheap TV ads that look like they were made on a home computer."

Reactine acted on Alaita's recommendation to go mobile



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RYAN WOOD

Who: Ryan Wood, 34

What: MBA

Where: Desautels Faculty of Management, McGill University, Montreal

When: Expected to graduate spring 2006

Why he's one to watch: Wood and his team of three fellow McGill MBAers won first place in Virgin's Next Big Thing competition at Queen's University last month, with a marketing-heavy business plan for a new breakthrough business for Virgin. "The key to effective marketing is really putting yourself in the mind-space of your audience," explains

Wood. "We spent more time researching Virgin than the details of our idea – this allowed us to context our idea to best resonate with the Virgin execs."

His team's winning plan, an entry strategy for the brand to break into the Indian market, centred on a "gap-up" approach to offer high-quality cellphones with fun attributes at competitive prices. His team felt Virgin's tried and true "gap-down" approach (offering more basic packages at lower costs) that has been successful in other markets wouldn't work in India because competitors already offered cheap, no-frills plans.

Before pursuing his MBA, Wood opened a private language school in Vancouver, then later managed a similar school in Korea. These endeavors first piqued his interest in marketing, as he had to define a target market and then figure out how to reach it.

"His background is quite interesting...it shows an entrepreneurial bent and willingness to take risks," says Karl Moore, McGill marketing prof, referring to Wood's language school stints. He adds that his ability to succeed in Korea is especially noteworthy. "He quickly learned what the rules of the game are [in Korea]."

Moore also points out that Wood is committed to never cutting corners. While many of his classmates present ideas in written paragraphs, he storyboards, films and edits actual commercials. "It's creative, interesting and engaging," says Moore of Wood's presentation style.

Things that annoy Wood the most about marketing/advertising that he swears he'll never do: "Just one: Lose the message in the process."



STEPHANIE VANNESS

Who: Stephanie Vanness, 29

What: MBA

Where: Desautels Faculty of Management, McGill University, Montreal

When: Expected to graduate spring 2006

Why she's one to watch: Vanness has leveraged her strong communications and relationship building skills throughout her time at McGill, helping facilitate networking events like the "5à7 Business Networking Series," which gave MBA students a chance to mingle with potential employers on designated evenings from 5 p.m. to 7 p.m., as the name suggests.

She also serves as VP communications for the MBA Student Association, and runs *MYOB*, the MBA student magazine, which she recently redesigned.

"She's a great networker, excellent at building relationships. She's also an excellent presenter," notes marketing prof Karl Moore. "She's both creative and analytic."

Vanness used her networking skills to land herself a job as an assistant product director at Johnson & Johnson upon graduation by hobnobbing with J&J reps at the McGill Student Association Golf Invitational last September.



Not surprisingly, Vanness was chosen by the McGill MBA career centre to do a workshop for MBA students on how to succeed in interviews for marketing positions.

Vanness was also part of a team of 10 MBA students who contributed to a book by business author Christine Arena, called *The High Purpose Company*, set to hit shelves this fall. It was recently added to the prestigious *Harvard Business Review's* 2006 Reading List.

Things that annoy Vanness the most about marketing/advertising that she swears she'll never do: "I will always work to promote healthy body images and healthy lifestyles."

Who **is** this woman?



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NEIL MCOSTRICH'S CLEAN SHEET

And the brand he hopes to make big

◀ By Natalia Williams ▶

Neil McOstrich, who most recently had a short stint as president/COO at ACLC and is best known for his post as SVP/CD at DDB Canada, has opened his own agency, Clean Sheet Communications.

After more than 15 years in advertising, McOstrich says that his goal for the Toronto-based agency is to “do advertising of significance for marketers of significance.”

Part of his new approach surrounds a philosophy that great stories make for successful marketing. It's with that thinking that he hopes to take small-fry Toronto-based potato chip manufacturer client, Chipperry, into the big leagues in the US\$17 billion North America snack foods industry.

“People remember great stories,” he says. “That’s why Ben and Jerry’s is a great product – because they have a great story.” And that’s part of the approach that helped win the business, he says. Rather than present package design, which the client had originally asked for, his

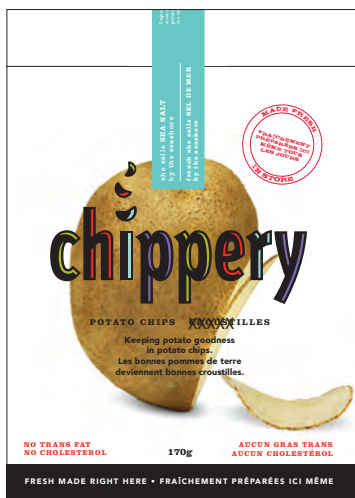
approach was to focus on the copy first, some of which now reads: “Natural is the highest form of food, it’s also the highest compliment to the people who grow it.”

Natural is also part of the company’s business strategy, he says, and it’s a message that can be brought to an increasingly influential medium – retail – since Chipperry’s best selling point is freshness: The

chip-making machine is in-store and only takes three minutes to convert potatoes into chips. “The advertising is in the store,” he says. “And right now we have a whole marketing plan in-store to drive people to try the chip.” The campaign, which is slated to launch in early spring in national grocery chains,

will include in-store guerrilla tactics and putting POP messages in highly unusual places.

To date, no out-of-store marketing has been planned: “That’s part of the reason I find it interesting,” he says. “I’ve spent my whole life doing advertising outside of the store.” ■



Top: McOstrich starts with a Clean Sheet for client Chipperry (above)

HIRES THAT MAKE YOU GO HMMM...

The Beer Store has placed a marketer in its lead role. **Ted Clarke** is its new president. The former marketer, who was most recently at Parmalat Bakery responsible for its private-label business, will be overseeing all of the Beer Store’s operations in Ontario, which has 441 outlets. Clarke’s career started at Canada Packers where he was a brand manager.

do was taken away the stigma of shopping at thrift stores,” says Bryce, president of the chain.

Four stores in Ontario and B.C. have opened since last fall, with the Hamilton location, recently welcoming 5,000 new customers in its first week. The chain mixes nearly new items with new products such as makeup and cleaning products. Advertising, created by Toronto-based RBA, is focused on OOH, local newspapers and direct mail. The chain currently employs 250 people.

Capital One Canada has hired **Robert Livingston** as its CMO, responsible for marketing, product development and strategic ventures. The brand has been in Canada since 1996.

MARKETERS

Nancy Bryce, who worked for thrift-retail chain Value Village for 17 years and opened its first locations in Ontario and Manitoba, has launched a chain of stores targeting the Value Village and Winners shopper, called **Talize**. “The number one thing I wanted to



From left: Talize’s Bryce; The Beer Store’s Clarke; Ogilvy’s Convey; and Spider’s Barnett

After opening a Calgary shop in January, **Y&R** hired some additional staff. **Dawn Nixon** joins as an account supervisor. She was previously with Calgary’s Creative Intelligence Agency and Grey in Vancouver. Meanwhile, **Marija Pavic** joins Y&R company **Mediaedge:cia** as a media planner and buyer, from Trigger Communications. The new agency followed a merger between Y&R’s and Ogilvy & Mather’s Calgary offices. It was also recently selected as AOR for the Calgary Stampede.

Toronto-based promo agency **Spider Marketing** continues to build on a busy year with the hire of **Ian Barnett** as group account director. Barnett was previously SVP, sales and strategy at iC Group, an interactive promotions agency, where his clients included Nestlé, Pepsico and Air Miles. Spider, which opened its doors last year, has recently won business from Reckitt Benckiser, the Ontario Lottery and Gaming Corporation and Kraft Canada.

Colin Campbell, previously an account director at MacLaren McCann where he managed sports sponsorship marketing, and the director of marketing at the CHL, has joined Toronto-based sports marketing agency **IMG** as director of sports marketing. He will work with the agency’s event properties and athletes. Also hired is **Danny Fritz** as director, golf properties after a dozen years with the Canadian Junior Golf Association.

Carolyn Convey will head the Canadian arm of OgilvyOne Worldwide’s latest new division, **Neo@Ogilvy** as director of digital media. The wing will focus on digital advertising, direct mail, e-mail lists, search marketing, blogs and vlogs. Convey was previously with Toronto-based Henderson Bas. She says the division is close to hiring two more people. “The digitalization of media and the increased power of the consumer to control media consumption have created an entirely new playing field for marketing communications,” she says. Waterloo-based Research in Motion is a client.

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Heidi Philip Hardie, *VP, Global Strategic Planner - North America, Leo Burnett Canada*
Judy John, *Managing Partner & Chief Creative Officer, Leo Burnett Canada*
Janet Kestin, *Chief Creative Officer, Ogilvy & Mather*
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CHEAP, GOOD & READY IN 15

◀ By Annette Bourdeau ▶

Swiss Chalet wants to bite into the market share of its QSR competitors with its new Dine-in 15-Minute Lunch Guarantee promo.

Tracy Eckebrecht, Mississauga,

Ont.-based Swiss Chalet's VP marketing, explains that the campaign helps the chain take on not only other casual restaurants, but also its fast food opponents by offering more wholesome food than the latter typically offer at competitive prices.

The campaign includes POP, street teams that invite passersby to speedily complete everyday tasks to win a free lunch, two radio spots featuring people who have won speed-related titles like racecar driving but still can't compare to the speed of lunching at Swiss Chalet, and a microsite, www.escapetheoffice.ca, which houses an advergame.

So far, Eckebrecht says anecdotal feedback from guests and operators is very positive.

We asked Sean MacPhedran, creative marketing strategist at Ottawa-based interactive agency Fuel Industries, and Joe Piccolo, group CD at Toronto-based FCB Canada, to weigh in on whether this campaign satisfies their palates.



WEB SITE

SM: They showed creativity and chutzpah by taking this route instead of putting together a contest. It provides the 15-minute message in context for their target market (9-5ers). From a design perspective, it could be tighter, and while the game is cute I don't know if I could really call it engaging. Investing a little more heavily in the site design would have made it a winner. Great idea.

JP: It's cute but I question the thinking behind it. The campaign is talking about being time starved yet they have us playing a game that most of us certainly wouldn't have time for.

POP

SM: It's gravy baby! Clean and simple with a clear message – perfect for people who are in a rush. Bring me some chicken!

JP: I really like the POP and all the graphics. They do a great job of incorporating the Swiss Chalet brand cues. It really stands out and has a very fast yet quality feel about it.

STREET TEAMS

SM: It sounds great – and everyone loves a free lunch. I have an irrational love of street teams – it's fun to see people directly interacting. Again, they're on message in a creative way, communicating the key benefit of speedy service.

OVERALL CONCEPT

SM: They've done a great job of communicating speed across all campaign elements. Focusing on this key benefit [speed], rather than making it secondary to the food, is a smart move and a good way to facilitate that decision.

JP: I'm a big believer in brands and brand consistency. So, while I like the overall idea of this 15-minute lunch, why am I left feeling that it just doesn't match Swiss Chalet's brand character? Don't get me wrong, there's some good thinking here. I really like the overall strong graphics. But I don't feel each component is as synergistic as possible.

RADIO

SM: The two spots are well produced and both of them deliver the message of fast, tasty chicken at lunch time against interesting stories. The characters have great personalities, particularly the racecar driver in Chicken Drive. His crying was perfect. I think the tag would have benefited if it was a bit slower, but overall they're great.

JP: While I think they're funny, they don't seem to get into any real insights about being really time crunched and how that's translating into how I'm eating now because of it.



The creds:

Client – Swiss Chalet:

Josh Homewood, regional marketing manager; Vijay Krishnan, national marketing and promotions manager; Tracy Eckebrecht, VP marketing

Ad agency – ACLC:

Steve Conover, CD; Jason Locey, copywriter; Glenn Stanley Paul, SVP client services; Rizwan Devji, account supervisor; Dave McCurdy, account executive; broadcast producer, Karen Blazer; Mike Rosnick, director

Brand activation/strategy/interactive agency – Millenium:

Brad Snyder, Tammy Blake, Bert Blake, account team

Experiential agency – Inventa Sales and Promotions:

Ryan Ward, account manager; Patrick Kavanagh, director

OUTSTANDING NEW CAMPAIGNS

◀ By Annette Bourdeau ▶

AIR CANADA'S REVOLUTION

They say they want a revolution...

So, Air Canada is giving the people what they want, in the form of flexible multi-trip air travel passes (think Eurail passes, with planes instead of trains). A splashy integrated campaign, "Revolution: see where the revolution can take you," supports the effort. Sans Céline Dion, thank goodness. (Insiders are mum about whether she'll resurface in future campaigns.)

"The product itself is revolutionary," says Marketel CD Pascal Hierholz. "We want to let the people know that something big is happening."

All campaign elements, including TV, radio, print, online and OOH, drive consumers to the company's Web site, www.aircanada.ca, and play off of the Revolution concept. One print execution features a businessman flashing the peace sign under the headline "Give Pass a Chance," while the microsite outlines "The Flight Pass Manifesto." The TV spot shows masses of people flooding a busy street, demanding an air travel revolution.

Hierholz says the campaign is carefully integrated, with all elements intertwined. For example, actual campaign wild postings can be seen in the TV spot.

The campaign launched nationwide last month, and is running in English and French.



client: **George Reeleder**, senior director, marketing; **Denis Vandal**, director, marketing communications; **Anna Kobajlo**, manager, advertising North America; **Denise Martineau**, manager marketing communications; **Mark Sinderman**, online advertising specialist, Air Canada
CD: **Pascal Hierholz**
copywriters: **Stéphane Jean**, **Neil McGregor**,

Annie Ouellet, **Jessie Sternthal**
ADs: **Étienne Bessette**, **Alvaro Perez Del Solar**
client services: **Stephen M. Davis**, **Tony Attanasio**, **Jean-Éric Tousignant**, **Anouk Crevier**, **Sara Cairncross**, **Sophie Brasiola**, **Guillaume Lachance**
prodco: **Films Traffik**
director: **Frédéric Potier**
music: **Apollo**



...MEANWHILE, CANTIRE'S EVOLUTION

It's been a while since Canadian Tire has been known for "good" advertising. But with help from its new Toronto-based AOR, Taxi, that's all about to change.

The Toronto-based retail giant's latest campaign – the first to be conceived by Taxi – positions the chain as the ultimate destination to get ready for spring, with the tagline "Spring starts at Canadian Tire." In two humorous branding spots, we see couples in their backyards envisioning how to fix them up. In one, the woman looks wistfully around her yard as CanTire aisle markers creak down, illustrating that she can get everything she needs there – even a shaver to take care of her husband's unbecoming mustache.

"The aisle sign device is a fun way to bring to life that there's something for your every need at Canadian Tire," says ACD Lance Martin, adding that Taxi aimed to add personality, wit, charm and real-life situations to Canadian Tire ads while respecting the substantial brand equity the chain has built up over the years. "Canadian Tire is an icon. We want to make sure whatever we do stays true to the character of the brand."

"It's an evolution, it's not a disconnect from where we were in the past," adds Tracy Fellows, CanTire's VP, consumer advertising and marketing.

The branding spots launched last month, while three product spots, and ads featuring a "Thrill at the Till" gift card giveaway promo, OOH, online and print efforts (inspired by travel destination ads) are set to launch across the country this month.

client: **Deborah Meek**, **Helen Galanis**, strategy and integration managers, **Tracy Fellows**, VP consumer advertising & marketing, Canadian Tire
ECD: **Zak Mroueh**
ACD: **Lance Martin**
copywriter: **Joseph Bonnici**
AD: **Sam Cerullo**
group account director: **Catherine Marcolin**
account director: **Chris Lee**

account manager: **Jessica Tawfik**
agency planner: **Maxine Thomas**
agency producer: **Alina Prussky**
prodco: **Untitled Films**
director: **James Haworth**
executive producer: **James Davis**
producer: **Shannon Barnes**
editor: **Mick Griffin**, **Flashcut**
sound: **Tom Eymundson**, **Pirate**



JAZZING UP RADIO ADVERTISING

Passionate. Disoriented. Inspired.

It's hard to describe the emotions evoked by listening to jazz, and harder still to represent it on paper. But, the latest campaign from Montreal radio station Couleur Jazz 91.9 just may have done it in three psychedelic, colourful outdoor executions featuring assorted jazz imagery from saxophones to drums to even a woman's fishnet-encased legs.

"We wanted to demonstrate visually how jazz makes you feel," says Nicolas Massey, CD at Montreal-based Amen-Époxy, adding that one of the agency's mandates right now is to ensure its ads are visually appealing. "We want to tear down the Berlin Wall between advertising and design – we feel there's a lack of visual design in advertising right now."

If this campaign is any indication, the new mission is on target. At a recent concert in Montreal sponsored by the radio station, jazz pianist Oliver Jones signed prints of the ads and sold them, much like an artist would do with a poster or piece of art.

Massey says TV ads based on the print design are a possibility down the road.

client: **Guy Banville, VP, programming and music; Louis Panneton, VP radio, Radio North Communication**
 CD/copywriter: **Nicolas Massey**
 AD/illustrator: **Stéphane Legault**
 account director: **Marie-Claude Fortin**

WHEN HUNGER STRIKES

We all get a little grumpy when we're hungry.

The latest TV spot for Snickers, by Toronto-based BBDO Canada, plays on this insight and takes it to the extreme. Sure to be a hit with the young target, the epic commercial, "King" (with both 30- and 60-second versions) was shot in Budapest and set in medieval times featuring an angry mob out to behead their king. A modern-day dude eating a Snickers bar intervenes and asks the crowd if they're really angry, or if they're just



hungry. The crowd then shrugs and heads towards a Snickers-stocked vending machine perched atop a throne.

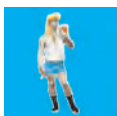
"We're really excited about the campaign, it's been several years since Snickers has received any consumer support," says David Minnett, franchise director at Oakville, Ont.-based Effem. He says the campaign has three goals: to leverage the brand's historical equities (specifically hunger satisfaction), to reinforce key product attributes like "packed with peanuts," and to build some stature in the marketplace since it's been so long since the last ad effort. "I think we've found a solution in the campaign that does all three," he says.

client: **David Minnett, franchise director; Rankin Carroll, franchise manager, Effem Foods**
 CD: **Jack Neary**
 ACD/AD: **Mark Mason**
 copywriter: **Patrick Scissons**
 account supervisor: **Susan Gillmeister**
 account executive: **Natalya Lukie**
 agency producer: **Sam Benson**
 prodcos: **Spy Films (Canada)/ Strawberry Films (Budapest)**
 director: **Charley Stadler**
 DOP: **Fraser Taggart**
 producer: **Carlo Trulli**
 editor: **David Baxter, Panic & Bob**
 sound: **Nathan Handy, The Eggplant**

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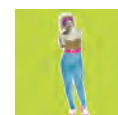
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Maureen McCaw



► Series: **Made to measure**

This is the second article in a series that explores the latest media measurement tools and spotlights campaigns that hit the mark.

THE GREAT OUTDOOR

◀ By Patti Summerfield ▶

What used to be the staid younger sibling to more glamorous media choices is suddenly bursting out all over with space-age innovations – and they're measurable

At a busy intersection in downtown Montreal this past holiday season, passersby were confronted by a dazzling Christmas tree. What really made the scene shine, though, was the fact that they were able to change the colour of the lights that glittered on the ubiquitous seasonal symbol. A large video board, adjacent to the tree, invited viewers to do so, by sending a text message from their cellphones.

The tactic is just another example of how out-of-home has gone sci-fi, thanks to the advent of holographic imaging, projected images, digital signage and electric luminescent paper. It's all sure to create buzz, but the good news is that it's also got a practical side. Digital technology ups the consumer-involvement factor through interactive apps such as podcasting, SMS, and radio messaging – and that means a better read on ad effectiveness and ROI for advertisers. Consumer response through downloads or SMS replies can be calculated and analyzed to gauge correlation to increased sales or brand awareness.

And knowing who or how many people actually see OOH advertising will become easier for advertisers as interactivity continues to encroach into the medium, something that Nick Barbuto, director of interactive for Cossette Media in Toronto, says will really burst forth this year. "The phone will become more of a remote control," he says.

Ed Weiss, media director at The Brainstorm Group in Toronto, also calls digital OOH the wave of the future and says it makes a lot of sense for retail clients in particular, because it is cost-effective, place-based, and flexible, with the ability to change creative to coincide with weekly promotions or sales. There's also the opportunity to develop a database, he adds.

Weiss found DAN (Digital Advertising Network) Media's food court properties to be a great fit for Jean Machine, an Ontario-based chain of casual denim clothing stores. For a



Full-motion OOH for Jean Machine attracted 2,000 text messages

back-to-school promotion – mid-August to mid-September – digital boards in food courts in 10 GTA malls were used to keep Jean Machine top of mind with a full-motion, full-colour ad and contest giving away a \$1,000 shopping spree.

To enter, all viewers had to do was respond with a text message containing the numerical code from the ad. According to Weiss, Jean Machine was pleased with the more than 2,000 messages it received and plans to use the tactic again this year.

From a quantitative perspective, Cossette's Barbuto says the fact that advertisers are able to measure the number of interactions with an ad is only one element of its potential impact. The people around the people interacting with the ad are also being impacted by that message, he says.

Doug Checkeris, president/CEO of Toronto-based The Media Company, adds that it's all about engagement.

Checkeris's agency was behind the Montreal-based Christmas tree campaign in December for its client Nokia. He explains it was meant to highlight the innovation and technology of the brand. *continued on page 37»*

OOH KEY INGREDIENT FOR STARBUCKS

So just how strong is OOH as an ingredient in the broader media mix? A case study and extensive ROI study, conducted by the Outdoor Advertising Association of America (OAAA) for Starbucks' launch of its new Frappuccino products in the summer of 2004, would suggest it adds a lot of oomph.



The campaign involved OOH executions outside of Wrigley Field in Chicago, in subways, on the tops of New York taxi cabs, and on a wall in Venice Beach, Calif. where a 3D thermometer acted as a moving straw in a giant Frappuccino.

Starbucks experienced a 44% increase in Q3 earnings and an 11% increase in comparative sales. And while TV, radio, and magazines

were also part of the mix, the company was able to assess the contributions of each of the media components through a recognition-based tracking program it uses to help ascertain what media, when, and where, is the most effective for the brand.

The study found that the TV ads received the highest recognition at 32%, followed by OOH (27%), print (25%), and radio (15%). The researchers judged OOH to be the most efficient since it accounted for only 16% of the cost. TV received 31% of media dollars, print 28%, and radio 22%. **PS**



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*Kathy Dore
President, CanWest MediaWorks
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Global is also home to the most important annual sporting event of the year, the **Super Bowl**. This year **Super Bowl XL** saw audience gains of 11% in total viewers and 8% in the key demo Adults 18-49.

From **24** to **Survivor**, **Prison Break** to **House**, **Family Guy** to **Entertainment Tonight Canada**, **Global** is the place for shows that get viewers talking and that's good for advertisers.

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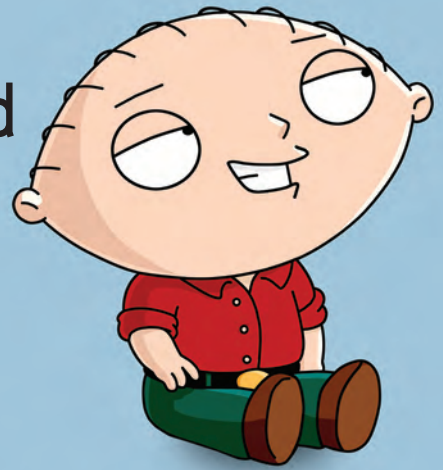
"Getting **outside**
these walls...that's just the
beginning."

Lincoln Burrows

"Ha ha.

Oh, this is so good
it just HAS to be
fattening."

Stewie Griffin

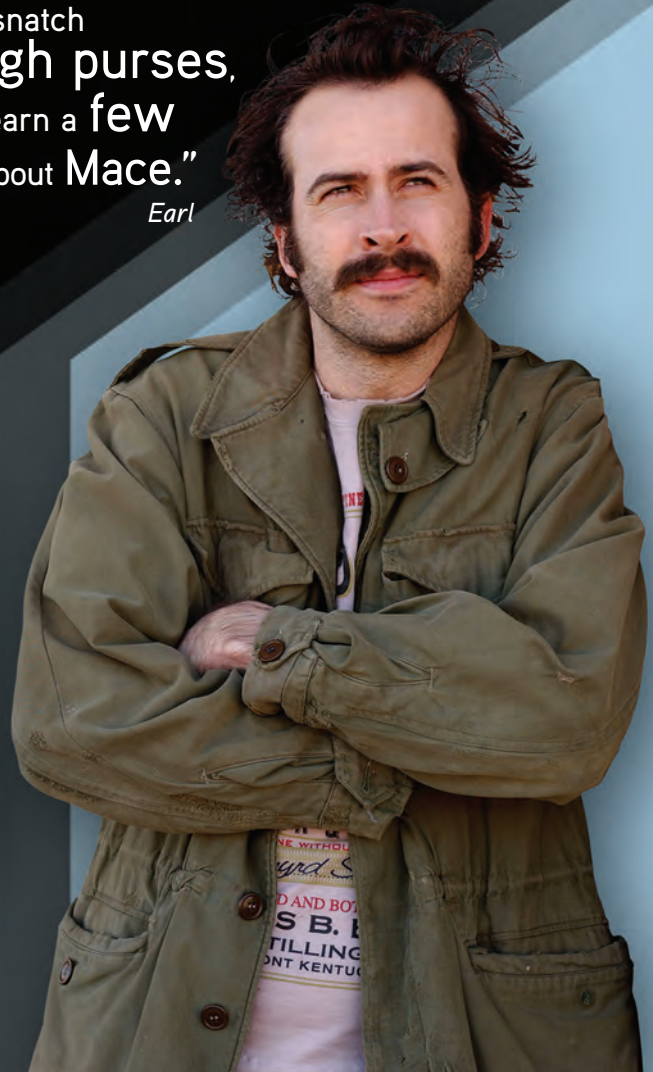


"If you snatch
enough purses,
you learn a few
things about Mace."

Earl

"Read Less,
More TV."

Dr. Gregory House



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If you want a campaign to resonate down the road, sussing out the major societal shifts is key. Which trends should drive your product development and communication strategies? Youth marketing gurus will share the things you should know about youth's lives, interests and attitudes.

My(marketing)Space: Leveraging social media

As youth immerse themselves in their own digital media bubble by creating, curating and distributing content, harnessing their viral power is paramount. Learn how consumer-generated media is being leveraged, and the etiquette around a marketing presence in this community playground.

Brilliant! Brands that get 360

Effectiveness is tipping from mass to grass, and a well-choreographed campaign entails being in the right media, at the right time with the right message. Then repeating the formula at every relevant touchpoint. Hear ideas you'll want to steal from campaigns that fire on all cylinders.

Meaningful connections

Youth are curious, passionate and cause-driven, so, connecting beyond the brand has become a top priority. Brands giving back, and engaging consumers beyond the sell, is a great way to build ambassadors in this WOM-driven world. What's working?

Yeah, whatever, what's really up now? Ask the kids.

Toronto-based youth marketing consultancy **Youthography** has a cross-Canada online panel to keep their finger on the pulse of the whatever-gen. **President Max Valiquette** and partner **Mike Farrell, Director of Research and Strategy**, share their findings, including youth digital media consumption habits, and invite some real kids to chime in.

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Tim's found digital video advertising upped sales of specific items at specific times of the day

«continued from page 32

“Some people think [digital OOH] is a poster that moves or TV that doesn't make a sound. They haven't captured the essence that it's a different opportunity,” he says. Checkeris adds that although OOH previously used low cost-per-thousand as its buffer against more rigorous scrutiny, there is now a lot more research work that will show how it can be more effective.

Four Canadian video board companies – Outdoor Broadcast Network (OBN), Tribar Industries, and Wild on Walls of Toronto and Lightvision Media Network of Vancouver – recently released some third-party research that indicates a high-level of awareness and positive perception of the medium, as well as an above-average recall of the advertising.

Peter Irwin, president of OBN, says a lot of what the companies suspected about the medium was validated by the research but he was surprised at the level of consumer receptivity.

The study by Toronto's Starch Research, completed in December 2005, showed 82% awareness of the medium and that, of those aware of the medium, 72% have seen video boards in the past. Favourable impression of the medium overall is high at 69% with respondents saying that they enliven the areas in which they appear (77%), communicate useful information (65%), and provide a better way to communicate information than static billboards (67%). Recall of advertising on video boards is on average 51%, significantly higher than industry norms.

Prior to the launch of its own on-premise digital video screen network, Tim Hortons tested digital video advertising with an OBN campaign last June in downtown Toronto. Only one board was used and the Tim Hortons franchisee in the area experienced a significant uptake in business. The whole objective was to heighten awareness of certain products and price points at times when people would be thinking of a break or a

meal, coffee or breakfast, lunch or cappuccino – and it worked.

Tim Hortons is now using a similar approach with digital menu boards in-store and near its drive-through windows.

“With the new menu board system we can do more daypart messaging and be a little more strategic,” says Michael Lorenzi, director of strategic analysis and brand development for Tim Hortons. “It's being used to support national campaigns and promotions within the store – and really to help us educate [consumers] about product [offerings].”

Lorenzi says it's difficult to be more specific about the actual contribution of the medium alone because it's considered part of a mix including TV and radio that all work well together. However, in the U.S., Starbucks has figured out that OOH performs admirably against other mediums. (See gistbox.)

Here in Canada, although measurement of OOH audiences has been available for several years from organizations such as the Toronto-based Canadian Outdoor Measurement Bureau (COMB), effectiveness has only been dealt with through individual case studies and proprietary consumer research conducted by agencies and OOH companies. That is changing thanks to the Out-of-home Marketing Association of Canada, a new industry group formed last September that plans to tackle qualitative metrics such as effectiveness, relevance, and ROI. Its first research study gets underway later this year. ■

WHAT WILL WE SEE NEXT?

With the lack of data on the effectiveness of OOH in Canada, it's no wonder that emerging tactics that encourage response, engagement and interactivity have piqued the interest of media folks who are trying to figure out what will work best for their clients. What's catching their eye?

Cory Pelletier, account manager at Starcom Worldwide in Toronto, points to radio messaging that sends signals from a billboard to cellphones as consumers pass to provide additional information, a Web site link, or even deliver a coupon.

Holographic OOH imaging, a technology coming out of Europe, has also grabbed his attention. These executions involve either street columns or holographic pods that replace posters but project 3D images or even a short commercial. He says the technology could work for his client Diageo.

“It could be a spinning liquor bottle or an actual image. One example they have in Europe is around the *Lord of the Rings* movie where Gandalf the Wizard appears and then the whole messaging plays out.”

Randy Carelli, who is also at Starcom, is strategy supervisor on the Nintendo of Canada business. He says campaigns for Nintendo are more hands-on than typical OOH advertising and usually involve indoor place-based advertising because it lends itself to sampling. Nintendo deploys tactics such as cinema programs with in-lobby ads (shown right) and a lounge-type area where gamers can try the product. “You want to get the product

into the hands of the consumer,” Carelli says. “If you can get them to try it then they can see how great a game it can be.”

To that end, Carelli sees a lot of potential in some of the new applications involving Wi-Fi, Bluetooth technology and SMS. For Nintendo's DS system, which is portable and Wi-Fi compatible, he'd like to create some billboards or posters that would allow gamers to download content right onto their DS device.

“I'm looking at how we can bring the value proposition right back to the consumers and I think that's one of the great ways to do it.” **PS**



CELL CONTROL

New application lets passersby control digital signage with their cellphones

◀ By Annette Bourdeau ▶

Consumers today are control freaks. So letting them control your digital signage from their cellphones makes sense, doesn't it?

With a storefront in the middle of one of New England's most bustling plazas, Cambridge's Harvard Square, Tod Beaty wants to make the most of his prime real estate. He is, after all, president of Hammond/GMAC Real Estate, Cambridge, so he knows the importance of working his location.

Last summer, he decided to try out a beta version of a new application called StreetSurfer, by Somerville, Mass.-based tech company LocoModa, which allows passersby to interact with his digital window display using their cellphones. "I'm always on the lookout for cool things," Beaty explains. He uses StreetSurfer to run his office's listings on a loop. Users can dial into a special phone number, and then use their cellphone

like a remote control to scroll through the listings at their own pace. They can click for more information about properties that catch their eye, and if they want to reach a realtor, they can press 0 to leave a message for the office administrator. Beaty is using the application in two of his windows; each window gets its own phone number.

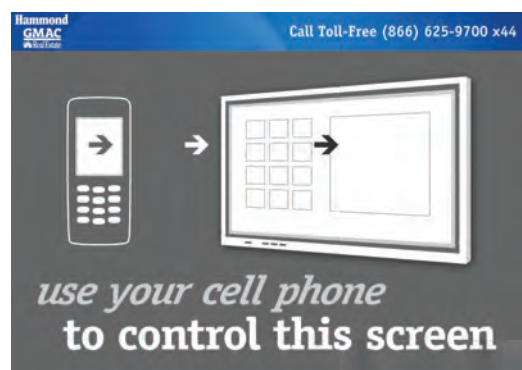
Users can also bookmark properties of interest on their cellphones to access later on their computers by simply going to Hammond's Web site and entering their own mobile number – the cell essentially acts as a cookie.

Part of StreetSurfer's appeal is that it's accessible 24 hours a day, which is ideal for Beaty's location in Harvard Square with its busy nightlife. "It's our concierge," he says. "Our clients love it because it's another thing that pushes their listing."

"It's really focusing on the ability to catch consumers in the moment – away from the couch and office," says Bill Nast, LocoModa's VP sales. He says that while real estate is the application's first deployment,



Real estate customers can bookmark listings on their phones



StreetSurfer lets people treat their cell as a remote control

the list of potential categories it will be tailored to in the future is long and includes retail, automotive and hotel/travel. "We imagine digital mannequins...you can take a picture of your face, put it on the mannequin and dial into the application to choose outfits," he explains.

Right now, StreetSurfer, which is accessible from all cellphones, is available on a subscription basis for US\$399 per month, with typical start-up fees between US\$1,000 and US\$2,000. For the real estate category, LocoModa is able to tap into MLS (Multiple Listings Service) and automatically update the window display as the office's MLS listings are updated. ■

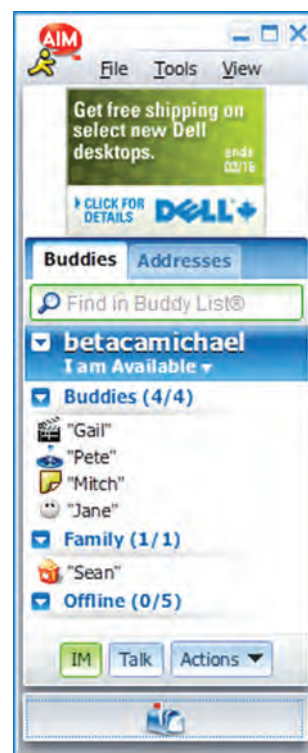
IM GOES MAINSTREAM

Online content is evolving so quickly, it's sometimes hard to keep up.

The latest mainstream content innovation comes from Dulles, Va.-based AOL, which just signed a deal with prodco Katalyst Films, owned by *That '70s Show* star Ashton Kutcher and his business partner Jason Goldberg. The

company responsible for the hit TV shows *Punk'd* and *Beauty and the Geek* will be producing five character-driven projects for AOL.com and instant messaging (IM) service AIM. Each project will entail at least 20 mini-episodes, and advertisers can expect ad opps like product placements.

While AOL Canada declines to comment on the deal or provide details about what the content may look like, they will say it's a sign that IM is a



IM ad opps will continue to evolve

medium advertisers should be paying attention to. "IM is becoming more and more ubiquitous as time goes on," explains Jonathan Lister, AOL Canada's VP audience. "I don't think IM is that different from other media at its core – it's really about the different [younger] target."

Lister says he wouldn't counsel advertisers to change their online formats drastically. "Advertisers have to be a little bit smarter [but] I don't think it requires a radical overhaul," he says, adding that shorter formats than traditional TV commercials and more targeted ads are a good idea.

The AOL/Katalyst content will roll out sometime over the next year. **AB**



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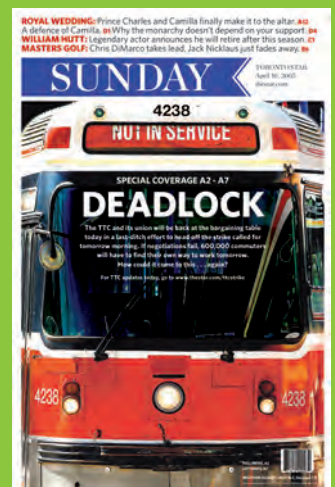


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MEDIA REVISITED

In years past, we used budgets and metrics to profile the best media campaigns of the previous 12 months. Now, we rightly put the consumer upfront and feature work that understood a refined target, plus the planners behind the plans

◀ By Natalia Williams ▶

Men

The Media Company
BMW 525i

IT'S ALL ABOUT THE INSIGHT

John Ware account director
The Media Company

One reason this campaign worked, says John Ware, account director at The Media Company, was that the car became an aspect of the media campaign. From filling up at the gas station to dropping the car off in the parking lot, the idea that BMW could make the entire driving experience better was an insight that seemed to resonate. "Before [the target]



start their day they've already touched BMW [communication] three times," says Ware of the execution.

After 10 years in the industry, he says the most important trend he's noticed is the desire for media agencies to move

beyond just research and hammer out a compelling consumer insight that connects. "[It's no longer] just: 'You have to be 100 GRP in TV or 60% reach in magazine.' Everything starts with the consumer and the insight," he says.

And it's an aim made more attainable when all aspects of the client's business are at the table from the very beginning, he adds. "I like when clients bring the whole team.... It's then [that] you get a whole picture of how your part fits with the overall mix."



GOAL

This is an expensive car (starting at \$59K) that "really appeals to upscale men who like to drive," says Jeanne Northcote, SVP at The Media Company, to explain the BMW's 525i media strategy. The goal was to highlight the X drive (all-wheel drive) capability of the new model in the advertising and ultimately boost sales.

TARGET CONSUMER

- The urban-dwelling "middle manager" (executives, entrepreneurs) with relatively high income
- No set age, per se. It's "more an income and a mind-set," says Northcote, adding that "they have to be to some extent proud of what they've accomplished in their lives."

CONSUMER INSIGHTS

"[The new insight was] these guys love to drive, and because they love to drive, they're driving to work," says Northcote. "So when we were looking for touch points, we thought we could build a lot of frequency against them by just going into the routes that they take to work." The strategy also aimed to fulfill the target's emotional needs with enough rationalization to back a decision to buy, as well as communicate the idea that there's no need to settle for any less.

MEDIA TOUCH POINTS

- Online (banner ads as well as microsite)
- Billboards on the way to work
- Billboards on the way to the airport; magazine insert in Air Canada's in-flight magazine *enRoute*; 15-second spots on

Air Canada in-flight television programs

- Radio spots on business-type stations such as 680News
- Parking garages
- Elevator advertising
- Esso gas pumps

EXECUTION

The Media Company's plan, which was unfurled in Toronto, Montreal and Vancouver from July to September 2005, enveloped the target during his workday routine. Where The Media Company could, the idea was to tie the message to the medium. So ads in the elevators would read: "A better way to elevate yourself" or "You'll be tempted again tomorrow."

Once at his desk, the target would see sponsorship banners on the *Globe and Mail* site (www.globeinvestor.com) as well as ads in the paper.

At day's end, he would encounter dealer ads at Esso gas stations or if he had to fly out of town, billboards on way to the airport, and ads in *enRoute* as well as on Air Canada's in-flight TV programming.

RESULTS

- BMW exceeded their sales goals by 26.9% for the year, the best increase against sedans

CREDITS

The Media Company

John Ware, account director
Katie Mateer, associate account director
Adam Gaudet, assistant media executive

BMW Canada

Joe Lawrence, director, marketing
John Capella, brand communication manager
Matt Robertson, marketing communications specialist

Cundari Integrated Advertising

Fred Roberts, VP/CD
Rob Gendron, copywriter
Richard Martella, art director
Robert Lewocz, VP account service
Paul Curtin, account director
Lisa Prokop, senior account executive

BOOMERS

Genesis Media *The Toronto Star*



TSAs and the backs of GO buses helped the *Star* connect with the hard-to-reach boomer

GOAL

Last year, with some new consumer insights in tow, Genesis Media decided a new approach was needed to reach potential *Toronto Star* classified purchasers. First insight: Go beyond Toronto, to the regions of the 905 area code. Second: Target well-to-do boomers on the verge of downsizing to communicate the key benefits of service.

BUDGET

Under \$500,000

TARGET CONSUMER

- 40-59s with higher-than-average household income (white collar workers and business professionals)
- Married with children
- Homeowners in GTA /suburbs

CONSUMER INSIGHT/CHARACTERISTICS

This refined target is defined by two distinct life stages, says Scott Stewart, account director on the campaign:

- Adults who have kids going off to college
- Adults who are downsizing i.e. Their kids have moved out to start their own lives

Research also revealed that the target were light to extra-light media consumers. "This takes us out of TV, it takes us out of a lot of things. They're more information seekers: They go in, they get it, they're out," he says. A focus also was reaching the extended market (the 905-region). "From new research insight, we may have been a little softer in that area [during the previous campaign]."

MEDIA TOUCH POINTS

- Captivate TV in elevators
- Backs of GO Transit commuter buses
- TSAs at six key GO train platforms

- Print
- Radio
- True-to-life display in high-traffic public spaces

EXECUTION

The plan was to supplement the mass-reach-based execution with targeted best-fit environments, says Stewart that would "dial-up our new consumer insights" over the identified time periods: May/June as well as September through to November to target when the consumer would most likely be preparing children for a move.



Elements of the mass-based plan included a 16-week run of radio spots on stations information-seekers listen to such as Easy Rock and 680News; ads in *Toronto Life* magazine to reach older, more affluent, urbanites, as well as in commuter daily *Metro* on Thursdays given that people tend to make decisions about placing ads on the weekend, says Stewart. These tactics followed the target during their commute to work, reaching them at key moments.

To reach the commuter target specifically, IMA Outdoor's TSAs were set up at three specific GO train platforms, selected based on traffic along the Lakeshore line. As well, billboards were placed on the backs of one out of two GO buses which ran along the major-series highways. "[This tactic] offered an opportunity to break through to my hardest

to reach [extra-light] media consumer," Stewart says.

Closer to work, consumers encountered an impact-display piece in Union Station, BCE and TD centres to create an in-market buzz. "We brought the concept of classified to life," Stewart says, by purchasing an entire living room set complete with sofas, lamps, side tables, from the actual classifieds, setting up the display and attaching signs that read: "Brand new designer furniture can be bought by selling your old stuff like this..." Price tags were also attached to the furniture. "How else can you take a concept like classifieds and actually bring it to life and actually demonstrate?" he says. The display spent one week in each of the three locations.

After leaving the display, the campaign was reinforced where the target worked: A buy with elevator network Captivate was completed in all the buildings that had the display, which also had a drive to starclassifieds.com.

Stewart says that 96% of people watch TV in the elevator, and that the immediacy of the message during work was ideal as most people have Internet access at the office.

RESULTS

Double-digit growth of classified sales over the spring and fall

CREDITS

Genesis Media

Scott Stewart, account director
Doug Sinclair, senior media planner/buyer
Heather Loosemore, media planner/buyer

Toronto Star

Lorne Silver, promotions and CD
Nicholas Casimir, creative communications copywriter

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THE DATING GAME

Scott Stewart account director **Genesis Media**



We're determining environments, lifestyles, life stages and behaviour. These are things that start to drive the actual strategy

Contrary to popular opinion, Scott Stewart says for today's media planner, understanding a consumer's relationship with a brand amid the complex media landscape is rather simple. "It's like dating," he says, an analogy that he admits to first hearing from his boss, Annette Warring, president, at the Toronto-based media agency. "[Consumers are] deciding whether the brand is one [they] want to be with."

And the role of the media

more, or what program to buy," he says. "We're determining environments, lifestyles, life stages and behaviour. These are things that start to drive the actual strategy."

After seven years in the industry, with stints that included MaxxMedia and MediaVest, Stewart's client list now includes Ocean Spray, H.J. Heinz and the *Toronto Star*. And with more of them, the media agency has a starring role:

Now I believe that we've not only earned a place at the strategic table in the past five years...I feel that we are really driving that, and getting to the bottom of consumer insights."

He says the *Toronto Star* case featured on the previous page, is a prime example of the power of tapping into a consumer, life stage insight. "The installation piece is pure media. There was no creative element to it.

There was no production charge. Every single dollar spent on that was pure media. And I think that's innovative. The [3D] piece is a way of taking a two-dimensional concept and making it tangible and recognizing who our opportunity target is: I didn't waste one impression."

And, he adds, that despite the increased pressure in the industry to use research to explain choices and have built-in metrics to prove ROI, sometimes, using your gut – especially when you have a client ready to take chances – is the right choice.

"These are areas that we have no metrics for. Inherently we know that they yield a better quality."



3D display helped bring classifieds to life

planner (a job title he says more and more is far too limited) is beyond just determining where and with which media to court the consumer. "We're not just making media choices any



"Media is in a great place to lead the entire strategic process. Previously, we were craftsmen.

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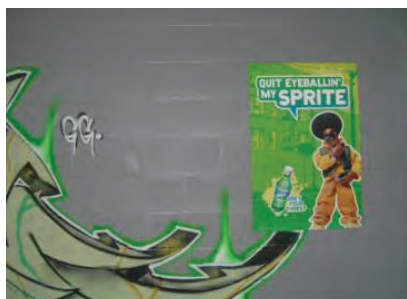
Over 77% of adults 18+ on the prairies and Northern Canada have read the last issue of a community newspaper. Only 27% read a daily newspaper yesterday.

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BOYS

Cossette Media
Sprite



Sprite used non-traditional media like the Habbo Hotel and b-ball courts to reach its media-savvy target



GOAL

With a huge bull-shit detector to bypass, Sprite had to find a credible way to reach its young, urban, media-savvy target. Part of the strategy was to have Miles Thirst, a jive-talking animated character made popular in the current wave of TV spots in the U.S., reach the kids where they are: online, listening to music and on the courts. "This campaign was used to authentically integrate Miles Thirst and Sprite into our target's lives thereby driving preference for Sprite," says Brooke Patterson, media manager, Cola-Cola, at Toronto's Cossette Media.

"We wanted them to like Sprite, the spokesperson and the brand."

BUDGET

\$170,000

TARGET CONSUMER

Urban youth, male 16 to 18

CONSUMER INSIGHT/CHARACTERISTICS

"We knew they were into hip-hop, basketball and online gaming," says Patterson. "You can get them with mass, but we know they have those bull-shit detectors so we had to make sure [the execution] was pretty ingrained into their world."

MEDIA TOUCH POINTS

- Online: Habbo Hotel
- TV: Miles as a VJ on Quebec's MusiquePlus
- OOH close to and on basketball nets/backboards

sent to in-need community centres in major cities across the country (Ottawa, Montreal, Vancouver, Toronto, Calgary)

- Chalk art on b-ball courts
- TSAs

EXECUTION

"We didn't want to make it seem like 'Sprite is trying to sell us something.' We wanted to give them some entertainment value," says Patterson. "We said...let's try to bring this guy to life [and] we tried to put a Canadian spin [on it]."

The execution therefore focused on non-traditional media elements to reach the target from April to September of last year. One element included having Miles as the host of his own music video show on MusiquePlus. "He actually hosted the show. They would show frames of him to look like his arms were moving and he would do big rants about the hip-hop artists and what songs he liked."

A second element was a hook-up with Habbo Hotel, a popular virtual community with about 300,000 12-to 24-year-old users. This became Miles' main hangout, and his presence was integrated from the ground up via a club renamed "Club Thirst," virtual pouring rights, his own penthouse accessed via an elevator, and Sprite quests to win points.

Finally, the campaign met youth in the real world: in schools, at community centres, and on and around public

transit. Basketball nets and backboards were donated to community centres across the country. Then the Cossette team went further, creating "chalk art" on the courts with sayings such as "Up your game, grab a Sprite," "Play it right, drink Sprite" and "Is that your shot?"

RESULTS

- Miles Thirst's show secured a top 20 position on MusiquePlus
- Sprite top-of-mind awareness increased by 35%
- Youthography research for Habbo Hotel showed a 75% increase in consumption of Sprite among users of the site
- A virtual goodbye party was held in his honour. He received 13,000 personal e-notes on Habbo

CREDITS

Cossette Media

Nick Barbuto, director interactive solutions
Niall Mulholland, associate media director
Danick Archambault, media supervisor
Marie-Christine Simard, media supervisor
Marie-Claude Cere, account executive
Brooke Patterson, media manager

Coca-Cola

Nicole de Larzac, brand manager, Sprite
Karen Lee, media manager

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MEDIA DECONSTRUCTED

NICHE IS THE NEW MASS

Brooke Patterson

Cossette Media **media manager**

Brooke Patterson, who started off in the industry selling radio space, always knew she wanted to work at an ad agency. "But I didn't know anything about them, so I called Lauren Richards, who used to be the head of media [at Cossette] at the time and asked if I could talk to her. It turned into an interview and she hired me."

Now, seven years later, Patterson oversees media for all the Coke brands, carbonated and non-carbonated alike, and says they all have unique and very refined targets, which coincides with what's happening in the industry overall. "[Brands] have to get more niche," she says. "You have to find out exactly who your target is and go after them in the most unique way possible." Layers of mass advertising still work, she admits, but "you have to have a little extra."

So for the executions with a brand like Sprite, with its very perceptive and discriminating young target, the media has to entertain and engage. "Teens have



campaign, Habbo Hotel users organized a going-away party for Miles. "All these kids sent e-mails: 'Man, we're going to miss you.' They knew it wasn't a real guy, but they loved interacting with him."

You have to find out exactly who your target is and go after them in the most unique way possible

to interact with our advertising – you can't just show them something or talk to them, you have to converse with them: whether it's texting to an outdoor ad, or playing online games with Coke ads in them – anything where they feel that they're playing with the brand, that's what we always try to do."

When it's successful, it really works. Case in point, with the Sprite

In the coming months, Patterson says she's most excited about how technology is paving the way for new and interesting mediums to showcase creative. Using projections and holographics in the OOH sphere is one of her personal favourites. But is that where she sees the industry moving over all? "It might," she says slyly. "At least that's where I'd like to see it go."



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GIRLS

PHD
Thermasilk



THINKING DIFFERENTLY

Suresh Krishnan

strategy account manager **PHD**



"I was in banking," says Suresh Krishnan, PHD's strategy account manager of his life before advertising, "but I wanted to create something, I wanted to think outside of the box all the time." It took him four years before making the move to Mediaedge:cia in south India, where he was born.

After some time there, it was on to the office in the Middle East, and finally Canada, where he made another curious move: "When I came to Canada, I didn't

want to get into media planning from day one. I asked Mediaedge to give me a role in the research department where I could understand the consumer through PMB, BBM," he says. "The most important thing for a media planner is to know the consumer like the back of his hand," he adds, having now amassed 10 years in the business.

From Mediaedge, it was on to PHD, where he is approaching his one-year anniversary. And his stint in research is already proving to be worthwhile. He attributes much of the success of the Thermasilk campaign to the time he spent understanding various research models. "I had to think differently," which, for example, resulted in a decision to stay almost wholly away from traditional advertising. "I could say confidently to the client that viral would be successful."

Unilever brands comprise most of his clients, including Lever 2000, Sunlight and Suave. And it seems he's met his creative match. "Unilever has changed a lot," he says. "They're talking about meaningful experiences all the time: [Campaigns] must be relevant and meaningful to the consumer."

GOAL

With its recent repositioning from a brand targeted at women over 35 to girls on average 20 years younger, Thermasilk needed its media shop PHD to create big brand awareness among teen girls for the Unilever hair care brand. To do that, the campaign, which ran last fall, not only went where the girls were, but talked to them about the important things in their worlds. The primordial? "The biggest thing was men," says Suresh Krishnan, strategy account manager on the campaign matter-of-factly. "It was just basic common sense." So with boys as the draw, PHD tied in some of the other things they were interested in to make teen girls squeal.

BUDGET

Under \$200,000

TARGET CONSUMER

- Girls 15 to 20 English Canada
- Girls 12 to 24 for the TV buy

CONSUMER INSIGHT/CHARACTERISTICS

Research revealed that besides boys, the target was interested in other things: "We wanted to [tie in] chatting, music and hot men," he says. "A bunch of things that excited these girls." And because the target are early adopters, the campaign was mainly virtual.

MEDIA TOUCH POINTS

- Online: a viral campaign, Habbo Hotel, banner ads and a microsite



- TV: 15-second spots on MusicMusic

EXECUTION

"We used TV to get some quick awareness," says Krishnan, in the form of 15-second spots on MuchMusic with "hot guys" taking off their shirts and saying "dress me," "style me," and all driving to the microsite.

Online, PHD inked a deal with Habbo Hotel, the online hangout, and renamed the cinema lounge as "Thermasilk: Hit on my Hot Guy." Some of the offerings on Habbo included a scavenger hunt contest that first directed users to the microsite where they had to create their ideal hot guy. The best 10 were posted and users were asked to vote on their favourite. Prizes were offered as incentives.

Media partners also got into the mix. AOL decided to create a Hot Guy face-off that had its visitors vote on which celebrity was their favourite. There was a link to the Thermasilk microsite on the AOL site. Also, banner ads on sites such as muchmusic, nexopia, etc. were part of the media mix.

The entire campaign ran for only two weeks, while AOL's push lasted four.

RESULTS

- The campaign recorded over 9.8 million impressions and had a 108,965 click-through rate
- The micro site attracted over 174,000 unique visitors and the average length of stay was 40 minutes
- AOL "Face-Off" delivered over four million impressions and facilitated an impressive traffic count to the microsite

CREDITS

PHD Canada

Michael Bolt, VP,
Unilever account group
Suresh Krishnan,
strategy account manager

Unilever

Sandra Davies, category director
Jillian McLaughlin, brand manager



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UNDERSTANDING DO-IT-YOURSELF

Mark Wilson

VP, group account director
Initiative

After 20 years in the business, Mark Wilson looks to his work on Chrysler as a model of what the media research understanding of the Home Depot consumer, one of his clients at Initiative, will look like.

A handful of years ago when he had the car manufacturer as a client, he says the research profiled its various consumers so deeply, that he was able to understand the media touch points as early as six months into the buying process, down to when only a few items about one model remained on that consumer's shopping list.

"From a car perspective – at least from a media perspective – we know what influences car purchases," he says. "We're getting there on home improvement. [For instance] when putting in a deck, because it's a traditionally male thing, is it 'Mark' putting it in. Or is it that Mark is talking with his wife? And how do they decide if he's going to put it in with some friends or just hire a contractor?"

He says the agency is currently working with a company called eRespond to get to a depth of understanding that will help to better tailor media plans, similar to the campaign that the renovation giant has forged with *Chatelaine* surrounding its Domestic Divas push.

"We think most of the decisions are shared, but want to find out why, how and when they decide."

GOAL

To reach the female DIY

TARGET CONSUMER

Women mid 30s to 49

CONSUMER INSIGHT/CHARACTERISTICS

"Our bull's-eye is that 35- to 40-year-old urban female professional who is still very 'house proud,'" says Mark Wilson, VP group account director at Initiative. Home Depot marketing manager Jason Reilly adds that women now influence 80% of home improvement buying decisions. And increasing numbers of them are taking on light projects around the home.

MEDIA TOUCH POINTS

- Print
- Online community
- E-newsletters (to subscriber base of *Chatelaine* and *Flare*)

EXECUTION

Domestic Divas, which launched last fall, is accessed through the *Chatelaine* Web site. It was created by execs at Rogers and Home Depot is content sponsor. To encourage initial sign-up, a \$30,000 kitchen reno and gift cards were offered as incentives. Regular contests offering Home Depot product are used to generate response, and content is refreshed monthly by *Chatelaine* staffers, says Reilly.

On the print side, there were two 16-page supplements in *Chatelaine*, says Wilson focusing, for example, on holiday makeovers.

Reilly says Home Depot is considering bringing the program in store. Adds Wilson: "We'd love to use it for events, a TV program or webisodes."

RESULTS

- One of the initial promotions, offering 5,000 Home Depot gift cards of \$10 once the target registered, was sold out in 12 hours, says Wilson
- Today, 35,000 women receive the monthly newsletter

CREDITS

Initiative

Mark Wilson, VP group account director

Home Depot

Jason Reilly, marketing manager
David Stoller, media supervisor

Chatelaine

Kerry Mitchell, publisher, *Chatelaine* and *Châtelaine* magazines

April Burak, account manager, marketing solutions, Rogers Publishing Corporate Sales
Lianne Warne, program manager, marketing solutions, Rogers Publishing Corporate Sales

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CLIENTS GET BOLD

Amy Dawson
media supervisor **Cossette Media**



Sure, it's a hackneyed phrase but the media truly became part of the message for this Bell Mobility campaign.

"We analyzed each of the work environments to come up with some new and interesting executions for this campaign," says Dawson in explaining how she and her team devised the unique OOH placements. "With a large construction site right outside our window, we had a first-hand look at reaching this industry with the 10-4 message," she jokes.

Even after just five years in the industry (she graduated from Hamilton, Ont.-based Mohawk College's media program and was lucky enough to be hired on at Cossette, where she had a placement) Dawson says that she's noticed a change in the willingness of marketers to take chances with their media executions. The folks at Bell, her main client, had little resistance to the idea of using the construction crane, for example, as a media outlet.

"Every client now wants to do something new and exciting and build that into their media plans," she says. "Bell wanted a bold launch." Interestingly most of the reluctance came from an unexpected source. "We did have a hard time finding suppliers that could execute a few tactics. There were other ideas on the table that we weren't able to bring to life. Maybe in another campaign," she says.

GOAL

Speak the target's very to-the-point language. And go where they couldn't avoid hearing it. That's what Cossette Media decided to do for the launch of Bell's 10-4 campaign last March. Targeting a walkie-talkie service to a very specific group, the agency managed to make the mediums as exciting as the message.

TARGET CONSUMER

"Our target was businesses of all sizes, with a particular emphasis on transportation, construction, and white collar workers," says Amy Dawson, media supervisor on the account. "Men weren't the specific target we focused on, however some of these industries are naturally more skewed to men.

"We wanted to reach the target who are busy at work, don't have time to chat and could benefit from the 10-4 service."

CONSUMER INSIGHT/CHARACTERISTICS

- Research revealed that walkie-talkie users have their own language. 10-4 talk is not conversational, but abbreviated and to the point. From this, the agency constructed the media plan around the key target insight – "When you don't have time to chat. Talk 10-4."

MEDIA TOUCH POINTS

- OOH at the work environments of transportation, white-collar and construction workers
- Print and radio spots and location domination at Toronto's BCE Place and Montreal's Pierre Elliot Trudeau Airport

EXECUTION

Areas where the target would be too busy to chat, like



construction sites, were scouted to identify unique and surprising media executions.

In selecting sites, Cossette took into account factors such as height, structure, visibility, proximity to high-traffic areas, stage of project completion. Where none existed, they worked with suppliers to create them.

The results included column wraps in the PET airport and construction crane advertising. For construction workers, the campaign included lunch trucks and construction hoarding dominations.

White-collar employees were reached through BCE Place domination in Toronto, elevator wraps/screens, and parking garage ads. Meanwhile, for transportation workers, a mix of 53-ft. truck wraps, a GO commuter train wrap and highway superboards were used.

RESULTS

- The campaign exceeded expectations within the first few weeks
- 58% of the campaign's target was achieved within the first three months

CREDITS

Cossette Media

Katie Wolf, group media manager
Amy Dawson, media supervisor
Maria Chiarella, media planner

Cossette B2B

Dawn Whiteman,
group account director
Gillian Muise,
senior account supervisor

Blitz Marketing

Roehl Sanchez, VP/CD
Diane Gagne, copywriter
Cecilia Barry, copywriter
Noel Naguiat, art director

Bell Mobility

Linda Hechtl,
associate director,
marketing communications



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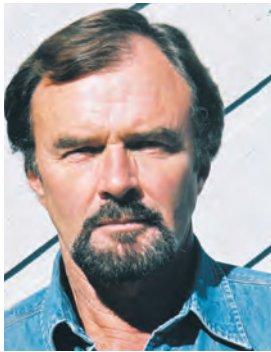
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◀ By Barry Base ▶

If you have to ask where ideas come from, **you're in the wrong biz**

Did you know people used to ask Shakespeare where he got his ideas?

Yup, and Goya, too?

And Seth MacFarlane?

Even me! All my life. My father said it was *the damn comic books*.

Before I was hired to write ads with Marty Myers and Jerry Goodis,

university people, “cool” people, walked up and said *Um, where did you get that idea from?*

I eventually told them, *as I will tell you*, that ideas are brought to “Creative People” by storks, at night, and left in chimneys. Also, ideas can be found under cabbages in most gardens.

See? I just did it! I combined two very

doing there? Now there's a *real* question! Great ad agencies are led by Bernbachs, Ogilvys, Burnetts, Abbotts. Not guys selling stock.

Here are some other questions. And answers.

1. Where do we get ideas from? I know two David Ogilvy protégés who swear he coined the pithy axiom: *Know the World, and Steal from The Best*. Of course, he never dared publish it.

2. What is the purpose of an advertising organization? *To be the House of Magic*.

3. Who does what? *A great client is the conscience of The Company. A great agency is the conscience of The Consumer*.

4. What are we trying to do? *To package info in a way that invites people to make decisions*.



I was still in school, but doing a weekly syndicated cartoon column for Peter Gzowski in the *Toronto Star*. And so help me God,

Ideas are brought to “Creative People” by storks, at night, and left in chimneys.

unremarkable concepts (where babies come from and where ideas come from) *but in such an odd way as to produce a third, somewhat new, strange and “wacky” idea*.

By the way, pal, if your ad agency is not run by a “Creative Person,” what the hell are you

5. What ideas actually *work*? The people who brought us 50 years of Focus Groups are about to bring us 50 years of “How the Brain Works” diagrams. Yeah, right. *Better you should soak up history, art, religion. Stir. Simmer*.

6. Who do you want to be? I asked a dozen kids this question at a recent “Awards Festival” and nobody had the foggiest idea. Hello? If you were walking down Yonge Street with a guitar case, and I asked you *Kid, who do you want to be?* you would say Mark Knopfler or Pete Townshend or Ry Cooder or Andres Segovia, yes?

To say you want to live in Rosedale with a golden retriever and the Lexus with the big engine is *not* who you want to be. *Dagwood Bumstead* is not a valid answer.

You need heroes in this life.

Figure out who you want to be, kid.

The ideas will come.

Barry Base is president and CD of Barry Base & Partners, Toronto. He clawed his way up through four major ad agencies and founded his own firm when still a small child. See highlights of his career to date on an egomaniacal Web site at www.barrybaseandpartners.com.



OBITUARY

Lou Puim, VP, director of marketing at Mississauga, Ont.-based Wal-Mart Canada, passed away suddenly on Friday, March 10, as a result of a car accident.

Featured in *strategy's* “Who to Watch” feature last October, Puim was a bona fide retail man. He joined Woolworth's management training program in 1976, right out of high school, and later earned a marketing degree from Wilfred Laurier University on the side.

During his tenure, Puim saw his company change hands twice – first to Woolco and later to Wal-Mart – but his impact was constant. In fact, when Wal-Mart Canada purchased Woolco's 122 Canadian stores in 1994, the U.S. chain's senior executives were so impressed with Puim's track record, they decided to keep him in his post as director of marketing.

Notably, over the past several years, Puim has been credited with getting Canadians to embrace Wal-Mart, by improving its stores and product assortment, capturing customer stories in TV advertising, and reaching out to ethnic Canadians. As a telltale sign of his continued success, mere days before his death, Wal-Mart announced it had promoted Puim, by adding a VP to his title.

Puim leaves behind his wife Maria, and two children, Jade and Brandon. He was 48 years old.



◀ By John Bradley ▶

Creativity in business means 'insightful originality'

My dictionary tells me that when I ask for creativity, I can expect to get, "the ability to use the imagination to develop new and original ideas or things, especially in an artistic context." I have trouble with this definition because brand managers see the words "imagination," "new" and "original" and off they go – any idea is a good idea as long as it is "creative." Which is why, when I hear the word "creativity," I reach for my revolver.

Business for me isn't an artistic context – unless needing to sell more while spending less counts as art – so then to be of any use, the definition of creativity needs to be heavily qualified, to the point where I think another phrase does a better job describing what's needed.

My vote goes for "insightful originality." Creative thinking is no use whatsoever in marketing if it is not corralled by relevant facts and acute observations – two disciplines noticeably absent in far too many marketing departments and advertising agencies, as people are far too busy sat in meetings hunched over their Crack-berries to notice anything going on around them. But occasionally, one does see it, and over the years I observed that there were two critical attributes required in people if they were to be capable of insightful originality: the inquiring mind,

Some bright spark at P&G figured out a diaper on a stick was a winner

and the prepared mind. The inquiring mind has a perpetual sense of wonder, driven onwards by dissatisfaction with the status quo. "Why can't we play in that market?"

"Why do people *do* that?" Swiffer would not be improving our lives beyond measure if someone hadn't asked, "Why *can't* we sell a duster for \$5 just because people currently buy 10 for \$1 from hobos on the doorstep?" Why indeed. But alone, this can be a frustrating if not destructive attribute if it is not counter-balanced by the fact-rich mind, replete with an in-depth understanding of operations, capabilities, markets, customers and consumers. Without the prepared mind, the Swiffer would have stayed as just an electrostatic super-duster. But some bright spark realized that the benefits of picking up dirt, as opposed to merely moving it around, could also apply to the humble floor-mop. And not only that, but P&G also already possessed the very

lemon was definitely original, but where was the insight? Aha, I was told, it would stand out on the Cash&Carry shelves shouting "LEMONADE FLAVOUR," then would inspire the retailer to brighten up his customers' lives and place said lemon prominently in the hot zone on the counter. Our products don't get on the counter because our packaging is boringly utilitarian.

By this time, it had already gone into production and I think you can guess the rest. It was, of course, a disaster. Retailers didn't want large plastic lemons cluttering up the place; and consumers didn't know that the few lemons they saw contained chocolate bars, let alone lemonade flavoured ones. The only decent bit of creativity to come out of the debacle was from an account manager who realized that the packages, when displayed two together, bore a startling resemblance not to lemons, but a pair of enormous, yet pert and clearly excited female breasts. Just what convenience store owners needed to advertise

Over the years I observed that there were two critical attributes required in people if they were to be capable of insightful originality: the inquiring mind, and the prepared mind

technology to soak up oceans of dirty water much better than any mop – diapers. Hence was born the Swiffer WetJet, which is little more than a diaper on a stick with a water pistol strapped on. Brilliant! But equally, the prepared mind without the enquiring mind is invariably tedium personified. You need both.

My own personal low point on the topic of creativity came when I had returned from a bout of sick leave to discover that a lemonade-flavoured line extension had been packaged, not in a boringly printed box which was sized to fit on tens of thousands of boring confectionery fixtures, but in a large yellow plastic lemon. The

latest offerings on the back shelf of the magazine rack.

So the next time someone mentions the word "creativity," take a long, hard look for the enquiring mind and the prepared mind. If you only see one or, even worse, neither, aim right between the eyes.

Twenty-plus years in marketing were enough for John Bradley; he left to do other things that interest him. He writes this column to help the next generation of marketers simplify an overly complex profession. He values and responds to feedback at johnbradley@yknotsolutions.com.





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to two hours where they can conduct business or relax. The modern amenities at Pearson make it ideal for delivering your message to this captive and upscale audience. Our airport advertising product line is diverse. Choose from backlit displays, CBC News Express specialty television, large format video projection, interactive product displays and more. When it comes to Airport Advertising the choice is Clear.



Clear Channel Outdoor

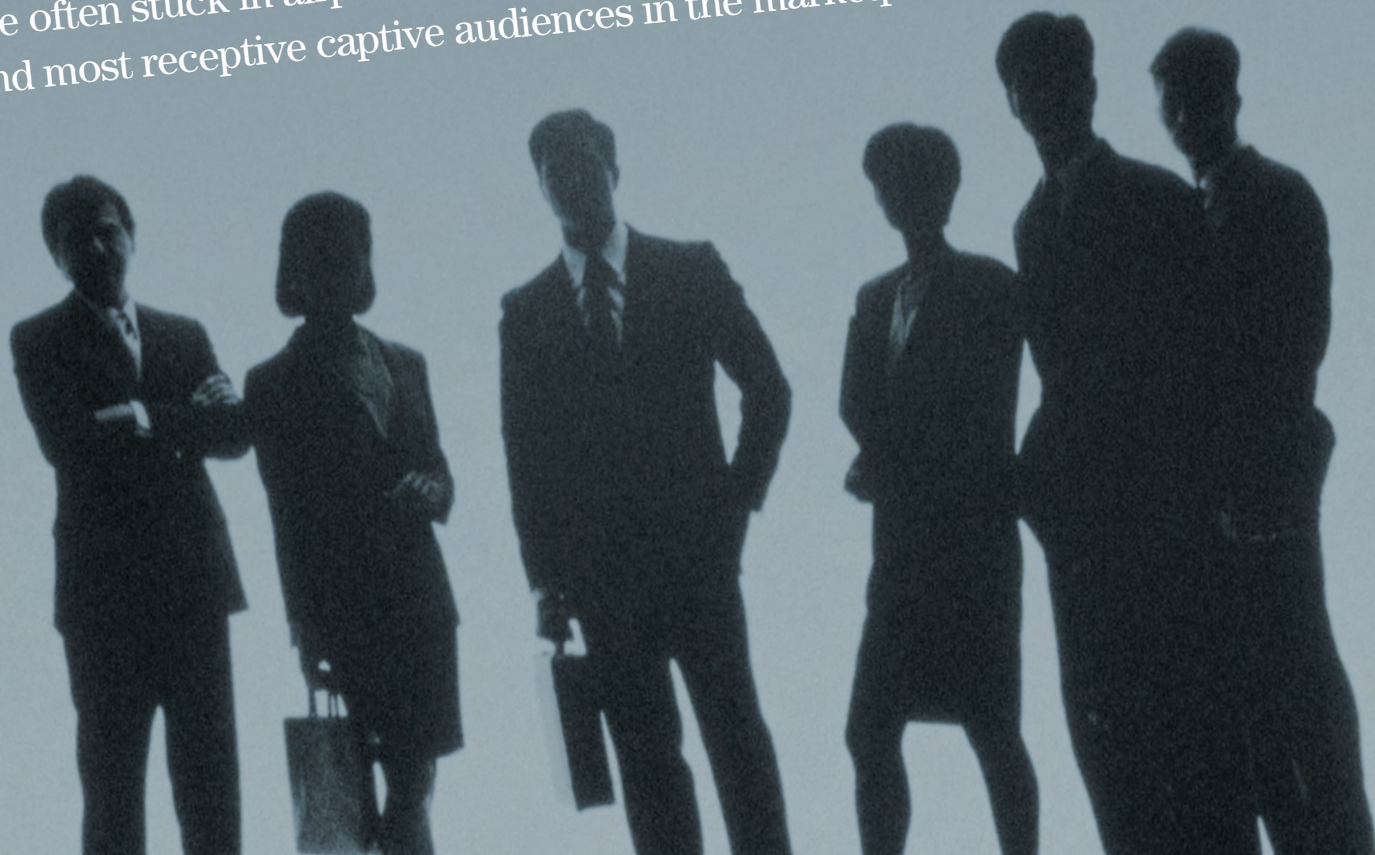
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On the go: Reaching the road warrior

Today's business travellers are high-income earners, leading decision-makers in their professions and known for their willingness to try new products while staying loyal to brands they love.

That means they are a marketer's dream demographic. As frequent flyers, they are often stuck in airports for hours on end, making them one of the wealthiest and most receptive captive audiences in the marketplace today.



"This is a very attractive segment of the population in terms of business people, in terms of frequent fliers, and people who have an upscale lifestyle," says Richard Ivey, vice president customer service at Media Experts, a Canadian media planning and buying company. "There is a level of captivity because they certainly don't have many other places to go within the airport."

Additionally, according to PMB 2005, the average dwell time for a traveller in a hub airport such as Toronto's Lester B. Pearson International Airport is now upwards of two hours. Senior managers and professionals or owner-managers are 57% of the passenger mix. Thirty-seven percent of the airport's frequent business flyers have personal incomes above \$75,000, notes the survey, while 55% influence business purchase decisions.

Equally impressive is a 2004 U.S.-based Arbitron study that determined frequent flyers were almost twice as likely to buy or lease new luxury vehicles, and two and a half times more likely to spend over \$1,000 dollars on jewellery or watches.

It's a lucrative market and, with global passenger numbers rising, a growing one. These points are not lost on out-of-home media vendors such as Clear Channel Outdoor and Interspace Airport Advertising, as well as airport operators like the Greater Toronto Airports Authority. All three are taking marketing to new levels as they seek to tap into this increasingly discerning target market.

Building on local presence

As an out-of-home media vendor specializing exclusively in airport advertising, Interspace Airport Advertising knows a thing or two about airport displays. The company handles 190 airports worldwide, including 13 in Canada, and focuses on developing a regional focus for its many non-hub airports—known as origination and destination (O&D) airports. Canadian airports handled by Interspace include Edmonton, Ottawa, Halifax, Winnipeg, Victoria, St. John's, Saskatoon, Regina, Moncton, Hamilton, Abbotsford, Saint John, and Charlottetown.

"Our philosophy has always been to create a local and regional showcase of who's who in the region," says John Moffitt, the company's national marketing director for Canada. "We tend to have long-term advertisers, many who show their pride in the region and view our program as a way

to show their support for the local airport." The Interspace client list includes a large mix of local players such as the University of Ottawa and the Ottawa Senators hockey team, as well as more national clients like American Express and the Bank of Montreal.

An advantage of smaller O&D airports is that the message is delivered in a more relaxed, familiar environment. Passengers are less stressed and more aware of their surroundings. They are not rushing to find their gates or make their connections. The audience also includes a sizable number of local meeters and greeters in the baggage claim areas.

O&D airports have a larger percentage of passengers accessing more of the airport,

Moffitt points out. With their smaller size and newer, open-concept layouts, they provide advertisers with an unparalleled reach into their target markets. "A national advertiser can easily dominate these airports, whereas it is generally cost-prohibitive to do so in a large hub airport. Often with just a couple of displays, you

can reach literally 100% of the airport audience."

In fact, adds Moffitt, O&D airports are cutting down on the clutter of some of their display allocations, opting instead for larger signage in a centralized location that delivers equal revenue by reaching more people. At Winnipeg International Airport, for example, Interspace created two sets of custom-sized 30- by 20-foot displays that hang from the ceiling in the three-storey baggage claim area. Advertisers who have used these dynamic displays include Air Canada, Manitoba Lotteries Corporation, and West-Jet Airlines.

Interspace also decreased the number of individual displays for Regina International Airport's new terminal while providing a larger, centralized scrolling sign in the baggage claim area. The format is ideal for grabbing the attention of the stationary waiting crowd and creates a cleaner, more streamlined environment for the airport, says Moffitt.

The average dwell time for a traveller in a hub airport such as Toronto's Lester B. Pearson International Airport is now upwards of two hours.



Local car dealer in Regina reaches thousands of prospective buyers daily by expanding showroom into airport

Frequent flyers were almost twice as likely to buy or lease new luxury vehicles, and two and a half times more likely to spend over \$1,000 dollars on jewellery or watches.



Ottawa International Airport has two spectacular video walls, one featuring CBC News Express, that are visible to most of the new terminal



Departing passengers in Regina International Airport cannot miss the Saskatchewan Wheat Pool's dynamic 25 ft. wall wrap

INTERSPACE AIRPORT ADVERTISING: A CUSTOM APPROACH

Interspace Airport Advertising prides itself on providing custom-made solutions for its airport concessions. So when it came to the new terminal at Ottawa International Airport, Interspace marketing consultants were on the construction site with their advertising clients long before the terminal opened in October 2003.

"We worked with the architects and designers years before it was even built so we could integrate our advertising in a tasteful way," says John Moffitt, the company's national marketing director for Canada.

Taking advantage of the terminal's open-concept, stadium-like design, Interspace worked closely with the airport in selling advertising on two

13-by 9-foot video walls in the first floor baggage claim area that are visible from the security and ticketing areas on the second and third floors. "The display is visible from probably 80% of the airport because of the design and the size and the location," notes Moffitt.

One of the screens shows a news loop from the CBC, with about 20 minutes of advertising available hourly. It is currently playing ads from SAP, Dow Chemical, the Canadian Boreal Initiative and Nerds On Site, among other companies.

The second screen operates as a silent commercial focusing on tourism, with 30-second spots from Sparks Street Mall, Kinki and Social restaurants, as well as other hotels and tourist venues.

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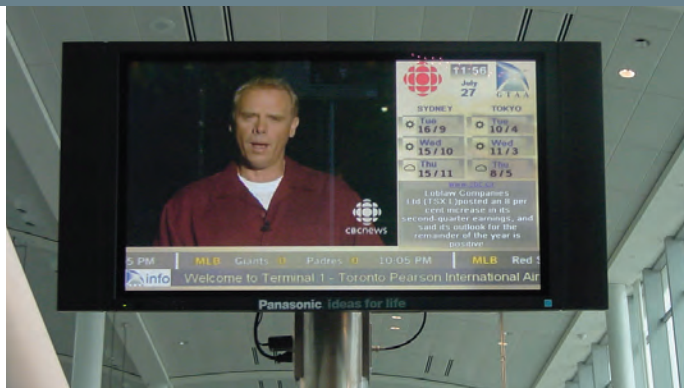
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*GTAA posted parking garage rates apply in addition to the \$20 Valet Care fee.



CBC News Express



6'x 10' backlit



14H x 25' W Projection System

Interactive entertainment

Passengers confined in an airport may be a boon for potential advertisers, but easing the monotony by keeping them actively engaged and entertained has raised the bar on advertising, which for decades has been dominated by standard backlit signage.

Clear Channel Outdoor, the advertising concessionaire for Toronto's Pearson International Airport (who also sell advertising at Vancouver International Airport), is well aware of this trend. While backlit signs still account for the bulk of its airport signage, the company is looking at alternatives to increase impact while providing an entertainment value to the passenger.

"Dwell time has gone up significantly post-9/11 because of security," points out Alan High, vice president of operations and marketing for the Canadian division of Clear Channel Outdoor. "The airport authorities have told us they need us to provide more entertainment value to the passengers. The advertising is interesting, but the challenge is to entertain them."

Clear Channel Outdoor has come up with a number of options. For the past two years, it has partnered with the CBC to create a specialty television network at Pearson: CBC News Express. This show consists of a one-hour, closed-circuit loop of CBC News on 42-inch plasma screens located at more than 80 points in Pearson Airport.

CBC News Express is Pearson's specialty television network

Passengers can watch the news while they wait for their flights, interspersed with 20 minutes of commercials in 15-, 30-, or 60-second spots. Advertisers, which include American Express and CIBC, have been pleased with the response.

"This has been very successful for us," points out Freeman White, vice president of sales development for Clear Channel Outdoor. "It's different than in airports in the U.S., where you have CNN providing a general feed, not a customized news and information network like we are doing at Pearson."

Clear Channel Outdoor also has on-site displays such as one showcasing Hyundai's high-end Sonata car in a pre-security area at Pearson's new Terminal 1. Passengers can approach the car, touch it and examine its specifications on an accompanying pedestal. While the car needs to be regularly cleaned of fingerprints left by curious onlookers, White notes that this is further proof of the display's effectiveness. "You might have 70 to 80 people going through a dealership in the course of a day but at the airport, you've got tens of thousands," adds White.

High says his company's next step will be to increase the interactive component which, in the case of car displays, could be a nearby kiosk that runs commercials on the vehicle and allows passengers to download

CLEAR CHANNEL OUTDOOR: EMBRACING NEW ADVERTISING CONCEPTS

As challenging as it might be to set up a mammoth 15- by 20-foot reproduction of a suitcase in a secure part of a major airport, Clear Channel Outdoor was up to the task when American Express approached them with the idea more than two years ago.

By early 2005, the suitcase was installed in Toronto Pearson International Airport, complete with a built-in, four-colour, 8- by 12-foot LED screen in the middle. On view are American Express commercials and still shots of exotic destinations from around the world, in eight- to ten-minute loops.

"American Express wanted to carry a message about travelling and using your card to go to different destinations around the world," says Freeman White, Clear Channel Outdoor's vice president of sales development for

Canada. "The suitcase was a good way to present that."

It is also an excellent example of the current airport trend to keep passengers entertained while dwell times remain high due to strict security. Conveniently located adjacent to the boarding gate for RapidAir flights, the suitcase allows passengers to view its images from the waiting area.

As well, a booth next to the suitcase, manned by one or two staff, accepts applications for American Express credit cards. "There is more than just a great visual presentation of American Express, there is an interactive component that ties back directly to American Express's business model," says White. "They've really embraced the whole concept of what airport advertising is going to be in the years to come."



American Express Suitcase



Hyundai car display

brochures onto their PDA devices. Travellers could also input their contact information, which a car dealership could follow up on. "Advertisers can start to interact with passengers," explains High, "because most of these business travellers already have these (wireless) devices."

With an airport client list of heavyweights like SAAB, Mercedes, Bank of Montreal, Pricewaterhouse Coopers, Oracle and American Express, Clear Channel Outdoor knows it needs to stay ahead of the curve. And it's doing just that. "We are starting to see a lot more support from advertisers who like what we're doing. And our landlords—the airports—are becoming more receptive to doing different things," says High. "They have also embraced their role in entertaining people."

Engaging Passengers at Pearson

With non-aeronautical revenue streams becoming increasingly important to airports, so is optimizing revenue from the business traveller market, which accounts for 50% of international traffic at Toronto Pearson International Airport.

To determine how to better target and satisfy travellers, the Greater Toronto Airports Authority (GTAA) surveyed 10,000 passengers over a two-week period last year. Results confirmed increasingly lengthy dwell times for passengers. To cater to this time-on-their-hands market, the GTAA is actively boosting the entertainment element of everything on offer at Pearson, particularly advertising.

"Forms of entertainment that we are using include advertising," says Dan Driedzic, the GTAA's general manager of concessions. "We

Create
Integrate
Deliver

the opportunity
the ideas
the product





Red Rocket's Gourmet Deli pays homage to Toronto's transit system and its historic streetcars.



Food and beverage outlets such as Kensington Marketplace introduce visitors to, and remind them of, the richness of Toronto's neighbourhoods.

are looking at more car displays placed in the terminal and other unique types of advertising such as holograms."

The GTAA's CBC news programming, for example, which can be viewed on strategically placed screens throughout the airport, helps keep passengers engaged. In addition to regular news reports, the programming offers live coverage of major events such as the recent 2006 Winter Olympics. "People find it quite diverting," says Howard Bohan, director of properties and concessions. "We had a great response to the Olympics."

Like its counterparts at many other airports, the GTAA is taking a

As frequent flyers, they are often stuck in airports for hours on end, making them one of the wealthiest and most receptive captive audiences in the marketplace today.

very strategic approach to adding new signage to its terminals, leaning towards incorporating fewer, but larger, displays. They are adding new opportunities to their inventory gradually and carefully, rather than spreading advertisements across all available walls.

"We're being very tactical in how we advertise in the terminal so that we don't decrease the value of each particular sign," stresses Bohan. "Our philosophy has been less is more. And this does two things: It makes the price higher, but it also really has greater impact when you don't have a plethora of signs and banners in your face. A 16- by 10-foot spectacular works a lot better." ✈

GTAA: A TASTE OF TORONTO

If you stepped off a plane into an international airport anywhere in the world, would you have a clue which country you were in?

You certainly would if you landed at Toronto Pearson International Airport. It's chockfull of Toronto-themed retail, food and beverage outlets thanks to a unique marketing scheme spearheaded by the Greater Toronto Airports Authority (GTAA). "We wanted to capture the spirit of Toronto," says general manager of concessions Dan Driedzic.

And they did. From food outlets with monikers like the Red Rocket, Kensington Market and good old Hogtown, to bookstores called Maclean's and CTV, the GTAA has ensured that Pearson International Airport reflects its home.

Even when incorporating national brands—such as the much-loved Tim Horton's—the GTAA works with retailers to ensure that a Toronto

theme is present. In the case of the Tim Horton's outlet in Terminal 1, graphics of Toronto's funky Queen Street fill an entire wall.

"We are going to move toward national brands, but still within the Toronto-theme context," stresses Driedzic. "People are comfortable with having the sense of a national brand." Other themes, all with a Toronto angle, include transportation, sports and entertainment, and each can be found incorporated into a section of the airport.

Also of particular interest to the business traveler is the GTAA's new valet parking service. Recently launched at Toronto Pearson's Terminal 1, it provides an easier, faster and more convenient way to park at the huge airport. Passengers are encouraged to go online at www.gtaa.com/valetcare and pre-register for Valet Care.



Convenient curbside valet parking is now available at the Terminal 1 Departures curb.

AN EVENING UNDER THE STARS

22nd Annual NATIONAL ADVERTISING BENEVOLENT SOCIETY *Fundraising Gala*



2006 Gala Chairs, Frank Palmer of DDB Canada and Tony Viner of Rogers Media cordially invite you to join us for an evening under the stars with fine dining and show stopping entertainment.



Featuring an expanded silent auction and the unparalleled vocals of world-renowned Michael Burgess and Friends.

Date: Thursday, May 11, 2006
Location: Kool Haus, Queens Quay, Toronto, Ontario
Attire: Black Tie / Formal
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◀ FedEx bathes its employees in the brand message

04/27.

Internal Branding: Lessons from the Leading Brands.

This American Marketing Association – Toronto conference looks at the importance of getting employees to live and breathe the brand message because, let's face it, it's up to them to bring the brand promise to life. Set up as a roundtable breakfast discussion, participants include Brenda McWilliams, managing director, marketing at Federal Express Canada. Verity, Toronto. 416.923.7476. toronto.marketingpower.com.

05/15-17.

The Canadian Marketing Association National Convention & Trade Show

is developed for senior-level marketing executives and features speakers like Kevin Roberts, CEO Worldwide of Saatchi & Saatchi. In his presentation, Emotional Rescue: Winning in the Attraction Economy, Roberts argues that the future belongs to those who can make emotional connections in the market. As well, Patrick Sullivan, president of Workopolis.com, is among the panelists discussing Integrating Traditional and New Media for Optimum, Measured Marketing Results. Palais de congrès, Montreal. 416-644-3763. www.the-cma.org.

05/10.

Strategy presents

Understanding Women: Welcome to the Real World,

a conference about finding out who the female consumer really is and how to reach her. Among other things, W will provide research on how today's woman is feeling in her heart, head, and home; marketers will share how they have tapped into "communities;" and marketing to women expert Martha Barletta will keynote on "Prime Time Women – The Target Marketer's Golden Bulls-Eye."



◀ Conference shows marketers how to see past the stereotypes

Other notable dates.

04/19. Mediaweek presents **TV Upfront Live**. In the session Defending the Dinosaur? broadcasters worry that marketers have found effective alternatives to national TV. Marriott Marquis, NYC. 646.654.5167. www.tvupfrontlive.com. • 04/22-27. **NAB 2006**, the National Association of Broadcasters convention, looks at Podcasting for Profit. Las Vegas Convention Center, Las Vegas. 888.740.4622. www.nab.org. 04/27. **Magazine Day**. The Ad Club of Toronto presents "Church Meets State," a debate about advertiser encroachment on editorial. Steve Meraska, director of business development at Starcom and *Maclean's* editor-in-chief Kenneth Whyte take part. Four Seasons Hotel, Toronto. 416-367-7312. www.adclubto.com. • 04/27. **The 3rd Annual Sponsorship Marketing Council of Canada Conference and Awards Show** will look at research for marketers considering sponsorships. Metro Toronto Convention Centre, Toronto. 416.964.3805. www.sponsorshipmarketing.ca. • 05/1-3. **Canadian Promo Marketing Conference: Engaging the 24-Hour Consumer**. Topics include the war at retail. Montreal Marriott Chateau Champlain, Montreal. 866-640-4359. www.promoconference.com. • 05/16. In **Better Media Strategies**, the Association of Canadian Advertisers presents an intensive seminar on how marketers can challenge their agencies to deliver better, more cost-effective media plans. ACA offices, Toronto. 416.964.3805. www.aca-online.com.

For more details about these events, visit www.strategymag.com/events

IT'S A DOG'S LIFE

Is it just us or have pets become the new accessory? Okay, so they're cute and cuddly and they look great in a handbag. Because of our new furry obsession – who needs kids? – the pet products industry is booming.

According to the American Pet Products Manufacturers Association, last year alone Americans spent an estimated US\$35.9 billion on Fluffy and Fido, up from US\$34.4 billion in 2004. So we thought we'd take a look at just how far people are willing to go to pamper their pups – and the best-in-show firms that are reaping the rewards.

◀ By Paula Costello ▶

Strollin' in style

Why walk when you can ride? For the pooch who doesn't want to get his paws dirty, there's the ATV 3 Wheel All-Terrain Pet Stroller from Central Valley, N.Y.-based callingalldogs.com. Made with water-repellent nylon fabric, it features front and rear entry, as well as top, front and rear ventilation and shock absorbers. There is also a mesh window "to keep out the bugs" and a large storage basket for toys, treats and water bottle. The US\$195 price tag includes a wind and rain cover and nighttime safety reflectors.



Get me to the church on time

Thinking of breeding your dogs? Well it's no longer socially acceptable to just stick them in a pen and let them go at it. Now those beagles have to make it legal. That's right we're talking a church, guests, the whole bit. And of course the bride needs to wear white, so California-based doggiedesigner.com has created a wedding gown and tuxedo set for the happy couple. The bride's gown, made from satin and lace, goes for US\$100. Meanwhile, the groom gets an elegant tux with snappy red bow tie plus a boutonniere for his lapel, all for a mere US\$80.



When you can't take your dog to the spa...

Since dogs need vacations too, NYC-based Modern Tails Luxury Pet Boutique (moderntails.com) is offering a Bone-Shaped Vinyl Travel Set. The pack, which costs US\$20, contains 2 oz. travel-size containers of lavender shampoo, conditioner and between-bath spritz. Now even Fido can take the comforts of home on the road.



In good company

Many busy professional people would love to own a dog but worry about what his quality of life would be like when he's left alone at home all day. Well, Vancouver-based dogstoriesandmusic.com has come up with a solution. Its CD, *Soothing Stories and Music for the Solo Dog*, available for \$20, keeps poochie company while mum and dad are at work. It combines tales of a dog's life with comforting classical music so you'll come home to find your pup relaxed and happy.



Sweet dreams are made of this

From River Vale, N.J.-based CIZL International (cizl.com) comes the Dream Car Bed for mutts who like to snooze in style and comfort. The racing car inspired bed comes in small or large and in pink, blue, red or yellow. It's lined with a removable, machine washable, cotton pad. This "perfect gift for the holidays or any day of the year" rings in at a relatively inexpensive US\$70.

They're gonna love those corporate baseball caps.

Yeah, right.



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